

STATE OF MICHIGAN  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET  
 PROCUREMENT  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 530 W. ALLEGAN, LANSING, MI 48933

**CHANGE NOTICE NO. 6**  
 to  
**CONTRACT NO. 071B9200043**  
 between  
**THE STATE OF MICHIGAN**  
 and

NAME & ADDRESS OF CONTRACTOR:	PRIMARY CONTACT	EMAIL
Health Services Advisory Group, Inc. 3133 E. Camelback Road, Suite 300 Phoenix, AZ 85016-4501	Mary Ellen Dalton	mdalton@hsag.com
	TELEPHONE	CONTRACTOR #, MAIL CODE
	(602) 264-6382	

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
CONTRACT COMPLIANCE INSPECTOR	DCH	Kevin Dunn	(517) 335-5096	<a href="mailto:dunnk3@michigan.gov">dunnk3@michigan.gov</a>
BUYER	DTMB	Lance Kingsbury	(517) 284-7017	<a href="mailto:kingsburyl@michigan.gov">kingsburyl@michigan.gov</a>

CONTRACT SUMMARY:			
DESCRIPTION: <b>EQR Services for Pre-paid Inpatient Health Plans - Department of Community Health</b>			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
October 8, 2008	October 7, 2011	2, 1 Yr. Options	October 7, 2014
PAYMENT TERMS	F.O.B	SHIPPED	SHIPPED FROM
.5% 30 – Net 45	N/A	N/A	N/A
ALTERNATE PAYMENT OPTIONS:			AVAILABLE TO MiDEAL PARTICIPANTS
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS:			
N/A			

DESCRIPTION OF CHANGE NOTICE:				
EXTEND CONTRACT EXPIRATION DATE	EXERCISE CONTRACT OPTION YEAR(S)	EXTENSION BEYOND CONTRACT OPTION YEARS	LENGTH OF OPTION/EXTENSION	EXPIRATION DATE AFTER CHANGE
<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3 Months	Dec. 31, 2014
VALUE/COST OF CHANGE NOTICE:		ESTIMATED REVISED AGGREGATE CONTRACT VALUE:		
\$161,345.00		\$3,554,081.00		

Effective immediately, this Contract is hereby EXTENDED to December 31, 2014, and INCREASED by \$161,345.00.

All other terms, conditions, specifications, and pricing remain the same.

Per agency and Contractor agreement, DTMB Procurement approval, and the approval of the State Administrative Board dated August 26, 2014.

STATE OF MICHIGAN  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET  
 PROCUREMENT  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 530 W. ALLEGAN, LANSING, MI 48933

**CHANGE NOTICE NO. 5**  
 to  
**CONTRACT NO. 071B9200043**  
 between  
**THE STATE OF MICHIGAN**  
 and

NAME & ADDRESS OF CONTRACTOR:	PRIMARY CONTACT	EMAIL
Health Services Advisory Group, Inc. 3133 E. Camelback Road, Suite 300 Phoenix, AZ 85016-4501	Mary Ellen Dalton	mdalton@hsag.com
	TELEPHONE	CONTRACTOR #, MAIL CODE
	(602) 264-6382	

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
CONTRACT COMPLIANCE INSPECTOR	DCH	Laura Dotson	(517) 241-4686	<a href="mailto:dotsonl1@michigan.gov">dotsonl1@michigan.gov</a>
BUYER	DTMB	Lance Kingsbury	(517) 241-3768	<a href="mailto:kingsburyl@michigan.gov">kingsburyl@michigan.gov</a>

CONTRACT SUMMARY:			
DESCRIPTION: EQR Services for Pre-paid Inpatient Health Plans - Department of Community Health			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
October 8, 2008	October 7, 2011	2, 1 Yr. Options	April 7, 2014
PAYMENT TERMS	F.O.B	SHIPPED	SHIPPED FROM
.5% 30 – Net 45	N/A	N/A	N/A
ALTERNATE PAYMENT OPTIONS:			AVAILABLE TO MiDEAL PARTICIPANTS
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS:			
N/A			

DESCRIPTION OF CHANGE NOTICE:				
EXTEND CONTRACT EXPIRATION DATE	EXERCISE CONTRACT OPTION YEAR(S)	EXTENSION BEYOND CONTRACT OPTION YEARS	LENGTH OF OPTION/EXTENSION	EXPIRATION DATE AFTER CHANGE
<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	6 Months	October 7, 2014
VALUE/COST OF CHANGE NOTICE:		ESTIMATED REVISED AGGREGATE CONTRACT VALUE:		
\$322,690.00		\$3,392,736.00		

Effective immediately, this Contract is hereby EXTENDED to October 7, 2014, and INCREASED by \$322,690.00.

All other terms, conditions, specifications, and pricing remain the same.

Per agency and vendor agreement, DTMB Procurement approval, and the approval of the State Administrative Board dated December 17, 2013.

STATE OF MICHIGAN  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET  
 PROCUREMENT  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 530 W. ALLEGAN, LANSING, MI 48933

June 27, 2013

**CHANGE NOTICE NO. 4**  
 to  
**CONTRACT NO. 071B9200043**  
 between  
**THE STATE OF MICHIGAN**  
 and

NAME & ADDRESS OF CONTRACTOR:	PRIMARY CONTACT	EMAIL
Health Services Advisory Group, Inc. 3133 E. Camelback Road, Suite 300 Phoenix, AZ 85016-4501	Mary Ellen Dalton	mdalton@hsag.com
	TELEPHONE	CONTRACTOR #, MAIL CODE
	(602) 264-6382	

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
CONTRACT COMPLIANCE INSPECTOR	DCH	Laura Dotson	(517) 241-4686	<a href="mailto:dotsonl1@michigan.gov">dotsonl1@michigan.gov</a>
BUYER	DTMB	Lance Kingsbury	(517) 241-3768	<a href="mailto:kingsburyl@michigan.gov">kingsburyl@michigan.gov</a>

CONTRACT SUMMARY:			
DESCRIPTION: EQR Services for Pre-paid Inpatient Health Plans - Department of Community Health			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
October 8, 2008	October 7, 2011	2, 1 Yr. Options	October 7, 2013
PAYMENT TERMS	F.O.B	SHIPPED	SHIPPED FROM
.5% 30 – Net 45	N/A	N/A	N/A
ALTERNATE PAYMENT OPTIONS:			AVAILABLE TO MiDEAL PARTICIPANTS
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS:			
N/A			

DESCRIPTION OF CHANGE NOTICE:				
EXTEND CONTRACT EXPIRATION DATE	EXERCISE CONTRACT OPTION YEAR(S)	EXTENSION BEYOND CONTRACT OPTION YEARS	LENGTH OF OPTION/EXTENSION	EXPIRATION DATE AFTER CHANGE
<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	6 Months	April 7, 2014
VALUE/COST OF CHANGE NOTICE:		ESTIMATED REVISED AGGREGATE CONTRACT VALUE:		
\$322,690.00		\$3,070,046.00		

Effective immediately, this Contract is hereby EXTENDED to April 7, 2014 and INCREASED by \$322,690.00. .

All other terms, conditions, specifications, and pricing remain the same.

Per agency and vendor agreement, DTMB Procurement approval, and the approval of the State Administrative Board dated June 18, 2013.

STATE OF MICHIGAN  
 DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET  
 PROCUREMENT  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 530 W. ALLEGAN, LANSING, MI 48933

**CHANGE NOTICE NO. 3**  
 to  
**CONTRACT NO. 071B9200043**  
 between  
**THE STATE OF MICHIGAN**  
 and

NAME & ADDRESS OF CONTRACTOR:	PRIMARY CONTACT	EMAIL
Health Services Advisory Group, Inc. 3133 E. Camelback Road, Suite 300 Phoenix, AZ 85016-4501	Mary Ellen Dalton	mdalton@hsag.com
	TELEPHONE	CONTRACTOR #, MAIL CODE
	(602) 264-6382	

STATE CONTACTS	AGENCY	NAME	PHONE	EMAIL
CONTRACT COMPLIANCE INSPECTOR	DCH	Laura Dotson	(517) 241-4686	<a href="mailto:dotsonl1@michigan.gov">dotsonl1@michigan.gov</a>
BUYER	DTMB	Lance Kingsbury	(517) 241-3768	<a href="mailto:kingsburyl@michigan.gov">kingsburyl@michigan.gov</a>

CONTRACT SUMMARY:			
DESCRIPTION: EQR Services for Pre-paid Inpatient Health Plans - Department of Community Health			
INITIAL EFFECTIVE DATE	INITIAL EXPIRATION DATE	INITIAL AVAILABLE OPTIONS	EXPIRATION DATE BEFORE CHANGE(S) NOTED BELOW
October 8, 2008	October 7, 2011	2, 1 Yr. Options	October 7, 2012
PAYMENT TERMS	F.O.B	SHIPPED	SHIPPED FROM
.5% 30 - Net 45	N/A	N/A	N/A
ALTERNATE PAYMENT OPTIONS:			AVAILABLE TO MiDEAL PARTICIPANTS
<input type="checkbox"/> P-card <input type="checkbox"/> Direct Voucher (DV) <input type="checkbox"/> Other			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
MINIMUM DELIVERY REQUIREMENTS:			
N/A			

DESCRIPTION OF CHANGE NOTICE:				
EXTEND CONTRACT EXPIRATION DATE	EXERCISE CONTRACT OPTION YEAR(S)	EXTENSION BEYOND CONTRACT OPTION YEARS	LENGTH OF OPTION/EXTENSION	EXPIRATION DATE AFTER CHANGE
<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1 Yr.	October 7, 2013
VALUE/COST OF CHANGE NOTICE:		ESTIMATED REVISED AGGREGATE CONTRACT VALUE:		
\$638,927.00		\$2,747,356.00		

Effective immediately, this Contract is hereby EXTENDED to October 7, 2013 and INCREASED by \$638,927.00. Please see attached option year pricing.

All other terms, conditions, specifications, and pricing remain the same.

Per agency and vendor agreement, DTMB Procurement approval, and the approval of the State Administrative Board dated September 27, 2012.

**Michigan Department of Community Health  
Division for Quality Management and Planning  
Behavioral Health and Developmental Disabilities Administration**

**October 2012– September 2013 Scope of Work  
For External Quality Review Activities  
8/6/12**

**Performance Improvement Project (PIP) Validation Activities**

- Update PIP submission documents and validation tool
- Notify PIHPs of topic and PIP process one month in advance of PIP submission due date via PIP Submission Letter
- Evaluate the overall validity and reliability of the study results and complete PIP Validation Tool
- Distribute draft PIP validation tool to the PIHPs/MDCH for review and approval
- Finalize PIP Validation Tools and forward to each PIHP and MDCH
- Provide ongoing technical assistance as requested
- Deliverables
  - PIP validation work plan
  - 2012-2013 PIP Validation tools (drafts and final versions)
  - PIHP Final Scoring Grid

**Performance Measure Validation Activities**

- Draft documentation request packet (letter/ISCAT/mini-ISCAT)
- Submit documentation request packets to PIHPs for completion
- Site visits to PIHPs
- Receive final performance measure rates from MDCH
- Deliverables
  - PMV work plan
  - Documentation request packet
  - PMV Report template
  - 2012-2013 PIHP PMV Reports (drafts and final versions)

**Compliance Monitoring Activities**

- Draft/submit documentation request packet (letter/review tools) and report template for MDCH for review
- Submit documentation request packets to PIHPs for completion
- Site or telephonic visits to PIHPs
- Deliverables
  - Compliance monitoring work plan
  - Documentation request packet
  - Compliance monitoring report template
  - PIHP-specific 2012-2013 External Quality Review Compliance Monitoring Reports (drafts and final versions)

**Technical Report**

- Overall Project Management, face to face Kick Off meeting with MDCH
- Develop work plan and outline
- Aggregate and analyze data from PMV, PIP, and Compliance reports
- Deliverables
  - Technical report work plan
  - Technical report outline
  - Quarterly Progress Report across all activities
  - 2012-2013 External Quality Review Technical Report (drafts and final versions November and December 2013)

<b>Budget for Michigan EQR Activities for 2012-2013</b>	
Validating Performance Improvement Projects	\$63,381 62,747
Validation of Performance Measures	\$150,903 \$149,394
Review of Compliance with Medicaid Managed Care regulations	\$351,749 \$348,232
EQR Technical Report – aggregation and analysis of data from all activities including PIPs, PMV, and compliance monitoring reports	\$79,347 \$78,554
<b>Total</b>	<b>\$645,380</b> <b>\$638,927</b>

**STATE OF MICHIGAN**  
**DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET**  
**PURCHASING OPERATIONS**  
**P.O. BOX 30026, LANSING, MI 48909**  
 OR  
**530 W. ALLEGAN, LANSING, MI 48933**

June 8, 2011

**CHANGE NOTICE NO. 2**  
**TO**  
**CONTRACT NO. 071B9200043**  
**between**  
**THE STATE OF MICHIGAN**  
**and**

NAME & ADDRESS OF CONTRACTOR		TELEPHONE (602) 264-6382
<b>Health Services Advisory Group, Inc.</b> <b>3133 E. Camelback Road, Suite 300</b> <b>Phoenix, AZ 85016</b>  mdalton@hsag.com		<b>Mary Ellen Dalton</b>
		BUYER/CA (517) 241-3768 <b>Lance Kingsbury</b>
Contract Compliance Inspector: Laura Dotson (517) 241-4686		
<b>EQR Services for Pre-paid Inpatient Health Plans - Department of Community Health</b>		
CONTRACT PERIOD: From: <b>October 8, 2008</b>		To: <b>October 7, 2012</b>
TERMS	.5% 30 – Net 45	SHIPMENT N/A
F.O.B.	N/A	SHIPPED FROM N/A
MINIMUM DELIVERY REQUIREMENTS N/A		

**NATURE OF CHANGE(S):**

Effective immediately, this contract is hereby **EXTENDED** to October 7, 2012 and **INCREASED** by \$294,850.00. Please also note that the buyer is changed to Lance Kingsbury.

All other terms, conditions, specifications, and pricing remain unchanged.

**AUTHORITY/REASON:**

Per vendor and agency agreement, DTMB/Purchasing Operations' approval and the approval of the State Administrative Board on 6/30/2011.

**INCREASE: \$294,850.00**

**TOTAL REVISED ESTIMATED CONTRACT VALUE: \$2,108,429.00**

## Introduction

The Michigan Department of Community Health (MDCH) contracted with Health Services Advisory Group (HSAG) to conduct a focused study comprised of data for beneficiaries diagnosed with a serious mental illness (SMI) or developmental disability (DD). The focused study will provide preliminary findings on the extent to which utilization and coordination of medical care occurs among these populations. More specifically, the FY 10-11 Medical Services Utilization focused study will address the following questions:

1. What are the general medical service utilization patterns among beneficiaries diagnosed with SMI or DD?
2. To what extent are the medical service utilization patterns different between frequent users and non-frequent users of inpatient and emergency services?
3. What are the two most prevalent chronic conditions among these populations? To what extent are the medical service utilization patterns among these members suggestive of some level of care/service coordination?

All findings will be reported for SMI-only population, DD-only population, and SMI-and-DD dually diagnosed population separately. In addition to examining these questions at the statewide level, HSAG will also compare service use among the eighteen participating prepaid inpatient health plans (PIHPs). Since more than one Medicaid health plan (MHP) can operate within a PIHP's region, HSAG will also report any statistically significant variations in service utilization among MHPs within the PIHP.

## Study Population and Data Source

The study population for the current proposed study will consist of all Medicaid beneficiaries who meet the following eligibility criteria:

- Aged 21 years or older as of September 30, 2010
- Continuously enrolled in the same PIHP from October 1, 2009 through September 30, 2010 with one or more gaps in enrollment totaling no more than 45 days
- Continuously enrolled in the same MHPs from October 1, 2009 through September 30, 2010 with one or more gaps in enrollment totaling no more than 45 days

- Had at least one claim or encounter with date of service between October 1, 2008 and September 30, 2010 with a qualifying SMI or DD diagnosis<sup>1</sup>.

HSAG will use eligibility file and claims/encounter files extracted by MDCH to identify the study population. HSAG will prepare a data requirement document for MDCH to extract appropriate data field and review period for the study. Since medical services of interest include ambulatory/preventive visits, inpatient hospitalization, emergency service use, pharmacy and lab services, professional and institutional claims/encounter files will be requested.

## Analytic Approach

Upon receiving the requested files, HSAG analysts will conduct preliminary file review to ensure that the data to be used for this focused study are logical and valid. In a situation when the review results indicate that there are substantial data issues that may jeopardize the quality of the focused study findings, HSAG may request MDCH to resolve these issues or re-submit data.

To answer the first question (i.e., what are the general medical service utilization patterns among beneficiaries diagnosed with SMI or DD?), HSAG analysts will focus on the following four types of medical service use:

- Preventive/ambulatory visit in an outpatient setting
- Emergency room visits
- Inpatient admission to physical health hospital
- Inpatient admission to mental health hospital

The appendix contains several tables with lists of codes used for identifying each service type. HSAG will calculate the percentage of members with SMI and/or DD conditions who used each of these services during the measurement period (i.e., October 1, 2009 – September 30, 2010). Additionally, HSAG will also identify the three most prevalent ICD-9-CM diagnosis codes associated with each of these service uses.

To answer the second question (i.e., to what extent are the medical service utilization patterns different between frequent users and non-frequent users of inpatient and emergency services?), HSAG will identify frequent users and non-frequent users for inpatient and emergency room services. In general, frequent users will be defined as those beneficiaries who were admitted to inpatient hospitals or used emergency room services at least three times during the measurement period. HSAG will further define these groups based on the actual frequency distribution of service uses during the measurement period. Once when these groups are defined, HSAG will compare their ambulatory/preventive visit utilization patterns.

To answer the third set of questions (i.e., what are the two most prevalent chronic conditions among these populations? To what extent are the medical service utilization patterns among these members

---

<sup>1</sup> ICD-9-CM Diagnosis codes 290-316 will be used to identify individuals with serious mental illness and codes 317-319 to identify individuals with developmental disabilities from the claims/encounter data.

suggestive of some level of care/service coordination?), HSAG will identify up to two most prevalent chronic conditions among the three populations (SMI-only, DD-only, and SMI-and-DD dually diagnosed). HSAG analysts will use a combination of classification approaches to identify chronic conditions<sup>2</sup>. This identification of beneficiaries with a chronic condition will be different from the reporting of the top three ICD-9-CM diagnosis codes mentioned in the first question. After these members are identified, HSAG will report their service utilization patterns. If the identified chronic conditions are those being used by NCQA to report HEDIS performance measures (such as asthma, diabetes, high blood pressure), HSAG may modify their corresponding specifications to develop outcomes-related indicators reflective of coordinated care.

## Supplemental Analyses

HSAG understands that Medicaid beneficiaries with a SMI or DD diagnosis could also be identified in the Quality Improvement file maintained by MDCH. HSAG proposes to compare the number of Medicaid members identified using the claims/encounter files versus the Quality Improvement file. In order to evaluate the feasibility of conducting this supplemental analysis, HSAG will request an extract of the Quality Improvement file for review.

Although the current study identifies the eligible population as beneficiaries with some duration of continuous enrollment, HSAG proposes a supplemental analysis to examine the extent to which continuous MHP enrollment is common among PIHP beneficiaries. Since continuous MHP enrollment may affect the probability of beneficiaries receiving coordinated care, the supplemental analysis would provide insights on the generalizability of findings to the larger PIHP population.

