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ACCENTURE RFP FOR AHCCCS WORKS PORTAL

February 22, 2019
Solicitation Number: YH19-0028

Submitted To:

Michael Kowren
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701 E. Jefferson, MD5700
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Submitted By:

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SUBMITTAL COVER LETTER

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Suite 245
Phoenix, AZ 85018
www.accenture.com

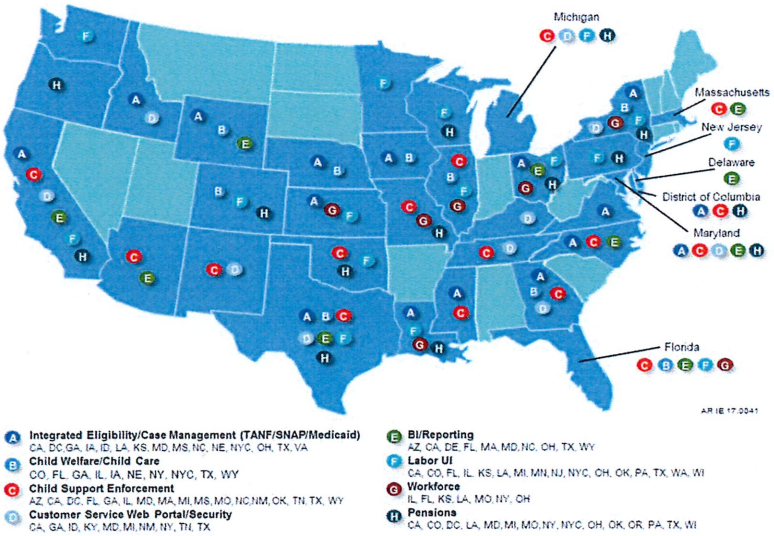
Michael Kowren
Senior Procurement Specialist
AHCCCS
701 E Jefferson St, MD5700
Phoenix, AZ 85034

Dear Mr. Kowren,

We have always admired Arizona Health Care Cost Containment System. Your agency is impressive and nationally recognized for implementing powerful and impactful initiatives. Accenture shares your same passion for improving outcomes, serving citizens, being innovative, operating a business, and delivering value and appreciate the opportunity to demonstrate our commitment and experience in our response to the AHCCCS Works Portal solicitation YH19-0028.

Health and Human Services at Accenture:

For more than 30 years, Accenture has provided government agencies with innovative, mission-critical health and human services solutions, including statewide eligibility and enrollment systems. We pride ourselves on successfully helping public administrators apply field-tested technology to critical operations and service challenges. Our innovative strategies align people and business processes with the demands of a constantly changing environment to support HHS agencies globally and across the U.S.



Considerations for a successful AHCCCS Works Portal:

We have consulted on and implemented work requirements on other programs and are pleased to support work requirements to help states **increase employment opportunities and reduce individual reliance on public assistance**. As you read our Method and Experience sections, you will see the elements we believe can truly achieve this goal. One of these elements is human-centered design. In our experience, this is the surest way to increase adoption of the portal and **make it easy to navigate for members and assistors**. Our technology and solution will **rapidly identify when individuals** are out of compliance so that they are informed and can act accordingly.

Co-creation allows for a straightforward solution to enforce work requirements. Through co-creating with you, our solution will **minimize the burden AHCCCS workers,** including monthly reporting and verification requirements. We see work requirements as a key component to overall strategies that focus on Social **Determinants of Health**

(SDOH) to help improve the health of the population. Accenture continues to invest heavily in growing our SDOH capabilities and one of the key Accenture resources listed in this proposal is pivotal to our SDOH design efforts and has spoken extensively at National Medicaid conferences on how to use SDOH for better outcomes.

Additionally, we will factor these considerations into building a successful AHCCCS Works Portal with you:

Do no harm in the process of implementing the waiver by preventing requirements from being a barrier for recipients	Use metrics to demonstrate the success of the work requirements program	Identify improvements along the way to the program and process
Incentivize and encourage members to take advantage of job training, employment and education opportunities	Use data sharing across agencies to improve administrative efficiency in making compliance determinations	Teach and inform members of the new requirements and processes

We know Arizona and the Community

What is more, we are proud citizens of Arizona who serve our community. We have nearly 400 Phoenix-based employees and growing! Accenture collaborates with local Arizona partners on shared skill-building and sustainability goals. Accenture employees host job-readiness workshops that help the unemployed sharpen their job search skills and we volunteer for activities that support the environment. Accenture also supports job-development and environmental programs through charitable grant-making. We are engaged with the following local nonprofit organizations via board leadership, corporate sponsorships, or volunteerism:

- Arizona Business Leadership
- Child Crisis Center
- Greater Phoenix Leadership
- Heard Museum of the Southwest
- Audubon Arizona
- Dress for Success
- HandsOn Greater Phoenix
- Junior Achievement
- Junior Achievement
- Phoenix Art Museum
- Frank Lloyd Wright Foundation
- Televerde

Just like AHCCCS, we live by the ideology to serve our communities.

Accenture understands your vision, objectives, timing, and requirements. Our approach, experience, expertise, and overall understanding of Medicaid Work Requirements and AHCCCS goals offer an exceptional opportunity to help you with operationalizing the work requirements via the AHCCCS Works Portal.

Sincerely,

Jamie Wills
Managing Director, Accenture Health & Public Service

OFFEROR'S CHECKLIST

ATTACHMENT B: OFFEROR's CHECKLIST

Note to Prospective Offerors: This page is added to the RFP as a convenience to Offerors. It is believed to be a complete listing of all submission requirements pursuant to this RFP. However, if a requirement is stated anywhere in the RFP text, yet does not appear in the Offeror's Checklist, the text statement takes precedence over the omission of that requirement in the Offeror's Checklist. Provide the page number where this item is located within your proposal, in the right-hand column. All items must be included and in this order.

	SUBMISSION REQUIREMENTS	OFFEROR'S PROPOSAL Page #
1	One (1) Original and (2) Hard Copies of Proposal, 1 Electronic Copy	included
2	Submittal Cover Letter	included
3	Offeror's Checklist (see ATTACHMENT B - this page)	included
4	Completed and Signed Offer and Acceptance page	included
5	Signed Solicitation Amendments, if any (signature page only)	included
6	Method of Approach - Written narrative in response to requirements with reference to requirement paragraph number.	1
7	Experience and Expertise of the Firm and Key Personnel – Written Narrative • Successful and reliable experience in related past performance • Detailed related information and resumes of Key Personnel • Organizational Chart	23
8	Pricing Schedule (see ATTACHMENT A)	50
9	Statement of Intent to provide Certificate of Insurance	58
10	Detailed Legal Analysis (If any portions are requested to be kept confidential or proprietary) If any pieces of your proposal are **being requested to be kept confidential, and withheld from public viewing**, please submit an additional redacted copy of the proposal ON A SEPARATE CD. Our office does not require a hard copy of the redacted proposal, only an electronic copy. This will ensure that our office is crystal clear on which version of your proposal is acceptable for public viewing.	61

COMPLETED AND SIGNED OFFER AND ACCEPTANCE PAGE

OFFER AND ACCEPTANCE

OFFER

The undersigned Offeror hereby agrees to provide all services in accordance with the terms and requirements stated herein, including all exhibits, amendments, and final proposal revisions (if any). Signature also certifies Small Business Status.

Arizona Transaction (Sales) Privilege Tax License No.: 0738015

Federal Employer Identification No: 72-0542904

Email Address: jamie.wills@accenture.com

Accenture
Company Name

3200 E Camelback Rd, Ste 245
Address

Phoenix	AZ	85018
City	State	Zip

For clarification of this offer, contact:

Name: Jamie Wills

Title: Managing Director

Phone: 602-337-4071

Signature of Person Authorized to Sign Offer

Jamie Wills
Printed Name

Managing Director
Title

CERTIFICATION

By signature in the Offer section above, the Offeror certifies:

1. The submission of the offer did not involve collusion or other anti-competitive practices.
2. The Offeror shall not discriminate against any employee or applicant for employment in violation of Federal Executive Order 11246, AHCCCS Executive Order 2009-09 or A.R.S. §§ 41-1461 through 1465.
3. The Offeror has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted offer. Failure to provide a valid signature affirming the stipulations required by this clause shall result in rejection of the offer. Signing the offer with a false statement shall void the offer, any resulting contract and may be subject to legal remedies provided by law.
4. The Offeror _____ is / ✓ is **not** a small business with less than 100 employees or has gross revenues of $4 million or less.
5. The Offeror is in compliance with A.R.S. sec 18-132 when offering electronics or information technology products, services, or maintenance; and
6. The Offeror certifies that it is not debarred from, or otherwise prohibited from participating in any contract awarded by federal, AHCCCS, or local government.

ACCEPTANCE OF OFFER (to be completed by AHCCCS)

Your offer, including all exhibits, amendments and final proposal revisions (if any), contained herein, is accepted. The Contractor is now bound to provide all services listed by the attached contract and based upon the solicitation, including all terms, conditions, specifications, amendments, etc., and the Contractor's Offer as accepted by AHCCCS.
The Contractor is cautioned not to commence any billable work or to provide any material or service under this contract until Contractor receives purchase order, contact release document or written notice to proceed.

This contract shall henceforth be referred to as

Contract No._____.

CONTRACT SERVICE START DATE:_____.

AWARD DATE: _____

_____

MEGGAN LAPORTE,CPPO, MSW, AHCCCS Chief Procurement Officer

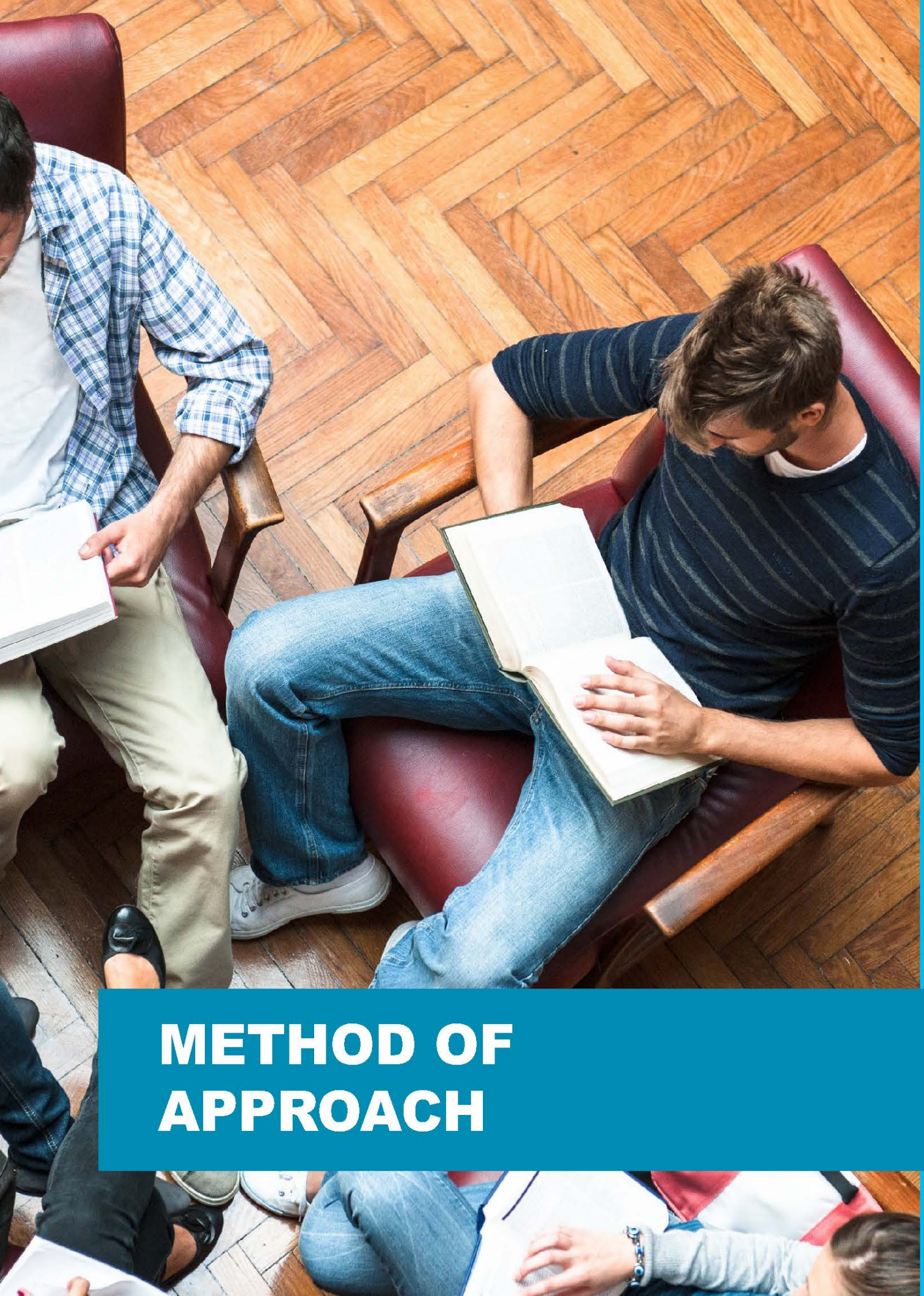
SIGNED SOLICITATION AMENDMENTS

5.28.6 Require components to be ready for deployment in various cloud computing environments, whether public, private, or hybrid.
5.28.7 Provide capacity estimates for storage requirements for all proposed environments.
5.28.8 Support a Service Oriented Architecture (SOA) and Enterprise Service Bus (ESB)-based system.
5.28.9 Leverage webs services and adhere to key standards such as SOAP, XML, UDDI, WSDL, BPEL, SAML, and other standards as detailed by the State.
5.28.10 Accommodate MITA changes that may occur through the life of the contract.
5.28.11 Support processing of data in multiple formats such as XML, X12, NIEM and other industry standard formats.
5.28.12 Employ XML-based standards for communication and integration with other environments.
5.28.13 Provide the State with all changes, modifications, enhancements, or customized features it makes to any licensed software approved by AHCCCS to be used in the System.
5.28.14 Ensure the System plans and procedures are in place to meet audit and compliance requirements.
5.28.15 Support rapid failover or redeployment in the event of planned or unplanned interruptions.
5.28.16 Utilize cloud-based technology where advantageous to maximize the efficient and effective utilization of technology.
5.28.17 Be hosted and/or executed from a virtualized environment. The entire System's virtual environments shall be capable of being re-hosted at an AHCCCS data center upon request. If not hosted, be described in such detail that AHCCCS can create the virtualized environments necessary to house and operate the System in a selected data center.
5.28.18 Be web-based and require no installation on State workstations.
5.28.19 Define the Master Data to include at a minimum the identification of sources, the origin and use of other data, and provide a data model that is serializable in schemas and where the data is accessible via service interfaces.

1. **The attached Answers to Questions are hereby incorporated as part of this solicitation amendment.**

2. **The Proposal Due Date is hereby extended from February 19, 2019 to <u>February 22, 2019 at 3:00 PM Arizona Time</u>.**

OFFEROR HEREBY ACKNOWLEDGES RECEIPT AND UNDERSTANDING OF THIS SOLICITATION AMENDMENT.	THIS SOLICITATION AMENDMENT IS HEREBY EXECUTED ON THIS DAY, IN PHOENIX, AZ.
SIGNATURE OF AUTHORIZED INDIVIDUAL:	SIGNATURE: SIGNATURE ON FILE
TYPED NAME: Jamie Wills	TYPED NAME: Meggan LaPorte, CPPO, MSW
TITLE: Managing Director	TITLE: Chief Procurement Officer
DATE: February 22, 2019	DATE: February 6, 2018



METHOD OF APPROACH

6 Method of Approach

6.1 The Work Requirements Environment

Arizona Health Care Cost Containment System (AHCCCS) is recognized nationally as a Medicaid leader. With CMS' approval of the 1115 waiver, there is opportunity for additional trailblazing by improving community engagement and health outcomes for your vulnerable populations. By helping members access the skills and experiences necessary to obtain meaningful employment, you are taking aim at one of the primary Social Determinants of Health (SDOH) risk factors: lack of engagement in community and work. We agree SDOH-focused policies hold great promise for controlling Medicaid cost growth while simultaneously driving better outcomes.

AHCCCS is well-positioned to learn from the experiences of the relatively few states that have implemented work requirements. Since Arizona is the largest and most populous state to implement work requirements to date, you also have the opportunity to make a larger impact on your communities. To make this impact, you need to select an experienced vendor who can deliver a portal that is easy to use and creates engaging experiences for your customers.

One example to follow is Kentucky, which is working closely with Medicaid Managed Care Organizations (MCOs) to enlist their active participation in supporting work requirements. We are helping one of the largest Medicaid MCOs in the state implement Kentucky's waiver. We have learned that a holistic approach that engages consumers frequently and through multiple channels creates can drive compliance. While the consumer experience is paramount, the Kentucky example also teaches valuable lessons about how to minimize consumer effort in complying with the reporting requirement. Specifically, Kentucky is modifying the HIPPA 834 transaction so that MCOs can send information about member community engagement and healthy behavior activities directly to the state, relieving the consumer of a reporting burden.

The Kentucky example stands in stark contrast to Arkansas, another early adopter. Arkansas chose to implement a portal-only solution initially and the reporting burden on consumers is seen by many analysts as one of the primary drivers of high disenrollment rates there. Arkansas reported in November 2018, that 86 percent of those required to comply with the reporting requirement failed to do so. By December 2018, approximately 17,000 Arkansans had lost coverage due to the work requirement. While some proportion of these individuals lost coverage due to a willful failure to comply with the community engagement requirements, our experience with Medicaid eligibility tells us that many of these individuals may, in fact, be compliant with community engagement rules but were unable to report using the state's portal.

These examples are the basis for our focus on creating positive member experiences designed to minimize administrative churn. This is consistent with your objective, and with CMS' goal, as stated on page 7 of their waiver approval letter, to "…promote improved continuity of coverage by discouraging gaps in coverage that can occur when beneficiaries churn on and off of Medicaid…" The costs of such churn, to members, the state and MCOs is substantial.

Through our work with other states and with companies in multiple different sectors, we have learned that experience drives success. For AHCCCS, we have drafted a path to value depicted in Figure 1.

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Figure 1. Starting with the goal of creating engaging experiences is the best way to drive higher rates of self-sufficiency and reduced reliance on Medicaid.

In the pages that follow, we describe an approach to the AHCCCS Works Portal that is designed with this path as our north star. We will work with a laser focus on your goals of encouraging work participation to support member self-sufficiency and eventual transition from Medicaid to employer-sponsored insurance.

6.2 Proposed Solution

Our solution approach applies Accenture's significant experience and success in collaborating with government organizations and agencies to create, develop and deliver experiences that effectively and efficiently provide critical health and human services to constituents across North America. Our proposed solution for the AHCCCS Works Portal comprises the following elements:

Human Centered Design (HCD) is an iterative, cyclical process that helps us truly understand users, their challenges and their assumptions. It redefines problems to identify alternative strategies and solutions that might not be immediately apparent. HCD is a way of thinking and working and collection of hands-on methods and processes. These methodologies rapidly bring concepts to life through ongoing ideation, sketching, prototyping and testing to inform subsequent iterations of the product. HCD depends inherently on co-creation and a deeply collaborative approach which seamlessly coordinates AHCCCS stakeholders and subject matter experts with your Accenture Project Team.

Iterative Delivery works in conjunction with HCD, supporting iterative design, development, and testing to bring you results quickly and support rapid refinement of the Portal solution.

The Accenture Reach Platform (Reach) is purpose-built to empower citizens to take control of their interactions with government, efficiently and with maximum convenience. Anybody can build a portal, and the internet is littered with examples of portals designed in conference rooms without any thought given to the end-user experience. Reach is not your average portal. It is a robust platform that serves consumers via text messaging, mobile responsiveness and a full-featured desktop portal. Experiences across these channels are optimized for the unique power of each channel, personalized to the individual consumer, and powered by extensive data integration capabilities on the back end.

Each of these elements are discussed in more detail in the sections below.

6.2.1 Why Human Centered Design Matters: Meeting or Exceeding Expectations

Customer expectations are set by the interactions in everyday personal and professional lives. On-demand choices with near real-time delivery are the new normal. Consumers in all sectors, including government, demand that experiences meet these high expectations. For example, Accenture research into health insurance exchange consumers revealed that the number one reason millennials switched plans during open enrollment was poor customer experience—traditional factors like price and provider network were not as important as experience.

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Innovative, value-driven digital ideas are only as good as their design and removing barriers to adoption is imperative. Our design approach for the AHCCCS Works Portal focuses on adoption because it is the key to your overall success.

Accenture's HCD process, as depicted in Figure 2, engages a wide range of stakeholders with the single purpose of co-creating a collection of experiences personalized to the needs of your members, helping them achieve work requirements compliance and self-sufficiency. This design technique is fundamental to achieving compliance and minimizing the administrative caseload churn.

Our approach focuses on building a solution that starts with the user. When we understand the user's needs, we can define different ways to restate the problem and ideate on a solution. To validate our work, we create a visualization of the concepts and have users tell us what they think. Through this process, we create the right solution for our user groups and save our clients time and money along the way.

Figure 2. Collaborating with you and your stakeholders will produce experiences that drive compliance

6.2.2 Methodology

To take the outputs of Human Centered Design and make them a reality, our development teams use an iterative development methodology. This approach to project management and software development helps teams quickly deliver value. Teams deliver work in small, consumable increments, so that they have a natural mechanism to respond quickly to change. These Scrum teams are a group of individuals, from Accenture and AHCCCS, working together as one team towards a common goal. The Scrum teams work in Sprints, typically 2 weeks in duration, to turn around small pieces of functionality in a timely fashion. At the end of each Sprint, the work products are showcased to stakeholders to validate the solution meets the business need. Our methodology breaks the project into incremental bodies of work that allow issues to be addressed early and often. This iterative approach helps the team avoid spending time on a feature that doesn't support the goals and objectives of AHCCCS.

To confirm that decisions are design-led, iterative and intentional, we use a dual-track method to base our designs on user needs instead of driving by technology decisions. Our developers follow pace behind the design team, building from the backlog of user stories defined for the experience as shown in Figure 3. We will obtain feedback on the user experience as early as possible, so decisions and updates can be made before development begins.

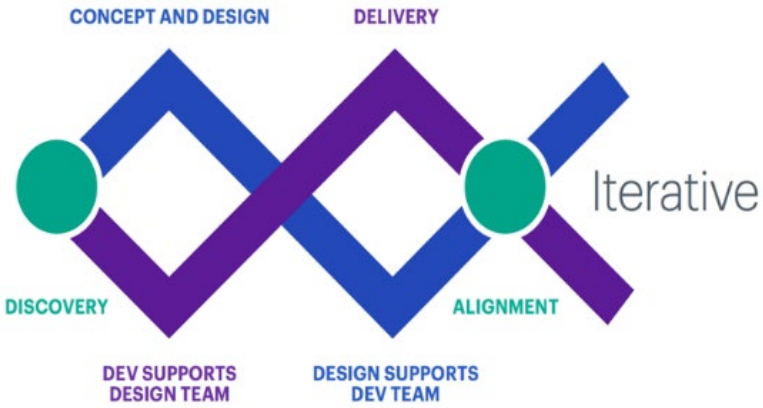

Figure 3. Leading with Design keeps users at the forefront as we develop technology solutions

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Delivery Methodology Framework & Processes

We propose the Project Team use principles and processes from the Agile development framework. Using agile principles, we define meetings that bring structure to each Sprint: Daily standup, Sprint planning, Sprint Showcase, and a Retrospective meeting to review what went well, and actions to make the next Sprint better. These agile meetings drive the team's understanding of the underlying business need behind the work. Concurrently, the team builds consensus on the technical approach to implement features and quickly identifies issues and blockers. Figure 4 below outlines the different processes the AHCCCS Works Portal Sprint teams will use during implementation.

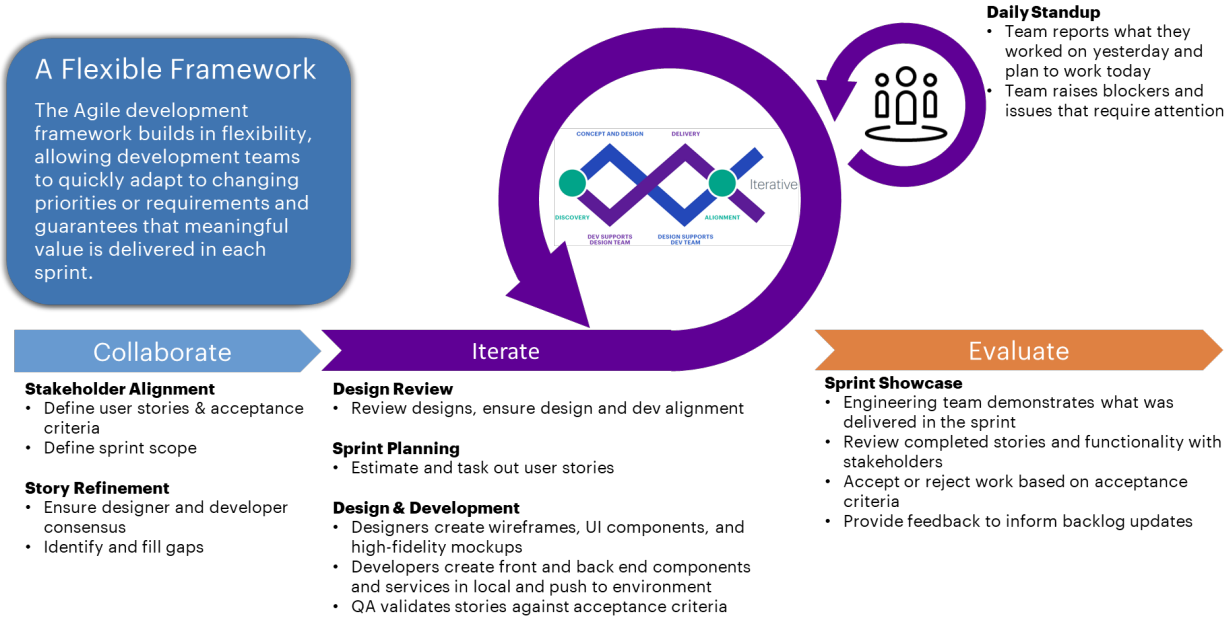

Figure 4. Sprint processes deliver significant value early in the project with quick iterative improvements.

