

**FUNDING REVISION**



**CONTRACT**

(fee-for-goods or services contract with an individual, business, non-profit, or governmental entity of another state)

|  |                                    |   |                                  |
|--|------------------------------------|---|----------------------------------|
| <b>Begin Date</b><br>September 1, 2015 | <b>End Date</b><br>August 31, 2018 | <b>Agency Tracking #</b><br>31865-00407 | <b>Edison Record ID</b><br>47327 |
|--|------------------------------------|---|----------------------------------|

|   |                                       |
|---|---------------------------------------|
| <b>Contractor Legal Entity Name</b><br>KPMG LLP | <b>Edison Vendor ID</b><br>0000007492 |
|---|---------------------------------------|

**Goods or Services Caption** (one line only)  
 Technical Advisory Services to Support Completion of Medicaid Modernization Program (MMP)  
**Funding Revision: \$2,000,000.00 from FY17 & \$3,000,000.00 from FY18 to FY16**

|   |   |
|---|---|
| <b>Subrecipient or Contractor</b><br><input type="checkbox"/> Subrecipient <input checked="" type="checkbox"/> Contractor | <b>CFDA #</b><br>93.778 Dept of Health & Human Services/Title XIX |
|---|---|

| <b>Funding —</b> |                       |                        |                          |              |                              |
|------------------|-----------------------|------------------------|--------------------------|--------------|------------------------------|
| <b>FY</b>        | <b>State</b>          | <b>Federal</b>         | <b>Interdepartmental</b> | <b>Other</b> | <b>TOTAL Contract Amount</b> |
| 2016             | \$2,239,182.00        | \$20,152,636.00        |                          |              | \$22,391,818.00              |
| 2017             | \$1,887,018.00        | \$16,983,163.00        |                          |              | \$18,870,181.00              |
| 2018             | \$1,787,018.00        | \$16,083,163.00        |                          |              | \$17,870,181.00              |
| 2019             | \$347,836.00          | \$3,130,527.00         |                          |              | \$3,478,363.00               |
|                  |                       |                        |                          |              |                              |
| <b>TOTAL:</b>    | <b>\$6,261,054.00</b> | <b>\$56,349,489.00</b> |                          |              | <b>\$62,610,543.00</b>       |

**Contractor Ownership Characteristics:**

Minority Business Enterprise (MBE): African American, Asian American, Hispanic American, Native American

Woman Business Enterprise (WBE)

Tennessee Service Disabled Veteran Enterprise (SDVBE)

Tennessee Small Business Enterprise (SBE): \$10,000,000.00 averaged over a three (3) year period or employs no more than ninety-nine (99) employees.

Other: Limited Liability Partnership

**Selection Method & Process Summary** (mark the correct response to confirm the associated summary)

Competitive Selection      RFP

Other

**Budget Officer Confirmation:** There is a balance in the appropriation from which obligations hereunder are required to be paid that is not already encumbered to pay other obligations.

|   |                                |
|---|--------------------------------|
| <b>Speed Chart</b> (optional)<br>TN00000397 | <b>Account Code</b> (optional) |
|---|--------------------------------|



# CONTRACT

(fee-for-goods or services contract with an individual, business, non-profit, or governmental entity of another state)

|  |                                    |   |                                  |
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| <b>Contractor Legal Entity Name</b><br>KPMG LLP | <b>Edison Vendor ID</b><br>0000007492 |
|---|---------------------------------------|

**Goods or Services Caption (one line only)**  
Technical Advisory Services to Support Completion of Medicaid Modernization Program (MMP)

|   |                         |
|---|-------------------------|
| <b>Contractor</b><br><input checked="" type="checkbox"/> Contractor | <b>CFDA #</b><br>93.778 |
|---|-------------------------|

| Funding —     |                       |                        |                   |       |                        |
|---------------|-----------------------|------------------------|-------------------|-------|------------------------|
| FY            | State                 | Federal                | Interdepartmental | Other | TOTAL Contract Amount  |
| 2016          | \$1,739,182.00        | \$15,652,636.00        |                   |       | \$17,391,818.00        |
| 2017          | \$2,087,018.00        | \$18,783,163.00        |                   |       | \$20,870,181.00        |
| 2018          | \$2,087,018.00        | \$18,783,163.00        |                   |       | \$20,870,181.00        |
| 2019          | \$347,836.00          | \$3,130,527.00         |                   |       | \$3,478,363.00         |
|               |                       |                        |                   |       |                        |
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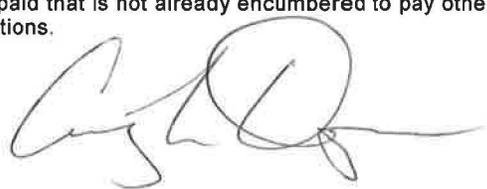
Other: Limited Liability Partnership

**Selection Method & Process Summary (mark the correct response to confirm the associated summary)**

Competitive Selection      Request for Qualifications

Other      N/A

**Budget Officer Confirmation:** There is a balance in the appropriation from which obligations hereunder are required to be paid that is not already encumbered to pay other obligations.



|   |                                |
|---|--------------------------------|
| <b>Speed Chart (optional)</b><br>TN0000000397 | <b>Account Code (optional)</b> |
|---|--------------------------------|



**CONTRACT  
BETWEEN THE STATE OF TENNESSEE,  
DEPARTMENT OF FINANCE AND ADMINISTRATION,  
DIVISION OF HEALTH CARE FINANCE AND ADMINISTRATION  
AND  
KPMG LLP**

This Contract, by and between the State of Tennessee, Department of Finance and Administration, Division of Health Care Finance and Administration (HCFA), hereinafter referred to as "HCFA" or the "State", and KPMG LLP, (Contractor), is for the provision of Technical Advisory Services (TAS) to support the State in completing the Medicaid Modernization Program (MMP), hereinafter referred to as the MMP or Program, as further defined in the "SCOPE OF SERVICES." State and Contractor may be referred to individually as a "Party" or collectively as the "Parties" to this Contract.

The Contractor a Limited Liability Partnership  
Contractor Place of Incorporation or Organization: Delaware  
Contractor Edison Registration ID # 0000007492

**A. SCOPE OF SERVICES**

- A.1. The Contractor shall provide all service and deliverables as required, described, and detailed herein and shall meet all service and delivery timelines as specified by this Contract.
- A.2. Defined Terms, Acronyms. Unless otherwise defined herein, all capitalized terms shall be considered defined terms which shall have the meaning given to them in Contract Attachment 3, Definitions. All acronyms not otherwise defined herein shall have the defined meaning set forth Contract Attachment 4, Acronyms.
- A.3. The Contractor shall provide Technical Advisory Services (TAS) for the State in completing the projects identified in sections A.89 – A.94, collectively known as the Medicaid Modernization Program (MMP or Program). The Contractor shall develop the framework for the successful management and implementation of each project, shall initiate and complete a series of crucial startup activities and deliverables, and shall provide the services to assist the State in completing the projects set out in this contract. All deliverables and services set forth in this Scope of Services shall be provided by TAS under the direction of, and at the specific request of, applicable HCFA personnel and Contractor shall not begin work on any portion of the Scope of Services prior to receipt of such request. HCFA shall retain final approval authority regarding all aspects of the deliverables and services required by this Contract.
- A.4. The Contractor shall, as directed by the State and at no additional cost to the State, coordinate with, facilitate the prompt exchange of information between, and work collaboratively with any and all other State contractors and State Agencies. If required in order for the Contractor to proceed with any part of the Scope of Services which involves sharing or obtaining information of a confidential, proprietary, or otherwise valuable nature with or from another State MMP Contractor, the Contractor may be requested to sign mutually agreeable documents, including but not limited to Non-Disclosure Agreements (Non-Disclosure Documents), which are reasonably necessary to maintain cooperation and collaboration among and with any and all other State MMP Contractors and State Agencies in the performance of the Contract.

All information the Contractor may receive, have disclosed to it, or otherwise becomes known to Contractor during the performance of this Contract from any other State MMP Contractor, that the State MMP Contractor considers to be propriety or confidential in nature pursuant to a Non-Disclosure Document entered into between the Contractor and another State MMP Contractor, shall be governed by such Non-Disclosure Document.



Nothing in this Section, including failure to negotiate and enter into a Non-Disclosure Document acceptable to Contractor with another State MMP Contractor, shall be construed to relieve the Contractor of its duty to perform any requirements or deliverables under this Contract. Other than as permitted in Section C. of this Contract, Payment Terms and Conditions, the Contractor shall not invoice the State for any such coordination services, and the State shall not be liable to the Contractor for payment of any such coordination services, without the prior written consent of the State.

A.5. Control Memorandum(a) (CM) Process - The CM process shall be utilized by the State to clarify Contract requirements, issue instruction to the Contractor, document action required of the Contractor, or request information from the Contractor. In addition, the CM process shall be used by the State to impose assessments of damages, either actual or liquidated. This process will be used to address issues or matters that do not require a contract amendment. Each CM must be in writing and indicate the date on which it was issued. CMs may provide relevant history, background, and other pertinent information regarding the issue(s) being addressed in the CM. Each CM will establish a deadline or timeframe for the Contractor's reply or other action. All CMs submitted to the Contractor must be signed and approved by the State's Project Director (or his/her designee). When the CM pertains to damages, either actual or liquidated, the State may issue consecutive CMs, as may be necessary or appropriate.

a. A CM may include one (1) or more of the following five (5) components of the CM process described below:

- (1) On Request Report (ORR) - a request directing the Contractor to provide information by the time and date set out in the CM.
- (2) Control Directive (CD) - instructions that require the Contractor to complete, within a designated timeframe, one (1) or more deliverables or to perform any other request from the State that is within the scope of the Contract. A CD may also provide clarification of certain Contract terms. Once a CM/CD has been issued, it shall be considered to be incorporated into this Contract.
- (3) Notice of Potential Damages (Actual or Liquidated) (NPD) – notification to the Contractor that the State has determined that a potential Contract performance or compliance issue exists and that the State is contemplating assessing damages, actual and/or liquidated. The NPD shall identify the Contract provision(s) on which the State determination rests.
- (4) Notice of Calculation of Potential Damages (Actual or Liquidated) (NCPD) – notification to the Contractor that provides calculation of the amount of potential damages, actual and/or liquidated, that the State is contemplating assessing against the Contractor. NPDs and NPCDs may be issued consecutively or simultaneously.
- (5) Notice of Intent to Assess Damages (Actual or Liquidated) (NIAD) – notification to the Contractor that the State is assessing damages and specifying whether the damages are actual damages, liquidated damages, or both. The NIAD shall identify the NPD and NCPD upon which it is based. The NIAD shall specify the total amount and type of damages, whether actual or liquidated. Following the issuance of an NIAD, the State may elect to withhold damages from payments due to Contractor. The State may not issue a NIAD without first issuing a NPD and a NPCD.

b. Damages for failure to comply with CM. Contractor shall fully comply with all CMs. Failure to do so may result in sanctions, including liquidated damages as listed in Attachment 5 (Liquidated Damages) and/or termination of the Contract.



- c. Appeal of Damages by Contractor. Contractor may appeal either the basis for NPD or calculation of NCPD potential damages, either actual or liquidated. To do so, the Contractor shall submit to the State's Project Director (or his/her designee) a written response to the NPD and/or NCPD within ten (10) business days of receipt of a CM which includes a NPD or a NCPD. The State's Project Director (or his/her designee) shall review the appeal and provide notice of his/her determination to the Contractor through a CM. If the Contractor disagrees with the State's Project Director's (or his/her designee) initial appeal determination or the State's Project Director (or his/her designee) is unable to resolve the appeal, the Contractor may submit a written request to the State's Project Director (or his/her designee) that the matter be escalated to senior management of the Agency. Contractor shall submit such a request for escalation within ten (10) business days of its receipt of the initial appeal determination from the State's Project Director (or his/her designee) or of notification by the State's Project Director that he/she is unable to resolve the appeal. The State's senior management shall provide written notice of its final determination to the Contractor. Upon appeal or escalation, the State shall not increase the amount of the potential damages.
- d. The descriptions of Contractor deliverables in this Contract do not include every possible duty, task, or intermediate deliverable necessary to achieve success on this Contract. Contractor should not assume that any perceived lack of detail in a specific area indicates that the Contractor will have no duties in that area. The Contractor shall fulfill the State's Contract goals and requirements in a cost-effective manner. This includes all intermediate steps, deliverables or processes reasonably necessary to achieve the desired outcome described in each Section of the Contract. Intermediate steps, processes or deliverables will be detailed in the Control Memorandum process. The TAS Management Plan detailed in Section A.16 below, shall be developed by the Contractor and approved by the State through a Control Memorandum and Control Directive which shall become part of the Contract. Many objectives described here only describe the State's required end result deliverable, thus allowing the Contractor flexibility in proposing the details of how its plan meets the State's goals and will produce the required deliverable.
- e. The State may elect to apply liquidated damages remedies in the event the Contractor fails to perform its obligations under this Contract in a proper and/or timely manner. Delay in meeting deliverable dates shall trigger liquidated damages as follows:
- (1) For days 1-30, a liquidated damage of 3% of the total deliverable cost will be assessed. Such liquidated damage shall be prorated by the number of days if delay equals less than 30 days.
  - (2) For days 31-60, an additional liquidated damage of 6% of the total deliverable cost will be assessed. Such liquidated damage shall be prorated by the number of days if delay equals less than 60 days.
  - (3) For delays beyond 61 days, the State may avail itself of breach of contract provisions hereunder.

