STATE OF ARKANSAS
OFFICE OF STATE PROCUREMENT
1509 West 7th Street, Room 300
Little Rock, Arkansas 72201-4222

FINAL - REQUEST FOR PROPOSAL
BID SOLICITATION DOCUMENT
Note: Updates to this final RFP are designated by red font.

SOLICITATION INFORMATION			
Bid Number:	SP-17-0012	Solicitation Issued:	1/9/2017
Description:	Integrated Eligibility and Benefit Management Solution (IE-BM)		
Agency:	Department of Human Services		

SUBMISSION DEADLINE FOR RESPONSE			
Bid Opening Date:	6/30/2017	Bid Opening Time:	2:00 p.m., Central Time

Proposals **shall not** be accepted after the designated bid opening date and time. In accordance with Arkansas Procurement Law and Rules, it is the responsibility of vendors to submit proposals at the designated location on or before the bid opening date and time. Proposals received after the designated bid opening date and time **shall** be considered late and **shall** be returned to the vendor without further review. It is not necessary to return "no bids" to OSP.

DELIVERY OF RESPONSE DOCUMENTS	
Delivery Address:	Office of State Procurement 1509 West 7th Street, Room 300 Little Rock, AR 72201-4222 Delivery providers, USPS, UPS, and FedEx deliver mail to OSP's street address on a schedule determined by each individual provider. These providers will deliver to OSP based solely on the street address.
Proposal's Outer Packaging:	Outer packaging **must** be sealed and should be properly marked with the following information. If outer packaging of proposal submission is not properly marked, the package may be opened for bid identification purposes. • RFP No. SP-17-0012 • Date and time of bid opening • Vendor's name and return address

OFFICE OF STATE PROCUREMENT CONTACT INFORMATION			
OSP Buyer:	Shane Phillips	Buyer's Direct Phone Number:	501-324-9322
Email Address:	Jordan.Phillips@dfa.arkansas.gov	OSP's Main Number:	501-324-9316
OSP Website:	http://www.dfa.arkansas.gov/offices/procurement/Pages/default.aspx	OSP's Fax Number:	510-324-9311

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1.0 General Information

1.1 Introduction

This Request for Proposal (RFP) is issued by the Arkansas Office of State Procurement (OSP) for the Department of Human Services (DHS) to obtain firm fixed price (FFP) Proposals to implement and manage a Federally-compliant Integrated Eligibility and Benefit Management (IE-BM) Solution. The State's expectation is to build a solution to allow citizens to submit an integrated application for citizens for multiple State benefit programs.

Through this RFP, DHS is seeking Proposals from Vendors to build the Integrated Eligibility and Benefit Management (IE-BM) Solution. DHS has already made an investment in implementing an eligibility determination solution that supports Modified Adjusted Gross Income (MAGI) Medicaid leveraging IBM's Cúram platform's Health Care Reform (HCR) module. However, Vendors are encouraged to propose best value solutions irrespective of the existing solution (either support and build on the Cúram solution or propose a new eligibility and benefits management solution), focused on total cost of ownership and timeliness of the implementation. Additionally, Maintenance and Operations (M&O) of the existing EEF solution, as well as M&O of the final IE-BM Solution will be included in this engagement.

1.2 Engagement Objectives

Arkansas DHS has made a strategic decision to transform how they deliver health and human services programs to their citizens – moving from a program-centric approach focused on discrete outputs to a person-centric approach focused on delivering services across programs to achieve the desired outcomes. Achieving the vision will mean adopting a different way of approaching the Health and Human Services (HHS) organizational structure and the model of practice, modifying policies that constrain the ability to share data and introducing a new way to think about HHS Information Technology as well as other changes.

The following figure shows the evolving person-centered approach:

Figure 1. Framework for the State's Health and Human Services Vision
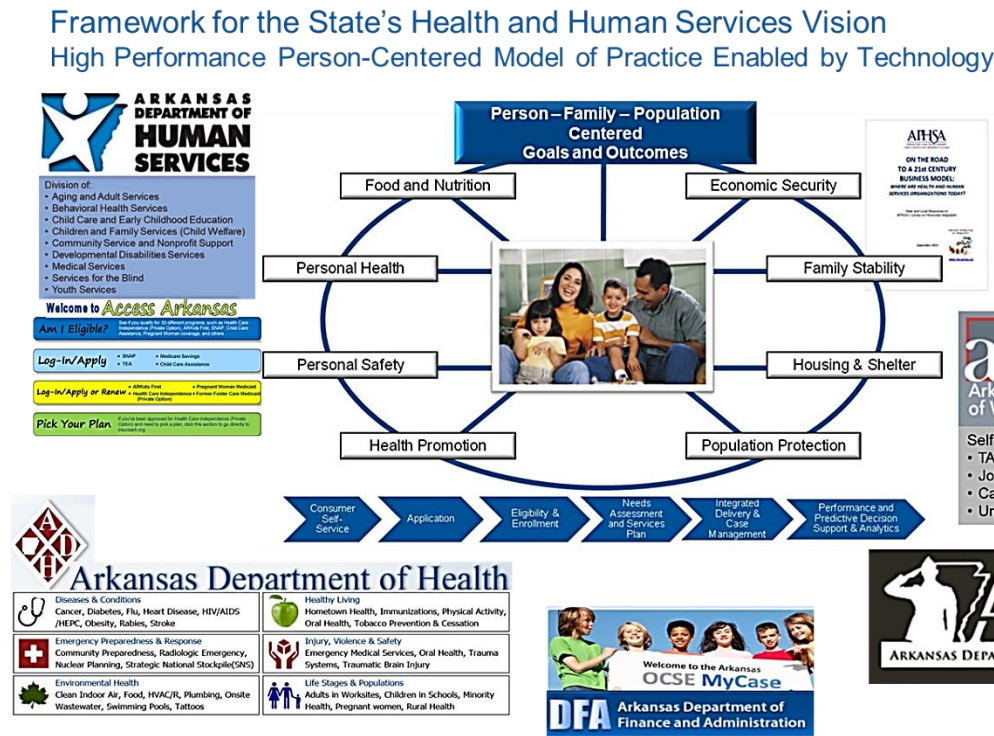
The objective of this RFP is to procure the services of a professional Vendor to implement an Integrated Eligibility and Benefit Management (IE-BM) Solution to support this transformation and to establish clear responsibilities for the project's success.

DHS has assessed its current environment and has established the following objectives of the IE-BM Project:

- Migrate to a Person/Family-Centric Model of Practice, supported by a single, streamlined application and a single source of truth for all DHS benefits

- Leverage technology to improve consumer satisfaction, and deliver robust Self-Service and access to benefits

- Increase access to data and information for clients and staff

- Decrease technology risk and/or costs

- Improve operational efficiency and effectiveness

- Establish an Integrated Platform of reusable components that will decrease Total Cost of Ownership (TCO) and support future needs

1.2.1 Mandatory Qualifications

DHS recognizes the risks in undertaking a project with aggressive objectives. As such, the State of Arkansas is issuing this RFP to contract with a Vendor who has experience implementing complex solutions with State governments. The State has established mandatory qualifications that must be met to submit a proposal. These include:

- The Vendor (Prime only) must have experience with three (3) engagements similar in size, complexity and scope to this procurement in the last five (5) years. (Vendor response to Template T-3 shall be used to confirm this)

- ■ The Vendor's team (Prime only) must have proven experience implementing and maintaining State human services systems with at least three (3) implementations in the past five (5) years. (Vendor responses to Template T-3 shall be used to confirm this)

  The State has a preference for the use of subcontractors with Health and Human Services experience, but it is not required.

- ■ The Vendor (Prime) must have annual revenue of at least $100M.

1.3   State Point of Contact and Vendor Point of Contact

The single DHS Point of Contact (POC) for all Vendor communications related to this RFP and the delivery point for all responses and correspondence is:

> Shane Phillips
> Office of State Procurement
> 1501 West 7th Street, Room 300
> Little Rock, AR 72201-4222
> Telephone: (501) 324-9322
> Email: Jordan.Phillips@dfa.arkansas.gov

All Vendor communications, responses and/or correspondences must be in writing.

During the RFP process Vendors (which include the actual or prospective Vendor, or award winning Vendor for the requested scope of work described in this RFP) shall contact the OSP POC for matters regarding the RFP except to the extent otherwise directed by the OSP POC or as set forth herein. In that case, the Vendor shall contact the State governmental unit or employee designated by and for the purposes directed by the OSP POC. Contact with any other State personnel or attempts by the Vendors to contact any other State personnel in regards to this RFP could result in the rejection of their Proposal.

Each Vendor shall designate an employee to serve as a point of contact (Vendor POC) to communicate on their behalf with the OSP POC throughout the procurement. The Vendor may designate different employees to serve as their Vendor POC upon reasonable notice to the OSP POC provided there shall be only one individual serving as the Vendor POC at any time unless otherwise permitted by OSP.

Additional terms and acronyms used in the RFP are defined in the Glossary (Appendix A. Glossary) of this RFP.

1.4   Procurement Schedule

Critical Due dates and milestones for this procurement are listed in Table 1.

Table 1.   Milestones and Due Dates

MILESTONE	DATE
Notice of Intent to Release the RFP	1/9/2017
Pre-Proposal Conference	1/26/2017
Questions Due	2/9/2017
State's Responses to first round of Vendor Questions	5/2/2017
Release Updated Notice of Intent to Release the RFP	5/2/2017
2nd Round of Vendor Questions Due	5/12/2017
State's Responses to the 2nd Round of Vendor Questions (anticipated)	5/26/2017
Release the Final RFP (anticipated)	5/26/2017

Letter of Intent to Submit a Proposal Due	6/9/2017
Proposals Due (Date/Time)	6/30/2017
Oral Presentations (anticipated)	9/13/2017
Notice of Award (anticipated)	10/20/2017
Contract Start Date (anticipated)	12/31/2017

1.4.1   Notice of Additions to or Rescheduling of Due Dates and Deadlines

If any date to be established by Table 1 (other than anticipated dates) above is not provided at the time of the release of the RFP, or if any date set forth in Table 1 (other than anticipated dates) is rescheduled by OSP, OSP will issue a notice of the date or the rescheduled date by an addendum. Each such notice constitutes an addendum to the RFP. If a component of this schedule, such as "Proposals Due (Date/Time)" is delayed, OSP shall endeavor to have subsequent dates affected by the rescheduled date extended by the same number of days the original date was extended. OSP reserves the right to establish new or rescheduled dates as it deems appropriate.

1.5   State of Arkansas Overview

The US Census Bureau estimates that the population of Arkansas was 2,978,204 on July 1, 2015, a 2.14% increase over the previous census. Arkansas currently ranks as the 20th best state for business, with the 2nd-lowest cost of doing business, 5th-lowest cost of living, 11th best workforce, 20th-best economic climate, 28th-best educated workforce, 31st-best infrastructure and the 32nd-friendliest regulatory environment. Arkansas gained twelve spots in the best state for business rankings since 2011. As of 2014, Arkansas was found to be the most affordable US state in which to live.

The table below breaks down estimated spending totals for fiscal year 2015. Figures for all columns except "Population" and "Per capita spending" are rendered in millions of dollars (for example, $2,448 translates to $2,448,000,000). Figures in the columns labeled "Population" and "Per capita spending" have not been abbreviated.

Arkansas's total estimated government spending in fiscal year 2015 was $23.6 billion, which was the third highest total spending when compared to surrounding states.

Total estimated state spending, FY 2015 ($ in millions)					
State	State funds	Federal funds	Total spending	Population	Per capita spending
Arkansas	$16,502	$7,131	$23,633	2,978,204	$7,935.32

Per capita figures are calculated by taking the state's total spending and dividing by the number of state residents according to United States Census Bureau estimates.[7]
Source: *National Association of State Budget Officers, "Examining fiscal 2013-2015 state spending," accessed April 4, 2016*

Between 2010 and 2014, the share of the Arkansas state budget spent on K-12 education decreased from 17.2% in 2010 to 15.1% in 2014, while Medicaid spending increased from 20% in 2010 to 22.1% in 2014. See the table below for further details (figures are rendered as percentages, indicating the share of the total budget spent per category).

Arkansas spending by function from 2010 to 2014 (as percentages)							
Year	K-12 education	Higher education	Public assistance	Medicaid	Corrections	Transportation	Other
2014	15.1%	15.6%	2.3%	22.1%	2.1%	6.1%	36.8%

2013	15.6%	15.4%	2%	21%	2.1%	5.8%	38%
2012	16.3%	16.2%	2.1%	21.4%	2.2%	5.8%	36.0%
2011	17.2%	15.8%	2.2%	21.1%	2.2%	5.2%	36.3%
2010	17.2%	15.3%	2.2%	20.0%	2.1%	4.9%	38.2%

Source: National Association of State Budget Officers
Note**: "Other" expenditures include "Children's Health Insurance Program (CHIP), institutional and community care for the mentally ill and developmentally disabled, public health programs, employer contributions to pensions and health benefits, economic development, environmental projects, state police, parks and recreation, housing and general aid to local governments."[

1.5.1 Department of Human Services Overview

DHS is the largest department in Arkansas State Government. Services are provided through Divisions that are coordinated from Central Offices in Little Rock (Pulaski County). The department is the largest payer of Medicaid services in Arkansas with more than $8 billion in State and Federal Medicaid dollars being paid to approximately 12,000 providers across the State in fiscal year 2014. Specific services are provided by programs in one or more of these nine (9) programmatic Divisions and eight (8) shared services Offices:

- Office of the Director

- Office of Finance (CFO)

- Office of Procurement (CPO)

- Office of Human Resources (CHRO)

- Office of Chief Counsel (OCC)

- Office of Legislative and Intergovernmental Affairs (CLO)

- Office of Communications and Community Engagement (CCO) (includes Division of Community Service and Nonprofit Support)

- Office of Systems and Technology (CIO)

- Division of Aging and Adult Services (DAAS)

- Division of Behavioral Health Services (DBHS)

- Division of Child Care and Early Childhood Education (DCCECE)

- Division of Children and Family Services (DCFS)

- Division of County Operations (DCO)

- Division of Developmental Disabilities Services (DDS)

- Division of Medical Services (DMS)

- Division of Services for the Blind (DSB)

- Division of Youth Services (DYS)

In addition to the department's central complex at 7th and Main in Little Rock, DHS has 105 remote facilities scattered throughout the 75 county service area; 86 county offices, 7 regional juvenile facilities, 5 human development centers, the DHS Warehouse, the Arkansas State Hospital, and the Arkansas Health Center. In State fiscal year 2014 there are over 7500 employees and the budget is $5.5 billion.

Vendors should be aware of the current dynamic environment involving funding and composition of programs administered by the Department of Human Services. State-level reorganization and restructuring of service delivery mechanisms are possible as a result of changes in federal or State policy.

Figure 2.   DHS Organization Chart

Phase One Reorganization: Central Offices for DHS-Wide Core Business Functions
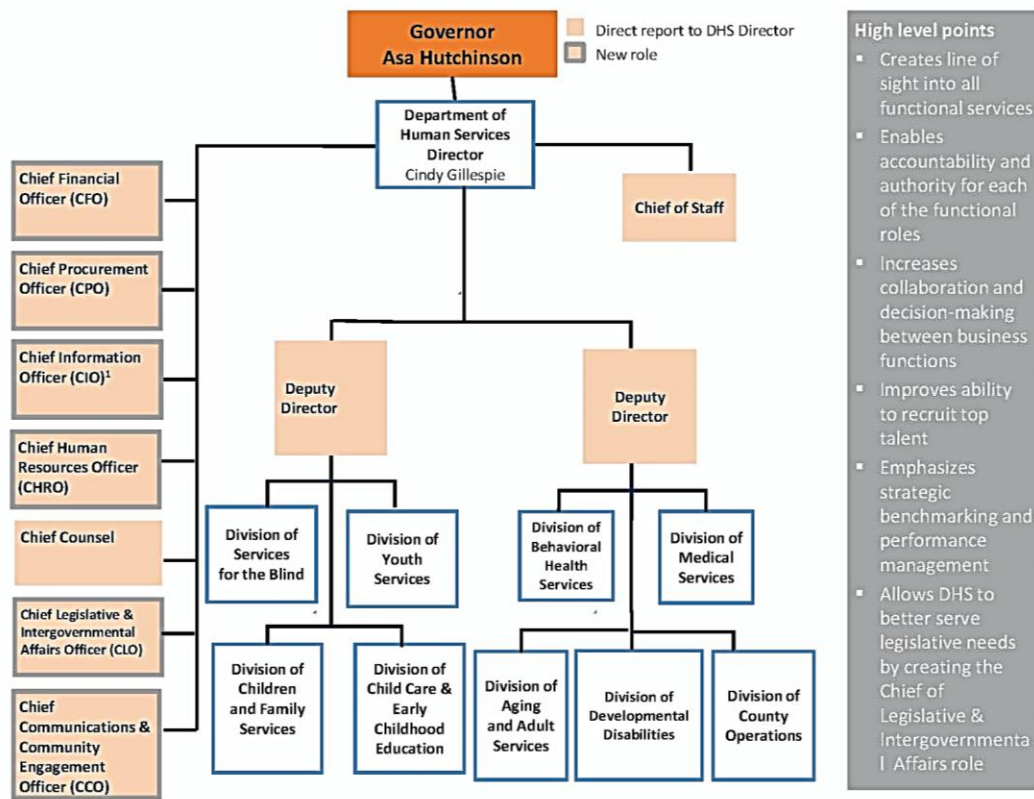
1 CIO title exists within DHS today, but role and responsibilities in the new structure would be redefined

1.5.1.1 *Office of Systems and Technology (OST) Overview*

The OST, as part of DHS, provides IT services to DHS. In this role, they coordinate and manage information technology solutions in a manner that best supports DHS' strategic objectives, and embraces a technological vision. This makes OST an integral partner with DHS' divisions in the delivery of human services to Arkansas citizens.

Figure 3.   High Level OST Organization Chart
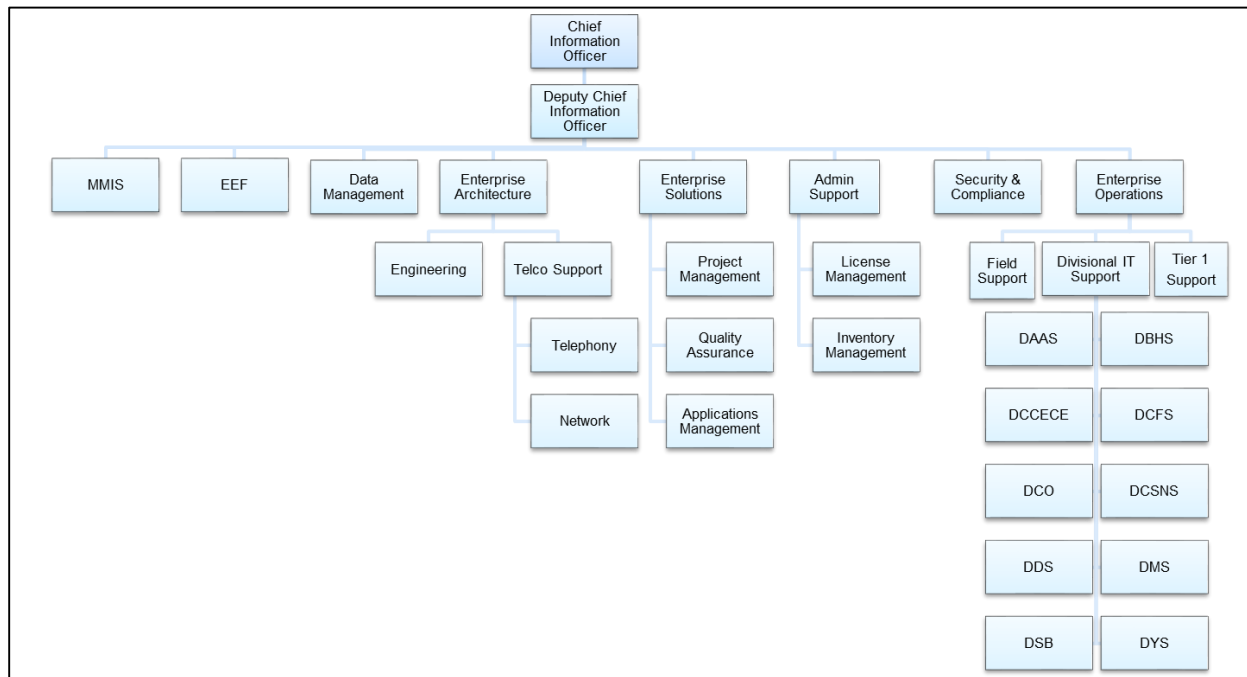
1.5.2   State of Arkansas Department of Information Services (DIS) Overview

The Arkansas Department of Information Systems (DIS) was founded in 1977, employs more than 200 State workers and is the information technology solutions provider for the State of Arkansas. The Department provides services from telephony and data networking to technical consulting to the public entities that serve the State's citizens. The DIS Mission is to "Provide technology leadership and solutions to assist customers in their delivery of public services."

The DIS focuses on five areas; provision of centralized Data Center and Hosting Services, Professional Technical Management Services, Network Services, Storage and Backup Services, and Voice Services.

DIS provides the common infrastructure services (e.g. network, servers, data center, disaster recovery services) for DHS. The applications that will be deployed and managed by the Vendor shall run on the DIS provided infrastructure. Additionally, the State of Arkansas is in the process of implementing centrally managed IT Operations and Support processes (e.g. centralized Service Desk, Incident and Problem Management, Change and Release Management, Configuration Management, etc.) and, once the implementation is completed, the Vendor must use or integrate with these enterprise-wide processes.

Figure 4.   DIS Organization Chart
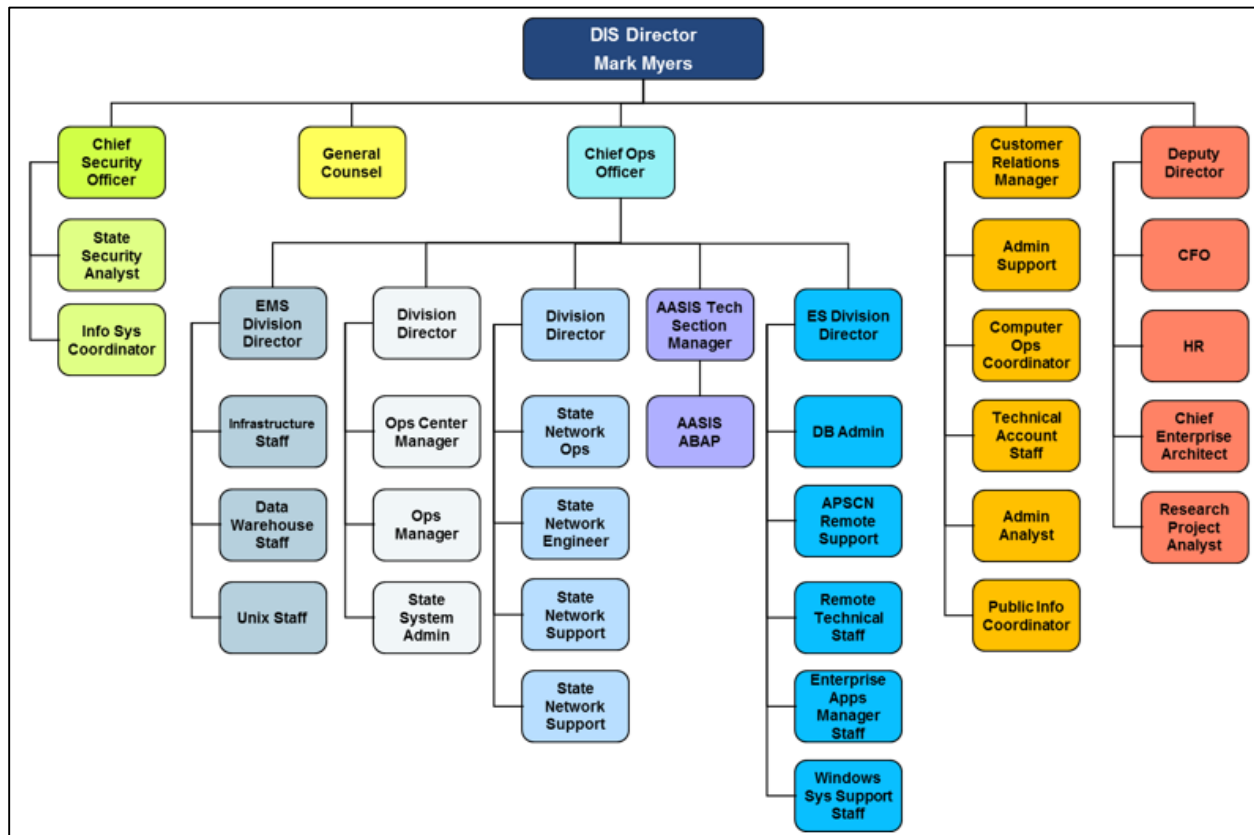
1.5.3   In Scope Departments and Project Impact

DHS is leading the IE-BM Engagement. However, there are business processes for the future State of Arkansas Integrated Eligibility and Benefit Management Solution that will cross the organizational boundaries with other State departments. In some cases, this will consist of providing information, data, or reports to a department that can benefit from the new IE-BM Solution. In other cases, the new solution will need to have access to data residing in other department's systems to populate fields in the IE-BM Solution or to validate information provided by applicants.

The State of Arkansas departments impacted by this project include:

■ **Department of Human Services (DHS) —** DHS is the largest Arkansas state agency, with more than 7,500 employees working to ensure citizens are healthy, safe and enjoy a high quality of life.

   Project Impact: IE-BM Solution will serve as the primary eligibility and benefits management solution for DHS programs through the use of an "integrated application" for the screening, application and determination processes, as well as benefits management for the non-healthcare programs.

■ **Department of Workforce Services (DWS) —** The Department of Workforce Services maintains records on Unemployment Insurance, Employment Service, Workforce Investment activities, and Labor Market Information. The TANF division handles the TANF/TEA benefits.

   Project Impact: IE-BM Solution, through the "integrated application" capabilities, will be used to determine eligibility for TANF/TEA.

■ **Arkansas Department of Health (ADH) —** Public health is the science and the art of preventing disease, prolonging life, and organizing community efforts to do the following: keep the environment clean, control communicable infections, educate individuals in personal hygiene, organize medical and nursing services for the early diagnosis and treatment of disease, and develop the social machinery to ensure everyone a healthy standard of living.

Project Impact: IE-BM Solution will provide, through the "integrated application" approach, a preliminary eligibility assessment for WIC benefits – as an additional online channel to the State's WIC benefits and services.

■ **Department of Finance and Administration (DFA) —** The Office of Child Support Enforcement (OCSE) is a division within the DFA, Revenue Division. OCSE works in partnership with the Federal Office of Child Support Enforcement and other State Agencies. The primary goal of OCSE is to work with parents and guardians to help establish and receive court-ordered financial and medical support.

Project Impact: IE-BM Solution, through the "integrated application" approach, will gather and transmit key child support related data to OCSE.

■ **Department of Veterans Affairs (ADVA) —** The Arkansas Department of Veterans Affairs, or ADVA, is a state agency created in 1923 by the Arkansas General Assembly to connect Veterans and their dependents to state and federal services. Today, it serves Arkansas veterans by operating two state veteran cemeteries, by operating two state veteran nursing homes through the administration of the Veteran Service Officer network.

Project Impact: IE-BM Solution, through the "integrated application" approach, will provide a screening for ADVA benefits – as an additional online channel to the State's VA benefits.

■ **Department of Information Services (DIS) —** DIS provides information technology for the State of Arkansas. Their mission is to provide technology leadership and solutions to assist their customers in delivery of public services.

Project Impact: As the information technology agency for the State, DIS will provide the infrastructure on which the IE-BM Solution will run and provide oversight and support to all aspects of the IE-BM.

1.5.4   Overview of In-Scope Programs

Within the Departments outlined above, specific programs and services are deemed "in-scope" of the IE-BM Solution. Table 2 describes the programs which are impacted by the IE-BM Solution and the sections immediately following describe the specific functionality that must be included.

Table 2.   In-Scope Programs

#	PROGRAM	DESCRIPTION
Programs Administered by DHS		
1.	**Medicaid (traditional and MAGI)**	The Social Security Amendments of 1965 created Medicaid. Under the program, the federal government provides matching funds to states to enable them to provide medical assistance to residents who meet certain eligibility requirements. The objective is to help states provide medical assistance to residents whose incomes and resources are insufficient to meet the costs of necessary medical services.

#	PROGRAM	DESCRIPTION
		Medicaid serves as the nation's primary source of health insurance coverage for low-income populations.
		MAGI is the Modified Adjusted Gross Income (AGI + tax-exempt interest, Social Security benefits not included in gross income, and excluded foreign income). The Affordable Care Act (ACA) provided a new simplified method for calculating income eligibility for Medicaid, CHIP and financial assistance available through the health insurance Marketplace. This new method calculates eligibility for all programs based on what is called MAGI. MAGI rules simplify the eligibility rules and promote coordination between Medicaid and CHIP and coverage available through the Marketplace.
		Citizens who qualify for Medicaid (Traditional or MAGI) are not eligible for the Arkansas Works Program (The Private Option).
2.	**Children's Health Insurance Program** **(CHIP)**	Children's Health Insurance Program (CHIP) is a medical coverage source for individuals under age 19 whose parents earn too much income to qualify for Medicaid, but not enough to pay for private coverage. Children's Health Insurance Program coverage varies from state to state, but all states' CHIP plans cover routine check-ups, immunizations, doctor visits, prescriptions, dental care, vision care, hospital care, laboratory services, X-rays and emergency services. Some states also cover parents and pregnant women.
3.	**Arkansas Works Program** **(The Private Option or Employer Sponsored Insurance)**	This program is the Medicaid Expansion Waiver which allows the citizens who qualify for the Medicaid Expansion program to have a private insurance provider with portions of the insurance premium subsidized by the government. Citizens who qualify to participate in the current Private Option/Employer Sponsored Insurance Program are not qualified to receive Medicaid (Traditional or MAGI).
4.	**Supplemental Nutrition Assistance Program** **(SNAP)**	Formerly known as the Food Stamp Program, the Supplemental Nutrition Assistance Program (SNAP) is a federal program funded through the U.S. Department of Agriculture (USDA). It is administered at the federal level through its Food and Nutrition Service (FNS). State agencies administer the program at the State and local levels, including determination of eligibility and monthly allotments. The SNAP program provides crucial food and nutritional support to qualifying low-income and needy households, and those making the transition from welfare to self-sufficiency. SNAP clients access their benefits with an EBT card, which they use like a debit card.
5.	**Employment and Training program** **(E&T)**	The Arkansas DHS contracts with participating adult education centers, public schools, vocational schools, and community colleges to operate a voluntary Employment and Training (E&T) program in 14 of the state's 75 counties. SNAP participants in counties that offer E&T have the opportunities to participate in: Independent Job Search, Job Search Training, Education, Work Experience, On The Job Training and Job Retention activities.
6.	**Low Income Home Energy Assistance Program** **(LIHEAP)**	In 1980, Congress enacted the Low-Income Home Energy Assistance Program (LIHEAP), authorizing assistance to eligible households to offset the rising costs of home energy. Households may apply for help with their regular utility bill or to prevent disconnection of their electric or gas services.

#	PROGRAM	DESCRIPTION
7.	**Child Care Development Fund program** **(CCDF)**	DHS DCCECE Child Care Development Fund program (CCDF) provides child care assistance to eligible low-income working families and students, Transitional Employment Assistance (TEA) clients and individuals transitioning from TEA. CCDF also provides support to child care and early childhood education providers through contracts and grants for training, resources and referral activities, printed materials and online resources. CCDF is a receiver of information from the application process in support of clients who need child care assistance to take advantage of TEA.
Programs Administered by DWS		
8.	**Transitional Employment Assistance** **(TEA)**	TEA is the name for Arkansas' Temporary Assistance for Needy Families program (TANF). It is the time-limited welfare reform programs for adults with children. TEA provides monthly cash benefits to families for food, clothing, shelter, and other essentials. To qualify for TEA assistance, a family must include children under the age of 19 and have a gross income of under $223 per month. These programs are designed to protect those who cannot work and to require those who are able to work to do so. TEA offers a package of strong incentives and penalties, child care support for working parents, and restructured welfare benefits.
Programs Administered by ADH		
9.	**Women, Infants and Children** **(WIC)**	The Women, Infants and Children (WIC) program is the Special Supplemental Nutrition Program for Women, Infants and Children. The Arkansas WIC Program is administered by the Arkansas Department of Health through a grant provided by the Food and Nutrition Service (FNS) of the United States Department of Agriculture (USDA).
Programs Administered by DFA		
10.	**Child Support**	DFA OCSE Child support services is a receiver of information from the application process.
Programs Administered by ADVA		
11.	**Veteran Services**	The Arkansas Department of Veterans Affairs (ADVA) serves Arkansas veterans, and their eligible dependents, through advocacy and education to access state and federal benefits, high-quality long-term nursing care and burial honors.

The impact and scope on these programs is defined in further detail in Section 3.5.1.

2.0   General Instructions and Proposal Requirements

2.1   RFP Package Overview

There are three components to this RFP:

- RFP narrative (this document) – This includes all instructions for the Vendor regarding the proposal submission process, the scope of the engagement and information regarding the proposal evaluation process and contracting process.

- Mandatory Response Templates – These mandatory templates provide the structure for the Vendors' proposals. Vendors must use the mandatory templates to provide their proposal response. In addition, these mandatory response templates include the requirements and any forms that must be submitted as part of the Vendors' Proposals.

- Procurement Library – The library includes additional detailed background information that can be leveraged by the Vendors in developing their proposals

2.2   Pre-Proposal Instructions

2.2.1   Written Questions and Responses

If the Vendor believes that any provision of the RFP is unclear, potentially defective or would prevent them from providing a complete and thorough Proposal, the Vendor shall submit questions using Response Template O-2 – Written Questions. The Written Questions Response Template must be submitted via email to the OSP POC on or before the date set forth in the schedule contained in Table 1 of this RFP. The email should use the subject line "RFP No. SP-17-0012 Vendor Questions."

Each question should identify the page, section number, paragraph and line or sentence of such provision(s) of the RFP to which the question applies, the specific language in question, as well as the question itself. The questions must be submitted in the original file format (e.g., Microsoft Excel; not PDF) as denoted in Template O-2. OSP will make every effort to respond by the date stated in the schedule.

Responses to questions will be posted on the OSP website. If modifications to the RFP are necessary, an Addendum will be issued.

This RFP process will include two rounds of vendor questions and responses. When publishing the responses to the first round of questions the State of Arkansas will provide an updated draft RFP and when responding to the second round of questions the State of Arkansas will release the final RFP.

2.2.2   Mandatory Pre-Proposal Conference

OSP will host a Pre-Proposal Conference session that is mandatory for all Vendors submitting Proposals. Vendors are encouraged to attend in person, however, a teleconference/webinar option is also available. It will provide Vendors with the opportunity to gain further understanding of the RFP, requirements, process and procedures. This session will be held reasonably in advance of the deadline to submit a Proposal. The Pre-Proposal Conference is for informational purposes only. Neither such Conference(s) nor any information provided through or during them is binding upon OSP or constitutes a change to the RFP. Neither OSP nor DHS are responsible if the appropriate Vendor staff does not attend the Pre-Proposal Conference(s) and does not acquire knowledge of the information presented or discussed during such Conference(s). **Vendors (prime) who do not attend the Pre-Proposal Conference will be disqualified from submitting a Proposal.**

The Pre-Proposal Conference will be held as follows:

Pre-Proposal Conference Location:
      Office of State Procurement
      1509 W. 7th Street, Room 300
      Little Rock, AR 72201
Webinar Link:
https://ardhs.webex.com/ardhs/onstage/g.php?MTID=e269bff0e0b7a8fccb141b56e0c67d351
Date: 1/26/2017
Time: 10:00 AM CDT (or CST as applicable)

Note: Date and time of the Pre-Proposal Conference are subject to change. It is preferable that vendors send an email to the OSP POC if they plan to attend the conference.

Any questions regarding the Pre-Proposal Conference shall be directed to the OSP POC.

2.2.3   Letter of Intent to Submit a Proposal

Vendors interested in submitting a Proposal shall submit a non-binding Letter of Intent (LOI) to Submit a Proposal by email to the OSP POC before the date set forth in the schedule contained in Table 1 of this RFP, and any amendments thereof. The LOI must use the Response Template O-1 — Letter of Intent.

2.3   Proposal Submission Instructions

2.3.1   Proposal Submission Details

Vendors must submit ten (10) hard copies, and one (1) soft copy of the Proposal, which is inclusive of two (2) separate packages: Technical Proposal and Cost Proposal (see Section 2.5.2 for details). One (1) hard copy of the Proposal must be clearly identified on the cover and packaged as the Proposal ORIGINAL and must contain a "wet" original signature, in blue or black ink, by the person authorizing submission on behalf of the Vendor. The soft copy (e.g., searchable pdf) may be submitted on CDs, DVDs and/or USB storage devices. The Vendor should make reasonable attempts to ensure that the soft copy media is "locked" to avoid unintentional changes to the submission.

If OSP requests additional copies of the proposal, the copies must be delivered within twenty-four (24) hours of the request. All additional hard copies and electronic copies must be identical to the original hard copy. In case of a discrepancy, the original hard copy shall govern.

All Cost Proposals (both hard copies and soft copies) must be submitted separately from the Technical Proposals, and must be sealed, as described later in this RFP. Submission of all portions of the Proposal must be received at the address on the cover page of this RFP before the date and time listed in this RFP.

Vendor must also submit one (1) additional redacted (marked "REDACTED") copy of the original Technical Proposal Packet, preferably on a USB storage device, is requested. A CD will also be acceptable. (See Section 2.7.7 for additional details)

Proposal delivery instructions are provided on the cover page of this RFP document.

2.3.2   Delivery Methods

In all cases, it is the Vendor's responsibility to ensure that the OSP POC physically receives all copies of the Proposal at the address listed prior to the Proposal due date and time. OSP will not make concessions for delivery or transportation services.

U.S. MAIL: Vendors are cautioned that it is their responsibility to originate the mailing of Proposals in sufficient time to ensure Proposals are received prior to the due date and time.

EXPRESS DELIVERY: If Proposals are being sent via an express delivery service, the Vendor should ensure that the RFP designation is clearly shown on the outside of the delivery envelope or box, and that the delivery is made to OSP prior to the due date and time.

HAND DELIVERY: Hand carried Proposals shall be delivered to the OSP POC prior to the due date and time.

ELECTRONIC: Electronic Proposals will <u>not</u> be accepted.

FAXED PROPOSALS: Faxed Proposals will <u>not</u> be accepted.

2.3.3   Additional Copies of Proposals

Additional copies of the Proposal may be requested for contracting purposes. OSP will notify the Vendor of the winning Proposal when additional Proposal copies are needed.

2.3.4   RFP Responses

DHS is seeking a broad set of innovative responses. Vendors must bid on the <u>entire</u> Scope of Work (SOW) included in this RFP.

DHS has categorized its preferences for components (see Section 3.5.2 for additional details) as significant investment has been made in those components. However, Vendors are encouraged to propose best value solutions. Hence the Vendor may propose:

- A solution using the current Cúram system
- A solution that does not include the Cúram system
- A solution that is a hybrid using some of the current components and newly developed components.

Vendors are encouraged to provide Proposals that will best achieve the needs, goals and requirements as stated in this RFP. All Vendors are responsible for adhering to the instructions and proposal requirements captured in this RFP.

2.4   Proposal Submission Requirements

2.4.1   Interpretive Convention

Any statement in this document that contains the word "must" or "shall" or "will" means that compliance with the intent of the statement is mandatory, and failure by the Vendor(s) to satisfy that intent may cause the Proposal to be rejected. Unless specifically disallowed on any specification herein, the Vendor may provide clarification to any point within Section 3 of the main RFP document or Template 6, 8, 10, 12, including a specification denoted as mandatory, as long as the following are true:

a. The specification is not a matter of State law;

b. The Proposal still meets the intent of the RFP;

c. A Proposal Clarifications Summary Form is included with Vendor's Proposal (Template T-15); and

d. The clarification is clearly explained, along with any alternative or substitution the Vendor proposes to address the intent of the specification on the Proposal Clarifications Summary Form.

Clarifications shall not be allowed for any other section or template corresponding to this RFP.

Whenever the terms "can," "may," or "should" are used in this RFP in conjunction with a specification or performance requirement, the specification or performance requirement is a desirable, but not mandatory requirement. Accordingly, a Vendor's failure to address or provide any items so referred to will not be the cause for rejection of the Proposal, but will likely result in a less favorable evaluation.

2.4.2   Multiple Responses

Each Vendor may only submit one (1) Proposal as a Prime Vendor. This requirement does <u>not</u> limit a Vendor's ability to collaborate with one or more other Vendors as a subcontractor on one or more additional Proposals. That is, the Vendor may submit one proposal as the Prime and may submit multiple proposals as a subcontractor.

Single and joint Vendor proposals by Vendors are acceptable. However, a single Vendor must be identified as the Prime Vendor in each proposal. The Prime Vendor will be responsible for the Contract and will be the sole point of contact with regard to support services.

If any part of the work must be subcontracted, the Vendor must include a list of subcontractors, including firm name and address, contact person, complete description of work to be subcontracted, and descriptive information concerning subcontractor's organizational activities. Vendor must complete, sign and submit the Proposed Subcontractors Form with its Proposal Packet to indicate Vendor's intent to utilize, or to not utilize, subcontractors. The sub-contractor form is further described in Template T-15. The form is located in the procurement library.