---

<sup>2</sup> These approaches may include (1) the Chronic Condition Indicator (CCI) for ICD-9-CM (developed as part of the Healthcare Cost and Utilization Project (HCUP)), (2) NCQA HEDIS measure specification such as Comprehensive Diabetes Care (CDC), Use of Appropriate Medications for Asthma (ASM), and Controlling High Blood Pressure (CBP), (3) Clinical Classification System (CCS).

## Appendix

Table 1 lists all the codes used for identifying an ambulatory/preventive visit.

Table 1				
Description	CPT	HCPCS	ICD-9-CM Diagnosis	UB Revenue
Office or other outpatient services	99201-99205, 99211-99215, 99241-99245			
Home services	99341-99350			
Nursing facility care	99301-99303, 99304-99310, 99311-99313, 99318			
Domiciliary, rest home or custodial care services	99321-99323, 99324-99328, 99331-99333, 99334-99337			
Preventive medicine	99385-99387, 99395-99397, 99401-99404, 99411-99412, 99420, 99429	G0344		0770, 0771, 0779
Clinic				051x
Freestanding clinic				052x
Professional fees, outpatient services <sup>A</sup>				0982
Professional fees, clinic				0983
General medical examination			V70.0, V70.3, V70.5, V70.6, V70.8, V70.9	

<sup>A</sup> This code set may be eliminated based on feedback received from participating MHPs.

Table 2 lists all the codes used for identifying emergency room visit.

Table 2		
ICD-9-CM Diagnosis	CPT	UB Revenue
All principal diagnosis codes <i>except</i> : <ul style="list-style-type: none"> <li>• 290–316 for SMI and 317-319 for DD</li> <li>• 960–979 with a secondary diagnosis of chemical dependency (<i>poisoning by drugs</i>)</li> </ul>	99281-99285	045x, 0981

OR

ICD-9-CM Diagnosis	CPT	AND	POS
--------------------	-----	-----	-----

All principal diagnosis codes <i>except</i> . <ul style="list-style-type: none"> <li>• 290–316 for SMI and 317-319 for DD</li> <li>• 960–979 with a secondary diagnosis of chemical dependency             <ul style="list-style-type: none"> <li>• V30–V39</li> </ul> </li> </ul>	10040-69979		23
--	-------------	--	----

Table 3 lists all the codes used for identifying inpatient admission. Per MDCH during the February 1, 2011 meeting, HSAG will be able to identify whether an admission is from the physical health system or the behavioral/mental health system.

ICD-9-CM	CPT		POS	UB Type of Bill
All principal diagnosis codes <i>except</i> . <ul style="list-style-type: none"> <li>• 290–316 for SMI and 317-319 for DD</li> <li>• 960–979 with a secondary diagnosis of chemical dependency</li> </ul>		<i>WITH</i>		11x, 12x, 41x, 42x, 84x
	99231-99223, 99238-99239, 99254-99255 and 99261-99265		21	



**The Michigan Department of Community Health  
FY 2010-2011 SMI-DD Coordination of Care/Medical Service Utilization Focused Study  
Timeline**

<b>Task Description</b>	<b>Responsibility</b>	<b>Start Date</b>	<b>End Date</b>
<b>Study Design &amp; Methodology</b>			
Discuss study development with MDCH	HSAG/ MDCH	02/01/11	02/01/11
Submit draft methodology and study timeline to MDCH for review	HSAG	02/02/11	02/23/11
MDCH to review methodology and study timeline	MDCH	02/24/11	03/04/11
Receive feedback from MDCH regarding draft methodology and study timeline	HSAG	03/07/11	03/07/11
Incorporate MDCH feedback and submit final methodology and timeline to MDCH	HSAG	03/08/11	03/18/11
Submit data submission/layout document to MDCH for review	HSAG	03/08/11	04/04/11
MDCH to review data submission/layout document and submit questions/clarification to HSAG	MDCH	04/05/11	04/14/11
Receive feedback from MDCH regarding data submission	HSAG	04/15/11	04/15/11
Incorporate feedback and submit final data submission document to MDCH	HSAG	04/18/11	04/22/11
<b>Data Acquisition and Preliminary File Review</b>			
Receive data files from MDCH	HSAG	05/13/11	05/13/11
Conduct preliminary data review	HSAG	05/16/11	05/31/11
Communicate any data issues with MDCH, request re-submission if needed	HSAG	05/24/11	06/02/11
Receive revised data submissions as needed	HSAG	06/07/11	06/17/11
<b>Analysis and Report Writing</b>			
Submit report outline to MDCH for review	HSAG	06/01/11	06/01/11
MDCH to review and comment report outline	MDCH	06/02/11	06/10/11
Receive MDCH feedback regarding report outline	HSAG	06/13/11	06/13/11
Incorporate MDCH comments regarding report outline and submit to RT	MDCH	06/14/11	06/17/11
Conduct analyses and generate tables and graphs	HSAG	06/07/11	07/22/11
Validate analysis results	HSAG	07/25/11	08/05/11
Report writing	HSAG	08/08/11	09/16/11
Submit draft report to MDCH for review	HSAG	09/19/11	09/19/11
MDCH to review draft report	MDCH	09/20/11	09/30/11
Receive MDCH feedback regarding draft report	HSAG	10/03/11	10/03/11
Incorporate MDCH comments and submit final report to MDCH	HSAG	10/04/11	10/21/11

**STATE OF MICHIGAN**  
**DEPARTMENT OF TECHNOLOGY, MANAGEMENT AND BUDGET**      **October 14, 2010**  
**PURCHASING OPERATIONS**  
**P.O. BOX 30026, LANSING, MI 48909**  
 OR  
**530 W. ALLEGAN, LANSING, MI 48933**

**CHANGE NOTICE NO. 1**  
**TO**  
**CONTRACT NO. 071B9200043**  
**between**  
**THE STATE OF MICHIGAN**  
**and**

NAME & ADDRESS OF CONTRACTOR		TELEPHONE (602) 264-6382
<b>Health Services Advisory Group, Inc.</b> <b>3133 E. Camelback Road, Suite 300</b> <b>Phoenix, AZ 85016</b>  <span style="float: right;">mdalton@hsag.com</span>		<b>Mary Ellen Dalton</b>
		BUYER/CA (517) 373-1080 <b>Melissa Castro, CPPB</b>
Contract Compliance Inspector: Laura Dotson (517) 241-4686 <b>EQR Services for Pre-paid Inpatient Health Plans - Department of Community Health</b>		
CONTRACT PERIOD:                      From: <b>October 8, 2008</b> To: <b>October 7, 2011</b>		
TERMS	.5% 30 – Net 45	SHIPMENT <b>N/A</b>
F.O.B.	<b>N/A</b>	SHIPPED FROM <b>N/A</b>
MINIMUM DELIVERY REQUIREMENTS <b>N/A</b>		

**NATURE OF CHANGE(S):**

**Effective immediately, the Contractor address is hereby changed to:**

**Health Services Advisory Group, Inc.**  
**3133 E. Camelback Rd., Suite 300**  
**Phoenix, AZ 85016**  
**(Mail Code 005)**

**All other terms, conditions, specifications, and pricing remain unchanged.**

**AUTHORITY/REASON:**

**Per Contractor request and DTMB/Purchasing Operations' approval.**

**TOTAL ESTIMATED CONTRACT VALUE REMAINS:      \$1,813,579.00**

STATE OF MICHIGAN  
DEPARTMENT OF MANAGEMENT AND BUDGET  
PURCHASING OPERATIONS  
P.O. BOX 30026, LANSING, MI 48909  
OR  
530 W. ALLEGAN, LANSING, MI 48933

October 29, 2008

NOTICE  
TO  
CONTRACT NO. 071B9200043  
between  
THE STATE OF MICHIGAN  
and

NAME & ADDRESS OF CONTRACTOR		TELEPHONE (602) 264-6382
<b>Health Services Advisory Group, Inc.</b> <b>1600 E. Northern Avenue, Suite 100</b> <b>Phoenix, AZ 85020</b>		<b>Mary Ellen Dalton</b>
<b>mdalton@hsag.com</b>		BUYER/CA (517) 373-1080
		<b>Melissa Castro, CPPB</b>
Contract Compliance Inspector: Laura Dotson (517) 241-4686		
<b>EQR Services for Pre-paid Inpatient Health Plans - Department of Community Health</b>		
CONTRACT PERIOD: From: <b>October 8, 2008</b> To: <b>October 7, 2011</b>		
TERMS	SHIPMENT	
<b>.5% 30 – Net 45</b>		<b>N/A</b>
F.O.B.	SHIPPED FROM	
<b>N/A</b>		<b>N/A</b>
MINIMUM DELIVERY REQUIREMENTS		
<b>N/A</b>		

Current Authorized Spend Limit: \$1,813,579.00

**STATE OF MICHIGAN  
 DEPARTMENT OF MANAGEMENT AND BUDGET  
 PURCHASING OPERATIONS  
 P.O. BOX 30026, LANSING, MI 48909  
 OR  
 530 W. ALLEGAN, LANSING, MI 48933**

**CONTRACT NO. 071B9200043  
 between  
 THE STATE OF MICHIGAN  
 and**

NAME & ADDRESS OF CONTRACTOR  <b>Health Services Advisory Group, Inc.          1600 E. Northern Avenue, Suite 100          Phoenix, AZ 85020</b>	TELEPHONE (602) 264-6382 <b>Mary Ellen Dalton</b>
mdalton@hsag.com	BUYER/CA (517) 373-1080 <b>Melissa Castro, CPPB</b>
Contract Compliance Inspector: Laura Dotson (517) 241-4686 <b>EQR Services for Pre-paid Inpatient Health Plans - Department of Community Health</b>	
CONTRACT PERIOD: From: <b>October 8, 2008</b> To: <b>October 7, 2011</b>	
TERMS <p style="text-align: center;"><b>.5% 30 – Net 45</b></p>	SHIPMENT <p style="text-align: center;"><b>N/A</b></p>
F.O.B. <p style="text-align: center;"><b>N/A</b></p>	SHIPPED FROM <p style="text-align: center;"><b>N/A</b></p>
MINIMUM DELIVERY REQUIREMENTS <p style="text-align: center;"><b>N/A</b></p>	
MISCELLANEOUS INFORMATION:           <b>Current Authorized Spend Limit: \$1,813,579.00</b>	

<b>FOR THE CONTRACTOR:</b>  <b>Health Services Advisory Group, Inc.</b> _____ Firm Name	<b>FOR THE STATE:</b>  _____ Signature <b>Melissa Castro, CPPB, Buyer Manager</b> _____ Name/Title <b>Services Division, Purchasing Operations</b> _____ Division
_____ Authorized Agent Signature	_____ Date
_____ Authorized Agent (Print or Type)	_____ Date
_____ Date	_____ Date



**STATE OF MICHIGAN**  
**Department of Management and Budget**  
**Purchasing Operations**

Contract No. 071B9200043  
External Quality Review Services for Pre-paid Inpatient Health Plans

Buyer Name: Melissa Castro, CPPB  
Telephone Number: (517) 373-1080  
E-Mail Address: [castrom@michigan.gov](mailto:castrom@michigan.gov)



### DEFINITIONS

“Days” means calendar days unless otherwise specified.

“24x7x365” means 24 hours a day, seven days a week, and 365 days a year (including the 366th day in a leap year).

“Additional Service” means any Services/Deliverables within the scope of the Contract, but not specifically provided under any Statement of Work, that once added will result in the need to provide the Contractor with additional consideration.

“Audit Period” has the meaning given in **Section 2.093**.

“Business Day,” whether capitalized or not, shall mean any day other than a Saturday, Sunday or State-recognized legal holiday (as identified in the Collective Bargaining Agreement for State employees) from 8:00am EST through 5:00pm EST unless otherwise stated.

“Blanket Purchase Order” is an alternate term for Contract and is used in the States computer system.

“Business Critical” means any function identified in any Statement of Work as Business Critical.

“Chronic Failure” is defined in any applicable Service Level Agreements.

“Deleted – Not Applicable” means that section is not applicable or included in this Contract. This is used as a placeholder to maintain consistent numbering.

“Deliverable” means physical goods and/or commodities as required or identified by a Statement of Work

“DMB” means the Michigan Department of Management and Budget

“Environmentally preferable products” means a product or service that has a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. Such products or services may include, but are not limited to, those which contain recycled content, minimize waste, conserve energy or water, and reduce the amount of toxics either disposed of or consumed.

“Hazardous material” means any material defined as hazardous under the latest version of federal Emergency Planning and Community Right-to-Know Act of 1986 (including revisions adopted during the term of the Contract).

“Incident” means any interruption in Services.

“ITB” is a generic term used to describe an Invitation to Bid. The ITB serves as the document for transmitting the RFP to potential bidders.

“Key Personnel” means any Personnel designated in **Section 1.031** as Key Personnel.

“New Work” means any Services/Deliverables outside the scope of the Contract and not specifically provided under any Statement of Work, that once added will result in the need to provide the Contractor with additional consideration.

“Ozone-depleting substance” means any substance the Environmental Protection Agency designates in 40 CFR part 82 as: (1) Class I, including, but not limited to, chlorofluorocarbons, halons, carbon tetrachloride, and methyl chloroform; or (2) Class II, including, but not limited to, hydrochlorofluorocarbons.

“Post-Consumer Waste” means any product generated by a business or consumer which has served its intended end use, and which has been separated or diverted from solid waste for the purpose of recycling into a usable commodity or product, and which does not include post-industrial waste.

“Post-Industrial Waste” means industrial by-products which would otherwise go to disposal and wastes generated after completion of a manufacturing process, but does not include internally generated scrap commonly returned to industrial or manufacturing processes.



“Recycling” means the series of activities by which materials that are no longer useful to the generator are collected, sorted, processed, and converted into raw materials and used in the production of new products. This definition excludes the use of these materials as a fuel substitute or for energy production.

“Reuse” means using a product or component of municipal solid waste in its original form more than once.

“RFP” means a Request for Proposal designed to solicit proposals for services.

“Services” means any function performed for the benefit of the State.

“Source reduction” means any practice that reduces the amount of any hazardous substance, pollutant, or contaminant entering any waste stream or otherwise released into the environment prior to recycling, energy recovery, treatment, or disposal.

“State Location” means any physical location where the State performs work. State Location may include state-owned, leased, or rented space.

“Subcontractor” means a company Contractor delegates performance of a portion of the Services to, but does not include independent contractors engaged by Contractor solely in a staff augmentation role.

“Unauthorized Removal” means the Contractor’s removal of Key Personnel without the prior written consent of the State.

“Waste prevention” means source reduction and reuse, but not recycling.

“Waste reduction”, or “pollution prevention” means the practice of minimizing the generation of waste at the source and, when wastes cannot be prevented, utilizing environmentally sound on-site or off-site reuse and recycling. The term includes equipment or technology modifications, process or procedure modifications, product reformulation or redesign, and raw material substitutions. Waste treatment, control, management, and disposal are not considered pollution prevention, per the definitions under Part 143, Waste Minimization, of the Natural Resources and Environmental Protection Act (NREPA), 1994 PA 451, as amended.

“Work in Progress” means a Deliverable that has been partially prepared, but has not been presented to the State for Approval.

“Work Product” refers to any data compilations, reports, and other media, materials, or other objects or works of authorship created or produced by the Contractor as a result of an in furtherance of performing the services required by this Contract.



## Article 1 – Statement of Work

### 1.010 Project Identification

#### **1.011 Project Request**

This Contract is to conduct a health plan specific, external quality review of the quality of care and the access to the services provided to beneficiaries enrolled in the Pre-paid Inpatient Health Plans (PIHP) in accordance with regulations as specified in 42 CFR Parts 433 and 438, External Quality Review (EQR) of Medicaid Managed Care Organizations Final Rules. This Contract focuses on the three required activities - compliance with federal managed care regulations, validation of performance measures, and validation of performance improvement projects.

#### **1.012 Background**

In Michigan, 18 prepaid inpatient health plans (PIHPs) have been “carved out” from the State’s Medicaid Health Plans (MHPs) to manage the specialty services benefit for persons with a mental illness, developmental disability, or addictive disorder – the only waiver program in the country authorized by the Centers for Medicare and Medicaid Services to serve all three populations. The 18 PIHPs are comprised of single or multi-group community mental health services programs (CMHSPs) that serve, at a minimum, 20,000 Medicaid beneficiaries. They are funded on a shared-risk, per member per month, capitated basis with federal and state Medicaid dollars. This system Community Mental Health System serves approximately 200,000 consumers during the fiscal year, approximately 70 percent of whom are Medicaid eligible.

The PIHPs also oversee the Medicaid funding provided to the Substance Abuse Coordinating Agencies (CAs), which are entities established in Michigan under Public Act 358 to manage all state and federal supported substance abuse services in communities throughout Michigan. The CAs are the designated PIHP entity responsible for coordinating and managing the specialty benefit plan for substance abuse services in the PIHP designated catchment area. The CMHs and CAs under each PIHP are shown in Attachment A.

Section 1932(c) of the Balanced Budget Act of 1997 (BBA) requires external review of Medicaid Managed Care Organizations. In the final rule to implement this provision, the Department's Centers for Medicare & Medicaid Services (CMS) also required annual, independent, external review of prepaid inpatient health plans (PIHPs). The BBA §438.358 outlines nine required and optional activities related to the external quality review. The BBA directed the Department of Health and Human Services (DHHS) to contract with an independent quality review organization to develop protocols to be used for the nine external review activities. These protocols are located on the Web at <http://cms.hhs.gov/medicaid/managedcare/mceqrhmp.asp>. DHHS requires external quality review activities to be consistent with these protocols. Three of the activities are mandatory for PIHPs and are the focus of this Contract – compliance with federal managed care regulations, validation of performance measures, and validation of performance improvement projects.

The Contractor must perform the reviews in accordance with the guidelines established by both Federal and State law. The Contractor must work closely with Michigan Department of Community Health (MDCH) – Mental Health and Substance Abuse Administration (MHSA) in the development of quality improvement activities undertaken to evaluate and improve performance of the individual PIHPs. The EQR must be conducted annually. The initial review for this contract period will cover the timeframe from October 1, 2008 to September 30, 2009.

### 1.020 Scope of Work and Deliverables

#### **1.021 In Scope**

General Objectives for the Contractor for the MHSA component include:

- 1) Planning for compliance monitoring activities and collecting contact information on the PIHP.
- 2) Obtaining background information from the State Medicaid Agency in regard to State specified regulatory standards in response to the BBA. As provisions of the final regulations required or allowed the State Medicaid Agency to specify certain standards or requirements for MCOs/PIHPs, the EQRO will need to obtain from the State Medicaid Agency any state-specified standards, requirements, or decisions pertaining to PIHP regulations.
- 3) Document review
- 4) Conducting interviews with PIHP personnel
- 5) Collecting any other accessory information; e.g. from site visits



- 6) Analyzing and compiling findings
- 7) Reporting results to the State Medicaid Agency

Specific Objectives for the MHPA component:

- (1) Develop an overall plan
- (2) Conduct Activity to Determine Compliance with Medicaid Managed Care Proposed Regulations
- (3) Conduct Activity to Validate Performance Measures
- (4) Validating Performance Improvement Projects
- (5) Optional Activity

### 1.022 Work and Deliverable

The following is a preliminary analysis of the major tasks involved for developing the end product of this project. The Contractor is not, however, constrained from supplementing this listing with additional steps, sub tasks or elements deemed necessary to permit the development of alternative approaches or the application of proprietary analytical techniques.

