Solicitation #YH019-0028
AHCCCS Works Portal
Response B - AW Portal Cloud

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

Table of Contents

Submittal Cover Letter 1

ATTACHMENT B: OFFEROR's CHECKLIST 3

Completed and Signed Offer and Acceptance page 4

Signed Solicitation Amendments 5

Introduction 6

- **Implementation of Functional Requirements** 12
- **General User Interface Requirements** 17
- **Compliance with Security and other Regulatory Requirements** 17
- **Security Assessment** (5.23*) 17
- **Operations and Maintenance** 21
- **Proposed Timeline** 23
- **Project Management** 24

Experience and Expertise of SIS and Key Personnel 29

- **Experience and Expertise of the Firm** 29
- **Experience in Related Past Performance** 30

Key Personnel 35

- **Key Contributors** 53
- **Key Advisors** 58
- **Organizational Chart** 59

Cost 60

Attachment A - Pricing Schedule 63

Statement of Intent to Provide Certificate of Insurance 75

Legal Analysis (if confidential or proprietary) 76

Appendix 77

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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 national organizations, and developed mobile-first eligibility screening technology for partner clients.

The partnership with AHCCCS to create HEAplus and make it one of the most highly integrated, automated eligibility 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 in the past year 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's losing benefits as well as the scrutiny to perform without incident that programs such as this are under. With our deep expertise combining policy and technology, 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 B, called AW Portal Cloud, in this proposal leverages our latest solution technologies to provide modularity and flexibility while also utilizing our experience with HEAplus. (Response A leverages HEAplus components more extensively, 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	6-28
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	29-59
8	Pricing Schedule (see ATTACHMENT A)	60-74
9	Statement of Intent to provide Certificate of Insurance	75
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.	76

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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)884-1300, 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 exemption, 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 programs, including Long Term Care (LTC), 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 our latest cloud-based solution platform, and the other is based on the HEAplus platform. 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.

Our Proposal for this response will be referred to as the AW Portal Cloud. This solution is based on SIS's latest Solution Platform. Currently deployed via the Microsoft Azure Government cloud infrastructure (Federal Risk and Authorization Management Program [FedRAMP] Certified), our Solution Platform is architected for modularity, configurability, scalability, and interoperability. Designed to meet all relevant security standards and reflecting best practices in human-centered design to support public sector health and social service programs, the AW Portal Cloud will leverage modern technologies and development techniques to enable great flexibility and configurability, as well as long-term cost advantages.

For your reference, the other response in our separate proposal is the AW Portal Plug in or Modular (Response A).

Method of Approach

The AW Portal Cloud, based on our Solution Platform, utilizes a modern technology infrastructure to interface with the current HEAplus solution. It leverages our extensive knowledge of the HEAplus environment, data structures, and interfaces, and the Solution Development Life Cycle (SDLC) processes already in place between SIS and the state for HEAplus.

The following is the detailed method of approach, timeline, pricing, and team for the AW Portal Cloud, as well as considerations of our organizational experience in delivering mission-driven solutions that combine technology and policy expertise to effectively facilitate the customer's ability to comply with eligibility or AHCCCS Works program requirements. Connecting people to support and services is the heart of our social enterprise, and it is why we're submitting this proposal for your consideration.

Overview of Approach

This proposed solution for the AHCCCS Works Portal is informed by insights from our current clients in health and social services systems; sections 1903(a)(3)(A)(i) and 1903(a)(3)(B) of the Social Security Act standards and conditions that call for states' eligible Medicaid technology investments to be, among other things, modular, flexible, and reusable; as well as our knowledge and experience of HEAplus. SIS has been investing in the development of a new Solution Platform over the past several years. We have developed this platform to conform to CMS's Medicaid Information Technology Architecture (MITA) 3.0 framework (5.1.5), and it is adaptable to future MITA requirements (5.28.10) through a flexible architecture. This platform is highly modular (based on micro-services), leverages best-of-breed technologies, and is designed for deployment within the Microsoft Azure Government cloud, or alternatively to other public, private, or hybrid cloud environments (5.28.6, 5.28.17). We utilize the Azure DevOps platform for efficient code management, continuous integration, and automated change deployment via containers.

Architecture Overview

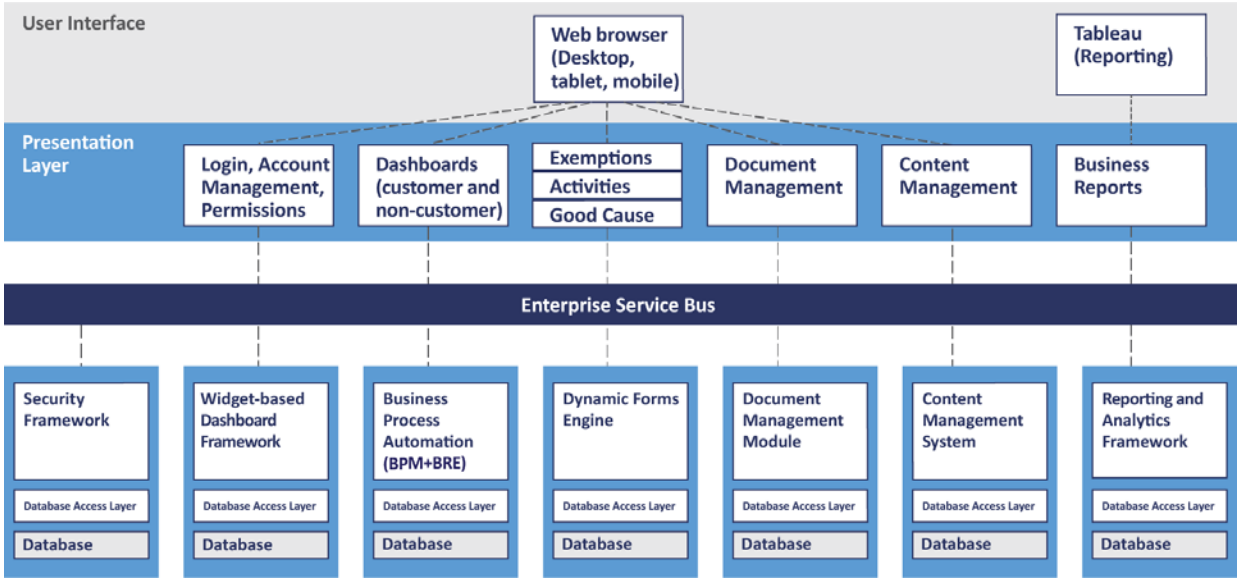
SIS's Solution Platform includes a suite of capabilities implemented as micro-services designed for various aspects of eligibility, application, enrollment, and management for public assistance programs supporting a range of federal, state, and local policies. These micro-services include:

- Dynamic Forms Engine (DFE): Allows us to quickly build and configure sophisticated data-intake- and user-interaction processes that consistently adhere to human-centered design principles, are mobile friendly (5.1.8), and comply with the Americans with Disabilities Act (ADA), Limited English Proficiency (LEP) (5.1.2.*), and related requirements (5.27.1).

- Business Process Automation module: Leveraging COTS Business Process Management (BPM) and Business Rules Engine (BRE) technologies, the business process automation module supports coordination and automation of workflows and decisions and rules. Key processes and rules are managed outside of code for ease of maintenance and traceability. (5.22.20.6, 5.28.1, 5.28.2 and 5.28.3).
- Content Management System: Enables state administrators to self-manage various forms of content (5.15.1.3.4), metadata, options and configurations, form questions, etc. This includes the ability to upload, curate, and publish documents and other content. Dynamic rendering of content managed via the Content Management System across the solution's dashboards and other web pages ensures easily adaptable content without touching the code, including adding questions, good-cause reasons, field-level help, and language translations. All content is mobile friendly (5.1.8) and complies with ADA (5.1.2.*) and other common user interface requirements established by the client.
- Security Framework (SF): General account, permissions, and related management functions (5.15.1.1.1, 5.15.1.1.2, 5.15.1.3.2).
- Document Management Module (DMM): A broad range of document-related capabilities, including web-based upload and email intake, storage and retention, printing, classification, access, and other management functions, including guiding the customer on what documents will satisfy requirements and what requirements a given document will satisfy. (5.12.2.*, 5.12.3, 5.12.4, 5.12.5, 5.12.6.*).
- Widget-based Dashboard Framework (WDF): Enables us to quickly build, configure, and extend both traditional dashboards and other application web pages that include information from numerous sources and/or provide access to numerous end-user actions. (5.4.*)
- Reporting and Analytics Framework (RAF): Leverages a data warehouse-based architecture to optimize reporting and isolate the transactional database from performance impacts due to real-time reporting usage. We support both traditional canned reports as well as advanced analytics via integration with either our chosen best-of-breed technology partner, Tableau, or other reporting and analytics platforms. (5.10.*)

The architecture of an AHCCCS Works Portal as built on top of our Solution Platform is conceptually depicted in the following high-level diagram:

Figure: A – High-Level Solutions Architecture



Key elements of this architecture:

- The exclusively web-based (5.28.18) user interface (React JavaScript framework and HTML 5) communicates with business logic over an Enterprise Service Bus architecture (5.28.8) via SOAP APIs through a thin (essentially pass-through) presentation layer exposed via Web Service Description Language (WSDL) (5.27.4).
- The developed functionality that comprises the AHCCCS Works Portal is largely contained within the user interface and presentation layers shown in the diagram.
- All SIS Solution Platform micro-services *and* AW Portal presentation and business-logic layers reside within the Azure Government Cloud environment. All layers are logically (via containers) and physically (servers) separate, interacting through SOAP/WSDL APIs over the Enterprise Service Bus.

Design Approach Overview

Our approach to human-centered design includes a focused investigation of the needs, challenges, and day-to-day realities of beneficiary populations and how that affects the way they interact with services and digital tools. Human-centered design employs principles and processes to ensure that solutions are useful, usable, desirable, and fit into the context of everyday work and life. SIS has built an understanding of beneficiaries over many years of work in the policy and technology sphere, and will leverage this knowledge to incorporate the needs and potential barriers for people trying to stay in compliance with new rules. Over the years, we've made a significant research investment in understanding these needs, as well as those of the various types of workers that support these programs. As a non-profit, we have been uniquely focused on investing 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 avoids interfering with customers' abilities to meet their AHCCCS Works program requirements.

The UX design for the AW Portal will follow best practices for usability, for both mobile (phone and tablet) and desktop experiences. A "mobile first" approach will ensure that the experience is optimized for the smartphone, which is increasingly the primary way that low-income populations access the Internet. Attention will be given to making sure customers know what they need to do to be in compliance, what their current standing is, and how

to go about their required reporting procedures. SIS will conduct usability testing with representative users to ensure the design is working as expected and to ferret out any potential issues that could keep customers from completing their tasks successfully or drive them unnecessarily to customer service for help.

The UX design for non-customer-facing functionality is also important. For assistors and State workers, SIS understands the complexity of their work and the need to make new processes efficient and flexible enough to accommodate the many different situations they will encounter. Other users are also trying to get work done in the most efficient and effective ways possible, within the constraints of their other day-to-day responsibilities. While more effort will be given to usability testing with customers, we propose to conduct at least one usability test with representative State workers to validate the UX design for this functionality.

Architecture and Design Summary

Based on the intrinsic properties of the SIS Solution Platform and the functionality we have already developed, we believe the Solution Platform will serve as a solid framework on which to build a modern and flexible AHCCCS Works Portal with the following characteristics:

- Flexibility through modularity and standards-based interoperability (5.28.8, 5.28.9, 5.28.11)
- Scalability through an n-tier architecture, containerization, and cloud-enabled auto-scaling
- Usability through an omnipresent focus on human-centered design principles
- Maintainability through modern architecture and a true CI/CD (Continuous Integration/Continuous Development) quality and release approach
- Robust quality with advanced failover (5.28.4) and exception management (5.28.5)
- Low cost to maintain and extend over time, due to leveraging SIS's Solution Platform micro-service architecture

The successful implementation and seamless integration of a cloud-based approach will be advanced by our accumulated experience with HEAplus, including the intellectual capital derived from years of collaboration, familiarity with the preferences of the AHCCCS team, and knowledge of the environment. Where appropriate, we will leverage these assets to ensure our Solution Platform is cost-effective and efficient, allowing us to continually find ways to optimize value for the state.

Development Approach Introduction

We will leverage best practices from the established SDLC that SIS and AHCCCS have followed in the development and support of HEAplus. These include the use of Joint Application Design (JAD) sessions to refine requirements, and use of a User Acceptance Test (UAT) environment to review, test, and refine functionality prior to production deployment. We also propose to enhance these processes based on learnings we have had from other solutions, and have proven successful in other client engagements. The intent is to keep improving delivery performance in terms of adherence to schedule, improvements in both initial and long-term quality, and reduction of the overall project's risk.