This methodology will allow the AHCCCS Works Portal team to increase productivity and deliver significant business value early in the process, making it easier to minimize risks related to development. An approach aligned with Agile principles puts the system in the hands of the users in a controlled release schedule that mitigates risk and drives user adoption. This is particularly valuable because a project this transformational will likely discover opportunities during the process. Iteration allows us to learn, grow, and understand what AHCCCS needs. Iteration allows the solution to evolve and respond to changes.

6.2.3 What Is Reach?

"Good enough for government work" is no longer good enough for consumers. We responded with the Accenture Reach Platform (Reach). Reach was developed to bring a frictionless experience to digital public service. Built on open-source technology, Reach is a highly flexible, cost-effective solution that can fit within existing technical environments and legacy software ecosystems. Able to be deployed in the cloud or on-premise, Reach's microservice architecture is meant to grow and scale as AHCCCS' needs change. In fact, the Reach platform was designed and developed just as we are proposing, with an iterative approach based on

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user and agency feedback. The resulting platform comprises components and services ideal for iterative development.

Reach's responsive front-end provides a modern, mobile-friendly experience for customers. This means AHCCCS can engage with members across mobile, tablet, and desktop devices, whichever is most convenient for them, and still access the same features and services regardless of the device. The website view of Reach can be seen in Figure 5 and the mobile view in Figure 6 below.

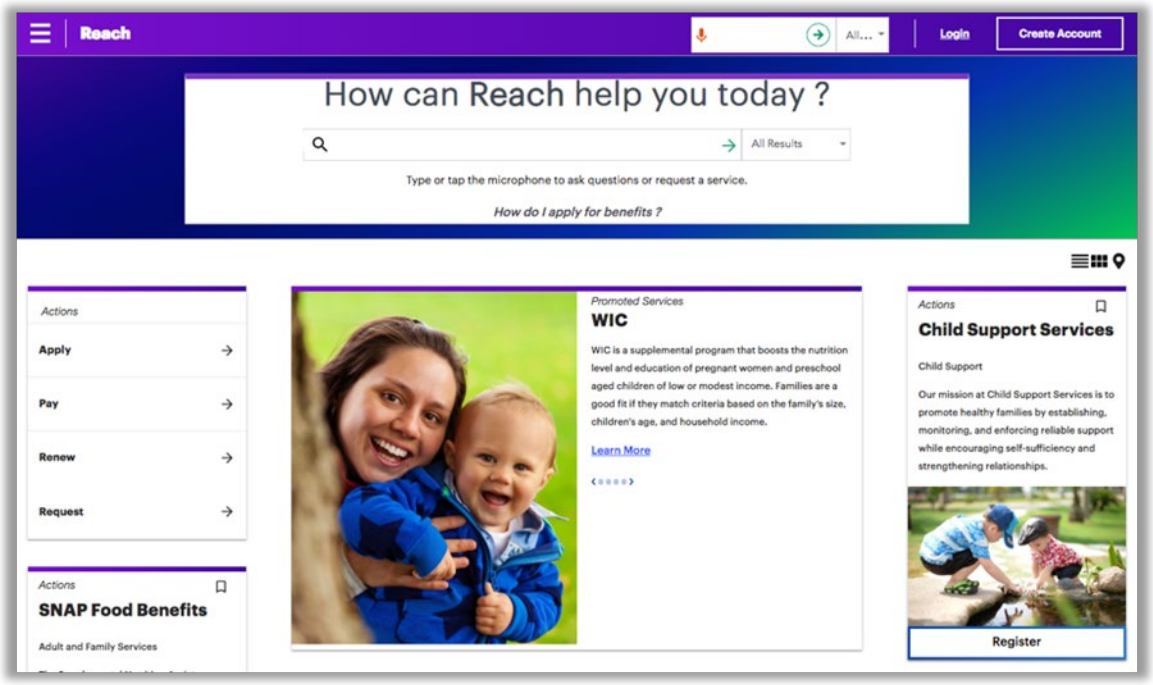

Figure 5. The Reach website is clean, clear, and easy to use

Accenture Reach bundles proven technology into building block capabilities that enable rapid delivery of AHCCCS requirements and features. The platform is built using a microservices architecture, which is an efficient way to create small, portable, and discrete services, each running as its own process, while loosely coupled to other microservices. Each service is lightweight and built around a specific business capability for maximum flexibility and is easily reused or extended. Reusable capabilities will be helpful to AHCCCS over time should you expand your solution to include other types of interactions with users. For example, if a member is disqualified for not complying with requirements, Reach can use existing account and notification services to send job training and career program information that is targeted based on the user's situation.

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6.2.4 Why Reach is the right solution for Arizona AHCCCS

Reach is Designed for Public Service

Reach was specifically created for public service clients by public service experts. Recognizing a need for improved customer service in government, the Reach team set out to create a core set of capabilities and development tools to make it easier for governments to deliver services to their constituents. Every facet of the platform has been optimized for public service use cases. During its inception, the Reach team interviewed users about common government interactions and the types of conveniences they expect when engaging online. As part of the design process, the team tested conceptualized designs with users across desktop and mobile interactions to get feedback on ease of use before we started development.

Additionally, Reach was built by people who understand that access to services is imperative for some families and providing an intuitive, helpful experience is paramount. Accenture understands agency obligations to help customers get services they need as quickly as possible delivered with respect and cultural sensitivity. Using a design-led process, Reach was empathetically designed with the right tone and mind-set to compassionately help users get the assistance they need.

Reach is architected to be lightweight. An open-source technical stack is ideal for government clients who strive to balance improving services with managing a limited budget. Reach integrates with existing assets, allowing clients to take advantage of their current investments and business processes without large-scale system replacements.

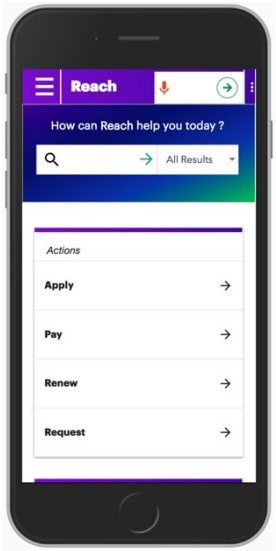

Figure 6. Reach's Mobile View is compact and easy to use.

Agency Self-Service with Reusable Components

Reach's front- and back-end components were designed to be easily repeatable, with comprehensive Software Development Kits (SDKs) and technical guides available to empower AHCCCS to make organization-specific enhancements on their own without relying on Accenture or another vendor to make changes. AHCCCS can update and change elements such as the education links and content shown to consumers on the Portal. Additionally, the Accenture Reach Platform allows developers or business users to quickly create, modify and deploy content to the self-service portal. With this capability, AHCCCS can make updates without directly modifying the code, allowing for quick adaptation to changing policies or regulatory requirements.

Reach's open architecture and pre-built capabilities also provide flexible ways for AHCCCS to build upon the AHCCCS Works Portal to include additional services as needed. Because Reach's microservice library includes reusable services, new ways to engage with customers can be incrementally added, allowing for more opportunities to improve efficiency over time with more modest-sized projects. Additionally, Reach's front-end experience (built on Angular with Angular Material components) provides consistent, reusable interactions that are user-tested and will accelerate service delivery. As AHCCCS identifies additional ways to limit the burden on consumers, you can use Reach's flexibility to add additional services. One example could be using Medicaid claims to trigger automated reports of exemptions so those who are sick can focus on their health. Existing capabilities already in place in our notification framework such as notifications through email, text and Message Center could update the user that no additional action is needed. AHCCCS may also choose to send targeted content to the member with helpful information based on the claim type.

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Role-Based Access Management

The Reach platform provides the ability to integrate with third-party identity and access management software to manage user authentication and access rights based on security roles. Our proposed solution is to integrate with Amazon Cognito. Users will be able to create an account profile based on person and contact information and notification preferences. Account profiles will be secured so that only that user can access their information.

6.2.5 Implementation Approach

We will use the implementation approach and methodology shown in Figure 7 which is optimized to work with Reach implementations.

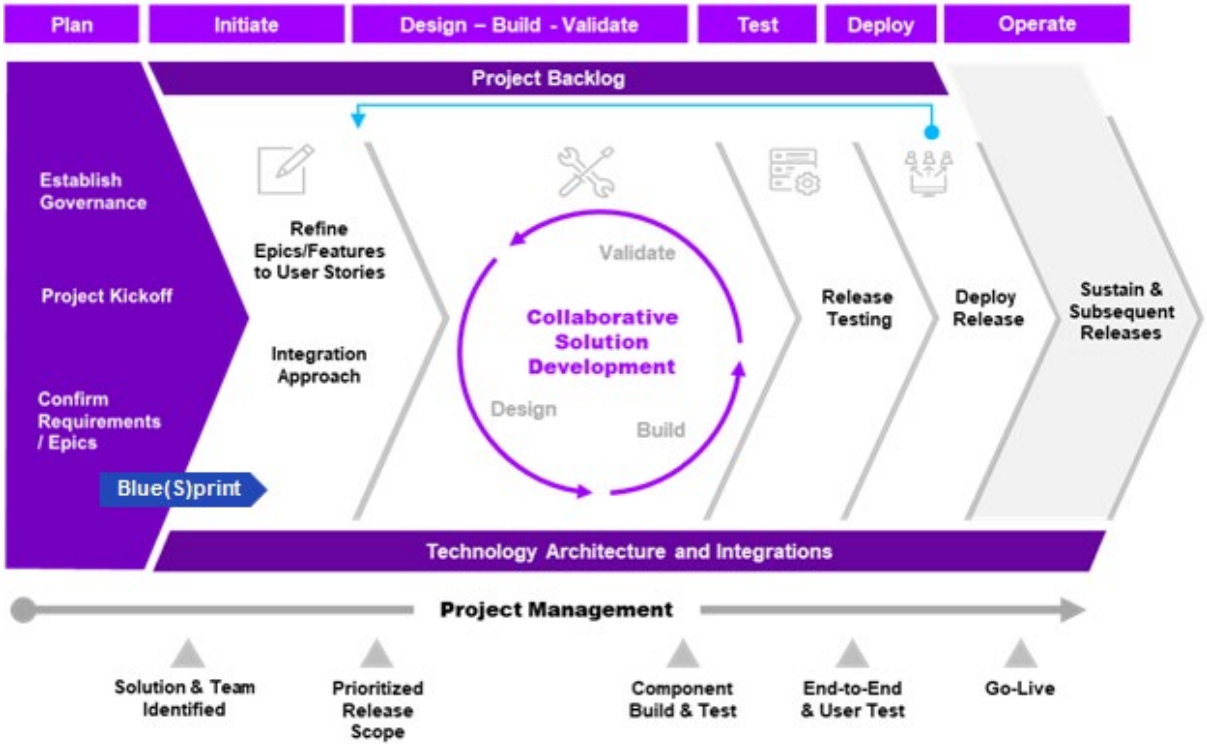

Figure 7. Our implementation approach and methodology deliver value rapidly and collaboratively.

The methodology includes six project phases. Project management and technical architecture occur throughout the entire project lifecycle.

6.3 Project Management

To deliver tangible business value, Accenture will use its Accenture Delivery Methods (ADM) as the core of our approach for management, operations, planning, and development of the AHCCCS Works Portal. ADM is a complete, integrated methodology that aligns to key industry standards including Capability Maturity Model Integration (CMMI) and information Technology Infrastructure Library (ITIL). Our project management methodology provides a framework for delivering solutions and services collaboratively, quickly, and reliably even in complex

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environments with multiple stakeholders and project teams. It combines the disciplines, techniques, and tools needed to deliver multiple projects with complex staffing requirements and customized deliverables. Our methodology has evolved throughout our 60-year history of delivering significant, tangible business outcomes to our clients worldwide. It has been updated to work with multiple methodologies, including agile, knowing that each project is different and there is no one size fits all methodology. This experience will enhance our ability to collaborate with you in completing the project management activities as requested in **5.22 Project Management** from the Scope of Work. As project management occurs throughout the entire project lifecycle, these activities are spread throughout the project phases which are detailed in the sections below. To manage the project, we suggest using Jira, which can track issues, risks, changes, and defects.

6.4 Plan phase

The plan phase includes establishing governance, project kickoff and confirming requirements. As part of our coordinated efforts, the Accenture project manager will work with AHCCCS project manager to develop a project management plan during the first 30 days of the project. This project management plan will provide the overall governance for the project. As we continue the Plan phase, we will hold the project kick-off to align stakeholders and project team members. Potential stakeholders to consider include: AHCCCS leadership and business owners, Arizona Department of Economic Security, community-based organizations that provide job training, placement, health education and other services that meet community engagement requirements, members, member advocates, and educational institutions.

During this phase, we will confirm the solution and identify the team. We propose a distributed team that allows us to bring the best of Accenture to AHCCCS. This includes a team offshore in our global Accenture Technology Centers collaborating with the team in Phoenix to deliver the AHCCCS Works Portal. The Reach asset is managed and maintained by our global delivery network. For Arizona, we will leverage this asset team along with our onshore team to apply customizations and configurations for AHCCCS. The offshore team will not have access to live production data. Keeping data onshore secures the AHCCCS data and follows the process and procedures we have implemented on other Health and Human Services projects. The offshore team will test data, which will not include any PII or PHI, to perform their work.

6.4.1 Establish Governance

The next step during the Plan phase is establishing governance. Creating a governance process starts with creating a project management plan, which includes schedule/work management, issue management, risk management, communication management, staffing management, quality management, and change control management. We would collaborate with AHCCCS to develop the proposed Project Work Plan after carefully reviewing the requirements and applying insights from our previous portal development and project management experience. Our disciplined approach to project management emphasizes the critical importance of the day-to-day project management fundamentals, and we recognize the value in a systematic execution of these underlying project activities. We will work with AHCCCS to maintain these plans throughout the duration of the project. Together we will

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determine the appropriate deliverable review and acceptance process by which deliverables in the Project Work Plan will be governed.

6.4.2 Project Kickoff

The project kick-off meeting will provide the opportunity to build consensus on this project's vision, mission, and guiding principles. It also allows AHCCCS and Accenture project team members to align on objectives, scope, roles and responsibilities. At the completion of the kick-off, the project will be prepared to move into execution with a broad understanding of the project's objectives, schedule, and team. We will prepare AHCCCS project staff for the journey by training them on the methodology and iterative approach and providing a demo of the Reach platform.

6.4.3 Confirm Requirements/Epics

Before the end of the Plan phase, we will work together to confirm the requirements from the RFP. One concept from the Agile methodology we will use is the notion of Epics. Epics are a broad collection of scope items mapped to a specific theme, or customer value, derived from the requirements. We will facilitate multiple meetings with your business owners to help them create Epics. Defining Epics during the plan phase will help the design team understand the overall scope which will be further refined in the Initiate phase. Epics will be broken down into user stories, which are small pieces of work that can be built by a developer during the Initiate phase. User stories are defined in business language from the perspective of the end user to help the developer understand the business value of what they are developing. The below Figure 8 illustrates how Epics and user stories are broken down.

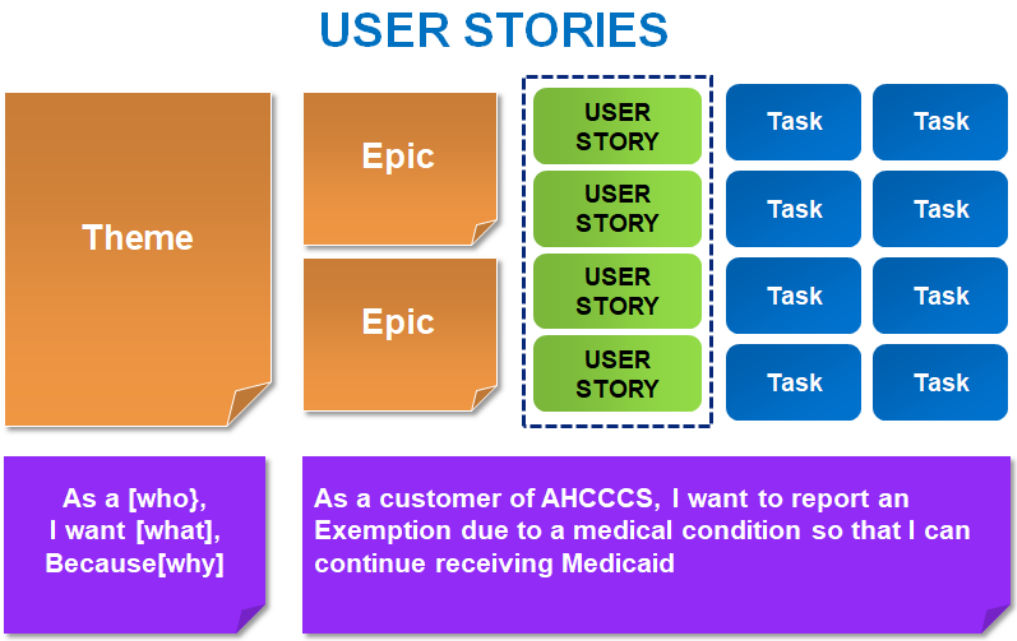

Figure 8. Epics and User Stories help AHCCCS define business needs and explain the value, enabling rapid development and iteration

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User stories have acceptance criteria that set guardrails for the developer to establish technical and business constraints they must address to consider the story complete. As part of our HCD approach, we propose our Blue(S)print process to confirm and refine epics.

The Blue(S)print Difference

As a team, we will collaborate on a solution that provides a tailored experience to each member based on their circumstances. Our solution will proactively link members to resources, information and opportunities to satisfy community engagement requirements and support the path to sustaining employment. Through a design-led process we call Blue(S)print, we can rapidly iterate with you to arrive at an optimized solution. It starts with us learning more about the goals and objectives of AHCCCS in fine detail through conversations with your SMEs. Our Blue(s)print process is portrayed in Figure 9.

Figure 9. The Blue(S)print process confirms alignment on goals at every phase of design.

Spanning the Plan and Initiate phases of the project, our integrated Blue(S)print methodology addresses these issues by blending strategy, design and technology disciplines into a comprehensive, integrated process. This process has three key activities: Discovery, Concept and Design. During the Discovery activity, Accenture's team will work with AHCCCS SMEs to align on objectives that build momentum for the team. We will look at the range and depth of existing systems, which often reveals greater technological capabilities than previously imagined. We will speak with the most important and valuable resources, your people, so we can understand the subject matter knowledge within AHCCCS. Through this series of interviews, reading materials, and informal conversations, we can prepare for the next activity, where we conceptualize the Portal through design thinking. In the Concept activity, we begin to solution the epics/user stories we identified as a team. We start forming a plan and an Epic roadmap to use in the upcoming phases. These will determine where our designers begin their tactical work in the next phase of the Blue(S)print. Through an interactive workshop, our designers will lead your team through a series of brainstorming activities that help define and solution the problem in different ways. Throughout the two days, you will have the chance to share and sketch the ideas you want to see come to life for AHCCCS and its members. Example outputs of this activity include a visual story arc of the user journey, low fidelity wireframes that bring key moments to life, and a tactical roadmap and next steps for the Blue(S)print Design during the Initiate phase as shown in Figure 10.

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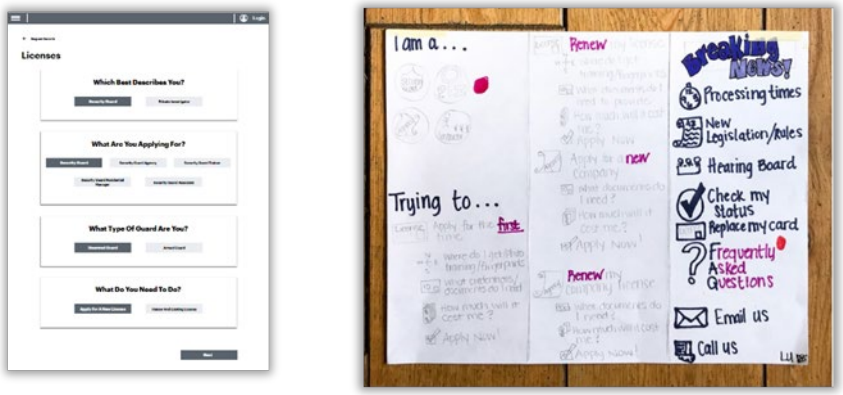

Figure 10. Blue(S)print produces collaborative, creative outputs.

6.5 Initiate phase

At the start of the initiate phase, we begin to really design the solution. Continuing with the Blue(S)print activities during the phase, the AHCCCS and Accenture teams start designing the Portal. We will confirm the system architecture is in place along with the tools to support the project and create the release plan based upon the refined epics/features.

6.5.1 Integration Approach

Accenture will provide a System Integration Map delivered as a diagram (such as the example shown in Figure 11) showing system integration touchpoints with existing systems and to meet **5.21 System Architecture Document** from the Scope of Work. This will include the following:

- Detailed architectural diagrams
- Data flows
- Component specifications
- SaaS
- COTS products
- Hosting environment details
- Exchange data/information with the PMMIS/HPMMIS provide subsystems
- Documentation storage systems
- Imaging storage systems

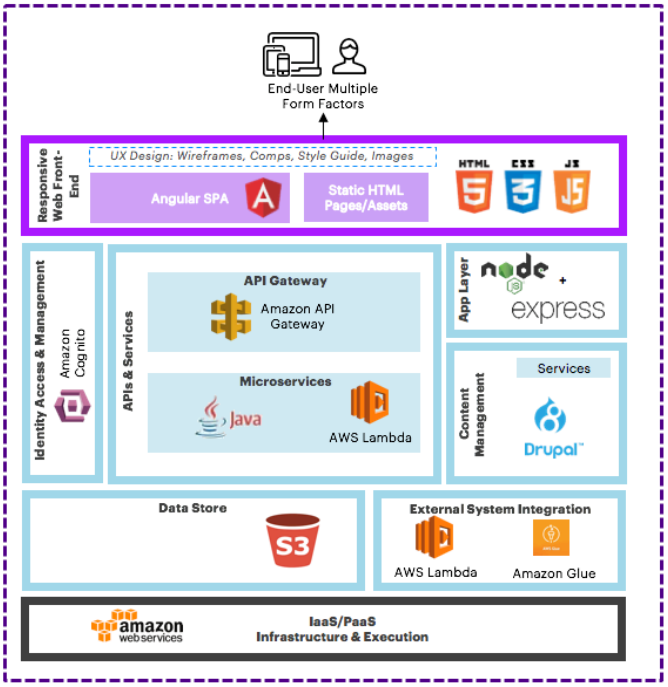

Figure 11. Example System Integration Map for Reach demonstrates the platform's considerable integration capabilities.

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6.5.2 Refine Epics/Features to User Stories

During the Initiate phase, we will collaborate with you to refine the epics/features determined during the Blue(S)print Concept activities into user stories, smaller pieces of work, that can be picked up and worked during development Sprints. Using the roadmap as a guide, the Blue(S)print Design activity focuses on key prioritized features and explores them in detail to develop user stories. This activity develops high-fidelity wireframes using a library of componentized assets that are reusable, responsive, and accessible. These wireframes enable more efficient front-end development and provide your team a tangible output. We will receive your feedback through a series of showcase demos. The Blue(S)print Design output describes the visual identity and experience that developers will use during Build, and provides a prioritized list of features, or Project Backlog, from which the team can begin working during Sprint 1.

6.6 Design-Build-Validate phase

Working together we will create an experience that is increasingly intelligent, personalized, and proactive. We will use the methodology outlined above to continuously design, build, and validate the system. We will collaborate, iterate, and evaluate to develop right solution for the AHCCCS Works Portal. During the Sprints, we will use the Sprint meetings shown above in the methodology section to check in on progress and validate the solution.

6.6.1 Sprinting

Sprints are a series of events and activities that bring structure to the project. Each day will start with a daily standup which is a time-boxed meeting of usually 15 minutes specifically for the benefit of the Scrum team to sync for better collaboration and to raise issues. The Sprint process is represented in Figure 12.

