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TASK ORDER RESPONSE

Public Consulting Group

Arizona Health Care Cost Containment System (AHCCCS)

Submission Due: June 1, 2026 by 03:00 PM MDT

Independent Verification and Validation (IV&V) Services Task Order - YH26- 0090

1. Cover Letter

Subject: AHCCCS IV&V Services Task Order, YH26-0090, CTR053242

Public Consulting Group LLC (PCG) proudly submits this proposal in response to the Arizona Health Care Cost Containment System (AHCCCS) IV&V Services Task Order, YH26-0090, under IT Advisory, Assessment, Verification and Validation (IV&V) Consulting Services Contract #CTR053242. We recognize AHCCCS's critical need to mitigate risks associated with large-scale modernizations by establishing rigorous, independent oversight across all program facets, including technical solution assessments, UAT/user involvement, Centers for Medicare & Medicaid Services (CMS)/CEF alignment, certification readiness, and H.R.1 Community Engagement. Our approach prioritizes financial transparency and control, proactive risk management to prevent issues from impacting scope, schedule, cost, or quality, and disciplined change management to prevent scope creep and preserve configuration integrity.

AHCCCS will benefit from PCG's hands-on experience supporting MES initiatives, including active engagement across existing AHCCCS workstreams, which enables our team to rapidly mobilize, align IV&V activities with existing governance structures, and identify cross-workstream risks and dependencies early through integrated oversight and continuous monitoring. We have provided enterprise-level program management, IV&V, and technical advisory services for complex, multi-vendor MES and Eligibility portfolios, supporting states in aligning delivery with CMS requirements, MITA maturity goals, and modular certification standards.

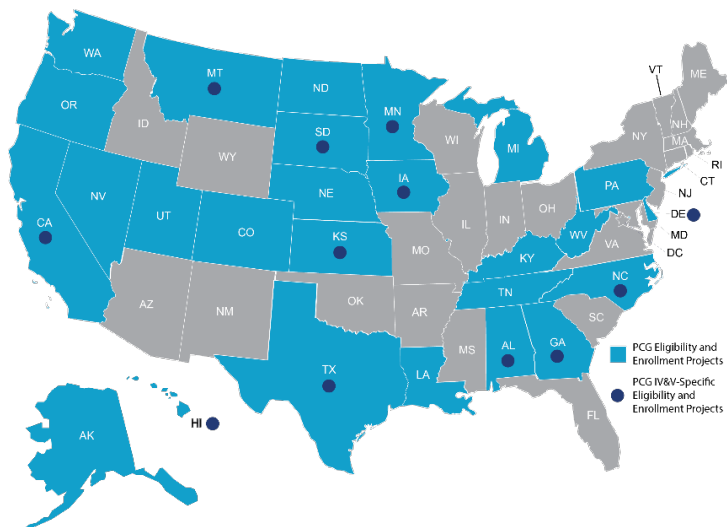


Figure 1. PCG's Eligibility and Enrollment Experience

Our experience spans end-to-end system transformation efforts, including eligibility and enrollment, data and analytics platforms, and care management modules, where we have delivered centralized governance, risk management, and integrated program oversight to ensure successful outcomes. PCG's teams routinely support independent oversight, certification-readiness, federal funding compliance, and operational-readiness activities, working closely with state agencies, system integrators, and federal partners to provide actionable insights, strengthen program controls, and enable sustainable, compliant MES environments.

We are committed to achieving consistent quality and dependable outcomes by validating deliverables, processes, and performance. With PCG's expertise and dedicated oversight, AHCCCS can confidently navigate the modernization journey, minimize risks, and maximize successful outcomes. Should questions arise regarding this Task Order, please feel free to reach out to Paul Wertheim, Vice President, at 858-245-8225 or services@pcgus.com.

Sincerely,

William S. Mosakowski, President & CEO
Public Consulting Group LLC

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2. Experience of the Firm and Key Personnel

2.1. PCG’s IV&V and State Medicaid Technology Projects

Public Consulting Group LLC (PCG) is the nation’s leading IV&V partner for Medicaid modernizations, having successfully guided 15 states through Medicaid eligibility IV&V projects and several other MMIS/MES modernizations, including for AHCCCS. **Our value-driven approach offers early, actionable insights into risks, vendor performance, and program health, empowering agencies to control budgets and delivery, enhance governance, and confidently achieve certification, cost savings, schedule adherence, and compliance objectives.**

The Right Firm

With our focus on supporting state clients with systems modernizations and upgrades, PCG has assisted state agencies across the United States in implementing complex eligibility and enrollment solutions. Our exclusive practices help ensure that perspectives from multiple disciplines are considered, vetted, and built on to deliver a superior result. Our unrivaled and proven methodologies, such as PCG’s **Eclipse IV&V® Framework** and Project Management Methodology, were explicitly designed for this purpose. These methodologies were developed and are continually updated to **provide a consistent level of maturity that supports project success.**

PCG was nationally recognized by the Centers for Medicare & Medicaid Services (CMS) as one of the top three eligibility and enrollment IV&V vendors.

Our unique familiarity with AHCCCS

We will **leverage our deep understanding with AHCCCS systems, including ServiceNow**, to quickly onboard our team of specialized Medicaid SMEs, accelerate time-to-value, and provide targeted expertise at critical milestones without increasing program timelines or overhead. **We will also bring H.R.1 expertise** through our support of rural health initiatives in California through the Department of Health Care Services (DHCS) and the Statewide Automated Welfare System (CalSAWS), where we advised and monitored the full cycle of all H.R.1-related contracts from creation, design, testing, implementation, and post-implementation.

2.2. Firm Knowledge and Experience

Our capabilities are uniquely aligned with project requirements as we have delivered IV&V, advisory, and certification services across **large-scale eligibility and enrollment (E&E), Medicaid Enterprise System (MES), and health and human services modernization initiatives nationwide.** We bring decades of Medicaid expertise, supporting health and human services agencies across all 50 states with program integrity, eligibility, and operational transformation initiatives. **Representative PCG Medicaid IV&V Experience of Similar Scope and Complexity is provided in the table below.**

Table 1. PCG Medicaid IV&V Experience

State	Project	Scope
Alaska	Alaska’s Resource for Integrated Eligibility Services (ARIES) Project IV&V Services	Provided IV&V services for Milestone 1 of DOH’s modernization roadmap, covering MAGI Medicaid eligibility and helping prepare for future programs such as non-MAGI eligibility, SNAP, and TANF. PCG used the CMS SMC process to deliver quarterly reporting and support certification and ongoing Agile system modernization.
Arizona	AHCCCS IV&V Services	Ongoing IV&V for MES modernization, including oversight of Program Integrity, EDI, EVV, and ServiceNow-based case management, with comprehensive risk assessment and validation of deliverables across multiple modules. Our evaluative work has significantly enhanced the AHCCCS project schedules, boosted vendor accountability, and leveraged improved requirements tracking and traceability, establishing a stronger foundation for successful outcomes.



State	Project	Scope
California	California Statewide Automated Welfare System (CalSAWS) / DHCS CMS Certification Oversight & Support	IV&V support for Medicaid-related systems, including eligibility and health program platforms, with independent validation of technical solutions, interfaces, compliance requirements, and testing activities. Through proactive risk identification, standardization of requirements and acceptance criteria, and continuous monitoring of vendors and system performance, PCG enabled timely issue resolution and supported successful statewide implementation across all 58 counties serving more than 15 million beneficiaries.
District of Columbia	MMIS IV&V Support	Led the MMIS IV&V and guided the District to a major milestone in February 2026 by completing a successful Operational Readiness Review (ORR). Our team helped assemble and validate the full body of evidence required by CMS, ensuring the project approached ORR with confidence and a clear understanding of how its implementation aligned with federal expectations.
Florida	MES Certification, Contract Management, and Compliance Support	Provided transformation support helping to maintain audit-ready documentation, strengthen program oversight, and enable alignment with federal requirements to support successful certification and continued federal funding.
Georgia	Georgia Medicaid IV&V (MES / enterprise initiatives)	Provided IV&V support across multiple Medicaid and health programs, including Section 1115 Transformation initiatives and enterprise data efforts, applying outcome-based assurance to strengthen program health and delivery outcomes. Through proactive risk identification, rigorous validation of deliverables, and data-driven reporting aligned to GTA frameworks, PCG improved project transparency, enhanced certification readiness, and increased confidence in modernization outcomes.
Hawaii	Benefit Eligibility System (BES) IV&V Support	IV&V support for the BES project, a statewide modernization to replace legacy eligibility systems with an integrated enterprise platform that automates eligibility and enrollment for programs such as Medicaid, SNAP, and TANF. Through continuous risk identification, actionable recommendations, and structured reporting, PCG improved governance and provided leadership with clear, data-driven insight to proactively manage cost, schedule, and performance risks.
Iowa	Iowa DHS Eligibility System Modernization (ELIAS)	IV&V services for Iowa's Medicaid eligibility implementation, working alongside Accenture as the system integrator, as they used an Agile approach to implement the full integrated eligibility roadmap.
Louisiana	IV&V support for MES and Eligibility and Enrollment (E&E) Modernization Projects	Long-time IV&V support for both the MES and E&E modernizations, where we ensured alignment with requirements, improved quality processes, and helped guide the project through complex development and implementation phases.
Minnesota	MMIS Modernization and Eligibility and Enrollment (E&E) Modernization Projects Support	Provided IV&V services for the Minnesota DHS MMIS and E&E modernization effort, delivering independent technical evaluation across development, data management, system engineering, and interoperability activities.
North Carolina	IV&V Support for MES and Eligibility Programs	Our team supported the DHHS Families Accessing Services through Technology (FAST) and the Encounters Processing System (EPS) module team in its transition to SMC and guided the module through a successful ORR in May 2021, with no exceptions.
U.S. Virgin Islands	Virgin Islands Benefits Eligibility System (VIBES) IV&V Services	Guided USVI DHS through multiple releases, ORRs, and certification reviews to achieve a fully integrated eligibility system covering Medicaid, SNAP, TANF, LIHEAP, and Child Care programs.

In these representative sample engagements, we have definitively demonstrated our independent validation of SIT, UAT, data conversion, and operational readiness, ensuring certification and deployment success. We consistently deliver independent, outcome-focused assurance that significantly improves system quality, boosts compliance, and increases the likelihood of successful implementation.



2.3. Proposed Staff Experience

The Right Team

AHCCCS requires assurance that its MES Eligibility System and H.R.1 Community Engagement Requirements are progressing effectively and are fully compliant with federal and state standards from the outset. Our approach to achieving these results involves deploying highly experienced IV&V professionals with in-depth Medicaid expertise to provide confidence to the project team and stakeholders. Our team will proactively identify risks, validate key decisions, and assist the project team in resolving issues early, preventing impact on outcomes.

To achieve this outcome in our MES initiatives, we assign staff who possess a comprehensive understanding of eligibility regulations, federal reporting obligations, and everyday business workflows. **One example of this value can be found in a recent statewide project in which our team identified discrepancies between system configurations and Medicaid policies during the initial build phase. The agency addressed these issues before testing commenced, significantly reducing rework, preventing delays, and facilitating a more seamless rollout for system users and constituents.**

This value is rooted in our proposed resources, who will provide AHCCCS with proven leadership in IV&V, technical solution validation, UAT readiness, risk and issue management, and alignment with CMS/SMC certification requirements. Several team members, including our Engagement Manager, Project Manager, and Eligibility SME, are **currently supporting AHCCCS Medicaid initiatives**, providing immediate familiarity with your governance processes, stakeholders, ITAC, and existing system environments. This continuity will reduce project ramp-up time, strengthen coordination across workstreams, and enhance early risk identification and mitigation. Another benefit of our proposed team’s collective experience is that it includes repeatedly observing and identifying issues that challenge large MES modernization efforts, such as insufficient traceability, schedule compression, unclear governance, unstable test environments, and cross-module integration gaps. **We will bring this experience to help AHCCCS avoid similar pitfalls.**

Project Organization

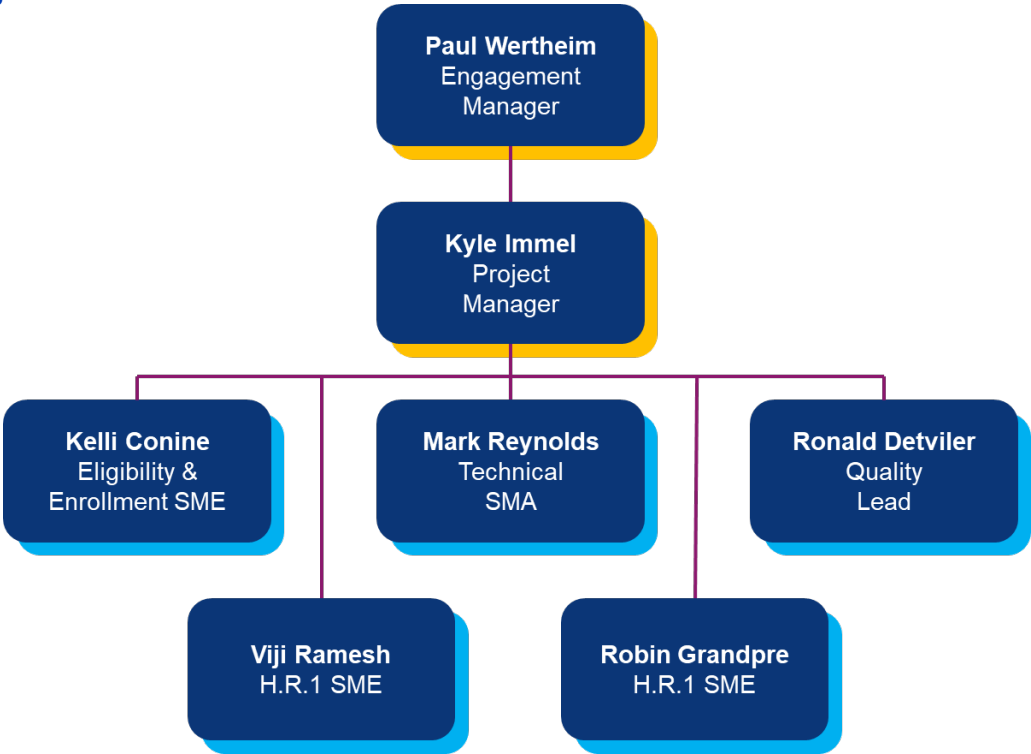


Figure 2. Team Org Chart



The organizational structure depicted in the figure above reflects our disciplined, independent IV&V governance model, which provides clear accountability, streamlined communication, and effective oversight across all AHCCCS initiatives. Our structure establishes defined roles and reporting relationships that support objective, risk-based assessment while maintaining strict independence from project delivery vendors. **Consistent with AHCCCS expectations for transparent governance and timely decision support, this model enables efficient coordination with Agency leadership, project stakeholders, and implementation partners, ensuring that risks, issues, and performance insights are elevated, communicated, and addressed proactively throughout the project lifecycle.**

