Solicitation #YH019-0028
AHCCCS Works Portal
Response A – AW Portal HEAplus Plug-in and Modular

To: Arizona Health Care Cost Containment System Administration (AHCCCS)
Procurement Office (First Floor)
701 E. Jefferson MD 5700
Phoenix, AZ 85034

Issued: February 22, 2019

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Submittal Cover Letter

February 22, 2019

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

Dear Michael,

Please accept this response from the Center to Promote Healthcare Access (DBA Social Interest Solutions [SIS]) to the Arizona Health Care Cost Containment System Request for Offer #YH19-0028 entitled AHCCCS Works Portal.

It has been our privilege to work with the state since 2001, when we launched the first Health-e-Arizona to provide a then cutting-edge electronic Medicaid application. Our mission to harness technology and policy expertise to deliver more effective and efficient solutions to connect people to services has only deepened and broadened since that beginning. Last year, we helped our clients process almost 4 million applications, provided strategic policy consultation to states and national organizations, and developed mobile-first eligibility and enrollment technology for partner clients.

The partnership with AHCCCS to create Health-E-Arizona Plus (HEAplus) and make it one of the most highly integrated, automated eligibility and enrollment systems in the nation is one of our proudest achievements. Together, we expanded the capability of HEAplus to launch the Arizona Long Term Care System, and we have worked together to achieve efficiency gains and modernization by increasing automated processing.

As AHCCCS thoughtfully considers how it will approach the Works Portal, we are providing a range of choices based on our deep understanding of the population you serve, and the complexity of the integration at hand. We know the risk of people losing benefits, as well as the scrutiny to perform without incident that programs such as this are under. With our deep expertise combining policy insight with technology solutions, and our experience working with Arizona as a partner, we can offer value-oriented choices that ensure the AHCCCS Works Portal takes the most cost-effective, efficient, and human-centered approach.

We are submitting two separate proposals. The Response A, called AW Portal, in this proposal leverages the HEAplus solution to full advantage, reusing components and providing ease of integration while also providing degrees of modularity, depending on which option you choose within the solution. (Response B is cloud-based, and is submitted under separate cover.)

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Our different methods of approach reflect our orientation to be the most tenacious problem solver in providing AHCCCS the best solution. Our focus is to support you, our partner and client, in achieving your goals and timeline. We look forward to the opportunity to partner with AHCCCS on the Works Portal.

Respectfully,

Robert Phillips
President and CEO
Social Interest Solutions
rphillips@socialinterest.org
916-834-1300

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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	1 - 2
3	Offeror's Checklist (see ATTACHMENT B - this page)	3
4	Completed and Signed Offer and Acceptance page	4
5	Signed Solicitation Amendments, if any (signature page only)	5
6	Method of Approach - Written narrative in response to requirements with reference to requirement paragraph number.	6 - 32
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	33 - 65
8	Pricing Schedule (see ATTACHMENT A)	66 - 82
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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.	88

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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.: _____

Federal Employer Identification No.: 59-3831966

E-Mail Address: Rphillips@socialinterest.org

Social Interest Solutions
Company Name

1 Capitol Mall, Suite 300
Address

Sacramento, CA 95815
City AHCCCS Zip

For clarification of this offer, contact:

Name: Robert Phillips

Title: CEO

Phone: O: (510)834-1300, C: (916)751-0816

Signature of Person Authorized to Sign Offer

Robert Phillips
Printed Name

CEO
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

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 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:	SIGNATURE: SIGNATURE ON FILE
TYPED NAME: Robert Phillips	TYPED NAME: Meggan LaPorte, CPPO, MSW
TITLE: CEO	TITLE: Chief Procurement Officer
DATE: 2/19/19	DATE: February 6, 2018

Introduction

Social Interest Solutions (SIS) is very pleased to submit this proposal response to YH19-0028 AHCCCS Works Portal (AW Portal) that is informed by our experience with Arizona Health Care Cost Containment System (AHCCCS) and Health-e-Arizona Plus (HEAplus), insights with current clients in health and social service systems, and industry standards moving toward more modularity, flexibility, and reuse. While working with AHCCCS on HEAplus enhancements for AHCCCS Works, and no different than our more than a decade working with AHCCCS on HEAplus and its predecessor, we have observed AHCCCS's sensitivity and dedication to design a successful, efficient, and cost-effective program. The program and population needs within the state of Arizona are complex, and it is vital that the AHCCCS Works Portal and the associated technologies, perspectives, and operations that support it work seamlessly from the outset.

As part of this new Medicaid requirement, Arizona is seeking to develop a mobile-friendly customer AW Portal that would provide an easy-to-use option for customers, and those who support them, to:

- Check their current status of "Works" requirements (i.e., work-related activities required, reported activities to date, exemptions requested or granted, and good-cause reasons reported);
- Report work-related activities, report a good-cause reason for not completing work-related activities and report exemptions, as well as attach supporting documentation;
- Obtain information on qualifying work-related activities, and how to report or update exemptions or good-cause reasons and more; and
- Link users to sites that support work-related activities, such as job searching and resume building (like the Arizona Job Connection [AJC]), unemployment services and employment and training activities, referrals to internships, community service options, and likely others.

We believe the most effective and efficient technology solutions must be created by harnessing technology and policy together with human-centered design. This is especially important in implementing this program. If not done with a thoughtful and inclusive approach, customers eligible for Medicaid benefits who meet the AHCCCS Works program requirements could have their benefits inappropriately suspended. We are committed to ensuring that does not happen.

We have been privileged to support Arizona's Medicaid program including Long Term Care, as well as Nutrition Assistance (i.e., SNAP) and Cash Assistance (i.e., TANF) through HEAplus as the integrated eligibility and enrollment system (IES). We have worked closely with the AHCCCS teams for many years, which has resulted in one of the strongest, most integrated systems in the nation, as recognized by the Centers for Medicare and Medicaid Services (CMS) and Manatt, Phelps & Phillips Law Firm (CMS Learning Collaborative Vendor). All this while CMS rates HEAplus as one of the top 3% systems in meeting MARS-E security standards. We see this as an opportunity to demonstrate our continued joint commitment to Arizonans, as well as to continuously evolving and modernizing technologies. We will deliver a solution for the AW Portal that reflects our understanding of the complexity of integration required with HEAplus, and we will build a solution that reflects our deep knowledge of the population that AHCCCS serves and the way people actually live, so that customers find it easy to use.

To provide AHCCCS options based on flexibility and cost, we are submitting two separate responses with distinctly different methods. This response is based on the HEAplus platform, and the other is cloud based. Our intent is to equip AHCCCS with in-depth information on both, so that you are able to select the method of approach that best supports the overall program goals, the implementation timeframe, IT objectives, and security requirements, as well as the preferred implementation, maintenance, and operation costs.

The Response A referred to in this document is the AW Portal, and it has two options: Plug-in or Modular. Either option reuses some of the more expensive components of HEAplus to establish and maintain the AW Portal. The AW Portal Plug-in option offers a more streamlined implementation plan and, because of the leveraged components from HEAplus, is very cost effective, especially in the near term. With strategies to ease the separation of the code from HEAplus, it also offers the state flexibility to decouple the portal from HEAplus and operate it as a stand-alone portal or couple it with a different IES, should that need arise. The Modular option is a fully stand-alone AW Portal with a more modular architecture, while leveraging the HEAplus infrastructure. This offers efficiencies while achieving great flexibility and low cost to couple it with a different IES.

For your reference, the other response in the separate proposal is called the AW Portal Cloud (Response B).

Health-e-Arizona (HEAplus) Based Response A

This is an HEAplus-platform-based solution that will utilize, if not fully reuse, key operating and HEAplus system components. The operating components that will be leveraged in both the Plug-in and Modular options of this solution include:

- System development life cycle (SDLC), which has been established with Arizona and tracked via the Build Tracker process
- MARS-E Security and Privacy compliant operations
- Disaster Recovery Site operations and support
- Help Desk and ticket management integration, operations and support, and associated communication structures
- CMS-approved system security plans (SSP) and documentation
- Other oversight and management policies and practices

Further, HEAplus components to be reused entirely, or used to accelerate implementation in both options, include:

- Splash page
- Account setup and log-in, including user identity proofing
- User Self Help functions (e.g., password reset)
- Call Center, Help Desk, and User Account Management functions
- User security framework (page access control)
- Arizona self-administration functions and frameworks such as:
    - Links and contacts to external resources
    - Educational materials, including videos
    - Broadcast message management
    - Help text management
    - Survey management
    - Other currently active frameworks
- Activity logging and Critical Audit module
- Integration and interfaces with state systems PMMIS and AZTECS, if required
- Document management framework and functions
- And likely others

The range of reuse in this solution is dependent on the degree of modularity desired. Either option will deliver an HTML 5 viewport streamlined for mobile use, making screens easier to view, interact with, and navigate on mobile devices, and allowing users to seamlessly traverse between the HEAplus and the AW Portal functions. Either option can be deployed using the HEAplus platform technologies and infrastructure.

HEAplus Plug-in (Option 1)

This is designed to maximize reuse (meeting standard 2.4 Leverage Condition: Availability for Reuse in the amendment to Title XIX of the Social Security Act, the Enhanced Funding Requirements), while offering many benefits of modularity. At the reuse end of the spectrum, this option for the AW Portal functions is a Plug-in to HEAplus. The key strategy of this option is to reuse HEAplus components, such as user account management and Plug-in the customer-facing AW portal functions. The Plug-in accomplishes much of the modularity standard as well, by isolating the code and data structure so it can be easily pulled out of HEAplus and run as a stand-alone portal, or recoupled with a different IES, should the need arise.

HEAplus Modular (Option 2)

This is designed to maximize modularity (standard 2.1 in the amendment to Title XIX of the SSA), while offering the benefits of leveraging assets. At the modular end of the spectrum, this is a stand-alone AW Portal. In this option, existing HEAplus assets will be utilized for design, at a minimum, accomplishing much of the reuse standard and, to the extent possible, existing components will be reused but reconstituted. Due to the modular structure, this option can much more easily be recoupled with a different IES.

The table below presents a comparison of these options. This comparison view will be extended as applicable in each section of our proposal.

	HEAplus Plug-in (Option 1)	HEAplus Modular (Option 2)
Solution Summary	Integrated with HEAplus. Relies on the HEAplus account-creation and management functions, but plugs in the AW Portal functions, offering customers and non-customers seamless access to the AW Portal functions through HEAplus or a separate URL using HEAplus credentials. Eliminates the need for interfaces for data exchange and reconciliation. Reuses many other components.	Stand-alone AW Portal. Offers the same seamless access to the AW Portal functions through HEAplus for all non-customer users and those customers that also have HEAplus accounts. Customers could access the AW Portal directly with their AW Portal account. While this leverages the same HEAplus components, the user-account creation and management would be reconstituted, and interfaces for data exchange and reconciliation would be added.
Customer Access	Customers required to report activities for AW create an HEAplus account (if they don't already have one) and access the AW Portal functions via HEAplus or directly at the AW Portal Splash page via a separate URL, but using their HEAplus credentials.	Customers with HEAplus accounts can access the AW Portal through HEAplus via Single Sign On. Customers can also access the AW Portal Splash page directly, and sign in with their portal credentials established on the AW Portal itself.
Non-Customer Access	State workers, Community Assistors, and Call Center (Conduent, Inc.) will access the AW Portal functions seamlessly inside	While accessing a stand-alone AW Portal, the user experience for these non-customer users will feel essentially the same. Via

	HEAplus. Usually with a customer in view on an HEAplus page, they can navigate to the AW Portal functions with that same customer in view. With a customer in view, these non-customer users see and benefit from the same customer-facing view and features (e.g., mobile friendly, English or Spanish, etc.).	single sign on, with the customer in view on HEAplus, they will navigate to the AW Portal with that same customer in view. With a customer in view, these non-customer users see and benefit from the same customer-facing view and features (e.g., mobile friendly, English or Spanish, etc.).
Mobile Friendly	Many beneficiaries rely on a mobile device to access the system. Focused on customer-facing AW Portal pages, which are new. Utilizes key aspects of human-centered design, and will be developed as HTML 5 viewport-based responsive pages. Customer-facing pages are also used and viewed by non-customers.	Many beneficiaries rely on a mobile device to access the system. Entire AW Portal utilizing key aspects of human-centered design, and developed as an HTML 5 viewport-based single responsive page (i.e., single-page application). Human-centered design considerations may be primarily focused on customer-facing functions. However, these are also used and viewed by non-customers.

Key Benefits and Considerations

Both options are proposed primarily for ease of implementation and integration with HEAplus, risk mitigation, and cost-effectiveness, while achieving AHCCCS's goals and objectives. Both options deliver:

- Ease of coordination and start up, with SIS based on shared experience and knowledge of state needs and preferences, especially while SIS is enhancing HEAplus for AHCCCS Works
- Significantly reduced complexity of integrating either option for the most seamless user experience
- Significantly reduced scope of development for HEAplus Plug-in, including elimination of much of the complexity of technical integration with HEAplus
- Significantly reduced coordination for exchange data if stand-alone HEAplus Modular option, and no exchange of data required if integrated HEAplus Plug-in
- No need to reconstitute maintenance and operations functions, such as Help Desk and ticket management, operations and support, and associated communication structures
- Seamless integration with the SDLC, which has been established with the state and tracked via the Build Tracker process
- Already MARS-E Security and Privacy compliant operation
- Cost efficiencies by using the existing HEAplus infrastructure
- Known ASET-certified primary host site and operation
- CMS-approved SSPs and documentation; the existing SSP will cover HEAplus Plug-in entirely and significantly accelerate completion for HEAplus Modular

Following is the detailed method of approach, including timeline, pricing, and team for the AW Portal, as well as considerations of our organizational experience in delivering mission-driven solutions that combine technology and policy expertise to ensure the technology effectively facilitates and never stands in the way of any customer's ability to comply with eligibility or AHCCCS Works program requirements, and that no one is denied

access to the benefits for which one is entitled. Connecting people to support and services is the heart of our social enterprise, and it's why we're submitting this proposal for your consideration.

Method of Approach

This section of our proposal explains our approach to delivering an AHCCCS Works Portal and requirements set forth in the RFP Contractor Responsibilities (i.e., Scope of Work).

We have organized our response method and approach to address all requirements from 5.1 through 5.28, including a project timeline, into the following sections:

- Functional Requirements
- Timeline
- Technical Solution
- Maintenance and Operations
- Security Assessment and Project Managements

Functional Requirements

This section of our proposal addresses the approach to delivering an AHCCCS Works Portal with all functions specified in the RFP's Contractor's Responsibilities.

Similar to HEAplus, which offers modules or portals for customer self-service (e.g., Individuals and Families), Arizona State workers, including State System Administrators, as well as Community Assistors, the AHCCCS Works Portal, whether plugged in or separate, must offer functions for these same user groups.

The two options proposed in this response for delivery of the AW Portal leverage current process and team experience, and offer the benefits of incremental, iterative, and agile approaches and methods, while managing against a plan, timeline, and deliverable schedule that is critical to the state.

	HEAplus Plug-in (Option 1)	**HEAplus Modular (Option 2)**
Solution Summary	Integrated with HEAplus. Relies on the HEAplus account creation and management functions, but plugs in the AW Portal functions, offering customer and non-customers seamless access to the AW Portal functions through HEAplus or a separate URL using HEAplus credentials. Eliminates the need for interfaces for data exchange and reconciliation. Reuses many other components but remains distinct and flexible.	Stand-alone. Offers the same seamless access to the AW Portal functions through HEAplus for all non-customer users and those customers that also have HEAplus accounts. Customers could access the AW Portal directly with their AW Portal account. While this leverages the same HEAplus components, the user account creation and management would be reconstituted, and interfaces for data exchange and reconciliation would be added.

Accessibility	All customer-facing (thus also facing non-customers assisting customers or viewing customer entries) functions will be available in English and Spanish (5.1.1). Solution will meet Americans with Disabilities Act (ADA) and Limited English Proficiency (LEP) requirements (5.1.2, 5.1.2.1), as required by the Affordable Care Act (ACA) and the World Wide Web Consortium's (W3C) Web Content Accessibility Guidelines (WCAG 2.0 AA).	All customer-facing (thus also facing non-customers assisting customers or viewing customer entries) functions will be available in English and Spanish (5.1.1). Solution will meet Americans with Disabilities Act (ADA) and Limited English Proficiency (LEP) requirements (5.1.2, 5.1.2.1), as required by the Affordable Care Act (ACA) and the World Wide Web Consortium's (W3C) Web Content Accessibility Guidelines (WCAG 2.0 AA).
Scope of Development	The scope of development is reduced because the following functions are not needed: - Customer account creation and management - Data exchange with HEAplus - Data reconciliation - Single Sign On	The scope of development is larger, as it requires the functions not needed in the HEAplus Plug-in option.
Leverage and Reuse	Offers greater reusability of components design and delivery, including: - User permissions framework - Self-Administration functions - Document management components - Business Reports framework	Offers leverage and some reusability of components design and delivery, including: - User permissions framework - Self-Administration functions - Document management components - Business Reports framework
Operations	Requires no changes to Call Center and related operations currently in place to assist customers with creating accounts, and requires no additional functions or training.	Requires use of an additional portal to assist customers with AHCCCS Works accounts or use, and may require process changes and additional training for Call Center staff to support customer account creation and password reset.

In this section we present our approach to delivery of the AW Portal functional requirements for both options. Our approach includes:

- Our vision for customer and non-customer access, and navigation based on the RFP requirements
- The pivotal strategies that drive our approach
- Development and release approach

Vision for User Access and Navigation

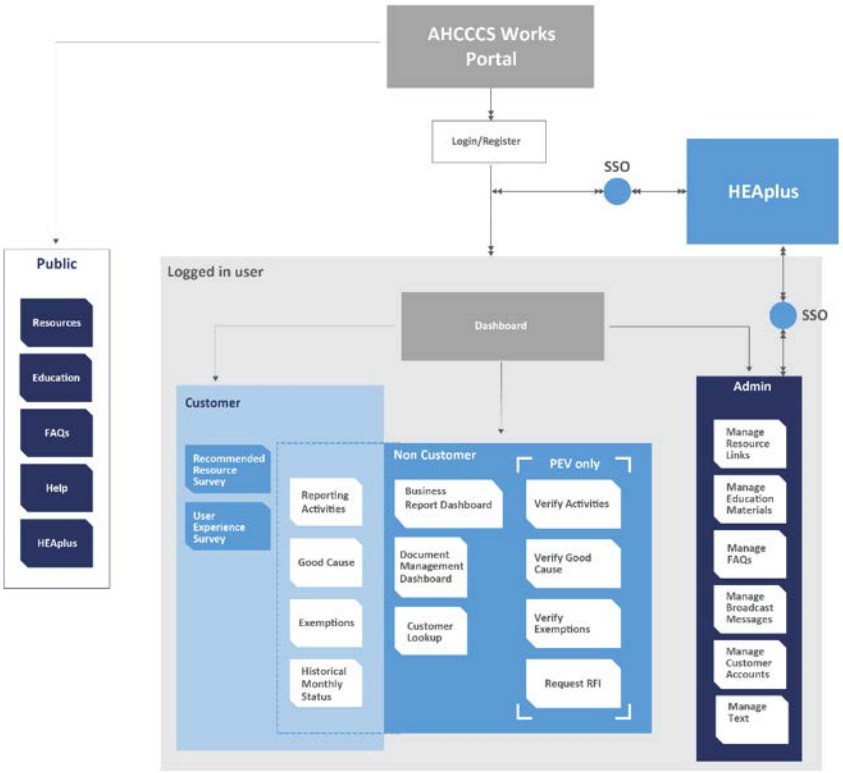
In both options, we envision user access and navigation that feels seamless with HEAplus, whether accessing through HEAplus or directly through the AW Portal Splash page (5.2).

The overarching design objective of the portal is that it is as accessible and easy to use as possible. A mobile first approach will ensure that the experience is optimized for the smartphone, which is increasingly how everyone, including AHCCCS' target population, accesses the Internet. Our approach to human-centered design includes a

focused interest in the needs, challenges, and day-to-day realities of the target population (AHCCCS's customers) and the workers that assist them, and how that affects the way they interact with services and digital tools. As a non-profit, we have been uniquely focused and able to invest in research to inform user experience (UX) design choices. We will bring this investment to AHCCCS for the AW Portal. It is critical that technology effectively facilitates and never stands in the way of customers' abilities to meet their AHCCCS Works program requirements.

The diagram below illustrates the access to the AW Portal via HEAplus, for customers and non-customers via HEAplus accounts or directly. In both options, we propose to establish a separate AHCCCS Works URL and AW Portal Splash page. In **Option 1: Plug-in**, we propose to reuse the HEAplus customer account creation and account management functions. Customers could log in to HEAplus and navigate to the AW Portal functions, or log in directly to an AW Portal splash page using their HEAplus credentials. This eliminates the need to build a separate user-account-creation function for the AW Portal; the HEAplus customer-account-creation function already includes the collection of relevant account holder information. It also includes multi-factor security and the use of the CMS Federal Data Service Hub (FSDH) Remote Identification Proofing (RIDP) service. In addition, customer self-service functions to reset passwords or recover user names exists in HEAplus. Further, this also affords the state the ability to leverage all existing operations for user assistance (e.g., call center) and user account management (state data security) functions. In **Option 2: Modular**, customers could establish separate AW Portal credentials and log in through the AW Portal Splash page. Non-customers could access the AW Portal via Single Sign On (SSO), as required by 5.15.1.4. We would suggest the use of SSO also be offered to customers to allow access to the AW Portal from HEAplus using their HEAplus credentials.

