



## **Georgia Department of Community Health**

### **Statement of Need**

## **Independent Verification and Validation (IV&V) Services – HPAS Project**

**In Accordance with  
GTA procurement GTA000058  
Specialized Consulting Services Contract**

Responses Due: Proposal Submission Due Date: [August 30, 2004](#)  
3:00pm EST

Location: 2 Peachtree St NW 35<sup>th</sup> Floor Contracts Area

Point of Contact: Ms. Elvina Calland

Point of Contact- Contact Information:

{ [HYPERLINK "mailto:Ecalland@dch.state.ga.us"](mailto:Ecalland@dch.state.ga.us) }

Telephone: 404 657-9470

## 1.0 Background and Purpose

### 1.1 Purpose

The overall objective of this Statement of Need (SON) is to obtain the services of a qualified and experienced Contractor that will provide Independent Verification & Validation (IV&V) Services to the Department of Community Health- Public Employees Health Benefits Division (DCH-PEHB) during the procurement, development and implementation of a new Health Plan Administration System (HPAS) that will be used to support the DCH's State Health Benefit Plan (SHBP). **The vendor awarded a contract for the independent verification and validation services specified herein will be ineligible to contract for other services not a part of the scope of work of this statement of need.**

The primary objective is to provide objective assessment of products and processes throughout the system development lifecycle. In addition the Offerer will: facilitate early detection and correction of errors; enhance management insight into process and product risks; and ensure compliance with project performance, schedule, and budget requirements.

DCH-PEHB strongly believes the intent, commitment, and scope stated in the RFP, contract, and statement of work should be consistent between documents. This consistency will mitigate the risk of expectations on the part of DCH-PEHB and the Contractor being out of alignment and potentially jeopardizing the success of the project. The Offerer will assess the RFP, contract and statement of work to identify inconsistencies in intent, commitment, and scope between the documents.

A key component in fulfilling the assessment of products and processes entails ensuring the HPAS Contractor is in compliance with the terms of the contract to be awarded for the HPAS project. The RFP terms specify that all required tasks and deliverables must be performed and delivered to the satisfaction of the State. Monitoring and tracking the HPAS Contractor's performance in accomplishing these tasks will help ensure the fulfillment of mandatory technical requirements as they relate to the contract and statement of work, as well as ensuring the success of the project. The process of monitoring and tracking also helps in the early identification of trends that may require corrective action.

The successful Offerer will have prior experience in Health Benefits Plan implementations and upgrades with organizations of similar size and scope and will have a documented methodology and approach that is acceptable to DCH-

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PEHB. Offeror should have prior experience working with State Governments, the Federal Government, or other large Public Sector entities.

The successful Offeror will provide resources with appropriate skills in IV&V and project management best practices. Resources will have access to other resources within the Offeror's organization to provide maximum depth of knowledge.

The State has adopted a project management methodology based on principles set by the Project Management Institute (PMI). It is strongly believed that a competency in sound project management principles is critical to the success of any project awarded by the State. Therefore, successful Offeror's will demonstrate a competency in this area, including project management methodology, supporting tools, and qualified resources.

## **1.2 Background**

In July 1999, the DCH was formed to serve as the lead agency for the coordination of healthcare purchasing decisions on behalf of the state. DCH operates under a nine member, Governor-appointed board, which approves the general policy for the DCH.

The DCH has responsibility for:

- coordinating the healthcare of nearly two million individuals;
- maximizing the state's healthcare purchasing power;
- planning for healthcare coverage of an estimated 1.3 million uninsured Georgians; and
- coordinating health planning for state agencies.

Georgia DCH organizational structure is as follows:

- Division of Health Planning;
- Division of Medical Assistance Plans (Medicaid/PeachCare for Kids);
- Division of Public Employee Health Benefits (SHBP);
- Office of Information Technology;
- Office of Minority Health;
- Office of Rural Health Services;
- Office of Women's Health;
- Composite State Board of Medical Examiners;
- Georgia Board for Physician Workforce, and
- State Medical Education Board.