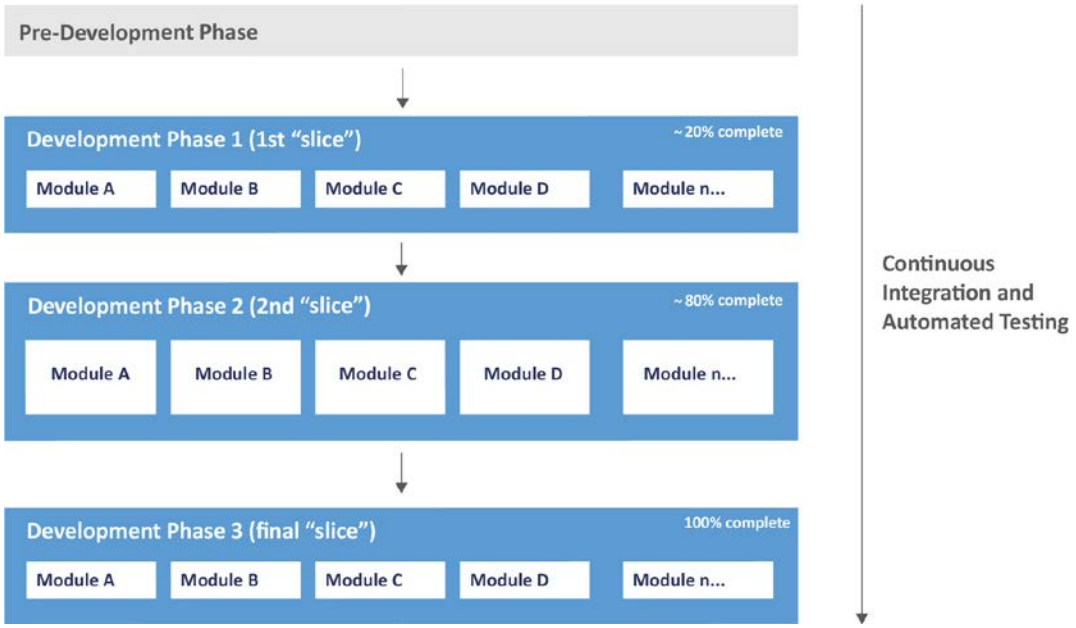
To optimize delivery performance, we propose shifting from the waterfall methodology prescribed in the RFP (per section 9.1 of the Scope of Work, and the Pricing Schedule in Attachment A), and to instead follow a "Phased Incremental" approach. The following section provides an overview of this approach, and additional details are provided under "Proposed Timeline." If AHCCCS wishes, SIS will be pleased to adhere to the original approach and structure, per the RFP (i.e., distinct phases for requirements, design, acceptance testing, and approval). The Proposed Timeline and Pricing sections of this response accordingly provide details for both approaches.

Overview of the Phased Incremental Development Approach

The key tenets of the development and delivery approach we are proposing are a) a phased, incremental process for building out the functionality of the solution, and b) increased emphasis on the use of automated testing.

Instead of finalizing requirements up front and building functionality in a step-wise fashion, the complete system (all modules) would be defined and developed in horizontal "slices" of increasing functionality over three development phases. This allows the entire solution to be conceptualized and tested in an integrated, end-to-end fashion as early as possible.

Figure: A.1 – Phased Incremental Development Approach



A pre-development phase would first establish baseline infrastructure, architecture, UX design, and initial requirements in the form of user stories (high-level use cases) with key acceptance criteria. Following this, each development phase would include refinement of requirements and design, development, automated testing, acceptance testing, and release of increasingly functional versions of all modules and features. The development team will internally practice continuous integration and continuous delivery, enabling "release on demand" (i.e., iterative releases within each phase at whatever pace the client desires, balancing time and availability, and balancing the change and risk).

Automated testing will include automated build and smoke tests on code check-in, regular (at least nightly) end-to-end integration and regression testing gating promotion of changes from development to internal Quality Assurance (QA), and QA to client UAT environments. Automated testing will not eliminate the need for manual testing both within SIS and at AHCCCS. However, an investment in comprehensive automated test suites throughout development and deployment of the AHCCCS Works Portal will result in shorter cycle times, higher quality, and lower costs to develop, test, and deploy future changes. More details on the phased, incremental development approach can be found in the Proposed Timeline section.

Implementation of Functional Requirements

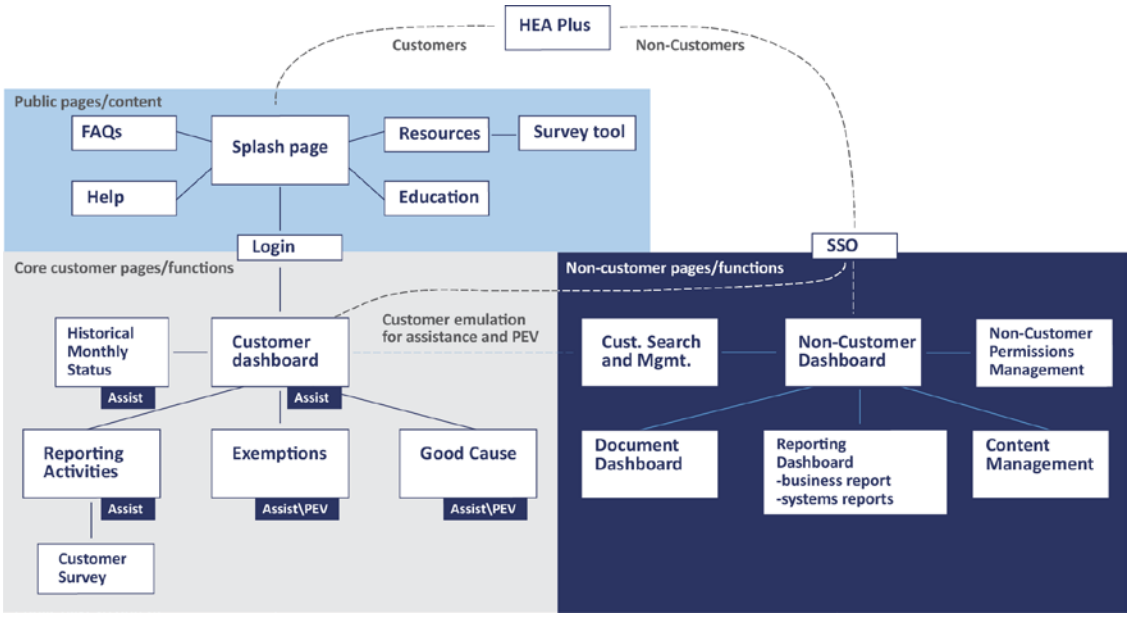
- **PORTAL OVERVIEW**

  The AHCCCS Works Portal web pages can be divided into four modules:

  - MODULE A: Customer-facing public-access pages and functions
  - MODULE B: Customer-facing post-log-in Portal pages and functions
  - MODULE C: Non-customer Portal pages and functions
  - MODULE D: Batch jobs and interfaces

  The following diagram illustrates the first three modules and how users will navigate between them (to include initial referral or access from HEAplus):

Figure: A.2 – High-Level Portal Site Map



The following sections provide details on the method of approach for each of these modules, in addition to batch jobs and external interfaces. As a reminder, we propose that all areas of functionality—including the batch jobs and interfaces—would be implemented in parallel, with increasing functionality and capability demonstrated over three development phases.

MODULE A: CUSTOMER-FACING PUBLIC-ACCESS PAGES AND FUNCTIONS

- SPLASH PAGE (5.2.*)

  Splash page layout and content (to include general information, links to external sites, links to education, resources and help information, and log-in) will be dynamically generated and managed via the Solution Platform's Content Management System described in the Overview section above.

- LOG-IN (5.3.*)

  Customer log-in to the portal will be via the Splash Page. (First-time users will be referred via a link from HEAplus, and will be prompted for additional information per 5.3.1 and 5.3.3.) General log-in functionality, to include multi-factor authentication and account and password recovery, will leverage the Security Framework (SF) described in the Overview section above.

- EDUCATION and RESOURCES (5.5.*, 5.6.*)
  Education and Resources main pages (reached from the Splash Page), sub-pages, and content (to include text, links, documents, embedded videos, embedded widgets, etc.) will be dynamically generated and managed via the Content Management System described in the Overview section above.
- COMMUNITY RESOURCES SURVEY TOOL (5.6.4, 5.6.5)
  The community resources survey tool will be enabled via the Dynamic Forms Engine described in the Overview section above. With the flexibility of the DFE, implementing changes to the survey will be easy for SIS to support and deploy.

MODULE B: CUSTOMER-FACING POST-LOG-IN PORTAL PAGES and FUNCTIONS

- CUSTOMER DASHBOARD (5.4.*)
  The Customer Dashboard is the main page that customers are directed to after logging in, and provides access to all required summary and status information, and links to all customer-facing functions. Development and maintenance of the Customer Dashboard will be enabled via the Widget-based Dashboard Framework described in the Overview section above. Links to the various required functions, the current overall status (5.4.6), the community activity completion graph (5.4.7), and Post Eligibility Verification (PEV) results (5.4.12) would all be modular "widgets." Due to the flexibility of this framework, future changes to the customer dashboard will be easy to implement and deploy, and will consistently adhere to human-centered design best practices, be mobile friendly, and comply with ADA and other common user-interface requirements.
- EXEMPTIONS (5.8)
  Development and maintenance of this page and all associated functionality will be enabled via the DFE (5.8.4, 5.8.5.*, 5.8.6, 5.8.7.*, 5.8.9.*, 5.8.10, 5.8.12, 5.8.13), Content Management System (5.8.1, 5.8.2, 5.8.3, 5.8.8), and Document Management Module (DMM) (5.12.2.3) described in the Overview section above. Determination of whether a customer is currently receiving nutrition (SNAP) or cash (TANF) assistance will be done via reusing the design and code for the real-time interface to Arizona Technical Eligibility Computer System (AZTECS) currently present in HEAplus. Refer to the Post Eligibility Verification section below for PEV functionality accessed via this page per 5.8.14.*. Management and display of information related to multiple exemptions will be accommodated per 5.8.11.*.
- ACTIVITIES (5.9.*)
  Development and maintenance of this page and all associated functionality will be enabled via the DFE (5.9.2.*), Content Management System (5.9.3.*), and DMM (5.12.2.2) described in the Overview section above. Refer to Batch Jobs and Interfaces below for HEAplus part-time work per 5.9.4.*.
- GOOD CAUSE (5.11.*)
  Development and maintenance of this page and all associated functionality will be enabled via the NGSP Dynamic Forms Engine (5.11.2, 5.11.3, 5.11.4, 5.11.6.*), Content Management System (5.11.5.*), and Document Management Module (5.12.2.1) described in the Overview section above. Refer to Batch Jobs and Interfaces below for HEAplus part-time work per 5.9.4. Refer to Post Eligibility Verification below for PEV functionality accessed via this page per 5.11.7 and 5.11.8.*. Refer to Batch Jobs and Interfaces below for reporting good-cause status to HEAplus per 5.11.6.7.
- CUSTOMER SURVEY (5.19.*)
  The survey randomly presented to customers entering activity (see "Activity" above) would be enabled via an agreed-upon software product (specific choice to be finalized and approved during Phase 1 – refer to the Timeline section). Integration would be via random presentation of the option

to complete the survey per random logic and conditions to be defined through requirements-refinement discussions.

- HISTORICAL MONTHLY STATUS SUMMARY (5.14.*)
  This view will be reached via a general navigation menu link (accessible throughout the post-log-in portion of the Portal), or, optionally, all or a subset of historical monthly status information might be exposed via a widget directly on the Customer Dashboard. This will be clarified through UX design discussions.
- ORIENTATION PERIOD (5.7.*)
  All customer-facing pages and functionality will represent status as appropriate per the orientation period requirements.

MODULE C: NON-CUSTOMER PORTAL PAGES AND FUNCTIONS

- NON-CUSTOMER USER ACCESS TO THE PORTAL (5.15.1.*)
  Non-customer users will access and be authenticated to the AHCCCS Works Portal via Single Sign-On (SSO) (5.15.1.4). Support will be enabled for starting either at the Non-Customer Dashboard (via a generic link in HEAplus to "AHCCCS Works Portal" or similar) or directly to the Customer Dashboard, emulating a specific user that is being viewed or "in focus" in HEAplus (see below).
- CUSTOMER EMULATION
  Non-customer users, to include State workers, Customer Service workers, PEV workers, and Assistors, will be able to access the same views and functions of a Customer (5.15.1.1.3). Access to specific functions (e.g., PEV) is determined by role. This capability is enabled via a "customer emulation" mode. Non-customer users enter this customer emulation mode through one of two paths. One is via a link from HEAplus with a specific customer "in focus." The other method is via the Customer Search and Management page, described below. In either case, the non-customer users have logged in/authenticated to the AHCCCS Works Portal via SSO, as described above, and are able to navigate to all Customer-facing pages. While navigating through said pages, the user interface (UI)/navigation scheme at all times will display who they are emulating.
- NON-CUSTOMER DASHBOARD
  A Customer Dashboard page will serve as a "launch" page for initial navigation to all non-customer functions, and would include Customer Search and Management, Document Management, Non-Customer Role and Permission Management, and Content Management. This dashboard would also provide an opportunity to include and/or link general messages, help, etc. As with the Customer Dashboard, development and maintenance of this dashboard would be enabled via the Solution Platform's widget-based dashboard framework.
- CUSTOMER SEARCH AND MANAGEMENT
  To accommodate use cases where a non-Customer user is not already viewing or focusing on the desired customer (whether within the Portal or from HEAplus), this page will provide robust filter, search, and customer list capabilities. Links will be provided to "drill into" specific customers listed, entering "customer emulation" mode (see above), and navigating to the Customer Dashboard for the customer in question.
- NON-CUSTOMER ROLES AND PERMISSIONS MANAGEMENT (5.15.1.3.2 and 5.15.1.3.3)
  Development and maintenance of non-customer roles and permissions management functionality will be enabled via the security framework described in the Overview section above. A roles and permissions management page will include the ability to search for, view, and manage role assignments for all non-customer users. Roles include State workers, Customer Service workers, PEV workers, Data Security workers, Assistors, and Administrators. Creation of non-customer user

accounts and management of non-Portal roles and permissions will be external to the AHCCCS Works Portal, presumably via HEAplus or an SSO service.

