

# State of Connecticut Office of Policy and Management (OPM)

Summary of Procurement Standards-Personal Service  
Agreements and Purchase of Service Contracts authorized, In  
Part, By C.G.S. Sections [4-212 – 4-219](#)

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QUESTIONS OR FURTHER INFORMATION

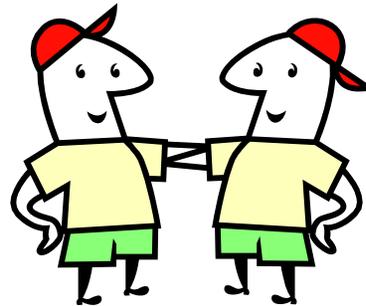
OPM, OFFICE OF FINANCE

VALERIE CLARK (860) 418-6313 [VALERIE.CLARK@CT.GOV](mailto:VALERIE.CLARK@CT.GOV)

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# PSA and POS: The same but different

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According to the Attorney General , there is no legal distinction between a Personal Service Agreement (PSA) and a Purchase of Service (POS) contract:

- Generally, a PSA involves direct services to a State agency
- Generally, a POS contract involves direct health and human service services to clients through a state contract with a private provider organization or municipality (POS contracts can not be used to contract with an individual)

While these Procurement Standards apply to both PSA and POS contracts, some provisions will only apply to POS contracts, with such provisions identified as “POS Only” in the standards

# Purpose and Authority

## Purpose

A State agency seeking to enter into a Personal Service Agreement (PSA) or Purchase of Service (POS) health and human services contract must adhere to the procurement standards set forth in the Connecticut General Statutes and the related standards established by the Secretary of the Office of Policy & Management (OPM). The purpose of this document is to summarize these OPM Procurement Standards, which can be found on [OPM's website](#).

## Authority

- C.G.S. Sections [4-212 – 4-219](#) related to PSAs
- C.G.S. Section [4-70b\(c\)](#)
- P.A. [07-195](#)
- Executive Orders 1,3 and 7C under Governor Rell

*Note: The Procurement Standards and this document are not comprehensive guides to all the State's procurement requirements, regulations, policies or procedures. Each agency must determine what other requirements might apply to their contracting processes. A partial list of these other potential requirements are included in the Procurement Standards.*

# OPM's Procurement Standards are not applicable to:

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- ⦿ Constituent Units of Higher Education
- ⦿ Contractual services by DAS as defined in C.G.S. Section [4a-50](#)
- ⦿ Certain consultants hired by Construction Services as defined in C.G.S. Section [4b-55](#)
- ⦿ Certain Consultants hired by DOT as defined in C.G.S. Section [13b-20b](#)
- ⦿ Agencies of the Federal Government, State government, or political Subdivisions of the State
- ⦿ Certain Consultants hired by BEST as defined in C.G.S. Section [4d-2\(c\)\(5\)](#)

# Agency Requirements



Each agency must:

- Establish written procedures, which must be approved by OPM, for implementing these procurement standards
- Provide training for agency staff having procurement responsibilities related to PSA's and POS contracts. It is important to keep all current staff involved in the procurement process trained and up to date, including:
  - ✓ Practices established by OPM
  - ✓ The written procedures by the Agency
  - ✓ State policies
  - ✓ Statutes and Regulations

POS Contracts only:

- Have a "[Procurement Plan](#)" reviewed and approved by OPM every 3 Years

# Methods of Contract Selection for PSA's and POS Contracts

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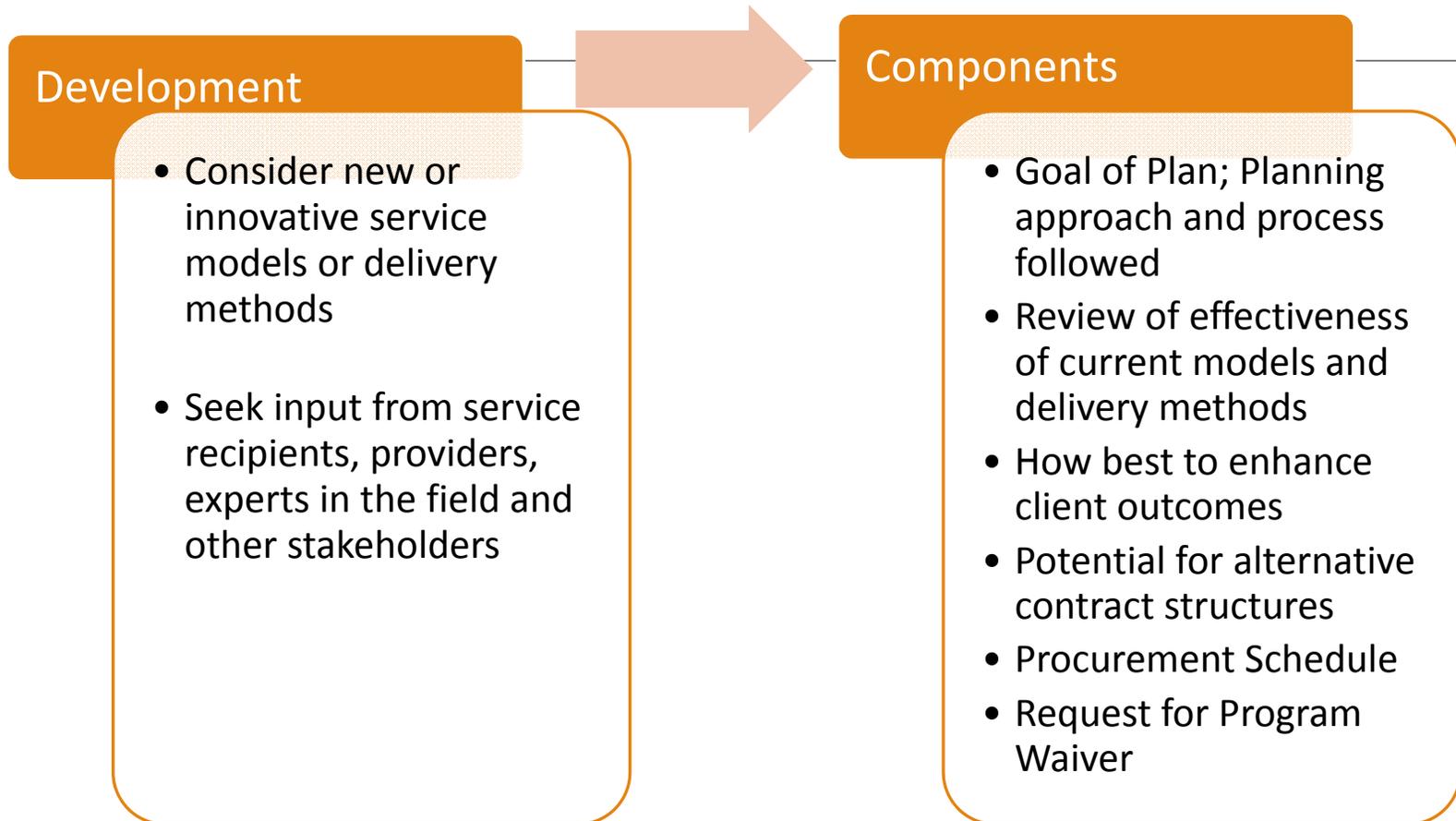
- Competitive Procurement (*also known as: Requests of Proposals, RFP, RFP Procurement, RFP Process, RFP Solicitation, competitive solicitation, competitive negotiation*)

In general terms, a “competitive procurement” is the purchase or acquisition of services by a state agency in an open and fair process where all responsible sources have an equal opportunity to pursue and, possibly, be awarded a right to negotiate a contract to provide the services to the state agency.