Contractor must provide Deliverables/Services and staff, and otherwise do all things necessary for or incidental to the performance of work, as set forth below:

#### 1. An overall plan must be developed as a basis for executing the project.

Essential to the process of this task is the preparation of a sound approach to attaining the objectives of the project. MDCH approval is required before the implementation of any plan.

#### 2. Conduct Activity to Determine Compliance with Medicaid Managed Care Proposed Regulations

The Balanced Budget Act of 1997 (BBA) added a new section 1932 to the Social Security Act that sets new quality standards for Medicaid managed care plans. Most of the provisions of section 1932 of the Act are implemented in accordance with the Medicaid managed care final rule that was published in the **Federal Register** on June 14, 2002 (67 FR 0988). The key external review activity of this Contract is determination of Prepaid Inpatient Health Plans (PIHPs) compliance with the Federal quality standards as specified by the State. This focus is to include determination of PIHP compliance to the regulations in respect to quality and access for consumers served by the Community Mental Health system as well as consumers served by Michigan's Substance Abuse Coordinating Agencies.

The CMS protocol describes the seven activities required for this review:

- a. Planning for compliance monitoring activities and collecting contact information on the PIHP.
- b. Obtaining background information from the State Medicaid agency in regard to State-specified regulatory standards in response to the BBA. As provisions of the final regulations required or allowed the State Medicaid agency to specify certain standards or requirements for MCOs/PIHPs, the EQRO will need to obtain from the State Medicaid agency any state-specified standards, requirements, or decisions pertaining to PIHP regulations.
- c. Document review
- d. Conducting interviews with PIHP personnel
- e. Collecting any other accessory information; e.g., from site visits
- f. Analyzing and compiling findings
- g. Reporting results to the State Medicaid Agency

The central activities are the document review and interviews with PIHP personnel. This protocol describes how to combine and conduct document review and interview activities in order to determine the extent to which a PIHP complies with the BBA regulatory provisions.

The protocol provides an extensive list of documents to be reviewed and identifies the regulatory provision(s) each document addresses. The protocol also includes suggested reporting tools for recording findings from the document reviews. The State is required as part of the EQR process to review as many documents necessary to determine compliance/noncompliance by a PIHP for a particular regulation. One of the initial tasks of this EQR, therefore, will be to determine the minimal set of documents available in Michigan that will provide the required compliance information.

While document review is an important part of determining compliance, understanding the document content and performance of procedures outlined in the documents typically can only be determined by talking with PIHP personnel. The protocol requires interviews with PIHP staff to obtain a complete picture of the degree of compliance with requirements. The protocol identifies the following groups for interview:



1. PIHP leadership
2. PIHP information system personnel
3. Quality assessment and performance improvement program personnel
4. Provider and contractor services staff
5. Enrollee services staff
6. Utilization management staff
7. Medical Director
8. Case managers and care coordinators

The protocol lists suggested participants for each group according to title and/or role. The protocol also lists the issues and questions to be addressed during each set of interviews, which are designed as potential guides for exploration of compliance issues. As with the documents, CMS requires that the review include those individuals who can provide the required information regarding compliance to the Federal regulations. Therefore, another one of the initial steps of the external review process will be to work with the State to determine the key individuals to include in the interviews for each PIHP.

The EQRO will work with the State to determine the amount of document review and interview activities that must be conducted onsite at the PIHP. As appropriate, consideration should be given to conducting centralized collection and review of the documentation at the State office and phone conference interviews in order to reduce the cost and time burdens of onsite visits.

In the summary and conclusion steps, the protocol includes numerous options for analyzing and compiling findings.

### **3. Conduct Activity to Validate Performance Measures**

The Michigan Mission-Based Performance Indicator System was first implemented in fiscal year 1997. Over the next eight years, the original list of indicators grew in number to 51. During the fiscal year 2004, the Michigan Department of Community Health (MDCH) and Quality Improvement Council measured the indicators against a set of criteria that asked: "Is the indicator..."

- Quantifiable
- Valid
- Reliable
- Sensitive to change
- Calibrated to standard
- Benefit/cost ratio positive
- Consistent with the system's values and mission
- Mandated by federal or state funders?"

The list of 51 shrunk to 13. Next considered were indicators developed by federal agencies and national associations. Finally, attempts were made to construct new indicators that might address concerns raised by the Mental Health Commission. When the proposed indicators were measured against the set of criteria, most failed to meet the test. The result is that 15 indicators were selected, approved by the Quality Improvement Council and MDCH, and the Contract and Financial Issues Committee of the Michigan Association of Community Mental Health Boards.

The indicators measure the performance of the PIHPs for the Medicaid beneficiaries, including those Medicaid beneficiaries served through the auspices of the Substance Abuse Coordinating Agencies (CAs); or in some cases measure the performance of both. Since the indicators are a measure of performance, deviations from standards (where applicable) and negative statistical outliers may be addressed through contract action. Information from these 15 indicators are published on the MDCH web site within 90 days of the close of the reporting period, following one opportunity for CMHSPs and PIHPs to make corrections.

Where possible, MDCH will use data from encounters, Quality Improvement (QI) or demographic information or Medicaid Utilization and Net Cost Reports, and CMHSP Sub-element Cost Reports to calculate the indicators. However, most of the indicators will still require separate reporting by the PIHPs. PIHPs are expected to report, where noted, on Medicaid beneficiaries who receive substance abuse services through sub-contracts with CAs or substance abuse providers. Those entities will not report performance indicators for their Medicaid beneficiaries separately to the state. PIHPs must use the instructions in the Performance Indicator Codebook to calculate indicators and use quality control strategies to assure accurate reporting. The codebook is available on the Internet at:

[http://www.michigan.gov/documents/mdch/Plinstructions\\_Final\\_Feb2007\\_wCodebooks\\_186499\\_8\\_202747\\_7.doc](http://www.michigan.gov/documents/mdch/Plinstructions_Final_Feb2007_wCodebooks_186499_8_202747_7.doc)



The External Quality Review (EQR) process will annually validate the Medicaid indicators. All of the 13 PIHP indicators will be included in the external quality review:

*Note: Indicators that can be constructed from encounter or quality improvement data or cost reports are marked with an \*.*

#### ACCESS DOMAIN

Definition of Access: the ease with which care can be initiated and maintained

Indicators:

1. The percent of children and adults receiving a pre-admission screening for psychiatric inpatient care for whom the disposition was completed within three hours.
  - a. Standard = 95% in three hours
  - b. Quarterly report
  - c. PIHP for all Medicaid beneficiaries
2. The percent of new persons receiving a face-to-face assessment with a professional within 14 calendar days of a non-emergency request for service.
  - a. Standard = 95% in 14 days
  - b. Quarterly report
  - c. PIHP for all Medicaid beneficiaries
  - d. Scope: MI adults, MI children, DD adults, DD children, and Medicaid SA
3. The percent of new persons starting any needed on-going service within 14 days of a non-emergent assessment with a professional.
  - a. Standard = 95% in 14 days
  - b. Quarterly report
  - c. PIHP for all Medicaid beneficiaries
  - d. Scope: MI adults, MI children, DD adults, DD children, and Medicaid SA
- 4.a. The percent of discharges from a psychiatric inpatient unit who are seen for follow-up care within seven days.
  - a. Standard = 95%
  - b. Quarterly report
  - c. PIHP for all Medicaid beneficiaries

Scope: All children and all adults (MI, DD) - Do not include dual eligibles (Medicare/Medicaid) in these counts.
- 4.b. The percent of discharges from a substance abuse detox unit who are seen for follow-up care within seven days.
  - a. Standard = 95%
  - b. Quarterly report

PIHP for all Medicaid beneficiaries - Do not include dual eligibles (Medicare/Medicaid) in these counts.
5. \*The percent of Medicaid recipients having received PIHP managed services.
  - a. Quarterly report (MDCH calculates from encounter data)
  - b. PIHP for all Medicaid beneficiaries
  - c. Scope: MI adults, MI children, DD adults, DD children, and SA

#### ADEQUACY/APPROPRIATENESS DOMAIN

Definition of adequacy: the provision of the right services, in the right amounts, for the right duration of time, given the current state of knowledge

Indicators:

6. \*The percent of Habilitation Supports Waiver (HSW) enrollees during the quarter with encounters in data warehouse who are receiving at least one HSW service per month other than supports coordination.
  - a. Quarterly report (MDCH calculates from encounter data)
  - b. PIHP
  - c. Scope: HSW enrollees only

EFFICIENCY DOMAIN

Definition of efficiency: the level of outcome achieved for a given level of resource expenditure, perhaps adjusted for case mix and severity

Indicators:

7. \*The percent of total expenditures spent on managed care administrative functions for PIHPs.
  - a. Annual report (MDCH calculates from cost reports)
  - b. PIHP for Medicaid administrative expenditures

OUTCOMES DOMAIN

Definition of outcomes: changes in a consumer's current or future health status, level of functioning, quality of life, or satisfaction that can be attributed to the care provided

Indicators:

8. \*The percent of adults with mental illness and the percent of adults with developmental disabilities served by PIHPs who are in competitive employment.
  - c. Annual report (MDCH calculates from QI data)
  - d. PIHP for Medicaid adult beneficiaries
  - e. Scope: MI and DD consumers
9. \*The percent of adults with mental illness and the percent of adults with developmental disabilities served by PIHPs who earn minimum wage or more from employment activities (competitive, supported or self employment, or sheltered workshop).
  - a. Annual report (MDCH calculates from QI data)
  - b. PIHP for Medicaid adult beneficiaries
  - c. Scope: MI and DD consumers
10. The percent of children and adults readmitted to an inpatient psychiatric unit within 30 days of discharge.
  - a. Standard = 15% or less within 30 days
  - b. Quarterly report
  - c. PIHP for all Medicaid beneficiaries
  - d. Scope: All MI and DD children and adults - Do not include dual eligibles (Medicare/Medicaid) in these counts.
11. The annual number of substantiated recipient rights complaints per thousand persons served, in the categories of Abuse I and II, and Neglect I and II.
  - d. Annual report
  - e. PIHP for Medicaid beneficiaries
  - f. Scope: MI and DD only
12. The semi-annual number of sentinel events per thousand Medicaid beneficiaries served (MI adults, MI children, persons with DD, HSW enrollees, Children's Waiver enrollees, and SA).
  - g. Semi-annual report
  - h. PIHP for Medicaid beneficiaries
  - i. Scope: MI, DD and SA children and adults

The federal Department of Health and Human Services (DHHS) final rule on External Quality Review (EQR) of Medicaid Managed Care Organizations published on January 24, 2003 requires that its protocol for **Validating Performance Measures** be used.



#### 4. Validating Performance Improvement Projects

The purpose of health care quality performance improvement projects (PIPs) is to assess and improve processes and outcomes of care. In order for such projects to achieve real improvements in care, and for interested parties to have confidence in the reported improvements, PIPs must be designed, conducted and reported in a methodologically sound manner. The CMS protocol specifies procedures for external quality review organizations (EQROs) to use in evaluating the soundness and results of PIPs implemented by Prepaid Inpatient Health Plans (PIHPs).

Michigan has required performance improvement projects in response to CMS standards (Part 1.1.2). During FY2007-2008, Michigan required 14 of the 18 PIHPs to engage in a performance improvement project that focused on improving access to ongoing services for a defined service population based on their failure to meet prescribed performance indicator thresholds. The four remaining PIHPs were allowed to select the topic area for their PIPs, because they had met prescribed access performance indicator thresholds. During this time, Michigan also required that the 18 PIHPs select a topic for a second performance improvement project based on site review findings or performance indicators. Some of the topics selected for this second project included coordination of care, implementation of family psychoeducation programs, integration of treatment for co-occurring disorders, and reducing inpatient psychiatric hospitalization recidivism.

As an initial step in the EQR process, the State and the EQRO will work together to determine the approach for selecting from the numerous projects in order to provide an adequate representation of the quality of the projects from each of the 18 PIHPs. It should be noted that CMS expressed a preference for the review of completed projects to allow for the assessment of the improvement strategies that the PIHPs developed in response to the project findings. The sample will need to therefore include projects from previous PIP activities. While the majority of PIHPs have made great improvements in having their PIPs validated during the EQR activities conducted over the past four years, it should be noted that the quality of the PIPs conducted by the PIHPs does vary across the state.

The CMS protocol describes three activities that are to be undertaken in validating PIPs: A) assessing the PIHP's methodology for conducting the PIP, B) verifying actual PIP study findings, and C) evaluating overall validity and reliability of study results. Activity One, *Assessing the MCO's /PIHP's Methodology for Conducting the PIP*, involves ten steps: 1. Review the selected study topic(s), 2. Review the study question(s), 3. Review selected study indicator(s), 4. Review the identified study population, 5. Review sampling methods (if sampling was used), 6. Review the PIHP's data collection procedures, 7. Assess the PIHP's improvement strategies, 8. Review data analysis and interpretation of study results, 9. Assess the likelihood that reported improvement is "real" improvement, 10. Assess whether the MCO/PIHP has sustained its documented improvement.

Activity Two, *Verifying PIP Study Findings*, is optional as it is resource intensive. Activity Three describes how the EQRO will need to consider all validation findings and evaluate the degree to which the State should accept the findings of the PIHP's PIP as valid and reliable.

The detailed protocol is available on the Web at: <http://cms.hhs.gov/medicaid/managedcare/protopipv.pdf>

#### 5. Optional Activity

The External Quality Review also includes optional activities that will be conducted at the discretion of the State. The process may also include a focused study of health care quality within the PIHPs. The purpose of such a study will be to collect and analyze baseline and follow-up data to demonstrate the efficacy of one or more of six evidence-based practices. These evidence-based practices include:

- supported employment
- family psychoeducation
- co-occurring disorders; integrated dual disorders treatment
- assertive community treatment
- medication management
- illness management and recovery.

The EQRO will be responsible for measuring baseline consumer status and follow-up outcomes relating to the State's integration of these practices into the Community Mental Health system. The contractor will be work with the state to determine the appropriate status and outcome measures as they relate to the evidence-based practices that the State implements.

The detailed protocol for this optional activity is available on the Web at: <http://cms.hhs.gov/medicaid/managedcare/protofs.pdf>



### 1.030 Roles and Responsibilities

#### 1.031 Contractor Staff, Roles, and Responsibilities

All staff assigned to this Contract must have at a minimum the following:

1. Staff with demonstrated experience and knowledge of—
  - a. Medicaid recipients, policies, data systems, and processes;
  - b. Managed care delivery systems, organizations, and financing;
  - c. Quality assessment and improvement methods; and
  - d. Research design and methodology, including statistical analysis.
2. Sufficient physical, technological, and financing resources to conduct EQR and EQR-related activities.
3. Other clinical and nonclinical skills necessary to carry out EQR and EQR-related activities and to oversee the work of any subcontractors.
4. National Center for Quality Assurance HEDIS & CAHPS certification

Below is the list of Key Staff and other personnel for this Contract:

★ Indicates Key Personnel

◆ Indicates Certified HEDIS Compliance Auditor

NAME	HSAG POSITION TITLE
◆ Mary Ellen Dalton, PhD, MBA, RN, CHCA	Chief Executive Officer
◆ Rick Potter, CPA, MBA, CHCA	Executive Vice President
<b>Michigan Project Management Team</b>	
★ Bonnie Marsh, RN, BSN, MA	Executive Director, EQRO Services
★ Diane Somerville, MSW	Associate Director, EQRO Services Michigan EQR Project Director
★ Connie Holstein, MA	Project Manager, EQRO Services Michigan PIHP EQR Project Manager
<b>Compliance with Medicaid Managed Care Regulations Team</b>	
★ Diane Somerville, MSW	Associate Director, EQRO Services Michigan EQR Project Director
★ Connie Holstein, MA	Project Manager, EQRO Services Michigan PIHP EQR Project Manager
Catherine Kent-Murtaugh, RN, BA	Compliance Auditor
Barbara McConnell, MBA, OTR	Project Director
<b>Validation of Performance Improvement Project (PIP) Team</b>	
★ Cheryl Neel, RN, MPH, CPHQ	Manager, PIPs
Christy Hormann, MSW	Project Leader, PIP Team
Christi Melendez, RN	Project Leader PIP Team
Don Grostic, MS	Associate Director, Research and Analysis
<b>Validation of Performance Measures Team</b>	
★◆ Raj Shrestha, MBA, MPH, CHCA	Director, Audits & State Services
◆ Terry Wilkens, RN, CHCA	Project Manager
◆ Patience Hoag, RHIT, CHCA	Project Manager
◆ Wendy Talbot, MPH, CHCA	Project Leader
Taylor Dalton, BS	Project Auditor



Optional Activity - Focused Study Team		
★	Tom Miller, MA	Executive Director, Research and Analysis
	Don Grostic, MS	Associate Director, Research and Analysis
	Eliza Buyong, MS	Healthcare Analyst III
	Olga Nitescu, BS	Database Analyst
	Marilea Rose, RN, BA	Associate Director, State/Private Projects
	Lora Wagner, MEd	Project Leader
	TBD	Medical Record Review Staff
Report Design and Production Team		
★	Frank Lopez, BA	Chief Communications Officer
	Cheryn Wall, EdD	Director, Reports Team
	Alicja Wierzchowska, MA	Senior Technical Writer
	Steve Kuszmaul, MBA	Senior Technical Writer

Prior to any proposed staffing changes, the Contractor must submit to the MDCH project director for final approval the Contractor's project organizational structure.

#### **1.040A Project Plan**

##### **1.041 Project Plan Management**

The Contractor will carry out this project under the direction and control of the Michigan Department of Community Health, Bureau of Community Mental Health Services, Division of Quality Management & Planning.

Although there will be continuous liaison with the Contractor team, the client agency's project director will meet monthly at a minimum, with the Contractor's project manager for the purpose of reviewing progress and providing necessary guidance to the Contractor in solving problems which arise.

Within five (5) working days of the start of the Contract, the Contractor will submit to the MDCH project director for final approval a work plan. This final implementation plan must be in agreement with the Scope of Work as proposed by the bidder and accepted by the State for Contract, and must include the following:

- a. The project breakdown showing sub-projects, activities and tasks, and resources required and allocated to each.
- b. The time-phased plan in the form of a graphic display, showing each event, task, and decision point in your work plan.

##### **1.042 Reports**

The Contractor will submit brief written or oral monthly summaries of progress which outline the work accomplished during the reporting period; work to be accomplished during the subsequent reporting period; problems, real or anticipated, which should be brought to the attention of the client agency's project director; and notification of any significant deviation from previously agreed-upon work plans.

Upon completion of all three components of the external quality review, the Contractor shall submit a draft version of the final report to MDCH by September 1, 2009 for review and approval. The executive summary, findings and recommendations for each EQR component must be presented in separate sections of the report. Whenever possible, findings will be presented at both the state and PIHP levels of analysis.

- b. Printing and distribution of the report will not occur until after MDCH has given final approval to revisions of the draft document.
- c. The Contractor shall submit to MDCH by September 30, 2009, 6 black and white printed copies of the final report along with a single copy on compact disk (CD). Finally, 18 additional printed copies shall be provided to MDCH for distribution to the Prepaid Inpatient Health Plans (PIHPs).