- POST ELIGIBILITY VERIFICATION (5.8.14.*, 5.11.7)

  Post Eligibility Verification functionality is enabled for PEV workers directly from within the Customer Exemptions, Activities, and Good Cause pages when in emulation mode. In addition to general view and update capabilities supported for other worker types in emulation mode, PEV workers would be able to:

  - generate a special Request for Information (RFI) via HEAplus (5.11.8);
  - indicate that reported activities, requested exemptions, or good-cause reasons are invalid (i.e., cannot be verified), possibly resulting in a change of AW status and initiation of a two-month suspension (unless within the orientation period) and
  - indicate that previously invalidated activities, requested exemptions, or good-cause reasons are in fact valid, possibly resulting in reinstating AW compliance.

- DOCUMENT MANAGEMENT DASHBOARD (5.12.1)

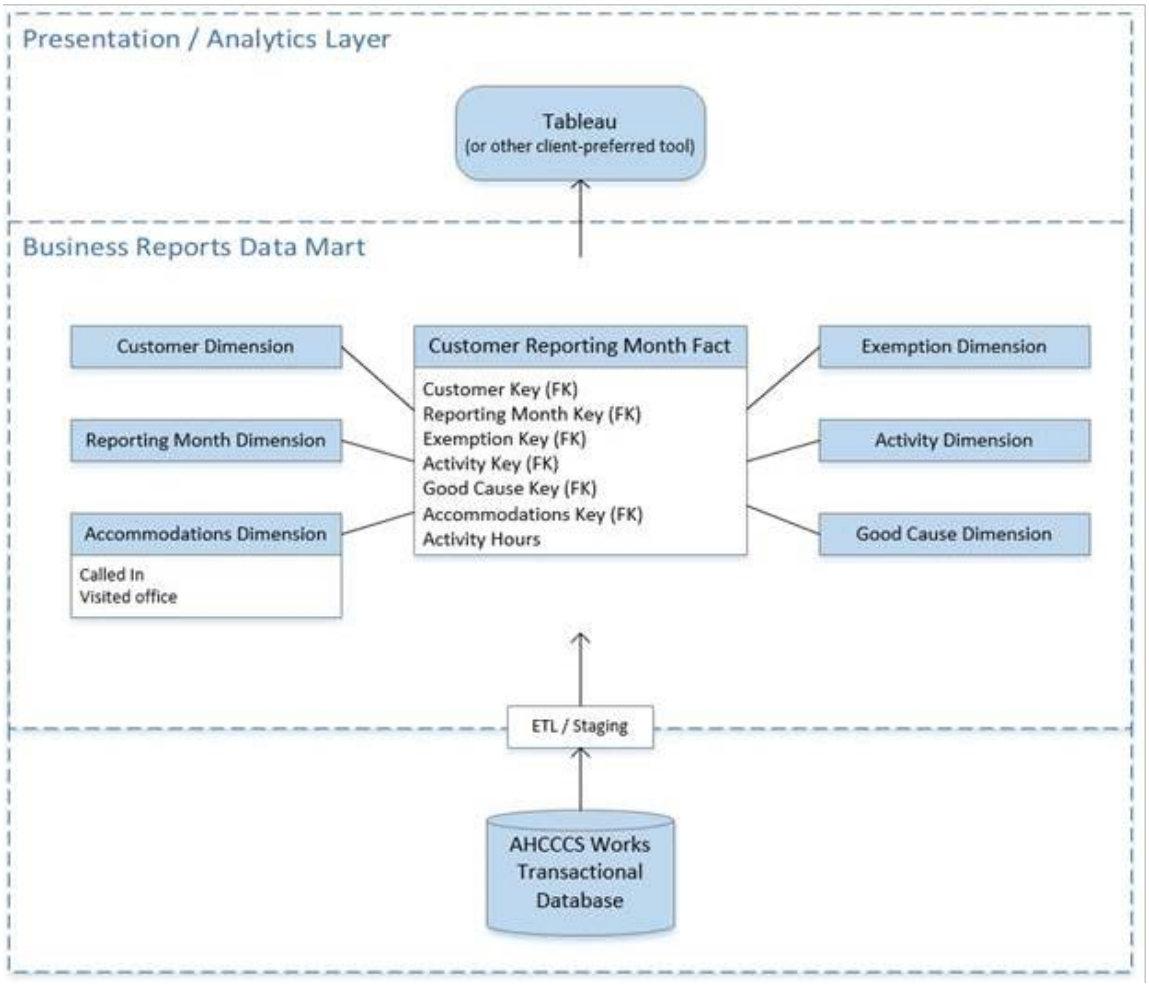
  For this proposal, we are not recommending use of HEAplus for AHCCCS Works document storage and management. Development and maintenance of document management capabilities will be enabled via the Solution Platform's DMM. This document management dashboard will enable non-customer users to view, delete, reclassify, reassign, and otherwise manage customer documents. Search and filter functions will be provided to facilitate listing of documents by customer, type, status, and possibly other properties. Leveraging the Solution Platform's DMM will ensure a consistent user interface for document-management operations within the Portal, and will obviate the need for changes to HEAplus to support integration with the Portal.

- REPORTING AND ANALYTICS (5.10)
  - REPORTS PAGE AND DASHBOARD

    A Reports Dashboard page will serve as a "launch" page with links to all Business and System reports, as appropriate to user roles and permissions.
  - BUSINESS REPORTS (5.10.2.*)

    Business reports will be enabled via the Reporting and Analytics Framework described in the Overview section above. Following a data warehouse architecture, a data mart will be implemented, enabling these and other aggregate and summary reports as desired in the future. Tableau would be used to view the reports. The following is a high-level depiction of what this data warehouse and reporting and analytics architecture will look like:

Figure: A.3 – High-level Data Warehouse and Reporting Architecture



- SYSTEM REPORTS (5.10.4.*)
  The requested system reports will be enabled via a combination of New Relic, Tableau and Splunk software. Refer to the Hosting Infrastructure, Software, License Agreements, and Subcontractors section below for more details on integrating these third-party tools.
  - Refer to the Project Management section below for details on monthly project status reports per 5.10.3.*.
- GENERAL ACCESS TO DATA (5.10.1)
  AHCCCS staff, with security approval, will have direct access to the AW Portal databases. This is the same approach in use today on HEAplus to provide access to extract data.

MODULE D: BATCH JOBS AND INTERFACES (5.9.4, 5.11.6.7, 5.13.*)
The customers required to comply with and participate in AHCCCS Works are only those who are identified by HEAplus as a result of eligibility status there. HEAplus must supply information about these people to the AW Portal for purposes of authentication and determining status. The AW Portal, in turn, must provide all relevant

updates to HEAplus. These transactions will occur via data exchange over well-defined service-based interfaces on both sides. These include:

- A service-based interface to receive daily updates from HEAplus related to initial customer referrals, relevant changes (including part-time work data), and RFI responses. This interface will be exposed via Web Service Description Language (WSDL) per 5.27.4.
- A daily batch job to send information to HEAplus to include expiration of exemptions, good-cause status changes, RFI requests, and PEV failure. It's expected that HEAplus will expose a service-based interface, which the AW Portal will use for said data exchange.
- A monthly batch job to send non-compliance information to HEAplus. It's expected that HEAplus will expose a service-based interface, which the AW Portal will use for said data exchange.

All data exchange with HEAplus will be XML-based per 5.28.12, conform to National Information Exchange Model (NIEM) standards per 5.27.3, and support data formats as required by AHCCCS per 5.28.11.

General User Interface Requirements

SIS employs UX designers with expertise in human-centered design and the best practices for good, usable design. In addition, usability testing will be conducted at all stages and across all device types not only to validate mobile friendliness, but also to ensure that customers successfully complete the tasks they need to do to maintain their benefits. Testing will also ensure that assistors and other State workers efficiently integrate AW tasks with their day-to-day responsibilities.

- SPANISH (5.1.1)
  All customer-facing pages will be available in Spanish in addition to English. Multi-language support is native to the Solution Platform and managed via the Content Management System. We expect to rely on and work with AHCCCS Subject Matter Experts (SMEs) for Spanish translations.
- MOBILE FRIENDLY (5.1.8)
  As part of the human-centered design approach described in the Overview, all customer-facing web pages would be designed (leveraging wireframe mockups) with desktop, tablet, and smartphone usage in mind. Non-customer web pages would be designed to varying levels of mobile friendliness, depending on the nature of functionality involved. Content management, for example, might be targeted for primarily desktop use, but still be usable if not fully "friendly" on smartphones.
- ADA Compliance
  In addition to the traditional ADA compliance tools used to validate compliance, SIS will maintain a contract with an organization (the current organization is the Center for Accessible Technologies) that employs 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 modifications necessary to ensure the site can actually be used by all persons.

Compliance with Security and other Regulatory Requirements

Security Assessment (5.23*)

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), 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 is proud to 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, provide the FedRAMP System Security Plan (SSP) for the state of Arizona, and document planned continued compliance with CMS's standards for cloud applications.

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.

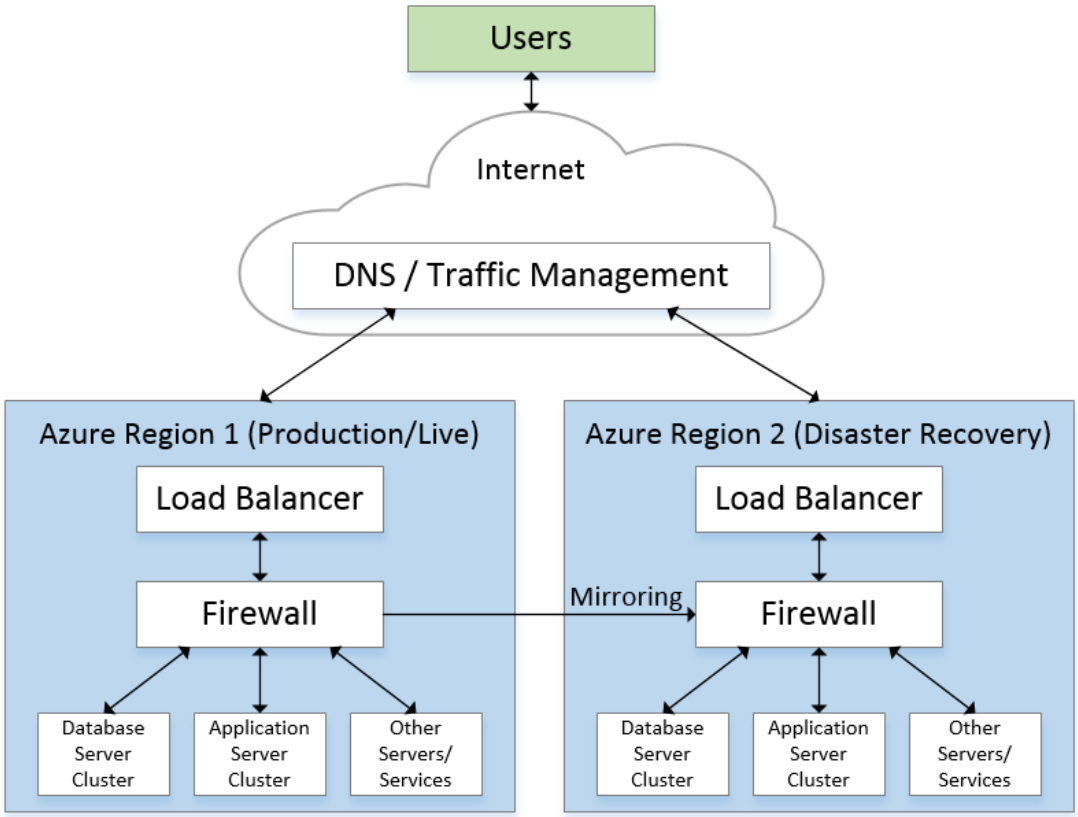
The sensitivity of the state of Arizona's data—as well as HEAplus customer data—is of paramount importance to SIS. AHCCCS is currently provided reports and updates on the results of annual Secure Organization Control (SOC) audits, Security Assessment Report (SAR) reviews, and internal as well as external penetration tests and security vulnerability assessments. This practice both demonstrates SIS's commitment to the security of regulated data, and SIS's 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 forth in 5.1.6.*

Hosting Infrastructure, Software, License Agreements, and Subcontractors

HOSTING INFRASTRUCTURE (5.20) AND DISASTER RECOVERY (5.24.4.*)

The proposed solution will be hosted in the Azure Government Cloud environment (5.20). As depicted below, the live/production solution will be hosted in one Azure Region, and the disaster recovery infrastructure (5.24.4.*) will be located in a second Azure Region for maximum risk avoidance. Within the Azure Government Cloud environment, every solution server (virtual machines) will be isolated from all other servers with strict access-only-as-required controls managed through firewalls, as depicted in the following diagram.

Figure: A.4 – High-Level Hosting Infrastructure



All solution servers and components other than networking layers (load balancers and firewalls) are virtualized via containerization technology. This enables portability (5.20.1 and 5.28.17) and auto-scaling to ensure consistent performance and availability. Database servers are clustered via Microsoft SQL Server Clustering, and application servers are clustered via Azure Fabric, supporting rapid failover (5.18.1, 5.28.2). Azure Site Recovery services will also be leveraged for robust disaster recovery, satisfying 5.24.4.4 through 5.24.4.9, 5.28.4 (failover redundancy and auto-swapping), and 5.28.15 (redeployment).