- **Engagement Manager – Paul Wertheim:** Paul brings over 20 years of consulting and IV&V experience. He supported 7 states through eligibility modernizations covering Medicaid, SNAP, TANF, and other programs, and has provided IV&V services on 15 projects for Arizona agencies, including AHCCCS, DES, ADOA, ADCRR, ADG, and ADOT. Paul Wertheim serves as the primary point of contact for agency leadership, ensuring quality delivery and management.
- **Project Manager – Kyle Immel:** Kyle is a PMP-certified project manager who has managed two large IV&V projects in Arizona, including the AHCCCS MES engagement and the successful DES CACTUS Unemployment Insurance modernization. He has also supported three other IV&V engagements in AZ, HI, and NY, providing a broad range of experience in independent oversight, objective assessment, and actionable risk identification.
- **Eligibility & Enrollment SME – Kelli Conine:** Kelli has over 30 years of experience supporting Medicaid and eligibility system initiatives at AHCCCS, MS DOM, KY MEMS, and LA Medicaid, with extensive expertise in requirements analysis, Streamlined Modular Certification (SMC), and CMS compliance. She leads eligibility-focused IV&V activities, including requirements validation, deliverable reviews, and ensuring alignment between policy, system functionality, and SMC.
- **Technical SMA – Mark Reynolds:** Mark brings deep Medicaid modernization expertise as a solutions architect and data engineer, with experience across MMIS and integrated eligibility and enrollment platforms supporting data conversion, eligibility rules processing, interfaces, batch modernization, and CMS compliance. He has supported large-scale IV&V efforts for Medicaid and eligibility transformations in Hawaii, Minnesota, and other states, helping ensure technical solutions are accurate, scalable, interoperable, and aligned with federal and state requirements.
- **Quality Lead – Ronald Detviler:** Ron brings more than 25 years of quality assurance and testing experience for health and human services programs. He has supported large-scale state initiatives in Hawaii, Alaska, North Carolina, Pennsylvania, and Minnesota, helping agencies improve testing rigor, attestation readiness, system quality, and compliance across complex Medicaid and eligibility environments.
- **H.R.1 SME – Viji Ramesh:** Viji brings more than 25 years of experience supporting eligibility and enrollment modernizations, with expertise in IV&V, business analysis, system design, testing, implementation, and policy-driven system changes across California, Michigan, and Hawaii. She has provided oversight for major eligibility platforms such as CalSAWS and DHCS certification efforts, helping align requirements, design, testing, and implementation with federal mandates, CMS certification expectations, and H.R.1-related Medicaid and Marketplace changes.
- **H.R.1 SME – Robin Grandpre:** Robin brings direct H.R.1 and Community Engagement experience through oversight of California's H.R.1 portfolio, where she helps the program align program priorities, governance, and risk management across major Medi-Cal initiatives.

Collectively, this team provides AHCCCS with comprehensive, integrated IV&V coverage across governance, technical validation, testing, risk management, and policy implementation. Their experience ensures AHCCCS receives coordinated oversight, actionable insights, and timely decision support.

2.4. Key Staff Resumes

Key Staff Resumes have been provided in Appendix A: Resumes

3. Methodology and Approach

3.1. IV&V Methodology and Approach

AHCCCS requires an independent, objective oversight partner that strengthens governance, reduces delivery risk, and supports informed executive decision-making across the Eligibility System and H.R.1 Community Engagement initiatives. Partnering with PCG ensures that AHCCCS gains a proven and knowledgeable ally in Medicaid Eligibility, equipped with expertise in the current AHCCCS ServiceNow Platform, who will deliver objective, thorough assessments of key project areas. Further, leveraging PCG's Eclipse IV&V® Technical Assessment Methodology (TAM), AHCCCS will receive independent, objective assurance that complex system initiatives are progressing on schedule, within budget, and in alignment with defined requirements, while proactively identifying risks and recommending actionable mitigations to strengthen delivery outcomes and stakeholder confidence

Eclipse IV&V Technical Assessment Methodology (TAM) Drives Clarity

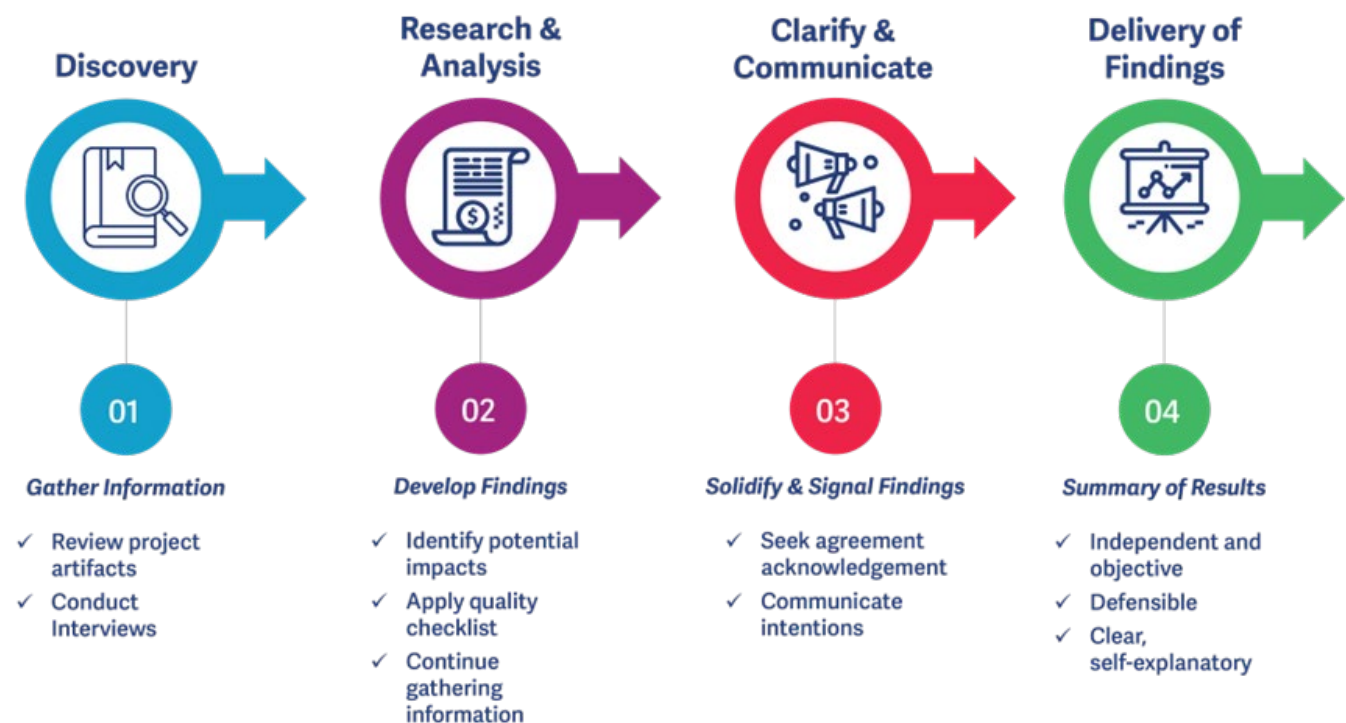
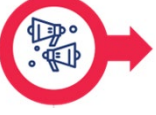


Figure 3. Eclipse IV&V Technical Assessment Methodology

PCG's Eclipse IV&V® methodology applies a four-step, MITA-aligned assessment cycle: Discovery, Research and Analysis, Clarification, and Delivery of Findings to strengthen governance, validate MES program performance against federal certification expectations, and proactively identify risks across modular, outcomes-based delivery environments. We developed and refined our methodology through hundreds of IV&V engagements over 25 years, for projects similar in size, scope, and complexity to the AHCCCS Eligibility System Services & H.R.1 Community Engagement Requirements projects. By leveraging the Eclipse framework and aligning assessments with MITA maturity, CMS guidance, and IEEE 1012 standards, we will ensure that agency leadership receives timely, evidence-based insights and actionable recommendations that support compliance, improve interoperability, and reduce delivery risk.

Our assessment methodology is comprised of four stages of inquiry:

1. Discovery 	AHCCCS will receive proactive identification of potential risks that may affect the project's success through our discovery approach. To fully understand the Project's purpose, goals, objectives, and requirements, the IV&V Team will review the original RFP, the vendor's response, methodologies, processes, and work products that apply to the subject under review. We will interview key project participants, including vendors and stakeholders, to gain insights from their experience with the project. To be respectful of busy schedules, we will focus interview questions on specific, targeted topics under review and tailor the interview protocol to the roles and expertise of the interview participants. Our prior experience with AHCCCS will also facilitate this engagement while maintaining efficiency and reducing overhead.
2. Research & Analysis 	Focused, timely research and analysis will provide AHCCCS with objective insights to inform decision-making. Our team will conduct research and analysis of current project processes to form conclusions regarding any potential impact on project success. We will apply quality checklists aligned with industry standards to verify that the project's approach is likely to achieve its intended outcomes. During this phase, we will review relevant process interactions to ensure our conclusions are grounded in objective data.
3. Clarify and Communicate 	We will seek clarification from key project team members on aspects of the organization and communication process to ensure alignment on the results of the discovery, research, and analysis. Clarification confirms our shared understanding and prevents downstream surprises. We will validate preliminary observations with the AHCCCS project team participants to confirm accuracy and concurrence. This phase will strengthen stakeholder alignment and will support the timely resolution of concerns before formal reporting.
4. Delivery of Findings 	The delivery of findings will equip AHCCCS with clear, decision-ready insights to inform decision-making. We will review preliminary findings, risks, and issues with designated stakeholders in a format tailored to assist with their understanding. We will deliver the findings in a detailed assessment report that presents our methodology, findings, and recommendations, before including them in the monthly IV&V Status report and other periodic status reports. We always deliver our findings and recommendations with clarity, relevance, and actionability to support timely leadership decisions and corrective action.

Our team will implement the Eclipse IV&V Technical Assessment Methodology to precisely gather essential data from optimal sources at the right moments. This approach will equip AHCCCS leadership with critical insights to effectively manage risks, evaluate vendor performance, drive corrective actions, and ensure successful delivery of both initiatives. By leveraging this methodology, we will enhance transparency, build stakeholder trust, and reinforce governance through independent, objective analysis. This will enable informed decision-making and **foster a culture of accountability and continuous improvement** within AHCCCS's complex program environment.

We have successfully applied this methodology to many large, complex government modernization efforts subject to formal oversight. Of particular interest to AHCCCS would be our work on the Arizona Department of Economic Security Child Support Replacement Project (\$51M). PCG conducted early evidence-based assessments across governance, Software Development Life Cycle (SDLC) maturity, data migration, integration readiness, and requirements traceability. PCG's early risk identification and closed-loop recommendation tracking enabled leadership to act proactively without disrupting governance or compromising IV&V independence.

3.2. Minimum Criteria

PCG will satisfy AHCCCS's minimum criteria through an evidence-based IV&V approach that provides independent, continuous validation across all required service areas. Our methodology integrates governance oversight, technical validation, user readiness, risk management, and CMS-aligned design review to support both the Eligibility System modernization and H.R.1 Community Engagement (CE) initiatives. This includes independent validation of requirements such as participant eligibility tracking, exemption handling, reporting

obligations, and alignment of system functionality with policy-driven workflows that impact eligibility determinations and program compliance. This approach ensures AHCCCS receives timely, objective insights to support decision-making, reduce delivery risk, and maintain alignment with federal expectations throughout the full system lifecycle.

Independent Assessment of Project Performance (4.1.1)

PCG will provide an independent assessment of project governance, schedule, budget, scope, risks, issues, and vendor performance through a combination of artifact reviews, stakeholder engagement, and continuous monitoring activities. Our team will evaluate project plans, schedules, budgets, contracts, and governance structures to confirm alignment with approved scope, milestones, and funding expectations.

We will assess schedule realism by analyzing dependencies, resourcing, and critical-path drivers, and identifying risks that could impact delivery timelines. Budget and financial performance will be evaluated by reviewing Advance Planning Documents (ADPs), vendor contracts, and cost-tracking artifacts to validate alignment with approved funding and identify potential variances.

We will also assess vendor performance by reviewing the quality of deliverables, adherence to contractual obligations, responsiveness to issues, and the ability to meet milestones. These assessments will be supported by direct observation of governance, participation in status meetings, and review of project documentation, along with our extensive library of lessons learned from past MES/IES IV&V engagements, to ensure a comprehensive understanding of project health.

