Standard Contract & Engagement Forms Webinar

Overview

- Foundational Information
 - Terminology
 - Contract Types
 - Chapter 257
- Forms by contract type
 - Master Agreements
 - Cost Reimbursement
 - Negotiated Rate

Terminology

- Contract: Refers only to the Standard Contract Form and associated attachments. This is a formal legal document establishing contractual relationship between State and Provider.
- Service Engagement: Refers to the annual process of determining rates and allotting units. Documents are for planning purposes and do not represent binding contractual agreement.
- Chapter 257: Refers to Chapter 257 of the Acts of 2008 which requires the Executive Office of Health and Human Services to establish rates of payment for human service programs.

Form Types

Contract Documents

- Standard Contract Form
- Standard Contract Form Attachments
 - Attachment 1: Program Cover Page
 - Attachment 3: Fiscal Year Program Budget
 - Attachment 4: Rate Calculation Page
 - Attachment 6: Capital Budget

Service Engagement Documents

- Service Summary Form
- Statement of Work

Contract Types

There are only two primary types of contracts

- Rate Agreement
 - Contract is an agreement for provision of service and rates of payment
 - Encumbrance level may be modified without formal contract amendment
- Maximum Obligation
 - Contract is agreement to purchase specific amount of service
 - Must be accompanied by line item budget detailing reimbursable costs

Rate Agreement: Master Agreements

- Master Agreement contracts are issued when provider qualifies for an open enrollment procurement
- Multi-year rate agreements which remain in effect throughout the entire procurement lifetime
- Places provider on qualified list making them eligible for referrals from DDS Area Offices
- Specific rates and units managed through service engagement process

Master Agreements - Programs

The following service classes are managed through master agreement contracts:

- Adult Long Term Residential Services (ALTR-14)
- Shared Living / Placement Services (PS-15)
- Employment and Day Programs (EMP_Day_09)
- Family Support Services (SSQUAL-10)
- In Home Supports (IHS-16)

Once Master Agreement contract signed all activity will be managed through Service Engagement Document

Rates – Chapter 257

- All programs contracted under a Master Agreement will be reimbursed with rates established by EOHHS
- Rate Regulations may be found on EHS website:
 - <u>http://www.mass.gov/eohhs/gov/laws-regs/hhs/purchase-of-service-rates-for-social-services.html</u>
- DDS maintains chart of all Chapter 257 rates used by the Department which is available from Region and DDS website
 - <u>http://www.mass.gov/eohhs/consumer/disability-</u> <u>services/services-by-type/intellectual-disability/provider-</u> <u>support/pos-contracts/</u>
- Specific Rates to be used will be negotiated between Area/Region and Provider

- Service engagement document used for all non-blended rate agreements:
 - Employment and Day Programs
 - In Home Supports
 - Family Support Services
 - As Needed Support Services

20 character unique identifier. This ID will be used to search for contract in EIM. ID will be provided to you by Regional Contract Office

Must match Doc ID from Master Agreement Contract. If unknown check reference tab on SSF.

DEPARTMENT OF DEVELOPMENTAL SERVICES FY18 SERVICE SUMMARY FORM

Doc ID V		Master Agreement:	V
Activity Code:		Monthly Ready Pay Re	equested: 🔶
Provider Inform	tion	Depa	rtment Information
Provider Name:		Region:	
Address:		Address:	
City, State, Zip:		City, State, Zip:	
Contact Person:		Contact Person:	
Telephone:		Telephone:	
Fax:		Fax:	
Email:		Email:	
Vendor Code:			
	Ready Payme	nt request may no	ot exceed 80% of 1/24 of
isure reference matrix.		penditure Amoun	•
vity code is also listed in Doc ast 4 numbers)			

• Sample Completed Header:

DEPARTMENT OF DEVELOPMENTAL SERVICES FY18 SERVICE SUMMARY FORM

Doc ID		17114015D036DDS3163H	Master Agreement:		fM01(A-G)(H-M)(N- Z)0000000000	
Activity Code:	3163		Monthly Ready Pay R	\$33,000		
		Provider Information	Depa	artment Inform	mation	
Provider	Name:	Provider, Inc	Region:	Central We	st	
A	ddress:	123 Fake Street	Address:	140 High Street		
City, Sta	te, Zip:	Springfield, MA 01020	City, State, Zip:	Springfield, MA 01105		
Contact	Person:	Mrs. Contract Manager	Contact Person:	Lisa Chevalier		
Tele	ephone:	413-555-0123	Telephone:	413-205-0800		
	Fax:	413-555-9876	Fax:	406-205-1604		
	Email:	contractmanager@provider.org	Email:	Lisa.Chevalier@state.ma.us		
Vendor	Code:	VC60001123456				