Data storage (supporting all components but not explicitly shown in the diagram) is managed via Azure Cloud Storage, providing maximum security and flexibility. We estimate that each of the production and production-like or production-ready environments (Production, Pre-Production, and Disaster Recovery) environments will require no more than 1TB of initial storage each for all architecture components and modules combined. The "lower" environments to include Development, QA, UAT, and Training would require no more than 1TB in combined storage. This comes to a maximum of 4TB or less of initial storage capacity across all environments (5.28.7). Storage requirements may increase over time, depending on the amount and types of documents stored, to include both verification documents (5.12.6.1) as well as AHCCCS-managed content (e.g. 5.2.1*, 5.12.5).

SOFTWARE

Software	Vendor	License	Proposed usage
.NET Core 2.0 / C#	Open Source (Microsoft)	MIT	Primary technology, framework and language used for all middleware to include business logic, batch jobs, and external interfaces (e.g., HEAplus, AZTECS)
Azure DevOps	Microsoft	Proprietary subscription-based	Suite of cloud-based (5.28.16) tools used for source code management, continuous integration and deployment, work tracking, and other aspects of development and deployment
Azure Integration Services	Microsoft	Proprietary subscription-based	Support API messaging via an Enterprise Service Bus (5.28.8) architecture
BrowserStack	BrowserStack	Proprietary subscription-based	Cloud-based (5.28.16) cross-browser compatibility testing
DynamicPDF Merger and Convert .NET SDKs	DynamicPDF	Proprietary subscription-based	Various PDF split, merge, and other functions in support of document management
Elasticsearch	Open Source (Elastic)	Apache 2.0	Advanced search capabilities (including probabilistic search) for customer search
Microsoft SQL Server 2017 (moving to 2019 when stable)	Microsoft	Proprietary subscription-based	Primary technology used for transactional and reporting databases
Microsoft Windows Server 2016 (moving to 2019 when stable)	Microsoft	Proprietary subscription-based	Server operating system
New Relic suite	New Relic	Proprietary subscription-based	Cloud-based software (5.28.16) enabling the availability/downtime report (5.10.4.1)
Postman	Postman	Proprietary subscription-based	API testing
NVDA	Open Source (NV Access)	GNU General Public License version 2	ADA and accessibility testing (5.1.2.*)
React (JavaScript framework)	Open Source (Facebook)	MIT	Primary technology used for all web browser-based user interfaces
Red Hat Process Automation Manager	Red Hat	Proprietary subscription-based	Business Rules Engine (5.27.3 and 5.28.3) and Business Process Management (5.28.1) automation
Selenium	Open Source (Selenium Project)	Apache 2.0	Primary automated testing tool

Splunk	Splunk	Proprietary subscription-based	Analysis and reporting on system-usage data
SurveyMonkey	SurveyMonkey	Proprietary subscription-based	Cloud-based software (5.28.16) supporting the random customer survey (5.19)
Tableau	Tableau Software	Proprietary subscription-based	Non-customer reporting and analytics tool
WAPT	Softlogica	Proprietary	Load testing

For maximum portability and extensibility, all third-party software will be used as originally published and provided with no modifications made by SIS (5.28.13).

Subcontractors – SIS uses subcontractors on occasion in order to provide flexibility and meet delivery needs, as project timelines and needs dictate. For development of the AHCCCS Works Portal Cloud, we expect that we may use subcontractors (always in compliance with applicable regulations) as needed.

As an example of one subcontractor relationship, we are partnering with Insight Enterprises, a Tempe, AZ, based technology leader, and a highly recognized partner in the Microsoft ecosystem, with deep expertise in cloud enablement and Azure deployments. Over the past year, SIS has been collaborating with a team from Insight to build a modern, flexible, scalable, and secure infrastructure for our organization. Insight's extensive industry expertise and knowledge, as well as massive scale and capabilities, layered with our own, make them an ideal partner as we deploy the SIS Solution Platform for the AW Portal Cloud.

Operations and Maintenance

- PERFORMANCE (5.1.7 and 5.24.1.*)

  HEAplus, developed and supported by SIS, already exceeds the performance requirements set forth in the RFP. Based on the more advanced n-tier/micro-services architecture of the Solution Platform and dynamic scaling capabilities within the Azure Government Cloud environment, we expect performance of the AHCCCS Works Portal to exceed that of HEAplus, and therefore easily meet all performance expectations set forth in the RFP. Leveraging from our experience with HEAplus, New Relic will be used to meet monitoring and alerting requirements. Downtime management will follow best practices established on HEAplus, but downtimes are expected to be shorter, due to the use of container technology for the deployment of code changes.
- TESTING ENVIRONMENTS (5.16.*, 5.22.20.5)

  We will employ the same path-to-production processes and testing environments per established best practices on HEAplus today. This includes DEV, QA, UAT, PRE-PROD, PROD, EXPEDITE and TRAINING environments. We anticipate that testing of external interfaces will be very straightforward, as most such interfaces are within HEAplus, which we support for maintenance and operations.

  As SIS develops new and improved methods for automating user testing, quality testing, and security testing for the deployment of code to a software solution, those testing processes will be used for this project and dramatically increase scalability, reliability, and security of the project and the speed with which updates can be applied.

- INFRASTRUCTURE CHANGES AND UPGRADES (5.17.*)

As on HEAplus, infrastructure upgrades for the AW Portal would be reviewed and approved through the Arizona Change Control Board (CCB) and related governance processes. The architecture of this solution is expected to make infrastructure upgrades much easier relative to HEAplus. All changes will be documented per 5.22.20.7.

- SYSTEM ISSUES AND INCIDENTS (5.18.* and 5.24.3.*)
  We will follow the same incident and issue reporting, tracking, and response processes established on HEAplus between SIS and AHCCCS. These include the same ticketing process and tools, and associated SDLC processes for change management, as used for the HEAplus UAT and Production environments today. This includes ticket prioritization and implementation (5.22.20.4).
- DATA RETENTION (5.1.9)
  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.

  SIS is proposing for the AHCCCS Works Portal Cloud a high availability failover environment that supports synchronization of live site data to a disaster recovery (DR) site (5.28.4, 5.28.15). The DR solution is housed in a geo-located diverse cloud solution that meets or exceeds MARS-E and FedRAMP regulatory requirements. This structure meets or exceeds the requirements set forth in 5.24.4.
- GENERAL OPERATIONS (5.24.2.*)
  Leveraging from our experience in operating HEAplus for many years, we expect all operations requirements to be straightforward for the AW Portal. Many operational functions will be supported by the same teams that support HEAplus, including Help Desk, Client Implementation, Security, etc.
- SYSTEM ENHANCEMENTS (5.25.*)
  We will follow the same System Request (SR) process for enhancement requests established on HEAplus between SIS and AHCCCS.
- 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, while 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 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 ITIL, v3 foundation. 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). However, 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.

Proposed Timeline

As described briefly under the Development Approach Introduction section above, we propose to take a phased, incremental approach to developing and deploying the solution. This minimizes risk and optimizes the schedule and efficacy of the final solution. This section will provide timelines for delivery phases both for this recommended approach and for the original waterfall approach prescribed in the RFP.

TIMELINE FOR PHASED INCREMENTAL APPROACH

An overview of the timeline for this approach is depicted in the table below, followed by additional details for each of the phases:

Phase #	Brief Description	Timeline
1	Baseline: Infrastructure, architecture, design, and requirements	6 weeks
2	Initial Development: 20% complete, end-to-end integration	4 weeks
3	Core Development and Acceptance: 80% complete	13 weeks
4	Final Development and Acceptance: 100% complete	4 weeks
5	Final Acceptance Testing, approvals, and production release	5 weeks
	Total	32 weeks

The phases are described in more detail here:

- Phase 1 – Baseline infrastructure, architecture, design, and requirements
  - This phase breaks down into three parts conducted in parallel:
    - Phase 1a: Establish initial development, QA, and UAT environments, and DevOps processes to enable code path through UAT. Includes source-control versioning and branch methodology, check-in procedures, a Continuous Integration process, automated integration/regression testing framework, code promotion methodology, etc.
    - Phase 1b: Initial architecture and technical design to include identification of modules and deployment containers. Final commercial off the shelf (COTS) technology decisions and approvals would take place in this phase. The System Architecture Document per 5.21.* will be provided, as well as the Master Data definition per 5.28.19.
    - Phase 1c: Establish a baseline and overall requirements and UI design approach. We would start with a straw-man/proposed portal map and navigation, a look-and-feel concept (with options), and wireframes of key dashboards and functionality. These would be reviewed and refined in JAD sessions with the client to get feedback and iterate until there is an approved general direction and agreement on all the "basics." During this time period, AHCCCS engagement and involvement will need to be very high in order to ensure successful kickoff of development (Phase 2).
- Phase 2 – Initial Development and end-to-end integration – 20% functionally complete
  - First pass at all functionality, with a focus on establishing modules and containers, defining and implementing initial interfaces, and functionality. The goal is to establish an integrated end-to-end experience as quickly as possible. This allows the client to envision how everything comes together,

and to adjust direction prior to the bulk of implementation. Initial interfaces will be established with HEAplus if they have been implemented by this time. Priority and acceptance are based on end-to-end flow and conceptualization. Approximately 20% of functional requirements are implemented. Automated testing to include continuous-integration testing and full-regression testing are enabled in parallel with development, ensuring high quality throughout all development and delivery phases.

- Phase 3 – Core development and Acceptance– 80% functionally complete
  - This is the core development phase, with a goal of completing 80% of the functional requirements. While we expect some final requirements changes and refinements following this phase, a significant amount of end-to-end acceptance testing (up to 50%) can be completed in this phase, reducing the length of Final Acceptance Testing in Phase 5.
- Phase 4 – Final Development and Acceptance – 100% functionally complete. In addition to all functionality being complete, we estimate that 75% of acceptance testing will be completed by the end of this phase.
- Phase 5 – Final acceptance testing, approvals, and production release
  - We estimate that 75% of acceptance testing will be completed from Phase 2 through Phase 4. Based on the original schedule outlined in Appendix A (12 weeks of final testing), that leaves an additional 3 weeks of end-to-end testing and acceptance/approvals for this phase, in addition to 2 final weeks for production release. After this, there may be a period of additional testing with HEAplus prior to "go live" with customers. This time period will be based on AHCCCS's and HEAplus' readiness.

TIMELINE FOR WATERFALL APPROACH

Phase #	Brief Description	Timeline
1	Requirements and Design	10 weeks
1a.	(Process analysis and systems requirement doc. per Attachment A deliverable 1)	(4 weeks)
1b.	(System design per Attachment A deliverable 2)	(6 weeks)
2	Development to UAT availability (per Attachment A deliverable 3)	13 weeks
3	Acceptance Testing and Approvals (per Attachment A deliverable 4)	12 weeks
4	Implementation (per Attachment A deliverable 5)	2 weeks
	Total	37 weeks

Project Management

Effective planning and execution are essential to meet the scope, cost, schedule, and performance objectives for the AW Portal Cloud. 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 that will guide the delivery and management

of work identified in the RFP. Our PM methodology offers a comprehensive, consistent method for defining and monitoring all activities and resources needed to deliver the AW Portal Cloud (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 within 30 days of a contract's being awarded (5.22.12). 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 parties 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 the 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)

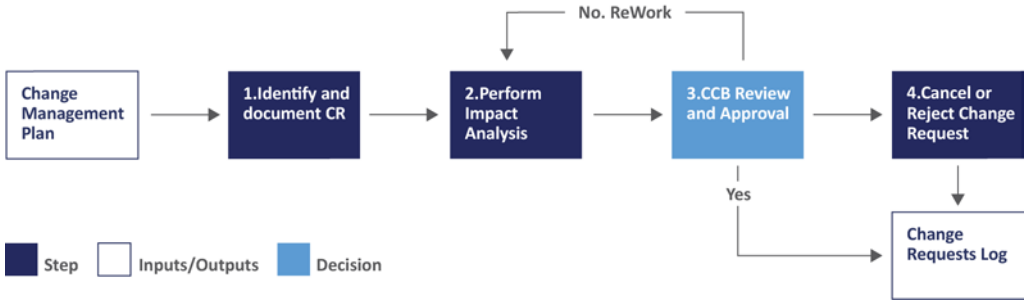
The Project Meeting and Communications Schedule will detail regularly scheduled meetings or events, including but not limited to:

- 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 B. 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 B. Change Management Process Flow



SIS will work with AHCCCS to finalize the change management process, **and** to finalize tools to document and capture each step in the process and assign appropriate stakeholder responsibilities.

