



**PRV29169 Health Management
Associates Sole Source Contract**

STATE OF WASHINGTON
Washington State Department of Health
SOLE SOURCE POSTING

May 10, 2024

The Washington State Department of Health (DOH) contemplates awarding a sole source contract to Health Management Associates, Inc. to gather appropriate partners to develop an environmental scan of the current state of 988 and 911 resources, develop clear and adaptable warm transfer protocols for 911 telecommunicators, and develop a train-the-trainer program for 911 telecommunicators to be used in onboarding and annual training, in addition to providing monthly reports on progress towards each deliverable.

The DOH requires unique positionality of a vendor who has engaged in the process mapping and protocol development between 911 and 988 Lifeline crisis centers in Washington, as well as the historical knowledge of Washington's 988 implementation, ability to engage community members and partners in the implementation of 988 systems change, and documented ability to maintain trust and transparency in such work.

DOH will enter into a contract with Health Management Associates, Inc. The contract will be issued on ***Date of Execution (on or about May 24, 2024)*** and will continue for approximately a one (1) year initial term (***through April 30, 2025***). The cost of this initial contract is \$250,000. DOH may opt to extend the contract for an additional two (2) times in one (1) year increments, or in whatever increments suit DOH business needs, not to exceed three (3) years total, subject to the availability funding and if required. DOH determines that each optional additional one (1) year extension would result in equal (and/or slightly higher) consideration being added to the total contract value.

Offerors contemplating the above requirements are required to submit capability statements detailing their ability to meet the state's requirements within five (5) working days of this announcement (by 4:00 p.m., May 17, 2024). Capability statements should address the following state requirements:

- Experiences in fostering collaboration between 911 and 988 in addressing mental health crises in Washington, including experiences with process mapping and call/contact transfer process development;
- Experience that demonstrates community trust for the vendor in transforming the mental health crisis care continuum in Washington;
- Experiences that demonstrate meaningful co-development with people with lived experience in past efforts;
- Experience developing continuous quality improvement (CQI) processes;
- Experience convening core partners within the Washington State Crisis Response Improvement Strategies Committee and Subcommittees;
- Demonstrated ability to develop training materials to be utilized in the context of Washington's 911 Public Safety Access Points (PSAPs); and
- Detailed knowledge of and relationships with the many entities involved in the mental health crisis care continuum in Washington.

In the absence of other qualified sources, it is the state's intent to make a sole source award of the contract. To submit capability statements or for questions, contact:

Name: Laurelle Lee, Sole Source Coordinator

Email: bids@doh.wa.gov **Include PRV29169 in the subject line**

NOTE: DOH is posting this sole source notice per DES Policy 140-00. This notice is made available on the DOH web site and via WEBS under commodity codes:

- 918-03-Alcohol and Drug Abuse Consulting Services
- 918-32-Consulting Services (Not Otherwise Classified)
- 918-38-Education and Training Consulting
- 918-75-Management Consulting
- 958-77-Project Management Services

Revised: 7-12-22



CONTRACT NUMBER: PRV29169	SUB-RECIPIENT <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
	FFATA FORM REQUIRED <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO

THIS AGREEMENT is made by and between the State of Washington Department of Health, hereinafter referred to as DOH, and the party whose name appears below, hereinafter referred to as Contractor.

CONTRACTOR NAME and ADDRESS:
HEALTH MANAGEMENT ASSOCIATES, INC.
120 N WASHINGTON SQUARE SUITE 705
LANSING, MI 48933

FEDERAL TAX ID#: 38-2599727
STATEWIDE VENDOR#: 0051045-00

PURPOSE: To accomplish the key goals of the NASMHPD TTI grant by funding HMA, Inc. to fulfill specific deliverables as part of the Mental Health Crisis Call Diversion Initiative (MHCCDI). HMA will gather appropriate partners to develop an environmental scan of the current state of 988 and 911 resources, develop clear and adaptable warm transfer protocols for 911 telecommunicators, and develop a train-the-trainer program for 911 telecommunicators to be used in onboarding and annual training. This contract is funded by contract CBO29096 from the National Association of State Mental Health Program Directors (NASMHPD).

IT IS MUTUALLY AGREED THAT:

STATEMENT OF WORK: The Contractor shall provide all the necessary personnel, equipment, materials, goods and services and otherwise do all things necessary for or incidental to the performance of the work as described in Exhibit A, attached hereto and incorporated herein.

PERIOD OF PERFORMANCE: Subject to its other provisions, the period of performance under this contract shall be from ***Date of Execution (on or about May 24, 2024) through April 30, 2025*** unless sooner terminated as provided herein. Any work done outside of the period of performance shall be provided at no cost to DOH.

DOH may opt to extend the contract for an additional two (2) times in one (1) year increments, or in whatever increments suit DOH business needs, not to exceed three (3) years total, subject to the availability funding and if required. DOH determines that each optional additional one (1) year extension would result in equal (and/or slightly higher) consideration being added to the total contract value.

DEPARTMENT OF ENTERPRISE SERVICES APPROVAL: This contract may be required to be filed with the Department of Enterprise Services (DES) for approval under the provisions of Chapter 39.26 RCW. No contract or amendment required to be so filed is effective and no work thereunder shall be commenced nor payment made therefore until ten (10) working days following the date of filing, and, if required, until approved by DES. In the event DES fails to approve the contract or amendment, the contract shall be null and void.

FEDERAL FUNDING ACCOUNTABILITY AND TRANSPARENCY ACT (FFATA): If checked above, this contract is supported by federal funds that require compliance with the Federal Funding Accountability and Transparency Act (FFATA or the Transparency Act). The purpose of the Transparency Act is to make information available online so the public can see how federal funds are spent.

To comply with the act and be eligible to enter into this contract, your organization must have a Unique Entity Identifier (UEI) number. A UEI number provides a method to verify data about your organization. If you do not already have one, you may receive a UEI number free of charge by contacting System for Award Management (SAM) at SAM.GOV.

Information about your organization and this contract will be made available on www.USASpending.gov by DOH as required by P.L. 109-282. DOH's form, Federal Funding Accountability and Transparency Act Data Collection Form, is considered part of this contract and must be completed and returned along with the contract.

CONSIDERATION: The maximum consideration available under this contract shall not exceed **\$250,000.00** without a properly executed written amendment signed by representatives of both parties authorized to do so. Consideration includes but is not limited to all taxes, fees, surcharges, etc.

Source of Funds:

Federal: \$0 State: \$0 Other: **\$250,000.00** **TOTAL: \$250,000.00**

Contractor agrees to comply with all applicable rules and regulations associated with these funds.

DOH may opt to extend the contract for an additional two (2) times in one (1) year increments, or in whatever increments suit DOH business needs, not to exceed three (3) years total, subject to the availability funding and if required. DOH determines that each optional additional one (1) year extension would result in equal (and/or slightly higher) consideration being added to the total contract value. DOH determines that each optional additional one (1) year extension would result in equal (and/or slightly higher) consideration being added to the total contract value.

Unless otherwise indicated in this contract, any State funds which are unexpended as of June 30th will not be available for carry over into the next State fiscal year (July – June).

INVOICES AND PAYMENT: Contractor will submit invoices to the DOH Project Manager for all amounts to be paid. Invoices must reference this contract number and provide detailed information as requested. All invoices must be approved by DOH prior to payment; approval will not be unreasonably withheld. DOH will authorize payment only upon satisfactory completion and acceptance of deliverables and for allowable costs as outlined in the statement of work and/or budget. DOH will return all incorrect or incomplete invoices and will not pay for services that occur outside the period of performance. The Contractor will not invoice for services if they are entitled to payment, have been, or will be paid by any other source for that service.

DOH will issue payment within 30 days of receiving a correct and complete invoice and approving the deliverable(s). DOH must receive correct and complete invoices within 60 days of the contract expiration date. Late invoices will be paid at the discretion of DOH and are contingent upon the availability of funds. Failure to submit a properly completed IRS form W-9 may result in delayed payments.

GOVERNANCE: In the event of an inconsistency in this contract, unless otherwise provided herein, the inconsistency shall be resolved by giving precedence in the following order:

- A. Federal statutes and regulations
- B. State statutes and regulations
- C. Contract amendments
- D. The contract (in this order)
 - 1. Primary document (document that includes the signature page)
 - 2. Statement of Work (Exhibit A)
 - 3. Standard/General Terms and Conditions (Exhibit B)

Any conflict among these documents shall be resolved by giving authority to these documents in the order listed above.

UNDERSTANDING: This contract, including referenced exhibits, attachments and documents included herein by reference, contains all the terms and conditions agreed upon by the parties. No other understandings, oral or otherwise, regarding the subject matter of this contract shall exist or bind any of the parties hereto.

APPROVAL: This contract shall be subject to the written approval of DOH Contracting Officer and shall not be binding until so approved. Only the Contracting Officer or his/her designee, by written delegation made prior to action, shall have the expressed, implied, or apparent authority to alter, amend, modify, or waive any clause or condition of this contract. Furthermore, any alteration, amendment, modification, or waiver of any clause or condition of this contract is not effective or binding unless made in writing and signed by the Contracting Officer.

IN WITNESS WHEREOF: DOH and the Contractor have signed this contract.

CONTRACTOR SIGNATURE	DATE
PRINT OR TYPE NAME	TITLE
DOH CONTRACTING OFFICER SIGNATURE	DATE

This contract has been approved as to form by the attorney general.