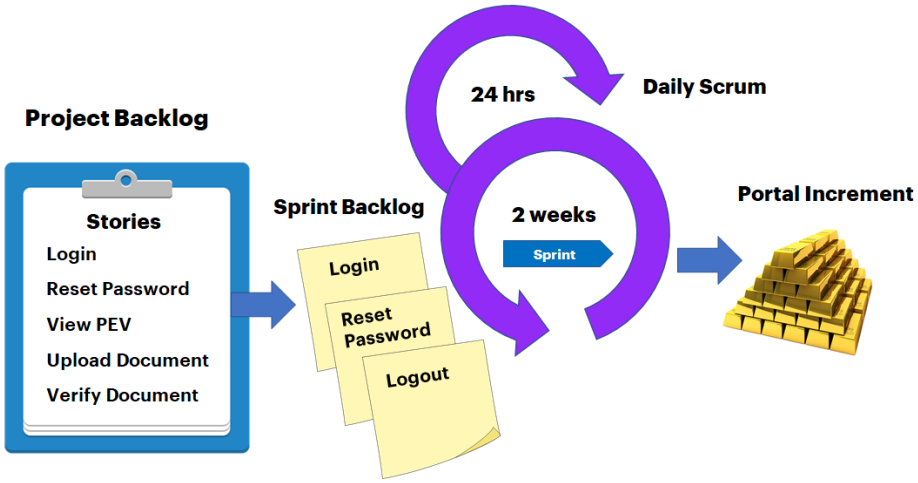

Figure 12. Our Sprint Process enables rapid cycle time of discrete functional increments

We refine the user stories prioritized in the Project Backlog during Sprint planning. This activity includes determining which user stories to work in the Sprint and creating the scope of work for the Sprint (Sprint Backlog). We focus on building consensus between the designer, developer, and AHCCCS business user on what the outcome of the user story should be, the acceptance criteria. Acceptance criteria are used to quantify when development of a feature or capability defined within a user story is complete. The team will review designs and estimate what is needed to complete the user stories. Developers will then build

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the components of the Portal required to meet the user story. The test/QA team will validate the user story meets the acceptance criteria outlined by the team. At the end of the Sprint, once all user stories for that Sprint are developed and tested, the team will showcase the completed work to AHCCCS stakeholders. Throughout each showcase, stakeholders will evaluate and confirm that the product meets the business need Sprint by Sprint, instead of waiting until the entire product is developed. For example, during a showcase, if there is a screen that needs to be modified or if the landing page isn't laid out exactly as desired, we can add those updates to the backlog to be prioritized for development. The AHCCCS team will have key input into deciding how that feedback is prioritized for ongoing Sprints. At the end of each Sprint, we will host a retrospective event with the Scrum team and business owners. They will discuss and document what went well and what actions are needed to improve the next Sprint. This allows the team to consistently improve from one Sprint to the next, improving quality of the overall product. In the iterative methodology, test is an ongoing part of the Sprints and continues throughout the iterations. The overall test approach for the project is detailed more in the following test phase section. As part of each iteration, testers will test the features to verify they meet the acceptance criteria. Additionally, business users will validate the features meet their needs. Under this methodology, the Test Team will be incrementally testing functionality as it is built, providing developers with immediate feedback on defects. This iterative testing allows for higher quality features to be showcased to stakeholders each Sprint and contributes to a solution that delivers high value for AHCCCS.

6.6.2 Using Reach provides the Platform to deliver the Portal Scope of Work

The Reach platform, as described above in section 2.1, provides the flexibility to meet the requirements of the Portal. The Reach platform combined with our human centered design approach and iterative delivery methodology brings a powerful combination for successful deliver to AHCCCS. With proven connections to backend systems and pre-built use cases, our solution will meet all functional requirements from the Scope of Work as shown in Table 1 below:

Scope of Work Section(s)	Solution
5.1 General Requirements for the Portal & ***5.6 RESOURCES***	The Reach solution will allow for Spanish content, be ADA compliant and mobile friendly, and comply with Arizona and CMS security standards. Additionally, throughout the portal, resources can be displayed in differing formats based on the needs of the customer at the point in the process. We will work with the state to determine the correct resource links, blanket statements, and videos. We will embed already existing videos from standard platforms into the Portal. We suggest including reminders as part of messages to customers to report activities or exemptions. This can include an email or text reminder to view the message in the portal. This will help reduce gaps in coverage. Our approach to surveys is to make the experience as simple and interactive with the customer as possible, using a Virtual Assistant to direct the customer to the right place. Lastly, using a content management tool, Reach will allow the state to manage the education and resource content and edit as necessary.

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Scope of Work Section(s)	Solution
5.2 AW Splash Page & ***5.3 LOGIN to CUSTOMER ACCOUNT in PORTAL***	The AW Splash page within the Reach solution will allow customers to view information and resources prior to logging in, log-in to their accounts and reset their passwords. The Portal will use the secret questions that come with Reach out of the box for password recovery. The accounts will be limited to one per person with multi factor authentication. We will work with you to determine the content for information and resources displayed prior to logging in and update the pages in the account creation flow to meet the state's requirements. Additionally, we will work with you to create the ability for workers with the correct security roles to update content that is displayed on the AW Splash page.
5.4 CUSTOMER DASHBOARD & ***5.5 EDUCATION***	The Customer Dashboard will be a customer's home page after logging in and will allow the customer to see their status, Post Eligibility Verification (PEV) results and history, upload and view documents, and access education materials. We will work with you to modify the screen content to be consistent with AHCCCS Works functionality and allow education materials in multiple formats. During our design process, we will work together to reach the best design for the customers of AHCCCS that allows reporting activities, exemptions, and good cause in a user-friendly way.
5.7 ORIENTATION PERIOD & ***5.9 CUSTOMER REPORTING ACTIVITIES***	The Reach solution allows for tracking of a customer's orientation period and allow reporting during that period. The solution will allow customers to report the activities listed in the Scope of Work, along with additional details needed to capture the activity information. The solution will allow for reporting more than one activity as needed. We will work with you to design the screen flow and content as part of the design process.
5.8 EXEMPTIONS & 5.11 GOOD CAUSE	Similar to reporting activities, the Reach solution will allow customers to report exemptions (as listed in section 5.8 of the Scope of Work) or good cause by Reporting month. This will only be allowed for certain reporting months based upon business logic and not display options to the user that are not allowed for that reporting month. Additionally, the solution will allow for reporting multiple exemptions and use data from HEAplus to predefine exemptions the customer is eligible for to reduce their reporting burden. For example, HEAplus can tell the Portal that the customer is receiving disability, homeless, or receiving Unemployment Insurance benefits. We will also interface with AZTECS in real-time to determine if a customer is receiving SNAP/TANF and thus is exempt from reporting. Finally, the solution will allow PEV workers to verify exemptions and good cause.
5.10 REPORTING REQUIREMENTS	As part of project management, we will work with you to determine the appropriate monthly project implementation reports. For business reports, we will work with you to integrate Portal reports into the state's reporting solution so that workers can access these reports as needed. During design, we will define the data elements needed on each report. System reporting follows a similar approach during design to define the detail and frequency of the needed system reports. We will work with you to devise reports depict awareness of system availability and of overall activity occurring within the system.

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Scope of Work Section(s)	Solution
5.12 DOCUMENT MANAGEMENT	We will provide a solution that allows for either a document management system within the portal or the ability to integrate with the state's document management solution. The solution will allow for uploading, storing, and viewing documents. Additionally, the solution includes a message center where documents can be uploaded. When customers have a message in the message center, they can receive an email or text notification. We will work with you to determine if additional integration is required to barcode and index forms. Our recommendation for the Portal is to integrate with the state's existing document management system so the agency can view documents in one place instead of two systems.
5.13 EXCHANGE OF DATA	We will interface with HEAplus to receive and send data regarding customers' community engagement reporting which will include receiving initial and change referrals, sending good cause and exemptions, reporting non-compliance and unverified information.
5.14 Historical Monthly Status Summary	The Reach solution will determine the customer's status by reporting month based upon the data entered in the portal and when exempt, determine the correct exemption using a hierarchy. The solution will also allow customers to view historical status by month along with the details behind that monthly status and PEV results.
5.15 NonCustomer Permissions	We will work with the state to determine the right security roles for non-customers such as state workers and assistors. Our solution will allow us to design these roles such that they can submit data on behalf of the customer when needed as well as allow PEV workers to verify customer activities, exemptions, and good cause. Additionally, Reach will allow the appropriate security roles access to manage page content. We work with you to establish single sign on for non-customer users between the Portal and other state systems.
5.19 Customer Survey	The Reach solution provides a customer survey, and we will work with the state to define the questions.

Table 1. Solution to Functional Scope of Work.

6.7 Test phase

Testing occurs throughout the project; here we show how we will meet the requirements in section **5.16 Testing Environment** of the Scope of Work and our overall approach for testing. With our experience integrating with MMIS systems, payment systems, and resource providers, we understand the importance of a thorough test approach and how important it is to the overall success of the project.

6.7.1 Test Approach

Accenture will use the test approach shown in Figure 13 to perform formal end-to-end functional testing of the components specific to the Portal implementation, including integrated components. The functionality will incrementally be designed, built, and tested through multiple iterations. In this approach, iteration testing takes the place of traditional system test, allowing for testing of blocks of functionality up front. This allows for integrated testing rather than one large test cycle at the end, thus identifying and fixing defects earlier in the process.

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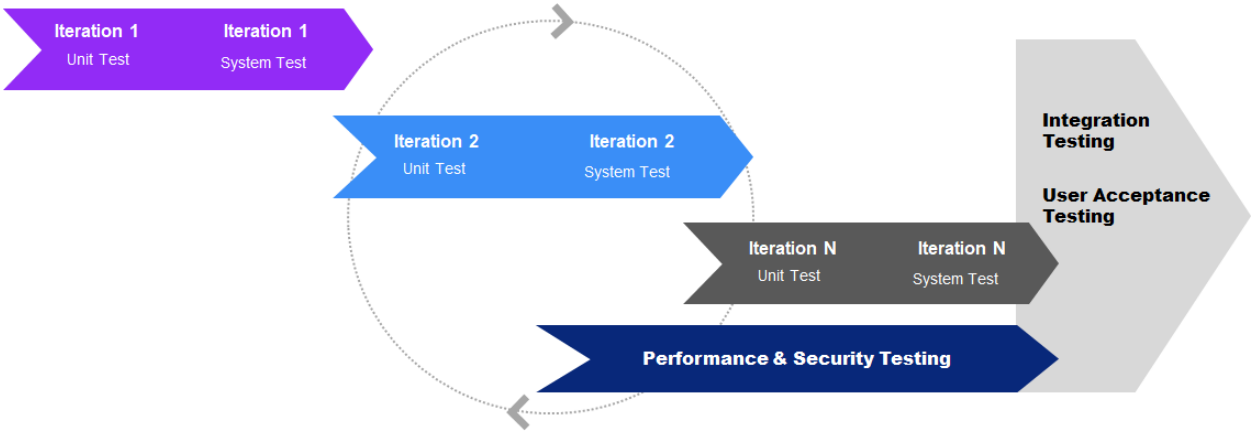

Figure 13. Our iterative test approach confirms high quality at each development iteration

During the Plan and Initiate phases, a Test Approach work product will be produced which will define the objectives and scope of each testing phase, entry and exit criteria, and resource expectations. The Accenture test team, with input from AHCCCS, will plan test scenarios and conditions and execute those scenarios during the iteration. Each iteration will consist of a unit test conducted by the developer and a system test including regression test, if applicable, conducted by the tester, with support from the business analysts. As the iterations near their end and we move into integration testing, performance test and security test will be conducted by the Accenture Technical team. After all iterations are completed and the functionality stabilizes, Accenture and AHCCCS will conduct Integration Testing, followed by the AHCCCS-driven User Acceptance Testing (UAT). The documentation and tracking of testing and defects will be supported by the Jira tool.

6.7.2 User Acceptance Test (UAT)

UAT verifies that AHCCCS stakeholders are satisfied with the solution by allowing them to complete end-to-end system testing before deployment. Only after this test is complete can the system be released to production. UAT is meant to answer the question “Does the system meet the user story acceptance criteria?” As such, while UAT is planned by the joint AHCCCS and Accenture Test team, it is executed by AHCCCS stakeholders who will have regular interaction with users of the system once it goes into production. As part of the test planning process, Accenture will provide test cases and scripts from previous test levels to assist AHCCCS in planning for a successful UAT. Accenture will also assist in developing UAT test cases, as needed, to create thorough test scenarios to support test execution and prepare for production. At the end of UAT, we will confirm that the test exit criteria have been met and to close the UAT phase.

6.7.3 Testing Environments

Accenture will provide the following environments:

- Development environment

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- System test environment
- Integration Testing environment
- Dedicated UAT environment
- Production environment

These environments will be maintained by the Accenture Technical Team.

6.8 Deploy phase

The activities for the Deploy phase will take place for the Release to Production. For the Production Release Accenture will:

- Develop Cutover Plan work product. This will include the execution of mock cutovers and a live cutover. This plan will include the exit criteria to confirm a successful go-live.
- Develop Cutover Checklist. This is a minute-by-minute spreadsheet listing out the detailed tasks required to be performed as part of the cutover process.
- Execute live cutover to Production (content migration to production, and enable the solution on production and transition the deliverables to the respective teams)

6.9 Operate phase

During the operate phase, there are two main activities: maintenance and system enhancements. In this phase we sustain the existing system and plan for subsequent releases of defects and/or system enhancements.

6.9.1 Maintenance

Accenture will provide Maintenance and Operations Services categorized into two key areas that will be governed by Service Level Agreements (SLAs) to be mutually agreed by Accenture and AHCCCS. The below key activities will be used to meet the requirements in section **5.24 Maintenance** of the Scope of Work.

1. Application Maintenance, or “Break/Fix,” entails modifying application software to correct faults, improve performance and reliability, and adapt the software to changes in environment.
2. Production Support - Production Support entails ongoing operation of a computer application, including both cyclic and non-cyclic activities, allowing effective system maintenance. This includes monitoring performance and uptime, security issues, utilization of the system, transaction volumes, and related activities to monitor the production application. If this monitoring indicates concerns with the system, Production Support would work to restore overall availability by exercising Business Continuity and/or Disaster Recovery related procedures.

Incident Management

To support the Maintenance and Operations team, we will use a traditional help desk model divided into three levels:

- Level 1 support filters help desk calls and provides support and troubleshooting. Once an issue is identified as a problem that needs to be escalated, it goes to Level 2.
- Level 2 support will investigate and resolve the issue without software updates.

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- Level 3 support will handle issues with the application that cannot be resolved by configuration changes and require a code change.

The AHCCCS team will serve as the first line of defense supporting Level 1 of the model. The Accenture team will support Levels 2 and 3 using the service desk tool AHCCCS has in place.

During Application Maintenance, Accenture classifies and will respond to incidents based on the underlying problem's impact on AHCCCS. The guidelines for determining the priority of an incident and the appropriate classification of, and response to, will be determined with AHCCCS during the project. Accenture will work with AHCCCS to review and approve these priority definitions along with timeframes for resolving the incidents by priority. The production support team, along with AHCCCS will determine the maintenance schedule ahead of the production release of the AHCCCS Works portal. This schedule will include a release schedule for defect fix and enhancements as well as infrastructure and system upgrades.

Disaster Recovery

The Reach platform is architected to run natively in the AWS cloud environment and uses AWS capabilities to enable disaster recovery and data retention. For Disaster Recovery, we deploy to multiple availability zones so that if one zone goes down, the portal will continue to run with little to no impact to the end user. We configure regular backups of system data and records stored in an availability zone separate from the online data and that can be restored within minutes. We will develop a process to purge and restore relevant data elements as necessary to maintain system performance and keep the primary data stores from growing too large. These procedures will be documented and tested on a regular basis per the requirements detailed in this section.

6.9.2 System Enhancements

Accenture will work with the State to implement a software change control process that provides for controlled management of software and its related documentation as the software evolves from development to maintenance. This process will meet the requirements in section **5.25 System Enhancements** of the Scope of Work. Our process enables project team members and State stakeholders to identify, communicate, implement, document, and control changes in the documentation and systems environment. Changes often referred to as a Change Request (CR) are any request for changes to a component outside the existing system baseline. The Change Control Board, comprised of AHCCCS and Accenture project leadership and business REs stakeholders, must affirmatively authorize CRs since they may involve changes in scope, cost, schedule, resources, acceptance criteria, method of delivery, documentation, and quality. Individuals formally submit CRs using a Change Request form. Once a CR is approved, Accenture will track the decision and will work with the State in the production implementation of the solution.

As the maintenance period nears completion, we will work with the State to create a turnover plan and document each task within that plan is complete prior to turning over the system to the state.

6.10 Technology Architecture and Integrations

The system's technology architecture is updated and enhanced throughout the project lifecycle. A major element of our approach to keeping the system updated is serverless architecture. With a serverless configuration, the management of the underlying infrastructure is significantly reduced. All server management is performed by the cloud provider gaining the benefits of consistent updates to meet the needs of **5.17 Infrastructure Upgrades** and rapid failover and redundancy requirements in **5.28 Other System Architecture Requirements**.

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Accenture will maintain the solution built during the implementation in Amazon Web Services (AWS). AWS is approved by the Arizona Strategic Enterprise Technology (ASET) Assurance group through their NIST 800-53 revision 4 based process meeting the **5.20 Hosting Requirements**. Accenture will work with AHCCCS for an agreed upon process to report issues with the portal, track change requests and system changes through the Jira tool to meet requirement **5.18 System Issues** from the Scope of Work.

Additionally, Accenture will sign a mutually agreed upon Software Licensing Agreement as requested in **5.26 Licensing Agreement** from the Scope of Work.

6.10.1 Security Assessment

Accenture will submit a completed State of Arizona Baseline Infrastructure Security Controls assessment to the State of Arizona Baseline Infrastructure Security Controls as requested in section **5.23 Security Assessment** of the Scope of Work.

Additionally, Accenture will provide an annual security assessment in compliance with the most current version of MARS-E as well as with the Accenture's Client Data Protection (CDP) security controls. This assessment will cover vulnerability testing, penetration testing, and the active processes and procedures.

Accenture will assist an independent third-party contractor approved by AHCCCS in performing the annual security assessment for the State. Accenture will develop a circumvention plan to address the findings from this annual security assessment.

6.10.2 System Architecture and Compliance

The Accenture Reach Platform is architected to includes the necessary adapters to interface with third party tools, such as workflow management and rules engines. Reach microservices will delegate appropriately to these third-party tools when invoked based on worker action (ex: approval during the PEV process). Accenture workflow SMEs will work with AHCCCS SMEs to best define the workflows needed to support the Portal, while following best practices in system integration development (ex: unit testing, proper message and payload handling, etc.). Reach's error handling routine can report back to the client application any error messages in user-centric language for end users and troubleshooting. Web and application logging would account for general exceptions and infrastructure-related issues

Reach's microservices-based architecture uses an enterprise service bus (ESB) as the transformation layer for interacting with external systems. Reach's front-end interacts with back-end systems through REST services, which more readily support mobile and desktop experiences, but can transform other formats required by AHCCCS through our integrator in the ESB. Reach's base capabilities and data structures are extensible and componentized to accommodate changes in the future based on regulatory requirements and to aid AHCCCS in MITA compliance. Additionally, Reach can be implemented in multiple types of hosting environments depending on business needs, but we will need to work with AHCCCS to determine the most appropriate path.

AHCCCS will be provided access to the source code in the code repository, as well as release notes and implementation guides on the components and services. We will comply with sections **5.27 Regulatory System Compliance Requirements** and **5.28 Other System Architecture Requirements** from the Scope of Work.

6.11 Timeline

The timeline section includes a month by month pictorial view and a week by week look at the main project activities in our proposed timeline. Figure 14 shows the iterative approach of the development methodology and how the Sprints fit into the timeline.

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6.11.1 Implementation Schedule

Figure 14. provides a high-level schedule for the Reach implementation and provides a summary view of AHCCCS involvement during the project.

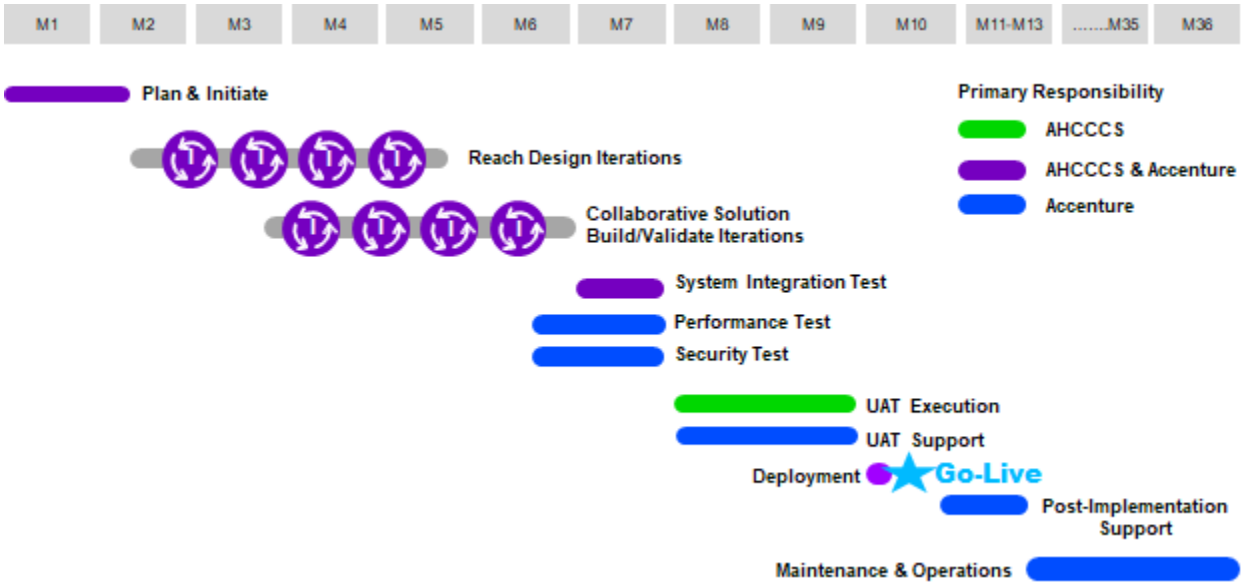

Figure 14. High-level Project Schedule

6.11.2 Preliminary Project Schedule

The preliminary project schedule is reflected in Table 2. The AHCCCS and Accenture project managers will confirm the project schedule and use it to create the workplan during project initiation. This workplan will then be maintained throughout the project and any material impact to the project affecting timelines, resourcing, effort, or fees will be handled in accordance with change control.

Project Activity	Project Phase	Proposed Start	Duration
Project Plan phase	Plan	Week 1	4 Weeks
Kick-off Meeting	Plan	Week 4	1 Day
Initiate phase	Initiate	Week 5	2 Weeks
Design-Build-Validate Sprints	Design-Build-Validate & Test	Week 7	22 Weeks
Security Testing	Design-Build-Validate & Test	Week 27	6 Weeks
Performance Testing	Design-Build-Validate & Test	Week 27	6 Weeks
Integration Testing	Test	Week 29	4 Weeks
User Acceptance Testing	Test	Week 33	8 Weeks

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Project Activity	Project Phase	Proposed Start	Duration
Production Deployment Release	Deploy	Week 41	2 Weeks
Post Implementation Support	Operate	Week 43	12 Weeks
Maintenance and Operations	Operate	Week 55	23.5 Months

Table 2. Preliminary Project Schedule

6.11.3 Fast Forward → The AHCCCS Works Portal Future Vision

Through the methods and approach described above, we invite you to imagine the future AHCCCS Work Portal and all the possibilities we can envision and create as a team. Below we examine the 'art of the possible' for AHCCCS to build upon the foundation created with the AHCCCS Works Portal and this proposal. After implementing the portal, there are many options we can explore to enhance the Portal and the experience for customers and workers. After we have built the requirements specified in the RFP, we see opportunity to further increase customer engagement, reduce administrative burden, and use this Portal to enhance AHCCCS' vision for community engagement. Below are some examples that we would like to share with you. Let's fast forward beyond implementation of the Portal to include a vision for expanding the foundation you are laying starting with Figure 15.

- ✓ **Medicaid claims trigger automated reports of exemptions so those who are sick can focus on their health.**
- ✓ **Users can see job fairs and community events based on their location delivered via the member's preferred channel—portal, mobile or text.**
- ✓ **New moms receive recommendations for child care programs so they can focus on getting back into the workforce if they are ready.**

Figure 15. Examples of expansion of the Portal to provide beneficiaries with cutting-edge conveniences for government.

We envision Government services brought to constituents the same way products are recommended on retail websites–all in one place on the Portal, on a mobile device or in text. Government services are presented to the constituent based on their situation as presented in Zoe's story in Figure 16.