Figure A – AW Portal Access and Navigation



The AW Portal Splash page (5.2*) offers public access to information and resources relevant to the AHCCCS Works program, as well as redirect to HEAplus to apply for or renew AHCCCS benefits or report a change. The customer dashboard is the landing page that provides the entry point for all customer-facing functions, including the public-facing information and resources. State workers, community assistors, and Call Center representatives would navigate seamlessly from HEAplus and emulate the customer view (that is, see what the customer sees). Non-customers, depending on permissions, would have additional menu options to access reports, manage documents, and look up customers (if needed). Additionally, Post Eligibility Verification (PEV) permissions granted to specific workers would add the necessary functions for a customer in view. Underpinning many customer-facing functions, the Self-Administration functions available to specific AW Portal Administrators could be accessed by these users seamlessly from HEAplus.

Pivotal Strategies

For both options, our approach is guided by these key strategies:

- Engage with the AHCCCS Subject Matter Experts (SMEs) immediately to confirm the functional requirements at the outset. This will be accelerated by deep and continuously growing knowledge of Arizona Medicaid and AHCCCS Works program policy, as well as HEAplus—not to mention our already-strong working relationship with AHCCCS's and other state SMEs.

- Complete design documentation and deliver a first end-to-end operating customer-facing AW Portal, estimated to be 10%-20% functionally complete, thus establishing an interactive, end-to-end customer experience as a design deliverable.
- Incrementally build out complete required functions in a logical and layering order.
- Deliver completed functions in rapid succession, to facilitate early and continuous collaboration and focused iteration.
    - Early feedback from state SMEs and Testers facilitates the collaborative reflection on each release's fit and effectiveness with upstream (prior) and downstream (future) builds.
    - Early reflection affords important iterations early in the project and minimizes the risk of late realizations—even on the eve of implementation. These include especially grand "Ahas" that necessitate rework and usually cause project delays and increase costs.
- Leverage the current HEAplus SDLC processes in place today, such as:
    - collaboration between State SME and SIS, following Kaizen principles adopted by AHCCCS for HEAplus, in fleshing out and challenging enough of the requirements and design;
    - collaboration between State SMEs and Testers and SIS to validate releases; and
    - use of the Build Tracker management of each release through user testing and approval.
- Give full visibility to State SME and Testers of all AHCCCS Works-related builds, including both HEAplus SRs, as well as the AW Portal.
- Reuse HEAplus assets wherever useful, practical, and feasible to accelerate design and development.

The functional requirements presented in the RFP offer the guide and framework from which we were able to envision the entire AW Portal, as well as see through to the logical increments.

Release Approach
Our development-and-release approach is guided by our key strategies above and our understanding of the underpinning and core requirements for the AW Portal, including how the AW Portal must be integrated with HEAplus and how the HEAplus system and operational knowledge and assets can be reused.

This section demonstrates our understanding of the functional requirements, and presents how we see these requirements should be met by an HEAplus-based solution. Because this is an HEAplus-based solution, we can uniquely point out those functions that are not needed in part or entirely, depending on the option selected. In addition, we can and do point out how HEAplus assets will be used to fulfill or accelerate the design or development of a required function. The work activities and timing of releases are presented in the Timeline section.

We see the functional requirements as organized into these "Modules":

- State Self-Administration – AW Portal Content
- Customer – Pre-Log-in
- Customer – Post-Log-in
- Non-Customer
- Post Eligibility Verification
- Document Management
- Data Exchange with HEAplus and Non-Compliance Check
- Reports

State Self-Administration of AW Portal Content (5.15.1.1.3, 5.15.1.3.4, 5.2.6.3, 5.5*, 5.6*, 5.8.3) – The AW Portal RFP requires that the state have the ability to update specific AW Portal content such as static text, links

to external support and educational materials, educational materials developed by AHCCCS and to be available on the portal, and instructional text, as well as issue broadcast messages. Most of this content is intended to be accessible to customers, whether logged in or not.

In Option 1, SIS proposes to reuse existing HEAplus administration functions such as Manage Links and Contacts, Manage Help Text, and Broadcast Messaging, and extend them to offer the needed capabilities to an AW Portal Administrator role. In Option 2, SIS will use these HEAplus assets to accelerate requirements and design primarily, but also in development to the extent practical. For both options, the design work will extend these administration functions to how and where the content is expected to present to customers, as the critical user, and by extension to Non-Customers as the secondary user.

Customer-Facing Functions – These functions are the core of the AW Portal, equipping AHCCCS members required to comply with AHCCCS Works requirements with resources and tools to get the right supports and assistance, as well as facilitating easy monthly reporting of their activities or circumstances. The customer-facing functions specific to AHCCCS Works will be new to HEAplus, though customer-facing functions are certainly not.

Customer – Pre-Log-In (5.2.1*) **–** This includes the AW Portal Splash page (5.2*), log-in, and create-account functions (5.3), as needed. The customer AW Portal Splash page offers users the content made available by the State Administrator, including resource and educational materials (5.5*, 5.6*), links to external websites. It also allows users to get help, and includes the link to the Call Center Chat and Email (5.15.1.2.2). The resource access can also be facilitated by answering a set of questions to obtain suggested resources and referrals (5.6.5). We will support and rely on AHCCCS SMEs for the appropriate content in English and Spanish. The release of this fully functioning content will be staged to begin when the Self-Administration development is well underway, and release with or very soon after the Self-Administration of AW Portal Content release.

With Option 1, customers would be redirected from the AW Portal Splash page to create an account on HEAplus. The HEAplus account creation and management already meets requirements 5.3.1.1 through 5.3.1.6 and 5.3.4. A customer that has established an HEAplus account can access the AW Portal conditional on whether the customer is, or ever has been, required to comply with AHCCCS Works. This is information always known to HEAplus. This addresses 5.3.1 and eliminates the need for 5.3.2 and 5.3.3*. Customers can log in from HEAplus, and will have an HEAplus dashboard, but from there, can have easy access to the AW Portal. With Option 1, we also propose to allow customers to log in directly from the AW Portal Splash page with their HEAplus credentials.

With Option 2, customers can establish their AW Portal user credentials if HEAplus has supplied the referral to the AW Portal to create the base account. The customers would be authenticated by their SSNs and DOBs and allowed to proceed to establish credentials. (5.3.2 and 5.3.3). Customers will also be required to supply information when creating AW Portal account credentials, as required by 5.3.1. The customer self-service password reset function (5.3.4) will be based on the HEAplus feature, but reconstituted in the AW Portal. Though not called out in the RFP, management per MARS-E must be included, such as required password resets and disabling unused customer credentials. We also suggest that in Option 2: Modular, Single Sign On be enabled to allow customers with HEAPlus accounts to access the portal directly without the need for separate credentials.

Customer – Post-Log-in – Upon entry to the AW Portal, whether Option 1: Plug-in or upon log in with Option 2: Modular, customers land on their AW Portal Dashboard (5.4*). In addition to all information available pre-login, the AW Dashboard provides summary information and a menu to access all of the customer-facing functions, including:

- **Report Activities and Good Cause, and Request Exemptions** (5.7*, 5.8*, 5.9*, 5.11*) – These functions are the primary purpose of the AW Portal. These are the same in both options, and address all requirements in 5.8*, 5.9*, and 5.11*. Requesting exemptions, reporting activities, or good-cause reasons will be specific to reporting months and will be allowed during the orientation period established by HEAplus and made available to the AW Portal (5.7.1.1, 5.7.1.2). If AHCCCS requires the AZTECS interface as described in (5.8.7.1.1), this feature will reuse the AZTECS look up already in use by HEAplus, and is being enhanced in HEAplus for AW purposes. It should be noted that customer functions to attach or upload documents that support activities, good-cause, and exemption entries are addressed in the Managed Documents function.
- **View History** (5.14*) – This is the customer view of what is referred to in the RFP as Historical Monthly Status Summary. This function allows the customer to view past reporting of activities or good cause and claimed exemptions by month, and would be the same in either option and address all requirements in 5.14.
- **User Experience Survey (5.19*)** – This is a survey questionnaire similar to the customer survey in HEAplus. The content will be developed by the state. Both options 1 and 2 will reuse the existing HEAplus survey framework and function. The degree of reuse will depend on the option chosen. This build will also include the implementation of the location and logic or algorithm for randomness defined by AHCCCS and included in the requirements and design.

Non-Customer Users (5.15) – This refers to the general State workers, assistors, and Call Center users who will use the AW Portal to assist customers. While 5.15.1.1* describes their use for the purpose of help with account creation, password reset, and updating information at a user's request, with Option 1, existing user roles and operations would cover the need to help with account creation and password reset. These requirements would be included in Option 2. With both options, the primary focus is on how these users navigate or access, via SSO (5.15.1.4), the AW Portal with a customer in view, and proceed to assist the customer by emulating the customer's view and operations. Our approach is to offer these users access to all of the same views and functions as a customer, and complete the same types of entries once they have the specific customer in view and have confirmed how the customer has reached them for assistance (similar to "mode," this is to support the required business reporting in 5.10.2.6).

Post Eligibility Review Functions (5.4.12, 5.8.14*, 5.11.5.1, 5.11.7, 5.11.8, 5.14.5, 5.15.1.3.1) – This refers to the specialized access by State workers with the special permissions that allow the PEV functions.

We propose that the permission be established on HEAplus and be honored by the AW Portal functions, whether Option 1: Plug-in or Option 2: Modular. In Option 2, the special permission would be honored through the SSO. This eliminates the need for the State Data Security role and functions in the AW Portal (5.15.1.3.2).

The PEV special permissions would allow the specific worker to access, view, and update information, including documents, for any customer in focus, just as a General State Worker. However, the PEV permissions would expand to functions to allow the generation of a special request for information (RFI) (5.11.8), an update for a reported activity, a requested exemption, or a good-cause reason as not valid (or that could not be verified) (5.8.14.2, 5.11.7), which could result in a change of AW status. This would also allow the initiation or re-initiation a two-month suspension.

In addition, this release will include the PEV-related additions to the customer dashboard (5.4.12) and the customer's history summary (5.14.5)

Manage Documents (5.12*) – This function is both customer facing and non-customer facing. Customers will be allowed (and by extension non-customers on a customer's behalf) to attach documentation in support of their reported activities, good-cause reasons, or exemptions (5.12.2). Users can upload or email, from any device, a

document or a picture of a document to attach to their account and relate it to a specific entry for a specific month. Customers can view and print documents attached previously (5.12.6.1). Non-customer access will be based on specified permissions. (5.12.4). The HEAplus document type and permissions framework will be extended and accelerated to define and document appropriate document types and associated permissions.

HEAplus also supports receipt of faxes. Though not specifically referred to in the RFP, this can be included as a method with the design of an AW-specific fax cover sheet following the design of the HEAplus verification fax cover sheet and otherwise reusing existing infrastructure and operations.

As with HEAplus, a specific worker permission will be needed to manage documents, especially when they cannot be associated with an account. In both options, a special State worker permission for AW document management should be created on HEAplus and honored in the AW Portal (similar to the PEV permission) that allows access to a Document Management Dashboard, which provides access to AHCCCS Works related documents and allows the association or re-association, reclassification, and removal of documents as required by 5.12.6.

No different than with HEAplus, documents will be retained in accordance with MARS-E, which requires 10 years and meets or exceeds other state and federal retention schedules (5.12.3).

We are happy to work with the state on any forms that may be needed and the inclusion of bar codes on the forms to facilitate automated indexing (5.12.5). The use of bar codes exists in HEAplus today.

In both Option 1: Plug-in and Option 2: Modular, all documents would be stored in the storage environment that supports HEAplus. The data model and non-customer user functions, though existing in HEAplus, will need to support the storage and retrieval of AW specific documents to the AW Portal user interface, as well as to support the management of AW Portal documents as separate and distinct from eligibility related supporting documents. The alternate approach in the RFP 5.12.6* requests consideration of, rather than developing the non-customer document management functions, sending the documents to and retrieving the documents from HEAplus, in order to re-use the administrator document management functions that exist in HEAplus; The trade-off is the integration of a function to send documents to HEAplus and retrieve from HEAplus for view and the modification of the existing administrator management function in HEAplus to support AW Portal documents vs. reconstituting the administrative function within the portal. As requested in RFP requirement 5.12.6*, pricing for both options to integrate the functions in the AW Portal versus interface with HEAplus to support these functions is provided in the Cost section.

Data Exchange with HEAplus and Non-Compliance Job (5.13*) – This release varies significantly based on the option chosen.

In Option 1: Plug-in, this release consists only of the monthly backend job to check non-compliance on the 10th of each month. This job checks for those people who failed to report enough activities to satisfy their hour requirement for the prior month and did not report an exemption or good-cause reason. The job will be developed and tested to meet the criteria presented in the RFP 5.13.4*. This check is critical to managing the program rules and required in either option. A significant advantage for Option 1, which is highly integrated with HEAplus, is that the exchange of data required between an external AW Portal and HEAplus is not needed. By extension, this also eliminates the need for a transaction history view or report (5.10.4.4) and a reconciliation report (5.10.4.5, 5.10.4.6, 5.10.4.7), and thus substantially reduces the scope of the project.

In Option 2: Modular, this release encompasses the non-compliance job in the same way as described above, as well as the data exchanges from HEAplus to the AW Portal and from the AW Portal to HEAplus required to establish AW program participation, program status changes, and requests for PEV RFI, and as required in 5.13.1*, 5.13.2*, 5.13.3*, and 5.13.5* While in this option the scope of the project is expanded to include these complex data exchanges, it will still be easy to confirm requirements, establish connections, and end-to-end test these exchanges within the HEAplus-based platform.

Via data exchange, HEAplus will supply the information about these customers to the portal. This data is used by the portal to authenticate a customer attempting to create an account, as well as to manage and oversee compliance activities. As changes occur in HEAplus that update a customer's AW Status vis-à-vis requirement to comply, HEAplus must inform the portal. Likewise, as customer reporting in the portal establishes an exemption—or lack of sufficient reporting constitutes non-compliance, calling for suspension—the AW Portal must notify HEAplus. This build confirms the data and triggers for these data exchanges and delivers the exchange function integrated with HEAplus. In Option 2, this release will also include the monthly check for non-compliance on the 10th of each month, following the criteria presented in the RFP 5.13.4*. Further, this build will include the front-end view of transactions received from and sent to HEAplus (5.10.4.4), as well as the reconciliation report prepared for and transmitted to HEAplus (5.10.4.5 through 5.10.4.7), both of which are not needed in Option 1. While these add to the scope, the trade-off is the full modular AW Portal, which can be reused or redeployed with much reduced added effort.

Reports (5.10*) – This release layers in the AW-Portal-related business and audit reports, which can be accessed based on permissions through the HEAplus front-end or the AW Portal for Option 1, whether using the current reports module or a separate module specific to AW—or both. For Option 2, these reports would be accessed by permitted users from the AW Portal menu. This overall release is divided into the following discrete builds:

- Business Report (5.10) – By type and month
    - Community Engagement Activities Reported (5.10.2.1)
    - Good Cause Reported (5.10.2.3 and 5.10.2.4)
    - Exemptions Requested (5.10.2.2)
    - Number Failed to Report (5.10.2.5)
    - Summary Report by User Type (5.10.4.2)
- Business Report (5.10) – Customers Receiving Assistance to Report (5.10.2.6)
- Audit Report – User Activity (5.10.4.3)
    - View AW
    - Action that changes AW Status
    - Document Action

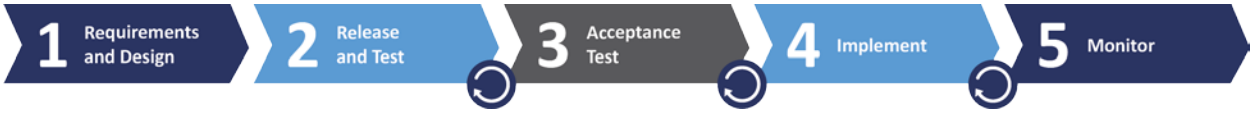
In both options, we propose to heavily reuse the HEAplus reporting and critical audit frameworks, in order to accelerate design and delivery. Following the HEAplus reports model and framework, reports are expected to be designed to give top-level statistics and to drill down to specific AW members. This approach facilitates more efficient management of the programs, service to individual customers, and validation of the reported data. In this approach, the audit report can be fully integrated into the HEAplus critical audit or a view reusing the same design and framework, but accessed separately.

Timeline

Our delivery approach, regardless of option, follows five phases. These phases align with the deliverables schedule noted in the RFP section 9, as well as Attachment A.

Phase 1: Requirements and Design
Phase 2: Release and Test
Phase 3: State Acceptance Test
Phase 4: Implement
Phase 5: Monitor: Post-Implementation Acceptance

Phase Timeline



Phase 1: Requirements and Design – Project launch begins with full engagement between SIS and AHCCCS and other Arizona subject matter experts. We work with these teams today and can set the rules of engagement in no time, and get down to confirming requirements immediately. The key objectives of this phase will be:

- Project start-up
- Organize the AHCCCS SME Team and establish SIS and AHCCCS roles and responsibilities, as well as schedule
- Reuse the current collaborative JAD process, following Kaizen principles adopted by AHCCCS for HEAplus, to:
    - Confirm clear and relevant AW Portal user stories, which will drive a clear and complete user security framework and organized design for all AW Portal functions
    - Confirm and document requirements, which will be shaped by the chosen option
    - Design the customer-facing UX following human-centered design principles—and to be consistent with responsive web design (RWD) technology
- Design the technical architecture, data model, and interface design
- Design and develop the customer-facing technical framework and UX
- Develop and release an operating customer experience, estimated to be 10%-20% functionally complete, and include the base AW Portal Splash page, log-in, base customer dashboard, and menu
- Validate and confirm any needed refinements

The UX design will be guided by our human-centered design expert and anchored by AHCCCS SMEs' and our longstanding experience serving AHCCCS's customer users and non-customer users. The design will be brought to life by release of an operating customer-facing AW Portal, thus establishing an accepted end-to-end customer experience as quickly as possible.

Phase Duration:

	Option 1: Plug-in	**Option 2: Modular**
Requirements	3 Weeks	4 Weeks
Design	4 Weeks	5 Weeks

Phase 2: Release and Test – This phase can also be referred to as development. In this phase, the development is staged into releases of completed functions through the modules:

- State Self-Administration – AW Portal Content
- Customer – Pre-Log-in
- Customer – Post-Log-in
- Non-Customer
- Post Eligibility Verification
- Manage Documents
- Data Exchange with HEAplus and Non-Compliance Check
- Reports

Prior to the first release, we will establish the testing protocols to include automated and manual integration and regression, usability, and browser, including mobile, to be conducted by SIS prior to each release. This will include the plans and protocols for automated and manual ADA testing and validation conducted by SIS and our contractor The Center for Accessible Technologies. Finally, the process, schedule, and format to deliver test cases and results will also be included, as well as the AHCCCS plan for conducting integration, usability, and browser testing (5.16.3, 5.16.4, 5.16.7).

Each release will be planned and tracked using current SDLC processes (e.g, Build Tracker). We do expect state SMEs and Testers to validate each release, starting at the time of release. Tracking and communication of state test results and SIS resolution and/or response will be supported by current defect tracking processes and tools (5.16.7, 5.16.9). Review of each release would wrap up with the collaborative reflection on design effectiveness, and fit with upstream (prior) and downstream (future) releases.

When all functions are complete, the full AW Portal functions are ready for State Acceptance Testing.

Phase Duration:

	Option 1: Plug-in	**Option 2: Modular**
Release and Test (i.e., Development)	11 Weeks	14 Weeks

Phase 3: State Acceptance Test – While primarily AHCCCS's responsibility to plan, resource, and execute this phase, SIS will actively support each step as required in 5.16.2 through 5.16.11. This phase begins as early as requirements and design confirmation, as use cases are defined and customer experience is confirmed. SIS's provision of test cases, scripts, and results for each release—and AHCCCS SME and tester validation of each release—should also accelerate AHCCCS's preparations. Tracking and communication of state acceptance test results and SIS resolution and/or response will be supported by current defect tracking process and tools. SIS will also stand ready to support tests that require intervention to create data, demonstrate backend results, etc., as needed.

Phase Duration:

	Option 1: Plug-in	Option 2: Modular
State Acceptance Test	12 Weeks	12 Weeks

Phase 4: Implementation – With the acceptance test conclusion and approval, the implementation steps begin. While this phase begins with promotion of the AW Portal and related HEAplus changes (depending on the option chosen, as well as HEAplus AW SRs) to the pre-production environment, the planning for it begins much earlier. The collaboration between SIS and AHCCCS project management will establish the implementation or rollout plan, and will set the dependencies, timing, steps to confirm readiness and timing, and steps to deploy to production.

Once in the pre-production environment, final functional, security, stress, and performance tests will be completed and results provided to AHCCCS. With a final Go decision, execution of the established plan to promotion to production will be executed.

Phase Duration:

	Option 1: Plug-in	Option 2: Modular
Implementation	2 Weeks	2 Weeks

The conclusion of the first 4 phases of the project will complete the primary project deliverable, which is the completed AHCCCS Works Portal. In summary, the full project timeline to this point is:

	Option 1: Plug-in	Option 2: Modular
Requirements	3 Weeks	4 Weeks
Design	4 Weeks	5 Weeks
Release and Test (aka Development)	11 Weeks	14 Weeks
State Acceptance Test	12 Weeks	12 Weeks
Implementation	2 Weeks	2 Weeks
Total Duration	**32 Weeks**	**37 Weeks**

Phase 5: Monitor: Post-Implementation Acceptance – Once in production, the post-implementation acceptance period begins. Planning for this phase begins in advance, and includes the documentation of a post-implementation support and maintenance plan. We anticipate that current production-support-issue reporting, tracking, and resolution can continue to be followed. Again, coordination and collaboration between SIS and AHCCCS is critical to the success of this phase.