Staffing Management Plan

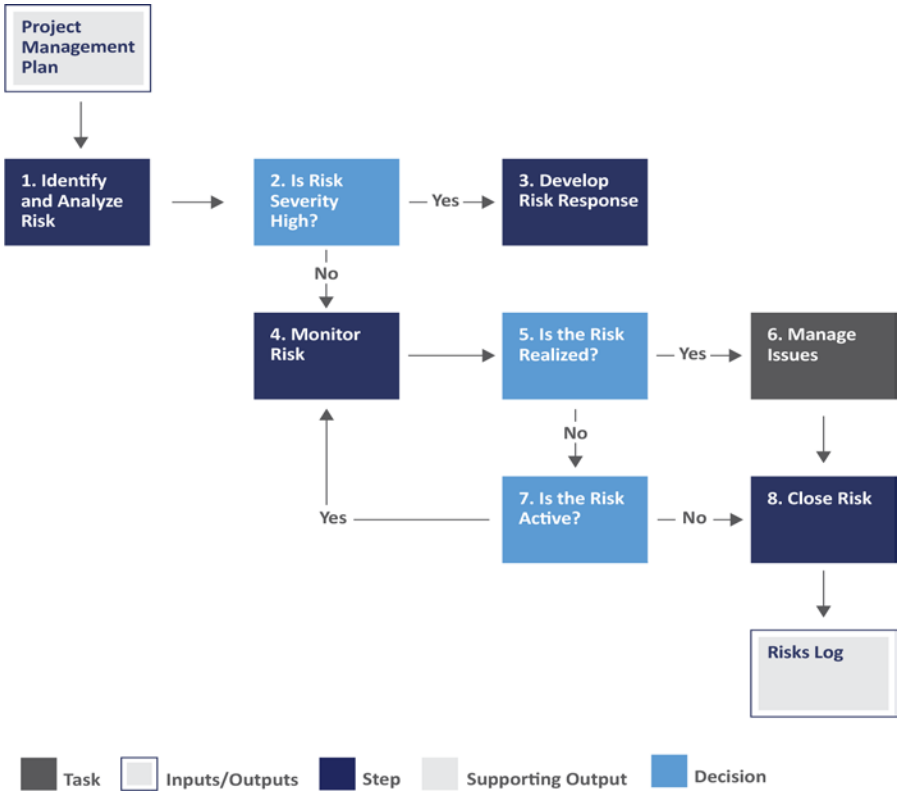
The Staffing Management plan outlines the organizational structure of the SIS team delivering the AHCCCS AW Portal Cloud, and defines roles and responsibilities in a Responsible Accountable Consulted Informed Matrix. Additionally, staffing replacement processes and timelines will be detailed (5.22.20.3).

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 B.1. Risk Management Process Flow



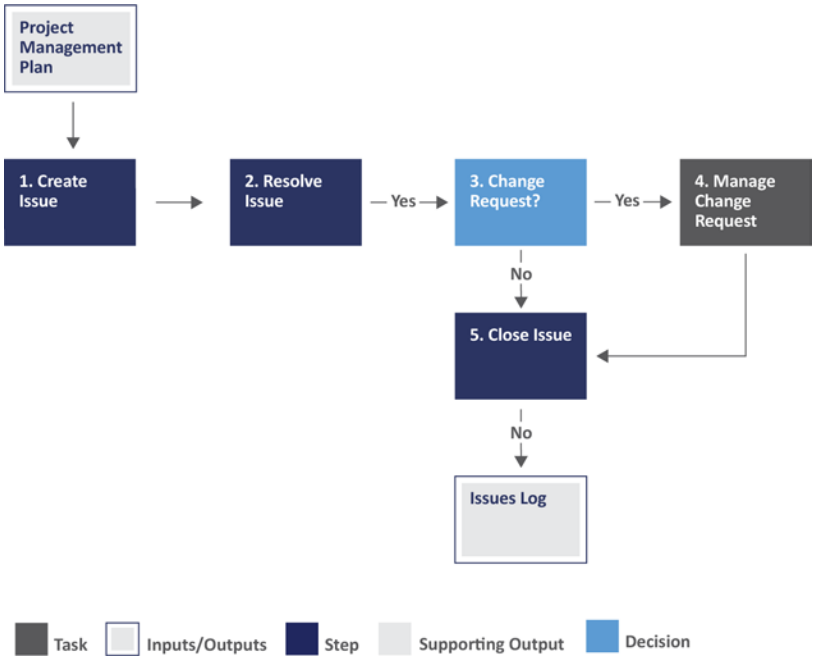
SIS will work with AHCCCS to finalize the risk management process, and tools to document each step in the process and assign appropriate stakeholder responsibilities.

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 B.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 & Document Management Plan
The Deliverable & Document Management Plan includes:

1. Deliverable management processes, assets, and protocols to develop and manage project deliverables through client acceptance
2. Document management processes and protocols to establish and maintain control over a project's documents

Deliverable Management
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 signoff, 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 AHCCCS 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 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, 5.22.20.1)

Document Management

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 days 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 (e.g., 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 Cloud.

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.

Our diverse and experienced team members are technology and policy experts united by our focus, our mission, and our passion: to identify and break down barriers that stand between people and the services and support that often go underused.

We work collaboratively with our clients to create maximum impact in the communities they serve. And this commitment extends beyond our current contractual work for Arizona. Our teams are passionate about cultivating true partnerships 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 your mission 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 whose lives are ultimately impacted through 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 (SSA), 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. The next-generation 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; because 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.

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 Cloud.

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 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

- 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 standards for E&E systems

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 importantly, Bobbie has worked with Arizona's Health and Human Services programs at DES and AHCCCS since 1998.

As the Client Services and Director of Applications Solutions, Bobbie will support the project as the SIS lead for the development and implementation of the AHCCCS Works Portal. She will serve as the executive lead for 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 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 (ACA) 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

Tony Teshera

AW Portal Engagement Manager

- 25 years of experience in managing large software engineering and operations teams
- Extensive hands-on experience creating software solutions and strategies supporting the end user
- Expert in software engineering, product development, program management, and quality assurance

SUMMARY

Tony Teshera has more than 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 solutions.

As the lead for Solution Delivery, Tony will support the project as the SIS executive lead for the development and implementation of the AHCCCS Works Portal.

RELEVANT EXPERIENCE

Social Interest Solutions – Executive Director of Solutions Management (2018 to present)

Solutions Management: Tony leads SIS's software development and quality assurance organizations. These functions include over 70 individuals supporting HEAplus and One-e-App. He is also leading development of our latest cloud-based solution platform on which future social technology offerings will be based.

Intel Corporation – Director of Software Engineering

Solid State Drive Business (2008 to 2018): Tony led the software validation and capabilities organization for the Non-volatile Memory Group, Intel's number-one growth business. Overseeing all firmware and software engineering quality, he played a key role in growing the business from $0 to more than $4 billion in revenue in 10 years, with over 25 products being developed and supported concurrently. Highlights of his work include:

- Managed a $100 million budget, including employees, outsource staffing, and capital investment
- Established a worldwide DevOps organization that saved over $5 million annually
- Invented and drove a business-wide transition to an innovative new method of testing firmware, which accelerated Intel's ability to find and fix firmware defects at industry-leading levels of efficiency

Intel Corporation – Software Engineering Manager/Architect (2004 to 2008)

Tony built and led a global organization driving the architecture, development, and deployment of enterprise-wide software automation systems. This included leading the architecture and development of Intel's largest systems-software test automation system, which was adopted company wide.

Independent Consulting – Software Program Manager/Architect (1999 to 2004)
Tony provided program and project management, software architecture, business analysis, and quality-assurance consulting to Intel Corporation, Philips Medical, Agilent Technologies, Pacific Legal Foundation, and other clients. Highlights from this period include:

- Architected innovative data warehousing and analytics solutions for Philips Medical's supply chain. Due to several strategic acquisitions, Tony was brought in to lead consolidation of analytics across all of the merged entities.
- Delivered Intel's external-facing (OEM customers) defect tracking system for reporting and tracking defects in Intel's software and drivers. Still in use today, this system serves thousands of external users, processes thousands of customer support issues, and interfaces with numerous internal company systems.

LexisNexis Examen – Product Development Manager (1997 to 1999)
Tony directed all program management and engineering development for Legal Service Program, a first-of-its-kind online legal marketplace (SaaS model) for Fortune 500 clients. He staffed and managed the software engineering, operations, and support teams for the platform.

Advanced Programming Institute – Sr. Software Engineer (1996 to 1997)
Tony provided software project management, data analysis, and engineering services to various clients, including Kaiser Permanente, the Environmental Protection Agency, and Intel Corporation. He also provided research, project assessment, RFP development, and commercial training services as a senior staff member in the firm.

TECHNICAL SKILLS

- Expert in SDLC software engineering practices (Waterfall and Agile/Scrum)
- Expert in software quality assurance practices
- SaaS Product Development, Engineering, and Operations
- Data Warehousing, Database Engineering, Business Intelligence, and Analytics
- DevOps, CI/CD, and automated testing
- Distributed enterprise systems architecture
- Expert in the Microsoft technology stack, including SQL Server and .NET/C#

social interest SOLUTIONS

Marcella Gonzalez

Solutions Delivery Lead Advisor

- 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 (nominated 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 look-up to Department of Economic Security's eligibility system (AZTECS)
  - 2009: online real-time look-up 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 – 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

Tommaso Esmanech

Client Services & Solutions Delivery

- 17 years of experience managing large functional and technical teams to implement complex products
- Hands-on experience with new product development using modern technologies, DevOps, and Agile
- Extensive knowledge of SaaS, Cloud Computing, and Automation

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.

As the Client Services and Solution Delivery Manager, Tommaso will support the project as the SIS lead for the delivery of the AHCCCS Works Portal and ensure quality and business continuity.

RELEVANT EXPERIENCE

Social Interest Solutions – General Manager, One-e-App and our latest solution platform (2019 to present)
Tommaso recently joined the SIS team, and leads the product strategy and go-to-market solutions for both the One-e-App and latest platform solutions. He is in charge of product management and is focused on delivering high-quality solutions that meet customer needs. He brings his strong DevOps and Agile experience and leadership to the team.

Hewlett Packard Enterprise – Director (2016 to 2018)
Service and Product Management, IoT Edge Computing (2016 to 2018): Tommaso was selected among the 15 most talented leaders to lead a comprehensive redesign of the IoT Edge Product Service roadmap at HPE. His accomplishments included:

- Leading a cross-functional, 14-member team to generate sales of more than $400 million
- Implementing an "as a service" product portfolio to align with customer needs, and allow for ease in reusability, deployment, and support
- Achieving $25 million in IoT transformation sales for manufacturing customers by engaging with engineering to determine technical implementation across 250 factories worldwide

Hewlett Packard – Director (2002 to 2016)
Cloud Service Product Management (2014 to 2016): Tommaso oversaw the cloud service portfolio for HP during this three-year period. In this role, he:

- Increased sales by 35% ($10 million) through an internal organizational transformation that resulted in greater customer satisfaction
- Oversaw the support of $2 billion in hardware contracts for Cloud Service Providers, and sustained the portfolio size due to on-time product service readiness

Product Management for Machine Learning Automation (2010 to 2014): Tommaso was the director for the machine-learning automation division for several years at HP. Some of the highlights of his work during this period include:

- Developing and managing the machine-learning automation of over 2 million internet-connected devices
- Saving the firm $198 million by implementing predictive analytics
- Delivering more than 50 applications with more than 360 developers, via disciplined DevOps and Agile development practices

Product Management Web Support, Search, Knowledge Management (2002 to 2010): Tommaso oversaw the web support division during his first eight years at HP. During that time, some of his accomplishments included:

- Redesigning the overall HP web experience and achieving a 100,000x improvement in web traffic.
- Leading the team that developed the HP Support Center Mobile App for post-sale experience, which achieved a 4.8 stars (out of 5) rating in the Apple and Google app stores.

Compaq – Manager, Service & Global Operations (1997-2002)

During Tommaso's time at Compaq, he increased customer satisfaction by 200% and met a 98% SLA in the company's European call centers. In addition to this improvement in customer satisfaction and service delivery, Tommaso achieved a 96% employee satisfaction rate after the transformation.

TECHNICAL SKILLS

- Program and Project Management, Agile and Scrum software development
- Internet of Things (IoT) and Edge Computing
- Predictive Analytics
- Cloud Computing and Software as a Service (SaaS)

EDUCATION AND CERTIFICATIONS

- Bachelors in International Business Management and Marketing – Catholica University, Milan, Italy
- IASSC Certified Lean Six Sigma Green Belt ™ (ICGB™)
- Scaled Agile Framework (SAFe) Agilist
- Microsoft Certified Systems Engineer – MCSE+I

BOARD & COMMUNITY

- NACME: National Action Council for Minorities in Engineering: Board Member and Liaison to the Chair of the Board
- Sacramento School of Engineering: Industry Advisor to the Board

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 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 to 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 to 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 $650 million 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

Kiran Kamuni

Solutions Delivery Lead

- 10+ years of experience in HHS software application development
- Hands-on experience integrating with AZ systems, including AZTECS, AHCCCS, and HEAplus
- Deep knowledge of Medicaid policies and overall eligibility and enrollment requirements
- Experience with FedRAMP, MARS-E, NIST SP 800-53 requirements

SUMMARY

Kiran Kamuni has over 12 years of experience in software application development in the health and human services (HHS) industry. He has led numerous teams through the entire software development lifecycle, including requirements analysis, system design, development, and testing. Kiran is committed to delivering quality applications on time and meeting the customer's satisfaction.

As the Solution Delivery Manager, Kiran will be leading the application development team on the AHCCCS Works Portal project. He will be responsible for overseeing the requirements gathering, development, and testing for the project.

RELEVANT EXPERIENCE

Social Interest Solutions – Senior Solution Delivery Manager (2017 to present), Technical Lead (2013 to 2016), Senior Developer (2009 to 2011)

Next Solution Platform: Kiran is the delivery manager and technical lead managing the development of SIS's cloud-based latest solution platform, on which future social technology offerings will be based.