The Vendor shall not assign the contract in whole or in part or any payment arising there from without the prior written consent of the State Procurement Official.

2.4.2.1   Subcontractors

If selected, Vendors are fully responsible for all work performed under the Contract. In the event of a Proposal submitted jointly by more than one organization, one organization must be designated as the Prime Vendor. All other participants shall be designated as subcontractors.

All subcontracted work, and subcontractors performing that work, must be identified in the Vendor's Proposal. Vendors may, however, only enter into written subcontract(s) for performance of these functions under the Contract upon the approval of DHS and after the signing of the Contract. Subcontracts must be approved in writing by DHS prior to the effective date of any subcontract. No subcontract that Vendors enter into with respect to performance of this Contract shall in any way relieve Vendors of any responsibility for performance of duties. Failure to comply with the terms of this section is at the sole risk of the Prime Vendor, and in such case, the State will in no way be held responsible for anything that arises from that failure.

Vendors shall give DHS immediate notice by certified mail of any action or suit filed and prompt notice of any claim made against the Vendor by any subcontractor or Vendor that in the opinion of the Vendor may result in litigation related in any way to the Contract with DHS.

2.4.3   Required Review

Before submitting a Proposal, Vendors must thoroughly and carefully examine this RFP, any attachments, addenda, the Procurement Library and other relevant documents, to ensure the Vendor understands the requirements of the RFP. Vendors must also become familiar with State, local, and Federal laws, statutes, ordinances, rules, and regulations that may in any manner affect cost, progress, or performance of the work required.

If Vendors identify any defects in this RFP or its associated documents, or if Vendors need to ask clarifying questions about this RFP or its associated documents, Vendors must submit notice in writing to OSP on or before the deadline for written questions (see Table 1). This will allow the issuance of any necessary corrections and/or amendments to the RFP by addendum, and mitigate reliance of a defective solicitation and exposure of Proposal(s) upon which award could not be made.

2.5   Instructions for RFP Response Content

2.5.1   Proposal Objectives

The RFP document and the mandatory RFP Response Templates provide a structured approach for DHS to detail its business and technical needs for the SOW, and a structured way for Vendors to respond to those needs. It is critical that Vendors respond in a manner consistent with this structure, aligned to the SOW, to ensure that DHS can evaluate all responses in an objective manner. Should Vendors wish to submit additional materials to clarify their response to specific questions in the Response Templates, these additions should be submitted as appendices to the Proposal and referenced in the appropriate section of the Proposal.

All Proposals will be evaluated in an objective and structured manner designed to provide the highest scores to those Proposals that provide the best value to DHS. The highest consideration will be given to those Proposals that meet and exceed the stated business needs, address and comply with the technical constraints, provide a comprehensive plan for implementation and ongoing operations, limit risk for DHS, and provide a competitive total cost of ownership over the Contract term.

2.5.2   Proposal Format and Contents – Mandatory Response Templates

It is strongly preferred that the Proposal be in the order of the Response Templates, and that all questions in each Response Template be completed. Vendor(s) must use the Response Templates provided by the State. Proposals that are incomplete may be deemed non-responsive at the sole discretion of OSP or may have a significant negative impact on their score due to the impact on the Proposal evaluation process. It is the Vendor's responsibility to ensure its Proposal is submitted in a manner that enables DHS to easily locate all response descriptions and exhibits for each requirement in the respective SOW within this RFP.

Unless otherwise specified, hard copies of Proposals should use the formats that are offered in the Response Templates on 8-1/2" x 11" white bond paper with no less than ½" margins and eleven (11) point font. Exceptions may be made in the case of pictures, images or tables where relevant, however, this use should be limited as much as possible. Hard copies of Proposals should be assembled in loose-leaf, three-hole punch binders with appropriate tabs for each section. Do not provide Proposals in glue-bound binders or use binding methods that make the binder difficult to remove. The Vendor should put its company name and page/volume number in the header or footer of each page of every document submitted.

Vendors must submit a Proposal responding to the SOW in this RFP following to the guidelines set forth. Proposals must be divided into two (2) appropriately labeled and sealed packages marked "Technical Proposal" and "Cost Proposal".

The following illustrates at a high level the contents of each proposal package:

- ■ **Package 1 – Technical Proposal (see Table 3)**
  - ❏ Technical Proposal addressing all requirements specified in the RFP using the response forms provided in Response Templates T-1 through T-16
  - ❏ Responses should be in the order presented in this RFP and must use the associated Response Templates
- ■ **Package 2 – Cost Proposal (see Table 4)**
  - ❏ This will include a total cost summary worksheet and detailed worksheets for the scope areas of the RFP shown above

2.5.2.1   Package 1 – Technical Proposal

This portion of the Proposal should include the sections that correspond to the Response Templates listed in Table 3. Vendor(s) must use the Response Templates provided by the State. The State strongly encourages each vendor to fully complete each Response Template.

Table 3.   Proposal Sections and Mandatory Response Template Overview – Technical Proposal

Section / Template	Name	Description
T-1	Cover Letter and Executive Summary	The Vendor's response should include a transmittal (cover) letter, table of contents, executive summary, Vendor contact information and locations, subcontractor contact information and locations, and demonstration of the fulfillment of the Minimum Mandatory Qualifications. The Vendor's authorized signature on the Response Template T-1 marked "ORIGINAL" shall be a wet original signature in black or blue ink.
T-2	Vendor Experience	The Technical Proposal should include an overview of the Vendor's organization, corporate background, and documentation of the Vendor's experience providing similar services, a summary of Vendor's experience in HHS, financial references, and other forms. If the Proposal includes the use of subcontractor(s), projects completed by the Prime and subcontractor together in the last five (5) years should be provided.
T-3	Vendor References	The Vendor's Technical Proposal must include at least three (3) references (for the Prime Vendor) from projects performed within the last five (5) years that demonstrate the Vendor's ability to perform the functions described in the SOW of this RFP. Refer to section 1.2.1 for minimum mandatory qualifications. If the Proposal includes the use of subcontractor(s), the Vendor must provide three (3) references for each subcontractor proposed. DHS has a preference for references that demonstrate where the Prime and subcontractor(s) have worked together in the past.
T-4	Vendor Project Organization and Staffing	The Vendor's Technical Proposal should include the proposed approach to: organization plan; organization chart; key staff; subcontractor(s); staff contingency plan; staff management plan; staff retention; and the Vendor's approach to working with the Project staff.
T-5	Staff Experience	The Vendor's Technical Proposal should include the proposed approach to: roles and responsibilities; summary of skill sets; total years of experience in the proposed role; qualifications; and resumes.

Section / Template	Name	Description
		If a subcontractor is included, the Vendor's Technical Proposal should include a summary of the proposed staff (prime and subcontractor) experience in working together on projects.
T-6	Functional RTM	The objective of the Functional Requirements response is to provide DHS with a method to evaluate the degree to which each Vendor's solution satisfies the Project's Functional Requirements (and provide the Vendor with an opportunity to offer feedback/make minor clarifications).
T-7	Functional Requirements Approach	This section of the Vendor's Technical Proposal should include a narrative of the Vendor's proposed Functional Requirements approach. The Vendor should provide a narrative overview of how the proposed solution will meet DHS' requirements.
T-8	Technical RTM	The objective of the Technical Requirements response is to provide the Project team with a method to evaluate the degree to which each Vendor's solution satisfies the Project's Technical Requirements (and provide the Vendor with an opportunity to offer feedback/make minor clarifications).
T-9	Technical Requirements Approach	This section of the Vendor's Technical Proposal should include a narrative of the Vendor's proposed Technical Requirements approach.
T-10	Implementation RTM	The objectives of the RTM Template is to provide the Vendors with a clear understanding of the tasks they will need to perform (and an opportunity to provide feedback/make minor clarifications) and provide DHS with a method to evaluate the degree to which each Vendor will satisfy the IE-BM implementation requirements.
T-11	Implementation Requirements Approach	This section of the Vendor's Technical Proposal should include a narrative of the Vendor's proposed Implementation Requirements approach.
T-12	Maintenance and Operations RTM	The objectives of the RTM Template is to provide the Vendors with a clear understanding of the tasks they will need to perform (and an opportunity to provide feedback/make minor clarifications) and provide DHS with a method to evaluate the degree to which each Vendor will satisfy the IE-BM M&O requirements.
T-13	Maintenance and Operations Requirements Approach	This section of the Vendor's Technical Proposal should include a narrative of the Vendor's proposed M&O Support approach, including takeover of the M&O for the EEF Solution as well as the IE-BM Solution.
T-14	Work Plan	This section of Vendor's Technical Proposal should include a Work Plan that will be used to create a consistent and coherent management plan. This Work Plan should demonstrate that the Vendor has a thorough understanding of the SOW and what must be done to satisfy the requirements. The Work Plan should include detail sufficient to give DHS an understanding of how the Vendor will use its knowledge and approach to: ■ Manage the Work ■ Guide Work execution ■ Document planning assumptions and decisions ■ Facilitate communication among stakeholders ■ Define key management review of content, scope, and schedule.

Section / Template	Name	Description
T-15	Terms and Conditions of this RFP and Any Resulting Contract	This section of the Vendor's Technical Proposal includes the Terms and Conditions that will govern this contract and any contracting forms that the Vendor will need to provide with their Proposal and those forms required prior to commencing activities under this Contract.
T-16	RFP Response Checklist	This section of the Vendor's Technical Proposal should include the completed checklist verifying that all the RFP response requirements have been completed.

2.5.2.2   Package 2 – Cost Proposal

This portion of the Proposal must include Template C-1 — Cost Workbook as described below. The Vendors must follow all of the instructions contained within the Response Template.

Table 4.   Proposal Sections and Mandatory Response Template Overview – Cost Proposal

Section / Template	Name	Description
C-1	Cost Workbook	Details the costs associated with the Proposal, including any assumptions that may affect them.

The Cost Proposal, both hard copies and soft copy, must include a response through the mandatory use and submission of the mandatory Template C-1 — Cost Workbook. Vendors must complete the Response Template as instructed and place it in a single (1) SEALED package, separate from the Technical Proposal, clearly marked as the Cost Proposal and should include the Vendor's name, the RFP number, the SOW and the RFP submission date. Vendor shall not include cost information in their Technical Proposal submission, unless explicitly requested. Only cost information provided in the Cost Proposal will be considered.

The Vendor must base its Cost Proposal on the SOW described in Section 3.4 and associated sections of this RFP and Response Templates. The Cost Proposal must clearly state any business, economic, legal, programmatic, or practical assumptions that underlie the Cost Proposal. DHS reserves the right to accept or reject any assumptions. All assumptions not expressly identified and incorporated into the Contract resulting from this RFP are deemed rejected by DHS.

The Vendor shall include all one-time and ongoing costs in the Cost Proposal. DHS expects a fixed cost for all DDI and M&O activities specified in this SOW.

The Vendor shall include costs for all services outlined in this RFP. The Total Cost Summary is required by DHS for evaluation. Costs for transition services and optional services must be provided for budget purposes but will not be taken into account for evaluation. Costs must be based on the terms and conditions of the RFP, including DHS' General Conditions (provided in the Procurement Library) and Mandatory Requirements of the RFP (not the Vendor's Clarifications). The Vendor must state all other assumptions upon which its pricing is being determined in the Template C-1 — Cost Workbook. Cost assumptions must not conflict with the RFP terms and conditions including DHS' general conditions or mandatory requirements in this RFP.

The Vendor shall enter cost data in the format prescribed by the Response Template C-1 — Cost Workbook. Formulas have been inserted in the appropriate cells of the Response Template to automatically calculate summary numbers, and shall not be altered. Further

instructions for entering cost data are included in the Response Template. It is the sole responsibility of the Vendor to ensure that all mathematical calculations are correct and that the total costs reflect the total Proposal cost. Any errors or concerns must be included in submitted questions by the Vendor by the date specified in Table 1.

Completion of all portions of the Cost Workbook worksheets is mandatory. Applicable purchase, delivery, tax, services, safety, license, travel, per diem, Vendor's staff training, facility, and any other expenses associated with the delivery and implementation of the proposed items must be included in the Vendor's costs and fixed Hourly Rates.

2.6   Procurement Library

This RFP package includes a Procurement Library that contains supporting documentation or links to State or Federal websites to assist Vendors in understanding the context of this solicitation. This Library will be distributed by the OSP POC to all registered Vendors. These documents shall be considered part of this procurement and each should be reviewed by Vendors for applicability as noted in this section and throughout the RFP.

The documents in the Library are structured under four (4) categories/folders. A Procurement Library index is also included to help Vendors navigate and identify key documentation to support their Proposal development process. The four (4) categories/folders include:

Table 5.   Procurement Library Structure

Folder Name	Description
01 – Business Documents	The documents in this folder provide information specific to DHS' business. This provides more information regarding the business environment
02 –Technical Documents	The documents in this folder provide additional details regarding the current EEF Solution
03 – Functional Documents	The documents in this folder provide information regarding the current business processes and system function design
04 – Procurement Forms	The documents in this folder are the editable versions of the State of Arkansas forms which need to be submitted as part of the Vendor's proposal

2.7   Additional Instructions

2.7.1   Arkansas Procurement Laws and Rules

This procurement is conducted according to the Arkansas procurement laws and rules. The Vendor must follow all applicable laws and rules. These rules can be found at http://www.dfa.arkansas.gov/offices/procurement/Documents/lawsRegs.pdf

2.7.2   Issuance of RFP and State's Right to Modify, Cancel, Suspend and/or Terminate the RFP and any Contracts

Without limiting any other provision of the RFP (including any exhibits, attachments, appendices, Response Templates, and the RFP as amended by any addenda), OSP has the right at any time for its convenience and without cause to modify, alter, amend, change, cancel, suspend or terminate the RFP, including, without limitation, the right to cancel and withdraw the RFP prior to acceptance of Proposals or prior to the award of a Contract for some or all of the requested Solution or services, or in connection with any termination or change in funding. Any

modifications or alterations to the RFP will be written in an addendum, posted as an attachment to the original posting on the [Office of State Procurement (OSP) website](#).

2.7.3   Order of Precedence

In the event of any inconsistency between the articles, attachments, specifications, or provisions which constitute this Contract, the following order of precedence shall apply.

- The Contract, including, any special conditions, attachments and addenda
- The RFP (RFP-SP-17-0012)
- The Proposal submitted

The successful Vendor shall comply with all applicable laws, ordinances, codes, rules and regulations of the Federal, State, and local governments, that in any way affect its performance under the Contract.

2.7.4   Modifications Prior to Submittal Deadline or Withdrawal of Proposals

The Vendor may modify or withdraw its Proposal before the Proposal due date and time. Any change, addition, deletion of attachment(s) or data entry of a Proposal may be made prior to the deadline for submittal of proposals. No modifications, additions or deletions may be made after the Proposal due date and time.

2.7.5   Proposal Preparation Costs

This RFP does not commit the State Procurement Official to award a contract(s), to pay costs incurred in the preparation of a proposal in response to this request, or to procure or contract for commodities or services.

2.7.6   Proprietary/Confidential Information

The Vendor must provide one (1) redacted (marked "REDACTED") copy the original Technical Proposal Packet, preferably on a flash drive. A CD will also be acceptable.

- Submission documents pertaining to this *Bid Solicitation* become the property of the State and are subject to the Arkansas Freedom of Information Act (FOIA).
- One (1) complete copy of the submission documents from which any proprietary information has been redacted should be submitted on a flash drive in the *Technical Proposal Packet*. A CD is also acceptable.
- Except for the redacted information, the redacted copy **must** be identical to the original hard copy, reflecting the same pagination as the original and showing the space from which information was redacted.
- The vendor **shall** be responsible for identifying all proprietary information and for ensuring the electronic copy is protected against restoration of redacted data.
- The redacted copy **shall** be open to public inspection under the Freedom of Information Act (FOIA) without further notice to the Vendor.
- If a redacted copy of the submission documents is not provided with Vendor's response packet, a copy of the non-redacted documents, with the exception of financial data (other than pricing), **shall** be released in response to any request made under the Arkansas Freedom of Information Act (FOIA).
- If the State deems redacted information to be subject to FOIA, the Vendor will be contacted prior to release of the documents.

2.7.7   Minority Business Policy

■ Minority participation is encouraged in all State Procurements.

■ Minority is defined by Arkansas Code Annotated § 15-4-303 as a lawful permanent resident of this State who is:

■ African American	■ Pacific Islander American
■ American Indian	■ A Service Disabled Veterans as designated by the United States Department of Veteran Affairs
■ Asian American	
■ Hispanic American	

■ The Arkansas Economic Development Commission conducts a certification process for minority businesses and disabled veterans. The Vendor's Certification Number should be included in Template T-2 — Vendor Experience.

2.7.8   Equal Opportunity Policy

■ In compliance with Arkansas Code Annotated § 19-11-104, OSP is required to have a copy of the Vendor's Equal Opportunity (EO) Policy with submission of a proposal.

■ EO Policies may be submitted in electronic format to the following email address: eeopolicy.osp@dfa.arkansas.gov, but should also be included as a hardcopy accompanying the solicitation response.

■ The submission of an EO Policy to OSP is a one-time Requirement. Vendors are responsible for providing updates or changes to their respective policies, and for supplying EO Policies upon request to other State agencies that must also comply with this statute.

■ Vendors, who are not required by law to have an EO Policy, must submit a written statement to that effect.

2.7.9   Prohibition of Employment of Illegal Immigrants

Pursuant to Arkansas Code Annotated § 19-11-105, prior to the award of a Contract, selected Vendor(s) **must** have a current certification on file with OSP stating that they do not employ or contract with illegal immigrants.

OSP will notify the selected Vendor(s) prior to award if their certification has expired or is not on file. Instructions for completing the certification process will be provided to the Vendor(s) at that time.

2.7.10   Past Performance

In accordance with provisions of State Procurement Law, specifically OSP Rule R5:19-11-230(b)(1), a Vendor's past performance with the State may be used to determine if the Vendor is "responsible". Proposals submitted by Vendors determined to be non-responsible shall be disqualified.

2.7.11   Technology Access

■ When procuring a technology product or when soliciting the development of such a product, the State of Arkansas is required to comply with the provisions of Arkansas Code Annotated § 25-26-201 et seq., as amended by Act 308 of 2013, which expresses the policy of the State to provide individuals who are blind or visually impaired with access to information technology purchased in whole or in part with state funds. The Vendor expressly acknowledges and agrees that State funds may not be expended in connection with the purchase of information technology unless that technology meets

the statutory Requirements found in 36 C.F.R. § 1194.21, as it existed on January 1, 2013 (software applications and operating ICSs) and 36 C.F.R. § 1194.22, as it existed on January 1, 2013 (web-based intranet and internet information and applications), in accordance with the State of Arkansas technology policy standards relating to accessibility by persons with visual impairments.

■ ACCORDINGLY, THE VENDOR EXPRESSLY REPRESENTS AND WARRANTS to the State of Arkansas through the procurement process by submission of a Voluntary Product Accessibility Template (VPAT) for 36 C.F.R. § 1194.21, as it existed on January 1, 2013 (software applications and operating ICSs) and 36 C.F.R. § 1194.22, that the technology provided to the State for purchase is capable, either by virtue of features included within the technology, or because it is readily adaptable by use with other technology, of:

❑ Providing, to the extent required by Arkansas Code Annotated § 25-26-201 et seq., as amended by Act 308 of 2013, equivalent access for effective use by both visual and non-visual means

❑ Presenting information, including prompts used for interactive communications, in formats intended for non-visual use

❑ After being made accessible, integrating into networks for obtaining, retrieving, and disseminating information used by individuals who are not blind or visually impaired

❑ Providing effective, interactive control and use of the technology, including without limitation the operating system, software applications, and format of the data presented is readily achievable by nonvisual means;

❑ Being compatible with information technology used by other individuals with whom the blind or visually impaired individuals interact

❑ Integrating into networks used to share communications among employees, program participants, and the public

❑ Providing the capability of equivalent access by non-visual means to telecommunications or other interconnected network services used by persons who are not blind or visually impaired

■ State agencies cannot claim a product as a whole is not reasonably available because no product in the marketplace meets all the standards. Agencies **must** evaluate products to determine which product best meets the standards. If an agency purchases a product that does not best meet the standards, the agency must provide written documentation supporting the selection of a different product, including any required reasonable accommodations.

■ For purposes of this section, the phrase "equivalent access" means a substantially similar ability to communicate with, or make use of, the technology, either directly, by features incorporated within the technology, or by other reasonable means such as assistive devices or services which would constitute reasonable accommodations under the Americans with Disabilities Act or similar state and federal laws. Examples of methods by which equivalent access may be provided include, but are not limited to, keyboard alternatives to mouse commands or other means of navigating graphical displays, and customizable display appearance. As provided in Arkansas Code Annotated § 25-26-201 et seq., as amended by Act 308 of 2013, if equivalent access is not reasonably available, then individuals who are blind or visually impaired shall be provided a reasonable accommodation as defined in 42 U.S.C. § 12111(9), as it existed on January 1, 2013.

■ If the information manipulated or presented by the product is inherently visual in nature, so that its meaning cannot be conveyed non-visually, these specifications do not prohibit the purchase or use of an information technology product that does not meet these standards.

2.7.12   Compliance with the State Shared Technical Architecture Program

The respondent's solution **must** comply with the State's shared Technical Architecture Program which is a set of policies and standards that can be viewed at: http://www.dis.arkansas.gov/policiesStandards/Pages/default.aspx. Only those standards which are fully promulgated or have been approved by the Governor's Office apply to this Solution.

2.7.13   Visa Acceptance

■ Awarded Vendor should have the capability of accepting the State's authorized VISA Procurement Card (p-card) as a method of payment

■ Price changes or additional fee(s) **shall not** be levied against the State when accepting the p-card as a form of payment

■ VISA is not the exclusive method of payment

2.7.14   Publicity

■ Vendors **shall not** issue a news release pertaining to this *Bid Solicitation* or any portion of the project without OSP's prior written approval

■ Failure to comply with this Requirement **shall** be cause for a Vendor's proposal to be disqualified.

2.7.15   Independent Price Determination

■ By submission of this Proposal, the Vendor certifies, and in the case of a joint proposal, each party thereto certifies as to its own organization, that in connection with this proposal:

❑ The prices in the proposal have been arrived at independently, without collusion

❑ No prior information concerning these prices has been received from, or given to, a competitive company

■ Evidence of collusion **shall** warrant consideration of this Proposal by the Office of the Attorney General. All vendors **shall** understand that this paragraph may be used as a basis for litigation.

2.7.16   Disclosure under Arkansas Law

OSP is required to have a copy of E0-98-04 disclosure form on file for the selected Vendor. Vendor must submit the disclosure form with its proposal. The form is published on the OSP website at http://www.dfa.arkansas.gov/offices/procurement/Pages/forms.aspx and is also located in the procurement library.

3.0 Engagement Overview and Scope of Work (SOW)

3.1 Background and Overview

In preparation for issuing this RFP, DHS has followed a rigorous and disciplined process to collect and organize the information Vendors require to understand the context of the effort, the framework within which the Vendors will be performing their services and to define the services required. This section provides this information and is organized into the following sections:

- Section 3.1 provides an overview of the history, background and scope of the engagement

- Section 3.2 captures the business drivers and imperatives of this procurement

- Section 3.3 provides an overview of the current environment including an overview of the applications to be supported, the infrastructure on which they run and any current initiatives which may impact the IE-BM Engagement

- Section 3.4 provides an overview of the engagement's scope

- Section 3.5 provides the functional and technical scope of the system to be implemented

- Section 3.6 captures the anticipated staffing and DHS' approach to managing the Vendor throughout the engagement

- Section 3.7 documents the Implementation Statement of Work (tasks and deliverables DHS expects the Vendor to perform and deliver)

- Section 3.8 documents the M&O Scope of Work and deliverables (tasks and deliverables DHS expects the Vendor to perform)

- Section 3.9 introduces the suggested work plan

- Section 3.10 provides an overview of the performance expectations DHS has of the Vendor and associated remedies

3.1.1 History and Engagement Overview

Arkansas DHS is pursuing a vision for a transition from a program-centric approach focused on discrete outputs to a person-centric approach focused on delivering services across Programs to achieve the desired outcomes.

Achieving the vision will mean adopting a different way of approaching the HHS organizational structure and the model of practice, modifying policies that constrain the ability to share data and introducing a new way to think about HHS Information Technology as well as other changes.

Framework for the State's Health and Human Services Vision
High Performance Person-Centered Model of Practice Enabled by Technology

This RFP and other current initiatives are part of this effort. As such, Vendor proposals should develop RFP responses fulfilling the mandatory requirements contained in this RFP but also with an eye on the Arkansas DHS future vision.
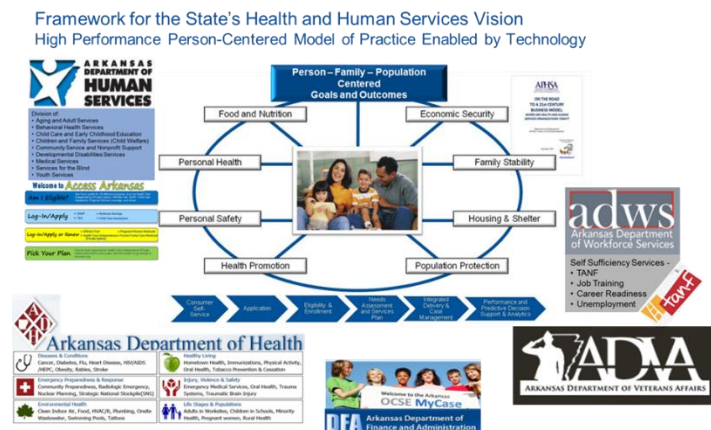
As an initial step toward realizing this vision, DHS invested significant resources including enhanced Federal funding according to OMB Circular A-87 (Cost Allocation Waiver) in a

contemporary system, the Arkansas Eligibility and Enrollment Framework (EEF) system, to support Medicaid Eligibility and Enrollment under the Affordable Care Act (ACA). This was implemented with the vision of expanding the system to support multiple DHS Health and Human Services programs.

EEF was originally envisioned to fully support the MAGI Medicaid, Traditional Medicaid and SNAP (Food Stamps) functionality. However, due to various challenges with the current implementation, only the MAGI Medicaid functionality is currently in production leveraging the IBM Cúram Health Care Reform (HCR) module. Though the SNAP functionality was also developed using the EEF Technologies, it was halted at the beginning of the UAT phase (User Acceptance Testing).

In 2015 DHS performed an assessment of the EEF implementation and paused to assess the best go-forward approach. One of the key recommendations from this assessment was to contract with a single vendor to establish an Integrated Eligibility and Benefit Management Solution (IE-BM), this RFP.

3.1.2   IE-BM Engagement Scope Overview

DHS sees this engagement as a critical component of the broader effort to provide healthcare and human services to their clients in an integrated manner. The scope of this engagement includes:

- Providing maintenance and operations support for the current EEF solution. The M&O of EEF will be transitioned to the Vendor.

- Executing the project to implement the IE-BM Solution. This Solution will include multiple program eligibility criteria (level of support varies by program) for programs including Medicaid/CHIP, SNAP, E&T, LIHEAP, Child Care Assistance, TANF/TEA, WIC and Veterans Services (see Section 3.5.1 for further details) and additional functionality enabled by an integrated eligibility environment. This includes establishing an enterprise platform and architecture, and retiring the legacy eligibility systems (ACES, FACTS, ANSWER, Access AR, and any associated sub-systems dedicated to eligibility) which will be replaced by the IE-BM Solution.

- Providing maintenance and operations support for the IE-BM Solution after implementation

Note: The State is interested in a best value Proposal. This may result of leveraging some or all of the EEF solution (including DHS' implementation of IBM Cúram) or proposing a Solution that replaces the EEF solution in its entirety. Mandatory technology is listed in Figure 15 of this RFP.

3.2   Business Drivers and Imperatives

DHS recognizes that a modern and contemporary enterprise approach to technology enablement is required to improve program effectiveness and integrity for the in-scope programs in this procurement.

DHS' strategy is to implement an enterprise platform of common shared technical components and services that will be leveraged by the IE-BM. This enterprise approach will leverage shared common technical services and components to provide business functionality for the Department's in-scope programs/services. The benefits of the enterprise approach is to reuse wherever possible those technical components and services that are common across the programs thus reducing costs of development and future M&O as well as providing an integrated application and single source of truth for DHS clients and staff. The enterprise approach includes: development of an IE-BM system for the State and consolidating the number of current eligibility systems into one Management Information System (MIS) approach. It is

anticipated this will result in reducing the complexity by removing multiple physical databases, reducing implementation costs, improving communication between DHS programs, increasing security procedures and improving reporting with efficiency and integrity.

3.2.1   Key Business Drivers

3.2.1.1   *Migrate to a Person/Family-Centric Model*

Historically, each DHS program, as is the case for most public sector health and human services, has provided benefits and services to the clients it serves independent of each other, driven by program-specific goals and mandates rather than those driven from a holistic perspective of those served. This traditional program-specific model has led to the development of many silo-systems rather than an enterprise approach. DHS systems have been procured in the same traditional manner and thus do not provide the enterprise view or capabilities essential to be aware of the breadth of the potential needs of the client or the services clients were receiving from other DHS programs. To improve access, outcomes, costs, accountability and quality of DHS programs and services, DHS is moving from a solely program-centric approach focused on discrete outputs to a more person/family-centric approach focused on access to and delivery of multiple coordinated services.

3.2.1.2   *Leverage Technology to Improve Client Satisfaction, Robust Self Service and Multi-Channel Access to Benefits*

Client and staff expectations regarding technology have changed drastically since the legacy systems supporting the DHS programs were implemented. The Internet is now available to people of all socio-economic backgrounds and they now expect to have access to self-service capabilities such as performing tasks on-line (e.g., completing an application) and getting updates electronically through computers or smartphones. Both Staff and Clients have more robust modern technologies available to them in their personal life than what they experience in their work environment. To strengthen client participation, empowerment and responsibility, today's technologies need to provide consumers with self service capabilities in supporting the application, service delivery and self-care processes involved with the delivery of DHS programs and services.

In addition to these expectations, access to the Internet allows DHS to interact with its applicants and clients in more effective ways and, though an integrated, web enabled solution, allows easier access to all services for clients.

3.2.1.3   *Increase Access to Data and Information*

DHS collects data and information which is valuable to both internal and external stakeholders. The demands to access and analyze the data have increased substantially throughout the years and cannot be fully satisfied with the current toolsets. For example:

- DHS staff are required to access multiple systems. Given that multiple searches are often required, they cannot easily access all of the information captured in the client's record and data related to the client (either from external systems or from related DHS programs) during the eligibility determination or issuance of benefits.

- The need to provide, through push and pull capabilities as well as robust reporting capabilities, decision support that moves data to information to knowledge. This will allow DHS to anticipate, support and validate their decisions and activities.

3.2.1.4   Decrease Technology Risk and/or Costs

Although DHS' eligibility systems are stable, it is getting increasingly more difficult and costly to maintain and update to address the mandated changes, and make any enhancements to adopt new technologies. In addition, the inherent risk of aging technologies is increasing — not only are there fewer qualified people to support the current system, but the number of resources with the understanding of the underlying technology is decreasing. Over time these challenges will only increase, particularly in a State which is, from a workforce perspective, constrained. The opportunity to move forward to replace the legacy systems and to leverage the common shared components and services is seen as critical to addressing these risk and cost concerns. Additionally, by enabling Programs to share the technology, DHS envisions lowering future ongoing M&O costs. DHS would prefer to lower these costs as quickly as possible, which includes sequencing the project such that current technology costs can be decreased as early in the project as possible.

3.2.1.5   Improve Operational Efficiency and Effectiveness

DHS currently operates multiple eligibility solutions, some of which are aging. By implementing a web enabled integrated eligibility system DHS envisions improving operational efficiencies and effectiveness. This includes:

- Enhancing self-service capabilities

- Improving the user interface

- Streamlining business processes and removing redundant tasks

- Improving workflow and integration between systems

- Decreasing training required

3.2.1.6   Establish an Integrated Platform of Components that will Decrease TCO and Support Future Needs

DHS, in alignment with industry trends, will use the IE-BM Project to establish technology components which can be re-used by multiple divisions and programs to meet their business needs. The expectation is that this project will establish an open technology architecture of components that can be leveraged to support future State needs.

3.2.2   Business and Technology Imperatives

To address the key drivers of the Project, DHS has identified key imperatives – items the Solution must do to deliver against the key drivers and the anticipated business benefits. The Solution must:

- Support DHS' In-Scope Programs To-Be Model of Practice

- Enable Client self-service capabilities

- Allow Clients to seamlessly use any channel to interact with the Department (e.g., complete an integrated application on-line)

- Provide robust decision support at all levels to anticipate, support and validate key decisions and activities

- Automate and minimize staff time spent on administrative tasks

- Standardize processes, particularly cross-program processes (e.g., eligibility, customer support, benefits management)

- Support DHS' vision for person/family-centric service delivery

- ■ Provide the framework for integrated decision support and data analysis
- ■ Establish capability to centralize/distribute workload (e.g., phone calls, application processing)
- ■ Reduce the time required to gather, process and share information
- ■ Improve integration with external data sources

3.3   Current Environment

Currently, the DHS Information Technology (IT) infrastructure is composed primarily of discrete, stove-piped systems in an aging IT architecture that can no longer support DHS programmatic needs efficiently. However, DHS is currently in the process of undergoing a transformation to redefine its underlying architecture to meet business objectives.

The majority of DHS transactions are conducted through the legacy mainframe systems (system of record) as well as some core Client/Server systems. MAGI Medicaid eligibility is determined through the EEF Platform (system of record).

The following figure captures the current DHS Technology landscape.

Figure 5.   DHS Current Technology Landscape
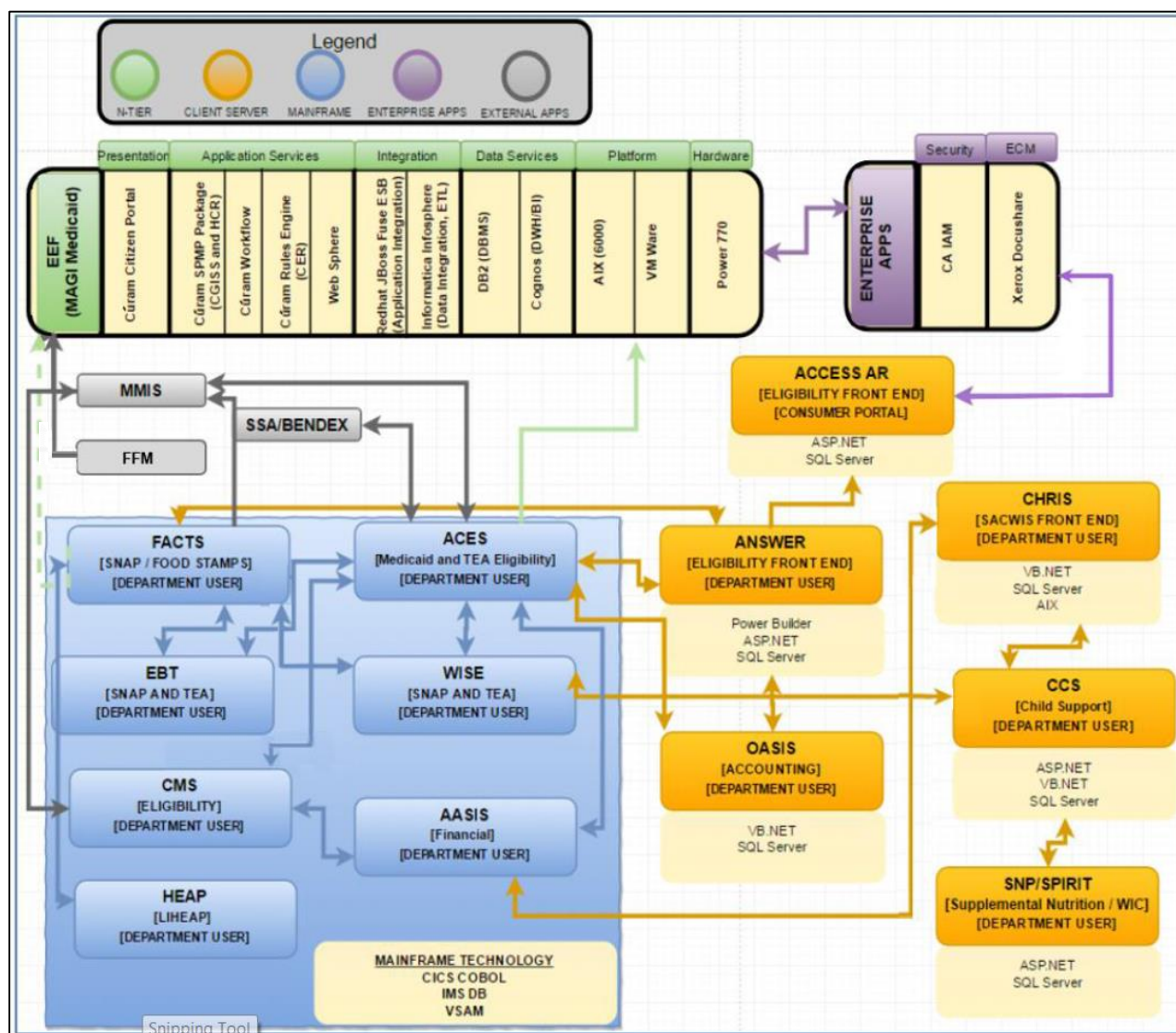
3.3.1   EEF Solution – Serving MAGI Medicaid Functionality

DHS has invested significant resources including enhanced Federal funding according to OMB Circular A-87 (Cost Allocation Waiver) in a contemporary system, Arkansas Eligibility and Enrollment Framework (EEF) system, to support Modified Adjusted Gross Income (MAGI) Medicaid Eligibility and Enrollment under the Affordable Care Act (ACA). The current system was implemented with the vision of expanding the system to support multiple DHS Programs.. All of the components described below as the EEF Platform have been developed as part of the EEF system. A detailed discussion of the components and services implemented and accessible as part of the EEF Platform in support of the Project are included in the Procurement Library*.*

The EEF project has completed the following capabilities for the MAGI Medicaid functionality

- ■ Relationship Management — Encompasses functionality to interact and share information with participants and potential applicants of the in-scope programs

- ■ Client Data Management — A centralized enterprise-level repository of enrolled clients. DHS envisions using the framework for a broad spectrum of programs and hence

intends to operationally share the client data management components across each program.

■ Program Enrollment Management — Program enrollment management handles the association of an eligible individual/family with a given program. It covers the types of services/benefits offered by the program as well as the issuance of those benefits where appropriate.

■ Program Management — Includes functions and features that enable DHS to configure and customize the framework to automate policy. Program management includes configuration of business rules to comply with policy, recording of appeals against a program, and enabling DHS to create and manage 'tasks' associated with the program's policy.

■ User Management — Enables DHS to adopt a self-service model with the new framework. With the new framework DHS administers users of the systems in a singly defined manner, which means all users of the system, whether a case worker, designee, or the client, use the same profile components, but are granted different access to data and functions within the system.

■ Accounting (minimal) — Records and tracks the issuance of benefits to eligible and enrolled clients. In the current system DHS did not require a great deal of accounting functionality to be implemented.

The EEF Solution has used a combination of COTS software infrastructure, configurable applications, and service-oriented integration products to accelerate the implementation of the system and MAGI Eligibility processes. The COTS software infrastructure provides a large part of the required system functionality and is integrated through an enterprise scale, service-oriented platform for system integration. It currently supports MAGI Eligibility while other legacy systems support eligibility for other in scope programs. Cúram currently contains approximately 80% of the client data while the other 20% of the data resides in ANSWER, the non-MAGI eligibility system.

The EEF Solution was originally envisioned to fully support the MAGI Medicaid, traditional Medicaid and SNAP (Food Stamps) functionality. However, due to various challenges with the current implementation, only the MAGI Medicaid functionality is currently in production leveraging the IBM Cúram Health Care Reform (HCR) module. Though the SNAP functionality has been developed using the core EEF technologies along with an additional Cúram module, it was halted at the beginning of the UAT phase (User Acceptance Testing). DHS expects this code will not be implemented and the IE-BM project will include implementing SNAP functionality.

Currently the system supports all MAGI Medicaid eligibility activities, with roughly 3,000 people logging in daily with an average of approximately 400-450 concurrent users.

The following figure captures the current EEF environment.