- The body of the Service Summary Form keeps a running tab of agreed upon units and rates
- Amendments to SSF should show the change value, not the new total
 - For downward changes, enter negative units



• Example of completed body with two amendments:

Version #	Brief Description	Dates of Service	Number of Units	Unit Rate	Unit Type	Estimated Expenditure Amount
Initial	Community Based Day Supports	7/1/17 - 6/30/18	290000	\$3.46	15 Min	\$1,003,400.00
2	Community Based Day Supports	1/1/18 - 6/30/18	-15000	\$3.46	15 Min	-\$51,900.00
3	Community Based Day Supports	4/15/18 - 6/30/18	5000	\$3.46	15 Min	\$17,300.00
Budget Total			280000			\$968,800.00

• Once completed, email signed copy to Regional Contract Staff

Statements of Work

- Service Engagement document used for all blended rate agreements
 - Adult Long Term Residential
 - Shared Living / Placement Services
 - Emergency Residential
- SOWs are filled out by the regional contract office and will be sent to you ready for signature
- SOWs come with attachments that detail how the blended rate is calculated
 - Providers should carefully review this documentation to ensure accuracy

ALTR SOW



This box is used for SOWs with multiple sites

Note: Some language in this example are specific to ALTR SOW only. SOWs for other services will vary slightly.

ALTR SOW Attachments

- The site detail report will show all the rate information for each site
- Be sure to check all of the highlighted information to make sure it matches what was negotiated with Area Director
 - Amendments will show both the previous units and the amount changing due to the amendment

Site Addres	s Appears H	ere			Site ID:	[BSID:]
Date Range	Model	Rate Value	SU Type	Previous Units	Units Changed	Total Units	Value
7/1/2016 to 6/30/2017	I4E	\$369.80	DAY	0	1,388	1,388	\$513,282.40
	Site Model Totals:				1,388	1,388	\$513,282.40
							_
add-on	MedClin: RN	\$45.48	Hour	0	208	208	\$9,459.84
add-on	MedClin: Clinician	\$52.72	Hour	0	221	221	\$11,651.12
		Total Add-O	n Value:				\$21,110.96
Total Site Va	lue:						\$534,393.36

Cost Reimbursement Contract

- Contract that reimburses provider based on an accounting of actual costs incurred
- Contract is based on a line item budget that details program costs
- Contracts have a maximum obligation that cannot be exceeded without formal amendment
- Service Class Examples:
 - Financial Assistance / Stipends
 - Furnishings and Equipment
 - Agency with Choice
 - See Matrix for full list of activity codes

Cost Reimbursement Forms

Forms to Complete

- Standard Contract Form
- Attachment 1: Program Cover Page
- Attachment 3: Fiscal Year Program Budget
- Attachment 6: Capital Budget (if applicable)
 - For contracts that only purchase capital items, Attachment 3 is not needed

Standard Contract Form

- Default contract for all Commonwealth Departments
- Must be submitted for both new and amended contracts
- Requires original signature
- Includes:
 - Identifying contract information
 - Whether contract is new or amended
 - Terms and conditions
 - Compensation
 - Start date and end date
 - Certifications

Standard Contract Form: Header

Must match W9 on Comptroller	file with					
CONTRACTOR LEGAL NAME:		COMMONWEALTH DEPARTMENT NAME:				
(and d/b/a):		MMARS Department Code:				
Legal Address: (W-9, W-4, T&C):		Business Mailing Address:				
Contract Manager:		Billing Address (if different):				
E-Mail:		Contract Manager:				
Phone:	Fax:	E-Mail:				
Contractor Vendor Code:		Phone: Fax:				
Vendor Code Address ID (e.g. "AD001"): AD		MMARS Doc ID(s):				
(Note: The Address Id Must <u>be</u> set up for <u>EFT</u> payr	nents.)	RFR/Procurement or Other ID Number:				

List RFR ID number of procurement associated with contract. Obtain from region if unsure. Example: "ALTR-14" Only list 20 digit ID. Obtain from regional contract office. ID stays the same over life of contract

