AHCCCS Works Portal

(YH19-0028)

Request for Proposal
Prepared by:
Innovative Architects

Submitted:
February 22, 2019

Innovative Architects, LLC
3122 Hill Street
Duluth, GA 30096 USA
(770) 623-5734

Executive Summary

AHCCCS Team:

Innovative Architects (IA) is pleased to submit our firm's response for the AHCCCS Works Portal. Based on the requirements outlined in your RFP, Innovative Architects is uniquely qualified to provide AHCCCS with a customized solution to enable implementation of eligibility requirements for able-bodied adults under the AHCCCS Works program.

The Innovative Architects team is proposing a custom, web-based solution for AHCCCS that is based on our comprehensive experience implementing systems for use by state health care agencies, their licensed providers and individual consumers. Innovative Architects has worked extensively with CMS as a part of the Technical Assistance Team charged with helping states implement background screening programs through the Affordable Care Act, and the result of that partnership is that our systems are currently in use by 25 state agencies, with implementation projects underway in another 7 agencies. Although the workflow requirements for the AHCCCS Works Portal are unique, there are multiple modules from IA's existing State Agency solutions that could be re-used.

Innovative Architects is positioned to provide immediate success to the AHCCCS team based on these four differentiators:

1. **Experienced, Dedicated Team.** Innovative Architects has a dedicated team that specializes in state and local government implementation and support. This team has a combined 60+ years of experience in working with agencies and is skilled at navigating the complexities of state implementations. We understand the sensitivity of the data in the system and utilize processes and cloud environments that will satisfy audit requirements. In addition, the team understands the flexibility that can be required due to legislative or regulatory changes. We are confident in our ability to offer your organization unparalleled support and vision for your goals.
2. **Highly Configurable Foundation Technology.** IA proposes to re-purpose modules of our existing government agency solutions that provide support functions to the system - user and role management, configuration management, tools to customize text and upload help documents and event logging, for example, to streamline development, reduce risk, and take advantage of field-tested solutions.
3. **Real Partner Relationships**. Our entire engagement philosophy is based on becoming trusted advisors and being likable people! We emphasize communication throughout the project so that there are no surprises. We have clients that we have worked with for many years, and who see us as an integral part or their organization.
4. **Usability and Accessibility.** The AHCCCS Works Portal is expected to have several hundred thousand users, all reporting in to the system monthly. This volume of usage requires both a system architecture that can handle the load and a user interface that is easy to use for the consumer. The Innovative Architects team prides ourselves on the use of intuitive design that creates an easy-to-use system that can be used by any device with access to the internet, including smartphones! Our dedicated Interactive Team will be involved from the start to ensure a smart UX design.

Our goal is to create a solution for AHCCCS that supports your organization, that is delivered with technical excellence, and that can be extended and supported by your team as your needs grow and evolve. Thank you for the opportunity to respond to your Request for Proposal!

Sincerely,

Beth Haynes
Vice President, Government Portfolio
Beth.Haynes@innovativearchitects.com

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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	na
2	Submittal Cover Letter	2
3	Offeror's Checklist (see ATTACHMENT B - this page)	6
4	Completed and Signed Offer and Acceptance page	7
5	Signed Solicitation Amendments, if any (signature page only)	8
6	Method of Approach - Written narrative in response to requirements with reference to requirement paragraph number.	11
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	30
8	Pricing Schedule (see ATTACHMENT A)	39
9	Statement of Intent to provide Certificate of Insurance	44
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.	45

Offeror's Checklist (Attachment B)

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.: _____

Federal Employer Identification No.: 86-1124753

E-Mail Address: Beth.Haynes@

Innovative Architects, LLC
Company Name

3122 Hill Street
Address

Duluth GA
City AHCCCS Zip

For clarification of this offer, contact:

Name: Beth Haynes

Title: Vice President, Government Solutions

Phone: 770-365-1002

Beth Haynes
Signature of Person Authorized to Sign Offer

Beth Haynes
Printed Name

Vice President, Gov't Solutions
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 / X 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

Page **3** of **60**

AHCCCS
Arizona Health Care Cost Containment System

SOLICITATION AMENDMENT #1		
YH19-0028 **AHCCCS Works Portal**	Solicitation Due Date: ~~**FEBRUARY 19, 2019**~~ **FEBRUARY 22, 2019** **3:00 pm Arizona Time**	Procurement Officer: Melannie Rustein procurement@azahcccs.gov

A signed copy of this amendment must be returned with the proposal and received by the State of Arizona on or prior to the Solicitation due date and time.

The following shall be added to the Scope of Work, Page 23, Sections 5.27 and 5.28.

CONTRACTOR RESPONSIBILITIES:

5.27 ***Regulatory System Compliance Requirements:*** *The Contractor / System shall:*

5.27.1 Comply with and report its compliance with Section 508 of the Federal Rehabilitation Act, ADA accessibility standards and the World Wide Web Consortium (W3C) Web Accessibility Initiative.

5.27.2 Ensure compliance with all licensing agreements required to support the proposed EVV System and services. Compliance is defined as the maintenance of licenses and appropriate permitted usage.

5.27.3 Express business rules using a technology-neutral standard format corresponding with the core data elements identified through the National Information Exchange Model (NIEM).

5.27.4 Document and expose all SOA services using standard Web Service Description Language (WSDL) and industry best practices.

5.27.5 Comply with the most current CMS Harmonized Security and Privacy Framework (MARS-E).

5.27.6 Conform to the Information Technology Infrastructure Library (ITIL) standards version 3.

5.27.7 Comply with the Affordable Care Act (ACA). (Sections 1104, 1561, 1411, 1413, 1414, and 2201).

5.28 ***Other System Architecture Requirements: The System shall:***

5.28.1 Be architected using Business Process Management and workflow technologies as the primary integrated vehicle to implement business processes by composing them from human interactions and coarse-grained services.

5.28.2 Require that all business processes defined for the System guarantee process and data integrity including asynchronous activities, reliable messaging, transactional processing, and timely restoration of service after outage.

5.28.3 Use a business rules engine separate from core programming.

5.28.4 Support failover redundancies and swapping of critical system components and critical data of all the system components.

5.28.5 Distinguish between errors and exception conditions.

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 exgtended 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: Beth Haynes	SIGNATURE: **SIGNATURE ON FILE**
TYPED NAME: Beth Haynes	TYPED NAME: Meggan LaPorte, CPPO, MSW
TITLE: Vice President, Government Solutions	TITLE: Chief Procurement Officer
DATE: 2/21/19	DATE: February 6, 2018

Solicitation Amendments (IF ANY)

N/A

Method of Approach

Overview

Over the last decade, the Government Solutions team at Innovative Architects has seen the vision / ideal of the MITA architecture play out as they have worked with CMS and directly with states to develop a core system that captures the synergy of the best practices in multiple state agencies.

This expertise has been developed through the role that IA has played in delivering Technical Assistance for the National Background Check Program sponsored by CMS as a part of the Affordable Care Act. Charged with assisting individual states to develop background check systems to screen applicants for employment in long-term health care, IA took that idea and combined the requirements for multiple states to create a modular, functionally comprehensive, highly-configurable system that is in use in 20+ state agencies. We have devoted our efforts to understanding how the requirements expressed by one state can be driven by business rules so that other states can implement the same system with their own set of business roles. Although these states use the same system, the look and feel as well as the workflow processes are quite different from one state to the next.

Along the way, we have become advocates for efficiency in the development of government systems, with a toolset that allows us to avoid “reinventing the wheel” for each new development or implementation effort. In addition, IA is a fervent believer in developing systems with the appropriate administrative tools so that many changes can be made to the system without programming assistance.

IA proposes to use the concepts of configurability that they have developed over the past decade and to re-use much of the architecture of the Background Check System (named Innovative BCS), while implementing the AHCCCS Works Portal (referred to as the AW Portal from here on). The core functionality of a system may make up less than 50% of the code base, while the remaining portions are common types of functionality – User and Role Management, Logging, Management of configurations, drop-down choices and customizable text strings, etc. It is this “common” set of functions that will be considered for re-use, with modification as needed.

5.1 General Requirements for AW Portal

Innovative Architects has extensive experience implementing portals with similar requirements.

Spanish language support

IA is currently in the final stages of development of a system for the Puerto Rico Department of Health, which features support for both English and Spanish speakers. Pages can be designed to show both English and Spanish text simultaneously, or to toggle between languages. Text on pages would be implemented through the use of customizable Text Strings, which are editable through the Admin section of the system.

ADA Compliant

Through work with CMS and directly with State Agencies, IA has developed systems that are required to be compliant with ADA standards. IA routinely reviews new code to ensure that ADA compliance is still in effect. Several State agencies have also instituted outside reviews for ADA compliance, with IA code passing in all cases.

MARSe V2 Compliance

IA has not previously worked under the MARSe V2 standards, but has worked extensively over the last decade with a similar set of guidelines from the FBI, the Criminal Justice Information System(CJIS) Security Policies. IA has created a matrix containing the several hundred security guidelines, which are then mapped to the group that is responsible – the state entity, IA, or others. Systems implemented by IA have been audited by the FBI over a dozen times in the last 6 years, with no negative findings.