**This procurement will be limited to the Division of Public Employees Health Benefits, which administers the State Health Benefit Plan (SHBP).**

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SHBP provides health care coverage primarily to employees and retirees of state agencies, and county and city boards of education (teachers and school service personnel). Current membership is in the following options:

<u>Plan option</u>	<u>Membership</u>
Indemnity	24,000
PPO	368,000
HMO	243,000

Delivery and management of health care services for the Indemnity and PPO membership is primarily divided among the following vendors:

TPA –Claims processing and member services	Blue Cross Blue Shield of Georgia (Wellpoint)
Care Management (including preauthorizations, precertifications, case management, disease state management and 24 hour nurse line)	Unicare
PPO Network Management (Georgia)	1 <sup>st</sup> Medical Network
Pharmacy Benefit Manager	Express Scripts, Inc.
National PPO Network Management (outside Georgia)	Beech Street
Behavioral Health Services	Magellan
HMO	BlueChoice
HMO	CIGNA
HMO	United HealthCare
HMO	Kaiser Permanente
Consumer Driven Health Plan Pilots	CDHP vendors – United Healthcare, Definity, & Lumeros

### **1.3 HPAS Project**

#### Health Plan Administration System

The Health Plan Administration System project will be awarded on or before November 15, 2004. The RFP has been released under RFP No. GTA000196. For further information, please reference the DCH RFP on the Health Plan Administration System:

**Bid Title** HEALTH PLAN ADMINISTRATION SYSTEM  
**Bid Reference Number** GTA000196

### **2.0 Scope of Work**

Selected Contractor will provide IV&V services for all project deliverables and verify that the output of each phase of the project meets its requirements, and that the final product meets the overall project objectives.

#### **2.1 The Offeror will be responsible for reviewing, assessing and providing recommendation in the following areas:**

- 2.1.1** Contract: Review, assess, and provide recommendations on the HPAS contract to insure consistency in regard to intent, commitment and scope on the part of the Upgrade Services contractor in relation to the RFP
- 2.1.2** Statement of Work: Review, assess, and provide recommendations on the HPAS statement of work to insure consistency in regard to intent, commitment, and scope on the part of the HPAS contractor in relation to the contract
- 2.1.3** Acceptance Criteria: Review, assess, and provide recommendations on the acceptance criteria for all project deliverables as defined in the HPAS Contract
- 2.1.4** Project Plan and Project Execution: Review, assess, and provide recommendations on the project plans to ensure that they are effective, inclusive, and are being followed and then project execution at mid-point and end-of phase stage gates reviews
- 2.1.5** Deliverables: Review, assess, and provide recommendations on contracted deliverables to ensure that the content is accurate and meet the quality expectations.

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**2.1.6 Risk Management:** Review, assess, and provide recommendations on the project processes and content to identify risks and ensure that effective risk management is practiced.

**2.1.7 Testing Strategies:** Review, assess, and provide recommendations on the all test strategies; propose additional strategies as deemed necessary.

**2.1.8 Quality Control:** Review, assess, and provide recommendations on the quality control and testing techniques and perform verification at appropriate stages in the project life cycle.

## **2.2 Project Deliverables**

Offeror should propose deliverables that are part of the Offeror's overall approach and methodology to IV&V that address the eight responsibility areas outlined in section 2.1. All deliverables will be presented to the Executive Sponsor and the GTA CEO.

## **3.0 List of Appendices**

Appendix A – Offeror's Certification (must be submitted with Proposal)

Appendix B – Offeror's Price Proposal (must be submitted with Proposal)

## **4.0 Basic Guidelines for this Statement of Need**

DCH intends to engage Independent Verification and Validation (IV&V) consulting services to assist DCH in review/evaluation and implementation of the successful Offeror's proposal to **RFP GTA000196** (see RFP via the following link { HYPERLINK "http://ssl.doas.state.ga.us/PRSapp/PR\_bid\_notice.jsp?bid\_op=0498000GTA000196" }).

All Statements of Work (SOW) submitted pursuant to this Statement of Need will be made in accordance with the provisions of the GTA000058 Specialized Consulting Services Contract, GTA000058, including solicitation, these instructions and specifications. The general conditions and specifications of the SON, the successful Offeror's response/Statement of Work, all questions and answers, and all SON amendments (if any) will become part of the DCH contract with the vendor.