### 1.050A Acceptance

#### 1.051A Criteria

The following criteria will be used by the State to determine Acceptance of the Services or Deliverables provided under this SOW:

Upon completion of all three components of the external quality review, and the Executive Summary, the Contractor shall submit a draft version of the final report to MDCH by September 1, 2009 for review and approval. Each of these reports will be reviewed by MDCH contract director as well as by any MDCH staff determined by the contract director. The MDCH contract director will have the final determination for approval of these reports. Printing and distribution of the report will not occur until after MDCH has given final approval to revisions of the draft document.

#### 1.052A Final Acceptance

Final Acceptance will be given at the completion of the activities detailed in the above work plan and the final approval of the reports on three components of the External Quality Review as well as the Executive Summary.

### 1.060A Proposal Pricing

#### 1.061A Proposal Pricing

MDCH shall reimburse the contractor for costs incurred based on the contract price structure only for services authorized by MDCH.

Below is the pricing structure broken down by tasks and contract years:

Annual Task Title	% Payable upon completed deliverable	Year 1 Amount Budgeted	Year 2 Amount Budgeted	Year 3 Amount Budgeted	Total Amount Budgeted
Performance Improvement Projects	100%	\$ 60,943	\$ 63,693	\$ 65,917	\$ 190,553
Review of Compliance with Medicaid Managed Care Proposed Regulations	100%	338,220	227,230	366,075	931,525
Validation of Performance Indicators	100%	145,099	151,281	156,677	453,057
Technical Report	100%	76,295	79,793	82,356	238,444
Annual Budget		\$ 620,557	\$ 521,997	\$ 671,025	\$ 1,813,579

Contractor's out-of-pocket expenses are not separately reimbursable by the State unless, on a case-by-case basis for unusual expenses, the State has agreed in advance and in writing to reimburse Contractor for the expense at the State's current travel reimbursement rates. See [www.michigan.gov/dmb](http://www.michigan.gov/dmb) for current rates.

#### 1.062A Price Term

Prices are firm for the entire length of the Contract.

#### 1.063A Tax Excluded from Price

(a) Sales Tax: For purchases made directly by the State, the State is exempt from State and Local Sales Tax. Prices must not include the taxes. Exemption Certificates for State Sales Tax will be furnished upon request.



(b) Federal Excise Tax: The State may be exempt from Federal Excise Tax, or the taxes may be reimbursable, if articles purchased under any resulting Contract are used for the State's exclusive use. Certificates showing exclusive use for the purposes of substantiating a tax-free, or tax-reimbursable sale will be sent upon request. If a sale is tax exempt or tax reimbursable under the Internal Revenue Code, prices must not include the Federal Excise Tax.

### **1.070A Additional Requirements**

#### **1.071 Additional Terms and Conditions Specific to this SOW**

Independence: The EQRO and its subcontractors must be independent from the State Medicaid agency and from the Managed Care Organizations or Prepaid Inpatient Health Plans that they review. To qualify as "independent"—

1. A State agency, department, university, or other State entity may not have Medicaid purchasing or managed care licensing authority; and
2. A State agency, department, university, or other State entity must be governed by a Board or similar body, the majority of whose members are not government employees.
3. An EQRO may not—
  - a. Review a particular MCO or PIHP if either the EQRO or the MCO or PIHP exerts control over the other (as used in this paragraph, "control" has the meaning given the term in 48 CFR 19.101) through:
    - (1) Stock ownership;
    - (2) Stock options and convertible debentures;
    - (3) Voting trusts;
    - (4) Common management, including interlocking management; and
    - (5) Contractual relationships
  - b. Deliver any health care services to Medicaid recipients;
  - c. Conduct, on the State's behalf, ongoing Medicaid managed care program operations related to oversight of the quality of MCO or PIHP services, except for the related activities specified in 42 CFR 438.358; or
  - d. Have a present, or know of a future, direct or indirect financial relationship with an MCO or PIHP that it will review as an EQRO.



## Article 2, Terms and Conditions

### 2.000 Contract Structure and Term

#### **2.001 Contract Term**

This Contract is for three years, beginning 10/08/08 through 10/07/11. All outstanding Purchase Orders must also expire upon the termination (cancellation for any of the reasons listed in **Section 2.150**) of the Contract, unless otherwise extended under the Contract. Absent an early termination for any reason, Purchase Orders issued but not expired, by the end of the Contract's stated term, will remain in effect for the balance of the fiscal year for which they were issued.

#### **2.002 Renewal(s)**

This Contract may be renewed in writing by mutual agreement of the parties not less than 30 days before its expiration. The Contract may be renewed for up to two additional one year periods.

#### **2.003 Legal Effect**

Contractor shall show acceptance of this Contract by signing two copies of the Contract and returning them to the Contract Administrator. The Contractor shall not proceed with the performance of the work to be done under the Contract, including the purchase of necessary materials, until both parties have signed the Contract to show acceptance of its terms, and the Contractor receives a contract release/purchase order that authorizes and defines specific performance requirements.

Except as otherwise agreed in writing by the parties, the State assumes no liability for costs incurred by Contractor or payment under this Contract, until Contractor is notified in writing that this Contract (or Change Order) has been approved by the State Administrative Board (if required), approved and signed by all the parties, and a Purchase Order against the Contract has been issued.

#### **2.004 Attachments & Exhibits**

All Attachments and Exhibits affixed to any and all Statement(s) of Work, or appended to or referencing this Contract, are incorporated in their entirety and form part of this Contract.

#### **2.005 Ordering**

The State will issue a written Purchase Order, Blanket Purchase Order, Direct Voucher or Procurement Card Order, which must be approved by the Contract Administrator or the Contract Administrator's designee, to order any Services/Deliverables under this Contract. All orders are subject to the terms and conditions of this Contract. No additional terms and conditions contained on either a Purchase Order or Blanket Purchase Order apply unless they are also specifically contained in that Purchase Order's or Blanket Purchase Order's accompanying Statement of Work.

#### **2.006 Order of Precedence**

(a) The Contract, including any Statements of Work and Exhibits, to the extent not contrary to the Contract, each of which is incorporated for all purposes, constitutes the entire agreement between the parties with respect to the subject matter and supersedes all prior agreements, whether written or oral, with respect to the subject matter and as additional terms and conditions on the purchase order must apply as limited by **Section 2.005**.

(b) In the event of any inconsistency between the terms of the Contract and a Statement of Work, the terms of the Statement of Work will take precedence (as to that Statement of Work only); provided, however, that a Statement of Work may not modify or amend the terms of the Contract, which may be modified or amended only by a formal Contract amendment.

#### **2.007 Headings**

Captions and headings used in the Contract are for information and organization purposes. Captions and headings, including inaccurate references, do not, in any way, define or limit the requirements or terms and conditions of the Contract.

#### **2.008 Form, Function & Utility**

If the Contract is for use of more than one State agency and if the Deliverable/Service does not meet the form, function, and utility required by that State agency, that agency may, subject to State purchasing policies, procure the Deliverable/Service from another source.

**2.009 Reformation and Severability**

Each provision of the Contract is severable from all other provisions of the Contract and, if one or more of the provisions of the Contract is declared invalid, the remaining provisions of the Contract remain in full force and effect.

**2.010 Consents and Approvals**

Except as expressly provided otherwise in the Contract, if either party requires the consent or approval of the other party for the taking of any action under the Contract, the consent or approval must be in writing and must not be unreasonably withheld or delayed.

**2.011 No Waiver of Default**

If a party fails to insist upon strict adherence to any term of the Contract then the party has not waived the right to later insist upon strict adherence to that term, or any other term, of the Contract.

**2.012 Survival**

Any provisions of the Contract that impose continuing obligations on the parties, including without limitation the parties' respective warranty, indemnity and confidentiality obligations, survive the expiration or termination of the Contract for any reason. Specific references to survival in the Contract are solely for identification purposes and not meant to limit or prevent the survival of any other section.

**2.020 Contract Administration****2.021 Issuing Office**

This Contract is issued by the Department of Management and Budget, Purchasing Operations and the Department of Community Health (collectively, including all other relevant State of Michigan departments and agencies, the "State"). Purchasing Operations is the sole point of contact in the State with regard to all procurement and contractual matters relating to the Contract. Purchasing Operations **is the only State office authorized to change, modify, amend, alter or clarify the prices, specifications, terms and conditions of this Contract.** The Contractor Administrator within Purchasing Operations for this Contract is:

Melissa Castro, CPPB  
Purchasing Operations  
Department of Management and Budget  
Mason Bldg, 2nd Floor  
PO Box 30026  
Lansing, MI 48909  
castrom@michigan.gov  
517-373-1080

**2.022 Contract Compliance Inspector (CCI)**

After DMB-Purchasing Operations receives the properly executed Contract, it is anticipated that the Director of Purchasing Operations, in consultation with the Department of Community Health, will direct the person named below, or any other person so designated, to monitor and coordinate the activities for the Contract on a day-to-day basis during its term. However, monitoring of this Contract implies **no authority to change, modify, clarify, amend, or otherwise alter the prices, terms, conditions and specifications of the Contract as that authority is retained by DMB Purchasing Operations.** The Contract Compliance Inspector for this Contract is:

Laura Dotson, Contract Compliance Inspector  
Department of Community Health  
Lewis Cass Building, 4<sup>th</sup> floor  
320 S. Walnut Street  
Lansing, MI 48913  
[Dotsonl1@michigan.gov](mailto:Dotsonl1@michigan.gov)  
517.241.4686

**2.023 Project Manager**

The following individual will oversee the project:

Kathleen Haines, MDCH Contract Administrator  
Department of Community Health  
320 S. Walnut Street  
Lansing, MI 48913  
[HainesKat@michigan.gov](mailto:HainesKat@michigan.gov)  
517 335-0179

**2.024 Change Requests**

The State reserves the right to request from time to time any changes to the requirements and specifications of the Contract and the work to be performed by the Contractor under the Contract. During the course of ordinary business, it may become necessary for the State to discontinue certain business practices or create Additional Services/Deliverables. At a minimum, to the extent applicable, the State would like the Contractor to provide a detailed outline of all work to be done, including tasks necessary to accomplish the services/deliverables, timeframes, listing of key personnel assigned, estimated hours for each individual per task, and a complete and detailed cost justification.

If the Contractor does not so notify the State, the Contractor has no right to claim thereafter that it is entitled to additional compensation for performing that service or providing that deliverable.

Change Requests:

- (a) By giving Contractor written notice within a reasonable time, the State must be entitled to accept a Contractor proposal for Change, to reject it, or to reach another agreement with Contractor. Should the parties agree on carrying out a Change, a written Contract Change Notice must be prepared and issued under this Contract, describing the Change and its effects on the Services and any affected components of this Contract (a "Contract Change Notice").
- (b) No proposed Change must be performed until the proposed Change has been specified in a duly executed Contract Change Notice issued by the Department of Management and Budget, Purchasing Operations.
- (c) If the State requests or directs the Contractor to perform any activities that Contractor believes constitute a Change, the Contractor must notify the State that it believes the requested activities are a Change before beginning to work on the requested activities. If the Contractor fails to notify the State before beginning to work on the requested activities, then the Contractor waives any right to assert any claim for additional compensation or time for performing the requested activities. If the Contractor commences performing work outside the scope of this Contract and then ceases performing that work, the Contractor must, at the request of the State, retract any out-of-scope work that would adversely affect the Contract.

**2.025 Notices**

Any notice given to a party under the Contract must be deemed effective, if addressed to the party as addressed below, upon: (i) delivery, if hand delivered; (ii) receipt of a confirmed transmission by facsimile if a copy of the notice is sent by another means specified in this Section; (iii) the third Business Day after being sent by U.S. mail, postage pre-paid, return receipt requested; or (iv) the next Business Day after being sent by a nationally recognized overnight express courier with a reliable tracking system.

State:  
State of Michigan  
Purchasing Operations  
Attention:  
PO Box 30026  
530 West Allegan  
Lansing, Michigan 48909

-  
Contractor:  
Health Services Advisory Group  
1600 E. Northern Ave, Suite 100  
Phoenix, AZ 85020

Either party may change its address where notices are to be sent by giving notice according to this Section.

**2.026 Binding Commitments**

Representatives of Contractor must have the authority to make binding commitments on Contractor's behalf within the bounds set forth in this Contract. Contractor may change the representatives from time to time upon written notice.

**2.027 Relationship of the Parties**

The relationship between the State and Contractor is that of client and independent contractor. No agent, employee, or servant of Contractor or any of its Subcontractors must be or must be deemed to be an employee, agent or servant of the State for any reason. Contractor will be solely and entirely responsible for its acts and the acts of its agents, employees, servants and Subcontractors during the performance of the Contract.

**2.028 Covenant of Good Faith**

Each party must act reasonably and in good faith. Unless stated otherwise in the Contract, the parties will not unreasonably delay, condition or withhold the giving of any consent, decision or approval that is either requested or reasonably required of them in order for the other party to perform its responsibilities under the Contract.

**2.029 Assignments**

(a) Neither party may assign the Contract, or assign or delegate any of its duties or obligations under the Contract, to any other party (whether by operation of law or otherwise), without the prior written consent of the other party; provided, however, that the State may assign the Contract to any other State agency, department, division or department without the prior consent of Contractor and Contractor may assign the Contract to an affiliate so long as the affiliate is adequately capitalized and can provide adequate assurances that the affiliate can perform the Contract. The State may withhold consent from proposed assignments, subcontracts, or novations when the transfer of responsibility would operate to decrease the State's likelihood of receiving performance on the Contract or the State's ability to recover damages.

(b) Contractor may not, without the prior written approval of the State, assign its right to receive payments due under the Contract. If the State permits an assignment, the Contractor is not relieved of its responsibility to perform any of its contractual duties, and the requirement under the Contract that all payments must be made to one entity continues.

(c) If the Contractor intends to assign the contract or any of the Contractor's rights or duties under the Contract, the Contractor must notify the State in writing at least 90 days before the assignment. The Contractor also must provide the State with adequate information about the assignee within a reasonable amount of time before the assignment for the State to determine whether to approve the assignment.

**2.030 General Provisions****2.031 Media Releases**

News releases (including promotional literature and commercial advertisements) pertaining to the RFP and Contract or project to which it relates shall not be made without prior written State approval, and then only in accordance with the explicit written instructions from the State. No results of the activities associated with the RFP and Contract are to be released without prior written approval of the State and then only to persons designated.

**2.032 Contract Distribution**

Purchasing Operations retains the sole right of Contract distribution to all State agencies and local units of government unless other arrangements are authorized by Purchasing Operations.

**2.033 Permits**

Contractor must obtain and pay any associated costs for all required governmental permits, licenses and approvals for the delivery, installation and performance of the Services. The State must pay for all costs and expenses incurred in obtaining and maintaining any necessary easements or right of way.

**2.034 Website Incorporation**

The State is not bound by any content on the Contractor's website, even if the Contractor's documentation specifically referenced that content and attempts to incorporate it into any other communication, unless the State has actual knowledge of the content and has expressly agreed to be bound by it in a writing that has been manually signed by an authorized representative of the State.

**2.035 Future Bidding Preclusion**

Contractor acknowledges that, to the extent this Contract involves the creation, research, investigation or generation of a future RFP, it may be precluded from bidding on the subsequent RFP. The State reserves the right to disqualify any bidder if the State determines that the bidder has used its position (whether as an incumbent Contractor, or as a Contractor hired to assist with the RFP development, or as a Contractor offering free assistance) to gain a competitive advantage on the RFP.

**2.036 Freedom of Information**

All information in any proposal submitted to the State by Contractor and this Contract is subject to the provisions of the Michigan Freedom of Information Act, 1976 Public Act No. 442, as amended, MCL 15.231, et seq (the "FOIA").

**2.037 Disaster Recovery**

Contractor and the State recognize that the State provides essential services in times of natural or man-made disasters. Therefore, except as so mandated by Federal disaster response requirements, Contractor personnel dedicated to providing Services/Deliverables under this Contract will provide the State with priority service for repair and work around in the event of a natural or man-made disaster.

**2.040 Financial Provisions****2.041 Fixed Prices for Services/Deliverables**

Each Statement of Work or Purchase Order issued under this Contract shall specify (or indicate by reference to the appropriate Contract Exhibit) the firm, fixed prices for all Services/Deliverables, and the associated payment milestones and payment amounts. The State may make progress payments to the Contractor when requested as work progresses, but not more frequently than monthly, in amounts approved by the Contract Administrator, after negotiation. Contractor must show verification of measurable progress at the time of requesting progress payments.

**2.042 Adjustments for Reductions in Scope of Services/Deliverables**

If the scope of the Services/Deliverables under any Statement of Work issued under this Contract is subsequently reduced by the State, the parties shall negotiate an equitable reduction in Contractor's charges under such Statement of Work commensurate with the reduction in scope.

**2.043 Services/Deliverables Covered**

For all Services/Deliverables to be provided by Contractor (and its Subcontractors, if any) under this Contract, the State shall not be obligated to pay any amounts in addition to the charges specified in this Contract.

**2.044 Invoicing and Payment – In General**

(a) Each Statement of Work issued under this Contract shall list (or indicate by reference to the appropriate Contract Exhibit) the prices for all Services/Deliverables, equipment and commodities to be provided, and the associated payment milestones and payment amounts.

(b) Each Contractor invoice will show details as to charges by Service/Deliverable component and location at a level of detail reasonably necessary to satisfy the State's accounting and charge-back requirements. Invoices for Services performed on a time and materials basis will show, for each individual, the number of hours of Services performed during the billing period, the billable skill/labor category for such person and the applicable hourly billing rate. Prompt payment by the State is contingent on the Contractor's invoices showing the amount owed by the State minus any holdback amount to be retained by the State.

(c) Correct invoices will be due and payable by the State, in accordance with the State's standard payment procedure as specified in 1984 Public Act No. 279, MCL 17.51 et seq., within 45 days after receipt, provided the State determines that the invoice was properly rendered.

(d) All invoices should reflect actual work done. The specific payment schedule for any Contract(s) entered into will be mutually agreed upon by the State and the Contractor. The schedule should show payment amount and should reflect actual work done by the payment dates, less any penalty cost charges accrued by those dates. As a general policy statements shall be forwarded to the designated representative by the 15th day of the following month.



The Government may make progress payments to the Contractor when requested as work progresses, but not more frequently than monthly, in amounts approved by the Contract Administrator, after negotiation. Contractor must show verification of measurable progress at the time of requesting progress payments.

(e) Separate invoices for each project will be required if both projects are assigned to the same Contractor

#### **2.045 Pro-ration**

To the extent there are any Services that are to be paid for on a monthly basis, the cost of such Services shall be pro-rated for any partial month.

#### **2.046 Antitrust Assignment**

The Contractor assigns to the State any claim for overcharges resulting from antitrust violations to the extent that those violations concern materials or services supplied by third parties to the Contractor, toward fulfillment of this Contract.

#### **2.047 Final Payment**

The making of final payment by the State to Contractor does not constitute a waiver by either party of any rights or other claims as to the other party's continuing obligations under the Contract, nor will it constitute a waiver of any claims by one party against the other arising from unsettled claims or failure by a party to comply with this Contract, including claims for Services and Deliverables not reasonably known until after acceptance to be defective or substandard. Contractor's acceptance of final payment by the State under this Contract shall constitute a waiver of all claims by Contractor against the State for payment under this Contract, other than those claims previously filed in writing on a timely basis and still unsettled.