*OR*

- Non-Competitive Procurement: When an agency solicits and negotiates with only one potential contractor, the acquisition method is known as a “Sole Source Procurement” (*also known as: sole source selection, single source selection*)

# Procurement Plans-POS Only



# Procurement Plans-POS Only

*TO COMPETITIVELY OR NON-COMPETITIVELY PROCURE A SERVICE DEPENDS ON:*

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- Number of years since the last procurement
- Need to introduce, modify or discontinue a service type or methodology
- Risk of disrupting service delivery
- Ease or difficulty to (new) potential contractors entering market
- Need for greater efficiency (*fewer contractors providing service*)
- Level of satisfaction with providers as a group (*performance issues with an individual provider should be addressed with that provider*)

*OPM MAY CONSIDER A WAIVER TO EXEMPT A PROGRAM OR SERVICE TYPE IF:*

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- The services are for clients with chronic conditions requiring ongoing care;
- The State has invested a significant amount of bond money in real property or physical plant of program;
- The State is contracting with a municipality or other governmental agency;
- Zoning or siting issues make location or re-location of the service problematic; or
- OPM determines that an alternative procurement method would result in a better outcome in terms of service effectiveness or efficiency

# ETHICAL CONDUCT

Each agency is responsible for informing employees about the State's ethic laws and the State's expectations for high ethical conduct in performing the State's business. The State's Ethics Code of Ethics for Public Officials is set forth in C.G.S., [Chapter 10](#).

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## ○ Statement of Financial Interests

Any public official or state employee having responsibility for the review, award or monitoring of State contracts must file a *Statement of Financial Interest* form with the Office of State Ethics (OSE) (the form is on [OSE's website](#))

## ○ Ethics and Confidentiality Agreements

***Agency employees and outside individuals assigned by the agency must not participate in an RFP process if they have any interest that substantially conflicts with the proper discharge of their duties in the public interest.***

- *At the start of an agency's RFP process, all participants in the process, including any outside individuals, must sign an ethics and confidentiality agreement attesting that they will abide by standards in the State's Code of Ethics and that they do not have a conflict of interest with the proper discharge of their duties.*
- *Once the identities of the proposers are known after the submittals are opened, the ethics and confidentiality agreement must again be reviewed and endorsed by the participants*

# Requirements Prior to Soliciting, Entering or Amending a PSA or POS Contract

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Requirements include:

- Evaluating the Need
- Outlining the Work
- Projecting the Cost and Term of the Contract
- Obtaining OPM approval, as needed

# Requirements Prior to Soliciting, Entering or Amending a PSA or POS Contract

## *Evaluating the Need for A Contract*

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Factors to consider in evaluating the need for contract include:

- Are funds available for this contract?
- What are the costs and benefits of using a contract for these services\*?
- Is there a need for outside expertise or assistance?
- Is there a lack of internal resources to do this work?
- Is there a need for independent judgment?
- Are there collective bargaining issues to consider?
- Is use of the contractor required by State or Federal mandate?

\* Note: The State Contracting Standards Board's statutes include provisions requiring that a cost-benefit analysis or a cost effectiveness comparison of contracted versus in-house services be developed prior to entering into certain privatized contracts

# Requirements Prior to Soliciting, Entering or Amending a PSA or POS Contract

## *Outlining the Work*

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An agency must develop an outline of work that describes in detail what the agency wants the future contractor to do, which, at a minimum, must include:

- Purpose and goal of contract
- Scope of Work
- Activities of Contractor
- Deliverables and Outcomes
- Timeline for Work to be Done by Contractor

# Requirements Prior to Soliciting, Entering or Amending a PSA or POS Contract

## *Projecting the Cost and the Term of the Contract*

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### **Projected Cost**

An agency must develop a cost estimate for the future contract using a generally accepted methodology, but it must be expressed in a “not to exceed amount”

*Note: When an agency is competitively procuring a contract, consideration will have to be given to whether or not the anticipated cost of a future contract should be revealed in the RFP. Please see pages 17 and 18 of the Procurement Standards for a discussion in this regard.*

### **Term**

Agencies will have to consider the anticipated term (i.e. length) of the contract, which term will impact what OPM approvals are required.

