



**Solicitation Information**  
**May 2, 2013**

**RFP# 7464372**

**TITLE: Rhode Island Outreach and Enrollment Support Program (OESP): Network Manager RFP**

**Submission Deadline: June 4, 2013 at 11:00 AM (EST)**

Questions concerning this solicitation must be received by the Division of Purchases at [David.Francis@purchasing.ri.gov](mailto:David.Francis@purchasing.ri.gov) no later than **May 14, 2013 at 10:00 AM (EST)**. Questions should be submitted in a *Microsoft Word attachment*. Please reference the RFP# on all correspondence. Questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information.

**SURETY REQUIRED: No**

**BOND REQUIRED: No**

**David J. Francis**

Interdepartmental Project Manager

Applicants must register on-line at the State Purchasing Website at [www.purchasing.ri.gov](http://www.purchasing.ri.gov)

**Note to Applicants:**

Offers received without the entire completed four-page RIVP Generated Bidder Certification Form attached may result in disqualification.

**THIS PAGE IS NOT A BIDDER CERTIFICATION FORM**

# Disk Based Bidding Information

## File Format

All disk based bid files are ZIP files that you can open using the **WinZip 8.1** software. The ZIP file will contain one or more files based on the type of Bid/RFP.

## Downloading the Disk Based Bid

Bids that have a file for download are marked with a "D" in the Info field of the bid search results. The "D" will be an active link to the WinZip file until the bid reaches its opening date. Clicking on the active "D" link will allow you to open or save the ZIP file associated with the bid. Opening the WinZip file will download a copy to your computer's temporary directory.

## Opening the Disk Based Bid

Once downloaded, you can open the ZIP file with Winzip and view the Microsoft Office files contained within the WinZip file. Immediately save (extract) the individual files to an appropriate directory on your computer, such as "Desktop" or "My Documents".

## Completing the Disk Based Bid

Once the Microsoft Office files are properly saved, open the individual files and enter the required information in the appropriate fields. Save each file again to capture the new information you entered.

## Submitting the Disk Based Bid

Save the completed files to a CD or diskette. Label the CD or diskette with the Bid/RFP number and bidder's name (company name, not contract name). Submit as instructed in the Bid or RFP solicitation document.

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## Section I: Introduction

The Rhode Island Department of Administration/Division of Purchases, on behalf of the Division of the Rhode Island Health Benefits Exchange in the Office of the Governor Lincoln Chafee (“Exchange”) – in collaboration with the Executive Office of Health and Human Services (EOHHS) – is soliciting proposals from qualified firms to develop and manage a network of agencies that will provide community-based outreach, application and enrollment assistance to individuals and families wishing to enroll in health coverage through the Exchange in accordance with the terms of this Request for Proposals and the State’s General Conditions of Purchase, which may be obtained at the Rhode Island Division of Purchases Home Page by Internet at [www.purchasing.ri.us](http://www.purchasing.ri.us). The initial contract period will begin approximately July 15, 2013 for a term of eighteen months. Contracts may be renewed for up to three additional 12-month periods based on vendor performance and the availability of funds.

This is a Request for Proposals, not an Invitation for Bid. Responses will be evaluated on the basis of the relative merits of the proposal, in addition to price; there will be no public opening and reading of responses received by the Division of Purchase pursuant to this Request, other than to name those offerors who have submitted proposals.

### 1.1 Instructions and Notifications to Vendors:

1. Potential vendors are advised to review all sections of this RFP carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.
2. Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited. However, proposals which depart from or materially alter the terms, requirements, or scope of work defined by this RFP will be rejected as being non-responsive.
3. All costs associated with developing or submitting a proposal in response to this RFP, or to provide oral or written clarification of its content shall be borne by the vendor. The State assumes no responsibility for these costs.
4. Proposals are considered to be irrevocable for a period of not less than 120 days following the opening date, and may not be withdrawn, except with the express written permission of the State Purchasing Agent.
5. All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein.
6. Proposals misdirected to other state locations, or which are otherwise not present in the Division at the time of opening for any cause will be determined to be late and will not be considered. For the purposes of this requirement, the official time and date shall be that of the time clock in the reception area of the Division.
7. It is intended that an award pursuant to this RFP will be made to a prime vendor, or prime vendors who will assume responsibility for all aspects of the work. Joint venture and cooperative proposals will not be considered. Subcontracts are permitted, provided that their use is clearly indicated in the vendor’s proposal and the subcontractor(s) to be used is identified in the proposal. Assister entities receiving funding under this agreement do not need to be identified in this proposal.

8. All proposals should include the vendor’s FEIN or Social Security number as evidenced by a W9, downloadable from the Division’s website at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).
9. The purchase of services under an award made pursuant to this RFP will be contingent on the availability of funds.
10. Vendors are advised that all materials submitted to the State for consideration in response to this RFP will be considered to be Public Records as defined in Title 38, Chapter 2 of the General Laws of Rhode Island, without exception, and will be released for inspection immediately upon request once an award has been made.
11. Interested parties are instructed to peruse the Division of Purchases website on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP.
12. Equal Employment Opportunity (G.L. 1956 § 28-5.1-1, et seq.) – § 28-5.1-1 Declaration of policy – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified services of state employment. This policy applies to all areas where State dollars are spent, in employment, public services, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Opportunity Office at (401) 222-3090.
13. In accordance with Title 7, Chapter 1.2 of the General Laws of Rhode Island, no foreign corporation, a corporation without a Rhode Island business address, shall have the right to transact business in the State until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-3040). This is a requirement only of the successful vendor(s).
14. The vendor should be aware of the State’s minority Business Enterprise (MBE) requirements, which address the State’s goal of ten percent (10%) participation by MBE’s in all State procurements. For further information, contact the MBE Administrator at (401) 574-8253 or visit the website [www.mbe.ri.gov](http://www.mbe.ri.gov) or contact [Charles.newton@doa.ri.gov](mailto:Charles.newton@doa.ri.gov).

## 1.2 Procurement Schedule\*

Publish RFP .....	May 2, 2013
Responder Questions Due .....	May 14, 2013
Submission of RFP .....	June 4, 2013
Notification of Candidates Selected for Orals.....	Week of June 12, 2013
Oral Presentations .....	June 15-24, 2013
Notification of Successful Vendor(s).....	July 8, 2013
Contract Negotiation.....	July 9-26, 2013
Effective Date of Contract .....	July 30, 2013**

\*This is a tentative schedule subject to change at the sole discretion of the state.