Figure 6.   EEF Environment
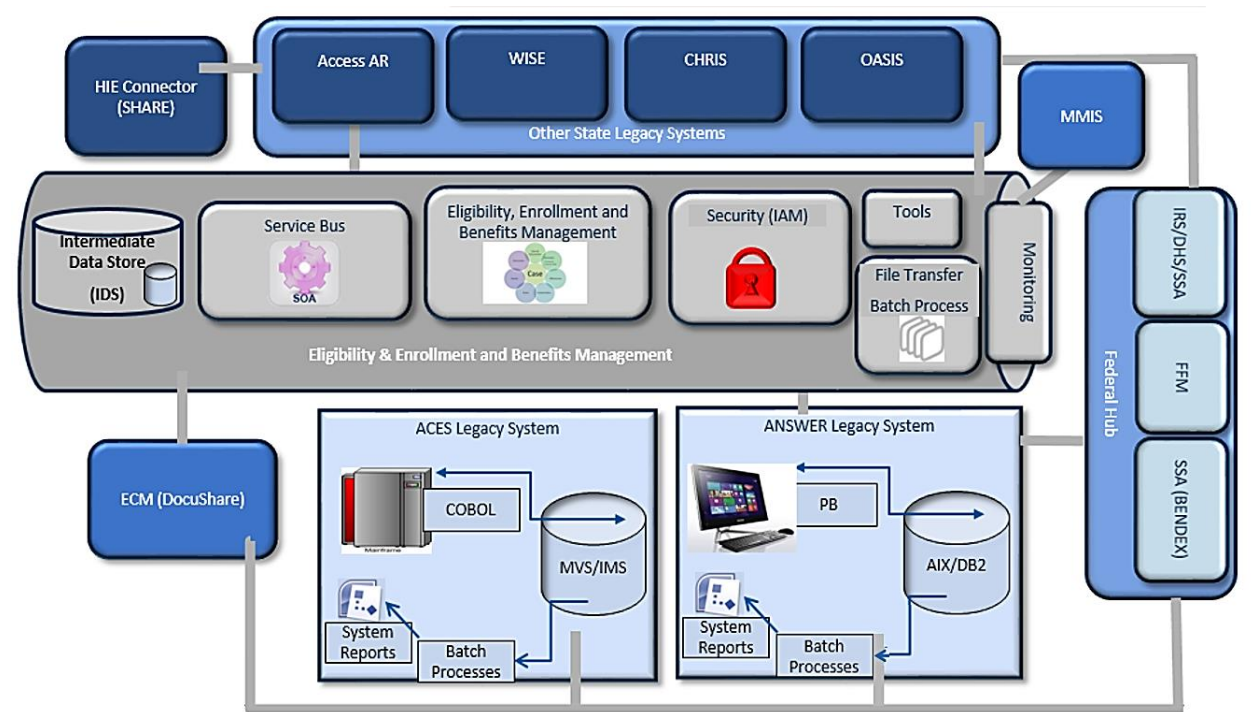
3.3.1.1   EEF Platform – Technology Architecture

The EEF System has been implemented using multiple Commercial Off-The-Shelf (COTS) application components and infrastructure technologies including Cúram HCR modules (MAGI Medicaid), Cúram Express Rules Engine (CER), DB2, Cognos for Reporting, Informatica for ETL, IBM WebSphere, Redhat JBoss Fuse ESB, and Xerox Docushare. The full list of products currently supporting the initiative are provided as part of the Procurement Library.

The following figure captures the current EEF Technical Architecture.

Figure 7.   **EEF Current State Technical Architecture overview (Layered View)**
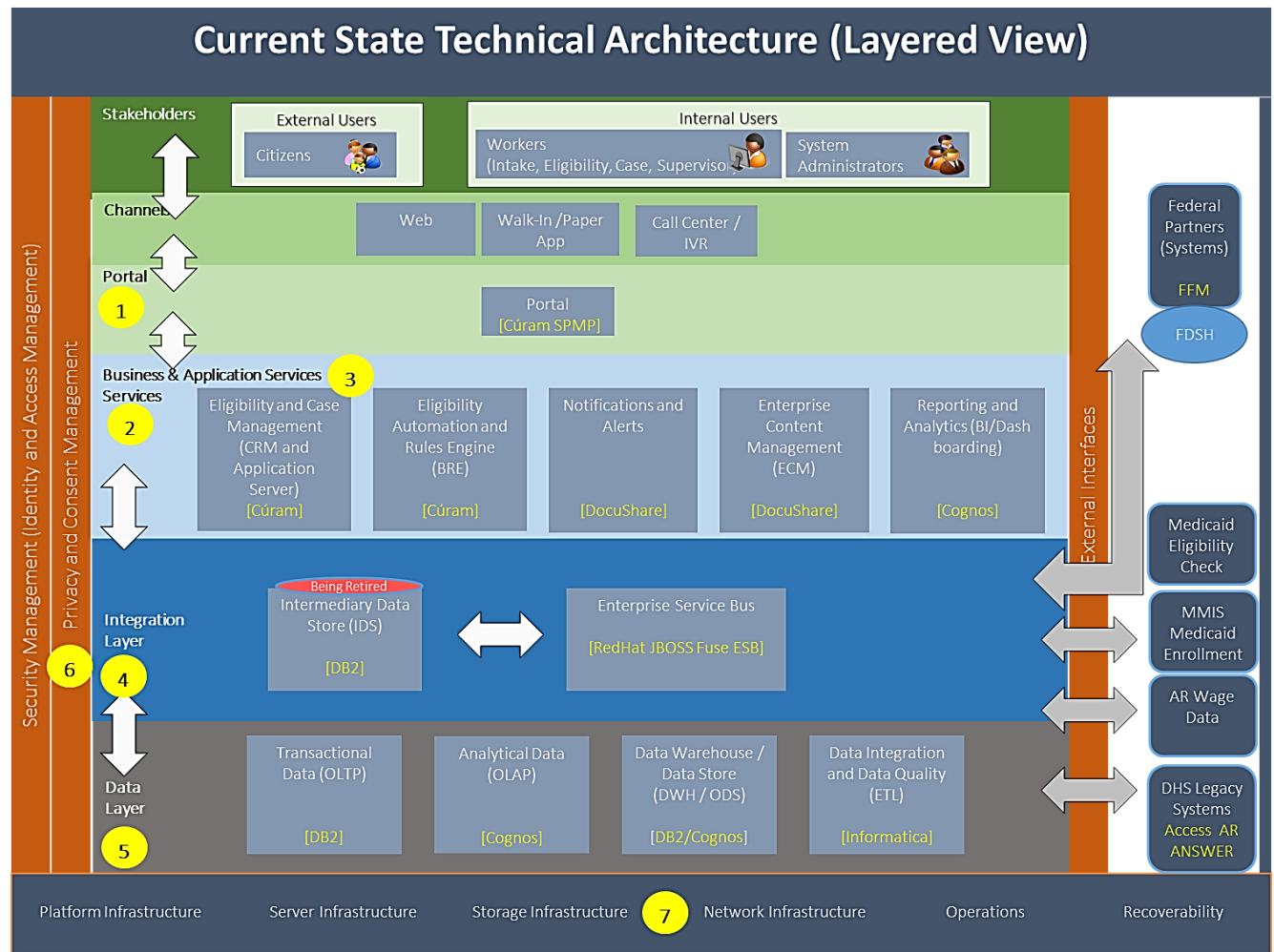
The following Table captures the current EEF Technology Stack.

Table 6.   **EEF Platform – Technology Stack**

Component	System Capabilities
IBM/Cúram – Health Care Reform Module (only MAGI Medicaid implemented)	■ Screening and Intake ■ Verification of Member Information ■ Eligibility Determination ■ Application Management ■ Case Management ■ Change in Circumstance Processing ■ Remote Identity Proofing ■ Notices
DocuShare	■ Content Management System
CA – Identity and Access Management	■ Identity Management ■ Access Control ■ Access Auditing
Guardium, Nagois, Ganglia	■ Database and System Monitoring

Component	System Capabilities
Informatica	■ Data Staging ■ Data Quality ■ Data Conversion and ETL
Cognos	■ BI ■ Reporting
Database	■ DB2
Redhat JBoss Fuse ESB	■ State Integration Hub Infrastructure

The following figure captures the current EEF Technology Stack and the existing interfaces.

Figure 8.   EEF Current State – Technology Stack
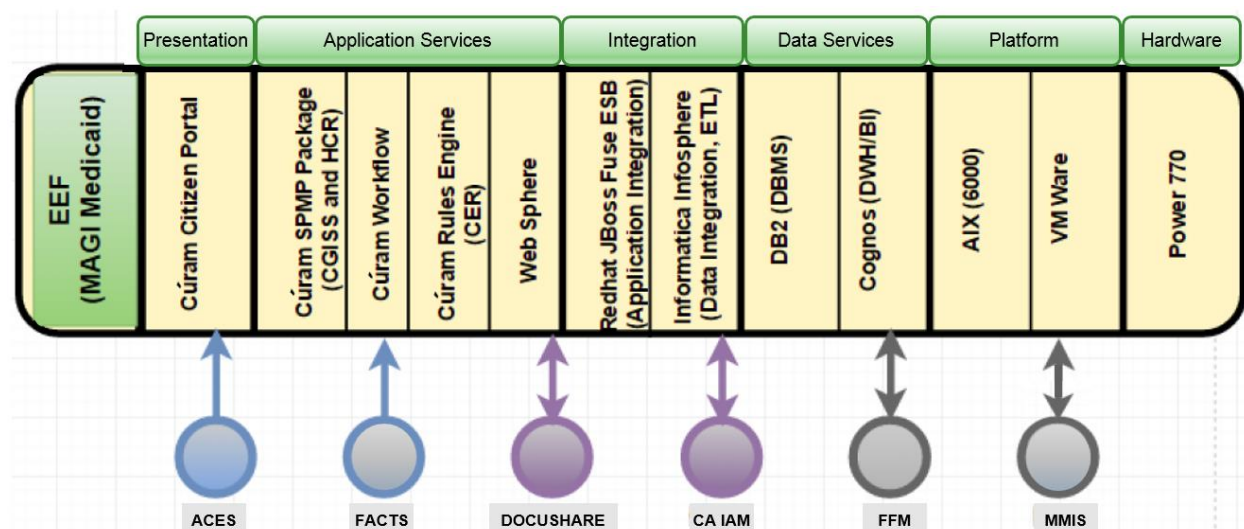
The current EEF solution runs on the following infrastructure components:

■ Operating System – AIX 6000

■ Database – DB2

■ Virtualization Platform – Power VM Ware

■ Server Hardware – Power 770

■ Datacenter and Hosting – DIS Data Center and hosting facilities in Little Rock

There are currently Six (6) SDLC Layers supporting the EEF System - Development, System Integration Test, User Acceptance Test, Staging, Production, and Disaster Recovery. These layers are currently comprised of 20 individual environments plus an additional 11 environments to support Application Operations, Data Conversion, Reporting, and Training needs. Additional technical details are provided in the Generalized System Design and other documents within the Procurement Library

3.3.2   Core Legacy Systems currently serving DHS needs

3.3.2.1   Core Legacy Mainframe Systems

The Core Mainframe systems use the CICS/COBOL/MVS architecture serving a wide array of users across various departments. These mainframe legacy systems average about 6.9 million online transactions per month (or 2 transactions per second). The majority of the systems are

available 24 hours a day and 7 days a week (except for 1-hour downtime once a week). Across all mainframe systems, approximately 380 batch jobs are run per day to support the various DHS activities.

- ◼ Arkansas Client Eligibility System (ACES) is a mainframe system that is comprised of 17 sub-systems servicing approximately 180,000 Medicaid clients and 25,000 TEA clients. This system interacts with the MMIS system to process eligibility information

  - ❑ The technology used is primarily mainframe CICS COBOL architecture and is comprised of approximately 120 online programs and 604 batch programs

  - ❑ The system accesses 19 IMS database segments along with over 100 Virtual Storage Access Method (VSAM) files

Figure 9.   ACES System and Interfaces
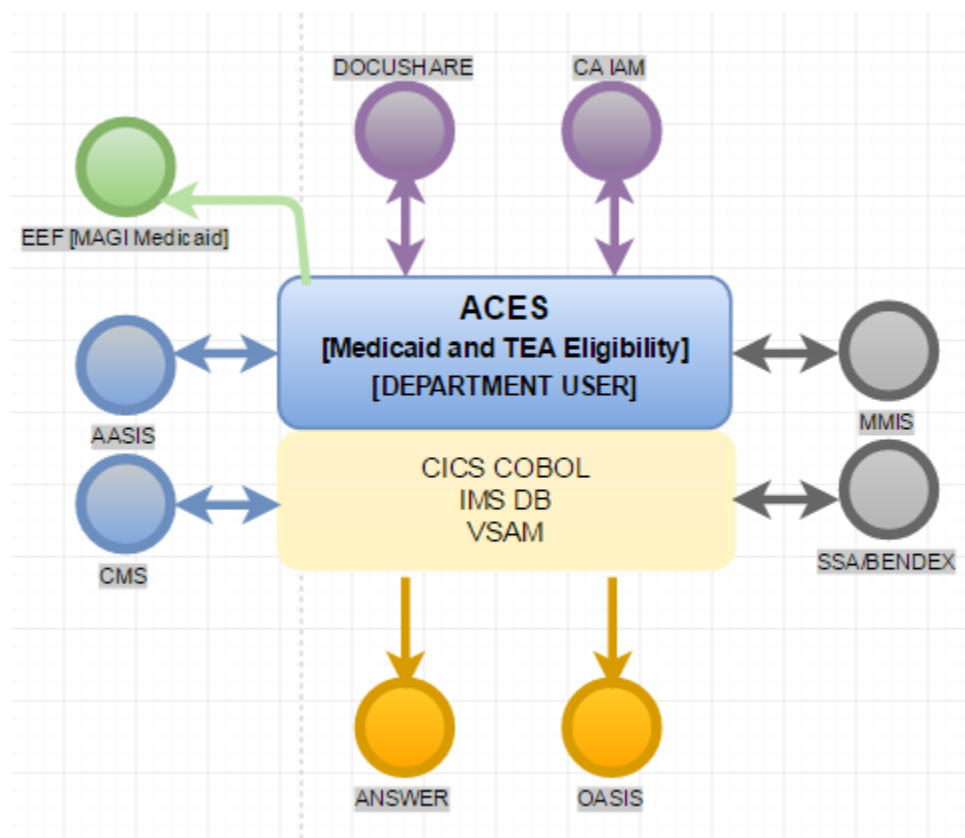
- ◼ Food Stamps System (FACTS) is a mainframe system that is comprised of 10 sub-systems serving approximately 106,000 clients. The system processes applications for SNAP benefits from the ANSWER system, issues monthly benefits and provides reporting.

  - ❑ The technology used is primarily mainframe CICS COBOL architecture and is comprised of approximately 80 online programs and 300 batch programs

  - ❑ The system accesses 4 IMS database segments along with over 50 Virtual Storage Access Method (VSAM) files.

  - ❑ FACTS interfaces with the following legacy systems

    - — ACES (Arkansas Client Eligibility System)

    - — SSI – Supplemental Security Income

— EBT – Electronic Benefits Transfer

— ANSWER – For Eligibility information

Figure 10. FACTS System and Interfaces
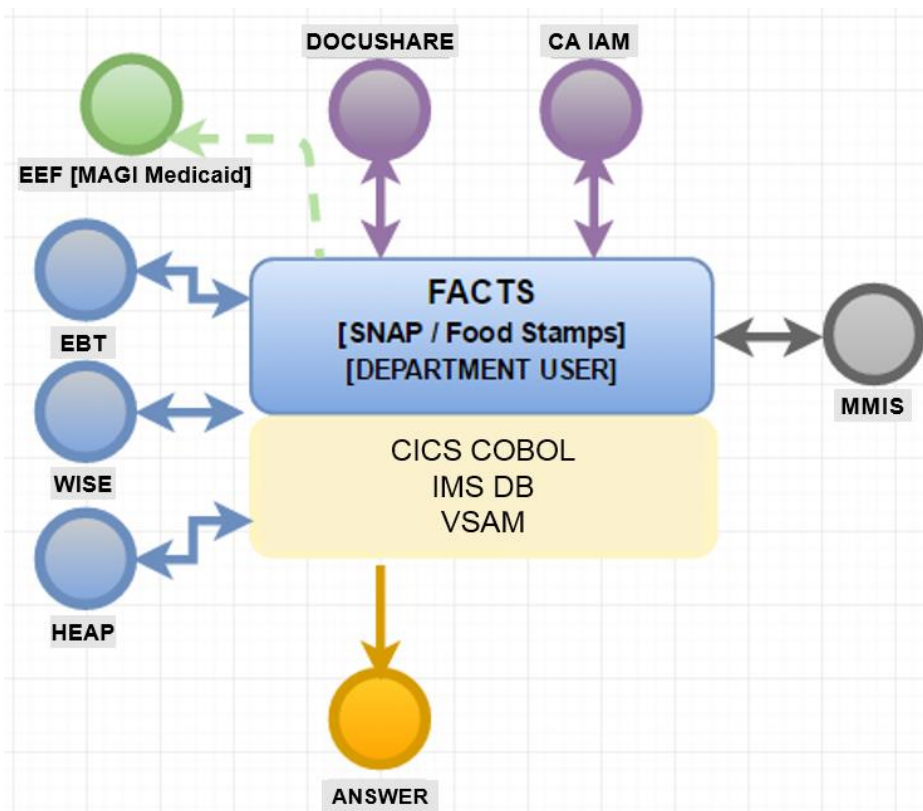
■ Development Disabilities Services System (DDS) is a mainframe system that is comprised of 14 sub-systems serving approximately 6,000 clients

❑ The technology used is primarily mainframe CICS COBOL architecture and is comprised of approximately 231 online programs and 187 batch programs

❑ The system has over 50 Virtual Storage Access Method (VSAM) files with 1.25 million records

■ Electronic Benefits Transfer (EBT) system is a sub-system of ACES for TEA benefits, the cash assistance program and Food Stamps benefits (SNAP)

❑ The technology used is primarily mainframe COBOL and MVS architecture using CICS and is comprised of 19 online programs and 20 batch programs

❑ The system accesses 22 IMS database segments along with about 11 Virtual Storage Access Method (VSAM) files

■ Work Incentive Service Eligibility (WISE) is a mainframe system comprised of 9 sub-systems. This system tracks the work type activities for TEA and/or Food Stamps program(s) enrollees

❑ The technology used is primarily mainframe COBOL and MVS architecture using CICS and is comprised of mainly 80 online programs and 132 batch programs

❑ The system accesses 29 IMS database segments along with about 75-100 Virtual Storage Access Method (VSAM) files

3.3.2.2   Core Client/Server Systems

The core Client/Server systems primarily use .Net framework (C#, VB.Net, VB6, SQL Server backend etc.) with some sprinkling of PowerBuilder and other Microsoft platform based tools to serve a wide array of users across various departments. The primary use of some of these Client/Server applications is to provide end user intermediary interfaces with legacy mainframe applications.

- Arkansas Networked System for Welfare, Eligibility and Reporting (ANSWER) is a Client/Server eligibility System that supports Medicaid, Transitional Employment Assistance (TEA) and Food Stamps Programs

  - ❏ The technology used is primarily PowerBuilder and .Net code with a SQL Server backend

  - ❏ ANSWER is a graphical front-end interface to the existing department's legacy systems that provides a single point of entry for the worker

  - ❏ ANSWER interfaces with the following legacy systems

    - ─ ACES (Arkansas Client Eligibility System)

    - ─ Food Stamps – SNAP program

    - ─ MMIS – Medicaid Management System

    - ─ AASIS – Statewide accounting System

Figure 11. ANSWER System and Interfaces
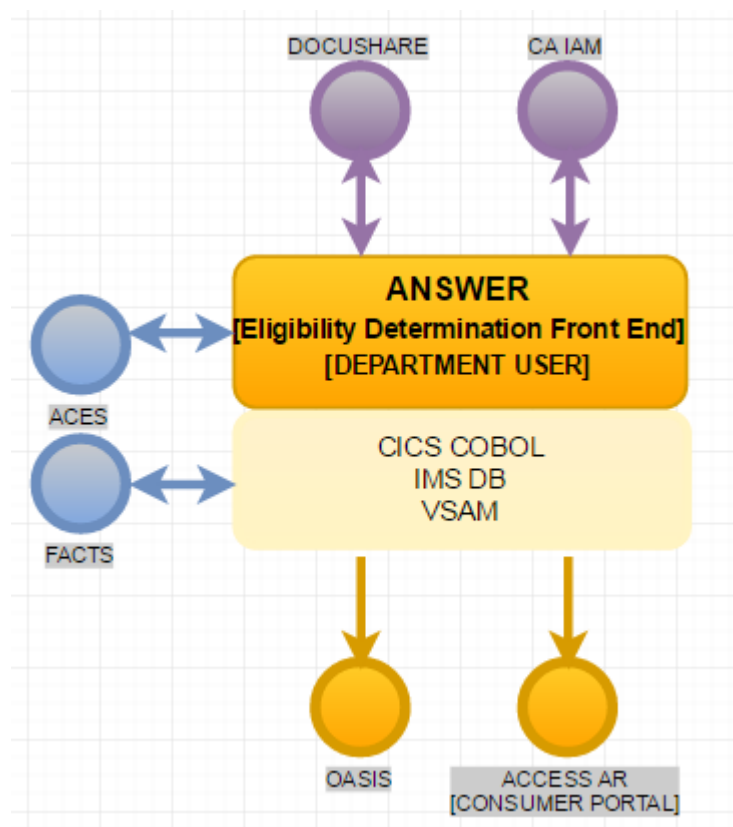
- Overpayment Accounting Services Information System (OASIS) is a Client/Server system. This system interfaces with other State and Federal revenue agencies to enable the recoupments of overpayments

❑ The technology used is primarily Client/Server architecture

❑ The system is written in Visual Basic with SQL Server DB backend

■ Child Reporting and Information System (CHRIS) is spawned from the Oklahoma KIDS system for SACWIS. CHRIS interfaces with both ANSWER (Eligibility) and OCSE (Child Support System)

❑ The technology used is primarily Client/Server architecture and runs the AIX operating system on an IBM RS6000 clustered Unix server

❑ However, the new development and enhancements are in .Net framework with a SQL Server DB

■ The Women, Infant and Children (WIC) program is managed via the SPIRIT System. This is a Client/Server system that is comprised of 4 sub-systems. This system provides financial assistance, creates vouchers, tracks payments and creates reports

❑ The technology used is primarily Client/Server with visual basic, ASP.Net and SQL Server

■ Child Care System (CCS) is a Client/Server system that is comprised of 7 sub-systems servicing approximately 2,500 clients. This system provides licensing of child care facilities, eligibility determination of applicants, and provider billing

❑ The technology used is primarily Visual basic, ASP.Net and SQL Server backend

❑ The sub-systems comprise of Child Care Licensing (CCL), Child Care Eligibility (CCE), Child Care Billing (CCB), Special Nutrition Program (SNP), Decision Support System (DSS), Exclusion and Rates

3.3.2.3 *Core Legacy System Interfaces*

The Table below provides a mapping of the primary applications with the internal interfaces.

Table 7.   Internal Application Interfaces

System	Department	Interfaces	Technology
EEF (Only MAGI Medicaid)	DCO	ANSWER, ACES, FACTS	N-Tier architecture using Cúram Platform and other COTS components
Access AR	DCO	ANSWER	Consumer Portal
ANSWER	DCO	ACES, FACTS, KIDCare	Client/Server
Child Care Reporting System (CHRIS)	DCCECE	KIDCare	Client/Server
Child Care Decision Support	DCCECE	CCE, SNP, CCL, CCB	Client/Server
OASIS	OFA	FNS, ANSWER, Fraud	Client/Server
Special Nutrition	DCCECE	AASIS, CCL	Client/Server
AASIS	OFA	CMS, ACES, CHRIS, SNP	Client/Server

Table 7. Internal Application Interfaces (continued)

System	Department	Interfaces	Technology
AASIS	OFA	CMS, ACES, CHRIS, SNP	Client/Server
ACES	DCO	MMIS, EBT, ESD, BENDEX, SSA, ANSWER, Child Support, Over Payment	Mainframe
CMS	DMS	MMIS, ACES, AASIS	Mainframe
DDS	DDS	MMIS	Mainframe
EBT	DCO	ACES, FACTS	Mainframe
FACTS (Food Stamp)	DCO	EBT, ESD, SSA, ANSWER	Mainframe
HEAP	DCO	FACTS	Mainframe
SSI	OFA	CHRIS	Mainframe
WISE	DCO	ACES, FACTS	Mainframe

3.3.3 Enterprise Data Warehouse (EDW) and Business Intelligence

The Arkansas Department of Human Services Data Warehouse (EDW) is a centralized repository consisting of over forty databases and ten thousand tables from across multiple DHS divisions and offices. EDW framework is based upon the Microsoft Business Intelligence stack utilizing: SQL Server 2012 databases; SQL Server Integration Services for ETL/file handling; SQL Server Reporting Services for report delivery and presentation. EDW performs disparate cross system analysis for clients, providers and program services, providing dashboards, scorecards, reporting and data exports for DHS staff for decision support, case analysis, client research, and vendor research. EDW provides financial analysis for DMS, in addition to anomaly and outlier identification for participating divisions. Data provisioning is provided via direct SQL queries, canned reports, and flat file exports. EDW coordinates over 140 SSIS packages and over 100 reports, with processing occurring daily and weekly depending on need and availability of data. The EDW utilizes MS SSRS and potentially SAS Visual Analytics in the future. The EDW utilizes approximately 6 TB of space with an expected growth of 100 GB/ year.

The new IE-BM application will either replace or enhance the current data feeds from EEF and provide data feed to DHS Data Warehouse as needed.

3.3.4 Overview of Current Infrastructure Landscape

DIS will provide and maintain all the required infrastructure for all environments as agreed to between the State and the Vendor as part of the final contract unless DHS decides to procure the optional hosting deliverable. If the Vendor chooses to include the optional hosting deliverable in their proposal, they should consider the age of the infrastructure currently supporting the EEF solution while developing a transition plan. A significant portion of the equipment was purchased 4 years ago (and will need to be refreshed during the project) and the other equipment was purchased 2 years ago.

3.3.4.1   Data Center and Hosting

The State prefers to keep most of the Data Center and hosting functions "in-house".

DHS has a small Data Center of networked, rack mounted servers using WINDOWS environment on premises in DHS' downtown Little Rock office complex. To improve data security, and provide for a greater level of operations infrastructure redundancy, DHS is in the process of moving mission critical servers to the Data Center operated by the Department of Information Systems (DIS).

DIS manages the State Data Center in a secure, 12,800 square feet environmentally controlled area. The data center is operational 24 hours a day, seven days a week, and 365 days a year in order to provide consistent availability of the State Data Center and the systems hosted on the data center floor. DIS currently offers data center and hosting services, including but not limited to Mainframe services, Windows, UNIX and Linux server hosting, enterprise data storage services, Exchange email and disaster recovery services.

DIS also manages a disaster recovery Data Center where the disaster recovery environment is currently hosted. This facility is also in Little Rock.

3.3.4.2   Network Infrastructure

The State will own and manage all of the network infrastructure as it does currently.

DHS' goal is to have all LAN-connected PCs and networking hardware monitored and managed remotely. The WAN communications protocol is TCP/IP.

- The DIS is responsible for all WAN issues
- It is DHS' intent for DIS to be also responsible for all LAN maintenance and operations

The Vendor's proposal should reflect the network infrastructure will be provided by the State.

3.3.5   Current IT Operations Support

DIS currently provides all infrastructure related IT operational support processes through its contractor, Clear Point. As part of the infrastructure support DHS provides service desk support, network and data center support, incident management, problem management and a host of other infrastructure support activities modeled around ITIL v3 framework. Currently DHS is responsible for all applications operations support.

OST manages and administers all operational processes for the applications. This includes items such as help desk, incident/problem management, change/release/configuration management, applications monitoring and performance management and capacity planning.

OST currently has installed and leverages industry leading tools to support their development and maintenance of applications. These include:

- JIRA for Help Desk and Defect Management
- Jenkins for deployment automation
- Subversion (SVN) for code versioning
- SharePoint for document management
- AutoSys for batch scheduling
- Rational Test Manager, Selenium to support testing efforts

The Vendor should refer to the Joint Operations Performance Manual (JOPM) as well as the Clear Point SOW provided as part of the Procurement Library to get a better understanding of the IT operational processes.

3.3.6 Current Related Initiatives/Projects

In addition to the IE-BM Project, DHS has the following ongoing initiatives/projects which will impact the current environment described above. Vendors should be aware of these projects and consider their impact on the IE-BM Project while developing their proposals.

3.3.6.1 Information Support Services (ISS) Procurement

DHS has had a longstanding relationship with the incumbent Information Support Services (ISS) vendor (the most recent contract was awarded in 2008). The ISS vendor provides maintenance and operations for all legacy applications with a few exceptions (e.g. MMIS and EEF applications). DHS is in the process of selecting a vendor to provide these services in the future. This will result in a new contract and may result in transitioning these services to a new vendor. The current plan is to have a transition (if required) complete by late-2017.

3.3.6.2 EEF On-Going Enhancements

Since it went live DHS has continually been upgrading EEF to address the critical issues that were not addressed during the initial implementation. Currently DHS considers the EEF solution a stable solution, however, DHS is enhancing the solution to address legislative needs and additional issues with the current implementation. The scope of the current release is still being finalized but it will primarily include:

- Support for new legislation which includes:
  - ❑ Changing the income eligibility requirement from 133% of Federal Poverty Level (FPL)
  - ❑ Supporting work requirements. This includes functionality such as identifying those who are excepted from the requirement, providing a user interface to allow clients to provide specific information, allowing DHS to review/approve information received, track who has submitted information and apply rules to disqualified clients based on business rules
  - ❑ Migrate Arkansas to an Assessment State
  - ❑ Adjusting eligibility rules to better accommodate employer sponsored insurance programs
- Improved interfacing between ANSWERS, EEF and MMIS to minimize the opportunity for duplicate records to be created in the MMIS. This includes a feed from ANSWERS to EEF and a single feed to the MMIS from EEF
- Support for and integration with Social Security (migrating functionality out of ANSWERS)
- Additional back-end enhancements to improve integration between systems and data management (e.g. support a family identifier, creating error files to support reconciliation)

This will be further refined over the upcoming weeks and Arkansas will provide the Statement of Work once it is finalized.

3.3.6.3   Medicaid Management Information System Replacement

The DHS MMIS system is currently managed by HP. The MMIS system in itself will be outside the scope of this procurement, however, there is an initiative to replace the current MMIS system. The Vendor (this RFP) **must** coordinate and cooperate with the MMIS vendor or other vendors as required to support the design and implementation of interfaces to support end-to-end process integration.

There are many interfaces that send and receive data between the current legacy systems and the MMIS system. The following are some of the core legacy systems that have interfaces to MMIS:

- ACES
- ANSWER
- SNAP
- EBT

3.3.6.4   DIS' Enterprise Data Warehouse/Business Intelligence Effort

DIS is in the early stages of developing a Statewide data warehousing strategy including centralizing some capabilities under DIS while following a federated model for other capabilities.

3.3.6.5   DIS' Enterprise Systems Operations Effort

DHS has migrated infrastructure operations support to DIS. There is also a Statewide initiative to centralize applications operations activities including:

- Help Desk Services (e.g. Service Desk)
- IT Operations process support (e.g. incident management, change/release/configuration management)
- Application Operations Services (e.g. job scheduling)

As stated elsewhere in this RFP, the Vendor will need to integrate into DHS' operational processes. This initiative will result in the Vendor integrating into the DIS processes rather than the ISS Vendor's (DHS') processes or supporting the transition during the contract period.

3.4   IE-BM Engagement Overview

DHS has structured the scope of this engagement to ensure the Vendor is responsible for managing the legacy EEF system and the future system (IE-BM Solution) to help minimize the inherent risks associated with a project of this magnitude and complexity.

Through this procurement, DHS will contract with a Vendor to migrate DHS' technology which supports program eligibility from a program-centric to an integrated approach. The Vendor will be responsible for two major areas:

- Implement the IE-BM Solution/Manage the IE-BM Project – This project will result in a solution that supports eligibility for multiple programs (level of support varies by program) including Medicaid/CHIP, SNAP, E&T, LIHEAP, Child Care Assistance, TANF/TEA, WIC and Veterans Services (see Section 3.5.1 for further details), an enterprise platform and architecture and the retirement of multiple legacy systems. The IE-BM Vendor will be responsible for the DDI of the application, while the State of Arkansas will provide the infrastructure (unless the optional Hosted Private Cloud Service is purchased)

■ Providing M&O Services – From the inception of the Contract the Vendor will be responsible for providing M&O services for the EEF solution. The Vendor will also be responsible for M&O and support of all functionality implemented as part of the IE-BM Solution. The IE-BM Vendor will be responsible for the support of the application, while the State of Arkansas will support the infrastructure (unless the optional Hosted Private Cloud Service is purchased).

Through its response to this RFP, the Vendor is expected to demonstrate an approach and solution that will:

■ Be flexible, robust and interoperable to meet the DHS IE-BM needs of the State

■ Fit within the State's IE-BM vision of providing person-centric access and services to its population, and

■ Align with the State's enterprise approach to technology for Arkansas human services programs and for the benefit of individuals and populations receiving these services

3.4.1   IE-BM Project Overview

The Vendor will be responsible for leading the project to implement the IE-BM Solution. Section 3.5 defines the Solution that must be implemented, Section 3.7 includes the Implementation Statement of Work which outlines the tasks the Vendor must perform and the deliverables the Vendor must produce. These sections, along with Template T-6 — Functional RTM, T-8 — Technical RTM, and Template T-10 — Implementation RTM define the scope of the Solution to be developed and the approach the Vendor shall follow.

The Vendor shall define the Scope of Work and deliverables related to required effort and enhancements to the legacy eligibility systems, and work with State of Arkansas's Information Support Services vendor to perform the required services, including the final retirements of Eligibility Determination and Benefit Management functionality on the legacy systems.

During the life of the IE-BM Design, Development, and Implementation (DDI) project, the migration effort may result in new integrations between the legacy application(s) and the new application (e.g. ANSWERS and the new IE-BM System), and will require the development of new interfaces to support a phased development approach and eventual retirement of applications that will be replaced by the IE-BM Systems. The IE-BM Vendor will not be responsible for DDI activities on any legacy systems (except EEF, which the IE-BM Vendor will be supporting), however they will be responsible for specifying the output required from the legacy system, all activities on the IE-BM System interface development and be held accountable for the interface supporting the business process once in production.

Below is a detailed anticipated break down of roles and responsibilities between the IE-BM Vendor and DHS/other DHS vendors with regards to legacy eligibility applications (non EEF):

Table 8.   Application Retirement Roles and Responsibilities

Functional Area	DHS/Other DHS Vendors	IE-BM Vendor
Status Quo Standard Operating Procedure	Continue maintaining and operating the legacy applications including change/release management and issue management	Accountable for ensuring the integration between applications function correctly and no data related issues (e.g. duplicate records, data incompatibility) arise; responsible for triaging and resolving any integration related issues

Legacy Rationalization Requirements	Collaborating with the Modernization Vendor (i.e. IE-BM) to help identify detailed functional specifications	Developing detailed functional specifications and for any enhancements to the legacy systems required by the IE-BM project
Legacy Rationalization Execution	Building enhancements and testing to support the deployment of replacement solution, assist with data conversion, perform all tasks related to enabling the retirement of legacy system, including building of new tactical solutions on alternate platforms, and ensure the new solution can function as specified intended	Responsible for ensuring the success of the project(s) to be performed by DHS (or its vendors) including all activities required to retire the legacy application
Legacy Retirement	Responsible for making any modifications required to retire any legacy applications according to the functional specifications	Manage/coordinate all activities required to retire the application and be the single accountable entity that ensures the success of the overall rationalization effort, including successful retirements of the legacy system

The Vendor must, at a minimum, coordinate with the ISS vendor to ensure data from ACES, FACTS, ANSWER and Access AR is integrated into the IE-BM Solution. The Vendor will be responsible for end-to-end integration both within the IE-BM Solution and with external systems.

3.4.2   Maintenance and Operations Overview

DHS understands the complexities of coordinating applications support and ensuring the applications work seamlessly together, particularly when technology is being replaced/retired. DHS has structured the M&O scope to minimize the risks and ensure clear responsibilities between vendors. These responsibilities are outlined in section 3.8.2.

Upon Contract execution the Vendor will commence the process of taking ownership of EEF maintenance and operations. The Vendor will provide M&O services for the EEF solution until it transforms to become a part of the IE-BM Solution or is retired. The Vendor will continue providing M&O services for the IE-BM Solution until the contract expires or optional services are not renewed.

The M&O responsibilities are captured in Section 3.8 and the requirements are captured in Template T-12 — Maintenance and Operations RTM.

3.5   IE-BM System Overview

A major component of the IE-BM Engagement is to perform the tasks required to implement the IE-BM System. The State is interested in a best value Proposal. This may result from leveraging some or all of the EEF solution (mandatory and preferred technologies are listed in Figure 15) or proposing a solution that replaces the EEF solution in its entirety. This section describes the requirements of the IE-BM Solution, from a functional, architecture and a technical perspective, which helps define the IE-BM Project.

3.5.1   IE-BM System Functional Scope

DHS used a rigorous and disciplined process to complete a comprehensive Business Process Analysis (BPA) (included in the Procurement Library) that documents the target, "to-be" state of the IE-BM business processes. The BPA details a "to-be" state that would fulfill all business

requirements, enhance the client experience, improve operational effectiveness and efficiency, align DHS' In-scope programs' model of practice and, most importantly, enable all of DHS to fulfill its vision.

The BPA includes a set of "to-be" business process diagrams (i.e., Workflows) and functional Use Cases which describe the roles and activities of the System users and the functionality that must be provided by the envisioned Solution. These Use Cases then provided the foundation for the Functional Requirements of the Solution. The Life of the Case Methodology™ was leveraged to develop the process flows. The figure below graphically captures the generic framework that depicts in sequential order all of the business functionality throughout the Life of the Case (Access/Intake, Benefits Management, and Eligibility Review).

Figure 12. IE-BM Key Business Functionality
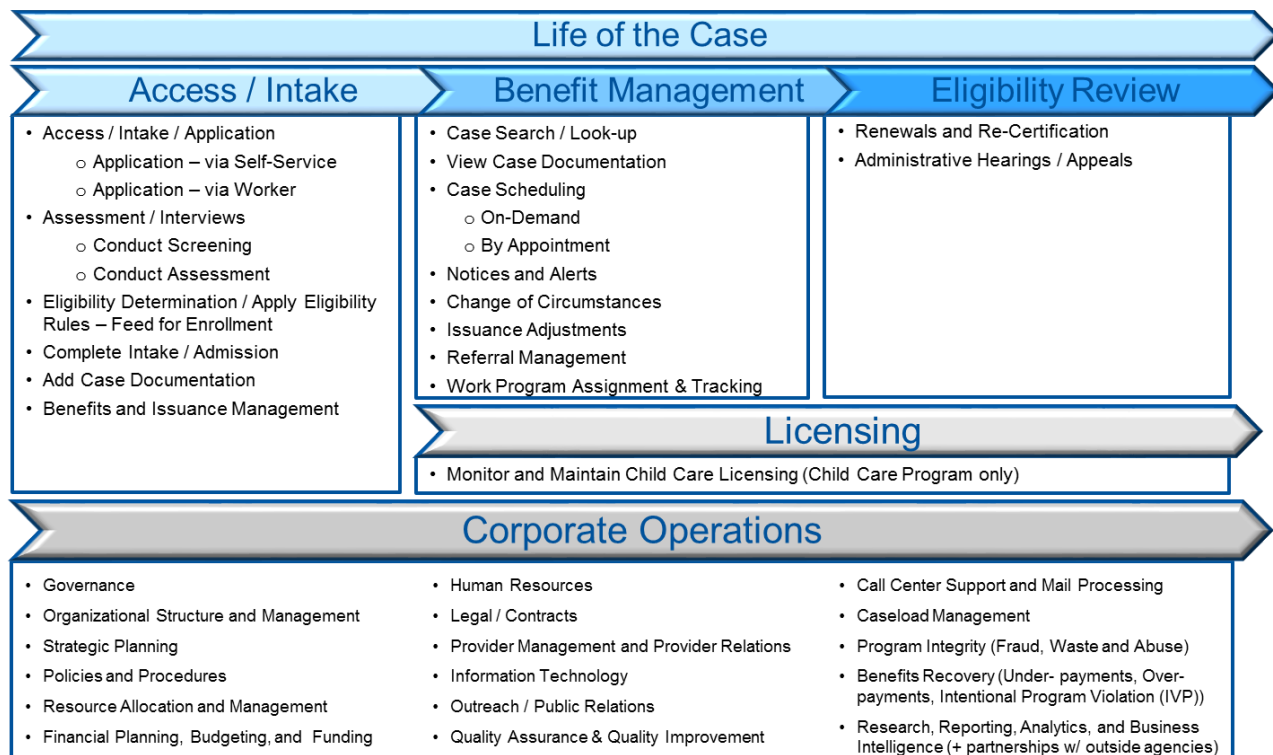
3.5.1.1 *Overview of Programs and Capabilities In-Scope*

Below are the programs and capabilities that have been identified as in-scope for the IE-BM Solution.

- **Medicaid/CHIP** – For Medicaid MAGI; Medicaid; Medicaid Expansion (Arkansas Works) and CHIP, the IE-BM Solution will support an integrated application approach for Screening, Application, and Determination of Eligibility. The eligible Clients' information will then be fed to the MMIS to complete enrollment and support member management and claiming processes. The IE-BM Solution will support redetermination and change of circumstance and will support work requirements (optional deliverable).

- **SNAP** – For the Supplemental Nutrition Assistance Program, the IE-BM Solution will support an integrated application approach for Screening, Application, and Determination of Eligibility. The client's eligibility information will be maintained through the Benefits Management functionality of the IE-BM Solution and benefit issuance will be provided through the Electronic Benefit Transfer (EBT) vendor solution (not IE-BM). The IE-BM Solution will support re-certification and change of circumstance.