#### **2.048 Electronic Payment Requirement**

Electronic transfer of funds is required for payments on State Contracts. Contractors are required to register with the State electronically at <http://www.cpexpress.state.mi.us>. As stated in Public Act 431 of 1984, all contracts that the State enters into for the purchase of goods and services shall provide that payment will be made by electronic fund transfer (EFT).

### **2.050 Taxes**

#### **2.051 Employment Taxes**

Contractors are expected to collect and pay all applicable federal, state, and local employment taxes, including the taxes.

#### **2.052 Sales and Use Taxes**

Contractors are required to be registered and to remit sales and use taxes on taxable sales of tangible personal property or services delivered into the State. Contractors that lack sufficient presence in Michigan to be required to register and pay tax must do so as a volunteer. This requirement extends to: (1) all members of any controlled group as defined in § 1563(a) of the Internal Revenue Code and applicable regulations of which the company is a member, and (2) all organizations under common control as defined in § 414(c) of the Internal Revenue Code and applicable regulations of which the company is a member that make sales at retail for delivery into the State are registered with the State for the collection and remittance of sales and use taxes. In applying treasury regulations defining "two or more trades or businesses under common control" the term "organization" means sole proprietorship, a partnership (as defined in § 701(a)(2) of the Internal Revenue Code), a trust, an estate, a corporation, or a limited liability company.

### **2.060 Contract Management**

#### **2.061 Contractor Personnel Qualifications**

All persons assigned by Contractor to the performance of Services under this Contract must be employees of Contractor or its majority-owned (directly or indirectly, at any tier) subsidiaries (or a State-approved Subcontractor) and must be fully qualified to perform the work assigned to them. Contractor must include a similar provision in any subcontract entered into with a Subcontractor. For the purposes of this Contract, independent contractors engaged by Contractor solely in a staff augmentation role must be treated by the State as if they were employees of Contractor for this Contract only; however, the State understands that the relationship between Contractor and Subcontractor is an independent contractor relationship.

**2.062 Contractor Key Personnel**

- (a) The Contractor must provide the Contract Compliance Inspector with the names of the Key Personnel.
- (b) Key Personnel must be dedicated as defined in the Statement of Work to the Project for its duration in the applicable Statement of Work with respect to other individuals designated as Key Personnel for that Statement of Work.
- (c) The State will have the right to recommend and approve in writing the initial assignment, as well as any proposed reassignment or replacement, of any Key Personnel. Before assigning an individual to any Key Personnel position, Contractor will notify the State of the proposed assignment, will introduce the individual to the appropriate State representatives, and will provide the State with a resume and any other information about the individual reasonably requested by the State. The State reserves the right to interview the individual before granting written approval. In the event the State finds a proposed individual unacceptable, the State will provide a written explanation including reasonable detail outlining the reasons for the rejection.
- (d) Contractor must not remove any Key Personnel from their assigned roles or the Contract without the prior written consent of the State. The Contractor's removal of Key Personnel without the prior written consent of the State is an unauthorized removal ("Unauthorized Removal"). Unauthorized Removals does not include replacing Key Personnel for reasons beyond the reasonable control of Contractor, including illness, disability, leave of absence, personal emergency circumstances, resignation, or for cause termination of the Key Personnel's employment. Unauthorized Removals does not include replacing Key Personnel because of promotions or other job movements allowed by Contractor personnel policies or Collective Bargaining Agreement(s) as long as the State receives prior written notice before shadowing occurs and Contractor provides 30 days of shadowing unless parties agree to a different time period. The Contractor with the State must review any Key Personnel replacements, and appropriate transition planning will be established. Any Unauthorized Removal may be considered by the State to be a material breach of the Contract, in respect of which the State may elect to exercise its termination and cancellation rights.
- (e) The Contractor must notify the Contract Compliance Inspector and the Contract Administrator at least 10 business days before redeploying non-Key Personnel, who are dedicated to primarily to the Project, to other projects. If the State does not object to the redeployment by its scheduled date, the Contractor may then redeploy the non-Key Personnel.

**2.063 Re-assignment of Personnel at the State's Request**

The State reserves the right to require the removal from the Project of Contractor personnel found, in the judgment of the State, to be unacceptable. The State's request must be written with reasonable detail outlining the reasons for the removal request. Additionally, the State's request must be based on legitimate, good-faith reasons. Replacement personnel for the removed person must be fully qualified for the position. If the State exercises this right, and the Contractor cannot immediately replace the removed personnel, the State agrees to an equitable adjustment in schedule or other terms that may be affected by the State's required removal. If any incident with removed personnel results in delay not reasonably anticipatable under the circumstances and which is attributable to the State, the applicable SLAs for the affected Service will not be counted for a time as agreed to by the parties.

**2.064 Contractor Personnel Location**

All staff assigned by Contractor to work on the Contract will perform their duties either primarily at Contractor's offices and facilities or at State facilities. Without limiting the generality of the foregoing, Key Personnel will, at a minimum, spend at least the amount of time on-site at State facilities as indicated in the applicable Statement of Work. Subject to availability, selected Contractor personnel may be assigned office space to be shared with State personnel.

**2.065 Contractor Identification**

Contractor employees must be clearly identifiable while on State property by wearing a State-issued badge, as required. Contractor employees are required to clearly identify themselves and the company they work for whenever making contact with State personnel by telephone or other means.

**2.066 Cooperation with Third Parties**

Contractor agrees to cause its personnel and the personnel of any Subcontractors to cooperate with the State and its agents and other contractors including the State's Quality Assurance personnel. As reasonably requested by the State in writing, the Contractor will provide to the State's agents and other contractors reasonable access to Contractor's Project personnel, systems and facilities to the extent the access relates to activities specifically associated with this Contract and will not interfere or jeopardize the safety or operation of the systems or facilities. The State acknowledges that Contractor's time schedule for the Contract is very specific and agrees not to unnecessarily or unreasonably interfere with, delay or otherwise impeded Contractor's performance under this Contract with the requests for access.

**2.067 Contractor Return of State Equipment/Resources**

The Contractor must return to the State any State-furnished equipment, facilities and other resources when no longer required for the Contract in the same condition as when provided by the State, reasonable wear and tear excepted.

**2.068 Contract Management Responsibilities**

The Contractor will be required to assume responsibility for all contractual activities, whether or not that Contractor performs them. Further, the State will consider the Contractor to be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from the anticipated Contract. If any part of the work is to be subcontracted, the Contract must include a list of subcontractors, including firm name and address, contact person and a complete description of work to be subcontracted. The State reserves the right to approve subcontractors and to require the Contractor to replace subcontractors found to be unacceptable. The Contractor is totally responsible for adherence by the subcontractor to all provisions of the Contract. Any change in subcontractors must be approved by the State, in writing, prior to such change.

**2.070 Subcontracting by Contractor****2.071 Contractor Full Responsibility**

Contractor shall have full responsibility for the successful performance and completion of all of the Services and Deliverables. The State will consider Contractor to be the sole point of contact with regard to all contractual matters under this Contract, including payment of any and all charges for Services and Deliverables.

**2.072 State Consent to Delegation**

Contractor shall not delegate any duties under this Contract to a Subcontractor unless the Department of Management and Budget, Purchasing Operations has given written consent to such delegation. The State shall have the right of prior written approval of all Subcontractors and to require Contractor to replace any Subcontractors found, in the reasonable judgment of the State, to be unacceptable. The State's request shall be written with reasonable detail outlining the reasons for the removal request. Additionally, the State's request shall be based on legitimate, good-faith reasons. Replacement Subcontractor(s) for the removed Subcontractor shall be fully qualified for the position. If the State exercises this right, and the Contractor cannot immediately replace the removed Subcontractor, the State will agree to an equitable adjustment in schedule or other terms that may be affected by the State's required removal. If any such incident with a removed Subcontractor results in delay not reasonable anticipatable under the circumstances and which is attributable to the State, the applicable SLA for the affected Work will not be counted for a time agreed upon by the parties.

**2.073 Subcontractor Bound to Contract**

In any subcontracts entered into by Contractor for the performance of the Services, Contractor shall require the Subcontractor, to the extent of the Services to be performed by the Subcontractor, to be bound to Contractor by the terms of this Contract and to assume toward Contractor all of the obligations and responsibilities that Contractor, by this Contract, assumes toward the State. The State reserves the right to receive copies of and review all subcontracts, although Contractor may delete or mask any proprietary information, including pricing, contained in such contracts before providing them to the State. The management of any Subcontractor will be the responsibility of Contractor, and Contractor shall remain responsible for the performance of its Subcontractors to the same extent as if Contractor had not subcontracted such performance. Contractor shall make all payments to Subcontractors or suppliers of Contractor. Except as otherwise agreed in writing by the State and Contractor, the State will not be obligated to direct payments for the Services other than to Contractor. The State's written approval of any Subcontractor engaged by Contractor to perform any obligation under this Contract shall not relieve Contractor of any obligations or performance required under this Contract.

**2.074 Flow Down**

Except where specifically approved in writing by the State on a case-by-case basis, Contractor shall flow down the obligations in **Sections 2.031, 2.060, 2.100, 2.110, 2.120, 2.130, 2.200** in all of its agreements with any Subcontractors.

**2.075 Competitive Selection**

The Contractor shall select subcontractors (including suppliers) on a competitive basis to the maximum practical extent consistent with the objectives and requirements of the Contract.

**2.080 State Responsibilities****2.081 Equipment**

The State will provide only the equipment and resources identified in the Statements of Work and other Contract Exhibits.

**2.082 Facilities**

The State must designate space as long as it is available and as provided in the Statement of Work, to house the Contractor's personnel whom the parties agree will perform the Services/Deliverables at State facilities (collectively, the "State Facilities"). The Contractor must have reasonable access to, and unless agreed otherwise by the parties in writing must observe and comply with all rules and regulations relating to each of the State Facilities (including hours of operation) used by the Contractor in the course of providing the Services. Contractor agrees that it will not, without the prior written consent of the State, use any State Facilities or access any State information systems provided for the Contractor's use, or to which the Contractor otherwise gains access in the course of performing the Services, for any purpose other than providing the Services to the State.

**2.090 Security****2.091 Background Checks**

On a case-by-case basis, the State may investigate the Contractor's personnel before they may have access to State facilities and systems. The scope of the background check is at the discretion of the State and the results will be used to determine Contractor personnel eligibility for working within State facilities and systems. The investigations will include Michigan State Police Background checks (ICHAT) and may include the National Crime Information Center (NCIC) Finger Prints. Proposed Contractor personnel may be required to complete and submit an RI-8 Fingerprint Card for the NCIC Finger Print Check. Any request for background checks will be initiated by the State and will be reasonably related to the type of work requested.

All Contractor personnel will also be expected to comply with the State's security and acceptable use policies for State IT equipment and resources. See <http://www.michigan.gov/dit>. Furthermore, Contractor personnel will be expected to agree to the State's security and acceptable use policies before the Contractor personnel will be accepted as a resource to perform work for the State. It is expected the Contractor will present these documents to the prospective employee before the Contractor presents the individual to the State as a proposed resource. Contractor staff will be expected to comply with all Physical Security procedures in place within the facilities where they are working.

**2.092 Security Breach Notification**

If the Contractor breaches this Section, the Contractor must (i) promptly cure any deficiencies and (ii) comply with any applicable federal and state laws and regulations pertaining to unauthorized disclosures. Contractor and the State will cooperate to mitigate, to the extent practicable, the effects of any breach, intrusion, or unauthorized use or disclosure. Contractor must report to the State in writing any use or disclosure of Confidential Information, whether suspected or actual, other than as provided for by the Contract within 10 days of becoming aware of the use or disclosure or the shorter time period as is reasonable under the circumstances.

**2.093 PCI Data Security Requirements – Deleted/Not Applicable**



## **2.100 Confidentiality**

### **2.101 Confidentiality**

Contractor and the State each acknowledge that the other possesses and will continue to possess confidential information that has been developed or received by it. As used in this Section, "Confidential Information" of Contractor must mean all non-public proprietary information of Contractor (other than Confidential Information of the State as defined below) which is marked confidential, restricted, proprietary or with a similar designation. "Confidential Information" of the State must mean any information which is retained in confidence by the State (or otherwise required to be held in confidence by the State under applicable federal, state and local laws and regulations) or which, in the case of tangible materials provided to Contractor by the State under its performance under this Contract, is marked as confidential, proprietary or with a similar designation by the State. "Confidential Information" excludes any information (including this Contract) that is publicly available under the Michigan FOIA.

### **2.102 Protection and Destruction of Confidential Information**

The State and Contractor will each use at least the same degree of care to prevent disclosing to third parties the Confidential Information of the other as it employs to avoid unauthorized disclosure, publication or dissemination of its own confidential information of like character, but in no event less than reasonable care. Neither Contractor nor the State will (i) make any use of the Confidential Information of the other except as contemplated by this Contract, (ii) acquire any right in or assert any lien against the Confidential Information of the other, or (iii) if requested to do so, refuse for any reason to promptly return the other party's Confidential Information to the other party. Each party will limit disclosure of the other party's Confidential Information to employees and Subcontractors who must have access to fulfill the purposes of this Contract. Disclosure to, and use by, a Subcontractor is permissible where (A) use of a Subcontractor is authorized under this Contract, (B) the disclosure is necessary or otherwise naturally occurs in connection with work that is within the Subcontractor's scope of responsibility, and (C) Contractor obligates the Subcontractor in a written Contract to maintain the State's Confidential Information in confidence. At the State's request, any employee of Contractor and of any Subcontractor having access or continued access to the State's Confidential Information may be required to execute an acknowledgment that the employee has been advised of Contractor's and the Subcontractor's obligations under this Section and of the employee's obligation to Contractor or Subcontractor, as the case may be, to protect the Confidential Information from unauthorized use or disclosure.

Promptly upon termination or cancellation of the Contract for any reason, Contractor must certify to the State that Contractor has destroyed all State Confidential Information.

### **2.103 Exclusions**

Notwithstanding the foregoing, the provisions of **Section 2.080** will not apply to any particular information which the State or Contractor can demonstrate (i) was, at the time of disclosure to it, in the public domain; (ii) after disclosure to it, is published or otherwise becomes part of the public domain through no fault of the receiving party; (iii) was in the possession of the receiving party at the time of disclosure to it without an obligation of confidentiality; (iv) was received after disclosure to it from a third party who had a lawful right to disclose the information to it without any obligation to restrict its further disclosure; or (v) was independently developed by the receiving party without reference to Confidential Information of the furnishing party. Further, the provisions of **Section 2.080** will not apply to any particular Confidential Information to the extent the receiving party is required by law to disclose the Confidential Information, provided that the receiving party (i) promptly provides the furnishing party with notice of the legal request, and (ii) assists the furnishing party in resisting or limiting the scope of the disclosure as reasonably requested by the furnishing party.

### **2.104 No Implied Rights**

Nothing contained in this Section must be construed as obligating a party to disclose any particular Confidential Information to the other party, or as granting to or conferring on a party, expressly or impliedly, any right or license to the Confidential Information of the other party.

### **2.105 Respective Obligations**

The parties' respective obligations under this Section must survive the termination or expiration of this Contract for any reason.



### **2.110    Records and Inspections**

#### **2.111    Inspection of Work Performed**

The State's authorized representatives must at all reasonable times and with 10 days prior written request, have the right to enter Contractor's premises, or any other places, where the Services are being performed, and must have access, upon reasonable request, to interim drafts of Deliverables or work-in-progress. Upon 10 Days prior written notice and at all reasonable times, the State's representatives must be allowed to inspect, monitor, or otherwise evaluate the work being performed and to the extent that the access will not reasonably interfere or jeopardize the safety or operation of the systems or facilities. Contractor must provide all reasonable facilities and assistance for the State's representatives.

#### **2.112    Examination of Records**

For seven years after the Contractor provides any work under this Contract (the "Audit Period"), the State may examine and copy any of Contractor's books, records, documents and papers pertinent to establishing Contractor's compliance with the Contract and with applicable laws and rules. The State must notify the Contractor 20 days before examining the Contractor's books and records. The State does not have the right to review any information deemed confidential by the Contractor to the extent access would require the confidential information to become publicly available. This provision also applies to the books, records, accounts, documents and papers, in print or electronic form, of any parent, affiliated or subsidiary organization of Contractor, or any Subcontractor of Contractor performing services in connection with the Contract.

#### **2.113    Retention of Records**

Contractor must maintain at least until the end of the Audit Period all pertinent financial and accounting records (including time sheets and payroll records, and information pertaining to the Contract and to the Services, equipment, and commodities provided under the Contract) pertaining to the Contract according to generally accepted accounting principles and other procedures specified in this Section. Financial and accounting records must be made available, upon request, to the State at any time during the Audit Period. If an audit, litigation, or other action involving Contractor's records is initiated before the end of the Audit Period, the records must be retained until all issues arising out of the audit, litigation, or other action are resolved or until the end of the Audit Period, whichever is later.

#### **2.114    Audit Resolution**

If necessary, the Contractor and the State will meet to review each audit report promptly after issuance. The Contractor will respond to each audit report in writing within 30 days from receipt of the report, unless a shorter response time is specified in the report. The Contractor and the State must develop, agree upon and monitor an action plan to promptly address and resolve any deficiencies, concerns, and/or recommendations in the audit report.

#### **2.115    Errors**

(a) If the audit demonstrates any errors in the documents provided to the State, then the amount in error must be reflected as a credit or debit on the next invoice and in subsequent invoices until the amount is paid or refunded in full. However, a credit or debit may not be carried for more than four invoices. If a balance remains after four invoices, then the remaining amount will be due as a payment or refund within 45 days of the last quarterly invoice that the balance appeared on or termination of the contract, whichever is earlier.

(b) In addition to other available remedies, the difference between the payment received and the correct payment amount is greater than 10%, then the Contractor must pay all of the reasonable costs of the audit.

### **2.120    Warranties**

#### **2.121    Warranties and Representations**

The Contractor represents and warrants:

(a) It is capable in all respects of fulfilling and must fulfill all of its obligations under this Contract. The performance of all obligations under this Contract must be provided in a timely, professional, and workman-like manner and must meet the performance and operational standards required under this Contract.

(b) The Contract Appendices, Attachments and Exhibits identify the equipment and software and services necessary for the Deliverable(s) to perform and Services to operate in compliance with the Contract's requirements and other standards of performance.