ISRA, PIA and SSO

IA has successfully prepared risk and privacy assessments and security plans for multiple state agencies over the last decade, and will draw upon our experience with those successful plans as appropriate for this project.

MITA guidelines

IA is currently implementing an interface between the InnovativeBCS Background Check System and the Georgia MMIS, directly under MITA guidelines.

In addition, the work that has been done through the National Background Check Program has many of the same objectives as MITA and has achieved great success in:

- Delivering configurable systems to reduce future development needs
- Interfacing seamlessly with other systems and business processes
- Creating components and functions that can be (and are!) reused from one state to another

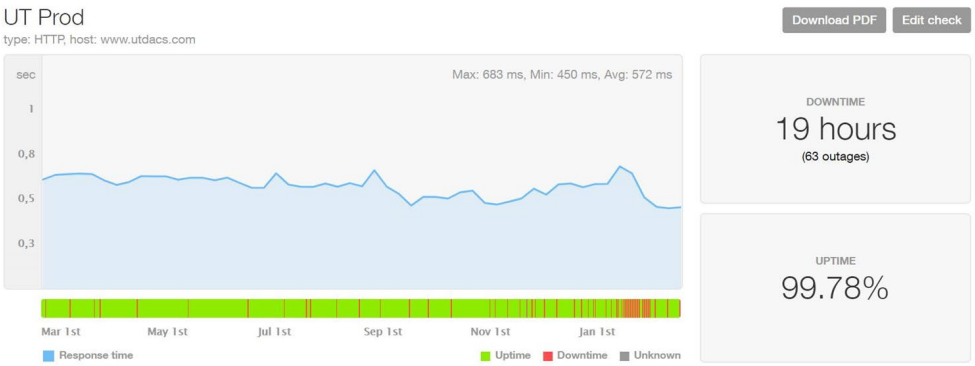
AZRAMP / FedRAMP

IA hosts government solutions through their partnership with Microsoft Azure Government, which is a FedRamp approved environment for high impact implementations, approved for use by CMS. Six state agency systems are currently hosted by IA in Azure Government, with two additional implementations expected in the first half of 2019.

System Availability

The AW Works Portal will be designed to be available 24 hours a day, 365 days a year, with the exception of scheduled downtime. Scheduled downtime would typically consist of server patching and release of new builds to production. Downtime would be scheduled at a mutually agreed upon time, but we would recommend that patches and maintenance would be applied in the early morning in Atlanta, which would mean minimal impact for users in Arizona due to the time zone difference.

The downtime for our systems hosted at Azure Government has consistently exceeded 99.5%, even including scheduled downtime. The graph below shows the downtime for a production system hosted for Utah Department of Health, which shows an availability of 99.78% over the course of a year, INCLUDING scheduled downtime.



Mobile Friendly

IA has an award-winning Interactive Team focused on delivery of optimal user experience. IA has mobile engineering depth across multiple platforms and data types that will be of significance in determining a reusable mobile UI framework and understanding the options and architectural tradeoffs that should be considered. “Mobile Friendly” can be implemented either as web pages that are designed to render correctly on a variety of devices and screen sizes, or as actual mobile apps that can be deployed to the Apple or Google Play stores. Quick bullets surrounding our user interface design capabilities include:

- More than 10 years of experience developing custom interfaces using common HTML5, JavaScript and jQuery as well as advanced libraries such as JSON, Angular.js and D3.js.
- More than 10 years of experience developing 30+ mobile solutions using both native and hybrid platforms;
- Microsoft’s largest managed mobile development partner in the Southeastern U.S.;
- Acquired Bizmosis http://www.bizmosis.com/ in 2015 to extend growing mobile practice;
- Proven mobile “data transformation” experience with Azure Mobile Services, Informatica and Biztalk;
- Mobile software development using Cordova, Appcelerator , Sencha, and Xamarin;
- Native & Hybrid application development for Smart Phones (iPhone and Android) and tablet devices.

Data and Activity Logging

Reusable code proposed for use in the project includes extensive, customized application logging and logging of all data changes. Configuration settings control how log data is kept, which can be managed by the administrator user as retention requirements change.

5.2 Splash Page, Education, Resources

As the first page that the customer user sees, the layout and functionality of the Splash page will be critical. IA will work with the Arizona state standards for use of the correct logo, color schemes and any other branding concerns.

Text on the Splash page will be controlled through the use of Custom Text Strings, which can be added or modified through the Admin portion of the AW Portal. This text will allow the use of html, so that links to other sites can be included as necessary.

Functionality on the Splash page will include the ability to log in to the system, and to access collections of materials. Through the Admin section of the AW Portal, state users would have the ability to define the categories of materials available. Resources, Education, Help, FAQ are specified in the RFP, but could be modified. Each category would result in a separate link being shown on the Splash page. The link would then take you to the detailed page that provided the relevant information. This information could be in any of the following formats:

- One or more sections of text
- Files such as videos, PowerPoints, Word or PDF documents, etc. (The types of files can be left un-restricted, or could be limited to specified type, to be determined during the requirements phase.)
- Links to other systems

Certain items will require specific development to be included on the Resources page, such as the Survey Tool and embedded widget for AZ211.

These collections of materials (Resources, Education, Help, FAQ, etc.) will continue to be available after the user has logged in to the AW Portal.

5.3 Authentication and Authorization

User Accounts

The AW Portal would be deployed as two web sites, one for state agency users and one for customers. Although the two web sites will be accessed through different URLs, they will use the same code base and the same database. This differentiation will allow the site used by the state agency to be accessed via Single Sign On, while the customer site will be accessed through credentials stored in the AHCCCS database.

The data elements associated with a user account would be similar for both state agency and customer users, although passwords would not be stored in the AHCCCS Works database for state agency users. This data would include items such as User Name, Email Address, and Phone Number.

The customer user would enter additional information such as Date of Birth and SSN when creating an account, when would allow for enforcement of only one user account per AW participant.

Automatic notifications can be sent to customer users when events related to their user account occur. For example, when a new user account is created, when a password is reset, to receive a multi-factor authentication code, etc. These notifications can be sent via email, or through a text messaging service such as Twilio. IA recommends that the customer be given the ability to opt-in to text messaging when creating their user account, and to change their selection at a later point.

Password and authentication rules would be configurable so that AHCCCS can modify the rules over time as password policies may change within the organization. Configurable items might include:

- Minimum number of characters
- Maximum number of characters
- Whether a number is required
- Whether a symbol is required
- Whether an Uppercase letter is required
- How often the password must be changed
- Number of security questions
- List of pre-defined security questions (although the user can also create their own questions)

The Admin portion of the AW Portal would allow an administrator to change these configuration settings as required.

The ability to create a customer user account based on a referral from HEAplus will be addressed in section 5.13 Exchange of Data.

Role Management

In order to provide the utmost flexibility, each action within the system will be secured by a permission. For example, the page to enter Exemptions might have three permission – one to view the page, one to enter data about the Exemptions, and one to enter PEV information.

Permissions can then be organized into roles. Customer users would most likely have a single role defined, but multiple roles would be defined for state users. The RFP lists specific roles that will be needed, but this implementation will allow greater flexibility to define additional roles over time, without any programming required.

5.4 Home Page / Customer Dashboard

As mentioned in the section regarding the Splash page, the collections of materials (Resources, Education, Help, FAQ, etc.) will continue to be available after the user has logged in to the AW Portal.

The Customer Home page will show the customer's current status is a prominent position. It will provide clear navigation to the main functionality that customers will use:

- Report Community Engagement Activities
- Request Good Cause

- Request and Exemption

If PEV results exist, they will be clearly indicated, along with any action that is needed by the customer.

A graphic will be displayed on the Customer Home page to show the completion of community engagement activities compared to those required. The graphic will be clearly labelled with the required hours remaining.

A document section will allow the customer to upload new documents, and to view documents that they have uploaded, or that have been uploaded for them by a state agency user. Documents will be clearly labeled as to the type of document (Proof of Good Cause, etc.). Clicking on a document opens the document in the native viewer (Word, etc).

As on all pages, text on the Customer Home page will be controlled through the use of Custom Text Strings, which can be added or modified through the Admin portion of the AW Portal. This text will allow the use of html, so that links to other sites can be included as necessary. Text on the Customer Home page may contain announcements or other information as desired.

The system will also have the ability to accept an email to a specified address which will then be matched through the sender's email address to a customer user and will attach the document to that account. The document will then be viewable on the Customer Home page.

State Agency users will have the ability to view the Customer Home page for any specified customer, and if they have the required permissions, will be able to take actions on the customer's behalf.

All changes to data will be logged with the user who made the change and the timestamp.