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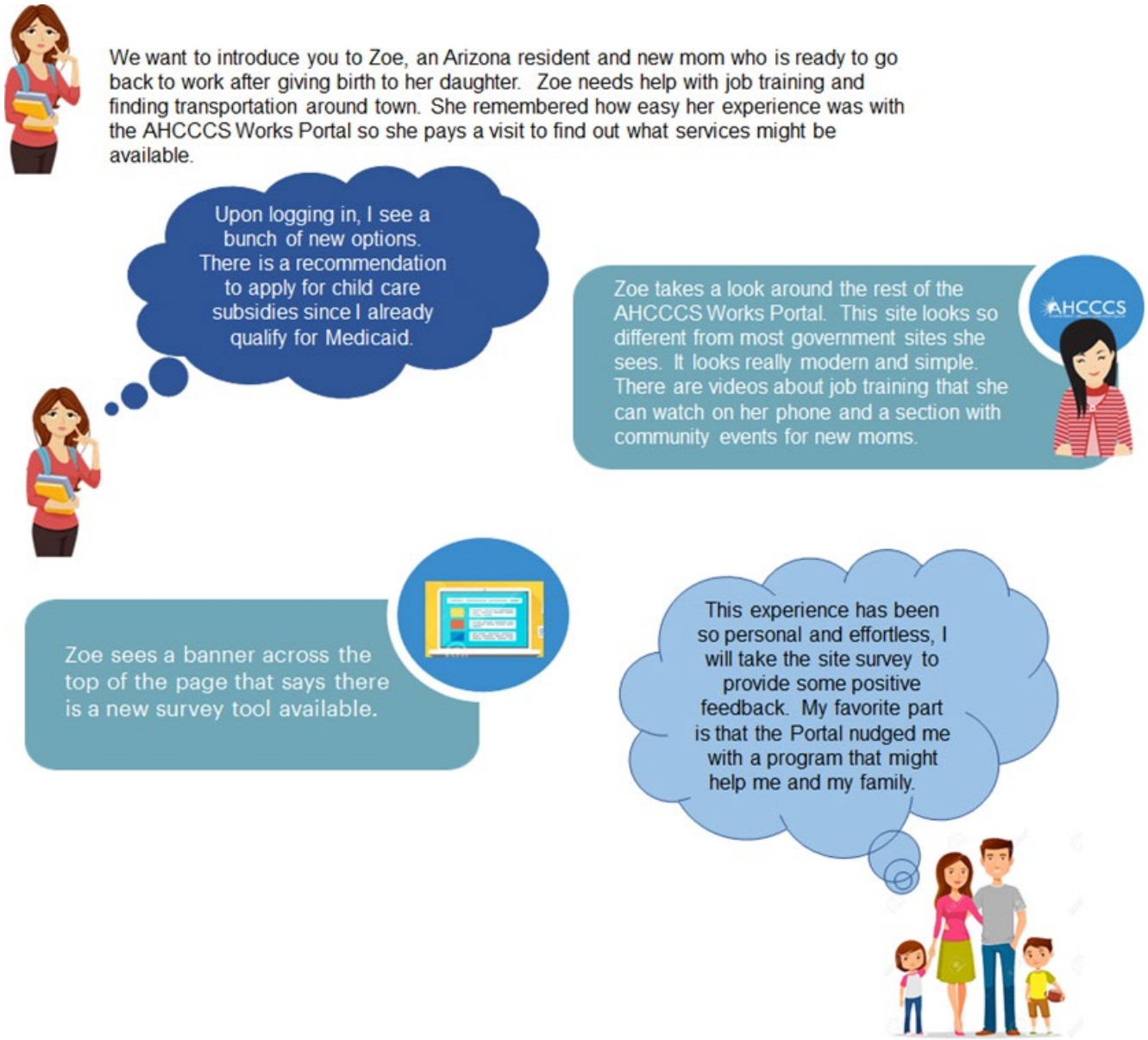

Figure 16. Zoe's story demonstrates the endless possibilities of our AHCCCS Works Portal solution

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EXPERIENCE AND EXPERTISE

7 Experience and Expertise of the Firm

7.1 Relevant Experience

Work requirements are a new concept for Medicaid and all eyes are on early adopter states, like Arizona. With no second chances to get it right, the stakes are high for your members, your agency and the state's political leadership. For the Arizona Healthcare Cost Containment System (AHCCCS) works portal to be successful, you need a partner with a wide range of relevant experience including **Medicaid industry knowledge**, **work requirement/community engagement** implementation, **human-centered design, thought leadership,** and **innovative technology**. A successful portal implementation depends on a partner with strength in all these areas.

Experience and Expertise	Why it's Important to AHCCCS
Medicaid Industry Knowledge	Partnering with Accenture will bring rich industry knowledge and allows your key resources to focus on developing the best end-user experience, instead of teaching your business to an ill-informed vendor
Work Requirements / Community Engagement	By collaborating with Accenture, you will have access to insights and lessons learned to help inform the implementation of your AHCCCS Works Portal. We have implemented (SNAP/TANF) Work Requirements for other state agencies, worked with the service provider communities, and built systems that support customer reporting and compliance. Our experience with SNAP/TANF and Medicaid Community Engagement activities creates a holistic approach to customer service and improved outcomes.
Human Centered Design	Human-centered design focuses on the human interaction with a product or service when solving a problem. Design thinking leans heavily on empathy for the user and focuses on finding new ways to identify the problem. As we empathize with the human experience and share ideas, we can conceptualize the ideal experience to test with the user population. An iterative approach that is design-led can help AHCCCS develop a portal that is easily adopted by the AHCCCS Works participants while informing and engaging them. A portal that is easy to use is a portal that people will use.
Thought Leadership	Accenture invests considerable resources to research current industry trends and share this information to benefit our clients

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Experience and Expertise	Why it's Important to AHCCCS
	and those they serve. We conduct annual surveys to get the pulse of the industry and provide a window into consumer preferences and behavior. We will bring our research to bear on the AHCCCS Works Portal project to help confirm that the result follows leading practice and considers lessons learned. AHCCCS will be specifically impacted by our research into the digital behaviors, preferences and aspirations of Medicaid members. Additionally, we will bring thought leadership in emerging technologies, so you have the right solutions at the right time, specifically tailored to your population. This perspective will enable AHCCCS to design a portal based on the wider Medicaid ecosystem and provide innovation to your consumers.
Innovative Technology	Accenture's experience implementing a vast array of technologies will help AHCCCS to avoid unforeseen costs and delivery delays. Innovative technology should support and enable your vision; our wealth of technology acumen will streamline integration with existing systems and accelerate outcomes. It is equally important that AHCCCS work with a vendor well versed in government security compliance (e.g., MARS-E) to successfully deploy AHCCCS Works Portal with no surprises.

Table 3. Accenture's extensive experience in these five areas will maximize AHCCCS' opportunity for success and improved health outcomes.

7.2 Accenture's Experience

Accenture's experience and investment are an accelerator for AHCCCS to reach your goals: better health, enhanced social stability, and consistent engagement in work and healthy behaviors for your citizens. Many factors outside of AHCCCS' control will influence these outcomes but starting with our strong industry knowledge and keen member insights provides a critical foundation to your envisioned portal. We can design user experiences with the best chance of success in a dynamic and rapidly changing environment.

We bring AHCCCS the relevant experience to deliver a successful portal. Figure 17 contains highlights from some of our successful implementations across the five experience areas listed in Table 3. These successes demonstrate our ability to deliver the AHCCCS Works Portal to your desired specifications including ADA compliance, federal security compliance, access to information and education materials in multiple formats, multi-factor authentication, customer dashboards, customer reporting, document management, data exchange, and multiple end-user groups.

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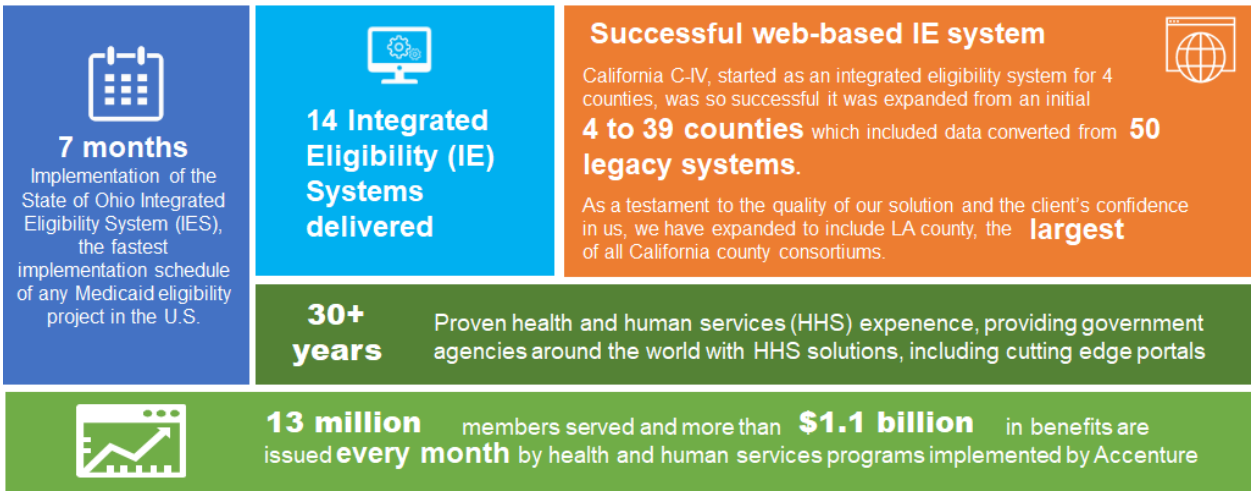

Figure 17. The AHCCCS Works Portal will benefit from Accenture's substantial depth and breadth of experience in health and human services

We also bring to AHCCCS our market leading Digital practice and solutions. Accenture has significant skills and capabilities in the areas of digital, mobility, user experience, and analytics as shown in Figure 18 below. These skills will enable our team to hit the ground running and deliver outcomes to AHCCCS.

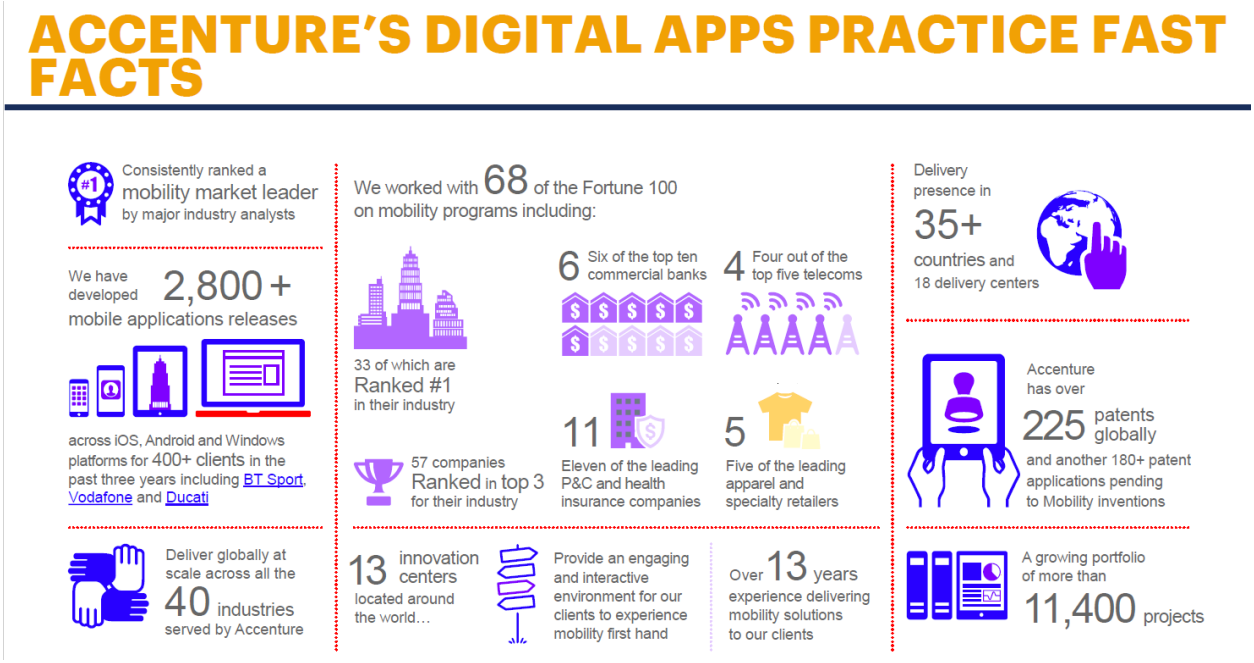

Figure 18. Accenture's experience and skills relevant to achieve AHCCCS' outcomes

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7.2.1 Medicaid

Accenture has Medicaid projects ongoing in nine states implementing and maintaining a variety of systems: integrated eligibility, customer portals, exchanges, and MMIS systems. Our Accenture Human Services Suite (AHSS) includes the Citizen Self-Service (CSSP) and Presumptive Eligibility (PE) Portals and a comprehensive Medicaid solution currently in production across multiple states. By extending the streamlined application from the CSSP to the PE Portal for hospital staff, we have reduced the need for agency workers to re-enter application information into the eligibility system, allowing them to focus on more human-centric tasks.

The AHSS Medicaid eligibility solution supports the evolution of policy as states have implemented MAGI-based Medicaid, expanded Medicaid, and other major shifts in policy. For example, Ohio moved from a 209(b) to a 1634 state for SSI Based coverage. Our documentation, including Use Cases, enables our support of these major shifts in policy and logic. Use Cases are how we translate policy to into actionable guides for developers. They map the legislation to system terms, creating a common understanding for business users, designers and developers. This forms the foundation for future agile development of policy and system changes. In addition to Medicaid eligibility, we also have extensive experience in delivering and maintaining MMIS systems, including implementing solutions to address ever evolving federal requirements, exchanging information with numerous state agencies and managed care organizations, and establishing comprehensive data analytic capabilities.

Additional Medicaid Portal experience is high-lighted below with a few detailed examples.

Medicaid Experience: *Citizen Self-Service Portal*

Accenture has successfully developed and deployed the Citizen Self-Service Portal that provides a range of capabilities for customers across many states. This portal was built as the client-facing portal into the Accenture Benefits Management System used by workers to determine eligibility across multiple programs (Medicaid, TANF, SNAP, Child Care, Foster Care, Work Programs, etc.). In the Citizen Self-Service Portal, customers can view resources, including links to education materials prior to logging in, create accounts, and reset passwords. Upon login, customers are brought to a dashboard that allows them to apply for benefits, check the status of their benefits, report changes to the state agencies, and renew benefits. Additionally, they can upload documents for verification, view these documents, use the message center to communicate with agency workers, and view a history of benefits. This one stop shop for information across programs streamlines and integrates the customer experience. Our Citizen Self-Service Portal is currently available online in multiple languages and is ADA compliant to better reach the populations we serve. Additionally, this portal exchanges data with the eligibility system, providing many “no/low touch” features increasing automation and reducing the administrative burden on our clients. It

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includes surveys and reporting tools to provide the insight the state agencies need to track activities their customers are experiencing.

We built on our experience with the Citizen Self-Service Portal and other public service portals to develop Reach. Reach extends digital access to government services beyond eligibility applications. Reach, like the Citizen Self-Service portal, provides the same capabilities to apply for and manage benefits online, but expands the technical framework and front-end experience to other types of online government engagement. The Reach Platform was purpose built to create a common experience, spanning across existing legacy technologies, that allows for cross-agency collaboration without a heavy technology refresh.

Reach is our proposed solution for AHCCCS. It provides the foundation to meet your requirements, and the opportunity to build capabilities to continue enhancing service to your customer into the future. For more information on Reach, please see *2.1 Proposed Solution* in the Method of Approach section of our response.

Medicaid Experience: *California Health Benefits Exchange - CalHEERS*

The State of California chose Accenture as its prime vendor for the CalHEERS contract to help implement the Affordable Care Act (ACA) requirements. The State chose Accenture based on our successful longstanding relationship, cost to serve, subject matter experts, delivery tools and methodologies, outsourcing capabilities, alliances, and technology experience.

Using service-oriented architecture (SOA) and an iterative development methodology, Accenture built the Exchange application, CalHEERS Web Portal, and the technology infrastructure. The solution is Section 508 compliant. We delivered on time and exceeded State enrollment targets.

CalHEERS includes a web portal that currently has over 1.4 Exchange enrollees and over 13 million Medicaid beneficiaries. Our support has included the planning, Security Control Assessment (SCA) services, design, development, testing, implementation, operations coordination, and maintenance for an automated health system as well as the integration of hardware, software, and communication technologies. CalHEERS demands the right mix of technology, requirements driven by government mandates, and interfaces to external healthcare systems. This unique mix of requirements also included the need to provide a system that ensured accurate and timely transfer of Medicaid eligibility information among four California Medicaid eligibility determination systems and meet a mandated October 1, 2013, implementation date.

With California's desire to move to a more mobile friendly application, the project team used workshops, interviews and design best practices to determine the art of the possible. They created three design pillars as fundamental principles that established the foundation of their work: Personalize, Simplify and Humanize. Figure 19 below shows an example of these design insights Accenture would bring to Arizona.

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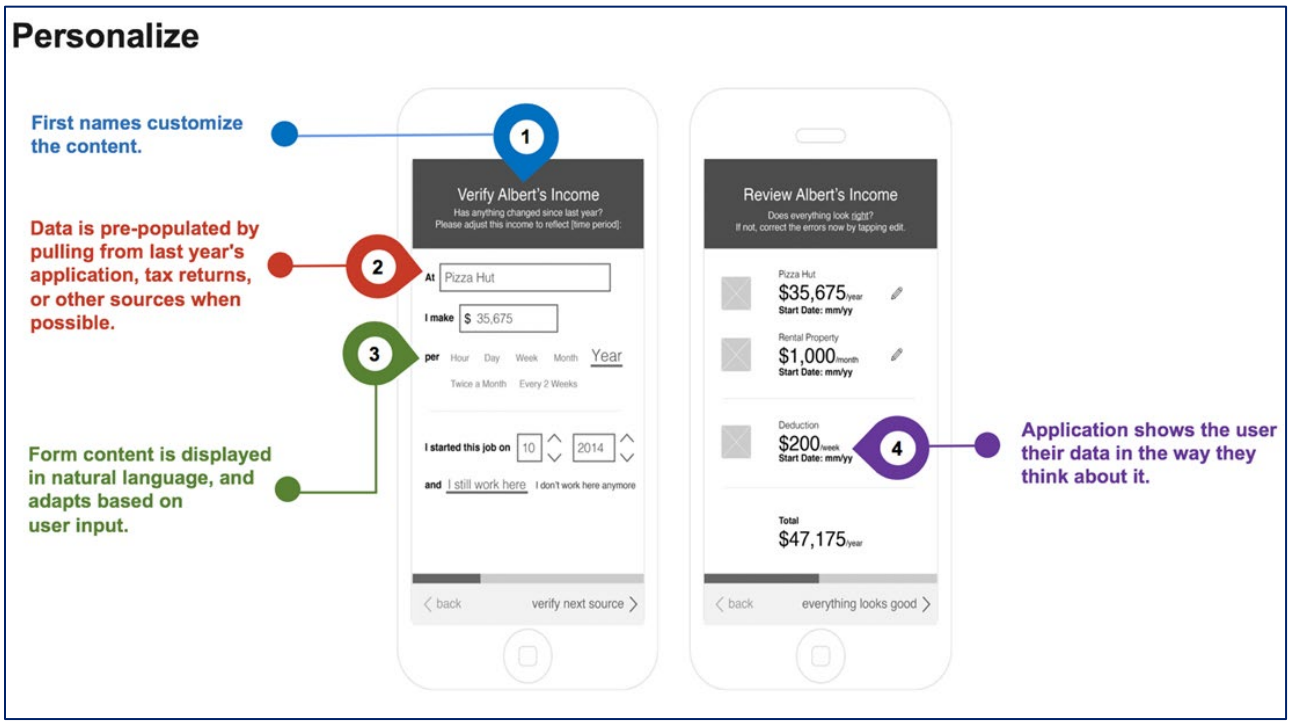

Figure 19. AHCCCS will benefit from a partner with proven mobile design acumen.

7.2.2 Work Requirements and Community Engagement

Accenture's extensive experience with work requirements and community engagement will enhance our partnership with AHCCCS. The following support a holistic perspective that will inform the AHCCCS Works Portal:

- Implementing SNAP and TANF work requirement across the country
- Participating in community engagement activities with MCOs in Kentucky
- Discussing 1115 waivers with other states pursuing work requirements

Work Requirements Experience: *SNAP and TANF*

Our experience delivering comprehensive solutions for Work Requirements, specifically TANF and SNAP, covers the entire delivery lifecycle. Our firm and our proposed key personnel have extensive project management experience across design, build, test, training, change management, deployment and

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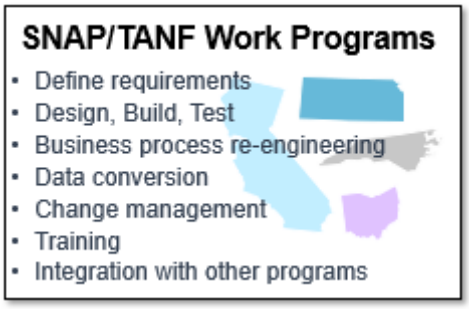
maintenance activities. Accenture solutions, currently in production across multiple states, have rich functional capabilities such as:

- Member eligibility and exemptions
- SNAP employment and training
- TANF work requirements
- Appraisals to determine needs/barriers to employment
- Activity scheduling and participation tracking
- One-time and recurring payments for education and employment needs such as transportation, clothing, workshops
- Payments made to providers and/or members
- Referrals to service providers
- Provider database
- Customer self-service portals including resource search, education materials, document management
- Provider portal



These functional domains demonstrate our ability to deliver solutions with wide-ranging capabilities, like the comprehensive features requested for the AHCCCS Works Portal. Our solutions support data exchange across multiple agencies and between customers, providers and agency staff. They integrate with document management solutions and provide a robust reporting capability to support complex federal reporting requirements and extensive management operational reports. They also contain a provider portal to report compliance with work requirements.

The provider portal minimizes the burden for the consumer by enabling providers to report attendance and other customer activities. The portal provides resources and links to FAQs for providers, surveys, upload of documents. It allows for multiple activities to be reported with dynamic display based upon activity type. This data is then shared with the eligibility system to streamline the use of customer attendance in eligibility determinations and determining compliance with a given program.

These solutions are ADA compliant and follow the MITA guidelines, highlighting our focus on usability and security. Our experience will benefit AHCCCS as we collaborate with you to implement the requirements outlined in your Scope of Work.

Community Engagement Experience: *Kentucky*

We worked with the largest Medicaid MCO in Kentucky on Community Engagement initiatives to support Kentucky's Work Requirements. These activities include are shown in Table 4 below:

Initiative	Key Activities
Enhanced Member Communication Strategy	• Worked directly with the KY Market to support the strategy and approach around text messaging and social media • Provided input and wrote copy for Member-facing materials such as the quick reference guide, plan code change letters, Member handbook, and various flyers

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Initiative	Key Activities
Digital Enhancements	• Worked with the team to outline microsites and mobile app impacts/enhancements to support membership • Worked with web portal team to design the functionality around premium payment and Member/Provider eligibility portal enhancements
Premium Collection | Collection Channels	• Outlined strategy of premium acceptance across a variety of channels
Customer Service Enhancements and the KY CARE Center	• Collaborated with MCO team to develop strategy around outbound call campaigns, timings, prioritization, scripting, technical reporting required to support the dialer • Developed call scenarios and scripts to support customer service functions as a result of new policies • Helped develop training materials
Community Engagement | Online Platform	• A 24/7 online platform to support Members (job search, job coaching/counselling, resume building) • Collaborated with the KY Market and CareerArc to create the overall strategy of white-labeling their on-demand platform

Table 4. Arizona benefits from selecting a firm with substantive, direct experience with work requirements in an early adopter state

Our experience with Kentucky goes a step further than reporting compliance and includes predictive analytics to use program participation rates and success rates to proactively determine members at risk of non-compliance. This experience will support AHCCCS as you explore reporting outcomes of the 1115 waiver to CMS. Figure 20 below gives you a closer look at some of the data examined in Kentucky.

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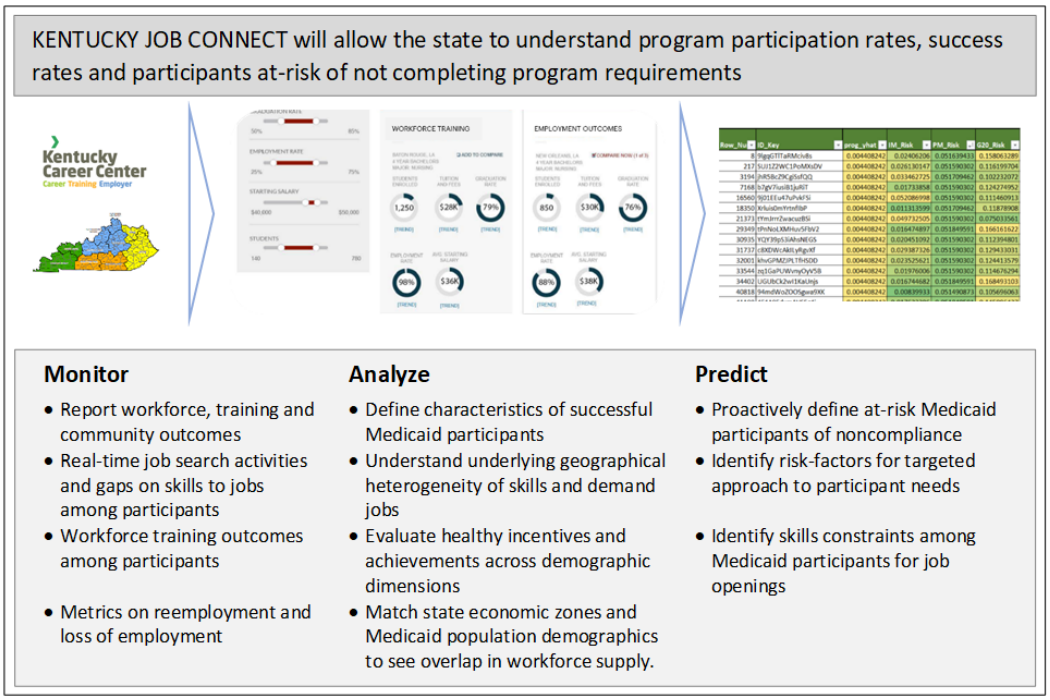

Figure 20. Kentucky Job Connect predictive analytics

Community Engagement Experience: *1115 Waiver Insights*

More than a year ago, Accenture began investing our time and resources to develop a point of view for Medicaid Community Engagement, prioritizing this future policy and understanding its impacts to our clients and the citizens we serve. We feel it is critical that as national policy and state agency experiences evolve, states must learn from each other's successes and challenges to best serve their communities and achieve positive outcomes. We are in discussions with state Medicaid agencies on their approved and pending 1115 waivers and share some key themes emerging from these discussions in Figure 21 below.