Failure to perform obligations other than deliverables shall be assessed according to Attachment 5, Liquidated Damages.

#### Program Organization

- A.6. Program Management Team - The Contractor shall determine each of the areas HCFA and individuals within those areas with whom the Contractor must consult and collaborate in order to successfully complete the deliverables described herein. The Contractor shall make known and available its personnel and organizational areas that are necessary for HCFA and HCFA's other



contractors to successfully complete the Program projects described herein. To aid in such determinations, the State's Program Management Team will be comprised of the following:

- a. Program Management:
  - (1) Chief Information Officer (CIO) as Program Executive Sponsor and State contract owner
  - (2) State Medicaid Modernization Program Director
  - (3) State Medicaid Modernization Governance Architect
  - (4) State Program Project Managers
- b. Medicaid Modernization
  - (1) Chief Financial Officer – Business Sponsor – Medicaid Modernization
  - (2) Director of Systems Operations – Technical Sponsor for Medicaid Modernization Enhancements, MMIS Takeover Procurement, and MMIS Takeover
  - (3) Chief Technology Officer (CTO) and Deputy CIO – Technical Sponsor for TPAES
- c. Eligibility Modernization
  - (1) Director of Member Services – Business Sponsor, Eligibility Modernization
  - (2) Director of Eligibility Systems Product Development – Technical Sponsor, Tennessee Eligibility Determination System (TEDS), TEAMS, and Account Transfer Enhancements
- d. Health Information Exchange (HIE)
  - (1) Director of Strategic Planning & Innovation Group – Business Sponsor, HIE
  - (2) HIT Coordinator, e-Health – Technical Sponsor for HIE
- e. Analytics Enhancements
  - (1) Chief Financial Officer – Business Sponsor – Analytics Enhancements
  - (2) CTO, Deputy CIO – Technical Sponsor for Analytics Enhancements
- f. Security Enhancements
  - (1) CTO – Executive Sponsor, Security Enhancements
  - (2) Chief Security Officer – Technical Sponsor, Security Enhancements
- g. Other key State stakeholder groups such as, but not limited to, the Office of Information Resources (OIR).

Each member of the Contractor Program Management Team shall propose to the State which member(s) of the State's Program Management Team they should most closely collaborate with. The State shall review these proposals and either approve them or designate additional or other State Program Management Team members that each member of the Contractor Program Management Team shall collaborate with. The State may, in its sole discretion, make changes in this designation, as needed. The Contractor Program Management Team members shall meet either collectively or independently, in a formal setting on a monthly basis with the relevant State Program Management Team member(s) to review matters such as contract change management, risk management, and issue management. These meetings shall not obviate the need for contract changes to be formally presented to and approved by the Business Executive Sponsor. HCFA and Contractor personnel shall meet and communicate informally on a frequent basis to gather and share information as needed. All formal meetings should be formally planned and included in the appropriate Contractor deliverables related to Program Governance, contract management and the TAS Program management.

- A.7. The State's Program Director shall directly, or via delegation to a subordinate, be responsible for the following duties and tasks:



- a. Overall State Program Management
  - b. Assist in resolving and communicating contractual questions or issues
  - c. Assist the Contractor in coordination of stakeholder involvement when needed
  - d. Assist the Contractor in coordinating the review and approval of Contractor deliverables when needed
  - e. Approve Contractor invoices or authorize payment
  - f. Act as the primary point of contact for the Contractor for activities related to this contract
  - g. Coordinate meetings and/or interviews with State staff/subject matter experts (SMEs) or stakeholders when needed
  - h. Serve as the HCFA Chief Information Officer and contract owner's delegate in matters of contract management as shall be determined by the CIO and detailed in the Contractor's Program Governance Management Plan described in section A.49.
- A.8. On a monthly basis, the Program Management Team and the Contractor shall provide an update to the Program Steering Committee to be defined in Contractor's Program Governance Management Plan described in section A.49. Major decisions and unresolved issues will also be presented to the MMP Steering Committee as needed.
- A.9. The Contractor shall be required to work with other HCFA Contractors, including, but not limited to, the Strategic Program Management Office (SPMO), Independent Verification and Validation (IV&V) Contractor, TNHC Contractor, MITA Contractor, MMIS Contractor and System Integrator Contractors (SI) (all of which are collectively referred to herein as the "State MMP Contractors"), as well as other State and Federal entities, over the term of the contract.
- A.10. Pursuant to language in RFQ 32101-5103, Section 1.1, the competitive bid resulting in this Contract award, the Contractor shall not bid on any procurements for any other MMP projects or related services.
- A.11. At the outset of the Contract term, the Contractor shall:
- a. develop the MMP management Framework Deliverables detailed in sections A.15 – A.51. The Framework Deliverables shall provide a framework and templates to be employed in the completion of all the Projects.
  - b. develop the Startup Activities and Deliverables in Sections A.52 – A.58, and
  - c. initiate the delivery of Project Lifecycle Services detailed in Sections A.59 – A.88 for the MMP projects either in progress or identified to be started at the beginning of this contract.
- A.12. The Contractor shall advise the State regarding the best way to align program processes and procedures throughout the MMP lifecycle, with this advice being included in all deliverables submitted for State approval. The Contractor shall advise, or seek to instruct through the State Program Management Team, the various Program personnel in the execution of the projects identified herein. The Contractor's deliverables and work products of the various projects produced during the Project Lifecycle Services detailed in section A.59 – A.88 shall conform to the Framework Deliverables in section A.15 – A.51. The Contractor shall ensure that Project Lifecycle Services and deliverables adhere to industry leading practices, methodologies and frameworks and follow the procedures and processes established for this Program. A.13. The State requires that all Contractors involved in information technology systems implementations follow a systematic approach to the design, development, and implementation of systems to ensure that a comprehensive and expandable system is implemented. The State's Information Technology Project Management Methodology is Tennessee Business Solutions Methodology (TBSM) (<http://www.tn.gov/finance/tbsm/tbsm.shtml>). TBSM is based on the principles set forth by the Project Management Institute (PMI) and on industry best practices that are adapted to meet the State's needs.



To the extent that the Contractor's deliverables detailed in the Framework Deliverables included in Section A.15 – A.51 match TBSM templates, the Contractor shall, at a minimum, include the comparable elements of the TBSM templates. A detailed list of the standard TBSM Project Management deliverables templates and descriptions can be found at (<http://www.tn.gov/finance/tbsm/tbsm.shtml> or <http://intranet.tn.gov/finance/tbsm/tbsm.html>).

- A.14. Contractor personnel shall be qualified, allocated, present, focused and engaged with State, other State entities and other State MMP Contractors. The Contractor shall provide these personnel in sufficient quantity to enable the Contractor to provide consistent and high quality deliverables and supporting work product, even during periods in which work on multiple projects are underway.

#### **Framework Deliverables**

- A.15. Framework Deliverables are one time deliverables to be developed by the Contractor to establish a base of minimum Program activities and deliverables standards for the Contractor and other MMP contractors. The Framework Deliverables identified within this section shall provide a unified, enterprise approach to the related MMP activities and deliverables. The Framework Deliverables shall be constructed in such a way that all MMP work undertaken by the Contractor and other State MMP Contractors take into consideration its impact on the Program as a whole.
- A.16. The Contractor shall provide a Project Management Plan for the Contract which shall be entitled the "TAS Management Plan". This plan will define the Contractor's approach to this Contract based on the specifications contained in the Contract and industry leading practices and methodologies. The TAS Management Plan will also detail the contract deliverables and deliverable dates in a RACI (Responsible, Accountable, Consulted, and Informed) matrix that shall be included in the Contractor's TAS Management Plan, depicted in the accompanying TAS Schedule, and included in the Program Integrated Master Schedule (IMS) as described Section A.53. The deliverable dates included in the TAS Schedule and the Program IMS shall only be revised at the State's discretion and approval. At a minimum this plan shall contain the following:
- a. TAS Management Approach Plan – This will describe the approach the Contractor will use to manage and schedule the tasks and resources to complete the deliverables of this Contract. It will also describe the Contractor's approach to working with the State, other State MMP Contractors and State security personnel and their security contractors.
    - (1) TAS Approach to IV&V – This will describe the Contractor's approach to working with the State's IV&V Contractor. The approach should include recognition that the Contractor's deliverables and supporting work products, activities and services will be monitored by the IV&V for contractual completeness and compliance.
    - (2) TAS Approach to SPMO Cooperation and Accountability – The Contractor will serve as the Interim PMO until the Strategic Program Management Office (SPMO) contractor is secured. After the SPMO contractor is contracted, the Contractor will transition PMO responsibility to SPMO, and then be accountable to the SPMO for scope, schedule, and cost for the Contractor's activities and deliverables. This section will describe the approach the Contractor will use to work in partnership with the SPMO contractor and it will establish an understanding of the Contractor's accountability to the SPMO Contractor.
    - (3) TAS Approach to working with System Integrators - This will describe the Contractor's approach to working with the MMP System Integrators.
    - (4) TAS Approach to working with the State and Accountability to the State – This will describe the Contractor's approach to working in partnership with the State and an understanding of the Contractor's accountability to the State. This will also



describe how the Contractor will engage and work with other State entities, such as but not limited to, OIR.

- (5) TAS approach to working with the State Security Personnel and their contractors – This will describe how the Contractor will work in partnership with the State Security personnel and their contractors where necessary.
  - b. TAS Scope Management Plan – This will describe the approach the Contractor will use to manage the scope of this contract.
  - c. TAS Human Resource Plan – This will describe how the Contractor will manage its human resources to complete this contract.
  - d. TAS Change Control Plan – This will describe the process associated with Contract change control regarding the Contractor’s tasks and deliverables.
  - e. Subordinate plans will be included in this TAS Management Plan. These subordinate plans shall describe in more detail the manner in which the Contractor will manage the TAS Contract. Such subordinate plans shall include, but are not limited to:
    - (1) Decision Management Plan
    - (2) Risk Management Plan
    - (3) Communication Management Plan
    - (4) Cost Management Plan
    - (5) Quality Management Plan
    - (6) TAS Status Reporting Plan
    - (7) TAS Resource Management Plan
    - (8) TAS Schedule
    - (9) RACI Matrix
- A.17. Enterprise Architecture (EA) – Business Operating Model (BOM) Management Plan -In a manner consistent with this Contract, the Contractor shall develop the EA-BOM plan and ensure that its conduct under this Contract is at all times consistent with the EA-BOM plan. The EA-BOM plan should be based on industry leading practices, such as The Open Group Architecture Forum (TOGAF) and enterprise reference architectures that are, or are based on, MITA 3.0, National Human Services Interoperability Architecture (NHSIA), and CMS Federal Exchange Reference Architecture (CMS ERA).

The Contractor shall work with the State security and supporting contracted security resources to ensure appropriate representation/inclusion of the Security Architecture within the overall EA–BOM plan and in subsequent Project and Program EA – BOM designs (See also section A.60.) The Contractor shall also work with appropriate OIR staff in order to gather and incorporate into the EA-BOM plan the appropriate State architectural and Infrastructural standards. (See also section A.60.)