Arizona AHCCCS – HEAplus System Development and Implementation (2013 to present): Kiran has led the Application Development team for the HEAplus application since 2013. He has been responsible for:

- Designing and implementing various components for HEAplus, such as the consumer portal, data entry module, PCAP, PMMIS, WAVES, and ACE TIPS integration.
- Managing analysis, estimation, design, development, deployment, and support of HEAplus, using a combination of Microsoft .net service-oriented architecture development platforms
- Developing business requirements and designing system functionality to meet the approved requirements
- Creating and executing test scripts, including automated and penetration testing
- Creating deployment documentation to ensure the deployment team can accurately promote new code versions to higher environments

California (Multiple Counties) – One-e-App (2007 to 2011): Kiran has also contributed to the development of the One-e-App platform. Highlights of his work include:

- Led the application maintenance team through periodic software upgrades, defect management, and continuous improvements

RELEVANT EXPERIENCE (continued)

- Proposed and implemented architecture to optimize and enhance performance, security, and maintainability

Radix Info India – Junior Developer (2005 to 2006)

Virtual Conference (2005 to 2006): Kiran was part of the development team that coded and tested the virtual telecommunications application. The application was developed in C#, ASP.NET, VB.NET and SQL server. Kiran was also responsible for maintenance and operations of the system.

TECHNICAL SKILLS

- NET Technologies: C#, ASP.NET, ADO.NET, .NET Framework, .NET CORE, MVC, BizTalk, VB.NET
- Internet Technologies: HTML, XML, ASP 3.0, ASP.NET, Java Script, SOAP, CSS, ISS, IIS7.0, JQuery, REACT, NODE JS, Angular JS, BOOTSTRAP, WCF Services, WEB APIs
- Databases: MS SQL Server, NOSQL
- Other Tools: Visual Source Safe, TFS, VSTS, Denodo, Design Patterns, New Relic, HP Load Runner, WAPT, Certify, ABBYY Flexi Capture (OCR/ICR technology), Ecrion (Dynamic Document Generation), REDHAT JBOSS Business rule engine, Send grid (Email service)
- Strong experience in FedRAMP, MARS-E, NIST SP 800-53, HIPPA, ADA (Section 208) compliance

EDUCATION AND TRAINING

Bachelor of Engineering in Computer Science, Ellenki College of Engineering and Technology (Medak, Telangana, India) - Affiliated - Jawaharlal Technology University (Hyderabad)

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

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

Bala Karuppaiah

AW Portal Solutions Delivery and Operations

BIO/SUMMARY

Bala 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. On HEAplus, Bala has been the application development lead for the past seven years, managing development of several major modules, collaborating on solution architecture, and partnering with clients to understand end-user challenges.

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

Thirumal Mogulla

AW Portal Data/SQL Development Lead

BIO/SUMMARY

Thirumal is an information technology leader with 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 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 & Business Analyst Advisor

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, handoff 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.

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, 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.

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.

Matt Berri

Solutions Security and CMS Response Lead

BIO/SUMMARY

Matt Berri is an experienced security and compliance officer with a broad range of skills and 10 years of experience in architecting, engineering, implementing, and maintaining secure infrastructure and software. With significant experience in security architecture in both cloud and on-premises deployments, regulatory compliance for MARS-E, HIPAA, and various federal regulatory processes, and vulnerability and risk analysis, he has been instrumental in the design and deployment of numerous secure federal and state government systems. Matt has worked extensively on the infrastructure and software securing process for HEAplus, in addition to architecting the secure deployment of SIS cloud environments, performing SIS client software penetration testing and remediation, and secure software development for SIS clients.

Matt 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.

Mark Grzeszczak

Solution 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.

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.

Ajit Bhagyanathan

Solutions Architect Advisor

BIO/SUMMARY

Ajit is a technology professional with over 13 years of experience 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. He led the development effort on the HEAplus system implementation and enhancements, working on the rules engine services, performance, and batch processing, and developing a service-oriented architecture to optimize data collection.
As Solution Delivery Lead for the AHCCCS Works Portal, Ajit will support the project by providing the business assessments, solution architecture, solution design, and technical teams management.

Hilary Dockray

Policy Advisor

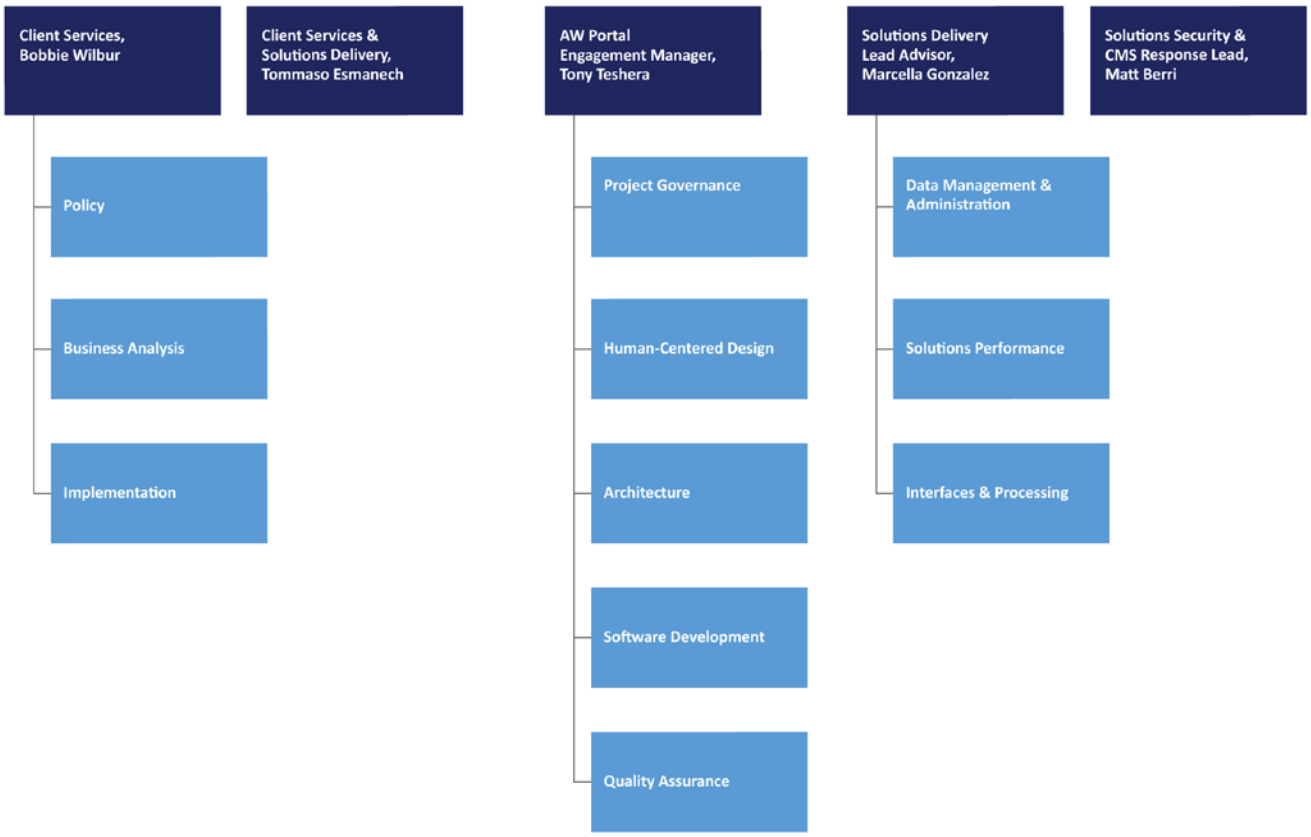
BIO/SUMMARY

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 in 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.

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 C.1. 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 organizational chart that will provide the Maintenance and Operations support.

Cost

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

As described in the *Method of Approach* section, SIS proposes shifting from the waterfall methodology prescribed in the RFP (per section 9.1 of the Scope of Work, and the Pricing Schedule in Attachment A) and to instead follow a "Phased Incremental" approach. This is designed to optimize delivery performance and offers the following advantage:

- Reduced risk
- Shorter implementation timeline
- Lower cost

SIS is prepared, however, to adhere to the original approach and structure per the RFP – i.e. distinct phases for requirements, design, acceptance testing and approval – if AHCCCS so desires.

Key Assumptions

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

- 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.
- Policies for acute system interruption, incidents, hardware and software maintenance and others as they currently apply to HEAplus would apply similarly to this solution, unless changes are desired and agreed to by both parties.
- 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 (SRs).
- 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).
- AHCCCS will conduct initial acceptance testing within one week of agreed-upon releases of new or modified functionality, and all issues found are vetted by AHCCCS prior to reporting to SIS. Assuming AHCCCS accepts the recommended phased/incremental approach to implementation of the solution, availability of AHCCCS personnel for requirements refinement, testing and feedback is critical to success.

- AHCCCS will ensure that HEAplus enhancements related to interfacing with the Portal are prioritized, tested and released in a timely fashion so as not to impact the Portal implementation timeframe.
- 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 5.23.2. 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 5.23.2.
- Ongoing operations, maintenance and associated monitoring and reporting will be consistent with the practices adopted for HEAplus unless changes are desired and agreed to by both parties.

Pricing Details

Based on SIS understanding of the requirements of AHCCCS Works Portal, we are proposing the following total pricing for the two approaches. The phased/incremental implementation approach will be referred to as "Recommended", and the waterfall (strict interpretation of RFP Appendix A) implementation approach is referred to as "Waterfall":

- RECOMMENDED
- WATERFALL

We have completed and included Attachment A with two sets of worksheets covering both the Recommended and Waterfall approaches. 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. For the Recommended approach, the Implementation Deliverables worksheet has been modified to a) indicate a different approach to the deliverables as appropriate to this approach and b) map said deliverables to the original set as provided by AHCCCS. We sincerely hope consideration will be given to the Recommended approach, as you indicated being open to Agile-like methodologies in the public response to questions for this RFP. SIS believes strongly that a more incremental/iterative approach to development is warranted given how new the Works program is, and that much of the related work is just beginning on HEAplus. Our recommended approach serves to mitigate risk and results in a lower-cost and faster implementation.

Should our Recommended approach be accepted, we propose an implementation payment schedule that adheres to five milestones and the same percentages as outlined in Section 9.1 of the RFP Scope of Work, but modifies the triggers as follows:

% of total	Original condition	Recommended condition
10%	Requirements and design documentation	Completion of Baseline requirements, architecture, design and infrastructure/process readiness for development – per Deliverable 1 in the Recommended section of Appendix A
20%	Solution is available for UAT in test environment	Completion of Initial Development (20% complete) – per Deliverable 2 in the Recommended section of Appendix A

30%	Approval for code to promote to production (user approval)	Completion of Core Development (80% complete) – per Deliverable 3 in the Recommended section of Appendix A
30%	Solution in use in live environment	No change
10%	Post implementation acceptance	No change

We would of course be pleased to discuss other pricing approaches/schedules as part of contract finalization.

Document Management Options

Please note that, for both the Recommended and Waterfall approaches, Attachment A includes an option for integrating with the HEAplus document management capabilities. This is per Section 5.12.6* in the Scope of Work. As this will require additional effort and cost, and adds complexity to the solution, we are recommending against this approach and instead leveraging document management and storage capabilities within the AW Portal. If you agree with this recommendation, please discount the cost associated with the HEAplus document management approach as indicated in the Implementation worksheet of Attachment A.

Attachment A - Pricing Schedule

AW Portal Cloud Recommended

SOLICITATION # YH19-0028		
AHCCCS WORKS PORTAL		
AW Portal Cloud Recommended		
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	$ -	$ 183,421.92
Implementation Costs	$ 1,630,348.91	na
	$ 1,630,348.91	$ 183,421.92
Cost of Ownership:	**$ 1,813,770.83**	

SOLICITATION # YH19-0028

AHCCCS WORKS PORTAL

AW Portal Cloud Recommended

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
Hosting (Azure) virtual server fees for Production and Pre-Production environments	24	$ 5,436.00	$ 33,000.00	$ 130,464.00
Hosting (Azure) virtual server fees for DR environment	8	$ 1,868.63	$ 4,000.00	$ 14,949.00
Hosting (Azure) virtual server fees for lower (Dev, QA, UAT, Training) environments	12	$ 5,436.00	$ 38,052.00	$ 65,232.00
Hosting (Azure) storage fees for Production and Pre-Production environments	n/a	n/a	$ 4,200.00	$ 7,200.00
Hosting (Azure) storage fees for DR environment	n/a	n/a	$ 525.00	$ 900.00
Hosting (Azure) storage fees for lower (Dev, QA, UAT, Training) environments	n/a	n/a	$ 2,100.00	$ 3,600.00
Windows Server licenses for Production and Pre-Production environments	21	$ 50.00	$ 2,100.00	$ 1,050.00
Windows Server licenses for lower (Dev, QA, UAT, Training) environments	11	$ 50.00	$ 1,100.00	$ 550.00
Anti-virus/encryption software licenses for Production, Pre-Production and DR environments	32	$ 67.00	$ 4,288.00	$ 2,144.00
Anti-virus/encryption software licenses for lower (Dev, QA, UAT, Training) environments	12	$ 67.00	$ 1,608.00	$ 804.00
Microsoft SQL Server software licenses and renewals	n/a	n/a	$ 10,850.00	$ 9,300.00
Tableau software licenses and renewals	n/a	n/a	$ 10,000.00	$ 76,000.00
Red Hat Process Automation Bundle software licenses and renewals	n/a	n/a	$ 4,667.00	$ 8,000.00
WAPT software licenses and renewals	n/a	n/a	$ 642.00	$ 1,100.00
Azure Integration usage-based fees (estimated)	n/a	n/a	$ 700.00	$ 1,200.00
Survey Monkey enterprise licensing (estimated)	n/a	n/a	$ 2,917.00	$ 5,000.00
New Relic software usage-based fees (estimated)	n/a	n/a	$ 2,000.00	$ 20,000.00
Splunk software usage-based fees (estimated)	n/a	n/a	$ 2,000.00	$ 5,000.00
SSL certificates	n/a	n/a	$ 1,283.00	$ 2,200.00
Labor to maintain software	n/a	n/a	$ 75,202.46	$ 122,204.00
		Total Cost:	$ 201,234.46	$ 476,897.00

SOLICITATION # YH19-0028

AHCCCS WORKS PORTAL

AW Portal Cloud Recommended

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**
Baseline requirements, design, etc.	$ 162,395.83	45	45	$ 3,113.57	$ 165,509.40
Initial Development	$ 229,766.87	30	75	$ 4,405.25	$ 234,172.12
Core Development	$ 689,794.38	90	165	$ 13,225.23	$ 703,019.61
Final Development, Integration Testing and Evaluation	$ 230,700.51	30	195	$ 4,423.15	$ 235,123.66
Implementation	$ 64,156.51	35	230	$ 1,230.05	$ 65,386.57
Go Live	$ -	0	230		$ -
Post Implementation Support	$ 52,300.34	90	320	$ 1,002.74	$ 53,303.08
Hosting and software subscriptions/licenses for implementat	$ 201,234.46				$ 201,234.46
Total Cost:	$ 1,630,348.91			$ 27,400.00	$ 1,657,748.91

Implementation Costs shall include all travel.