# Requirements Prior to Soliciting, Entering or Amending a PSA or POS Contract

## *Contracting with Individuals*

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- A PSA with an individual shall not have a term of more than one year. Such PSA may be extended or renewed, provided the following entities are notified:
  - Appropriate collective bargaining representatives;
  - Commissioner of DAS; and
  - Joint standing committee of the General Assembly having cognizance of matters relating to labor and public employees
- Before entering a PSA, a State agency must determine that the individual will be working as an independent employee and not as an employee of the agency. (See State Comptroller's [Memo 94-9](#), *Determining a Worker's Status (April 8, 1994)*).
- Before entering any PSA with a current State employee (regardless of term or amount), approval from OPM is required. An agency must also execute a *Certification for PSA with Current State Employee* ([DAS Form CT-HR-10](#)).
- A State agency can NOT enter into an agreement with a retired State Employee (See OLR, [General Notice 2003-15](#): Re-employment of Retired Employee, April 9, 2003)

# Requirements Prior to Soliciting, Entering or Amending a PSA or POS Contract

## *When is OPM Approval Required*

- Prior to competitively procuring a contract with an anticipated cost of more than \$50,000 or a term of more than 1 year.
- At least 6 months\* prior to negotiating a sole source contract with an anticipated cost of more than \$20,000 or a term of more than one year, or when an RFP has resulted in fewer than 3 responses. OPM criteria for reviewing sole source requests include:
  - Services for which cost to the State of a competitive process outweighs benefits of process, as documented by the agency (*this reason generally limited to contracts under \$100k*)
  - Services provided by contractor having special capability or unique experience (*with this reason, a State agency is certifying that competitive procurement would likely result in less than 3 qualified proposals*)
  - Services provided by contractor have proprietary services or patent rights
  - Services provided by a contractor specified through an act of the Connecticut General Assembly
  - Emergency services, especially those involving public safety

State Agency Contact Initiates and the Authorized Agency Requestor reviews and submits the request to OPM.

*\*Requests submitted under 6 months subject to denial or approval of shorter-term contract*

# Requirements Prior to Soliciting, Entering or Amending a PSA or POS Contract

## *Obtaining OPM Approval-Contract Amendments*

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Prior OPM Approval for PSA or POS Contract Amendments are needed when:

- An original contract amount of more than \$50,000 or an original term of more than 1 year.
- A cost of 100% or more of the original contract
- The amendment brings the contract over \$50,000 or over 1 year
- This is the second or subsequent amendment

Notes:

- Contract amendments can not be made to expired contracts.
- For POS contracts only, OPM approval not needed for legislatively mandated cost of living adjustments *only*
- An amended contract exceeding \$3,000 must also be approved by AG's office

# Documentation of Procurement Process

## Project File must include:

- Outline of Work
- If required, approvals from DAS, OPM and AG's
- Original Contract
- Contract amendments, if any
- Affidavits, certifications or affirmations
- Final evaluation of the contractor

## If RFP process, Project File must also Include:

- List of all participants
- Signed ethics and confidentiality agreements
- RFP document
- Evaluation plan
- Legal notice and advertising placements
- Mailing list used
- Written questions and answers
- List of attendees at conference, audio recording, transcript, notes or minutes if conference held
- Copies of all RFP correspondence, including e-mail
- All proposals received before & after the deadline
- The committee's final rating and ranking sheets used for evaluating
- Screening Committee's recommendation to agency head
- Documentation of the Agency head's selection or rejection

In accordance with State Statutes, an agency must establish an official project file containing all essential documents. The file is also required by and must be maintained in accordance with State's records retention requirements (see your agency's "records retention schedule" and Records Management Liaison Officer in this regard). The file also assists in responding to Freedom of Information (FOI) requests.

# The RFP Process



Note: The group of individuals who work on any or all of these tasks are called the “RFP Team”. Any person, firm, corporation or private provider who assists an Agency with these tasks cannot submit a proposal in response to the RFP for that same service.