Standard Contract Form: New/Amend

Fill out ONLY ONE section. For amendments, "New Contract" section must be blank

Always select Department Procurement unless specifically directed otherwise	Select Amendment to Scope or Budget unless directed otherwise					
NEW CONTRACT PROCUREMENT OR EXCEPTION TYPE: (Check one option only) Statewide Contract(OSD or an OSD-designated Department) Collective Purchase (Attach OSD approval, scope, budget) Oepartment Procurement (includes State or Federal grants <u>815 CMR 2.00</u>) (Attach RFR and Response or other procurement supporting documentation) <u>Emergency Contract</u> (Attach justification for emergency, scope, budget) <u>Contract Employee</u> (Attach <u>Employment Status Form</u> , scope, budget) <u>Legislative/Legal or Other</u> : (Attach authorizing language/justification, scope and budget)	CONTRACT_AMENDMENT Enter Current Contract End Date <u>Prior</u> to Amendment; 202 Enter Amendment Amount \$ (or "no change") MENDMENT TYPE: (Check one option only. Attach deta is of Amendment changes.) Amendment to Scope or Budget (Attach updated scope and budget) Interim Contract (Attach justification for Interim Contract and updated scope/budget) Contract Employee (Attach any updates to scope or budget) Legislative/Legal or Other: (Attach authorizing language justification and updated scope and budget)					
The following <u>COMMONWEALTH TERMS AND CONDITIONS</u> (T&C) has been executed Commonwealth Terms and Conditions For Commonwealth Terms and Condi						
Check Commonwealth Terms and Conditions for Human and Social Services	Enter Contract End Date from most recent version of contract					

Standard Contract Form: Compensation Type & Start Date

All Cost Reimbursement contracts are Maximum Obligation

Enter contract total. Must match multiyear total from Attachment 1

Enter Brief Description

Check statutory/legal

COMPENSATION: (Check ONE option): The Department certifies that payments for authorized performance accepted in accordance with the terms of this Contract will be supported in the state accounting system by sufficient appropriations or other non-appropriated funds, subject to intercept for Commonwealth owed debte under 815 CMR 9.00. Rate Contract (No Maximum Obligation. Attach details of all rates, units, calculations, conditions or terms and any changes if rates or terms are being amended.) Maximum Obligation Contract Enter Total Maximum Obligation for total duration of this Contract (or *new* Total if Contract is being amended).

PROMPT PAYMENT DISCOUNTS (PPD): Commonwealth payments are issued through EFT 5 days from invoice receipt. Contractors requesting accelerated payments must identify a PPD as follows: Payment issued within 10 days __% PPD; Payment issued within 15 days __% PPD; Payment issued within 30 days __% PPD; Payment issued within 15 days __% PPD; Payment issued within 30 days __% PPD; Payment issued standard 45 day cycle of statutory/legal or Ready Payments (G.L. c. 29, § 23A); __ only in itial payment (subsequent payments scheduled to support standard EFT 45 day payment cycle. See Prompt Pay Discounts Policy.)

BRIEF DESCRIPTION OF CONTRACT PERFORMANCE or REASON FOR AMENDMENT: (Enter the Contract title, purpose, fiscal year(s) and a detailed description of the scope of performance or what is being amended for a Contract Amendment. Attach all supporting documentation and justifications.)

ANTICIPATED START DATE: (Complete ONE option only) The Department and Contractor certify for this Contract, or Contract Amendment, that Contract obligations:

_____1. may be incurred as of the Effective Date (latest signature date below) and no obligations have been incurred prior to the Effective Date.

_ 2. may be incurred as of ______, 20____, a date LATER than the Effective Date below and no obligations have been incurred prior to the Effective Date.

_3. were incurred as of ______, 20____, a date PRIOR to the Effective Date below, and the parties agree that payments for any obligations incurred prior to the Effective Date are authorized to be made either as settlement payments or as authorized reimbursement payments, and that the details and circumstances of all obligations under this Contract are attached and incorporated into this Contract. Acceptance of payments forever releases the Commonwealth from further claims related to these obligations.

Start Dates – Situation for each option:

- 1. Amend to add money during the fiscal year.
- 2. Renew/extend contract to the next fiscal year. Check box and write start date (usually 7/1).
- 3. Special situations only—Region will direct you if this option is needed.