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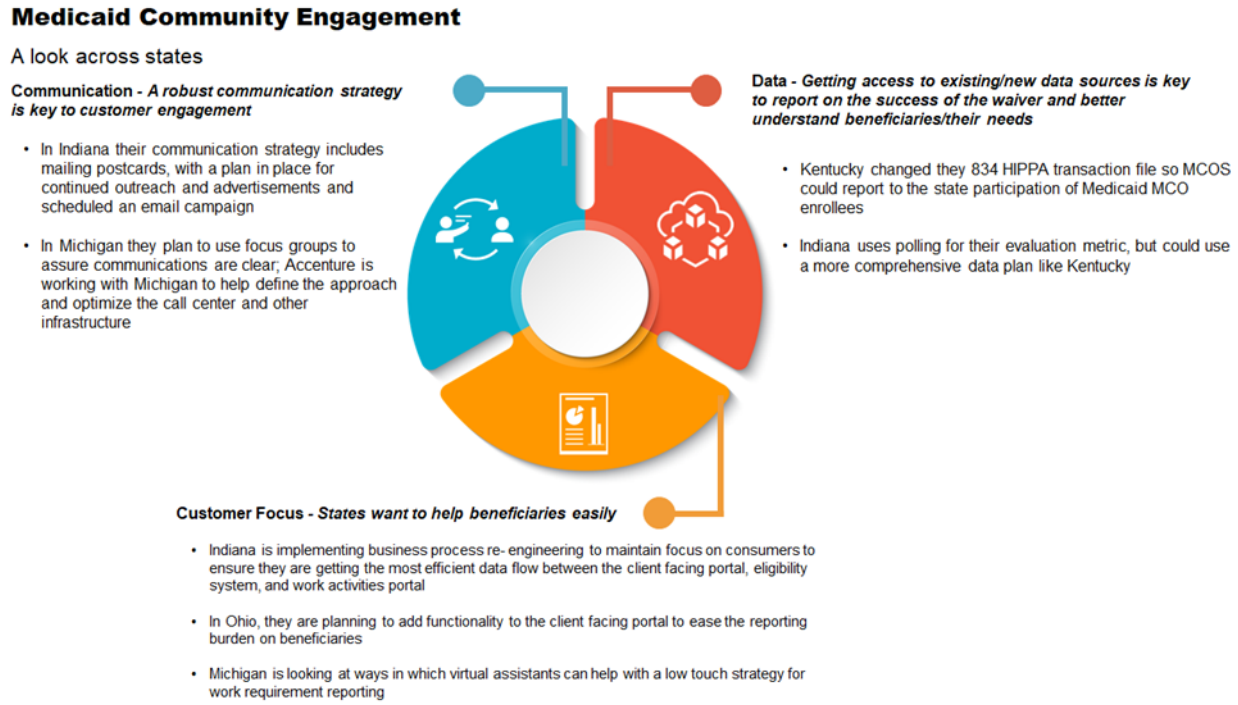
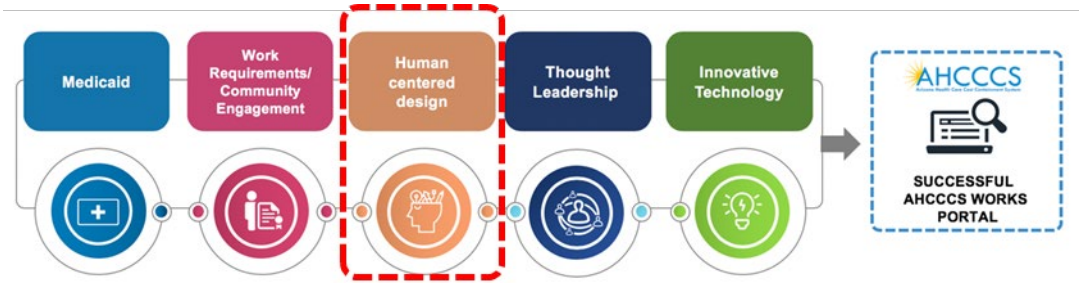


Figure 21. 1115 wavier insights from our discussions with other states

7.2.3 Human Centered Design

Technology plays a large role in helping AHCCCS achieve its goals but using technology the *right way* is the path to true success, measured by adoption, compliance and increasing self-sufficiency. Through Accenture's design methodologies, AHCCCS will gain a digital experience that increases member engagement while opening additional channels to provide information to help your members succeed. Through the experiences below, we will show how Accenture asks the right questions to get to the right solution:



Human Centered Design Experience: *Arizona Department of Public Safety Digital Transformation Project*

The Arizona Department of Public Safety (AZDPS) engaged Accenture for a digital transformation assessment of their records and licensing units as part of a larger effort to provide consumers an easy way to pay for services with a single easy-to-use platform. AZDPS recognized that consumers expect

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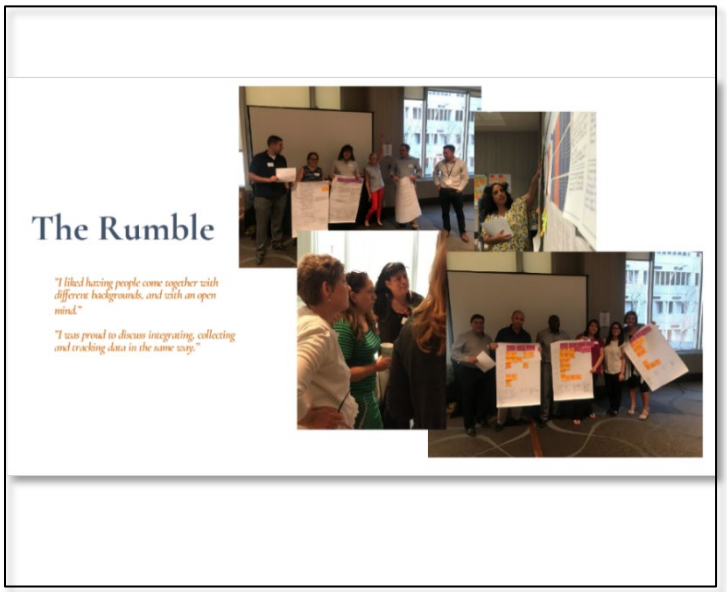
better service and modernizing its online channels would better meet its consumers' needs and provide self-service capabilities that would remove administrative burden from its own staff.

Using our Blue(S)print design process (described in 2.3 Plan Phase in the Method of Approach section), we undertook a four-week design thinking initiative to transform AZDPS's customer experience with the goal of increasing digital services adoption and reducing the workload for the AZDPS back office.

Accenture worked with AZDPS subject matter experts to understand the different personas interacting with the department and the existing business processes to identify points of friction. Accenture led a two-day Ideation Workshop with AZDPS workers to gain consensus on the challenges facing the current process and the goals for the new solution. Through a series of hands-on exercises, the Ideation Workshop produced a series of features and key moments co-created with the AZDPS team, all prioritized within a roadmap.

Using these inputs, Accenture designers developed wireframes and digital mockups to further refine the department's vision for their customer portal. Iterating on the ideas from the workshop, Accenture worked with AZDPS to iteratively seek feedback on the designs and experience. Department staff included users of the system they were helping to reimagine; this user feedback was incorporated with each iteration in higher fidelity.

The result of several weeks of work produced a high-fidelity, clickable prototype that brought AZDPS' vision to life. The prototype not only serves as the experience and visual design for the new customer site, it also provides a living roadmap for the department's vision which was used for promoting to their leadership. Additionally, Accenture helped pave the way for the implementation phase of the project by distilling ideas and features into epics and user stories, providing a jump start to the portal implementation.



Human Centered Design Experience: *New Mexico*

Accenture worked with the State of New Mexico Human Services Department to recommend modifications to current business processes and technologies to design a client-facing unified web portal. Over six weeks, in-depth interviews and shadowing sessions were conducted with stakeholders, staff, clients, and customers across multiple geographies. Six global themes emerged related to how well the agency knows and communicates with the citizens.

The team participated in a facilitated workshop held over an intense 2-day period. The workshop ultimately generated breakthrough ideas for the reimagined unified public portal. The team then developed a prototype of the portal incorporating elements tying to specific customer behaviors and ideas generated during the Rumble.

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7.2.4 Thought Leadership on Social Determinants of Health (SDOH)

First identified in the 1990s, SDOH are now accepted as a key driver in achieving the overall goals of better health, self-sufficiency and Medicaid-cost growth control. With research demonstrating that 80 percent of health is achieved outside the clinical setting, it is more important than ever to address the social and environmental factors that contribute to chronic disease, poor health and diminished productivity.

Recognizing this reality, Accenture invested time and resources to develop Magnolia, a platform to identify, monitor and influence member-specific SDOH factors. We know smart phones are the number one way in which Medicaid members access the web. In response we developed the mobile app concept, Magnolia, that screens members for SDOH factors, creates an individual SDOH risk profile and then applies personalization to match health plan incentives/rewards to member-specific SDOH risk factors. Supporting the incentives feature is a social media component with a rich collection of communities that foster member collaboration in better health along common interests like childbirth/child raising, exercise, housing supports or any other common interest. Magnolia allows members to earn rewards for achieving health goals that are directly aligned to their SDOH risk factors. For example, a person who is at risk of losing housing and running out of food as their SDOH risk factors could receive rewards for completing a Health Risk Assessment that can be used to buy food or pay rent.

Phil Poley, our Public Sector Health industry lead, helped develop the Magnolia Platform concept. He will bring this expertise to the project as one of our key personnel. In addition to SDOH, Phil has led research and thought leadership efforts aimed at better understanding the life circumstances, attitudes, behaviors and aspirations of Medicaid members and other low-income healthcare consumers. His knowledge in these related areas will help inform the collective team as we implement human-centered design and turn ideas into fully realized AHCCCS Works features, purpose built to induce compliance.

Accenture's focus on more than just technology makes us a good partner to help improve health outcomes for Arizonans.

7.2.5 Innovative Technology

Accenture frequently partners with public service clients across the nation, and we've built a track record of consistent and reliable solutions on a wide variety of technologies. We cater solutions to the needs and requirements of each program, and many of our systems integrate with existing programs within our client's ecosystem. We have worked with multiple clients to deliver an Integrated Eligibility solution which integrates with their existing MMIS system; systems that are built and/or maintained by other vendors. Our experiences integrating with other vendors will support AHCCCS and enhance the integration with HEAPlus or other systems. Our Accenture solutions, and specifically Reach, are built on flexible and innovative technologies, purposefully designed to work seamlessly with other systems.

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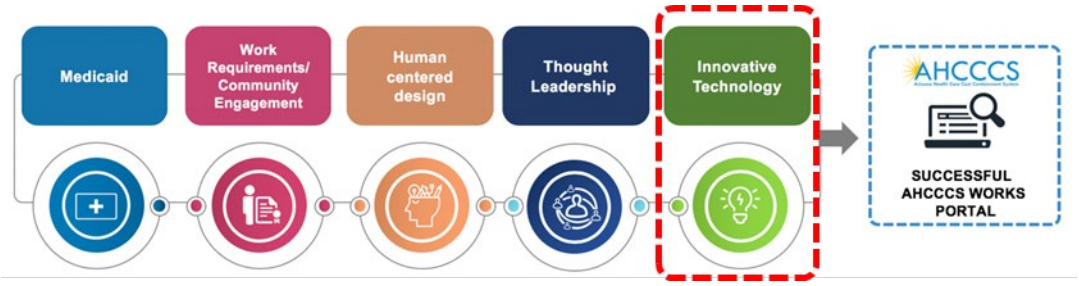

Our solutions range from custom Java and .NET systems to case management systems like Cúram and PeopleSoft. Our partnership with each client drives the technology roadmap and program solution. Because we are vendor neutral, we can choose the right technology for each engagement.

Cloud technologies are often an underlying part of our solutions. A system with components in a cloud offers our clients additional flexibility, scalability and a greater opportunity for compliance. With our growing list of cloud assets, Accenture uses our core knowledge base to meet our clients wherever they are on their cloud journey. We have over 54,000 skilled cloud professionals and are working on over 20,000 cloud projects with global fortune 100 companies in 68 countries. This experience has made us #1 in the market. We team with key providers such as AWS, Azure, Google, Oracle, ServiceNow, Salesforce, Workday. Here's a look at where Gartner puts us in comparison to our competition.

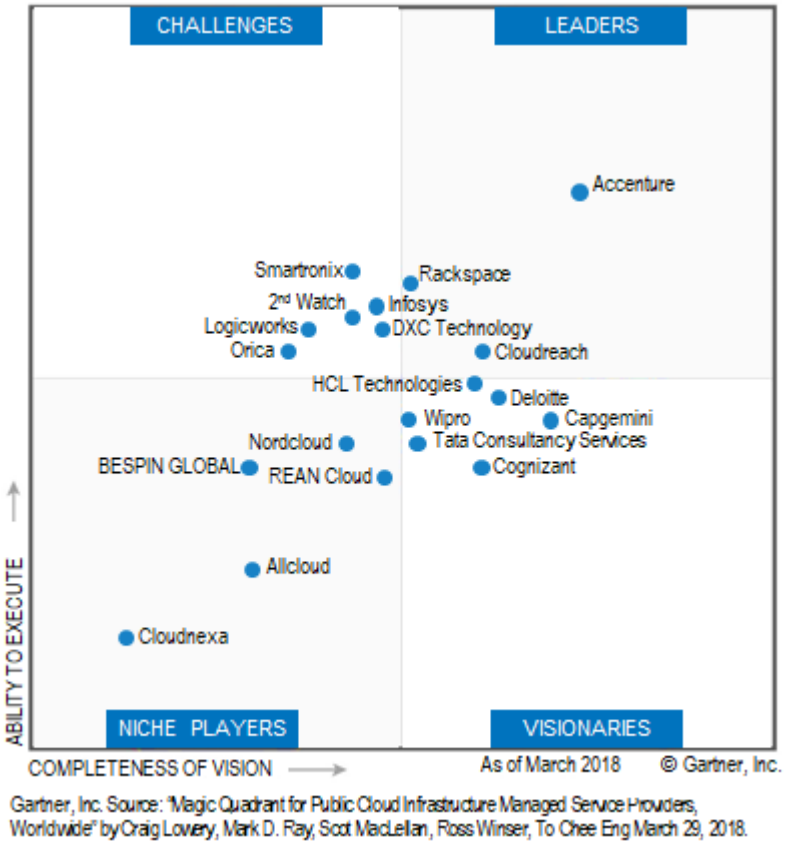

Figure 22. Gartner has Named Accenture A LEADER in Magic Quadrant for Public Cloud Infrastructure Managed Services Providers, Worldwide (2018)

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With experience across such a variety of technologies and platforms, our focus stays on continued skill development. Our technology leaders continue to learn and bring the best of each technology to our implementations. Whether it is using these tools to keep MARS-E compliant or to expand systems to further enhance a citizen experience, using technology as a tool for the business outcome remains our key objective.

Innovative Technology Experience: *Amazon Web Services (AWS)*

We are the #1 market position provider for AWS, Azure, Google, and Oracle. To expand innovation on AWS, Amazon and Accenture joined to form what is called AABG – the Amazon Accenture Business Group. It is a group made up of dedicated resources that will only solution Amazon-Accenture offerings. Both of our websites listed below go into more detail:

- https://aws.amazon.com/accentureaws/
- https://www.accenture.com/be-en/service-aws-cloud

There are dedicated architects from both companies working together to help our clients achieve maximum benefit. Further, our teams collaborate to deliver innovation to our clients. The possibilities for innovation and exciting digital progress are endless.

Innovative Technology Portal Experience: *Subsidized Child Care Provider Portal Deployment*

We supported a Southeastern state client with the deployment of a new online Portal, built on IBM Cúram, to streamline the interaction of more than 5,000 child-care providers with local social services departments. The new Provider Portal allowed child-care providers to seamlessly enroll in the subsidy program, complete yearly reenrollments, view payment information, accept vouchers and record daily attendance for more than 40,000 children receiving services in their homes or centers. The Provider Portal replaced numerous paper forms with online tools, reduced the need for in-office visits, and eliminated the need for vouchers and attendance records to be continually mailed back and forth between the provider and the Social Services Department. In addition, Accenture pushed the technology further by embedding reference material and video demonstrations directly within the Provider Portal, allowing providers to have access to supportive materials and guides from within the tool with a click of the mouse. Our expertise as a systems integrator goes far beyond implementing our own products. We use industry knowledge and multi-skilled resources to deliver on our commitments, regardless of the technology we use.

Innovative Technology Portal Experience: *HealthCare.gov*

Many people are aware that the initial launch of HealthCare.gov had a number of challenges, which received extensive coverage and political, media and public scrutiny. A rescue of the website began in November 2013, and in January 2014, the federal government hired Accenture Federal Services as the prime development contractor. We were responsible for stabilizing and improving the website and finishing the development of the additional systems and interfaces.

> **From day one, Accenture was a true partner that focused on helping us solve our most difficult challenges. It was clear they understood how to support us in achieving our organizational objectives and evident they had our interest in mind. Accenture brought the full support of their entire company. They were transparent across the board—told us what we needed to hear, not always what we wanted to hear—and took on significant risk to make our program successful.**
>
> Dave Nelson,
> Chief Information Officer, CMS

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In just six weeks, Accenture mobilized more than 500 skilled professionals to transition the project at an unprecedented speed. Within eight weeks, Accenture delivered significant technical improvements to the website, stabilizing it during the peak of the initial enrollment period. This enabled millions of Americans to enroll in health insurance, many for the first time. Additional results are shown in Figure 23 below. Phil Poley, one of our proposed subject matter advisors, was a member of the Accenture Healthcare.gov leadership team. He led the Business Architecture tower with more than 40 functional experts, business analysts and industry professionals who collaborated with CMS and other vendors to optimize Healthcare.gov performance.

The Accenture team continues to work with CMS and with insurance companies to deliver an excellent consumer experience, a robust and fast enrollment system, accurate calculation of tax subsidies and accurate payments to insurance companies for program integrity. We hope to bring this same partnership to AHCCCS to continue solving difficult challenges to make your program successful.

Figure 23. Accenture delivered results for CMS at a time when citizens needed enhanced services and reliable technology.

Innovative Technology Portal Experience: *IRS.gov*

IRS.gov is among the most heavily trafficked sites of all federal government agencies with web transactions increasing from 137 million in 1999 to 1.88 billion by the end of 2016. The Integrated Enterprise Portal (IEP) transforms the way the IRS creates, launches and administers its applications for citizens, tax trading partners, and employees. The IEP allows the IRS to get business-critical applications to Production more quickly, while enhancing cost predictability and security.

The IEP solution provides a robust platform to support:

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- Exponential growth of online electronic filings and taxpayer access to information
- Ability to automate key business processes
- Balanced system capability to meet demand (scaling horizontally)
- Consistent user experiences for the taxpayer and tax preparer
- Improved data and content sharing between IRS user communities
- Improved services for taxpayers and preparers
- Ability to selectively block traffic originating from bad actors
- Enhancing the Security posture of the external facing web applications
- Lower cost of ownership of multiple architectures for the portals
- Ability to prototype Innovations quickly and operationalize new capabilities

The IEP solution is an innovative, cost-effective system that provides a fully scalable, managed private highly virtualized capability to the IRS, enabling one-stop, Web-based services to internal and external users.

The IEP has won several awards since inception:

- 2014 GCN Award for IT Excellence in the Public Sector
- 2014 MeriTalk Merit Award in the category of Cloud Computing
- 2014 AFCEA Bethesda Government-Wide Initiative Excellence Award in the category of Outstanding Achievement Award – Civilian
- 2015 Excellence.Gov award – Excellence in Enterprise Efficiency
- 2017 Federal 100 Award for Leaders in the Federal IT Community– Gina Garza, Deputy CIO

We look forward to collaborating with you to deliver the same high-quality results and receive IT excellence awards for our delivery of AHCCCS Works Portal.

7.3 Accenture is the Right Choice for Arizona

Accenture lives and breathes Arizona. We have a local office of almost 400 resources and growing!

In Arizona, we serve more than 10 large private sector clients across all industries: healthcare, financial services, utilities, hotel chain, mining, technology, travel and transportation, life sciences, and pharmaceuticals. Companies such as Freeport McMoRan, TriWest, Blue Cross Blue Shield of Arizona, and others have relied on the Accenture team in Arizona to bring innovative services and expertise for more than 30 years.

Within the last year, we have served several Arizona State agencies including Arizona Commerce Authority, Arizona Department of Public Safety, Arizona State Retirement System, Arizona Department of Administration. We are on the implementation team at Arizona Department of Child Safety. We work with other municipalities and agencies and are continuing to strengthen our partnership with Arizona.

We are excited to grow with the State of Arizona and are focused on the partnership and ensuring success. Our local employees take pride in many activities:

In the community, Accenture collaborates with partners that share its skill-building and sustainability goals. Accenture employees host job readiness workshops that help the unemployed sharpen their job

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search skills and volunteer for activities that support the environment. Accenture also supports job-development and environmental programs through charitable grant-making.

Employee Giving, in the most recent Annual Giving period, Phoenix-based employees pledged more than $90,000 to local nonprofit organizations.

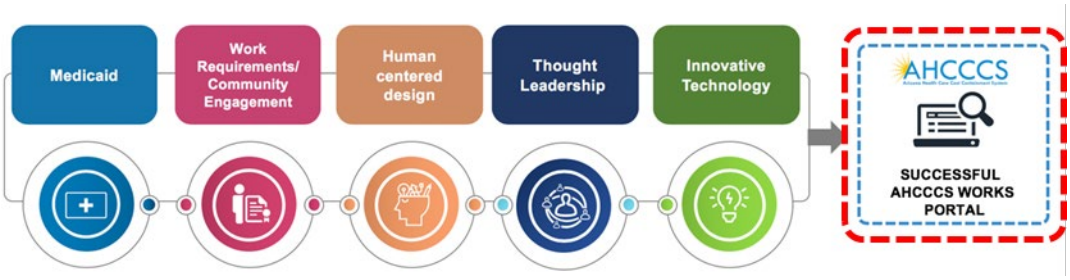
Recent Community & Nonprofit Involvement -- board leadership or corporate sponsorships:

- Arizona Business Leadership
- Child Crisis Center
- Greater Phoenix Leadership
- Heard Museum of the Southwest
- Junior Achievement
- Phoenix Art Museum
- Frank Lloyd Wright Foundation

Community Volunteerism

- Audubon Arizona
- Dress for Success
- HandsOn Greater Phoenix
- Junior Achievement
- Televerde
- Girls Who Code

As the State expands and grows, Accenture and our staff are working side by side with State agencies, other municipalities, the private sector, and our community partners to build strong partnerships and serve the community.



Our experience in product/asset development, and as a systems integrator across the nation in public service, makes us the right choice for AHCCCS. Accenture combines our advanced project management, technology innovations and successful deliveries to bring the right solution to each client. We can be flexible in the variety of ways we can meet your requirements. For the AHCCCS Works Portal implementation, AHCCCS should partner with a systems integrator who also develops and owns the software being delivered. Accenture is the vendor who brings system integrator experience and our own technology which avoids finger pointing when faced with challenges, and will enable a smooth implementation. AHCCCS will gain a solution built to grow beyond the current scope of work, and enable future enhancements supporting customer engagement and outcomes.

We thank you for this opportunity to share our experience and expertise in the highly relevant areas of Medicaid, work requirements/community engagement, experience design, thought leadership and innovative technology.

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7.4 Key Personnel

Bringing together the multifaceted aspects of people, industry, process, thought leadership, and technologies to fashion a portal solution of lasting value is a core competency of Accenture. Our proposed team of delivery, experience design, industry, and technical management leads would provide immediate value to AHCCCS. Our team has recently delivered multiple Health and Human Services projects including Medicaid, work programs, portal, and virtual assistant solutions. Our team collectively brings over 75 years of experience in Health and Human Services that covers the areas of success for this project. We bring to the State the most qualified team in the industry. Their experience includes delivery of seven customer portals for Medicaid and comprehensive work programs solutions in four states, and innovative technologies across the globe.