■ **Employment and Training (E&T)** – For those Client's identified as mandatory or voluntary for E&T participation, the IE-BM Solution will support the identification and feed of their information to the SNAP E&T Vendors who manage the program. The IE-BM Solution will support redetermination of participation eligibility and change of circumstance. The IE-BM Solution will not support E&T case management requirements. The IE-BM Solution will also have the capability to receive the information required to administer benefits programs from the E&T vendors, such as Clients who are not in compliance with the E&T Program participation requirements (and therefore may no longer be eligible for SNAP benefits).

■ *LIHEAP* – The IE-BM Solution will include identifying clients during the pre-screening process in need of the Low Income Home Energy Assistance Program benefits. Clients will be provided a list of Community Action Agencies who they could contact to complete the eligibility determination and enrollment process. Case management for LIHEAP is not in-scope for IE-BM.

■ *Child Care Assistance* – The IE-BM Solution will support screening and the collection of application information for Child Care. Client information will be provided to the TEA/TANF system for eligibility determination and enrollment. Case management for Child Care is not in-scope for IE-BM.

■ *TANF/TEA* – For TANF/TEA, the IE-BM Solution will support an integrated application approach for screening, application, determination of eligibility. The Client's information will then be provided to the DWS case management system. The IE-BM Solution will support redetermination and change of circumstance. Case management for TANF/TEA is not in-scope for IE-BM.

■ *WIC* – For the WIC Program, the IE-BM Solution's integrated application approach will be an additional application channel and will support the screening, application, and first phase of determination of Eligibility for WIC. Client information will be provided to the Public Health WIC Clinic Management Information System (Currently SPIRIT).

  ❑ The IE-BM Solution will not support the final determination for WIC as this is part of the WIC Certification process and requires additional assessment by WIC staff.

  ❑ Case management for WIC is not in-scope for IE-BM.

■ *Child Support Enforcement (CSE)* – The IE-BM integrated application approach will include specific questions, developed by the CSE program, in the application regarding the voluntary or mandatory need for CSE program and services. Case management for CSE is not in-scope for IE-BM.

■ *Veteran's Services* – The IE-BM integrated application approach will be an additional channel to identify potential eligible veterans for Arkansas VA benefits. Management of the program waitlist and case management will be the responsibility of the VA program and outside the scope of IE-BM.

In addition to supporting the specific programs listed above, the IE-BM Solution effort will include "Cross Program" functionality across the various departments:

■ **Business Intelligence and Analytics** environment required for DHS and the State to report and analyze the IE-BM data. Additionally, the IE-BM Solution will provide additive robust business intelligence, reporting and analytical capabilities through leveraging State's data warehousing solution(s) and current business intelligence tools and mechanisms. This enhanced business intelligence and analytical capabilities will support reporting and analytics around DHS predictive and performance analytics and program integrity (fraud, waste and abuse) and performance and predictive analytics as identified by the Visioning Workgroup.

- Quality Control to support the audit of eligibility decisions in compliance with the applicable Federal oversight agency

3.5.1.2   Functional Requirements Overview

Table 9.   IE-BM Solution Programs and Functionality In-scope

Program	Pre-Screen	Application Data	Eligibility	Enrollment[4]	Benefit Management	Case Management	Redetermination	Change of Circumstance	Client Overpayment Tracking
Medicaid/CHIP	X	X	X				X	X	X
Arkansas Works	X	X	X				X	X	
SNAP	X	X	X		X[3]	[5]	X	X	X
LIHEAP	X								
Child Care	X	X							
TEA	X	X	X		X[3]	[5]	X	X	X
WIC	X	X	X[1]					X[2]	
Child Support	X	X							
Veteran's Services	X	X							

1. The IE-BM System will provide the Applicant a determination of the first phase of eligibility. For full certification, the Applicant must be referred to ADH.

2. ADH will periodically provide the IE-BM System with a file containing all currently certified WIC clients. For those known to IE-BM, all change of circumstances will be coordinated with the ADH WIC System (currently SPIRIT).

3. Benefit calculation and issuance for SNAP and TEA is managed by the IE-BM and delivered by a third-party EBT vendor

4. Enrollment in specific programs or with providers is currently outside the scope of the IE-BM (however, for Medicaid the IE-BM Solution will assess eligibility for specific Medicaid programs)

5. Case Management (for E&T and TANF/TEA) — The IE-BM Solution will integrate with the E&T and TANF/TEA case management solutions (both providing eligible client information to the case management systems and receiving updates from them) and these external systems will provide the required case management support.

Note: It is likely the State of Arkansas will pass legislation to require certain Medicaid recipients to meet specific work requirements and other minor functional changes during this project. As the scope of these requirements is still uncertain, it has not been included in this document. This could be added to the project during execution. Refer to the Procurement Library for the most up to date information regarding enhancements to the current system.

The Vendor must understand and provide the most effective and efficient approach to meeting each Functional Requirement for the requested Solution. The Vendor shall provide the State with an IE-BM System that contains, at a minimum, the functional groupings described below (Template T-6 — Functional RTM has a detailed listing of the functional requirements):

- FR1 -   General Requirements

- FR2 -   Pre-Screening Requirements

- FR3 -   Integrated Eligibility Application Requirements

- FR4 -   Interview Requirements

- FR5 - Documentation Requirements

- FR6 - Eligibility Determination/Spend-Down Requirements

- FR7 - Benefit Issuance Requirements

- FR8 - Redetermination/Semi-Annual Reporting Requirements

- FR9 - Client Change Requirements

- FR10 - Medical Review Team Requirements

- FR11 - Overpayment, Audits and Appeals Requirements

- FR12 - Appointment and Caseload Management Requirements

- FR13 - Reporting and Business Intelligence (BI)

3.5.1.3 *IE-BM System – Systems to be Retired*

It is DHS' vision that the IE-BM Project will impact the various existing legacy systems both directly and indirectly. To minimize ongoing costs, DHS would prefer to retire the legacy systems as early in the project as possible.

As part of the IE-BM Project, the Vendor must retire the directly impacted legacy systems. DHS envisions the data interfaces with those indirectly impacted legacy systems to be built through the State Hub which will provide an integrated DHS enterprise experience to all the affected stakeholders including Program Participants, State Staff and Administrators. Although this is not part of the IE-BM Project scope, the IE-BM Solution must be architected to support these migrations in the future.

The following section details the core systems that DHS assumes will be retired as part of the IE-BM Project (note: if the Vendor's proposal includes replacing EEF rather than leveraging it as part of the IE-BM Solution, the Vendor will also be responsible for retiring the EEF Solution). Mandatory technology is listed in Figure 15 of this RFP.

3.5.1.3.1 *Core Mainframe Systems*

With the implementation of IE-BM System (this RFP), DHS assumes that the following systems will be completely retired without duplication of data and functionality (note: Duplication of data or functionality will lead to data integrity issues and additional effort needed to reconcile data in addition to causing confusion on functionality).

- Arkansas Client Eligibility System (ACES) is a mainframe system that is comprised of 17 sub-systems servicing approximately 180,000 Medicaid clients and 25,000 TEA clients. This system interacts with the MMIS system to process eligibility information

  - ❑ Determines eligibility for TEA

  - ❑ Provides Case Mgmt. For 300,000+ clients

  - ❑ Provides reports to satisfy Federal & State requirements

  - ❑ Provides Photo IDs for Medicaid clients

  - ❑ Provides Benefit Issuance through EBT

- Food Stamps System (FACTS) is a mainframe system that is comprised of 10 sub-systems serving approximately 106,000 clients. The system processes applications for Food Stamps from the ANSWER system, issues monthly benefits, and provides reporting.

  - ❑ Determines Food Stamp eligibility

❑ Manages 100,000+ current Food Stamp cases

❑ Provides and updates data for EBT

❑ Provides reports to satisfy Federal & State requirements

3.5.1.3.2 *Core Client/Server Systems*

With the implementation of IE-BM System (this RFP), DHS assumes that the following systems will either be completely retired without duplication of data and/or functionality (note: Duplication of data or functionality will lead to data integrity issues and additional effort needed to reconcile data in addition to causing confusion on functionality)..

■ Arkansas Networked System for Welfare, Eligibility and Reporting (ANSWER) is a Client/Server Eligibility System that supports Medicaid, Transitional Employment Assistance (TEA) and Food Stamps Programs

❑ Processes client information to determine eligibility for the TANF, Food Stamps and Medicaid programs

■ Access AR is the Consumer Portal which interacts with the ANSWER system to provide an online entry point for all participants

3.5.2 IE-BM System Architecture

To address the functional needs of the IE-BM Solution discussed above, DHS is adopting an enterprise approach to technology investments that will target and enable both the Federal and State's agenda for provision of integrated health and human services, and the technology necessary to move the DHS into the future. DHS believes that an enterprise approach to Information Technology (IT) investments places emphasis on establishing a set of standards for the hardware, software, interoperability, data governance, management & operations and hosting of the technical solutions supporting the enterprise's business operations. Mandatory and preferred technologies are listed in Figure 15.

Figure 13. Integrated HHS Platform Approach
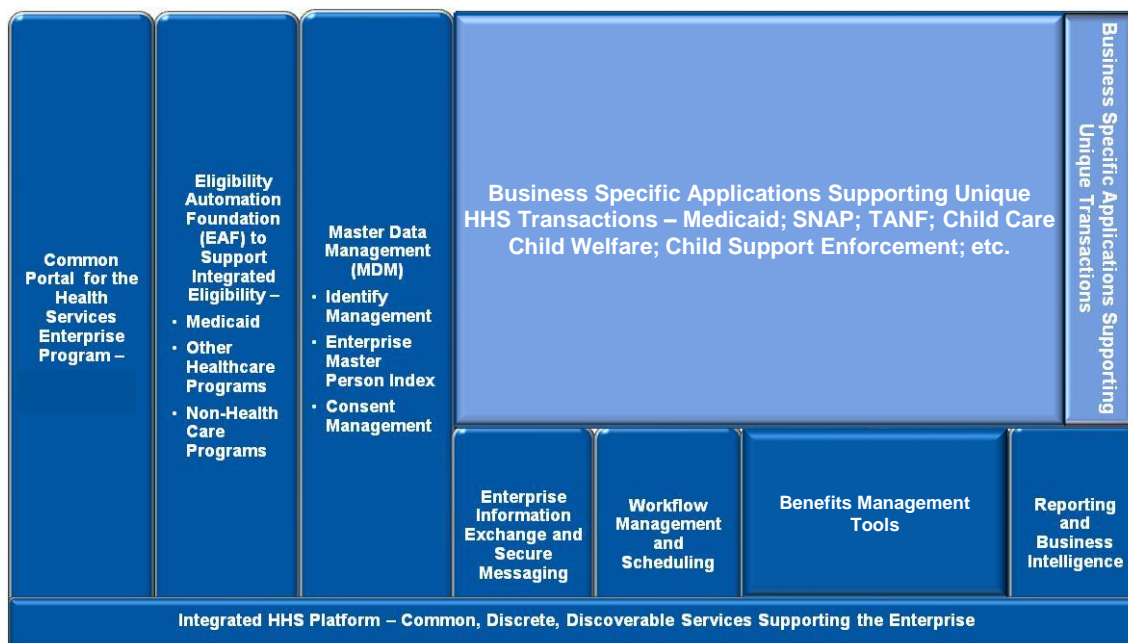
The goal of DHS leadership is to identify and establish Enterprise Business and Technical Standards, as well as a Shared Enterprise Platform which includes the establishment of IT

standards and a common Enterprise Platform of discrete discoverable SOA components (these are run-time components) that provide common business and technical functions or services that can be used by various business units. DHS began an incremental enterprise modernization initiative to procure and install essential components of DHS next generation software infrastructure and foundation. DHS has already started on this vision of building a future solution based on highly configurable and proven COTS products that are fully service oriented in their architectural design and are capable of fully integrating all DHS programs, as well as relevant programs from other departments, into one reusable and scalable platform.

3.5.2.1   IE-BM System Preferred Technical and Application Architecture Guidelines

It is DHS' intention to build the new Integrated Eligibility and Benefit Management to serve as the Enterprise core which aligns DHS with the vision defined by the State leadership. The strategic goal of the organization is to migrate all core legacy applications to the IE-BM Enterprise Platform.

As such, AR DHS has performed the initial assessment of how the components currently implemented at DHS will best support the functionality of the IE-BM Solution.

To this end DHS is communicating its preferred Technical and Application Architecture guidelines along with a Generalized Systems Design (GSD) approach that would optimize Total Cost of Ownership (TCO) to Arkansas. Mandatory and preferred technologies are listed in Figure 15.

3.5.2.2   IE-BM Platform – Solution Architecture Capabilities Envisioned

DHS' preference is for the Vendor to leverage the current investments made in the EEF Platform Infrastructure (and other DHS technologies) to build out the IE-BM Solution to the extent possible. With this in mind, DHS has categorized its preference for each of the components where significant investments have already been made. However, the Vendors are encouraged to propose best value solutions irrespective of the existing COTS applications and infrastructure, with appropriate infrastructure. Mandatory and preferred technologies are listed in Figure 15.

DHS envisions that the architecture solution component layers that together will support the enterprise capabilities for the IE-BM Platform fall under one of the following seven layers. Each architectural layer consists of one or more components.

1. Presentation Layer
    I.   Horizontal Portal
    II.   Vertical Portal
2. Business Services Layer
    I.   Case Management functionality
    II.   Notifications and Alerts functionality
3. Application Infrastructure Services Layer
    I.   Business Rules Engine (BRE)
    II.   Work Flow and Business Process Management System (BPMS)
    III.   Enterprise Content Management (ECM)
    IV.   Application Server

4. Enterprise Integration Layer (State Hub)
   I. Enterprise Service Bus (ESB)
   II. Data Integration, Quality and ETL (Extract, Transform and Load)
   III. Master Data Management (MDM)

5. Data Layer
   I. Online Transaction Processing (OLTP) and RDBMS
   II. Online Analytical Processing (OLAP) and Business Intelligence (BI)

6. Security, Privacy, and Consent
   I. Identity and Access Management
   II. Privacy and Consent

7. Platform and Infrastructure
   I. Platform
   II. Virtualization
   III. Server Hardware
   IV. Data Center and Hosting
   V. Network Architecture

The following figure provides the full menu of capabilities envisioned for the IE-BM Enterprise Platform across each of the seven layers.

Figure 14.   IE-BM Solution Architecture – Capabilities Envisioned
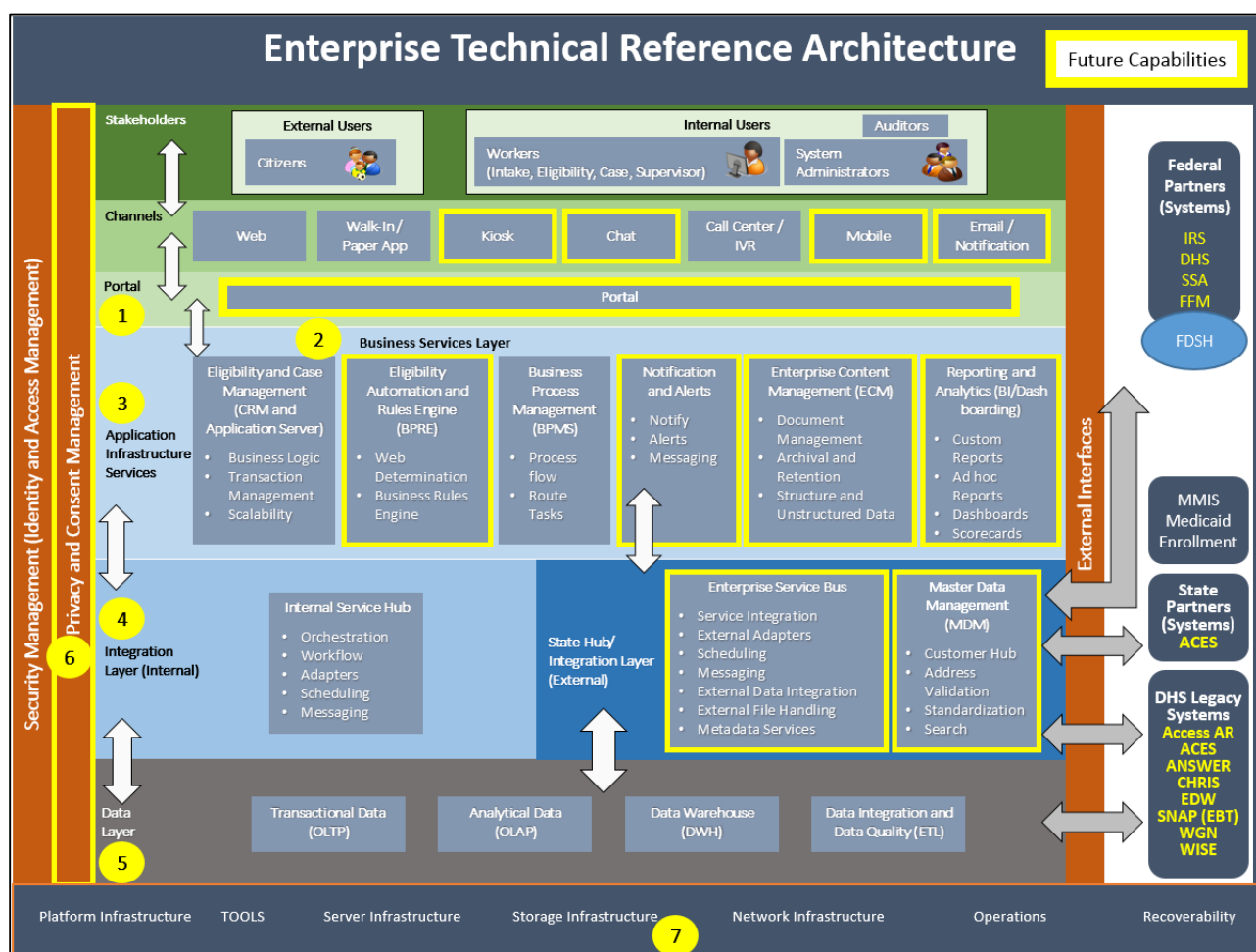
For additional details, see the Generalized System Design document in the Procurement Library.

3.5.2.3   IE-BM Solution – Summary of Current Component Architecture with State of Arkansas Preferences

The IE-BM Solution shall not only integrate into their current architecture but also establish additional shared components and standard technologies for the enterprise. As such, DHS has identified and categorized the various components under each of the seven layers as "Mandatory", "Preferred", or "No Preference". Wherever it is not explicitly denoted as either "Mandatory" or "Preferred", it shall be understood that DHS doesn't currently have any preference in this category and the Vendor can propose any solution component they would deem fit.

It is important for the Vendor to note that, although DHS has provided their preferences in the interests of taking advantage of the existing investments made, the Vendor is encouraged to provide the best solution fit for all components being proposed, except where they are deemed as "Mandatory", as long as they can provide an appropriate justification that the suggested solution fulfills all the requirements set forth in this RFP and that the overall TCO is less than or equal to the preference being recommended for the lifecycle of the Solution.

For a variety of reasons, DHS has a preference that the Solution be on premise rather than a cloud solution. However, DHS is considering having the vendor host the solution. Vendors who,

offer a hosting service in addition to providing an on premise solution, are encouraged to respond to the optional private hosting deliverable.

Figure 15. IE-BM Solution Architecture – Component Architecture Summary and Preferences

Section #	Technical Solution Component	DHS Preferred Technology and Preference Level [**Mandatory**, **Preferred**, No Preference]
T1	**Presentation Layer**	
T1.1	Portal	No Preference
T2	**Business Component Layer (Requirements for these are found in the Functional RTM)**	
T2.1	CRM/ Case Management Solution	No Preference
T2.2	Notifications and Alerts Functionality	No Preference
T3	**Application Infrastructure Services Layer**	
T3.1	Business Rules Management Engine / BRE	No Preference
T3.2	Workflow, Business Process Management / BPM	No Preference
T3.3	Enterprise Content Management / ECM	**Xerox DocuShare (Preferred)**
T3.4	Application Server	**WebSphere Application Server (Preferred)**
T4	**Integration Services Layer (Proposed State Hub Architectural Components)**	
T4.1	Application Integration and Enterprise Service Bus (ESB)	On premise ESB - No preference **iPaaS - Informatica (Preferred)**
T4.2	Data Integration, Quality and ETL (Extract, Transform and Load)	**Informatica or IBM Infosphere Data Stage (Preferred)**
T4.3	MDM (Master Data Management)	**Informatica or IBM Infosphere Initiate (Preferred)**
T5	**Data Services Layer**	
T5.1	DBMS	**DB2 or SQL Server (Preferred)**
T5.2	Business Intelligence (BI)	**Cognos or Business Objects (Preferred)**
T6	**Security and Privacy Layer**	
T6.1	IAM (Identity and Access Management)	**CA IAM (Preferred)**
T6.2	Privacy and Consent	No Preference
T7	**Infrastructure Layer**	
T7.1	Platform	**Windows, Linux, AIX (Mandatory)**
T7.2	Virtualization	**Power VM, VMWare (Preferred)**
T7.3	Server Infrastructure	**Power 770, Linux, Wintel Servers (Preferred)**
T7.4	Data Center / Hosting Infrastructure	**DIS Hosting Facilities in Little Rock (Mandatory)**
T7.5	Network Infrastructure	**DIS Network Infrastructure (Mandatory)**
T7.6	Development, Operations and Support Tools	**Wiley for Application Monitoring; Nagios and Ganglia for infrastructure monitoring (Preferred)**

Note: DHS' preferences for tools to support the DDI and M&O activities are captured in Section 3.6.6.

For additional details, see the IE-BM Generalized System Design document in the Procurement Library.

The Vendor shall implement a State Hub as part of their Architecture and Design to facilitate enterprise level application integration, data sharing, and a platform for publishing and consumption of technical and business services. This includes creation of an Enterprise Service Bus (ESB) and supporting SOA infrastructure to facilitate application and data integration, as well as publishing of business and technical services such as content management services, security services (enabled through the CA IDM), and master data management related services enabled by the Vendor's proposed MDM platform.

The Vendor's Solution must include the design and implementation of a Master Client Index (MCI) built on the existing data sources which are designated as part of IE-BM scope. MCI must be designed and implemented as an independent module and be accessible through the Enterprise Service Bus by other systems. The MCI must act as a single source of truth for all master Client information, and be able to provide updates to any of the master data elements to some or all subscribing systems. The MDM solution used in the implementation of the MCI must also be able to act as an index or pointer to all systems that may contain any information about a DHS client, thereby enabling a hybrid MDM architecture approach and design. The MDM solution must also be able to support both deterministic and probabilistic matching of clients among the subscribing systems. The Client Index must have an easily navigable GUI with appropriate access controls built in for authorized DHS staff for access.

Although DocuShare is Arkansas' current CRM, the Vendor may propose whatever CRM component they deem the best value, however, if the Vendor chooses to use a CRM other than DocuShare, their implementation project must include the migration of the documents currently in DocuShare to the new CRM solution.

The State and DHS both have Enterprise wide Data warehouse (DWH) initiatives and Programs which leverage tools such as Tableau, IBM Cognos, SAS, MS Power BI, SQL Server Analytic Services (SSAS), SQL Server Reporting Services (SSRS), and SQL Server Integration Services (SSIS). The Vendor's solution design and implementation must be a data source to these Programs, and where appropriate, leverage the data stores, data marts and BI tools available through these initiatives.

Regarding Disaster Recovery services, the State will provide the disaster recovery infrastructure (unless the optional Hosted Private Cloud service is purchased), however, the vendor will be responsible for the application using an Active-Passive setup with 50% capacity.

3.5.3   IE-BM System Architecture Guidelines

3.5.3.1   *Architectural Imperatives, Principles and Guidelines*

To build out a common Enterprise Platform that will support Integrated Eligibility and Benefit Management Services (IE-BM) and further provide an enterprise technology foundation for all DHS business operations and programs, the following architectural imperatives have been developed by AR DHS leadership:

- *Focus on Users' Needs:* Participants and program users need to be able to use the future system via multiple channels and task-appropriate devices aligned with the DHS' model of practice

- *Meet Federal Requirements:* The Solution will address and meet all Federal requirements

- ■ *Enterprise Approach*: Integrate all systems support into a single integrated solution reflecting the user's experience in using the system to support their work efforts

- ■ *Integrated Access and Consistent Interface*: The system's user interface needs to provide users with an integrated access to all modules, data, and services relevant to the user group. Each user should be provided a consistent, customizable, and easy to use interface

- ■ *Ease of Use:* The system will provide user-defined criteria for ease of learning, use, and support for State staff and also to provide robust client self-service wherever possible and appropriate

- ■ *Decision-support:* Timely, accurate, and complete decision support information should be made available to authorized users, at all levels, through the application and standard tools

- ■ *Service-Oriented:* The target architecture should consist of a number of services that are compliant with industry standards for SOA to facilitate reuse, adaptability and interoperability supporting the larger DHS IT agenda for an integrated enterprise platform

- ■ *Agile:* The system should be able to readily adapt to changing business needs quickly and with minimal technical resources

- ■ *Scalable and Extensible:* The envisioned system needs to be scalable to accommodate additional users and extensible in expanding capabilities to meet future business needs and Federal and State mandates

- ■ *Secure and Manageable:* The target architecture for the next generation system needs to be protected against the common Internet threats and will be manageable within the existing operational and financial constraints

- ■ *Location Independence:* System access should not be restricted based on the location of the user. Authorized users should have access based on their roles irrespective of their geographical location

- ■ *Data availability:* The most up-to-date version of data needs to be made available to system users at all times within the cost and performance constraints

DHS has determined that the Target Solution Architecture will be an SOA based Enterprise Platform. Specifically, this means that the proposed solution architecture should adhere to the following five principles:

1. **The System be modular.** Each component of the new System must be a service consumer, service provider or both. Modules must exist at a variety of levels of granularity (e.g., at a business process level such as certification or benefits issuance to simplify alignment with key business processes and at lower levels such as data services for a single database table to enable reuse across the application and the whole architecture).

2. **The modules be distributable.** Modules of the new System must be able to run on disparate computers and communicate with each other by sending messages over a network at run-time. Software components in an SOA application are almost always hosted on disparate computers in different locations, often miles or even continents apart. SOA applications are inherently distributed applications across multiple software and hardware tiers.

3. **Module interfaces be clearly defined and documented.** It is important for the new System to include a standard mechanism for defining SOA interfaces such as the Web

Services Description Language (WSDL) and a registry or repository to make these interface definitions available to application developers. Software developers write or generate interface metadata that specifies an explicit contract so that another developer can find and use the service (this helps enable loose coupling). An SOA service contract is always explicit and formally documented in software. SOA consumer and provider components can be developed by different people, often working in different locations and sometimes for different organizations. Interface metadata describes the format of the input and output messages, the sequence and nature of the message exchanges, the communication protocols and service-level agreements, such as promised response times. Thus a new developer in a different DHS Program could create applications to consume all necessary services to participate in the DHS Enterprise Platform purely by reference to these published interfaces.

4. ***A module that implements a service can be swapped out for another module that offers the same service and interface.*** This is an aspect of loose coupling and it enables incremental maintenance and enhancements without making other changes to the entire Target Solution. This principle must be fulfilled by separating the implementation (the Service Provider module's code and data) from the interface metadata. A copy of the interface metadata is made accessible to other developers separately from the code that implements the provider component. This makes it possible for the developer of Service Consumer to use the service without having a copy of the Service Provider software module. It also enables multiple development teams to create interchangeable Service Provider modules. The developer can change or move its software and data to another computer without disrupting the Service Consumer; as long as the interface remains unchanged (this capability implies a loose coupling between the consumer and the provider). The Service Consumer and the Service Provider can use disparate programming languages, application servers and operating systems, providing a very high level of flexibility.

5. ***Service Provider modules be shareable.*** This means that modules are designed and deployed in a manner that enables them to be invoked successively by disparate Service Consumer modules engaged in somewhat diverse, although partially related, business activities. Developers can write many different consumer application modules that use the same service as long as they conform to the conditions specified in the interface contract. In practice, many SOA services may not actually be shared because only one type of Service Consumer needs them, but the capability is always there in any software component that has been built according to the principles of SOA.

DHS prefers the Vendor follow the above noted architecture principles. The working hypothesis is that given the state of today's technological capabilities and offerings, DHS can procure a cost-effective and agile IT solution that will become the foundational Enterprise Platform for all DHS automation needs for the next 7-10 years.

The fundamental concepts of modularity, reuse (of in-house or externally developed IT modules and services) and ubiquitous connectivity through the internet positions DHS to continuously adapt and evolve the new System to meet DHS Programs' needs, and extend platform access to all stakeholders. This approach will result in the most functional, flexible, extensible, accessible, and cost-effective solution for DHS.

In essence, DHS is looking to establish a platform that will provide dynamic support, processing and information exchange with control and resiliency provided by the State at the heart of an information network for the DHS Programs. Moreover, this new platform must support the ongoing development and evolution of DHS operations by providing the capability for greater flexibility and adaptability as an integral feature of the solution architecture.

The IE-BM platform shall be based on N-Tier architecture that separates the presentation layer of the system from its business logic and the database.

■ The architecture is comprehensive in that it supports the full complement of DHS functions in a unified and tightly-integrated environment with the capacity to meet the State of Arkansas' volume, performance, and scalability requirements

■ The architecture design minimizes the impact on system maintenance, cost, and personnel and allows for the separation of specific application responsibilities across several logical and physical tiers

■ The architecture makes use of high performance scalable hardware and software tools

■ The architecture is flexible, which takes full advantage of an n-tier design in a distributed systems environment

■ The architecture is scalable, making use of hardware clustering and load balancing to support throughput without changing pieces of application code

■ The implementation and maintenance of the various solution architecture components has been simplified by implementing products that have demonstrated track records of smooth interoperability and integration, and by deploying components of the EEF system on a common hardware and operating system platform

3.5.4   IE-BM Technical Requirements

DHS has developed and documented a set of Technical Requirements for the IE-BM System. These Technical Requirements are independent of any particular service provider's solution type and are intended to better align the Vendor's Proposal with the overall DHS vision and the enterprise technology infrastructure being deployed.

The Vendor must respond to the Technical Requirements in Template T-8 — Technical RTM and should respond with their approach in Template T-9 — Technical Requirements Approach.

The Technical Requirements are organized under the following categories:

■ G - General System Behavior Requirements

❑ G1 - Usability

❑ G2 - Audit/Compliance

❑ G3 - Performance and Availability

❑ G4 – Interoperability / Interfaces

❑ G5 - Scalability and Extensibility

❑ G6 – Regulatory and Security

❑ G7 – Interface List

❑ G8 – Solution Management and Administration

■ T – Technology Platform Requirements

❑ T1 – Presentation Layer (including Portal requirements)

❑ T2 – Business Component Layer (including CRM/Case Management and Notifications and Alerts requirements)

❑ T3 – Application Infrastructure Services Layer (including business Rules Management, Workflow/BPM, Enterprise Content Management/ECM and Application Server requirements)

❑ T4 – Integration Services Layer (including Application Integration and Enterprise Service Bus (ESB), Data Integration, Quality and ETL requirements)

❑ T5 – Data Services Layer (including Database Management System/DBMS and Business Intelligence/BI requirements)

❑ T6 – Security and Privacy Layer (including Identity and Access Management and Privacy and Consent requirements)

❑ T7 – Infrastructure Layer (including Platform, Virtualization, Server infrastructure, Data Center and Hosting and Development, Operations and Support Tools requirements)

3.6 IE-BM Engagement – Management and Staffing

3.6.1 Engagement Management and Governance

To manage the contract and the engagement resulting from this RFP, DHS will establish a Governance Body. The Governance Body will be responsible for:

■ Providing strategic oversight, guidance and direction

■ Reviewing and approving any changes to the contract (including changes to the scope)

■ Reviewing and resolving issues and risks not resolved at lower levels and providing advice and insight into project management issues

■ Approving any changes to project scope, schedule or budget and/or cancelling the project

■ Reviewing proposed solution designs/architecture against DHS' architecture standards to ensure compliance and reuse of technology wherever possible

The Governance Body will be comprised of senior management personnel from DHS and representation from the IE-BM Engagement, facilitated by chairperson appointed by DHS executive leadership. The committee will convene regularly to provide direction or support required to the project and to support the State Project management team.

With regards to governance, the State Project Director will lead the day-to-day activities required to manage the relationship. This includes:

■ Reviewing Status Reports

■ Managing the Deliverables Approval Process

■ Administering Performance Measures against SLAs and penalties (if required)

■ Tracking progress of the Project

■ Escalating any projected scope, schedule or budget which is significantly different than the scope, schedule or budget approved by the Governance Body

■ Approving any invoices

As needed, the State Project management team will be supported by other State personnel including contract management/procurement and finance.

DHS has an established PMO which has defined project management standards, templates and processes. The Vendor should coordinate with the PMO to ensure all standards are followed and/or exceptions are approved.

3.6.1.1   Oversight Support

The complexity and challenges of developing and implementing the IE-BM System justifies the services of a third oversight vendor. Oversight activities for this Project will be performed by an independent vendor that will be selected by DHS.

The oversight vendor will be responsible for ensuring that efforts performed as part of the IE-BM Project are consistent with Federal requirements and industry best practices. The oversight vendor will review and validate the work performed by the IE-BM Vendor as well as that of DHS, and will be responsible for monitoring and anticipating Project risks and potential risk mitigation strategies throughout the Project's life cycle and providing these reports to DHS, the IE-BM Vendor, and FNS.

The oversight vendor will work in partnership with the project team and perform the following functions:

- Review Project planning deliverables to ensure they are sufficient and meet applicable Project standards

- Review ongoing Project processes, methods and activities

- Provide technical review and verification of key Project milestones and deliverables

- Provide independent review of Project deliverables against requirements

- Anticipate and identify Project risks and monitor the Project risk management process

- Offer recommendations for problem and issue resolution

- Develop independent Project oversight reports and deliver them to the ESC and the DHS Project team

- Provide periodic review and recommendations to the Project Owner and the ESC regarding Project status and risk anticipation, prevention and mitigation

The IE-BM Vendor must work cooperatively and effectively with the selected IV&V oversight vendor.

3.6.2   Project Management

DHS' has established a Project Management Office (PMO) which provides project management services to all of the project within DHS. The PMO will assign project management staff to the IE-BM project to coordinate with the Vendor's project management team, collaborate on developing and managing the project and drive the DHS specific tasks and activities. Additionally, the PMO has developed enterprise wide project management processes. The DHS Project Management team will ensure the project's processes and reporting align and integrate with the DHS processes and are executed in alignment with the PMO's expectations.

3.6.3   Vendor Management

Through this RFP, DHS has established SLAs to help align DHS' and the Vendor's incentives. DHS will continuously monitor Vendor performance against these SLAs in order to assure achieving the critical objectives of this project. These can be found in T-10 Implementation Requirements Traceability Matrix, Tab 10 and in T-12 Maintenance and Operations Support Requirements Traceability Matrix, Tab 7.

Service Levels O7-1 through O7-3 (Application Availability and Performance) will not be administered against existing applications until the end of the first year. The Vendor must commence tracking and reporting system performance and availability at the end of the Transition period. For those applications that are determined not able to meet the SLRs, the

Vendor must develop a plan to align with the required service levels. If this requires system modifications, the Vendor will develop Enhancement Requirements and Cost Estimates (see Section 3.8.2.4) capturing the modifications required to bring the application in alignment with the SLRs. If DHS decides not to proceed with the required enhancements the service levels for that application will be adjusted accordingly.

Additionally, this RFP outlines deliverables and the expected content. Although DHS has structured the RFP to allow for flexibility in the approach, the deliverables produced must include the content expected. Payments associated with the deliverables will be withheld until the deliverables are accepted by DHS.

3.6.4   Deliverables Approach

DHS will use a deliverables-based approach to determining progress and completion. DHS and the Vendor will establish specific expectations for deliverables using the Deliverables Expectation Document (DED) process described below. All deliverables will be reviewed and approved using a structured and controlled process defined by and managed by the DHS PMO. These processes, structures and tools will govern any work done on the Engagement. The Vendor must agree to these processes, and any work done not in compliance with these is completely at risk by the Vendor.

The Project Management Plan (PMP), developed by the Vendor and approved by DHS, must further detail processes, roles and templates to be used in the DED and deliverable approval process. The PMP must align with the guidelines set by DHS.

3.6.4.1   Deliverables Expectations Document

The Vendor must develop DEDs, in an approved DHS form and format, and Vendor deliverables must adhere to the information within the DED. The Vendor must not perform any work on any deliverable until the DED has been approved in writing by DHS. The Vendor must use a standard template for all DEDs that will include at least the following:

- The purpose and a description of the deliverable

- An outline/table of contents for the deliverable including a description of the required content

- Identify the reviewers and approvers of the deliverable

- Acceptance criteria

- Define the approach to managing changes to the deliverable after the deliverable is approved

- Interim steps the Vendor will perform and work products the Vendor will provide in completing the deliverable so DHS feedback can be incorporated early in the process and reduce the risk of delays when the final deliverable is produced

As each deliverable is submitted, the Vendor must include a copy of the associated DED.

3.6.4.2   Controlled Correspondence

In order to track and document requests for decisions and/or information, and the subsequent response to those requests, DHS and the Vendor shall use Controlled Correspondence.

Each Controlled Correspondence document shall be signed by the DHS Project Manager (or designee) and the Vendor Project Manager (or designee). No Controlled Correspondence document shall be effective until the signatures of both are attached to the document.

The Controlled Correspondence process may be used to document mutually agreeable operational departures from the specifications and/or changes to the specifications. Controlled Correspondence may be used to document the cost impacts of proposed changes, but Controlled Correspondence shall not be used to change pricing.

Controlled Correspondence shall not be the basis of a claim for equitable adjustment of pricing. Any changes that involve a change in pricing must be by a Purchase Order Change Notice.

Controlled Correspondence documents will be maintained by both parties in ongoing logs and shall become part of the normal status reporting process.

3.6.4.3   Deliverable Acceptance

All Vendor deliverables are subject to review by DHS prior to final approval, acceptance, and payment. Where appropriate, the Vendor will perform a walkthrough of a draft version of the deliverable with all appropriate DHS staff and the IV&V Vendor, and solicit feedback prior to approval.

Acceptance of all Vendor deliverables will be completed via a Deliverables Acceptance Document (DAD) in a format approved by DHS, and drafted for each deliverable by the Vendor.

Review time will depend on the complexity of the deliverables. DHS shall have no less than ten (10) working days to complete its review of the deliverable. DHS will accept or reject the deliverables in writing using Controlled Correspondence and the DAD. In the event of the rejection of any deliverable, the Vendor shall be notified in writing via Controlled Correspondence, giving the specific reason(s) for rejection. Unless agreed by DHS due to complexity of the deliverable, Vendor shall have five (5) working days to correct the rejected deliverable and return it to DHS via Controlled Correspondence. Failure by DHS to complete activities within the timeframes noted does NOT constitute acceptance, approval or completion unless otherwise agreed upon by DHS and the Vendor. The State's acceptance of a deliverable or the delay of a due date will be made in writing by an authorized State representative.

All payment requests (e.g., invoices) must include copies of the relevant DADs signed by the DHS stakeholder authorized to approve the deliverable. Deliverables and submitted/approved DADs must be tracked by the Vendor in a tracking tool approved by DHS.

3.6.5   Project Change Management

This RFP captures the use cases and requirements which, based on DHS' current understanding, will deliver the business functionality required and optimize the benefits realized. However, DHS expects the scope/requirements will need to be modified to deliver a system which better aligns with DHS' needs. These potential changes can be uncovered by the project team during the detailed design or due to external forces such as legislative changes. This also includes changes to the baseline schedule. DHS' goal is to establish an approach to ensure changes can be incorporated into the project however, DHS' goal is to off-set any additional scope with the removal of low value scope (in other words, no net cost change due to Project Changes). In other words, if functionality is added, an equal cost requirement will be removed.

When these changes are identified and DHS agrees it is worth investigating a formal change request must be submitted to DHS, who will manage the Project Change Control process. This Project Change Request must include the justification for the change, a detailed analysis of the scope change (increase and decrease) and the impact of the change including, at a minimum, schedule impact and anticipated hours required to implement the changes (with justification). DHS will collaborate with the Vendor to develop the Project Change Request and manage it through the process to ensure the correct approvals are received.

Formal approval will be required prior to integrating the Project Change Request into the project. During the project initiation activities DHS will define the decision authority of different management/governance bodies (e.g. Project Manager, Steering Committee). The Project Management Plan will define how the project's Change Management Process will integrate with DHS PMO's process including items such as the document template, process, roles and decision authority.

Once the Project Change Request is approved, the Vendor will update all deliverables (approved or in process) to reflect the changes.

Additionally, DHS expects approved deliverables will need to be updated as additional information is identified. DHS expects these deliverables to be maintained throughout the project and a phase will not be closed out until all documents have been verified as current and updated.

3.6.6   Tools Usage

DHS expects the Vendor to leverage tools to support both the implementation and M&O activities and, as the vendor needs to integrate into the broader DHS environment, will require the vendor to leverage some of the DHS standard tools. The vendor must leverage the following tools:

- JIRA for defect management and help desk

The following tools are installed at DHS and the vendor is encouraged to leverage these tools:

- Jenkins for deployment automation
- Subversion (SVN) for code versioning
- SharePoint for document management
- AutoSys for batch scheduling
- Rational Test Manager, Selenium to support testing efforts

If the vendor recommends the use of other tools, those tools will be purchased by DHS, will be installed in DHS' environment and the vendor's proposal must include the migration to DHS' standards at the end of the contract.