Each SOW shall be evaluated in accordance with the criteria set forth in this SON. Discussions may be conducted by DCH with responsive and responsible Offeror who submits the Statement of Work determined to be the "best value" to DCH. The purpose of the discussions is to clarify and assure full understanding of and responsiveness to the solicitation requirements. The Offeror is expected to respond with due diligence within

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specified amount of time by providing the requested information in the designated manner. Offerors failing to respond to this SON exactly as prescribed may be disqualified and no longer considered for evaluation. Offerors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals. Such revisions may be permitted after submissions and prior to purchase order issuance for the purpose of obtaining best-valued offers. In conducting any such discussions, there shall be no disclosure of any information derived from competing Offerors.

A Purchase Order may be issued to the responsive and responsible Offeror whose proposal is determined to be the most advantageous for the State, taking into account all of the factors set forth in the SON. No other factors or criteria shall be used in the evaluation. Before acceptance of a proposal, DCH reserves the right to reject any or all proposals at any time without penalty. The release of this SON does not compel DCH to purchase services.

**4.1 Project Schedule**

The following represents the anticipated Schedule of Activities for this Statement of Need. Any changes to this schedule that occur after the posting of the SON will be posted to the GTA website. Please note all dates are for information only and represent “on or about” dates. The schedule is as follows:

<b>Event</b>	<b>Date</b>	<b>Comments</b>
Release Date of SON	On or before August 2, 2004	
Questions Deadline	August 12, 2004	
Response to Questions	August 18, 2004	Date may be affected by Volume of questions
Statement of Work/Response Due	August 30, 2004	
Anticipated Offeror Selection	September 27, 2004	Date may be affected by number of responses received.
Anticipated Offeror start work date	October 18, 2004	.
Anticipated completion date for work	June 30, 2006	

**5.0 Mandatory Offeror Requirements**

In order for Offeror’s Proposal to be considered, the Offeror’s Proposal must demonstrate that:

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M01: Key staff must have 5 years experience and knowledge with eligibility and enrollment rules in a commercial plan or public employee health benefits plan.

M02: Personnel Skills must meet requirements set forth in section 6.0.

M03: Prior experience must include at least one client reference for an IV&V project on a health benefits implementation or upgrade.

M04: Approach must tie to and be consistent with the project phases and deliverables outlined in section 2.0

Proposals that do not meet the mandatory requirements will not be considered.

## **6.0 Offeror Personnel Skills Required**

Offeror will provide resume(s) for the personnel proposed for this project. The Offeror is required to demonstrate that their consultant(s) or employee(s) have the skills necessary to meet the objectives of this project as listed below.

### **A. Core Skills**

- a. Core competency in Risk Management, Testing, Quality Control, and Project Management as demonstrated by the resume (**Mandatory Requirement**)
- b. Highly developed written and verbal communication skills (**Preferred Requirement**)

### **B. Knowledge**

- a. Experience in the design, development, testing and implementation of a commercial health plan eligibility and enrollment system as demonstrated by the resume. (**Mandatory Requirement**)
- b. Government or public sector experience (**Preferred Requirement**)
- c. In-depth knowledge of a State Health Benefit Plan or at a minimum Public Employee Eligibility and Enrollment operations or comparable (**Preferred Requirement**)

## **7.0 Key Assumptions**

1. A majority of work will be conducted at the DCH location (2 Peachtree NW 35<sup>th</sup> floor, Atlanta Ga. 30303). Space will be provided for up to 4 Offeror staff at DCH.
2. Parking will not be provided. Offerors will need to utilize MARTA or park at local daily parking lots surrounding the DCH location. The typical charge for daily parking is approximately \$8 per day.