Benefit: AHCCCS will receive early visibility into performance gaps, emerging risks, and cross-workstream dependencies. Findings will be supported by actionable recommendations and clearly defined decision points, enabling leadership to take timely *corrective actions and maintain alignment with project objectives across concurrent Eligibility and CE initiatives.*

Technical Solution Assessment (4.1.2)

PCG will independently assess the technical solution to validate alignment with AHCCCS architectural standards, CMS guidance, and industry best practices. This includes evaluation of system architecture, interface design, data flows, security controls, and overall solution quality to ensure scalability, interoperability, and compliance.

We bring direct, hands-on experience supporting ServiceNow implementations within Medicaid Enterprise System (MES) modernization efforts, including IV&V oversight of ServiceNow-based eligibility and case management platforms. We have validated and assessed ServiceNow modules supporting critical Medicaid functions, including Customer Service System (CSS), Program Integrity, Provider Enrollment, and eligibility-related workflows, ensuring system integration, data exchange, and operational readiness across complex, multi-vendor environments. Through this work, we have provided independent verification of testing readiness, release management, and production stability across ServiceNow modules such as **IT Service Management (ITSM), Strategic Portfolio Management (SPM), and eligibility-supporting modules tied to enrollment and program administration**, helping states meet CMS certification requirements while improving service delivery, compliance, and member access outcomes.

Our team will review solution design documentation, interface specifications, data models, and integration approaches to confirm completeness, consistency, and alignment with business and policy requirements. We will assess whether the system design supports the accurate translation of the CE policy into system functionality, including impacts on eligibility determination, compliance workflows, and interfaces for exchanging data across eligibility, workforce, and community engagement systems without violating participant privacy standards.

PCG will also provide oversight of development activities and deliverable quality, identifying gaps in design, configuration, or implementation that may introduce risk. This includes **validation of defect management processes and corrective action plans** to ensure issues are properly tracked, prioritized, and resolved.

In addition, our team will **evaluate the security posture against applicable standards, including MARS-E and NIST guidelines**, and ensure appropriate controls are implemented to protect sensitive data across all system components.

Benefit: AHCCCS will receive independent validation that the technical solution is sound, aligned to requirements, and capable of supporting both current and future program needs, while *minimizing risk associated with complex integrations and system transformations*.

User Involvement and UAT Validation (4.1.3)

PCG will assess user involvement and acceptance by evaluating UAT planning, execution, and acceptance processes. Our approach ensures that business users are effectively engaged throughout testing and that system functionality aligns with operational and policy requirements.

We will review UAT plans, test scenarios, scripts, and execution results to confirm that testing activities provide adequate coverage of business processes, eligibility rules, and CE policy requirements. This includes validation of traceability between requirements and test cases, ensuring that all critical functionality is tested and verified.

PCG will assess user participation levels, stakeholder engagement, and decision-making processes to confirm that acceptance criteria are clearly defined and consistently applied. We will also evaluate defect trends, severity classifications, and resolution timelines to ensure that issues are appropriately managed prior to go-live.

Where appropriate, we will validate CE-related testing scenarios, including participant eligibility determinations, compliance activity tracking, exemption and good-cause determinations, and reporting outputs, to ensure requirements are accurately implemented and validated prior to go-live. This support can be scaled based on AHCCCS priorities and resource availability.

Benefit: AHCCCS will be able to validate that the system meets user needs, supports policy intent, and is ready for production use, *reducing the risk of post-implementation issues and ensuring confidence in go-live decisions*.

Risk Identification, Assessment, and Reporting (4.1.4)

PCG will provide independent identification, assessment, and reporting of project risks, including those related to schedule, budget, scope, technical solution, testing, and operational readiness. Our approach emphasizes early detection, continuous monitoring, and proactive mitigation to reduce overall project risk.

Risks and issues will be documented in a centralized findings log, including severity, impacted areas, recommended mitigation strategies, and status tracking. Drawing on our extensive library of lessons learned from successful past MES/IES engagements, we will work closely with project stakeholders to validate risks, assess impacts, and identify commonalities with prior MES projects to define mitigation plans and streamline response strategies.

In alignment with AHCCCS requirements, PCG will monitor risks across concurrent Eligibility and CE initiatives to identify cross-project and systematic risks. We will assess risks related to cross-program dependencies where requirements intersect with systems, external data sources, and operational processes, ensuring AHCCCS has visibility into policy implementation risks that extend beyond a single workstream. These risks will be escalated to leadership with clear recommendations to support timely and informed decision-making.

PCG will also assess milestone and readiness risks, including those related to testing completion, data conversion, training, and deployment activities. Our team will provide ongoing reporting of risk trends, highlighting areas of increasing or decreasing risk and recommending preventative actions to reduce impact.

Benefit: AHCCCS will gain clear, objective visibility into project risk posture, *enabling proactive issue management and improved outcomes across complex, concurrent initiatives.*

Design Review and CMS Alignment (4.1.5)

PCG will perform design reviews aligned with the CMS Seven Standards and Conditions (Or the most current version), ensuring that the Eligibility and CE implementations meet federal requirements for modularity, interoperability, reuse, and outcomes-based design. These reviews will validate that system components are developed and implemented to support CMS expectations for certification and ongoing compliance.

Our team will assess whether design artifacts, system modules, and interfaces align with CMS Conditions for Enhanced Funding (CEFs) and Streamlined Modular Certification (SMC) requirements. This includes validation of traceability from business and policy requirements through system design and testing outcomes, ensuring that all components contribute to program objectives.

PCG will also evaluate whether the system's capabilities support CE policy implementation, including accurate participation tracking, compliance monitoring, and reporting required for federal oversight. These assessments ensure that policy is effectively translated into system functionality and that outputs align with CMS expectations.

Design reviews will be integrated with broader IV&V activities, including technical assessments, UAT validation, and operational readiness reviews, to ensure that certification-related evidence is complete, consistent, and audit-ready. PCG will provide recommendations to address gaps, strengthen documentation, and reduce the risk of certification delays or findings.

Benefit: Through this structured approach, AHCCCS will be positioned to meet CMS requirements, achieve certification readiness, and maintain compliance with federal standards and CEF grant requirements throughout the project lifecycle.

This integrated approach will confirm that all minimum criteria are satisfied through consistent, independent validation across governance, technical performance, user readiness, risk management, and CMS-aligned design, including validation of H.R.1 requirements from policy through system implementation and reporting. PCG's methodology provides AHCCCS with clear visibility into project performance, proactive risk mitigation, and confidence that both Eligibility and H.R.1 CE initiatives will meet program objectives and federal expectations.

3.3. Required and Recommended Deliverables

Our team will deliver a comprehensive suite of IV&V deliverables aligned with AHCCCS requirements and based on proven practices refined across large-scale Medicaid and eligibility system modernization efforts, including both Eligibility System and H.R.1 Community Engagement (CE) initiatives. Our deliverables are designed not only to meet contractual requirements but also to serve as practical management tools that improve decision-making, reduce risk, and support successful outcomes.

Delivering actionable insights, not just reporting: AHCCCS can identify risks early, prioritize mitigation, and stay on track toward successful outcomes, including validating CE policy implementation and compliance with federal expectations.

Consistent with our proven IV&V methodology, all deliverables will be:

- Evidence-based and traceable to project artifacts, interviews, and observations.
- Structured for clarity and ease of use by a variety of stakeholders.
- Delivered through a process that minimizes surprises and promotes early issue resolution.
- Supported by draft review cycles and continuous stakeholder engagement.

This approach ensures AHCCCS leadership receives timely, transparent, and actionable insights throughout the project lifecycle. The Gantt chart below represents anticipated deliverables throughout both initiatives, as well as the preliminary timeline:

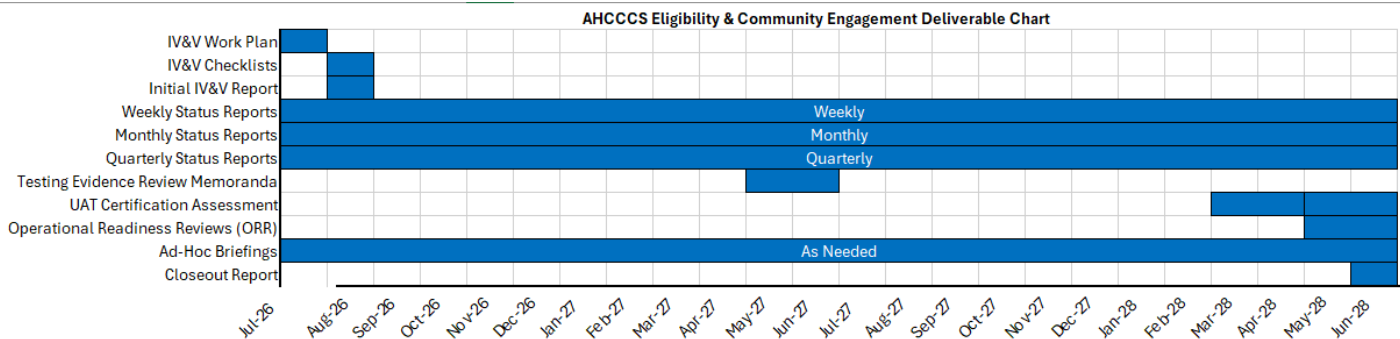


Figure 4. Project Gantt Chart - Required Deliverables

Required Deliverables

The PCG team will deliver all required outputs identified in the Task Order, summarized below:

Table 2. Required Deliverables

Deliverable	Details
IV&V Work Plan	Within 15 days of kickoff, we will deliver a comprehensive IV&V Work Plan that serves as the foundation for all IV&V activities. This deliverable will: • Define IV&V methodology, tools, and assessment framework. • Establish review cadence, stakeholder engagement approach, and communication protocol. • Align IV&V activities with other schedules being maintained separately. • Define the risk management and escalation framework. • Map IV&V activities to AHCCCS milestones, CMS checkpoints, and CE implementation timelines. The Work Plan will be treated as a living document and updated as the project evolves.
IV&V Checklists	We will utilize structured, standards-based checklists (Aligned to PMBOK, IEEE, and CMS guidance) to support all review activities. These checklists: • Document artifacts reviewed and procedures followed. • Provide traceable evidence of compliance with standards, CE policy requirements, and system functionality. • Support consistency across assessments and reporting cycles.
Initial IV&V Report	Within 60 days of project initiation, we will deliver an Initial IV&V Report establishing the project baseline. This report will include: • Initial assessment of project governance, scope, schedule, and quality. • Identification of early risks and preliminary concerns, including CE-related implementation risks. • Prioritized, actionable recommendations.
Weekly Status Reports	Provide concise updates on: • Key activities and observations. • Emerging risks and issues.

Deliverable	Details
	Immediate concerns requiring attention across both Eligibility and CE efforts.
Monthly Status Reports	Provide summarized, structured reporting that includes: - Governance and project performance observations. - Updates on risks, issues, and mitigation progress. - Deliverable and milestone status. - Recommendations and compliance observations, including CE and federal alignment.
Quarterly Status Reports	Quarterly reports will serve as the primary executive-level deliverable, using a consistent and repeatable structure to facilitate understanding and decision-making. These reports will include: - Overall project health across all required domains. - Executive dashboard summarizing assessment areas. - Detailed findings, risks, and issues with trend analysis. - Testing, UAT, and defect management assessments. - Data conversion and integration risks. - CE policy implementation observations and compliance risks. - Required project decisions and recommended corrective actions. Each report will: - Include draft and final versions. - Be supported by stakeholder interviews and artifact reviews. - Incorporate updates to previously identified findings. Consistent with prior engagements, findings will be tracked in a centralized findings or risk log, enabling traceability from identification through resolution.
Testing Evidence Review Memoranda	At key testing phases, the PCG team will deliver independent assessments that: - Validate traceability between requirements and test cases, including CE policy scenarios where applicable. - Evaluate completeness and effectiveness of testing activities. - Assess defect trends, severity, and resolution processes. - Confirm readiness to advance to subsequent testing phases.
UAT Certification Assessment	We will provide a formal assessment of UAT readiness and outcomes, including: - Validation of entry and exit criteria. - Test coverage and execution results. - Defect analysis by severity and closure status. - Residual risk assessment. - Go/no-go recommendation with remediation actions.
Operational Readiness Reviews (ORR) / Go-Live Readiness Assessment	Prior to deployment, we will conduct a comprehensive ORR that evaluates: - Cutover and deployment readiness. - Contingency and rollback planning. - Operational support model readiness. - Training completion and effectiveness. - Data conversion readiness and system stability. - CE operational readiness, including policy execution and stakeholder readiness. This deliverable will include readiness scoring, identified gaps, and required actions, and will validate that evidence, metrics, and reporting align with CMS SMC expectations to support certification readiness.
Ad-hoc Briefings	The PCG team will provide ad-hoc briefings to AHCCCS leadership and CMS as needed, including: - Immediate escalation of high-severity risks. - Executive summaries of project health and risk posture.

Deliverable	Details
Closeout Report	- Decision support and recommendations. Following implementation, we will provide a comprehensive Closeout Report that includes: - Overall assessment of project performance and outcomes. - Summary of risks, issues, and mitigation effectiveness. - Lessons learned across the project lifecycle, including CE implementation. - Recommendations for future initiatives and continuous improvement.

The following is a sample of a Project Health Dashboard (*Figure 5*) used within a Quarterly IV&V Report to rapidly convey project status across a range of metrics. **This is a sample template only.**

Project Health Dashboard

The Table below provides performance ratings for the twelve assessment areas in which IV&V monitors. Refer to the *Category Rating Legend* for descriptions regarding the Assessment Area Ratings.