\*\*OESP Network Manager contract and OESP budget will run for 18 months (July 15, 2013-January 14, 2015)

## **SECTION 2: Background and Purpose**

### **2.1 Background**

Rhode Island is implementing a health benefits exchange (Exchange) in accordance with the Patient Protection and Affordable Care Act (ACA) for the purpose of providing individuals, families and small businesses with affordable access to Qualified Health Plans (QHPs) as of January 1, 2014, with an open enrollment period commencing October 1, 2013.

Rhode Island's Exchange will not only serve as a robust marketplace for all Rhode Islanders to identify health insurance coverage options and, for those eligible, to purchase coverage, but also serve as a negotiator for high-quality, affordable insurance options on behalf of individuals and small businesses and their employees. Rhode Island received conditional approval from the Secretary of Health and Human Services on December 20, 2012, signifying the Secretary's acknowledgment of the substantial progress made and the resulting expectation that the Rhode Island Health Benefit Exchange will be ready to provide affordable, quality coverage for consumers and small businesses in 2014.

The ACA requires state-based exchanges to establish a navigator program to assist prospective enrollees with understanding the availability of coverage through the Exchange; the availability of advance premium tax credits and cost-sharing subsidies; and eligibility for such programs as Medicaid and CHIP. Rhode Island's Outreach and Enrollment Support Program (OESP) will include both navigators and in-person assisters. Throughout this request, both navigators and in-person assisters are generally referred to as "assisters". Where required, the term "navigator" is used to confer a particular meaning.

### **2.2 Purpose**

The State is seeking a Network Manager to develop, select and manage assister and assister entities that will provide outreach, education, application and enrollment assistance to individuals and families interested in applying for coverage through Rhode Island's Health Benefit Exchange. The Network Manager will be responsible for vendor selection, development, oversight, performance management, compensation and training.

## **Section 3 – Scope of Work**

The Rhode Island Health Benefit Exchange (Exchange) seeks to contract with an organization with demonstrated experience in managing community-based organizations or other similar entities to manage a network of individuals and agencies that will outreach to prospective enrollees, as well as provide one-on-one, face-to-face application and enrollment assistance to Rhode Island individuals and families. Health care coverage may be obtained through a Qualified Health Plan (QHP), Medicaid, and/or the Children's Health Insurance Program (CHIP). The assister network will also provide outreach and education services, referrals and other related services as noted in this RFP.

One (or more) vendor(s) will be selected among the bidders to select, train, coordinate, manage, and serve as a fiscal conduit for qualified individuals and entities in an integrated network that is

uniquely responsive to the particular cultural, linguistic and demographic characteristics of Rhode Island residents. **The state strongly prefers to contract with one vendor**; however, the State reserves the right to choose to contract with more than one vendor if in the best interest of the State and would best support the needs of all prospective enrollees.

The Network Manager will be responsible for day-to-day management and oversight of the Outreach and Enrollment Support Program (OESP) and will report to the Director of the Rhode Island Health Benefit Exchange or her designee. Additionally, the Network Manager will be expected to regularly meet and collaborate with a Consumer Advisory Committee appointed by the Director to ensure that the best interests of Rhode Islanders continue to be met by the Network Manager.

Any responding organization determined to meet or exceed minimum expectations for the role of Network Manager may be invited to participate in oral presentations where they can elaborate on their proposed approach to managing a community-centric navigator network. The RI HBE encourages any Rhode Island-sited organization with appropriate experience, expertise and interest to respond to this RFP. Organizations located outside of Rhode Island may respond but preference will be given to qualified in-state organizations.

Bidders should propose their approach to the overall development and administration of the Outreach and Enrollment Support Program including their specific approach to three core functions:

1. development of an Outreach and Enrollment Support Program network;
2. assister training and certification; and,
3. program administration and oversight.

### **3.1 Approach to the Overall Development and Administration of the Outreach and Enrollment Support Program**

*Vendors should describe their approach to developing, administering, and overseeing the Outreach and Enrollment Support Program.* Rhode Island's Outreach and Enrollment Support Program must include the federally defined roles of both Navigators and in-person assisters, as described below:

The ACA names five functions for navigators:

- Conduct public education activities to raise awareness of the availability of QHPs;
- Distribute fair and impartial information concerning enrollment in QHPs, and the availability of premium tax credits and cost-sharing reductions;
- Facilitate enrollment in QHPs;
- Provide referrals to any applicable office of health insurance consumer assistance or health insurance ombudsman or any other appropriate state agency or agencies, for any enrollee with a grievance, complaint, or question regarding their health plan, coverage, or determination under such plan or coverage; and
- Provide information in a manner that is culturally and linguistically appropriate to the needs of the population being served by the exchange

In addition to navigators, guidance issued in July 2012 by the Center for Consumer Information and Insurance Oversight (CCIIO), permits states to utilize in-person assistors (IPAs) to extend

the reach of the OESP, particularly in the initial 18 months of outreach and education when enrollment needs are expected to peak. The role of an in-person assistor is generally expected to mirror that of a navigator. The security standards and conflict of interest rules for both roles will be the same and training will depend on final role configuration.

**Prospective Network Manager candidates may propose a different focus for the two roles, but above requirements are required of both types of assisters.** To minimize confusion to the public, incumbents in both roles will be called assisters. The Network Manager must internally differentiate between the two positions as funding for navigators and in-person assisters must be separate and distinct.<sup>1</sup> Bidders should propose a methodology for differentiating between these two roles in their proposals<sup>2</sup>.