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3. DCH will provide up to 4 cubicles at the DCH location with standard office furniture including: desk chairs, desktop computers, access to the DCH LAN for email purposes and standard desk telephones with voice mail. Offerors may use their own laptop computers; however these must be used standalone and will not be allowed to be connected to the DCH LAN. Additionally, Offerors will not be allowed to access their own Internet- based email accounts while using the DCH desktop or their own laptop, but may forward their business emails to the DCH email account. All incoming email is subject to DCH/GTA Security processes. Wireless devices are permissible.
4. Use of subcontractors is allowable as long as the majority of the work is conducted by the prime contractor and contractors are approved by DCH. The prime contractor is wholly responsible for the performance of any subcontractor. DCH will only communicate with the prime contractor with regard to project level correspondence or directives.
5. Successful Offerors staff and their DCH-approved subcontractors who work or visit DCH offices will abide by security requirements. DCH may provide security badges for easy access to DCH offices and will sign both a Business Associate Agreement and Confidentiality agreement with DCH to protect confidential and protected information access.
6. DCH working hours are typically Monday – Friday 8 am to 5pm EST, however vendors should plan for additional hours during peak review periods including nights and possibly, on occasion – weekends.
7. DCH requires the vendor to acknowledge and follow all applicable personnel policies. These include use of state equipment, policies on sexual harassment, dress code, etc. DCH follows a professional dress code on a yearly basis with business casual attire permissible on Friday’s during the period of time when the Georgia General Assembly is not in session. All DCH policies are available for review in DCH’s Human Resource Office located on the 40<sup>th</sup> floor at DCH (2 PeachTree St NW, Atlanta, Ga 30303).
8. The vendor awarded a contract for the independent verification and validation services specified herein will be ineligible to contract for the implementation/upgrade services of the same system. Likewise, the offeror will be ineligible to contract for other consulting services related to this project, if any are offered, such as Project Management Assistance, or general consulting services.
9. The vendor selected will not be provided with software / hardware required to complete the work of this SON with the exception of conference room facilities.

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10. Offeror will provide the project staff, which was identified in its Proposal, and confirm that this staff will be available from the issuance of the purchase order to the completion of the work stated in this SON.
11. All personnel selected and assigned by Offeror shall have the required skills, ability, willingness and experience (collectively “requisite qualifications”) to perform the services of this Statement of Need. If, at any time, based upon evaluation of the Offeror’s progress and performance, the DCH determines that any of the Offeror’s assigned personnel are unacceptable to DCH, the DCH may request, and the Offeror shall, replace such personnel. In the event that Offeror is unwilling or unable to replace such personnel with suitable replacements, the DCH may terminate the purchase order without further obligation as of the date of such termination.
12. All deliverables produced by the Offeror pursuant to this SON shall become and remain in perpetuity the property of the DCH, which shall exercise sole authority over the use and distribution of said materials.
13. DCH project team will review deliverables to ensure that the data used by the IV&V team to base their evaluation is accurate within 3 state business days of receipt. Within 6 business days the vendor will present their findings to the Commissioner of DCH and the GTA CEO. It will be the Commissioner of DCH and the GTA CEO who will approve all deliverables.
14. The DCH point of contact for this Statement of Need (SON) is Ms. Elvina Calland. Her email address is { HYPERLINK "mailto:ecalland@dch.state.ga.us" }. She may be reached via telephone at 404 657-9470.

## **8.0 DCH Responsibilities**

The following represent high-level DCH responsibilities for this contract:

1. Provide space and specified equipment for Offeror staff as discussed earlier in this SON;
2. Provide access to the DCH network and e-mail system for communication purposes;
3. Provide direction on content and format of deliverables;
4. Provide timely review of Offeror deliverables consistent with 7.0 # 13 above;
5. Provide subject matter experts (SMEs) to answer questions regarding DCH or specifically the State Health Benefit Plan;
6. Meet at a minimum on a weekly basis with the IV&V vendor to discuss issues and provide feedback on vendor performance.

## **9.0 Offeror Responsibilities**

At a high level, Offeror responsibilities under this SON are the following:

1. Provide qualified staff with in-depth knowledge of a State Health Benefit Plan or at a minimum Public Employee Eligibility and Enrollment operations or comparable;
2. Provide qualified technical staff with experience in the design, development, testing and implementation of a commercial health plan eligibility and enrollment system;
3. Provide staff that can facilitate meetings between DCH and the HPAS Vendor if needed as a part of understanding the findings and recommendations from the scope of work defined in 2.0;
4. Provide staff qualified in project management,
5. Provide onsite staff to meet with DCH and HPAS Vendor staff to discuss project deliverables, project management items, etc if needed as a part of understanding the findings and recommendations from the scope of work defined in 2.0;
6. Completion of all required deliverables mentioned in this SON and other duties as assigned by DCH in fulfillment of contract terms and requirements.
7. Follow GTA published standards and/or guidelines for completing and presenting IV&V deliverables.
8. All costs associated with Offeror-supplied equipment. If the Offeror brings computer equipment and/or peripherals to the State offices, the Offeror will be responsible for the equipment and all associated items and supplies.
9. All expenses including, but not limited to, charges for travel and long-distance phone calls. They must be included in the price of the Proposal that is submitted.