**STATEMENT OF WORK
DOH CONTRACT PRV29169
HEALTH MANAGEMENT ASSOCIATES, INC.**

Period of Performance: Date of Execution (on or about May 24, 2024) through April 30, 2025

Purpose: The state contract will allow the vendor, Health Management Associates, Inc. (HMA), to further the Department of Health (DOH) efforts to expand access to the 988 Suicide & Crisis Lifeline by diverting appropriate mental health crisis calls from 911 to the 988 Lifeline. Many people in Washington continue to reach out to 911 for mental health and substance use concerns, though trained 988 crisis counselors may better provide support in these cases. While Washington's three (3) 988 Lifeline Crisis centers are currently working with one (1) 911 Public Safety Access Point (PSAP) each, to embed 988 staff in their work, 62 other PSAPs in the state currently have no clear mechanism to transfer calls to 988. HMA will gather appropriate partners to develop an environmental scan of the current state of 988 and 911 resources, develop clear and adaptable warm transfer protocols for 911 telecommunicators, and develop a train-the-trainer program for 911 telecommunicators to be used in onboarding and annual training.

Task 1: Develop an environmental scan that describes current resources available for 911 use to support callers in mental health crises in Washington.

- 1) Work with DOH, the Statewide 911 coordinator, members of the Crisis Response Improvement Strategy (CRIS) Committee and other partners as identified with DOH to understand existing processes/workflows and map resources that 911 currently utilizes when supporting a call related to a mental health crisis, including behavioral health, substance use, and suicide-related crises. Describe the current limitations and constraints of existing resources, such as their times of operation, geographic coverage, and requirements for help-seekers served.
- 2) Engage community members, compensated with honoraria in alignment with WA Office of Equity (OOE) Community Compensation Guidelines, in workshops to provide input on future connections between the mental health crisis care system (including 988) and 911.
- 3) Write or create a summary of findings from above tasks.

Deliverable: Submit environmental scan summary report that includes the following:

- ✓ A process map of current Washington 911 protocols for supporting a caller seeking a response for a mental health crisis, including an analysis of current 911 Computer-Aided Dispatch (CAD) processes followed in the case of a mental health crisis.
- ✓ A list of resources currently available to 911 telecommunicators, at each Washington PSAP, to support callers seeking a response for a mental health crisis, including regional resources and their screening practices, requirements, and constraints as listed above.
- ✓ A description of current national best and promising practices in mental health crisis call diversion that may be considered for integration in these efforts, including an exploration of embedding equity in such efforts.

Due Date: August 31, 2024

Task 2: Develop evidence-based, adaptable statewide 911 to 988 warm transfer protocols, as agreed upon by relevant partners.

- 1) Plan 2-3 hybrid workshops between 911 telecommunications, 911 leadership, and 988 staff, including other partners as relevant.
- 2) In preparation for these workshops, meet with DOH monthly and as scheduled.
- 3) Facilitate 2-3 hybrid workshops to map bi-directional workflows for interactions between 988 and 911 in Washington, developing call identification criteria and warm transfer protocols and scripting.

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HEALTH MANAGEMENT ASSOCIATES, INC.**

Period of Performance: Date of Execution (on or about May 24, 2024) through April 30, 2025

- 4) Using workshop outcomes, develop formal, adaptable policies and standard operating procedures to warm transfer appropriate 911 calls to 988.

Deliverable 1: Notes and materials developed within the mental health crisis call diversion warm transfer workshops.

Due Date: Conduct workshops DOE through January 31, 2025.

Deliverable 2: Finalized 911-988 Warm Transfer Protocols that include:

- ✓ Detailed and adaptable call identification or screening criteria for 988 warm transfer and referral/dispatch of other resources, as applicable and geographically accessible, in alignment with the needs of identified partners and community members disproportionately impacted by inappropriate responses to mental health crises.
- ✓ Clear Protocols for warm transfers, including sample scripts for 911 telecommunicators.
- ✓ Proposed timeline for regular review and updating of the Protocols.

Due Date: Submit 911-988 Warm Transfer Protocols by January 31, 2025.

Task 3: Develop and pilot test a 911 telecommunicator train-the-trainer program to implement the 988 warm transfer protocols in alignment with best practices in adult learning and current Washington 911 curriculum.

- 1) Review existing 911 telecommunicator training and technological platform used to train 911.
- 2) Determine appropriate training methodology, informed by adult learning principles and train-the-trainer models.
- 3) Develop materials for a train-the-trainer model to implement the 911-988 Warm Transfer Protocols.
- 4) Pilot test train-the-trainer materials with subject matter experts and 911 staff.
- 5) Adapt training materials to ensure that they align with existing 911 training system needs, such as the use of appropriate Learning Management Systems.
- 6) Finalize the train-the-trainer materials for implementation.
- 7) Advise DOH on the necessary timeline for implementation to ensure 988 and 911 staff readiness.
- 8) Advise DOH on how to evaluate these training efforts and methods for quality improvement upon implementation of warm transfer protocols.

Deliverable: Submit a finalized and adaptable train-the-trainer for 911 staff to train 911 telecommunicators on the 911-988 Warm Transfer Protocols.

Due Date: April 30, 2025

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HEALTH MANAGEMENT ASSOCIATES, INC.

Period of Performance: Date of Execution (on or about May 24, 2024) through April 30, 2025

Available Funding

Any program and evaluation findings, materials produced, or products developed as a result of these contract activities will be provided to DOH according to the due dates above. HMA will bill for hours worked, specific to deliverables listed, monthly and submit brief monthly progress reports reflecting updates on efforts completed within each deliverable.

Note: In alignment with the contract language, Exhibit B General Terms and Conditions, Section 32, any program and evaluation findings, materials produced, or products developed as a result of these contract activities will be provided to DOH.

The total contract amount (including indirect) is \$250,000.00. Contractor may move up to 15% of funds between tasks with prior written approval from contract manager. Task-specific total billable payment allocations and associated timelines are as follows:

- Task 1, Deliverable 1: Environmental Scan. DOE – August 2024. Due August 31, 2024. Total maximum payment: \$98,000.00.
- Task 2: DOE – January 2025.
 - Deliverable 1: Notes/Materials Developed for and within 2-3 Hybrid Workshops. Total payment *per workshop*, not to exceed \$81,000.00 total: \$27,000.00.
 - Deliverable 2: Finalized 911-988 Warm Transfer Protocols. Total Payment: \$15,000.00.
- Task 3, Deliverable 1: Train-the-Trainer for Implementation of 911-988 Warm Transfer Protocols. DOE – April 2025. Total payment: \$ 56,000.00.

Payments

To receive payment for services, HMA, Inc., shall submit invoice vouchers on State Form A19-1A, with original signature and complete any appropriate documentation. HMA, Inc. must submit invoices directly to the DOH Contract Manager via email 30 days after the end of each month. The last invoice must be submitted within 60 days from the end of contract performance period. Payment under this section shall be contingent upon DOH receipt and approval of all Deliverables and properly completed Invoice Vouchers.

The Invoice Voucher and reports will be sent to: Department of Health / Attn: Elaina Perry/ P.O. Box 47855 / Olympia, WA 98504-7855 / Email: elaina.perry@doh.wa.gov

**GENERAL TERMS AND CONDITIONS
DOH CONTRACT PRV29169**

I. DEFINITIONS

As used throughout this contract, the following terms shall have the meanings set forth below:

1. "Allowable Cost" shall mean an expenditure which meets the test of the Uniform Guidance (2CFR 200) (see "I. Federal Compliance"). The most significant factors affecting allowability of cost are; 1) they must be necessary and reasonable, 2) they must be allocable, 3) they must be authorized or not prohibited under State or local laws and regulations, and 4) they must be adequately documented. For more specifics see Selected Items of Cost 2 CFR 200.420).
2. "Client" shall mean an agency, firm, organization, individual or other entity applying for or receiving services under this contract.
3. "Cognizant State Agency" shall mean the State agency from whom the sub-recipient receives federal financial assistance. If funds are received from more than one State agency, the cognizant State agency shall be the agency who contributes the largest portion of federal financial assistance to the sub-recipient, unless a cognizant State agency has been designated by OFM.
4. "Confidential Information " shall mean information that is exempt from disclosure under chapter 42.56 RCW, and other State or Federal statutes and regulations.
5. "Contractor" shall mean that agency, firm, provider, organization, individual or other entity performing services under this contract. It shall include any subcontractor retained by the prime Contractor as permitted under the terms of this contract.

A contract is for the purpose of obtaining goods and services for the non-Federal entity's own use and creates a procurement relationship with the Contractor. See §200.22 Contract. Characteristics indicative of a procurement relationship between the non-Federal entity and a Contractor are when the non-Federal entity receiving the Federal funds:

- A. Provides the goods and services within normal business operations;
 - B. Provides similar goods or services to many different purchasers;
 - C. Normally operates in a competitive environment;
 - D. Provides goods or services that are ancillary to the operation of the Federal program; and
 - E. Is not subject to compliance requirements of the Federal program as a result of the agreement, though similar requirements may apply for other reasons.
6. "Contracting Officer" shall mean that individual(s) of the Contracts and Procurement Office of DOH and his/her delegates within that office authorized to execute this contract on behalf of DOH.
 7. "Department" shall mean the Department of Health (DOH) of the State of Washington, any division, section, office, unit or other entity of the department, or any of the officers or other officials lawfully representing DOH.
 8. "Equipment" shall mean an article of non-expendable, tangible property having a useful life of more than one year and an acquisition cost of \$5,000 or more.