Table X Health Dashboard

Assessment Area	Previous Rating	Current Rating	IV&V Observations
6.1.1 Schedule Management	H	H	This column is redacted to protect customer-specific data and status.
6.1.2 Resource Management	M	L	
6.1.3 Scope and Requirements Management	M	M	
6.1.4 Technical Solution Management	L	L	
6.1.5 Data Management / Migration / Conversion	L	L	
6.1.6 Quality Assurance, Testing, Defect Resolution, Re-Testing	M	M	
6.1.7 Project Governance and Communication	M	L	
6.1.8 Financial Management	M	M	
6.1.9 Change, Issues, & Risks Management	L	L	
6.1.10 Documentation & Deliverables Management	M	M	
6.1.11 Security Management	L	L	
6.1.12 Training, Go-Live & Post-Implementation Support	M	M	
Category Rating Legend			
L	Low – The current risk to overall project quality is low.	M	Medium – This category presents a substantial risk to overall project quality.
H	High – This category presents a catastrophic risk to overall project quality and requires immediate attention.		

Figure 5. Example Report Overview - Quarterly Report Introduction & Executive Summary

Value-Added Customer Benefits

In addition to the deliverables listed above, PCG typically includes the following no or low-cost deliverables and services for similar engagements:

- Custom Real-time Dashboards:** An additional benefit we can offer our customers is the creation of custom dashboards. The following sample dashboard *Figure 6*. displays project activities in real time, accessible to staff and stakeholders for immediate updates.

IV&V Activities

IV&V Activities - Current Reporting Period		IV&V Activities - Upcoming Reporting Period	
Title	Status	Title	Status
Lessons Learned Management Review	In progress	Lessons Learned Management Review	In progress
6th Quarterly Review Report: Complete Interviews	Completed	Action Item Management Review	In progress
Action Item Management Review	In progress	Decision Management Review	In progress
Decision Management Review	In progress	MPS Process Review	In progress
Negotiations: Review Updated Architectural Diagram	Completed	Review Updated Deliverables Review Process	Completed
Negotiations-Draft Schedule Review	Completed	Risks & Issues Management Review	In progress
Review Updated Document Management Plan and PPG	Completed	Schedule Management Review	In progress
Risks & Issues Management Review	In progress		
Schedule Management Review	In progress		

Figure 6. Example Dashboard - Project Activities and Deliverables Status

- Incumbent Knowledge & Rapid Mobilization:** PCG is currently supporting multiple AHCCCS initiatives involving MES and IV&V services. As a result, our team brings established familiarity with AHCCCS organizational structure, governance processes, stakeholder roles, and program priorities. The incumbent knowledge allows us to rapidly mobilize, minimize onboarding time, and begin delivering value immediately. Our existing understanding of AHCCCS environments enables more efficient assessments, faster risk identification, and seamless integration with ongoing project activities. This continuity reduces ramp-up risk and ensures consistent, high-quality IV&V support across concurrent initiatives.

PCG provides targeted value-added services that enhance visibility, strengthen risk management, and support better outcomes for AHCCCS.

- Access to SME Pool:** PCG offers AHCCCS access to a national network of subject matter experts (SMEs) with extensive experience in Medicaid systems, eligibility, enrollment, ServiceNow implementations, CMS certification, and IV&V oversight. These SMEs can be engaged on demand to support targeted reviews, including requirements validation, testing strategy, data migration risks, security and privacy, and operational readiness. **This flexible model allows AHCCCS to benefit from specialized expertise at key project milestones without expanding the core team or additional procurements.** Additionally, AHCCCS will have access to our IV&V Center of Excellence (CoE), an extensive repository of tools, best practices, and lessons learned, which can be consulted at no cost to our customers.
- Dedicated Engagement Manager:** In addition to the core IV&V team, PCG assigns a dedicated Engagement Manager responsible for executive oversight of the engagement. This role ensures appropriate staffing, adherence to Task Order requirements, and consistent delivery across both the Eligibility System and Community Engagement efforts. The Engagement Manager acts as an escalation point, ensures alignment with AHCCCS expectations, and maintains focus on client satisfaction, continuous improvement, and successful delivery of all IV&V services.
- Post-Engagement Follow-Ups:** Following the engagement, PCG will provide complimentary post-engagement follow-up support to help AHCCCS sustain progress and maximize the value of IV&V recommendations. These structured check-ins focus on validating implementation of agreed-upon mitigation strategies, assessing residual risks, and identifying emerging issues during transition to operations. This advisory support reinforces operational readiness, supports stabilization efforts, and ensures continued alignment with CMS expectations and AHCCCS governance practices without extending the formal scope of work.
- Standardized Consulting Tools & Templates:** PCG leverages a mature library of IV&V tools, templates, and checklists aligned with PMBOK, IEEE, and CMS standards. These assets support consistent, repeatable oversight across all project phases, including governance reviews, requirements traceability validation, testing assessments, risk identification, and readiness evaluations. Use of these standardized tools enables rapid mobilization, accelerates early project insight, and ensures consistent deliverable quality across reporting periods. These tools align with IV&V reporting expectations and can be rapidly adapted to AHCCCS templates, thereby improving transparency. Traceability and overall efficiency.

- **Other Value-Added Services:** Beyond the services described above, PCG remains flexible to provide additional value-added services tailored to AHCCCS's needs throughout the engagement. These services may include enhanced analytics, supplemental readiness reviews, focused deep-dive assessments, or customized reporting enhancements. All additional services will be collaboratively identified with AHCCCS to ensure alignment with project priorities while maintaining transparency and adherence to cost and scope expectations.

Deliverable Quality Management

All deliverables will undergo internal quality assurance to ensure:

- Accuracy, completeness, and consistency.
- Alignment with AHCCCS standards and expectations.
- Clear, concise, and actionable content.

Deliverables will be maintained as living artifacts, with updates reflecting project evolution and continuous improvement.

PCG's deliverable framework ensures full compliance with AHCCCS requirements while providing enhanced, decision-ready insights. By combining structured reporting, proactive risk management, and collaborative engagement, we enable AHCCCS to identify issues early, take informed action, and successfully deliver system initiatives.

Approach to AI Enablement

PCG utilizes Microsoft Copilot to enhance productivity and streamline workflows through AI-powered assistance using a Human-in-the-loop approach, drawing only on resources and data to which those PCG Copilot users ("Users") already have authorized access within PCG's Microsoft 365 tenant. Microsoft Copilot is securely managed and deployed within PCG's own technology infrastructure (i.e., PCG's tenant); all data processed by Copilot Chat and Copilot for M365 remains strictly within our tenant boundaries and is not transmitted or stored outside the organization's secure environment. Pursuant to PCG policy, users are required to review and fact-check any data handled and presented by Copilot. These safeguards are designed to maintain data integrity, to protect client data confidentiality, and to ensure compliance with PCG's internal data protection standards. No client information accessed by Copilot leaves PCG's tenant at any point during its operation.

4. Project Cost

Attachment A: Pricing Schedule has been submitted separately as the provided Excel file.

Appendix A - Resumes

Kyle Immel

PROJECT MANAGER

BIOGRAPHY

Kyle Immel is a certified Project Management Professional (PMP) and experienced technology consultant specializing in Independent Verification & Validation (IV&V), project management, and complex system modernization initiatives. He brings comprehensive expertise across the software development lifecycle (SDLC) and has become a trusted advisor to state agencies undergoing high-visibility, multi-year transformation efforts.

Kyle has played key leadership roles on major statewide modernization projects, including serving as the IV&V Project Manager for the Arizona Department of Economic Security's Unemployment Insurance Benefits Modernization program and as an IV&V Subject Matter Expert for the State of Hawaii's Business Registration Modernization initiative. In these positions, he provided oversight of governance, requirements quality, technical delivery, vendor performance, and organizational readiness—helping state leaders proactively manage risks and improve program outcomes.

With a background as an IT Business Analyst and several years of consulting experience across industries such as finance, healthcare, and unemployment insurance, Kyle excels at diagnosing complex issues, enhancing project processes, and strengthening communication between technical and business stakeholders. His analytical approach, attention to detail, and ability to lead across cross-functional teams consistently contribute to measurable improvements in project health and delivery success.

Kyle holds a bachelor's degree in mechanical engineering and is certified in PCG's Eclipse IV&V®. Outside of client work, he is passionate about mentoring analysts and advancing his professional development through continuous learning and industry engagement.

RELEVANT PROJECT EXPERIENCE

Arizona Health Care Cost Containment System (AHCCCS) | Medicaid Enterprise System (MES) – Mainframe Refactor Project

IV&V Project Manager | January 2026 – Present

Kyle provides IV&V project oversight for the AHCCCS Medicaid Enterprise System (MES) Mainframe Refactor (MFR) project, a large-scale modernization effort to transition legacy mainframe applications to a cloud-based architecture. In this role, he serves in both project-level leadership and advisory capacity, while supporting broader IV&V program management functions.

The primary objective of the Mainframe Refactor project is to migrate legacy mainframe applications to Microsoft Azure, including translating existing programs to C#/.NET and migrating the DATACOM database to SQL Server. The initiative is designed to replicate and enhance the existing user experience while modernizing the underlying technology stack. Kyle's responsibilities include:

- Providing IV&V oversight of the Mainframe Refactor project, ensuring alignment with contractual requirements, program objectives, and SDLC best practices.
- Serving as a strategic advisor to AHCCCS leadership and the IV&V Program Manager, contributing to program-level governance, prioritization, and roadmap alignment across MES initiatives.
- Partnering with program leadership to transition into broader IV&V program management responsibilities, including coordination across multiple projects and oversight areas.
- Evaluating technical, functional, and operational aspects of the modernization effort, including application conversion, cloud migration strategy, and data transformation.

- Facilitating communication between business and technical stakeholders to ensure requirements, workflows, and system functionality are accurately represented in the modernization effort.
- Identifying and assessing risks, issues, and dependencies, and providing actionable recommendations to maintain program alignment with scope, schedule, and strategic goals.

Arizona Department of Economic Security (ADES) | Unemployment Insurance Modernization Project

IV&V Project Manager | May 2025 – November 2025

Kyle led IV&V efforts for the Arizona Department of Economic Security's (ADES) Unemployment Insurance Modernization initiative, a multi-year program replacing two 30-year-old legacy mainframe systems. He provided oversight across program governance, technical delivery, risk management, and organizational readiness to ensure the system's stability, integrity, and long-term scalability. Kyle's responsibilities as an IV&V analyst included the following:

- Directed IV&V activities for a statewide Unemployment Insurance (UI) modernization program, ensuring alignment with federal guidelines, industry standards, and project management best practices.
- Oversaw and guided a team of analysts in evaluating program health, identifying systemic risks, and validating compliance across SDLC phases, including requirements, design, development, testing, and OCM.
- Produced executive-level monthly IV&V status reports summarizing project performance, key observations, material risks, and actionable recommendations for state leadership.
- Facilitated risk, issue, and findings management by ensuring appropriate tracking, prioritization, escalation, and mitigation planning across state and vendor teams.
- Led independent assessments of project artifacts—including the implementation playbook—providing objective evaluation and improvement recommendations.
- Acted as a strategic advisor to ADES leadership, helping refine governance structures, strengthen communication channels, and improve overall program maturity.

Arizona Department of Administration | Arizona Financial Information System (AFIS) Upgrade Project IV&V

IV&V Analyst | October 2022 – December 2023

The Arizona Department of Administration (ADOA), Division of Business Finance (DBF), General Accounting Office (GAO), implemented a major upgrade of the Arizona Financial Information System (AFIS) system (CGI Advantage®) from version 3X to version 4X (CGI Advantage® 4). Version 4X provided an enhanced end-user experience and a much higher level of configurability and is a pure Software-as-a-Service (SaaS) solution. CGI baselined many current State of Arizona customizations and delivered new enhancements and a modernized technical infrastructure on a release schedule. PCG provided quarterly IV&V reports for the duration of the contract. Kyle's responsibilities as an IV&V analyst included the following:

- Reviewing relevant documents.
- Interviewing contractor and AZ State team members.
- Conducting reviews of selected deliverables as needed to develop informed assessments of the key project deliverables.
- Contributing to the development of IV&V reports.

State of Hawaii, Department of Commerce and Consumer Affairs (DCCA), Business Registration Division | Business Registration Modernization Project

IV&V Subject Matter Expert (SME) | November 2025 – Present

Kyle was brought in as a senior IV&V SME to support the DCCA Business Registration Modernization initiative, a statewide effort to modernize business registration processes, replace aging legacy systems, and enhance online customer services. He partnered with the IV&V Project Manager to strengthen IV&V coverage across governance, SDLC oversight, requirements quality, and vendor performance monitoring. Kyle's responsibilities as an IV&V analyst included the following:

- Provided expert IV&V oversight of the State and System Integrator (SI) as they implement a full end-to-end modernization of business registration systems, workflows, and the public-facing customer portal.
- Collaborated closely with the IV&V Project Manager to enhance IV&V assessment rigor, reporting quality, and coverage across all project areas, ensuring alignment with IV&V industry standards and state expectations.
- Conducted independent evaluations of design, development, testing, and OCM activities to assess completeness, readiness, and compliance with leading practices.
- Identified, documented, and monitored project risks, issues, and findings, validating mitigation strategies and advising State leadership on potential impacts to scope, schedule, and system quality.
- Supported monthly IV&V reporting by contributing insights on project health, governance effectiveness, vendor performance, and areas requiring attention or corrective action.
- Served as a trusted advisor to DCCA leadership, offering strategic guidance to strengthen project oversight, improve cross-team communication, and ensure the modernization effort delivers a stable, scalable, and customer-centric solution.