5.5 Education

See section 5.2 Splash page

5.6 Resources

See section 5.2 Splash page

5.7 Orientation Period

See Section 5.9 Community Activity Reporting Page

5.8 Exemptions Page

As on all pages, text on the Exemptions page will be controlled through the use of Custom Text Strings, which can be added or modified through the Admin portion of the AW Portal. This text will allow the use of html, so that links to other sites can be included as necessary. An example would be text to provide instructions on how to enter an exemption, or a reminder to update HEAplus if there are any changes in circumstances.

For clarity, the Exemptions page may distinguish between eligibility-related exemptions that need to be reported to HEAplus, and those that are not related to eligibility. For eligibility-related Exemption requests, the Customer user will be provided with a link to HEAplus.

For either type of Exemption, the customer would choose an exemption type from a dropdown, and then enter the relevant details. The customer may enter multiple Exemption requests.

A configuration tool would be provided that would allow the state agency user with appropriate permissions to create or modify exemptions. This tool would allow the specification of the hierarchy of Exemptions so that they may be applied in the correct order. The tool will also include the ability to specify the data that needs to be entered for each exemption. For each data element, the state agency user would have the ability to specify:

- The name of the field
- The type of data (numeric, text, date, etc.)
- Whether the field is required
- The order in which the fields should be displayed.

The timestamp when the Exemption was submitted will be captured for all Exemptions, along with the Reporting Month.

The customer user will have the ability to review and confirm data before submitting the exemption request.

The one current Exemption that would require additional development beyond the configuration tool would be if the customer was receiving Nutrition or Case Assistance. For this pre-defined Exemption, an interface to AZTECS will determine whether to confirm or deny the Exemption in real-time. For more information, see section 5.13 Exchange of Data.

The customer may return to this page at any time to add a new Exemption Request. They may also change a previous exemption request during the report month, or the month after.

The exemptions that have previously been requested will be clearly displayed, showing which exemptions are currently in effect, and the start and end dates of the exemption. The start and end dates of the Exemptions will be used in calculations for the graphic of required Activity hours on the Customer Home Page, and on the page the Enter Activities.

If there are PEV results, they will be clearly indicated to the Customer, along with the actions that are needed.

State Agency users will have the ability to view the Exemptions page for any specified customer, and if they have the required permissions, will be able to take actions on the customer's behalf. In addition, state agency users with the appropriate permissions will be able to enter PEV results, including the details of the data needed related to PEV.

5.9 Community Activity Reporting Page

The Activities Reporting page will show clearly at the top of the page the required number of hours, along with the progress that the customer has made towards the monthly requirement. If information from HEAplus has been received which would reduce the number of hours that are required, that information will be reflected in this section. Likewise, if the customer is within the Orientation period, then hours will not be shown as required.

An Activity summary for previous months will also be available.

To report Community Activities, the customer would choose the Reporting Month ((current month or prior month in first 10 days of new month) and Activity type from a dropdown, and then enter the relevant details. The customer may enter multiple Activities.

A configuration tool would be provided that would allow the state agency user with appropriate permissions to create or modify Activities. The tool will also include the ability to specify the data that needs to be entered for each Activity. For each data element, the state agency user would have the ability to specify:

- The name of the field
- The type of data (numeric, text, date, phone number, etc.)
- Whether the field is required
- The order in which the fields should be displayed.

The timestamp when the Activity was submitted will be captured for all Activities, along with the Reporting Month.

The customer user will have the ability to review and confirm data before submitting the Activity.

The customer may return to this page at any time to add a new Activity. They may also change a previous exemption request during the report month, or the month after.

As on all pages, text on the Activity Reporting page will be controlled through the use of customizeable Text Strings, which can be added or modified through the Admin portion of the AW Portal. This text will allow the use of html, so that links to other sites can be included as necessary. An example would be text to define the concept of the Reporting Month and how that affects the activity entry deadlines.

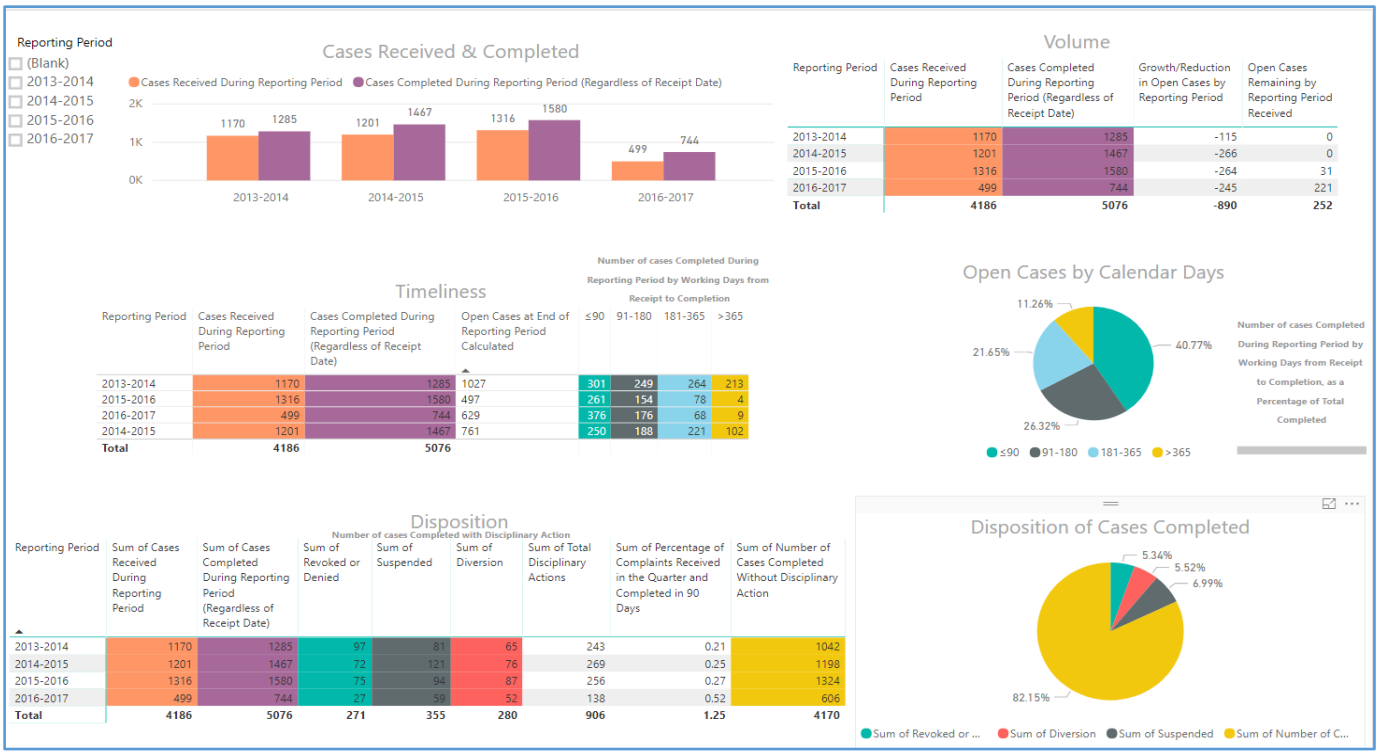
5.10 Reporting Requirements

Ability to extract all data from the Portal

Reports will be developed primarily in SQL Server Reporting Services, which provides the ability to export data to a variety of formats, including Excel or csv. For example, a Community Activity Report would include all the data elements related to Community Activity Reporting, and could be exported to Excel for analysis or other purposes as desired by AHCCCS.

Business Reports

The reports listed in this section could be developed in SSRS as tabular or graphical reports, but IA would recommend consider a Business Intelligence tool such as PowerBI to implement these reports. This would allow additional interactivity with the data. For example, the report that shows the Community Engagement Activities might also let you drill down by the activity types over time (is there a seasonal pattern to the activities?) or to look at what types of activities are reported by individuals who do not meet the reporting requirements. The following example shows a dashboard representation of metrics generated from PowerBI.



Project Status Reports

These reports would not be generated by the system but would be prepared by the Project Manager in the agreed upon format and time frame.

System Reports

Availability and Down Time would be reported by the suite of monitoring tools in the Azure Government environment.

User Activity and Transaction History Reports would be generated using the log of application events and / or the data log that shows all changes to data elements.

Transaction and Reconciliation reports would be tabular reports implemented in SSRS and would be available to download in Excel or csv format.

5.11 Good Cause Request Page

The Good Cause Request page will only be available if the customer has not yet met the Activity reporting hours in the last 5 calendar days of the month, or anytime in the following month. If the hours have been met or it is not the end of the month, then the Good Cause navigation will not show on the customer's page.

As on all pages, text on the Good Cause Request page will be controlled through the use of Custom Text Strings, which can be added or modified through the Admin portion of the AW Portal. This text will allow the use of html, so that links to other sites can be included as necessary. An example would be text to provide an explanation of the Good Cause process.

To enter a Good Cause request, the customer would choose the Reporting Month (current month or prior month, depending on which month did not meet the reporting hours requirement) and Good Cause type from a dropdown, and then enter the relevant details. The customer may enter multiple Good Cause requests.