### *Target population*

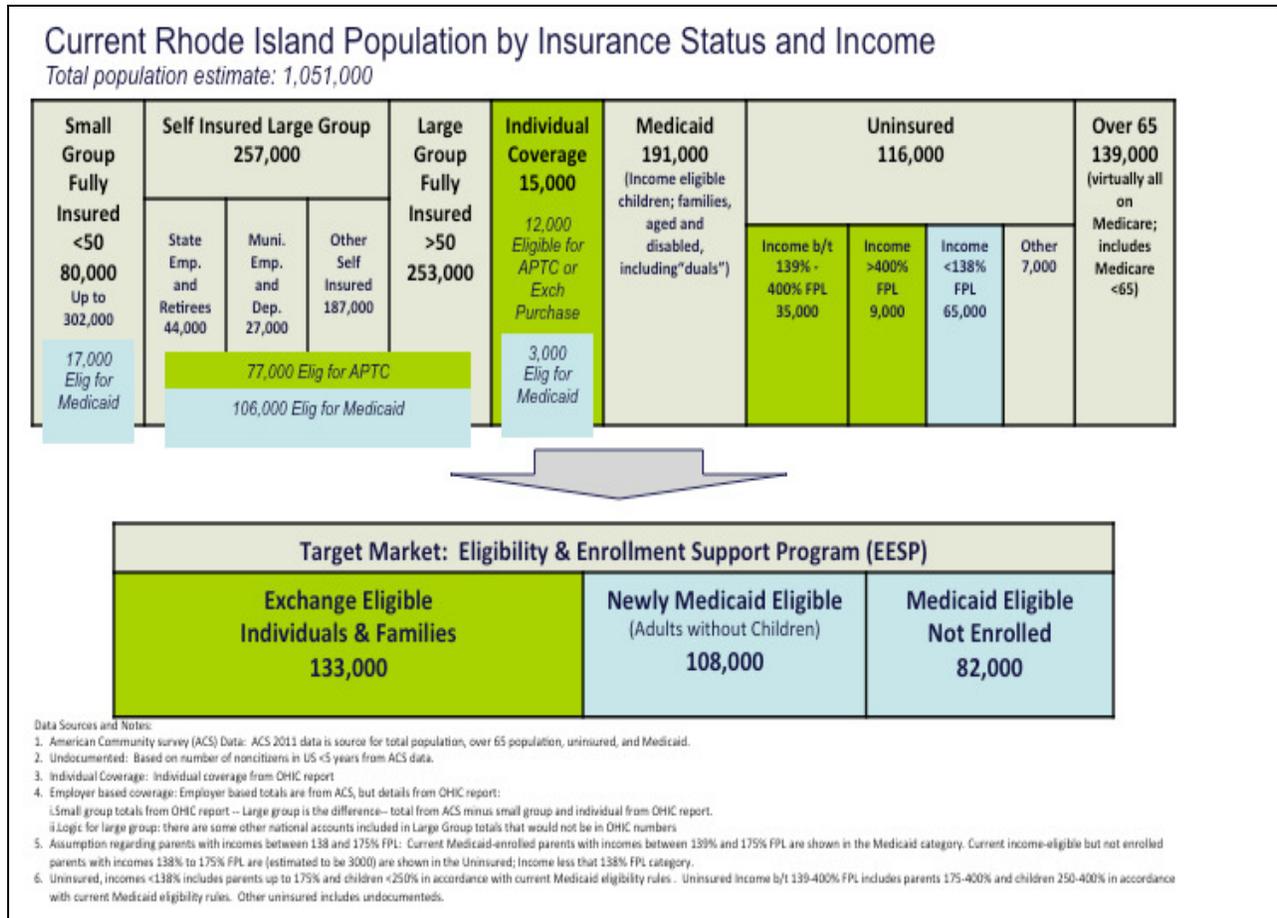
To assist bidders in understanding the potential scale and reach of Rhode Island's Outreach and Enrollment Support Program, an analysis of target populations is offered below. This analysis models the impact of the provisions of the ACA on the insurance status of Rhode Islanders based on current population characteristics. It then identifies the specific subpopulations that are likely to utilize assister services in order to enroll in coverage. The ACA requires the Exchange to provide a "no wrong door" policy for individuals and families who might instead qualify for Medicaid and CHIP. This means that assisters must be available to support the education/outreach, application and enrollment needs of individuals and families applying for any type of health coverage, regardless of the program(s) for which each individual or family member qualifies.

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<sup>1</sup> The Exchange is permitted to utilize Establishment funds for the in-person assistor role, administrative support, training and compensating the Network Manager. Establishment funds cannot be utilized for individuals internally designated as navigators. Navigators will be funded with non-federal funds.

<sup>2</sup> In January 2013, CCIIO provided additional guidance that identifies another category of consumer assistance: certified application counselors (CAC). Application counselors must meet similar training requirements, security standards and conflict of interest rules as navigators and in-person assisters but CAC positions are not paid directly by the Exchange. Further clarification on this role is expected from CCIIO. As additional guidance is provided, the State will work with the selected vendor to determine the appropriate role of the Network Manager vis-à-vis CACs. At a minimum, the State anticipates these CACs will benefit from the same training as OESPs.

**Figure 1: Target Market for Assister Services**



The model above attempts to project eligibility for insurance options beginning in 2014. Actual enrollment in each program will be impacted by the effectiveness of marketing and outreach efforts, any changes in coverage costs, employer behavior, and other variables. **This analysis should be taken as directional and is not meant to be an exact representation of the future.**

Bidders should note that assisters are only one source of help for enrollees needing help with education, applications, enrollment and referrals. One-on-one, face-to-face assister support is primarily intended for the most vulnerable and hard to reach populations, including but not limited to individuals with cultural and linguistic differences, or challenges due to disabilities. While projections vary on the share of eligible populations who will enroll in coverage, and the total number of enrollees expected to require help from an assister, respondents should assume that the majority of projected enrollees will enroll without the one-on-one support of an assister for the full application, plan selection and enrollment process (some enrollees may need only partial assistance); these applicants will enroll with assistance from the Exchange Contact Center, chat support on the web or independent of any assistance as detailed below.

### 3.2 Function 1: Assister Network Development

Prospective Network Managers should propose their approach to developing a statewide network of assister individuals and agencies that can meet the outreach and enrollment support needs for the State. Federal regulations require that the state's OESP include entities from at least two types of groups: one should be a community and consumer-focused non-profit group, with the second from any of the following other categories: trade, industry, and professional associations; commercial fishing industry organizations, ranching and farming organizations; chambers of commerce; unions; resource partners for the Small Business Administration; licensed agents and brokers<sup>3</sup>; Indian tribes, tribal organizations, urban Indian organizations, state or local human service agencies; and other public or private entities or individuals that meet the requirements of Section 1311 (i) of the ACA.

The size and scope of the assister network will be proposed by the Network Manager based on information provided in this RFP (and any subsequent meetings with representatives of the Exchange) as well as the Network Manager's expertise in managing this type of network. As part of their response, candidates for the Network Manager contract must submit their recommended selection criteria for assister entities. The Exchange retains final approval authority on participating entities and offers the following additional guidance to Network Managers in selecting OESPs:

- *Leverage existing community-based entities*  
Consider the capacity of community-based entities which are already working with needy populations to access coverage or obtain free care. Supplementing existing capacity at community-based entities should require less incremental funding, and should help coordinate access to multiple coverage programs in Rhode Island. If the Exchange offers "no wrong door" access to coverage, then assisters should provide "no wrong doorman" assistance to applicants.
- *Focus on Outreach*  
OESP vendors should be experienced and appropriately staffed for community based support, not just providing a place for individuals to "walk in," but rather actively reaching out into the community, attending/participating in key community events, seeking eligible Rhode Islanders, and assisting them with coverage options.
- *Entities vs. Individuals*  
While individuals are eligible to be OESP vendors, the Exchange strongly prefers to consider individuals only when entities cannot provide the required support.
- *Network Manager as Direct OESPs*  
The Network Manager may provide direct services but must clearly identify the services as being their own. Such services cannot exceed 20% of the expected network strength.
- *Meeting Diverse, Representative Community Needs*  
We encourages prospective Network Managers to consider creative ways to make the

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<sup>3</sup> Agents and brokers (also called producers) may be assisters provided each elects to no longer receive any type of compensation from any insurer or health care carrier. Brokers will be eligible to support the needs of small businesses enrolling in the SHOP exchange and compensation will be based on the carrier's commission schedule (i.e., commissions will be the same for small business enrollments inside and outside of the Exchange).