3.6.7   Vendor and State of Arkansas IE-BM Engagement Staffing

DHS understands that staffing of this engagement will be critical to its success, and DHS will closely evaluate Proposals for the appropriate consideration and structure of the proposed staffing model including the identified Key Personnel. DHS will also closely evaluate both what the Vendor will bring to the Project, as well as what the Vendor expects from DHS. As staffing is constrained within DHS, consideration will be given to Proposals that can effectively use identified staff and do not require an unrealistic expectation of DHS staff.

Key Personnel expectations are divided in the sections below between Project and M&O Personnel, although they are generically referred to as Key Personnel. The IE-BM Vendor should clearly describe the roles of each proposed staff in the phases they will be participating.

3.6.7.1 *Vendor Key Personnel and Staffing Changes*

The term "Key Personnel", for purposes of this procurement, means Vendor staff deemed as being both instrumental and essential to the Vendor's satisfactory performance of all requirements contained in this RFP. Vendor Key Personnel must be the primary team that delivers the IE-BM Solution being procured and also ensure successful M&O, noting that the Key Personnel in those two (2) phases may differ. As these staff members are deemed critical

to the success of this initiative, they must be full-time and dedicated solely to the DHS account (unless otherwise noted).

The Vendor should include names and resumes for proposed Key Personnel as part of its Proposal, using Response Template T-5 — Staff Experience, to clearly demonstrate the proposed Key Personnel's ability to perform the role as described. The Vendor must ensure Key Personnel have, and maintain, relevant current license(s) and/or certification(s). The Vendor can provide alternative solutions though any changes must be approved by DHS. Changes to the proposed positions and responsibilities will only be allowed with prior written permission from DHS. If the Vendor believes that an alternative organizational design could improve service levels or decrease costs, a discussion of these options and their benefits should be included in the Response Templates for this RFP.

The Vendor shall seek and receive DHS approval before hiring or replacing any Key Personnel. The Vendor shall remove and replace Key Personnel, if requested by DHS, within two (2) weeks of the request for removal.

The Vendor must provide DHS with written notification of anticipated vacancies of Key Personnel within two (2) business days of receiving the individual's resignation notice, the Vendor's notice to terminate an individual, or the position otherwise becoming vacant. Replacements for Key Personnel shall have qualifications that meet or exceed those specified in this section and will be subject to approval by DHS. The Vendor shall provide DHS with status update reports every week on the progress of the replacement candidate recruiting process until a qualified candidate is hired. The Vendor shall have in place a qualified replacement within sixty (60) days of the written notification of anticipated vacancies. During the recruitment and training period, the Vendor shall provide an interim replacement for all Key Personnel, subject to approval by DHS.

3.6.7.2 IE-BM Project Staffing

Staffing for the IE-BM Project will include a mix of Vendor and DHS staff and each will have defined roles and responsibilities, the sum of which must provide a comprehensive capacity of required capabilities. The Vendor must understand the needs of the Project in order to provide those needs through a mix of Vendor and State staff.

The IE-BM Vendor will be responsible for all design, development and implementation (DDI). DHS expects the Vendor to be able provide all the skillsets required to complete a complex project. The high level Vendor and State of Arkansas responsibilities are captured in Table 10:

Table 10. State and Vendor Project Staffing Responsibilities

Areas	State of AR Responsibilities	Vendor Responsibilities
Project Management	- Coordinate AR staffing - Manage deliverables process - Ensure all AR PM standards are met - Collaborate with Vendor PM	- Primary management of the project - Provide SDLC and Project Mgmt methodologies (in alignment with DHS' standards)
Detailed design	Provide SMEs, solution architecture oversight	- Functional and technical design - Architecture and security documentation
Develop/Build	- Build infrastructure (up to the OS) - Provide SMEs/input - Expose data from interfaced systems	Build Solution (including installation of any software above the OS)
Testing	Manage and perform User Acceptance Testing	- All other testing, including Pilot - Support of UAT
Change Management/Training	Review and approve trainings	- Develop/update trainings - Deliver as required/appropriate - Provide train-the-trainer training to the State's training team
Data Conversion	- Extract data from existing system (if not managed by the IE-BM Vendor) - Data quality - Testing	- Extract data from existing system (if managed by the IE-BM Vendor) - Data conversion design - Build ETL/interfaces - Conversion plan execution
Roll-out	Production/code migration oversight	Release packaging and deployment
Documentation	Review/approve documentation	Create and manage/update all project related documentation such as plans, design, development and training materials
Infrastructure (storage, servers, Data Center etc.)	Provide infrastructure (data center, network, servers, storage) to the IE-BM Vendor	Provide infrastructure requirements to DIS
Security	Design and implement infrastructure security	Design and implement applications security
Architecture/technology governance	- Lead architecture governance - Review architecture to the re-use of technology and alignment with State of Arkansas architecture - Guide architecture governance Review designs to ensure	- Develop all IE-BM architecture and document - Ensure integration between applications and solutions continues to work

	compliance with State standards	

Note: this assume the optional hosted private cloud deliverable is not included

3.6.7.2.1 Vendor Project Staffing

The Vendor must provide a team to perform the scope outlined in Section 3.5, 3.7, and 3.8 and complete the tasks and deliverables. The Vendor must lead these activities and deliver the related services, and should not expect direct State or incumbent support resources to be available beyond what is described within this RFP. The Vendor's team must have an ongoing on-site presence with core resources dedicated to performing the activities outlined in the RFP Templates. The Vendor must also have the capability to add staff with deep knowledge of the implemented technology in a timely manner, as required.

Key Personnel must be full-time and dedicated solely to the DHS account (unless otherwise noted in the table below). The Vendor must ensure Key Personnel have, and maintain, relevant current license(s) and/or certification(s).

Table 11 below provides required Key Personnel positions for the Vendor team, corresponding roles and responsibilities for the engagement, and minimum qualifications for each.

Table 11.　Vendor's DDI Key Personnel Roles

Title	Roles and Responsibilities	Expected Qualifications
Engagement Director / Executive	■ Serves as the primary point of contact with DHS leadership, governance bodies and other State Executive Sponsors for activities related to contract administration, overall engagement management and scheduling, correspondence between DHS and the Vendor, dispute resolution, and status reporting to DHS for the duration of the Contract ■ Is authorized to commit the resources of the Vendor in matters pertaining to the performance of the Contract ■ Is responsible for addressing any issues that cannot be resolved with the Vendor's Project Manager ■ Is responsible for all subcontractor relationships	■ Minimum of five (5) years direct project oversight and authority over ongoing relationships with clients where it firm has implemented enterprise solutions and in excess of 10 million dollars ■ Previously managed a DDI project and transition to an ongoing M&O in a similar environment ■ Special consideration will be given to those who have previously managed integrated eligibility accounts that have included both DDI and operations ■ Minimum of fifteen (15) years of relevant experience in professional services, development, client support or project management. *Note - does not need to be dedicated 100% to the project*

Title	Roles and Responsibilities	Expected Qualifications
Project Manager	■ Provides onsite management of the Project and is the chief liaison for DHS during the Project ■ Is authorized to make day-to-day Project decisions ■ Is available and responsive to State requests for consultation and assistance ■ Provides timely and informed responses to operational and administrative inquiries that arise ■ Is responsible for facilitating the Project by using the project management processes, organizing the Project, and managing the team work activities consistent with the approved work plan ■ Develops and maintains thorough project planning documentation that includes, but is not limited to, Project Management Plan and fully resourced Project schedule ■ Manages staff assigned to all DDI activities ■ Plays an active role in day-to-day management of the Account so as to be knowledgeable and aware of all issues, concerns and requirements ■ Meets with DHS staff or such other person DHS may designate on a regular basis to provide oral and written status reports and other information as required ■ Provides expert guidance ensuring that policies, business rules, and requirements as defined by DHS are correctly implemented in the IE-BM Solution ■ Advises DHS regarding best practices and recommends modifications to business processes, which improve the overall operations ■ Manages the relationships with subcontractors and partner vendors ■ Provides ongoing reporting of operation against SLAs ■ Ensures all activities are coordinated and follow the processes outlined in this RFP (e.g. enhancement development)	■ Five (5) years of experience leading the implementation of enterprise solutions on similar technologies ■ Five (5) years of experience implementing solutions of similar functional scope ■ Minimum of fifteen (15) years of relevant experience in professional services, client support or project management

Title	Roles and Responsibilities	Expected Qualifications
Integration Manager/ Functional Lead	- Is responsible for leading the team who configures and develops the IE-BM Solution - Is familiar with the functional design of all of the components, has a solution-wide view and ensures each component/module work together to address the functional requirements and Use Cases - Ensures the configured solution addresses all of the functional requirements - Provides the methodology/approach to building the solution - Works with SMEs of the business units to understand the System and process requirements and articulate the requirements to the Vendor project team leads. - Ensures that the proposed solution aligns with the business requirements of the organization - Manage the expectations of the business units with a clear understanding of the Project Sponsor's project objectives.	- Ten (10) years of experience leading the implementation of enterprise solutions on similar technologies - Five (5) years of experience implementing solutions of similar functional scope
Training Lead	- Lead all training and knowledge transfer planning, material development and delivery - Prepares for the deployment of the Solution to the full organization	Five (5) years of experience as a Training lead for projects similar in size and complexity to the proposed Project
Testing Lead	- Leads all testing activities including planning, documentation and execution - Ensures the test plan and process is coordinated with all stakeholders - Ensures documentation and resolution of issues discovered during the testing process - Serves as the point of contact for User Acceptance Testing (UAT) matters	Five (5) years of experience as a testing lead for projects similar in size and complexity to the proposed Project within the public sector
Technical Lead	- Responsible for all technical aspects of the Solution. Establishes documentation and coding standards for the Project team and ensures the team adheres to the standards - Is available to DDI Project teams for consultation on future enhancements (e.g., changes to achieve strategic objectives, implement a new program) - Oversees the development of all technical documentation - Is familiar with the Technical design of all of the components, has a solution-wide view and ensures each component/module work together to address the Technical requirements	- Ten (10) years as a Technical lead on complex projects, seven (7) of these should be in management - Five (5) years of experience architecting/designing enterprise solutions

Title	Roles and Responsibilities	Expected Qualifications
Architect Lead	■ Drives the solution architecture and mapping of required functionality to minimize the need for custom development ■ Well versed in architectural design and documentation at a technical reference model level as well as at a system or subsystem level ■ Well versed in application and data modeling, building block design, applications and role design, systems integration etc.	■ Ten (10) years of experience architecting/designing enterprise solutions ■ Five (5) years of experience with the technology to be implemented at DHS ■ Enterprise architecture certification in one or more industry leading architecture frameworks
Security Expert	■ Architects all elements of the Solution's security ■ Oversees the development of all security documentation ■ Ensures the Solution meets all applicable security regulations	■ CISSP or similar security certification ■ Ten(10) years of experience implementing/managing security in enterprise solutions *Note - does not need to be dedicated to the account – This is not a dedicated resource*

In addition to the Key Personnel, DHS expects the Vendor to propose a staffing model with the skill sets required to complete the IE-BM Project on schedule. The IE-BM Vendor should carefully consider the full scope of the Project and propose an effective team that will deliver the Project as requested.

3.6.7.2.2   *State of Arkansas Project Staffing*

DHS has identified roles and staff that it will assign fully or partially to the Project. The Vendor's Proposal should identify additional staff and roles that it expects DHS to provide to appropriately and effectively support the effort.

DHS Project Leadership

DHS has identified specific leadership roles in support of the Project. These roles will provide the leadership and skills required to manage the Project, ensure it addresses DHS' business goals, and manage the Vendors. It is important to note that, although this team will provide Project-level leadership, other Project team members will lead specific tasks and/or work streams that are not cross-functional in nature.

■ **Project Owner:** The Project Owner ensures the business objectives are met by the Project. This person is assigned to the Project part-time and will be a business executive. The Project Owner will be responsible for overall success of the Project, accountable to the Governance Body for Project outcomes, facilitate resolution of issues, and monitor and optimize resource allocations.

■ **Project Director:** The Project Director will be dedicated to the Project full-time. The Project Director will work collaboratively with the Vendor's Project Manager in planning, directing and overseeing the day-to-day activities of the project. He/she will be responsible for holding the Vendor accountable for performing all activities outlined in the Contract and partnering with the Vendor to execute the project management processes.

■ **Functional Lead:** The Functional Lead will be assigned full-time to the Project and will have a deep knowledge of the business and the organization. The Functional Lead will be responsible for the day-to-day Project decisions related to the business and the point person for all functional decisions, ensuring that UAT has adequate coverage, external communications are aligned with the organizational culture, and the training approach will minimize the impact of the roll-out. The Functional Lead will work closely with the Functional Project Manager and will be involved in reviewing many of the deliverables produced by the Vendor.

■ **Functional Project Manager:** The Functional Project Manager will work closely with the Functional Lead and coordinate all activities related to the functional resources and functionality of the solution. This includes activities such as all functional design sessions, training development, UAT testing.

■ **Technical Project Manager (shared with M&O activities):** The Technical Project Manager will have a deep understanding of the current DHS technology environment. The Technical Project Manager will be the point person for DHS' IT architectural standards and guidelines, data conversion and interface design/build activities. The Technical Project Manager will provide the required leadership, identify any DHS technology experts the Project requires, and coordinate any DHS related technology tasks such as developing extracts from the current system(s), coordinating interface development to any external systems and cross-vendor technology discussions.

■ **Testing Lead:** The Testing Lead will lead DHS' testing activities. The expectation is the testing lead will collaborate with the Vendor during test planning activities, oversee all vendor testing activities (unit testing through integration testing) and lead UAT activities. The Testing Lead will be dedicated to the project during UAT but the expectation is they will not be dedicated to the project for the entire project duration.

DHS Project Team

The Project team will be composed of resources with the skills required to complement the Vendor's Project team. The team will include dedicated, full time resources and resources that are assigned to the Project part time. The staff will include:

■ **Functional SMEs:** The Functional SMEs have significant knowledge of the business, including Division policies, model of practice and service offerings. They will be made available to the Vendor throughout the course of the Project to provide guidance on any business process design activities, requirements validation and to support UAT, provide guidance for deployment planning and to support end user training around program and service delivery policy issues. The expectation is some functional SMEs will be assigned to the Project for the duration to provide DHS specific knowledge to the Vendor during functional design and training development, while, during certain phases (e.g., UAT and training) additional resources will be added to the Project team as required.

■ **Technical SMEs:** The Technical SMEs provide technology expertise to the IE-BM Vendor regarding the current environment and may perform specific tasks in support of the Project team including:

  ❑ Reviewing deliverables to ensure accuracy and completeness

  ❑ Ensuring the support processes are fully defined and integrated into DHS' standard processes

  ❑ Receiving knowledge transfer and assisting in training of technical staff and end users

  ❑ Conducting development activities on legacy systems

❑ Assisting in infrastructure specification and setup

❑ Providing guidance, reviewing and approving interface architecture and designs, specifically focused on the interfaces between legacy systems and the IE-BM Solution

❑ Security personnel to consult on infrastructure security and security policies

■ **Training Lead:** The Training Lead will collaborate with the Vendor's training personnel on all training and knowledge transfer needs.

■ **Change Management and Communications Lead:** The Change Management and Communications Lead will collaborate with the Vendor's change management personnel on all Project communications to the various stakeholders.

DHS' staffing levels will vary throughout the Project, based on the phase of the Project. The table below outlines the staffing commitments made to the Project by DHS. Vendors should take these staffing levels into consideration while developing a Proposal.

Table 12.   Anticipated DHS Resources Required

	Roles	Notes/Assumptions
DHS Project Leadership	■ Project Owner ■ Project Director ■ Functional Lead ■ Functional Project Manager ■ Technical Project Manager ■ Testing lead	■ Project Owner will be assigned less than 10% ■ The Project Director, Functional Lead and Project Functional Manager and will be assigned to the Project full time ■ Technical Project Manager will be shared with M&O ■ Testing lead will be full time during UAT and part time throughout the remainder of the project
Project Team	■ Functional SMEs ■ Technical SMEs ■ Change Management / Training	■ 3 Full time Functional SMEs with involvement of additional resources on a temporary basis during key phases of the Project (e.g. detailed design, UAT) ■ Technical SMEs will be part time and their level of involvement will vary based on tasks required by the Project (e.g. developing extracts from legacy systems) ■ Change Management and Training leads will be full time; activities will be augmented/supported by Functional SMEs as needed throughout the Project ■ Additional technical resources required to develop extracts from legacy systems

3.6.7.3   M&O Staffing

The Vendor shall provide the staffing required to support the EEF and IE-BM Solution. The table below captures the anticipated DHS and Vendor responsibilities.

Table 13.   State and Vendor M&O Staffing Responsibilities

Areas	Preliminary State of AR Responsibilities	Preliminary Vendor Responsibilities
Application M&O		
Application Security Admin	■ Provide approved list	■ Administer users
System Performance/Monitoring	■ Perform monitoring in alignment with policies and procedures	■ Develop policies and procedures
Training	■ Deliver training	■ Update materials as required
Capacity Planning	■ Lead process ■ Infrastructure capacity planning	■ Provide capacity estimates and usage forecast changes ■ Application capacity planning
Change/Release/Configuration	■ Lead process	■ Align with State standard process ■ Package releases
Incident/Problem Management	■ Lead process	■ Application Support, Tier 2, 3
Disaster Recovery	■ Lead process (DIS/DHS)	■ Application recovery, detailed recovery procedures, assist with testing, remediation
System Audits	■ Coordinate/lead audits	■ Assist with audits ■ Manage security roles etc. ■ Maintain documentation ■ Review logs and report anomalies
License management/provisioning	■ Buy and manage	■ Certificate management
Back-up and Recovery	■ Provide infrastructure and perform back-ups	■ Design back-up using DIS architecture
Database administration	■ N/A	■ Primary responsibility
Remote access/VPN	■ Provide as a service	■ Comply with Security Policies
Security	■ Manage infrastructure security	■ Manage application security
Infrastructure M&O		
Infrastructure (storage, servers, Data Center etc.)	■ Provide hosting and infrastructure management	■ Provide requirements to DIS
Other M&O Related activities		
Enterprise M&O process documentation and maintenance (e.g. incident mgmt, change mgmt)	■ Document, manage, maintain and operate M&O processes maintenance procedures for all apps and anything unique to each application	■ Provide input into process development/changes ■ Conform to enterprise processes

Areas	Preliminary State of AR Responsibilities	Preliminary Vendor Responsibilities
Application specific procedure documentation	■ N/A	■ Document all procedures performed in support of the IE-BM Solution
Governance (tech)	■ Primary responsibility; establish expectations, forms, process etc.	■ Follow process and submit requests as appropriate
Cost allocations/chargeback	■ Design, maintain and administer chargeback	■ Provide usage information
Data Quality	■ Primary responsibility	■ Report on data quality issues, support improvement plans
Master Data Management	■ Manage and oversee ongoing governance and data clean-up	■ Support process, provide reports (e.g. list of duplicate clients)
Contract Reporting		
SLAs	■ Monitor against SLAs	■ Report performance against SLAs

Note: this assume the optional hosted private cloud deliverable is not purchased

3.6.7.3.1 Vendor M&O Staffing

As the EEF Solution has already been implemented and is actively in the M&O phase, the Vendor must provide M&O resources at the onset of the Contract. As the IE-BM Project implements additional functionality and is stable, the Vendor will need to expand the team to support it.

The Vendor's M&O team will have an ongoing on-site presence with a core team of resources dedicated to supporting the Solution. The Vendor must ensure that the staffing level of its M&O team is commensurate with the level of support required. The Vendor must ensure adequate continuity between the IE-BM Project and the M&O teams while developing the support plan. The Vendor's M&O team must also have the capability to add staff with deep knowledge of the technology being implemented so major enhancements/upgrades can be completed in a timely manner.

Key Personnel must be full-time and dedicated solely to the DHS account (unless otherwise noted in Table 14. The Vendor must ensure Key Personnel have, and maintain, relevant current license(s) and/or certification(s). The Vendor can provide alternative solutions though any changes must be approved by DHS

Table 14.   Vendor M&O Key Personnel

Title	Roles and Responsibilities	Expected Qualifications
Engagement Director / Executive	■ Serves as the primary point of contact with DHS leadership, governance bodies and other State Executive Sponsors for activities related to contract administration, overall project management and scheduling, correspondence between DHS and the Vendor, dispute resolution, and status reporting to DHS for the duration of the Contract	■ Minimum of five (5) years direct project oversight and authority over ongoing relationships with clients where its firm has implemented enterprise solutions ■ Previously managed ongoing M&O for a HHS account

Title	Roles and Responsibilities	Expected Qualifications
	■ Is authorized to commit the resources of the Vendor in matters pertaining to the performance of the Contract ■ Is responsible for addressing any issues that cannot be resolved with the Vendor's Operations Manager ■ Is responsible for all subcontractor relationships	*(does not need to be dedicated 100% to the account; the expectation is this role will be performed by the same person as the Project Engagement Director)*
Operations Manager	■ Serves as a liaison with DHS for M&O activities ■ Is available and responsive to State requests for consultation and assistance ■ Is responsible for establishing and maintaining a positive client relationship ■ Provides timely and informed responses to operational and administrative inquiries that arise ■ Manages staff assigned to all day-to-day M&O activities ■ Coordinates and manages any enhancement requests/changes to the solution ■ Plays an active role in day-to-day management of the Account so as to be knowledgeable and aware of all issues, concerns and requirements ■ Meets with DHS staff or such other person DHS may designate on a regular basis to provide oral and written status reports and other information as required ■ Manages the relationships with subcontractors and partner vendors	■ Ten to fifteen (10 to15) years, 7 of these should be in management ■ Five (5) years managing a M&O team for an enterprise solution within a public sector client
Technical Lead	■ Provides detailed applications knowledge in support of complex application issues/incidents ■ Reviews all potential changes (e.g. configuration, warranty fixes, enhancements) to the Solutions from a technical perspective and provides technical design/assessments ■ Is available to the Project team for consultation on future enhancements (e.g. changes to achieve strategic objectives, implement a new program)	■ Five (5) years of experience architecting/designing enterprise solutions
Security Expert	■ Architects all changes to the Solution's security ■ Maintains all security documentation ■ Ensures Solutions meet all applicable security regulations	■ CISSP or similar security certification ■ Five (5) years of experience implementing security in enterprise solutions *(does not need to be dedicated to the account; the expectation is this role will be performed by the same person as the Project's Security Expert)*

In addition to the Key Personnel, the Vendor must staffing with the skill sets required to support both the current EEF Solution and the future IE-BM Solution.

3.6.7.3.2   *State of Arkansas M&O Staffing*

DHS will provide the resources required to perform the DHS responsibilities outlined in this section. DHS will provide a Project Manager to lead all M&O activities. This will include:

- Coordinating all M&O activities

- Monitoring performance against SLAs

- Provide an escalation point for any operational activities (e.g. Help Desk issues, change/release/configuration issues, capacity planning)

- Getting approval for all system enhancements

- Monitor progress on all enhancement projects

- Leading all transition activities

- Contract Management

- Coordinating technical resources required for both M&O activities (including modifications/enhancement efforts) and the IE-BM implementation project activities

DHS recognizes there are dependencies between the Solution being supported by the Vendor and DHS' infrastructure and operational processes. As a result, DHS also plans to provide (assuming the optional hosted private cloud deliverable is not purchased):

- An Implementation Manager (full time, except when supporting the IE-BM Project) who will coordinate all of the Vendor's change, release and configuration management activities with Arkansas' processes

- A DIS Project Manager (full time, except when supporting the IE-BM Project) who will lead Arkansas' infrastructure related activities

- DIS Security Lead (part time) who will support the Vendor's security activities

These roles will be supported by additional part time State and contactor employees as required to assist with operational activities such as triage of production problems, performing releases and enhancement projects.

3.6.8   Expected Work Environment

The Vendor must propose a suitable engagement and partnership model with the DHS team to ensure proper knowledge transfer throughout the life of the contract. This will include "shoulder-to-shoulder" work (when required) with identified DHS resources so that knowledge about DHS' systems and business can be transferred from DHS to the Vendor staff and knowledge about the system can be transferred from the Vendor to DHS staff. This is particularly important with regards to the DDI of the System and subsequent enhancements.

The Vendor's Key Personnel must work from Little Rock for the duration of the Contract. Vendors should propose a structure that will best meet this requirement. DHS recognizes the importance of coordination between the Vendor's staff and DHS' staff. As such, the activities performed in response to this RFP must primarily be performed in Little Rock. The Vendor may perform services from a location outside of Little Rock only once approved by DHS. All work associated with this RFP must be performed at a location within the United States of America.

The Vendor must propose a facility with sufficient office and meeting space for the Vendor's personnel and the capability to support up to Seventy five (75) DHS employees for short periods (e.g. phases of the project that require significant DHS input such as UAT). DHS strongly prefers that this facility be in downtown Little Rock (either within walking distance or ten (10) miles of the DHS offices with adequate parking at no cost to DHS) and must provide adequate free parking for DHS staff. If a Vendor proposes a location that does not meet these criteria, they must provide justification for this decision. The Vendor is required to secure their own facility space aligned to DHS' expectations. The Vendor will be responsible for all furniture.

DHS will coordinate with the Vendor to provide secure access to the DHS network though the Vendor will be responsible for the local network. DHS will provide the Vendor staff with the personal computers required to support and manage the DHS applications.

In support of the shoulder-to-shoulder environment and collaboration, the vendor will primarily work on-site. All Key Personnel and no less than 50% of each vendor team (e.g. testing, training) shall be on-site at any time during regular business hours. Additionally, DHS prefers any remote work be performed within Arkansas. Tasks being performed off-site cannot be more than 25% of the effort and must be highlighted in the Project Schedule deliverable and be approved by DHS. The Vendors' staff must be available to participate in services-related meetings as scheduled by DHS. On-site work must be performed during normal State business hours, Monday through Friday 8:00 AM until 5:00 PM.

Vendors must establish appropriate protocols in alignment with Federal and State regulations, including but not limited to FIPS, HIPAA and IRS Publication 1075, to ensure the physical property/facility security and data security and confidentiality safeguards are maintained.

3.7   IE-BM Engagement – Implementation Scope of Work and Deliverables

This section captures DHS' expectations regarding the stages and deliverables for the Integrated Eligibility and Benefit Management (IE-BM) Solution implementation. The Vendors' proposals should align with the following approach and any deviation should be addressed in the Proposal Response Templates.

3.7.1   Implementation Approach

3.7.1.1   Software Development Life Cycle Approach

The Vendor shall provide a comprehensive approach to the implementation of the IE-BM Solution. The following sections outline the methods and processes that DHS expects the Vendor to follow. The Vendor should provide additional detail in its response, using Response Template T-11 — Implementation Requirements Approach, for each of these areas, fully describing its approach to these tasks.

Arkansas' preferred approach to the full Software Development Life Cycle (SDLC) for implementing the IE-BM System is to follow the Centers for Medicare & Medicaid Services (CMS) guidelines, to the extent possible within the constraints of this project's parameters.

The latest initiative by the CMS Office of Information Services (OIS) towards this goal is the creation of the CMS Expedited Life Cycle (XLC) framework as a streamlined model to guide and coordinate Information Technology (IT) projects. This initiative aims to strengthen SDLC processes to respond more quickly to changing business demands and reduce project risk.

The complete package of the XLC framework and guideline can be found at this URL:

https://www.cms.gov/Research-Statistics-Data-and-Systems/CMS-Information-Technology/XLC/index.html

The following figure captures the CMS XLC framework.

Figure 16. CMS XLC Framework
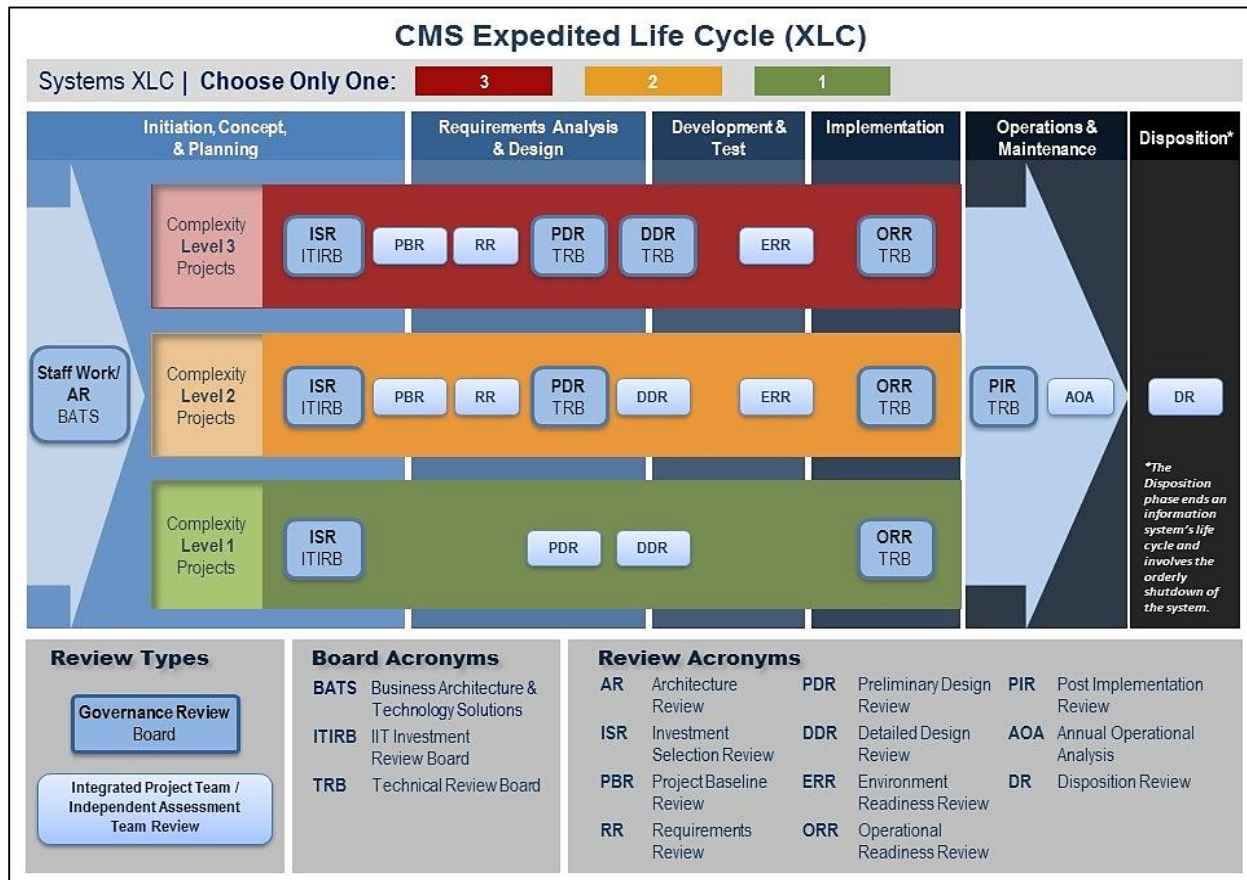
The XLC framework includes three tailored options to accommodate CMS IT projects of varying complexity. The primary purpose of these XLC options is to balance speed and oversight in a manner commensurate with the complexity and risk associated with a particular IT project. Under this model, project risk is assessed and a Complexity Level of 1, 2, or 3 is assigned. Based on the XLC classification of Project Risk, DHS believes that the IE-BM Project is a Complexity Level 3 Project. However, the Vendor should conduct a thorough review of the XLC framework documentation, analysis of all IE-BM RFP documentation available as part of the RFP Procurement Library, and come up with their proposed approach, using the XLC framework as a guidebook and not necessarily as a mandate.

The Vendor's approach should adhere to the following criteria:

■ Interim Stage Reviews/Status Reporting

❑ Arkansas will use an interim stage review process to assure that all plans and requirements are being observed. The project plans and documented and approved evaluation criteria each contains will be reviewed over a period to be agreed to by the IE-BM Governance team.

❑ Each review is a confirmation by the State project team and the PMO (including relevant critical partners) to the IT Governance organization that all required project tasks have been (or are continuing to be) successfully conducted. The emphasis of the review is on ensuring progress to plan, assessing business readiness, and reviewing and mitigating risk.

■ Release Strategy — The Vendor should include in their Proposal a recommended release strategy that aligns with the SDLC approach the vendor deems as a good fit for this project. Whatever be the approach taken, the System should be rolled-out to end users gradually and avoid a "big-bang" roll-out. Some of the options the Vendor may want to consider in their proposal include:

   ❑ Build and Release by program

   ❑ Build and Release by functionality

   ❑ Build and Release foundational functionality (e.g., release functionality required to migrate onto the new System followed by requirements which enhance the capabilities)

   ❑ Hybrid approach of the above options

■ Structure of Releases

   ❑ Targeted functionality into production through multiple, condensed releases (a release must include all mutually dependent functionality it is replacing). Shorter release cycles ensure that feedback loops are reduced and that lessons learned from one release are easily incorporated into subsequent releases.

   ❑ The number of releases must be "right fit" – taking into consideration the State's staffing constraints, deployment challenges across diverse geographic locations etc.

   ❑ Additionally, an Agile type approach for defect fixes/enhancements after the system is live is preferred

■ Approach to development within each Release

   ❑ Perform testing concurrently – don't wait until all functionality is built before writing test cases

   ❑ Break each release into multiple "sprints"

   ❑ Continually/frequently consolidate code to perform testing

   ❑ Perform user validation early and often, particularly regarding the user interface

Additionally, CMS has documented the Medicaid Enterprise Certification Toolkit (MECT)/Medicaid Enterprise Certification Lifecycle (MECL) to provide a consistent, detailed process to help states prepare for the federally required certification review. Use of the toolkit will help ensure the system and enhancements meet all federal requirements and satisfy the objectives described in the State's Advance Planning Document (APD). The System Integrator (SI) must be familiar with the current MECT/MECL, including the CMS-defined roles and responsibilities, and must actively participate in the required activities, including milestone reviews and development of associated artifacts.

3.7.1.2   *Reporting Approach*

The Vendor shall provide a comprehensive approach to the implementation of the IE-BM Solution reporting requirements outlined in Response Template T-6 — Functional RTM. This includes standard, ad hoc, and customizable reporting capabilities necessary for effective Program management. DHS has specified a number of mandated reports as "*Statutory Reports and Notices*" and the Vendor should understand and support the Federal policies and regulations under which these reports must be generated.

In addition, DHS has outlined a number of business and operational reporting and analytic capabilities the IE-BM Solution must provide. DHS is seeking innovative approaches to providing advanced analytic capabilities and is not defining specific report formats for this

information. The Vendor shall scope the effort to provide 40 reports at each complexity level. The functional RTM includes requirements for the Vendor to produce "reports" of three (3) categories of complexity:

1. <u>Low Complexity</u> – These are reports which require single queries to the data or have been previously developed and are part of the solution to be implemented, with minimal modification.
2. <u>Medium Complexity</u> – These are reports that may require joining data from 1-3 data sources and up to 20 data tables. Operational performance and Program Management reports are often in this category.
3. <u>High complexity</u> – These are reports that may require joining data from 4 or more data sources and more than 20 data tables. These may be operational and executive dashboards or trend analysis which support drill-down.

The Vendor should describe its approach to providing this capability in Response Template T-7 — Functional Requirements Approach.

3.7.2   Implementation Scope of Work Overview

The following sections define the implementation tasks (not necessarily in sequential order) that the Vendor shall perform and the warranty services that are required to implement the IE-BM System (defined in Section 3.5 and Templates T-6 — Functional RTM and T-8 — Technical RTM).

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in Template T-10 — Implementation RTM. The Vendor must respond to this section of the SOW using Template T-10 — Implementation RTM and should complete Template T-11 — Implementation Requirements Approach.

The IE-BM Project scope includes the entire implementation from initiating the Project, successful hand-off to M&O, and a warranty period. DHS expects the Vendor to produce deliverables and document performance throughout the IE-BM Project to show continued success by the Vendor. Based on the nature of the deliverable, these deliverables are categorized as:

- ■ Recurring deliverables (produced on a recurring basis throughout the Project)
- ■ Once for the entire Project
- ■ Once for the initial release and updated for subsequent releases
- ■ Separate deliverables produced for each major release

As DHS is requesting the Vendor propose a DDI methodology that best addresses the unique challenges inherent in this project, this Statement of Work focuses on the deliverables DHS requests the Vendor produce, rather than the timing and/or specifics of the tasks that must be performed to produce the deliverable. DHS' expectation is the Project will produce these deliverables in their entirety prior to being considered complete (e.g. if a Functional Design Document is produced for each functional area, the deliverable is only complete once all of the Functional Design Documents for that Release have been completed, approved and consolidated).

The following nine (9) groupings have been used to organize the deliverables spanning the entire Project. These groups are not intended to be sequential by design but were created to logically structure the deliverables.

1. Project Management and Monitoring
2. Planning

3. Technical Environment Specification

4. Design, Development and Implementation

5. Data Conversion

6. Testing

7. Organizational Change Management, End User Training and Knowledge Transfer

8. Pilot, System Roll-Out and Go-Live

9. Warranty Support

At a minimum, the following deliverables (or equivalent) must be created by the Vendor during the IE-BM Solution Project (or deviations are justified in the Response Templates). The Vendor may propose additional deliverables as needed to achieve Project goals. The Vendor shall align these deliverables to their proposed SDLC approach and in the order they see fit, as long as the frequency of deliverable submission and dependencies are met.

The Vendor must adhere to the guidelines as below while developing a comprehensive Schedule:

■ All Project reporting artifacts must be submitted within 3 days of the reporting period.

■ Deliverables must be logically grouped to the extent possible, during the planning stage. For e.g. Technical, Functional, Training etc.

■ Downstream deliverables within each logical grouping must be submitted only after upstream deliverables have been completed and approved within that group. Some examples include,

❑ E.g. for Technical domain – System Architecture must be completed before Technical Design etc.

❑ E.g. for Functional domain – Requirements Validation and updates to RTM, BPA and Use Cases must be completed before Functional Design etc.

❑ E.g. Training domain – Training plan must be completed before Training materials etc.

■ No more than one deliverable within the same logical grouping may be submitted for review to the State within the same week, so as not to constrain the same State staff who have to conduct review of those deliverables. However, multiple deliverables can be submitted for State's review and approval within the same week as long as it is not the same State staff that is reviewing those deliverables.

■ All planning deliverables must be submitted once for initial release and updated for subsequent releases

■ A Comprehensive Release checklist must be provided at least one month prior to each release

Table 15.   List of Implementation Deliverables

Task	Deliverable Number	Deliverable/Work Product Name	Frequency
I.1 - Project Management and Monitoring	I.1.1	Completed Project Establishment Checklist	Once
	I.1.2	Integrated Project Management Plan	Once for Initial Release and Updated for all subsequent Releases

Task	Deliverable Number	Deliverable/Work Product Name	Frequency
	I.1.3	Project Schedule	Once for Initial Release and Updated for all subsequent Releases
	I.1.4	Project Reporting Artifacts (Weekly, Monthly Reports, Risk, Issue and Decision Making Logs)	Weekly and Monthly from Project Initiation to Project Close
	I.1.5	Release/ Project Closeout Check-List	Once for Every Release and Final Project Close-Out
I.2 - Planning	I.2.1	Overall SDLC approach plan	Once (with updates only if required during subsequent releases)
	I.2.2	System Architecture	Once (with updates only if required during subsequent releases)
	I.2.3	System Security Plan	Once for Initial Release and Updated for all subsequent Releases
	I.2.4	Technology Environment Specifications and Infrastructure plan	Once for Initial Release and Updated for all subsequent Releases
	I.2.5	Organizational Change Management Plan	Once for Initial Release and Updated for all subsequent Releases
	I.2.6	Data Conversion Plan	Once for Initial Release and Updated for all subsequent Releases
	I.2.7	Master Test Plan	Once for Initial Release and Updated for all subsequent Releases
	I.2.8	Training and Knowledge Transfer Plan	Once for Initial Release and Updated for all subsequent Releases
	I.2.9	Roll-Out Plan (Pilot and Full Roll-Out)	Once for Initial Release and Updated for all subsequent Releases
	I.2.10	Deployment Plan (Pilot and Full Deployment)	Once for Initial Release and Updated for all subsequent Releases
	I.2.11	System Operations, Support and Transition Plan	Once for Initial Release and Updated for all subsequent Releases
I.3 - Technical Environment Specification	I.3.1	Technical Environment Specifications Plan	Once (updated on as-needed basis)
I.4 - Design, Development and Implementation (DDI)	I.4.1	Requirements Validation and updates to RTM, BPA and Use Cases	Once for Initial Release and Updated for all subsequent Releases

Task	Deliverable Number	Deliverable/Work Product Name	Frequency
	I.4.2	Functional Design Document (FDD)	Once for Initial Release and Updated for all subsequent Releases
	I.4.3	Technical Design Document (TDD)	Once for Initial Release and Updated for all subsequent Releases
	I.4.4	Data Integration and Interface Control Documents (ICD)	Once for the initial release and updated for subsequent releases
	I.4.5	Updated and Completed Functional and Technical Requirements Traceability Matrix	Once for the initial release and updated for subsequent releases
I.5 - Data Conversion	I.5.1	Data Conversion Testing Report and Results	Once for Every Release
I.6 - Testing	I.6.1	Completed SIT Readiness Checklist	Once for Every Release
	I.6.2	SIT Testing Report and Results	Once for Every Release
	I.6.3	Completed UAT Readiness Checklist	Once for Every Release
	I.6.4	UAT Testing Report and Results	Once for Every Release
I.7 - OCM (Organizational Change Management), T (Training) and KT (Knowledge Transfer)	I.7.1	Training and Knowledge Transfer Materials	Once for Every Release
	I.7.2	Training and Knowledge Transfer Completion report	Once for Every Release
	I.7.3	Executive Briefing	Quarterly and as requested
I.8 - Pilot, Roll-Out and Go-Live	I.8.1	Pilot Deployment report and signoff	Once for Every Release
	I.8.2	Formal System Acceptance and Final Go-Live report	Once for Every Release
I.9 - Warranty Support	I.9.1	Completion of all Warranty Activities Report	Once for Every Release

DHS anticipates other work products will be produced during the Project (typically defined in the planning documents, however these will not be subject to the formal approval process). DHS recognizes if they purchase the optional Hosted Private Cloud service the content of certain deliverables will likely change and efficiencies will be gained. Vendor proposals must be developed with DIS providing these services and any adjustments will be made during negotiations.