# The RFP Should Include:

## Minimum Contractor Qualifications

- *Examples: experience, education and training, skills and abilities \**

## Main Proposal

- *Format should outline a logical order for providing information and be comprehensive in regard to the work to be done*

## Cost Proposal

- *Format depends on services but should provide a uniform system of comparing costs \**

## Submission Requirements

- *Examples: submission deadline, packaging labeling, required format, information and documents (For POS RFP's, deadline for submittals must be 7 weeks from RFP issuance, unless the RFP is an emergency)*

## Evaluation Criteria and Related Weights

- *To be used in evaluating proposals*

## Affidavits & Certifications

- *Executive orders available on [OPM's Website](#)*

**\* See [Procurement Standards](#) regarding establishing “minimum” qualifications and for when costs should be reviewed separate from Main Proposal**

# The RFP Process

## *Writing the Evaluation Plan*

The written evaluation plan shall be approved by the agency head or their designee prior to RFP issuance and should address items including but not limited to:

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- ✓ Receiving proposals (to be received and opened by the Official State Contact after deadline)
- ✓ Reading proposals
- ✓ Individual Rating of proposals, including the rating sheets with criteria and related weights)
- ✓ Holding meetings with proposers (optional)
- ✓ Committee rating of proposals
- ✓ Final ranking of proposals
- ✓ Reporting top three ranking proposers to agency head
- ✓ Methodology for a screening or elimination round *If an agency expects a large number of proposals, an elimination round may be implemented in accordance with the evaluation plan. The process for eliminating proposals must be objective and relevant to the RFP.*

Typically, proposals are initially read and evaluated by individual members of the Steering Committee and then shared and discussed in a group meeting. Individual members may, but are not required to, adjust their ratings based on this discussion. Individual ratings are then combined and averaged. The average ratings are multiplied by the criteria weights and the results are added together to determine final rating and ranking

# The RFP Process

## *Advertising*

- **Website:** RFP and official communications must be posted on the agency and DAS Contracting Portal websites.
- **Legal Notice must be developed, which includes:**
  - Agency's name and address;
  - Brief description of the project;
  - Required minimum qualifications of the contractor;
  - Location, date and time of the RFP conference (if any);
  - Name/Contact Information of Official State Contact;
  - and deadline for submitting proposal
- **Broad distribution of Legal Notice:** Legal Notice may be mailed to individuals, firms, corporations, industry, trade and professional groups and other groups the agency believes may be interested in responding to RFP.
- **Direct mailing:** shall include small and minority-owned businesses certified by DAS.
- **Print Media:** For contracts anticipated to be over \$250,000, legal notice must be advertised in print media, including publications having primary circulation among minority-owned business enterprises. Consider print media for contracts \$50,000 to \$250,000.

# The RFP Process

## *Communications Process*

### Step 1

- Designate Official Agency Contact responsible for handling all communications
- Knowledgeable but “disinterested” person; Not a member of Screening Committee

### Step 2

- Instruct Agency Employees  
Notify **all** employees about the RFP and provide them the Agency Contact name and email and direct all communications to them.

### Step 3

- Advise Outside Parties  
Upon receiving a referral, the Agency Contact must advise the outside party about the rules concerning “ex parte communications”. ***Ex parte communications involve sharing of information that is :1) Not part of public record and 2) Not generally available of shared with all participants in the RFP process. Ex parte communications cannot occur between any agency employee and any outside party.***

The Freedom of Information Act (“FOIA”) provides the public with rights of access to public records and meetings of public agencies. To the extent that a State Agency receives a FOIA request for documents relating to the procurement process, whether said request is received in person, by phone, fax, e-mail, or U.S. mail, such FOIA request should be routed through that State Agency’s Freedom of Information Commission (“FOIC”) liaison.