Exchange an inviting destination for residents of **all** financial means and cultural backgrounds. Coverage through the Exchange is available to all Rhode Islanders, regardless of income, and financial assistance is available to those with incomes up to 400% of the federal poverty level.

- *Statewide coverage*  
OESP vendors must, as a whole, support all Rhode Islanders – demographically and geographically.
- *Balancing Program Size and Quality*  
Program must be statewide, with concentration in areas with greatest needs for in-person support. The size of the assister network should be carefully balanced with the quality. If the network becomes too large, the State risks lower quality and less impact on enrollment and support.
- *Providers as OESPs:*  
A subset of OESP vendors should be located in hospitals & health centers, especially safety net providers.
- *Coordination with Other Exchange Marketing and Outreach Efforts (outside this agreement)*  
Additional marketing and outreach support will be provided both through Exchange outreach staff and marketing relationships with other vendors. These efforts will generate enrollment “leads” – to be transferred to appropriate assister entities that will assist with the application and enrollment process. Assister entities must be prepared to coordinate with these additional efforts.
- *No Wrong Door*  
Assisters must be able to support the education/outreach, application and enrollment needs of families applying for any type of health coverage, regardless of the program(s) for which each individual or family qualifies.

The Network Manager will be expected to manage the assister selection process and to make recommendations to the Director and the Consumer Advisory Board on the composition of the assister network, including the specific entities to be selected and the geographical coverage of each.

Vendors should outline a fair and competitive **selection process** that demonstrates your organization’s abilities to identify the entities best suited to providing navigator services in Rhode Island. Important: the selection process must address the ACA requirement that each assister entity (1) has demonstrated existing relationships, or the ability to establish relationships, with potential users of the Exchange and (2) does not pose any conflict of interest. Federal guidance on conflict of interest guidelines has recently been proposed, and Vendor’s recommended selection process should minimally assess whether any entity might present a conflict of interest (financial or otherwise) due to its relationship with a health care carrier/insurer and/or any providers of care.

### **3.3 Function 2: Assister Training and Certification**

While the Exchange will develop most of the core curriculum for assister training, the Network Manager will be expected to develop the remainder of the curriculum, which will focus on assister duties and responsibilities, outreach techniques, understanding and appreciating cultural and linguistic differences, customer service/soft skills training and reporting and other

administrative requirements. The Network Manager should anticipate that these training topics will need to be developed in writing and submitted to the Exchange for approval and then delivered to all assisters in a face-to-face, classroom style training forum. A “Train the Trainer” approach will be used on that portion of the curriculum developed by the Exchange and the Network Manager will be expected to participate with sufficient staff to subsequently train all assisters.

The Network Manager will be responsible for administering a pass/fail written exam following training. An assister must pass the exam in order to achieve certification. Certification requirements include submission of an application, conflict of interest restrictions and security standards. Training and certification records will be maintained and updated as needed by the Network Manager. The Exchange expects that continuing education requirements will be imposed and the Network Manager will work with the Exchange to develop and deliver any required continuing education. The Network manager will be responsible for delivering any necessary ad hoc training.

### **3.4 Function 3: Program Administration and Oversight**

The Network Manager will be responsible for operating the OESP program. Elements of administration and oversight bidders should describe in their proposal include, but are not limited to, the following:

#### ***Fiscal Agent***

The Network Manager will serve as the fiscal conduit to the network of assisters. As such, the Manager must have the expertise and capacity to receive grant funds from the State and distribute such funds to assisters and assister agencies. The Manager must have appropriate fiscal controls in place, and be prepared to ensure compliance with grant and contract terms and conditions. Prospective Network Managers should highlight any experience or capacity managing similar grants.

Bidders should also propose their approach to distributing funds to participating entities. The Exchange will provide an incentive pool for both the Network Manager and OESP participants to encourage performance-based results. The Network Manager is asked to recommend metrics for both incentive pools for assister entities for the Network Manager. To guide incentive proposals, the Exchange encourages submitters to develop metrics and a compensation program that reward the assister entities for successful enrollment of certain demographic groups such as: the uninsured, long term uninsured (uninsured for three or more years); quality of customer service; and others that the Vendor wants to recommend. Incentive pools for the Network Manager should encourage a diverse network, consistent training, meeting enrollment targets, and/or any other metrics the Vendor recommends. Additional metrics are encouraged and welcome for both incentive pools. Rhode Island encourages an incentive arrangement that pays recipients on a quarterly basis or when metrics are met, whichever comes first.

As stated early, the Network Manager must internally structure the program to differentiate between assisters, as Establishment funds cannot be used for the navigator role. It is expected that the Exchange web portal for assisters will differentiate between individuals internally certified in both roles. It is also expected that federal funding for

the Assister program will likely decrease substantially after the first year, with no commitment beyond year 1, which will change program size and scope in year 2 and beyond. Vendors should take that into account in their proposals.

### *Quality Assurance*

The Network Administrator will be responsible for ensuring the quality of advice and education provided by network assisters. Prospective Network Managers should propose a quality assurance plan. This plan may include, among other things, regular continuing education, review of a sample of work performed by each assister, site visits, and/or one-on-one supervision.