SOLICITATION # YH19-0028
AHCCCS Works Portal
AW Portal Cloud Recommended

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.

Proposed Deliverables	Includes (from original breakdown)	# of Staff & Titles	Hourly Rate	# of Hours
1. Baseline requirements, architecture, design and infrastructure/process readiness for development (45 days)	Elements of 1 (process analysis and requirements) and 2 (system design)			
a. Baseline requirements analysis, JAD sessions and reviews	Elements of 1a and 2b	2 business analysts	106	224
b. Baseline UI/UX research, design, JAD sessions and reviews	Elements of 2a and 2d	1 UX specialist, 1 UI designer	99	224
c. Baseline architecture and reviews	Elements of 2b, 2d and 3c	1 systems/software architect	139	224
d. Baseline database, functional and other design work and reviews	Elements of 2a, 2c and 2d	1 scrum master, 2 software developers	130	284
e. Baseline infrastructure and devops infrastructure setup/readiness	n/a	1 devops engineer, 1 system administrator, 1 database administrator	114	260
f. Baseline QA processes and automated testing frameworks setup/ready	n/a	1 software quality engineer	93	104
g. System Security Assessment	2b	TBD		TBD
h. Data/System Security Plan	2c	TBD		TBD
i. Data Use/Exchange Interconnection Security Agreement	2d	TBD		TBD
j. Risk Assessment Plan	2e	TBD		TBD
k. Complete Privacy Impact Analysis (PIA), System Security Plan (SSP) and Information Security Risk Assessment (ISRA)	2f	TBD		TBD
l. Final baseline requirements, architecture, design and readiness reviews	Elements of 2b and 2e	1 business analysts, 1 UX specialist, 1 architect, 1 SW developer, 1 SW quality engineer	112	80
2. Initial Development (20% of total, for 20% complete) (30 days)				
a. Requirements refinement	Elements of 1a and 3a	2 business analysts	106	172
b. UX/UI refinement	Elements of 2a, 2d and 3a	1 UX specialist, 1 UI designer	99	110
c. Software development	3a	1 scrum master, 7 software developers	130	1118
d. Automated testing	Elements of 3a, 4a and 4b	3 software quality engineers	93	314
e. Manual testing, compliance testing, user acceptance testing, training	Elements of 3a, 3b, 4a, 4b and 4c	2 quality analysts/testers, 1 implementation support specialist	93	223

f. Ongoing devops, infrastructure and architecture support	3a	1 devops engineer, 1 system administrator, 1 systems/software architect, 1 database administrator	122	40
3. Core Development (60% of total, for 80% complete) (90 days)				
a. Requirements refinement	Elements of 1a and 3a	2 business analysts	106	516
b. UX/UI refinement	Elements of 2a, 2d and 3a	1 UX specialist, 1 UI designer	99	331
c. Software development	3a	1 scrum master, 7 software developers	130	3353
d. Automated testing	Elements of 3a, 4a and 4b	3 software quality engineers	93	940
e. Manual testing, compliance testing, user acceptance testing, training	Elements of 3a, 3b, 4a, 4b and 4c	2 quality analysts/testers, 1 implementation support specialist	93	674
f. Ongoing devops, infrastructure and architecture support	3a	1 devops engineer, 1 system administrator, 1 systems/software architect, 1 database administrator	122	122
4. Final Development, Integration Testing and Evaluation (20% of total, for 100% complete) (30 days)				
a. Requirements refinement	Elements of 1a and 3a	2 business analysts	106	172
b. UX/UI refinement	Elements of 2a, 2d and 3a	1 UX specialist, 1 UI designer	99	110
c. Software development	3a	1 scrum master, 7 software developers	130	1118
d. Automated testing	Elements of 3a, 4a and 4b	3 software quality engineers	93	314
e. Manual testing, compliance testing, user acceptance testing, training	Elements of 3a, 3b, 4a, 4b and 4c	2 quality analysts/testers, 1 implementation support specialist	93	233
f. Ongoing devops, infrastructure and architecture support	3a	1 devops engineer, 1 system administrator, 1 systems/software architect, 1 database administrator	122	40
5. Implementation (5 weeks)				
t. Final acceptance testing	Elements of 4a, 4b and 4c	1 business analyst, 1 scrum master, 2 software developers, 2 software quality engineers, 1 quality analyst, 1 implementation supportion specialist	117	200

a. Implementation/Roll out plan to include dashboard reporting.	5a	1 business analyst, 1 scrum master, 2 software developers, 2 software quality engineers, 1 quality analyst, 1 devops engineer, 1 system administrator, 1 database administrator	115	153
b. Validated of production reports	5b	1 business analyst, 1 scrum master, 2 software developers, 2 software quality engineers, 1 quality analyst	115	99
c. Ongoing error reporting	5c	1 business analyst, 1 scrum master, 2 software developers, 2 software quality engineers, 1 quality analyst	115	99
d. SLA agreements	5d	1 business analyst	106	5
6. Post Implementation (Deliverable 90 days from Integrated Testing Acceptance)				
a. Post implementation documentation delivery	6a	1 business analyst, 1 architect, 1 software developer, 1 devops engineer, 1 system administrator	119	143
b. Post implementation support/maintenance plan	6b	1 business analyst, 1 architect, 1 software developer, 1 software quality engineer, 1 devops engineer, 1 system administrator, 1 implementation support specialist	115	163
c. Error reporting and remediation planning	6c	1 business analyst, 1 software developer, 1 software quality engineer, 1 quality analyst, 1 devops engineer, 1 system administrator	115	143

SOLICITATION # YH19-0028

AHCCCS WORKS PORTAL

AW Portal Cloud Waterfall

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	$ -	$ 137,566.44
Implementation Costs	$ 2,087,997.64	na
	$ 2,087,997.64	$ 137,566.44

Cost of Ownership: $ 2,225,564.08

SOLICITATION # YH19-0028

AHCCCS WORKS PORTAL

AW Portal Cloud Waterfall

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
Hosting (Azure) virtual server fees for Production and Pre-Production environments	24	$ 5,436.00	$ 33,000.00	$ 130,464.00
Hosting (Azure) virtual server fees for DR environment	8	$ 1,868.63	$ 4,000.00	$ 14,949.00
Hosting (Azure) virtual server fees for lower (Dev, QA, UAT, Training) environments	12	$ 5,436.00	$ 48,924.00	$ 65,232.00
Hosting (Azure) storage fees for Production and Pre-Production environments	n/a	n/a	$ 5,400.00	$ 7,200.00
Hosting (Azure) storage fees for DR environment	n/a	n/a	$ 675.00	$ 900.00
Hosting (Azure) storage fees for lower (Dev, QA, UAT, Training) environments	n/a	n/a	$ 2,700.00	$ 3,600.00
Windows Server licenses for Production and Pre-Production environments	21	$ 50.00	$ 2,100.00	$ 1,050.00
Windows Server licenses for lower (Dev, QA, UAT, Training) environments	11	$ 50.00	$ 1,100.00	$ 550.00
Anti-virus/encryption software licenses for Production, Pre-Production and DR environments	32	$ 67.00	$ 4,288.00	$ 2,144.00
Anti-virus/encryption software licenses for lower (Dev, QA, UAT, Training) environments	12	$ 67.00	$ 1,608.00	$ 804.00
Microsoft SQL Server software licenses and renewals	n/a	n/a	$ 13,950.00	$ 9,300.00
Tableau software licenses and renewals	n/a	n/a	$ 10,000.00	$ 76,000.00
Red Hat Process Automation Bundle software licenses and renewals	n/a	n/a	$ 6,000.00	$ 8,000.00
WAPT software licenses and renewals	n/a	n/a	$ 825.00	$ 1,100.00
Azure Integration usage-based fees (estimated)	n/a	n/a	$ 900.00	$ 1,200.00
Survey Monkey enterprise licensing (estimated)	n/a	n/a	$ 3,750.00	$ 5,000.00
New Relic software usage-based fees (estimated)	n/a	n/a	$ 2,000.00	$ 20,000.00
Splunk software usage-based fees (estimated)	n/a	n/a	$ 2,000.00	$ 5,000.00
SSL certificates	n/a	n/a	$ 1,650.00	$ 2,200.00
Labor to maintain software	n/a	n/a	$ 86,952.85	$ 122,204.00
		Total Cost:	$ 231,822.85	$ 476,897.00

SOLICITATION # YH19-0028

AHCCCS WORKS PORTAL

AW Portal Cloud Waterfall

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	$ 127,189.75	30	30	$ 1,877.52	$ 129,067.27
System Design	$ 412,468.20	45	75	$ 6,088.67	$ 418,556.87
System Development	$ 721,968.86	90	165	$ 10,657.37	$ 732,626.23
State Integration Testing and Evaluation	$ 500,350.84	90	255	$ 7,385.95	$ 507,736.79
Implementation	$ 39,541.38	10	265	$ 583.69	$ 40,125.07
Go Live	$ -	0	265		$ -
Post Implementation Support	$ 54,655.76	90	355	$ 806.80	$ 55,462.56
Hosting and software subscriptions/licenses for implementat	$ 231,822.85				$ 231,822.85
Total Cost:	$ 2,087,997.64			$ 27,400.00	$ 2,115,397.64

Implementation Costs shall include all travel.

SOLICITATION # YH19-0028
AHCCCS Works Portal
AW Portal Cloud Waterfall

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)			
a. Baseline Review (includes Project Start-Up along with Administrative and Baseline Reviews)	2 business analyts, 1 UX specialist, 1 software developer, 1 software quality engineer, 1 devops engineer, 1 systems administrator, 1 software/systems architect, 1 database administrator	120	1060
b. System Security Assessment	TBD		TBD
c. Data/System Security Plan	TBD		TBD
d. Data Use/Exchange Interconnection Security Agreement	TBD		TBD
e. Risk Assessment Plan	TBD		TBD
f. Complete Privacy Impact Analysis (PIA), System Security Plan (SSP) and Information Security Risk Assessment (ISRA)	TBD		TBD
2. System Design (Deliverable 90 days from System Requirements Document Acceptance)			
a. Interface Design/Control document.	2 business analysts, 1 UX specialist, 1 UI designer, 1 software developer, 1 software quality engineer, 1 system administrator, 1 devops engineer, 1 architect	120	346
b. Architecture walkthrough and requirements analysis	2 business analysts, 1 UX specialist, 1 UI designer, 1 software developer, 1 software quality engineer, 1 architect	118	692
c. Database design	1 software developer, 1 architect, 1 software quality engineer, 1 database administrator	124	712

d. Detailed Design Review (includes Preliminary and Detailed Design Reviews)	2 business analysts, 1 UX specialist, 1 UI designer, 2 software developers, 1 software quality engineer, 1 architect	114	1038
e. Final Detailed Design Review	2 business analysts, 1 UX specialist, 1 UI designer, 1 software developer, 1 software quality engineer, 1 system administrator, 1 devops engineer, 1 architect	120	692
3. Development (Deliverable 90 days from Design Review Acceptance)			
a. Portals, for state worker access, customer enrollment/registration and reporting	1 business analyst, 1 UX specialist, 1 UI designer, 7 software developers, 2 software quality engineers, 1 quality analyst/tester, 1 devops engineer, 1 systems administrator, 1 architect	117	5235
b. User training plan (knowledge transfer, desktop manuals, on-site training)	1 business analyst, 1 software quality engineer, 1 implementation support specialist	105	663
c. Contingency Plan/Recovery Plan	1 business analyst, 1 architect, 1 software quality engineer, 1 system administrator, 1 devops engineer	125	306
4. Testing and Evaluation (Deliverable 90 days from Design Review Acceptance)			
a. Test plan for functional, integration, system, regression and user acceptance testing	1 business analyst, 1 UX specialist, 1 UI designer, 4 software developers, 2 software quality engineers, 2 quality analysts/testers, 1 devops engineer, 1 systems administrator, 1 architect, 1 implementation support specialist	117	3423
b. Validation of test reporting	1 business analyst, 1 UX specialist, 1 UI designer, 4 software developers, 2 software quality engineers, 2 quality analysts/testers, 1 devops engineer, 1 systems administrator, 1 architect	117	421

c. Error reporting and remediation planning for test stages	1 business analyst, 1 UX specialist, 1 UI designer, 4 software developers, 2 software quality engineers, 2 quality analysts/testers, 1 devops engineer, 1 systems administrator, 1 architect	117	421
5. Implementation (Deliverable 10 days from Integrated Testing Acceptance)			
a. Implementation/Roll out plan to include dashboard reporting.	1 business analyst, 2 software developers, 2 software quality engineers, 1 quality analyst, 1 devops engineer, 1 system administrator, 1 database administrator, 1 implementation support specialist	117	151
b. Validated of production reports	1 business analyst, 2 software developers, 2 software quality engineers, 1 quality analyst	118	90
c. Ongoing error reporting	1 business analyst, 2 software developers, 2 software quality engineers, 1 quality analyst	118	90
d. SLA agreements	1 business analyst	111	5
6. Post Implementation (Deliverable 90 days from Integrated Testing Acceptance)			
a. Post implementation documentation delivery	1 business analyst, 1 architect, 1 software developer, 1 devops engineer, 1 system administrator	130	143
b. Post implementation support/maintenance plan	1 business analyst, 1 architect, 1 software developer, 1 software quality engineer, 1 devops engineer, 1 system administrator, 1 implementation support specialist	117	163
c. Error reporting and remediation planning	1 business analyst, 1 software developer, 1 software quality engineer, 1 quality analyst, 1 devops engineer, 1 system administrator	118	143