To ensure the equitable treatment of all prospective proposers, each should receive the same, accurate and authorized information throughout the RFP process



# The RFP Process

## *Questions About the RFP*

- All questions must be sent in writing by means such as regular mail, e-mail, fax, etc. by the deadline set in the RFP and shall be directed to the Official Agency Contact. No verbal questions will be accepted.
- The Official Agency Contact shall compile and number the questions and remove the identity of the proposer submitting the question. “Like” questions may be combined.  
*Note: The deadline for questions should generally be at least 2 weeks after RFP issuance.*
- If an RFP conference is held, questions should be accepted before and after the conference
- Questions and agency represent a written amendment to the RFP, with all amendments to be posted on the DAS and agency website.
- State agency responses to the questions shall generally be no later than two weeks prior to the due date for proposals. If answering questions takes longer than expected, the State agency may post an amendment to the RFP extending the deadline for responses and/or the due date for proposals, as necessary.

# The RFP Process

## *Communications*

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RFP amendments and responses to questions should be distributed to:

- Anyone on the mailing list used to distribute the legal notice or RFP
- Whoever submitted a letter of intent\* (if required) or questions
- If there was a conference, whoever attended it
- Must be published on the DAS portal and on the Agency website
- The RFP must indicate the method of communicating with potential proposers

**NOTE:** If so stated in the RFP, agencies may publish responses to questions and amendments to the RFP on the DAS website and its own website in lieu of the aforementioned methods of distribution.

*\*Letters of Intent do not obligate the sender to submit a proposal. State agencies would need to decide if **only** those who submit a Letter of Intent can submit proposals.*

# The RFP Process

## *Evaluating Submitted Proposals Selecting Screening Committee Members*

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Three or more individuals are chosen by the Agency head or designee

- Selection criteria for members include: Expertise, Objectivity and Professional Standards; Availability; Diversity; Representation from end users or other State agencies
- Selection of Chair- Qualities to Consider: Facilitation Skills; Availability; Attention to Detail
- Technical Advisor(s)-Chair may appoint technical advisors if the RFP is highly technical or has obscure subject matter, however they MUST complete the Confidentiality Agreement and Statement of Financial Interest
- Selection Committee must be selected prior to the issuance of the RFP

# The RFP Process

## *Evaluating Submitted Proposals*

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**The Screening Committee shall evaluate proposals in accordance with the pre-established evaluation plan; Circumstances may require adjustments in plan, which must be approved by majority of Screening Committee and the agency head or designee.**

- **Opening Proposals.** Opened by the Chair with another committee member (or Official State Contact if designated by Screening Committee); Proposals reviewed for compliance with RFP requirements.

**NOTE: After the submission deadline, proposals should be reviewed to determine if they meet the minimum submission requirements. If permitted by the evaluation plan, the Chair may ask the Official State Contact to notify a proposer and allow a limited amount of time (e.g. 24 hours) to remedy the deficiency. Failure to remedy within the timeframe indicated would disqualify a proposal from further consideration. Giving a proposer the opportunity to remedy a deficiency should not result in an unfair advantage and should be allowed only for a minor deficiency. Proposals submitted after the deadline must be disqualified.**

- **References.** Chair appoints a member(s) of RFP team to check references of proposers. Standard form and uniform set of questions to be used in checking references.
- **Clarifications.** Screening Committee, through Official State Contact, may send written questions to proposers for clarification purposes only. Responses should clarify, not alter proposal.
- **Meetings with Proposers.** If allowed by RFP and evaluation Plan, Screening Committee may hold demonstrations, interviews or site visits with proposers.
- **Selecting Proposers for Meetings.** When there are a large number of responses, agencies, as their procedures allow, may meet with a select number of proposers.