### *Customer Service*

The Network Manager will be responsible for working with assister agencies to provide superior customer service to all those served by the OESP. Rhode Island has developed key expectations of the quality of customer service for all Rhode Islanders who interact with the Exchange. Assisters and agencies representing the Exchange should be trained in and responsible for superior customer service, including:

- Maintaining a skilled and well trained workforce with members who are proactive, excel at problem solving and treat customers with dignity and respect
- A management team that actively works with the team of assisters to assess and continuously improve the customer experience
- Allowing customers tiers of support and multiple channels that match each customer's needs, including web, phone, in person, fax, mail, live chat, email and text.
- "No Wrong Door" service – customers can enter through any program and find the coverage that best meets their needs, in a manner that instills confidence in consumers that the State understands the long-term view of their interactions with the State for health coverage
- Integrated customer experience across all channels and service staff, to all individuals, families, small businesses and their employees.
- Providing additional support for customers who are deaf or hearing impaired, have a physical or learning disability, low literacy level, speak a different language, or varying cultural backgrounds
- Providing unbiased support, guiding and directing customers without recommending specific plans or providers
- One stop shopping, minimal transfers, and easy transition across channels and agencies

### *Conflict of Interest, Privacy and Security Requirements*

All assisters and sponsoring assister entities must be free of any conflicts of interest with health care carriers/insurers and/or health care providers that could directly or indirectly influence the health plan selection process of an enrollee. Additionally, program participants must be able to meet privacy and security standards established by the Exchange to protect enrollees (and prospective enrollees). All conflict of interest and security requirements also apply to the Network Manager. The Network Manager will be responsible for monitoring assisters for compliance with these policies and requirements.

### *Confidentiality and Protection of Public Health Information (PHI) and Related Data*

If Protected Health Information or other confidential data must be shared with the successful Network Manager (or any of its subcontracted individuals or entities) by Medicaid or the Exchange, the Network Manager will be required to execute a Business Associate Agreement Data Use Agreement. Among other requirements, such agreement shall require the Network Manager to comply with 45 C.F.R 164.502(e), 164.504(e), 164.410, governing Protected Health Information (“PHI”) and Business Associates under the Health Insurance Portability and Accountability Act of 1996 (P.L. 104-191), 42 U.S.C. Section 1320d, et seq., and regulations promulgated there under, and as amended from time to time, the Health Information Technology for Economic and Clinical Health Act (HITECH) and its implementing regulations, and regulations promulgated thereunder, and as amended from time to time, 45 C.F.R. 155.260 as it may be amended from time to time, and the Rhode Island Confidentiality of Health Care Information Act, R.I. General Laws, Section 5-37.3 et seq. The Network Manager will be required to ensure, in writing, that any agent, including a subcontractor to whom it provides Protected Health Information received from or created or received by and/or through this contract, agrees to the same restrictions and conditions that apply through the above-described Agreements with respect to such information. Any information provided by the Exchange, OHIC, Medicaid or EOHHS to the Network Manager may not be sold, given or otherwise shared with outside parties.

The Vendor shall comply with all relevant Federal and State laws, regulations, and policies and comply with best practices surrounding information transfer and patient confidentiality.

### *IRS Publication 1075*

The successful Network Manager(s) must comply with: Tax Information and Security Guidelines for Federal, State and local agencies and entities OMB No. 1545-0962

The Internal Revenue Service (IRS) asks for the information in the Safeguard Procedures Report and the Safeguard Activity Report to carry out the requirements of the Internal Revenue Code (IRC) Section 6103(p).

The information is used by the IRS to ensure that agencies, bodies, and commissions are maintaining appropriate safeguards to protect the confidentiality of Federal Tax Information (FTI). Those agencies or agents that receive FTI directly from either the IRS or from secondary sources (e.g., Health and Human Services, Federal entitlement and lending agencies) must have adequate programs in place to protect the data received. Furthermore, as agencies look more to “contracting out” certain services, it becomes equally important that those with whom contracts exist protect that information from unauthorized use, access, and disclosure. IRS Publication 1075 provides guidance, controls, and safeguards employed by recipient agencies or agents and contractors adequately protect the confidentiality of the information they receive from the IRS.

### **3.5 Assumptions for OESP Scope of Work**

Prospective Network Managers should consider all of the following assumptions when developing a response to this RFP:

- Assister entities will be expected to provide extensive grassroots outreach and education at the community level across Rhode Island. The Network Manager must ensure that assister entities educate Rhode Islanders on the Exchange and its value proposition as an easily accessible marketplace for affordable, quality health insurance.
- Assisters will have access to an online assister portal to facilitate the application and enrollment of enrollees. The Network Manager, sponsoring assister entities and all assisters must be computer literate and comfortable using Exchange technologies. The assister portal will also be used to track and report performance metrics to the Exchange.
- Assisters will be expected to be equipped with a laptop computer, internet access and a mobile phone. Assisters must have reasonable access to printing and scanning capabilities (in order to scan identification and validation documentation as well as print completed applications and proof of enrollment). If the Exchange is expected to provide any technological equipment, such needs must be clearly identified in the Vendor response to the RFP.
- Under the OESP, Rhode Island seeks to establish a collaborative relationship between assisters and the State agencies responsible for Medicaid eligibility determinations. Assisters *will not* make Medicaid/CHIP eligibility determinations, nor will assisters be responsible for the enrollment of Medicaid beneficiaries in health plans – assisters *will be* responsible for assisting any individual and family through completing the coverage application using the web. Communication to State agency personnel regarding or on behalf of individuals and families who apply for insurance affordability program is required. The mode and nature of communication will be determined by the State in communication with the winning bidder.
- To complement the OESP efforts, Rhode Island will provide broad outreach and education messaging, Contact Center support and a web portal to encourage enrollees to utilize the Exchange independently or with minimal assistance.
  - The Rhode Island web portal is expected to provide visitors with a streamlined, consumer oriented online experience. The ACA envisions a simplified online marketplace for buying health insurance and the Exchange is working diligently to provide an engaging, informative and simplified buying experience for those visitors relatively adept at using a computer and accessing the internet. Customer service staff will man a Contact Center and this staff will receive substantively the same type of robust training that assisters will be expected to complete. It is expected that many prospective enrollees will want to utilize Contact Center staff while they are online at home or work for support. Co-browsing allows both the prospective enrollee and the Contact Center assistor to “see” the same information online at the same time, and the Exchange expects to provide this type of support to prospective enrollees. Additionally, website visitors are likely to be able to “chat” online with support staff during business hours. (Note: the effective date of co-browsing and chat features will be confirmed shortly.)
  - Rhode Island plans to conduct a broad marketing, education and outreach campaign to inform Rhode Islanders about the Exchange and how it can help them access affordable health care options. While this broad campaign will not replace the need for “on the street” education and outreach by assisters, it will set the stage for communicating key messages about the Exchange in early 2013 and thereafter.