New York State Department of Labor (NYSDOL) | NYSDOL Unemployment Insurance System Improvement Project

IV&V Business Analyst | September 2022 – Present

Kyle provides Independent Verification and Validation (IV&V) and quality assurance (QA) services for the NYSDOL, the primary entity that administers Unemployment Insurance Benefits, Contributions, and Appeals for the state of New York. In this role, he performs Independent Verification and Validation (IV&V) and Quality Assurance (QA) activities to support the efforts of NYSDOL in developing information technology systems for the operation of unemployment insurance benefits, employer, and appeals case management system in the state. This system will promote integrity, improved efficiency, and increased federal compliance for state employers and claimants. Kyle leads the IV&V review team in the area of testing and contributes to the ongoing assessment of UISIM's readiness for deployment. Kyle's additional responsibilities include, but are not limited to:

- Establishing, organizing, and leading efforts to independently validate the quality of testing performed by the software development vendor.
- Verifying and validating stakeholder management activities meet the criteria established for stakeholder and user readiness necessary for the new system to be deployed.
- Reviewing and assessing the organizational change management (OCM) vendor deliverables to ensure that they meet acceptable industry standards, the IV&V/QA developed DAC, and the approved deliverable expectation document (DED).
- Reviewing and validating trainings plan to ensure all necessary policies, processes, and documentation are updated, disseminated, and are readily available for users.
- Providing oversight on training for users, ensuring they are delivered, sufficient, and directly related to business processes and required job skills.
- Delivering bi-weekly, monthly, and quarterly reports to the NYSDOL leadership team. These reports cover the areas of requirements management, testing, data management, organizational change management, and training and deployment readiness. These reports describe IV&V findings identified or updated during the reporting period, analyze trends in areas such as risk management and deliverable quality, and provide actionable recommendations to mitigate negative impacts on the project.

Epic | Multiple Projects

IT Project Manager | May 2020 – June 2022

In this role, Kyle managed multiple customer teams to facilitate the successful implementation of Population Health tools. He led several internal workgroups focused on sustaining and improving electronic medical record (EMR) functionality and mentored new employees during their first six months. Kyle also worked with the sales and legal teams to develop new programs, focusing on integration with third-party vendor platforms.

EDUCATION

Bachelor of Science, Mechanical Engineering | University of Wisconsin-Stout, Menomonie, WI

CERTIFICATIONS

- Project Management Professional (PMP) | Project Management Institute (PMI) | 4119837
- Eclipse IV&V® Associate | Public Consulting Group | IVVA00217

REFERENCES

Name	Kris Goins	Title	Project Manager
Project Title:	AZ DES Unemployment Insurance Modernization Project		
Phone	N/A	Email	KristopherGoins@azdes.gov
Name	Mike Caplan	Title	UI Program Manager
Project Title:	NYSDOL NYSDOL Unemployment Insurance System Improvement Project		
Phone	518-457-3331	Email	Michael.Caplan@labor.ny.gov



Kelli Conine

ELIGIBILITY AND ENROLLMENT SUBJECT MATTER EXPERT (SME)

BIOGRAPHY

Kelli Conine is an experienced project professional with more than 30 years of Information Technology experience supporting state government programs. She specializes in managing complex initiatives for Health and Human Services agencies, leading cross-functional teams, coordinating project schedules and deliverables, and ensuring alignment with state regulatory, operational, and programmatic goals.

Kelli has extensive experience working with state Medicaid, Medicare, and Women, Infants, and Children (WIC) programs, with deep familiarity in eligibility systems, claims processing, and federal compliance. Her project leadership includes managing requirements elicitation efforts, facilitating stakeholder engagement across diverse program areas, coordinating IV&V activities, and supporting system modernization initiatives from planning through implementation.

Recognized for her solution-focused approach, strong organizational skills, and attention to detail, Kelli excels at driving progress, managing risks, and supporting state agencies in the successful execution of high-visibility projects. Her ability to blend technical understanding with strategic project coordination makes her a trusted partner to clients seeking efficient, high-quality outcomes.

RELEVANT PROJECT EXPERIENCE

Arizona Health Care Cost Containment System (AHCCCS) Information Services Division | System Integration (SI), Electronic Data Exchange (EDI) & Program Integrity (PI) Projects

IV&V Specialist | October 2023 – Present

These projects are a blended Agile and Waterfall development upgrade to Arizona's Medicaid eligibility system. Kelli's responsibilities include the following:

- Project assurance services for Arizona's MES upgrade, aligning with the Centers for Medicare & Medicaid Services (CMS) Medicaid Eligibility and Enrollment Life Cycle (MEELC) framework.
- Supported work planning, task tracking, deliverables management, and client reporting.
- Provided identification, documentation, and mitigation tracking of key project risks, issues, and findings across modular system components.
- Delivered quarterly assessments and progress reports to stakeholders, ensuring transparency and accountability.
- Applied Eclipse IV&V Checklists, Arizona governance policies, industry best practices, and IEEE standards to evaluate system quality and compliance.
- Collaborated with internal departments and external stakeholders to assess and report as they created business requirements, defined system objectives, and supported streamlined integration planning.
- Participated in management and planning meetings, providing regular status updates and insights to executive-level stakeholders.

Hawaii Department of Health Vital Records | System Modernization Project - Procurement and Business Analysis Support

Lead Business Analyst | September 2025 – April 2025

PCG supports the Hawaii Department of Health Vital Records team by delivering comprehensive procurement and business analysis services to guide the modernization of the State's vital records system. This work includes conducting detailed business analysis; developing current-state and future-state business process flows;

performing market research and system capability assessments; creating requirements traceability matrices; and authoring the Request for Proposal used to procure the new solution.

PCG's deliverables include as-is and to-be process documentation, vendor option analyses, the completed RFP, and support throughout vendor evaluations and interviews. As a Business Analyst, Kelli is responsible for:

- Facilitate collaboration sessions with cross-functional teams to gather requirements, document system needs and develop use cases.
- Create and define detailed system requirements to support project objectives.
- Develop comprehensive business process flows that document current-state workflows and system usage.
- Partner with stakeholders to design future-state processes and capture all required functionality for modernization efforts.
- Review vendor feedback and update system requirements and process documentation accordingly.
- Lead deliverable walkthroughs and communicate project constraints, assumptions, and limitations.
- Research vendor solutions, coordinate demonstrations, and document client expectations and evaluation outcomes.

Mississippi Division of Medicaid (DOM) | Health and Human Services Transformation Project (HHSTP) IV&V Advisory

Project Manager | December 2022 – January 2024

Kelli served as a team member for the Health and Human Services Transformation Project (HHSTP), a joint effort between DOM and the Mississippi Department of Human Services (MDHS). Kelli:

- Conducted in-depth reviews of project documentation, including technical specifications, plans, and schedules, to ensure compliance with CMS guidelines and project objectives.
- Collaborated with both technical and managerial teams to identify project risks, develop actionable recommendations, and implement process improvements.
- Delivered quality assurance and review of monthly IV&V reports to ensure accuracy, completeness, and alignment with federal expectations.
- Contributed to the development of Statements of Work (SOWs), Performance Work Statements (PWS), and Statements of Objectives (SOO) for vendor and project engagements.
- Prepared and maintained Requirements Traceability Matrices (RTMs) to support project tracking, validation, and stakeholder transparency.

Commonwealth of Kentucky | Medicaid Enterprise Management Solution (MEMS) PMO

Project Manager | May 2022 – December 2022

- Delivered strategic project management support and technical guidance on complex, multi-agency IT projects, ensuring alignment with client goals and timelines.
- Provided clients with risk assessments, actionable recommendations, and deliverables that supported informed decision-making and project success.
- Oversaw and supported project managers in the development and maintenance of integrated project schedules, ensuring consistency across workstreams and stakeholders.
- Conducted detailed analyses of project performance, identified key findings, and presented mitigation strategies to both project teams and executive leadership.
- Coordinated and integrated scheduling inputs from diverse sources to maintain cohesive, accurate project timelines and dependencies.
- Led and facilitated Joint Application Development (JAD) sessions and other collaborative workshops to elicit and document detailed business and technical requirements.
- Captured meeting outcomes and stakeholder input, translating them into clear, actionable requirements to support ongoing development and implementation efforts.

Louisiana Department of Health (LDH) | Medicaid Enterprise System (MES) and Eligibility and Enrollment (E&E) Independent Verification & Validation (IV&V) Project

Project Manager | May 2022 – December 2022

Kelli assisted with the eligibility and enrollment (E&E) and Medicaid Enterprise System (MES) IV&V project for Louisiana Medicaid. Her responsibilities included but were not limited to:

- Developed project plans and process workflows to support structured execution and alignment with project goals and timelines.
- Conducted comprehensive document reviews to ensure accuracy, consistency, and adherence to project and regulatory standards.
- Performed contractor oversight, verifying compliance with contractual obligations and Centers for Medicare & Medicaid Services (CMS) requirements.

State of Mississippi, Division of Medicaid | Multiple Projects

Project Manager | September 2021 – May 2022

- Supported certification activities for the Mississippi Division of Medicaid (DOM), ensuring system readiness and alignment with federal requirements.
- Participated in eLTSS-System project meetings, contributing to planning, coordination, and issue resolution across project phases.
- Assisted in the preparation and delivery of project status reports, providing updates on progress, risks, and key milestones to stakeholders.
- Conducted detailed reviews of project artifacts, ensuring quality, completeness, and compliance with project standards and objectives.
- Researched and identified potential vendors and technology solutions that aligned with stakeholder requirements and project goals.

Project Manager | September 2021 – May 2022

- Gained in-depth understanding of the HITECH system and associated activities, workflows, and documentation to support effective oversight.
- Conducted Independent Verification & Validation (IV&V) assessments of HITECH-related activities to evaluate performance, compliance, and readiness.
- Participated in the review of key project documents, including Requests for Proposals (RFPs) and State Medicaid Health IT Plan (SMHP), ensuring alignment with project and federal standards.
- Identified and tracked CMS certification requirements and milestones, integrating them into project planning and reporting processes.
- Provided project support for the Mississippi Division of Medicaid (DOM) in preparing for and participating in CMS certification activities.

SymphonyCare | Multiple Projects

Senior Healthcare Business Analyst | March 2020 – September 2021

- Provided project management support for the implementation of analytical software solutions, coordinating between client and technical teams to ensure project milestones were met.
- Led efforts in requirements gathering, functional specification writing, and workflow analysis to align system capabilities with Medicaid program needs.
- Acted as a key liaison between stakeholders and technical teams, facilitating communication and ensuring mutual understanding of goals and deliverables.
- Conducted healthcare data analysis and validation, delivering actionable insights and ensuring data accuracy across Medicaid reporting efforts.
- Developed and executed test plans and test scripts, supporting end-to-end quality assurance processes.
- Supported data quality improvement initiatives by identifying gaps between current capabilities and desired outcomes and recommending process or system enhancements.

- Utilized tools such as Confluence, Tableau, Jira, SQL, SharePoint, and managed activities through Agile/Scrum methodologies and the Software Development Life Cycle (SDLC).
- Authored detailed reports and project documentation for both internal teams and State of Wisconsin stakeholders.

PROFESSIONAL BACKGROUND

QBE, via Smart Solutions
June 2019 – December 2019

DXC Technology, via TEKsystems
October 2018 – May 2019

Cigna Supplemental Benefits
October 2017 – October 2018

Texas Department of Transportation
October 2016 – October 2017

Accenture Health and Human Services
October 2015 – October 2016

Texas Department of Aging and Disability Services
October 2014 – October 2015

Texas Medicaid Healthcare Partnership
November 2013 – October 2014

EDUCATION

- Master of Science | Information Systems | Tarleton State University, Stephenville, TX
- Bachelor of Arts, English & Psychology | Texas Tech University, Lubbock, TX

CERTIFICATIONS

- Project Management Professional (PMP), 2021 | Project Management Institute | PMP # 3209944
- Professional Scrum Master I (PSM), 2023 | Scrum.org
- Eclipse IV&V® Associate, 2022 | Public Consulting Group | IVVA00155
- Lean Six Sigma White Belt, 2023 | Council for Six Sigma Certification | H16cMi2jUq

REFERENCES

Name	Stephen Oshinsky	Title	Managing Consultant
Project Title:	Mississippi Division of Medicaid (DOM) Health and Human Services Transformation Project (HHSTP)		
Phone	601-359-6305	Email	stephen.oshinsky@medicaid.ms.gov

Name	Heather Jakubowski	Title	IT Service Management Team Lead
Project Title:	QBE Insurance Multiple Projects		
Phone	N/A	Email	heather@jakubowski.net

Mark Reynolds

TECHNICAL SUBJECT MATTER ACQUAINTANCE (SMA)

BIOGRAPHY

Mark Reynolds is an accomplished Solutions Architect and Data Engineer with extensive experience supporting Eligibility and Medicaid modernization initiatives, including Medicaid Management Information Systems (MMIS), Eligibility & Enrollment (E&E) systems, and Benefits Eligibility Solution (BES) programs. He has deep expertise in state health and human services ecosystems, with a strong focus on data conversion, eligibility rules processing, system interfaces, batch modernization, and federal compliance standards (CMS, T-MSIS, interoperability requirements). Mark has supported multiple IV&V engagements for large-scale Medicaid and eligibility transformations, consistently ensuring alignment with state and federal expectations for accuracy, scalability, and long-term sustainability.

In addition to his domain expertise, Mark is an accomplished solutions and data engineer demonstrating proactive application and integration of digital technologies, as well as a senior .NET developer adept at user engagement and delivering robust, feature-rich solutions.