### **9.1 The Offeror Project Manager will:**

1. Maintain project communication through the DCH Project Sponsor and the DCH Project Manager.
2. Create a Statement of Work, including a definition of the scope and content of all reporting requirements, and a project plan - obtain approval of the DCH Project Sponsor and DCH Project Manager for both documents prior to beginning work on the project.
3. Keep the Statement of Work and project plan updated throughout the project.
4. Work with DCH Project Manager to resolve deviations from the agreed upon work plan.
5. Coordinate and manage the activities of project team members.
6. Secure and protect state-furnished property and/or materials provided in connection with this SON.
7. Attend project review and update meetings as requested by the DCH Program Manager and/or DCH Project Sponsor.

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8. Complete and submit Bi-Weekly Project status reports.

**9.2 The Offeror's Staff will:**

1. Maintain project communication through the DCH Project Sponsor and the DCH Project Manager.
2. Resolve deviations from the agreed upon work plan.
3. Secure and protect state-furnished property and/or materials provided in connection with this SON.
4. Attend project review and update meetings as requested.
5. Complete and submit Bi-Weekly Project status reports

## **10.0 Proposal Submission**

Offerors will submit its response to this SON as follows:

### **10.1. Prior Experience**

- a. Submit a description of prior IV&V projects with State Health Benefit Plan or at a minimum Public Employee Eligibility and Enrollment operations projects with experience in the design, development, testing and implementation of a commercial health plan eligibility and enrollment system that Offeror's consultants or employees have been directly engaged on, where the scope of work included performing services that are similar to, or relevant to, the services requested in this SON.
- b. Project Manager/ Project Staff experience: Submit resumes for the personnel who will work on this project. The Offeror is required to demonstrate that their consultant(s) or employee(s) will have the skills necessary to meet the objectives of this project.
- c. Submit at least three client references of current or previous IV&V consulting/development clients, including individual contact information suitable for a reference check (**Note: At least one reference must be from a project that satisfies the requirements set forth in Section 6.0.**)

**10.2 Approach:**

- a. Describe in Offeror's own words the Offeror's understanding of the project's objectives and DCH'S expectations of the work activities.
- b. Describe Offeror's approach to Independent Verification and Validation (IV&V) services for the Health Plan Administration System project and how Offeror will meet/address each of the requirements in the Statement of Work Section and the Deliverable Section.
  - The response should repeat each entry in the Statement of Work (SOW) Section. Following each entry, provide a description of the proposed approach to meeting the SOW requirement.
  - The response should repeat each entry in the Deliverables section. Following each entry, provide a description of the proposed approach to creating the deliverable.
- c. Submit a high-level work plan in Microsoft Project format with milestones, staff-day estimates and timelines for the completion of each milestone and each deliverable. Include the estimated completion date of the project.
- d. Describe the staff commitment: indicate number of staff-days the facilitator/manager and staff will spend on the project. DCH reserves the right to choose only the staff DCH feels is best suited for the project.
- e. Create and provide a DCH/Offeror Roles and Responsibilities Matrix.
- f. Other response items if needed to evaluate a complex SON.
- g. Any additional materials that Offeror thinks may be relevant.

### 10.3 Pricing

**The Offeror should submit all pricing information in Appendix B of this SON.**

- a. Submit a fixed cost bid for all services and products in this response. Fees for per diem, travel, and ancillary expenses must comply with State guidelines and must be included in the fixed cost (total cost of project).
- b. DCH reserves the right to modify requirements should a Offeror's Proposal identify a change that is in the best interest of DCH. Any suggested changes to the proposed deliverables should be in writing.
- c. There may be no best and final offer (BAFO) procedure. Therefore, the Proposal should be submitted on the most favorable terms that the Offeror can provide.
- d. All responses, documents, and material pertaining to this SON will be considered public information and will be available for inspection after award. The Offeror is hereby warned that no part of its Proposal or any other material submitted might be marked as confidential, proprietary, or as trade secrets.