- The needs of small business employers and employees will be addressed by licensed brokers certified by the Exchange. Assister training must include some information on how the Exchange serves small businesses, but should focus primarily on the unique needs of the individual/household community and assisters will primarily support this market segment.
- The Network Manager will be expected to work with the State to develop acceptable reporting requirements. The assister portal is expected to capture most reporting needs to minimize any manual data collection requirements. Examples of likely reporting elements might include: number of successful, pending and incomplete applications by QHP by assister and sponsoring assister entity; demographic data of applicants; number, type, date, location and attendance at outreach and educational activities; timeframes to complete application and enrollment processes; issues identified in the field; and complaints. The Network Manager will be expected to work with its network of assisters to produce a quarterly written report for the State identifying strengths and weaknesses of the Exchange as perceived by the communities served by assisters.
- The Network Manager will be expected to work closely with Rhode Island to develop written hand-off protocols between assisters and: Contact Center staff; other Exchange departments; brokers; issuers; state agencies (such as Medicaid, Department of Business Regulations, Department of Human Services, Office of Health Insurance Commissioner) and other parties expected to interact with assisters (i.e. RI Parent Information Network).
- The Network Manager is expected to secure appropriate liability insurance for any assister or assister entity that does not carry adequate protection for the accidental or intentional acts of employees that cause or could potentially harm to enrollees or prospective enrollees. To be considered for an award, prospective Network Managers, in addition to all other requirements specified herein, must have knowledge of health care reform nationally (including but not limited to the Affordable Care Act) and in Rhode Island.

## **SECTION 4: Technical Proposal**

The sum total of pages in the Technical Proposal should not exceed 35 pages, with the exception of resumes, project plans, and attachments. The technical proposal submission should contain the following sections below clearly delineated and labeled by section (i.e. “Executive Summary”) in a 3 ring binder or similar bound document. Submissions not following this format may be excluded from evaluation. The Technical Proposal must contain the following sections:

### **A) Executive Summary**

The Executive Summary is intended to highlight the contents of the Technical Proposal and to provide the State evaluators with a broad understanding of the vendor’s approach and ability. The executive summary should include the following summaries from the vendor:

- Commitment to serving the interests of the Rhode Island Health Benefits Exchange
- Clear understanding of the project and the State’s needs
- Proposed approach
- Experience, ability and value added capabilities they can bring to the work
- General description of the capabilities and role of any subcontractors.

## B) Relevant Experience and Expertise

Utilizing the questions in the table below, describe why the organization is well-suited for developing and managing the Rhode Island Health Benefit Exchange OESP Network. Rationale should include relevant expertise and experience in the three core functional areas, current working relationships with prospective assister entities, understanding of the needs of those individuals most likely requiring assistance, and any other expertise that helps establish the organization’s credentials for development and management of the statewide network.

a. Name of Respondent/Network Manager:	
b. Provide overview of organization:	
c. Describe organizational mission:	
d. Describe how managing a health care assister network aligns with current organizational scope and mission:	
e. Describe relevant experience in managing navigator-like health care organizations today:	
f. Describe current relationship(s) with community-based organizations in Rhode Island that perform assister-like activities today:	
g. Describe current resources (i.e., staffing, experience, resources, technologies) for providing leadership and technical assistance to sponsoring assister entities:	
h. Describe current resources (i.e., staffing, experience, resources, technologies) for developing curriculum and delivering training to sponsoring assister entities:	
i. Describe organization’s resources to assist sponsoring assister entities, as needed, to deliver services that meet the cultural and/or language needs of consumers, ensure access for people with disabilities, and reach underserved/vulnerable populations:	
j. Describe current communication approach with community-based partners for announcing information or changes that impact community members:	
k. Provide a descriptive snapshot of the RI customers you would focus most of your outreach/education on:	
l. Describe any experience working with state or governmental agencies (e.g., Medicaid, DBR, OHIC, etc.):	
m. Provide description of how outreach and educational services will be delivered at the community level:	
n. Provide description of how Exchange will be promoted to all Rhode Islanders, regardless of financial means or any cultural considerations:	
o. Describe organization’s liability insurance for accidental or wrongful acts:	
p. Describe organization’s experience in and capacity to act as a fiscal agent.	
q. Describe organization’s experience implementing and overseeing privacy and security protocols.	

- Vendor references: The State expects that a key differentiator among vendor proposals will be the service levels, references, and quality of comparable services provided to other clients. Vendors must provide contact information for a minimum of three (3) client references that the State can contact. These references should be drawn from the projects summarized above and/or from other engagements. Vendors will also ensure that the State is able to have appropriate access to the reference contacts listed, and should expect that such reference contacts will be contacted by the State. The three (3) references should be documented using the structure below:
- The vendor’s status as a Minority Business Enterprise (MBE) certified by the Rhode Island Department of Economic Development, and or a subcontracting plan which addresses the State’s goal of ten percent participation by MBE’s in all State procurements. Further questions may be directed to the State’s MBE officer at (401) 574-8253 or <http://www.mbe.ri.gov>.

### **C) Approach to the Scope of Work**

This section shall describe the vendor's understanding of the State's requirements described in this RFP, including the result(s) intended and desired, the approach and/or methodology to be employed within the scope of work. Vendors should respond to each section of the Scope of Work in their technical proposal response, and provide examples of prior work as applicable:

- Approach to the overall development and administration of the Outreach and Enrollment Support Program including,
- Specific approach to the development of an Outreach and Enrollment Support Program network;
- Assister training and certification; and
- Program administration

Respondents should include specific proposals for incentivizing both the Network Manager and assister entities in accordance with description in Section 3.4 (Fiscal Agent) and the budget in Section 5:

- Include a proposal for incentive pool metrics and approach to receipt of incentive funds for the Network Manager
- Include a proposal for incentive pool metrics and approach to distribution of incentive funds for assister entities

Respondents should also be sure to address the following:

- Describe **how** Network Manager proposes to oversee and manage sponsoring assister entities. Key elements should include: mentoring assister, routine oversight of assister; means of measuring assister activities; routine reporting to Exchange management; and providing feedback to assisters and assister entities.
- Describe Network Manager's current technological capabilities that will support the management of the navigator network.
- If applicable, Network Manager should clearly outline here any required or desirable technological support from the Exchange.
- Describe how you would resolve a situation where a conflict of interest arose within a sponsoring assister entity or by an individual assister.