The Enterprise Architecture (EA) – Business Operating Model (BOM) Management Plan should detail the approach, related activities and deliverables that will be completed for each Program project and that will be included as part of the Program and each project’s EA – BOM Design (see also section A.60). Key among the activities, the Contractor will be responsible for performing is a current state assessment and creation and maintenance of the future-state Enterprise Architecture/Business Operating Model Design for each MMP project. Each EA – BOM design will be consolidated and integrated into an overall Program EA-BOM Design.

The EA-BOM Management Plan shall include the issue escalation and resolution mechanism, as detailed in the related Project Lifecycles Services Section below.



Construction of the MMP EA-BOM and the component project EA-BOMs are complex tasks. In order to correctly create the EA-BOMs, the EA-BOM Management Plan shall include, at a minimum, the following elements:

- a. EA-BOM Governance
    - (1) EA-BOM Management and Maintenance
    - (2) EA-BOM Risk and Controls Management
    - (3) EA-BOM Program and project management
    - (4) EA-BOM Continuous Improvement
  - b. Facilitation of Vision and Scope Identification
  - c. Stakeholder Analysis
  - d. Current State EA – BOM Analysis
  - e. Future-state Business/IT Strategy
  - f. Future-state EA-BOM Design
    - (1) System Architecture (including Security Architecture)
      - (a) Information
      - (b) Application
      - (c) Technology
    - (2) Business and Technology Operations
  - g. Business Process Design and Requirements (Functional and Non--Functional) Definition (see Systems Development Management Plan in Section A.25 regarding business requirements management, business process framework and business process design standards)
  - h. EA-BOM Quantification - Transaction volume forecast and analysis that yield resource requirements (e.g., people, technology)
  - i. Alternatives Analysis
  - j. Cost Benefit Analysis
  - k. Alignment and Integration of future-state EA-BOM Design for each project into an overall MMP future-state EA-BOM design.
  - l. Future-state EA-BOM Deployment Roadmap that will, at a minimum, include the following other elements:
    - (1) Organizational Change Management and Training Strategy
    - (2) Procurement Requirements
    - (3) Procurement Strategy (see Procurement Management Plan in Section A.43)
  - m. Maintenance of the MMP and Project EA-BOM Design over the lifecycle of the Contract
  - n. Data Management Project
- A.18. The Contractor shall develop Program Project Charter Standards and a Program Project Charter template and method to manage the creation of Program Project Charters for State and other stakeholder review, and State approval.
- A.19. The Contractor shall create a Contract Management Plan (Sections A.19 – A.23) that details the processes, tools and contract management support roles that the Contractor will implement and use to support the State MMP Contractor managers. This plan should detail how the Contractor will transition TAS contract management support responsibilities, including tools and processes, to appropriate State personnel at or near the conclusion of Contractor's responsibilities under this Contract, or at such other time(s) deemed appropriate by the State Contract Executive Sponsor. All management decisions related to contract management will remain the responsibility of the State.



The Contract Management/Contractor Relationship/Performance Management Plan shall include the issue escalation and resolution mechanism, as detailed in the related Project Lifecycles Services Section below.

The elements of the plan, which have an impact on overall Program governance, should also be captured in the Contractor's Program Governance Management Plan detailed in Section A.49. The Contractor's plan shall detail the services the Contractor will provide to support the State in the contract management areas listed below.

- A.20. Contract Relationship Management Plan – The Contractor, in support of and in cooperation with the State contract managers, shall work with the various other State MMP Contractors to establish and maintain a symbiotic and productive relationship to assist the State in the management of contract changes, contract and payment navigation, issue and problem management and escalation to the State contract managers as needed. The Contractor shall notify the SPMO of issues and problems for tracking and management within the appropriate project risks, issues and action item registers.
- A.21. Contract Communication Management Plan – The Contractor shall provide routine status updates from the various Program project contractors in order to track progress toward contract deliverable fulfillment and support payment authorization with assurance that payment is within the bounds of the contracts' deliverables and stated maximum liability. The Contractor shall proactively collect, characterize, document, track and escalate contract issues identified by State personnel, the Contractor or any other Program stakeholder to the appropriate State contract manager. The Contractor should recommend and negotiate with the State the resolution approach and priority assigned to the issue. If the resolution requires a Control Memorandum, the Contractor may, as directed by the State, propose control memorandum language on behalf of the State contract manager for the State contract manager's review, approval, and issuance.
- A.22. Contract Performance Measurement, Payment and Reporting Plan – The Contractor's QA team, in cooperation with other State MMP Contractor QA personnel and appropriate State personnel, shall create processes to evaluate all contract deliverables using criteria consistent with contract terms. The Contractor shall also assess the State's existing capabilities to monitor, identify and report achievement or failure to achieve contract deliverables or comply with service level agreements. The Contractor shall then recommend an automated tool for these functions. The automated tool should incorporate and provide a method to track the steps related to the State's Control Memorandum process. The Contractor shall also identify and escalate deviations from contract requirements (e.g., timeliness, accuracy, or quality) to State contract managers, and jointly work with affected stakeholders to address or mitigate the impact on the Program or HCFA operations. In addition, the Contractor shall review requests for payment submitted by other State MMP Contractors and recommend to the State appropriate action based on applicable criteria for determining contract compliance. The State, in its sole discretion, shall make the final determination of whether the deliverables submitted by each State MMP Contractor, including TAS deliverables, are acceptable and meet all Contract requirements. The Contractor shall also obtain and retain, as directed by the State, relevant documentation to support each payment.
- A.23. Contract Change Management Plan – The Contractor shall perform contract analysis or research as needed to address contractual issues or questions and to facilitate State contract manager decision support for all clarifications of the State MMP Contractors' contracts which will be communicated to the State MMP Contractors through the Control Memorandum (CM) process set forth in Section A.5 above. The Contractor shall support the State contract manager and other State MMP Contractors in the development and implementation of contract change requests, as needed. The Contractor shall be prepared to review and comment on all State MMP Contractor change requests, unless as otherwise directed by the State. In accordance with the Contractor's



own Document Management Plan, the Contractor shall assist with the collection, organization, maintenance, retrieval, and analysis of all formal documentation and supporting work products related to the creation and history of contract changes.

- A.24. The Program's Project and Systems Development Lifecycle Management Plan (Sections A.25 – A.41) and the sub deliverables identified below shall be authored by the Contractor and approved by the State to define the Project and Systems Development Lifecycle Management framework to be used for all MMP projects across all project and SDLC phases. These deliverables are to provide a standard, Program approach to all the projects and will direct that all related project deliverables and work efforts take into consideration relative impact on the whole Program.

As directed by the State, the Contractor shall develop, communicate, administer and enforce, via State Program leadership, the Project and Systems Development Lifecycle Management Plan standards and CMS required certifications with all State MMP Contractors. Contractor shall identify the relevant HCFA (including Security) and OIR IT standards that need to be reflected in the plan, and shall evaluate and consider the practical realities of all Program projects currently being worked on, including but not limited to, systems design, development and implementation (DDI) activities. All existing State MMP Contractors will continue to deliver their individual duties and obligations required by their State contract, statute or State and Federal policy, unless the Contractor recommends and the State approves, changes deemed valuable to State Program objectives.

The Contractor shall work with the State security and supporting contracted security resources to ensure appropriate inclusion of security policy, security architecture, and security gates are included within the this plan and that the overall architectural design of Program systems and processes developed through the framework of this plan are security policy compliant.

- A.25. The Project and Systems Development Lifecycle Management Plan will detail the roles of the Contractor, the State, the State MMP Contractors in the overall Project and Systems Development Lifecycle Management Design (refer to Section A.55). The plan will also detail the industry and or Contractor standards for the Project and Systems Development Lifecycle Management framework, and the tools and technologies used to manage it. This plan shall also serve as specifications for the creation of each project's related plans that are to be performed by the applicable State MMP Contractors.
- a. The Project and Systems Development Management Plan shall define the method by which the Contractor shall ensure that the MMP projects follow the defined processes and standards. The plan shall include the appropriate State and Federal Phase Gate Reviews and shall indicate which Gate Reviews will be conducted internally by the State and which will be conducted by CMS or other Federal Agencies.. It will describe the entrance and exit criteria for each Gate Review and define the roles and responsibilities for each State MMP Contractor in the Gate Review activities. The plan shall also specify details for the Contractor's role in the preparation and execution of each State and Federal Gate Review.
  - b. The Project and Systems Development Lifecycle Management Plan will also define the method to be used by the State MMP Contractors to insure there is appropriate representation / inclusion of the Program Security Architect(s) within the overall plan design and its execution during projects.
  - c. For the SPMO, the plan should assign a significant stake and responsibility by prescribing their participation in the formation of Project and Systems Development Lifecycle related metrics in cooperation with the State, the Contractor, and State MMP Contractors, applicable, such as each System Integrator, and the subsequent monitoring of those metrics; their physical monitoring of Project and Systems Development Management



activity execution; and tracking of status and management of related risks, issues and action items for each MMP project

- A.26. The Stakeholder Analysis and Management Plan (refer to related information in the EA–BOM plan in Section A.17.) will define the approach to identifying, analyzing, recording and maintaining the Stakeholders for each Program project in a Program Stakeholder Register. The Contractor will also propose roles for itself, the State, the State MMP Contractors and any other Program actor in the completion and State approval of Stakeholder analysis. The final designation of roles to be performed by each party shall be made by the State.
- A.27. The Contractor will develop the Program Business Analysis Plan which will detail the roles of the Contractor, the State, and the State MMP Contractors in the overall Business Analysis approach. This plan will also serve as specifications for the creation of each project Business Analysis Plan that is to be performed by the applicable State MMP Contractors.
- A.28. The Contractor will develop the Program Business Process Management Plan which will detail the roles of the Contractor, the State, and the State MMP Contractor in the overall creation and maintenance of business processes. The plan will also detail the industry and / or Contractor standards for the Program business process management framework and the standards for the definition of the business processes. This plan will also serve as specifications for the creation of each project Business Process Management Plan that is to be performed by the applicable State MMP Contractors.
- A.29. The Contractor will develop the Program Business Rules Management Plan which will detail the roles of the Contractor, the State, and the State MMP Contractors in the overall Business Rules Definition framework and approach. The plan will also detail the industry and/or Contractor standards for the Program business rules management framework, the standards for the definition of the rules, and the technologies used to deploy and maintain business rules. This plan will also serve as specifications for the creation of each project Business Rules Management Plan that is to be performed by the applicable State MMP Contractors.
- A.30. The Contractor will develop the Requirements Management Plan, related to the EA–BOM plan in Section in A.17 which will detail the roles of the Contractor, the State, and the State MMP Contractors in the overall Requirements Management framework and approach. The plan will also detail the industry and / or Contractor standards for the Program requirements management framework, the standards for the definition of the requirements, and the technologies used to deploy and maintain requirements. This plan will also serve as specifications for the creation of each project Requirements Management Plan that is to be performed by the applicable State MMP Contractors.
- A.31. The Contractor will develop the Configuration Management Plan which will detail the roles of the Contractor, the State, and the State MMP Contractors in the overall Configuration Management framework and approach. The plan will also detail the industry and / or Contractor standards for the Program configuration management framework, the standards for Configuration Management, and the technologies used to perform Configuration Management. This plan will also serve as specifications for the creation of each project Configuration Management Plan that is to be performed by the applicable State MMP Contractors.
  - a. The purpose of the Configuration Management Plan is to define the process and procedures used in making changes to items that under configuration control and to maintain version integrity with those configuration items.
  - b. The Configuration Management Plan will define the controls that will be followed for all the projects within the Program related to managing the changes to any item under



configuration control. This includes deliverables as well as software systems developed to meet functional requirements. All projects in this Program will follow the defined Configuration Management Plan to maintain version integrity of documents as well as software systems. For example, projects that provide software systems, the Contractor will work with the System Integrator Contractor to incorporate the Software Configuration Management process into the SI Contractor Configuration Management Plan.

A.32. The Contractor will develop the Change Management Plan which will detail the roles of the Contractor, the State, and the State MMP Contractors in the overall Change Management framework and approach. The plan will also detail the industry and / or Contractor standards for the Program change management framework, the standards for Change Management, and the technologies used to perform Change Management. The Contractor plan should also be informed by the initial and evolving Program Governance Management Plan. This plan will also serve as specifications for the creation of each project Change Management Plan that is to be performed by the applicable State MMP Contractors.