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9. "Noncompliance" shall mean if a non-Federal entity fails to comply with Federal statutes, regulations or the terms and conditions of a Federal award, the Federal awarding agency or pass-through entity may impose additional conditions, as described in §200.207 Specific conditions. If the Federal awarding agency or pass-through entity determines that noncompliance cannot be remedied by imposing additional conditions, the Federal awarding agency or pass-through entity may take one or more of the following actions, as appropriate in the circumstances:
- A. Temporarily withhold cash payments pending correction of the deficiency by the non-Federal entity or more severe enforcement action by the Federal awarding agency or pass-through entity.
 - B. Disallow (that is, deny both use of funds and any applicable matching credit for) all or part of the cost of the activity or action not in compliance.
 - C. Wholly or partly suspend or terminate the Federal award.
 - D. Initiate suspension or debarment proceedings as authorized under 2 CFR part 180 and Federal awarding agency regulations (or in the case of a pass-through entity, recommend such a proceeding be initiated by a Federal awarding agency).
 - E. Withhold further Federal awards for the project or program.
 - F. Take other remedies that may be legally available.
10. "Personal Information" shall mean information identifiable to any person, including, but not limited to, information that relates to a person's name, health, finances, education, business, use or receipt of governmental services or other activities, addresses, telephone numbers, social security numbers, driver license numbers, other identifying numbers, and any financial identifiers. Personal information includes "protected health information" as set forth in 45 CFR § 164.50 as currently drafted and subsequently amended or revised and any other information that may be exempt from disclosure to the public or other unauthorized persons under either chapter 42.56 RCW or other State and Federal statutes.
11. "Reimbursement" shall mean that DOH will repay the Contractor for allowable costs incurred under the terms of this contract.
12. "Sensitive Data" shall mean data that is held confidentially, and if compromised, may cause harm to individual citizens or create a liability for the State.
13. "Specific Conditions"
- A. The Federal awarding agency or pass-through entity may impose additional specific award conditions as needed, in accordance with paragraphs (b) and (c) of this section, under the following circumstances:
 - 1) Based on the criteria set forth in §200.205 Federal awarding agency review of risk posed by applicants;
 - 2) When an applicant or recipient has a history of failure to comply with the general or specific terms and conditions of a Federal award;
 - 3) When an applicant or recipient fails to meet expected performance goals as described in §200.210 Information contained in a Federal award; or
 - 4) When an applicant or recipient is not otherwise responsible.

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- B. These additional Federal award conditions may include items such as the following:
- 1) Requiring payments as reimbursements rather than advance payments;
 - 2) Withholding authority to proceed to the next phase until receipt of evidence of acceptable performance within a given period of performance;
 - 3) Requiring additional, more detailed financial reports;
 - 4) Requiring additional project monitoring;
 - 5) Requiring the non-Federal entity to obtain technical or management assistance; or
 - 6) Establishing additional prior approvals.
- C. The Federal awarding agency or pass-through entity must notify the applicant or non-Federal entity as to:
- 1) The nature of the additional requirements;
 - 2) The reason why the additional requirements are being imposed;
 - 3) The nature of the action needed to remove the additional requirement, if applicable;
 - 4) The time allowed for completing the actions if applicable, and
 - 5) The method for requesting reconsideration of the additional requirements imposed.
- D. Any specific conditions must be promptly removed once the conditions that prompted them have been corrected.
14. “Subcontractor” shall mean a person, partnership, or company, not in the employ of or owned by the Contractor, who is performing all or part of those services under a separate contract with or on behalf of the Contractor. The terms “subcontractor” and “subcontractors” mean subcontractor(s) in any tier
15. “Subrecipient” shall mean a non-Federal entity that received a subaward from a pass-through entity to carry out part of a Federal program; but does not include an individual that is a beneficiary of such program. A subrecipient may also be a recipient of other Federal awards directly from a Federal awarding agency. (2 CFR 200.93)
- Characteristics which support the classification of the non-Federal entity as a subrecipient include when the non-Federal entity:
- A. Determines who is eligible to receive what Federal assistance;
 - B. Has its performance measured in relation to whether objectives of a Federal program were met;
 - C. Has responsibility for programmatic decision making;
 - D. Is responsible for adherence to applicable Federal program requirements specified in the Federal award; and
 - E. In accordance with its contract, uses the Federal funds to carry out a program for a public purpose specified in authorizing statute, as opposed to providing goods or services for the benefit of a pass-through entity.
16. “Successor” shall mean any entity which, through amalgamation, consolidation, or other legal succession becomes invested with rights and assumes burdens of the first Contractor/Vendor.

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II. GENERAL CONDITIONS

1. **ACCESS TO DATA** – In compliance with chapter 39.26 RCW, the Contractor shall provide access to data generated under this contract to DOH, the Joint Legislative Audit and Review Committee, and the State Auditor at no additional cost. This includes access to all information that supports the findings, conclusions, and recommendations of the Contractor’s reports, including computer models and methodology for those models. The Contractor agrees to make personal information covered under this contract available to DOH for inspection or to amend the personal information, as directed by DOH. Contractor shall, as directed by DOH, incorporate any amendments to the personal information into all copies of such personal information maintained by the Contractor or its subcontractors.
2. **ADVANCE PAYMENTS PROHIBITED** – No payment in advance or in anticipation of services or supplies to be provided under this contract shall be made by DOH.
3. **AMENDMENTS** – This contract may be amended by mutual written contract of the parties. Such amendments shall not be binding unless they are in writing and signed by personnel authorized to bind each of the parties.
4. **AMERICANS WITH DISABILITIES ACT (ADA) OF 1990, PUBLIC LAW 101-336, also referred to as the "ADA" 28 CFR Part 35** – The Contractor must comply with the ADA, which provides comprehensive civil rights protection to individuals with disabilities in the areas of employment, public accommodations, State and local government services, and telecommunications.
5. **ASSIGNABILITY** – Neither this contract nor any claim arising under this contract shall be transferred or assigned by the Contractor without prior written consent of DOH.
6. **ATTORNEYS’ FEES** – In the event of litigation or other action brought to enforce contract terms, each party agrees to bear its own attorney’s fees and costs.
7. **CHANGE IN STATUS** - In the event of substantive change in the legal status, organizational structure, or fiscal reporting responsibility of the Contractor, Contractor agrees to notify DOH of the change. Contractor shall provide notice as soon as practicable, but no later than thirty days after such a change takes effect.
8. **CONFIDENTIALITY/SAFEGUARDING OF INFORMATION** – The use or disclosure by any party, either verbally or in writing, of any Confidential Information shall be subject to Chapter 42.56 RCW and Chapter 70.02 RCW, as well as other applicable Federal and State laws and administrative rules governing confidentiality. Specifically, the Contractor agrees to limit access to Confidential Information to the minimum amount of information necessary, to the fewest number of people, for the least amount of time required to do the work. The obligations set forth in this clause shall survive completion, cancellation, expiration, or termination of this contract.

A. Notification of Confidentiality Breach

Upon a breach or suspected breach of confidentiality, the Contractor shall immediately notify the DOH Chief Information Security Officer at security@doh.wa.gov. For the purposes of this contract, “immediately” shall mean within one business day.

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The Contractor will take steps necessary to mitigate any known harmful effects of such unauthorized access including, but not limited to sanctioning employees, notifying subjects, and taking steps necessary to stop further unauthorized access. The Contractor agrees to indemnify and hold harmless DOH for any damages related to unauthorized use or disclosure by the Contractor, its officers, directors, employees, subcontractors, or agents.

Any breach of this clause may result in termination of the contract and the demand for return of all Information.

B. Subsequent Disclosure

The Contractor will not release, divulge, publish, transfer, sell, disclose, or otherwise make the Confidential Information known to any other entity or person without the express prior written consent of the Secretary of Health, or as required by law.

If responding to public record disclosure requests under RCW 42.56, the Contractor agrees to notify and discuss with the DOH Chief Information Security Officer requests for all information that are part of this contract, prior to disclosing the information. The Contractor further agrees to provide DOH a minimum of two calendar weeks to initiate legal action to secure a protective order under RCW 42.56.540.

- 9. CONFLICT OF INTEREST** – Notwithstanding any determination by the Executive Ethics Board or other tribunal, DOH may, in its sole discretion, by written notice to the Contractor, terminate this contract if it is found, after due notice and examination by DOH that there is a violation of the ethics in public service act, chapter 42.52 RCW, or any similar statute involving the Contractor in the procurement of, or performance of this contract.

In the event this contract is terminated as provided above, DOH shall be entitled to pursue the same remedies against the Contractor as it could pursue in the event of a breach of the contract by the Contractor. The rights and remedies of DOH provided for in this section shall not be exclusive are in addition to any other rights and remedies provided by law. The existence of facts upon which DOH makes a determination under this section shall be an issue and may be reviewed as provided in the “disputes” section of this contract.

- 10. COVENANT AGAINST CONTINGENT FEES** – The Contractor warrants that no person or selling agent has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, excepting bona fide employees or bona fide established agents maintained by the Contractor for the purpose of securing business. DOH shall have the right, in the event of breach of this clause by the Contractor, to annul this contract without liability, or in its discretion, to deduct from the contract price or consideration or recover by other means the full amount of such commission, percentage, brokerage or contingent fee.

- 11. DEBARMENT** – The Contractor, by signature to this contract, certifies that the Contractor is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded in any Federal department or agency from participating in transactions. The Contractor agrees to include the above requirement in all subcontracts into which it enters to complete this contract.

- 12. DISPUTES** – The parties shall use their best, good faith efforts to cooperatively resolve disputes and problems that arise in connection with this contract. Both parties will continue without delay

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to carry out their respective responsibilities under this contract while attempting to resolve the dispute under this section. When a genuine dispute arises between DOH and the Contractor regarding the terms of this agreement or the responsibilities imposed herein which cannot be resolved, either party may submit a request for non-binding mediation to the other party through the DOH Contracts Unit and the DOH Contracts Unit will notify the other party of the request for non-binding mediation. DOH Contracts will act as the initial coordination point and manage the non-binding mediation communication to and from the parties.