- (c) It is the lawful owner or licensee of any Deliverable licensed or sold to the State by Contractor or developed by Contractor under this Contract, and Contractor has all of the rights necessary to convey to the State the ownership rights or licensed use, as applicable, of any and all Deliverables. None of the Deliverables provided by Contractor to the State under this Contract, nor their use by the State, will infringe the patent, copyright, trade secret, or other proprietary rights of any third party.
- (d) If, under this Contract, Contractor procures any equipment, software or other Deliverable for the State (including equipment, software and other Deliverables manufactured, re-marketed or otherwise sold by Contractor under Contractor's name), then in addition to Contractor's other responsibilities with respect to the items in this Contract, Contractor must assign or otherwise transfer to the State or its designees, or afford the State the benefits of, any manufacturer's warranty for the Deliverable.
- (e) The contract signatory has the power and authority, including any necessary corporate authorizations, necessary to enter into this Contract, on behalf of Contractor.
- (f) It is qualified and registered to transact business in all locations where required.
- (g) Neither the Contractor nor any Affiliates, nor any employee of either, has, must have, or must acquire, any contractual, financial, business, or other interest, direct or indirect, that would conflict in any manner or degree with Contractor's performance of its duties and responsibilities to the State under this Contract or otherwise create an appearance of impropriety with respect to the award or performance of this Agreement. Contractor must notify the State about the nature of the conflict or appearance of impropriety within two days of learning about it.
- (h) Neither Contractor nor any Affiliates, nor any employee of either has accepted or must accept anything of value based on an understanding that the actions of the Contractor or Affiliates or employee on behalf of the State would be influenced. Contractor must not attempt to influence any State employee by the direct or indirect offer of anything of value.
- (i) Neither Contractor nor any Affiliates, nor any employee of either has paid or agreed to pay any person, other than bona fide employees and consultants working solely for Contractor or the Affiliate, any fee, commission, percentage, brokerage fee, gift, or any other consideration, contingent upon or resulting from the award or making of this Contract.
- (j) The prices proposed by Contractor were arrived at independently, without consultation, communication, or agreement with any other bidder for the purpose of restricting competition; the prices quoted were not knowingly disclosed by Contractor to any other bidder; and no attempt was made by Contractor to induce any other person to submit or not submit a proposal for the purpose of restricting competition.
- (k) All financial statements, reports, and other information furnished by Contractor to the State as part of its response to the RFP or otherwise in connection with the award of this Contract fairly and accurately represent the business, properties, financial condition, and results of operations of Contractor as of the respective dates, or for the respective periods, covered by the financial statements, reports, other information. Since the respective dates or periods covered by the financial statements, reports, or other information, there have been no material adverse change in the business, properties, financial condition, or results of operations of Contractor.
- (l) All written information furnished to the State by or for the Contractor in connection with this Contract, including its bid, is true, accurate, and complete, and contains no untrue statement of material fact or omits any material fact necessary to make the information not misleading.
- (m) It is not in material default or breach of any other contract or agreement that it may have with the State or any of its departments, commissions, boards, or agencies. Contractor further represents and warrants that it has not been a party to any contract with the State or any of its departments that was terminated by the State or the department within the previous five years for the reason that Contractor failed to perform or otherwise breached an obligation of the contract.
- (n) If any of the certifications, representations, or disclosures made in the Contractor's original bid response change after contract award, the Contractor is required to report those changes immediately to the Department of Management and Budget, Purchasing Operations.

#### **2.122 Warranty of Merchantability – Deleted/Not Applicable**

#### **2.123 Warranty of Fitness for a Particular Purpose – Deleted/Not Applicable**

**2.124 Warranty of Title**

Contractor shall, in providing goods to the State, convey good title in those goods, whose transfer is right and lawful. All goods provided by Contractor shall be delivered free from any security interest, lien, or encumbrance of which the State, at the time of contracting, has no knowledge. Goods provided by Contractor, under this Contract, shall be delivered free of any rightful claim of any third person by of infringement or the like.

**2.125 Equipment Warranty – Deleted/Not Applicable****2.126 Equipment to be New – Deleted/Not Applicable****2.127 Prohibited Products – Deleted/Not Applicable****2.128 Consequences For Breach**

In addition to any remedies available in law, if the Contractor breaches any of the warranties contained in this section, the breach may be considered as a default in the performance of a material obligation of this Contract.

**2.130 Insurance****2.131 Liability Insurance**

The Contractor must provide proof of the minimum levels of insurance coverage as indicated below. The insurance must protect the State from claims which may arise out of or result from the Contractor's performance of services under the terms of this Contract, whether the services are performed by the Contractor, or by any subcontractor, or by anyone directly or indirectly employed by any of them, or by anyone for whose acts they may be liable.

The Contractor waives all rights against the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees and agents for recovery of damages to the extent these damages are covered by the insurance policies the Contractor is required to maintain under this Contract.

All insurance coverage's provided relative to this Contract/Purchase Order are PRIMARY and NON-CONTRIBUTING to any comparable liability insurance (including self-insurances) carried by the State.

The insurance must be written for not less than any minimum coverage specified in this Contract or required by law, whichever is greater.

The insurers selected by Contractor must have an A.M. Best rating of A or better, or as otherwise approved in writing by the State, or if the ratings are no longer available, with a comparable rating from a recognized insurance rating agency. All policies of insurance required in this Contract must be issued by companies that have been approved to do business in the State.

See [www.michigan.gov/dleg](http://www.michigan.gov/dleg).

Where specific limits are shown, they are the minimum acceptable limits. If Contractor's policy contains higher limits, the State must be entitled to coverage to the extent of the higher limits.

The Contractor is required to pay for and provide the type and amount of insurance checked  below:

1. Commercial General Liability with the following minimum coverage:
- \$2,000,000 General Aggregate Limit other than Products/Completed Operations
  - \$2,000,000 Products/Completed Operations Aggregate Limit
  - \$1,000,000 Personal & Advertising Injury Limit
  - \$1,000,000 Each Occurrence Limit

The Contractor must list the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees and agents as ADDITIONAL INSURED on the Commercial General Liability certificate. The Contractor also agrees to provide evidence that insurance policies contain a waiver of subrogation by the insurance company.



2. If a motor vehicle is used to provide services or products under this Contract, the Contractor must have vehicle liability insurance on any auto including owned, hired and non-owned vehicles used in Contractor's business for bodily injury and property damage as required by law.

The Contractor must list the State of Michigan, its departments, divisions, agencies, offices, commissions, officers, employees and agents as ADDITIONAL INSUREDS on the vehicle liability certificate. The Contractor also agrees to provide evidence that insurance policies contain a waiver of subrogation by the insurance company.

3. Workers' compensation coverage must be provided according to applicable laws governing the employees and employers work activities in the state of the Contractor's domicile. If the applicable coverage is provided by a self-insurer, proof must be provided of approved self-insured authority by the jurisdiction of domicile. For employees working outside of the state of qualification, Contractor must provide appropriate certificates of insurance proving mandated coverage levels for the jurisdictions where the employees' activities occur.

Any certificates of insurance received must also provide a list of states where the coverage is applicable.

The Contractor also agrees to provide evidence that insurance policies contain a waiver of subrogation by the insurance company. This provision must not be applicable where prohibited or limited by the laws of the jurisdiction in which the work is to be performed.

4. Employers liability insurance with the following minimum limits:

\$100,000 each accident  
\$100,000 each employee by disease  
\$500,000 aggregate disease

5. Employee Fidelity, including Computer Crimes, insurance naming the State as a loss payee, providing coverage for direct loss to the State and any legal liability of the State arising out of or related to fraudulent or dishonest acts committed by the employees of Contractor or its Subcontractors, acting alone or in collusion with others, in a minimum amount of one million dollars (\$1,000,000.00) with a maximum deductible of fifty thousand dollars (\$50,000.00).

6. Umbrella or Excess Liability Insurance in a minimum amount of ten million dollars (\$10,000,000.00), which must apply, at a minimum, to the insurance required in Subsection 1 (Commercial General Liability) above.

7. Professional Liability (Errors and Omissions) Insurance with the following minimum coverage: three million dollars (\$3,000,000.00) each occurrence and three million dollars (\$3,000,000.00) annual aggregate.

8. Fire and Personal Property Insurance covering against any loss or damage to the office space used by Contractor for any reason under this Contract, and the equipment, software and other contents of the office space, including without limitation, those contents used by Contractor to provide the Services to the State, up to its replacement value, where the office space and its contents are under the care, custody and control of Contractor. The policy must cover all risks of direct physical loss or damage, including without limitation, flood and earthquake coverage and coverage for computer hardware and software. The State must be endorsed on the policy as a loss payee as its interests appear.

### **2.132 Subcontractor Insurance Coverage**

Except where the State has approved in writing a Contractor subcontract with other insurance provisions, Contractor must require all of its Subcontractors under this Contract to purchase and maintain the insurance coverage as described in this Section for the Contractor in connection with the performance of work by those Subcontractors. Alternatively, Contractor may include any Subcontractors under Contractor's insurance on the coverage required in this Section. Subcontractor(s) must fully comply with the insurance coverage required in this Section. Failure of Subcontractor(s) to comply with insurance requirements does not limit Contractor's liability or responsibility.



### **2.133 Certificates of Insurance and Other Requirements**

Contractor must furnish to DMB-Purchasing Operations, certificate(s) of insurance verifying insurance coverage or providing satisfactory evidence of self-insurance as required in this Section (the "Certificates"). The Certificate must be on the standard "accord" form or equivalent. **THE CONTRACT OR PURCHASE ORDER NO. MUST BE SHOWN ON THE CERTIFICATE OF INSURANCE TO ASSURE CORRECT FILING.** All Certificate(s) are to be prepared and submitted by the Insurance Provider. All Certificate(s) must contain a provision indicating that coverages afforded under the policies WILL NOT BE CANCELLED, MATERIALLY CHANGED, OR NOT RENEWED without 30 days prior written notice, except for 10 days for non-payment of premium, having been given to the Director of Purchasing Operations, Department of Management and Budget. The notice must include the Contract or Purchase Order number affected. Before the Contract is signed, and not less than 20 days before the insurance expiration date every year thereafter, the Contractor must provide evidence that the State and its agents, officers and employees are listed as additional insureds under each commercial general liability and commercial automobile liability policy. In the event the State approves the representation of the State by the insurer's attorney, the attorney may be required to be designated as a Special Assistant Attorney General by the Attorney General of the State of Michigan.

The Contractor must maintain all required insurance coverage throughout the term of the Contract and any extensions and, in the case of claims-made Commercial General Liability policies, must secure tail coverage for at least three years following the expiration or termination for any reason of this Contract. The minimum limits of coverage specified above are not intended, and must not be construed, to limit any liability or indemnity of Contractor under this Contract to any indemnified party or other persons. Contractor is responsible for all deductibles with regard to the insurance. If the Contractor fails to pay any premium for required insurance as specified in this Contract, or if any insurer cancels or significantly reduces any required insurance as specified in this Contract without the State's written consent, then the State may, after the State has given the Contractor at least 30 days written notice, pay the premium or procure similar insurance coverage from another company or companies. The State may deduct any part of the cost from any payment due the Contractor, or the Contractor must pay that cost upon demand by the State.

### **2.140 Indemnification**

#### **2.141 General Indemnification**

To the extent permitted by law, the Contractor must indemnify, defend and hold harmless the State from liability, including all claims and losses, and all related costs and expenses (including reasonable attorneys' fees and costs of investigation, litigation, settlement, judgments, interest and penalties), accruing or resulting to any person, firm or corporation that may be injured or damaged by the Contractor in the performance of this Contract and that are attributable to the negligence or tortious acts of the Contractor or any of its subcontractors, or by anyone else for whose acts any of them may be liable.

#### **2.142 Code Indemnification**

To the extent permitted by law, the Contractor shall indemnify, defend and hold harmless the State from any claim, loss, or expense arising from Contractor's breach of the No Surreptitious Code Warranty.

#### **2.143 Employee Indemnification**

In any claims against the State of Michigan, its departments, divisions, agencies, sections, commissions, officers, employees and agents, by any employee of the Contractor or any of its subcontractors, the indemnification obligation under the Contract must not be limited in any way by the amount or type of damages, compensation or benefits payable by or for the Contractor or any of its subcontractors under worker's disability compensation acts, disability benefit acts or other employee benefit acts. This indemnification clause is intended to be comprehensive. Any overlap in provisions, or the fact that greater specificity is provided as to some categories of risk, is not intended to limit the scope of indemnification under any other provisions.

#### **2.144 Patent/Copyright Infringement Indemnification**

To the extent permitted by law, the Contractor must indemnify, defend and hold harmless the State from and against all losses, liabilities, damages (including taxes), and all related costs and expenses (including reasonable attorneys' fees and costs of investigation, litigation, settlement, judgments, interest and penalties) incurred in connection with any action or proceeding threatened or brought against the State to the extent that the action or proceeding is based on a claim that any piece of equipment, software, commodity or service supplied by the Contractor or its subcontractors, or the operation of the equipment, software, commodity or service, or the use or reproduction of any documentation provided with the equipment, software, commodity or service infringes any United States patent, copyright, trademark or trade secret of any person or entity, which is enforceable under the laws of the United States.



In addition, should the equipment, software, commodity, or service, or its operation, become or in the State's or Contractor's opinion be likely to become the subject of a claim of infringement, the Contractor must at the Contractor's sole expense (i) procure for the State the right to continue using the equipment, software, commodity or service or, if the option is not reasonably available to the Contractor, (ii) replace or modify to the State's satisfaction the same with equipment, software, commodity or service of equivalent function and performance so that it becomes non-infringing, or, if the option is not reasonably available to Contractor, (iii) accept its return by the State with appropriate credits to the State against the Contractor's charges and reimburse the State for any losses or costs incurred as a consequence of the State ceasing its use and returning it.

Notwithstanding the foregoing, the Contractor has no obligation to indemnify or defend the State for, or to pay any costs, damages or attorneys' fees related to, any claim based upon (i) equipment developed based on written specifications of the State; (ii) use of the equipment in a configuration other than implemented or approved in writing by the Contractor, including, but not limited to, any modification of the equipment by the State; or (iii) the combination, operation, or use of the equipment with equipment or software not supplied by the Contractor under this Contract.

#### **2.145 Continuation of Indemnification Obligations**

The Contractor's duty to indemnify under this Section continues in full force and effect, notwithstanding the expiration or early cancellation of the Contract, with respect to any claims based on facts or conditions that occurred before expiration or cancellation.

#### **2.146 Indemnification Procedures**

The procedures set forth below must apply to all indemnity obligations under this Contract.

(a) After the State receives notice of the action or proceeding involving a claim for which it will seek indemnification, the State must promptly notify Contractor of the claim in writing and take or assist Contractor in taking, as the case may be, any reasonable action to avoid the imposition of a default judgment against Contractor. No failure to notify the Contractor relieves the Contractor of its indemnification obligations except to the extent that the Contractor can prove damages attributable to the failure. Within 10 days following receipt of written notice from the State relating to any claim, the Contractor must notify the State in writing whether Contractor agrees to assume control of the defense and settlement of that claim (a "Notice of Election"). After notifying Contractor of a claim and before the State receiving Contractor's Notice of Election, the State is entitled to defend against the claim, at the Contractor's expense, and the Contractor will be responsible for any reasonable costs incurred by the State in defending against the claim during that period.

(b) If Contractor delivers a Notice of Election relating to any claim: (i) the State is entitled to participate in the defense of the claim and to employ counsel at its own expense to assist in the handling of the claim and to monitor and advise the State about the status and progress of the defense; (ii) the Contractor must, at the request of the State, demonstrate to the reasonable satisfaction of the State, the Contractor's financial ability to carry out its defense and indemnity obligations under this Contract; (iii) the Contractor must periodically advise the State about the status and progress of the defense and must obtain the prior written approval of the State before entering into any settlement of the claim or ceasing to defend against the claim and (iv) to the extent that any principles of Michigan governmental or public law may be involved or challenged, the State has the right, at its own expense, to control the defense of that portion of the claim involving the principles of Michigan governmental or public law. But the State may retain control of the defense and settlement of a claim by notifying the Contractor in writing within 10 days after the State's receipt of Contractor's information requested by the State under clause (ii) of this paragraph if the State determines that the Contractor has failed to demonstrate to the reasonable satisfaction of the State the Contractor's financial ability to carry out its defense and indemnity obligations under this Section. Any litigation activity on behalf of the State, or any of its subdivisions under this Section, must be coordinated with the Department of Attorney General. In the event the insurer's attorney represents the State under this Section, the insurer's attorney may be required to be designated as a Special Assistant Attorney General by the Attorney General of the State of Michigan.

(c) If Contractor does not deliver a Notice of Election relating to any claim of which it is notified by the State as provided above, the State may defend the claim in the manner as it may deem appropriate, at the cost and expense of Contractor. If it is determined that the claim was one against which Contractor was required to indemnify the State, upon request of the State, Contractor must promptly reimburse the State for all the reasonable costs and expenses.



## **2.150 Termination/Cancellation**

### **2.151 Notice and Right to Cure**

If the Contractor breaches the contract, and the State in its sole discretion determines that the breach is curable, then the State will provide the Contractor with written notice of the breach and a time period (not less than 30 days) to cure the Breach. The notice of breach and opportunity to cure is inapplicable for successive or repeated breaches or if the State determines in its sole discretion that the breach poses a serious and imminent threat to the health or safety of any person or the imminent loss, damage, or destruction of any real or tangible personal property.

### **2.152 Termination for Cause**

(a) The State may terminate this contract, for cause, by notifying the Contractor in writing, if the Contractor (i) breaches any of its material duties or obligations under this Contract (including a Chronic Failure to meet any particular SLA), or (ii) fails to cure a breach within the time period specified in the written notice of breach provided by the State

(b) If this Contract is terminated for cause, the Contractor must pay all costs incurred by the State in terminating this Contract, including but not limited to, State administrative costs, reasonable attorneys' fees and court costs, and any reasonable additional costs the State may incur to procure the Services/Deliverables required by this Contract from other sources. Re-procurement costs are not consequential, indirect or incidental damages, and cannot be excluded by any other terms otherwise included in this Contract, provided the costs are not in excess of 50% more than the prices for the Service/Deliverables provided under this Contract.

(c) If the State chooses to partially terminate this Contract for cause, charges payable under this Contract will be equitably adjusted to reflect those Services/Deliverables that are terminated and the State must pay for all Services/Deliverables for which Final Acceptance has been granted provided up to the termination date. Services and related provisions of this Contract that are terminated for cause must cease on the effective date of the termination.

(d) If the State terminates this Contract for cause under this Section, and it is determined, for any reason, that Contractor was not in breach of contract under the provisions of this section, that termination for cause must be deemed to have been a termination for convenience, effective as of the same date, and the rights and obligations of the parties must be limited to that otherwise provided in this Contract for a termination for convenience.

### **2.153 Termination for Convenience**

The State may terminate this Contract for its convenience, in whole or part, if the State determines that a termination is in the State's best interest. Reasons for the termination must be left to the sole discretion of the State and may include, but not necessarily be limited to (a) the State no longer needs the Services or products specified in the Contract, (b) relocation of office, program changes, changes in laws, rules, or regulations make implementation of the Services no longer practical or feasible, (c) unacceptable prices for Additional Services or New Work requested by the State, or (d) falsification or misrepresentation, by inclusion or non-inclusion, of information material to a response to any RFP issued by the State. The State may terminate this Contract for its convenience, in whole or in part, by giving Contractor written notice at least 30 days before the date of termination. If the State chooses to terminate this Contract in part, the charges payable under this Contract must be equitably adjusted to reflect those Services/Deliverables that are terminated. Services and related provisions of this Contract that are terminated for cause must cease on the effective date of the termination.

### **2.154 Termination for Non-Appropriation**

(a) Contractor acknowledges that, if this Contract extends for several fiscal years, continuation of this Contract is subject to appropriation or availability of funds for this Contract. If funds to enable the State to effect continued payment under this Contract are not appropriated or otherwise made available, the State must terminate this Contract and all affected Statements of Work, in whole or in part, at the end of the last period for which funds have been appropriated or otherwise made available by giving written notice of termination to Contractor. The State must give Contractor at least 30 days advance written notice of termination for non-appropriation or unavailability (or the time as is available if the State receives notice of the final decision less than 30 days before the funding cutoff).