3.7.3   Implementation Detailed Scope of Work

The following sections include, for each deliverable grouping, an overview of the tasks to be performed to create the deliverable (see Template T-10 - Implementation RTM for additional

details) and guidelines for the content of each deliverable. Any deviations from these guidelines must be justified in AR DHS IE-BM RFP Template T-11 - Implementation Requirements Response Template)

3.7.3.1   Group 1 Deliverables – Project Management and Monitoring

The Vendor must perform the activities required to manage and lead the Project and the team through the entire Project lifecycle. During the initiation phase, the Vendor will establish the processes and tools required to manage and control the Project. This includes facilitating a Kick-Off Presentation, preparing on-boarding materials for team members (DHS and Vendor), establishing the tools required to control the project (e.g. document repository) producing a Project Management Plan (PMP) and a Project Schedule. As part of the Project Management activities, the Vendor must provide training on any tools, COTS packages and best practices. The Vendor's Project Management team must collaborate with DHS' PMO to align their standards, templates and processes with the DHS PMO's or ensure the PMO agrees to any exceptions.

The Vendor will then need to, in collaboration with DHS' project managers, execute the processes outlined in the PMP and track and report project progress (e.g. activities completed, risks, issues, status) for the duration of the project.

Deliverable I.1.1 – Completed Project Establishment Checklist	
Required Delivery	Submitted for approval no more than one month after Contract signing
Frequency	Once
Description	This deliverable is confirmation by the Vendor that all of the key Project establishment activities have occurred. At a minimum, the following activities must be included: ■ Project facilities identified, acquired, and fully outfitted for staff ■ All Vendor DDI Key Staff provided State credentials and "Welcome Package" ■ Connectivity to all required legacy and Project systems for Vendor and State staff has been established ■ Vendor staff directory, containing all contact information and Project title, has been provided to the State Project Manager ■ The Project Kick-Off has occurred. The Kick-Off is a presentation to the entire Project team and key stakeholders to familiarize them with the Project and includes: ❑ Project Overview ❑ Project Schedule (high level) ❑ Objectives and Definitions ❑ Process (including change management, change control, and issue/risk management) ❑ Roles and Responsibilities ❑ Keys to Success

Deliverable I.1.2 – Integrated Project Management Plan	
Required Delivery	Submitted for approval no later than 30 calendar days after Project commences
Frequency	Once for the initial release and updated for subsequent releases
Description	This deliverable will capture all of the project management processes, roles and responsibilities and templates which will be executed throughout the Project to effectively manage and control the Project. The approach shall be consistent with the PMI Project Management Methodologies stated in the PMBOK or equivalent and must align and integrate with the DHS' PMO's processes. This plan will encompass the entire Project lifecycle from Project initiation to handoff to M&O and will incorporate content for which DHS PMO is responsible. The PMP shall, at a minimum, consist of the following sub-plans:

Scope Management Plan — Outlines the processes required to ensure the IE-BM Solution and the Project meet all of the requirements outlined in the RFP and how deviations will be tracked and managed

Schedule Management Plan — Captures how the Project Schedule will be monitored for variances, what types of corrective actions will be taken to address schedule variances during the life of the Project and the process, roles, and responsibilities involved in making changes to the Project Schedule

Project Change Management Plan — How changes to the scope, schedule and budget are tracked, reviewed and approved

Risk and Issues Management Plan — Development of a Risk and Issue Management Plan is required. The Vendor, with the support of State team members, must submit a baseline Risk Assessment to DHS' Project Manager within one (1) month of Project initiation

Performance Management Plan — The Vendor must create a performance management plan that will provide a comprehensive approach on how the Vendor intends to monitor, track and report on baseline metrics for each performance area identified in the Template T-10 – Implementation Requirements Traceability Matrix – I.8 Implementation SLRs

Document Management Plan — The Vendor must develop and maintain a Project Information Library (PIL) that will be overseen by the Project Management Team in a single repository (on site and owned by the State) used to store, organize, track, control and disseminate all information and items produced by, and delivered to, the Project. The Document Management Plan must include a description of the PIL file structure with defined access and permissions.

Data Management Plan — Defines the approach to managing data to ensure, at a minimum, adequate data is provided for testing and confidential data is managed effectively

Quality Management Plan — Defines the Project approach to ensuring quality throughout the entire Project lifecycle

Human Resource Management Plan — Captures the projected resources required and the processes for identifying, qualifying and onboarding new team members, and removing a team member

Acceptance/Contract Management — Captures the processes, template, and roles and responsibilities for accepting deliverables (content provided by DHS)

Project Communication Management Plan — Details the varying levels and needs of the Project's stakeholders for information regarding the project, status, accomplishments, impact on stakeholders, etc. and defines the communications vehicles

Procurement Management Plan — Details how the Vendor will manage its subcontractors and other suppliers

Closure Approach — Captures the activities the Vendor will perform to formally close a release and the entire Project

Deliverable I.1.3 – Project Schedule	
Required Delivery	Submitted for approval 30 days prior to the work on a release commences
Frequency	Once for the initial release and updated for subsequent releases
Description	This deliverable will include a resource loaded Baseline Project Work Plan and Schedule for every release, including a Work Breakdown Structure, Gantt chart(s), and a Project calendar in Microsoft Project.
	The Vendor shall document any changes from the schedule submitted with the Vendor's original Proposal.
	The Project Schedule shall breakdown the Project into discrete increments documenting the estimated effort and will include major milestones, dependencies, checkpoints, go/no-go decision points and other characteristics of a project schedule.

Deliverable I.1.4 – Project Status Reporting Artifacts	
Required Delivery	Submitted for approval no later than 3 days after the reporting period closes
Frequency	Weekly and Monthly Reports; Risk, Issue, Action Item and Decision Logs
Description	The Project Status Report must capture, at a minimum, the status of the Project including:
	■ Graphical statuses of scope, schedule, and budget (red, yellow, or green)
	■ Accomplishment of the last reporting period and objectives for the next reporting period
	■ Client responsibilities for the next reporting period
	■ Actual/projected Project Schedule dates versus baseline Project Schedule milestone dates
	■ Projected completion dates compared to approved baseline key dates
	■ Recovery plan for all work activities not tracking to the approved schedule
	■ Escalated risks, issues (including schedule and budget), and action items
	■ Key dependencies with other DHS Enterprise efforts and activities
	■ Disposition of logged issues and risks
	■ Organizational Change Management (OCM) status and activities
	■ Important decisions made and/or upcoming decisions
	■ Any team member changes
	■ Pending scope change requests
	■ One-page graphical summary of the Project Work Plan status of all major tasks and subtasks for each Phase in a Project Plan
	These status reports must be an integrated view of the project (i.e. DHS project Managers have input into the content)

Deliverable I.1.5 – Completed Release and Project Close-Out Check-List	
Required Delivery	The checklist must be approved 30 days prior to each Release/Go-Live and Final project Go-Live. The deliverable, confirming all items on the checklist have been approved/accepted, must be submitted for approval no more than 60 calendar days after the release goes live.
Frequency	Once per release

Description	The purpose of this deliverable is to ensure all Project activities and the migration to M&O are complete and that all functionality has been implemented and the appropriate legacy application(s) have been retired. This deliverable will be the completed check-list and include, at a minimum:
	
	■ Proof that all deliverables are up-to-date and approved including:
	  ❑ Functional Specifications and Design Documentation
	  ❑ System Architecture
	  ❑ Technical Design Documentation
	  ❑ Data Management and Synchronization Plan
	  ❑ Test Cases and Test Scripts
	  ❑ Training Manuals, End-User Guides, and Materials
	  ❑ Final versions of the System software files
	■ Control of all System and training documentation has been transferred to the M&O team
	■ Lessons learned are fully documented
	■ Tactical activities are complete (e.g., returning Project team members' badges and removing systems access)
	■ Ensuring hand-off of source code and State ownership of all source code and configurations
	■ All regression test scripts have been completed and are ready to support future regression testing

3.7.3.2 Group 2 Deliverables –Planning

The Vendor will produce planning documents for all aspects of the project. Prior to completing the planning documents, the Vendor will perform the activities required to ensure the plan establishes the methodology and approach and includes enough detail that this plan, if followed, will meet the defined objectives and all of DHS' requirements.

It is important to note that the Vendor shall develop the technical and security architectures prior to commencing development activities. These documents will be vetted by DHS' architecture/technical governance process. During this process the Vendor will collaborate with the State to establish the process for identifying and approving any changes and additions to the Solution and standards.

Deliverable I.2.1 – Overall SDLC Approach Plan	
Required Delivery	Submitted for approval no later than 30 calendar days after the Project commences
Frequency	Once (with updates only if required during subsequent releases)
Description	The purpose of the overall SDLC approach plan deliverable is to demonstrate that the Vendor has a strong understanding of DHS, integrated eligibility and benefits management, and a well-defined vision for how the IE-BM Solution will be developed, in alignment with the requirements outlined in Template T-11 — Implementation Approach Response. The plan provides a comprehensive SDLC approach elaborating on how the Vendor intends to implement the various phases of the project lifecycle and how it aligns with CMS XLC framework. This includes an overview of the different SDLC phases and how this Project will approach the different phases. To develop this deliverable, the Vendor must: ■ Gain a deep understanding of the business processes and the functionality that the IE-BM Solution will provide ■ Establish the guiding principles for the Project (e.g., minimize custom development) ■ Assess the end-user needs and DHS culture and finalize the methodology and tools that will be used to analyze and validate requirements (including interviews, workflow analysis, Joint Application Development (JAD) sessions, mock-ups, Usability Studies, etc.) ■ Establish a requirements traceability plan to ensure all requirements are met including a process for tracking, updating and managing changes to the requirements traceability matrix throughout the lifecycle of the Project (including mapping requirements to design documents and test cases) ■ Establish the mechanisms for managing the configurations and custom code through development ■ Work with DHS to define how technical decisions will be made to ensure the IE-BM Solution aligns with the DHS Standards ■ Establish the Vendor's internal processes to ensure the design is an integrated coherent IE-BM Solution (e.g., internal design reviews) ■ Establish the approach to developing technical standards and confirming conformance to the standards ■ Establish the strategy to ensure all requirements are met, while maximizing the use of COTS software to support the requirements and approval processes required to make changes (e.g., changes to business processes or migrating the Solution from COTS to custom) ■ Work with DHS to define how DHS staff will work with the Vendor's team for the duration of the Project ■ Define the scope of the Project Releases and how overlap between releases (from a technical and project perspective) will be managed ■ Establish which technical components will be deployed and source systems will be integrated with by release ■ Identify major technical challenges the Vendor must overcome to implement the IE-BM Solution ■ Define the tools to be used to manage the DDI process (e.g. requirements repository, document repository)

Deliverable I.2.1 – Overall SDLC Approach Plan (continued)	
Description (continued)	It will capture the approach the Vendor will follow to build the IE-BM Solution including: ■ SDLC methodology ■ Requirements validation and requirements traceability ■ Release strategy ■ Solution design ■ Solution build ■ Testing ■ Piloting the Solution ■ Solution roll-out ■ Approach to interfacing and coordinating with the Governance Bodies ■ Plan for identifying and managing shared services which can be leveraged by other Divisions ■ Plan for ensuring the IE-BM Solution aligns with the established standards

Deliverable I.2.2 – System Architecture	
Required Delivery	Submitted for approval no later than 30 calendar days after Deliverable I.2.1
Frequency	Once (with updates only if required during subsequent releases)
Description	The purpose of this deliverable is to capture the System Architecture, which details the SOA model-driven framework being used that enables the development of service-oriented models to facilitate the interaction and communication of technologies. This document shall describe the set of technologies that support the Solution, detail the COTS software components, design patterns, technology infrastructure and the conceptual, logical and physical architectures for the IE-BM Solution. This System Architecture shall define and document: ■ A conceptual architecture that will produce a design to fulfill stakeholder's functional expectations ■ A logical architecture that identifies the SOA layers, Vendor, Service customers, service broker(s), and object dependencies. To complete the logical design model, the Vendor shall define the interfaces for each service, and include data field definitions and their validation rules. ■ A physical architecture that defines the various services of the IE-BM Solution and how they shall be implemented. This shall also include details around the integration layers, potentially using Web Services, and various other integration technologies. ■ A list of COTS software to be implemented and how they will be integrated to produce a seamless user experience ■ A detailed list of all the proposed production environment platforms, including Hardware, OS, Networking, and all COTS and third party systems/tools/ utilities, etc. ■ How the architecture design features ensure that the IE-BM Solution can scale as needed for future transaction volumes, storage requirements, and Solution usage expansion over the next 10 years ■ How the IE-BM Solution will ensure performance based on expected data and user loading/traffic, during peak transaction volumes and key critical business activities ■ How the IE-BM Solution will meet current capacity requirements and ensure the ability to scale ■ Availability and resilience controls such as redundancy, clustering, load balancing, failover capabilities, and fault tolerance ■ Mapping of Technical Requirements to the solution and design ■ Identification of components/objects that will be shared services ■ Confirmation that the architecture conforms to established standards ■ Data integration architecture to ensure duplicate records are not created

Deliverable I.2.3 – System Security Plan	
Required Delivery	Submitted for approval no later than 30 calendar days after Deliverable I.2.2
Frequency	Once for the initial release and updated for subsequent releases

Description	The purpose of this deliverable is to capture and establish the approach to Solution security. It will include an overview of the risk scenarios and the approach to known risk threats and known vulnerabilities, It will provide the security architecture, processes and controls to meet State and Federal standards (including firewalls, zoning, encryptions, intrusion prevention, hardening, remote access, etc.). This deliverable shall include, at a minimum:
	
	■ The technical approach to address and satisfy the following:
	  ❑ Network security controls
	  ❑ Perimeter security
	  ❑ System security and data sensitivity classification
	  ❑ Intrusion management
	  ❑ Monitoring and reporting
	  ❑ Host hardening
	  ❑ Remote access
	  ❑ Encryption
	  ❑ Integration with Statewide active directory services for authentication and CA IAM
	  ❑ Interface security
	  ❑ Security test procedures
	  ❑ Managing network security devices
	  ❑ Security patch management
	  ❑ Secure communications over the Internet
	■ Detailed diagrams depicting all security-related devices and subsystems and their relationships with other systems for which they provide controls
	■ Security controls
	■ The details of Security, Privacy and Consent Management
	■ Approach to maximizing sharing of data (provided from any external source) while complying to all appropriate rules, regulations and policies
	■ Approach to administering access, particularly administration access
	■ User roles and security permissions
	■ Confirmation that the Security Plan aligns with established standards (e.g. MARS-E 2.0, IRS 1075, NIST 800-53, FISMA)
	
	The System Security Plan must capture the roles and responsibilities to be performed by the Vendor (responsible for implementing application security) and by DIS (responsible for implementing infrastructure security)

Deliverable I.2.4 – Technology Environments Specification and Infrastructure Plan	
Required Delivery	Submitted for approval no later than 30 calendar days after Deliverable I.2.2
Frequency	Once for the initial release and updated for subsequent releases
Description	The purpose of this deliverable is to define the infrastructure the Vendor must provision to support the Project including, at a minimum, hardware, operating system, networking, and all COTS software. This will include specifications for each of the environments the Project will require, which will likely be provided independently throughout the Project.

Deliverable I.2.5 – Organizational Change Management and Stakeholder Communication Plan	
Required Delivery	Submitted for approval no later than 90 calendar days after Deliverable I.2.1
Frequency	Once for the initial release and updated for subsequent releases
Description	To produce this deliverable the Vendor will perform an analysis of the stakeholders (Stakeholder Needs Assessment) to identify the organization's Organizational Change Management (OCM), training and knowledge transfer needs. The understanding gained from performing this assessment will provide the information required to produce this deliverable. The purpose of this deliverable is to outline all OCM activities that will be performed throughout the Project. This includes, at a minimum: ■ The OCM methodology that the Vendor will employ ■ A current state assessment, identifying strengths and challenges of key stakeholder groups ■ A definition of all communications outside of the Project team ■ Surveys and other mechanisms to capture the level of change acceptance with each stakeholder group ■ Milestones when the OCM approach effectiveness will be re-assessed and modified

Deliverable I.2.6 – Data Conversion Plan	
Required Delivery	Submitted for approval no more than 60 calendar days prior to start of Task I.5 (Data Conversion Tasks)
Frequency	Once for the initial release and updated for subsequent releases
Description	The Vendor will be responsible for understanding the data requirements during detailed design and gaining an understanding of the data available in legacy systems that may need to be converted. The Vendor will understand how much historical data needs to be converted based on program policy and by case status.
	The Vendor will lead data conversion activities including building a data conversion schedule, tracking each data element being converted, validating that all records/images converted equals number of records/images written to the new database, reporting progress against these stages and ensuring adequate staff is assigned to the effort.
	The Vendor will collaborate with DHS to define a specification for the data to be extracted from the legacy systems (e.g. ANSWER, ACES, AccessAR, FACTS and, depending on the Vendor's proposal, possibly EEF). The Vendor will implement and develop any tools required to convert the data into a format to be imported into the IE-BM Solution, cleansing and de-duplicating the data as it is integrated into the Solution. Additionally, all images currently stored in the legacy systems need to be migrated to the IE-BM Solution. The Vendor will perform a trial conversion(s) prior to performing UAT, will collaborate with DHS to resolve any data issues identified, and will provide tools for DHS to validate the data.
	The purpose of this document is to define the approach and plan for converting data from legacy systems into the new IE-BM Solution. This includes, at a minimum:
	- Identifying the data elements that need to be converted and the source systems - The amount of historical data that will need to be converted - The relationships between the data that needs to be converted - Identifying the approach to conversion (e.g. automated) - Defining the approach to validating the converted data against legacy data and addressing any data discrepancies - Interim deliverables - Roles and Responsibilities - Tools used to perform the transformation - Tools/approach to track status/progress - If required due to the release strategy, the approach and details regarding integrating with legacy systems and data synchronization

Deliverable I.2.7 – Master Test Plan	
Required Delivery	Submitted for approval no more than 60 calendar days prior to start of Task I.6 (Testing Tasks)
Frequency	Once for the initial release and updated for subsequent releases
Description	The purpose of this deliverable is to define the detailed testing plan for each release. This plan shall include, at a minimum: ■ Types of testing to be performed ■ Test database generation ■ Test case development ■ Documentation of test results ■ Acceptance testing ■ The evaluation should include a summary of any outstanding issues/defects with the system and any other pertinent readiness issues ■ A contingency plan component which identifies alternative strategies that may be used if specific risk events occur, such as a failure of test results to support a decision to proceed to the next phase of the project ■ A list of test scripts to be run by testing cycle ■ The testing schedule and how the testing schedule will be managed ■ Specifics regarding the processes leveraged to track testing progress and defect resolution including items such as the definition of different test script status and, defect status ■ The organization of the test team and associated responsibilities (definition of roles and named resources who will perform each role) ■ Criteria for passing scripts (the decision criteria should be specific and measurable.) ■ Testing progress status reporting and interim testing milestones and associated reports ■ Definition of the Platform Readiness Test (this test must be passed prior to promotion to the pre-production environment) ■ Entrance and Exit criteria for each testing cycle (the decision criteria shall be specific and measurable.) ■ Testing approach to performance and stress testing ■ Approach to regression testing ■ A description of the SIT Readiness Checklist ■ A description of the UAT Readiness Checklist

Deliverable I.2.8 – Training and Knowledge Transfer Plan	
Required Delivery	Submitted for approval no more than 60 calendar days prior to start of Task I.7 (Change Management, Training and Knowledge Transfer Tasks)
Frequency	Once for the initial release and updated for subsequent releases
Description	Based on the findings captured in the Stakeholder Needs Assessment (see Deliverable I.2.5), the Vendor will produce an OCM Plan and a Training and Knowledge Transfer Plan. This will be developed collaboratively with DHS to ensure the materials are aligned with DHS' culture. In these documents, the Vendor will provide interim milestones to track progress (e.g., Knowledge Transfer Checkpoints).

The Vendor will lead and work collaboratively with State staff to build out the resources to prepare the organization for the new System. DHS has established baseline guiding principles for this effort, including:

- Use a task-based training approach founded on a thorough user-centered task analysis
- Use a variety of integrated training methods to address diverse learning styles and provide experiential, performance-based training
- Integrate training methods and strategies throughout the Project life cycle, to include pre-training support, classroom training, and post-training support
- The primary medium for System training must be hands-on interaction with a working version of the System
- Just-in-Time Approach to training — All field office users will receive hands-on training on the System immediately prior to the System being implemented
- Training must be designed in a way that conveys the value and benefits of the System, alignment to the user's model of practice, and its integration into their day-to-day work
- All trainees must demonstrate the capability to use the System effectively at the completion of the training to perform his/her responsibilities
- User friendly training materials must be provided to trainees that can be referenced at a later date without additional context required
- A methodical approach to planning training activities is required. A detailed Training Plan must be developed.

The purpose of the Training and Knowledge Transfer Plan is to identify the activities and define the curricula DHS needs to train the organization on the Solution.

The Training Plan includes the following, at a minimum:

- Overview stating the purpose and scope of the Training Plan that meets the requirements of this RFP
- A process to conduct a needs and skills analysis, identifying specific roles and staff titles to be trained
- Planned evaluation of the training content and delivery
- Training resources required, including facilities and staff
- Course Administration, including communication to participants of available training and registration/completion by staff

Deliverable I.2.8 – Training and Knowledge Transfer Plan (continued)	

Description (continued)	■ Training schedules, identifying when specific staff roles will be provided training prior to a release
	■ Details of the Vendor's planned Instructional Methods including:
	   ❑ Individual one-on-one training sessions
	   ❑ Solution Demonstrations
	   ❑ Instructor-Led Classroom Teaching
	   ❑ Instructor-Led Virtual Training
	   ❑ Computer and Web-based training
	   ❑ On-the-Job Training
	   ❑ User Guides
	   ❑ Informal training with super users
	■ Knowledge Transfer approach for identified personnel who require additional Solution knowledge than end-users (e.g. super users, support staff, trainers)
	■ Approach to ensure training goes beyond Solution navigation to training that supports end users in integrating the Solution as a decision support tool
	■ Approach to prototyping and testing training materials with end-users
	■ Training roles and responsibilities
	■ Approach to Vendor and DHS maintenance of training materials to address any Solution changes during the Project and after
	■ Plan for managing the training environment
	■ Plans for providing the training equipment, facilities and training data

Deliverable I.2.9 – Roll-Out Plan	
Required Delivery	Submitted for approval no more than 60 calendar days prior to start of Task I.8 (Pilot and Roll-Out Tasks)
Frequency	Once for the initial release and updated for subsequent releases
Description	The purpose of this deliverable is to ensure the Vendor has a plan to smoothly migrate users onto the new IE-BM Solution and the plan complies with the Federal Title 7 for 277.18 (g)(2)(ii)) (Prior to statewide rollout of the system there must be a test of the fully operational system in a live production environment. Pilots must operate until a state of routine operation is reached with the full caseload in the pilot area. The design of this pilot shall provide an opportunity to test all components of the system as well as the data conversion process and system performance. The duration of the pilot must be for a sufficient period of time to thoroughly evaluate the system (usually a minimum duration of three months). The State agency must provide documentation to FNS of the pilot evaluation. FNS approval to implement the system more broadly is a condition for continued FFP.). This plan shall include, at a minimum: ■ Plan for rolling out the Solution to the organization ■ Plan for the Solution pilot to establish objectives, metrics, success criteria and other key planning information ■ Schedule for deploying the IE-BM Solution, training of end-users, and activating of users ■ Go/no-go decision points ■ Contingency Plans

Deliverable I.2.10 – Deployment Plan	
Required Delivery	Submitted for approval no more than 90 calendar days prior to start of Task I.8 (Pilot and Roll-Out Tasks)
Frequency	Once for the initial release and updated for subsequent releases
Description	The purpose of this deliverable is to ensure the Vendor has a plan to smoothly migrate the Solution from testing to production. This plan shall include, at a minimum: ■ Detailed, step-by-step plan to deploy the Solution into the production environment including key checkpoints ■ Site planning requirements ■ Cut-over risks and contingency plans ■ Rollback/back-out and recovery plans ■ Tested (during migration to the pre-production environment) scripts for migrating the Solution to production

Deliverable I.2.11 – Systems Operations, Support and Transition Plan	
Required Delivery	Submitted for approval no more than 90 calendar days prior to start of Task I.8 (Pilot and Roll-Out Tasks)
Frequency	Once for the initial release and updated for subsequent releases
Description	The purpose of this deliverable is to ensure the Vendor has a plan to smoothly migrate the Solution to M&O (from the point of release which has been validated and approved by DHS to go into production). The plan will detail how the Vendor will leverage the M&O processes to manage the issues/defects and fixes and will report progress as part of the M&O reports.

3.7.3.3   Group 3 Deliverables – Technology Environment Specifications

The Vendor will review the estimated user population and data volumes and other factors and develop a specification for the infrastructure (that will meet the Service-Level Requirements (SLRs)). This specification will include items such as servers/processing capacity, storage, COTS software and licenses requirements for all required environments (e.g. Development, QA, Pre-Production, Production, Training and Disaster Recovery).

Deliverable I.3.1 – Technology Environments Specifications	
Required Delivery	Submitted for approval no more than 60 calendar days after I.2.2. System Architecture is completed
Frequency	Once for the initial release and updated for subsequent releases
Description	The purpose of this deliverable is to define the infrastructure the Vendor must provision to support the Project including, at a minimum, hardware, operating system, networking, and all COTS software. This will include specifications for each of the environments the Project will require, which will likely be provided independently throughout the Project.

3.7.3.4   Group 4 Deliverables – Design, Development and Implementation (DDI)

The Vendor will lead the design, development and implementation tasks including:

- Requirements validation — In order to ensure that the Vendor fully understands the IE-BM Solution requirements, the Vendor must lead and facilitate the process for reviewing and validating the Use Cases and detailed Functional and Non-Functional Requirements documentation. The Vendor will update these documents with any agreed upon changes

- Detailed design — The Vendor shall conduct JAD sessions to fully explore and understand the design alternatives to meet the functional requirements, align with the architecture and system security plan and determine (with DHS representatives) whether gaps can be addressed through process changes or by developing custom functionality.

- Implement the design — The Vendor will lead, coordinate and perform all Solution development efforts including the configuration of any middleware software and any required custom development. The Vendor will develop the Solutions in alignment with the design documents produced through the detailed design process.

Deliverable I.4.1 – Requirements Validation and Updates to Requirements Traceability Matrices and Use Cases	
Required Delivery	Submitted for approval no less than 30 calendar days prior to detailed functional design is completed
Frequency	Once for the initial release and updated for subsequent releases
Description	The purpose of this deliverable is to confirm the design will capture the entire functional scope required. The Use Cases will be updated (to capture the agreed upon changes) and the Requirements will be updated (based on agreed upon changes) to clarify the scope and will be mapped to releases, technical components, test cases or equivalent.

Deliverable I.4.2 – Functional Design Document (FDD)	
Required Delivery	Complete, consolidated document to be submitted for approval 30 calendar days prior to commencing Solution build activities
Frequency	Once for the initial release and updated for subsequent releases
Description	The purpose of this deliverable is to provide a detailed design of the functionality in scope for the release prior to commencing development. This document shall include:
	■ System overview diagrams illustrating which Solution components provide what functionality, linking back to the functional capabilities
	■ Design Use Cases (or equivalent) to map requirements to technical components
	■ Functional specifications (or equivalent) for any custom development required
	■ Recommendations on how to close specific gaps that require changes to DHS' business processes
	■ Business rules definition
	■ Reporting capabilities and prebuilt reports
	■ User profiles mapped to functionality
	■ User Interface screens for the Solution including results of usability studies
	■ Time studies capturing the anticipated efficiency savings with the new user interface design
	■ Identification of functions or user roles that initiate workflow, receives the workflow, and any processes that occur as a result of the workflow
	■ Identify functionality which will be developed as a shared service
	■ List of assumptions made during the design as well as recommended next steps and required actions that shall be confirmed by DHS before the development

Deliverable I.4.3 – Technical Design Document (TDD)	
Required Delivery	Complete, consolidated document to be submitted for approval 30 calendar days prior to commencing System integration testing (modules/sections of the design document may be submitted for approval beforehand)
Frequency	Once for the initial release and updated for subsequent releases
Description	The purpose of this deliverable is to provide the detailed technical design that addresses how the functional design will be implemented. This includes the COTS software being leveraged, the configuration of these components, the data integration and interfaces, and the design of any custom development required.
	The Technical Design Document must include, at a minimum, the following components:
	■ A mapping of the functional design to the solution components
	■ The configuration of any COTS software
	■ The detailed design of any required custom development
	■ Processes to manage Solution installation and configuration
	■ Confirmation the technical design aligns with the established standards

Deliverable I.4.4 – Data Integration and Interface Control Document (ICD)	
Required Delivery	Submitted for approval 30 calendar days prior to commencing Solution build activities
Frequency	Once for the initial release and updated for subsequent releases

Description	The purpose of this deliverable is to capture the integration approach and data design for the Solution, focused on the interfaces to external systems. The Data Integration and Interface Control Document (ICD) must include the following components:
	■ Interface definitions and design
	■ Data Flow Diagrams
	■ Integration interface protocol and interaction diagrams
	■ Failure modes and recovery approach
	■ Data Dictionary
	■ Data Transformation and Loading
	■ Processing controls
	■ Processes to manage Solution installation and configuration and ongoing monitoring and incident management including items such as:
	  ❑ Agreements with the third party application owner for how to resolve problems
	  ❑ SLRs/contracts with partner
	  ❑ Documenting roles and responsibilities
	  ❑ Assumptions
	■ Privacy requirements for different data elements
	■ Security Controls
	The data dictionary and integration/interface approach must conform to data standards established by DHS

Deliverable I.4.5 – Updated and Completed Detailed Functional and Technical Requirements Traceability Matrix	
Required Delivery	Submitted for approval 30 calendar days prior to the start of UAT
Frequency	Once for the initial release and updated for subsequent releases
Description	The purpose of this deliverable is to ensure all of the requirements will be tested as part of the System. This deliverable maps the functional and technical requirements to the Test Cases and Test Scripts.

3.7.3.5   Group 5 Deliverables – Data Conversion

The Vendor will be responsible for leading and performing the data conversion activities

Data conversion activities include building a data conversion schedule, tracking each data element being converted, validating that all records/images converted equals number of records/images written to the new database, reporting progress against these stages and ensuring adequate staff is assigned to the effort.

The Vendor will implement and develop any tools required to convert the data into a format to be imported into the IE-BM Solution, cleansing and de-duplicating the data as it is integrated into the Solution. Additionally, all images currently stored in the legacy systems need to be migrated to the IE-BM Solution. The Vendor will perform a trial conversion(s) prior to performing UAT, will collaborate with DHS to resolve any data issues identified, and will provide tools for DHS to validate the data.

Deliverable I.5.1 – Data Conversion Testing Report and Results	
Required Delivery	Submitted for approval 30 calendar days prior to the start of UAT
Frequency	Once per release
Description	The purpose of this deliverable is to verify the converted data has been tested and is ready for production prior to performing UAT. This deliverable will include confirmation that all data that needs to be converted for the release to go-live has been reconciled to the legacy system and verified by DHS.

3.7.3.6 Group 6 Deliverables – Testing

The Vendor will be the lead and be responsible for the Solution testing effort. The Vendor must define a testing methodology that includes multiple testing cycles to ensure the entire Solution is functioning without issues.

The Vendor's methodology must meet Federal funding partner requirements (e.g., FNS, CMS) and be aligned with industry standard methodologies such as Software Engineering Institute, the Capability Maturity Model, international Standards Organization, ISO9000 or the Institute of Electrical and Electronics Engineers (IEEE) or IEEE 829 Standard for Software and System Test Documentation and related standards. Please refer to the FNS Handbook 901 in the Procurement Library for detailed testing requirements.

The Vendor, in collaboration with DHS, will be responsible for performing all testing required to fully test the Solution including:

- Unit Testing — Ensure each "unit" performs as outlined in the technical design

- String/Link Testing — Ensure multiple "units" work in conjunction with each other without issue

- Integration Testing — Ensure the Solution supports end-to-end business processes

- Performance/Stress Testing — Ensure the Solution will meet DHS' performance needs

Once the IE-BM Solution has been fully tested and the Vendor is confident the Solution is ready for production, the Vendor will coordinate with DHS, to perform final testing in an integrated environment. This testing will include:

- User Acceptance Testing — Performed and lead by DHS end-users (DHS will develop test scripts leveraging the test scripts provided by the Vendor, focusing on unconventional situations) with support from the Vendor

- Regression Testing — Performed by the Vendor, with the support of DHS testers, to ensure functionality currently in production continues to function. The Vendor will coordinate with DHS.

- Performance/Stress Testing — Performed by the State to ensure the entire Solution and Architecture continues to meet DHS' performance requirements. The Vendor will coordinate with DHS.

Deliverable I.6.1 – Completed System Integration Test Readiness Checklist	
Required Delivery	Submitted for approval 30 calendar days prior to the start of SIT
Frequency	Once per release
Description	This deliverable is confirmation by the Vendor that all of the key System Test activities and artifacts are ready. The checklist will be established as part of the Master Test Plan and serve as documentation that, at a minimum: ■ Test scripts and scenarios have been prepared ■ The test data set has been defined and created ■ Test scenarios have been mapped to functional and technical requirements ■ Test environment has been configured ■ Defect management tool and process has been established ■ Progress tracking has been established (scripts pass, fail, pending etc.)

Deliverable I.6.2 – System Integration Testing (SIT) Report and Results	
Required Delivery	Submitted for approval within 10 calendar days of completion of SIT
Frequency	Once per release
Description	The purpose of this deliverable is to ensure the entire System has been tested, and all rounds of testing are successful, prior to promoting the System to UAT. The Vendor shall provide a formal Testing Report that should be aligned to Federal testing approval guidelines (CMS, FNS etc.). The Testing Report will include, at a minimum: ■ Completed Test Scenarios, Test Cases and Test Scripts ■ Testing Milestone Reports and other status reports ■ Test Phase Final Results Report and Corrective Action(s) Plan ■ Platform readiness test outcome report ■ Requirements having passed SIT (e.g. all requirements are mapped to test cases and all test cases have passed)

Deliverable I.6.3 – Completed UAT Readiness Checklist	
Required Delivery	Submitted for approval 60 calendar days prior to the start of UAT
Frequency	Once per release
Description	The purpose of this deliverable is to ensure the entire Solution has passed SIT and all activities and artifacts necessary to begin UAT have been completed. The checklist will be established as part of the Master Test Plan and serve as documentation that: ■ The test data set has been defined and created ■ Test scenarios have been mapped to functional and technical requirements ■ UAT state participants have been fully trained in the functionality for their role ■ Error tracking and reporting tools and methodology have been established and State users have been trained ■ A testing tool/test harness/automated test framework has been implemented which will support automated regression testing

Deliverable I.6.4 – UAT Report and Results	
Required Delivery	Submitted for approval within 10 calendar days of completion of UAT
Frequency	Once per release
Description	The purpose of this deliverable is to ensure the entire System has been tested, and all rounds of testing are successful, prior to promoting the System to Pilot and Rollout. The Vendor shall provide a formal Testing Report that should be aligned to Federal testing approval guidelines (CMS, FNS etc.). The deliverable approval will be contingent on Federal approval (FNS and/or CMS). The Testing Report will include, at a minimum: ■ Completed Test Scenarios, Test Cases and Test Scripts ■ Testing Milestone Reports and other status reports ■ Test Phase Final Results Report and Corrective Action(s) Plan ■ Platform readiness test outcome report ■ Regression testing has passed ■ Performance/stress testing has been completed and passed Each of the above must be successful, and must be approved by DHS and/or CMS, FNS.

3.7.3.7 Group 7 Deliverables – Organizational Change Management (OCM), End User Training and Knowledge Transfer (KT) Tasks

The Vendor will lead and work collaboratively with State staff to build out the resources to prepare the organization for the new System.

The Vendor will lead all training activities immediately prior to go-live. This includes providing the equipment and facilities (as required for field offices), scheduling the sessions, facilitating the sessions, surveying the participants, and analyzing the results to ensure adequate attendance and learning has occurred. DHS has approximately a dozen training labs outside of Little Rock at various county offices which can be leveraged for training (if available). DHS has approximately 1,600 field staff that will need to be trained on the new system and approximately 160 non-field staff. Technical training and knowledge transfer for technical staff is expected to commence as soon as possible in the Project schedule, with ongoing, advanced and refresher training throughout the Contract period. Prior to Project close out, the Vendor will ensure the designated DHS training personnel are fully capable of training users on the IE-BM Solution so they can perform on-going trainings for IE-BM end-users.

Deliverable I.7.1 – Training and Knowledge Transfer Materials	
Required Delivery	Submitted for approval no later than 30 days prior to starting UAT
Frequency	Once per release
Description	The purpose of this deliverable is to ensure all training materials have been reviewed and approved by DHS prior to commencing UAT (as these materials will be tested during UAT). This deliverable will include DHS approvals on all training materials outlined in the Training Course Catalog. All requested updates from the previous release must be addressed and approved prior to deliverable submission.

Deliverable I.7.2 – Training and Knowledge Transfer Completion Report	
Required Delivery	Submitted for approval no later than 10 days prior to Go-Live
Frequency	Once per release
Description	The purpose of this deliverable is to ensure the Vendor's training efforts have resulted in adequate end-user learning. This will be measured through the surveys provided after the training sessions have been completed, will confirm attendance (based on the Training curriculum by DHS user type outlined in the Training Course Catalog Deliverable) and confirm the audience developed an understanding of the System required to perform their role. Should the survey results result in less than adequate knowledge of the training material by participants, the Vendor must also demonstrate that it has provided additional or remedial education to bring attendee knowledge to an acceptable level.

Deliverable I.7.3 – OCM Executive Briefing	
Required Delivery	Conducted within 10 business days of the end of a quarter or key OCM milestones
Frequency	Quarterly
Description	The purpose of this deliverable is to provide DHS executives and DCO Directors a full report on all OCM activities that were performed, progress, risks/challenges facing the project from an OCM perspective and the upcoming activities to help ensure efficient and effective State staff interaction with the IE-BM Solution. This includes, at a minimum: ■ Results from Surveys and other mechanisms to capture the progress on the level of change acceptance with each stakeholder group. ■ Reporting on OCM Milestones as identified in the OCM Plan.

3.7.3.8   Group 8 Deliverables – Pilot, Roll-Out and Go-Live

The Vendor shall lead the efforts to migrate the IE-BM Solution into the production environment through migration to a stable M&O phase.

The Vendor will lead the IE-BM Solution Pilot cycle. The Vendor will coordinate all efforts and track the results including measuring efficiency gains and user satisfaction with the usability. The pilot must comply with Title 7 for 277.18(g)(2)(ii)) for a live production pilot:

"(ii) Pilot. Prior to statewide rollout of the system there must be a test of the fully operational system in a live production environment. Pilots must operate until a state of routine operation is reached with the full caseload in the pilot area. The design of this pilot shall provide an opportunity to test all components of the system as well as the data conversion process and system performance. The duration of the pilot must be for a sufficient period of time to thoroughly evaluate the system and must be at least three months in duration. The State agency must provide documentation to FNS of the pilot evaluation. FNS approval to implement the system more broadly is a condition for continued FFP."

After the Solution is migrated to production (from the point of release which has been validated and approved by DHS to go into production), the key staff from the Vendor's project team will address the issues that arise during the initial weeks.

The Vendor will provide the resources required to migrate users onto the IE-BM Solution. In addition to the training, this could include deploying additional software/hardware to field offices, enabling users in the new IE-BM Solution, migrating data from legacy systems/shutting off use of the legacy systems or other stages.

The Vendor will provide Project resources to support the IE-BM Solution immediately after it is deployed into production (cut-over support team). During this period, the Vendor will provide interim support processes (e.g., a "war-room") until DHS is comfortable that the number of issues/user issues has diminished to a level that can be managed by the more controlled and structured M&O processes. Once the IE-BM Solution is stabilized (approved by DHS based on the number of open issues) the Vendor will migrate support to the M&O team.

Deliverable I.8.1 – Pilot Deployment Report and Signoff	
Required Delivery	Submitted for approval no later than 10 days prior to Pilot Go-Live
Frequency	Once per release
Description	The purpose of this deliverable is to ensure that the System Pilot successfully demonstrated the improved usability and end-user efficiency and stability to both internal and external end-users in the field prior to going live. The pilot will be performed after UAT and will include identifying and resolving any issues identified during the System pilot. The deliverable will be considered complete once DHS confirms the System will allow users to perform the end-to-end business processes without issues, improve efficiency/usability. The results must be included in the Documented Successful Completion of System Pilot in accordance with Federal (FNS, CMS etc.) requirements.