Each party agrees that the DOH will identify three mediators who are neutral to both parties. Each party agrees that Contractor will identify one of the three mediators to engage in this process. Each party agrees that it will be responsible for one-half (1/2) the cost of the mediator. Each party agrees that the non-binding mediation will occur at a time and place convenient to all parties, including the mediator and that preference is for the mediation to occur in Olympia or Tumwater, Washington. Each party agrees the mediation is non-binding.

A party's request for a non-binding mediation must:

- Be in writing,
- Clearly state the disputed issues,
- State the relative positions of the parties, state the Contractor's name, address, and his/her contact number, the DOH Program Contract Manager.
- Be mailed to ATTN: DOH Contracts and Procurement Director, P.O. Box 47905, Olympia, WA 98504-7905 within 30 calendar days after the party could have reasonably be expected to have knowledge of the issue which he/she now disputes, or
- Be emailed to DOHCon.Mgmt@doh.wa.gov with the subject line clearly displaying the contract number and the word "DISPUTE."

The non-binding mediation process constitutes the sole administrative remedy available under this contract. The parties agree that this resolution process shall precede any action in a judicial and quasi-judicial tribunal. Both parties have a duty and responsibility to timely pursue and engage in non-binding mediation. However, the requesting party may pursue judicial or quasi-judicial action prior to the completion of non-binding mediation if the subject party unnecessarily delays or intentionally frustrates the mediation process.

13. EFFECTIVE DATE – Unless otherwise specified under period of performance, the effective date of this contract and subsequent amendments, if any, is the date of execution. The date of execution is the last date of signature of the parties to the contract. Contractor assumes all liability for any expenses incurred prior to the date of execution or in the event the contract/amendment is not executed.

14. EXECUTIVE ORDER 18-03 – WORKERS' RIGHTS (MANDATORY INDIVIDUAL ARBITRATION). This clause applies ONLY to those entities who have submitted a bid as part of a competitive procurement AND have certified that a mandatory individual arbitration and/or class or collective action waiver regarding employee disputes is not required as a condition of employment. Contractor represents and warrants, as previously certified in Contractor's bid submission, that Contractor does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers. Contractor further represents and warrants that, during the term of this Contract, Contractor shall not, as a condition of employment, require its employees to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

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15. GOVERNING LAW – This contract shall be governed by the laws of the State of Washington and applicable federal laws and regulations. The venue of any legal action or suit concerning this contract shall be the Thurston County Superior Court and all actions or suits thereon shall be brought therein.

16. INDEMNIFICATION – To the fullest extent permitted by law, Contractor shall indemnify, defend and hold harmless the State of Washington, DOH, agencies of the State and all officials, and employees of the State, from and against all claims arising out of or resulting from the performance of the contract. “Claim” as used in this contract means any financial loss, claim, suit, action, damage, or expense, including but not limited to attorney’s fees, attributable for bodily injury, sickness, disease or death, or injury to or destruction of tangible property including loss of use resulting therefrom. Contractor’s obligation to indemnify, defend, and hold harmless includes any claim by Contractors’ agents, employees, representatives, or any subcontractor or its employees.

Contractor expressly agrees to indemnify, defend, and hold harmless the State for any claim arising out of or incident to Contractor’s or any subcontractor’s performance or failure to perform the contract. Contractor’s obligation to indemnify, defend, and hold harmless the State shall not be eliminated or reduced by any actual or alleged concurrent negligence of State or its agencies, employees and officials.

Contractor waives its immunity under Title 51 RCW to the extent it is required to indemnify, defend and hold harmless State and its agencies, officials, agents or employees.

17. INDEPENDENT CAPACITY OF THE CONTRACTOR – The parties intend that an independent contractor relationship will be created by this contract. The Contractor and his or her employees or agents performing under the contract are not employees of DOH. The contractor shall not hold himself/herself out as nor claim to be an officer or employee of DOH or of the State of Washington by reason hereof, nor will the Contractor make any claim of right, privilege or benefit which would accrue to such employee under law. Conduct and control of the work will be solely with the Contractor.

18. INDUSTRIAL INSURANCE COVERAGE – The Contractor shall comply with the provisions of Title 51 RCW, Industrial Insurance. Prior to performing work under this contract, the Contractor shall provide or purchase industrial insurance coverage for the Contractor’s employees, as may be required of an “employer” as defined in Title 51 RCW, and shall maintain full compliance with Title 51 RCW during the course of this contract. If the Contractor fails to provide industrial insurance coverage or fails to pay premiums or penalties on behalf of its employees as may be required by law, DOH may collect from the Contractor the full amount payable to the Industrial Insurance accident fund. DOH may deduct the amount owed by the Contractor to the accident fund from the amount payable to the Contractor by DOH under this contract, and transmit the deducted amount to the Department of Labor and Industries, Division of Insurance Services. This provision does not waive any of the Department of Labor and Industries rights to collect from the Contractor.

Industrial insurance coverage through the Department of Labor & Industries is optional for sole proprietors, partners, corporate officers and others, per RCW 51.12.020.

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19. INSURANCE – The Contractor shall provide insurance coverage as set out in this section. The intent of the required insurance is to protect the State should there be any claims, suits, actions, costs, damages or expenses arising from any negligent or intentional act or omission of the Contractor or subcontractor, or agents of either, while performing under the terms of this contract. The Contractor shall provide insurance coverage which shall be maintained in full force and effect during the term of this Contract, as follows:

- A. **Commercial General Liability Insurance Policy** - Provide a commercial general liability insurance policy, including contractual liability, in adequate quantity to protect against legal liability arising out of contract activity but no less than \$1,000,000 per occurrence. Additionally, the Contractor is responsible for ensuring that any subcontractors provide adequate insurance coverage for the activities arising out of subcontracts.
- B. **Automobile Liability** - In the event that services delivered pursuant to this contract involve the use of vehicles, either owned or unowned by the Contractor, automobile liability insurance shall be required. The minimum limit for automobile liability is:
 - 1) \$1,000,000 per occurrence, using a combined single limit for bodily injury and property damage
- C. The insurance required shall be issued by an insurance company/ies authorized to do business within the State of Washington, and shall name the State of Washington, and its employees as additional insureds under the insurance policy/ies. All policies shall be primary to any other valid and collectable insurance. Contractor shall instruct the insurers to give DOH 30 days advance notice of any insurance cancellation.

Upon request, Contractor shall submit to DOH, a certificate of insurance which outlines the coverage and limits defined in the Insurance section. If a certificate of insurance is requested, Contractor shall submit renewal certificates as appropriate during the term of the contract.

20. LICENSING, ACCREDITATION AND REGISTRATION – The Contractor shall comply with all applicable local, State, and Federal licensing, accreditation and registration requirements/standards, necessary for the performance of this contract.

21. LIMITATION OF AUTHORITY – Only the Contracting Officer or his/her delegate by writing (delegation to be made prior to action) shall have the express, implied, or apparent authority to alter, amend, modify, or waive any clause or condition of this contract on behalf of DOH. No alteration, modification, or waiver of any clause or condition of this contract is effective or binding unless made in writing and signed by the Contracting Officer.

22. MATERIAL BREACH – Contract may be terminated for cause by DOH, at the sole discretion of the Contract Administrator, for failing to perform a contractual requirement or for a material breach of any term or condition. Material breach of a term or condition of the Contract may include but is not limited to:

- A. Contractor failure to perform services or deliver materials, supplies, or equipment by the date required or by an alternate date as mutually agreed in a written amendment to the Contract;
- B. Contractor failure to carry out any warranty or fails to perform or comply with any mandatory provision of the contract;

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- C. Contractor becomes insolvent or in an unsound financial condition so as to endanger performance hereunder;
- D. Contractor becomes the subject of any proceeding under any law relating to bankruptcy, insolvency or reorganization, or relief from creditors and/or debtors that endangers the Contractor's proper performance hereunder;
- E. Appointment of any receiver, trustee, or similar official for Contractor or any of the Contractor's property and such appointment endangers the Contractor's proper performance hereunder;
- F. A determination that the Contractor is in violation of federal, state, or local laws or regulations and that such a determination renders the Contractor unable to perform any aspect of the Contract.

23. NONDISCRIMINATION –

- A. Nondiscrimination Requirement. During the term of this Contract, Contractor, including any subcontractor, shall not discriminate on the bases enumerated at RCW 49.60.530(3). In addition, Contractor, including any subcontractor, shall give written notice of this nondiscrimination requirement to any labor organizations with which Contractor, or subcontractor, has a collective bargaining or other agreement.
- B. Obligation to Cooperate. Contractor, including any subcontractor, shall cooperate and comply with any Washington state agency investigation regarding any allegation that Contractor, including any subcontractor, has engaged in discrimination prohibited by this Contract pursuant to RCW 49.60.530(3).
- C. Default. Notwithstanding any provision to the contrary, DOH may suspend Contractor, including any subcontractor, upon notice of a failure to participate and cooperate with any state agency investigation into alleged discrimination prohibited by this Contract, pursuant to RCW 49.60.530(3). Any such suspension will remain in place until DOH receives notification that Contractor, including any subcontractor, is cooperating with the investigating state agency. In the event Contractor, or subcontractor, is determined to have engaged in discrimination identified at RCW 49.60.530(3), DOH may terminate this Contract in whole or in part, and Contractor, subcontractor, or both, may be referred for debarment as provided in RCW 39.26.200. The contractor or subcontractor may be given a reasonable time in which to cure this noncompliance, including implementing conditions consistent with any court-ordered injunctive relief or settlement agreement.
- D. Remedies for Breach. Notwithstanding any provision to the contrary, in the event of Contract termination or suspension for engaging in discrimination, Contractor, subcontractor, or both, shall be liable for contract damages as authorized by law including, but not limited to, any cost difference between the original contract and the replacement or cover contract and all administrative costs directly related to the replacement contract, which damages are distinct from any penalties imposed under Chapter 49.60, RCW. DOH shall have the right to deduct from any monies due to Contractor or subcontractor, or that thereafter become due, an amount for damages Contractor or subcontractor will owe DOH for default under this provision.

