

Request for Proposal No. 2008-4780

January 30, 2009

**Health Maintenance Organization (HMO)
Plans - Phase 1**



**CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM
400 Q Street
Sacramento, California 95811**

CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM (CalPERS)

HEALTH MAINTENANCE ORGANIZATION (HMO) PLANS

REQUEST FOR PROPOSAL NO. 2008-4780 – PHASE 1

SCHEDULE OF EVENTS

PHASE 1

RFP Release Date	January 30, 2009
Notice of Intent to Participate	February 10, 2009
Deadline to Submit Written Questions	February 13, 2009 at 3:00 p.m. PST
Post Response to Written Questions	February 24, 2009
Final Filing Date	March 25, 2009 at 3:00 p.m. PST
Preliminary Review*	March 26 – April 1, 2009
Evaluation of Proposals and Selection of Proposers for Phase 2	April 2 – April 8, 2009

NOTE: The RFP will consist of two (2) phases. Please reference Section IV Solicitation Process for additional information and/or requirements.

* All dates after the Final Filing Date are tentative and subject to change by issuance of a CalPERS eBusiness Alert.

CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM

HEALTH MAINTENANCE ORGANIZATION (HMO) PLANS

REQUEST FOR PROPOSAL NO. 2008-4780 – PHASE 1

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EXHIBITS

1. Preliminary Review Checklist – Phase 1
2. Proposal Evaluation Sheet – (Statewide Proposer) - Phase 1
3. Proposal Evaluation Sheet – (Regional Proposer) - Phase 1
4. CalPERS Restricted Contact Policy

ATTACHMENTS

- A. Notice of Intent to Participate
- B. Minimum Qualifications Certification – Statewide Proposer
- C. Minimum Qualifications Certification – Regional Proposer
- D. Confidentiality Agreement
- E. Proposer Statewide Proposal Questionnaire
- F. Proposer Regional Proposal Questionnaire
- G. Proposal/Proposer Certification Sheet
- H. California Taxpayer and Shareholder Protection Act Declaration

CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM

Health Maintenance Organization (HMO) Plans – Phase 1

I. INTRODUCTION

The California Public Employees' Retirement System (CalPERS) administers a defined benefit retirement plan and is a multi-employer group purchaser of health benefits. CalPERS mission is the efficient and accurate administration of member benefits.

CalPERS manages the pension and health benefits for California public employees, retirees, and their families. This section provides the Proposer with background regarding CalPERS and its Health Benefits Program. For information about CalPERS' programs see our website at <http://www.calpers.ca.gov/>.

II. PURPOSE

CalPERS is soliciting Proposals for a Health Maintenance Organization (HMO) product consisting of statewide coverage, regional coverage, or some combination thereof. This RFP could result in multiple contracts based on various combinations of statewide or regional HMO Plan(s). The Health Benefits Committee and the Board of Administration will determine at the end of the RFP process what combination of HMO Plan(s) is the best interest of CalPERS and its members.

The RFP will consist of a two-phase approach. Within Phase 1 of this RFP, CalPERS is seeking to identify a pool of health plans that have the capability to meet these goals and are eligible to continue to Phase 2. Phase 2 will consist of a more comprehensive review as outlined in Section IV.

The term of the agreement(s) shall commence on January 1, 2011 and end December 31, 2013, unless terminated earlier or extended in accordance with the provisions of the Agreement. Upon mutual agreement, the agreement(s) may be extended for up to two successive one-year periods for a maximum five (5) year contract.

CalPERS has several goals for this RFP. These include:

1. Maximizing member access to cost effective HMO products via either a single Statewide HMO product, separate Regional HMO products, or a combination of these. As such, CalPERS is encouraging HMO plans to propose a Statewide and/or Regional HMO product as defined within Section V, Minimum Qualifications. Statewide and Regional proposals will be scored separately throughout the entire process.

2. Identifying innovative products that may exist within the HMO marketplace in terms of cost management, transparency, and quality of care strategies.
3. Ensuring that HMO products provide a full range of services including: eligibility and enrollment, customer service, claims administration, network management, utilization management, data management, case management, disease management and pharmacy benefits.
4. Identifying aggressive risk sharing agreements and performance standards that may be available within the marketplace for HMO products.