Phase Duration:

	Option 1: Plug-in	Option 2: Modular
Post-Implementation Acceptance	12 Weeks	12 Weeks

Technical Solution

This section of our proposal addresses the proposed system architecture for both proposed options for the AW Portal.

Both options are based on the HEAplus web-based platform, which requires no installation on state workstations (5.28.18). The HEAplus system architecture, approved by Arizona and CMS, is based on Service Oriented Architecture using web services that adhere to key standards (5.28.9), and is maintained to follow the Medicaid Information Technology Architecture (MITA) guidelines (5.1.5, 5.28.10) that apply and appropriate MARS-E standards. It is a physical and logical N-Tier architecture, developed on a Service Oriented Architecture (SOA) that employs web services, as well as an Enterprise Service Bus (ESB) (5.28.8) as its middleware backbone. The architecture for both options is robust and can support expansion to other programs, such as SNAP and TANF.

For both the Plug-in and the Modular options, we are proposing an HEAplus-based architecture. The base technologies include:

- .NET Framework 4.7.1
- SQL Server 2019 and using Always On
- IIS 10.0
- Windows Communication Foundation
- Windows Identity Foundation
- ASP.NET, C# 7.0
- HTML 5, Cascading Style Sheets (CSS)
- Jquery, Javascript, AJAX
- Visual Studio 2017
- Team Foundation Server

Although using the same base platform and technologies, the technical architecture for HEAplus Modular of the AW Portal is fully modular.

	HEAplus Plug-in (Option 1)	HEAplus Modular (Option 2)
Mobile Friendly (5.1.8)	New customer-facing AW Portal pages (also used by non-customers when assisting a customer or viewing customer entries). Utilizing key aspects of human-centered design, and developed as HTML 5 viewport-based responsive pages.	Entire AW Portal utilizing key aspects of human-centered design and developed as an HTML 5 viewport-based ***single*** responsive page. Thus, no page refreshes, offering a more fluid user experience.
Modularity	Offers separation of the AW Portal-specific code and database objects, but reuses and extends some shared code and database objects. Extends the HEAplus architecture to support the AW Portal functions. Leverages HEAplus functions, technologies and hosting (secure and load balanced) infrastructure.	A stand-alone AW Portal, offering the flexibility of a more modular architecture and standards-based interoperability, where application logic is separated from the user interface, and controllers manage logic and user input. Leverages the HEAplus technologies and hosting (secure and load balanced) infrastructure.
Client-Side Presentation Layer	Bootstrap Framework with HTML 5 and CSS, Jquery, and AJAX.	Single Page Application (SPA) using AngularJS framework, Bootstrap Framework with HTML 5 and CSS, Modular View Controller, and AJAX.
Server Side	WCF Services, Restful API, C#7, JSON/XML message format, SSO using JWT/Form Authentication, DAL Framework.	Web API, Standard C#7 Classes, JSON message format, SSO using JWT, ASP.Net core 2.2, DAL Framework.
Data Access and Data Store	SQL Server 2019.	SQL Server 2019.
Reporting	Mobile and web reports using SQL Server Reporting Services (SSRS), Spotlight, New Relic	Mobile and web reports using SSRS, Spotlight, New Relic

Option 1: Plug-in - The Plug-in option will be an expansion of the HEAplus application. The HEAplus ESB application server layer will be expanded to host all new services required to support the AW Portal functions. Existing services will be modified. The HEAplus data store hosts the AW Portal-specific database objects and data. An SSRS reporting server will be used. In Option 1, no additional external services are required to support the AW Portal.

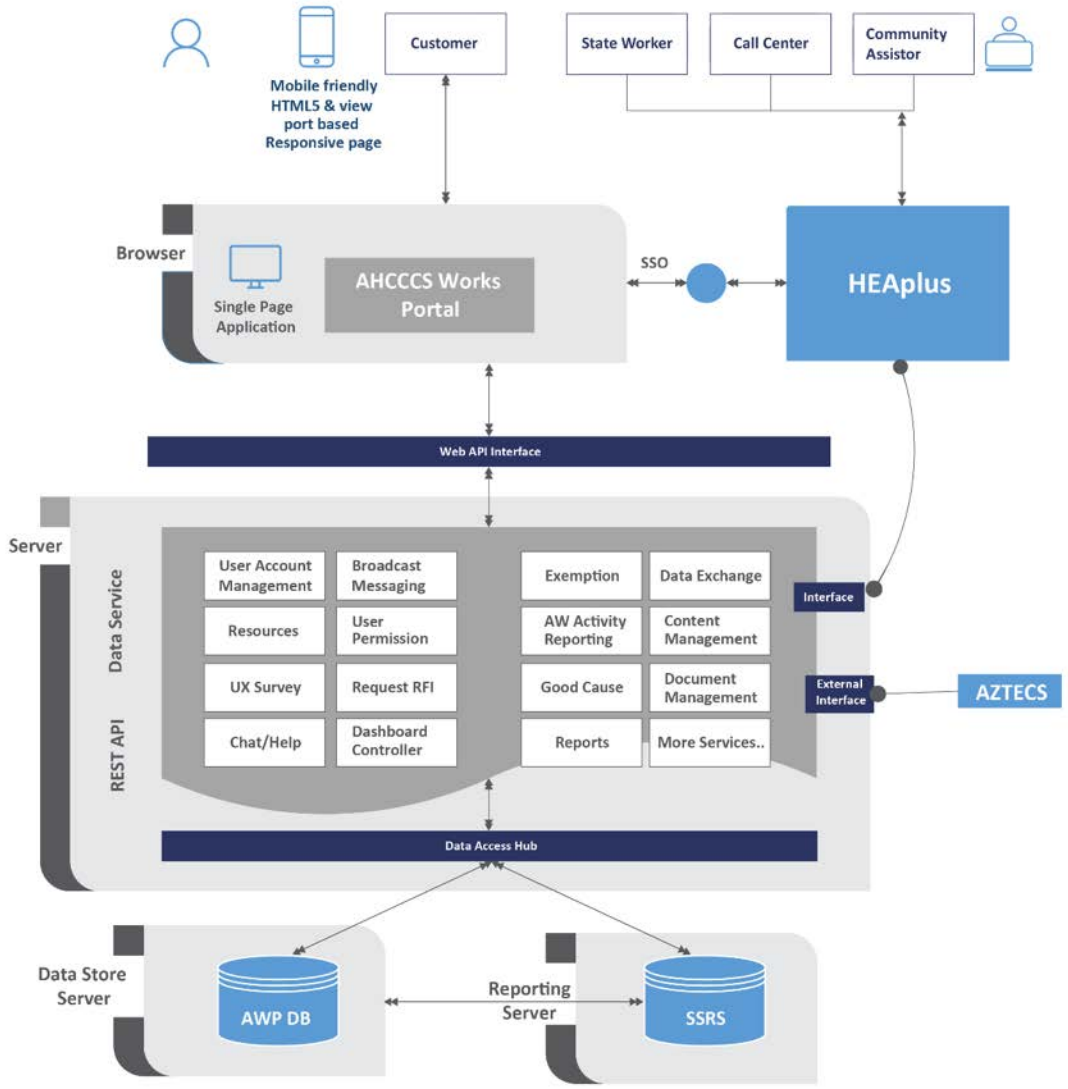
The customer-facing AW Portal pages—which are also inherited (i.e., used) by non-customer users when assisting a customer or reviewing customer entries—will be built with RWD technology using the Bootstrap framework, as well as HTML 5 and CSS to create viewport-based responsive pages that automatically resize, hide, shrink, or enlarge a web page to make it look good on all devices (i.e., desktops, tablets, and smart phones) (5.1.8). Similar to current HEAplus, Jquery will be used for DOM manipulation and AJAX calls.

A critical consideration in this proposed architecture is the ability to separate the AW Portal-required functions to be a stand-alone portal, should that need arise in the future. While there are significant benefits in reduced complexity, effort, time and out-of-pocket cost to stand up the AW Portal in this model, sensitivity to the possible future need is an important consideration. In this model, we propose to segregate the presentation layer, services, and database objects that are dedicated to the AW Portal functions. In addition, we will segregate as much of the AW Portal-focused portions of the shared objects as possible and practical. While with

Option 1 some rework would be required to stand up a stand-alone AW Portal in the future, our intent is to minimize that work.

Option 2: Modular-The diagram below illustrates the business systems architecture or context for HEAplus Modular. The AW Portal is stand-alone from HEAplus, and non-customer access would be through HEAplus using Single Sign On (5.15.1.4).

Figure A.1 – Option 2: Modular Business Systems Architecture

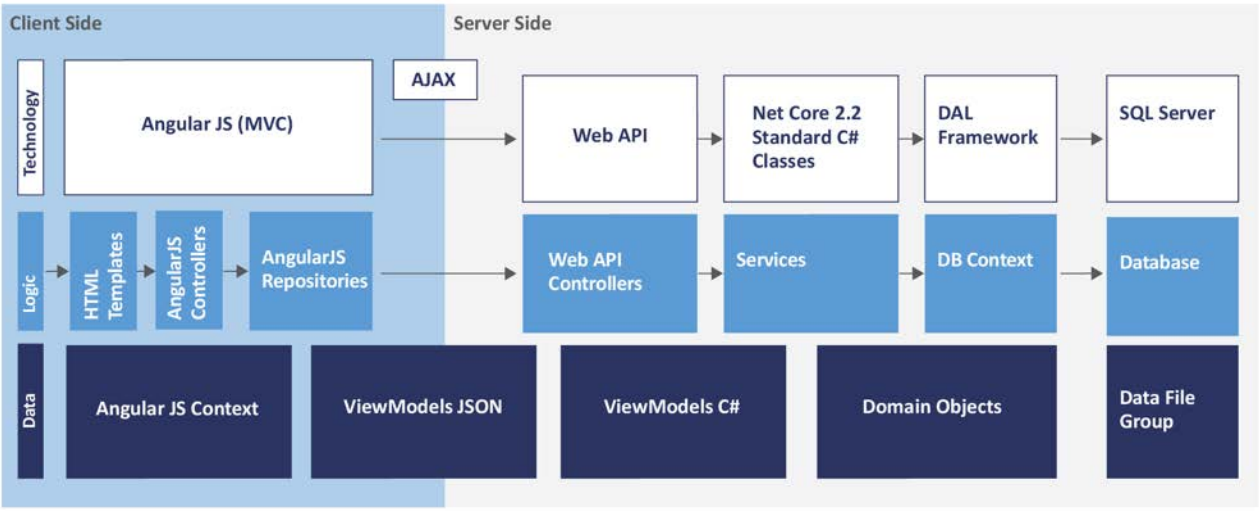


The bridge from the browser in a Web API enabled ESB. Business logic services and data access services are hosted on the server side. In Option 2, the AW Portal has its own data store. The SSR reporting server will be used to support reporting, as in Option 1. This AW Portal will exchange data with HEAplus via services passing XML (5.28.12).

In Option 2 Modular, the AW Portal will be a single page application (SPA) using Angular JS and the Bootstrap framework. AngularJS is a JavaScript model view controller (MVC) framework. MVC is an architecture design pattern that improves application organization by enforcing the isolation of business data (models) from user interfaces (views), with a third component (controllers) traditionally managing logic and user-input. By separating application logic from the user interface, MVC frameworks increase the reusability of data and logic for other interfaces in the application.

The figure below illustrates the technologies used to achieve this modularity.

Figure A.2 - Option 2: Technologies



In contrast to web application architecture, the server no longer generates views in any way; it only sends raw JSON/XML (5.28.11) data and HTML templates (partials) to the client on demand. The client-side of the application is fully responsible for generating the user interface, using data received from the server. In other words, the entire user interface logic is moved from the server to the client side of the application. Moreover, on Single Page Applications everything operates on a single page. There are no page turns or refreshes, as, for instance, in traditional web applications, where a page reloads on each request. This leads to a user experience that is faster and more fluid.

As with HEAplus, all data and activity will be logged and saved to meet state and CMS data retention requirements 5.1.9. SIS's method and approach comply with the following new requirements added as part of the amendment: 5.28.1, 5.28.2, 5.28.3, 5.28.5, and 5.28.19. In addition, requirements, deliverables, code, logging, code repositories, and system documentation will be provided to AHCCCS and available for audits as directed by AHCCCS (5.28.14). We will also be developing these solutions to be cloud ready even though, for

now, these two proposed solutions are currently not planned to be hosted in the cloud (5.28.16). Capacity estimates for storage requirements for all proposed environments—as required in 5.28.7—will be provided in the Pricing Schedule section.

Concurrent with the Phase 1 requirements and design activities detailed in the proposed approach to delivering the AW Portal functions, the complete system architecture document will be finalized, including the relevant documentation required in 5.21*. As confirmed by Amendment 1 to the RFP, 5.21.1.2 is not needed, as no interface to PMMIS/HPMMIS applies. The information supplied herein will be assembled and delivered as an artifact of the overall Requirements and Design Deliverable (Deliverable #1).

The AW Portal Plug-in option—whereby the AW Portal requirements are integrated with HEAplus—could be very attractive, depending on AHCCCS's vision and expectations for future considerations, weighed against the immediate objective to implement the AHCCCS Works program. This option offers a path toward achieving the immediate objective.

Maintenance and Operations

This section of our proposal addresses the hosting and ongoing maintenance-and-operations-related requirements for the AHCCCS Works Portal as requested in the RFP.

AW Portal Hosting (5.20, 5.28.17) – The solution options proposed herein will be hosted in our Sacramento Data Center, which is already approved by ASET. The disaster recovery (DR) site is hosted in an AHCCCS Data Center in Phoenix (Iron Mountain) and is FedRAMP certified. Our sites are further accepted by CMS, which requires MARS-E standards, for which NIST 800-53 rev. 4 serves as the basis along with HIPAA, FISMA and FIPS. Our environments are virtualized, except for the production databases (it could be virtual, but we get higher performance and stronger operations out of the physical platform). Given that the DR site is real-time synchronized, AHCCCS can be assured that the solution offered can be re-hosted in an AHCCCS approved data center if so requested (5.20.1). While the solution currently leverages HEAplus or the HEAplus framework, both options can be ported to a cloud solution (5.28.6), moved to the AHCCCS (or state) data centers for operation, or moved to alternate sites for operation.

Test Environments (5.16) – The RFP requirement 5.16.1 calls for three testing environments. HEAplus maintains three testing environments today. The UAT environment is externally accessible and used for testing primarily by AHCCCS and Arizona Department of Economic Security (DES) Testers, and, on occasion, Assistor and Call Center (Conduent, Inc.) staff. SIS also operates two internal test environments for SIS testing. They are the Quality Assurance environment for SIS validation before promotion to the UAT environment, and the Pre-production/Load Test environment for SIS validation prior to promotion to Production. It should be noted that SIS also operates a Training environment used by DES and AHCCCS Training, which is updated to match production post promotion to production.

Access to Data – The RFP requirement 5.10.1 requires that AHCCCS has the ability to extract all data electronically from the portal. Currently, AHCCCS staff, with security approval, have direct access to the HEAplus database. In this approach, this access would extend to the AW Portal data.

Maintenance: Performance Monitoring (5.24.1) – SIS has been diligent in managing performance and stability of HEAplus, which meets or exceeds all standards set forth in 5.24.1. We use an extensive array of monitoring tools to inform us of system issues or concerns, including:

- New Relic APM (Monitoring Dashboard) (5.24.1.1 and 5.24.1.3), which provides 24-hour by 7 monitoring and alerting. With the Browser, Infrastructure, and Insights Plug-ins, New Relic provides a real-time view of the user experience and operating environment, as well as history and trend statistics.
- Solarwinds (5.24.1.8), which monitors and measures network throughput and other system metrics.
- Splunk (5.24.1.8), which monitors anomalies in the logs; we are in the process of implementing it.
- Guardium (5.24.1.3), which will provide more granularity of database monitoring.

In addition to this monitoring process, we have established communication and listening capabilities to all supported in HEAplus (customers; Assistors; State personnel; Conduent, Inc.; and others).

If an issue is identified, we have also established operating protocols through our System Response Team (SRT) to investigate issues, collaborate on a response, resolve the issues, or engage third parties; given our extensive integration portfolio, a third party often is required to be engaged to analyze the incident reported. This teamwork is considered a priority and is engaged until the issue is resolved or a third party has been contacted to resolve the identified issue. Communication protocols to apprise AHCCCS and DES of status and progress, and what has changed and why, have matured and are well established for HEAplus. It is our expectation that these same operating practices and protocols, unless adjusted by the AHCCCS team, would be put in place to support the AHCCCS Works Portal as well. We expect that these same processes and protocols will be inherited by the AHCCCS Works Portal because this process has resulted in 99.99% uptime (5.24.1.2) in 2018 and normal performance exceeding 97% in 2018 for all parties (Feds, DES, AHCCCS, State, and SIS). A report of Availability/Down Time will be provided regularly as required by AHCCCS (5.10.4.1). Our average browser response time is currently less than 2 seconds (5.24.1.5) in HEAplus, with a goal of getting this under 1.5 seconds in 2019. With the complexity and integration of HEAplus, these are impressive statistics. The AHCCCS Works Portal will not have nearly as much integration as HEAplus, and we fully expect the maintenance metric for the AHCCCS Works Portal to be even more impressive and meet the requirements set forth in 5.24.1 as HEAplus does. In accordance with 5.1.7, we will provide system availability projections and average page response time estimates.

The SIS team continuously reviews our metrics and looks for opportunities for improvement. Review of the code, evaluation of data access layer (DAL), system utilization, web service performance, server optimization, network bandwidth and speed, and so much more are studied and evaluated continuously to drive down the solution response time. These methods will be applied to the AHCCCS Works Portal to ensure ongoing performance. All of this will also support interface and web service integration and performance so that program performance is not degraded by either. 5.24.1.5 and 5.24.1.6

Regarding the data store response time identified in requirement 5.24.1.4, we will require, as we do today with the HEAplus data-stored procedures and functions, that the code is reviewed by our security team and our performance team prior to execution. Query response time is not totally dependent on the quality and efficiency of the query being run. Further, depending on what the query is doing, an index or a different execution plan may be required. With these caveats in place, we have no issue meeting or exceeding this requirement.

SIS has worked out a schedule of minimally invasive maintenance windows (i.e., downtimes) to support patching and other required maintenance. We propose maintaining the current schedule and applying it to the AHCCCS Works Portal, but are most willing to discuss this if a different scheduled downtime is necessary. In accordance with 5.24.1.7, all requests for additional downtime will be discussed with and approved by AHCCCS at least five days in advance of the outage, except in rare emergency situations that do not allow for this lead time. In all cases we will work through this with AHCCCS oversight and approval. In addition, it should be noted that our

entire code base is provided to AHCCCS quarterly via our established Escrow agreement, which will include the AHCCCS Works Portal if this work is awarded to SIS (5.28.13).

Maintenance: Operations (5.24.2*) – SIS has successfully managed and operated HEAplus for AHCCCS since September 19, 2013. Prior to HEAplus, SIS operated Health-e-Arizona for AHCCCS, beginning 2002, and has supported a number of states, counties, and non-profit organizations throughout the United States in operating key integrated eligibility and enrollment systems. It is this deep and long-term experience that allows SIS to say with confidence that we will meet or exceed the operations requirements set forth in section 5.24.2.

There are a few key points that we would like to draw AHCCCS's attention to in the requirements. First, SIS does currently—and will continue to—provide read-only access to New Relic to key personnel at AHCCCS. This tool allows the user to view performance and other key operational statistics, as well as see transactions being performed by the system at any point in time which would fulfill the requirement set forth in 5.24.2.2. Further, while SIS can support varying retention periods for storage, all of the items called out in requirement 5.24.2.4 are required by MARS-E to have a retention period of 10 years. We would like to make sure that any retention period considerations adopted by AHCCCS at least minimally meet the MARS-E retention requirements.

As it relates to the requirement 5.24.2.8, SIS is committed to providing two weeks advance notice to AHCCCS of a change in Key Personnel assigned to this project, to the extent SIS has been provided two-week notice by the personnel. In emergency situations such as illness, death, and other situations where two-week notice is not possible, SIS will work closely with AHCCCS and, to the best of our ability, diligently strive to not delay the project or cause other disruptions.

In accordance with the Acute System Interruption, Incident Reporting, and associated policies established by AHCCCS for HEAplus, which SIS is assuming will also apply to the AHCCCS Works Portal, SIS will not make changes without prior approval of AHCCCS. However, it is important to note that there are times when time is of the essence and a change is required that may not allow for written approval to be provided. In these cases, SIS obtains verbal approval from the Project Director. Written communication regarding this emergency type of change is followed up in writing subsequent to making the change. These are rare circumstances, but they do occur in system operations. We believe this approach still meets the essence of the requirement set forth in 5.24.2.10. If AHCCCS does not agree, SIS is most happy to discuss a better approach to accommodate this requirement. Our final callout in this section of the requirements is to refer the reader to our Security response (5.23*), where we address the SAR identified in requirement 5.24.2.11. Further, it should be noted that the DR Site in Phoenix is a FedRAMP certified facility (5.23.1.1).

