

# **INDIANA DEPARTMENT OF CHILD SERVICES**

**Request for Proposal to Provide:**

**Regional Child Welfare Services**

**Response Due Date:**

**March 3, 2008**

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Deputy Director Program and Services  
Indiana Department of Child Services  
302 W. Washington St., Room E306  
Indianapolis, Indiana 46204

## **RFP Boilerplate**

### **SECTION ONE**

#### **1.0 GENERAL INFORMATION AND REQUESTED PRODUCTS/SERVICES**

##### **1.1 INTRODUCTION**

The Department of Child Services (DCS), in accordance with its State Plan requires multiple child welfare services in all 18 regions and 92 local offices. The regions and included counties are listed below. It is the intent of DCS to solicit responses to this Request for Proposals (RFP) in accordance with the statement of work, proposal preparation section, and specifications contained in this document. This RFP is being posted to the DCS website ([www.in.gov/dcs/index.htm](http://www.in.gov/dcs/index.htm)) for downloading. Neither this RFP nor any response (proposal) submitted hereto are to be construed as a legal offer.

Region 1: Lake

Region 2: Jasper, LaPorte, Newton, Porter, Pulaski, Starke.

Region 3: Elkhart, Kosciusko, Marshall, St. Joseph.

Region 4: Adams, Allen, DeKalb, Huntington, LaGrange, Noble, Steuben, Wells, Whitley.

Region 5: Benton, Warren, Fountain, White, Tippecanoe, Carroll, Clinton

Region 6: Cass, Fulton, Howard, Miami, Wabash.

Region 7: Blackford, Delaware, Grant, Jay, Randolph.

Region 8: Clay, Parke, Sullivan, Vermillion, Vigo.

Region 9: Montgomery, Putnam, Hendricks, Boone, Morgan.

Region 10: Marion

Region 11: Hamilton, Tipton, Madison, Hancock.

Region 12: Fayette, Franklin, Henry, Rush, Union, Wayne.

Region 13: Brown, Greene, Lawrence, Monroe, Owen.

Region 14: Bartholomew, Jackson, Jennings, Johnson, Shelby.

Region 15: Dearborn, Decatur, Jefferson, Ripley, Ohio, Switzerland.

Region 16: Gibson, Knox, Pike, Posey, Vanderburgh, Warrick.

Region 17: Crawford, Daviess, Dubois, Martin, Orange, Perry, Spencer.

Region 18: Clark, Floyd, Harrison, Scott, Washington.

## **1.2 DEFINITIONS AND ABBREVIATIONS**

Following are explanations of terms and abbreviations appearing throughout this RFP. Other special terms may be used in the RFP, but they are more localized and defined where they appear, rather than in the following list.

Annual evaluation	A yearly evaluation of services.
Assurance	A pledge to adhere to the statements listed in the “assurance” page.
Case Plan	Formal write up of a plan between the family and DCS that identifies services and responsibilities.
Child & Family Team Meeting	A process that brings together the wisdom and expertise of the family, interested people and formal resources to help the child and family achieve safety, permanency, stability and well-being.
Child Welfare Services	The preventative and reunification services provided by the local office.
DCS	Department of Child Services
IAC	The Indiana Administrative Code.
IC	The Indiana Code.
Independent Contractor	Acting in an individual capacity and not as agents, employees, partners, joint venturers or associates of the state.
Local Office	Office of the Department of Child Services
Regions	The divided counties amongst the State. For the purpose of this RFP a region is a group of counties that have been linked together administratively.
Regional Plan	The regions plan for the contracting of direct services.

Service Standards	A list of guidelines the provider has to follow to comply with DCS contractual requirements for each of the contracted services.
Other Governmental Body	An agency, a board, a branch, a bureau, a commission, a council, a department, an institution, an office, or another establishment of any of the following: (1) The judicial branch (2) The legislative branch (3) A political subdivision (includes towns, cities, local governments, etc.) (4) A state educational institution
Proposal	An offer as defined in IC 5-22-2-17.
Respondent	An offeror as defined in IC 5-22-2-18. The State will not consider a proposal responsive if two or more offerors submit a joint or combined proposal. One entity or individual must be clearly identified as the Respondent who will be ultimately responsible for performance of the contract.
Services	Services to be provided as specified in this RFP.
State	The State of Indiana
State Agency	As defined in IC 4-13-1, “state agency” means an authority, board, branch, commission, committee, department, division, or other instrumentality of the executive, including the administrative department of state government.