A configuration tool would be provided that would allow the state agency user with appropriate permissions to create or modify exemptions. The tool will include the ability to specify the data that needs to be entered for each Good Cause request. For each data element, the state agency user would have the ability to specify:

- The name of the field
- The type of data (numeric, text, date, etc.)
- Whether the field is required
- The order in which the fields should be displayed.

The timestamp when the Good Cause request was submitted will be captured for all requests, along with the Reporting Month.

The customer user will have the ability to review and confirm data before submitting the Good Cause request.

If a Good Cause request is entered after a non-compliance transaction was sent to HEAplus, then a Good Cause transaction will be sent to HEAplus. For more information, see section 5.13 Exchange of Data.

The Good Cause requests that have previously been requested will be clearly displayed, showing the start and end dates.

If there are PEV results, they will be clearly indicated to the Customer, along with the actions that are needed.

State Agency users will have the ability to view the Good Cause page for any specified customer, and if they have the required permissions, will be able to take actions on the customer's behalf. State agency users with the appropriate permissions will be able to enter PEV results, including the details of the data needed related to PEV, and will be able to generate a request to HEAplus for an RFI.

5.12 Document Management

Within the AW Portal

IA would recommend that documents be managed and stored in the AW Portal. IA has the ability to re-use components of other systems that handle the functionality that is described in the RFP, such as the categorization of documents, associating a document with other data, storing the document in the database, etc. In addition, this approach would mean that all development activities are under the control of the project team and minimizes the risk of delays due to working with an integration partner.

Documents would be categorized into document types of Good Cause, Activities, and Exemptions, and would be secured by individual permissions. State Agency users would be able to view documents if they had the correct permissions. Customers would always be able to see their individual documents, of any type.

Applicable documents would be displayed on the same page as the data, so viewing the Good Cause requests for reporting month July for example, would show both the data and the related documents.

Flexible rules could be defined to remove documents based on a time frame and an event. For example, Activity documents could be removed one year after the reporting month to which they apply.

Separate from the storage of documents would be the ability to generate "blank form" documents for applicants to complete on paper. These blank forms would contain identifying information in a barcode. Scanning the barcode would position the system so that the document could be uploaded to the correct document type in the correct reporting month.

- Customers and State Agency users would be able to upload documents to the correct document type and Reporting Month
- A Customer would be able to email a document to the AW Portal. The system would identify the customer from the email address and would allow the customer to designate which type of document it should be.
- The list of accepted file types would be agreed upon, but would include Text, Word, PDF, JPG, etc.
- Permissions would allow the user to delete documents. These permissions could be given to State Agency users, and to Customers if desired. The role definitions for Customers can be changed at any time to add or remove the permission to delete documents.
- Permissions would allow the user to re-categorize documents among the three document types. These permissions could be given to State Agency users, and to Customers if desired. The role definitions for Customers can be changed at any time to ad or remove the permission to delete documents.
- State Agency users with the appropriate permission would be able to move an uploaded document to another customer.
- Clicking on an uploaded document will open the document in the native viewer and the document can be printed from there.

IA has extensive experience in document management within a web-based application, including sensitive data such as criminal history. Extension of existing document management functionality to include the document types required for the AW Portal is included in the overall project estimate.

Interface to Document Management System

Alternatively, the documents could be stored in a document management system such as Teleforms. The functionality to upload a document, and to associate it with the Customer, Reporting Month and document type would still be needed in the AW portal. However, instead of storing the document in the database, and an interface to the DMS would be called to store the document there.

Conversely, if a user in AW Portal wants to view a document in the DMS, a link would be provided to allow viewing of the document that is stored in the DMS.

Estimated pricing for this option is included in the Pricing section.

5.13 Exchange of Data

Interfaces between the AW Portal and the following systems have been identified in the RFP:

AZTECS

- Identify individuals with current Nutrition assistance and / Case assistance eligibility in order to confirm or deny related exemption requests

HEAplus

- Initial Referral – HEAplus to AW Portal
- Change Referral – both directions, HEAPlus to AW Portal and AW Portal to HEAplus
- Non-Compliance – AW Portal to HEAplus
- Post Eligibility Verification Failure – AW Portal to HEAplus

Using the high-level purpose and format of interfaces specified in the RFP, IA would work with the system owners to define and document the detailed interface specifications. IA would propose to use XML-based SOAP web services over HTTPS to implement the specific interface requirements. Real-time, individual transactions are preferred, but SFTP based file transfers could be used to implement batch interfaces if necessary.

Web services that are hosted by the AW Portal would require a Service user account in the system, and would be required to supply credentials along with the interface data.

A test harness would be developed so that the effects of interface data could be fully tested independently of the completion of the interfaces in the HEAplus or AZTECS systems.

The HEAplus Non-Compliance interface call would be initiated from a task service job that would run on the 10th of the month (or as scheduled) that would identify customers who have not met the hours requirement for Activity Reporting and who do not have an Exemption or Good Cause in place for that month.

5.14 Historical Monthly Status Summary

For each customer, a Customer Summary page will be available that shows the following information for each reporting month:

- Activities Reported
- Exemptions Requested on in place
- Good Cause Requested or in place
- PEV Results

State Agency workers would have the ability to search for a person and see the summary results. A Customer could be given the ability to see their own Customer Summary page.

5.15 Non-Customer Permissions

See section 5.3, Authentication and Authorization / Roles

5.16 Testing Environment

IA will use an internal Development environment, which will be the location for initial unit, system and integration testing. When a release has passed the testing process in the development environment, the release will be moved to the Test environment.

The AW Portal Test environment will contain a single set of Database and Application servers, but multiple Test environments (website and database) can be created using these servers. These environments could be used for different types of testing – user acceptance testing, integration testing, etc.

IA and AHCCCS would agree on tools to be used for online issue tracking that would be accessible to all parties. Documents would be stored in the AHCCCS Sharepoint site.

IA will follow best practices in terms of developing test plans and test cases, execution and reporting of test cases, etc.

5.17 Infrastructure Upgrades

The hosted UAT and Production environments will include all software licenses. Software versions will be updated within the guidelines of the RFP, included in the hosting cost.

5.18 System Issues

IA has policies and procedures in place for change management and incident reporting. These policies and procedures will be reviewed with AHCCCS at the beginning of the project.

5.19 Customer Survey

IA will provide a survey module within the AW Portal. State Agency users with Admin permissions would be able to enter the questions and the valid answer choices within the AW Portal. The survey questions could be modified over time without additional programming. An algorithm would be developed to present the survey to randomly chosen customers at the interval specified by AHCCCS. Reporting of the survey results would also be available to State Agency users within the AW Portal.

5.20 Hosting Requirements

IA hosts government solutions through their partnership with Microsoft Azure Government, which is a FedRamp approved environment for high impact implementations, approved for use by CMS. Six state agency systems are currently hosted by IA in Azure Government, with two additional implementations expected in the first half of 2019.

IA's hosting through Azure Government is implemented as Infrastructure as a Service, and there would be nothing to prevent AHCCCS from re-hosting the system internally or on their own cloud environment.

5.21 System Architecture Documentation

IA will provide agreed upon technical documentation including, but not limited to:

- Technical Architecture
- Database Design
- Interface Specifications
- Hosting Environment

5.22 Project Management

Innovative Architects will use a combination of methodology from traditional Waterfall development and from Agile development in order to meet the schedule detailed in the pricing worksheet of the RFP. Within the three-month Design, Development and Testing phases, smaller sprints will be defined to complete portions of the work in that phase. Regardless of the work defined in each sprint, the tasks will complete at the end of the phase so that overall approval can be obtained.

The Project Manager will perform a portion of the tasks on-site in Arizona, and a portion off-site at the IA office in Atlanta, with the schedule to be agreed upon with AHCCCS. Project Management tasks will include, but will not be limited to:

- Coordinate status meetings and other types of meetings
- Provide minutes from meetings
- Track issues for resolution
- Manage delivery of documents and other deliverables
- Develop and manage project plans such as the Work Breakdown Structure, Risk Management Plan, etc.
- Work with IV&V vendor to get an accurate understanding of project status and to make changes as needed to minimize risk
- Provide status reports

5.23 Security Assessment

IA will provide documentation of compliance with the State of Arizona Baseline Infrastructure Security Controls 2017.

IA currently has an annual security assessment as part of our SOC 2 Type 2 certification. The items included in this audit will be evaluated to determine if additional items need to be included to meet the needs of AHCCCS.

5.24 Maintenance

Availability

The AW Portal will be designed to be available 24 hours a day, 365 days a year, with the exception of scheduled downtime. Scheduled downtime would typically consist of server patching and release of new builds to production. Monitoring tools will allow us to see what times and days are used by heavily by users, so that any scheduled maintenance can be scheduled around those times. Additionally, downtime would typically be scheduled for early morning in Atlanta, which would mean minimal impact for users in Arizona due to the time zone difference.

The downtime for our systems hosted at Azure Government has consistently exceeded 99.5%, even including scheduled downtime.