# The RFP Process

## *Evaluating Submitted Proposals Contractor Selection*

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- The Screening Committee shall report the names of the top 3\* ranking proposals to the agency head. The report to the agency head should be succinct, but provide enough detail for the agency head to feel comfortable regarding the soundness of the evaluation process and rankings.
- After reading and considering the recommendations in the report, the agency head selects from among the three top rated proposals. It is advisable that the agency head put selection and rationale in writing, particularly when not selecting the highest rate proposal.
- An agency head may also reject all three of the highest rated proposals. In this case, the RFP process must be voided and no selection made.
- An agency may void an RFP process at any time based on inadequate funding or some unforeseen change in the agency's circumstances or requirements

*\*Additional names can be given to the agency head if the process will select more than 1 proposal (e.g. 4 names given if 2 contracts to be awarded)*



# Post-Award Requirements

## *After Selection: What Happens Next?*

- 
- The selected proposer is notified and given the opportunity to negotiate; such negotiations may or may not result in contract.
  - Unsuccessful proposers must be notified on the same date.
  - With an RFP, the scope and cost of the work are negotiable, but the resulting contract generally should not differ greatly from the RFP's original intent.
  - If negotiations are unsuccessful with the selected proposer, the agency head may choose to negotiate with one of the remaining two proposers.
  - The Agency must post on the State Contracting and agency portal the results of the procurement within 15 days of contract execution; Fully executed contracts to be posted on State Contracting Portal.
  - Good faith efforts shall be made to complete negotiations in 45 days and execute contract 30 days prior to the contract start date.
  - The selected contractor may not begin work until the contract is fully executed by the parties and approved by DAS, as needed, and the AG's Office.

# Post-Award Requirements

## *POS Contracts Only*

### Standard Contract

- Part 1 contains the scope of services, contract performance, budget reports and other program and agency specific provisions. Part 1 provisions shall not negate or modify Part 2 terms or conditions.
- Part 2, developed by OPM, in consultation with AG and agencies, contains the mandatory template terms and conditions applicable to all State agencies. Part 2 standard contract terms on OPM's website.

### Multi-Year Contracts

OPM encourages multi-year contracts for the following reasons:

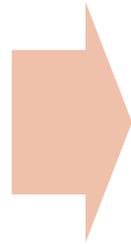
- Multi-year POS contracts have a number of benefits, including:
  - Reduces paperwork
  - Stabilizes service provision and contractor relationships
  - Establishes and manages long-term program and performance tasks
  - Staggers the re-procurement of services and contract renewals
- Exceptions may involve new services or contractor performance issues
- Factors to be considered re length of contact include maturity or predictability of service and funding issues. Multi-year contracts must include usual provisions for amendment or termination.
- No multi-year contract shall exceed 8 years in length, including options to renew.
- RFPs should address multi-year nature of potential contract

# Post-Award Requirements

## *Debriefing Process-RFP Process*

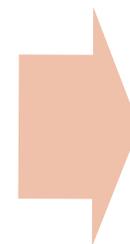
Within 10 Days of notification

- Unsuccessful proposers may contact the Official Contact and request additional information about the evaluation and selection process



Request to meet:  
Meeting to be held  
Within 15 Days of  
Request

- If unsuccessful proposer still have questions, they can request a meeting to discuss further. State agency must not change, alter or modify outcome as a result of debriefing



Within 10 days of debriefing meeting, unsuccessful proposers may appeal to the Agency Head. Agency Head must issue a written decision within 30 days.

- Unsuccessful proposers must provide written documentation that the agency's process failed to comply with State Statutes, regulations or standards.

Note: An unsuccessful proposer also has a right to appeal to the State Contracting Standards Board (See CGS [4e-35](#), [4e-36](#), [4e-37](#))



# Post-Award Requirements

## *CORE-CT Purchasing Module*

The Contract must be entered in CORE with a unique number system and then one purchase order must be created.

The screenshot displays the 'Contract Entry' interface. On the left is a 'Menu' sidebar with the following items:

- Procurement Contracts
  - Create GPO Contracts
  - Review Contract Information
  - Reports
  - Manage Master Contracts
  - Add/Update Contracts**
  - Dispatch Contracts
  - Stage Contract POs
  - Create Contract Alert Workflow
  - Contract Header Interface
- Vendor Rebates
- Purchase Orders
- Receipts
- Return To Vendor
- Procurement Cards
- Supplier Schedules
- Analyze Procurement

The main content area is titled 'Contract Entry' and contains two buttons: 'Find an Existing Value' and 'Add a New Value'. Below these are the following fields:

- SetID:** STATE
- Contract ID:** NEXT
- Contract Process Option:** A dropdown menu is open, showing the following options:
  - Purchase Order (highlighted)
  - General Contract
  - Prepaid Voucher
  - Prepaid Voucher w/ Advance PO
  - Purchase Order
  - Recurring PO Voucher
  - Recurring Voucher
  - Release to Single PO Only

An 'Add' button is located below the 'Contract Process Option' field. At the bottom of the form area, there are links for 'Find an Existing Value' and 'Add'.