- 24. OPPORTUNITY TO CURE –** In the event Contractor fails to perform a contractual requirement or materially breaches any term or condition, DOH may issue a written cure notice. The Contractor may have a period of time in which to cure. DOH is not required to allow the Contractor to cure defects if the opportunity for cure is not feasible as determined solely within the discretion of DOH. Time allowed for cure shall not diminish or eliminate Contractor's liability for liquidated or other

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damages, or otherwise affect any other remedies available against Contractor under the contract or by law.

If the breach remains after Contractor has been provided the opportunity to cure, DOH may do any one or more of the following:

- a) Exercise any remedy provided by law;
- b) Terminate this contract and any related contracts or portions thereof;
- c) Procure replacements and impose damages as set forth elsewhere in this contract;
- d) Impose actual or liquidated damages;
- e) Request that DES suspend or bar Contractor from receiving future solicitations or other opportunities;
- f) Require Contractor to reimburse the state for any loss or additional expense incurred as a result of default or failure to satisfactorily perform the terms of the contract.

25. OVERPAYMENTS AND ASSERTION OF LIEN – In the event that DOH establishes overpayments or erroneous payments made to the Contractor under this contract, DOH may secure repayment, plus interest, if any, through the filing of a lien against the Contractor's real property, or by requiring the posting of a bond, assignment or deposit, or some other form of security acceptable to DOH, or by doing both.

26. PRIVACY – Personal information including, but not limited to “protected health information” collected, used or acquired in connection with this contract shall be used solely for the purposes of this contract. Contractor and its subcontractors agree not to release, divulge, publish, transfer, sell or otherwise make known to unauthorized persons personal information without the express written consent of DOH or as provided by law. Contractor agrees to implement physical, electronic and managerial safeguards to prevent unauthorized access to personal information.

DOH reserves the right to monitor, audit, or investigate the use of personal information collected, used or acquired by the contractor through this contract. The monitoring, auditing, or investigating may include but is not limited to "salting" by DOH. Contractor shall certify the return or destruction of all personal information upon expiration of this contract. Salting is the act of placing a record containing unique but false information in a database that can be used later to identify inappropriate disclosure of data contained in the database.

Any breach of this provision may result in termination of the contract and the demand for return of all personal information. The Contractor agrees to indemnify and hold harmless DOH for any damages related to the Contractor's unauthorized use of personal information.

For the purposes of this provision, personal information includes but is not limited to information identifiable to an individual that relates to a natural person's health, finances, education, business, use or receipt of governmental services, or other activities, names, addresses, telephone numbers, social security numbers, driver license numbers, financial profiles, credit card numbers, financial identifiers and other identifying numbers.

27. PUBLICITY – The Contractor agrees to submit to DOH all advertising and publicity matters relating to this contract wherein DOH's name is mentioned or language used from which the connection of DOH's name may, in DOH's judgment, be inferred or implied. The Contractor agrees not to publish or use such advertising and publicity matters without the prior written consent of DOH.

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28. RECORDS, DOCUMENTS, AND REPORTS –The Contractor shall maintain books, records, documents, data and other evidence relating to this contract and performance of the services described herein, including but not limited to accounting procedures and practices which sufficiently and properly reflect all direct and indirect costs of any nature expended in the performance of this contract. Contractor shall retain such records for a period of six (6) years following the date of final payment. At no additional cost, these records, including materials generated under the contract, shall be subject at all reasonable times to inspection, review or audit by DOH, personnel duly authorized by DOH, the Office of the State Auditor, and Federal and State officials so authorized by law, regulation or agreement.

If the contract reimburses the Contractor for costs incurred in performance, the Contractor shall in addition maintain books, records, documents and other evidence of procedures and practices which sufficiently and properly reflect all direct and indirect costs of any nature expended in the performance of this contract.

If any litigation, claim or audit is started before the expiration of the six (6) year period, the records shall be retained until all litigation, claims, or audit findings involving the records have been resolved.

29. REGISTRATION WITH DEPARTMENT OF REVENUE – The Contractor shall complete registration with the Washington State Department of Revenue, if applicable, and be responsible for payment of all taxes due on payments made under this contract.

30. REMEDIES – If Contractor is in breach under any provision of this Contract, DOH shall have all of the remedies listed in this section in addition to all other remedies set forth in other sections of this Contract following the notice and cure period set forth. DOH in its sole discretion, may exercise any or all of the remedies available to it, concurrently or consecutively, including one or more of the following remedies:

A. **Suspend Performance** – Suspend Contractor’s performance with respect to all or any portion of this Contract pending necessary corrective action as specified by the State without entitling Contractor to an adjustment in price/cost or performance schedule. Contractor shall promptly cease performance and incurring costs in accordance with the State’s directive and the State shall not be liable for costs incurred by Contractor after the suspension of performance under this provision.

B. **Withhold Payment** – Withhold payment to Contractor until corrections in Contractor’s performance are satisfactorily made and completed.

C. **Deny Payment** – Deny payment for those obligations not performed, that due to Contractor’s actions or inactions, cannot be performed or, if performed, would be of no value to the State; provided, that any denial of payment shall be reasonably related to the value to the State of the obligations not performed.

D. **Removal** – Notwithstanding any other provision herein, the State may demand immediate removal of any of Contractor’s employees, agents, or Subcontractors whom the State deems incompetent, careless, insubordinate, unsuitable, or otherwise unacceptable, or whose continued relation to this Contract is deemed to be contrary to the public interest or the State’s best interest.

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- 31. RIGHT OF INSPECTION** – The Contractor shall provide right of access to its facilities to DOH, or any of its officers, or to any other authorized employee or official of the State of Washington or the federal government, at all reasonable times, in order to monitor and evaluate performance, compliance, and/or quality assurance under this contract. The Contractor shall make available information necessary for DOH to comply with the client's right to access, amend, and receive an accounting of disclosures of their Personal Information according to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) or any regulations enacted or revised pursuant to the HIPAA provisions and applicable provisions of Washington State law. The Contractor's internal policies and procedures, books, and records relating to the safeguarding, use, and disclosure of personal information obtained or used as a result of this contract shall be made available to DOH and the U.S. Secretary of the Department of Health & Human Services, upon request.
- 32. RIGHTS IN DATA/COPYRIGHT** – Unless otherwise provided, all materials produced exclusively under this contract shall be considered "works for hire" as defined by the U.S. Copyright Act and shall be owned by DOH. DOH shall be considered the author of such Materials. In the event the Materials are not considered "works for hire" under the U.S. Copyright laws, Contractor hereby irrevocably assigns all right, title, and interest in Materials, including all intellectual property rights, to DOH effective from the moment of creation of such materials.

Materials means all items in any format and includes, but is not limited to, data, reports, documents, pamphlets, advertisements, books, magazines, surveys, studies, computer programs, films, tapes, and/or sound reproductions that derive exclusively from the Contractor's work under this contract. Ownership includes the right to copyright, patent, register and the ability to transfer these rights.

For materials that are delivered under the contract, but that incorporate pre-existing materials not produced under the contract, Contractor hereby grants to DOH a nonexclusive, royalty-free, irrevocable license (with rights to sublicense others) in such materials to translate, reproduce, distribute, prepare derivative works, publicly perform, and publicly display. The Contractor warrants and represents that Contractor has all rights and permissions, including intellectual property rights, moral rights and rights of publicity, necessary to grant such a license to DOH.

The Contractor shall exert all reasonable effort to advise DOH, at the time of delivery of materials furnished under this contract, of all known or potential invasions of privacy contained therein and of any portion of such document which was not produced in the performance of this contract. DOH shall receive prompt written notice of each notice or claim of copyright infringement received by the Contractor with respect to any data delivered under this contract. DOH shall have the right to modify or remove any restrictive markings placed upon the data by the Contractor.

- 33. SECURITY OF INFORMATION** – Unless otherwise specifically authorized by the DOH Chief Information Security Officer, Contractor receiving confidential information under this contract assures that:
- Encryption is selected and applied using industry standard algorithms validated by the National Institute of Standards and Technology (NIST) Cryptographic Algorithm Validation Program against all information stored locally and off-site. Information must be encrypted both in-transit and at rest and applied in such a way that it renders data unusable to anyone but authorized personnel, and the confidential process, encryption key or other means to decipher the information is protected from unauthorized access.