### **1.3 PURPOSE OF THE RFP**

The purpose of this RFP is to select vendors/providers that can satisfy the DCS need for the provision of a comprehensive array of child welfare services to all 18 regions and the corresponding 92 local offices in the State

### **1.4 SUMMARY SCOPE OF WORK**

Contractors chosen will be expected to provide Child Welfare Services in a manner that is consistent with the DCS Principles of Child Welfare Services (Attachment D) and that address all the service(s) to be provided as listed in the Service Standards (Attachment C). These specifications include but are not limited to, length, quality and type of service, qualifications of staff, documentation requirements, as well as program reports and

evaluation.

## 1.5 RFP OUTLINE

The outline of this RFP document is described below:

Section	Description
Section 1 – General Information and Requested Services	This section provides an overview of the RFP, general timelines for the process, and a summary of the products/services being solicited by the State/Agency via this RFP
Section 2 – Proposal preparation Instructions	This section provides instructions on the format and content of the proposal/application including a Technical Proposal and a Cost Proposal
Section 3 – Proposal Evaluation Criteria	This sections discusses the evaluation criteria to be used to evaluate respondents' proposals
Attachment A	Program Narrative
Attachment B	Request for Funds - Application
Attachment C	Service Standards
Attachment D	Principles of Child Welfare Services
Attachment E	Federal Selected Disallowed Expenses
Attachment F	Evaluation Forms
Attachment G	Assurances
Attachment H	Contacts

## 1.6 QUESTION/INQUIRY PROCESS

All questions/inquiries regarding this RFP must be submitted in writing by the deadline of **3 p.m. Eastern Time on 2-4-2008**. Questions/Inquiries may be submitted via email ([dcs.childwelfareplan@dcs.in.gov](mailto:dcs.childwelfareplan@dcs.in.gov)) and must be received by The Department of Child Services by the time and date indicated above.

Following the question/inquiry due date, the Department of Child Services personnel will compile a list of the questions/inquiries submitted by Respondents. The responses will be posted to the Department of Child Services website according to the RFP timetable

established in Section 1.19. Only answers posted on the Department of Child Services website ([www.in.gov/dcs/index.htm](http://www.in.gov/dcs/index.htm)) will be considered official and valid by the State. No Respondent shall rely upon, take any action, or make any decision based upon any verbal communication with any State employee.

If it becomes necessary to revise any part of this RFP, or if additional information is necessary for a clearer interpretation of provisions of this RFP prior to the due date for proposals, an addendum will be posted on the Department of Child Services website. If such addenda issuance is necessary, the Department of Child Services may extend the due date and time of proposals to accommodate such additional information requirements, if required.

## **1.7 DUE DATE FOR PROPOSALS**

### Due Date for Proposal

All proposal originals must be sent to the Regional Child Welfare Services Coordinator serving the Region(s) to which the proposal is directed and postmarked by **3/3/2008**. Any proposal received with a postmark later than **3/3/2008** will not be considered. Any late proposals will be returned, unopened to the respondent upon request. All proposals rejected due to not meeting the deadline and not claimed within 30 days of the proposal due date will be destroyed.

**A SEPARATE PROPOSAL MUST BE SUBMITTED FOR INDEPENDENT LIVING, COMMUNITY PARTNERS AND FAKT SERVICES. OTHER SERVICE STANDARDS MAY BE GROUPED WITHIN RELATED SETS OF SERVICES AT THE DISCRETION OF THE PROVIDER.**

### Copies and Other Requirements

Each respondent must provide their proposal to Department of Child Services Director and the Regional Manager in the county/region they have proposed to serve, as well as to the Regional Child Welfare Coordinator in the region proposed. Please submit the proposal in the following manner:

- 1) To the Local Office Director and Regional Manager**, in the counties/regions propose to serve e-mail a copy of the complete proposal
- 2) To the Regional Child Welfare Coordinator**, mail one hard copy of the proposal clearly marked ORIGINAL with original signatures in blue ink, a second hard copy plus an electronic copy/CD-ROM/flash drive. *Note: CD-ROMS or flash drives MUST be clearly marked with the respondent's name and the date.*

The names, addresses, and e-mail addresses of the above individuals are in Attachment H (Contacts).