Make sure to change the check from 2 to 1 and remove start date the first time you amend the contract in the next year

Standard Contract Form: End Date & Signature

End date generally June 30 of current fiscal year. Multiyear contract will have end date in future year.

CONTRACT END DATE: Contract performance shall terminate as of _____, 20___, with no new obligations being incurred after this date unless the Contract is properly amended, provided that the terms of this Contract and performance expectations and obligations shall survive its termination for the purpose of resolving any claim or dispute, for completing any negotiated terms and warranties, to allow any close out or transition performance, reporting, invoicing or final payments, or during any lapse between amendments.

<u>CERTIFICATIONS</u>: Notwithstanding verbal or other representations by the parties, the "Effective Date" of this Contract or Amendment shall be the latest date that this Contract or Amendment has been executed by an authorized signatory of the Contractor, the Department, or a later Contract or Amendment Start Date specified above, subject to any required approvals. The Contractor makes all certifications required under the attached <u>Contractor Certifications</u> (incorporated by reference if not attached hereto) under the pains and penalties of perjury, agrees to provide any required documentation upon request to support compliance, and agrees that all terms governing performance of this Contract and doing business in Massachusetts are attached or incorporated by reference herein according to the following hierarchy of document precedence, the applicable <u>Commonwealth Terms and</u> <u>Conditions</u>, this Standard Contract Form including the <u>Instructions and Contractor Certifications</u>, the Request for Response (RFR) or other solicitation, the Contractor's Response, and additional negotiated terms, provided that additional negotiated terms will take precedence over the relevant terms in the RFR and the Contractor's Response only if made using the process outlined in <u>801 CMR 21.07</u>, incorporated herein, provided that any amended RFR or Response terms result in best value, lower costs, or a more cost effective Contract.

AUTHORIZING SIGNATURE FOR THE CONTRACTOR:

X: Date: (Signature and Date Must Be Handwritten At Time of Sign	nature)
Print Name:	K
Print Title:	·\
7	
Print Title:	./



AUTHORIZING SIGNATURE FOR THE COMMONWEALTH:

	X: Date:
	(Signature and Date Must Be Handwritten At Time of Signature)
	Print Name;
	Print Title;
	-
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Signature date must be prior to Effective Date if checked option 2 above

Attachment 1: Program Cover Page

- Provides general contractor and program information
- Creates historical starting point for all future amendments
- Includes:
 - Document ID #
 - UFR Program #
 - RFR Information
 - Anticipated contract duration
 - Fiscal terms
 - Pricing options
 - Current maximum obligation
 - Unit Rate
 - Billable Units
 - Funding

Attachment 1: Program Cover Page

	Use the anticipated UFR code Use activity code
Contractor Name:	Department Name:
Program Type:	Document ID #:
Program Name:	UFR Program #:
Program Address:	MMARS Program Code:
City/State/Zip:	Other Reference Information (Information Purposes Only):
Contact Person:	Contact Person:
Telephone:	Telephone:
RFR INFORMATION: Attached legislative exemp	RFR Reference # ption emergency collective purchase interim amendment
SCOPE OF SERVICES: Bidders Respon	nse Attached Description of Services Attached
TOTAL ANTICIPATED CONTRACT DURATIC	ON: to
INITIAL DURATION:	to
OPTIONS TO RENEW:optio	ions to renew for years each option
Leave blank Use the original date range	Use original start date to current end date Must match RFR ID from SCF

Attachment 1: Program Cover Page Fiscal Terms



obligation on SCF

Attachment 1: Program Cover Page

Sample completed Fiscal Terms:

Contract active since FY14. There were 4 versions during FY17. Contract is being extended into FY18

FISCAL TERMS

	FUNDING SUMMARY									
	P	rior Years		Current Year	Future Years					
	FY	Amount	FY	Amount	FY	Amount				
	14	265,000.00	17	285,000.00	18	310,000.00				
PRICE ESTABLISHED THROUGH: (CHECK 1, 2, OR 3)	15	275,000.00	17	(25,000)		-				
	16	285,000.00	17	(25,000)		-				
OPTION 1: PRICE AGREEMENT (list price)		-	17	75,000		-				
\$		-		-		-				
rate regulation (if any)		-		-		-				
		-		-		-				
OPTION 2: SUMMARY BUDGET (* lines only)		-		-		-				
unit rate		-		-		-				
cost reimbursement		-		-		-				
other		-		-		-				
		-		-		-				
x OPTION 3 : COMPLETE BUDGET		-		-		-				
x cost reimbursement		-		-		-				
unit rate	Total	825,000.00								
othei				Multi - Year Tota	l: \$	1,445,000.00				
CURRENT MAX S		per	#N//	A # BILLAI						
S - Unit Rate S - per			Billabl	e Units:		0.00				
				e Units:		0.00				
S - Unit Rate S - per S - Unit Rate S - per				e Units:		0.00				
y - ontrate y - per		<i>n</i> .	Lindor	o onito.		0.00				