Response Times

Performance testing will be conducted during the development and test phases to ensure that response time meet the criteria listed in the RFP. In addition, tools such as Pingdom will be used to monitor the customer experience so that IA can make adjustments as necessary.

Monitoring Services

IA will provide ongoing monitoring of all critical components of the Exchange environment. As a part of this service, IA will provide monthly reports as well as document critical alerts, scans and event resolutions as requested. Should a problem be discovered during monitoring, IA shall make every attempt to rectify the condition in a timely manner through remote means.

Our highly customizable tools allow a range of monitoring and management configurations, including detailed polling frequencies. Our notification and escalation capabilities are also highly customizable, allowing for a granular and comprehensive response mechanism. Our reporting capabilities are also comprehensive and custom-fitted to the needs of our clients to provide a clear and concise support mechanism for managing service level agreements (SLAs).

Incident Management Support

IA will monitor and maintain all aspects of the infrastructure on a 24/7/365 basis. Below are example definitions of the various service tiers. IA and AHCCCS will work together to define the specific tiers as they relate to requirements.

This is not meant to be a comprehensive list of duties per team but provides a general understanding of our support tiers.

Tier 1 Incident Management Support

Tier 1 is defined as the first point of support where an event (monitoring alert, phone, email) is formally recorded in the ticketing system, AHCCCS personnel is notified of such event, and initial troubleshooting techniques are used to identify the root cause and attempt resolution using known solutions to known problems. Tasks include:

- Provide service, troubleshooting, and incident escalation for all users who contact the Service Desk.
- Process all support requests within agreed Service Level Agreements and following procedural requirements
- Perform initial triaging and/or troubleshooting of system and network issues to determine root cause and resolution. Escalate as required to meet target timelines
- Thoroughly document steps taken to resolve incidents in ticketing system
- Escalate appropriate requests to ensure timely resolution
- Prepare and deliver standard scheduled and ad hoc reports
- Manage event monitoring tools and ticket queue to resolve operation tickets within SLA parameters
- Process ad hoc requests as required and document accordingly
- Act as point of contact for AHCCCS and management escalations
- Develop and document support procedures
- Prepare and deliver standard scheduled and ad hoc reports, as required

Tier 2 Incident Management Support

Tier 2 is defined as the next level of support, escalated from Tier 1, and includes deeper analysis and troubleshooting including the following:

- Resolve escalated issues from Tier 1 support
- Verify configurations relative to baseline
- Diagnose troubles
- Review the existing hardware and software configurations and perform required changes with notification back to AHCCCS
- Open trouble tickets and coordinate with carrier vendors, as needed, until resolution is achieved on bandwidth, hardware, and other service affecting issues (requires Letter of Agency between IA and external vendors)
- Perform remote software upgrades and maintenance supported
- Manage vendor licenses, maintaining licensing policy and consistency as required
- Recommend performance enhancements
- Hand off to Tier 3 as needed

Tier 3 Incident Management Support

Tier 3 is defined as the next level of support, escalated from Tier 2. Includes escalation to Architecture Team for advanced analysis and hardware maintenance as follows:

- Work closely with Engineering Group and/or third-party vendors/partners for all problem tickets
- Perform secondary investigation and/or troubleshooting of system and network issues to determine root cause
- Prepare and deliver standard scheduled and ad hoc reports, as required
- Troubleshoot and isolate all complex Defects as escalated from Tier 2 personnel
- Provide status updates to ticket submitter for escalated Defects
- Utilize advanced analysis tools and procedures
- Analyze log files

IA services include managed change control events for scheduled change activities. Ad hoc change activities occur on an as needed and scheduled with 3 business days' notice.

Service Level Agreements (SLAs)

As part of the onboarding process, the IA support organization will work with AHCCCS to establish agreed upon SLAs that align with business requirements. The following is an example baseline of SLAs that will be used to govern this agreement:

Service Level Agreements Action Elements

IA will create a ticket within a specified period per severity level detected either by IA personnel or received as a service request from AHCCCS via email, phone call, or web portal.

IA will acknowledge the tickets assigned in the web interface with account information or send acknowledgement via email to AHCCCS or a specified point of contact.

The following escalation path governs trouble reporting, incidents and inquiries within IA.

Incident Management – Escalation Map Example

Timeframe (Critical P1)	Escalation Point
Initial Response	IA Engineer receives an Alert and begins analysis and remediation
< 30 Minutes	After the initial 30 minutes has elapsed without resolution, the IA Engineer escalates to the Application Owner and Subject Matter Expert (SME) via SMS, Email and phone call
> 30 Minutes	After escalation, the engineer will send notification to management providing status updates, affected systems and customers, and a resolution timeframe
Resolution	The IA Engineer will follow-up with the key resources who were involved with remediation in order to document the steps that were taken to resolve the issue. The IA Engineer will then create a knowledge base article to serve as a reference if the issue arises in the future and will then close out the ticket.

Incident Management – Expected Response Times

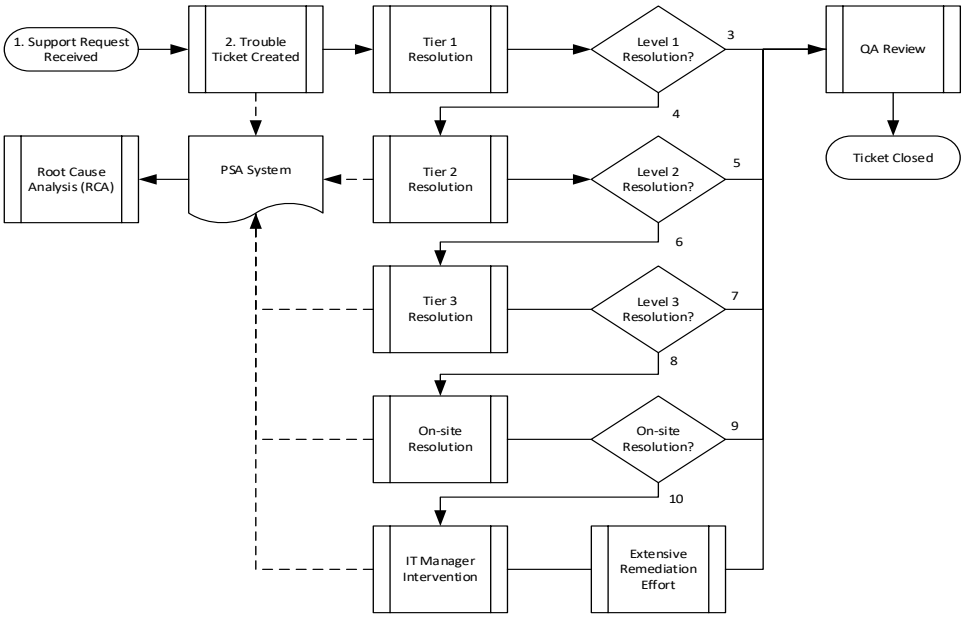
The following table shows **example** targets of response and resolution times for each priority level:

Trouble	Priority	Response Time	Resolution Time	Escalation Threshold
Service not available (all users and functions unavailable)	1	Immediate to 30 Minutes	ASAP – Best Effort	30 Minutes

Significant degradation of service (large number of users or business critical functions affected)	2	Immediate to 1 hour	ASAP – Best Effort	2 hours
Limited degradation of service (limited number of users or functions affected, business process can continue)	3	Immediate to 2 hours	ASAP – Best Effort	4 hours
Small service degradation (business process can continue, one user affected)	4	Immediate to 4 hours	ASAP – Best Effort	8 hours

Example of Service Request Escalation Procedure

The following diagram and outline details the basic structure of multi-tier support procedures used by IA to resolve reported and automatically generated tickets:



1. **Support Request is Received**
2. **Trouble Ticket is Created**
    a. Issue is Identified and documented in IA's ticketing system
    b. Issue is qualified to determine if it can be resolved through Tier 1 Support
3. **If issue can be resolved through Tier 1 support:**
    a. Level 1 Resolution - issue is worked to successful resolution
    b. Quality Control –Issue is verified to be resolved to Client's satisfaction
    c. Trouble Ticket is closed, after complete problem resolution details have been updated in PSA system
4. **If issue cannot be resolved through Tier 1 support:**
    a. Issue is escalated to Tier 2 Support
    b. Issue is qualified to determine if it can be resolved by Tier 2 Support
5. **If issue can be resolved through Tier 2 support:**
    a. Level 2 Resolution - issue is worked to successful resolution
    b. Quality Control –Issue is verified to be resolved to Client's satisfaction
    c. Trouble Ticket is closed, after complete problem resolution details have been updated in PSA system

6. **If issue cannot be resolved through Tier 2 support:**
    a. Issue is escalated to Tier 3 Support
    b. Issue is qualified to determine if it can be resolved through Tier 3 Support
7. **If issue can be resolved through Tier 3 support:**
    a. Level 3 Resolution - issue is worked to successful resolution
    b. Quality Control –Issue is verified to be resolved to Client's satisfaction
    c. Trouble Ticket is closed, after complete problem resolution details have been updated in PSA system
8. **If issue cannot be resolved through Tier 3 support:**
    a. Issue is escalated to on-site Support
    b. Issue is qualified to determine if it can be resolved through on-site Support
9. **If issue can be resolved through on-site support:**
    a. On-site Resolution - issue is worked to successful resolution
    b. Quality Control –Issue is verified to be resolved to Client's satisfaction
    c. Trouble Ticket is closed, after complete problem resolution details have been updated in PSA system
10. **If issue cannot be resolved through on-site support:**
    a. I.T. Manager Decision Point – request is updated with complete details of all activity performed

5.25 System Enhancements

Enhancements to the AW Portal beyond the functionality specified in the RFP and this response will be subject to change management. IA will evaluate the requirements and provide a fixed price quote for the work specified. All work will be performed under change control guidelines.