The Accenture Team

Experience for Success

- Medicaid
- Work Requirements/Community Engagement
- Human Centered Design
- Thought Leadership
- Innovative Technology

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7.4.1 Resumes

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Jamie Wills- Client Account Lead

Professional Background and Qualifications

Jamie is a managing director for Accenture's Health & Public Service operating group and is the client account lead for the State of Arizona. He focuses on client account delivery and satisfaction, business development, and sustaining relationships from the government to citizen levels. In Arizona, Jamie has successfully delivered several State projects in the last two years for Arizona Commerce Authority, Department of Public Safety, Arizona State Retirement System, and Department of Administration. He also sees the current work we are delivering at Arizona Department of Child Safety. In parallel, Jamie is also in the same role for the State of Kansas, where we have successfully delivered and run the State's Integrated Eligibility system for multiple agencies. Previously, he filled the same role for the State of Texas.

Between the State Executive roles in Accenture, Jamie led four public service industries in North America: Child Support, Child Welfare, Public Safety, and Revenue. Also, in his career, he served as the Global Client Service Delivery Lead for Accenture Customer Contact Business Process Outsourcing (BPO) services. He was responsible for Accenture's global customer contact BPO business, which provides an integrated suite of scalable front-office, marketing, sales, and customer contact outsourcing services to help leading companies transform their customer contact operations and improve the customer experience and satisfaction while lowering the cost to serve.

Jamie also worked for Dell, Inc. in Austin, TX where he served in several roles, including vice president of information technology, global sales. While there, he managed dell.com in 98 countries and 24 languages, supporting 3.2 billion online page requests, 427 million visits and 15 million orders quarterly.

Industry/Technical Expertise

- Information Technology
- Communications
- System Integration

Selected Relevant Experience

- **Accenture Health and Public Services-** Managing Director Responsible for overall delivery of services to clients in Arizona, Kansas, New Mexico, Utah, Colorado, and Wyoming. He oversaw the implementation and IT Operations for a $300 million Health & Human Services Integrated Eligibility program in Kansas, including the implementation of eligibility work requirements for SNAP/TANF.
- **State of Texas-** Managing Director (Multiple H&PS Projects)- Implemented operational and delivery improvements to improve customer satisfaction and increase profitability
  - Collaborated on key client accounts, including the City of Austin, University of Texas at Austin, University of Texas System, University of North Texas, Texas Office of the Attorney General, Texas Health & Human Services Commission, Texas Comptroller of Public Accounts, Texas Department of Transportation, Texas Health Services Authority, and Texas Employees Retirement System.
- **Global Customer Contact Business Process Outsourcing (BPO) Lead**- Managed multiple strategic BPO accounts with approximately 2,500 Accenture resources delivering services in the United States, India, and the Philippines.
  - Supported multiple clients, primarily focused in Communications & High Tech and Utilities and implemented a contact center excellence strategy to consolidate Accenture contact center operations and technologies.

Specialized Skills

- Operational Design
- Healthcare Policy
- Technology Integration
- Strategic planning
- Business Process Redesign

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Phil Poley– Subject Matter Expert

Professional Background and Qualifications

Phil is Accenture's overall public sector health industry lead, responsible for research, thought leadership, talent development and consulting expertise in Medicaid, Health Insurance Exchange, and, state employee/retiree health.

Showcasing his vast expertise, he created and leads Accenture Health Insurance Exchange and Medicaid Managed Care offerings and served as the Business Architecture lead on Healthcare.gov.

Phil has worked in both the public and private sector. He was the COO for the State of Massechusetts Executive Office of Health and Human Services. He has more than 12 years of experience in state government with extensive experience in Medicaid policy and operations with a focus on Health Insurance Exchange startup and design. In addition, he has accomplished major systems implementations; including implementing a new Medicaid claims system, revising eligibility policy, improving operations and customer service with process redesign, and developing Medicaid Health IT strategy and policy.

Industry/Technical Expertise

- Federal Insurance Exchange
- State Insurance Exchanges
- Medicaid Policy and Operations
- Health Analytics
- Health Information Technology

Selected Relevant Experience

- **CMS Federally Facilitated Marketplace:** Business architecture lead - Built and led a team of 30+ insurance exchange experts responsible for gathering and documenting comprehensive FFM requirements, supporting functional design, testing and operational performance improvement.
- **California Health Insurance Exchange**: Management Consulting Lead and Subject Matter Advisor for the CALHEERs implementation project.
- **Kentucky Health Insurance Exchange Operational Model and Implementation Support**: Lead Executive and Subject Matter Advisor for entire scope: complete operational, financial, business, technical and data model for Kentucky HIX, inclusive of HIX RFP and enhanced Level 1 funding for application and development of detailed operational plans, policies and financial sustainability strategies for the Kentucky Exchange.
- **National Health Plan Medicaid Compliance Remediation-** Lead Executive and subject matter advisor for an engagement focused on assessing non-compliance issues across key payer domains—Claims, Encounters, Health Risk Assessment, Provider Directory/Network Adequacy—developing specific remediation plans for each area of non-compliance, prioritizing and implementing solutions
- **Large Regional Medicaid Health Plan**-Lead executive and subject matter advisor for an engagement focused on identifying sources of encounter errors and automating remediation

Specialized Skills

- Operational Design
- Healthcare Policy
- Strategic planning

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Danielle Klayman – Delivery Lead

Professional Background and Qualifications

Danielle's 18 years of experience with Accenture centers on large-scale eligibility implementations: Medicaid, TANF, SNAP, Work Programs, Child Services and Portal delivery. She has recently expanded her expertise by leading technology innovation projects on the government projects. These technologies include robotics process automation (RPA), artificial intelligence (AI) and analytics. Danielle's experience spans the entire delivery cycle, with most of her career focusing on Requirements/Design, Test and Deployment. She has led teams of Accenture and client individuals, authored deliverables, developed and delivered training, and led requirements gathering and joint application design sessions. Danielle serves as a subject matter expert to multiple large-scale Integrated Eligibility projects. Her technical and industry expertise has led her to participate in events such as Grace Hopper Celebration of Women in Technology, and she currently sits on the APHSA ISM planning committee in of recognition for her leadership and Human Services industry expertise.

Industry / Technical Expertise

- State and Local Government
- Human Services
- Integrated Eligibility
- Virtual Assistants (RPA, AI)

Selected Relevant Experience

- **North America Professional Services Lead for Accenture Products and Platforms (APP) – Multiple States/Clients**
  As Professional Services Lead for Accenture Products and Platforms (APP), Danielle supports multiple clients in identifying system requirements, facilitating Conference Room Pilot sessions, and leading the general design effort on large integrated eligibility system projects. Danielle is responsible for bridging the gap between the APP products and large-scale Health and Human Service projects by providing Eligibility and delivery expertise to the project. This responsibility includes identifying opportunities for sharing and reuse across multiple implementations. Danielle manages a team of 80 Professional Services resources that are staffed across various projects. She has established multiple Communities of Practice to accelerate knowledge transfer across various implementations. In her current role she:
  - Assists client executives with establishing a product roadmap to align with both short and long-term vision
  - Builds a team of business analysts to provide coordinated support to multiple cross-industry and technology projects
  - Works with clients to help them understand their software solutions, as well as providing insight in making quality decisions in configuring and customizing the solution to meet their needs
- **State of Kansas Eligibility Enforcement System: - Requirements Manager; Design Lead; Virtual Assistant Delivery Lead**
  As the Requirements Manager, Danielle developed the approach to Conference Room Pilots (CRP) and established the processes for requirements traceability through the project. She led the execution of CRP which included developing the materials used (e.g., CRP Scripts), leading CRP sessions with joint Accenture and client team members and documenting the fit/gap results for the requirements. This transitioned into leading design for multiple phases of the project, including the Self-Service Portal, Presumptive Eligibility Portal, TANF Work Programs and Food Assistance Employment and Training (FAET). Most recently Danielle led the design, build, test and production delivery of Lola – the LIEAP Online Virtual Assistant. Lola was developed to support seasonal LIEAP staff in policy questions and system how-tos.
- **Texas Department of License and Regulation: - Delivery Lead**
  As the Delivery Lead, Danielle was responsible for the successful delivery of an SMS Texting Virtual Assistant, CoRA (Cosmetology Robotic Assistant). Under Danielle's leadership, the Accenture team was able to build and deploy CoRA to production two months after the project started with no major issues. In this role Danielle managed resources, finances, contract management, and the deployment and production support for CoRA.

Specialized Skills

- Project management
- Requirements Analysis
- Conference Room Pilot
- Learning Content Design
- Portal Design
- Functional Design

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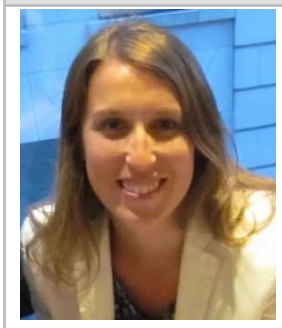
Kristi Abplanalp – Project Manager

Professional Background and Qualifications



Kristi is a Senior Manager in Accenture's Health & Public Service (H&PS) organization, focused on delivering value to state government and health clients through technology transformation enabled by custom and packaged software. Kristi brings more than 13 years of systems integration experience in the H&PS industry. She has experience leading project teams (agile and waterfall) through system implementations across multiple states and industries.

Kristi most recently worked with Kansas and Iowa implementing an integrated eligibility system for Medicaid, SNAP, TANF, Work Programs, and Child Care Eligibilty. Previously, Kristi worked with a large Healthcare Payer modernizing their claims system. Kristi also worked for an international NGO helping them deploy a new global finance system and spent four years working on an unemployment insurance system for Illinois.

Industry/Technical Expertise

- State and Local Government
- Human Services
- Charitable Sector
- Healthcare Payer

Selected Relevant Experience

State of Kansas Integrated Eligibility – Design Manager/Business Support Team Lead

- Conducted a business process assessment for the Medicaid agency, proposed business process improvements, and worked with Operations lead to implement recommendations.
- Led the team of Accenture and state business analysts in functional design for large project releases. These releases included Medicaid, SNAP and TANF programs, operational readiness for SNAP and TANF work requirements, and citizen/provider portals for reporting work program participation.
- Participated in weekly meetings with the state agency secretaries and demonstrated Kansas eligibility solution for key state stakeholders.
- Managed Accenture's inputs into the Change Control process, including defining scope to better support the state's processes.

State of Iowa Integrated Eligibility – Business Analyst Lead/Technology Solution Planner

- Analyzed and designed new business processes for Medicaid program.
- Identified and defined detailed product requirements and use cases for Medicaid citizen and worker portals.
- Served as a functional lead, leading four scrum teams through the agile delivery lifecycle.
- Performed Operational Readiness Testing for Iowa MAGI Medicaid implementation to confirm readiness of business-critical processes.
- Led analysis of as-is ecosystem with the client to drive the effort and estimates to integrate TANF and SNAP onto their Medicaid platform.

Large Healthcare Payer – Claims CCT Modernization Project Lead

- Managed day to day operation of project including driving resolution of issues, risks, and prioritization of work across business and technical teams.
- Responsible for status tracking/reporting across project including managing review and sign-off of deliverables and workplans.
- Aided in controlling scope, guiding team on estimating/presenting changes and understanding impacts.
- Coordinated with external entities and evaluated downstream impacts to other project teams.
- Managed dependencies and coordination with other departments within the healthcare payer.

Specialized Skills

- Solution Architecture
- Project Management
- Business Process Redesign
- Testing Strategy and Planning
- Portal design
- Functional Design
- Requirements Gathering and Fit-Gap Analysis
- SAFe Agile

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Paul McMahon- Quality Assurance

Professional Background and Qualifications

Paul is a Managing Director and Digital Platforms Integration Practice lead in Accenture Interactive. Paul supervises the delivery of complex multi-product digital experience projects delivering quality services to our clients.

During the past nine years, Paul has been the executive sponsor for client engagements in varied industries including professional services, commercial banking, car rental, software development, and aircraft design and manufacture. For more than 19 years, Paul has designed, built, and deployed highly trafficked public websites for a variety of clients, including global software companies, top retailers, consumer products companions, life sciences companies, and financial services clients. He has built solutions that integrate digital platforms (content, commerce, and digital marketing platforms) with modern web architecture (single page applications, APIs, and microservices) to deliver high quality experiences to users. He was a guest speaker at the Evolve Technology Conference, Evolve 2016.

Industry/Technical Expertise

- Federal Insurance Exchange
- State Insurance Exchanges
- Medicaid Policy and Operations
- Health Analytics
- Health Information Technology

Selected Relevant Experience

- **Global Aviation Services Company** - Mobilized and oversaw digital delivery teams helping clients create new business around SaaS platforms.
- **AON Quality Assurance Director-** Provided services quality oversight throughout project lifecycle (reviews, confirms, and reports compliance) with process and procedure requirements, quality certifications, and/or Accenture Delivery methodology.
  - Confirmed, managed, and improved compliance with International Organization for Standardization (ISO), and/or Accenture quality methodology
- **Global Rental Car Company-** Interacted with executive-level technology stakeholders (CIO, CTO) to help client pivot to new digital technologies and capabilities.
  - Managed 200-person team creating a new cross-channel digital platform to deliver digital experiences for all Hertz brands and geographies.

Specialized Skills

- Operational Design
- Quality Assurance
- Techonolgy Integration
- Strategic planning

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Kristin Smith - Experience Design Lead

Professional Background and Qualifications

Kristin is an Innovation Lead in Accenture's Health & Public Service (H&PS) practice and is the Product Manager for the Accenture Reach Platform. Through design thinking initiatives, Kristin's passion is understanding how innovation changes the way humans interact with technology and each other. Kristin manages an H&PS-dedicated innovation team that focuses on new ways to bring a commercial experience to digital government

During her 13 years working with public sector clients, Kristin has led market relevant, user-tested web and mobile experiences that engage users and bridge the gap between government and its constituents. Kristin works with clients to create digitally driven, human-centered solutions and has created a successful product management program using proven methodology and mature processes to create value for clients in public services. Prior to Accenture, Kristin was a product manager for Texas.gov, the official website for the State of Texas, where she focused on portal development, e-commerce and electronic processing for the Texas courts system.

Industry/Technical Expertise

- Web Portal and Mobile Experience Design
- Design-led Thinking
- Integrated Eligibility Portal and Case Management
- eGovernment

Selected Relevant Experience

Product Management and Innovation Lead- Accenture Products and Platforms (APP)

- Led product management discipline within Helix Innovation Lab at the Austin Advanced Technology Center, which included designers, developers and product managers dedicated to the public sector
- Evangelized the value of design-led thinking, collaboration and the possibilities of commercial experiences in digital government
- Created new digital experiences for the public services market as a way to engage users and create compelling experiences

Product Manager- NIC USA, LLC (Texas.gov)

- Led innovative ways to meet state agency and local government needs while decreasing the time to market through technology re-use and rapid development
- Improved citizen engagement with state government by delivering multi-tier payment processing solutions
- Managed teams from product inception through deployment and onboarding of new Texas.gov customers

Specialized Skills

- Design workshop facilitation
- User experience design
- Digital strategy
- Portal responsive design
- User engagement
- Digital government

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Joel Rech – Technical Architecture Lead

Professional Background and Qualifications

Joel is an Accenture Technical Architecture Delivery Senior Manager with expertise in delivering technical implementations of portals and web application systems that enhance citizen end user experience for public service clients.

Serving public service clients for more than 10 years, Joel has driven solutions for pension and Medicaid systems with a focus on automation, consistency, and repeatability of systems. He strives for continuous improvement on his teams and systems to meet demands of an ever evolving technical landscape.

Industry/Technical Expertise

- System Delivery ManagementWeb
- Web PortalsWeb Portals
- Release Management
- Enterprise Architecture
- Development Operations

Selected Relevant Experience

- Served as the Technology Lead supporting production and development of a benefits management system with 2,500 case workers.
- Designed and implemented a phased hardware refresh plan for a public service system.
- Managed virtualized infrastructure for over 200 project servers.
- Led the design and implementation of automated build and deployment tools for an Agile development project.
- Coordinated technical implementations across distributed IT organizations.
- Led MARS-E compliance assessment and verification efforts to confirm system compliance to CMS standards.

Specialized Skills

- Public Service
- Integrated Eligibility- Medicaid
- Pension

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7.4.2 Org Chart

Our organizational chart, Figure 24 shows the reporting structure of our leadership team. The prime point of contact between Accenture and the AHCCCS Project Manager is Kristi Abplanalp, our proposed Project Manager.

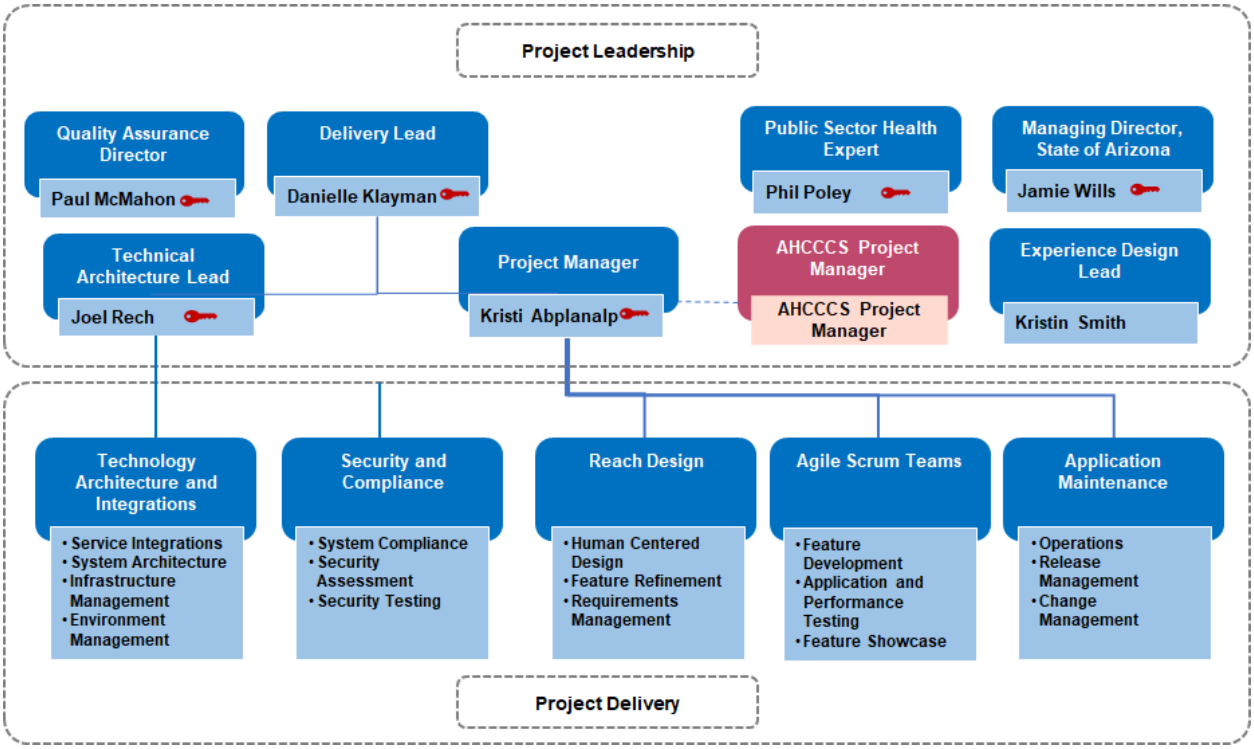

Figure 24. Organizational Chart

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PRICING SCHEDULE

8 Pricing Schedule

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SOLICITATION # YH19-0028

AHCCCS WORKS PORTAL

ATTACHMENT A: PRICING PROPOSAL WORKSHEET

OFFEROR NAME:	

Total System Cost Summaries		
This will be the Total Cost Summaries from each of the Tabs in this spreadsheet		
Description	**One Time Costs**	**Year 1 Costs**
Software Costs	$ -	$ 2,531,491.39
Implementation Costs	$ 6,799,478.28	na
	$ 6,799,478.28	$ 2,531,491.39

Cost of Ownership: $ 9,330,969.67

SOLICITATION # YH19-0028

AHCCCS WORKS PORTAL

SOFTWARE PRICING

Provide a line item for all software costs of the proposed solution (if applicable).

Description	Qty	Unit Cost	Total One Time Cost	Yearly Maintenance Cost
Subscription Pricing (if applicable)				$ 2,531,491.39
Hosting Fees (if applicable)			$ -	$ -
License Fees (if applicable)			$ -	$ -
Other			$ -	$ -
			$ -	$ -
			$ -	$ -
			$ -	$ -
			$ -	$ -
		Total Cost:	$ -	$ 2,531,491.39

SOLICITATION # YH19-0028

AHCCCS WORKS PORTAL

IMPLEMENTATION PRICING

Provide a line item for all implementation costs.			
Description	**COST**	**Duration (days)**	**Total Project Run**
Process Analysis and System Requirements	$ 679,947.83	30	30
System Design	$ 1,133,246.38	90	120
System Development	$ 1,133,246.38	90	210
State Integration Testing and Evaluation	$ 1,133,246.38	90	300
Implementation	$ 2,039,843.48	10	310
Go Live	$ -	0	310
Post Implementation Support	$ 679,947.83	90	400
Other	$ -		
	$ -		
	$ -		
	$ -		
Total Cost:	$ 6,799,478.28		

Implementation Costs shall include all travel.

SOLICITATION # YH19-0028
AHCCCS Works Portal

IMPLEMENTATION DELIVERABLES

The primary project deliverable for Implementation will be a completed AHCCCS Works Portal that includes the following. Please complete all columns of this attachment and submit with response.

Deliverable	# of Staff & Titles	Hourly Rate	# of Hours
1. Business process analysis and system requirements document (Deliverable within 30 days from contract start date)	28 / Project Manager I, Project Manager II, Specialist I, Specialit II, Specialist III, Analyst I, Analyst II, Analyst III, Technician I, Technician II	$ 176.61	3,850
a. Baseline Review (includes Project Start-Up along with Administrative and Baseline Reviews)	10 / Project Manager I, Project Manager II, Specialist I, Specialit II, Specialist III, Analyst I, Analyst II, Analyst III, Technician I, Technician II	$ 176.61	1375
b. System Security Assessment	4 / Project Manager I, Specialist I, Specialist II, Technician II	$ 176.61	550
c. Data/System Security Plan	4 / Project Manager I, Specialist I, Specialist II,Technician II	$ 176.61	550
d. Data Use/Exchange Interconnection Security Agreement	3 / Project Manager I, Specialist II, Analyst I	$ 176.61	412
e. Risk Assessment Plan	3 / Project Manager I, Specialist II, Technician II	$ 176.61	412
f. Complete Privacy Impact Analysis (PIA), System Security Plan (SSP) and Information Security Risk Assessment (ISRA)	4 / Project Manager I, Specialist I, Specialist II, Analyst I	$ 176.61	550
2. System Design (Deliverable 90 days from System Requirements Document Acceptance)	31 / Project Manager I, Technician I, Technician II, Specialist I, Specialist II, Analyst I, Analyst II, Analyst III	$ 116.23	9,750
a. Interface Design/Control document.	7 / Project Manager I, Technician I, Technician II, Specialist I, Specialist II, Analyst I, Analyst II	$ 116.23	2,202
b. Architecture walkthrough and requirements analysis	5 / Project Manager I, Technician II, Specialist II, Analyst II	$ 116.23	1,573
c. Database design	3 / Technician I, Technician II, Specialist I	$ 116.23	944
d. Detailed Design Review (includes Preliminary and Detailed Design Reviews)	10 / Project Manager I, Technician I, Technician II, Specialist I, Specialist II, Analyst II, Analyst III	$ 116.23	3,145
e. Final Detailed Design Review	6 / Project Manager I, Project Manager II, Specialist I, Specialist II	$ 116.23	1,887
3. Development (Deliverable 90 days from Design Review Acceptance)	31/ Project Manager I, Technician I, Technician II, Specialist I, Specialist II, Specialist III, Analyst I, Analyst II, Analyst III	$ 116.23	9,750
a. Portals, for state worker access, customer enrollment/registration and reporting	19 / Project Manager I, Technician I, Technician II, Specialist I, Specialist II, Specialist III, Analyst II, Analyst III	$ 116.23	5,976
b. User training plan (knowledge transfer, desktop manuals, on-site training)	4 / Project Manager I, Analyst I, Analyst II, Specialist I	$ 116.23	1,258
c. Contingency Plan/Recovery Plan	8 / Technician I, Technician II, Specialist I, Specialist II, Specialist III	$ 116.23	2,516

IMPLEMENTATION DELIVERABLES (CONTINUED)

4. Testing and Evaluation (Deliverable 90 days from Design Review Acceptance)	34 / Project Manager I, Analyst I, Analyst II, Specialist I, Specialist II, Specialist III, Technician I, Technician II	$ 116.23	9,750
a. Test plan for functional, integration, system, regression and user acceptance testing	18 / Project Manager I, Analyst I, Analyst II, Specialist I, Specialist II, Specialist III	$ 116.23	5,162
b. Validation of test reporting	6 / Project Manager I, Technician I, Technician II	$ 116.23	1,721
c. Error reporting and remediation planning for test stages	10 / Project Manager I, Analyst I, Analyst II, Specialist I, Specialist II, Specialist III	$ 116.23	2,868
5. Implementation (Deliverable 10 days from Integrated Testing Acceptance)	19 / Project Manager I, Specialist I, Specialist II, Specialist III, Analyst I	$ 159.00	12,816
a. Implementation/Roll out plan to include dashboard reporting.	6 / Project Manager I, Specialist I, Specialist II, Specialist III, Analyst I	$ 159.00	4,047
b. Validated of production reports	5 / Project Manager I, Specialist I, Specialist II, Specialist III, Analyst I	$ 159.00	3,373
c. Ongoing error reporting	5 / Project Manager I, Specialist I, Specialist II, Specialist III, Analyst I	$ 159.00	3,373
d. SLA agreements	3 / Project Manager I, Specialist I	$ 159.00	2,024
6. Post Implementation (Deliverable 90 days from Integrated Testing Acceptance)	12 / Project Manager I, Technician I, Technician II, Specialist I, Specialist II, Analyst II	$ 153.00	4,423
a. Post implementation documentation delivery	3 / Project Manager I, Technician II, Specialist II	$ 153.00	1,106
b. Post implementation support/maintenance plan	6 / Project Manager I, Technician I, Technician II, Specialist I, Specialist II, Analyst II	$ 153.00	2,212
c. Error reporting and remediation planning	3 / Project Manager I, Technician II, Specialist II	$ 153.00	1,106