A.33. The Contractor will develop the Test Management Plan which will detail the roles of the Contractor, the State, and the State MMP Contractors in the overall Test Management framework and approach. The plan will also detail the industry and/or Contractor standards for the Program test management framework, the standards for Test Management, and the technologies used to perform Test Management. This plan will also serve as specifications for the creation of each project Test Management Plan that is to be performed by the applicable State MMP Contractors.

a. The Test Management Plan will define the standard test management phases and the related entrance and exit criteria the processes and standards to be used in all phases of testing for all projects. The Contractor will use the defined Test Management Plan to support all aspects of the Program testing process and support the State in enforcing standards adherence. The Test Management Plan will include, at a minimum:

- (1) Global Testing Strategic Approach
- (2) Standard Testing Metrics
- (3) Test tool standard
- (4) Test Coordination Strategy
- (5) Defect Management (by functional area)
- (6) Defect Categorization
- (7) Defect Lifecycle
- (8) Defect Resolution Review and Approval Process
- (9) Test Status Reporting
- (10) Standard Test phase definitions and related Entrance and Exit Criteria
- (11) Test Management Meeting Requirements
- (12) Test Environment Definitions
- (13) Test Data Management

b. The Test Management Plan will include definition of the specific roles and services the Contractor will provide in Program Test Management on behalf of the State and in relation to the various State MMP Contractors. The Contractor roles shall include, but not be limited to:

- (1) in cooperation with the applicable State MMP Contractors, will assist the State in assessing the relevance, completeness and compliance of all Program test management plans.
- (2) by reviewing IV&V test related deliverables and work products, the Contractor will assess the relevance and completeness of all Program project testing procedures related to any Program project implementation to ensure that it is comprehensive and inclusive of all required enterprise and business architectural elements



- (3) provide User Acceptance Testing (UAT) planning, preparation and execution support for all Program projects to ensure that they are comprehensive and inclusive of all required enterprise and business architectural elements
  - (a) UAT Approach
  - (b) Test Verification Procedures
- (4) Provide UAT exit evaluation decision support to the State
- (5) Provide Integrated (to include all relevant and affected entities within the Enterprise) Operational Readiness Testing (ORT) planning and execution Support to the State and all relevant State MMP Contractors.
- (6) Provide ORT plan acceptance decision support to the State
- (7) Provide ORT exit evaluation decision support to the State

A.34. The Contractor shall develop the Program Interface/Integration Management Plan which will detail the roles of the Contractor, the State, and the State MMP Contractors in the overall Interface/ Integration Management framework and approach. The Interface/ Integration Management Plan will define the framework for Interface/Integration design, testing and deployment that will support the formation of each Program project's Interface/Integration Management plans that will collectively yield overall optimal, enterprise systems Interface/Integration. It shall include, but not be limited to:

- a. specifications for each project to perform a Business Impact Analysis and insure the Interface/Integration approach and technology selected and designed represents industry leading practices and is appropriate for the project with consideration for existing State standards and applicable federal regulations/requirements;
- b. specifications for the Interface/Integration process design framework detailing the industry standard Interface/Integration process elements.

The Contractor shall develop the plan to drive an enterprise approach and standards for all project Interface / Integration design, testing and deployment. This plan will also define the type of metrics and acceptance criteria that are to be defined for each project's Interface / Integration Management plan.

A.35. The Contractor shall develop the Program System Performance and Availability Management Plan which will detail the roles of the Contractor, the State, and the State MMP Contractors in the overall System Performance and Availability framework and approach. The System Performance and Availability Management Plan will define the framework for System Performance and Availability design, testing and deployment that will support the formation of each Program project's System Performance and Availability plans that will collectively yield overall optimal, System Performance and Availability. It shall include, but not be limited to:

- a. Providing specifications for each project to perform a Business Impact Analysis and insure the System Performance and Availability approach and technology selected and designed represents industry leading practices and is appropriate for the project with consideration for existing State standards and applicable federal regulations/requirements.
- b. Providing specifications for the System Performance and Availability process design framework detailing the industry standard Interface / Integration process elements. The Contractor will develop the plan to drive an enterprise approach and standards for all project Interface / Integration design, testing and deployment. This plan will also define the type of metrics and acceptance criteria that are to be defined for each project's Interface /Integration Management plan.
- c. Defining the industry best practices to be incorporated in all projects for planning and executing System Performance testing and Availability Planning. The Contractor will develop the plan to have an enterprise approach. It will define the framework of items to



be included in all project's System Performance and Availability Plan. This plan will define the type of Service Level Agreements (SLAs) and metrics that are to be defined for each project's plan.

- A.36. The Contractor shall develop the Program System Capacity Plan which will detail the roles of the Contractor, the State, and the State MMP Contractors in the overall System Capacity framework and approach. The System Capacity Plan will define the framework for System Capacity design, testing and deployment that will support the formation of each Program project's System Capacity plans that will collectively yield overall optimal, System Capacity. It shall include, but not be limited to:
- a. specifications for each project to perform a Business Impact Analysis and insure the System Capacity approach and technology selected and designed represents industry leading practices and is appropriate for the project with consideration for existing State standards and applicable federal regulations/requirements..
  - b. specifications for the System Capacity process design framework detailing the industry standard Interface/Integration process elements.

The Contractor shall develop the plan to drive an enterprise approach and standards for all project System Capacity design, testing and deployment and shall also define the type of metrics and acceptance criteria that are to be defined for each project's System Capacity plan. The Contractor will develop the plan to specify an enterprise approach to System Capacity planning. It will define the framework of items to be included in all project's System Capacity Plan. This plan will define the type of metrics and acceptance criteria that are to be defined for each project's plan.

- A.37. The Contractor shall develop the Software Problem Resolution Standards/Procedures Plan which will detail the roles of the Contractor, the State, and the State MMP Contractors in the overall Software Problem Resolution Standards/Procedures framework and approach. The plan will also detail the industry and/or Contractor standards for the Software Problem Resolution Standards/Procedures framework, the standards for Software Problem Resolution/Procedures, and the technologies used to perform Software Problem Resolution / Procedures. This plan will also serve as specifications for the creation of each project Change Management Plan that is to be performed by the applicable State MMP Contractors as listed below:
- a. define the corrective actions to be taken and the roles and responsibilities for the corrective actions to resolve identified problems encountered during the execution of the projects.
  - b. discuss the methods to be used to identify the severity and urgency of problems and the roles of the Contractor, the State and all other relevant State MMP Contractors.
  - c. will include definition of the specific roles and services the TAS will provide in Program Software Problem Resolution Standards/Procedures Plan on behalf of the State and in relation to the various State MMP Contractors.

- A.38. The Contractor shall develop the Integrated Business Continuity/Disaster Recovery Plan to define the framework for BC/DR design, testing and deployment that will support the formation of each Program project's BC/DR plans that will collectively yield an overall optimal, integrated enterprise BC/DR capability. It shall include, but not be limited to specifications for each project to perform a Business Impact Analysis and insure the technology selected and designed represents industry leading practices and is appropriate for the project with consideration for existing State standards and applicable federal regulations/requirements. The plan shall also include specification for the BC / DR process design framework detailing the industry standard BC/DR process elements. The Contractor will develop the plan to drive an enterprise approach to all project BC/DR design,



testing and deployment. This plan will also define the type of metrics and acceptance criteria that are to be defined for each project's BC/DR plan.

- A.39. The Contractor shall develop the Integrated System Implementation Management Plan to define the framework for Integrated System Implementation Management activities. It shall include, but not be limited to specifications for each project to perform a Business Impact Analysis and insure the technology selected and designed represents industry leading practices and is appropriate for the project with consideration for existing State standards and applicable federal regulations/requirements. The plan shall also include specification for the System Implementation process framework detailing the industry standard System Implementation process elements. The Contractor shall develop the plan to drive an enterprise approach to all project System Implementation activities. This plan will also define the type of metrics and acceptance criteria that are to be defined for each project's System Implementation Plan that is to be performed by the applicable State MMP Contactors.

The Contractor will provide a System Implementation Management Plan that will provide clear direction for the System Implementation Processes for all projects. It will define the framework under which all systems implementations will be managed that will be inclusive of all State enterprise and business architectural elements and actors. This includes the criteria for implementing the system in the production environment and necessary documentation required from the System Integrator Contractors to proceed with the implementation process. The System Implementation Management Plan will be used by the various System Integrator Contractors to develop their specific System Implementation Plan. The plan will describe how each project will address:

- a. Deployment planning, plan and support activities and services
- b. Systems Operational Readiness
- c. Operations and Maintenance Implementation Management resources

The Integrated Systems Implementation Management Plan will also include definition of the specific roles, activities, services and deliverables the Contractor will provide in Program Integrated Systems Implementation Management on behalf of the State and in cooperation with other involved State MMP Contractors over the lifecycle of each project.

- A.40. The Contractor shall develop the Program Post Implementation Evaluation Plan which will detail the roles of the Contractor, the State, the State MMP Contactors in the overall Post Implementation Evaluation framework and approach. The plan will detail the industry and/or Contractor standards for the Post Implementation Evaluation framework and the standards for the Post Implementation Evaluation processes. This plan will also serve as specifications for the creation of each project System Capacity Plan that is to be performed by the applicable State MMP Contactors.

The Post Implementation Evaluation Plan will describe the metrics and criteria by which the TAS and IV&V Contractors will perform the post implementation evaluation for each project. The plan will define how the EA-BOM design will be used during the evaluation process. This plan will define the process to be used to identify the approach to decommissioning replaced systems in a cost effective manner. It will discuss cancelation of licenses, confirming data removal, and confirming termination of hardware and software use.

- A.41. The Contractor shall develop the Integrated Program Operations & Maintenance Planning/Deployment Plan that will define the framework for Integrated Program Operations & Maintenance Planning/Deployment activities. The plan shall drive an enterprise approach to all project Program Operations & Maintenance Planning/deployment activities as well as define the type of metrics and acceptance criteria that are to be defined for each project's Program Operations & Maintenance Planning/Deployment Plan. It shall include, but not be limited to:



- a. Provision of specifications for each project to perform a Business Impact Analysis and insure the technology selected and designed represents industry leading practices and is appropriate for the project with consideration for existing State standards and applicable federal regulations/requirements;
- b. Provision of specifications for the Program Operations & Maintenance/Deployment process framework detailing the industry standard Program Operations & Maintenance / Deployment process elements, and
- c. Provide specifications of the project turnover strategy framework from which all projects will derive their project specific turnover strategy.

A.42. The Contractor shall develop the Program's State and Federal Agency/Committee Communications Management Plan which will detail the roles of the Contractor, HCFA State personnel and other State MMP Contractor personnel involved in external State and Federal Agency/Committee Program Communications, regular and ad hoc Program communications. Communications shall include Program status, risks, issues, and action items identification, reporting, escalation and mitigation/resolution with agencies and committees such as, but not limited to:

- a. Federal
  - (1) CMS
  - (2) Internal Revenue Services (IRS)
  - (3) Social Security Administration (SSA)
- b. State
  - (1) Information Systems Council (ISC)
  - (2) The Information Technology Assessment & Budget Committee (IT-ABC)
  - (3) Enterprise Portfolio Investment Committee (EPIC)

The plan shall represent and align with all federal and State agency or committee governance processes ascertained by the Contractor either through interviews or review of processes as contained in current, official federal and State agency or committee process documentation (e.g., "IT Governance Document - Final Draft" and "IT Governance Intro to CFG Cabinet May 19 2014" documents in proposers library) provided by the State, known to exist by the Contractor, or discovered by the Contractor during creation of the plan.