Maintenance: Incidents (5.24.3*) – SIS is assuming that the Incident Policy in place for HEAplus would be adopted for the AHCCCS Works Portal, given it would make sense to adopt the same policy of timing, communication, notice, and response, which is largely consistent with the requirements identified in section 5.24.3. The severity and timing of responses are largely consistent between these requirements and the established Incident Policy. Incident response has been established through the SIS SRT, which was also described in the Maintenance section 5.24.1, and is leveraged for Incident Response. The process that has been established in concert with the AHCCCS Incident policy has been effective and has established a strong foundation for communication of the issue, response to the situation, identification of the root cause, remediation of the root cause, and all associated communication and reporting.

SIS is always ready to collaborate with AHCCCS if there are unique or different requirements that AHCCCS would like to change in the AHCCCS Works Portal, or in supporting AHCCCS-driven processes associated with the Incident Policy. It should be noted that if AHCCCS changes the prioritization levels (5.24.3.2), there is the

possibility of a concomitant cost—and therefore pricing—impact. We are committed to making all this work, as it is vital to successful operations of the AHCCCS Works Portal.

In addition to operation incidents, we are assuming for purposes of this response that security incidents will be handled in accordance with the MARS-E requirements set forth in the Authority to Connect (ATC), given the portal will include Medicaid as well as the agreement with the Social Security Administration for SSA data. All of this reporting is done through and directed by the AHCCCS Security and Privacy Officer.

Further, it should be noted that at .035%, the current HEAplus ticket count, as a percent of the Medicaid population handled by HEAplus, is less than half the standard required in 5.24.3.3.

Maintenance: Disaster Recovery/Data Retention (5.24.4*) – SIS data retention policy is ten years consistent with MARS-E standards. This retention policy is applied to all application data, including log data (5.1.9) and anything that supports the application, whether it be time-reporting records, invoices, financial statements, client deliverables, or other information specifically required to support this contract. Our information is available to inspection, and while we understand that information related to support of this contract is the property of AHCCCS, it is maintained in a shared environment at SIS. An example is our invoice information used for AHCCCS, the state of Arizona, and all our other clients. Accordingly, appropriate protections of other client data and information will be required in any audit or inspection of this type of information.

SIS is proposing for the AHCCCS Works Portal and high availability failover environment using SQL Always On that supports synchronization of our live site data to a disaster recovery site (5.28.4, 5.28.15). SIS's primary data center is in Sacramento, and othe current DR site is co-located with AHCCCS data center in Phoenix. This same arrangement will be used to support the AHCCCS Works Portal. This includes the reuse of the MPLS lines that are already established from AHCCCS and DES to Sacramento and Phoenix (the DR site). All the associated redundancy and failover management is also provided to support the AHCCCS Works Portal as it does for HEAplus. If AHCCCS has any issues or concerns about this current structure, SIS is happy to discuss options for improvement as suggested by the state. For purposes of pricing this proposal, this established structure is assumed and will be reused for the AHCCCS Works Portal. This structure meets, or exceeds, the requirements set forth in 5.24.4.

System Issues (5.18*) – SIS has worked diligently to collaborate with AHCCCS and DES to establish and hone a process for reporting and tracking HEAplus issues, as well as tracking and managing system changes, including change-requests acceptance testing, approval, and promotion to production and training. As required in 5.18, SIS proposes to use these same processes and tools for the AW Portal. This includes the current ticketing process and tool, which supports both Production and UAT, and the Build Tracker tool and process for tracking system changes, including system change requests.

System Enhancements (5.25) – We are assuming the SR process currently in place for HEAplus will be adopted for reuse in the AHCCCS Works Portal. We further have assumed that the approach used by AHCCCS, as informed by the Kaizen process, will also be used to support the AHCCCS Works Portal. Applying this method to System Enhancement requirements set forth in 5.25 will meet or exceed requirements set forth by AHCCCS.

Infrastructure Upgrades (5.17*) – SIS follows the protocol of applying software patching every month. The current cycle starts with our Development environment and is promoted each week until the first Tuesday of the month, when we complete the Production patching. This method ensures that the patches do not interrupt operations. Software upgrades are made following the N (version) -1 industry standards. There can be exceptions when a current release of software is not considered stable by the industry. In these cases, we work

closely with AHCCCS to monitor the release and make appropriate plans for these upgrades. Our hardware practices are different, in that it does not make sense to upgrade hardware that is performing, still under support, and is considered fully functioning and not vulnerable to security risks. We report status of all hardware and software to AHCCCS quarterly, if not more frequently. We develop plans for hardware upgrades with the AHCCCS HEAplus Project Director, and we develop accordingly, but we agree that in no case can the hardware be end of life or unsupported. While updates and patching are part of our operational costs, purchase of additional hardware, software, storage, telecommunication bandwidth, and/or different capabilities are discussed via the same process and decisions to upgrade, and/or changes are made with the approval of the AHCCCS HEAplus Project Director. For purposes of pricing, we have assumed these same hardware and software purchasing policies will be followed. This process was implemented to ensure that the purchases could be appropriately categorized in AHCCCS's federal claims.

Software Licensing Agreement (5.26) – The AHCCCS Works Portal software developed using CMS and state financing will be owned by AHCCCS and, therefore, a licensing agreement would not be required. SIS will want to obtain the state's permission to "transfer" the code to other states for potential reuse in accordance with federal guidelines for transfer.

Regulatory System Compliance Requirements (5.27*) – A number of these requirements have been addressed in other sections. Specifically, 5.27.1 is included in 5.1.2 and 5.1.2.1; and 5.27.5 is included in 5.13, 5.14, 5.23*, 5.24.2.5, and 5.24.2.11. SIS has complied—and will continue to comply—with all licensing agreements for the AHCCCS Works Portal (EVV seems to be referring to AHCCCS's RFP for Electronic Visit Verification system and not applicable to this RFP response). Our business rules use a technology-neutral format, but do not conform with National Information Exchange Model (NIEM), as there has not been a module of NIEM developed to support eligibility and enrollment systems. As indicated in the description of our architecture, our solution offerings are SOA and use WSDL and industry best practices, which is also consistent with HEAplus. With regard to 5.27.7, however, SIS has a proven track record in managing and operating custom software for AHCCCS that is managed across the five "books" called out in the Information Technology Infrastructure Library (ITIL), v3 foundation. The SIS HEAplus, and by association the solutions proposed herein, definitely comply with Section 1561 (Technology standards for Eligibility, Enrollment, and Exchanges); Section 1411 (Exchange of Insurance Eligibility Information); Section 1413 (Single Streamlined Application for Medicaid); and Section 1414 (Disclosure of certain eligibility information). Sections 1104 (relevant to HIPAA Covered Entities) and 2201 (relevant to Exchanges coordinating enrollment in Medicaid and CHIP) do not seem to apply to HEAplus nor the solutions offered herein.

SIS is very committed to operating the AHCCCS Works Portal on behalf of and at the direction of AHCCCS.

Security Assessment

SIS manages and maintains a security assessment and operational program that is compliant with regulatory standards required by the MARS-E Version 2 Framework (5.1.3, 5.27.5), the Federal Information Management Security Act (FISMA), and HIPAA Security and Privacy Rule standards. SIS currently provides this program to the State of Arizona and will offer this program for this project. SIS currently has the questionnaire for the Arizona Baseline Infrastructure Security controls on file with Arizona Strategic Enterprise Technology (ASET) for HEAplus. When appropriate, SIS will update the questionnaire on file with ASET to address the inclusion of the AHCCCS Works Portal and provide the FedRAMP System Security Plan (SSP) for the State of Arizona. This program currently meets and exceeds the State of Arizona's NIST based Arizona Risk and Authorization Management Program (AZRAMP). While the solutions included in this SIS response are not proposed to be in the cloud at this point, they are cloud ready and meet the NIST controls set forth for AZRAMP in non-cloud environments (5.1.6).

While not a stated RFP requirement, the Overarching SSP for Medicaid Data (overseen by the HEAplus Project Director), the HEAplus SSP on file with CMS, the Interconnection Security Agreement (ISA), Privacy Impact Analysis (PIA) and the Information Security Risk Assessment (ISRA) will all be updated to reflect the change to integrate and exchange data with the AHCCCS Works Portal. These documents will require review and acceptance by CMS. SIS will update these documents and work with the State of Arizona and CMS on any feedback received in accordance with MARS-E required security programs and protocols if awarded this contract.

The sensitivity of the State of Arizona's data as well as HEAplus customer data is of paramount importance to SIS. AHCCS is currently provided reports and updates on the results of annual Secure Organization Control (SOC) audits, Security Assessment Report (SAR) reviews, and internal as well as external penetration tests and security vulnerability assessments. This practice both demonstrates SIS commitment to the security of regulated data and SIS commitment to the rigorous controls of a MARS-E and FISMA regulated security program. SIS believes incorporating the AHCCCS Works Portal into this existing security paradigm meets and exceeds the requirements set for in 5.1.6.

Project Management

Effective planning and execution are essential to meet the project scope, cost, schedule, and performance objectives for the AW Portal. SIS has a proven track record in managing and operating custom software for AHCCCS that is managed across the five "books" called out in the ITIL, v3 foundation (5.27.7). SIS will build on its history of working with AHCCCS to employ a project management approach to guide the delivery and management of work identified in the RFP. Our project management methodology offers a comprehensive, consistent method for defining and monitoring all activities and resources needed to deliver the AW Portal (5.22.1). The methodology is defined and detailed in the Project Management Plan (PMP). SIS will work with the AHCCCS project management team to develop a PMP, with all plans identified in requirement 5.22.12, within 30 days of the contract's being awarded. Highlights of the PMP directly related to the RFP requirements are detailed below. For additional information about the various plans included in the PMP, please see Section 5: Additional Informational (OPTIONAL)

Communication Plan

The Project Communications Plan addresses three areas:

1. Project Report Register, including types of communications, audiences, frequency, and the party(ies) responsible. The Report Register will detail all regularly provided reporting, including but not limited to the:
    - Monthly System Enhancement Report (5.22.15)
    - Monthly Project Implementation Status Report (5.10.3)
    - System Reports (as detailed in 5.10.4)
    - Turnover Results Report (5.22.19)
2. Project Meeting and Communications Schedule, including planned status meetings and other important project events. The Project Meeting and Communications Schedule will detail regularly scheduled meetings or events, including but not limited to the:
    - Kickoff Meeting (5.22.2)
    - Regularly scheduled status meetings (5.22.6)
    - Additional meetings, as identified (5.22.7, 5.22.8, 5.22.16)

3. Communication standards, including timelines associated with meeting scheduling, distribution of meeting materials, and the definition of meeting materials and other communication artifacts. (5.22.4, 5.22.20.2)

Staffing Management Plan – The Staffing Management plan outlines the organizational structure of the SIS team delivering the AW Portal, and defines roles and responsibilities in a RACI (Responsible Accountable Consulted Informed) Matrix. Additionally, staffing replacement processes and timelines will be detailed (5.22.20.3).

Deliverable Management Plan – SIS and AHCCCS will collaborate to complete the Deliverables Log at the beginning of the project. The Deliverables Log will include all project deliverables: both contractual deliverables, as well as other work products that require sign-off as detailed in the Project Work Plan (5.22.5).

SIS will coordinate with the AHCCCS to schedule deliverable reviews that are efficient and appropriate for each deliverable (5.22.14). The Deliverable Log is a living document and will be constantly updated and maintained by SIS throughout the lifecycle of the project, and in coordination with AHCCCS.

Additionally, the Deliverable Management Plan will detail and document the deliverable review cycles and timeline expectations from pre-submission reviews through final sign-off to confirm that deliverables remain on schedule and of expected quality. (5.22.10*, 5.22.11*, 5.22.12, 5.22.20*)

Document Management Plan – The Document Management Plan details the processes and protocols to establish and maintain control over a project's documents. All aspects of document management will be detailed, including but not limited to:

- Document Repository Tool description (5.22.9)
- File naming conventions
- Directory structure(s)
- Document management processes for both pre-sign-off and post-sign-off deliverables (5.22.17, 5.22.18)
- Archival procedures

Work Breakdown Structure and Work Plan Management Plan – Within 30 day of final award, SIS will develop a Project Work Plan guided by the Work Breakdown Structure and Work Plan Management Plan (5.22.13). The plan will include:

- Standard Work Breakdown Structure for the project to guide the development of the work plan
- Work Plan standards, including guidelines for dates, milestones, dependencies, etc.
- Work Plan review process and timelines
- Guidelines for baselining and updating the Work Plan

Project Management Tools and Templates SIS will work closely with ACHCCCS at the inception of the project to finalize project management tools and templates (5.22.3). Additionally, templates for recurring deliverables (e.g., status reports) will be developed and reviewed.

Experience and Expertise of SIS and Key Personnel

Experience and Expertise of the Firm

SIS is a non-profit social enterprise on a mission to create the most effective solutions for public and private organizations that connect people to support and services. We streamline complex processes for health and social services by taking a people-first approach to problem solving. By harnessing our expertise in policy and technology, we overcome the limitations of both to ensure better access that is simple and dignified.

We work collaboratively with our clients to create maximum impact in the communities they serve. And this commitment extends beyond our contractual work. Our teams are passionate about cultivating true partnership and contributing to our shared community. In Arizona, we are proud to be by AHCCCS' side, going above and beyond contractual obligations, to support, for instance, the Arizona Clinic Association, to present information to groups like The Children's Action Alliance and The Arizona Tribal Counsel, as well as, at considerable financial expense to SIS, supporting AHCCCS' efforts over the last year and a half to defend against a threat of a class-action lawsuit. Our community efforts are visible in Arizona. Many SIS employees call Arizona their home and feel a deep commitment to onsite support to AHCCCS, supporting community organizations who also help Medicaid recipients, and to giving back to Arizona. It's just who we are.

SIS is different. Our success is not measured by our bottom line, but rather by the number of people who benefit from the technologies we develop, the consulting services we provide, and the policies we influence.

Experience in Related Past Performance

SIS has a long history of delivering high-quality policy and technical solutions that flex to the needs of a variety of government entities and community organizations. We value the experience, outcomes, and relationships that are derived from the projects that we led. The following pages provide high-level overviews of relevant projects that demonstrate our ability to deliver an AHCCCS Works Portal that meets all of the requirements laid out in this RFP, and that exceeds the expectations of the AHCCCS team. We encourage you to contact any of the references to learn more about our performance and the satisfaction that our clients experienced.

Example 1: HEAplus, and Its Additional Programs and Innovations

Arizona was an early adopter of an important solution that demonstrates our fundamental and strong commitment to connecting people to much-needed benefits in the simplest, most dignified way. Prior to forming the SIS non-profit organization, leaders of SIS worked closely with Arizona in 2001 and 2002 to implement the first ever Health-e-Arizona. This was a novel electronic Medicaid and clinic fee-for-service application that was sponsored by El Rio Health Clinic, but accepted by AHCCCS. This innovation was so successful that the SNAP and TANF programs were added to Health-e-Arizona in 2005. Under AHCCCS's direction, SIS made Health-e-Arizona publicly accessible in 2008.

The important foundational work on these electronic eligibility and enrollment systems led us to work with Congress in 2009 to draft Section 1561 (technology requirements for integrated eligibility and enrollment systems as well as Insurance Exchanges) of the Affordable Care Act. Subsequent to the passing of the ACA, SIS worked with the Federal Office of the National Coordinator (ONC) to develop the policies that support Section 1561, which serve as the foundation for all systems developed under the ACA. Since 1998, thought leaders of SIS have focused on driving better constructs for automating eligibility and enrollment, including using real-time automated verification and other means of verification, and implementing and operating systems to connect people with a range of health and social services supports.

The actualization of these fundamental constructs led to the creation of HEAplus. In 2010, this goal of achieving automated enrollment in real time was nothing more than an idea we included in Section 1561. With Arizona as a strong partner, we dug deeper, questioned further, listened closer, and designed HEAplus to overcome the limitations of both policy and technology surrounding real-time verifications. Driving to make this dream a reality and balancing Arizona's policy choice to require verifications at the time of determination, the solution has resulted in over 25% of Arizona customers' Medicaid enrollment being processed in real time in 2018. As recognized by CMS and Manatt, Phelps & Phillips Law Firm (CMS Learning Collaborative Vendor), HEAplus is one of the most highly integrated, automated eligibility and enrollment system in the nation. All this while CMS rates HEAplus as one of the top 3% systems in meeting MARS-E security standards, which is important to all HEAplus users.

In 2015, a team from SIS was selected to develop the Arizona Long Term Care System (ALTCS) under the umbrella of the HEAplus solution. ALTCS is designed for people who are 65 years old or older, or disabled, and in need of ongoing services at a nursing-facility-level of care. The application consists of two components: (1) the financial assessment that determines if the applicants can afford to pay for care on their own, and (2) the functional and medical assessment that determines whether a person requires long term care.

The ALTCS build out extended to the integration of:

- Automated workflow and work assignment, including both financial determinations and referrals for and assignment of medical assessments
- Interview and medical assessment appointment scheduling
- A guided financial interview and flexibility for expert navigation
- A medical assessment tool (Pre-Admission Screening, or "PAS")
- Execution of eligibility rules, including calculations of resource assessments, income, trusts, and transfer penalties
- Automated verifications and manual verifications integrated to a guided interview
- Disposition and notices
- Management and worker productivity reports
- Automated renewal and change processing
- Integration with AHCCCS's PMMIS system

ALTCS went live in November 2017, after the state had completed extensive testing. ALTCS rolled out to all ALTCS offices by April 2018. This success was made possible because of the dedication, passion, and cross-departmental collaboration of the ALTCS team and SIS. As a testament to this, in June 2018, for the first time, the ALTCS program met a goal set in 2016, to complete timely decisions on 80% of applications.

Our successful delivery of ALTCS went beyond just another project. It was viewed as a demonstration of SIS's commitment to the HEAplus solution, to our ability to continue to deliver large-scale, complex functionality, and to our ability to scale users and data and still achieve system performance metrics.

Since completion of the ALTCS rollout, we have continued to enhance HEAplus's ALTCS features at AHCCCS's direction. For instance, we have worked with the Arizona Department of Economic Security's (DES) Division of Developmental Disabilities to integrate a web-service-based real-time check of their FOCUS system to automate the collection of key information for ALTCS applications.

Example 2: One-e-App

For over a decade, our web-based eligibility and enrollment system, One-e-App, has been streamlining access to health care coverage and other programs for millions of individuals and families in the U.S. Social Interest Solutions designed, developed, and tested this foundational work in California in 1998, and it was adopted by California counties in 2001, Arizona in 2002 (as the start of HEAplus), and Maryland and Florida from 2007 to 2010. Currently, One-e-App serves as the system of records for many state and county programs.

Nationally, One-e-App has screened more than 10 million individuals for coverage, and has submitted more than 67 million program applications on their behalf.

One-e-App is a universal platform designed to accept applications from multiple sources. It then uses sophisticated routines to analyze the data entered, determine preliminary program eligibility, and support the submission of a completed application and the associated supporting documents (verifications) to the systems of record, wherever possible. For the supported programs, One-e-App uses a hierarchical eligibility determination wherein applicants are screened for state and federal programs before they can be considered for local county programs. Providing effective, efficient, and accurate eligibility and enrollment support is the core of the One-e-App system, achieved through sophisticated Eligibility Rules Engines, systems of records features, renewal mechanisms, and information validation and verification.

One-e-App has an extensive range of programs, including federal, state, and county public programs, as well as privately funded programs. These programs include:

- Medicaid
- Supplemental Nutrition Assistance Program (SNAP, also known as food stamps)
- Children's Health Insurance Program (CHIP)
- County Indigent Care and Coverage Initiative Programs (e.g., Healthy San Francisco, ACE, Adult Well, CMSP, Medi-Cruz, MAP, Healthy Indiana Program, Healthy Howard, and others)
- Children's expansion programs (e.g., Healthy Kids in California)
- County and Health Center Sliding Fee Programs (e.g., Pima County Access Program [PCAP])
- HealthCare Connect [HCC-Maricopa County], and Santa Cruz Health Connect [SCHC])
- Hospital Charity Care (e.g., Health Advantage)
- Kaiser Permanente Child Health Plan and Kaiser Bridge Program
- CaliforniaKids Program
- Early and Periodic Screening, Diagnostic, and Treatment (EPSDT)
- Medicare Cost Sharing
- Medicare Part D
- Supplemental Nutrition for Women, Infants, and Children (WIC)
- Temporary Assistance to Needy Families (TANF)
- Low-Income Energy Programs
- Low-Cost Auto Insurance
- Free and Reduced School Lunch Program
- Rx Discount Programs and a number of specialty programs offered in hospitals and other environments

SIS has vast experience in developing various types of interfaces as well as interfacing to complex and sensitive systems, including those used for the Social Security Administration, Department of Homeland Security, CMS, state vital records, retirement, motor vehicle, base wage, foster care, Medicaid, SNAP and TANF systems, TALX Work Number System, and many more. In addition, we interface to numerous health plans and agencies. The

permission to complete these types of complex and sensitive information interfaces is not garnered without the interfacing organization being highly scrutinized and reviewed. SIS is proud of its record at gaining this trusted party relationship that allows us to interface with these vital systems.

Stabilization and Improvement
We continue to innovate for better, smarter solutions. SIS continuously works to leverage what we have learned from One-e-App and Health-e-Arizona Plus partners and has recently completed a major upgrade effort that refreshed, stabilized, and improved One-e-App.

This next phase of One-e-App will create a more agile, scalable, flexible platform and chassis. This enhanced One-e-App will address many more requirements, including:

- System architecture based on n-tier Micro Services
- System documentation, including manuals and release notes
- Improved user interface and user experience, based on industry best practices and informed by a human-centered design approach, including improved workflow and cross-browser and cross-platform compatibility
- Enhanced reporting and data analytics, including standard and ad-hoc enrollment reports
- A hybrid database management system that is person-centered and has flexibility to better handle dependent and non-related party relationships
- Increased security guided by federal best-practice standards and requirements

Our goal is to create an eligibility and enrollment system platform that is robust, modular, configurable, stable, secure, and easily maintained. This next generation One-e-App platform is being designed and developed by a cross-functional team that is made up of our policy and technology departments across SIS, and augmented by third-party resources.