He brings extensive data engineering experience, including data acquisition, storage, retrieval, and analytics, both real-time and batch, and processes strong application development skills in C#, VB, Office VBA, MS SQL, Power BI, Power Platform, Azure Functions, and Azure-based applications.

Mark's typical approach to client engagements is to systematically apply modern methodologies to application development and deployment to desktop, client-server, SOA, Azure function apps, and client apps. Historically, solutions he's developed have integrated with SAGE, DocLink, PPDM, WellView, and WITSML applications.

RELEVANT PROJECT EXPERIENCE

Kansas Department of Children and Families (DCF) | Child Support Services (CSS) Re-Platforming

IV&V Technical Expert | January 2023 – Present

The Kansas Department for Children and Families initiated the Child Support Services modernization effort to replace its legacy systems with a more efficient, accurate, and sustainable platform. The IV&V team focuses on evaluating technical and business processes, data conversion, batch modernization, and development practices to ensure the re-platformed solution meets federal and state expectations. The initiative emphasizes strengthened data management, improved system performance, and enhanced support for long term program operations.

Mark supports IV&V services for the Child Support Services modernization initiative, which replaces legacy systems with a more efficient, accurate, and sustainable platform. The IV&V team evaluates technical and business processes, data conversion, batch modernization, and development practices to ensure the re-platformed solution meets state and federal expectations. His responsibilities include:

- Assessing, reviewing, and commenting on technical and business documents and activities throughout each phase of the re-platforming solution.
- Reviewing and assessing modernization aspects of data conversion and batch processing.
- Reviewing and assessing tests, defects, root cause analysis, and reporting.
- Recommending changes to development and engineering processes based on industry best practices and standards, including BABOK, DMBOK, SWEBOK, and IEEE.
- Contributing to assessment reviews for quarterly reports, addressing business and technical elements of the project.
- Presenting and documenting findings, observations, and recommendations for all IV&V phases.

California Air Resources Board (CARB) | Enterprise IV&V Services Project

IV&V Technical Expert | January 2023 – Present

The California Air Resources Board modernization initiative supports the development of a Microsoft Azure-based Power Applications solution used for environmental program management and agency operations. PCG provides IV&V services to evaluate solution quality, technical design, development practices, and alignment with state modernization standards.

Mark provides enterprise and systems architecture expertise to IV&V services for the CARB program. His work centers on reviewing architectural decisions, development workflows, and engineering practices to ensure the solution is robust, scalable, and aligned with industry best practices. His responsibilities include:

- Assessing, reviewing, and commenting on the solution architecture for alignment with modernization goals and agency requirements.
- Recommending enhancements to development and engineering processes using BABOK, DMBOK, and IEEE standards.
- Contributing to assessment reviews that support project reporting and oversight activities.
- Presenting and documenting findings, observations, and recommendations for Architecture, Software, Development, and Implementation phases.

Minnesota Department of Human Services (DHS) | Child Support Services (CSS) Modernization Study

IV&V Technical Expert | November 2024 – May 2025

Mark supported the Minnesota CSS Modernization Study by providing technical evaluation, architectural analysis, and system review activities to help the State assess modernization readiness for its Child Support Services systems. His work focused on understanding the current technical landscape, identifying modernization gaps, and reviewing proposed architectural approaches to determine alignment with industry best practices and state program needs. Mark's other responsibilities included:

- Reviewing technical documentation, system architecture materials, and modernization planning artifacts related to CSS operations.
- Assessing data, interfaces, workflows, and system dependencies to identify technical risks and modernization challenges.
- Evaluating proposed solution approaches for feasibility, scalability, and alignment with modernization objectives.
- Contributing to findings, observations, and recommendations supporting modernization strategy and future planning.
- Supporting IV&V focused analysis to ensure proposed modernization paths aligned with quality.

California State Water Resources Control Board (SWRBC) | UPWARD/CalWATRS Enterprise IV&V Project

IV&V Technical Expert | July 2024 – June 2025

The California Department of Water Resources UPWARD/CalWATRS effort modernized statewide water resources management using a Salesforce LoCode/NoCode solution. PCG provided IV&V services to assess solution architecture, development practices, testing quality, and alignment with industry standards to ensure the system meets state performance and reliability expectations.

Mark provided experience with systems and enterprise architecture to the IV&V services team for the California Water Resources Board. Mark focused on applying industry standards and best practices to developing the Salesforce LoCode/NoCode solution. His other responsibilities included:

- Assessing, reviewing, and commenting on the solution architecture.
- Review and assess tests, defects, root cause analysis, and reporting.
- Recommending changes to development and engineering processes based on industry best practices, Business Analysis Body of Knowledge (BABOK), Data Management Body of Knowledge (DMBOK), and IEEE Standards.

- Contributing to assessment reviews as part of the project reports.
- Presenting and documenting any findings, observations, and recommendations for the Architecture, Software, Development, and Implementation phases of the project.

Missouri Department of Mental Health | Electronic Health Records Project (EHR) Modernization Project

IV&V Technical Analyst | November 2023 – October 2025

The Missouri Department of Mental Health (DMH) Electronic Health Records (HER) Modernization Project focused on replacing outdated record-keeping systems across inpatient facilities, psychiatric hospitals, habilitation centers, and residential programs. The IV&V team provided independent evaluation and analysis of all technical aspects of the project to help ensure that modernization efforts, development practices, and system performance align with state and federal expectations.

As an IV&V Technical Analyst, Mark conducted independent assessments of technical solution components across all phases of the EHR modernization effort. His work focused on verifying that development, testing, data practices, and system engineering activities adhered to industry standards, project requirements, and modernization objectives. His responsibilities included, but were not limited to:

- Reviewing technical and business requirements and documentation to evaluate solution design, implementation quality, and alignment with project requirements.
- Assessing development practices, system functionality, data management processes, and technical workflows for assigned functional areas.
- Evaluating test execution, defect trends, and root cause analysis to determine readiness, quality, and risk exposure.
- Recommending changes to development and engineering processes based on industry best practices and standards, including BABOK, DMBOK, SWEBOK, and IEEE.
- Documenting and presenting independent findings, observations, and recommendations across all IV&V reporting cycles.

Hawaii Department of Human Services (DHS) | Benefits Eligibility Solution (BES) Project

IV&V Technical Expert | January 2023 – November 2025

The DHS Benefits Eligibility Solution project supported the modernization of statewide eligibility determination systems as part of the DHS Enterprise Platform. PCG provided IV&V services to ensure modernization activities, data practices, development work, and system interfaces meet state and federal expectations for accuracy, performance, and long-term sustainability.

Mark provided technical, systems, database, and integration expertise to IV&V services for the DHS Benefits Eligibility Solution. His role focused on verifying the quality and alignment of modernization activities across Development Interfaces and Data Conversion while ensuring engineering practices meet industry standards. His responsibilities included:

- Assessing, reviewing, and commenting on technical and business documents and activities for assigned functional areas across all modernization phases.
- Reviewing and assessing critical modernization aspects of Interfaces, Data Conversion, and Batch Processing.
- Recommending changes to development and engineering processes based on industry best practices and standards, including BABOK, DMBOK, SWEBOK, and IEEE.
- Contributing to assessment reviews included in monthly status and findings reports supporting business and technical oversight.
- Presenting and documenting findings, observations, and recommendations across all IV&V phases for the BES project.

Hawaii Department of Human Services (DHS) | Health Analytics Project (HAP)

IV&V Technical Expert | January 2023 – August 2023

The DHS Health Analytics Project enhanced data management, analytics, and software development capabilities for statewide health programs. PCG provided IV&V evaluations into the technical environments, development practices, and modernization activities to ensure alignment with industry standards and DHS program needs.

Mark provided expertise in software, systems, databases, and integration to support IV&V activities for the Health Analytics Project. His work focused on assessing the Development Environment and Software Development process areas to ensure quality, consistency, and adherence to modernization requirements. His responsibilities included:

- Assessing, reviewing, and commenting on technical and business documents and activities for assigned functional areas throughout each phase of the re-platforming solution.
- Recommending changes to development and engineering processes based on industry best practices and standards, including BABOK, DMBOK, SWEBOK, and IEEE.
- Contributing to assessment reviews for quarterly reports, addressing business and technical elements of the project.
- Presenting and documenting findings, observations, and recommendations across all IV&V phases for the HAP project.

Minnesota Department of Human Services (DHS) | Independent Verification and Validation (IV&V) for the Medicaid Management Information Systems (MMIS) Modernization Project

IV&V Technical Expert | December 2022 – July 2024

The Minnesota Department of Human Services MMIS and E&E Modernization effort supported statewide transformation of Medicaid management, eligibility, and enrollment systems. As part of the IV&V team, PCG provided independent technical evaluation across development, data management, system engineering, and interoperability activities to help ensure modernization work aligns with federal expectations and program requirements.

Mark provided software, systems, database, and integration expertise to IV&V services for the MMIS and E&E Modernization initiatives. His work focused on evaluating development quality, data management practices, and modernization activities across multiple functional areas, ensuring alignment with project requirements and industry standards. His responsibilities included:

- Assessing, reviewing, and commenting on technical and business documents and activities throughout each phase of the re-platforming solution for assigned functional areas.
- Participating in CMS Interoperability Patient Access Rule (iPAR) meetings with the State of Minnesota.
- Participating in Transformed Medicaid Statistical Information System (T-MSIS) meetings with the State of Minnesota.
- Participating in MnCHOICES Revision meetings with the State of Minnesota.
- Recommending improvements to development and engineering processes using BABOK, DMBOK, and IEEE standards.
- Contributing to assessment reviews included in quarterly reports submitted to the projects.
- Presenting and documenting findings, observations, and recommendations for all IV&V phases.

Evolution Well Services | Multiple Projects

Enterprise Business Applications Manager | July 2021 – December 2022

In this role, Mark was responsible for the deployment, operations, and support of enterprise systems to ensure business continuity and alignment with organizational needs. Led digital transformation strategy, enterprise architecture definition, software development standards, and integrated enterprise finance and operational systems. His other responsibilities included:

- Led the vision for the digital transformation project, including enterprise architecture definition and multi-year modernization planning.
- Defined cross-department standards for DevOps and software development to improve consistency and quality across development teams.
- Defined a common system architecture for all development, including C#, Power BI, Power Apps, and SQL solutions.
- Managed enterprise finance, accounting, document management, and operational systems to support business continuity and improve operational workflows.
- Transitioned the document management system into DocLink® to improve document control and streamline enterprise workflows.
- Integrated Sage 300® into a common query portal to optimize Power BI® and other data-driven development projects.

PROFESSIONAL BACKGROUND

Lone Star College
January 2003 – May 2021

Southwestern Energy
February 2010 – July 2018

EDUCATION

- Master's, Engineering | Texas Tech University – Lubbock, TX
- Bachelor of Science, Electrical Engineering | Texas Tech University – Lubbock, TX

CERTIFICATIONS

Texas Secondary School Teacher, 1999 – Present; Math, Physics, Computer Programming, and Business

REFERENCES

Name	Ben Errebo	Title	Director of PMO and IT Strategy
Project Title:	Kansas Department of Children and Families (DCF) Child Support Services (CSS) Re-Platforming		
Phone	785-896-7110	Email	Benjamin.Errebo@ks.gov

Name	Tony Bokhorst	Title	Director of Mainframe Applications Division
Project Title:	Minnesota Department of Human Services (DHS) Child Support Services (CSS) Modernization Study		
Phone	651-431-4763	Email	Tony.Bokhorst@state.nm.us



Ronald Detviler

QUALITY LEAD

BIOGRAPHY

Ronald Detviler is a results-driven information technology professional with over 25 years of experience in Quality Assurance and Testing, including significant expertise supporting Medicaid, Eligibility & Enrollment (E&E), and Health and Human Services (HHS) programs. Over the past several years, Ronald has played key roles in large-scale state modernization initiatives, including Medicaid Enterprise systems, MMIS-related platforms, eligibility systems, and health analytics programs. He brings deep experience working within CMS frameworks, including Federal hub integrations, CMS attestation, modular certification, and interoperability modernization (SOAP to REST/JSON transitions). His work consistently supports compliance with federal and state requirements while ensuring quality, accuracy, and readiness across complex systems.

From both technical and leadership perspectives, Ronald has extensive experience with testing across Waterfall and Agile project life cycles in multiple industry sectors, including printing and publishing, insurance, airlines, and the public sector. He has successfully led testing teams on numerous large-scale initiatives, managed sizable teams, and overseen departmental budgets.

Throughout his career, Ronald has delivered measurable value by establishing and maintaining QA best practices and standards within IT organizations. He has contributed to implementing enterprise-level QA and IT tools, including test case and defect management systems, requirements traceability solutions, and QA test automation frameworks. He is also highly collaborative, working closely with clients, stakeholders, and business teams to ensure end user needs and program objectives are consistently achieved.

RELEVANT PROJECT EXPERIENCE

Hawaii Department of Human Services (DHS) MED-QUEST Division | Health Analytics Program (HAP) Project

Technical Sponsor / Technical Lead | December 2023 – Present

Ronald serves as a senior consultant in a Technical Analyst capacity, related to the design, development, implementation, operations, and evolution of an integrated data and analytics platform within the Hawaii Prepaid Medicaid Management Information System (HPMMIS). This data and analytics platform will ingest, process, link, and provide access to data from various data sources, including the Hawaii Pre-Paid Medicaid Management Information System (HPMMIS), the Medicaid eligibility determination system, as well as other existing and new Medicaid and other State agency data sources. Ronald's responsibilities include:

- Participating and providing leadership in supporting a complex deliverable and artifact review process across multiple technical program areas, including Data Management, Data Governance, Portal web development, CMS Certification, Training and Support, and User Acceptance Testing.