The plan will recognize that no written communications regarding HCFA Program business are to occur with any external State or federal agency or committee without prior approval of those communications by the appropriate HCFA Program personnel to be determined during the formation of this plan. All verbal communications will be conducted by the appropriate HCFA personnel. If Contractor personnel are included in meetings, approval must be obtained by federal and/or state Program personnel in advance of the meeting. The plan shall include a State and Federal Agency / Committee communications management plan involving all TAS Key Project Personnel and Non-Key Project Personnel, the State and other State MMP Contractor personnel communications involving these agencies / committees that categorizes communication types, their priorities and communication and issue escalation paths. The plan shall include Contractor personnel activities such as, but not limited to:

- c. Federal
  - (1) Monitoring CMS' CALT, Centrasite websites, identifying regulations and action items and communicating those action items and requested or recommended responses to all appropriate State and other Program contractor personnel. Ensure



all action items are recorded in the appropriate Program action item registers and subject to SPMO coordination and monitoring, including:

- (a) Collect and distribute all pertinent CALT documents to the appropriate Program personnel, and
  - (b) store appropriately in accordance with the approach defined in the Contractors Document Management Plan
- (2) With prior approval from the Federal meeting coordinator, co-attend Federal Meetings with appropriate State personnel (e.g. CMS Hub Interface Meetings, CMS coordination calls, webinars, and other knowledge transfer sessions), compile and distribute meeting notes and follow up action items, and track action items to completion
  - (3) Support Federal SDLC/CMS Enterprise Life Cycle (ELC) Compliance/Certification Gate coordination and preparation with State and federal participants as part of overall Program SDLC administration plan described in Section A.24.
  - (4) Contractor administration of CMS Integrated IT Investment and System Lifecycle Framework (ILC) as part of overall Program SDLC administration plan described in Section A.24.
  - (5) Review of IV&V monthly Program Executive Status Report and provide to the State recommendations regarding observations contained therein
  - (6) Ad hoc communication recommendations appropriate for the communication type category and associated escalation or communication steps defined in the plan
- d. State
- (1) State Project Portfolio Management Tool (Planview Administration and Reporting (the State's Portfolio Management Tool)
  - (2) State committee status preparation and inquiry response support
  - (3) Ad hoc communication recommendations appropriate for the communication type and associated escalation/communication path defined in the plan

#### Deliverables

##### State & Federal Agency/Committee Communications Management Plan

- A.43. In cooperation with appropriate State personnel, the Contractor shall develop a Procurement Management Plan detailing the Contractor's roles and the State persons, processes and technologies involved in drafting, submitting, reviewing and approving all procurements of professional services, products and sub-systems required for or associated with the Program. The plan shall be based on State procurement laws, policies and procedures. The plan shall address all necessary procurement steps both inside and outside of HCFA. As requested by the State, the Contractor shall work closely with State personnel, including the HCFA Contracts Director, OGC, IT and business personnel, to assist in the preparation of all documents needed to complete current State MMP Contractor procurements. For all future State MMP Contractor procurements, the Contractor shall, as requested by the State, advise and assist the appropriate State personnel with drafting procurement documentation, including but not limited to, the RFP, RFQ or other solicitation document, the *pro forma* contract scope of work, evaluation and qualification procurement content supporting documents and information that is to be made a part of the proposer's library, and such other additional documentation as requested. The Contractor shall, as requested, coordinate the submission of solicitation documents to State Program



leadership, IT leadership and appropriate State executives for review and approval, and advise and support the State in providing bidder response review.

A.44. In cooperation with Program management and the appropriate State hiring managers and Human Resources personnel, the Contractor shall develop a Recruiting Management Plan detailing how the Contractor will assist and support the State using existing State processes and technologies in the submission, review, approval and completion of all approved, Program related State personnel recruitments. The plan will be based on existing State policies, procedures and guidelines such as, but not limited to HCFA, Tennessee Department Of Human Resources (DOHR), NextGen IT (see <http://www.tn.gov/dohr/nextgenit/classes.shtml>), and the SMART formula for performance management (see <http://www.tn.gov/dohr/ogc-er/performance/perform.shtml>). It shall anticipate review, coordination and approval steps involving HCFA and DOHR. This plan shall develop the methodology for identifying and meeting anticipated resource demand. It shall also establish and define the approach to be used to ascertain human resource capacity and capability needs. The plan shall specify and identify the Contractor personnel and roles that will support Program recruitments. In addition, the Contractor shall support Program recruiting objectives through the following steps, which include, but may not be limited to:

- a. Providing a needs analysis including:
  - (1) Drafting a problem statement definition
  - (2) Drafting a planned headcount summary
  - (3) Drafting job description(s)
  - (4) Identifying the appropriate State job classification(s)
  - (5) Proposing and drafting new job classifications as needed
- b. Drafting position performance profiles
- c. Drafting a candidate outreach approach
- d. Providing outreach execution support
- e. Conducting initial candidate screening
- f. Conducting candidate pre-employment assessment(s)
- g. Determining the appropriate salary, within the available range, for each candidate
- h. Providing HCFA Human Resources and DOHR with the properly completed forms

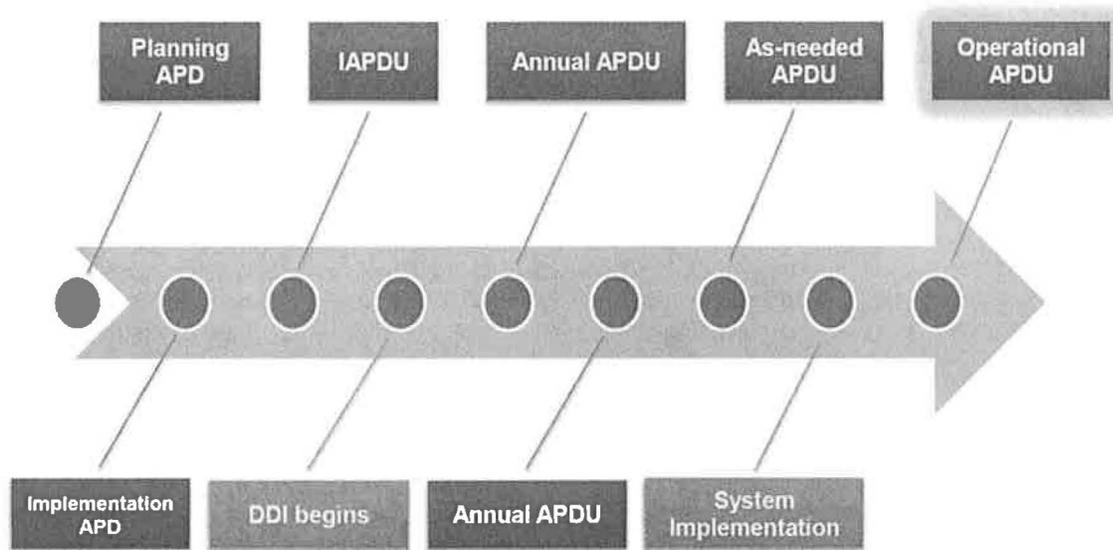
A.45. This Contractor shall create a Business Case/Funding Management Plan that will define the Contractor's types of assistance and the personnel providing assistance to the State in support of its federal enhanced funding request business process and the creation and maintenance of Advanced Planning Documents (APD). The Contractor shall recognize in the plan that the purpose of an APD is to provide CMS with the data required to determine if the requested allowable federal financial participation is authorized at the appropriate match rate. The plan will also recognize that one of the primary purposes of the APD is to provide the State and CMS with information generally used to monitor a project's progress and history. As the majority of HCFA Information Systems projects are funded through an enhanced federal match (up to 90 percent), the Contractor shall draft the plan with the purpose of obtaining maximum allowable federal match rates through critical planning, submission, proper account allocation and periodic auditing.

The Business Case/Funding Management Plan shall include submission to CMS of State procurement documents such as requests for proposals (RFPs), contracts and contract amendments and shall include tracking of all submissions and required approvals from CMS.

At a minimum, the Business Case/Funding Management Plan should outline how the Contractor will assist in the creation of the following APDs as defined by CMS in the Code of Federal Regulations and sub-regulatory guidance (45 CFR 95, subpart F, 42 CFR 433, subpart C, State Medicaid Manual, Part 11) and outlined in the chart below:



- a. Planning APDs
- b. Implementation APDs and IAPD Updates
- c. Annual APDs
- d. Operational APDs



**Diagram from "CMS Region IV - Atlanta Advance Planning Document Refresher – 8/5/2014"**

- e. In consultation with the State, the Contractor shall:
  - (1) Develop and maintain an overall timeline of active and projected APDs;
  - (2) Maintain existing APDs and create new APDs for each Program phase;
  - (3) Coordinate request(s) for information for APDs to relevant individuals and entities and compile supporting documentation, including estimates of project related costs (e.g. personnel, hardware, software, maintenance, etc.);
  - (4) Recommend the creation of new Program account codes which map to the respective APD;
  - (5) Work with HCFA Fiscal to review the quarterly CMS-64 report to ensure that costs are being correctly allocated for federal funding reimbursement;
  - (6) Expediently provide recommended State responses to CMS questions and requests for additional information;
  - (7) Assist the State with the preparation of periodic, executive-level reporting of APD allocations and recoupments;
  - (8) Train other State MMP Contractors on monthly invoice requirements so as to support proper allocation and recoupment of enhanced funds;
  - (9) Work with the State and State MMP Contractors to resolve any accounting-related questions so as to ensure correct cost allocation;
  - (10) Work with HCFA Contract Management to ensure that any Program project contractor's contracts reference and maximize the potential or approved enhanced federal match rates, and
  - (11) Support any internal and/or external audits.

A.46. The Contractor shall create an Organizational Change Management (OCM) and Training Plan. Before creating this plan the Contractor shall perform an assessment of HCFA's organizational



change management capability (see Section A.58) which incorporates at a minimum the requirements of the State TBSM Organization Change Capability Assessment.

- a. Based on industry standards and leading practices, this plan will define how the Contractor's OCM and Training personnel will:
  - (1) work with the State and other relevant contractors to plan and coordinate execution of project organizational change activities identified in the EA-BOM deployment roadmap deliverables;
  - (2) create final integrated, end-to-end, cross functional, business process oriented end-user training materials, and
  - (3) deliver training to State and contractor personnel.
- b. The State will identify its Organizational Change Management Lead (OCML) during the formation of this plan. The OCML will be assigned the responsibility in the plan of assisting the Contractor in identifying and organizing all State training.
- c. This plan will also prescribe how the OCM and Training Contractor personnel will participate in Program Governance design to influence the formation of sponsor models – business and technical sponsors and their roles within Program Governance – and communications management. The plan will also prescribe the role of the Contractor OCM and Training personnel in participating in and supporting program governance administration.
- d. This plan will also prescribe how the OCM and Training Contractor personnel will participate in EA - BOM design to provide Organization Design support.
- e. This plan will require that metrics shall be defined and tracked that will be used to determine if Organizational Changes have successfully achieved their end results as defined in the EA-BOM (Section A.17) plan for each Program project. It will also prescribe that the Contractor should and how the Contractor will support the State in making that determination.
- f. The plan will describe the Contractor's roles and responsibilities to provide the necessary training to the State and State MMP Contractors. At a minimum, the OCM and Training Plan shall define the overall Program strategy and methodology to be used to manage Organizational Change and Training with consideration for the following:
  - (1) The metrics by which organizational change activities will be measured for success;
  - (2) The role of the SPMO in OCM and Training project management and monitoring;
  - (3) The approach to provide OCM and Training Project Management by the SPMO, supported by the Contractor;
  - (4) The specifications for the number and type of training environments required for each project;
  - (5) The approach to measure training effectiveness;
  - (6) The approach to making training adjustments based on effectiveness measurements;
  - (7) The approach to collaborate and plan for all elements of Program training with all other relevant contractors (within the provisions of their various contracts) and the State. Those elements will include, but not be limited to:
    - (a) Project System Training – Operational Readiness Training and Production Training;
    - (b) Resistance Management;
    - (c) Skills Gap Analysis;
    - (d) Integrated, Cross-functional End User Policy and Procedure Training;
    - (e) Project Operations and Maintenance Training;
    - (f) Program Security Awareness Training, and
    - (g) Change Readiness evaluations.



- (8) The approach to manage the Training Plan and its execution
- (9) A detailed description of Contractor's available OCM and training resources with appropriate skill sets
- (10) Other Contractor OCM and Training deliverables and quality reviews of all such deliverables

A.47. The Contractor shall create a Communication Management Plan that will define how project communications will be planned, structured, monitored, and controlled for all the Stakeholders identified in the Stakeholder Analysis performed in Section A.63. This plan will define the framework for the Communications Management Plans for each of the projects included within the Program. The details associated with managing communications on the various projects will be developed by the Project Manager of that specific project in accordance with this defined framework. The Communication Management Plan shall:

- a. establish the guidelines and templates for various methods of communication such as meeting agendas and minutes, protocols for webcast meetings, standards for information to be included in communications, etc;
- b. define the approach by which all project management teams will plan and manage communications for their project. At a minimum, this plan will identify and mandate for each project that the project management team:
  - (1) Provide routine status updates describing progress toward contract deliverable fulfillment and provide support for payment authorizations in accordance with the applicable contract, and
  - (2) Escalate issues which may require HCFA OGC or State management advice or guidance to resolve disputes or address questions in a timely manner. .