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
License # : 0281413
800 South Broadway, Suite 103
Walnut Creek CA 94596

CONTACT NAME: Shelley Kaminski
PHONE (A/C, No, Ext): (650) 858-2375 FAX (A/C, No): (650) 856-1023
E-MAIL ADDRESS: skaminski@dhw-ins.com

INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A :	Philadelphia Indemnity Insurance Co.	18058
INSURER B :	Oak River Insurance Company	34630
INSURER C :	NAS/Lloyds of London	
INSURER D :		
INSURER E :		
INSURER F :		

INSURED
The Center to Promote HealthCare Access, Inc.
1951 Webster Street, 2nd Floor
Oakland CA 94612

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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ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD

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.

Page	Requirement
	5. **CONTRACTOR RESPONSIBILITIES**
	5.1 **GENERAL REQUIREMENTS FOR THE PORTAL**
17	5.1.1
7, 8, 20, 22	5.1.2
7, 8, 20, 22	5.1.2.1
17	5.1.3
	5.1.4
7	5.1.5
18	5.1.6
18	5.1.6.1
21	5.1.7
7, 8, 17	5.1.8
22	5.1.9
12	5.2 **AW SPLASH PAGE**
12, 19	5.2.1
12, 19	5.2.1.1
12, 19	5.2.1.2
12, 19	5.2.1.3
12, 19	5.2.1.4
12	5.2.2
12	5.2.3
12	5.2.4
12	5.2.5
12	5.2.6
12	5.2.6.1
12	5.2.6.2
12	5.2.6.3
12	5.2.6.3.1
12	5.2.6.3.2
12	5.3 **LOGIN to CUSTOMER ACCOUNT in PORTAL**

Page	Requirement
12	5.3.1
12	5.3.1.1
12	5.3.1.2
12	5.3.1.3
12	5.3.1.4
12	5.3.1.5
12	5.3.1.6
12	5.3.2
12	5.3.3
12	5.3.3.1
12	5.3.3.2
12	5.3.4
8, 13	5.4 **CUSTOMER DASHBOARD**
8, 13	5.4.1
8, 13	5.4.2
8, 13	5.4.3
8, 13	5.4.4
8, 13	5.4.5
8, 13	5.4.6
8, 13	5.4.7
8, 13	5.4.8
8, 13	5.4.9
8, 13	5.4.9.1
8, 13	5.4.9.2
8, 13	5.4.10
8, 13	5.4.11
8, 13	5.4.12
13	5.5 **EDUCATION**
13	5.5.1
13	5.5.2
13	5.6 **RESOURCES**
13	5.6.1
13	5.6.2
13	5.6.3
13	5.6.4

Page	Requirement
13	5.6.5
13	5.6.6
13	5.6.7
13	5.6.8
14	5.7 **ORIENTATION PERIOD**
14	5.7.1
14	5.7.1.1
14	5.7.1.2
13	5.8 **EXEMPTIONS**
13	5.8.1
13	5.8.2
13	5.8.3
13	5.8.4
13	5.8.5
13	5.8.5.1
13	5.8.5.2
13	5.8.5.3
13	5.8.5.4
13	5.8.6
13	5.8.7
13	5.8.7.1
13	5.8.7.1.1
13	5.8.7.1.2
13	5.8.7.1.3
13	5.8.7.2
13	5.8.7.3
13	5.8.7.4
13	5.8.7.5
13	5.8.7.6
13	5.8.7.7
13	5.8.7.8
13	5.8.7.9
13	5.8.7.10
13	5.8.8
13	5.8.9

Page	Requirement
13	5.8.9.1
13	5.8.9.2
13	5.8.9.3
13	5.8.9.4
13	5.8.10
13	5.8.11
13	5.8.11.1
13	5.8.11.2
13	5.8.12
13	5.8.13
13	5.8.14
13	5.8.14.1
13	5.8.14.2
13	5.9 **CUSTOMER REPORTING ACTIVITIES**
13	5.9.1
13	5.9.2
13	5.9.2.1
13	5.9.2.2
13	5.9.2.3
13	5.9.2.4
13	5.9.2.5
13	5.9.3
13	5.9.3.1
13	5.9.3.2
13	5.9.3.3
13	5.9.3.4
13	5.9.3.5
13	5.9.3.6
13	5.9.3.7
13, 16	5.9.4
13	5.9.4.1
13	5.9.4.2
8, 15	5.10 **REPORTING REQUIREMENTS**
8, 16	5.10.1
8, 15	5.10.2

Page	Requirement
8, 15	5.10.2.1
8, 15	5.10.2.1.1
8, 15	5.10.2.2
8, 15	5.10.2.2.1
8, 15	5.10.2.2.2
8, 15	5.10.2.3
8, 15	5.10.2.4
8, 15	5.10.2.5
8, 15	5.10.2.6
8, 15	5.10.2.6.1
8, 15	5.10.2.6.2
8, 16, 25	5.10.3
8, 16	5.10.3.1
8, 16, 25	5.10.4
8, 16, 20	5.10.4.1
8, 16	5.10.4.2
8, 16	5.10.4.3
8, 16	5.10.4.4
8, 16	5.10.4.4.1
8, 16	5.10.4.4.2
8, 16	5.10.4.5
8, 16	5.10.4.6
8, 16	5.10.4.7
13	5.11 **GOOD CAUSE**
13	5.11.1
13	5.11.2
13	5.11.3
13	5.11.4
13	5.11.5
13	5.11.5.1
13	5.11.5.2
13	5.11.5.2.1
13	5.11.5.2.2
13	5.11.5.2.3
13	5.11.5.2.4

Page	Requirement
13	5.11.6
13	5.11.6.1
13	5.11.6.2
13	5.11.6.3
13	5.11.6.4
13	5.11.6.5
13	5.11.6.6
13, 16	5.11.6.7
13, 15	5.11.7
13, 15	5.11.8
13	5.11.8.1
13	5.11.8.2
13	5.11.8.3
	5.12 **DOCUMENT MANAGEMENT**
15	5.12.1
8	5.12.2
8, 13	5.12.2.1
8, 13	5.12.2.2
8, 13	5.12.2.3
8	5.12.3
8	5.12.4
8, 19	5.12.5
8, 61	5.12.6
19, 61	5.12.6.1
61	5.12.6.2
61	5.12.6.2.1
61	5.12.6.2.1.1
61	5.12.6.2.2
16, 22	5.13 **EXCHANGE OF DATA**
16	5.13.1
16	5.13.1.1
16	5.13.1.2
16	5.13.1.3
16	5.13.1.4
16	5.13.1.5

Page	Requirement
16	5.13.1.6
16	5.13.2
16	5.13.2.1
16	5.13.2.2
16	5.13.2.3
16	5.13.3
16	5.13.3.1
16	5.13.3.2
16	5.13.3.2.1
16	5.13.3.2.2
16	5.13.3.3
16	5.13.3.3.1
16	5.13.3.3.2
16	5.13.4
16	5.13.4.1
16	5.13.4.2
16	5.13.4.2.1
16	5.13.4.2.
16	5.13.4.3
16	5.13.5
16	5.13.5.1
16	5.13.5.2
16	5.13.5.3
14, 22	5.14 **Historical Monthly Status Summary - Summary on portal**
14	5.14.1
14	5.14.2
14	5.14.2.1
14	5.14.2.2
14	5.14.3
14	5.14.4
14	5.14.5
	5.15 **Non Customer Permissions**
14	5.15.1.1
8, 14	5.15.1.1.1
8, 14	5.15.1.1.2

Page	Requirement
14	5.15.1.1.3
14	5.15.1.2
14	5.15.1.2.1
14	5.15.1.2.2
14	5.15.1.2.3
14	5.15.1.3
14	5.15.1.3.1
8, 14	5.15.1.3.2
14	5.15.1.3.3
8, 14	5.15.1.3.4
14	5.15.1.4
21	5.16 **Testing Environment**
21	5.16.1
21	5.16.2
21	5.16.3
21	5.16.4
21	5.16.5
21	5.16.6
21	5.16.6.1
21	5.16.6.2
21	5.16.6.3
21	5.16.6.4
21	5.16.6.5
21	5.16.6.6
21	5.16.6.7
21	5.16.7
21	5.16.8
21	5.16.9
21	5.16.10
21	5.16.11
21	5.16.12
21	5.17 **Infrastructure Upgrades**
21	5.17.1
21	5.17.2
22	5.18 **System Issues**

Page	Requirement
19, 22	5.18.1
22	5.18.2
22	5.18.3
13, 21	5.19 **Customer Survey**
13	5.19.1
13	5.19.2
18	5.20 **Hosting Requirements**
18, 19	5.20.1
23	5.21 **System Architecture Document**
23	5.21.1
23	5.21.1.1
23	5.21.1.2
	5.22 **Project Management**
25	5.22.1
25	5.22.2
28	5.22.3
25	5.22.4
27	5.22.5
25	5.22.6
25	5.22.7
25	5.22.8
28	5.22.9
28	5.22.10
28	5.22.10.1
28	5.22.10.2
28	5.22.10.3
28	5.22.10.4
28	5.22.11
28	5.22.11.1
28	5.22.11.2
28	5.22.11.3
28	5.22.11.4
28	5.22.11.5
28	5.22.11.6
25, 28	5.22.12

Page	Requirement
28	5.22.13
27	5.22.14
25	5.22.15
25	5.22.16
28	5.22.17
28	5.22.18
25	5.22.19
	5.22.20
28	5.22.20.1
25	5.22.20.2
26	5.22.20.3
22	5.22.20.4
21	5.22.20.5
8	5.22.20.6
22	5.22.20.7
22, 17	5.23 **Security Assessment**
17	5.23.1
17	5.23.1.1
17	5.23.1.2
17, 60	5.23.2
17	5.23.2.1
17	5.23.2.2
17	5.23.2.3
	5.24 **Maintenance**
21	5.24.1
21	5.24.1.1
21	5.24.1.2
21	5.24.1.3
21	5.24.1.4
21	5.24.1.5
21	5.24.1.6
21	5.24.1.7
21	5.24.1.8
22	5.24.2
22	5.24.2.1

Page	Requirement
22	5.24.2.2
22	5.24.2.3
22	5.24.2.4
22	5.24.2.5
22	5.24.2.6
22	5.24.2.7
22	5.24.2.8
22	5.24.2.9
22	5.24.2.10
22	5.24.2.11
22	5.24.2.11.1
22	5.24.2.11.2
22	5.24.2.11.3
22	5.24.2.11.4
22	5.24.2.11.5
22	5.24.3
22	5.24.3.1
22	5.24.3.1.1
22	5.24.3.1.2
22	5.24.3.1.3
22	5.24.3.1.4
22	5.24.3.2
22	5.24.3.3
22	5.24.3.4
22	5.24.3.5
22	5.24.3.6
18, 22	5.24.4
18, 21	5.24.4.1
18	5.24.4.2
18	5.24.4.3
18, 19	5.24.4.4
18, 19	5.24.4.5
18, 19	5.24.4.6
18, 19	5.24.4.7
18, 19	5.24.4.8

Page	Requirement
18, 19	5.24.4.9
18	5.24.4.10
18	5.24.4.11
18	5.24.4.12
18	5.24.4.13
18	5.24.4.14
22	5.25 **System Enhancements**
	5.26 **Software Licensing Agreement**
22	5.27 **Regulatory System Compliance Requirements**
7, 22	5.27.1
22	5.27.2
17, 20, 22	5.27.3
9, 17, 22	5.27.4
22	5.27.5
22	5.27.6
22, 24	5.27.7
	5.28 **Other System Architecture Requirements**
8	5.28.1
8, 19	5.28.2
8, 20	5.28.3
10, 19, 22	5.28.4
10	5.28.5
7	5.28.6
19	5.28.7
9, 10, 20	5.28.8
10	5.28.9
7	5.28.10
10, 17	5.28.11
17	5.28.12
21	5.28.13
	5.28.14
19, 22	5.28.15
20, 21	5.28.16
7, 19	5.28.17
9	5.28.18

Page	Requirement
23	5.28.19