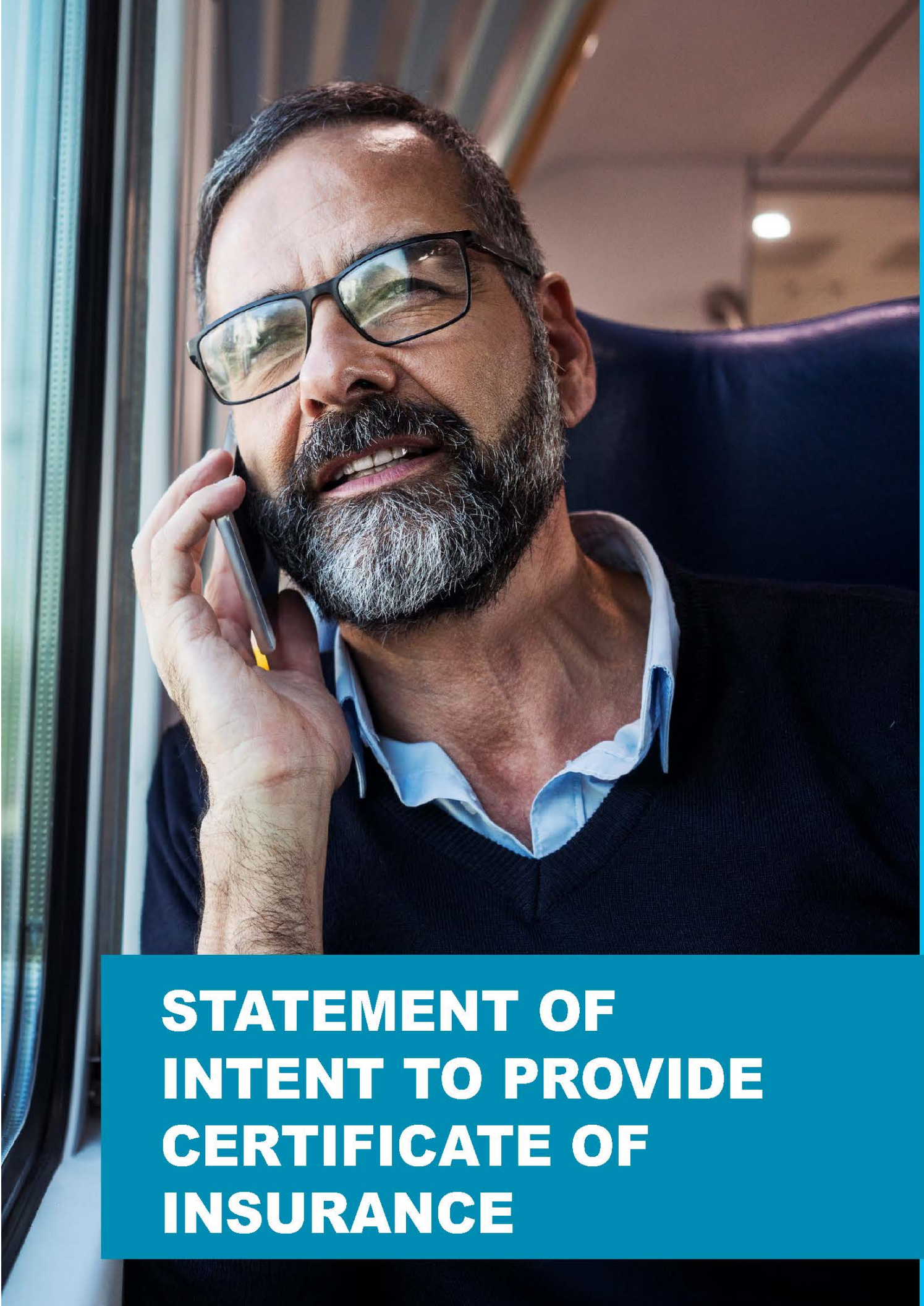
SOLICITATION # YH19-0028
AHCCCS Works Portal

ASSUMPTIONS

#	Assumption
1	AHCCCS is providing the content for: - Help materials on the portal - Information to be displayed upon log-in directing the customer to the appropriate site. - Frequently Asked Questions - AW resources (link to Arizona@Work system, etc.) - AW education materials - Spanish translations meeting LEP requirements
2	The solution will leverage the AHCCCS current reporting tool.
3	Assistor's accounts will be managed the same as a worker and be created the same way a worker's account is.
4	The solution will contain a message center where workers can contact customers and they can respond.
5	HEAplus will not refer people to the Portal that meet these exemptions (these exemptions are not listed in Section 5.8): - American Indian - Women that are pregnant or in post-partum period - Former foster care youths up to age 26
6	The Portal will utilize the Change Referral of Exemption ended from HEAplus to trigger a reevaluation of the current status and exemption.
7	AHCCCS will provide the Accenture resources with necessary office space, desks, storage, furniture and other normal office equipment and support, as well as building access, and IT network access
8	There would be up to 200 concurrent users in the Portal.
9	Accenture assumes that the State would procure the Drupal license from Acquia or its third-party reseller. Accenture is happy assist the State in finding an appropriate reseller that meets the State's needs for this solution.
10	Finalized security, hosting and infrastructure management solution and pricing will depend on the finalized architecture of the environment. Any deviation from Volumetrics, Scope, Solution Basis & Assumptions, Service Window & Tower Specific SLA, Tools & Technologies, would trigger a change order, and might increase the costs which would be covered by AHCCCS.
11	Accenture will collaborate with AHCCCS to develop an accurate Amazon Web Services (AWS) security design during the initial steps of the build phase.
12	Any 3rd party security tool costs are not included in the current estimates, and are assumed to be covered by AHCCCS.
13	AHCCCS stakeholders will be available for workshops in order to obtain data points to develop the MARS-E artifacts.
14	AHCCCS will be responsible for the management and performance of other contractors or vendors engaged in connection with the Project. AHCCCS will coordinate with these third parties to ensure they can meet the agreed upon timelines for the project and cooperate with Accenture as needed.
15	The solution assumes the Accenture team can handle ~60 incidents. We propose validating these volumes during a baselining period. The output of this baseline will give us volume counts with an incident and bug fixing split, based on which the team size will be refined.
16	The solution only handles English and Spanish.

ASSUMPTIONS (CONTINUED)

17	Legacy systems integrating with this solution which cause performance issues would be excluded from SLA metrics for the Portal.
18	Database backups will be created using AWS Snapshots on a daily basis and be retained for the AWS standard 35 day retention period.
19	Any managed security services will be performed on AWS and Accenture assets, and not on AHCCCS systems.
20	The following system support and security services for our solution will be conducted by Accenture's global team located in and outside the United States. Furthermore, our team configures the solution to prevent access to sensitive data from non-US based resources. - Backups and Monitoring - GRC / Security Documentation - SIEM / SOC - Configuration Security - Web Application Firewalls - DDoS Protection - Threat Detection - Data Loss Prevention - Identity and Access Management - Encryption Keys Management - Penetration Testing - Operating System Patch Management - Operating System Vulnerability Management - Operating System File Integrity Monitoring - Next Generation Antivirus



STATEMENT OF INTENT TO PROVIDE CERTIFICATE OF INSURANCE

9 Certificate of Insurance

Accenture agrees to submit to AHCCCS for review and acceptance the certificates of insurance as required within the RFP. Accenture has worked with the State on several occasions leveraging acceptable insurance policies. Accenture is enclosing a standard sample of its insurance certificates which would be written out for the State in the event Accenture were to be awarded this opportunity.

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ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 05/24/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME:
Aon Risk Services Central, Inc. Chicago IL Office 200 East Randolph Chicago IL 60601 USA	PHONE (A/C, No, Ext): (866) 283-7122 FAX (A/C, No): (800) 363-0105 E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : National Union Fire Ins Co of Pittsburgh, Pa.	19445
INSURER B :	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
Accenture PLC, Accenture LLP and Accenture Federal Services LLC
Including all subsidiaries and affiliates
1345 Avenue of the Americas
New York, NY 10105

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC OTHER:						EACH OCCURRENCE	$
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
							GENERAL AGGREGATE	$
							PRODUCTS - COMP/OP AGG	$
								$
	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	$
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $						EACH OCCURRENCE	$
							AGGREGATE	$
								$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N / A				PER STATUTE OTH-ER	
							E.L. EACH ACCIDENT	$
							E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
A	Professional Liability			014248619 SIR applies per policy terms & conditions	06/01/2018	06/01/2019	Each Claim Aggregate	$10,000,000 $10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

All Limits are expressed in US Dollars. Coverage includes cyber liability.

CERTIFICATE HOLDER

Accenture PLC, Accenture LLP and
Accenture Federal Services LLC
Including all subsidiaries and affiliates
1345 Avenue of the Americas
New York, NY 10105

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Aon Risk Services Central, Inc.

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ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 12/20/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
MARSH USA INC.
540 W. MADISON
CHICAGO, IL 60661
Attn: Chicago.CertRequest@marsh.com | Fax: 212-948-0770

CONTACT NAME: Austin Kielcke
PHONE (A/C, No, Ext): 3126276623 FAX (A/C, No):
E-MAIL ADDRESS: Austin.Kielcke@marsh.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Zurich American Insurance Company	16535
INSURER B : National Union Fire Ins. Co. of Pittsburgh, PA	19445
INSURER C : American Zurich Insurance Company	40142
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
Accenture PLC, Accenture LLP and
Accenture Federal Services LLC
Including All Subsidiaries and Affiliates
161 North Clark
Chicago, IL 60601

COVERAGES CERTIFICATE NUMBER: CHI-008998075-15 REVISION NUMBER: 41

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY [ ] PRO-JECT [ ] LOC OTHER:	X	X	GLO 9376192 15	11/15/2018	11/15/2019	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 2,000,000 $ 300,000 $ 10,000 $ 1,000,000 $ 4,000,000 $ 4,000,000
A	AUTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY	X	X	BAP 9376191 15	11/15/2018	11/15/2019	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 3,000,000 $ $ $
B	X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $	X	X	28295022	11/15/2018	11/15/2019	EACH OCCURRENCE AGGREGATE	$ 10,000,000 $ 10,000,000
C A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A	X	WC 9299262-18 (AOS) WC 9299263-18 (MA&WI)	01/01/2019 01/01/2019	01/01/2020 01/01/2020	X PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000
A	CRIME			FID4755050-07	06/01/2018	06/01/2019	PER LOSS AGGREGATE	10,000,000 10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Accenture clients, vendors, landlords, lessors or any other party are included as additional insured as required by the terms of a written agreement with respect to General Liability, Automobile Liability and Umbrella Liability. Primary and non-contributing coverage is afforded to additional insureds when required by written agreement.
A waiver of subrogation is provided where required by written agreement with respect to General Liability, Automobile Liability, Umbrella Liability and Workers' Compensation.
Accenture clients or any other party are included as joint loss payees as regards the Crime insurance as required by the terms of a written agreement.

CERTIFICATE HOLDER
Accenture plc, Accenture LLP and
Accenture Federal Services LLC
Including All Subsidiaries and Affiliates
161 North Clark
Chicago, IL 60601

CANCELLATION
SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
of Marsh USA Inc.
Manashi Mukherjee Manashi Mukherjee

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DETAILED LEGAL ANALYSIS

10 Detailed Legal Analysis

Legal Notice

This document is proprietary and confidential to Accenture LLP ("Accenture'). It is supplied in confidence and, except for the Arizona Health Care Cost Containment System's ("AHCCCS") evaluation purposes, should not be disclosed, duplicated, or otherwise used in whole or in part without the prior written consent of Accenture.

Accenture has provided a limited number of exceptions to the AHCCCS terms and conditions, and as such would seek to engage AHCCCS on the terms and conditions to align with the commercial model of the proposed solution. Nothing in this document shall form the basis for any contract, and nothing contained in this document will be binding against Accenture unless expressly agreed to by Accenture under a formal contract. All representations and warranties, whether express or implied by statute, law, or otherwise, are hereby excluded.

Accenture interprets the following words and phrases used in the solicitation and this proposal in the manner indicated: "maximize," "optimize," and "optimal" mean to improve to a commercially reasonable degree; "minimize" means to reduce to a commercially reasonable degree; "best" means leading or of a high standard; "partner" and "partnerships" do not mean a legal partnership, but rather a collaborative relationship; "right," where used as an adjective, means appropriate; and "ensure" and "enable" mean to use commercially reasonable efforts to implement. This document was prepared on the instructions and information given by AHCCCS and, accordingly, no responsibility is accepted for any inaccuracy or error or any action taken or not taken in reliance on this document.

This document was prepared on the instructions and information given by AHCCCS and, accordingly, no responsibility is accepted for any inaccuracy or error or any action taken or not taken in reliance on this document. These limitations are not in any way intended to restrict business discussions between AHCCCS and Accenture. Copyright Accenture 2019.

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Special Instructions to Offerors

Special Instruction 13.1 from the Responsibility, Responsiveness and susceptibility section of the RFP asks whether the Offeror has had a contract terminated in the last 5 years for cause due to breach.

Offeror Response:

Accenture LLP ("Accenture") has been, and continues to be, engaged in several government contracts of varying size and scope. While termination is extremely uncommon, there may be circumstances where an agreement or statement of work is cancelled due to a change in the client's business direction, financial positions, or management. Accenture typically enters into contracts with our clients that provide for standard mutual termination rights. Due to confidentiality restrictions, we are prohibited from disclosing further detail regarding specific client agreements and events. However, Accenture can confirm that, within the past five years, no contract with a state or local governmental entity has been terminated for default or breach of contract.

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Proposed Contract Modifications

Accenture LLP ("Accenture") agrees with the majority of the Contract Terms and Conditions (Uniform Terms and Conditions and Special Terms and Conditions)) in the Request for Proposal (Solicitation # YH19-0028) ("RFP"). We would seek mutual alignment on the following provisions.

No.	Contract Terms and Conditions	Section/Title	Discussion Point/Accenture Proposal
1	Uniform Terms and Conditions	3.4 Facilities Inspection and Material Testing	Regarding the Inspections, Accenture proposes to add: (i) 14 days' notice; (ii) no access to other client information or Accenture's costs information; (iii) not performed by Accenture competitors; (iv) subject to confidentiality obligations; and (v) no more than once annually.
1	Uniform Terms and Conditions	2.3 Contract Order of Precedence	Accenture would seek to change the contract order of precedence to the following to allow for flexibility in contracting and to enable the unique software terms to govern: 2.3.6 Attachments **(including software licenses);** 2.3.7 Exhibits; 2.3.5 Specifications; 2.3.1 HIPAA Business Associates Addendum (if applicable) 2.3.2 Special Terms and Conditions; 2.3.3 Uniform Terms and Conditions; 2.3.4 Statement or Scope of Work; 2.3.8 Documents referenced or included in the Solicitation
3	Uniform Terms and Conditions	3.8 Ownership of Intellectual Property	Accenture seeks to align the IP model based on a license during the duration of the services. We would seek rights to modifications and enhancements with ownership in our pre-existing IP, and rights to residual IP. The State would own its data on the platform and retain any custom developed IP, such as reports.
4	Uniform Terms and Conditions	6.2 Indemnification – Patent Copyright	Accenture agrees to this indemnity provided that it is limited to third party claims. Accenture would seek to mitigate exposure where the infringement is caused by the State's actions.
5	Uniform Terms and Conditions	6.3 Force Majeure	Accenture agrees in general with this provision but proposes to include the following statement as Section 6.3.5: "*Notwithstanding the foregoing, to the extent that the State fails to perform one or more responsibilities described in this Contract, the Contractor shall be excused from failure to perform any affected obligations under this Contract.*"
6	Uniform Terms and Conditions	7. Warranties	Accenture proposes to delete Section 7.2 (Quality)and 7.3 (Fitness) and replace with a statement that the services or deliverables provided by Accenture materially conform to their applicable specifications set forth in the Contract. This is because Accenture proposes a service model in which we are providing a platform which manages data as opposed to providing a particular tangible item. Accenture would seek to include a disclaimer of implied warranties.

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No.	Contract Terms and Conditions	Section/Title	Discussion Point/Accenture Proposal
7	Uniform Terms and Conditions	7.5 Compliance with Applicable Laws	Accenture will agree to comply with laws that are applicable to the operation of its business in its capacity as a Vendor to the State.
8	Uniform Terms and Conditions	8.5 Right to Offset	Accenture suggests payment offset should not be available to the State on a unilateral basis, or absent following an agreed upon dispute resolution process.
9	Uniform Terms and Conditions	9. Contract Termination (9.4 Termination for Convenience and 9.5 Termination for Default)	Accenture proposes that upon a Termination for Convenience event that the State pay Accenture for expenses incurred.
10	Special Terms and Conditions	8. Confidentiality of Records and Disclosure of Confidential Information	Where Accenture requires access to Personally Identifiable Information, Accenture would seek to align on protocols on how to handle such information and to introduce the concept of comparative liability.
11	Special Terms and Conditions	18. Ownership of Information and Data	Please see No.3 above.
12	Special Terms and Conditions	21. Term of Contract and Option to Renew	Accenture proposes that any amendment to the Contract (whether for an extension of changes to certain terms and conditions) will be upon mutual agreement of the parties in writing. If the Procurement officer issues an amendment to extend the contract, such extension amendment will not be effective until Accenture has signed it.
13	Special Terms and Conditions	22. Warranty	Accenture proposes a standard is up to 90 days' warranty period starting from the delivery of the Deliverable and an objective standard of performance. Also, Accenture proposes to include an implied warranties disclaimer.
14	Special Terms and Conditions	23. Indemnification	Accenture agrees with this provision in general, however it would like to clarify that the indemnities shall be limited to third party claims (only) arising under this Contract and limited to bodily injury or personal injury (including death) or loss or damage to tangible or intangible property, arising solely from the gross negligence or willful misconduct of the Indemnitee.
15	Special Terms and Conditions	24. Limitation of Liability	Accenture proposes making indemnification claims subject to the cap of 2x for claims where there are breaches of Personally Identifiable Information or Protected Health Information. Accenture would also seek to make attorney fees subject to the cap or a mutually agreed upon number. Further, Accenture proposes to include an exclusion of punitive, lost profit, reputation harm, and consequential damages from its liability.
16	Special Terms and Conditions	Insurance	Accenture has proposed including its standard insurance which it has agreed to with the State in the past and is attached.

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No.	Contract Terms and Conditions	Section/Title	Discussion Point/Accenture Proposal
17	HIPAA Business Associate Agreement	General	Accenture would seek to limit the indemnity to 3rd party claims and make this subject to the limitation of liability under #15.

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Accenture – Arizona Health Care Cost Containment System License Agreement

This **License Agreement** is made on (the "Effective Date") between:

ACCENTURE LLP ("ACCENTURE")	**ARIZONA HEALTH CARE COST CONTAINMENT SYSTEM ("CLIENT" OR "AHCCCS")**
161 N CLARK STREET CHICAGO IL 60601	701 E. Jefferson, MD5700 Phoenix, AZ 85034

Each referred to as "**Party**" and collectively referred to as "**Parties**".

ORDER FORM

Term of Agreement ("Term"): XXX (XX) months from the Effective Date above.

Description of this engagement ("Opportunity"):

The Parties shall conduct the Reach implementation (the "Opportunity") in accordance with the specifications and requirements described in the Statement of Work. The Opportunity will allow AHCCCS to evaluate the extent to which Accenture's REACH Platform fits AHCCCS's business environment, and infrastructure and customer needs. Accenture shall invoice its fees, costs and expenses to AHCCCS it may incur in performing its obligations under this Agreement.

This Order Form, Statement of Work, Exhibit A (REACH License), and Exhibit B (the Amazon Web Service Provider terms, and the proposal terms and conditions constitute the entire agreement ("Agreement") between Accenture (inclusive of its Affiliates) and AHCCCS, and this Agreement sets out the terms and conditions under which Accenture will provide access and use Reach to AHCCCS under this Opportunity. If there is a conflict or ambiguity between any term of Agreement, those terms shall be read in the following order of precedence: (i) Order Form, then (ii) the Exhibit A, then (iii) Exhibit B, (iv) Exhibit C (if applicable), (v) the Statement of Work, and (vi) the Web Portal Agreement.

This Agreement has been entered into by the Parties' respective duly authorized representatives on the Effective Date.

Accenture LLP

By:_____

Printed name: **Jamie Wills**

Title: **Managing Director**

Arizona Health Care Cost Containment System (AHCCCS)

By:_____

Printed name:
_____

Title:
_____

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EXHIBIT A. REACH SOFTWARE LICENSE AND MAINTENANCE SERVICES AGREEMENT

Accenture LLP ("Accenture") will provide the Reach software and Maintenance Services to the Arizona Health Care Cost Containment System ("Client" or "AHCCCS") as specified in separately signed schedules ("Schedules") under the following terms and conditions (collectively the "Agreement").

1. SOFTWARE LICENSE TERMS. Subject to Client's payment of the license fee and compliance with the terms of this Agreement, Accenture grants Client a non-exclusive, limited license for the license term defined in the Schedule to use and install the object code version of the Accenture software listed in the applicable license Schedule ("Software") and its documentation. All rights to the Software not expressly granted to Client under this Agreement are reserved to Accenture. Accenture will make the Software available to Client by electronic download. Client may make a reasonable number of copies of the Software for back-up and test purposes provided Client reproduces all ownership notices. Client may permit third parties to use the Software (a) solely as required for Client's own benefit and internal business purposes and (b) in compliance with the terms of this Agreement. Client is liable for all users' compliance with the terms of this Agreement. Client may not (a) use, distribute, copy, or modify the Software except as expressly permitted by this Agreement; (b) translate or attempt to reverse engineer, decompile, or make derivative works of the Software; or (c) sublicense, lease, or otherwise permit use of the Software for the benefit of a third party. Client will use the Software in compliance with its documentation (including any operating or security procedures and the hardware, software or networking requirements set forth therein).

2. MAINTENANCE SERVICES. Subject to Client's timely payment of the applicable maintenance fees, Accenture will make available the following maintenance services ("Maintenance Services"):

2.1 Technical Support. Technical support consists of (i) access to Accenture's support help desk for Error reporting; (ii) attempted diagnosis of reported issues in supported Software and (iii) reasonable commercial efforts to resolve reported Errors in supported Software that is implemented in accordance with the technical documentation. An "Error" is a verifiable failure of the unaltered Software to materially conform to the technical documentation. Technical support is limited to one production and one non-production instance of the Software.

2.2 Updates. Accenture will make available to Client any Updates. An "Update" means a subsequent Software release created at Accenture's discretion which Accenture generally makes available to active Maintenance Service customers for no additional license fee. Client is responsible for downloading and implementing any Update (including security Updates) and for making changes to their technical environment as necessary to use the Update.

3. FEES AND PAYMENT. Accenture will invoice Client for the license and Maintenance Services fees specified in the applicable Schedules. Accenture will pay any taxes remitted to it by Client to the applicable taxing authority when due. The Parties agree to cooperate to help enable each party to accurately determine and reduce its own tax liability and to minimize any potential liability to the extent legally permissible

4. INTELLECTUAL PROPERTY. Accenture and its licensors, where applicable, own all right, title and interest, unpatented inventions, patent applications, patents, design rights, copyrights, trademarks, service marks, trade names, domain name rights, know-how and other trade secret rights, and all other intellectual property rights, including derivatives, modifications, and enhancements thereof in all forms anywhere in the world ("Intellectual Property Rights"), in and to the Accenture Software and Maintenance Services and any suggestions, enhancement requests, feedback, or recommendations provided by Client or any other party relating thereto. The Software may also contain third-party open source components separately licensed under an open source license made available to Client with the Software. This Agreement does not convey to Client any rights in or related to the Software or the Maintenance Services or the Intellectual Property Rights owned by Accenture except as explicitly provided in this Agreement.