CalPERS encourages any company interested in doing business with CalPERS as a California statewide or regional or either Department of Managed Health Care (DMHC) licensed HMO to submit a proposal in response to this RFP.

III. SERVICES TO BE PROVIDED

At the completion of the entire RFP process, the selected Proposer(s) will contract with CalPERS for insured HMO services. A detailed list of the Services to be Provided will be issued in Phase 2 to those Proposers selected as successful proposers. The following is an overview of the services that CalPERS will evaluate:

- Administrative Services
- Account Management
- Medical Management
- Wellness, Prevention & Disease Management
- Network Access and Management
- High Efficiency Network Capabilities
- Audit Services/Fraud & Abuse
- Implementation Capabilities
- Pharmacy Benefits
- Health Plan Innovations
- Performance Guarantees
- Regional Cost Review
- Shared Risk: Proposers will be requested to propose a risk sharing arrangement

IV. SOLICITATION PROCESS

The RFP will consist of a two-phase approach. All interested Proposers shall complete the requirements under Phase 1 as a Statewide and/or Regional Proposer. Each proposal will be evaluated to determine responsiveness to the requirements and standards as described in this RFP. CalPERS will reject any proposal that is found to be non-responsive at any stage of evaluation.

A. Phase 1

Phase 1 consists of the following:

1. A Notice of Intent to Participate
2. Cover Letter
3. Minimum Qualifications
4. Confidentiality Agreement, and
5. Proposal Questionnaire

Upon satisfactorily completing and meeting all requirements for Phase 1 a list of successful proposers will be posted to the CalPERS website at www.calpers.ca.gov.

B. Phase 2

Phase 2 consists of the following:

1. Participation in a Mandatory Bidder's Conference
2. Services to be Provided Section
3. Technical Questionnaire Section
4. Financial Questionnaire Section
5. Premium Analysis
6. Disruption Analysis
7. On-site interviews
8. Interview by the CalPERS Health Benefits Committee

As this RFP is a two-phase process, only those proposals received by the final filing date identified in Phase 1 of the Schedule of Events, and selected as provided in Section VIII B will be considered during Phase 2.

V. MINIMUM QUALIFICATIONS:

The Proposer must meet all of the minimum qualifications (Statewide and/or Regional) in order to be considered in Phase 2 of the RFP process.

All Proposers are required to sign and return the Minimum Qualifications Certification form, Attachment B (Statewide) and/or Attachment C (Regional), along with written evidence of how each qualification is met. Failure to sign and return this form along with the response to this RFP may render the proposal invalid. CalPERS reserves all rights to determine whether any Proposer is qualified to continue to Phase 2.

Statewide Proposers - *A Statewide Proposer is defined as an HMO Plan offering coverage in thirty or more counties in California, and is licensed by the Department of Managed Health Care (DMHC). Experience requirements outlined below may be met by the parent corporation national book of business.*

Regional Proposers - *A Regional Proposer is defined as a regional HMO Plan offering coverage in one or more counties in California, and is licensed by the DMHC.*

A. Statewide Proposer Requirements

1. Book of Business Experience

- a. Demonstrate at least three (3) continuous years of recent experience all within the last ten (10) years delivering a full range of Health Maintenance Organization (HMO) or Exclusive Provider Organization (EPO) insurance services to at least one public U.S. employer with a minimum of 50,000 enrolled members, including:
 - Eligibility and enrollment processing
 - Claims management
 - Customer service
 - Network management
 - Utilization review, including pre-certification and medical necessity review for selected procedures
 - Performance guarantees and reporting
 - Data management reporting
 - Large case management
 - Prevention, wellness, and disease management
 - Dedicated, strategic account management

and,

b. Demonstrate at least three (3) continuous years of recent experience all within the last ten (10) years delivering HMO or EPO insurance services to at least one additional public or private employer with a minimum of 50,000 enrolled members including:

- Eligibility and enrollment processing
- Claims management
- Customer service
- Network management
- Utilization review, including pre-certification and medical necessity review for selected procedures
- Performance guarantees and reporting
- Data management and reporting
- Large case management
- Prevention, wellness and disease management
- Dedicated, strategic account management

2. Pharmacy Benefits Management Experience

At least three (3) continuous years of recent experience all within the last ten (10) years, providing seamless and integrated delivery with an internal or external Pharmacy Benefits Manager on behalf of at least two public or private employers each with a minimum of 50,000 enrolled members. This may include public or private employers identified in the Book of Business Experience Sections above.