Unnecessary brochures or other presentations, beyond those absolutely required to present a complete and effective proposal, are not desired. Specifically, **DO NOT** include:

- Brochures or public relations materials.
- Letters of support, resumes and any other materials not specifically requested.

Please **DO NOT** staple or bind proposals. Do not put proposals in any type of folder/binder. Paperclips and paper binder clips are acceptable.

It is the responsibility of the Respondent to make sure that solicitation responses are post marked by the stated due date. **Late submissions will not be accepted.**

All proposal packages must be clearly marked with the Respondent's name and due date.

The State accepts no obligations for costs incurred by Respondents in anticipation of being awarded a contract.

11 point font is desirable. All proposals submitted to the State should be printed on 30% post-consumer recycled content paper or tree-free paper. When possible, soy ink should be used.

## **1.8 PRE-PROPOSAL CONFERENCE**

A pre-proposal conference will be held on **January 29, 2008, 1:00 to 3:00 P.M.** in the Indiana Government Center South Auditorium, 402 w. Washington St., Indianapolis, IN 46204.

## **1.9 WITHDRAWAL OF OFFERS**

The Respondent's authorized representative may withdraw the proposal, in person, prior to the due date. Proper documentation and identification will be required before the Department of Child Services will release the withdrawn proposal.

## **1.10 PROPOSAL CLARIFICATIONS AND DISCUSSIONS, AND CONTRACT DISCUSSIONS**

The State reserves the right to request clarifications on proposals submitted to the State. The State also reserves the right to conduct proposal discussions, either oral or written, with Respondents. These discussions could include request for additional information, request for cost or technical proposal revision, etc. Additionally, in conducting discussions, the State may use information derived from proposals submitted by competing respondents only if the identity of the respondent providing the information is not disclosed to others. The State will provide equivalent information to all respondents which have been chosen for discussions. Discussions, along with negotiations with responsible respondents may be conducted for any appropriate purpose.

The Department of Child Services or its appointed representatives will initiate and facilitate all discussions. Any information gathered through oral discussions must be confirmed in writing.

### **1.11 BEST AND FINAL OFFER**

The State may request best and final offers from those Respondents determined by the State to be reasonably viable for contract award. However, the State reserves the right to award a contract on the basis of initial proposals received. Therefore, each proposal should contain the Respondent's best terms from a price and technical standpoint.

Following evaluation of the best and final offers, the State may select for final contract negotiations/execution the offers that are most advantageous to the State, considering cost and the evaluation criteria in this RFP.

### **1.12 REFERENCE SITE VISITS**

Following an award, The State may require site visit(s) to a Respondent's working support center to aid in the evaluation of the Respondent's provision of service.

### **1.13 TYPE AND TERM OF CONTRACT**

The State intends to sign a contract for these grants with multiple Respondent(s) to fulfill the requirements in this RFP.

The term of the contract shall be for a period of 30 months, beginning **January 1, 2009, and ending June 30, 2011**. The state may exercise the option to extend contracts for one half of a year for a total of 36 months.

### **1.14 CONFIDENTIAL INFORMATION**

Respondents are advised that materials contained in proposals are subject to the Access to Public Records Act (APRA), IC 5-14-3 et seq., and, after the contract award, the entire RFP file may be viewed and copied by any member of the public, including news agencies and competitors. Respondents claiming a statutory exception to the APRA must place all confidential documents (including the requisite number of copies) in a sealed envelope clearly marked "Confidential" and must indicate on the outside of that envelope that confidential materials are included. The Respondent must also specify the statutory exception of APRA that applies. The State reserves the right to make determinations of confidentiality. If the Respondent does not identify the statutory exception, DCS will not consider the submission confidential. If the State does not agree that the information designated is confidential under one of the disclosure exceptions to APRA, it may seek the opinion of the General Counsel for the Department of Child Services. Prices are not confidential information.

### **1.15 TAXES**

Proposals should not include any tax from which the State is exempt.