5. CONFIDENTIALITY. Each party may have access to information (in any form) that relates to the other party's past, present, and future activities including research, development, business activities, products, services, processes, and technical knowledge, which is identified by the disclosing party as confidential or reasonably understood to be confidential ("Information"). Information may only be used by the receiving party consistent with the rights and obligations of this Agreement. Information includes the Software and any related documentation made available to Client. The receiving party agrees to protect the Information of the disclosing party in the same manner that it protects its own similar confidential information, but in no event using less than a reasonable standard of care. Access to the Information will be restricted to Accenture and Client personnel (including such personnel employed by their affiliates) and subcontractors with a need to use such Information pursuant to the parties' rights and obligations under this Agreement, provided such parties are bound by substantially similar obligations of confidentiality and are not listed as a competitor in the applicable Schedule. Accenture may retain and use Information relevant to its

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EXHIBIT A. REACH SOFTWARE LICENSE AND MAINTENANCE SERVICES AGREEMENT

business purposes (including to provide or enhance its services) so long as its use of such Information is in an aggregated and anonymized or pseudonymized manner. Nothing in this Agreement will prohibit or limit either party's use of Information (i) previously known to it without an obligation not to disclose such information, (ii) independently developed by or for it without use of Information, (iii) acquired by it from a third party which was not, to the receiver's knowledge, under an obligation not to disclose such information, or (iv) which is or becomes publicly available through no breach of this Agreement.

6. LIMITED WARRANTY

6.1 Limited Warranty. Accenture warrants (i) that for a period of sixty (60) days from commencement of the initial license term defined in the Schedule ("**Warranty Period**") the Software as delivered will materially conform to Accenture's technical documentation made available for download or provided with the Software; and (ii) the Maintenance Services will be performed in a good and workmanlike manner. The warranties set forth in this Section are contingent upon Client's use of the Software in compliance with this Agreement and Client notifying Accenture of any such non-conformance during the applicable Warranty Period.

6.2 Remedy. Accenture will use commercially reasonable efforts to correct any non-conformance of the Software with the above warranty, If Accenture is unable to correct non-conformance of the Software as provided in 6.1 (i) above, Client will have the option as its exclusive remedy, to: (a) continue to use the Software pursuant to the terms of this Agreement, or (b) terminate the applicable Schedule and receive a refund of the license fee paid thereunder. As Client's exclusive remedy for any breach of the limited Maintenance Services warranty set forth in Section 6.1 (ii) above, Accenture will re-perform the Maintenance Service not in compliance with such limited warranty brought to Accenture's attention within thirty (30) days of Accenture's performance of such service.

6.3 No Other Warranties. THE WARRANTIES SET FORTH IN THIS SECTION 6 ARE THE ONLY WARRANTIES CONCERNING THE MAINTENANCE SERVICES, ANY SOFTWARE OR MATERIALS, OR THIS AGREEMENT, AND ARE MADE EXPRESSLY IN LIEU OF ALL OTHER WARRANTIES, CONDITIONS AND REPRESENTATIONS, EXPRESS OR IMPLIED, INCLUDING ANY IMPLIED WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE, MERCHANTABILITY, INFORMATIONAL CONTENT, SYSTEMS INTEGRATION, NON-INFRINGEMENT, INTERFERENCE WITH ENJOYMENT OR OTHERWISE. NO WARRANTY IS MADE THAT USE OF THE SOFTWARE WILL BE UNINTERRUPTED, ERROR FREE, OR THAT ANY ERRORS OR DEFECTS IN THE SOFTWARE WILL BE CORRECTED, OR THAT THE SOFTWARE'S FUNCTIONALITY WILL MEET CLIENT'S REQUIREMENTS. CLIENT ACCEPTS RESPONSIBIILTY FOR ITS DATA AND THE SELECTION OF THE SOFTWARE TO ACHIEVE ITS INTENDED RESULTS.

7. INDEMNITY. Accenture will defend the Client, its parents, subsidiaries, affiliates, successors, and their directors, officers, employees, agents and representatives (collectively the "Indemnified Parties"), from and against any and all third party claims, demands, lawsuits, judgments, fines, and penalties (including interest thereon and court costs) caused by a claim that the Software maintained pursuant to the Maintenance Services ("Indemnified Claims") (i) infringes a third party's copyright, trademark or patent existing as of the date of delivery of such Software or (ii) misappropriates a third-party's trade secrets Accenture will have no liability, however, to any Indemnified Party to the extent the alleged infringement or misappropriation was caused by: (I) modifications to the Software; (II) use of the Software in combination with any hardware or software not delivered by Accenture under this Agreement or specified in the technical documentation for the Software; (III) the failure of an Indemnified Party to implement corrections or enhancements to the Software made available by Accenture; (IV) use of the Software not explicitly authorized under this Agreement. If any Software is, or in Accenture's opinion is likely to be, held to be infringing, Accenture will at its expense and option either: (i) procure the right for Client to continue using it, (ii) replace it with a non-infringing equivalent, (iii) modify it to make it non-infringing, or (iv) direct the return of the Software and refund to Client the license fees paid for such reduced on a pro-rated basis by 20% of the original license fee amount for each year since the license schedule execution date. This section sets forth the sole and exclusive remedies for Indemnified Claims. To receive the benefits of this provision, the Indemnified Party must promptly notify the Indemnifying Party in writing of any eligible claim or demand and provide the Indemnifying Party reasonable cooperation and full authority to defend or settle same provided that such settlement does not impose any obligation (monetary or otherwise) on the Indemnified Party without its consent.

8. LIMITATION OF LIABILITY. EXCEPT FOR A BREACH BY EITHER PARTY OF: (A) THE OTHER PARTY'S INTELLECTUAL PROPERTY RIGHTS; (B) ITS INDEMNIFICATION OBLIGATIONS; OR (C) ITS PAYMENT OBLIGATIONS, EACH PARTY'S SOLE LIABILITY TO THE OTHER FOR ANY AND ALL CLAIMS RELATING TO (i) A LICENSE SCHEDULE SHALL BE LIMITED IN THE AGGREGATE TO THE LICENSE FEES PAID BY CLIENT UNDER THAT LICENSE SCHEDULE, AND (ii) A MAINTENANCE SERVICES SCHEDULE SHALL BE LIMITED IN THE AGGREGATE TO THE MAINTENANCE SERVICES FEES PAID BY CLIENT THEREUNDER DURING THE TWELVE (12) MONTH PERIOD

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EXHIBIT A. REACH SOFTWARE LICENSE AND MAINTENANCE SERVICES AGREEMENT

IMMEDIATELY PRIOR TO THE DATE ON WHICH THE FIRST EVENT OCCURRED ALLEGEDLY GIVING RISE TO DAMAGES. EXCEPT FOR A BREACH BY A PARTY OF THE OTHER PARTY'S INTELLECTUAL PROPERTY RIGHTS, IN NO EVENT WILL EITHER PARTY BE LIABLE FOR ANY CONSEQUENTIAL, INCIDENTAL, INDIRECT, OR PUNITIVE DAMAGES, INCLUDING BUT NOT LIMITED TO BUSINESS INTERRUPTION OR LOST PROFITS OR SAVINGS.

9. TERM AND TERMINATION. This Agreement will commence upon the Effective Date and, unless terminated earlier, will continue until the expiration or termination of the last Schedule still in effect. The term of each license and set of Maintenance Services are set forth in the corresponding Schedule. In addition to any termination rights of the parties set forth in a Schedule, either party may (i) terminate the Agreement for material breach upon thirty (30) days written notice identifying specifically the basis for such notice unless the party receiving the notice cures such breach within the thirty (30) day period; or (ii) upon written notice to terminate if the other party enters bankruptcy proceedings, becomes insolvent, or otherwise becomes unable to meet its obligations under this Agreement. In addition to other available remedies, Accenture may suspend Maintenance Services to Client if the Maintenance Services fees are more than thirty (30) days overdue. In the event this Agreement is terminated, both parties will destroy or return all Information of the other party (except as required for its internal recordkeeping requirements or as permitted by Section 5). Client shall immediately cease all activities authorized hereunder, pay all sums due, and certify in writing destruction or return of all copies of the Software. All provisions of this Agreement related to confidentiality, indemnities, intellectual property ownership and protection, limits of liability, or which are by their nature intended to survive the expiration or termination of this Agreement will survive such expiration or termination.

10. GENERAL

10.1 Assignment. Client may not assign or transfer this Agreement or any of its rights or obligations hereunder, including by operation of law, without the prior written consent of Accenture, and any attempt to do so shall be null and void.

10.2 Compliance with Laws. Each party will retain responsibility for compliance with all laws and regulations applicable to their respective businesses. Each party will comply with applicable export control and sanctions laws with respect to the export or re-export of goods, software and technical data, or the direct product of the same, which includes abiding by all such regulations in respect of all information supplied by or on behalf of the other party. Prior to providing Accenture any goods, software or technical data subject to export controls, Client will provide written notice to Accenture specifying the nature of the controls and any relevant export control classification numbers. Client shall be solely responsible for its use of the Software and documentation and shall ensure that Client complies with any data protection laws applicable to data involved in its business including, without limitation, personal data. Client is responsible for determining if the receipt and use of the Maintenance Services and Software comply with applicable laws, regulations, or industry standards. Client agrees that the Software and documentation are not designed to achieve or contribute to Client's compliance with these or other laws or regulations of any jurisdiction, including the specified territory.

10.3 Data Protection. Accenture and Client shall maintain an information security program including reasonable administrative, technical and physical measures designed to secure and protect the confidentiality of data while in such party's possession against unauthorized, unlawful or accidental access, disclosure, or transfer. The parties agree that Accenture is not required for the purposes of this Agreement to accessor or process any data that identifies or directly relates to natural persons ("Personal Data") and Client agrees not to make any such data available to Accenture. If Client inadvertently provides Accenture with access to Client Personal Data., Accenture shall use reasonable measures to protect such Client Personal Data in its possession until it can be returned or destroyed.

10.4 Dispute Resolution. The parties will make good faith efforts to first resolve internally within 30 days any dispute, including over an invoice, relating to this Agreement by escalating it to higher levels of management. If Client withholds an amount more than sixty days Accenture will be permitted to suspend performance until such time as the matter in dispute is resolved. This Agreement shall be governed by and construed in accordance with the laws of the State of Arizona without regard to its conflict with laws provisions; any litigation relating to this Agreement must be filed in either the state or federal courts of New York.

10.4 Force Majeure. Except for payment obligations, neither party will be liable for any delays or failures to perform due to causes beyond that party's reasonable control (including a force majeure event).

10.5 Notices. Any notice or other communication provided under this Agreement will be in writing, addressed to such party at the address set forth herein, or upon electronic delivery by confirmed means.

10.6 Relationship of the Parties. Nothing in this Agreement is to be construed as creating an agency,

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EXHIBIT A. REACH SOFTWARE LICENSE AND MAINTENANCE SERVICES AGREEMENT

partnership, or joint venture relationship between the parties hereto.

10.7 Audit Rights. Upon request by Accenture, Client shall audit and certify to Accenture that its use of the Software and documentation complies with the Agreement. Accenture reserves the right once every twelve months, upon reasonable prior notice and during normal business hours, to audit usage of the Software and documentation to verify Client's compliance with this Agreement. Accenture may repeat the audit if non-compliance is found.

10.8 Construction of the Agreement. This Agreement, including its Schedules sets forth the entire understanding between two sophisticated business entities with legal counsel as to its subject and supersedes all prior agreements, conditions, warranties, representations, arrangements and communications, whether oral or written, and whether with or by Accenture, any of its affiliates, or any of their employees, officers, directors, agents or shareholders. Each party acknowledges that it entered into this Agreement solely based on the agreements and representations contained herein, and has not relied upon any representations, warranties, promises, or inducements of any kind, whether oral or written, and from any source. If a court of competent jurisdiction finds any term of this Agreement to be invalid, illegal or otherwise unenforceable, such term or provision will not affect the other terms of this Agreement and will be deemed modified to the extent necessary, in the court's opinion, to render such term enforceable while preserving to the fullest extent permissible the intent and agreements of the parties set forth in this Agreement. No waiver or modification of any provision of this Agreement, including any underlying Schedule, will be effective unless it is in writing and signed by the party against which it is sought to be enforced. The delay or failure by either party to exercise or enforce any of its rights under this Agreement is not a waiver of that party's right to later enforce those rights, nor will any single or partial exercise of any such right preclude any other or further exercise of these rights or any other right. There are no third-party beneficiaries to this Agreement. In the event of a conflict between this Agreement and a Schedule, the Schedule controls for purposes of that Schedule only. This Agreement may include one or more Exhibits at the time of execution which shall be listed and considered part of the Agreement.

10.9 Federal Use. The Software licensed under this Agreement is "commercial computer software" as that term is defined in 48 CFR 2.101. All U.S. government end users acquire the Software with only those rights set forth in this Agreement, in accordance with 48 CFR 12.212(b) and/ or 48 CFR 227.7202-1(a) and 48 CFR 227.7202-4, as applicable.

10.10 Other Services. Accenture may provide training, on-site support, implementation, integration, configuration, customization and other services not explicitly set forth in this Agreement provided the parties have executed a separate mutually agreed professional services agreement which shall exclusively govern such services.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of ("Effective Date").

ACCENTURE

Accenture LLP

161 N. Clark St. Chicago, IL 60601

By:_____

Name/Title:_____

Date:_____

AHCCCS

Arizona Health Care Cost Containment System

701 E. Jefferson, MD5700, Phoenix, AZ 85034

By:_____

Name/Title:_____

Date:_____

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EXHIBIT B. AWS CLOUD SERVICES VENDOR TERMS

AWS Policies, as they may be updated from time to time:

Acceptable Use Policy posted at http://aws.amazon.com/aup

The service level agreements posted at

http://aws.amazon.com/ec2-sla

http://aws.amazon.com/s3-sla

http://aws.amazon.com/cloudfront/sla

http://aws.amazon.com/route53/sla

Privacy Policy posted at http://aws.amazon.com/privacy

Service Terms posted at http://aws.amazon.com/serviceterms

Accenture would also work with AHCCCS to obtain the applicable AWS government cloud terms as applicable for the provision of the services.

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EXHIBIT C. TERMS AND CONDITIONS FOR THE CONVERSE CHATBOT VIRTUAL ASSISTANT

1. **AHCCCS Data, Personal Data and Regulated Information**. Accenture shall implement and maintain industry standard measures designed to secure and safeguard AHCCCS Data, Personal Data and Regulated Information within Accenture's or Amazon Web Services' control against loss or unauthorized access or disclosure. Accenture and Amazon Web Services shall comply with all applicable laws and regulations governing the handling of Personal Data and Regulated Information and Accenture shall not engage in any activity related to Personal Data or Regulated Information that would place AHCCCS in violation of any applicable law or regulation. Access and Use of the Virtual Assistant is subject the Amazon Web Services' Acceptable Use, Service Terms, and Privacy Policies, (**Policies**), links to the current versions of which are included in Exhibit B. Accenture shall provide AHCCCS at least thirty (30) business days' advanced email notice of any changes to the Policies. AHCCCS affirms that all AHCCCS Data, AHCCCS provides complies with all applicable laws and that such AHCCCS Data does not infringe the intellectual property rights of any third party. AHCCCS will promptly notify Accenture of any failure to comply with this requirement and will hold harmless Accenture and its Affiliates from and against any Losses relating to any claim arising out of such failure. AHCCCS shall use industry standard methods and tools to prevent introduction to the Virtual Assistant of any viruses, malicious files or other harmful code or any other similar software that may access or damage the operation of the Virtual Assistant. AHCCCS is solely responsible for backing up AHCCCS Data unless otherwise agreed in writing.

2. **Ownership.** Accenture owns all intellectual property rights in the Virtual Assistant and any suggestions, ideas, enhancements, enhancement requests, feedback, recommendations or other information provided by AHCCCS relating to the Virtual Assistant.

3. **Restrictions.** AHCCCS will not directly or indirectly: (a) disassemble, reverse engineer, de-compile, or otherwise translate or attempt to discover the source code, object code or underlying structure of the Virtual Assistant in any manner, except solely to the extent that applicable law specifically prohibits such restrictions; (b) disclose, encumber, assign, license, sublicense, lease, sell, give, furnish, distribute or otherwise make the Virtual Assistant available, in any form, to any person or entity; (c) copy, install, port, or create derivative works of the Virtual Assistant; (d) interfere with or disrupt the Virtual Assistant, the data contained in the Virtual Assistant or the networks connected to the Virtual Assistant; or (e) use, or permit the use of, the Virtual Assistant in a live or Production environment or in any manner except as specifically set forth herein. AHCCCS is responsible for use of the Virtual Assistant. AHCCCS will notify Accenture promptly upon becoming aware of any possible misuse of its accounts or any security incident related to the Virtual Assistant. Accenture reserves the right to introduce commercially reasonable changes to the Virtual Assistant from time to time and to suspend, block and/or otherwise limit AHCCCS's access to or use of the Virtual Assistant without notice if Accenture determines, in its sole discretion, that the Virtual Assistant or Accenture's network: (a) is being unreasonably burdened; (b) is being used in a way prohibited by law, regulation or governmental order or that could harm the Virtual Assistant or impair anyone else's use of either; (c) is being used to violate rights of others, to try to gain unauthorized access to or disrupt any service, device, data, account or network, to spam or distribute malware or for any other malicious use; (d) is being used in any application or situation where failure of the Virtual Assistant could lead to the death or serious bodily injury of any person, or to severe physical or environmental damage; or (e) there is an actual or alleged security breach with respect to the Virtual Assistant.

4. **Fees.** The access and use rights to the Virtual Assistant set forth herein is provided at no charge.

5. **Confidentiality.** During the Term, each party may be given access to the Confidential Information of the other. Each party will protect the confidentiality of the other party's Confidential Information in the same manner that it protects the confidentiality of its own similar information, but in no event using less than a reasonable standard of care. Each party will restrict access to Confidential Information of the other party to those of its and its Affiliates' employees, contractors, licensors and agents with a need to know it for purposes of this Agreement ("Representatives"), provided that such recipients are bound by obligations of confidentiality substantially similar to the terms of this Agreement. Each party is responsible for its Representative's access to and use of Confidential Information. Nothing in this Agreement will prohibit or limit a party's use of information (including, but not limited to, ideas, concepts, know-how, techniques, and methodologies) (a) previously known to it without an obligation not to disclose such information, (b) independently developed by or for it without use of the information, (c) acquired by it from a third party which was not lawfully under an obligation not to disclose such information, or (d) which is or becomes publicly available through no breach of this Agreement. Each party will return or destroy the other party's Confidential Information in its possession upon request by the other party, provided that each party may retain copies of the other party's Confidential Information as required for compliance with its recordkeeping, quality assurance

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EXHIBIT C. TERMS AND CONDITIONS FOR THE CONVERSE CHATBOT VIRTUAL ASSISTANT

requirements or applicable law. If the recipient receives a records request, subpoena or other validly issued administrative or judicial process requesting Confidential Information of the other party, it will promptly notify the other party of such receipt. Unless the records request, subpoena or process is timely limited, quashed or extended, the recipient will then be entitled to comply with such request to the extent permitted by law.

6. **Compliance.** Each Party shall comply with all laws applicable to its business. AHCCCS shall comply with all laws applicable to AHCCCS's use of the Virtual Assistant. Each party will comply with all export control and economic sanctions laws (together, the "Trade Control Laws") applicable to its performance under this Agreement. AHCCCS will not use the Virtual Assistant in relation to any activities involving a country subject to comprehensive economic sanctions (including without limitation Cuba, Iran, North Korea, Sudan, Syria or Crimea), or involving a party in violation of applicable Trade Control Laws, or that require government authorisation, without first obtaining the informed consent of Accenture and the required authorisation. Accenture has based the proposed solution on currently-available information that lacks certain scope definition, including the specific country locations in which Accenture will provide the Services and regulatory restrictions that would restrict Accenture from providing certain Services. The parties agree to work together before conclusion of an agreement to determine whether there are any legal or regulatory restrictions (including from any decisions or interpretations by a relevant court or governmental authority) that would restrict Accenture from performing any Services ("Restrictions").

7. **Disclaimer.** THE VIRTUAL ASSISTANT AND OUTPUTS IF ANY ARE PROVIDED "AS IS" WITHOUT WARRANTY OF ANY KIND, WHETHER EXPRESS, IMPLIED OR STATUTORY. ACCENTURE, ITS AFFILIATES AND ITS LICENSORS MAKE NO REPRESENTATIONS AND PROVIDE NO WARRANTIES OF ANY KIND, WHETHER EXPRESS, IMPLIED, STATUTORY OR OTHERWISE, REGARDING THE VIRTUAL ASSISTANT OR THE OUTPUTS. ACCENTURE, ITS AFFILIATES AND ITS LICENSORS EXPRESSLY DISCLAIM ALL WARRANTIES, EXPRESS, IMPLIED, STATUTORY OR OTHERWISE, INCLUDING ANY IMPLIED WARRANTIES OF MERCHANTABILITY, SATISFACTORY QUALITY, OR FITNESS FOR A PARTICULAR PURPOSE, ANY WARRANTIES ARISING OUT OF ANY COURSE OF DEALING OR USAGE OF TRADE, AND ANY WARRANTIES OF FITNESS FOR HIGH RISK ACTIVITIES. THESE DISCLAIMERS SHALL ONLY APPLY TO THE EXTENT PERMITTED BY APPLICABLE LAW. AHCCCS acknowledges that Accenture does not control the transfer of data over the internet or any telecommunications network, and so cannot be responsible for any loss or corruption of AHCCCS Data during such transmission.

8. **Limitations on Liability.** Nothing in this Agreement will exclude or limit either party's liability for anything which cannot be excluded or limited by law. Subject to the foregoing, NEITHER PARTY SHALL BE LIABLE TO THE OTHER UNDER OR IN CONNECTION WITH THIS AGREEMENT (WHETHER IN CONTRACT, TORT, INCLUDING, WITHOUT LIMITATION, NEGLIGENCE OR OTHERWISE) FOR ANY LOSS OF PROFIT, LOSS OF ANTICIPATED SAVINGS, LOSS OF BUSINESS OPPORTUNITY, LOSS OF OR CORRUPTION OF DATA, OR INDIRECT OR CONSEQUENTIAL LOSSES, IN EACH CASE SUFFERED OR INCURRED BY THE OTHER PARTY, WHETHER OR NOT SUCH LOSSES WERE WITHIN THE CONTEMPLATION OF THE PARTIES ON THE EFFECTIVE DATE OF THIS AGREEMENT. Subject to the above, and except for AHCCCS's warranty obligations in paragraph 1, each party's aggregate liability to the other arising from any given event or series of connected events under or in connection with this Agreement shall be limited to the greater of: (i) the amount paid by AHCCCS under this Agreement; and (ii)USD $1,000.

9. **Termination.** Either Party may at any time with cause for material breach or without cause terminate this Agreement upon ten (10) business days' prior written notice to the other party. Upon the expiration or earlier termination of this Agreement, AHCCCS's right to access and use of Virtual Assistant will end and at Accenture's election, either return to Accenture or destroy any materials provided by Accenture related to the Virtual Assistant.

10. **Miscellaneous.** The failure of a party to enforce a right will not constitute a waiver of the right. The provisions of this Agreement that are by their nature intended to do so shall survive the expiration or earlier termination of this Agreement. Neither party will use the other party's name or trademarks outside its organization without prior express written consent of the other party, which consent may be withheld in its sole discretion. This Agreement, including the Order Form and any Exhibits, constitutes the entire agreement between the parties with respect to the Virtual Assistant and may not be amended or modified other than in a writing signed by both parties. This Agreement shall be governed by and construed in accordance with the laws of Ohio, without regard to its conflict of laws provisions.

12. **Definitions.** In this Agreement:

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EXHIBIT C. TERMS AND CONDITIONS FOR THE CONVERSE CHATBOT VIRTUAL ASSISTANT

- **Affiliate** means any entity, whether incorporated or not, that is Controlled by, Controls, or is under common Control with Accenture, where **Control** means the ability, whether directly or indirectly, to direct the affairs of another by means of ownership, contract or otherwise.
- **AHCCCS** means the entity identified as such on the Order Form signature line.
- **AHCCCS Data** means all data that is provided by or on behalf of AHCCCS for processing, training for machine learning if any, analysis and display via the Virtual Assistant excluding any personally identifiable information, or 'Personal Data'.
- **Confidential Information** means information that relates to the other party's past, present, or future research, development, business activities, Products, services, and technical knowledge, which is identified by the discloser as confidential or that would be understood to be confidential by a reasonable person under the circumstances.
- **Losses** means any claims, damages, losses, liabilities, costs and expenses (including reasonable legal fees).
- **Order Form** means the order form signed by the parties and to which these terms and conditions are attached.
- **Virtual Assistant** means the Accenture proprietary Chatbot tool identified on the Order Form, including without limitation the APIs, software services, models, algorithms, methodologies and approaches embodied in the foregoing, and any modifications and enhancements thereto.
- **POC** means the proof of concept or prototype phase described in the Order Form.
- **Term** means the POC duration described in the Order Form.
- **Regulated Information** means information which names or identifies a natural person including, without limitation: (a) data that is explicitly defined as a regulated category of data under data privacy laws; (b) non-public personal data, such as national identification number, passport number, social security number, driver's license number; (c) health or medical information, such as insurance information, medical prognosis, diagnosis information or genetic information; (d) financial information, such as a policy number, credit card number and/or bank account number; and/or (e) sensitive personal data, such as race, religion, marital status, disability, or sexuality.
    - **Pre-Authentication** means that the Chatbot tool identified on the Order Form does not require a user to sign-in and the information provided is publicly available.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of ("Effective Date").

ACCENTURE

Accenture LLP

161 N. Clark St. Chicago, IL 60601

By:_____

Name/Title:_____

Date:_____

AHCCCS

Arizona Health Care Cost Containment System

701 E. Jefferson, MD5700 Phoenix, AZ 85034

By:_____

Name/Title:_____

Date:_____

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