Example 3: One Degree

In February 2018, SIS started a new open innovation partnership with One Degree, a national public information and referral platform based in San Francisco, California. The purpose of the joint development project was the creation of a prototype self-service, jargon-free web and mobile product to help people assess their eligibility for services and help increase the number of actual enrollments into Medi-Cal and CalFresh accepted by the state of California.

We integrated our quick and precise screening module with their platform, providing One Degree's low-income families in six counties across California, including Los Angeles County, with the ability to determine in less than three minutes their eligibility for the state's health insurance and food assistance programs. The public, customer-facing screener was launched in November 2018.

A cloud-architected product, our quick screener leveraged an API to integrate our policy-robust Business Rules Engine with their user interface, to support the delivery of preliminary screening results indicating whether individuals are likely to be eligible or ineligible for Medi-Cal and CalFresh. Our policy and UI/UX leads also partnered with One Degree to manage user testing with current One Degree clients to quickly improve key elements of the screener and enhance the user experience. By empowering people to conveniently and anonymously check eligibility on their own time, this tool helps close the gap between information and enrollment, and encourages families to apply for the services they need.

Summary of Expertise and Fit for the AW Portal

The 2010 ACA automated enrollment that was a high aspiration is now a reality in Arizona, and the volume of customers grows annually. The next step is the successful implementation of the AHCCCS Works program in Arizona. Arizona is not the first to implement this type of work requirements program, but it is definitely an early adopter. A national spotlight has been cast on Arkansas's implementation because many Medicaid recipients are losing much-needed benefits for which they are eligible; the technology may comply with work requirements *policy*, but it failed to consider how *people* actually need to complete the required activities.

While many technology offerors can demonstrate an understanding of work requirements policy, SIS looks further and deeper to focus on benefit recipients and beneficiaries to understand how to make digital tools practical and effective for beneficiary use. Our policy team is focused on this issue, working with partner clients to identify solutions to tough eligibility and enrollment challenges. In this work, the policy team and partner clients collaborate to discover what barriers beneficiaries face in accessing social services, and then identify how to overcome those barriers through a combination of policy, technology, and human-centered design solutions. The policy team uses this comprehensive approach out of the belief that tools should be designed to support people and processes, rather than having people and processes support tools. Recent examples of our approach in action include a project with the Center on Budget and Policy Priorities and the National WIC Association, in which we worked to identify best practices in designing effective digital tools for WIC beneficiaries. We also recently partnered with the California Department of Social Services (CDSS), exploring electronic options to streamline and modernize verifications processes for California's SNAP and TANF programs.

Being committed to creating truly user-friendly solutions also means that SIS provides tools and functionality to enable data analytics. SIS can help clients demonstrate when policy and technology are working as intended and when adjustments may be needed. Our solutions and expertise can set clients up for success by helping them collect the right data, providing them with tools to undertake data analysis, and displaying and reporting data and findings through data visualizations. SIS solutions allow clients to call upon the data to establish pre-demonstration baseline data, to inform ongoing data analytics, and measure and provide data for third-party evaluation, whenever needed.

Arizona's AHCCCS Works teams have developed a thoughtful approach for the Arizona Works program that holds able bodied Medicaid recipients accountable for working, seeking work, or engaging in community service, while guiding and supporting them to retain their much-needed Medicaid benefits. This SIS proposed response to this AHCCCS Works Portal RFP and our work on the HEAplus AHCCCS Works System Requests (SRs) are once again leveraging the same tenacious problem-solving approaches that SIS has demonstrated for Arizona since 2002 that, when coupled with the strong partnership with AHCCCS and others in the state, will allow us all to see beyond the limits to achieve a successful and timely implementation of an AHCCCS Works solution that is right for Arizona.

Achieving this and doing it in a way that supports Arizonans, rather than rendering them uninsured, will require teams from the state and SIS continuing to work in strong coordination. As shown in our response to the Proposed Method and Approach section, work on the AHCCCS Works Portal must fit "hand in glove" with the SRs being developed and implemented in HEAplus. It would be a strong advantage for AHCCCS to select SIS as the continued partner in this important work and forgo the various difficulties in onboarding a new vendor.

SIS will be uniquely positioned to come in quickly, focused solely on moving the AHCCCS Works forward in a coordinated process. Thanks to our longstanding relationship, we have already established the key foundations of communication, procedures, compliance, and more. The Arizona team can focus on making sure the solution

for AHCCCS Works meets their requirements, demonstrates an understanding of the needs of beneficiaries, is delivered on time, and is orchestrated with the HEAplus AHCCCS Works SRs. Together, we will push the limits of what is possible to make sure AHCCCS Works supports Arizonans in the manner conceived by AHCCCS.

The timeline set forth by AHCCCS for this program to be implemented is January 2020, if not sooner. SIS has 200+ staff members and has formed teams that will hit the ground running, offering knowledge and experience vital to the success of implementing AHCCCS Works for Arizona for the HEAplus SRs and the AHCCCS Works Portal. We have had a team based in Arizona for many years, and are committed to being a part of the community there. Unlike many offerors, SIS's entire organization is laser focused on eligibility and enrollment solutions, policies, practices, and systems operations. It is what we do. Our mission, our entire team, our partnerships, and our resultant solutions are dedicated to making a difference in this space. The organization chart provided below highlights the SIS teams that will support the SR and portal work for SIS. All of our proposal responses will also include the operational team that will inherit and support the solutions for AHCCCS Works.

Key Personnel

Key Personnel – Key personnel will direct and implement the scope of work outlined in this RFP. The resumes featured on the following pages reflect the depth of experience and diversity of skills SIS will bring to the execution of the AW Portal.

Key Contributors – Key contributors are people who will play an important role in the project and who possess specific knowledge, experience, or skills that will contribute to the success of the AHCCCS Works project. These individuals have proficiency in one or more important areas that will contribute to the project's successful implementation and/or ongoing maintenance and operations. This includes individuals who have expertise in such areas as the specific software programming approach, coding, or tool set that are part of the delivery and operations offering. Others may have specific knowledge of current interfaces, auto processing, data models, or other key areas that will guide solution development, delivery, and operations. Some have key knowledge in the complex MARS-E standards, controls, and federal reporting protocols that will be vital to insuring the solution meets these standards and that the same can be articulated and documented for CMS. Still others may be included in the team for their knowledge of the AHCCCS Works components that must integrate with the AHCCCS Works components being implemented for HEAplus. All have significant experience in developing or supporting HEAplus in Arizona. Summary information has been provided for each of the key contributors in a matrix included in this proposal.

Key Advisors – Key advisors are senior-level persons at SIS who provide experience, insights, and expertise to the delivery and operations teams in specific areas of their expertise. The goal of these key advisors is consultative to the SIS Team and while they may not be assigned to the team, they will be available to the team for consultation, expert review, problem solving, and more on an as-needed basis. These people generally are bringing years of delivery and/or operations experience, and their availability to the team is vital to provide depth of considerations for delivery and operations success. While these persons offer a breadth of experience, we have highlighted the areas of their expertise that are most germane to this proposal response.

social interest SOLUTIONS

Bobbie Wilbur

Client Services and Solutions Delivery

- 30+ years of experience in developing technical solutions for federal, state and local social programs
- Led the development, implementation, and operation of one of the most highly integrated eligibility and enrollment solutions in the country, HEAplus
- Extensive knowledge of eligibility rules and processes for federal programs, including Medicaid, SNAP, and TANF
- Co-authored Section 1561 of the Affordable Care Act
  Consulted for the ONC on creating technology

SUMMARY

Bobbie Wilbur has more than 30 years of experience in the management and development of web-based technology solutions for federal, state, and county governments. She has vast knowledge of health and human service programs and experience leading every step of the technology life cycle. Bobbie is known for her design and development of innovative web-based applications that support a strong customer focus and that work. More important, Bobbie has worked with Arizona's Health and Human Services programs at DES and AHCCCS since 1998.

As the Client Services and Solutions Delivery Director, Bobbie will support the project as the SIS executive lead for the development, implementation, and ongoing maintenance of the AHCCCS Works Portal. She will be the primary contact for executive leadership at AHCCCS. With her expertise in building and managing Health-e-Arizona Plus (HEAplus) screening and enrollment tools, she will guide the project to ensure a seamless integration with the HEAplus system to keep Arizona persons eligible to receive benefits without interruption.

RELEVANT EXPERIENCE

Social Interest Solutions –Director of Application Solutions (2002 to present)

Arizona AHCCCS – HEAplus System Development and Implementation (2002 to present): Bobbie is leading the development and implementation of HEAplus. The platform is developed on the basis of Health-e-Arizona, which was implemented in 2002 and evolved to the requirements of and standards for the Affordable Care Act beginning in 2011. This important evolution was done under the direction of then-Governor Brewer, and was based on the technical requirements set forth in ACA Section 1561, which served as the foundation for the amendment to Title XIX of the SSA (Seven Standards and Conditions) to obtain the 90% enhanced financing for Arizona to fund this project. The platform HEAplus operates on is MITA-compliant and is designed to meet the ACA requirements for public programs, and fully integrates other human service programs, including SNAP and TANF. Highlights include:

- Oversees a team of 140 individuals
- Uptime 99.99% and 97% normal processing
- HEAplus supported over 7,000,000 persons in 2018 with more than 35% handled via automated (HEAplus) processing
- Responsible for client management, quality delivery, all development, security compliance, contract compliance, and more

One-e-App – Multiple Counties and States (2001 to present): Bobbie led the development and manages ongoing operations of this web-based eligibility and enrollment system for public and private health and social services programs. This system is used in four states and has screened more than 14 million people. Over the past year, Bobbie was responsible for overseeing major upgrades to this foundational SIS shared solution.

California Medical Risk Medical Insurance Board (MRMIB) – Health-e-Families Solution Development, Implementation and Operations (1998 thru 2010): Bobbie led the team that developed and implemented the first-in-the-country web application to automate eligibility determinations in California's Medicaid and CHIP programs. She directed the efforts to significantly improve the consumer experience—decreasing the amount of time between application submission and receipt of benefits, and reducing error rates. This work resulted in an ongoing contract for operating and maintaining this system until 2010. This solution set also served as the conceptual programmatic design for developing, supporting, and implementing One-e-App described above.

ECChange (2000 to 2013): Bobbie also developed the first-ever online eligibility and enrollment system to support and engage children who were age 5 and under to obtain important early childhood services. This system was one of the first web-based case management systems implemented in the country. Under Bobbie's leadership this system was maintained, and upgraded to support early childhood workers obtaining a vast array of online web-based education courses.

PalPLUS (2008 to present): Bobbie worked with the SIS team to develop a web-based application to facilitate access to low-cost or no-cost prescription assistance programs. These programs are offered by pharmaceutical companies through a non-profit foundation that determines low-income eligible persons' eligibility for these programs. This work began with working with eight of these foundations that provided 90% or more of the drugs available through these programs to create a single application acceptable to all of them and then developed, implemented, and operated PalPLUS to support consumers applying for these benefits via a single electronic application to all these foundations. This solution has evolved over the years, but is still in operation today.

Affordable Care Act and Associated Technology Standards for Section 1561 via the Office of the DHHS National Coordinator (2010 – 2011): Bobbie co-authored Section 1561 of the Affordable Care Act. The technology requirements included in this section were informed by our work in Arizona, California, Maryland, Florida, and other jurisdictions, and were focused on electronic verification processes, integration of eligibility and enrollment systems, and cross-program supports for persons eligible for Medicaid. This work resulted in SIS being asked to testify and provide support to the national committee established to set technology standards to enable adoption of Section 1561. The resultant standards adopted by the ONC serve as the foundation for the Seven Standards and Conditions for Enhanced Funding for ACA systems as well as the aggregation of the MARS-E Security framework, which is an aggregation of HIPAA, NIST, FIPS, and FISMA federal security standards.

California Department of Public Social Services (DPSS) (June 2017 – October 2018): Bobbie served as a subject matter expert contributor to our SIS project to help DPSS evaluate options for establishing a more robust verification hub to allow for more real-time verifications and, therefore, more real-time eligibility and enrollment decisions for persons in need of benefits for California Health and Human Services programs. The project resulted in a road map for California to begin to build and adopt an electronic verification hub that would move it more closely toward the robust capabilities of the verification hub processing available to applicants and recipients in Arizona's Medicaid, SNAP, and TANF programs.

Deloitte Consulting – Partner (1981 to 2005)

Bobbie enjoyed an extensive career at Deloitte, where she was a partner in the Public Sector Consulting Group leading the Health and Human Services delivery group. Over these years at Deloitte, Bobbie led projects that included web-

based system development and implementation, and major system delivery with statewide systems in Nevada, California, Massachusetts, Florida, the District of Columbia, and Washington. In addition to this systems work, Bobbie also worked on policy analysis, program improvements, practice management, program financing, and more.

EDUCATION AND CERTIFICATIONS

Master of Business Administration in Accounting, University of Kansas
Bachelor of Science in Animal Science and Industry, Kansas State University
Certified Public Accountant

social interest SOLUTIONS

Marcella Gonzalez

AW Portal Engagement Manager

- 25+ years of consulting and technology solutions in a broad range of HHS programs, including Medicaid, SNAP, TANF, Child Welfare, Developmental Disabilities, and others
- Arizona Medicaid policy and eligibility rules expert and HEAplus solution expert
- 2016 Recipient of an AHCCCS Service Champion Award (nomination by AHCCCS employees for this award usually reserved for AHCCCS employees)

SUMMARY

Marcella Gonzalez has more than 25 years of consulting experience and excels at a broad range of disciplines, most notably in leading translation of complex public programs to design and operate technology solutions. Marcella also has extensive experience overseeing all aspects of technology implementations and operations, as well as business operations and financial analyses for Medicaid, SNAP, TANF, Child Welfare, Developmental Disabilities, and other public programs. She pioneered solution delivery for Health-e-Arizona, which preceded HEAplus, and is the SIS subject matter and solution expert for HEAplus.

As the SIS Director, Solutions Advancement, and the AW Portal Engagement Manager, Marcella will lead the day-to-day project to design, develop, and implement the AW Portal. Marcella will serve as the primary point of contact for the AHCCCS Project Manager and is the escalation point for any risks and issues related to the project.

RELEVANT EXPERIENCE

Social Interest Solutions – Director, Solutions Advancement, Eligibility and Enrollment (2013 to Present)

Arizona AHCCCS – HEAplus System Development and Implementation (2011 to present): Marcella has served as the project manager for the overall implementation of HEAplus in Arizona, as well as numerous features added to the platform since go-live. Highlights include:

- Serving as the primary Medicaid business policy subject matter expert and technical director for the implementation
- Overseeing business system operations for Medicaid, including:
  - The automated eligibility processing of more than 1.8 million eligibility renewals, changes, and application referrals annually
  - Numerous interfaces with the AHCCCS PMMIS system
- Leading the implementation of the ALTCS program to HEAplus
- Leading the implementation of external interfaces for automated verifications, including those made available by the USHHS/CMS Federal Data Services Hub, and additional “State Hub” sources
- Leading the implementation of automated real-time eligibility decisions.

Social Interest Solutions –Deputy Solutions Director (2005 to 2013)

Responsibilities have included management and oversight of IT operations, technical architecture planning and implementation, program enhancements, client implementations, and support. Highlights include:

- Led implementations and customizations of One-e-App for select California counties
- Oversaw electronic data interfaces for California county One-e-App implementations
- Led the state of Arizona's Health-e-Arizona project. Key accomplishments include:
    - 2011: expansion to online real-time lookup to Department of Economic Security's eligibility system (AZTECS)
    - 2009: online real-time lookup to state Medicaid Management Information System (PMMIS)
    - 2008: expansion to make Health-e-Arizona publicly accessible
    - 2006: addition of SNAP and TANF to core application for Medicaid, county-based health access, and health center sliding fee programs

Independent Consultant (2000 to 2005)

Arizona Department of Economic Security (DES) – Project Director, QMACS® (2000 to 2005): Marcella led teams of five to 10 contractors and state staff to implement the QMACS©/QNEXT© system for three DES divisions operating Medicaid and non-Medicaid managed care health plans. Highlights include:

- Implemented QMACS©/QNEXT© for:
    - Comprehensive Medical and Dental Program (CMDP), the health plan for children in Arizona Foster Care – 2001;
    - Division of Development Disabilities (DDD), the ALTCS Program Contractor – 2001; and
    - Refugee Medical Assistance Program (RMAP), the health care coverage component of the federal refugee resettlement program – 2003
- Implemented all required HIPAA transactions and code sets (TCS) for all three divisions, 2003-2005

Deloitte Consulting-Senior Manager (1990 to 1999)

Marcella assisted many clients during her tenure at Deloitte. Highlights of her service include:

- Directed all aspects of the project to develop and implement a comprehensive automation solution (FamilyTRACS) for child protective and juvenile justice services, for the Clark County (Nevada) Department of Family and Youth Services
- Delivered numerous business requirements and operations, strategy, technical, and financial analyses for State and County Child Welfare, Developmental Disabilities, Welfare, and Vocational Rehabilitation programs in states such as Arizona, California, Oregon, Florida, Indiana, Kansas, New Mexico, and Nevada.

EDUCATION AND TRAINING

Masters of Business Administration, University of Kansas
Bachelor of Science in Business, University of Kansas

social interest SOLUTIONS

Paul Frech, PMP

AW Portal Project Manager

- Eight years of experience leading and directing politically sensitive, high-profile projects
- Deep knowledge of project management practices and methodologies
- Experience with FedRAMP, FISMA, MARS-E, NIST 800-53 security control requirements

SUMMARY

Paul Frech is a business and project leader with technology, operational, and project management experience, with a proven ability to bridge gaps between functions and departments, build relationships, and execute project plans.

As the Sr. Project Manager (PM), Paul will support the project as the day-to-day lead for the development and implementation of the AHCCCS Works Portal. Paul will serve as the primary point of contact for the AHCCCS Project Manager and is the escalation point for any risks and issues related to the project.

RELEVANT EXPERIENCE

Social Interest Solutions – Project Manager (2018 to present)

California County Medical Services Program (CMSP) – Enrollment Solution for Emergency Medicaid Coverage (2018-present): Paul leads the team delivering an enrollment solution for a pilot project to provide care benefits to 25,000 undocumented adults eligible for emergency Medicaid coverage. He is responsible for tracking project risks, issues, budget, and schedule, and is the primary point of contact for the Agency PM on this project.

PM Support – SIS Corporate Operations (2018-present):

- Lead IT infrastructure remediation to meet MARS-E, NIST 800-53, FISMA, and FedRAMP regulatory requirements
- Vendor management including identification, vetting, and contract negotiation
- Driving analysis for migration to secure cloud services

California Institute for Regenerative Medicine (CIRM) – Project Manager, Portfolio Development and Review (2014 to 2018), Grants Review Specialist (2012 to 2014), Office Manager (2011 to 2012)

Grants Administration and Project Management (2012 to 2018): For six years, Paul led review of stem cell-based research proposals submitted in response to the agency's Requests for Applications. During his tenure, he:

- Resolved 500+ grant applications resulting in more than $650MM of approved funding
- Developed and implemented iterative grant application submission and review process, supporting the most expedient public funding mechanism available anywhere in the world for late-stage preclinical and clinical stage stem cell research
- Defined requirements as key contributor for development of proprietary grants administration portal

- Built workflow and served as PM for IT and software development at the agency
- Documented and maintained formal audit record of non-disclosure agreements, conflict of interest attestations, and financial disclosures
- Planned and executed four scientific conferences for groups of 200 to 500 attendees

Office Management (2011 to 2012): Prior to moving into a PM role, Paul provided financial, administrative and IT support within the agency.

watchLAB Studios – Project Manager (2010-2011)

As a PM at watchLAB, Paul managed a team of 40 call center staff who were responsible for identifying and coordinating participants for professional research studies, mock trials, consumer focus groups, in-home ethnographic interviews, and other market research activities. He was also responsible for controlling budgets, setting performance goals and tracking quotas.

EDUCATION AND TRAINING

Bachelor of Interdisciplinary Studies, History, and Philosophy, Arizona State University
Project Management Professional, Project Management Institute

social interest SOLUTIONS

Luz Lozoya

AW Portal Business Analyst Lead

- 5+ years of experience as a Business Analyst, managing requirements, design, and implementation of core functionalities throughout the Software Development Lifecycle
- Extensive knowledge of the HEAplus eligibility platform
- ALTCS Implementation: Eligibility Rules Lead

SUMMARY

Luz Lozoya is an experienced business leader and analyst with over five years of experience analyzing business needs, developing detailed requirements, and producing design documentation in the health and human services (HHS) technology space.

As the AW Portal Business Lead, Luz will lead the business team and work closely with the AHCCCS business experts in business process mapping, requirements gathering, and design documentation. She will also be responsible for leading the testing meetings, managing all new client requests via the ticketing system, and supporting the client during user acceptance testing.