**1.16 SECRETARY OF STATE REGISTRATION**

If awarded the contract, the Respondent will be required to register, and be in good standing, with the Secretary of State. The registration requirement is applicable to all limited liability partnerships, limited partnerships, corporations, S-corporations, nonprofit corporations and limited liability companies. Information concerning registration with the Secretary of State may be obtained by contacting:

Secretary of State of Indiana  
Corporation Division  
402 West Washington Street, E018  
Indianapolis, IN 46204  
(317) 232-6576  
www.in.gov/sos

**1.17 COMPLIANCE CERTIFICATION**

Responses to this RFP serve as a representation that the respondent has no current or outstanding criminal, civil, or enforcement actions initiated by the State, and it agrees that it will immediately notify the State of any such actions. The Respondent also certifies that neither it nor its principals are presently in arrears in payment of its taxes, permit fees or other statutory, regulatory or judicially required payments to the State. The Respondent agrees that the State may confirm, at any time, that no such liabilities exist. If such liabilities are discovered, the State may bar the Respondent from contracting with the State, cancel existing contracts, withhold payments to setoff such obligations, and withhold further payments or purchases until the entity is current in its payments on its liability to the State and has submitted proof of such payment to the State.

**1.18 AMERICANS WITH DISABILITIES ACT**

The Respondent specifically agrees to comply with the provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq. and 47 U.S.C. 225).

**1.19 SUMMARY OF MILESTONES**

The following timeline is only an illustration of the RFP process. The dates associated with each step are not to be considered binding. Due to the unpredictable nature of the evaluation period, these dates are commonly subject to change. At the conclusion of the evaluation process, all Respondents will be informed of the evaluation team’s findings.

Key RFP Dates:

Activity	Date
Issue of RFP	01/15/08
Pre-Proposal Conference	01/29/08

Deadline to Submit Written Questions	02/04/08
Response to Written Questions/RFP Amendments	02/11/08
Submission of Proposals	03/03/08
The dates for the following activities are target dates only. These activities may be completed earlier or later than the date shown.	
Proposal Evaluation	03/04/08 to 05/07/08
Preparation of Regional Plan	06/30/08
Preparation of contracts	07/31/08
Contract Signature Process	08/01/08 to 12/01/08
Contract Activation	01/01/09

## **SECTION TWO**

### **2.0 PROPOSAL PREPARATION INSTRUCTIONS**

#### **2.1 GENERAL**

To facilitate the timely evaluation of proposals, a standard format for proposal submission has been developed and is described in this section. All Respondents are required to format their narrative proposals in a manner consistent with the guidelines described below:

- Each item must be addressed in the Respondent's proposal.
- The Certification Statement must be in the form of a letter. The business and technical proposals must be organized under the specific section titles as listed below

#### **2.2 CERTIFICATION STATEMENT**

The respondent must agree to have read the instructions, the assurances, compliance certification, and service standards and comply with these conditions when signing the certification statement. The Certification Statement is located in Attachment B (Application).

#### **2.3 SIGNATURE OF AUTHORIZED REPRESENTATIVE**

A person authorized to commit the Respondent to its representations and who can certify that the information offered in the proposal meets all general conditions.

#### **2.4 TECHNICAL PROPOSAL**

The Technical Proposal must be divided into the sections as described in the Program Narrative (Attachment A). Every point made in each section must be addressed in the order given. The same outline must be used in the response. RFP language should not be repeated within the response. Where appropriate, supporting documentation may be referenced by a page and paragraph number. However, when this is done, the body of the technical proposal must contain a meaningful summary of the referenced material. The referenced document must be included as an appendix to the technical proposal with referenced sections clearly marked. If there are multiple references or multiple documents, these must be listed and organized for ease of use by the State.

Proposals must identify and meet service components in the Service Standards (See Attachment C for Service Standards). Proposals must identify outcomes consistent with those identified in the Service Standards. Proposals must demonstrate the organizational and procedural structure that are necessary to deliver the services proposed.

## **PROGRAM NARRATIVE**

The Proposal must address the following topics. If you are including more than one service in a proposal, be sure you provide information about each service in Sections C, D and E.

**A. GENERAL (OPTIONAL)** (Maximum- two paragraphs and less than one half page)

This section of the proposal may be used to introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFP.

**B. PROGRAM/SERVICE TITLE AND DESCRIPTION OF SERVICE GROUPINGS** (maximum- 1 paragraph and no longer than half a page)

Provide the program name as well as the corresponding Service Standard title(s) if different. If more than one service standard is being addressed as part of a continuum of care, describe the services to be combined in the program and how they directly relate to each other.