A.48. The Contractor shall conduct an assessment of all current State and State MMP Contractor document management capabilities and processes used to store, organize, index and manage the various key Program deliverables and work product documents delivered to the State. As a result of that assessment, the Contractor shall create a Document Management Plan which will document their recommended approach to Program document management. The approach will prescribe the people (roles and responsibilities), processes and technologies, new or existing, that will be used for document management over the lifecycle of the Program. Industry leading practices shall be used to determine the roles and responsibilities of the State, the State MMP Contractors and any other relevant parties.

The Contractor shall maintain version control and assist with required reviews and approvals for all Program deliverables until the termination of the contract or until such time that the State formally relieves the Contractor of the responsibility due to transition of the related capability to the State or other State Contractors.

A.49. The Contractor shall create a Program Governance Management Plan (PGMP) that will establish the framework for how people, processes and technology will work together for effective planning, decision making and oversight of Program projects and their subsequent operations and maintenance. Throughout the term of this Contract as the Contractor develops and improves the management plans and the business and IT capability plans are developed and improved under the roadmap the Contractor created as part of the Current State Business and IT Capability Assessment and Future State Roadmap per Section A.56, the PGMP will:

- a. consolidate, organize, and integrate all related Framework Management Plans and Business and IT Capability management plans into an overall governance management plan that shall incorporate or reference capabilities from those other plans;



- b. depict the logical relationship of the various people (e.g., individual, committees), processes (e.g., review and escalation processes) and technologies (e.g., incident and demand management systems) involved in governance;
- c. prescribe the decision processes and criteria used in the governance framework, including where decision authority, accountability, and Program decision making fit in the overall governance;
- d. prescribe how governance will facilitate State Executive, Business and IT (including OIR) decision support;
- e. align and integrate the Framework Management Plans and the Business and IT Capability plans and lay a foundation for how other State MMP Contractors should align their related plans. The plan will take into account the necessary startup, priority Business and IT Capabilities assessments prescribed in Section A.56 This plan shall anticipate and prescribe appropriate activities and roles for the Contractor, the State, (including State Security personnel, OIR, EPIC, ISC, IT-ABC (refer to Section A.16), and all other State MMP Contractors;
- f. anticipate and prescribe the SPMO's role as overall governance administrator and the Contractor's roles prescribed in the Framework Management plans and the Business and IT Capability Management plans. The SPMO will review this governance management plan and provide input on the first or second generation versions of the deliverables.
- g. The PGMP shall be maintained and updated by the Contractor throughout the term of the Contract. This effort will take an initial top down approach to developing the first generation, high level governance framework for the Business and IT Capabilities identified by the State as a priority and laying a foundation for Program startup and overall success such as (see descriptions in Attachment 8 – Business and IT Capabilities Descriptions):
  - (1) IT Governance Design
  - (2) Enterprise Architecture
  - (3) SDLC Standards and Compliance
  - (4) Portfolio Management
  - (5) IT Financial and Investment Management
  - (6) Budget Management
  - (7) Change Management
  - (8) IT Relationship Management
  - (9) Procurement Management
  - (10) Data Management
  - (11) Human Capital Management
  - (12) Contractor Management
  - (13) Service Level Management
  - (14) Risk and Compliance Management
  - (15) Organizational Change Management
  - (16) Training Management
  - (17) Resource Management
  - (18) Technology Capacity, Performance, and Availability Management
  - (19) Business Continuity

A.50. The Contractor shall develop a Quality Management Plan (QMP) which will detail the (i) scope and approach for MMP Quality Management; (ii) quality management roles of the Contractor, the State, and the State MMP Contractors; and (iii) quality standards and the metrics that will be used to measure the standards. The QMP shall:



- a. detail the Contractor's role as the MMPs Quality Manager responsible for both quality management and assurance and consolidate the quality related activities and deliverables described in other sections of this contract into the overall QMP. The definition of the Contractor's role of Quality Manager shall anticipate the roles of all existing and future State MMP Contractors and prevent the unnecessary duplication or redundancy of any quality roles, responsibilities, activities or deliverables.
- b. include the issue escalation and resolution mechanism, as detailed in the related Project Lifecycles Services Section below.
- c. establish the quality standards processes and procedures required for managing quality for each MMP project from initiation, procurements, SDLC, through to post deployment operations and maintenance. The quality standards detailed in the plan shall be based on industry leading standards identified by the Contractor.
- d. prescribe the tools and technologies that may be used to support quality management and continuous improvement activities. The plan shall also provide the minimum requirements for the creation of each State MMP Contractor's project QMP;
- e. with the activities and standards detailed within will emphasize issue prevention throughout all phases for all MMP projects and will define all aspects of MMP Quality Assurance, Quality Management, Standards Metrics and Measurement, and Control.
- f. The Contractor will also support the State in enforcing QMP standards adherence across all MMP projects.
- g. In addition to the above plan elements, the QMP will also include, at a minimum:
  - (1) An approach for creation, refinement and enforcement of quality objectives on a program and project(s) level through solution deployment;
  - (2) A Quality Management coordination strategy to ensure a highly visible, prevention focused approach to quality during each project phase using quality tools, technologies, and standards to ensure:
    - (a) Accurate capture of specific, measurable, actionable, relevant, and time-oriented requirements
    - (b) Thorough analysis of various solutions and potential failure modes
    - (c) Success in managing the analysis, design, testing, deployment, and operations and maintenance of solutions and services to identified quality standards and expectations
    - (d) Clear communication of quality responsibilities
    - (e) Clear communication of status on Quality Management activities
  - (3) An approach for quality control that will include, but not be limited to:
    - (a) Identification of key deliverables and work products subject to quality review
    - (b) Description of standards used to evaluate deliverables and work products
    - (c) Determination of completeness/correctness criteria
    - (d) Description of the Quality Control activities that will be used to ensure quality standards for deliverables and work products are met
    - (e) Description of timing and frequency for performing quality control activities
    - (f) Description of quality tools and techniques to be used for quality control (e.g., Control Charts, Benchmarking, Design Experiments, Statistical Sampling, Flow-Charting, etc.)
  - (4) An approach for process oriented quality assurance, that will include but not be limited to:
    - (a) Identification of critical processes that will be subject to quality reviews
    - (b) Identification of relevant process quality standards for evaluating quality



- (c) Description of approach for identification of stakeholder expectations for project processes
  - (d) Description of process oriented quality assurance activities to be used to ensure quality standards for project processes are met
  - (e) Description of timing and frequency for performing the quality assurance activities
  - (f) Description of quality tools and techniques to be used for quality assurance activities (e.g., Quality Audits, Process Analysis, Inspection, Control Charts, Cause and Effect Diagrams, Quality Control Logs, Root Cause Analysis, FMEA, Stability Testing)
- (5) An approach for identifying and assigning quality roles and responsibilities, problem reporting procedures, and realization of quality improvement opportunities:
- (a) Identify the quality control and quality assurance roles and responsibilities at the MMP level and for each project and the actual resources to be assigned
  - (b) Define the quality control and quality assurance problem reporting plan and describe approach to ensure all issues and problems are tracked to closure, documentation of escalation procedures, and provision of appropriate feedback to stakeholders on issue/problem status
  - (c) Describe approach for identification, analysis, and realization of quality improvement opportunities throughout the program/project to increase organizational process effectiveness and to provide added benefits to both the program and its customers

A.51 The Contractor will conduct an assessment of all current State (including Planview) and other State MMP Contractor issues, risks and action items registers used to track, manage and age the various Program project issues, risks and action items. As a result of that assessment and based on industry leading practices, the Contractor will document their recommended approach to Program issues, risks and action items registers which prescribe the technologies, new or existing, that will be used for issues, risks and action items registries over the lifecycle of the Program. This document will be submitted to the State for review and approval. Industry leading practices should inform the prescribed registers and the related roles and responsibilities for each major Program participant including the State and the State MMP Contractors.

#### **Startup Activities and Deliverables**

A.52. Strategic Program Management Office (SPMO) Startup/Governance Deployment - The Contractor shall assist the State in developing the SPMO Startup. The Contractor will provide expertise to structure the SPMO, stand up the SPMO, align the SPMO with the overall Program governance structure, and to transition the SPMO into the role of Program Governance Administrator. This Plan will describe the appropriate resources needed, when the resources will be needed, what anticipated changes to resources can be expected, and when the changes can be expected through the SPMO startup.

#### Deliverables Summary

(1) SPMO Startup Plan

A.53. Interim PMO - The Contractor shall serve as the Interim PMO until the State SPMO Contractor is under contract. The Contractor shall develop the Interim Integrated Master Schedule (IMS) and manage it until such time that the SPMO can take over. The Contractor shall ensure that the Program Governance Plan defined in Section A.49 is sufficiently aligned in the SPMO Program Management Plan (PMP) (to be delivered by the SPMO upon arrival) so it can be deployed and continuously improved in cooperation with the SPMO. The Contractor deliverables shall include, but not be limited to:

#### Deliverables Summary

(1) Interim Program Management Plan (PMP)



(2) Interim Program Integrated Master Schedule

- A.54. Program Startup Planning/Project Analysis and Deployment Roadmap - In contract startup planning, the Contractor shall analyze the Framework Deliverables per Sections A.15 – A.51, all Contract Startup Activities and Deliverables per Sections A.52 – A.58, and the project lifecycle services detailed in Sections A.59 – A.88 to be delivered for all State MMP projects per Sections A.89- A.94, and will build a high level MMP Project Roadmap that will serve as the basis for creation of the Program IMS. This roadmap shall also be completed based on an analysis of key MMP project dependencies that exist between MMP projects or other State projects or activities (e.g., overlaps of system requirements, functions and system development dependencies such as those that may exist between Eligibility and MMIS Modernization; dependencies and resource constraints between key program actors such as existing and anticipated System Integrators and State Personnel such as HCFA IT and Business Subject Matter Experts, and OIR). The Contractor will be required to maintain this roadmap with relevant updates derived from key sources such as, but not limited to the State's Security Risk assessment and the Contractor's Enterprise Architecture – Business Operating Model Designs, Business and IT Capability and Governance Roadmaps. The Contractor deliverables shall include, but not be limited to:

Deliverables Summary

(1) Program Startup Planning/Project Analysis and Deployment Roadmap

- A.55. Project and Systems Development Lifecycle Design - The Contractor shall define and document the Program's Project and Systems Development Lifecycle based on the CMS Integrated IT Investment & System Lifecycle Framework and any other relevant standards derived from the TBSM (for both project phase management and systems development lifecycle (SDLC) phases), industry leading practices (i.e., IEEE, CMMi, ISO, BABOK, and PMBOK) and all relevant Federal guidelines and reference standards. The design shall include the appropriate State and Federal Phase Gate Reviews. It will define the entrance and exit criteria for each gate review. The Project and Systems Development Lifecycle Design shall be created with consideration for the practical realities of all other existing State MMP Contractors' SDLCs who have existing system DDI and operations efforts underway. The Contractor shall work with the State, State security personnel and applicable State MMP Contractors to insure that security requirements and project gates are appropriately represented in the Design. The Contractor deliverables shall include, but not be limited to:

Deliverables Summary

(1) Project and Systems Development Lifecycle Design

- A.56. Business and IT Capability Assessment/Future State Roadmap Capability Development, Deployment and Operational Support - The Contractor shall conduct a current state Business and IT Capability assessment across the HCFA enterprise and those elements of capability provided by OIR for those capabilities identified in the Business and IT Capabilities Descriptions in Contract Attachment 8. Following the assessment, the Contractor shall develop a roadmap that will detail the deployment of those capabilities that currently exist; work with the State to develop and deploy those that do not exist; specify steps and additional resources required to bring each capability to increasing levels of maturity according to an industry standard capability model with the goal of bringing each capability in line with industry-leading practices; and educate necessary State and other State MMP Contractor personnel in the operation of each capability to simplify oversight and administration by State personnel. The Contractor will also leverage any existing HCFA organizational assets and/or create new organizational assets that will detail each of the operational resources, processes, procedures and deliverables associated with each capability according to industry standards and leading practices.