- Eligibility and enrollment processing
- Claims management
- Customer service
- Network management
- Utilization review
- Performance and guarantee reporting
- Data management reporting
- Case management
- Dedicated, strategic account management

3. Medicare Experience

Demonstrated experience delivering Medicare products to public and private employers with a minimum of 50,000 enrolled members in aggregate. This may include public or private employers identified in the above Section 1 or 2:

- Eligibility and enrollment processing
- Claims management
- Customer service

B. Regional Proposers

1. Book of Business Experience

- a. Demonstrate at least three (3) continuous years of recent experience all within the last ten (10) years delivering a full range of Health Maintenance Organization (HMO) or Exclusive Provider Organization (EPO) insurance services to at least one public or private U.S. employer including:

- Eligibility and enrollment processing
- Claims management
- Customer service
- Network management
- Utilization review, including pre-certification and medical necessity review for selected procedures
- Performance guarantees and reporting
- Data management reporting
- Large case management
- Prevention, wellness, and disease management
- Dedicated, strategic account management

2. Pharmacy Benefits Management Experience

At least three (3) continuous years of recent experience all within the last ten (10) years, providing seamless and integrated delivery with an internal or external Pharmacy Benefits Manager on behalf of at least one public or private employer each with a minimum of 5,000 enrolled members. This may include public or private employers identified in the Book of Business Experience Sections above.

- Eligibility and enrollment processing
- Claims management
- Customer service
- Network management
- Utilization review
- Performance and guarantee reporting
- Data management reporting
- Case management
- Dedicated, strategic account management

3. Medicare Experience

Demonstrated experience delivering Medicare products to public or private employer with a minimum of 5,000 enrolled members in aggregate. This may include public or private employers identified in the above Section 1 or 2:

- Eligibility and enrollment processing
- Claims management
- Customer service

CalPERS encourages any company interested in doing business with CalPERS as a California DMHC licensed HMO to submit a proposal in response to this RFP.

VI. PHASE 1 - PROPOSAL REQUIREMENTS (please reference the Schedule of Events for applicable due dates)

Proposals must describe the Proposer's qualifications and expertise in the format outlined in the RFP. A Proposal will not be considered complete unless it contains all of the items described below. The forms are posted to the CalPERS website for Proposers to provide required information without altering the forms. Use of forms that deviate materially from the prescribed format may lead to the rejection of the Proposal.

The RFP will consist of a two (2) phase approach. All interested Proposers shall complete the requirements under Phase 1. Upon satisfactorily completing and meeting all requirements for Phase 1, the successful proposers will proceed to Phase 2.

A. Notice of Intent to Participate

Proposers who have received this RFP shall state their intention to participate by the date specified in the Schedule of Events. The Notice of Intent to Participate is included as Attachment A. Proposers are also asked to specify within the Notice of Intent to Participate if they will be bidding as a statewide and/or regional HMO plan. (Attachment A)

The Notice of Intent to Participate should be submitted via electronic mail to:

HMO_Solicitation@calpers.ca.gov

Please reference RFP No. 2008-4780 in the subject line.

B. Cover Letter

A cover letter, which will be considered an integral part of the Proposal, must be signed by an individual who is authorized to bind the Proposer contractually. The cover letter must state the individual is so authorized and must identify the title or position that the individual holds in the Proposer's organization. An unsigned cover letter shall cause the Proposal to be rejected.

C. Minimum Qualifications Certification

Proposers must complete and return the appropriate Minimum Qualifications Certification form(s), (Statewide [Attachment B] and/or Regional [Attachment C]), certifying that the Proposer satisfies all minimum qualifications and requirements. This form must be signed by an individual who is authorized to bind the Proposer contractually.

D. Confidentiality Agreement

This signed agreement allows CalPERS to release de-identified data to the Proposers that will be required for Phase 2 of the RFP. CalPERS will not release any of this data without a signed confidentiality agreement (Attachment D).

E. Proposal Questionnaire

Proposers must submit responses and documentation as requested on the Proposal Questionnaire, Attachment E (Statewide) and/or Attachment F (Regional) HMO plans. Responses that deviate materially from the prescribed format may lead to the rejection of the Proposal.