**A SEPARATE PROPOSAL MUST BE SUBMITTED FOR INDEPENDENT LIVING, COMMUNITY PARTNERS AND FAKT SERVICES. OTHER SERVICE STANDARDS MAY BE GROUPED WITHIN RELATED SETS OF SERVICES AT THE DISCRETION OF THE PROVIDER.**

**C. INTAKE/REFERRAL** (Maximum-2 paragraphs and no longer than one page) Describe the intake and referral process to be utilized in the program including respondent's procedure/methods for a guaranteed time frame for initiation of services

**D. PRACTICE MODEL** (Maximum- 2 pages)

Describe evidence based and/or best practice models to be utilized in delivering the program as well as respondent's experience and training related to the service delivery model. If an evidence based/best practice model is not available for the service(s), justify the service delivery method/model(s) to be utilized. Include estimated length of service, methods (i.e. in home, office based, individual, family, group etc). The method or model utilized must be consistent with the DCS service principles and the service standards.

**E. PROGRAM EVALUATION AND REPORTING** (Maximum 1 page)  
If your program measures outcomes in addition to those required in the service standards, please identify those outcomes and describe measurement process.

## **2.5 RATES/BUDGET SUMMARY REGIONAL REQUEST**

Rates will be provided on the bottom of most service standards (Attachment C). Respondents must submit a budget for each region if the rates given do not meet their needs or if no standard rate is given by the state. The rates must factor in all costs associated with providing the requested services to each region. This total cost per region will be used in evaluation. Please use the application (Attachment B), to complete your budget. Submit this with your hard copy of the proposal, and include this Excel file on the electronic submission.

## **2.6 BUY INDIANA INITIATIVE/INDIANA COMPANY**

It is the Respondent's responsibility to confirm its Buy Indiana status for this portion of the process. If a Respondent has previously registered its business with IDOA, go to [http://www.in.gov/idoa/proc/bidder\\_reg.html](http://www.in.gov/idoa/proc/bidder_reg.html) and click on the link to update this registration. Click the tab titled Buy Indiana. Select the appropriate category for your business. Respondents may only select one category. Certify this selection by clicking the check box next to the certification paragraph. Once this is complete, save your selection and exit your account.

Respondents that have not previously registered with IDOA must go to [www.BuyIndiana.IN.gov](http://www.BuyIndiana.IN.gov) and click on the link to register. During the registration process, follow the steps outlined in the paragraph above to certify your business' status. The registration process should be complete at the time of proposal submission.

### **Defining an Indiana Business:**

“Indiana business” refers to any of the following:

- (1) A business whose principal place of business is located in Indiana.
- (2) A business that pays a majority of its payroll (in dollar volume) to residents of Indiana.
- (3) A business that employs Indiana residents as a majority of its employees.

Respondents claiming this status must indicate which of the provisions above qualifies them as an Indiana business.

The following is the policy concerning items 4 & 5 described below. Appropriate documentation must be provided with your proposal response supporting either claim made below:

- (4) A business that makes significant capital investments in Indiana.
- (5) A business that has a substantial positive economic impact on Indiana.

**Substantial Capital Investment:**

Any company that can demonstrate a minimum capital investment of \$5 million or more in plant and/or equipment or annual lease payments of \$2.5 million or more shall qualify as an Indiana business under category #4. If an out of state company does not meet one of these criteria, it can submit documentation/justification to the State for review for inclusion under this category.

**Substantial Indiana Economic Impact:**

Any company that is in the top 500 companies (adjusted) for one of the following categories: number of employees (DWD), unemployment taxes (DWD), payroll withholding taxes (DOR), or Corporate Income Taxes (DOR); it shall qualify as an Indiana business under category #5. If a Respondent needs assistance in determining if its business qualifies under this criterion, please send an email inquiry to [buyindianainvest@idoa.in.gov](mailto:buyindianainvest@idoa.in.gov) and you will receive a response within forty-eight (48) hours. If an out of state company does not meet one of these criteria, it can submit documentation/justification to the State for review for inclusion under this category.