RELEVANT EXPERIENCE

Social Interest Solutions – Sr. Business Analyst (2017 to present), Business Analyst (2014 to 2017), Project Coordinator (2012 to 2014)

Arizona AHCCCS – HEAplus System Development and Implementation (2012 to present): Luz has spent her entire career supporting various efforts for the state of Arizona and the HEAplus system. She has been involved in the planning and rollout of the platform and the delivery of numerous new features. Highlights of her recent responsibilities include:

- Leading activities, such as requirements gathering, design sessions, and implementation of core functionalities for the Long Term Care program and other Medicaid programs
- Leading the ALTCS eligibility rules analysis and implementation in HEAplus
- Leading the ALTCS Pre-admission Screening (PAS) medical assessment in HEAplus
- Working closely with the development team to develop change request functionality for the Long Term Care program and other Medicaid programs, including detailed walkthroughs with the business, development, and QA teams
- Managing the defect tickets, including the assignment, priority, and completion of the Long Term Care Program's change requests
- Conducting and leading the testing of core functional areas and promotions of the functional areas up the environment stack
- Proposing business process redesigns to improve productivity and streamline business workflows
- Working closely with and in support of eligibility workers to handle difficult cases.

TECHNICAL SKILLS

- Microsoft Suite**:** Word, Excel, PowerPoint, Visio, Visual Studio Team Foundation Server
- Experience leading Joint Application Development sessions and developing detailed system requirements

EDUCATION AND TRAINING

Bachelors of Arts in Business Sustainability (with a minor in Spanish), Arizona State University

social interest SOLUTIONS

Bala Karuppaiah

AW Portal Solutions Delivery and Operations

- 16+ years of experience managing custom web-technology development and implementation
- Extensive experience and knowledge of HEAplus Customer and Assistor Portal, Worker Portal, Work Management, Reports, and PMMIS Integrations

SUMMARY

Bala Karuppaiah is a software development leader with over 16 years of experience in software development management. He has extensive experience gathering requirements, performing analyses, and delivering systems to meet business needs.

As the AW Portal Solution Delivery Manager, Bala will lead all AW Portal development, and support requirement analysis, UX design, and technical design.

RELEVANT EXPERIENCE

Social Interest Solutions – Sr. Manager of Solutions Delivery (2012 to Present), Developer (2009 to 2011)

Arizona AHCCCS – HEAplus System Development and Implementation (2008 to 2009, 2012 to present): Bala has been an application development lead for this solution for the past seven years. He has been responsible for many cross-functional activities, including:

- Leading development of major HEAplus modules, including the Customer and Assistor Portal, Worker Portal, Work Management, Reports, and PMMIS integrations
- Managing development for the overall HEAplus application
- Tracking and managing development resources to meet project milestones and deliver solutions on time and within budget
- Collaboratingss on design, solution architecture, performance monitoring, and performance solutions
- Collaborating with business teams on requirements analysis and functional designs
- Leading all development team aspects of system infrastructure upgrades
- Leading the teams in scrum-based project management
- Partnering with clients to understand end-user challenges and interacting with clients during software application rollouts
- Overseeing new code promotion up through the environment stack

California (Multiple Counties) – One-e-App (2009 to 2011): Bala worked as an application developer for this solution. Similar to what he did on HEAplus, he was responsible for:

- Developing web applications using ASP.NET, C# SQL Server 2005/2008, Web Services, and WCF
- Writing stored procedures and complex SQL queries to meet business requirements
- Training end users to understand new functionality and troubleshooting issues that were observed and reported

Jeevan Technologies (India) - Sr. Developer (2005 to 2008):

H & R Block (2007 to 2008) – Online US Tax preparation tools

- Implemented Microsoft Patterns and Practices using Application Block and Enterprise Library
- Involved in developing both federal and state rule engines
- Used object-oriented programming concepts, ADO.Net, and namespaces in design and development of the application
- Worked on the TPS engine and post-page logics for generating tax data, tax file, and PDFs

EMR System (Voyant Medical Group, MA) – Developer (2005 to 2006):

- Involved in the design and development of the web application
- Performed functional testing to check the stability of the production
- Used third-party components, like Text Editor tool

TECHNICAL SKILLS

- Net Tools: Angular JS, .Net Framework 4.7.1, Bootstrap, ASP.NET, C#, Web Services, MVC HTML5, XML, .Net Core 2.2, ASP2.0
- Database Servers: MS SQL Server 2016 / 2005, MS Access, MySQL
- Script Languages: JavaScript, JQuery3.0.1, JSon
- Operating Systems: Windows 2012 R2/XP/Vista
- Application Servers: IIS 6.0
- IDE / Utilities: Webstorm, Visual Studio 2015, MS Visio
- Source Control Tools: TFS, VSTS, Github, and MS Visual Source Safe (VSS)
- Unit Test Tools: MS Visual Studio Test edition (Team Suite)
- Distributed System: MTS1.2, IIS7.0, DCOM

EDUCATION AND TRAINING

Master of Science in Computer Science, Tamil Nadu, India
Bachelor of Science in Computer Science, Tamil Nadu, India
JavaPro Certificate, Radiant Software Limited
ASP.NET Master Certification, Brainbench

social interest SOLUTIONS

Ajit Bhagyanathan

AW Portal Solutions Architect

- 13+ years of experience in developing and managing custom web technology development and implementation
- Extensive knowledge designing and implementing rules engines for Medicaid eligibility
- Hands-on experience integrating HEAplus with external systems

SUMMARY

Ajit Bhagyanathan is an experienced technology professional with a background in web technologies, software development life cycle, agile testing and implementation methodologies, multi-tier architecture development, and developing and designing custom frameworks for client applications.

As the AW Portal Architect, Ajit will support the business analyses, lead solution technical architecture and design, and support the oversight of the development team.

RELEVANT EXPERIENCE

Social Interest Solutions – System Analyst (2013 to present)

Arizona AHCCCS – HEAplus System Development and Implementation (2013 to present):

Ajit has led the SIS development effort on the HEAplus system implementation and enhancements. His responsibilities include:

- Leading the architecture design of HEAplus, including the rules engine services for the Medicaid eligibility process; development of web services components for the application domain; interaction with external interfaces, like Federal Data Services Hub (FDSH); and the overall web front-end for the eligibility and enrollment system
- Managing the HEAplus performance and batch processing for improved performance and accuracy; this was done by reducing input/output overhead, eliminating file writes and transfers, and tuning to improve processing times
- Leading the HEAplus eligibility rules engine implementation for the Arizona Long Term Care System in HEAplus
- Leading teams in Scrum-based project management
- Developing a service-oriented architecture to optimize data collection and distribution of reports
- Tracking and managing development resources to meet project milestones and budgets
- Initiating and supervising company-wide development practices
- Contributing to a proprietary code generation tool that helps scale development efforts without adding additional developers
- Designing and implementing a development methodology to control high-quality, rapid development utilizing Agile development practices

Accenture – System Analyst (2007 to 2013)

Equiniti – Sirius Application (2008 to 2013): Ajit managed a team of 11 developers to ensure on-time and cost-effective delivery of technical design, build, unit testing, and application development for the leading UK company for share registration.

Hewlett-Packard – Channel Service Network (CSN) Portal (2007 to 2008): Ajit had several responsibilities when he worked with HP developing the CSN Portal, which allows HP to connect virtually and globally with Service Partners to provide leading IT Solutions. Highlights include:

- Leading the efforts of the client architecture team in defining the Business Intelligence/Data Warehouse end-to-end architecture
- Designing the HP applications security framework
- Migrating the .NET framework to align with business goals
- Writing the single-sign-on interface to authenticate users and partners for the application

TECHNICAL SKILLS

- Programming Language Experience: C# 7.0, JavaScript, ASP.Net, PL/SQL, OQL
- Database Technologies: SQL Server 2016, SSMS, TSQL, TOAD, Oracle 10g
- Web Technologies: HTML5, HTTP, AJAX, JSON, XML, XSL, CSS, JQuery 3.3.1, Bootstrap 4.0
- Experience with Analytical Tools: Resharper 2016.2, Spotlight on SQL Server, Architecture & Modeling using MVSE 2015, New Relic, Seapine TestTrack 18, Visio 2013
- Strong understanding of the Agile/Scrum and Waterfall methodologies
- Experience in 3-tier and n-tier architecture development
- Experience designing and developing custom frameworks for web and windows applications
- Strong skills in writing functional and technical design documentation, including business process modeling using Unified Modeling Language methodology

EDUCATION AND CERTIFICATIONS

Bachelor of Engineering in Information Technology – Career Institute of Technology and Management
Microsoft Certified Professional Developer – Enterprise Application (MCPD-EA)
Microsoft Certified Technology Specialist (MCTS)

social interest SOLUTIONS

Samantha Doctor

AW Portal Integration Lead

- More than seven years of experience in technology solutions for Medicaid and other public programs
- SIS analyst and resident expert implementing and operating complex data integrations between HEAplus and PMMIS, and other external systems
- Extensive SDLC experience and especially with the HEAplus SDLC
- Expertise in SQL and strong working knowledge of development technologies, languages, and tools

SUMMARY

Samantha Doctor is a client service leader with more than seven years of experience leading the design, analysis, and implementation of technology solutions in support of Medicaid and welfare programs in multiple states. She has experience facilitating and coordinating complex projects with internal and external stakeholders, and especially excels in projects that include complex data flows and integrations. Samantha is an insightful strategist who sees the big picture and connects the elements to align with target budget, timeline, and scope.

As the AW Portal Integrations Lead, Samantha will support the project by analyzing integration requirements in the context of the AW Portal purpose, and partner with AHCCCS SMEs, Testers, and SIS analysts and developers to design the data integrations between the AW Portal, HEAplus, and any other external systems, as well as business reports.

RELEVANT EXPERIENCE

Social Interest Solutions – Sr. Business Systems Analyst (2013 to 2016, 2017 to present)

Arizona AHCCCS – HEAplus System Development and Implementation (2013 to 2016, 2017 to present): Samantha has seen HEAplus through initial implementation and significant changes. Highlights include:

- Overseeing operations, analysis, and improvements for all HEAplus integrations with the AHCCCS PMMIS system
- Implementing automated processing of application referrals from external systems
- Defining and guiding the implementation of the HEAplus security framework and multi-factor authentication
- Developing approaches to streamline processes in many areas, including collaboration with AHCCCS specialty staff
- Driving Arizona SRs to completion with the technical teams and collaborating with the Arizona testers throughout the entire SDLC
- Collaborating with AHCCCS PMMIS Premium Billing sub-system analysts, developers, and testers to lead the implementation of refactoring and integration of the KidsCare and Freedom To Work (FTW) programs' premium billing processes
- Coordinating and executing system audits to ensure quality control issues are addressed and resolved
- Leading multi-disciplinary teams (business, development, SQL development, QA) in Scrum-based project management

Madison Performance Group-Business Analyst (2016 to 2017)

Samantha contributed to many different projects during her tenure at Madison Performance Group. Some highlights from this period include:

- Facilitating information gathering and decision-making with internal and external stakeholders
- Creating functional requirements, interactive wireframes, and prototypes
- Coordinating with the QA team, and leading daily Scrum meetings to keep on schedule and according to plans
- Implementing the MaestroSF integration with Salesforce
- Establishing business intelligence reporting using HighChart
- Implementing micro services and deploying packages via continuous integration

Deloitte Consulting-Business Analyst (2011 to 2013)

Department of Public Welfare of the State of Pennsylvania – Financial Management Services Enhancement (2011 to 2013): Samantha was a business analyst on the financial management system enhancement. She was responsible for many technical analyst responsibilities, including:

- Coordinating system audits to ensure quality control issues were addressed and resolved
- Creating functional requirements and a traceability matrix (RTM) using an enterprise architecture tool
- Designed test plans and test cases for UAT and Regression Testing

Department of Public Welfare of the State of Pennsylvania – Automated Provider Certification and Licensing System (2011 to 2013): Samantha was a business analyst on this provider certification and licensing system in the state of Pennsylvania. Again, she was responsible for many technical analyst responsibilities, including:

- Developing and maintaining an RTM for requirements tracking
- Business process modeling in Rational Rose and Visio
- Designing, developing, and executing test plans for Integration Testing and UAT
- Performing root-cause analysis of defects and providing production support

TECHNICAL SKILLS

- Experience with Waterfall and Agile methodologies
- Extensive knowledge of .NET and SQL technologies
- Extensive knowledge of Microsoft Azure Active Directory, Redis Cache
- Proficient in Microsoft Visual Studio Team Foundation Server, Enterprise Architect
- Proficient in business process modeling, including the use of tools such as Rational Rose and Visio
- Working knowledge of HTML, XML, C#.NET, VB.NET

EDUCATION AND TRAINING

Bachelor of Information Technology, Karunya University (Coimbatore, India)

Key Contributors

Key Contributors are people who will play an important role on the project and who possess specific knowledge, experience or skill that will contribute to the success of the AHCCCS Works project

Thirumal Mogulla

AW Portal Data/QL Development Lead

BIO/SUMMARY

Thirumal has 15 years of experience designing, developing, and implementing web and client/server applications. In addition to his skills with Microsoft-based development technologies and tools (.NET and SQL Server), Thirumal's almost 12 years with SIS have included development responsibilities on HEAplus and One-e-App. Thirumal also excels in data flow, transformation, and trading. Since 2013, Thirumal has led the SIS data team to complete data conversions and migrations from the AHCCCS ACE system, including the ALTCS conversion and the DES AZTECS system. Thirumal oversees the ongoing processes for data integrations with the AHCCCS PMMIS system, as well as the receipt and processing of application referrals from other external systems. Thirumal also oversees the auto renewal and change processing for HEAplus. Thirumal's insights, guidance, and oversight is instrumental in complex data analyses.

Thirumal will support the AW Portal project by overseeing the data exchanges between the AW Portal and HEAplus.

Gregory Harvey

AW Portal Data/SQL Performance Engineering Lead

BIO/SUMMARY

Gregory Harvey has more than 25 years of experience in database administration and engineering. His SQL experience began at Sybase Inc., the creator of SQL technology used today. He spent several years as a Sybase professional, traveling the United States solving Fortune 100 companies' database design and performance issues. Companies he worked with include American Express, Visa, Blue Shield of California, Pacific Stock Exchange, Hewlett Packard, Chemical Trust Bank/Manufacturers, and Hanover. Over his past five years with SIS, Greg has been managing a team of SQL performance engineers to design and guide the implementation of the most complex solutions.

On the AW Portal project, Greg will be a key contributor overseeing the data-model design for performance, and be available for consultation on database modeling and performance-tuning activities. He will likely review many of the technical documents that are developed to ensure that they meet best practices, and if any performance issues arise, he will be available to assist.

Kulwinder Kaur

Client Services and Business Analysis Team Lead

BIO/SUMMARY

Kulwinder Kaur has been with Social Interest Solutions for more than seven years. She has been with HEAplus from the start and currently leads the business analysis and client services team for HEAplus. She is instrumental in managing business requirements and design, hand off to development, and management of delivery through all environments to production, as well as post-production support. Kulwinder will continue in this capacity, managing the HEAplus AHCCCS Works (AW) System Requests.

Kulwinder will oversee the delivery of HEAplus AW SRs and will be instrumental to the coordination of AW Portal integrations with HEAplus.

Antonio Zamora

AW Portal
Business Analyst

BIO/SUMMARY

Antonio Zamora has over 11 years of business analysis experience focused on business reporting and identifying process-improvement opportunities through key performance indicators. A Business Analyst at SIS, he specializes in requirements definition and solution design for a broad range of application functions, including business reports, eligibility, and enrollment. He has worked on-site directly with workers at AHCCCS and DES and is very familiar with the business processes of both groups. Antonio has been instrumental in the delivery of many HEAplus system enhancements, from requirements definitions, through hands-on quality assurance, to post-implementation monitoring and support. Antonio leverages his previous experience in Emergency Medical Services, hospital admissions, staffing, and patient placement to understand customer experience.

Antonio will be instrumental to the AW Portal project by gathering and analyzing requirements, participating in the leadership of design, and supporting all quality activities through implementation and beyond.

Mareena Sweat

Client
Operations and
Support Lead

BIO/SUMMARY

Mareena Sweat has nearly a decade of experience with the HEAplus project—initially as a contractor in the DES office, then with SIS. She has worked on-site at both AHCCCS and DES, and knows the people and processes very well. As the SIS Client Operations and Support Team Manager, she is the SIS point of contact responsible for managing the current SDLC (i.e., Build Tracker) process and coordinating all activities between the state and SIS. She also manages a team of implementation support specialists. Mareena is responsible for the timely and effective delivery of each maintenance release and oversight of the incident, service request, and problem-management processes.

For the AW Portal project, Mareena will extend this same role and will reuse these same processes to coordinate, manage, and track releases through test and approvals. She will be a key player in syncing the work between the AW Portal development, new AW SRs for HEAplus, and other HEAplus-related activities.

Arninderjit Mann

QA Liaison and Load Test Team Lead

BIO/SUMMARY

Arninderjit (AJ) Mann has over 12 years of experience working in the health care and information technology field. He completed certifications in Healthcare Implementation, Support Specialist, and has been working with Social Interest Solutions for seven years on HEAplus and One-e-App projects, leading the QA and Load Test Teams. He also serves as the point of contact liaison between clients and the Development, Information Technology, Business, and Quality Assurance teams for HEAplus.

AJ will continue these critical duties in support of the AW Portal project.

Pavan Komirishetty

AW Portal Database Administration Lead

BIO/SUMMARY

Pavan Komirishetty has over 18 years of experience in IT, with 15 years specifically in SQL Server and relational databases. He has worked with different versions of SQL Server, from as early as SQL version 6 to all the latest versions of SQL Server. He has vast knowledge in setting up SQL Server on Clusters, implementing normalization, and building referential integrity. Pavan's extensive experience with security and governance strategies includes database encryption, policy management, resource governor and change data capture features, as well as stored procedures, views, triggers, and complex queries on SQL Server. He has implemented database backup, restore strategies, archiving, and space management. He has significant experience in disaster recovery plans like clustering, database mirroring, log shipping, replication, and SQL server always-on. Reporting is also a strength, with broad experience generating and deploying reports using SQL Server Reporting Services.

Pavan manages the SIS Database Administration Team and will support the AW Portal by managing the implementation and ongoing operation of all databases, including cluster redundancy, DR, security, governance, archiving, and SSRS.

Murali Penta

AW Portal Database Administration

BIO/SUMMARY

Murali Penta has more than 19 years of experience in database administration and development, applying industry best practices, methods, standards, and technology. He has deep knowledge of SQL Server and experience in production server maintenance. Murali has hands-on experience in data migration, SQL jobs implementation and maintenance, version upgrades, performance improvements, and problem solving in SQL Server. He was part of the initial team that created HEAplus, and supported Health-e-Arizona prior, with his primary responsibilities focused on the integrations with DES AZTECS system and the AHCCCS ACE system via the Arizona Technology Interface Project System protocol. Murali is currently working on developing new search functionality in HEAplus.

On the AW Portal project, Murali will support data management and data integrations between the AW Portal and HEAplus.

Niel Goetz

Solutions Security and CMS Response Lead

BIO/SUMMARY

Niel Goetz has over 20 years of experience working as a cyber security professional, including 12 years of managing cyber programs for various government agencies. He has set up and managed numerous cyber programs, including working as a CSO for one of the Department of Energy's National Labs, and is intimately familiar with government security standards such as NIST, FISMA, and MARS-E. He has received numerous recognitions and letters of recommendation for his accomplishments in these areas, including from Lockheed Martin Space Systems, the National Security Agency, the Committee of National Security Systems, and Microsoft. His most recent experience is in managing the MARS-E compliance program for the HEAplus systems for Arizona, which has been recognized by CMS as one of the top 3% in the country.

Niel will provide oversight of all security activities and in-depth consultation on risk and mitigation, to ensure the AW Portal maintains the high standards achieved by HEAplus.

Key Advisors

Key advisors are senior level persons at SIS that provide experience, insights and expertise to the delivery and operations teams in specific areas of their expertise.

Tony Teshera

Solutions Delivery Lead Advisor

BIO/SUMMARY

Tony Teshera has over 25 years of experience in software engineering, product development, program management, and quality assurance. He has built and led large global organizations, and has been responsible for driving architecture, development, and deployment of enterprise-scale software automation systems, supporting DevOps functions. Tony's most recent experience is with SIS's NGSP, overseeing implementation and operations considerations.

Kiran Kamuni

Solutions Delivery Advisor

BIO/SUMMARY

Kiran Kamuni has over 12 years of experience in software application development in the health and human services industry, including HEAplus. He has led teams through the entire software development lifecycle, including the development of requirements, system design, functional and technical specifications, and test plans. Kiran is committed to delivering quality applications on time and meeting the customer's satisfaction. Kiran's most recent experience is with SIS's Next-Generation Solution Platform, designing and developing application functions using responsive web design and modular technologies.

Kiran will advise on application architecture and development approaches.

Tommaso Esmanech

Client Services Advisor

BIO/SUMMARY

Tommaso Esmanech is an information technology leader with an impeccable record of developing enterprise product strategy, and consistently bringing innovative products to market. He is experienced in building strong organizations and leading high-performance teams to consistently deliver superior results to clients and partners.

Shannon Ford

Human-Centered Design Advisor

BIO/SUMMARY

Shannon Ford is a design researcher and UX designer with 20 years of experience working on a wide variety of consumer-facing, business-to-business, and innovation projects. Her expertise includes user-experience design, information architecture, and qualitative user research methods such as ethnography, participatory design, and usability testing. Shannon is particularly interested in how insights about users and policy can be leveraged to create useful, usable, and desirable solutions that fit into people's lives and work. During her career, she has helped numerous Fortune 500, education, and non-profit clients create better experiences for their customers.