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- It is compliant with the applicable provisions of the Washington State Office of the Chief Information Officer (OCIO) policy 141, Securing Information Technology Assets, available at: <https://ocio.wa.gov/policy/securing-information-technology-assets>.
- It will provide DOH copies of its IT security policies, practices and procedures upon the request of the DOH Chief Information Security Officer.
- DOH may at any time conduct an audit of the Contractor's security practices and/or infrastructure to assure compliance with the security requirements of this contract.
- It has implemented physical, electronic and administrative safeguards that are consistent with OCIO security standard 141.10 and ISB IT guidelines to prevent unauthorized access, use, modification or disclosure of DOH Confidential Information in any form. This includes, but is not limited to, restricting access to specifically authorized individuals and services through the use of:
 - Documented access authorization and change control procedures;
 - Card key systems that restrict, monitor and log access;
 - Locked racks for the storage of servers that contain Confidential Information or use AES encryption (key lengths of 256 bits or greater) to protect confidential data at rest, standard algorithms validated by the National Institute of Standards and Technology (NIST) Cryptographic Algorithm Validation Program (CMVP);
 - Documented patch management practices that assure all network systems are running critical security updates within 6 days of release when the exploit is in the wild, and within 30 days of release for all others;
 - Documented anti-virus strategies that assure all systems are running the most current anti-virus signatures within 1 day of release;
 - Complex passwords that are systematically enforced and password expiration not to exceed 120 days, dependent user authentication types as defined in OCIO security standards;
 - Strong multi-factor authentication mechanisms that assure the identity of individuals who access Confidential Information;
 - Account lock-out after 5 failed authentication attempts for a minimum of 15 minutes, or for Confidential Information, until administrator reset;
 - AES encryption (using key lengths 128 bits or greater) session for all data transmissions, standard algorithms validated by NIST CMVP;
 - Firewall rules and network address translation that isolate database servers from web servers and public networks;
 - Regular review of firewall rules and configurations to assure compliance with authorization and change control procedures;
 - Log management and intrusion detection/prevention systems;
 - A documented and tested incident response plan

Any breach of this clause may result in termination of the contract and the demand for return of all personal information.

34. SEVERABILITY – If any provision of this contract or any provision of any document incorporated by reference shall be held invalid, such invalidity shall not affect the other provisions of this contract which can be given effect without the invalid provision, and to this end the provisions of this contract are declared to be severable.

35. SITE SECURITY – While on DOH premises, Contractor, its agents, employees, or subcontractors shall conform in all respects with physical, fire or other security policies or regulations. Failure to comply with these regulations may be grounds for revoking or suspending security access to these

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facilities. DOH reserves the right and authority to immediately revoke security access to Contractor staff for any real or threatened breach of this provision. Upon reassignment or termination of any Contractor staff, Contractor agrees to promptly notify DOH.

- 36. SUBCONTRACTING** – Neither the Contractor, nor any subcontractors, shall enter into subcontracts for any of the work contemplated under this contract without prior written approval of DOH. In no event shall the existence of the subcontract operate to release or reduce the liability of the Contractor to DOH for any breach in the performance of the Contractor’s duties. This clause does not apply to Hospitals and/or Medical Clinics that must contract with specialty physicians (e.g. anesthesiologists, radiologists, physicians groups, independent practitioners, etc.) nor does it include contracts of employment between the Contractor and personnel assigned to work under this contract.

Additionally, the Contractor is responsible for ensuring that all terms, conditions, assurances and certifications set forth in this contract are carried forward to any subcontracts. Contractor and its subcontractors agree not to release, divulge, publish, transfer, sell or otherwise make known to unauthorized persons personal information without the express written consent of DOH or as provided by law.

If, at any time during the progress of the work, DOH determines in its sole judgment that any subcontractor is incompetent or undesirable, DOH shall notify the Contractor, and the Contractor shall take immediate steps to terminate the subcontractor's involvement in the work.

The rejection or approval by DOH of any subcontractor or the termination of a subcontractor shall not relieve the Contractor of any of its responsibilities under the contract, nor be the basis for additional charges to DOH.

DOH has no contractual obligations to any subcontractor or vendor under contract to the Contractor. The Contractor is fully responsible for all contractual obligations, financial or otherwise, to their subcontractors.

- 37. SUBCONTRACTOR PAYMENTS REPORTING REQUIREMENTS:** This Contract is subject to compliance tracking using the State’s business diversity management system, Access Equity (B2Gnow). Access Equity is web-based and can be accessed at the Office of Minority and Women’s Business Enterprises at <https://omwbe.diversitycompliance.com/>. The Contractor and all Subcontractors shall report and confirm receipt of payments made to the Contractor and each Subcontractor through Access Equity.

The Contractor may contact <https://omwbe.wa.gov/access-equity-help-center> for technical assistance in using the Access Equity system.

Information related to Contractor and Subcontractor access to and use of Access Equity will be provided to Contractor and each identified Subcontractor upon execution of this Contract. The Public Owner reserves the right to withhold payments from the Contractor for non-compliance with this section. For purposes of this section, Subcontractor means any subcontractor working on the Contract, at any tier and regardless of status as certified WMBE or Non-WMBE.

The Contractor shall:

- a) Register and enter all required Subcontractor information into Access Equity no later than 15 days after the Public Owner creates the Contract Record.
- b) Complete the required user training (two (2) one-hour online sessions) no later than 20 days after the Public Owner creates the Contract Record.

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- c) Report the amount and date of all payments (i) received from the Agency, and (ii) paid to Subcontractors, no later than within 30 days, issuance of each payment made by the Agency to the Contractor, unless otherwise specified in writing by the Agency, except that the Contractor shall mark as “Final” and report the final Subcontractor payment(s) into Access Equity no later than thirty (30) days after the final payment is due the subcontractor(s) under the Contract, with all payment information entered no later than sixty (60) days after end of fiscal year.
- d) Monitor contract payments and respond promptly to any requests or instructions from the Public Owner or system-generated messages to check or provide information in Access Equity.
- e) Coordinate with Subcontractors, or Agency when necessary, to resolve promptly any discrepancies between reported and received payments.
- f) Respond to reasonable requests from the Agency for additional information to be provided electronically through Access Equity.
- g) Require each Subcontractor to: (i) register in Access Equity and complete the required user training; (ii) verify the amount and date of receipt of each payment from the Contractor or a higher tier Subcontractor, if applicable, through Access Equity; (iii) report payments made to any lower tier Subcontractors, if any, in the same manner as specified herein; (iv) respond promptly to any requests or instructions from the Contractor or system-generated messages to check or provide information in Access Equity; and (v) coordinate with Contractor, or Agency when necessary, to resolve promptly any discrepancies between reported and received payments.

38. SURVIVABILITY – The terms and conditions contained in this contract which by their sense and context, are intended to survive the completion, cancellation, termination, or expiration of the contract shall survive,

39. SUSPENSION OF PERFORMANCE AND RESUMPTION OF PERFORMANCE – In the event contract funding from State, Federal, or other sources is withdrawn, reduced, or limited in any way after the effective date of this contract and prior to normal completion, DOH may give notice to Contractor to suspend performance as an alternative to termination. DOH may elect to give written notice to Contractor to suspend performance when DOH determines that there is a reasonable likelihood that the funding insufficiency may be resolved in a timeframe that would allow performance to be resumed prior to the end date of this contract. Notice may include notice by facsimile or email to Contractor’s representative. Contractor shall suspend performance on the date stated in the written notice to suspend. During the period of suspension of performance each party may inform the other of any conditions that may reasonably affect the potential for resumption of performance.

When DOH determines that the funding insufficiency is resolved, DOH may give Contractor written notice to resume performance and a proposed date to resume performance. Upon receipt of written notice to resume performance, Contractor will give written notice to DOH as to whether it can resume performance, and, if so, the date upon which it agrees to resume performance. If Contractor gives notice to DOH that it cannot resume performance, the parties agree that the contract will be terminated retroactive to the original date of termination. If the date Contractor gives notice, it can resume performance is not acceptable to DOH, the parties agree to discuss an alternative acceptable date. If an alternative date is not acceptable to DOH, the parties agree that the contract will be terminated retroactive to the original date of termination.

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40. TAXES – All payments accrued on account of payroll taxes, unemployment contributions, any other taxes, insurance or other expenses for the Contractor or its staff shall be the sole responsibility of the Contractor.

41. TERMINATION FOR CONVENIENCE – Except as otherwise provided in this contract, the Contracting Officer may, by TEN (10) calendar days written notice, beginning on the second day after the mailing, terminate this contract in whole or in part when it is in the best interests of DOH.

If this contract is so terminated, DOH shall be liable only for payment in accordance with the terms of this contract for services rendered prior to the effective date of termination.

42. TERMINATION FOR DEFAULT – In the event DOH determines the contractor has failed to comply with the conditions of this contract in a timely manner, DOH has the right to suspend or terminate this contract. Further, DOH may terminate this contract for default, in whole or in part, if DOH has a reasonable basis to believe that the Contractor has:

- A. Failed to meet or maintain any requirement for contracting with DOH;
- B. Failed to ensure the health or safety of any client for whom services are being provided under this contract;
- C. Failed to perform under, or otherwise breached, any term or condition of this contract; and/or
- D. Violated any applicable law or regulation.

Before suspending or terminating the contract, DOH shall notify the Contractor in writing of the need to take corrective action. If corrective action is not taken within fourteen (14) days, the contract may be terminated or suspended. In the event of termination or suspension, the Contractor shall be liable for damages as authorized by law including, but not limited to, any cost difference between the original contract and the replacement or cover contract and all administrative costs directly related to the replacement contract, e.g., cost of the competitive bidding, mailing, advertising and staff time. DOH reserves the right to suspend all or part of the contract, withhold further payments, or prohibit the Contractor from incurring additional obligations of funds during investigation of the alleged compliance breach and pending corrective action by the Contractor or a decision by DOH to terminate the contract. A termination shall be deemed to be a “termination for convenience” if it is determined that the Contractor: (1) was not in default; or (2) failure to perform was outside of his or her control, fault or negligence. The rights and remedies of DOH provided in this contract are not exclusive and are in addition to any other rights and remedies provided by law.