(b) If funding for the Contract is reduced by law, or funds to pay Contractor for the agreed-to level of the Services or production of Deliverables to be provided by Contractor are not appropriated or otherwise unavailable, the State may, upon 30 days written notice to Contractor, reduce the level of the Services or the change the production of Deliverables in the manner and for the periods of time as the State may elect. The charges payable under this Contract will be equitably adjusted to reflect any equipment, services or commodities not provided by reason of the reduction.



(c) If the State terminates this Contract, eliminates certain Deliverables, or reduces the level of Services to be provided by Contractor under this Section, the State must pay Contractor for all Work-in-Process performed through the effective date of the termination or reduction in level, as the case may be and as determined by the State, to the extent funds are available. This Section will not preclude Contractor from reducing or stopping Services/Deliverables or raising against the State in a court of competent jurisdiction, any claim for a shortfall in payment for Services performed or Deliverables finally accepted before the effective date of termination.

#### **2.135 Termination for Criminal Conviction**

The State may terminate this Contract immediately and without further liability or penalty in the event Contractor, an officer of Contractor, or an owner of a 25% or greater share of Contractor is convicted of a criminal offense related to a State, public or private Contract or subcontract.

#### **2.156 Termination for Approvals Rescinded**

The State may terminate this Contract if any final administrative or judicial decision or adjudication disapproves a previously approved request for purchase of personal services under Constitution 1963, Article 11, § 5, and Civil Service Rule 7-1. In that case, the State will pay the Contractor for only the work completed to that point under the Contract. Termination may be in whole or in part and may be immediate as of the date of the written notice to Contractor or may be effective as of the date stated in the written notice.

#### **2.157 Rights and Obligations upon Termination**

(a) If the State terminates this Contract for any reason, the Contractor must (a) stop all work as specified in the notice of termination, (b) take any action that may be necessary, or that the State may direct, for preservation and protection of Deliverables or other property derived or resulting from this Contract that may be in Contractor's possession, (c) return all materials and property provided directly or indirectly to Contractor by any entity, agent or employee of the State, (d) transfer title in, and deliver to, the State, unless otherwise directed, all Deliverables intended to be transferred to the State at the termination of the Contract and which are resulting from the Contract (which must be provided to the State on an "As-Is" basis except to the extent the amounts paid by the State in respect of the items included compensation to Contractor for the provision of warranty services in respect of the materials), and (e) take any action to mitigate and limit any potential damages, or requests for Contractor adjustment or termination settlement costs, to the maximum practical extent, including terminating or limiting as otherwise applicable those subcontracts and outstanding orders for material and supplies resulting from the terminated Contract.

(b) If the State terminates this Contract before its expiration for its own convenience, the State must pay Contractor for all charges due for Services provided before the date of termination and, if applicable, as a separate item of payment under this Contract, for Work In Process, on a percentage of completion basis at the level of completion determined by the State. All completed or partially completed Deliverables prepared by Contractor under this Contract, at the option of the State, becomes the State's property, and Contractor is entitled to receive equitable fair compensation for the Deliverables. Regardless of the basis for the termination, the State is not obligated to pay, or otherwise compensate, Contractor for any lost expected future profits, costs or expenses incurred with respect to Services not actually performed for the State.

(c) Upon a good faith termination, the State may assume, at its option, any subcontracts and agreements for services and deliverables provided under this Contract, and may further pursue completion of the Services/Deliverables under this Contract by replacement contract or otherwise as the State may in its sole judgment deem expedient.

#### **2.158 Reservation of Rights**

Any termination of this Contract or any Statement of Work issued under it by a party must be with full reservation of, and without prejudice to, any rights or remedies otherwise available to the party with respect to any claims arising before or as a result of the termination.

#### **2.160 Termination by Contractor**

##### **2.161 Termination by Contractor**

If the State breaches the Contract, and the Contractor in its sole discretion determines that the breach is curable, then the Contractor will provide the State with written notice of the breach and a time period (not less than 30 days) to cure the breach. The Notice of Breach and opportunity to cure is inapplicable for successive and repeated breaches.



The Contractor may terminate this Contract if the State (i) materially breaches its obligation to pay the Contractor undisputed amounts due and owing under this Contract, (ii) breaches its other obligations under this Contract to an extent that makes it impossible or commercially impractical for the Contractor to perform the Services, or (iii) does not cure the breach within the time period specified in a written notice of breach. But the Contractor must discharge its obligations under **Section 2.160** before it terminates the Contract.

### **2.170 Transition Responsibilities**

#### **2.171 Contractor Transition Responsibilities**

If the State terminates this contract, for convenience or cause, or if the Contract is otherwise dissolved, voided, rescinded, nullified, expires or rendered unenforceable, the Contractor agrees to comply with direction provided by the State to assist in the orderly transition of equipment, services, software, leases, etc. to the State or a third party designated by the State. If this Contract expires or terminates, the Contractor agrees to make all reasonable efforts to effect an orderly transition of services within a reasonable period of time that in no event will exceed **120** days. These efforts must include, but are not limited to, those listed in **Sections 2.141, 2.142, 2.143, 2.144, and 2.145**.

#### **2.172 Contractor Personnel Transition**

The Contractor must work with the State, or a specified third party, to develop a transition plan setting forth the specific tasks and schedule to be accomplished by the parties, to effect an orderly transition. The Contractor must allow as many personnel as practicable to remain on the job to help the State, or a specified third party, maintain the continuity and consistency of the services required by this Contract. In addition, during or following the transition period, in the event the State requires the Services of the Contractor's subcontractors or vendors, as necessary to meet its needs, Contractor agrees to reasonably, and with good-faith, work with the State to use the Services of Contractor's subcontractors or vendors. Contractor will notify all of Contractor's subcontractors of procedures to be followed during transition.

#### **2.173 Contractor Information Transition**

The Contractor agrees to provide reasonable detailed specifications for all Services/Deliverables needed by the State, or specified third party, to properly provide the Services/Deliverables required under this Contract. The Contractor will provide the State with asset management data generated from the inception of this Contract through the date on which this Contractor is terminated in a comma-delineated format unless otherwise requested by the State. The Contractor will deliver to the State any remaining owed reports and documentation still in Contractor's possession subject to appropriate payment by the State.

#### **2.174 Contractor Software Transition**

The Contractor must reasonably assist the State in the acquisition of any Contractor software required to perform the Services/use the Deliverables under this Contract. This must include any documentation being used by the Contractor to perform the Services under this Contract. If the State transfers any software licenses to the Contractor, those licenses must, upon expiration of the Contract, transfer back to the State at their current revision level. Upon notification by the State, Contractor may be required to freeze all non-critical changes to Deliverables/Services.

#### **2.175 Transition Payments**

If the transition results from a termination for any reason, reimbursement must be governed by the termination provisions of this Contract. If the transition results from expiration, the Contractor will be reimbursed for all reasonable transition costs (i.e. costs incurred within the agreed period after contract expiration that result from transition operations) at the rates agreed upon by the State. The Contractor will prepare an accurate accounting from which the State and Contractor may reconcile all outstanding accounts.

#### **2.176 State Transition Responsibilities**

In the event that this Contract is terminated, dissolved, voided, rescinded, nullified, or otherwise rendered unenforceable, the State agrees to perform the following obligations, and any others upon which the State and the Contractor agree:

- (a) Reconciling all accounts between the State and the Contractor;
- (b) Completing any pending post-project reviews.



## **2.180 Stop Work**

### **2.181 Stop Work Orders**

The State may, at any time, by written stop work order to Contractor, require that Contractor stop all, or any part, of the work called for by the Contract for a period of up to 90 calendar days after the stop work order is delivered to Contractor, and for any further period to which the parties may agree. The stop work order must be identified as a stop work order and must indicate that it is issued under this **Section 2.150**. Upon receipt of the stop work order, Contractor must immediately comply with its terms and take all reasonable steps to minimize incurring costs allocable to the work covered by the stop work order during the period of work stoppage. Within the period of the stop work order, the State must either: (a) cancel the stop work order; or (b) terminate the work covered by the stop work order as provided in **Section 2.150**.

### **2.182 Cancellation or Expiration of Stop Work Order**

The Contractor must resume work if the State cancels a Stop Work Order or if it expires. The parties will agree upon an equitable adjustment in the delivery schedule, the Contract price, or both, and the Contract must be modified, in writing, accordingly, if: (a) the stop work order results in an increase in the time required for, or in Contractor's costs properly allocable to, the performance of any part of the Contract; and (b) Contractor asserts its right to an equitable adjustment within 30 calendar days after the end of the period of work stoppage; provided that, if the State decides the facts justify the action, the State may receive and act upon a Contractor proposal submitted at any time before final payment under the Contract. Any adjustment will conform to the requirements of **Section 2.024**.

### **2.183 Allowance of Contractor Costs**

If the stop work order is not canceled and the work covered by the stop work order is terminated for reasons other than material breach, the termination must be deemed to be a termination for convenience under **Section 2.150**, and the State will pay reasonable costs resulting from the stop work order in arriving at the termination settlement. For the avoidance of doubt, the State is not be liable to Contractor for loss of profits because of a stop work order issued under this **Section 2.150**.

## **2.190 Dispute Resolution**

### **2.191 In General**

Any claim, counterclaim, or dispute between the State and Contractor arising out of or relating to the Contract or any Statement of Work must be resolved as follows. For all Contractor claims seeking an increase in the amounts payable to Contractor under the Contract, or the time for Contractor's performance, Contractor must submit a letter, together with all data supporting the claims, executed by Contractor's Contract Administrator or the Contract Administrator's designee certifying that (a) the claim is made in good faith, (b) the amount claimed accurately reflects the adjustments in the amounts payable to Contractor or the time for Contractor's performance for which Contractor believes the State is liable and covers all costs of every type to which Contractor is entitled from the occurrence of the claimed event, and (c) the claim and the supporting data are current and complete to Contractor's best knowledge and belief.

### **2.192 Informal Dispute Resolution**

(a) All disputes between the parties must be resolved under the Contract Management procedures in this Contract. If the parties are unable to resolve any disputes after compliance with the processes, the parties must meet with the Director of Purchasing Operations, DMB, or designee, for the purpose of attempting to resolve the dispute without the need for formal legal proceedings, as follows:

- (i) The representatives of Contractor and the State must meet as often as the parties reasonably deem necessary to gather and furnish to each other all information with respect to the matter in issue which the parties believe to be appropriate and germane in connection with its resolution. The representatives must discuss the problem and negotiate in good faith in an effort to resolve the dispute without the necessity of any formal proceeding.
- (ii) During the course of negotiations, all reasonable requests made by one party to another for non-privileged information reasonably related to the Contract will be honored in order that each of the parties may be fully advised of the other's position.
- (iii) The specific format for the discussions will be left to the discretion of the designated State and Contractor representatives, but may include the preparation of agreed upon statements of fact or written statements of position.



(iv) Following the completion of this process within 60 calendar days, the Director of Purchasing Operations, DMB, or designee, must issue a written opinion regarding the issue(s) in dispute within 30 calendar days. The opinion regarding the dispute must be considered the State's final action and the exhaustion of administrative remedies.

(b) This Section will not be construed to prevent either party from instituting, and a party is authorized to institute, formal proceedings earlier to avoid the expiration of any applicable limitations period, to preserve a superior position with respect to other creditors.

(c) The State will not mediate disputes between the Contractor and any other entity, except state agencies, concerning responsibility for performance of work under the Contract.

### **2.193 Injunctive Relief**

The only circumstance in which disputes between the State and Contractor will not be subject to the provisions of **Section 2.162** is where a party makes a good faith determination that a breach of the terms of the Contract by the other party is the that the damages to the party resulting from the breach will be so immediate, so large or severe and so incapable of adequate redress after the fact that a temporary restraining order or other immediate injunctive relief is the only adequate remedy.

### **2.194 Continued Performance**

Each party agrees to continue performing its obligations under the Contract while a dispute is being resolved except to the extent the issue in dispute precludes performance (dispute over payment must not be deemed to preclude performance) and without limiting either party's right to terminate the Contract as provided in **Section 2.150**, as the case may be.

## **2.200 Federal and State Contract Requirements**

### **2.201 Nondiscrimination**

In the performance of the Contract, Contractor agrees not to discriminate against any employee or applicant for employment, with respect to his or her hire, tenure, terms, conditions or privileges of employment, or any matter directly or indirectly related to employment, because of race, color, religion, national origin, ancestry, age, sex, height, weight, marital status, physical or mental disability. Contractor further agrees that every subcontract entered into for the performance of this Contract or any purchase order resulting from this Contract will contain a provision requiring non-discrimination in employment, as specified here, binding upon each Subcontractor. This covenant is required under the Elliot Larsen Civil Rights Act, 1976 PA 453, MCL 37.2101, et seq., and the Persons with Disabilities Civil Rights Act, 1976 PA 220, MCL 37.1101, et seq., and any breach of this provision may be regarded as a material breach of the Contract.

### **2.202 Unfair Labor Practices**

Under 1980 PA 278, MCL 423.321, et seq., the State must not award a Contract or subcontract to an employer whose name appears in the current register of employers failing to correct an unfair labor practice compiled under section 2 of the Act. This information is compiled by the United States National Labor Relations Board. A Contractor of the State, in relation to the Contract, must not enter into a contract with a Subcontractor, manufacturer, or supplier whose name appears in this register. Under section 4 of 1980 PA 278, MCL 423.324, the State may void any Contract if, after award of the Contract, the name of Contractor as an employer or the name of the Subcontractor, manufacturer or supplier of Contractor appears in the register.

### **2.203 Workplace Safety and Discriminatory Harassment**

In performing Services for the State, the Contractor must comply with the Department of Civil Services Rule 2-20 regarding Workplace Safety and Rule 1-8.3 regarding Discriminatory Harassment. In addition, the Contractor must comply with Civil Service regulations and any applicable agency rules provided to the Contractor. For Civil Service Rules, see <http://www.mi.gov/mdcs/0,1607,7-147-6877---,00.html>.

## **2.210 Governing Law**

### **2.211 Governing Law**

The Contract must in all respects be governed by, and construed according to, the substantive laws of the State of Michigan without regard to any Michigan choice of law rules that would apply the substantive law of any other jurisdiction to the extent not inconsistent with, or pre-empted by federal law.

**2.212 Compliance with Laws**

Contractor shall comply with all applicable state, federal and local laws and ordinances in providing the Services/Deliverables.

**2.213 Jurisdiction**

Any dispute arising from the Contract must be resolved in the State of Michigan. With respect to any claim between the parties, Contractor consents to venue in Ingham County, Michigan, and irrevocably waives any objections it may have to the jurisdiction on the grounds of lack of personal jurisdiction of the court or the laying of venue of the court or on the basis of forum non conveniens or otherwise. Contractor agrees to appoint agents in the State of Michigan to receive service of process.

**2.220 Limitation of Liability****2.221 Limitation of Liability**

Neither the Contractor nor the State is liable to each other, regardless of the form of action, for consequential, incidental, indirect, or special damages. This limitation of liability does not apply to claims for infringement of United States patent, copyright, trademark or trade secrets; to claims for personal injury or damage to property caused by the gross negligence or willful misconduct of the Contractor; to claims covered by other specific provisions of this Contract calling for liquidated damages; or to court costs or attorney's fees awarded by a court in addition to damages after litigation based on this Contract.

**2.230 Disclosure Responsibilities****2.231 Disclosure of Litigation**

(a) Disclosure. Contractor must disclose any material criminal litigation, investigations or proceedings involving the Contractor (and each Subcontractor) or any of its officers or directors or any litigation, investigations or proceedings under the Sarbanes-Oxley Act. In addition, each Contractor (and each Subcontractor) must notify the State of any material civil litigation, arbitration or proceeding which arises during the term of the Contract and extensions, to which Contractor (or, to the extent Contractor is aware, any Subcontractor) is a party, and which involves: (i) disputes that might reasonably be expected to adversely affect the viability or financial stability of Contractor or any Subcontractor; or (ii) a claim or written allegation of fraud against Contractor or, to the extent Contractor is aware, any Subcontractor by a governmental or public entity arising out of their business dealings with governmental or public entities. The Contractor must disclose in writing to the Contract Administrator any litigation, investigation, arbitration or other proceeding (collectively, "Proceeding") within 30 days of its occurrence. Details of settlements which are prevented from disclosure by the terms of the settlement may be annotated. Information provided to the State from Contractor's publicly filed documents referencing its material litigation will be deemed to satisfy the requirements of this Section.

(b) Assurances. If any Proceeding disclosed to the State under this Section, or of which the State otherwise becomes aware, during the term of this Contract would cause a reasonable party to be concerned about:

- (i) the ability of Contractor (or a Subcontractor) to continue to perform this Contract according to its terms and conditions, or
- (ii) whether Contractor (or a Subcontractor) in performing Services for the State is engaged in conduct which is similar in nature to conduct alleged in the Proceeding, which conduct would constitute a breach of this Contract or a violation of Michigan law, regulations or public policy, then the Contractor must provide the State all reasonable assurances requested by the State to demonstrate that:
  - (a) Contractor and its Subcontractors will be able to continue to perform this Contract and any Statements of Work according to its terms and conditions, and
  - (b) Contractor and its Subcontractors have not and will not engage in conduct in performing the Services which is similar in nature to the conduct alleged in the Proceeding.



- (c) Contractor must make the following notifications in writing:
- (1) Within 30 days of Contractor becoming aware that a change in its ownership or officers has occurred, or is certain to occur, or a change that could result in changes in the valuation of its capitalized assets in the accounting records, Contractor must notify DMB Purchasing Operations.
  - (2) Contractor must also notify DMB Purchasing Operations within 30 days whenever changes to asset valuations or any other cost changes have occurred or are certain to occur as a result of a change in ownership or officers.
  - (3) Contractor must also notify DMB Purchasing Operations within 30 days whenever changes to company affiliations occur.

### **2.232 Call Center Disclosure**

Contractor and/or all subcontractors involved in the performance of this Contract providing call or contact center services to the State must disclose the location of its call or contact center services to inbound callers. Failure to disclose this information is a material breach of this Contract.

### **2.233 Bankruptcy**

The State may, without prejudice to any other right or remedy, terminate this Contract, in whole or in part, and, at its option, may take possession of the "Work in Process" and finish the Works in Process by whatever appropriate method the State may deem expedient if:

- (a) the Contractor files for protection under the bankruptcy laws;
- (b) an involuntary petition is filed against the Contractor and not removed within 30 days;
- (c) the Contractor becomes insolvent or if a receiver is appointed due to the Contractor's insolvency;
- (d) the Contractor makes a general assignment for the benefit of creditors; or
- (e) the Contractor or its affiliates are unable to provide reasonable assurances that the Contractor or its affiliates can deliver the services under this Contract.

Contractor will fix appropriate notices or labels on the Work in Process to indicate ownership by the State. To the extent reasonably possible, materials and Work in Process must be stored separately from other stock and marked conspicuously with labels indicating ownership by the State.

### **2.240 Performance**

#### **2.241 Time of Performance**

(a) Contractor must use commercially reasonable efforts to provide the resources necessary to complete all Services and Deliverables according to the time schedules contained in the Statements of Work and other Exhibits governing the work, and with professional quality.