Deliverable I.8.2 – Formal System Acceptance and Final Go-Live Report	
Required Delivery	Submitted for approval no earlier than 30 days after Release Go-live
Frequency	Once per release
Description	The purpose of this deliverable is to ensure the System is functioning effectively in production. Once the System has been migrated to production and rolled out to the entire organization, the System must be stabilized to allow support to be migrated from the cut-over support team to the M&O team. The deliverable will be considered complete once DHS confirms the System will allow users to perform the end-to-end business processes without issues, improve efficiency/usability, and on the contingency that FNS and/or CMS has approved the results.

3.7.3.9   Group 9 Deliverables – Steady State (Warranty Period)

The Vendor must warranty the System for 12 months after all of the System functionality has been rolled out to all users, from the date of each release.

During M&O period any defects identified will be addressed by the Vendor at no additional cost to DHS. The Vendor may leverage the M&O processes to manage the issues/defects and fixes and will report progress as part of the M&O reports. Any costs and time required to address any warranty issues will be categorized separately.

Deliverable I.9.1 – Completion of All Warranty Activities Report	
Required Delivery	Submitted for approval no earlier than 2 years after go-live for each validated and approved release into production
Frequency	Once per release

Deliverable I.9.1 – Completion of All Warranty Activities Report	
Description	The purpose of this deliverable will be to summarize all warranty fixes. This report, at a minimum, will include a summary of all defects fixed under warranty, the defect priority and the time between the defect being reported and a fix deployed into production.

3.8 IE-BM Engagement – Maintenance and Operations Scope of Work

The following sections capture the activities the Vendor shall perform and the resulting deliverables during the M&O of the IE-BM Engagement. The Vendor shall support, maintain and operate the IE-BM Solution within the processes established by the State. The Vendor must also collaborate with the State and the ISS (IT Support Services) vendor to ensure the operational processes address the State's and vendor's needs.

The detailed Vendor M&O requirements are captured in Template T-12 — Maintenance and Operations RTM. The Vendor must respond to Template T-12 and should complete Template T-13 — Maintenance and Operations Requirements Approach in alignment with these guidelines and explain and justify any deviations.

3.8.1 M&O Scope of Work Overview

The Vendor shall provide maintenance and operations services for the EEF Solution at the inception of the contract and the IE-BM Solution as it gets developed and after it is deployed into production. At the highest level, from an M&O perspective, the Vendor will:

- Manage and perform the tasks required to transition ownership from the incumbent vendor (with support from the incumbent vendor)
- Provide M&O services on the EEF and IE-BM Solutions including:
  - Maintain the EEF (MAGI Medicaid only) solution environments once the transition period is complete and the IE-BM Solution once it has been deployed into production. This includes all software packages implemented as part of the Solution (e.g. any COTS packages) but does not include the infrastructure (e.g. OS, servers, storage, network, data center) unless the optional private hosted cloud deliverable is purchased. This includes:
    - Break/fix corrective maintenance
    - Preventative and Perfective maintenance (e.g. addressing documented problems, code refactoring, removing obsolete code)
    - Adaptive maintenance (e.g. installing, configuring and testing dot releases, testing the application against hardware environment changes)
  - Provide database administration for the EEF and IE-BM Solutions
  - Integrate with and perform elements of the operational processes (e.g. Change/Release Management, Incident/Problem Management, Batch management) as they relate to the EEF and IE-BM Solution.
  - Security administration and user account management as it relates to the EEF and IE-BM Solutions
- Implement enhancements/modifications to the implemented solution (after the solution is in production

■ Support the transition to a new vendor at the end of the contract (if required)

The system should be available to external users 24X7X365 (except scheduled downtime) and the system should be available to internal users from 7am to 11pm 5 days a week.

The following sections define the M&O activities (not necessarily in sequential order) that the Vendor must perform that are required to support the IE-BM Solution. These activities are further outlined in Template T12.

The following deliverable groupings detail the services and deliverables the Vendor should provide (all deviations must be justified). These groupings include:

1. EEF M&O Transition Planning and Services
2. Provide M&O Services, Status Reporting and Quality Assurance
3. IE-BM M&O Transition Services
4. Enhancements and Modifications
5. M&O Turnover Services

The Vendor shall produce deliverables and document performance throughout the IE-BM M&O. Based on the nature of the deliverable, these deliverables can be categorized as:

■ Recurring deliverables (produced on a recurring basis throughout the Project)

■ Once for the entire Project

■ Separate deliverables produced for each major release

DHS encourages the Vendor to use industry best practices for M&O and describe its recommended approach within the M&O Response Templates.

At a minimum, the following deliverables (or equivalent) must be created by the Vendor as part of the IE-BM M&O activities. The Vendor may propose additional deliverables as needed to achieve Project goals. The Vendor shall align these deliverables to their proposed M&O approach and in the order they see fit, as long as the frequency of deliverable submission and dependencies are met.

The following table provides a list of M&O deliverables.

Table 16. List of M&O Deliverables

Grouping	#	Deliverable/ Work Product Name	Frequency
O.1 - EEF M&O Transition Planning and Services	O.1.1	EEF M&O Transition Plan	Once and updated as needed or requested by DHS
	O.1.2	EEF M&O Transition Status Report	Weekly during transition activities
	O.1.3	Application Maintenance and Operations Plan	Once
	O.1.4	Completed EEF M&O Readiness Checklist	Once
O.2 - Provide M&O Services, Status Reporting and Quality Assurance	O.2.1	M&O Status Report and Service Level Agreement Reporting	Monthly

Grouping	#	Deliverable/ Work Product Name	Frequency
O.3 - DDI to M&O Transition Services	O.3.1	IE-BM M&O Transition Plan	Once per release/ updated as needed or requested by DHS
	O.3.2	Updated Application Maintenance and Operations Plan	Once and updated for each release
	O.3.3	Completed IE-BM Readiness Checklist	Once
O.4 - Enhancements and Modifications	O.4.1	Enhancement Requirements and Cost Estimates	Once per change request
	O.4.2	Completed Enhancement Check-List	Once per release
O.5 - M&O Turnover Services	O.5.1	M&O Turnover Plan	Once and updated as needed or requested by DHS
	O.5.2	M&O Turnover Assessment Report	Monthly during transition activities
O.6 – Provide Hosted Private Cloud Services (DHS Optional Deliverable)	O6.1	Monthly Status Report and Service Level Agreement Reporting	Monthly

The following sections include, for each deliverable grouping, an overview of the tasks to be performed to create the deliverable (see Template T-12 – M and O RTM for additional details) and guidelines for the content of each deliverable. Any deviations from these guidelines must be justified in Template T-13 – MO Requirements Response Template)

The following sections include tables which provide details about each of the Deliverables.

3.8.2　M&O Detailed Scope of Work

3.8.2.1　Group 1 Deliverables – EEF M&O Transition Planning and Services

The EEF M&O Transition Planning and Services includes all activities required to effectively and seamlessly migrate M&O activities of the EEF Solution to the IE-BM Vendor's M&O team.

DHS will provision support for the transition from the incumbent vendor. The incumbent vendor will provide assistance (e.g. knowledge transfer related to software, data, documentation, tools, processes, help desk operations) to the IE-BM Vendor as the M&O activities are transitioned to them (see the Procurement Library for additional documentation). Prior to transitioning any EEF Solution M&O activities, the Vendor must demonstrate that it is able to assume the responsibility for that activity. Proof that all required activities have been completed must be provided (and DHS' approval received) along with a transfer or conversion plan for converting tools. A formal go/no-go decision will be performed to gain approval from DHS prior to transitioning the service.

Deliverable O.1.1 – EEF Solution M&O Transition Plan	
Required Delivery	Submitted for approval within one month of onboarding/kickoff
Frequency	Once
Description	The EEF Solution M&O Transition Plan captures all of the activities the IE-BM Vendor must perform to establish the EEF Solution support organization and migrate the M&O processes and tools to the Vendor. The Plan must include a

Deliverable O.1.1 – EEF Solution M&O Transition Plan	

	schedule to complete the tasks prior to the end of the incumbent vendor's contract.
	
	Scope of this deliverable includes:
	
	■ Documentation of the Vendor's proposed target state including:
	  ❑ Proposed Vendor staff
	  ❑ Roles and responsibilities of all partners related to the EEF Solution support and operations
	  ❑ Proposed list of activities and processes to support the activities
	  ❑ Acquisition, transition and need for tools
	  ❑ Training plans to ensure staff gain the required knowledge in alignment with the incumbent vendor's Requirement Statement outlining the technical resources and requisite knowledge, skills and experiences required to transition M&O activities
	  ❑ Plan for coordinating roles and responsibilities between the Vendor and the ISS vendor
	  ❑ Plan for developing the EEF Solution Design Assessment Report
	  ❑ Approvals for plans by DHS and commitment to supply resources
	    – [Note: It is the responsibility of DHS to ensure resources from DHS and third party vendors is sufficient]
	  ❑ Staffing of target organizations and ongoing support through the duration of the Contract
	  ❑ Security and confidentiality plan
	  ❑ Inventory and plan for all Solution hardware and software, documentation, supplies, facilities and other resources within the Contract
	  ❑ Plan for migrating all required documentation to the Vendor
	  ❑ Plan to transition for all applicable development tools, processes and procedures and management tools (e.g., security management, systems management)
	■ This deliverable must include measureable progress milestones/check-points so DHS can quantify the transition risk
	■ This deliverable shall also include the assumed level of support required from DHS and the incumbent vendor
	■ The EEF Solution M&O Transition Plan must include a Readiness Checklist which captures all activities that must be completed prior to completing the transition of EEF Solution M&O activities from the incumbent vendor, grouped by service to allow for incremental transition

Deliverable O.1.2 – EEF M&O Transition Status Report	
Required Delivery	Submitted throughout the transition period, starting with the approval of Transition plan and continuing through transition completion.
Frequency	Weekly

Deliverable O.1.2 – EEF M&O Transition Status Report	
Description	This deliverable will document progress against the EEF (MAGI Medicaid only) Solution M&O Transition Plan and capture tasks performed, planned tasks, risks and issues and track progress against the plan and readiness checklist. ■ If tasks are not performed in accordance with the EEF (MAGI Medicaid only) Solution M&O Transition Plan, the Vendor will provide a recovery plan with updated projected dates ■ This deliverable must include mitigation steps being taken against any identified risks and any contingency plans ■ This deliverable must also highlight upcoming activities that must be performed by DHS and risks/issues which require DHS' involvement to resolve ■ This deliverable must include documentation confirming (and proof of DHS' approval) activities have been effectively initiated and completed ■ This deliverable will track progress against the Readiness Checklist to ensure all required activities are completed (and DHS' approval received) prior to transitioning ownership of any EEF (MAGI Medicaid only) M&O activities

Deliverable O.1.3 - Application Maintenance and Operations Plan	
Required Delivery	Submitted for approval no later than 90 days prior to the planned transition date of the EEF Solution
Frequency	Once

Description	The Application M&O Plan describes the establishment of a support organization, and the processes and tools to be managed and staffed by the Vendor. Plans for the following services must be included in this deliverable:
	■ System administration and operations
	■ Help desk and incident/problem management
	■ Root Cause Analysis
	■ System monitoring
	■ User account management
	■ Security administration
	■ Database administration
	■ Break-fix
	■ Change and release management
	■ Training (initial and ongoing) of M&O and State staff
	■ Configuration Management
	   ❑ The Configuration Management Plan establishes a consistent method for formally identifying and controlling Project configuration items. Project configuration items include items such as software, as well as deliverables and other Project artifacts. The intent of this Plan is to facilitate the protection of configuration items and communicate changes that have been made to them. The scope of this Plan must include:
	     – Processes to track software installed and the combination of hardware and software residing on each component of equipment
	     – Tools utilized to manage software configuration management, standards, and processes
	■ Standards and processes to describe the Vendor's approach to any concurrent development code streams needed
	■ Performance Management
	■ Capacity Planning and Management

Deliverable O.1.3 - Application Maintenance and Operations Plan
■ Technology Refresh and Replenishment Services   ■ Disaster Recovery Services   ■ Data Retention and Archiving   Scope of this deliverable includes: ■ Documentation of the Vendor's proposed target state including: ❑ Proposed Vendor staff   ❑ Roles and responsibilities of all partners related to IE-BM support and operations   ❑ Proposed list of activities and processes to support the activities   ❑ Acquisition and need for tools   ■ Plan for coordinating roles and responsibilities   ■ Approvals for plans by DHS and commitment to supply resources   ■ Staffing of target organizations and ongoing support through the duration of the Contract

Deliverable O.1.4 – EEF M&O Readiness Checklist and Report	
Required Delivery	The transition completion checklist and final report must be submitted for approval no later than 30 days before the end of the incumbent vendor's contract.
Frequency	Once per hand-over of M&O service responsibilities
Description	This deliverable documents that all activities required to transition EEF Solution M&O services from the incumbent Vendor to the IE-BM Vendor is complete. ■ This deliverable must include documented proof that the M&O processes have been transitioned including, but not limited to: ❑ Solution Components M&O ❑ Ownership of all operational processes and stages executed by the Vendor ❑ Management and operations of M&O tools ❑ Incident Management ❑ Break-Fix ■ This deliverable will be the completed checklist and include, at a minimum: ❑ Proof that all activities planned in the System M&O Plan are established/completed, are being used, have been documented and have been approved by DHS including: ❑ Support organization is in place and is fully staffed ❑ Operational processes are established and are active ❑ Tools have been established and are being appropriately used ❑ Initial training is complete and ongoing training is initiated ❑ Operational processes, tools, structures and artifacts are sufficiently documented and documentation is posted ❑ Reporting tools and processes are complete

3.8.2.2 Group 2 Deliverables – Provide M&O Services, Status Reporting and Quality Assurance

For the duration of the M&O period, the Vendor will perform the M&O activities in accordance with the Service Level Requirements (SLRs). To ensure these activities are performed and the SLRs are met, the Vendor shall:

- Maintain and implement account management structure, planning and procedures according to the plan
- Provide application service level reporting based on agreed upon SLR targets

Deliverable O.2.1 - M&O Status Report and Service Level Agreement Reporting	
Required Delivery	Submitted throughout the M&O period
Frequency	Weekly (M&O status reports) and Monthly (Service Level Reports)

Description	This deliverable is documentation to confirm that all System M&O reporting activities and the implementation of reporting and reporting tools and processes are complete, as described in the System M&O Plan. This deliverable will include, at a minimum:
	
	■ M&O Reports (weekly) — All maintenance requests that occur during the M&O period must be documented and communicated with DHS within a reasonable, agreed upon timeframe, on a regular basis. The Maintenance Report must contain the description of the maintenance request, resolution status and the proposed course of action for remedying all open maintenance requests
	
	■ Service Level Reporting (monthly) — Periodic report that details at least the SLAs in-scope for that reporting period. This must include:
	  ❑ A relevant history of the SLAs reported on in previous reporting periods
	  ❑ All SLAs in-scope for the current reporting period
	  ❑ Progress on corrective action plans established in the last reporting period or since that time
	  ❑ Any new corrective action plans established due to the current reporting period
	
	■ Service Level Improvement Plan (once with as needed updates) — In case of deficiencies, the Vendor shall develop an Improvement Plan to achieve agreed upon service levels
	
	■ Service Level Improvement Plan Progress Updates (monthly) — The Vendor shall provide monthly Progress Updates against improvement plans
	
	■ System Incident Reports (weekly) — All incidents that occur during the Base and Optional Extension M&O periods must be documented and communicated with DHS on a regular basis. The System Incident Report must contain the severity of the incident, a description of the incident, incident resolution status, root cause analysis and the proposed course of action for remedying all open incidents
	
	■ Configuration Management Documentation (monthly) — Software Configuration Management is the identification and maintenance of System software components and the relationships and dependencies among them. The Vendor is required to provide monthly list of changes and reference to the various change and configuration managements documents
	
	Note – The M&O Status Report will encompass all M&O activities for both the EEF Solution and the IE-BM Solution

3.8.2.3   Group 3 Deliverables – DDI to M&O Transition Services

The IE-BM Solution M&O Transition task includes all activities required to effectively transition the IE-BM Solution from the development team to the M&O team. This activity is expected to start 6 months prior to the start of M&O of any IE-BM Solution release, in parallel with DDI activities. As M&O activities for the EEF Solution will already be occurring, this task is focused on updating plans and processes rather than process development.

Deliverable O.3.1 – IE-BM DDI team to M&O team Transition Plan	
Required Delivery	Submitted no earlier than 6 months prior to each IE-BM release
Frequency	Once per IE-BM release
Description	The IE-BM DDI team to M&O team Transition Plan captures the planned changes required to the EEF Solution M&O environment (staff, processes, procedures etc.) to support IE-BM.
	It also includes the activities required to prepare the Vendor's M&O team to support IE-BM, including solution training, process training, and changes to team structure/staffing and process/procedure modifications.
	The IE-BM M&O Transition Plan will include a plan to perform the required activities prior to go-live to ensure the team is ready to support the Solution when it goes live.
	The IE-BM M&O Transition Plan will also include a check-list of activities required to ensure the M&O team is prepared to support the solution.

Deliverable O.3.2 - Updated Application Maintenance and Operations Plan	
Required Delivery	Submitted no later than 30 days after go-live
Frequency	Once per IE-BM release
Description	The Vendor will be required to update the Application Maintenance and Operations Plan to accommodate any of the changes introduced by IE-BM going live. Prior to updating the Application Maintenance and Operations Plan, the Vendor needs to understand the required changes. The Updated Application Maintenance and Operations Plan will be deemed accepted once DHS has reviewed and approved.

Deliverable O.3.3 – Completed IE-BM Transition Checklist	
Required Delivery	Submitted after the M&O team has taken leadership in supporting the IE-BM functionality that has gone live
Frequency	Once per IE-BM release
Description	This deliverable documents that all activities required to transition IE-BM into M&O has occurred.
	This deliverable must be a completed version of the checklist included in the IE-BM M&O Transition Plan with documented proof that the activities have been completed and include, at a minimum:
	■ Proof that all activities planned in the System M&O Plan are established/completed, are being used, have been documented and have been approved by DHS including:
	❑ Support organization is in place and is fully staffed
	❑ Operational processes are established and are active
	❑ Tools have been established and are being appropriately used
	❑ Initial training is complete and ongoing training is initiated

Deliverable O.3.3 – Completed IE-BM Transition Checklist
❑ Operational processes, tools, structures and artifacts are sufficiently documented and documentation is posted ❑ Reporting tools and processes are complete

3.8.2.4   Group 4 Deliverables – Enhancements and Modifications

The Vendor will implement new functionality, both modification of existing functionality and new functionality, for both the EEF and IE-BM Solutions. The Vendor should anticipate the staffing required to perform development will fluctuate based on needs but will average multiple resources. Each effort to implement enhancements will be treated as a fixed fee deliverable. Prior to developing any enhancements, the effort will be scoped and cost estimates developed. The Vendor will be responsible for:

■ Attending service requests priority-setting meetings with DHS staff

■ Notifying DHS of any incorrect, incomplete, or ambiguous Solution or business requirements; this notification shall include recommendations for correcting the requirement to preserve correct and unambiguous requirements in the Requirements Repository

■ Developing a methodology for sizing application requests and pricing them based on function point analysis or equivalent

■ Collaborating with DHS to define the scope of a release based on the prioritization of the requested changes

■ Implementing submitted enhancement requests in a timeline that satisfies the SLRs defined in this RFP for this SOW, in a timeline that addresses DHS' business needs

■ Completing modifications by the release date approved by DHS. The approved dates are established through a DHS prioritization process

■ Submitting all deliverables associated with the service requests and releases in a timeline to allow for the deliverable review and approval process described in this RFP

■ Enforcing coding standards. These standards include the use of comments and code reuse. The process for enforcing coding standards must:

❑ Include validations to ensure that code comments and in-line code documentation are properly implemented

❑ Utilize a combination of code peer reviews, custom tools and third-party tools including open source tools

❑ Include the production of reports demonstrating code standards enforcement and coverage across code base

❑ Include specific processes to ensure code reusability and enforcement of code reusability standards

❑ Include support for the DHS quality assurance team to perform periodic or random audits and code reviews

■ Updating Training Materials and developing a Training Plan, if required, for end users and IT support staff

Deliverable O.4.1 – Enhancement Requirements and Cost Estimates	
Required Delivery	Before commencing a DDI activities for the release
Frequency	Once per release

Description	For each agreed upon release, the Vendor shall produce the following deliverables:
	
	■ Release Requirements/Scope (incl. list of requested changes)
	■ Development Plan including:
	   ❑ Documentation (e.g. updates to specification or new specs)
	   ❑ Testing Plans
	   ❑ Change Management/Training Plans
	   ❑ Infrastructure impact
	   ❑ Staffing plan
	■ Acceptance Criteria Check-List including items such as:
	   ❑ Testing results/Passed UAT
	   ❑ Updated documentation
	   ❑ Updated Operations Plan
	■ Interim deliverables
	■ Function Point and Cost Estimates
	■ Release Check-list

Deliverable O.4.2 –Completed Enhancement and Release Check-List	
Required Delivery	Submitted once the release is completed
Frequency	Once per release
Description	For each agreed upon release, the Vendor will produce the completed check list (defined in Deliverable O.4.1)

3.8.2.5   Group 5 Deliverables – M&O Turnover Services

Upon completion of the M&O period, or as decided by DHS, DHS may migrate the responsibilities for M&O services to in-house staff or to an alternate vendor. The Vendor will provide the necessary effort to assist with this transition including development of transition plans and provision of ongoing transition assistance.

The Vendor will provide the necessary effort to assist with this transition including development of transition plans and provision of ongoing transition assistance. The Vendor must continue to perform M&O services at the level required in the Contract, maintain staffing to continue supporting the applications and provide the support required to smoothly transition M&O activities to the new party. They must be integral in the transition activities.

Deliverable O.5.1 - M&O Turn-Over Plan	
Required Delivery	Nine (9) months prior to Contract expiration or transition date
Frequency	Updated as needed or requested by DHS
Description	The Plan will comprehensively detail at least the following: ■ The activities needed to transition services to another provider, including roles and responsibilities throughout the transition ■ The coordination means, tools and artifacts to be used by all providers ■ The staffing transition plan including the methods for ensuring the Vendor will provide adequate staffing until the other provider is prepared to take ownership ■ Process for monthly Vendor assessments of all activities critical to the M&O transition and completion of Vendor M&O activities

Deliverable O.5.2 - M&O Turn-Over Assessment Report	
Required Delivery	Six (6) months prior to Contract expiration
Frequency	At least monthly during transition activities
Description	Reporting shall include progress of transition activities by the Vendor, DHS and other providers, as appropriate

3.8.2.6 Group 6 Deliverables – Provide Hosted Private Cloud Services (DHS Optional Deliverable)

DHS is interested in understanding if there is value in having a vendor host their solution rather than having DIS host the solution on behalf of DHS. DHS would expect the Vendors to provide this as a service to DHS and be governed by Service Level Agreements. This service will include all components (e.g. OS, servers, data center, network, storage etc.) and the related managed services (e.g. back-up, disaster recovery) required to provide the hosting as a services. The service expectations will align with the services received from DIS (captured throughout this RFP package) and will be governed by service level agreements similar to those in this RFP package for the application.

The Vendor will provide, operate and maintain the facilities and technology infrastructure (e.g. data center, racks, servers, storage, network and operating system, engineered appliances, etc.) required to support the IE-BM Application, including the disaster recovery environment. The services include activities and deliverables to ensure the successful transition of existing EEF hosting services from DIS to the Vendor. This includes:

■ Provide Network, Hosting and Data Center Infrastructure Services 24 hours per day, 7 days per week except for planned downtime

■ Ensure infrastructure security aligns with DHS' security policies

■ Provision of infrastructure capacity as needed

■ Provision of environments

■ Manage storage

■ Provide operating system, application and database backup and recovery services

■ Perform infrastructure capacity planning

- ■ Provide Level 2/3 support for infrastructure in accordance with the DHS' incident management processes

- ■ Plan and execute required infrastructure changes in accordance with the DHS' change and release management processes

- ■ Plan and execute infrastructure software updates into production

- ■ Maintain infrastructure configuration in accordance with the DHS' configuration management process

- ■ Ensure consistency and synchronization of DR environment with production environment

- ■ Participate in periodic (twice annual) DR testing

- ■ Manage DR infrastructure environment to meet RPO and RTO

- ■ Plan and execute OS and system utilities patches

Deliverable O.6.1 - Monthly Status Report and Service Level Agreement Reporting	
Required Delivery	Submitted throughout the M&O period
Frequency	Monthly
Description	This deliverable will be integrated into deliverable O.2.1 - M&O Status Report and Service Level Agreement Reporting and will provide the status of the infrastructure related activities. The report must include: ■ Activities performed during the reporting period ■ Activities planned for the upcoming reporting periods ■ Changes performed and changes planned ■ Risks and issues ■ Performance against Service Level ■ Status of Active Service Level Improvement Plans ■ Process metrics and any process changes ■ System incidents ■ Status of any problems (new and those being resolved)

3.9   Proposed Project Work Plan

DHS is anticipating the IE-BM Project to be approximately 36 months in duration with one (1) three (3) year contract with four (4) additional one (1) year extensions at the discretion of the State.

Figure 17 provides estimated dates for the Engagement, however DHS expects the Vendor to consider the scope of the project and propose a schedule that is achievable. Vendors should consider this schedule while developing their recommended schedule.

Figure 17. Proposed IE-BM Engagement Schedule

* The Number of releases and the duration will be defined by the Vendor's approach
** Occurs during the last 90 days of the contract
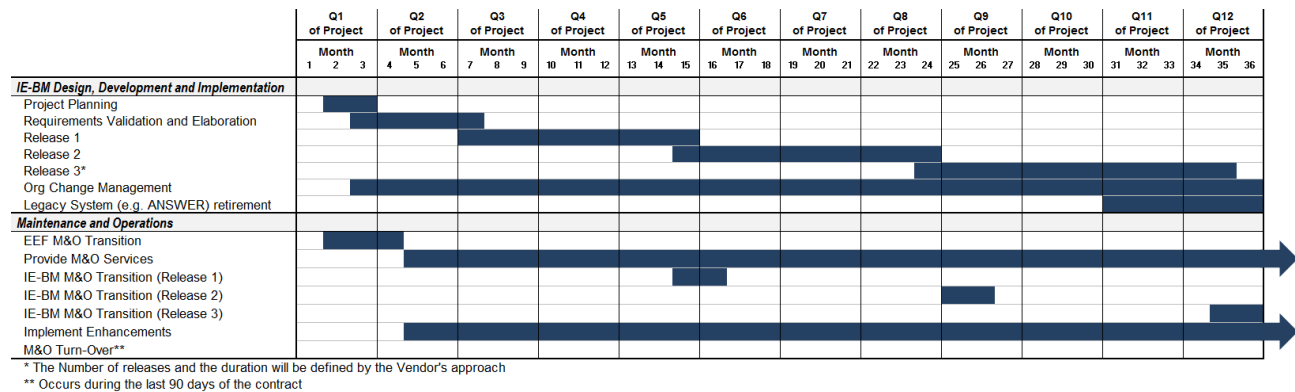
The IE-BM Engagement proposed schedule assumes the Vendor has been awarded the Contract in a time frame that allows them to start as planned. Dates will be adjusted if the initial start date is delayed/brought forward.

To decrease the complexity and risk, DHS prefers the IE-BM be implemented in multiple releases. As there are multiple approaches to scoping the releases (e.g., by program, by function), DHS has not prescribed the approach to phasing the functionality and is expecting the IE-BM Vendor to recommend a release schedule that includes multiple releases. For a variety of reasons (e.g. to decrease IT costs during the implementation), DHS would prefer to migrate off the mainframe early in the project. If the Vendor decides to use a release based implementation approach the IE-BM Vendor will be responsible for continued data synchronization between the old systems and the IE-BM Solution until full implementation is achieved. DHS also expects the IE-BM Vendor to include roll-out activities that will include a pilot and be rolled out to offices in a phased approach.

The Vendor should submit a complete Template T-14 — Work Plan. This plan should include all tasks required to complete the implementation project, M&O activities and retirement of the legacy systems. The Vendor should propose a timeline which they feel is realistic and obtainable.

DHS anticipates that the IE-BM Project and M&O activities will be dependent on the efforts of DHS/DIS to provide the support required for the Vendor to perform their tasks. The Vendor should highlight the dependencies and assumptions.

3.10 Performance Standards and Associated Remedies

The failure by the Vendor to meet the performance standards and timelines set forth in this RFP will result in DHS sustaining additional costs, which will be difficult to quantify. DHS will require the Vendor pay penalties for failure according to the following criteria to comply with agreed SLAs. This RFP will establish the baseline measure for Vendor performance.

For failure by the Vendor to meet an SLR, DHS will require the Vendor to pay penalties, and the Vendor must agree to do so, until the SLR is met and accepted as corrected and approved by DHS. Penalties are not intended to be punitive, however, DHS, at its sole discretion, may begin exercising the use of penalties at any point during the Project or M&O periods (to encourage behavior aligned with the business objectives) during which the Vendor has failed to meet availability, performance, timeliness and any other performance standard (captured in the SLRs) regardless of any previous actions.

The Vendor's Proposal must include a response to the SLRs (these can be found in T-10 Implementation Requirements Traceability Matrix, Tab 10 and in T-12 Maintenance and Operations Support Requirements Traceability Matrix, Tab 7).

- State law requires that all contracts for services include Performance Standards for measuring the overall quality of services provided. in Templates T-10 — Implementation RTM and T-12 — Maintenance and Operations RTM identify expected deliverables, performance measures, or outcomes; and defines the acceptable standards a vendor **must** meet in order to avoid assessment of damages.

- The State may be open to negotiations of Performance Standards prior to contract award, prior to the commencement of services, or at times throughout the contract duration.

- The State **shall** have the right to modify, add, or delete Performance Standards throughout the term of the contract, should the State determine it is in its best interest to do so. Any changes or additions to performance standards will be made in good faith following acceptable industry standards, and may include the input of the vendor so as to establish standards that are reasonably achievable.

- All changes made to the Performance Standards **shall** become an official part of the contract.

- Performance Standards **shall** continue throughout the term of the contract.

- Failure to meet the minimum Performance Standards as specified **shall** result in the assessment of damages.

- In the event a Performance Standard is not met, the vendor will have the opportunity to defend or respond to the insufficiency. The State **shall** have the right to waive damages if it determines there were extenuating factors beyond the control of the vendor that hindered the performance of services. In these instances, the State **shall** have final determination of the performance acceptability.

- Should any compensation be owed to the agency due to the assessment of damages, vendor **shall** follow the direction of the agency regarding the required compensation process.

3.10.1   Liquidated Damages

DHS and the Contractor agree that failure by the Contractor to meet the performance standards and timelines set forth will result in damages sustained by DHS and that it is difficult to quantify DHS' actual damages sustained by reason of such failure. It is agreed by both parties that this RFP will establish the baseline schedule for measuring Contractor performance. It is therefore agreed that DHS may require the Contractor to pay liquidated damages for failure according to the following criteria.

- For failure by the Contractor to meet a deliverable date, DHS may require the Contractor to pay liquidated damages per work day, for each and every day thereafter until such deliverable is completed and accepted as corrected and approved by DHS. The parties understand that liquidated damages are intended to be a last resort to expedite action on the part of Contractor and are not intended to be punitive. DHS, at its option, may begin default proceedings at any point during the period during which the Contractor has failed to meet timeliness, performance standard, documentation, work product, or deliverable date(s). DHS will not begin default proceedings prior to the beginning of the calendar month following the deliverable due date. The deliverable due dates will be defined in the final Schedule and Work Plan.

- Prior to exercising the option to impose liquidated damages, DHS and the Contractor shall attempt to resolve all issues through the course of normal business activities using applicable agreed "cure" periods to correct failures.

- ◼ Written notification of failure to meet a performance standard, documentation, work product, or deliverable related to this contract may be given by DHS' Contract Manager at any time a failure occurs. In the event of failure to meet a performance standard, documentation, work product, or deliverable, the Contractor must have up to fifteen (15) calendar days from the date of receipt of the written notification to correct the failure set forth in the written notification. If the failure is not resolved within the period and DHS deems that the Contractor has not acted in good faith, liquidated damages may be imposed retroactively to the date of expected delivery.

- ◼ Contractor shall not be liable for liquidated damages which result from events that are directly caused by the failure of DHS or any State Agency to perform any required activity, force majeure, or any other cause that is not Contractor's responsibility under this Contract. Additionally, Contractor shall be relieved of its commitments to the extent any delays or service interruptions are due to: action or inaction by DHS, its end-users, their employees, invitees, and third parties, including, but not limited to, changes in applications, protocols, or transmission parameters without prior coordination with the Contractor; breach of this Agreement by DHS; or any other cause beyond the control of the Contractor including, but not limited to Force Majeure or failure or unavailability of DHS' data center or equipment not provided by the Contractor.

3.10.2 Deliverable Quality Consequences and Incentives

Vendor must ensure that all Deliverable Expectation Documents related to each deliverable clearly and thoroughly outline the expected content and the level of detail required. The contract will include specific remedies and related consequences for quality issues encountered after the first round of DHS review and feedback. This can include penalties as well as vendor opportunities to "earn back" penalties through improvements in future deliverables that can be approved after first round reviews.

For example:

- ◼ If a deliverable review and approval takes more than two (2) iterations, the State will deduct ten percent (10%) for each additional review and approval period from the total cost of the deliverable. The vendor can earn back each single deducted amount for each subsequent deliverable that achieves approval through a single submission, review and approval cycle.

- ◼ The first deliverable requires four (4) submission, review and approval cycles. The total cost of this deliverable is $100. After the third review without an approval the cost of the deliverable is reduced by $10 to $90 and after the fourth review when approval is achieved the final deliverable payment is reduced by another $10 and the vendor is paid $80 for the deliverable.

- ◼ The second deliverable is approved in only one review and approval cycle. This deliverable is $100. The payment to the vendor will be $110 - $100 for the deliverable and a payback incentive of $10 from the first deduction on deliverable one.

- ◼ The third deliverable is approved in only one review and approval cycle. This deliverable is $100. The payment to the vendor will be $110 - $100 for the deliverable and a payback incentive of $10 from the second deduction on deliverable one.

4.0 Proposal Evaluation

The State will use a disciplined and objective evaluation process as illustrated in Figure 18 (State DHS Evaluation Process) to select the best value Vendor. The State will consider Vendor responsiveness, strengths, capabilities and advantages in meeting the State's requirements and expectations as they are clearly described in the proposal and further articulated and clarified through Vendor oral presentations and reference checks completed by DHS. The State through DHS reserves the right to contact Vendor's clients (individuals, entities, or organizations) that have had dealings with the Vendor or proposed staff, whether or not named as references or identified in the Proposal.

Figure 18. State DHS Evaluation Process
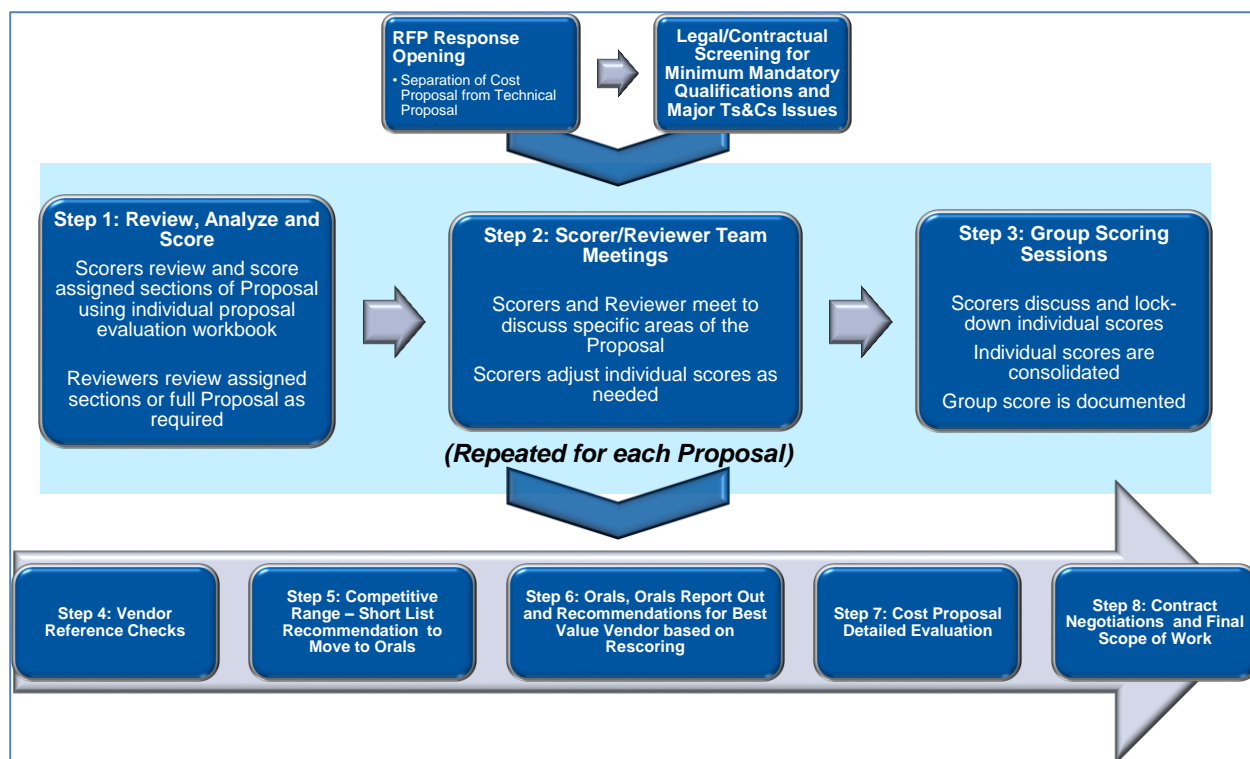
4.1 Evaluation Criteria

DHS will evaluate proposals based on the following best value Evaluation Criteria as displayed in Table 17 below:

Table 17. Evaluation Criteria

Global Criteria	Sub-Criteria
Vendor Experience	■ Vendor Organization Experience: Template T-2 (Section 1 and 2) ■ Vendor Financial Stability (D&B/Financial Capacity):Template T-2 (Section 3.1 and 3.2) ■ Vendor Financial Stability (Corporate References/Guarantee): Template T-2 (Section 3.3 and 3.4)

	■ Vendor References Template T-3 (Section 1)
Project Organization and Staffing Time Commitment	■ Vendor Engagement Organization and Staffing: Template T-4 (Section 1-5) ■ Staff Experience: Template T-5 (Section 1 and 2) ■ Collaboration: Template T-5 (Section 3)
Business Solution Requirements and Approach	■ General: Template T-6, Tab FR1 General; Template T-7, Section 1.1 and 1.2 ■ Pre-Screening: Template T-6, Tab FR2 Pre-Screening; Template T-7, Section 1.3 ■ Application: Template T-6, Tab FR3 Application; Template T-7, Section 1.4 ■ Interviews: Template T-6, Tab FR4 Interviews; Template T-7, Section 1.5 ■ Documentation: Template T-6, Tab FR5 Documentation; Template T-7, Section 1.6 ■ Eligibility Determination: Template T-6, Tab FR6 Eligibility Determination; Template T-7, Section 1.7 ■ Benefits Issuance: Template T-6, Tab FR7 Benefits Issuance; Template T-7, Section 1.8 ■ Redetermination: Template T-6, Tab FR8 Redetermination; Template T-7, Section 1.9 ■ Client Change: Template T-6, Tab FR9 Client Change; Template T-7, Section 1.10 ■ Medical Review Team: Template T-6, Tab FR10 MRT; Template T-7, Section 1.11 ■ Overpayments and Audit: Template T-6, Tab FR11 Overpayments & Audits; Template T-7, Section 1.12 ■ Appointment & Caseload Mgt: Template T-6, Tab FR12 Apt & Caseload; Template T-7, Section 1.13 ■ Reporting and BI: Template T-6, Tab FR13 Reporting and BI; Template T-7, Section 1.14
Technical Requirements and Approach	■ Usability: Template T-8 Tab G1 Usability; Template T-9 Section 2.1 ■ Audit/Compliance: Template T-8 Tab G2 Audit_&_Compliance; Template T-9 Section 2.2 ■ Performance & Availability: Template T-8 Tab G3 Perf. And Avail.; Template T-9 Section 2.3 ■ Interoperability & Interface: Template T-8 Tab G4 Interoperability-Interfaces; Template T-9 Section 2.4 ■ Scalability & Extensibility: Template T-8 Tab G5 Scalability_&_Extensibility; Template T-9 Section 2.5 ■ Regulatory & Security: Template T-8 Tab G6 Regulatory_&_Security; Template T-9 Section 2.6 ■ Interface List: Template T-8 Tab G7 Interface List; Template T-9 Section 2.7 ■ Solution Mgt Admin: Template T-8 Tab G8 Solution Mgmt, Admin & Perf; Template T-9 Section 2.8 ■ Technology Stack: Template T-8 All Tabs starting with T; Template T-9 Section 3.0 and 4.0

	■ Infrastructure: Template T-8 Tab T-7 Infrastructure; Template T-9 Section 5.0
Implementation Requirements and Approach	■ Manage the Project: Template T-10, Tab I1. Project Management; Template T 11, Section 1 ■ Planning: Template T-10, Tab I2. Planning; Template T-11, Section 2 ■ Environment Mgt: Template T-10, Tab I3. Technical Environment Spec; Template T-11, Section 3 ■ Solution Design, Dev & Cust: Template T-10, Tab I4. Design, Develop & Implement; Template T-11; Section 4 ■ Convert & Manage Data: Template T-10, Tab I5. Data Conversion; Template T-11, Section 5 ■ Testing: Template T-10, Tab I6. Testing; Template T-11, Section 6 ■ Manage Org Chg, Train & Know Trnfr: Template T-10, Tab I7. OCM-Training-KT ; Template T-11, Section 7 ■ Roll-Out and Go-Live: Template T-10, Tab I8. Pilot, Roll-out & Go-Live; Template T-11, Section 8 ■ Warranty the System: Template T-10, Tab I9. Warranty Support; Template T-11, Section 9 ■ SOW/SLR: Template T-10; Tab I10. Implementation SLRs; Template T-11; Sections 10, 11, 12, 13
M&O Requirements and Approach	■ Transition Services from Incumbent Vendor: Template T-12, Tab O1. EEF M&O Transition ; Template T-13, Section 1 ■ Application M&O: Template T-12, Tab O2. Application M&O Services; Template T-13, Section 2 ■ DDI to M&O Transition: Template T-12; Tab O3. DDI to M&O Transition; Template T-13, Section 3 ■ Modifications & Enhancements: Template T-12, Tab O4. Modifications-Enhancements Implement Enhancement; Template T-13, Section 4 ■ M&O Turnover: Template T-12, Tab O5. M&O Turn-Over; Template T-13, Section 5 ■ M&O SLRs: Template T-12, Tab O7. SLRs; Template T-13, Section 6, 8, 9
Work Plan	■ Work Plan: Template T-14; Section 1

*includes subsections

4.2   Initial Compliance Screening

OSP will perform an initial screening of all proposals received. Unsigned proposals and proposals that do not include all required forms and sections are subject to rejection without further evaluation. OSP reserves the right to waive minor informalities in a proposal and award contracts that are in the best interest of the State of Arkansas.