5.26 Software Licensing Agreement

IA will agree to sign a mutually agreed upon Software Licensing Agreement.

5.27 Regulatory System Compliance Requirements

IA will comply with all regulatory system compliance requirements that are listed in section 5.27 of Amendment #1 of the RFP.

5.28 Other System Architecture Requirements

IA will comply with all other system architecture requirements that are listed in section 5.28 of Amendment #1 of the RFP.

Timeline

Due to the dedicated resources in the Government Solutions team, the project could begin as soon as the contract is awarded.

The project workplan delivered within the first 30 days of the project will provide the details, but the high-level phases will correspond to the schedule that was outlined in the Pricing Schedule attachment to the RFP, with the following durations:

Description	Duration (days)	Total Project Run
Process Analysis and System Requirements	30	30
System Design	90	120
System Development	90	210
State Integration Testing and Evaluation	90	300
Implementation	10	310
Go Live	0	310
Post Implementation Support	90	400

Within each phase, it is anticipated that shorter sprints will be defined to complete a subset of task within the phase. For example, in the Design phase, the first sprint might include core functionality such as user and role management. When the design of those modules is complete, they could be reviewed by AHCCCS before the end of the design phase, reducing the build-up of artifacts that all need to be reviewed at the end of the phase. Once sign-off on design of individual modules is completed, if may be possible to start development, with the Development phase overlapping with the Design phase to some extent.

The staffing plan will be refined as part of the Requirements phase, but is anticipated to be the following:

	Requirements	Design			Development			User Acceptance Testing			Implementation	Post Prod Support		
Resource / Month	1	2	3	4	5	6	7	8	9	10	10.5	11.5	12.5	13.5
Project Manager	160	80	80	80	80	80	80	80	80	80	40			
Business Analyst	160	160	160	160	80	80	80							
UX Designer	80	40	40											
Technical Architect	80	40	40	40	80	80	80							
Database Developer		40	40	40	160	160	160							
.NET Developer 1					160	160	160	160	160	160	80	80	80	80
.NET Developer 2					160	160	160							
Quality Assurance					160	160	160	160	160	160	80	80	80	160
Total	480	360	360	320	880	880	880	400	400	400	200	160	160	240

Experience and Expertise of the Firm and Key Personnel

IA has extensive experience in application development in the government space. The following list represents Innovative Architect's list of government agency clients. Overall, IA has approximately 100 active clients at any given time.

IA Government Clients

- Alaska Department of Health and Social Services, Background Check Program
- California Department of Public Health
- California Department of Social Services
- Connecticut Department of Public Health
- Connecticut Office of Early Childhood
- District of Columbia Department of Health
- District of Columbia Department of Health, Professional Licensing
- Florida Agency for Health Care Administration, Background Screening Unit
- Georgia Department of Community Health
- Hawaii Department of Health
- Hawaii Department of Human Services
- Illinois Department of Public Health
- Kansas Bureau of Investigation
- Kansas Department of Aging and Disability Services
- Kansas Department of Health and Environment
- Kentucky Board of Nursing
- Kentucky Cabinet for Health and Family Services
- Kentucky Department for Community Based Services
- Minnesota Department of Health
- Minnesota Department of Human Services
- Nevada Division of Public and Behavioral Health, Child Care Licensure
- Nevada Division of Public and Behavioral Health, Health Care Licensure
- New Mexico Department of Health
- North Carolina Division of Health Service Regulation
- Ohio Department of Medicaid
- Oklahoma State Department of Health
- Oregon Background Check Unit
- Puerto Rico Department of Health
- Utah Department of Health
- Utah Bureau of Emergency Medical Services
- Utah Department of Human Services
- West Virginia Department of Health and Human Resources

Experience / References

For more information about working with Innovative Architects, we provide the following references.

Reference # 1

Nature of the firm's responsibility on the engagement: On-going Hosting, plus yearly contract for application support and maintenance
Key professionals involved: Allison Wallace, Beth Haynes, Kevin Thomas, Melissa Graham
Size of engagement: (in $) Varies depending on usage of hours in a given month. Total amount invoiced over the last 12 months is $324,600
Agency Address: Cannon Health Building, 288 North 1460 West, Salt Lake City, UT 84116
Agency Contact: Angela Anderson
Email Address: aanderson@utah.gov
Phone #: 801-273-2810
Start Date: 2012
Completion Date: (if in progress: percent Completed, Go Live Date): Go-Live date October 2012
Present status of engagement: Active, on-going
Description of Project: Innovative Architects implemented the UT DOH version of the InnovativeBCS system (named Utah Direct Access Clearance System or UT DACS) in late 2012. Since that time, IA has hosted the system as well as provided on-going support and new development through an annual support contract. Additional automation of registry checks and data migration from a legacy system have been completed in the last 12 months.

Reference # 2

Nature of the firm's responsibility on the engagement: On-going contract for application development support and maintenance, along with environment management
Key professionals involved: Allison Wallace, Beth Haynes, Kevin Thomas, Craig Stovall
Size of engagement: (in $) $180,000 per year
Agency Name: Georgia Department of Community Health
Agency Address: 2 Peachtree Street, NW, Atlanta, GA 40465
Agency Contact: David Ostrander
Email Address: dostrander@dch.ga.gov
Phone #: 404-657-9082
Start Date: Completion Date: (if in progress: percent Completed, Go Live Date): Go Live date January 2016
Present status of engagement: Active, on-going
Description of Project: Innovative Architects implemented the GA DCH version of the InnovativeBCS system (named Georgia Criminal History Check System or GCHEXS) in January of 2016. Since that time, IA has provided environment management, deployment of monthly code builds, technical support and new development through an annual support contract. As the GCHEXS system matures, development of additional functionality and interfaces has been completed.

Reference #3

Nature of the firm's responsibility on the engagement: On-going yearly contract for application development support and maintenance
Key professionals involved: Allison Wallace, Beth Haynes, Kevin Thomas
Size of engagement: (in $) $93,000 per year
Agency Name: West Virginia Department of Health and Human Resources
Agency Address: Provided upon request
Agency Contact: Meghan Shears
Email Address: Meghan.S.Shears@wv.gov
Phone #: 304-558-2018
Start Date: Completion Date: (if in progress: percent Completed, Go Live Date): Go Live Date: August 2014
Present status of engagement: Active, On-going

Description of Project: Innovative Architects implemented the WV DHHR version of the InnovativeBCS system (named WV CARES) in August of 2014. Since that time, IA has provided technical support and new development through an annual support contract. The scope of the WV CARES system has expanded to include background checks for additional provider types during that time, including Child Care and Medical Marijuana.

Reference # 4

Nature of the firm's responsibility on the engagement: Technology Partner and Tier 3 Support, Application Development, Cloud Hosting
Key professionals involved: Scott McMichael, Beth Haynes, Adriana Riedel, Kelly Tabler, Tony Watson
Size of engagement: (in $) $500,000 Annually
Agency Name: National Institute for Excellence in Teacher (NIET)
Agency Address: 1250 Fourth Street, Santa Monica, CA 90401
Agency Contact: Josh Barnett
Email Address: jbarnett@niet.org
Phone: (310) 570-4860
Start Date: 2008
Completion Date: (if in progress: percent Completed, Go Live Date): Expected to continue partnership into 2020 and beyond
Present status of engagement: Active, On-going
Description of Project: Develop and maintain web site and Apple apps for public non-profit organization committed to improving educator effectiveness. Website and apps are a subscription-based interactive web tool that provides real-time access to individualized training and support in order to advance instruction and evaluation. IA also provides Tier 3 support.
Comments: Active Product Development roadmap: data system, mobile, cloud hosting.

Key Personnel

Beth Haynes – Vice President, Government Solutions
Beth has 30+ years of consulting experience, with the last 8 years devoted to Government Solutions. Beth started her career with a decade at IBM and then spent another decade as an independent consultant. She joined the Innovative Architects team in 2008 and the Government Solutions team in 2010. Beth works with all clients in the Government Solutions portfolio and uses her knowledge of other State Agency implementations to bring best practices to new clients. Earlier in her career, Beth was a database specialist with strong skills in data modeling. Her ability to understand requirements as stated by business representatives and turn them into a database schema on which a system can be developed has benefited both InnovativeBCS and other systems throughout her career. Beth earned a BS in Applied Math / Computer Science and an MBA from Carnegie Mellon University and is passionate about government efficiency, process improvement and delivery excellence.