## **SECTION THREE**

### **PROPOSAL EVALUATION**

#### **3.1 PROPOSAL EVALUATION PROCEDURE**

The State will select a group of personnel to act as a proposal evaluation team. Subgroups of this team, consisting of one or more team members, will be responsible for evaluating proposals with regard to compliance with RFP requirements. All evaluation personnel will use the evaluation criteria stated in Section 3.2. The Department of Child Services designee will, in the exercise of sole discretion, determine which proposals offer the best means of servicing the interests of the State. Recommendation will be given to the Regional Service Councils who have the final decision making authority.

The procedure for evaluating the proposals against the evaluation criteria will be as follows:

1. Each proposal will be evaluated for adherence to requirements and Assurances on a pass/fail basis. Proposals that are incomplete or otherwise do not conform to proposal submission requirements may be eliminated from consideration.
2. Each proposal will be evaluated on the basis of the categories included in Section 3.2. A point score has been established for each category.
3. If technical proposals are close to equal, greater weight may be given to price.
4. Based on the results of this evaluation, the qualifying proposal determined to be the most advantageous to the State, taking into account all of the evaluation factors, may be selected by the Department of Child Services for further action, such as contract negotiations. If, however, the Department of Child Services decides that no proposal is sufficiently advantageous to the State, the State may take whatever further action is deemed necessary to fulfill its needs. If, for any reason, a proposal is selected and it is not possible to consummate a contract with the Respondent, the Department of Child Services may begin contract preparation with the next qualified Respondent or determine that no such alternate proposal exists. The State may also choose multiple respondents to provide services.

#### **3.2 EVALUATION CRITERIA**

Proposals will be evaluated based upon the proven ability of the Respondent to satisfy the requirements of the RFP in a cost-effective manner. Each of the evaluation criteria

categories is described below with a brief explanation of the basis for evaluation in that category. The points associated with each category are indicated following the category name (total maximum points = 100). If any one or more of the listed criteria on which the responses to this RFP will be evaluated are found to be inconsistent or incompatible with applicable federal laws, regulations or policies, the specific criterion or criteria will be disregarded and the responses will be evaluated and scored without taking into account such criterion or criteria.

***Summary of Evaluation Criteria:***

<b>Criteria</b>	<b>Points</b>
1. Adherence to Mandatory Requirements	Pass/Fail
2. Assurances/Signed Certification Statement	Pass/Fail
3. Quality (Technical Proposal)	50 points
4. Cost (Rates)	30 Points
5. History of Quality Service Delivery	20
6. Buy Indiana	0
<b>Total</b>	<b>100</b>

All proposals will be evaluated using the following approach. **Evaluation criteria will be applied per region.**

Step 1

In this step proposals will be evaluated only against Criteria 1 and 2 to ensure that they adhere to Mandatory Requirements and agree to the Certification Statement. Agreement with the Certification Statement is shown by signature in the application (attachment B). Any proposals not meeting the Mandatory Requirements, Certification Statement and Assurances will be disqualified.

Step 2

The proposals that meet the Mandatory Requirements and assurances will then be scored based on Criteria 3, 4, and 5 ONLY. This scoring will have a maximum possible score of 100 points. All proposals will be ranked on the basis of their combined scores for Criteria 3, 4, and 5 ONLY. This ranking will be used to create a “short list”. Any proposal not making the “short list” will not be considered for any further evaluation.

Step 2 may include one or more rounds of proposal discussions focused on cost and other proposal elements.



### Step 3

The short-listed proposals will then be evaluated based on the evaluation criteria outlined in the table above.

If the State conducts additional rounds of discussions and a BAFO round which lead to changes in either the technical or cost proposal for the short listed Respondents, their scores will be recomputed.

The section below describes the different evaluation criteria. **Evaluation criteria will be applied per region.**

3.2.1 Adherence to Requirements – Pass/Fail

3.2.2 Assurances-Pass/Fail

**The following 3 categories can not exceed 100 points.**

3.2.3 Quality (Business and Technical proposal) - 50 points

3.2.4 Price –30 points

3.2.5 History of Quality Service Delivery (20 points)

The Department of Child Services designee will, in the exercise of sole discretion, determine which proposal(s) offer the best means of servicing the interests of the State. The exercise of this discretion will be final. DCS reserves the right to contract with multiple respondents for the same service within the same region & local office.