- Reflects total annual program costs associated with the fiscal year operation of the program
- Required where payment is based on submission of program budget
- Includes:
 - Line item detail of all program costs
 - Current, Amended, and New Subtotals
 - Budget Total

B. PURCHASE OF SERVICE - ATTACHMENT 3: FISCAL YEAR PROGRAM BUDGET

u

FYContractor Name: If Program Name: Document ID#:						f Federal MN	IARS Co		Program Typ	2/19/200 e	-	UFR Prog.#
									riogram r/pe			
			urrent		nd. Change	-	New					
	Program Component	FTE	Amount	FTE	Amount	FTE	Amou	nt	COST R **Offset	EIMBURS Sour		T ONLY Reimbursable Cost
UFR Title #	Direct Care/Program Support Staff/Overtime Shift Differential & Relief (Titles 101-141)	/										
	γ						γ					
-	Title # and on Title. Only	-	Contracts:	d	For Among	Imonts	<u> </u>	Curre	r sum of ent and nd. Change		Ente	er offsets as
itles defined in UFR aration Manual A T A		Amoun Amend Total F Amoun	t ments: Ente E and		Only: Enter			colur	-		Offs to e	atives. Subtra ets from Tota stablish nbursable Co



**A.\$ Subtotal of offsets which are for non-reimbursable costs.

Program total must match FY total from Attachment 1 Funding Summary

• Example: Part 1 (Staff Expenses)

UFR Title	Support Staff	<u>(</u>	Current	Amen	ded / Change		New	COST REIMBURSEME		NT ONLY Reimbursable
#	Overtime/Shift Differential & Relief (FTE	Amount	FTE	Amount	FTE	Amount	** Offset	Source	Cost
102	Program Director	0.250	20,000.00	0.063	5,000.00	0.313	25,000.00	-		25,000.00
135	D. C./ Prog. Staff II	5.000	150,000.00	1.000	30,000.00	6.000	180,000.00	(15,000.00)	3rd Party Pay	
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		-
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-	-	-	-	-	-	-	-	-		-
-	-	-	-	-	-	-	-	-		-
	SUBTOTAL STAFF	5.250	170,000.00	1.063	35,000.00	6.313	205,000.00	(15,000.00)		190,000.00
	Payroll Taxes		17,000.00		-		17,000.00	-		17,000.00
151	Fringe Benefits		25,000.00		-		25,000.00	-		25,000.00
Т	Total Direct Care / Program Staff	5.250	212,000.00	1.06	35,000.00	6.313	247,000.00	(15,000.00)		232,000.00

• Example: Part 2 (Below the Line Expenses and Total)

Title	OCCUPANCY						·			
	Program Facilities		8,000.00		-		8,000.00	-		8,000.00
	Fac. Oper/Main/Furn		3,500.00		-		3,500.00	-		3,500.00
Τ	Total Occupancy		11,500.00		-		11,500.00	-		11,500.00
UFR TITL E #	Other Direct Care / Program Support		Amount		Amount		Amount	Offset	Source	Reimbursable Cost
212	Prov. Of Material Good				40,000.00		40,000.00	-		40,000.00
	-				-		-	-		-
	-						-	-		-
	-		-		-		-	-		-
-	-				-		-	-		-
-	-				-		-	-		-
-	-		-		-		-	-		
-	-				-					-
-	-		-		-		-	-		-
-	-		-		-		-	-		-
Г	Care / Program Support	5.25	-	1.06	40,000.00	6.31	40,000.00	-		40,000.00
Title)irect Admin Expense									
216	Program Support				-		-	-		-
***410 & 390	Other Direct Administrative		-		-		-	-		-
Τ	Total Direct Admin Expenses		-		-		-	-		-
Г	Subtotal Program Costs		223,500.00		75,000.00		298,500.00	(15,000.00)		283,500.00
Т	Agency Admin. Support Allocation	10.60%	26,500.00		-	8.15%	26,500.00	-		26,500.00
Τ	PROGRAM TOTAL#	5.25	250,000.00	1.06	75,000.00	6.31	325,000.00	(15,000.00)		310,000.00
							Budget	Total		