F. Proposal/Proposer Certification Sheet

Proposers must complete and return the Proposal/Proposer Certification Sheet, Attachment G. This form must be signed by an individual who is authorized to bind the Proposer contractually.

G. California Taxpayer and Shareholder Protection Act Declaration

Proposers must complete and return the California Taxpayer and Shareholder Protection Act Declaration, Attachment H. This form must be signed by an individual who is authorized to make the declaration on behalf of the Proposer. The Act prohibits a state agency from entering into any contract with an expatriate corporation or its subsidiaries, with specified exceptions.

VII. SUBMISSION OF PROPOSALS

A. Proposal Package(s) - Please submit your documents as follows:

Submit a total of five paper (5) copies of the Phase 1 Proposal. The Proposal packet must include the signed cover letter, signed Minimum Qualification Certification, Proposal Questionnaire, signed Confidentiality Agreement, and all other required documentation.

1. Two (2) copies of the Proposal packet must be **unbound**, (i.e., no binder covers, comb bindings, etc.) and submitted as follows:

- a. One unbound copy containing original signatures must be marked "**Master Copy**", and
- b. The second unbound copy must be marked "**Copy for Reproduction**" and formatted as follows:
 - (i) No divider sheets or tabs
 - (ii) Text printed on one side only (i.e., no back-to-back pages)
 - (iii) Pages with proprietary information removed
 - (iv) A cover sheet listing the firm's name, the total number of pages and identification of which page has (have) been removed due to proprietary information.

2. The remaining three (3) copies must be **bound** and organized in a manner to facilitate ease of review by evaluators.

3. Five (5) copies on CD each containing one complete proposal package(s). The Proposal is to be submitted in MS Office format (Proposal Questionnaire in MS Excel 2003 and remaining documents in MS Word).

B. The Proposal package(s) must be sealed and clearly marked on the outside as "**RESPONSE TO REQUEST FOR PROPOSAL NO. 2008-4780 – PHASE 1, DO NOT OPEN**".

Failure to clearly identify the Proposal on the outside of the package may result in the rejection of the Proposal. CalPERS is not responsible for receipt of any Proposal that is improperly labeled, and accepts no responsibility for lost and/or late delivery of Proposals.

- C. The Proposal package must be **received** no later than March 25, 2009 by 3:00 p.m., PST in Room W1570 addressed as follows:

U.S. Mail: Contracts Officer
California Public Employees' Retirement System
P.O. Box 942702
Sacramento, CA 94229-2702

Personal Delivery or Commercial Delivery Services:

Contracts Officer
California Public Employees' Retirement System
Lincoln Plaza West
400 Q Street, Room W1570
Sacramento, CA 95811

All Proposal packages will be date and time-stamped upon receipt in Room W1570. Proposals received in Room W1570 after the final filing date and time will not be considered.

U.S. Mail: Proposal packages delivered via the United States Postal Service WILL NOT be delivered directly to the street address. Instead, it will be processed as bulk mail and held at a local post office for CalPERS to pick up.

Please allow sufficient time for the mailing/delivery processes mentioned above to ensure that the Proposal package will arrive in Room W1570 by the final filing date and time.

- D. Prior to the final filing date, a Proposer may withdraw a Proposal already submitted to CalPERS to correct, modify, or complete it. The Proposal may be withdrawn by written notification to CalPERS Contracts Officer, signed by an authorized agent. The Proposal may thereafter be resubmitted, but not after the final filing date and time.
- E. Upon submission, all Proposals become the property of CalPERS and are subject to public inspection. If the Proposer seeks to exempt certain pages or items from public inspection, Proposer should clearly mark them as "PROPRIETARY INFORMATION". CalPERS will use reasonable efforts to exempt such pages or items from public disclosure pursuant to various disclosure requirements under State and Federal Law but makes no representations or warranties that such efforts will be successful. **Please note that the entire Proposal cannot be considered proprietary information.**
- F. Except as specifically requested by CalPERS, submission of a Proposal or any portion thereof via facsimile transmission, electronic, or magnetic media is not allowed. CalPERS will not accept or consider any Proposal material submitted in this manner.