The Business and IT Capability Roadmap shall establish a process for metrics-driven continuous improvement that will provide feedback into the HCFA enterprise business and IT capabilities, Program Governance, and Program SDLC creation and maintenance efforts as necessary over the term of the contract.

The Contractor shall provide personnel to fully staff the following Business and IT Capabilities which are defined in Contract Attachment 8:

- a. Demand Management
- b. Request Management
- c. IT Financial and Investment Management
- d. IT Relationship Management
- e. IT Service Continuity
- f. Asset Management
- g. IT Architecture Standards and Compliance
- h. Human Capital Management. Service Transition Planning and Support (DDI)

The Contractor shall assist the State in identifying those capabilities that would be appropriate for transition to the State based on practical and long-term economic considerations, and will assist the State in executing those transition plans. The Contractor will include in the transition plans risk mitigation, issue identification, and transition support (including support activities such as Job identification/specifications, recruiting support, training and mentoring). All transition support activities shall comply with all the related Program management plans, and shall be executed in compliance with State and HCFA Human Resource policy and NextGen IT (see website <http://www.tn.gov/dohr/nextgenit/classes.shtml>).

Each item in the Framework Deliverables detailed in Sections A.15 – A.51 is associated with a capability in the Business and IT Capability Descriptions included in Contract Attachment 8. These deliverables and their associated capabilities are considered foundational to Program success, and will be deployed where currently non-existent or brought to a reasonable level of maturity through the execution of the Capability Roadmap. Unless otherwise specified in Sections A.15 – A.51 or related sections in A.59 – A.88, each of the Framework Deliverables will be included in the current state assessment for their related capabilities. These Framework Deliverables should anticipate and prescribe the appropriate activities and roles for the TAS, the State and State MMP Contractors over the lifecycle of the Program. The Contractor will be responsible for delivering subsequent versions of these Framework Deliverables as more details are defined through the Program Lifecycle as the SPMO and Systems Integrator contractors begin work on the MMP and as the Contractor assists the State in advancing maturity levels for each of the related capabilities. The Contractor deliverables shall include, but not be limited to:

#### Deliverables Summary

- (1) Business and IT Capability Assessment
- (2) Business and IT Capabilities Roadmap

- A.57. Medicaid Eligibility System Market Assessment (MESMA) - This effort will assess the successful Medicaid Eligibility Determination implementations across the country and assess the best fit for the State. Once the Medicaid Eligibility System (MES) requirements are defined and approved by the State within the TEDS project (prioritized by the State as the highest priority MMP project that will be worked on), the Contractor will evaluate the potential MES solutions (MES Solution) against those requirements to develop a Fit-Gap Analysis to simplify the identification of a best fit MES Solution.

MESMA will be a prerequisite step to developing the documents needed for the procurement of the MES Solution to be used for TEDS and System Integrator (SI) Contractor(s). Additionally, the Contractor will assist in the preparation of the procurement documents and assist with the



procurement of the new MES Solution, as outlined in Sections A.43 herein. Once the MES Solution is selected and the System Integrator Contractor has initiated the Design Development and Implementation (DDI) effort, the Contractor will be responsible for ensuring the System Integrator Contractor conforms to and aligns with the framework, templates, procedures, and processes established within the deliverables of this contract.

The Contractor will prepare a MESMA Management Plan that details and formalizes the approach, activities and deliverables for the execution of MESMA. MESMA Management Plan considerations shall include:

- a. MES Solution must maximally align with Tennessee State Requirements (e.g. FFM integration should be included)
- b. MES Solution must have MAGI (including FFM integration) and Non-MAGI implemented successfully
- c. MES Solution must use newer technologies which are CMS Seven Conditions and Standards compliant and shall not include Mainframe technologies
- d. MES Solution Infrastructure should preferably align with current State of Tennessee software and infrastructure investments

The Contractor deliverables shall include, but not be limited to:

Summary Deliverables

- (1) Medicaid Eligibility System Market Assessment (MESMA) Management Plan
- (2) Execution and delivery of MESMA and the deliverables identified in the MESMA Management Plan

- A.58. HCFA Organizational Change Capacity Assessment - The Contractor shall complete the HCFA Organizational Change Capacity Assessment described in Section A.46 which shall incorporate at a minimum the requirements of the State TBSM Organization Change Capability Assessment. The results of the assessment shall inform the creation of the Organizational Change and Training Management Plan. The Contractor deliverables shall include, but not be limited to:

Summary Deliverables

- (1) HCFA Organizational Change Capacity Assessment

**Project Lifecycles Services, Activities and Deliverables**

- A.59. The Project Lifecycles Services, activities, and deliverables listed below represent those that the Contractor shall deliver for all projects over the lifecycle of those projects. These services are included and intended to fulfill the State identified enterprise capability and capacity needs (see the Business and IT Capabilities Descriptions in Contract Attachment 8) required of the Contractor to assist the State to manage and operationalize those projects specifically identified in Sections A.89 – A.94.
- A.60. Enterprise Architecture (EA) - Business Operating Model (BOM) Management - The Contractor shall deliver the services, activities and deliverables related to EA-BOM Management Plan elements defined in Section A.17 over the lifecycle of the contract for the MMP and each MMP project. Per the EA – BOM Management Plan, the Contractor shall be responsible for the current state assessment and creation and maintenance of the future state EA-BOM Design for each MMP project. Also, each of the project's EA - BOM designs will be integrated by the Contractor into an overall MMP EA-BOM . The Contractor shall:



- a. assist the State in evaluating MMP project analysis, design, testing, requirements/design changes and implementation phase related work products and deliverables from the various System Integrators to ensure they align with the project and overall MMP EA-BOM design.
- b. evaluate and verify that the appropriate EA – BOM Deployment Roadmap elements for each project EA – BOM Design and for the MMP EA – BOM Design are scheduled and completed by the appropriate project phase per the EA – BOM Deployment Roadmap. The TAS and IV&V Contractors will cooperate following all applicable MMP project deliverable quality and IV&V reviews to assist the State in identifying issues of EA – BOM Design and/or Deployment Roadmap nonconformance.
- c. in cooperation with the State, State MMP Contractors and all other Program stakeholders who might also identify and bring attention to contract issues, will serve to provide contract issue identification, analysis, escalation, decision support, and decision execution support to the State. If the resolution requires a Control Memorandum, the Contractor may, as directed by the State, propose control memorandum language on behalf of the State contract manager for the State contract manager's review, approval, and issuance.
- d. ensure each issue is entered into the appropriate MMP risk, action item or issue tracking register, communicated and coordinated with the appropriate and responsible Program parties and escalated to the SPMO for coordination and management of issues, action item resolution and risk mitigation.

Completion of the Contractor activities for each project gate shall be evidenced by the creation and submission to the State for State approval an EA-BOM project Phase Exit Evaluation. The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Project EA – BOM Design (creation and maintenance over the contract lifecycle)
- (2) Program EA – BOM Design (creation and maintenance over the contract lifecycle)
- (3) EA – BOM Roadmap (creation and maintenance over the contract lifecycle)
- (4) Project Phase Exit Evaluation

- A.61. Project Charter Management - The Contractor shall deliver the services, activities and deliverables related to the Contract Management Plan as defined in Section A.19 over the lifecycle of the contract for each project. The Contractor shall work collaboratively with the appropriate State Business and IT sponsors to complete project charters for each Program project and pursue State and any other relevant stakeholder review, and State approval of these project charters. Supported by the appropriate State personnel, the Contractor shall maintain and pursue State approval of updates to project charters for each Program project with the exception of the MMIS Modernization projects. For the MMIS Modernization projects, the Contractor shall coordinate and oversee the creation of project charters by the State's MMIS contractor to complete and pursue State approval of the those project charters. The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Project Charters

- A.62. Contract Management/Contract Relationship/Performance Management - The Contractor will deliver the services, activities and deliverables related to the Contract Management Plan as defined in Section A.19 over the lifecycle of the contract for each project. The Contractor, in cooperation with the IV&V contractor, the SPMO contractor and all other State MMP Contractors and stakeholders who might also identify and bring attention to contract issues, will serve to provide contract issue identification, analysis, escalation, decision support, and decision execution support to the State. If the resolution requires a Control Memorandum, the Contractor



may, as directed by the State, propose control memorandum language on behalf of the State contract manager for the State contract manager's review, approval, and issuance. The Contractor shall ensure each issue is entered into the appropriate MMP risk, action item or issue tracking register, communicated and coordinated with the appropriate and responsible Program parties and escalated to the SPMO for coordination and management of issues, action item resolution and risk mitigation.

At the point of each defined payment milestone for the Contractor and other State MMP Contractors, the Contractor will prepare a list and status of resolved and outstanding contractual issues to support the State's milestone invoice payment decision. The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables

- (1) State MMP Contractor Payment Milestone Contract Issues List
- (2) State MMP Contractor Management Monthly Status Report

A.63. Stakeholder Analysis and Management - The Contractor shall define the approach to identifying, analyzing, recording and maintaining the Stakeholders for each Program project in a Program Stakeholder Register by:

- a. suggesting roles for the Contractor, the State, State MMP Contractors and other applicable entities in the completion and State approval of Stakeholder analysis.
- b. developing, maintaining and enforcing use of the common Program Stakeholder register which, among other things, will be used to identify and map Stakeholders to the various Program projects;
- c. facilitating a comprehensive Stakeholder Analysis for each Program project as part of the Enterprise Architecture – Business Operating Model Design effort (see Section A.60.)

The Contractor will also maintain the Stakeholder Register and will add new or maintain existing Stakeholder entries in the register as needed and approved by the State. The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables

- (1) Stakeholder Analysis and Management
- (2) Program Stakeholder Register and Maintenance

A.64. Business Analysis - The Contractor project lifecycle services shall include, but not be limited to:

- a. Providing project Business Analysis Plan acceptance decision support to the State, and
- b. Project Business Analysis Phase exit decision support - The Contractor will provide State decision support analysis and Phase Gate exit evaluations towards Business Analysis activities during each phase of each project prior to the Phase Gate Review exit decision. This evaluation will include, but not be limited to a summary and analysis of all Business Analysis activities as defined within the Business Analysis Plan and key issues outstanding that would impact the State's decision to exit the Phase Gate Review.

The Business Analysis project lifecycle services deliverables shall include, but not necessarily be limited to:

Project Lifecycle Services Deliverables

- (1) Project Business Analysis Plan Deliverable Review Document
- (2) Business Analysis Phase Exit Evaluation



- A.65. Business Process Management - The Contractor shall provide project Business Process Management Plan acceptance decision support to the State and Gate Review exit decision support for Business Process Management. The Contractor will provide State decision support analysis and Phase Gate exit evaluations towards Business Process Management activities during each phase of each project prior to the Phase Gate Review exit decision. This evaluation will include, but not be limited to, a summary and analysis of all Business Process Management activities as defined within the Business Process Management Plan and key issues outstanding that would impact the State's decision to exit the Phase Gate Review.