Attachment 6: Capital Budget

- Documents capital expenditures required to support the delivery of contracted human and social services
- Items may only be included after approval from Regional Contract office
- Includes:
 - List of capital items
 - Need for item
 - Quantity
 - Estimated Costs

Attachment 6: Capital Budget

PURCHASE OF SERVICE - ATTACHMENT 6: CAPITAL BUDGET

Program Name:	Document ID#:	MMARS Activity Code:	Program Type:		UFR Prog. #:
Item to Be Purchased	Need For Item		Quantity	Estimated Unit Cost	Estimated Total Cost
Capital items purchas	sed by the contractor:	_	Cost: \$		
each capital purchas	e in it's own row		elect Items p	aurchaco	d by contro

Negotiated Rate Agreements

- Used for programs that are paid on a rate basis but are not priced under Chapter 257
- Rate is developed based on program budget and anticipated units of service
- Service Classes:
 - Unblended Transportation
 - As Needed Support Services (LUSA)
 - Only for non-Chapter 257 service

Negotiated Rate Agreement Forms

Forms to Complete

- Service Summary Form
- Attachment 3
- Attachment 4

Attachment 4: Rate Calculation Program Costs



Attachment 4: Rate Calculation Billing Reconciliation

Section only used for amendments during fiscal year. If calculating initial rate for FY skip this section.



Attachment 4: Rate Calculation Unit Rate Calculation



Attachment 4: Rate Calculation Sample

1.	Program Total Costs		_			\$	310,000.00
2a.	 Program Offsets Applied to occupancy and meals 	Source section 8 Food stamps	Previo	us <u>Amen</u>	<u>ided</u>	New S S	-
		SSI e costs listed in line 2b mus	S	- S	5,000.00	\$ \$ \$	25,000.00
2.	SUBTOTAL OFFSETS (Line 2A + Li	ne 2B)				(\$*)	25,000.00)
	Net Adjusted Program Costs (LINE 1) Amounts previously billed: Units: 3a1. Date of Service Amounts previously billed: Units: 3a1. Date of Service 3a2. Lump Sum Adjustment: Reimburseme	200 7/1/2016 150 11/1/2016	To 1 Rate \$	290.00 0/31/2016 200.00 2/31/2016		's 's s	285,000.00 58,000.00 30,000.00
3b. 4.	Remaining Maximum Obligation Total Program Capacity		1500	(# of Units	#N/A	\$ (Typ	197,000.00
5.	Share of Total Capacity Being Purchased b	y Contract	1,500.00	(# of units)	100.00%	(% 0	of line 4)
6.	Negotiated Utilization Factor, if any	100.00%	_				
	Adjusted Capacity Used To Establish Pric a. Units Previously Billed b. Remaining Units:	e (LINE 4 x LINE 6)	(# of Units)		50.00 150.00	1,	500.00
8.	Unit Rate (LINE 3 / LINE 7) For amendment only: 3b divided by 7b Effective Dates of Rate:	to				\$ 17	71.30
9.	Maximum # of Billable Units (LINE 5	x LINE 6)				1,	500.00

Service Summary Form Negotiated Rate

- Update Service Summary Form with new unit rate and remaining units
- Service Summary Form functions exactly the same as with Chapter 257 rate
- Sign and return SSF to Region along with Attachment 3 and 4

Additional Resources

DDS POS Website

- <u>http://www.mass.gov/eohhs/consumer/disability-</u> <u>services/services-by-type/intellectual-disability/provider-</u> <u>support/pos-contracts/</u>
- Activity Code Matrix
 - Lists all DDS service codes and which forms are required for each
- DDS Purchase of Service Manual
 - DDS Contracting Policies
 - Bidding and Procurement Processes
 - Service Code Definitions
- UFR Preparation Manual
 - <u>http://www.mass.gov/anf/budget-taxes-and-</u> <u>procurement/procurement-info-and-res/conduct-a-</u> <u>procurement/human-soc-serv-policies/ufrlearnmore.html</u>