- G. CalPERS may reject all Proposals if, based on its exclusive discretion, the Proposals do not meet CalPERS need.
- H. Only one Proposal each for a Statewide and/or Regional plan from an individual, firm, partnership, corporation, or combination thereof, will be considered. Multiple Proposals submitted by a Proposer under more than one name or under the same name, if haven't formally withdrawn an earlier submission, will be cause for rejection of all Proposals submitted by the Proposer.

VIII. EVALUATION PROCESS

All Proposals received on or before the final filing date and time as specified in the Schedule of Events will be evaluated as outlined below. CalPERS may request additional information from Proposers at any phase of the evaluation process for the purpose of clarifying ambiguities in the information presented in the Proposal. Section IX, General Information, provides the detailed clarification process.

CalPERS, in the exercise of its exclusive discretion, may permit the Proposer to correct any error, omission, deviation, or other defect (see Section IX, General Information). Alternatively, CalPERS may waive such error, omission, deviation, or other defect. However, such waiver shall in no way modify the RFP documents or excuse the Proposer from full compliance with the RFP requirements.

A. Preliminary Review

The Phase 1 Proposal will be reviewed to determine completeness of the proposal package using the Preliminary Review Checklist, Exhibit 1. CalPERS may reject any or all Proposals that fail to meet these requirements.

B. Minimum Qualification Review

Upon satisfactory preliminary review, each Proposal will be reviewed by a team of CalPERS staff to determine Proposer's satisfaction of Minimum Qualifications requirements. After CalPERS has ascertained that the Proposer meets the Minimum Qualifications Certification, Attachment B and/or Attachment C, the Proposal Questionnaire will be scored by a team of CalPERS Staff.

C. Proposal Questionnaire Scoring

Each team member will independently review the Proposer's Proposal Questionnaire using the Proposal Evaluation Sheet, Exhibit 2 and/or Exhibit 3. A single score for each Proposal Questionnaire will be reached

by consensus of the evaluation team with a maximum of 50 points. Statewide and Regional proposals will be scored separately. The Proposals within 30 points of the highest scoring Proposal among Statewide Proposers or among Regional Proposers will continue to Phase 2 of the RFP process.

IX. GENERAL INFORMATION

A. eBusiness Alerts

CalPERS eBusiness Partners registered for this RFP will receive an eBusiness Alert notification with links to the latest documents and information posted on the CalPERS website at www.calpers.ca.gov. This service is an optional communications tool, and the eBusiness Partner takes full and independent responsibility for compliance with any notices, policies, procedures, documents, or requirements set forth by the content in this RFP. CalPERS eBusiness Partners are encouraged to access the CalPERS website routinely, and CalPERS assumes no responsibility for any failure of the eBusiness Alert tool to provide notification of changes to the RFP.

B. Errors and Omissions

If a Proposer discovers any ambiguity, conflict, discrepancy, omission, or other error in this RFP, the Proposer should immediately notify CalPERS of such error in writing and request clarification or modification of the document. This notification must be submitted pursuant to the procedures described in Section IX, C., "Questions Regarding the RFP". Modifications will be made by addenda issued pursuant to Section IX, E., "Addenda". If a Proposer fails to notify CalPERS of a known error or an error that reasonably should have been known prior to the final dates of submission, the Proposer will assume the risk of proposing. If awarded the contract, the Proposer will not be entitled to additional compensation or time by reason of the error or its later correction.

C. Questions Regarding the RFP

1. Proposers requiring clarification of the intent and content of this RFP may request clarification only by submitting questions via electronic mail to:

HMO_Solicitation@calpers.ca.gov

Please reference RFP No. 2008-4780 in the subject line.

To ensure a response, these questions must be received by the date and time specified in the Schedule of Events. Responses to questions received by this date will be posted to the CalPERS website, without identifying the source of the query, on or before the date specified in the Schedule of Events.

2. Questions regarding the competitive proposal procedure only (i.e., questions dealing with format, packaging, DVBE, etc.) may be submitted via electronic mail to:

HMO_Solicitation@calpers.ca.gov

Please reference RFP No. 2008-4780 in the subject line.

Responses will be directed to the respective Proposer only. CalPERS will use reasonable efforts to respond to questions in a timely manner.

D. CalPERS Restricted Contact Policy

Proposers must comply with Government Code section 20153 concerning restricted contact policies. A copy of the existing code section is attached as Exhibit 4.