### 11.0 Rejection of Proposals

DCH reserves the right to reject any and all Proposals.

- A. Any Proposal that fails to meet the mandatory requirement stated in this SON will be rejected.
- B. Any Proposal that does not contain all the required documentation found in this SON may be rejected.
- C. DCH reserves the right to waive minor irregularities in Proposals. Minor irregularities are defined as those that have no adverse effect on DCH'S interest and will not give the Offeror an advantage or benefit not enjoyed by other Offerors.

DCH is not liable for any costs incurred by Offerors in the preparation, delivery, or presentation of submissions to this SON.

## 12.0 Proposal Evaluation

Each SOW submitted to DCH will be scrutinized for completeness and responsiveness to the SON. DCH will use a base of 1000 points for this evaluation and will assess each Offeror on the following areas:

Area	Available Points	Comments
Minimum Mandatory	N/A	Failure to meet the Minimum Mandatory Requirements is grounds for Automatic Rejection of SOW/Proposal
Prior Experience	300	Includes References and Proposed Staffing as described in section 10.1
Technical Proposal/Approach	400	As described in Section 10.2
Cost Proposal	300	
Total	1000	

The DCH evaluation team will utilize Consensus Scoring to determine which Offeror best meets the needs and requirements associated with this SON. Scores will be determined based on the degree to which the Offeror’s track record, experience and skill coincide with the demands of this effort which are unique to DCH and specifically the State Health Benefit Plan, experience and knowledge of the topics discussed in the Technical proposal and the ability of the Offeror to complete the deliverables required with the proposed team.

## 13.0 Purchase Order Issuance

After all Proposals have been evaluated by DCH, DCH will issue a purchase order to the Offeror to which the Project is awarded.

## 14.0 Cost, Method and Schedule of Payments

DCH will authorize Contractor payment only after:

- A. Contractor submission of all agreed upon deliverables to the DCH Project Manager. Offeror should propose payment schedule based on deliverables.
- B. Contractor submission of a signed invoice which clearly indicates the amount due and the services and deliverables being invoiced. Note: The total amount of all invoices is not to exceed the Offeror’s total Proposal amount.

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- C. Review and signed acceptance of the agreed upon deliverables and invoice by the DCH Project Manager.

**APPENDIX A**

**OFFEROR CERTIFICATION**

The undersigned Offeror hereby offers the deliverables and services outlined in the attached Proposal to the Statement of Need (“SON”) for [Independent Verification & Validation \(IV&V\) for the HPAS Project](#) at the prices set forth herein (“Proposal”). The prices offered herein shall be valid for a period of one hundred twenty (120) days from Proposal Due Date. It is understood and agreed that this Proposal constitutes an offer, which, when accepted in writing by the DCH, and subject to the terms and conditions of such acceptance, will constitute a valid and binding contract between the Offeror and the GTA.

The Offeror further agrees to strictly abide by all the terms and conditions contained in the SON, its Parent Contract and the Procurement Rules of the Georgia Technology Authority (“GTA Rules”), which may be found at { HYPERLINK "http://www.gta.georgia.gov" } > Procurement. Any exceptions to the requirements of the SON and the GTA Rules shall be noted in writing, with detailed explanation, and included with this Proposal. The Offeror acknowledges that taking exception may subject this Proposal to rejection by DCH.

**CERTIFICATION AND SIGNATURE**

1. I certify that, if selected, the Offeror will deliver goods and services which will meet or exceed the specifications set forth in this SON, the Proposal and the terms of the final agreement between the Offeror and the DCH.
2. I certify on behalf of the Offeror that this Proposal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a proposal for the same materials, supplies, equipment, or services and is in all respects fair and without collusion or fraud. I understand that collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards. I agree to abide by all conditions of this Proposal and certify that I am authorized to sign this Proposal for the Offeror.
3. I further certify that the Offeror has not violated and will not violate the provisions of the Official Code of Georgia Annotated, Section 45-10-20 *et. seq.*

Authorized Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Print/Type Name: \_\_\_\_\_

Print/Type Company Name: \_\_\_\_\_