43. TERMINATION PROCEDURE – Upon termination of this contract DOH may require the Contractor to deliver to DOH any property specifically produced or acquired for the performance of such part of this contract as has been terminated.

DOH shall pay to the Contractor the agreed upon price, if separately stated, for completed work and services accepted by DOH. In addition DOH shall pay the amount agreed upon by the Contractor and the Contracting Officer for (a) completed work and services for which no separate price is stated, (b) partially completed work and services, (c) other property or services which are accepted by DOH, and (d) the protection and preservation of the property. If the termination is for default, the Contracting Officer shall determine the extent of the liability of DOH. Failure to agree with such determination shall be a dispute within the meaning of the Disputes clause of this contract.

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DOH may withhold from any amounts due the Contractor for such completed work or services such sum as the Contracting Officer determines to be necessary to protect DOH against potential loss or liability.

The rights and remedies of DOH provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this contract.

After receipt of a notice of termination, and except as otherwise directed by the Contracting Officer, the Contractor shall:

- Stop work under the contract on the date and to the extent specified in the notice;
- Place no further orders or subcontracts for materials, services, facilities except as necessary to complete such portion of the work not terminated;
- Assign to DOH, to the extent directed by the Contracting Officer, all of the rights, titles, and interest of the Contractor under the orders and subcontracts in which case DOH has the right, at its discretion, to settle or pay any or all claims arising out of the termination of such orders and subcontracts.
- Settle all outstanding liabilities and all claims arising out of orders or subcontracts, with the approval or ratification of the Contracting Officer to the extent he/she may require, which approval or ratification shall be final for all the purposes of this clause;
- Transfer title to DOH and deliver, as directed by the Contracting Officer, any property which, if the contract had been completed, would have been required to be furnished to DOH;
- Complete performance of such part of the work not terminated by the Contracting Officer; and,
- Take such action as may be necessary, or as the Contracting Officer may direct, for the protection and preservation of the property related to this contract which is in the possession of the Contractor and in which DOH has or may acquire an interest.

44. WAIVER OF DEFAULT – Waiver of any default or breach shall not be deemed to be a waiver of any subsequent default or breach. Any waiver shall not be construed to be a modification of the terms of this contract unless stated to be such in writing and signed by authorized representative of DOH.

Sole Source CONTRACT Filing Justification Template

DOH Contract Number:

29169

Use the following justification template for preparing to file sole source contracts in the [Sole Source Contracts Database](#) (SSCD). Once completed, copy and paste the answers into the corresponding SSCD question and answer fields. You will also need to include a copy of this completed form in the documents you post to your agency website and in [WEBS](#).

NOTE: All proposed sole source vendors will need to be [registered in WEBS](#). Vendors must do this themselves. Further, DOH will need the WEBS commodity codes from this vendor for those services the vendor has registered in WEBS. List the vendor commodity codes in the sole source notice form.

What is a sole source contract?

"Sole source" means a contractor providing goods or services of such a unique nature or sole availability at the location required that the contractor is clearly and justifiably the only practicable source to provide the goods or services. (RCW 39.26.010)

Unique qualifications or services are those which are highly specialized or one-of-a-kind.

Other factors which may be considered include past performance, cost-effectiveness (learning curve), and/or follow-up nature of the required goods and/or services. Past performance alone does not provide adequate justification for a sole source contract. Time constraints may be considered as a contributing factor in a sole source justification however will not be on its own a sufficient justification.

Why is a sole source justification required?

The State of Washington, by policy and law, believes competition is the best strategy to obtain the best value for the goods and services it purchases, and to ensure that all interested vendors have a fair and transparent opportunity to sell goods and services to the state.

A sole source contract does not benefit from competition. Thus the state, through RCW 39.26.010, has determined it is important to evaluate whether the conditions, costs and risks related to the proposal of a sole source contract truly outweigh forgoing the benefits of a competitive contract.

05/10/2024: Amendment 1 to WEBS posting: Response to question 3 has been revised, as shown in red bold font.

Providing compelling answers to the following questions will facilitate the evaluation.

DES Sole Source Question	DOH Program Manager Response
Specific Problem or Need	
1. What is the business need or problem that requires this contract?	DOH is implementing two 988 Suicide & Crisis Lifeline workstreams under the Mental Health Crisis Call Diversion Initiative (MHCCDI) that seeks to route appropriate calls away from 911 to 988, where applicable, ensuring better support for people in a mental health crisis. One of these workstreams, funded by the National Association of State Mental Health Program Directors (NASMHPD), will gather 988 leaders and 911 telecommunicators to map existing processes for 911 mental health crisis calls, develop statewide warm transfer protocols, and develop a train-

DES Sole Source Question	DOH Program Manager Response
	the-trainer program for 911 telecommunicators to embed these protocols. NASMHPD supports sole source contracts, as appropriate.
Sole Source Criteria <i>(Describe how this vendor is “a contractor providing goods or services of such a unique nature or sole availability at the location required that the contractor is clearly and justifiably the only practicable source to provide the goods or services.”)</i>	
<p>2. Describe the unique features, qualifications, abilities or expertise of the contractor proposed for this sole source contract.</p>	<p>Health Management Associates, Inc. (HMA) are uniquely positioned to perform this work for numerous reasons. HMA currently convenes the Crisis Response Improvement Strategy (CRIS) Committee and Subcommittees, which are the legislated committees that inform the implementation of the 988 Suicide & Crisis Lifeline in Washington. Because of their work with this Committee, they have historical knowledge of the 988 system, its development, and how to manage partner and community input in service of a transparent and accountable mental health crisis care continuum. In this role, they have attained institutional knowledge that would enable them to begin this work without as much support and time onboarding to the intricacies of the 988 system. In addition to their detailed knowledge of the wishes of community members and partners, they are well aware of the potential risks/challenges that may arise in this work and can therefore operate more independently, saving DOH staff time. In their role coordinating the CRIS Committee, they have built trust that would benefit the community engagement aspects of warm transfer protocol building. Trust building of this sort, especially within the context of 988, would take other vendors a significant amount of time, likely exceeding the intended project period. Because of the consequential nature of this work, and the potential for lives saved by avoiding inappropriate 911 responses to mental health crisis calls, time savings is of importance.</p> <p>Additionally, as part of their early work with the CRIS, HMA convened 988 and 911 leaders in a nearly identical exercise in the early implementation of 988. In this work, they conducted process mapping to develop warm transfer protocols for 988 calls that required an active rescue or other 911 response. This work was well received and resulted in the current Washington protocols for active rescue/911 transfer. Taking on the work required in this opportunity would serve as an extension of their previous efforts. Additionally, changing the leadership of this work would impact continuity and risk</p>

DES Sole Source Question	DOH Program Manager Response
<p>3. What kind of market research did the agency conduct to conclude that alternative sources were inappropriate or unavailable? Provide a narrative description of the agency's due diligence in determining the basis for the sole source contract, including methods used by the agency to conduct a review of available sources such as researching trade publications, industry newsletters and the internet; contacting similar service providers; and reviewing statewide pricing trends and/or agreements. Include a list of businesses contacted (if you state that no other businesses were contacted, explain why not), date of contact, method of contact (telephone, mail, e-mail, other), and documentation demonstrating an explanation of why those businesses could not or would not, under any circumstances, perform the contract; or an explanation of why the agency has determined that no businesses other than the prospective contractor can perform the contract.</p>	<p>losing participation from 911 public safety answering points (PSAPs) who have built trust with HMA.</p> <p>In our sourcing outreach we have determined that the scope of Statewide Contract #01620 Business Consulting Services does not align with the Statement of Work requirements set forth in this anticipated sole source contract and therefore DOH cannot use the statewide contract.</p> <p>Many consulting firms exist in Washington state, or have mental health care system experience, but few have expert knowledge of Washington's crisis system and existing trusting relationships with key communities around mental health crisis care system transformation. The following vendors were identified through market research, but were ultimately determined to be unable to provide services necessary, given the features discussed above.</p> <p>Uncommon Solutions, Inc., is a vendor working with the development and integration of the accountable communities of health (ACHs) into the follow-up care infrastructures of 988, 911, and 211 in the state of Washington. Their work is primarily to convene this group, with attention to the abilities of care coordination entities, especially as it relates to follow-up care. Uncommon solutions' core espoused aims are related to change practices including directed facilitation, strategic planning, systems change, customized trainings, and specialized writing. These core activities are general abilities offered by many consulting firms and are not specified to the health care or behavioral health setting. They are limited in process or behavioral health protocol development abilities needed to support changes in the mental health crisis system, or development of trainings for mental health crisis care providers.</p> <p>Community Partners, Inc., has listed their services including the "development and management of a comprehensive, effective behavioral healthcare network." They provide consulting and training services around mental health care, substance use and crisis recovery, which aligns with some of the needs in this scope of work. This organization is Arizona-based and does not have direct connections to crisis care in Washington, which may mean they are unfamiliar with this environment and could lead to delays in onboarding. Additionally, mapping and developing warm transfer protocols, or working within the</p>