Hilary Dockray

Policy Advisor

BIO/SUMMARY

Hilary Dockray has nearly 10 years of experience in the social services sector, serving in a variety of roles at non-profit organizations and public entities. This has afforded her firsthand experience both in what it is like for public entities to administer public benefits programs, and what it is like for beneficiaries to interact with and receive services from public entities. Hilary combines this experience with in-depth knowledge of health and social services public policy, as well as experience with human-centered design, to identify truly useful solutions to complex challenges found in public-benefits program administration.

Mike Landeck

Solutions Security Advisor

BIO/SUMMARY

Mike Landeck led the security implementation and operationalization of two of the country's largest cloud-based health-care IT projects. Mike has been responsible for the overall security of systems with financial transactions of over $4 billion per month, as well security programs regulated by HIPAA, SOX, PCI, MARS-E (FISMA/NIST 800-53), the IRS (FTI IRS 1075), and FedRAMP. Mike is a frequent conference speaker and workshop presenter, speaking across the country about software security testing and security program management. Mike is a CISSP as well as a Certified Profession Cloud Security Manager, and has several degrees in the behavioral sciences. Mike is considered an industry expert in software security assurance.

Mark Grzeszczak

Solutions Infrastructure Operations Lead

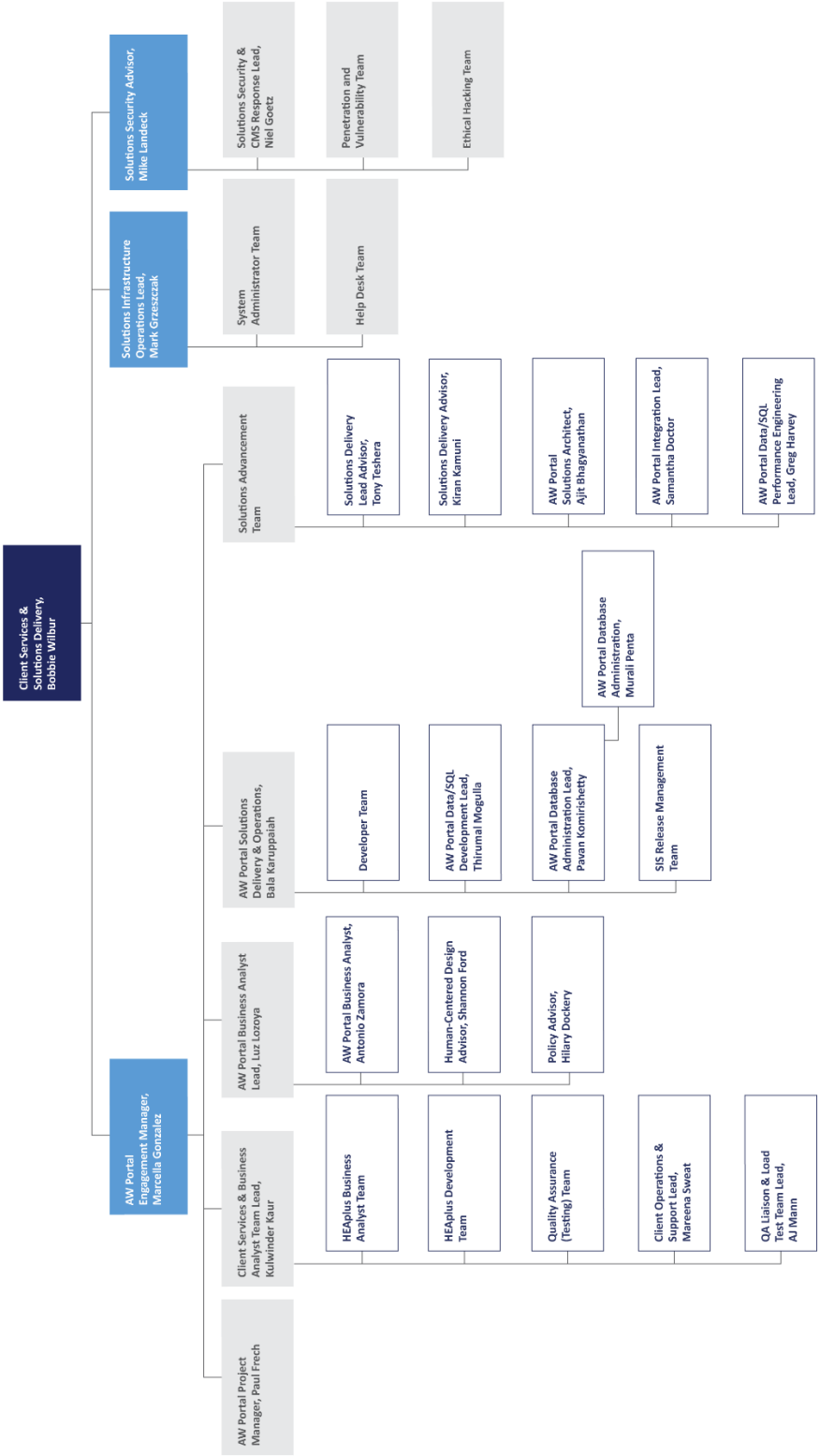
BIO/SUMMARY

Mark Grzeszczak has over 30 years of experience in building, deploying, and managing data centers, servers, infrastructure hardware, and desktop computers. In his career, Mark has helped to develop operational practices and procedures that provide reliability and delivery excellence to the entire IT infrastructure. Mark has worked in this capacity for organizations such as Consortium-IV (now CalACES) and Avery Dennison. Mark is known for his consistent approach to providing operational excellence.

Organizational Chart

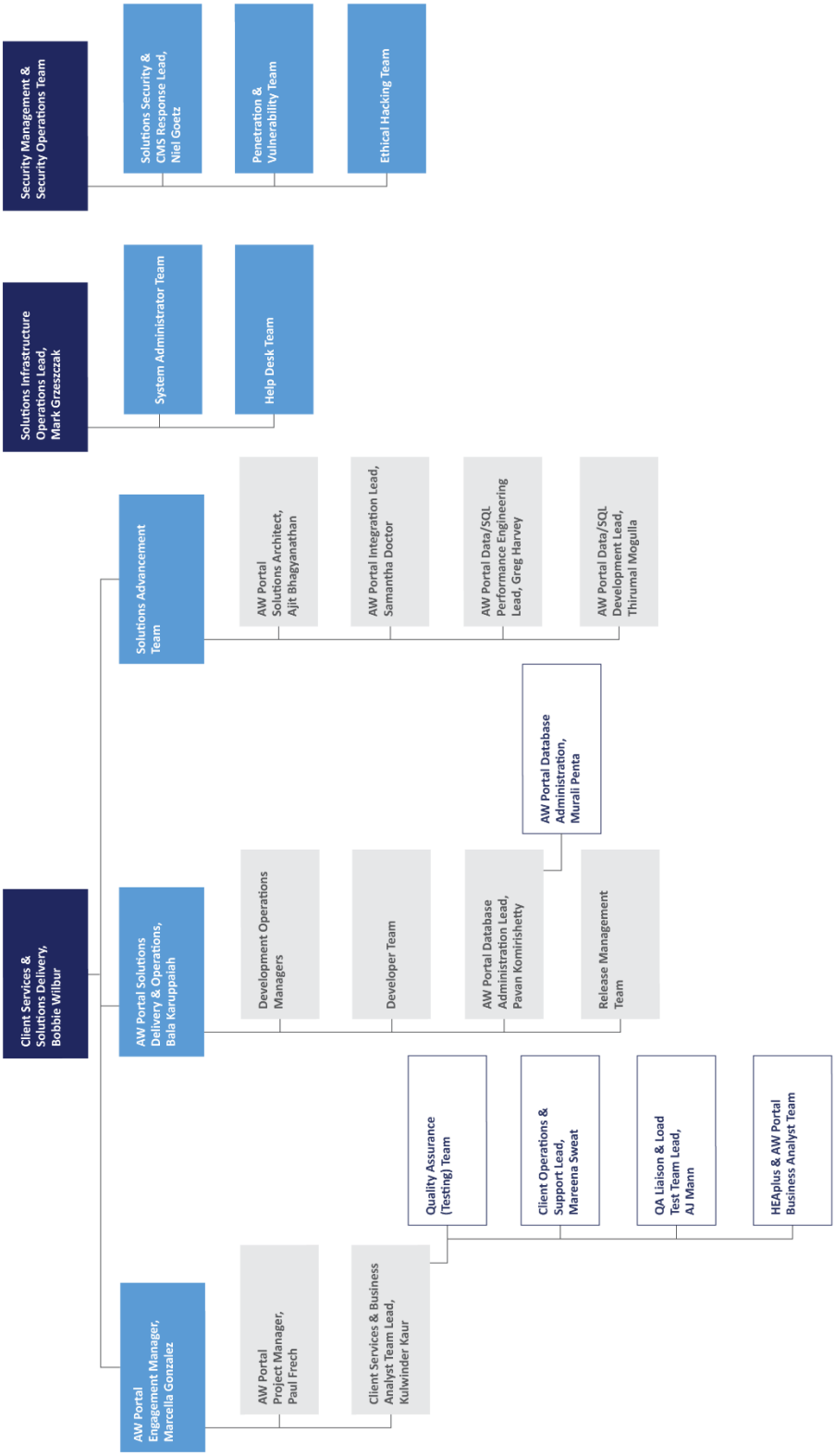
The Organizational Chart below depicts the structure for the AHCCCS Works Portal. Because it is important for AHCCCS to understand our plan for supporting the Portal work while also accomplishing the very important changes needed in HEAplus for the AHCCCS Works SRs, we have also included the structure for this component of our work. Our teams will be led by one leadership group to ensure that both pieces of work are moving, are properly aligned to ensure the greatest efficiency, and that knowledge, awareness, and coordination between teams remains high, which is vital for the successful conclusion of both arms of AHCCCS Works.

Figure B. Organizational Chart



Once the AHCCCS Works Portal is implemented it will be enveloped into the current SIS Maintenance and Operations team which includes a broad array of persons supporting the solution. The chart below provides the high-level organization chart that will provide the Maintenance and Operations support.

Figure B.1. Maintenance and Operations Organizational Chart



Cost

SIS is very pleased to offer a range of considerations and options for AHCCCS in this response. Given our role in supporting HEAplus, the efficiencies attained by utilizing accumulated knowledge, infrastructure, and effort allow us to provide a discount to our rate for HEAplus for the development and maintenance of the AW Portal.

Both options for the AWPortal achieve the following:

- Afford AHCCCS the ability to "unplug" this AHCCCS Works solution and associate it with another integrated eligibility and enrollment system (such as AZTECS or other system) if AHCCCS desires
- While the solution leverages the current HEAplus or the HEAplus framework, both options can be ported to a cloud solution, moved to the AHCCCS (or state) data centers for operation, or alternate sites for operation
- Are built on a robust architecture so that other programs like SNAP and TANF can be supported
- Are mobile friendly and have been designed to deal with resizing required for tablet and phone use
- Leverage integration with HEAplus that we believe provides lower risk and faster implementation for AHCCCS
- Inherit the strong MARS-E Security program that has been established and approved by CMS; while the associated MARS-E documentation will need to be updated and maintained for the AHCCCS Works Portal, the level of effort for AHCCCS, CMS, and SIS would be less costly with the options offered
- Accelerate development and lower risk for AHCCCS, given that the team proposed is very knowledgeable of HEAplus, AHCCCS oversight practices, and AHCCCS programs—specifically the AHCCCS Works impending program
- Combine technology, policy, and human-centered design expertise to support AHCCCS and the state of Arizona to achieve its program goals, and support persons in Medicaid that have to comply with this new program requirement so they maintain their receipt of these vital Medicaid benefits
- Leverage existing operations protocols and standard operating procedures, the telecommunications that currently support HEAplus, and the high availability ALWAYSON synchronization that allows for failover to the HEAplus DR site, which is co-located in AHCCCS's data center in Phoenix

We have also focused our solution on a mobile-friendly approach that meets all seven standards and conditions set forth by CMS, including:

- leverage;
- modularity;
- MITA framework
- industry best practices;
- business results;
- reporting; and
- interoperability.

In addition to meeting the enhanced funding criteria set forth by CMS, we have also proposed this solution in the context of a very strong, well-received security program that follows the MARS-E standards and has been ranked by CMS in the top 3% in the country.

Given that SIS has proposed options for AHCCCS to consider in this proposal, we are also going to provide a range of costs depending on which option is chosen. The following subsection sets forth these key assumptions.

Key Assumptions

We have identified several key assumptions that have an impact on our pricing for both the implementation phases of these solution offerings as well as the ongoing maintenance and operations. Should any of these not resonate or be agreeable with AHCCCS, we are happy to discuss them and adjust to make sure it works for everyone.

- Edits and modifications made to the contract to support HEAplus will be used for the AHCCCS Works Portal contract or amendments to speed up contract negotiations and reduce the cost of legal fees for both AHCCCS and SIS.
- Our response anticipates AHCCCS desiring a January 1, 2020, or close thereto, go live date. It should be noted that the timeline projected in this proposal response will, therefore, establish the date that the contract must be finalized and work initiated. Should this not be possible and the projected go live date is not adjusted, SIS will need to work closely with AHCCCS to adjust the constructs of the plan and re-establish the resultant timeline. This may, or may not, result in a cost adjustment.
- Current policies for acute system interruption, incidents, hardware and software maintenance, and others would apply to the solutions in this proposal.
- Current Kaizen principles adopted by AHCCCS for HEAplus would apply where appropriate decision makers are made available to review and answer questions on requirements, design, implementation, and any subsequent System Requests.
- Decisions made will be adhered to, in accordance with the Kaizen process adopted for HEAplus, and will not be subsequently held by persons not in attendance for decisions made nor in the key decision groups.
- AHCCCS will provide all wordsmithing and Spanish translations, as they do in today's process for HEAplus. This will include all words used for the screens, emails, and text communications used by AHCCCS customers, Assistors, and Conduent (Call Center).
- The HEAplus Project Director will be the primary person responsible for approving hardware, software, and telecommunications purchases, if any, in accordance with the practices adopted for HEAplus.
- The current Development, Quality Assurance, User Acceptance (UAT or Staging), Pre-Production, Production, and Training environments will be leveraged to these proposed solutions. Databases, telecommunications (internet capacity), storage, CPU, Memory, and VMWare capacity will be increased to support the additional load for the AHCCCS Works Portal.
- AHCCCS will work with its partners that are sharing links to their websites and information, so that these are provided timely to SIS for inclusion in the software. AHCCCS, or their partners, will be responsible for maintaining these links and contacts.
- The AHCCCS Works Portal will be ADA compliant. In addition to the traditional ADA compliance tools used to validate compliance, SIS agrees to maintain a contract with an organization (the current organization is The Center for Accessible Technologies) that provides persons with disabilities who know how to test software for use by disabled persons. We commit to have them test our software at least twice a year and make any repairs necessary to ensure the site can actually be used by all persons.
- AHCCCS will provide sufficient testing resources to ensure that users' stories and use cases are documented and provided to SIS at least one week prior to releases to the user acceptance environment; use cases are initially performed within a week of each release (unless otherwise mutually agreed to), and all issues found are vetted by AHCCCS prior to reporting any issues (Report a Bug) for the AHCCCS Works Portal. SIS will provide continuous communication of status and reparation

via the ticket tracking process, and will try to remediate within two weeks of identification unless otherwise mutually agreed to with AHCCCS. Because we are bidding a more rapid application development process for the purpose of getting results into AHCCCS hands more quickly, this testing and feedback loop process is critical to iterate the solution to acceptance by AHCCCS. This process essentially follows the process finally established for ALTCS, which resulted in significant success for the implementation. If the solution meets the requirements, acceptance of the solution will not be withheld by AHCCCS. Testing will need to be completed and accepted on, or before, December 1, 2019, so that appropriate load testing, security scanning, and other reviews will be conducted prior to promotion to production.

- AHCCCS will ensure that the interfaces between the portal to HEAplus to PMMIS and back are prioritized, tested, and meet the agreed-to specifications and timeframes.
- Security penetration testing (such as Risk Sense) will be adopted for the AHCCCS Works Portal and paid for by AHCCCS or the state of Arizona. SIS will be responsible for conducting the SAR and SOC audits described in our security response in Section 5.23. SIS will be responsible for remediation of any item identified in the penetration testing or security audits upon validation of the findings. SIS will continuously conduct its own vulnerability scanning, penetration testing and ethical hacking as described in our security response in Section 5.23.
- Ongoing operations, maintenance, and associated monitoring and reporting will be consistent with the practices adopted for HEAplus currently.
- Invoicing and payments will be made in accordance with invoicing policies and practices adopted for HEAplus, unless otherwise stated.

Pricing Schedules

We have completed and included Attachment A with two worksheets that reflect pricing for Option 1: Plug-in and Option 2: Modular. The pricing schedule is reflective of year 1 (one) cost comprised of implementation and post implementation maintenance and operations. Annualized maintenance and operations cost would be based off of the indicated post implementation costs. We understand that AHCCCS response to questions indicated that it was OK for offerors to respond and propose Agile or Agile-like responses that allow for the AHCCCS to see and provide feedback on iterations of the AHCCCS Works Portal earlier in the process. However, AHCCCS further responded that it would not change the pricing structure dictated by Attachment A, which follows a waterfall payment methodology. SIS believes strongly that a more iterative approach to this development is warranted as the program is being developed and much of the work is just beginning on the HEAplus side.

Attachment A – Pricing Schedule

AW Portal Plug-in

SOLICITATION # YH19-0028		
AHCCCS WORKS PORTAL		
AW Portal Plug-in		
ATTACHMENT A: PRICING PROPOSAL WORKSHEET		
OFFEROR NAME: Social Interest Solutions		
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	$ -	$ -
Implementation Costs	$ 1,313,526	$ 1,313,526.28
	$ 1,313,526	$ 1,313,526.28
Cost of Ownership:	**$ 1,313,526**	**$ 1,313,526**

SOLICITATION # YH19-0028

AHCCCS WORKS PORTAL

AW Portal Plug-in

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)	N/A			
Hosting Fees (if applicable) *	0	$ -	$ -	$ -
License Fees (if applicable) **	N/A			
Other	N/A			
			$ -	$ -
			$ -	$ -
			$ -	$ -
			$ -	$ -
		Total Cost:	$ -	$ -

*The addition of the AHCCCS Works Portal will not change our current hosting costs for the primary data center in Sacramento or the DR Data Center in Phoenix, therefore no charges have been allocated to the AHCCCS Works Portal.

** This is N/A as the code developed for the AHCCCS Works Portal under the HEAplus options will be owned by the State and CMS and, therefore, no licensing fee is applicable.

SOLICITATION # YH19-0028

AHCCCS WORKS PORTAL

AW Portal Plug-in

IMPLEMENTATION PRICING

Provide a line item for all implementation costs.					
Description	**COST**	**Duration (days)**	**Total Project Run**	**Portal Document Management ****	**Total With Portal Document Management**
Process Analysis and System Requirements	$ 101,818	21	21	14,758	116,576
System Design	$ 126,100	28	49	18,277	144,377
System Development	$ 553,773	77	126	80,264	634,037
State Integration Testing and Evaluation	$ 349,559	84	210	50,665	400,224
Implementation	$ 55,447	14	224	8,036	63,483
Go Live		0	224		
Post Implementation Support *	$ 13,917	90	314	25,800	39,717
Other - Software costs *	$ 12,500				12,500
Other - Maintenance *	$ 100,413				100,413
Total Cost:	$ 1,313,526			$ 197,800	$ 1,511,326
* Costs listed are for 20 weeks only. Annualized operation, software costs and maintenance will be:					
Operation	$ 43,000				
Software costs	$ 60,000				
Maintenance	$ 261,073				
**SIS response is based on re-use of the current HEAplus document strategy. The added columns labelled "Portal Document Management" reflect the additional costs we estimate to provide a version of document management in the portal as well as maintaining this capability in HEAplus.					

SOLICITATION # YH19-0028
AHCCCS Works Portal
AW Portal Plug-in

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)	11	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Business Analyst; Director of Corporate Security; IT Security Manager; IT Operations Manager;	107	749
a. Baseline Review (includes Project Start-Up along with Administrative and Baseline Reviews)	9	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Business Analyst; Director of Corporate Security	107	256
b. System Security Assessment*	5	Sr. Director of Client Executive; Director of Corporate Security; IT Security Manager; Application Security Engineer; Application Security Analyst	107	27
c. Data/System Security Plan	5	Sr. Director of Client Executive; Director of Corporate Security; IT Security Manager; Application Security Engineer; Application Security Analyst	107	126
d. Data Use/Exchange Interconnection Security Agreement	5	Sr. Director of Client Executive; Director of Corporate Security; IT Security Manager; Application Security Engineer; Application Security Analyst	107	27
e. Risk Assessment Plan	5	Sr. Director of Client Executive; Director of Corporate Security; IT Security Manager; Application Security Engineer; Application Security Analyst	107	24
f. Complete Privacy Impact Analysis (PIA), System Security Plan (SSP) and Information Security Risk Assessment (ISRA)	5	Sr. Director of Client Executive; Director of Corporate Security; IT Security Manager; Application Security Engineer; Application Security Analyst	107	17
2. System Design (Deliverable 90 days from System Requirements Document Acceptance)	16	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Business Analyst; Sr. Developer; Director of Corporate Security; IT Security Manager; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs	114	697
a. Interface Design/Control document.	16	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Business Analyst; Sr. Developer; Director of Corporate Security; IT Security Manager; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs	114	84

b. Architecture walkthrough and requirements analysis	6	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Net Developer; Sr. Business Analyst	114	18
c. Database design	16	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Business Analyst; Sr. Developer; Director of Corporate Security; IT Security Manager; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs	114	362
d. Detailed Design Review (includes Preliminary and Detailed Design Reviews)	6	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Net Developer; Sr. Business Analyst	114	251
e. Final Detailed Design Review	5	Sr. Director of Client Executive; Director of Client Executive; App Dev manager; Sr. Net Developer; Sr. Business Analyst;	114	70
3. Development (Deliverable 90 days from Design Review Acceptance)	16	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Director of Corporate Security; IT Security Manager; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs	103	4,455
a. Portals, for state worker access, customer enrollment/registration and reporting	16	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	97	835
b. User training plan (knowledge transfer, desktop manuals, on-site training)	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	97	278
c. Contingency Plan/Recovery Plan	5	Sr. Director of Client Executive; Director of Corporate Security; IT Security Manager; Application Security Engineer; Application Security Analyst	97	27
4. Testing and Evaluation (Deliverable 90 days from Design Review Acceptance)	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	100	172

a. Test plan for functional, integration, system, regression and user acceptance testing	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	100	345
b. Validation of test reporting	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	100	690
c. Error reporting and remediation planning for test stages	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	100	2,070
5. Implementation (Deliverable 10 days from Integrated Testing Acceptance)	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	108	712
a. Implementation/Roll out plan to include dashboard reporting.	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	108	172
b. Validated of production reports	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	97	345

c. Ongoing error reporting	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	81	100
d. SLA agreements	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	95	301
6. Post Implementation (Deliverable 90 days from Integrated Testing Acceptance)	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	187	402
a. Post implementation documentation delivery	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	187	40
b. Post implementation support/maintenance plan	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	187	50
c. Error reporting and remediation planning	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	187	1,115

*Auditors are included in Software and Operations Analysis.