IV&V Analyst / CMS Federal Hub Attestation SME | November 2023 – December 2023

Ronald served as a senior consultant in an IV&V and Technical Analyst capacity, related to the design, development, implementation, operations, and evolution of an integrated data and analytics platform within the Hawaii Medicaid Enterprise environment. This data and analytics platform will ingest, process, link, and provide access to data from various data sources, including the Hawaii Pre-Paid Medicaid Management Information System (HPMMIS), the Medicaid eligibility determination system, as well as other existing and new Medicaid and other State agency data sources. Ronald's responsibilities include:

- Reviewing technical and business documentation against SDLC and PMBOK standards and best practices.

- Evaluating activities based on industry best practices, Project Management Book of Knowledge (PMBOK), IEEE Standards, and Centers of Medicare and Medicaid Services (CMS) guidelines.

Florida Department of Financial Services (DFS) | IV&V Services for Planning, Accounting, and Ledger Management (PALM) Project

IV&V Analyst | October 2023 – Present

The Florida Department of Financial Services contracted with PCG to provide IV&V services over the Florida PALM project. The Florida Planning, Accounting, and Ledger Management (PALM) project is a multi-year effort to replace the current accounting and cash management systems with a cloud-based, modern financial management solution. The project includes the design, build, and implementation of a standardized, scalable, statewide system that will enhance Florida's business practices and position Florida for future innovation. As an IV&V Analyst, Ronald serves as a senior consultant for the verification and validation of the project's test management and training areas. Activities include the review and assessment of processes, policies, and procedures related to these functional areas. Ronald's responsibilities include:

- Assessing, reviewing, and commenting on both technical and business documents and activities throughout each phase of the re-platforming solution for her assigned functional areas.
- Recommending changes to plans or project operations based on industry best practices, PMBOK, and IEEE Standards.
- Performing test planning and test execution tasks, activities in parallel with the FL State and DDI testing activities.

Kansas Department of Children and Families (DCF) | Child Support Services (CSS) Re-Platforming Project

IV&V Analyst / Child Support Enforcement (CSE) Expert | January 2023 – Present

Ronald serves as a senior consultant for the verification and validation of the project's test management and training areas. He also acts as the secondary/backup consultant for the project management, requirements management, and quality assurance/management areas. Activities include the review and assessment of processes, policies, and procedures related to these functional areas. Ronald's responsibilities include:

- Assessing, reviewing, and commenting on both technical and business documents and activities throughout each phase of the re-platforming solution for her assigned functional areas.
- Recommending changes to plans or project operations based on industry best practices, PMBOK, and IEEE Standards.

State of Alaska, Department of Health and Social Services | Eligibility Information System Modernization IV&V Project

IV&V Analyst | June 2023 – June 2024

The purpose of this project is to develop and deploy increments related to the modernization of their eligibility and enrollment system, Alaska's Resource for Integrated Eligibility Services (ARIES). PCG provides IV&V services to Alaska's highly technical, agile team. The State is proceeding through the CMS Streamlined Modular Certification review cycle. Ronald's responsibilities include:

- Providing process guidance to the client, primarily around software testing.
- Reviewing technical and business documentation against SDLC and PMBOK standards and best practices.
- Evaluating activities based on industry best practices, Project Management Book of Knowledge (PMBOK), IEEE Standards, and Centers of Medicare and Medicaid Services (CMS) guidelines.

North Carolina Department of Health and Human Services (NC DHHS) | Families Accessing Services through Technology (NC FAST) Implementation Project

IV&V Analyst / CMS Federal Hub Attestation SME | November 2023 – December 2023

Ronald served as a senior consultant in a Technical Lead capacity, for the verification and validation of the project's Attestation Testing of the CMS Federal Hub services in relation to upgrading/modernizing synchronous HUB services from Simple Object Access Protocol (SOAP)/Extensible Markup Language (XML) to Representational State Transfer (REST) Technology/JavaScript Object Notation (JSON). Ronald's responsibilities included:

- Providing leadership in mentoring and documentation of best practices/procedures related to CMS Attestation testing.
- Monitoring Attestation testing sessions, analyzing test results, and mentoring the team to complete writing/publishing the Letter of Attestation artifact for CMS stakeholders and internal North Carolina sponsors.

Pennsylvania Department of Human Services (PA DHS) | Client Information System (CIS) – CMS REST/JSON Implementation

IV&V Analyst / CMS Federal Hub Attestation SME | January 2023 – Present

Ronald serves as a senior consultant in a Technical Lead capacity, for the verification and validation of the project's Attestation Testing of the CMS Federal Hub services in relation to upgrading/modernizing synchronous HUB services from Simple Object Access Protocol (SOAP)/Extensible Markup Language (XML) to Representational State Transfer (REST) Technology/JavaScript Object Notation (JSON). His responsibilities include:

- Providing leadership in mentoring and documentation of best practices/procedures related to CMS Attestation testing.
- Monitoring Attestation testing sessions, analyzing test results, and writing/publishing the Letter of Attestation artifact for CMS stakeholders and internal Pennsylvania sponsors.

Hawaii Department of Human Services (HI DHS) | KOLEA – CMS REST/JSON Implementation

IV&V Analyst / CMS Federal Hub Attestation SME | January 2023 – Present

Ronald serves as a senior consultant in a Technical Lead capacity, for the verification and validation of the project's Attestation Testing of the CMS Federal Hub services in relation to upgrading/modernizing synchronous HUB services from Simple Object Access Protocol (SOAP)/Extensible Markup Language (XML) to Representational State Transfer (REST) Technology/JavaScript Object Notation (JSON). Ronald's responsibilities include:

- Providing leadership in mentoring and documentation of best practices/procedures related to CMS Attestation testing.
- Monitoring Attestation testing sessions, analyzing test results, and writing/publishing the Letter of Attestation artifact for CMS stakeholders and internal Hawai'i sponsors.

California Department of Health Care Services (DHCS) | Providing Access and Transforming Health (PATH) Third Party Administrator (TPA) Project

IT Team / DevOps Senior Test Analyst | January 2023 – Present

DHCS has contracted with PCG to act as TPA for PATH; a five-year, \$1.85 billion initiative to build up the capacity and infrastructure of on-the-ground partners, including community-based organizations (CBOs), public hospitals, county agencies, Medi-Cal Tribal, and designees of Indian Health Programs, and many others. The goal of the project is to help them successfully participate in the Medi-Cal delivery system as California widely implements Enhanced Care Management (ECM) and Community Supports and Justice Involved services under California's Advancing and Innovating Medi-Cal (CalAIM) program.

PCG is responsible for managing all aspects of PATH, including a public website located at www.ca-path.com. PATH includes: a Technical Assistance Marketplace (TAM); the Collaborative Planning and Implementation Program (Collab); the Capacity and Infrastructure Transition, Expansion and Development Program (CITED); and

Justice Involved Planning and Capacity Building (JI). As part of the DevOps IT Team, Ronald is part of the Test Team. Ronald's responsibilities include:

- Developing test cases from FDD and Figma designs.
- Executing manual test cases to flush out defects and smooth the automation script.
- Replicating and logging defects.

Minnesota Department of Human Services (MN DHS) | Minnesota Eligibility Technology System (METS) Project

QA Analyst | February 2018 – September 2022

In this role, Ronald served on the METS QA team, testing projects for the MNSure system, which aligned with the Affordable Care Act (ACA). He assumed the role of QA Lead for multiple large-scale projects with the METS effort for quarterly releases. Ronald also developed Excel-based weekly status report templates for all METS QA leads and assisted in mentoring new hires as needed.

During the course of the project, Ronald established and assumed the first independent verification and validation (IV&V) auditor role with the METS QA team; as part of that role, he successfully adhered to and operated within federal Centers for Medicare & Medicaid Services (CMS) guidelines for formal attestation of several federal-facing projects within the MN DHS software development organization. His other accomplishments and responsibilities included, but were not limited to:

- Mentoring team members on improving written test cases and test scripts to meet documented standards.
 - This included the use of test case naming conventions, achieving clarity in written expected results, and proper interpretation and mapping of written requirements.
- Working with Program QA Leads to clarify and/or elaborate on test case standards and communication observations when project QA teams were diverging in their approach.

PROFESSIONAL BACKGROUND

Horizontal Integration

August 2017 – February 2018

Fulcrum Consulting

March 2017 – August 2017

Prime Therapeutics, Inc.

June 2011 – November 2016

Univita / Long Term Care Group, Inc.

September 2004 – June 2011

EDUCATION

BME, Music Education | University of Wisconsin-River Falls, River Falls, WI

CERTIFICATIONS

Microsoft PL-900: Microsoft Power Platform Fundamentals | Microsoft | 5AB8V8-B5E032

REFERENCES

Name	John Mueller	Title	Sr. Project Manager
Project Title:	State of Minnesota		
Phone	651-890-9421	Email	John.mueller@gmail.com
Name	Jennifer Love	Title	Public Health Informatics Specialist
Project Title:	Hawaii State Department of Health		
Phone	808-792-1998	Email	Jennifer.love@doh.hawaii.gov



Vijaya “Viji” Ramesh

H.R.1 SUBJECT MATTER EXPERT (SME)

BIOGRAPHY

Vijaya (Viji) Ramesh is a seasoned IV&V Technology Consultant, with 25+ years of deep expertise in project management, business analysis, system design and development, Independent Verification and Validation, testing, and implementation. Viji holds multiple industry credentials, including PMP, PMI-ACP, Scrum Alliance CSM, SAFe, and Eclipse IV&V, underscoring her strong foundation in governance, delivery assurance, and agile practices. Viji has worked across all phases of the full Software Development Lifecycle (SDLC), in agile, hybrid, and traditional environments, with extensive experience supporting statewide modernizations related to Eligibility and Enrollment Systems in states including Hawaii, Michigan, and California. Her experience spans legacy system conversions, COTS/MOTS implementations, and phased deployments.

Her portfolio includes IV&V oversight services in statewide eligibility and enrollment system modernizations across California, Michigan, and Hawaii, involving legacy system transformations, COTS/MOTS implementations, and phased rollouts.

Viji currently serves as an IV&V Policy Lead supporting the California Statewide Automated Welfare System (CalSAWS), one of the nation’s largest and most complex human services systems. In this role, she provides end-to-end IV&V oversight of policy-driven system changes, including requirements validation, design review, System Change Request (SCR) development, and implementation alignment with federal mandates such as H.R.1 (Reconciliation Bill) impacting Medicaid and Health Insurance Marketplace programs. Leveraging industry standards (IEEE, PMBOK) and structured IV&V methodologies, Viji validates deliverables, proactively identifies risks that may potentially hamper the HR 1 policy mandate implementation within schedule and budget.

RELEVANT PROJECT EXPERIENCE

California Office of Technology and Solutions Integration (OTSI) | California Statewide Automated Welfare System Project

IV&V Technology Consultant | November 2024 – Present

The California Statewide Automated Welfare System (CalSAWS) project is the first automated, integrated eligibility and case management system to support all 58 counties in California to efficiently distribute key public assistance benefits to over 15 million Californians. After the successful migration of all 58 counties to one system, CalSAWS is now in the Maintenance and Operations (M&O) phase.

At CalSAWS, Ms. Ramesh serves as the lead IV&V Consultant who closely monitors the Transition In activities of the M&E vendor teams, Policy updates, and other enhancement releases.

State of California Environmental Protection Agency | California Pesticide Electronic Submission Tracking (CalPEST) Project

IV&V Consultant | July 2025 – December 2025

For the CalPEST Project, a California Department of Technology (CDT) monitored IT Project, Ms. Ramesh provided independent verification and validation activities for the Department of Pesticide Regulation’s implementation of a Power Platform application geared to support electronic submissions and approvals of pesticide usage. Her responsibilities were geared towards validating testing processes were in line with IEEE standards and best practices.

California Department of Health Care Services (DHCS) | CMS Certification Oversight & Support Project

Technical Lead Consultant | January 2022 – October 2024

As a team member of DHCS Enterprise Certification team, Ms. Ramesh supports the state's efforts to modernize MES and E&E solutions throughout the state by assisting in providing governance, oversight, and management of CMS certification life cycle requirements to secure higher levels of Federal Financial Participation (FFP) for operationalized solutions.

In this role, Viji provides guidance, oversight, and leadership in the support of multiple Medicaid modules in their pursuit of CMS certification. These tasks involve deciphering the new Objective Based Certification/Streamlined Modular Certification proposed by CMS and applying to in progress projects.

California Office of Systems Integration (OSI) | California Statewide Automated Welfare System (CalSAWS) Project

IV&V Technology Consultant | February 2020 – January 2022

The California Statewide Automated Welfare System (CalSAWS) project is the first automated, integrated eligibility and case management system to support all 58 counties in California to efficiently distribute key public assistance benefits to over 15 million Californians. In addition to this, the project also implemented a statewide Portal/Mobile solution to serve the residents of all California Counties and integrate seamlessly with the CalSAWS system.

At CalSAWS, Ms. Ramesh served as the lead IV&V consultant and closely monitored the user-centered design, development, testing, and implementation activities of the important initiative of implementing a statewide Portal/Mobile solution to be delivered in an aggressive timeline of 13 months. Viji's product management expertise, knowledge, and experience of customer facing portal implementation, combined with her IV&V training and experience, was essential for PCG in identifying potential risks.