DES Sole Source Question	DOH Program Manager Response
	<p>crisis call system does not appear in their expertise, nor does work with 911-988 efforts. They provide direct care services, primarily.</p> <p>Berry Dunn (Berry, Dunn, McNeil & Parker, LLC) has served as a contractor to support 988 technology platform efforts and has maintained awareness of processes and protocols related to 988 implementation. Their work includes change management and strategic planning for government agencies. Lack of historical work with crisis system transformation outside of technology development/research. Primary focus and expertise on technology, rather than on health care and clinical decision-oriented system-transformation.</p> <p>Comagine Health was identified due to their abilities related to systemwide quality improvement efforts in the health care sector. They have supported training related to opioid use disorder and have historically worked on partnership-oriented improvement projects. Lack of documented work on crisis systems, generally, or work on mental health projects in Washington.</p> <p>Halcyon NW has been engaged in developing follow-up protocols for SAMHSA funding associated with 988 implementation in Washington. They are familiar with suicide prevention work as they currently support the development of the Washington State Suicide Prevention Plan and a number of injury and violence prevention strategic plans. While they have strategic planning and project management services, clinical process development and training development is not an experience listed by the vendor.</p> <p>Slalom, Inc. is a largescale consulting firm that has contracted staff working on 988 in Washington. They have previous work in healthcare and supporting consumer health. This large firm does not have any specific experience listed in crisis care continuum work and would likely need to be socialized to the 988 implementation work and 911 call diversion work. Additionally, they may be less trusted by the public and partners to take on a sensitive project given they are a national firm.</p> <p>Public Knowledge, LLC., has done numerous health system efforts, including work around Medicaid and support around quality assurance for mental health crisis systems. They would also be able to develop trainings for</p>

DES Sole Source Question	DOH Program Manager Response
	<p>adult learners, as most largescale systems-focused consulting firms. In initial research, work within the realm of 988 and 911 or diversion efforts are absent and work in the state’s existing system is unknown.</p> <p>Public Consulting Group (PCG) provides health care and public health technical assistance for state health and Medicaid agencies, and fire/EMS providers. They offer work on delivery system reform and quality improvement efforts. They have demonstrated background on training development. Research has not demonstrated any connection to mental health crisis work, other than research efforts around children’s mental health and suicide prevention policies.</p> <p>In summary, many vendors could have aspects of the technical expertise to take on this work, some have experiences with the 988 Suicide & Crisis Lifeline, and some have existing relationships with 988 and 911 participants. However, none of the vendors identified in market research have every one of these qualifications in addition to the level of relevant community trust or depth of knowledge necessary to perform this work efficiently, meeting the timeline needed for this scope, and meeting the quality possible for HMA given their past work which this scope would extend. Thus, no additional vendors were contacted.</p> <p>AT LEAST ONE OF THE CONTRACTORS LISTED HAS A DES STATEWIDE CONTRACT, HOWEVER THE SOW OF THIS SOLE SOURCE CONTRACT IS NOT IN SCOPE OF ANY OF THE DES STATEWIDE CONTRACTS.</p>
<p>4. What considerations were given to providing opportunities in this contract for small business, including but not limited to unbundling the goods and/or services acquired.</p>	<p>Each task in this scope of work is connected to one another deeply. Conducting the environmental scan will naturally inform the warm transfer protocol development, which will serve as a basis for the train-the-trainer program, each activity building upon the last. To onboard multiple vendors would require work stoppages to onboard each vendor and additional time and resources to get them acquainted with the last activity resulting in a</p>

DES Sole Source Question	DOH Program Manager Response
	lack of continuity for coordination of this work that could impact deliverables.
<p>5. Provide a detailed and compelling description that includes quantification of the costs and risks mitigated by contracting with this contractor (i.e. learning curve, follow-up nature).</p>	<p>In terms of the initial learning curve and familiarity with the intricacies of 988 implementation in Washington, working with this contractor could save an estimated ~3-6 months on the front end of this work. This assumption is based on the fact that staff onboarding to 988, even with comprehensive backgrounds in mental health or in the mental health crisis care continuum in Washington take around 6 months to feel comfortable with their knowledge of this system. Vendors may have knowledge of the system as a whole, but likely are not aware of the implementation's intricacies, partner perspectives, and long-term legislated goals. Additionally, DOH would be required to provide support in this onboarding that current staffing limitations may impact. This could include, for example, around \$10,000 of staff time in additional onboarding efforts.</p> <p>Additionally, as mentioned above, many risks around partner and public trust arise for this project. Public awareness and trust in 988 remains low, nationally. Early on in its implementation, community advocates and individuals spread misinformation that 988 was a pass-through to 911 and did not provide any trained mental health crisis support. The relationship between 988 and 911 in the eyes of the public must be spoken to with clarity and transparency as any errors in this could further deteriorate trust in 988, potentially leading to lives lost to suicide, self harm, and substance use challenges that could have been navigated with proper resources. 911 telecommunicators, like the public, are also just learning about the resource. DOH has learned in the pilot MHCCDI efforts that 911 staff in the 3 engaged PSAPs are generally unaware of what 988 can offer, and many distrust the system and maintain concerns around liability for any calls they were to transfer to 988. Any damage to the relationship between 911 PSAPs and 988 Lifeline crisis centers poses risk to the evolution of the mental health crisis care continuum in Washington.</p>
<p>6. Is the agency proposing this sole source contract because of special circumstances such as confidential investigations, copyright restrictions, etc.? If so, please describe.</p>	No.
<p>7. Is the agency proposing this sole source contract because of unavoidable, critical time delays or issues that prevented the</p>	While the funder's contract period ends 8/31/2024, DOH is permitted to spend-down these funds into 2025. DOH's receivable contract with NASMHPD dictates that the

DES Sole Source Question	DOH Program Manager Response
<p>agency from completing this acquisition using a competitive process? If so, please describe. For example, if time constraints are applicable, identify when the agency was on notice of the need for the goods and/or service, the entity that imposed the constraints, explain the authority of that entity to impose them, and provide the timelines within which work must be accomplished.</p>	<p>development of warm transfer protocols (the second core deliverable in this vendors' scope of work) occurs before the end of NASMHPD's performance period. As discussed above, onboarding vendors new to the inner-workings of 988 would severely impact timeline, limiting DOH's ability to fulfil its funders requirements. This would be confounded by the need to complete a competitive process. Additionally, time delays for this work directly impact health outcomes for those in mental health crisis in Washington. It is difficult to quantify impacts including trauma exposures from interactions with 911 resources, trauma exposures for first responders, and potential loss of life in 911 responses to mental health crises.</p>
<p>8. Is the agency proposing this sole source contract because of a geographic limitation? If the proposed contractor is the only source available in the geographical area, state the basis for this conclusion and the rationale for limiting the size of the geographical area selected.</p>	<p>No.</p>
<p>9. What are the consequences of not having this sole source filing approved? Describe in detail the impact to the agency and to services it provides if this sole source filing is not approved.</p>	<p>Significant impacts of time lost, as discussed above, could drive activities outside of NASMHPD's project period, potentially threatening the source of funding and negatively impacting a relationship with a core national partner in the 988 work. Current timeline written in this scope of work also aim to align the development of warm transfer protocols with the end of the MHCCDI pilot in order to create a natural evolution for PSAP-988 crisis center relationships in the event that future pilot programs are not funded at the state level.</p> <p>As discussed above, loss of time in this work directly leads to loss of life. As long as these protocols are not in place, and implemented with 911 telecommunicators, community members will continue to receive inappropriate responses/resources in the event of mental health crises. This leads to increased trauma exposure for the individual help-seeker, first responders, and potential harm to physical safety for all involved.</p>
Sole Source Posting	
<p>10. Provide the date in which the sole source posting, the draft contract, and a copy of the Sole Source Contract Justification Template were published in WEBS.</p>	<p>Contracts Office Use Only:</p>
<p>a. If exempt from posting in WEBS, please provide which exemption.</p>	<p>Contracts Office Use Only:</p>
<p>b. If failed to post, please explain why.</p>	<p>Contracts Office Use Only:</p>

DES Sole Source Question	DOH Program Manager Response
11. Were responses received to the sole source posting in WEBS?	Contracts Office Use Only:
a. If one or more responses are received, list name of entities responding and explain how the agency concluded the contract is appropriate for sole source award.	Contracts Office Use Only:
Reasonableness of Cost	
12. Since competition was not used as the means for procurement, how did the agency conclude that the costs, fees, or rates negotiated are fair and reasonable? Please make a comparison with comparable contracts, use the results of a market survey, or employ some other appropriate means calculated to make such a determination.	<p>The scope of work carved out with NASMHPD for DOH includes each core activity within the scope provided. They have agreed to fund DOH at \$250,000 for the work that the contractor would undertake, demonstrating that a national organization and leader in this field felt that this cost would be fair and reasonable. The proposed budget included \$98,000 to develop an environmental scan. A scan of this sort would take coordination with local, regional, and statewide resources including 911 PSAPs to gather information on current practices, in addition to spending significant staff time on determining best practices that may be integral to eventual implementation. Similarly, their second deliverable of developing the warm transfer protocols requires a significant amount of staff time and materials. HMA will need to hold 2-3 in-person sessions with virtual engagement opportunities, each consisting of one workday. They are responsible for their facilitation, planning and setup, and debriefing to develop warm transfer protocols with regional partners, representatives from 911 PSAPs across the state, and 988 Lifeline center staff. Due to these initial investments of time to determine the final protocols and current resources within the system, a train the trainer program should be slightly less expensive to develop. Should each PSAP have one trainer identified, and the typical cost for to train one person according to the Association of Talent Development is ~\$1,200, the appropriate cost for this program would be \$78,000. HMA's budget is only \$56,000 for this line item, meaning their development is reasonably priced. Additionally, DOH reviewed this scope with numerous partners to determine an adequate amount of effort and specificity for the vendor, even requesting access to HMA's contract in which they fulfil their duties managing the CRIS for comparison.</p>

Note: The DOH Program's contract manager must complete the attached and include with the completed Sole Source Legal Notice as part of your CPAR package, which should be processed through your division's standard process. Contact the Contracts Group Mailbox at DOHCON.Mgmt@doh.wa.gov for assistance.

From: [DES Procedure PRO-DES-140-00A](#).