### **D) Organizational Structure and Capacity to Accomplish Scope of Work**

This section shall include the following information:

1. Provide legal name of entity, any DBAs, and full address of primary office and any satellite locations, and include the current number of employees housed in each location.
2. Describe how entity is organized (non-profit; corporation; subsidiary).
3. Provide name and title of all officers and top level managers. If any officer or top level manager is employed by a health care entity, serves on its board of directors, has an immediate relative employed by such an entity, or otherwise volunteers his/her time to such an entity, provide name and title of individual, name of organization and

- a brief description of the relationship to the health care entity (health care entities include any insurers, provider organizations, social service agencies, and any other organization that is in any way related to health care).
4. Provide 2012 operating budget for entity (provide at line item level).
  5. Does entity have audited financials? If yes, provide copy of most recent audited financials as an attachment to the proposal.
  6. Provide the number of full time, part time and contract employees by job title (if job title is not descriptive, please provide short description).
  7. Provide an organization chart showing reporting relationships and span of control (number of direct reports for supervisors and above).
  8. Does organization intend to manage the OESP Network only or will organization also provide assister services to enrollees? If organization intends to provide assister services, describe scope of such services and available resources to provide same. Provide current data demonstrating in person assistance provided by your entity, including volumes and time spent with customers. Please also describe what percentage of the overall assister network the organization intends its assister services to comprise.
  9. Provide a work plan for accomplishing the scope of work.
  10. Clearly identify who from your organization will be responsible for this project, and how their level of effort and focus will relate to their existing workload. Clearly describe how this engagement will fit into the overall organizational structure and capacity of your organization. Include a list of all key staff participating in this project and their percent time dedicated to it.

## Section 5 Cost Proposal

The budget for the OESP, including compensation for the Network Manager, is expected not to exceed \$1,960,000 for the 18-month period of 7/15/13-1/14/15<sup>4</sup>. The components of this budget are shown below and include base grants and a 25% incentive target for assister services, and a budget cap for the Network Manager.

July 15, 2013-January 14, 2015			
Component	Base	Incentive Pool	Total
Assisters Supported by Navigators funding	\$75,000	\$25,000	\$100,000
Assisters Supported by In-Person Assisters Funding	75%	25%	A minimum of \$1,285,000
<b>Assister Services: Sub-Total</b>			<b>A minimum of \$1,385,000</b>
<b>Network Manager Budget</b>	<b>75%</b>	<b>25%</b>	<b>Not to exceed \$375,000</b>
<b>Reserve</b> (reserved for distribution at the sole discretion of the State – this amount should <i>not</i> be included as part of the vendor’s budget)			<b>\$200,000</b>

<sup>4</sup> The Network Manager contract and program budget will run for the 18 month period of July 15, 2013-January 14, 2015.

The Network Manager is encouraged to submit a line-itemed budget that should not exceed \$375,000 utilizing **Appendix B** in an excel format. Respondents will be evaluated based on the relative competitiveness of their submitted Network Manager budget in order to achieve the best possible value for the State. Respondents should submit their monthly proposed costs for serving as the Network Manager for the 18 month period of 7/15/13-1/14/15. This budget **excludes all** grants to be paid to sponsoring assister entities. The delta between \$375,000 and the Network Manager’s proposed budget will be applied to the “assisters supported by in-person assisters funding” budget.

## Section 6: Evaluation and Selection

The State will commission a review team to evaluate and score all proposals that are complete and minimally responsive using the criteria described below. The evaluation of any item may incorporate input from sources other than the vendor’s response and supplementary materials submitted by the vendor. Those other sources could include assessments made by evaluators based on findings recorded from reference checks (including but not limited to those supplied by the vendor), prior experience with or knowledge of vendor’s work, responses to follow-up questions posed by the State and/or oral presentations by the vendors if requested by the state. The State may elect to use any or all of these evaluation tools.

Proposals will be reviewed by a Technical Review Committee comprised of staff from state agencies. To advance to the Cost Evaluation phase, the Technical Proposal must receive a minimum of 60 (85.7%) out of a maximum of 70 technical points. Any technical proposals scoring less than 60 points will not have the cost component opened and evaluated. The proposal will be dropped from further consideration.

Proposals scoring 60 technical points or higher will be evaluated for cost and assigned up to a maximum of 30 points in cost category, bringing the potential maximum score to 100 points.

The Exchange reserves the exclusive right to select the individual(s) or firm (vendor) that it deems to be in its best interest to accomplish the project as specified herein; and conversely, reserves the right not to fund any proposal(s).

Proposals will be reviewed and scored based upon the following criteria:

Relevant Experience and Expertise	20 points
Approach to the Scope of Work	30 points
Organizational Structure and Capacity to Accomplish Scope of Work	20 points
<b>Total Possible Technical Points</b>	<b>70 points</b>
Budget proposal for Network Manager	30 points
<b>Total Possible Points</b>	<b>100 points</b>

\*The Low bidder for the Network Manager budget line only (\$325,000 - \$375,000) will receive one hundred percent (100%) of the available points for cost. All other bidders will be awarded cost points based upon the following formula:

$$(\text{low bid} / \text{vendors bid}) * \text{available points}$$

For illustrative purposes only: If the lowest bidder (Vendor A) bids \$325,000 and Vendor B bids \$350,000 for the Network Manager administration, vendor B's cost points are calculated as follows:

$$\$325,000 / \$350,000 * 30 = 27.9$$

Points will be assigned based on the bidder's clear demonstration of his/her abilities to complete the work, apply appropriate methods to complete the work, create innovative solutions and quality of past performance in similar projects.

Applicants may be required to submit additional written information or be asked to make an oral presentation before the technical review committee to clarify statements made in their proposal. Applicants may be required to submit additional written information or be asked to make an oral presentation before the Technical Review Committee to clarify statements made in their proposal.

### 6.1 Award

- The review team will present written findings, including the results of all evaluations, to the State Purchasing Agent or designee, who will make the final selection for this solicitation. When a final decision has been made, a notice will be posted on the Rhode Island Division of Purchases web site.
- Because the evaluation takes into consideration both the technical and cost components in a value based approach, the lowest cost vendor may not necessarily be awarded the contract.
- Notwithstanding anything above, the State, and its agents reserve the right to either accept or reject any, or all, bids, proposals, award on cost alone, cancel the solicitation and to waive any technicality in order to act in the best interests of the State and to conduct additional negotiations as necessary.
- Proposals found to be technically or substantially non-responsive, at any point in the evaluation process, will be rejected and not considered further. The State, at its sole option, may elect to require presentation(s) by vendors in consideration for the award. An award will not be made to a Bidder who is neither qualified nor equipped to undertake and complete required work within a specified time.

### 6.2 Federal and State Approvals

Final contract approval is contingent upon Federal and State approvals. Every effort will be made by the State to facilitate rapid approval upon award.