E. Addenda

CalPERS may modify any part of the RFP, prior to the date Proposals are due, by issuance of one or more addenda. Addenda will be numbered consecutively and posted to the CalPERS website.

F. Clarifications

CalPERS may request additional information from Proposers at any phase of the evaluation process for the purpose of clarifying ambiguities in the information presented in the Proposal. CalPERS will advise proposers in writing of the documentation required and the time line for submission. Failure to submit the additional requested documentation by the date and time indicated may cause CalPERS to deem the proposal unresponsive.

If deemed necessary by CalPERS, at its sole discretion, the following omitted and/or additional information may be collected, by mail, fax, or other method:

1. Signed copies of any form submitted without a signature. This provision does not apply to unsigned Cover Letter.
2. Data or documentation omitted from any submitted attachment or form.

3. Information and material needed to clarify or confirm certifications or claims made by a Proposer.
4. Information or material needed to correct or remedy an immaterial defect in the Proposal.

Other than information requested by CalPERS, no Proposer will be allowed to alter the Proposal or add new information after the final filing date.

G. Appeal Process – Phase 1

1. A Proposer who has submitted a response and is not selected as a successful proposer may appeal that determination. There is no appeal from a finding that a Proposer is not qualified because of a failure to submit required information or that CalPERS cannot validate the submitted documentation.
2. The appeal must be submitted within three (3) State working days after CalPERS posts the list of successful proposer(s) on the CalPERS website located at www.calpers.ca.gov. The Proposer(s) shall submit a written statement specifying the grounds for the appeal and the facts on which they are based. The appeal shall be submitted by fax to the Procurement and Contracts Administrator with a hard copy sent by overnight delivery for the following business day:

Procurement and Contracts Administrator
California Public Employees' Retirement System
Lincoln Plaza West
400 Q Street, Room W1570
Sacramento, CA 95811
Fax No. (916) 795-3379

3. CalPERS shall review the appeal and relevant materials and make a final determination within five (5) State working days of the receipt of the appeal and all relevant materials. The determination will be final and binding.
4. The Procurement and Contracts Administrator shall notify the Proposer of the final ruling within one (1) State working day.
5. There is no basis for appeal if all Proposal(s) are rejected based on the best interests of CalPERS.

H. Other Criteria

1. Right to Reject Any or All Proposals

CalPERS' policy is to solicit Proposals with a bona fide intention to award a contract. This policy will not affect CalPERS right to reject any or all Proposals at any phase of the RFP process, or to cancel the solicitation at any time.

2. Proposer's Costs

All costs for developing Proposals are entirely the responsibility of the Proposer and shall not be chargeable to CalPERS.

3. Review of Proposals Subsequent to Contract Award

Written or oral Proposal evaluation debriefings will not be given to unsuccessful Proposers. However, all Proposals and all evaluation and scoring sheets, which are retained by CalPERS as a permanent record, shall be made available for public inspection.

4. Subcontracting Subsequent to Contract Award

If, at any time during the term of the contract, CalPERS or the Contractor require the previously unanticipated expertise of a specialist(s) to provide services contemplated in this RFP, upon agreement by both parties and under the direction of the Contractor, a subcontractor(s) relationship may be established at CalPERS expense, and the fee negotiated at the time the subcontracting relationship is established.

5. Conflict of Interest

Compliance is required with California Public Contract Code Sections 10410 and 10411 relating to employment of current and former state employees.

6. Corporate Qualifications To Do Business In California

Proposers who are either foreign or domestic corporations must be in good standing and must be qualified to do business in California currently and during the term of the contract.

7. Follow-On Contracts

No person, firm, or subsidiary thereof or their officers or directors, who has been awarded a consulting services contract, or a contract

which includes a consulting component, may submit a proposal or be awarded a contract for the provision of service, delivery of goods or supplies, or any other related action which is required, suggested, or otherwise deemed to be an outgrowth of advice or recommendations submitted pursuant to the consulting service contract.

8. Execution of Contract

The contract will be executed as a CalPERS Standard Agreement. CalPERS may modify the contract provisions or incorporate additional provisions if it is in the best interests of CalPERS.

9. News Releases

News releases pertaining to the award resulting from this RFP shall not be made without prior written approval from CalPERS Chief Executive Officer or his designee.