Allison Wallace – Solutions Architect / Project Manager
Allison has 6 years of experience in consulting projects with State Agencies. She joined Innovative Architects and the Government Solutions team in 2013 and has been the Project Lead with multiple government agencies and contracts since then. Allison leads the development team, translating client requirements to development tasks. Allison oversees the product release cycles, from requirement gathering all the way to quality assurance testing and release scheduling. Additionally, Allison has used her BA in History Education from the University of North Georgia to develop training for all audiences, from applicants to agency IT users. Allison takes pride in her clear communication skills, ensuring that all members of the team are always on the same page! Allison is a born leader and is seasoned at leading teams through the delivery of systems.

Randall Miller – Technical Architect
Randall Miller has over 24 years of experience as a software developer and consultant. Randall attended Kennesaw State College and the University of North Florida where he graduated with honors in Computer Science. After completing his internship at CSX Transportation, he started his career at Information and Display Systems (IDS). At IDS, Randall worked on numerous sports scoring and television broadcast systems developed in C++ for clients/events such as NBC, TNT, NHL, NBA, NFL, USTA, LPGA, PGA Tour, Goodwill Games, and the Olympics. Randall's final project at IDS was the development of the PGA Tour's ShotLink scoring system where volunteers would use a mobile app and lasers to track stats and render them on television in 3D.
Since moving back to the Atlanta area in 2001, Randall has focused on consulting in Microsoft .NET, C# and SQL Server technologies. In 2003, Randall became one of the very first Microsoft .NET MCSD certification holders in the world, completing the capstone exam the first day it was available. In 2017 Randall obtained additional MCSA/MCSE certifications in SQL Server.
Randall joined Innovative Architects in 2008 and was a founding member of the Government Solutions team in 2010. He has served as the architect for development of the InnovativeBCS site and all integrations between InnovativeBCS and outside systems such as payment, fingerprint vendors, state law enforcement, and registry databases.

Steve Henson – UI Developer
Steve Henson has over 30 years of experience as a programmer and software consultant. Steve has a PhD in American Studies from Emory University, where he became interested in computing during his dissertation research. After getting his PhD, Steve was Coordinator of Academic Computing at Haverford College. Steve later took a contract programming job at IBM and was subsequently hired by IBM where he was a senior programmer in

IBM's early multimedia efforts, writing subsystems and applications in C and C++. While at IBM, Steve was named on two awarded patents. After leaving IBM, Steve contracted again at IBM and was technical producer and subsystem programmer on several award-winning CD ROM titles. After leaving IBM, Steve worked at Pegasus Imaging as a .NET, C# contract consultant. Steve joined Innovative Architects in 2006 and was a founding member of the Government Solutions team, where he has focused on C#, .NET MVC application layer and UI client-side code. Steve is interested in the latest UI technologies and matches his C# skills with JavaScript and knowledge of performant client-side frameworks.

Kevin Thomas - Deployment and Technical Support Manager
Kevin joined Innovative Architects in January 2013 with 10+ years of software development and management experience using Microsoft Technologies. Prior to IA, his experience was in the financial service, internet hosting, and mortgage industries. His technology focus has primarily been in Infrastructure management, as well as C#, SQL Server, and Microsoft web development.
Kevin has been a member of the Government Solutions team since 2013 as the Deployment and Technical Support Manager. Kevin manages the packaging and deployment of new builds each month to all 20+ clients of the InnovativeBCS platform. For hosted clients, Kevin's team deploys the builds to the Azure for Government environment and manages the server environments. The technical support team also responds directly to questions and issues from clients regarding the application questions and the hosted environment.

Craig Stovall – Database Developer and Administrator
Craig Stovall has 10 years of experience in data consulting, and 20 years overall in the IT industry. He has worked on various data projects over the years specializing in SQL Server. He joined Innovative Architects in 2013 and has been the DBA on the Government Solutions team since then. He manages all changes to the database schema and prepares scripts to update client deployments as part of the monthly build. Craig develops reports using SQL Server Reporting Services and writes complicated database logic used by the application and is also responsible for performance analysis and tuning of database queries throughout the system.

Adriana Riedel - Solutions Support Manager
Adriana Riedel started her career in graphic design 20 years ago in advertising design. She possesses superior skills that give her the ability to conceptualize original ideas that bring simplicity and user friendliness to complex design roadblocks. She is able to translate high-level requirements into interaction flows and transform them into beautiful, intuitive and functional user interfaces. Her duties include serving as Quality Assurance (QA) Tester performing unit system and integration testing, training users by hosting on-site or WebEx demonstrations of the platform, and providing Tier 1 support directly to clients.

Melissa Graham – Database Developer
Melissa has 5+ years of experience working as a developer in Visual Studio, SQL Server Integration Services(SSIS), SQL Server Management Studio (SSMS), and SQL Server Reporting Services (SSRS). Her professional experience has primarily been in healthcare and education. She currently works on the Government Solutions team specializing in integration and data migration through SSIS, and designing and developing reports and letters within the system using SSRS. Melissa has a master's degree in Mathematics and Science and prior to working as a developer she was a high school math teacher. For fun she enjoys working in design and has designed many logos for small business and sports teams.

Melissa Jackson – Quality Assurance Specialist
Melissa Jackson is an experienced Business Analyst with over 15 years' experience in Quality Assurance, Project Management and Business Analysis. She has worked in financial, medical, transportation and education and has a proven track record of helping businesses implement technology solutions in a cost-effective way by determining the requirements of a project and communicating them clearly to stakeholders and developers. She is experienced in all phases of system testing, including automated regression and performance testing. Melissa is a strong proponent of Agile development emphasizing a collaborative, iterative approach to solution development. She is a Microsoft Certified Technology Associate, and when not working, enjoys spending time with her family and traveling.

Brian Kinnett – **UX Developer / Creative Director**

Brian joined Innovative Architects (IA) in 2015 as a member of the IA's Interactive Design Team. The majority of his responsibilities at IA include developing thoughtful user experiences, intuitive and compelling user interfaces, wire-framing, full resolution mockups, conceptual diagrams, and interactive prototypes.

He develops custom branding, logos, and layouts for clients, that can further the vision of a company's current branding if needed and can create new layouts that adhere to current client branding guidelines and design. He is also responsible for delivering quality front-end web development, training for different platforms, creating new graphic assets based upon project guidelines, audio/video support, and motion graphics.

While with IA, Brian has performed design work for client projects in the following industries: Manufacturing, Security, Services and Marketing. Prior to working in UI/UX design and development, Brian has experience working in a creative capacity in film, print, education, pre/post production, and broadcasting technology.

Organization History

Innovative Architects (IA) started in 2005 with the idea of solving complex business challenges utilizing the Microsoft technologies and frameworks. Successfully delivering projects for Blue Cross & Blue Shield, Macy's, Coca-Cola Bottling, Travelport, Wyndham Worldwide, and many others, IA has grown its software development consultancy to 100+ employees and Microsoft's largest managed partner in the Southeast.

IA completed its first acquisition with mobile development firm Bizmosis that still operates under the Bizmosis brand and can be referenced at http://www.bizmosis.com/. This acquisition supplemented IA's existing strength in software engineering and interactive design with mobile development accelerators and technologies to align with our client's plans for mobile integrations.

IA is an Atlanta-based (Duluth, GA) Microsoft Gold Certified Information Technology Consulting Company, specializing in:

Product Expertise:

- Background Check System Implementation (http://innovativebcs.com/)
- eLearning and Training Platform Production Implementation
- Teacher Performance Management Product Implementation