Initial screening will check for compliance with various content requirements and minimum qualification requirements defined in the RFP. The State through OSP also reserves the right to

request clarification from Vendors who fail to meet any initial compliance requirements prior to rejecting a proposal for material deviation from requirements or non-responsiveness.

4.3 Minimum Mandatory Qualifications

The minimum mandatory requirements for this RFP are listed below. If the Vendor (Prime) does not maintain these credentials or cannot demonstrate compliance with all State requirements, the Vendor's Proposal will be rejected.

- The Vendor (Prime only) must have experience with three (3) engagements similar in size, complexity and scope to this procurement in the last five (5) years. (Vendor responses to Template T-3 will be used to confirm this)

- The Vendor's team (Prime only) must have proven experience implementing and maintaining State human services systems with at least three (3) implementations in the past five (5) years. (Vendor responses to Template T-3 shall be used to confirm this)

    The State has a preference for the use of subcontractors with Health and Human Services experience, but it is not required.

- The Vendor (Prime) must have annual revenue of at least $100M

The Vendor is to demonstrate compliance with the above mandatory requirements in DHS Template T-1 — Cover Letter and Executive Summary. If the Vendor's Proposal meets the above mandatory requirements, the Vendor's Proposal may be included in the next part of the technical evaluation phase of this RFP – the Competitive Field Determination (see Section 4.4.1).

4.4 Evaluation Scoring

DHS' Proposal Review Team (PRT) will evaluate the Proposals that successfully proceed through Compliance Screening and the Minimum Mandatory Requirements review and score each proposal based on the criteria outlined in the table below.

Table 18.   Evaluation Scoring Grid

Information for Evaluation Sub-Sections	Maximum Raw Points Possible	Sub-Section's Weighted Percentage	* Maximum Weighted Score Possible
Minimum Mandatory Requirements	Pass/Fail	Pass/Fail	Pass/Fail
Vendor Experience			
Vendor Organization Experience	5	10%	80
D&B and Financial Capacity	5	1.25%	10
Corporate References/Guarantee	5	1.25%	10
Vendor References	5	6.25%	50
Project Organization and Staffing			
Vendor Engagement Organization and Staffing	5	16.25%	130
Staff Experience	5	7.5%	60
Collaboration	5	1.25%	10
Business Solution Requirements and Approach			

General	5	1.25%	10
Pre-Screening	5	1.875%	15
Application	5	1.875%	15
Interviews	5	1.875%	15
Documentation	5	1.875%	15
Eligibility Determination	5	1.875%	15
Benefits Issuance	5	.625%	5
Redetermination	5	1.25%	10
Client Change	5	1.25%	10
Medical Review Team	5	.625%	5
Overpayments and Audit	5	1.25%	10
Appointment and Caseload Management	5	1.875%	15
Reporting and BI	5	1.25%	10
Technical Requirements and Approach			
Usability	5	1.25%	10
Audit/Compliance	5	.625%	5
Performance & Availability	5	1.25%	10
Interoperability & Interface	5	1.25%	10
Scalability & Extensibility	5	1.25%	10
Regulatory & Security	5	1.25%	10
Interface List	5	1.25%	10
Solution Management Administration	5	1.25%	10
Technology Solution Stack	5	2.5%	20
Infrastructure	5	.625%	5
Implementation Requirements and Approach			
Manage the Project	5	1.25%	10
Planning	5	1.25%	10
Environment Management	5	1.25%	10
Solution Design, Development & Customization	5	1.25%	10
Convert & Manage Data	5	1.25%	10
Testing	5	1.25%	10
Manage Organizational Change, Training, and Knowledge Transfer	5	1.25%	10
Roll-out and go-Live	5	1.25%	10
Warranty the System	5	1.25%	10
State of Work/Service Level Requirements	5	1.25%	10
M&O Requirements and Approach			
Transition Services from Incumbent Vendor	5	1.875%	15
Application M&O	5	1.875%	15

DDI to M&O Transition	5	.625%	5
Modifications and Enhancements	5	1.875%	15
M&O Turn-over	5	.625%	5
Maintenance and Operations SLRs	5	2.5%	20
Work Plan			
Project and M&O Work Plan	5	3.125%	25
Totals	235	100.0%	800

*Sub-Section's Percentage Weight x Total Weighted Score = Maximum Weighted Score Possible for the sub-section.

A. The *Information for Evaluation* section has been divided into sub-sections. 1. In each sub-section, items/questions have each been assigned a maximum point value of five (5) points. The total point value for each sub-section is reflected in the table below as the Maximum Raw Score Possible.
2. The agency has assigned Weighted Percentages to each sub-section according to its significance.

B. The vendor's weighted score for each sub-section will be determined using the following formula:

(A/B)*C =D

A = Actual Raw Points received for sub-section in evaluation
B = Maximum Raw Points possible for sub-section
C = Maximum Weighted Score possible for sub-section
D = Weighted Score received for sub-section

An agency-appointed Evaluation Committee (the PRT) will evaluate and score qualifying Proposals. Evaluation will be based on vendor's proposal. Other agencies, consultants, and experts may also examine documents at the discretion of the Agency. Members of the PRT will individually review and evaluate proposals and complete an individual score worksheet for each proposal. After initial individual evaluations are complete, the PRT members will meet to discuss their individual ratings. At this consensus scoring meeting, each member will be afforded an opportunity to discuss his or her rating for each evaluation criteria. After committee members have had an opportunity to discuss their individual scores with the group, the individual committee members will be given the opportunity to change their initial individual scores, if they feel that is appropriate. The final individual scores of the evaluators will be recorded on the consensus score sheets and averaged to determine the group or consensus score for each proposal.

This group or consensus score shall be used to determine which Vendors will be asked to participate in the Oral Presentations described in 4.5. The PRT shall meet again after Oral Presentations and may adjust the consensus score for each proposal based on the clarifications presented by the Vendors.

4.4.1   Competitive Field Determinations

DHS, through the disciplined objective proposal review process, will identify proposals that are within the field of competition for admission to orals. The field of competition consists of the technical proposals receiving 500 points or more.

4.5   Oral Presentations

The State will conduct Oral Presentations from Vendors admitted to the field of competition as described in 4.4.1. The key personnel as identified in the Vendor's Proposal must be active participants in the Oral Presentations – the State is not interested in Corporate or Sales personnel being the primary participants in oral presentations. This event will focus on proposal clarifications, an understanding of the capabilities of the Vendor and importantly identified key personnel's ability to perform consistent with the Vendor's proposal in meeting the State's requirements. The State will notify selected Vendors of the time and location for these activities, and supply agendas or topics for discussion. The State reserves the right to ask additional questions during oral presentations to clarify the scope and content of the written proposal.

The Vendor's oral presentation must substantially represent material included in the original written proposal, and the State will not allow the introduction of new concepts or offers during the Orals.

The Vendor's oral presentation, site visit, and/or demonstration must substantially represent or clarify material included in the written proposal, and should not introduce new concepts or offers. System demonstrations **must** be conducted with the same system as proposed by Vendor. Pricing **must not** be discussed or exposed during the presentation/demonstration. All presentations are subject to being recorded. All expenses associated with the demonstration, except travel, meals, and lodging for State personnel, **must** be borne by the Vendor.

4.6   Cost Score

When pricing is opened for scoring, the maximum amount of cost points will be given to the vendor with the lowest seven year grand total as shown in Table 1 on the Cost Summary Tab on the Official Bid Price Sheet. (See *Section 5.1.1* for maximum points possible for cost score.)

The amount of cost points given to the remaining vendors will be allocated by using the following formula:

(A/B)*(C) =D

A = Lowest Total Cost

B = Second (third, fourth, etc.) Lowest Total Cost

C = Maximum Points for Lowest Total Cost

D = Total Cost Points Received

5.0   Vendor Selection and Contract Award

5.1   Award Process

5.1.1   Successful Vendor Selection

The Grand Total Score for each vendor, after the Orals and re-scoring of the proposals, which shall be a sum of the Technical Score and Cost Score, shall be used to determine the ranking of proposals. If the State so chooses, it shall have the right to conduct negotiations with the highest ranking vendor. All negotiations shall be conducted at the sole discretion of the State. The State shall solely determine the items to be negotiated.

If negotiations fail to result in a contract, the State may begin the negotiation process with the next highest ranking vendor. The negotiation process may be repeated until the anticipated

successful Vendor has been determined, or until such time the State decides not to move forward with the procurement and an award.

Evaluation Component	Maximum Points Possible
Technical Proposal	800
Cost	200
Maximum Possible Grand Total Score	**1,000**

5.1.2   Anticipation to Award

Once an anticipated successful vendor has been determined, the anticipated award will be posted on the OSP website at http://www.arkansas.gov/dfa/procurement/pro_intent.php.

The anticipated award will be posted for a period of fourteen (14) days prior to the issuance of a contract. Vendors and agencies are cautioned that these are preliminary results only, and a contract will not be issued prior to the end of the fourteen day posting period.

OSP **shall** have the right to waive the policy of Anticipation to Award when it is in the best interest of the State.

It is the Vendor's responsibility to check the OSP website for the posting of an anticipated award.

5.1.3   Issuance of Contract

Any resultant Contract of this *Bid Solicitation* **shall** be subject to State approval processes which may include Legislative review.

A State Procurement Official will be responsible for award and administration of any resulting contract.

5.2   Availability of Funds

If funding is delayed or reduced, or is not appropriated in full, DHS shall have the right to partially or fully terminate or suspend any contracts under this RFP. If DHS does not exercise the right to fully terminate or suspend, DHS shall determine which aspects of this RFP shall move forward and which services shall be performed.

5.3   Notice to Proceed

Upon execution of the Contract, a Notice to Proceed will be issued that will indicate the date when Vendor's work on the scope of services is to commence.

Any work performed by the successful Vendor prior to receipt of a "Notice to Proceed" letter and a fully executed copy of the Contract shall be at the Vendor's own risk and expense. The State and DHS are not and will not be liable for any work, contract costs, expenses, loss of profits or damages whatsoever incurred by the successful Vendor prior to the receipt of a fully executed Contract.

5.4   Term of Contract

This is a multi-term contract solicitation that has been deemed to be in the best interest of the State. The award will be represented by a fixed-price contract.

The Contract term is for an initial period of 36 months.

Unless terminated, the Vendor and the State may extend the term of the Contract for four (4) additional one-year periods (or parts thereof) for a total of seven (7) years, which includes the initial Contract term of three (3) years, without the necessity of re-soliciting, upon mutual agreement in writing. If an option to extend is mutually agreed upon, the Vendor shall be required to execute a supplement to the Contract for the additional extension period.

Appendix A – Glossary

A

AASIS - Arkansas' accounting system made up of different modules: AASIS Payment Interface, AASIS Employee Change SSIS Process, AASIS Repository

Access AR - Access AR is the web based Consumer Portal which interacts with the ANSWER system to provide an entry point for all Participants.

Advanced Security Option (ASO) - A product of Oracle, ASO provides important preventive controls to protect sensitive data at the source.

Affordable Care Act (ACA) - On March 23, 2010, President Obama signed the Affordable Care Act. The law puts in place comprehensive health insurance reforms that will roll out over four years and beyond.

Application DDI Vendors - Refers to any and all vendors, such as the ISS Vendor and IE-BM Vendor, developing applications on the DHS Enterprise Platform.

Arkansas Client Eligibility System (ACES) - Medicaid and TEA eligibility system

Arkansas Department of Health (ADH) - The mission of the Department of Health is to protect and improve the health and environment for all people in Arkansas.

Arkansas Networked System for Welfare, Eligibility and Reporting (ANSWER) - Is a Client/Server eligibility System that supports Medicaid, Transitional Employment Assistance (TEA) and Food Stamps Programs

B

Business Intelligence (BI) - The process of capability of gathering information in the field of business; the process of turning data into information and then into knowledge.

Business Intelligence Publisher (BIP) - Oracle reporting solution to author, manage and deliver reports.

Business Process Analysis (BPA) Methodology - Used for developing a system's Functional Requirements, by establishing an understanding of the as-is environment and identifying the to-be operational business and service delivery process of the future system. The BPA report is comprised of Workflows and Use Cases that depict the desired future state for SSD.

C

Centers for Medicare and Medicaid Services (CMS) - A federal agency within the United States Department for Health and Human Services.

Central Daylight Time (CDT) - Refers to common time during summer months for Central US states. When time changes occur the intent is to ensure any time requirements in the contract shift along with the time change.

Central Standard Time (CST) - Refers to common time during winter months for Central US states. When time changes occur the intent is to ensure any time requirements in the contract shift along with the time change.

Child Care Billing (CCB) - Is a sub-system to the Child Care Suite

Child Care Development Fund (CCDF) - Provides child care assistance to eligible low-income working families and students, TEA clients and individuals transitioning from DEA. CCDF also provides support to child care and early childhood education providers through contracts and grants for training, resource and referral activities, printed materials and online resources that promote high quality.

Child Care Eligibility (CCE) - Is a sub-system to the Child Care System Suite.

Child Care Licensing (CCL) - Is a sub-system to the Child Care System Suite.

Child Care Reporting System (CHRIS) - SACWIS front end used by DHS workers

Child Support DFA (OCSE) - Child support services is a receiver of information from the application process. During the SNAP application process the client may have legal right to child support that is not actually being received. In this case the applicant's income on the SNAP application reflects the actual income received, not the income they have a right to receive. SNAP benefits will be based on the lower amount and SNAP will be reimbursed through collection of the OCSE activities which are not included in this scope.

Children's Health Insurance Program (CHIP) - A medical coverage source for individuals under age 19 whose parents earn too much income to qualify for Medicaid, but not enough to pay for private coverage.

Client Quality Management Assessment (CQMA) - Assessments performed to capture the level of quality being delivered to the client.

Commercial Off-The-Shelf (COTS) - Software or hardware that are ready-made and available for sale to the general public and they are often designed to be implemented easily into existing systems without the need for customization.

Computer Telephony Integration (CTI) - Technology that allows interactions on a telephone and a computer to be integrated or coordinated.

Continuity of Care Document (CCD) - An HL7 XML-based markup standard intended to specify the encoding, structure and semantics of a patient summary clinical document for exchange.

Contract - The binding agreement between DHS and the awarded Vendor.

Contract Administrator - The role responsible for management of the Contract between DHS and the awarded Vendor.

D

Decision Support System (DDS) - Is a sub-system to the Child Care System Suite

Deliverables Acceptance Document (DAD) - A document approved by DHS, used to receive formal acceptance of a deliverable by DHS for each deliverable by the Vendor.

Deliverables Expectations Document (DED) - A document approved by DHS to guide the development of deliverables created by the Vendor.

Demilitarized Zone (DMZ) - Demilitarized Zone used for network partition

Department of Finance and Administration (DFA) - The Office of Child Support Enforcement (OCSE) is a division within the DFA, Revenue Division. OCSE works in partnership with the Federal Office of Child Support Enforcement and other State Agencies. The primary goal of OCSE is to work with parents and guardians to help establish and receive court-ordered financial and medical support.

Department of Health and Human Services (HHS) - The U.S. Department of Health and Human Services is the U.S. government's principal agency for protecting the health of all Americans and providing essential human services, especially for those who are least able to help themselves. HHS is responsible for almost a quarter of all federal outlays and administers more grant dollars than all other federal agencies combined.

Department of Human Services (DHS) - DHS is the largest department in Arkansas State Government. Services are provided through Divisions that are coordinated from Central Offices in Little Rock (Pulaski County). The department is the largest payer of Medicare services in Arkansas with more than $5.1 billion in State and Federal Medicaid dollars being paid to approximately 12,000 providers across the State in fiscal year 2014.

Department of Information Services (DIS) - DIS provides information technology for the State of Arkansas. Their mission is to provide technology leadership and solutions to assist their customers in delivery of public services.

Department of Veterans Affairs (ADVA) - The Arkansas Department of Veterans Affairs, or ADVA, is a state agency created in 1923 by the Arkansas General Assembly to connect Veterans and their dependents to state and federal services. Today, we serve our fellow Arkansas Veterans by operating two state Veteran cemeteries, by operating two state Veteran nursing homes, and through the administration of the Veteran Service Officer network.

Department of Workforce Services (DWS) - The Department of Workforce Services maintains records on Unemployment Insurance, Employment Service, Workforce Investment activities, and Labor Market Information. The TANF division handles the TANF/TEA benefits.

Design, Development and Implementation (DDI) - The common term for the Project-based work to stand up technology and/or services.

Division of Aging and Adult Services (DAAS) - Division within DHS, serves as the focal point for all matters concerning older Arkansans and adults with disabilities. DAAS' mission is to promote the health, safety and independence of these populations.

Division of Behavioral Health Services (DBHS) - Division within DHS, a division within DHS which supports, certifies, licenses and funds mental health and substance abuse prevention, treatment and recovery services throughout the state.

Division of Child Care and Early Childhood Education (DCCECE) - Division within DHS, a division within DHS that licenses and investigates complaints against child care centers, child placement and adoption agencies; administers the Pre-K program, provides professional development for child care workers, oversees a Federal child care assistance program for low-income families and administers the child nutrition program.

Division of Children and Family Services (DCFS) - Division within DHS, a division within DHS that is responsible for the management of the child abuse hotline; conducting child maltreatment investigations; the safety, permanency and well-being of children in the foster care system and for those who can remain in their homes under DCFS's guidance; and for ensuring timely permanency for all children served including adoptions.

Division of Community Service and Nonprofit Support (DCSNS) - Division within DHS, a division within DHS that provides assistance to build capacity in Arkansas' nonprofits through training and technical assistance consultation.

Division of County Operations (DCO) - Division within DHS, an Arkansas DHS Division that accepts and processes applications for nearly a dozen public assistance programs and enrolls consumers in the programs for which they have been approved.

Division of Developmental Disabilities Services (DDS) - Division within DHS, a division within DHS that provides community and facility-based care and services to thousands of Arkansans with developmental disabilities. DDS also refers to the system used by the division to perform their work.

Division of Medical Services (DMS) - Division within DHS, oversees the Medicaid, ARKids First, CHIP, and Long-Term Care systems in AR including the licensing and inspection of nursing homes. DMS' mission is to ensure that high-quality and accessible health services are provided to citizens of AR who are eligible for Medicaid and nursing home care.

Division of Services for the Blind (DSB) - Division within DHS, a division within DHS that provides customized vocational rehabilitation services, independent living skills instruction, equipment, audio information and consultation services for people who are blind or severely visually impaired and those interested in employing them.

Division of Youth Services (DYS) - Division within DHS, a division within DHS that provides, in a manner consistent with public safety, a system of high-quality programs to address the needs of youth who come in contact with, or are at risk of coming in contact with, the juvenile justice system.

Dun & Bradstreet (D&B) - Is an American public company that provides commercial data to businesses on credit history, business-to-business sales and marketing, counterparty risk exposure, supply chain management, lead scoring and social identity matching.

E

Electronic Benefit Transfer (EBT) - A method of benefit distribution in the form of a "credit card" TEA and SNAP use the same card and process. TEA and SNAP benefits are distributed to the client's card on different timelines. WIC program also uses an EBT card, but it is not the same physical card used for TEA and SNAP. WIC and TEA/SNAP do not use the same EBT vendor.

Electronic Data Interchange (EDI) - Electronic Data Interchange

End-to-End (E2E) - A design principle in computer systems. Rather than measuring a transaction within the component of the system, E2E measures the entire system performance.

Enterprise Content Management (ECM) - Is a formalized means of organizing and storing DHS' documents, and other content, that relate to DHS' processes.

Enterprise Service Bus (ESB) - A software construct found in an SOA that provides fundamental services via a messaging engine.

Executive Steering Committee (ESC) - DHS senior management providing overall guidance and support during the course of the ISS Engagement and other in-stream initiatives.

Employment and Training program (E&T) - The Arkansas DHS contracts with participating adult education centers, public schools, vocational schools, and community colleges to operate a voluntary E&T program in 14 of the state's 75 counties. SNAP participant in counties that offer E&T have the opportunities to participate in: Independent Job Search, Job Search Training, Education, Work Experience, On-The-Job Training and Job Retention activities.

F

Federal Data Services Hub (FDSH) - A tool used to facilitate the Patient Protection and Affordable Care Act health coverage program.

Firm Fixed Price (FFP) - The amount of payment does not depend on the amount of resources or time expended.

Fiscal Management Office (FMO) - The FMO provides staff assistance and advisory services for the administrative functions of fiscal management.

Federally Facilitated Marketplace (FFM) - The Federal Health Benefit Exchange put in place by the Affordable Care Act

Food and Consumer Services (FCS) - Originally named the Food and Nutrition Service as established under Reorganization Plan No. 2 of 1953 by the Secretary of Agriculture. The Food and Nutrition Service was abolished by the Secretary's Memorandum 1010-1 dated Oct. 20, 1994. The functions of which were assumed by Food and Consumer Service. In 1998, the Food and Consumer Service was again renamed the Food and Nutrition Service as per the regulation published in the Federal Register of Feb. 26, 1998 (63 FR 9721).These requirements encompass all federally certifiable criteria including the Food and Consumer Services (FCS) Automation of Data Processing/Computerization of Information Systems (ADP/CIS) Model Plan Checklist

Food and Nutrition Service (FNS) - An agency of the United States Department of Agriculture (USDA), was established on August 8, 1969. The **FNS** is the federal agency responsible for administering the nation's domestic nutrition assistance programs. An agency of USDA's Food, Nutrition, and Consumer Services. FNS works through the administration of 15 Federal nutrition assistance programs including WIC, Supplemental Nutrition Assistance Program (SNAP), and school meals.

Food Stamps System (FACTS) - Is a mainframe system that comprises of 10 sub-systems serving approximately 106,000 clients. The system processes applications for Food Stamps from the ANSWER system, issues monthly benefits and provides reporting.

G

General Excise Tax (GET) - The General Excise Tax is levied against a business's gross receipts for the privilege of doing business in Arkansas.

Generalized System Design (GSD) - A document supporting this RFP which is provided in the Procurement Library.

H

Health and Human Services (HHS) - May refer to either the Federal agency of this name, or the domain of organizations involved in the delivery of healthcare and human services benefits and care to citizens.

Health Information Technology for Economic and Clinical Health Act (HITECH Act) - Health Information Technology for Economic and Clinical Health Act of 2009, including any subsequent laws, rules, mandates, etc. derived from it.

Health Insurance Portability and Accountability Act (HIPAA) - HIPAA is the federal law enacted in 1996. The primary goal of the law is to make it easier for people to keep health insurance, protect the confidentiality and security of healthcare information ad help the healthcare industry control administrative costs.

Health Level Seven (HL7) - A not-for-profit, ANSI-accredited standards developing organization dedicated to providing a comprehensive framework and related standards for the exchange, integration, sharing, and retrieval of electronic health information that supports clinical practice and the management, delivery and evaluation of health services. In this document, this may also refer to the standards developed and/or managed by the organization.

I

Identity and Access Management (IAM)

Independent Verification and Validation (IV&V) - Third party vendor that oversees the Project to ensure quality and timely delivery.

Information and Communication Services Division (ICSD) - A division of the Department of Accounting and General Services that plans, coordinates, organizes, directs, and administers information processing and telecommunication services to all agencies of the State of Arkansas.

Institute of Electrical and Electronics Engineers (IEEE) - A standards organization.

Integrated Application - This refers to the integrated benefit application process that is the "no wrong door" for a citizens to apply for any/all benefit programs noted in scope for this RFP.

Integrated Eligibility (IE) - Benefit Management (BM) Vendor - The IE-BM Vendor responsible for DDI of the IE-BM Solution, enhancement of the Medicaid E&E Solution, M&O of the Solutions.

Integrating the Healthcare Enterprise (IHE) - IHE is an initiative by healthcare professionals and industry to improve the way computer systems in healthcare share information. IHE promotes the coordinated use of established standards such as DICOM and HL7 to address specific clinical need in support of optimal patient care. Systems developed in accordance with IHE communicate with one another better, are easier to implement, and enable care providers to use information more effectively. In this document, this may also refer to the standards developed and/or managed by the organization.

Intermediate Data Store (IDS)

Internal Revenue Service (IRS)

Internet Inter-ORB Protocol (IIOP)

Internet Protocol Security (IPSec)

J

Joint Application Development (JAD) - A process for the development of requirements commonly used in systems development.

K

Key Performance Indicators (KPIs) - Is a type of performance measurement that evaluates the success of an organization or of a particular activity in which it engages.

KidCare - An Arkansas system that manages the eligibility determination and authorization tracking for the subsidized Child Care program.

L

Letter of Intent (LOI) - A non-binding letter stating the Vendor's intent to submit a Proposal in response to this RFP.

Level 1 - Support Register and classify received Incidents, triage and undertake an immediate effort in order to restore a failed IT service as quickly as possible. Level 1 support will resolve incidents where possible (e.g. password resets). If no solution can be easily identified, Level 1 support will transfer the Incident to Level 2 support. Level 1 support also keeps users informed about their Incidents' status at agreed intervals.

Level 2 - Support Manage incidents which cannot be solved immediately with the means of Level 1 support. This team typically has multiple years of experience with the technology. If necessary, it will request external support (e.g. from software or hardware manufacturers) if required.

Level 3 - Support Level 3 support is typically comprised of specialists in a specific technology, provided as part of a third-party supplier's support contract. Its services are requested by Level 2 support if required for solving an Incident.

Life of the Case Methodology™ - This methodology was leveraged to develop the process flows. Figure 12 graphically captures the generic framework that depicts in sequential order all of the business functionality throughout the Life of the Case (Access/Intake, Case Management, and Eligibility Review).

Limited English Proficiency (LEP) - Persons who are unable to communicate effectively in English because their primary language is not English and they have not developed fluency in the English language.

Low Income Home Energy Assistance Program (LIHEAP) - In 1980, Congress enacted the LIHEAP program, authorizing assistance to eligible households to offset the rising costs of home energy. Households may apply for help with their regular utility bill or to prevent disconnection from either the electric or gas company.

M

Maintenance and Operation Plan - A plan that is included in the overall plan for supporting the Solution.

Maintenance and Operations (M&O) - A phase in the software development lifecycle where the operational system has been transitioned to the maintenance and support team to ensure that the system continues to perform according to specifications. The purpose of M&O is to perform routine maintenance, upgrades, enhancements and end user support to support the system's operational effectiveness.

Management information system (**MIS**) **-** broadly refers to a **computer**-based system that provides managers with the tools to organize, evaluate and efficiently manage departments within an organization

Master Data Management (MDM) - Is a technology-enabled discipline in which business and IT work together to ensure the uniformity, accuracy, stewardship, semantic consistency and accountability of the enterprise's official shared master data assets. Master data is the consistent and uniform set of identifiers and extended attributes that describes the core entities of the enterprise including customers, prospects, citizens, suppliers, sites, hierarchies and chart of accounts.

Multi-Vendor Integration (MVI) - Is the ability to manage a multi-vendor environment for delivery of end-to-end IT services (see also Systems Integrator).

Master Person Index (MPI) - Is the source of truth for client records. This is in scope for IE-BM. Currently out of scope is the extension of the MPI to an eventual master provider and supplier index as well.

Medicaid Management Information System (MMIS) - The MMIS is an integrated group of procedures and computer processing operations (subsystems) developed at the general design level to meet principal objectives. For Title XIX purposes, "systems mechanization" and "mechanized claims processing and information retrieval systems" is identified in section 1903(a)(3) of the Act and defined in regulation at 42 CFR 433.111. The objectives of this system and its enhancements include the Title XIX program control and administrative costs; service to recipients, providers and inquiries; operations of claims control and computer capabilities; and management reporting for planning and control.

Modified Adjusted Gross Income (MAGI) - The figure used to determine eligibility for premium tax credits and other savings for Marketplace health insurance plans and for Medicaid and the Children's Health Insurance Program (CHIP). For many people, it's identical to or very close to adjusted gross income.

Multiple Virtual Storage (**MVS) -** This is the most commonly used operating system on the System/370 and System/390 IBM mainframe computers. It was developed by IBM, but is unrelated to IBM's other mainframe operating systems, e.g., VSE, VM, TPF.

N

National Child Abuse and Neglect Data System (NCANDS) - Is a voluntary data collection system that gathers inform from all 50 states, the District of Columbia, and Puerto Rico about reports of child abuse and neglect. NCANDS was established in response to the CAPTA of 1988.

National Sex Offender Public Registry (NSOPR) - NSOPR, now referred to as the National Sex Offender Public Website (NSOPW), is the only U.S. government Website that links public state, territorial, and tribal sex offender registries from one national search site. Parents, employers, and other concerned residents can utilize the Website's search tool to identify location information on sex offenders residing, working, and attending school not only in their own neighborhoods but in other nearby states and communities.

Network Time Protocol (NTP) - Network Time Protocol

Non-MAGI - This refers to person classification group for Medicaid groups who exceed specified income levels but still qualify for pre-defined benefits. The details of non-MAGI qualification are defined by the Federal government.

Medicaid provides a variety of medical services including health care coverage, long-term care, mental health services, hospice, orthotics, prescription drugs and various home-based and community-based services for certain eligible low-income and needy populations.

O

Office of Policy and Legal Services (OPLS) - An office within DHS responsible for advocate for court-ordered protection of abused and neglected children; review eligibility for Department of Human Services programs; issue legal opinions; represent DHS in administrative hearings and in-state and federal courts; review contracts, guide policy writing; and draft legislation.

Office of Financial Administration (OFA) - An office within DHS that manages the Department's $6.2 billion budget and provides administrative and financial support to DHS' 10 divisions and 6 support offices.

Office of Quality Assurance (OQA) - An office within DHS that is responsible for planning and directing the Quality Assurance program for DHS.

Office of State Procurement (OSP) - The Office of State Procurement (OSP) has primary responsibility and oversight for the State wide procurement of commodities, technical and professional services for all state agencies, boards and commissions and colleges and universities.

Office of Systems and Technology (OST) - The Office of Systems Technology is responsible for the overall administration, planning, direction, management, development, implementation, and maintenance of all DHS technology (IT) and information systems processing for the Department of Human Services statewide. OIT provides project planning and management, business application systems development and maintenance, systems software and hardware management, telecommunications and network management and support, and technical training; and operates the Data Center including computing facilities management, data control, and technical help desk functions.

Open Access Same-Time Information System (OASIS) - The AR DHS accounting system used to manage overpayments

OMB A-87 - OMB A-87 Circular establishes principles and standards for determining costs for Federal awards carried out through grants, cost reimbursement contracts, and other agreements with State and local governments and federally recognized Indian tribal governments (governmental units).

On-line Analytical Processing (OLAP) - Client and server-based analysis tools, allowing for complex analytical and ad-hoc queries with a rapid execution time.

Oracle Business Intelligence Enterprise Edition (OBIEE) - Delivers a robust set of reporting, ad-hoc query and analysis, OLAP, dashboard, and scorecard functionality with a rich end-user experience that includes visualization, collaboration, alerts, and more.

Oracle Fusion Middleware (OFM) - Is business innovation platform for the enterprise and the cloud. It enables enterprises to create and run agile, intelligent business applications while maximizing IT efficiency through full utilization of modern hardware and software architectures.

Oracle Identity Manager (OIM) - Is an enterprise identify management system that automatically manages users' access privileges within enterprise IT resources.

Oracle Policy Automation (OPA) - Empowers organizations to achieve enterprise policy agility to disseminate policies across the organization and beyond. Dedicated to collecting, modeling, deploying, analyzing, and updating policies, Oracle Policy Automation helps organizations in all industries to deliver services and consistently determine policy obligations while maintaining full compliance with laws and regulations.

Oracle Service Bus (OSB) - Transforms complex and brittle architectures into agile integration networks by connecting, virtualizing, and managing interactions between services and applications. Oracle Service Bus delivers low-cost, standards-based integration for mission critical SOA environments where extreme performance, scalability and reliability are critical requirements.

Organizational Change Management (OCM) - A framework for managing the effect of new business processes, changes in organizational structure or cultural changes within an enterprise.

P

Personally Identifiable Information (PII) - Information that can be used on its own or with other information to identify, contact, or location a single person, or to identify an individual in context.

Personnel Office (PERS) - An organization within DHS that oversees the personnel programs of the Department, including recruitment, examination and placement, position description, classification and pricing analysis, labor relations, civil rights, employee safety and relations, employee training and development, personnel transactions, and maintenance of personnel records.

Point of Contact (POC) - An individual that is responsible for all communication regarding the RFP. There is an OSP POC identified, and each vendor must name a Vendor POC.

Prime Vendor - The Prime Vendor is the single entity which DHS shall enter into a contract negotiation with if identified to be the best value solution based on the proposal evaluation process. Once a contract is enacted, the Prime Vendor becomes the prime contractor responsible for the management and delivery of all subcontractors (if identified in the submitted proposal) involved in providing products and/or services under this procurement.

Production Release Plan - A plan that is included in overall Project Management Plan

Program Improvement Plan (PIP) - After a CFSR is completed, states develop a PIP to address areas in their Child Welfare Services that need improvement.

Project See "Integrated Eligibility and Benefit Management"

Project Information Library (PIL) - A comprehensive collection of Project documentation.

Project Management Body of Knowledge (PMBOK) - A comprehensive knowledge center developed and maintained by the Project Management Institute.

Project Management Institute (PMI) - A certifying agency that specializes in project management. The PMI is a not-for-profit professional membership association for the project, program and portfolio management profession.

Project Management Office (PMO) - An organization within DHS that coordinates projects across the department.

Project Management Plan (PMP) - A comprehensive plan for the execution of the Project; includes multiple sub-plans that address specific project management aspects.

Project Plan - Also referred to as a work plan, it is a formal, approved document used to broadly guide project execution and facilitate communication among stakeholders. The project plan describes in general scope, cost, and schedule baselines.

Proposal - The document submitted by interested Vendors that outlines their solutions to meet the needs of DHS as outlined in the RFP and the cost to do so.

Protected Health Information (PHI) - Any information about health status, provision of health care, or payment for health care that can be linked to a specific individual.

Purchase of Services (POS) - POS oversees contracts for an array of services for SSD that are provided by community agencies.

Q

Quality Assurance (QA) - This is a process-centered approach to ensuring that the organization is providing the best possible products or services.

Quality Management Plan - A plan that is included in the overall Project Management Plan

R

Recovery Point Objective (RPO) - Is the age of files that must be recovered from backup storage for normal operations to resume if a computer, system, or network goes down as a result of a hardware, program, or communications failure.

Recovery Time Objective (RTO) - Is the targeted duration of time and service level within which a business process must be restored after a disaster (or disruption) in order to avoid unacceptable consequences associated with a break in business continuity.

Remote Access (RA) - The ability to access a computer or network from a remote distance/location.

Request for Proposals (RFP) - A solicitation made, often through a bidding process, by an agency or company interested in procurement of a commodity, service or valuable asset, to potential suppliers to submit business proposals.

Role-Based Access Control (RBAC) - An appropriate to restricting system access to authorized users.

Root Cause Analysis (RCA) - Is a method of problem solving that tries to identify the root causes of faults or problems. A root cause is a cause that once removed from the problem fault sequence, prevents the final undesirable event from recurring.

S

Scope of Work (SOW) - The scope of the products and services requested through this procurement as outlined in the RFP.

Secure Locker Layer (SSL)

Securities and Exchange Commission (SEC) - A federal agency, the SEC's mission is to protect investors, maintain fair, orderly, and efficient markets, and facilitate capital formation.

Service-Level Agreement (SLA) - An agreement between two parties of the level of service one will provide to the other.

Service-Level Requirement (SLR) - DHS' service expectations of a Vendor.

Service-Oriented Architecture (SOA) - Is a design paradigm and discipline that helps IT meet business demands. Some organizations realize significant benefits using SOA including faster time to market, lower costs, better application consistency and increased agility. SOA reduces redundancy and increases usability, maintainability and value. This produces interoperable, modular systems that are easier to use and maintain. SOA creates simpler and faster systems that increase agility and reduce total cost of ownership.

SHARE - is Arkansas' Health Information Exchange

Simple Network Time Protocol (SNTP)

Simple Object Access Protocol (SOAP)

Social Security Administration (SSA) - Delivers services through a nationwide network of over 1,400 offices that include regional offices, field offices, card centers, tele-service centers, processing centers, hearing offices, the Appeals Council, and our State and territorial partners.

Social Services Division (SSD) - SSD provides protection from abuse and neglect for children and dependent adults. Our programs also provide safe living arrangements with the goal of reducing abuse, neglect and maltreatment.

Software Development Life Cycle (SDLC) - A common framework for systems development.

Special Nutrition Program (SNP) - Is a sub-system to the Child Care System Suite.

SPIRIT The system that manages SNP supplemental nutrition program within the WIC program specifically. This is separate and distinct from the SNAP program that offers supplemental nutrition assistance to a wider population.

State of Arkansas (State) - The State in which the issuing entity of this RFP, DHS, is located.

Statewide Automated Child Welfare Information System (SACWIS)

Structured Query Language (SQL)

Subject Matter Expert (SME) - An expert in a specific subject area.

Systems Integrator (SI) - Is the ability to manage a multi-vendor environment for delivery of end-to-end IT services (see also Multi-Vendor Integration).

Supplemental Nutrition Assistance Program (SNAP) - Is a Federal program that provides nutrition benefits to low-income individuals and families that are used at stores to purchase **food**. The program is administered by the USDA **Food** and Nutrition Service (**FNS**) through its nationwide network of **FNS** field offices.

Supplemental Security Income (SSI) - Income that is not used in the calculation for MAGI.

T

Temporary Assistance for Needy Families (TANF) - Is a Federally-funded program run by states that provides limited cash assistance to extremely low-income parents and their children.

Test Plan Includes:

- Unit Testing
- Functional Testing
- Integration Testing
- Security Testing
- Regression Testing
- Stress/Load Testing
- Performance Testing
- Transmission Control (TCP)/Internet Protocol (IP) (TCP/IP)
- Triple-DES (3DES)

Total Cost of Ownership (TCO) - Includes all lifecycle costs associated with the purchase of a product or service.

Transition Employment Assistance (TEA) - A program that provides time-limited cash assistance and employment-related services each month to low-income families with dependent children. There are 24,681 people receiving services in AR SFY'14

U

Universal Customer Master (UCM) - Oracle technology which manages information related to customers or clients (see MDM).

User Acceptance Testing (UAT) - A phase in software development in which the software is tested by the intended audience for functionality. UAT is conducted in order to obtain feedback from users to make any final adjustments before releasing to the public. Also called beta testing, application testing, and end-user testing

V

Vendor - A vendor interested in, proposing for, or award the Contract for the procurement in this RFP. This is inclusive of an actual or prospective or award winning Vendor.

Vendor POC - This is the official point of contact for the Vendor with regard to this RFP and Contract.

W

Web Services Description Language (WSDL) - An XML-based language that provides a model for describing Web Services.

Women, Infants and Children (WIC) - The Special Supplemental Nutrition Program for Women, Infants, and Children provides Federal grants to States for supplemental foods, health care referrals, and nutrition education for low-income pregnant, breastfeeding, and non-breastfeeding postpartum women, and to infants and children up to age five who are found to be at nutritional risk.

Work Incentive Service Eligibility (WISE)

Work Breakdown Structure (WBS) **-** A hierarchical and incremental decomposition of the project into phases, deliverables and work packages.

Worker Generated Notices (WGN) - WGN is a tool built within the ANSWER System to create client notices.

Z