Ms. Ramesh also provided IV&V consultant services using IEEE 1012 industry standards to define the verification and validation processes that are applied to the system, software, and hardware development for risk and issue management. In addition, she independently verified and validated the Conversion, Data Analytics and Communication, Training, and Change management stream of work efforts. In this role, Ms. Ramesh provided the following IV&V services:

- Attended various conversion meetings, data analytics meetings, and reviewed project artifacts and work products produced across multiple work streams for compliance with state, industry, and project management requirements.
- Reviewed the development methodology, test plan, and readiness activities, System Change requests, associated testing artifacts, called out potential risks to the project, and made recommendations.
- Involved in risk analysis in other areas of the project, such as COVID-19 design changes, County User Validation, and provided independent risk management oversight.

PROFESSIONAL BACKGROUND

Hawaii Department of Health

October 2017 – December 2018; July 2019 – September 2019; December 2019 – February 2020

California Complete Count Census 2020 (CA Census)

September 2019 – November 2019

California Health Benefits Exchange (HBEX)

August 2018 – June 2019

Michigan Department of Health and Human Services (MDHHS)

June 2017 – September 2017; October 2017 – December 2018

California Department of Social Services (CDSS)
June 2016 – January 2017; August 2017 – December 2017, January 2019 – July 2019; February 2020 – January 2022

EDUCATION

Bachelor of Science, Physics | University of Madras, Chennai, India

CERTIFICATIONS

- Project Management Professional (PMP) | Project Management Institute (PMI) | 1935053
- Agile Certified Practitioner (PMI-ACP) | Project Management Institute (PMI) | 2101789
- Certified Scrum Master (CSM) | ScrumAlliance.org | 000571551
- Eclipse IV&V ® Professional | IVVP00059

REFERENCES

Name	Manroop Mahal	Title	Information Technology Specialist II
Project Title:	California Health and Human Services Agency		
Phone	916-202-9844		

Name	Linn Hom	Title	Project Manager
Project Title:	California Department of Health Care Services		
Phone	916-713-8087		



Robin Grandpre

H.R.1 SUBJECT MATTER EXPERT (SME)

BIOGRAPHY

Robin has a decade of experience in project management in a variety of sectors. She currently serves as the Deputy Contract Director for the Enterprise Project Management Office at the California Department of Health Care Services, where she plays a critical role in strategic project oversight and resource optimization. Robin is also currently serving as the portfolio manager for Health Care Benefits and Eligibility Program at DHCS, where she is instrumental in driving portfolio governance, ensuring strategic alignment of initiatives, and providing rigorous oversight of program priorities to achieve departmental objectives to deliver impactful results.

Previously, Robin worked at the Wyoming Department of Education on the Digital Learning and Innovations Team, implementing projects such as a statewide learning management system, statewide digital learning plan, and computer science education. Robin received her Master of Business Administration (MBA) from Walden University and is a certified Project Management Professional (PMP). Robin received the Patrick Henry Award in November 2023 for her work to support the Wyoming National Guard. Robin also serves on the Board of Directors for Raising Readers in Wyoming, which supports early literacy.

For this engagement, Robin will apply her H.R.1 experience supporting California's Health Care Benefits and Eligibility, and the Medi-Cal Eligibility Division, where she:

- Assisted with **oversight of the H.R.1. portfolio** under the Program Portfolio
- Participated in the **eligibility system CR JADs related to H.R.1 changes.**
- Supported the **H.R.1 Work Requirements project**, supporting the development of a file from the agency to help exempt individuals from work requirements.
- Supported efforts to address data gaps in eligibility systems by enabling the use of information such as medical frailty exemptions.
- Assisted the agency in compressing HIPAA-related information into a simplified "yes/no" indicator for exemption determination.

RELEVANT PROJECT EXPERIENCE

California Department of Health Care Services (DHCS) | Enterprise Project Management Office (EPMO) Project

Deputy Project Director | February 2024 – Present

In this role, Robin works with the Project Management Office (PMO) team to drive best practices, develop documentation and training for project managers, and maintain project health. Her responsibilities include, but are not limited to:

- Establishing repeatable processes for onboarding PMs to projects, reporting project status, and providing information and invoicing to DHCS.
- Delivering legacy status reporting while developing new, streamlined, and efficient status reporting for EPMO initiatives that highlight key information such as project risks, project progress, and key results.
- Assessing conformance of projects within the portfolio to desired governance structures for decision making and changes and implement targeted improvements.
- Developing and facilitating training and PM guidance to project managers and project participants, including providing information on status reporting and Jira/Jira Align.
- Serving as PM for projects as needed, quickly stepping into efforts and providing immediate value as project manager while getting up to speed.
- Driving the creation, revision, and approval of tools, processes, and plans for utilization in projects across the enterprise.

California Department of Health Care Services (DHCS) | Health Care Benefits & Eligibility (HCBE) Portfolio Project

Portfolio Manager | March 2024 – Present

In this role, Robin provides portfolio management to the HCBE program, providing strategic alignment of the portfolio. This work includes:

- Monitoring risk to ensure strategic alignment of portfolio priorities while driving continuous improvement.
- Implementing a division-by-division rollout of Jira as the project/workload management tool to streamline reporting, enhance data analysis, and improve overall portfolio management efficiency.
- Providing guidance and mentorship to program leads on best practices and project management methodologies.

South Carolina Department of Health and Human Services (SC DHHS) | Business Intelligence System (BIS) Re-procurement Project

Business Analyst | November 2023 – March 2024

Robin provided Advanced Planning Document (APD) support for the re-procurement of the Business Intelligence System (BIS) for the South Carolina Department of Health and Human Services (SCDHHS). This work included:

- Development and analysis of available alternatives, as well as the cost or benefit of each alternative.
- Development and analysis of the cost benefit analysis.

Wyoming Department of Education | Multiple Projects

Project & Performance Manager | December 2016 – October 2023

In this role, Robin led a team in the successful implementation of state-level educational programs, including the rollout and support of a statewide Learning Management System (LMS). She secured over \$9M in grant funding, created a comprehensive project plan, and oversaw the project from inception through completion. Her responsibilities and accomplishments included, but were not limited to:

- Monitored programs for compliance with regulations and provided feedback to districts or sub-grantees, ensuring that the programs met the needs of students and families.
- Developed and monitored contracts with professional service providers as needed, ensuring that the agency received the best value for its money.
- Planned and conducted workshops for training on state and/or federal programs, ensuring staff were up to date on the latest educational trends and best practices.
- Developed program budgets, approved grants, and monitored the appropriateness of expenses to meet project and agency goals, ensuring the agency was able to operate efficiently and effectively.
- Planned and developed program strategies with educational programs, management, other agencies, organizations, and interested groups concerning funding options and best practices regarding the delivery of services, ensuring the agency was able to meet the needs of all stakeholders.

PROFESSIONAL BACKGROUND

Wyoming Lottery

May 2015 – December 2016

Wyoming Department of Transportation

April 2014 – May 2016

EDUCATION

- Master of Business Administration | Walden University, Minneapolis, MN
- Bachelor of Arts, Journalism | University of Wyoming, Laramie, WY

CERTIFICATIONS

Project Management Professional (PMP) | Project Management Institute (PMI) | 1814288

REFERENCES

Name	Laurel Ballard	Title	Chief Innovation Officer
Project Title:	Wyoming Department of Education Multiple Projects		
Phone	307-760-1526		

Name	Sarah Crow	Title	Medi-Cal Eligibility Division Chief
Project Title:	California Department of Health Care Services		
Phone	916-345-8411		



Appendix B - Task Order Solicitation Amendment #1

A signed Task Order Solicitation Amendment #1 is provided on the following pages.

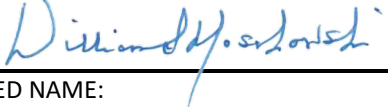
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TASK ORDER SOLICITATION AMENDMENT #1		
Task Order: YH26-0090 AHCCCS Independent Verification and Validation (IV&V) Services	Task Order Due Date: June 1, 2026, at 3:00 PM (Arizona Time)	Procurement Officer: Lisa Monreal Email: procurement@azahcccs.gov

A signed copy of this amendment must be submitted with your solicitation response.
This Solicitation is amended as follows:

Paragraph # or Title	Page #	Amendment
Task Order, Section 10, Subsection 10.7.	12	Section 10, subsection 10.7. How To Respond To This Task Order is hereby revised and replaced with the following: Please do not submit anything considered "proprietary" or "confidential" in any part of your submission.
Task Order	1	The Task Order proposal Due Date is revised from May 27, 2026, at 3:00 PM (Arizona Time) to June 1, 2026, at 3:00 PM

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

OFFEROR HEREBY ACKNOWLEDGES RECEIPT AND UNDERSTANDING OF THE SOLICITATION AMENDMENT	THIS SOLICITATION AMENDMENT IS HEREBY EXECUTED ON THE DAY, IN PHOENIX, AZ
SIGNATURE OF AUTHORIZED INDIVIDUAL: 	SIGNATURE: SIGNATURE ON FILE
TYPED NAME: William S. Mosakowski	TYPED NAME: Meggan LaPorte, CPPO, MSW
TITLE: President & CEO	TITLE: Chief Procurement Officer
DATE: 06/01/2026	DATE: May 27, 2026



QUESTIONS AND ANSWERS FORM

Task Order# YH26-0090 Independent Verification and Validation (IV&V) Services

Questions shall be submitted electronically on this form to Procurement@azahcccs.gov no later than

May 15, 2026, 3:00 PM AZ TIME

Question #	VENDOR NAME	Paragraph # orTitle	Page #	Vendor Question	AHCCCS Response
1.	Gartner, Inc.	Section 10.3 — Experience	11	May AHCCCS please confirm that there is a 2 pages limit for the Experience and Capacity of the Firm and a 2 pages limit for Key Personnel? This will allow bidders to adequately address both requirements while still abiding by page limits.	Section 10.3 is hereby revised with the following: Experience and Capacity of the Firm and Key Personnel – (limit 2 pages for firm and limit 2 pages for key personnel, excluding resumes)
2.	Gartner, Inc.	Section 10.7 — Proprietary	12	The RFP does not contain section 9.4.4. Can AHCCCS please clarify which sections can be confidential or proprietary?	See Amendment #1
3.	Gartner, Inc.	Section 10.4 — Methodology	12	Do you currently have an approved Advanced Planning Document (APD) for the ServiceNow project, and can you share how it defines the intended outcomes and performance measures for success?	An IAPD has been developed for this project. Approval from CMS is expected by implementation. Eligibility outcomes from CMS have been identified for this project
4.	Gartner, Inc.	Section 10.4 — Methodology	12	Did you pursue or receive an APD waiver under CMS's pilot authority for this initiative, and if so, how has that affected CMS oversight expectations and the scope of IV&V support required?	No, a waiver was not included as part of the APD.
5.	Gartner, Inc.	Section 10.4 — Methodology	12	What is the current phase and maturity of the ServiceNow eligibility system implementation?	A two-year implementation timeline is scheduled to begin in July 2026.
6.	Gartner, Inc.	Section 6.3 — UAT	6	What level of access will IV&V have to testing tools, environments, and defect tracking systems?	AHCCCS will provide access as needed to project documentation SharePoint sites, test management tools and other cloud-based systems as required.
7.	Gartner, Inc.	Section 6.3 — UAT	6	Will IV&V be required to validate test execution results independently (e.g., sample-based re-performance)?	Sample-based assessment of Test Cases will be sufficient.
8.	Gartner, Inc.	Section 8 — Key positions	11	Is on-site presence required, or is the engagement primarily remote?	On-site is not required.

9.	Gartner, Inc.	Section 2 — Project Description	2	How will AHCCCS prioritize IV&V efforts across the two concurrent projects and future additions? Is there a priority list of modules to sequence focus for IV&V team?	This task order encompasses the Eligibility and Community Engagement projects. Any future projects will be prioritized by AHCCCS leadership; however, an established list of additional future projects has not been developed. AHCCCS will not prioritize the Eligibility and Community Engagement projects. The Community Engagement project will be completed in December 2026. Vendors should expect to fully staff both projects for the implementation periods of both projects.
10.	Gartner, Inc.	Section 4.4 — Testing	3 & 4	What is the current maturity of testing processes, tools, and defect management? This will help us define depth of oversight required for these phases.	Project implementation is scheduled to begin in July 2026. Testing methodologies will be developed with the DDI vendor and AHCCCS testing teams.
11.	Gartner, Inc.	Sections 6.3 and 4.9 — UAT & Go-live	6 & 5	What is IV&V's role in UAT certification and go/no-go decisions? This will help determine IVV accountability better.	See sections 6.3, section 4.9 and Table 1.0
12.	Gartner, Inc.	Section 4.9 — Operational Readiness	5	Are readiness checklists, scoring models, or ORR frameworks already defined? This is to better understand scope if IVV needs to define models and framework.	Readiness checklists, scoring models, and ORR frameworks have not yet been defined for this project. The DDI vendor is responsible for the readiness checklists and ORR framework and will include them in the integrated schedule for the project. CMS uses certification outcomes and metrics to assess compliance with certification requirements. CMS has not defined any scoring models as part of the documented certification process.
13.	Gartner, Inc.	Section 4.4.4 — Security Posture Review	4	Will the IV&V vendor have access to AHCCCS's network or systems (e.g., client VPN and VDI, client laptops/systems/platforms)?	AHCCCS will provide access as needed to project documentation SharePoint sites, test management tools and other cloud-based systems as required.
14.	Public Consulting Group LLC (PCG)	N/A	N/A	Is IV&V staff expected to be on-site during this engagement?	On-site is not required.
15.	Public Consulting Group LLC (PCG)	4.2	3	Please confirm that Hearings & Grievance and Case Management are core assessment areas for this IV&V engagement.	No. The current scope of work is for Eligibility and Community Engagement.