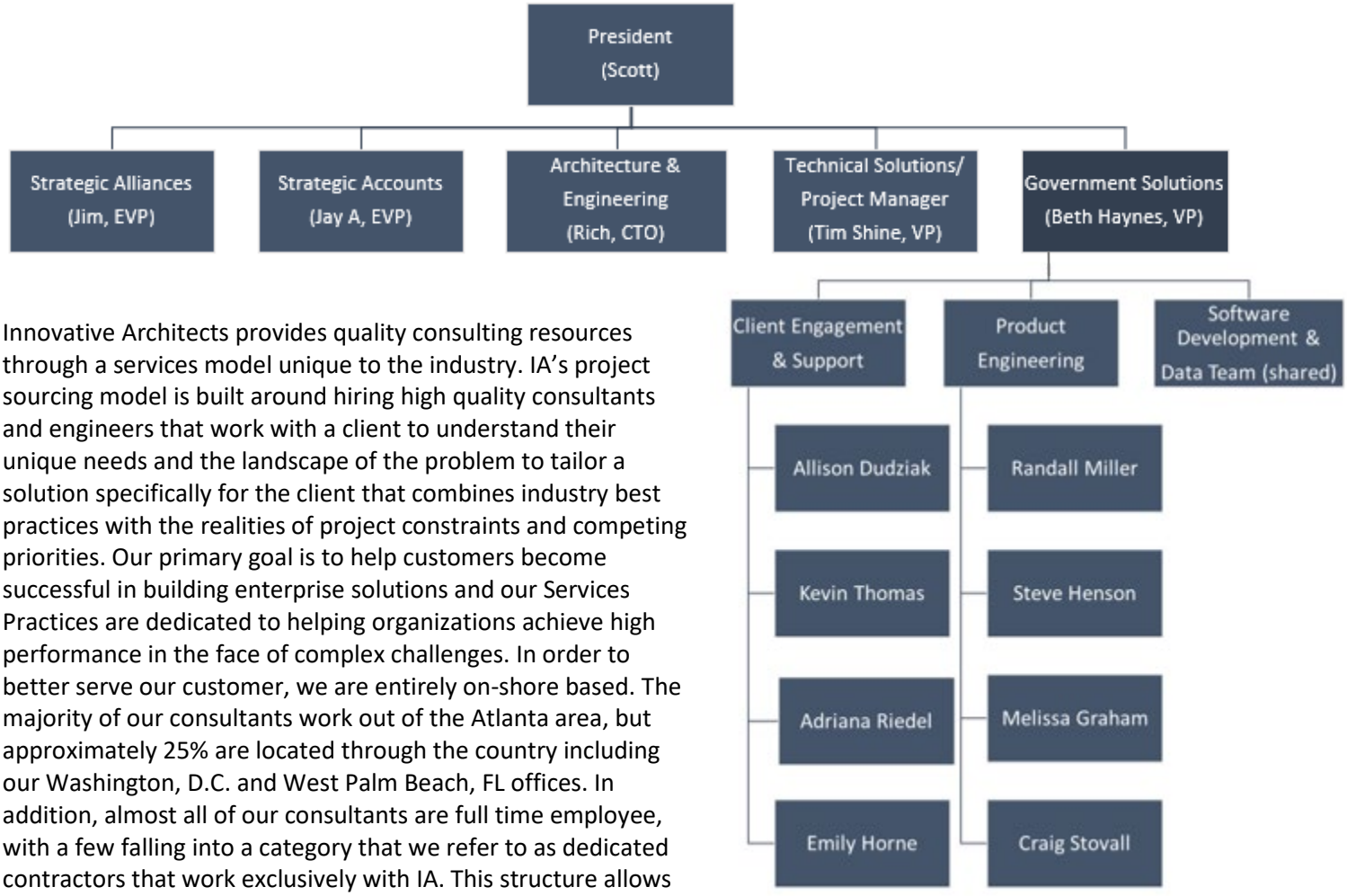
Professional Services and Consulting:

- Application Development
- Data Services (Microsoft SQL MVPs on Staff)
- System Integration
- Process Improvement
- Cloud Based & Virtual Implementations

Our offices are in Duluth, Georgia, West Palm Beach, Florida and District of Columbia, Washington, however we support clients in most of the 50 states, including Hawaii and Alaska.

We are 125+ consultants strong company-wide, with a dedicated **Government Solutions Team** that supports our InnovativeBCS platform and other initiatives across our 20+ government agency partners.

Organizational Chart



Innovative Architects provides quality consulting resources through a services model unique to the industry. IA's project sourcing model is built around hiring high quality consultants and engineers that work with a client to understand their unique needs and the landscape of the problem to tailor a solution specifically for the client that combines industry best practices with the realities of project constraints and competing priorities. Our primary goal is to help customers become successful in building enterprise solutions and our Services Practices are dedicated to helping organizations achieve high performance in the face of complex challenges. In order to better serve our customer, we are entirely on-shore based. The majority of our consultants work out of the Atlanta area, but approximately 25% are located through the country including our Washington, D.C. and West Palm Beach, FL offices. In addition, almost all of our consultants are full time employee, with a few falling into a category that we refer to as dedicated contractors that work exclusively with IA. This structure allows us to better know how to match the right consultant to the right implementation. IA does not support the practice of hiring individuals for a single project.

As one of Microsoft's go-to Managed Partners in the Southeast, it would be easy to characterize IA as mostly "a Microsoft development shop." However, our IA Interactive business unit comprises nearly 20% of our 125+-person consultancy and is involved to some degree in more than 80% of our engagements (check out our portfolio here: http://portfolio.innovativearchitects.com/).

While technical scoring, code benchmarking, referenceable experience and executive screening are all part of IA's recruiting process, the highest weight factor used in assessing potential employees is *likeability*. Average engagement activity with our clients averages 4.8 years and we maintain an approval rating of 94%. When asked, "Would you consider IA again for future projects that are strategic to your company, 96% of respondents said "yes".

For this level of client satisfaction to be achieved through stressful deployments, changing needs and demanding schedules, you have to have more than technical prowess – likeability is the strong statement

of character that IA weights higher than any other in both recruiting and evaluating its employees.

IA has been named one of the "Top Great Places to Work" for 5 years in a row. We are extremely proud to have been voted #13 Top Workplace in Atlanta for 2018! (We know we are awarded again in 2019, but will not find out the exact ranking until after this response is submitted!)

Pricing Schedule

Implementation Deliverables

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)	1 Project Manger 1 Business Analyst 1 UX Designer - part time 1 Tech Architect - part time	140 140 120 150	160 160 80 80
a. Baseline Review (includes Project Start-Up along with Administrative and Baseline Reviews)			
b. System Security Assessment			
c. Data/System Security Plan			
d. Data Use/Exchange Interconnection Security Agreement			
e. Risk Assessment Plan			
f. Complete Privacy Impact Analysis (PIA), System Security Plan (SSP) and Information Security Risk Assessment (ISRA)			
2. System Design (Deliverable 90 days from System Requirements Document Acceptance)	1 Project Manager - part time 1 Business Analyst 1 UX Designer - part time 1 Technical Architect - part time 1 Database Developer - part time	140 140 120 150 130	240 480 80 120 120
a. Interface Design/Control document.			

b. Architecture walkthrough and requirements analysis			
c. Database design			
d. Detailed Design Review (includes Preliminary and Detailed Design Reviews)			
e. Final Detailed Design Review			
3. Development (Deliverable 90 days from Design Review Acceptance)	1 Project Manager - part time 1 Business Analyst - part time 1 Technical Architect - part time 2 .NET Developers 1 Database Developer 1 Quality Assurance	140 140 150 130 130 120	240 240 240 960 480 480
a. Portals, for state worker access, customer enrollment/registration and reporting			
b. User training plan (knowledge transfer, desktop manuals, on-site training)			
c. Contingency Plan/Recovery Plan			
4. Testing and Evaluation (Deliverable 90 days from Design Review Acceptance)	1 Quality Assurance 1 .NET / Database Developer	120 130	240 240
a. Test plan for functional, integration, system, regression and user acceptance testing			
b. Validation of test reporting			
c. Error reporting and remediation planning for test stages			
5. Implementation (Deliverable 10 days from Integrated Testing Acceptance)	1 Project Manager 1 Quality Assurance 1 .NET / Database Developer	140 120 130	40 80 80
a. Implementation/Roll out plan to include dashboard reporting.			
b. Validated of production reports			
c. Ongoing error reporting			
d. SLA agreements			

6. Post Implementation (Deliverable 90 days from Integrated Testing Acceptance)	1 Quality Assurance 1 .NET / Database Developer	120 130	480 480
a. Post implementation documentation delivery			
b. Post implementation support/maintenance plan			
c. Error reporting and remediation planning			

Implementation Pricing

Provide a line item for all implementation costs.			
Description	**COST**	**Duration (days)**	**Total Project Run**
Process Analysis and System Requirements	$ 66,400.00	30	30
System Design	$ 144,000.00	90	120
System Development	$ 348,000.00	90	210
State Integration Testing and Evaluation	$ 153,600.00	90	300
Implementation	$ 25,600.00	10	310
Go Live	$ -	0	310
Post Implementation Support	$ 60,000.00	90	400
Other - Travel, 3rd party security scan	$ 60,000.00		
Optional Interface to Document Management System (not included in total)	$ 20,000.00		
	$ -		
	$ -		
Total Cost:	$ 857,600.00		

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)			$ -	$ -
Hosting Fees (if applicable)	40	$150	$ 6,000.00	$ 180,000.00
License Fees (if applicable)			$ -	$ -
Other			$ -	$ -
			$ -	$ -
			$ -	$ -
			$ -	$ -
			$ -	$ -
		Total Cost:	$ 6,000.00	$ 180,000.00

One-time cost includes 40 hours of setup time

Yearly cost includes:
Prod and UAT HIPAA-compliant environments
All software licensing
Patching and Monitoring
Infrastructure support
40 hours / month Application support

Statement of Intent to Provide Insurance

Statement of Insurance

If notified of contract award, IA will submit to AHCCCS a Certificate of Insurance that includes the coverages listed in the RFP within 5 business days of such notification.

Legal Analysis

Legal (IF ANY)

N/A