## SECTION 7: PROPOSAL SUBMISSION

Questions concerning this solicitation may be e-mailed to the Division of Purchases at [David.Francis@purchasing.ri.gov](mailto:David.Francis@purchasing.ri.gov) no later than the date and time indicated on page one (1) of this solicitation. Please reference **RFP #7464372** on all correspondence. Questions should be

submitted in a Microsoft Word attachment. Answers to questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information. If technical assistance is required to download, call the Help Desk at (401) 574-9709.

Offerors are encouraged to submit written questions to the Division of Purchases. **No other contact with State parties will be permitted.** Interested offerors may submit proposals to provide the services covered by this Request on or before the date and time listed on the cover page of this solicitation. Responses received after this date and time, as registered by the official time clock in the reception area of the Division of Purchases will not be considered.

Responses (**an original plus six (6) copies**) should be mailed or hand-delivered in a sealed envelope marked “**RFP# 7464372 Rhode Island Outreach and Enrollment Support Program (OESP): Network Manager RFP**” to:

RI Dept. of Administration  
Division of Purchases, 2nd floor  
One Capitol Hill  
Providence, RI 02908-5855

NOTE: Proposals received after the above-referenced due date and time will not be considered. Proposals misdirected to other State locations or those not presented to the Division of Purchases by the scheduled due date and time will be determined to be late and will not be considered. Proposals faxed, or emailed, to the Division of Purchases will not be considered. The official time clock is in the reception area of the Division of Purchases.

## **7.1 RESPONSE CONTENTS**

Responses shall include the following:

1. A **completed and signed four-page R.I.V.I.P generated bidder certification cover sheet** downloaded from the RI Division of Purchases Internet home page at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).
2. A **completed and signed W-9** downloaded from the RI Division of Purchases Internet home page at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).
3. A **Technical Proposal** describing the qualifications and background of the applicant and experience with and for similar projects, and all information described earlier in this solicitation. The sum total of pages in the Technical Proposal should not exceed 35 pages, with the exception of resumes, project plans, and attachments. As appropriate, provide resumes of key staff that will provide services covered by this request. Please submit all proposals in size 12 Times New Roman font. Hard copy materials should be double-sided.
4. A **separately sealed Cost Proposal** reflecting the fee structure proposed to complete all of the requirements of this project. Cost Proposal submission should include Appendix B: Proposed Network Manager Budget.
5. The Technical Proposal and Cost Proposal shall be separately sealed and clearly marked,

but may be shipped in the same container. There shall be no reference to price(s) in the Technical Proposal

6. In addition to the multiple hard copies of proposals required, Respondents are requested to provide their proposal in **electronic format (CD or flash drive)**. Microsoft Word / Excel OR PDF format is preferable. Bidders should provide two electronic copies placed in the proposal marked "original". Electronic copies should be separately included with the technical proposal and the cost proposal (do not put both technical and cost on the same CD or flash drive).

## 7.2 CONCLUDING STATEMENTS

Notwithstanding the above, the State reserves the right not to award this contract or to award on the basis of cost alone, to accept or reject any or all proposals, and to award in its best interest.

Proposals found to be technically or substantially non-responsive at any point in the evaluation process will be rejected and not considered further.

The State may, at its sole option, elect to require presentation(s) by offerors clearly in consideration for award.

The State's General Conditions of Purchase contain the specific contract terms, stipulations and affirmations to be utilized for the contract awarded to the RFP. The State's General Conditions of Purchases/General Terms and Conditions can be found at the following URL: <https://www.purchasing.ri.gov/RIVIP/publicdocuments/ATTA.pdf>

## Appendix A: Procurement Library

- Project Narrative for RI's Exchange Planning Grant:  
[http://www.ohic.ri.gov/documents/Health%20Reform%20Exchanges%20/2\\_RI%20Health%20Insurance%20Exchange%20Project%20Narrative.pdf](http://www.ohic.ri.gov/documents/Health%20Reform%20Exchanges%20/2_RI%20Health%20Insurance%20Exchange%20Project%20Narrative.pdf)
- Project Narrative for RI's Exchange Establishment One Application:  
[http://www.ohic.ri.gov/documents/Grants/3\\_Rhode%20Island%20Exchange%20Establishment%20One%20Project%20Narrative.pdf](http://www.ohic.ri.gov/documents/Grants/3_Rhode%20Island%20Exchange%20Establishment%20One%20Project%20Narrative.pdf)
- Project Narrative for RI's Exchange Establishment Two Application:  
[http://www.ohic.ri.gov/documents/Establishment%20two/4\\_Rhode%20Island%20Exchange%20Establishment%20Project%20Narrative%20Level%20Two.pdf](http://www.ohic.ri.gov/documents/Establishment%20two/4_Rhode%20Island%20Exchange%20Establishment%20Project%20Narrative%20Level%20Two.pdf)
- Governor Lincoln Chafee's Executive Order Establishing RI's Health Benefits Exchange, 9/19/11:  
[http://www.governor.ri.gov/documents/executiveorders/2011/Executive\\_Order\\_11-09.pdf](http://www.governor.ri.gov/documents/executiveorders/2011/Executive_Order_11-09.pdf)
- Unified Health Infrastructure Project Technology RFP:  
<https://www.purchasing.ri.gov/RIVIP/StateAgencyBids/7449637.pdf>
- Rhode Island Exchange's Strategic Plan, developed by the Advisory Board, including Mission, Vision, Principles, and Objectives:  
<http://www.governor.ri.gov/healthcare/interest/documents/RI%20Health%20Benefits%20Exchange%20Strategic%20Plan.pdf>
- Consumer Assistance Tools and Programs of an Exchange  
<http://www.law.cornell.edu/cfr/text/45/155.205>
- Rhode Island's Navigator Letter to the Community:  
[http://www.gov.ri.gov/documents/healthcare/feedback/HBE\\_Letter.pdf](http://www.gov.ri.gov/documents/healthcare/feedback/HBE_Letter.pdf)
- Navigators, as described in the Affordable Care Act:  
<http://dhhs.nv.gov/HealthCare/Docs/exchanges/TheRoleOfNavigatorsInExchangesPerTheACA.pdf>
- Patient Protection and Affordable Care Act; Exchange Functions: Standards for Navigators and Non-Navigator Assistance Personnel:  
<http://www.gpo.gov/fdsys/pkg/FR-2013-04-05/pdf/2013-07951.pdf>
- Navigator Program Standards  
[http://cfr.regstoday.com/45CFR155.aspx#45\\_CFR\\_155p210](http://cfr.regstoday.com/45CFR155.aspx#45_CFR_155p210)
- Certified Application Counselors (§ 155.225)  
<http://www.gpo.gov/fdsys/pkg/FR-2013-01-22/pdf/2013-00659.pdf>