# Post-Award Requirements

## *Contract Management: Monitoring Contractors*

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A State agency is responsible for: **Monitoring Contractors** during the time of service delivery; **Evaluating Contractors** after service delivery is completed; and **Measuring Client-Based Outcomes** for POS Contracts.

**Monitoring Contractors.** A State agency must assign an employee(s) to monitor each contract, which involves the following types of activities:

- Coordinating the flow of information between the agency and the contractor
- Authorizing contractor payments against the contract's budget
- Monitoring progress against work schedules or milestones; Reviewing and approving deliverables
- Taking corrective action when a contractor's performance is deficient
- Resolving disputes in a timely manner
- Maintaining appropriate records
- Engaging in collaborative discussions geared toward service delivery improvement

*Contract monitoring must be part of the agencies written contracting procedures*

# Post-Award Requirements

## *PSA Contractor Evaluation*

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Not later than 60 days after a contractor has completed work on a contract, an agency must prepare a written evaluation of the contractor's performance. An agency must use OPM's form, *Personal Service Contractor Evaluation*, for this purpose. The form is available on OPM's website at: [http://www.ct.gov/opm/fin/contractor\\_evaluation](http://www.ct.gov/opm/fin/contractor_evaluation)

# Post-Award Requirements

## *POS Client-Based Outcomes*

A common goal of POS contracts is to produce positive change on client's lives. In this regard, OPM requires, in addition to other quality measures, that POS agencies include client based outcome measures in POS contracts.

OPM does not prescribe what measurements, systems and tools are to be used by agencies. These client outcome measures should be addressed in RFPs.

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### Responsibility of the State Agency

- Develop measures related to each purchased service (e.g. % of clients discharged from a state a facility who are capable of living independently)
- Determine what data the contractor must collect related to service and format
- Monitor results of the purchased service

### Responsibility of the Provider

- Collect the data and report back to the agency in a timely manner

# Helpful Links

<a href="#"><u>Code of Ethics for Public Officials</u></a>	<a href="#"><u>Ethics Affidavits and Certifications</u></a>	<a href="#"><u>State Procurement Manual</u></a>	<a href="#"><u>Doing Business with the State of Connecticut</u></a>
<a href="#"><u>Public Act 07-01</u></a>	<a href="#"><u>Publishing RFP's and Contract Awards on the State Contracting Portal</u></a>	<a href="#"><u>Cost standards for POS</u></a>	<a href="#"><u>Contracting with retired employees (prohibited)</u></a>
<a href="#"><u>Contracting with Individuals (federal rules)</u></a>	<a href="#"><u>Contracting with individuals (requires waiver from the State's classified service)</u></a>	<a href="#"><u>Contracting with current State employees (requires waiver and DAS Form HR-10 from the State's classified service and certification form)</u></a>	<a href="#"><u>Personal Service Agreements with Individuals</u></a>
<a href="#"><u>Personal Service Agreements</u></a>	<a href="#"><u>Ethical considerations concerning bidding and state contracts</u></a>	<a href="#"><u>Set-aside programs for small-, minority-, and women-owned businesses</u></a>	<a href="#"><u>Nondiscrimination Certifications for State Contracts</u></a>
<a href="#"><u>Freedom of Information (FOI) requests during the RFP process</u></a>	<a href="#"><u>State contractor campaign contribution and solicitation ban</u></a>	<a href="#"><u>OAG's review of State contracts ("as to form")</u></a>	<a href="#"><u>Retaining and managing State records</u></a>