AW Portal Modular

SOLICITATION # YH19-0028		
AHCCCS WORKS PORTAL		
AW Portal Modular		
ATTACHMENT A: PRICING PROPOSAL WORKSHEET		
OFFEROR NAME: Social Interest Solutions		
Total System Cost Summaries ***This will be the Total Cost Summaries from each of the Tabs in this spreadsheet***		
Description	**COST**	**Year 1 Costs**
Software Costs	**0**	**0**
Implementation Costs	$ 1,766,005.76	$ 1,766,005.76
	$ 1,766,005.76	$ 1,766,005.76
Cost of Ownership:	**$ 1,766,005.76**	**$ 1,766,005.76**

SOLICITATION # YH19-0028

AHCCCS WORKS PORTAL

AW Portal Modular

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)	N/A			
Hosting Fees (if applicable) *	0	$ -	$ -	$ -
License Fees (if applicable) **	N/A			
Other	N/A			
			$ -	$ -
			$ -	$ -
			$ -	$ -
			$ -	$ -
		Total Cost:	$ -	$ -

*The addition of the AHCCCS Works Portal will not change our current hosting costs for the primary data center in Sacramento or the DR Data Center in Phoenix, therefore no charges have been allocated to the AHCCCS Works Portal.

** This is N/A as the code developed for the AHCCCS Works Portal under the HEAplus options will be owned by the State and CMS and, therefore, no licensing fee is applicable.

SOLICITATION # YH19-0028

AHCCCS WORKS PORTAL

AW Portal Modular

IMPLEMENTATION PRICING

Provide a line item for all implementation costs.					
Description	**COST**	**Duration (days)**	**Total Project Run**	**Portal Document Management ****	**Total With Portal Document Management**
Process Analysis and System Requirements	$ 185,864	28	28	19,842	205,706
System Design	$ 283,053	35	63	30,217	313,270
System Development	$ 687,930	98	161	73,439	761,370
State Integration Testing and Evaluation	$ 398,888	84	245	42,583	441,471
Implementation	$ 55,447	14	259	5,919	61,366
Go Live			259		
Post Implementation Support *	$ 9,742	90	349	25,800	35,542
Other - Software costs *	$ 8,750				8,750
Other - Maintenance *	$ 136,331				136,331
Total Cost:	$ 1,766,006			$ 197,800	$ 1,963,806
* Costs listed are for 15 weeks only. Annualized operation, software costs and maintenance will be:					
Operation	$ 43,000				
Software costs	$ 60,000				
Maintenance	$ 354,460				

**SIS response is based on re-use of the current HEAplus document strategy. The added columns labelled "Portal Document Management" reflect the additional costs we estimate to provide a version of document management in the portal as well as maintaining this capability in HEAplus.

SOLICITATION # YH19-0028
AHCCCS Works Portal
AW Portal Modular

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)	11	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Business Analyst; Director of Corporate Security; IT Security Manager; IT Operations Manager;	101	1,340
a. Baseline Review (includes Project Start-Up along with Administrative and Baseline Reviews)	9	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Business Analyst; Director of Corporate Security	101	452
b. System Security Assessment*	5	Sr. Director of Client Executive; Director of Corporate Security; IT Security Manager; Application Security Engineer; Application Security Analyst	101	26
c. Data/System Security Plan	5	Sr. Director of Client Executive; Director of Corporate Security; IT Security Manager; Application Security Engineer; Application Security Analyst	101	121
d. Data Use/Exchange Interconnection Security Agreement	5	Sr. Director of Client Executive; Director of Corporate Security; IT Security Manager; Application Security Engineer; Application Security Analyst	101	26
e. Risk Assessment Plan	5	Sr. Director of Client Executive; Director of Corporate Security; IT Security Manager; Application Security Engineer; Application Security Analyst	101	23
f. Complete Privacy Impact Analysis (PIA), System Security Plan (SSP) and Information Security Risk Assessment (ISRA)	5	Sr. Director of Client Executive; Director of Corporate Security; IT Security Manager; Application Security Engineer; Application Security Analyst	101	16
2. System Design (Deliverable 90 days from System Requirements Document Acceptance)	16	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Business Analyst; Sr. Developer; Director of Corporate Security; IT Security Manager; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs	114	1,469
a. Interface Design/Control document.	16	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Business Analyst; Sr. Developer; Director of Corporate Security; IT Security Manager; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs	114	176

b. Architecture walkthrough and requirements analysis	6	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Net Developer; Sr. Business Analyst	114	17
c. Database design	16	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Business Analyst; Sr. Developer; Director of Corporate Security; IT Security Manager; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs	114	764
d. Detailed Design Review (includes Preliminary and Detailed Design Reviews)	6	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Net Developer; Sr. Business Analyst	114	529
e. Final Detailed Design Review	5	Sr. Director of Client Executive; Director of Client Executive; App Dev manager; Sr. Net Developer; Sr. Business Analyst;	114	147
3. Development (Deliverable 90 days from Design Review Acceptance)	16	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Director of Corporate Security; IT Security Manager; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs	94	5,453
a. Portals, for state worker access, customer enrollment/registration and reporting	16	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	120	1,022
b. User training plan (knowledge transfer, desktop manuals, on-site training)	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	120	341
c. Contingency Plan/Recovery Plan	5	Sr. Director of Client Executive; Director of Corporate Security; IT Security Manager; Application Security Engineer; Application Security Analyst	120	26
4. Testing and Evaluation (Deliverable 90 days from Design Review Acceptance)	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	124	192

a. Test plan for functional, integration, system, regression and user acceptance testing	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	124	384
b. Validation of test reporting	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	124	767
c. Error reporting and remediation planning for test stages	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	124	2,302
5. Implementation (Deliverable 10 days from Integrated Testing Acceptance)	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	135	689
a. Implementation/Roll out plan to include dashboard reporting.	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	135	192
b. Validated of production reports	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	121	384

c. Ongoing error reporting	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	102	164
d. SLA agreements	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	118	493
6. Post Implementation (Deliverable 90 days from Integrated Testing Acceptance)	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	161	658
a. Post implementation documentation delivery	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	161	66
b. Post implementation support/maintenance plan	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	161	82
c. Error reporting and remediation planning	20	Sr. Director of Client Executive; Director of Client Executive; Project manager; App Dev manager; Developers; Sr. Business Analyst; Business Analyst; Sr. Net Developer; Sr. Developer; Quality Assurance Analyst; Director of Corporate Security; IT Security Manager; Security operations analyst; IT Operations Manager; System Administrator; Performance; Data Base Manager; DBAs; Release Management	161	1,825

social interest SOLUTIONS
Better Lives Through Better Solutions

Statement of Intent to Provide Certificate of Insurance

As Social Interest Solutions is already an approved vendor with AHCCCS, we currently meet the insurance requirements as stated in this RFP. Please see below the applicable certificate of insurance.

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 03/23/2018

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		
DHW Insurance Brokers	CONTACT NAME: Shelley Kaminski	
License # : 0281413	PHONE (A/C, No, Ext): (650) 858-2375	FAX (A/C, No): (650) 856-1023
800 South Broadway, Suite 103	E-MAIL ADDRESS: skaminski@dhw-ins.com	
Walnut Creek CA 94596	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Philadelphia Indemnity Insurance Co.	18058
INSURED	INSURER B : Oak River Insurance Company	34630
The Center to Promote HealthCare Access, Inc.	INSURER C : NAS/Lloyds of London	
1951 Webster Street, 2nd Floor	INSURER D :	
	INSURER E :	
Oakland CA 94612	INSURER F :	

COVERAGES — CERTIFICATE NUMBER: 18-19 ALL — 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	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [ ] POLICY [ ] PRO-JECT [ ] LOC [ ] OTHER:			PHPK1794022	03/21/2018	03/21/2019	EACH OCCURRENCE	$ 2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 2,000,000
							GENERAL AGGREGATE	$ 4,000,000
							PRODUCTS - COMP/OP AGG	$ 4,000,000
							Employee Benefits	$ 2,000,000
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			PHPK1794022	03/21/2018	03/21/2019	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	[X] UMBRELLA LIAB [X] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [X] RETENTION $ 10,000			PHUB621975	03/21/2018	03/21/2019	EACH OCCURRENCE	$ 7,000,000
							AGGREGATE	$ 7,000,000
								$
B	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		CEWC924005	03/21/2018	03/21/2019	[X] PER STATUTE [ ] OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
C	See Below for E&O			See below	03/21/2018	03/21/2019		

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

3/21/2018 - 3/21/2019 - Cyber Liability / E&O - NAS/Lloyds of London - #503994 - $5,000,000
3/21/2018 - 3/21/2019 - Cyber Liability / E&O - Hiscox/Lloyds of London - #MPL217418318 - $5M XS $10M
3/21/2018 - 3/21/2019 - Cyber Liability / E&O - Corona Underwriters/Lloyds of London - #TRICE00900 - $5M XS $15M
3/21/2018 - 3/21/2019 - Cyber Liability / E&O - Corona Underwriters/Lloyds of London - #TRICE00737 - $5M XS $5M

CERTIFICATE HOLDER	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

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ADDITIONAL INFORMATION (OPTIONAL)

Project Management

The project management methodology is defined and detailed in the Project Management Plan (PMP). The PMP will include the following sub-plans to guide each functional area of project management:

Communication Plan

The project management processes detailed in the PMP are only as good as the communication plan leveraged to support them.

The Project Communications Plan addresses three areas:

1. Project Report Register, including types of communications, audiences, frequency, and party(ies) responsible
2. Project Meeting and Communications Schedule, including planned status meetings and other important project events (e.g., kickoff meetings)
3. Communication standards, including timelines associated with meeting scheduling, distribution of meeting materials, and definition of meeting materials and other communication artifacts. (5.22.4, 5.22.20.2)

The Report Register will detail all regularly provided reporting, including but not limited to:

- Monthly System Enhancement Report (5.22.15)
- Monthly Project Implementation Status Report (5.10.3)
- System Reports (as detailed in 5.10.4)
- Monthly System Enhancement Pool Report (5.22.15)
- Turnover Results Report (5.22.19)

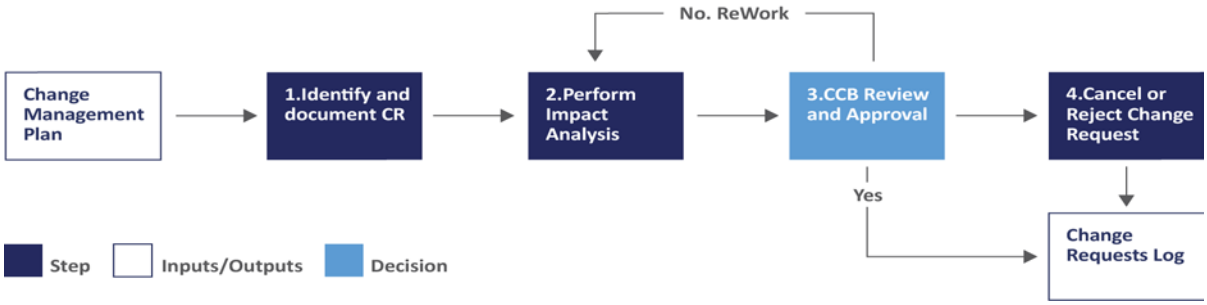
The Project Meeting and Communications Schedule will detail regularly scheduled meetings or events, including but not limited to:

- Kickoff Meeting (5.22.2)
- Regularly scheduled status meetings (5.22.6)
- Additional meetings as identified (5.22.7, 5.22.8, 5.22.16)

Change Management Plan

SIS will employ a formal Change Management Plan to control project change requests. This helps the project team identify, manage, and facilitate decisions on changes to contract terms and project deliverables that have been signed off on and placed under change control as shown in Figure 2.0. The Change Management Plan documents the change control process, tasks, and tools used to identify, analyze, prioritize, and implement change requests that can affect project scope, budget, quality, or schedule.

Figure 2.0 Change Management Process Flow



SIS will work with AHCCCS to finalize the Change Management Process and tools to document and capture each step of the process and assign appropriate stakeholder responsibilities.

Staffing Management Plan

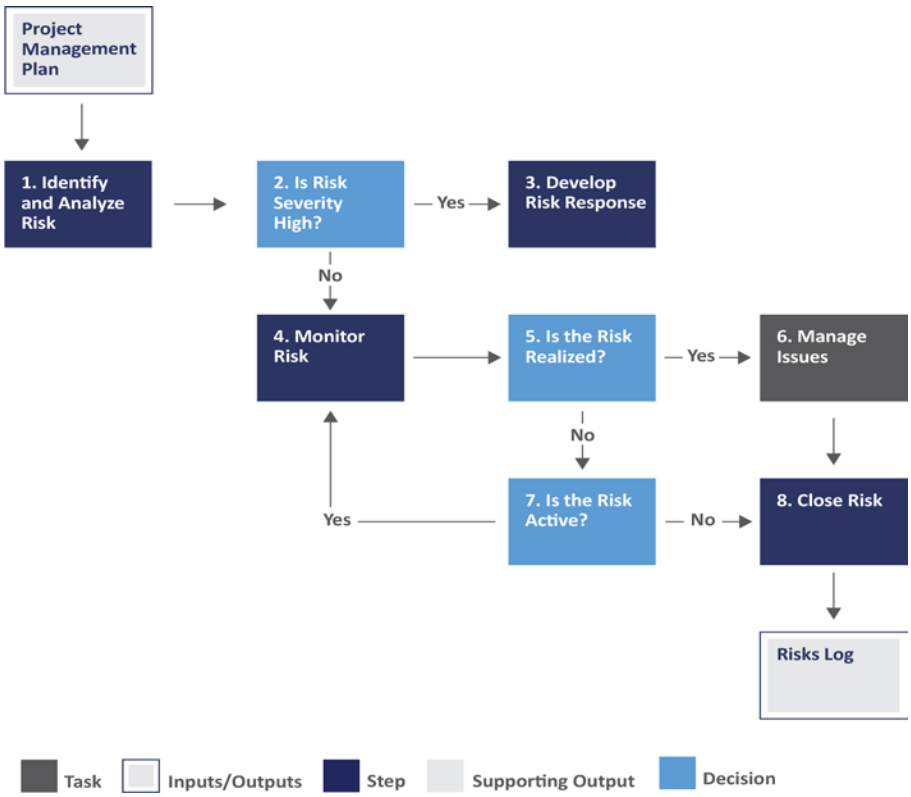
The Staffing Management plan outlines the org2.0anizational structure of the SIS team delivering the ACHCCCS AW Portal and defines roles and responsibilities in a Responsible Accountable Consulted Informed Matrix. Additionally, staffing replacement processes and timelines will be detailed (5.22.20.3).

Risk Management Plan

The Risk Management Plan documents the process, templates, and tools that the project will use to identify, evaluate, and manage risks throughout the life of the project. The plan will also include risk severity scoring to guide the project in risk mitigation, management, and monitoring.

The flowchart below summarizes a sample project risk management process:

Figure 2.1 Risk Management Process Flow



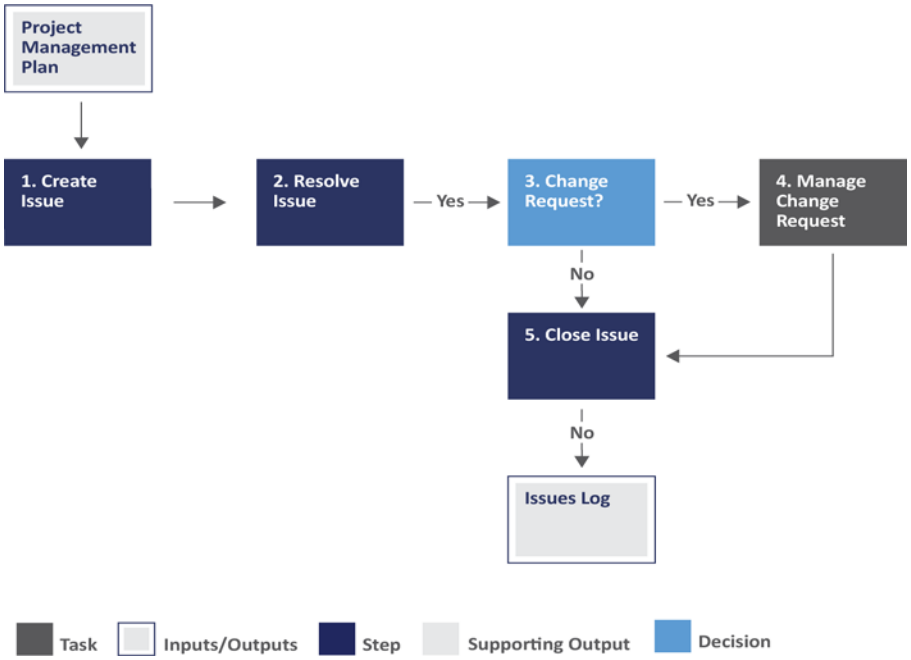
SIS will work with ACHCCCS to finalize the Risk Management Process and tools to document and capture each step the process.

Issue Management Plan

The Issue Management Plan documents the process, templates, and tools that the project will use to identify, evaluate, and manage issues throughout the life of the project.

The flowchart below summarizes a sample issue management process:

Figure 2.2 Issue Management Process Flow



SIS will work with AHCCCS to finalize the Risk Management Process and tools to document and capture each step in the process.

Deliverable Management Plan

The Deliverable Management Plan details the processes, assets, and protocols to develop and manage project deliverables through client acceptance. SIS and AHCCCS will collaborate to complete the Deliverables Log at the beginning of the project. The Deliverables Log will include all project deliverables—both contractual deliverables as well as other work products that require sign-off as detailed in the Project Work Plan (5.22.5). The Deliverables Log documents deliverable expectations, including:

- Deliverable Details: name, planning submission, review, and sign-off dates
- Named ACHCCCS team members responsible for participating in deliverable reviews
- Named ACHCCCS resource(s) accountable for deliverable sign-off

SIS will coordinate with AHCCCS to schedule deliverable reviews that are efficient and appropriate for each deliverable (5.22.14). The Deliverable Log is a living document and will be constantly updated and maintained by SIS throughout the lifecycle of the project, in coordination with AHCCCS.

Additionally, deliverable management will detail and document the deliverable review cycles and timeline expectations from pre-submission reviews through final sign-off to confirm that deliverables remain on schedule and of expected quality. (5.22.10*, 5.22.11*, 5.22.12, 5.22.20*)

Document Management

The Document Management Plan details the processes and protocols to establish and maintain control over a project's documents. All aspects of document management will be detailed, including, but not limited to:

- Document Repository Tool description (5.22.9)
- File naming conventions
- Directory structure(s)
- Document management processes for both pre-sign-off and post-sign-off deliverables (5.22.17, 5.22.18)
- Archival procedures

Work Breakdown Structure & Work Plan Management Plan

Within 30 day of final award, SIS will develop a Project Work Plan guided by the Work Breakdown Structure and Work Plan Management Plan (5.22.13). The plan will include:

- Standard Work Breakdown Structure for the project to guide the development of the work plan
- Work Plan standards, including guidelines for dates, milestones, dependencies, etc.
- Work Plan review process and timelines
- Guidelines for baselining and updating the Work Plan

Project Management Tools and Templates

SIS will work closely with AHCCCS at the inception of the project to finalize project management tools and templates (5.22.3). Tools may include:

- Microsoft Project for work plan development and maintenance
- Microsoft Excel for risk, issue, change and action item tracking, reporting
- Microsoft Word for meeting deliverables
- Microsoft PowerPoint for reporting
- SharePoint for document management

Additionally, templates for recurring deliverables—like status reports—will be developed, reviewed, and agreed upon by SIS and AHCCCS.

This comprehensive set of plans provides a complete and comprehensive set of processes, procedures, and tools to plan, execute, and monitor the activities and deliverables of the AW Portal project.

Legal Analysis (if confidential or proprietary)

Not Applicable

Appendix

This appendix references the Scope of Work requirements and the page numbers of where the requirements are located in this response. We have used an asterisk (*) next to the requirement number if our narrative covers the parent requirement and the sub requirements under it.

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