(b) Without limiting the generality of **Section 2.211(a)**, Contractor must notify the State in a timely manner upon becoming aware of any circumstances that may reasonably be expected to jeopardize the timely and successful completion of any Deliverables/Services on the scheduled due dates in the latest State-approved delivery schedule and must inform the State of the projected actual delivery date.

(c) If the Contractor believes that a delay in performance by the State has caused or will cause the Contractor to be unable to perform its obligations according to specified Contract time periods, the Contractor must notify the State in a timely manner and must use commercially reasonable efforts to perform its obligations according to the Contract time periods notwithstanding the State's failure. Contractor will not be in default for a delay in performance to the extent the delay is caused by the State.

#### **2.242 Service Level Agreements (SLAs) – Deleted/Not Applicable**

#### **2.243 Liquidated Damages – Deleted/Not Applicable**

**2.244 Excusable Failure**

Neither party will be liable for any default, damage or delay in the performance of its obligations under the Contract to the extent the default, damage or delay is caused by government regulations or requirements (executive, legislative, judicial, military or otherwise), power failure, electrical surges or current fluctuations, lightning, earthquake, war, water or other forces of nature or acts of God, delays or failures of transportation, equipment shortages, suppliers' failures, or acts or omissions of common carriers, fire; riots, civil disorders; strikes or other labor disputes, embargoes; injunctions (provided the injunction was not issued as a result of any fault or negligence of the party seeking to have its default or delay excused); or any other cause beyond the reasonable control of a party; provided the non-performing party and its Subcontractors are without fault in causing the default or delay, and the default or delay could not have been prevented by reasonable precautions and cannot reasonably be circumvented by the non-performing party through the use of alternate sources, workaround plans or other means, including disaster recovery plans.

If a party does not perform its contractual obligations for any of the reasons listed above, the non-performing party will be excused from any further performance of its affected obligation(s) for as long as the circumstances prevail. But the party must use commercially reasonable efforts to recommence performance whenever and to whatever extent possible without delay. A party must promptly notify the other party in writing immediately after the excusable failure occurs, and also when it abates or ends.

If any of the above-enumerated circumstances substantially prevent, hinder, or delay the Contractor's performance of the Services/provision of Deliverables for more than 10 Business Days, and the State determines that performance is not likely to be resumed within a period of time that is satisfactory to the State in its reasonable discretion, then at the State's option: (a) the State may procure the affected Services/Deliverables from an alternate source, and the State is not liable for payment for the unperformed Services/ Deliverables not provided under the Contract for so long as the delay in performance continues; (b) the State may terminate any portion of the Contract so affected and the charges payable will be equitably adjusted to reflect those Services/Deliverables terminated; or (c) the State may terminate the affected Statement of Work without liability to Contractor as of a date specified by the State in a written notice of termination to the Contractor, except to the extent that the State must pay for Services/Deliverables provided through the date of termination.

The Contractor will not have the right to any additional payments from the State as a result of any Excusable Failure occurrence or to payments for Services not rendered/Deliverables not provided as a result of the Excusable Failure condition. Defaults or delays in performance by Contractor which are caused by acts or omissions of its Subcontractors will not relieve Contractor of its obligations under the Contract except to the extent that a Subcontractor is itself subject to an Excusable Failure condition described above and Contractor cannot reasonably circumvent the effect of the Subcontractor's default or delay in performance through the use of alternate sources, workaround plans or other means.

**2.250 Approval of Deliverables – Deleted/Not Applicable****2.260 Ownership****2.261 Ownership of Work Product by State**

The State owns all Deliverables as they are works made for hire by the Contractor for the State. The State owns all United States and international copyrights, trademarks, patents or other proprietary rights in the Deliverables.

**2.262 Vesting of Rights**

With the sole exception of any preexisting licensed works identified in the SOW, the Contractor assigns, and upon creation of each Deliverable automatically assigns, to the State, ownership of all United States and international copyrights, trademarks, patents, or other proprietary rights in each and every Deliverable, whether or not registered by the Contractor, insofar as any the Deliverable, by operation of law, may not be considered work made for hire by the Contractor for the State. From time to time upon the State's request, the Contractor must confirm the assignment by execution and delivery of the assignments, confirmations of assignment, or other written instruments as the State may request. The State may obtain and hold in its own name all copyright, trademark, and patent registrations and other evidence of rights that may be available for Deliverables.

**2.263 Rights in Data**

(a) The State is the owner of all data made available by the State to the Contractor or its agents, Subcontractors or representatives under the Contract. The Contractor will not use the State's data for any purpose other than providing the Services, nor will any part of the State's data be disclosed, sold, assigned, leased or otherwise disposed of to the general public or to specific third parties or commercially exploited by or on behalf of the Contractor. No employees of the Contractor, other than those on a strictly need-to-know basis, have access to the State's data. Contractor will not possess or assert any lien or other right against the State's data. Without limiting the generality of this Section, the Contractor must only use personally identifiable information as strictly necessary to provide the Services and must disclose the information only to its employees who have a strict need-to-know the information. The Contractor must comply at all times with all laws and regulations applicable to the personally identifiable information.

(b) The State is the owner of all State-specific data under the Contract. The State may use the data provided by the Contractor for any purpose. The State will not possess or assert any lien or other right against the Contractor's data. Without limiting the generality of this Section, the State may use personally identifiable information only as strictly necessary to utilize the Services and must disclose the information only to its employees who have a strict need to know the information, except as provided by law. The State must comply at all times with all laws and regulations applicable to the personally identifiable information. Other material developed and provided to the State remains the State's sole and exclusive property.

**2.264 Ownership of Materials**

The State and the Contractor will continue to own their respective proprietary technologies developed before entering into the Contract. Any hardware bought through the Contractor by the State, and paid for by the State, will be owned by the State. Any software licensed through the Contractor and sold to the State, will be licensed directly to the State.

**2.270 State Standards****2.271 Existing Technology Standards**

The Contractor will adhere to all existing standards as described within the comprehensive listing of the State's existing technology standards at <http://www.michigan.gov/dit>.

**2.272 Acceptable Use Policy**

To the extent that Contractor has access to the State computer system, Contractor must comply with the State's Acceptable Use Policy, see <http://www.michigan.gov/ditservice>. All Contractor employees must be required, in writing, to agree to the State's Acceptable Use Policy before accessing the State system. The State reserves the right to terminate Contractor's access to the State system if a violation occurs.

**2.273 Systems Changes**

Contractor is not responsible for and not authorized to make changes to any State systems without written authorization from the Project Manager. Any changes Contractor makes to State systems with the State's approval must be done according to applicable State procedures, including security, access and configuration management procedures.

**2.280 Not Applicable****2.290 Environmental Provision****2.291 Environmental Provision**

Energy Efficiency Purchasing Policy – The State seeks wherever possible to purchase energy efficient products. This includes giving preference to U.S. Environmental Protection Agency (EPA) certified 'Energy Star' products for any category of products for which EPA has established Energy Star certification. For other purchases, the State may include energy efficiency as one of the priority factors to consider when choosing among comparable products.



Environmental Purchasing Policy – The State of Michigan is committed to encouraging the use of products and services that impact the environment less than competing products. The State is accomplishing this by including environmental considerations in purchasing decisions, while remaining fiscally responsible, to promote practices that improve worker health, conserve natural resources, and prevent pollution. Environmental components that are to be considered include: recycled content and recyclability; energy efficiency; and the presence of undesirable materials in the products, especially those toxic chemicals which are persistent and bioaccumulative. The Contractor should be able to supply products containing recycled and environmentally preferable materials that meet performance requirements and is encouraged to offer such products throughout the duration of this Contract. Information on any relevant third party certification (such as Green Seal, Energy Star, etc.) should also be provided.

**Hazardous Materials:**

For the purposes of this Section, “Hazardous Materials” is a generic term used to describe asbestos, ACBMs, PCBs, petroleum products, construction materials including paint thinners, solvents, gasoline, oil, and any other material the manufacture, use, treatment, storage, transportation or disposal of which is regulated by the federal, state or local laws governing the protection of the public health, natural resources or the environment. This includes, but is not limited to, materials the as batteries and circuit packs, and other materials that are regulated as (1) “Hazardous Materials” under the Hazardous Materials Transportation Act, (2) “chemical hazards” under the Occupational Safety and Health Administration standards, (3) “chemical substances or mixtures” under the Toxic Substances Control Act, (4) “pesticides” under the Federal Insecticide Fungicide and Rodenticide Act, and (5) “hazardous wastes” as defined or listed under the Resource Conservation and Recovery Act.

(a) The Contractor must use, handle, store, dispose of, process, transport and transfer any material considered a Hazardous Material according to all federal, State and local laws. The State must provide a safe and suitable environment for performance of Contractor’s Work. Before the commencement of Work, the State must advise the Contractor of the presence at the work site of any Hazardous Material to the extent that the State is aware of the Hazardous Material. If the Contractor encounters material reasonably believed to be a Hazardous Material and which may present a substantial danger, the Contractor must immediately stop all affected Work, notify the State in writing about the conditions encountered, and take appropriate health and safety precautions.

(b) Upon receipt of a written notice, the State will investigate the conditions. If (a) the material is a Hazardous Material that may present a substantial danger, and (b) the Hazardous Material was not brought to the site by the Contractor, or does not result in whole or in part from any violation by the Contractor of any laws covering the use, handling, storage, disposal of, processing, transport and transfer of Hazardous Materials, the State must order a suspension of Work in writing. The State must proceed to have the Hazardous Material removed or rendered harmless. In the alternative, the State must terminate the affected Work for the State’s convenience.

(c) Once the Hazardous Material has been removed or rendered harmless by the State, the Contractor must resume Work as directed in writing by the State. Any determination by the Michigan Department of Community Health or the Michigan Department of Environmental Quality that the Hazardous Material has either been removed or rendered harmless is binding upon the State and Contractor for the purposes of resuming the Work. If any incident with Hazardous Material results in delay not reasonable anticipatable under the circumstances and which is attributable to the State, the applicable SLAs for the affected Work will not be counted in **Section 2.212** for a time as mutually agreed by the parties.

(d) If the Hazardous Material was brought to the site by the Contractor, or results in whole or in part from any violation by the Contractor of any laws covering the use, handling, storage, disposal of, processing, transport and transfer of Hazardous Material, or from any other act or omission within the control of the Contractor, the Contractor must bear its proportionate share of the delay and costs involved in cleaning up the site and removing and rendering harmless the Hazardous Material according to Applicable Laws to the condition approved by applicable regulatory agency(ies).

Michigan has a Consumer Products Rule pertaining to labeling of certain products containing volatile organic compounds. For specific details visit [http://www.michigan.gov/deq/0,1607,7-135-3310\\_4108-173523--,00.html](http://www.michigan.gov/deq/0,1607,7-135-3310_4108-173523--,00.html)

**Refrigeration and Air Conditioning:**

The Contractor shall comply with the applicable requirements of Sections 608 and 609 of the Clean Air Act (42 U.S.C. 7671g and 7671h) as each or both apply to this contract.

**Environmental Performance:**

Waste Reduction Program - Contractor shall establish a program to promote cost-effective waste reduction in all operations and facilities covered by this contract. The Contractor's programs shall comply with applicable Federal, State, and local requirements, specifically including Section 6002 of the Resource Conservation and Recovery Act (42 U.S.C. 6962, et seq.).



**Attachment A (referenced in SOW 1-A) – PIHP and CMH Reference List**

PIHP	CMH	COUNTY	SUBSTANCE ABUSE AGCY
Access Alliance	Bay-Arenac	Arenac	Riverhaven Coordinating Agency
Access Alliance	Bay-Arenac	Bay	Riverhaven Coordinating Agency
Access Alliance	Huron	Huron	Riverhaven Coordinating Agency
Access Alliance	Montcalm	Montcalm	Riverhaven Coordinating Agency
Access Alliance	Shiawassee	Shiawassee	Riverhaven Coordinating Agency
Access Alliance	Tuscola	Tuscola	Riverhaven Coordinating Agency
CMH Affiliation of Mid-Michigan	Manistee-Benzie	Benzie	Northern Michigan Substance Abuse Services
CMH Affiliation of Mid-Michigan	CEI	Clinton	Mid-South Substance Abuse Commission
CMH Affiliation of Mid-Michigan	CEI	Eaton	Mid-South Substance Abuse Commission
CMH Affiliation of Mid-Michigan	Gratiot	Gratiot	Mid-South Substance Abuse Commission
CMH Affiliation of Mid-Michigan	CEI	Ingham	Mid-South Substance Abuse Commission
CMH Affiliation of Mid-Michigan	Ionia	Ionia	Mid-South Substance Abuse Commission
CMH Affiliation of Mid-Michigan	Manistee-Benzie	Manistee	Northern Michigan Substance Abuse Services
CMH Affiliation of Mid-Michigan	Newaygo	Newaygo	Mid-South Substance Abuse Commission
CMH for Central MI	CMH for Central MI	Clare	Northern Michigan Substance Abuse Services
CMH for Central MI	CMH for Central MI	Gladwin	Northern Michigan Substance Abuse Services
CMH for Central MI	CMH for Central MI	Isabella	Northern Michigan Substance Abuse Services
CMH for Central MI	CMH for Central MI	Mecosta	Northern Michigan Substance Abuse Services
CMH for Central MI	CMH for Central MI	Midland	Northern Michigan Substance Abuse Services
CMH for Central MI	CMH for Central MI	Osceola	Northern Michigan Substance Abuse Services
CMH Muskegon County (aka Lakeshore Affiliation)	Muskegon	Muskegon	Lakeshore Coordinating Council
CMH Muskegon County (aka Lakeshore Affiliation)	Ottawa	Ottawa	Lakeshore Coordinating Council
Detroit-Wayne	Detroit-Wayne	Wayne	Detroit Department of Health & Southeast Michigan Community Alliance
Genesee	Genesee	Genesee	Genesee County Community Mental Health
Kalamazoo CMH Services (aka Southwest)	Allegan	Allegan	Lakeshore Coordinating Council
Kalamazoo CMH Services (aka Southwest)	Woodlands	Cass	Kalamazoo Community M.H. & S.A. Services
Kalamazoo CMH Services (aka Southwest)	Kalamazoo	Kalamazoo	Kalamazoo Community M.H. & S.A. Services
Kalamazoo CMH Services (aka Southwest)	St. Joseph	St. Joseph	Kalamazoo Community M.H. & S.A. Services
Lifeways	Lifeways	Hillsdale	Mid-South Substance Abuse Commission
Lifeways	Lifeways	Jackson	Mid-South Substance Abuse Commission
Macomb	Macomb	Macomb	Macomb County Community Mental Health
network180	CMHSA Network of West MI	Kent	network180
North Country	Northeast	Alcona	Northern Michigan Substance Abuse Services
North Country	Northeast	Alpena	Northern Michigan Substance Abuse Services
North Country	North Country	Antrim	Northern Michigan Substance Abuse Services
North Country	North Country	Charlevoix	Northern Michigan Substance Abuse Services
North Country	North Country	Cheboygan	Northern Michigan Substance Abuse Services
North Country	North Country	Emmet	Northern Michigan Substance Abuse Services
North Country	AuSable	Iosco	Northern Michigan Substance Abuse Services
North Country	North Country	Kalkaska	Northern Michigan Substance Abuse Services
North Country	Northeast	Montmorency	Northern Michigan Substance Abuse Services
North Country	AuSable	Ogemaw	Northern Michigan Substance Abuse Services
North Country	AuSable	Oscoda	Northern Michigan Substance Abuse Services
North Country	North Country	Otsego	Northern Michigan Substance Abuse Services
North Country	Northeast	Presque Isle	Northern Michigan Substance Abuse Services
Northern Lakes	Northern Lakes	Crawford	Northern Michigan Substance Abuse Services



Northern Lakes	Northern Lakes	Grand Traverse	Northern Michigan Substance Abuse Services
Northern Lakes	West MI	Lake	Northern Michigan Substance Abuse Services
Northern Lakes	Northern Lakes	Leelanau	Northern Michigan Substance Abuse Services
Northern Lakes	West MI	Mason	Northern Michigan Substance Abuse Services
Northern Lakes	Northern Lakes	Missaukee	Northern Michigan Substance Abuse Services
Northern Lakes	West MI	Oceana	Northern Michigan Substance Abuse Services
Northern Lakes	Northern Lakes	Roscommon	Northern Michigan Substance Abuse Services
Northern Lakes	Northern Lakes	Wexford	Northern Michigan Substance Abuse Services
Oakland	Oakland	Oakland	Oakland County Health Division
Pathways (aka NorthCare)	Pathways	Alger	Pathways to Healthy Living
Pathways (aka NorthCare)	Copper Country	Baraga	Western U.P. Substance Abuse Services
Pathways (aka NorthCare)	Hiawatha	Chippewa	Pathways to Healthy Living
Pathways (aka NorthCare)	Pathways	Delta	Pathways to Healthy Living
Pathways (aka NorthCare)	NorthPointe	Dickinson	Western U.P. Substance Abuse Services
Pathways (aka NorthCare)	Gogebic	Gogebic	Western U.P. Substance Abuse Services
Pathways (aka NorthCare)	Copper Country	Houghton	Western U.P. Substance Abuse Services
Pathways (aka NorthCare)	NorthPointe	Iron	Western U.P. Substance Abuse Services
Pathways (aka NorthCare)	Copper Country	Keewanaw	Western U.P. Substance Abuse Services
Pathways (aka NorthCare)	Pathways	Luce	Pathways to Healthy Living
Pathways (aka NorthCare)	Hiawatha	Mackinac	Pathways to Healthy Living
Pathways (aka NorthCare)	Pathways	Marquette	Pathways to Healthy Living
Pathways (aka NorthCare)	NorthPointe	Menominee	Pathways to Healthy Living
Pathways (aka NorthCare)	Copper Country	Ontonagon	Western U.P. Substance Abuse Services
Pathways (aka NorthCare)	Hiawatha	Schoolcraft	Pathways to Healthy Living
Saginaw	Saginaw	Saginaw	Saginaw County Health Department
St Clair County CMH Services (aka Thumb)	Lapeer	Lapeer	St. Clair County Community Mental Health
St Clair County CMH Services (aka Thumb)	Sanilac	Sanilac	St. Clair County Community Mental Health
St Clair County CMH Services (aka Thumb)	St. Clair	St. Clair	St. Clair County Community Mental Health
Summit Pointe (aka Venture)	Barry	Barry	Kalamazoo Community M.H. & S.A. Services
Summit Pointe (aka Venture)	Berrien (Riverwood)	Berrien	Lakeshore Coordinating Council
Summit Pointe (aka Venture)	Pines	Branch	Kalamazoo Community M.H. & S.A. Services
Summit Pointe (aka Venture)	Summit Pointe	Calhoun	Kalamazoo Community M.H. & S.A. Services
Summit Pointe (aka Venture)	Van Buren	Van Buren	Kalamazoo Community M.H. & S.A. Services
Washtenaw Community Healt Org (aka Southeast)	Lenawee	Lenawee	Mid-South Substance Abuse Commission
Washtenaw Community Healt Org (aka Southeast)	Livingston	Livingston	Washtenaw Community Health Organization
Washtenaw Community Healt Org (aka Southeast)	Monroe	Monroe	Southeast Michigan Community Alliance
Washtenaw Community Healt Org (aka Southeast)	Washtenaw	Washtenaw	Washtenaw Community Health Organization