Business Process is an inherent part of Enterprise Architecture – Business Operating Model Design, so the deliverables depicted in Section A.60, will incorporate Business Process.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables

- (1) Project Business Process Management Plan Deliverable Review Document
- (2) Business Process Management Phase Gate Exit Evaluation

- A.66. Business Rules Management - The Contractor project lifecycle services shall include providing project Business Rules Management Plan acceptance decision support to the State.
- a. Using knowledge related to each project's EA – BOM design, the Contractor will provide an additional layer of review to the State and IV&V of each project's Business Rules Management Plans. The Contractor shall review the plans to ensure compliance with the Contractor's Business Rules Management Plan criteria for effectiveness and completeness of the Business Rules Management Plan. They will also review to ensure that the plans adequately consider, include and provide for appropriate engagement and participation of all required State enterprise actors and resources. During the formation of these plans, in the event of a change that impacts the Contractor's Business Rules Management Plan, business objectives, EA – BOM design, the Contractor will evaluate the impact, update any related TAS work product/deliverables to include the change, and identify, plan, support, and track execution of activities required by other contractors to accommodate the change. The Contractor will also, on an as needed basis, provide consultations to the other project contractors in the formation of their Business Rules Management Plans. Acceptance decision support shall be provided to the State and evidenced in a Project Business Rules Management Plan Deliverable Review Document.
  - b. Providing project Business Rules design, deployment planning and deployment consultations, the Contractor shall assist the State and other State MMP Contractors in providing project Business Rules design, testing and deployment consultations as needed and upon approval by the State. If the Contractor finds deficiencies in any project's Business Rules design, testing or deployments that pose a risk to the completion of any State MMP Contractor's scheduled activities and deliverables, the Contractor shall work with the State to require corrective action on the part of the State MMP Contractor .
  - c. The Contractor shall assist the State by monitoring Business Rules testing, will provide execution advice, and will identify execution issues and advise the State and work with the State to require corrective action on the part of the State MMP Contractor .
  - d. The Contractor shall support the State in overseeing the execution of the Integrated Business Rules design, testing and implementation for each project and provide decision support analysis towards Business Rules related SDLC phase exit evaluations and decisions. Exit evaluation decision support shall be provided to the State and evidenced in a



Project Business Rules SDLC Phase Gate Exit Evaluation. This evaluation will include, but not be limited to a summary and analysis of all key issues outstanding that would impact the State's decision to exit. The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Project Business Rules Management Plan Deliverable Review Document
- (2) Business Rules Management Phase Gate Exit Evaluation

A.67. Project and Systems Development Lifecycle Management Services - The Contractor shall work with the State security and supporting contracted security resources to insure appropriate representation and inclusion of the Security Architecture in each State and Federal gate review. These project and systems development lifecycle services shall include, but not be limited to:

- a. providing project acceptance decision support to the State for each MMP project's own Project and Systems Development Lifecycle Management Plans, and
- b. Gate Review exit decision support for all project gates.

The Contractor shall provide State decision support analysis and phase gate exit evaluations towards gate review activities during each phase of each project prior to the Phase Gate Review exit decision. This evaluation will include, but not be limited to a summary and analysis of all gate review management activities as defined within the Project and Systems Development Lifecycle Management Plan, and the key issues outstanding that would impact the State's decision to exit the Phase Gate. The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Project and Systems Development Lifecycle Management Plan Deliverable Review Document
- (2) Project and Systems Development Lifecycle Management Phase Gate Exit Evaluation

A.68. Requirements Management Services - Through appropriate gate reviews and upon change requests, the Contractor shall review requirements and requirements changes for compliance and continued alignment with Strategic Business Objectives, EA – BOM Design. In the event of a change that impacts business objectives, EA – BOM Design or any other work products or deliverables, the Contractor will evaluate the impact, update related TAS work products/deliverables to include the change, evaluate the change impact on any other contractor deliverable and to identify, plan, support and track execution of all activities required to accommodate the change through to completion. The Contractor will also review the appropriate IV&V deliverables over the lifecycle of each project and cooperate with IV&V in the identification of any requirements or requirements management issues and work with the State to request corrective action from the applicable State MMP Contractor. These Contractor project lifecycle services shall include, but not be limited to:

- a. Providing project Requirements Management Plan acceptance decision support to the State, and
- b. Gate Review exit decision support for all Requirements Management activities

The Contractor shall provide State decision support analysis and Phase Gate exit evaluations towards Requirements Management activities during each phase of each project prior to the Phase Gate Review exit decision. This evaluation will include, but not be limited to a summary and analysis of all Requirements Management activities as defined within the Requirements Management Plan and key issues outstanding that would impact the State's decision to exit the Phase Gate Review. The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Project Requirements Management Plan Deliverable Review Document



(2) Requirements Management Phase Gate Exit Evaluation

A.69. Configuration Management - The Contractor shall provide project Configuration Management Plan acceptance decision support to the State and Gate Review exit decision support for all Configuration Management activities. The Contractor will provide State decision support analysis and Phase Gate exit evaluations towards Configuration Management activities during each phase of each project prior to the Phase Gate Review exit decision. This evaluation will include, but not be limited to a summary and analysis of all Configuration Management activities as defined within the Configuration Management Plan and key issues outstanding that would impact the State's decision to exit the Phase Gate Review. The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Project Configuration Management Plan Deliverable Review Document
- (2) Configuration Management SDLC Phase Gate Exit Evaluation

A.70. Change Management- The Contractor shall review change requests for compliance and continued alignment with Strategic Business Objectives, Enterprise Architecture – Business Operating Model design, and the Organizational Change Management Plan/Roadmap. In the event of a change that impacts business objectives, EA - BOM, The Contractor will evaluate the impact, update related TAS work products/deliverables to include the change, change impact and identify, plan and support execution of activities required to accommodate the change. The Contractor project lifecycle services shall include providing project Change Management Plan acceptance decision support to the State and Gate Review exit decision support for all Change Management activities

The Contractor will provide State decision support analysis and Phase Gate exit evaluations towards Change Management activities during each phase of each project prior to the Phase Gate Review exit decision. This evaluation will include, but not be limited to a summary and analysis of all Change Management activities as defined within the Change Management Plan and key issues outstanding that would impact the State's decision to exit the Phase Gate Review.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Project Change Management Plan Deliverable Review Document
- (2) Change Management Phase Gate Exit Evaluation

A.71. Testing Management - The Contractor shall provide oversight and review of the formation of Program project Test plans to ensure compliance with the Program Testing Management Plan. The Contractor will also provide State support in planning and overseeing all State Testing activity execution.

Using knowledge of Strategic Business Objective and related Enterprise Architecture – Business Operating Model design, Program project requirements, enterprise policies and processes, the Contractor will review all projects Test plans to ensure all enterprise processes, actors and other resources are adequately planned for inclusion to ensure adequate and comprehensive testing. The Contractor will also oversee execution to ensure testing is started and completed according to the entry and exit criteria established by the Contractor in their related Test Management Plan. The Contractor will provide State decision support for the acceptance of all project Test Plans and approval/affirmation that their execution was complete and effective towards advancement to the next test phase through to a go-live decision.

The Contractor shall provide oversight over the formation of Program project Operational Readiness Test plans and provide State support in oversight of integrated Operational Readiness



Test plan's execution. Using knowledge of Strategic Business Objective and related Enterprise Architecture – Business Operating Model design, Program project requirements, enterprise policies and processes assist in the formation and review of the plans to ensure all enterprise processes, actors and other resources are adequately planned for inclusion to ensure adequate and comprehensive enterprise operational readiness testing and oversee execution to ensure it is complete according the exit criteria established by the Contractor in the related test plan. The Contractor shall provide State decision support for the acceptance of all Operational Readiness Test Plans and approval/affirmation that their execution was complete and effective towards a go-live decision.

Through appropriate gate reviews and upon change requests, the Contractor will review requirements and requirements changes for compliance and continued alignment with Strategic Business Objectives, Enterprise Architecture – Business Operating Model Design. In the event of a change that impacts business objectives, EA – BOM Design or any other work products or deliverables, the Contractor will evaluate impact, update related TAS work products/deliverables to include change, evaluate change impact on any other contractor deliverable and to identify, plan, support and track execution of all activities required to accommodate the change through to completion. The Contractor shall also review the appropriate IV&V deliverables over the lifecycle of each project and cooperate with IV&V in the identification of any requirements or requirements management issues and the corrective action that needs to be taken. The Contractor project lifecycle services shall include, but not be limited to:

- a. Providing project Test Management Plan acceptance decision support to the State and providing project management and execution consultations. The Contractor shall assist the State and other relevant State MMP Contractors in providing project Interface/Integration design, deployment planning and deployment consultations as needed and upon approval by the State, the Contractor, if it finds severe deficiencies in any project's test management and execution that pose a risk to the Contractor's scheduled activities and deliverables, shall work with the State to request corrective action from the appropriate State MMP Contractor.
- b. Providing UAT and ORT Test execution monitoring. The Contractor shall assist the State by monitoring UAT and ORT testing, will provide execution advice, and shall identify execution issues and advise the State and other involved State MMP Contractors regarding corrective action.
- c. Testing Phase exit decision support. The Contractor shall support the State in overseeing the execution of UAT and ORT testing for each project and provide decision support analysis towards Testing phase exit evaluations and decisions. Exit evaluation decision support shall be provided to the State and evidenced in a Testing SDLC Phase Exit Evaluation. This evaluation will include, but not be limited to, a summary and analysis of all key issues outstanding that would impact the State's decision to exit.
- d. Testing Gate Review exit decision support for all Test Management activities. The Contractor shall provide State decision support analysis and Phase Gate exit evaluations towards Test Management activities during each phase of each project prior to the Phase Gate Review exit decision. This evaluation will include, but not be limited to a summary and analysis of all Test Management activities as defined within the Test Management Plan and key issues outstanding that would impact the State's decision to exit the Phase Gate Review. The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Project Test Management Plan Deliverable Review Document
- (2) Testing Phase Exit Evaluation
- (3) Testing Phase Gate Exit Evaluation



- A.72. Interface/Integration Management – The Contractor shall provide project Interface/Integration Management acceptance decision support to the State as follows:
- a. Using knowledge related to the original business objectives and EA – BOM design, the Contractor shall provide an additional layer of review to the State and IV&V of each project's Interface Integration Management Plans. The Contractor shall review the plans to ensure compliance with the Contractor's Interface/Integration Management Plan criteria for effectiveness and completeness of the plan. They shall review to ensure that the plans adequately consider, include and provide for appropriate engagement and participation of all required State MMP Contractors and State enterprise actors and resources. During the formation of these plans, in the event of a change that impacts the Contractor's Interface/Integration Management Plan, business objectives, EA – BOM design , the Contractor shall evaluate the impact, update any related Contractor work products/deliverables to include the change, and identify, plan, support, and track execution of activities required by other contractors to accommodate the change. On an as needed basis, the Contractor shall provide consultations to the other State MMP Contractors in the formation of their Interface / Integration Management Plans. Acceptance decision support shall be provided to the State and evidenced in a Project Interface / Integration Management Plan Deliverable Review Document.
  - b. The Contractor shall assist the State and other relevant State MMP Contractors in providing project Interface/Integration design, testing and deployment consultations as needed and upon approval by the State. If severe deficiencies are identified in any project's Integrated Program Interface/Integration design, testing or deployments that pose a risk to the State MMP Contractor's scheduled activities and deliverables, the Contractor shall work with the State to require corrective action from the applicable State MMP Contractor.
  - c. The Contractor shall assist the State by monitoring Interface / Integration testing, will provide execution advice, and will identify execution issues and advise the State and other involved State MMP Contractors regarding corrective action that needs to be taken.
  - d. The Contractor shall support the State in overseeing the execution of the Integrated Interface/Integration design, testing and implementation for each project and provide decision support analysis towards Interface/Integration related SDLC phase exit evaluations and decisions. Exit evaluation decision support shall be provided to the State and evidenced in a Project Interface/Integration SDLC Phase Exit Evaluation. This evaluation will include, but not be limited to a summary and analysis of all key issues outstanding that would impact the State's decision to exit.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Project Interface/Integration Management Plan Deliverable Review Document
- (2) Interface/Integration Management Phase Gate Exit Evaluation

- A.73. System Performance and Availability Management – The Contractor shall provide project lifecycle services that include but are not limited to:
- a. Using knowledge related to the original business objectives and EA – BOM design, the Contractor shall provide an additional layer of review to the State and IV&V of each project's System Performance and Availability Plans. The Contractor shall review the plans to ensure compliance with the Contractor's System Performance and Availability Plan criteria for effectiveness and completeness of the System Performance and Availability Plan and shall review to ensure that the plans adequately consider, include and provide for appropriate engagement and participation of all required State enterprise actors and resources. During the



formation of these plans, in the event of a change that impacts the Contractor's System Performance and Availability Plan, business objectives, EA – BOM design , the Contractor shall evaluate the impact, update any related TAS work products/ deliverables to include the change, and identify, plan, support, and track execution of activities required by other contractors to accommodate the change. On an as needed basis, the Contractor shall provide consultations to the other project contractors in the formation of their System Performance and Availability Plans. Acceptance decision support shall be provided to the State and evidenced in a Project System Performance and Availability Plan Deliverable Review Document.

- b. Providing project System Performance and Availability design, deployment planning and deployment consultations, the Contractor shall assist the State and other relevant State MMP Contractors in providing project System Performance and Availability design, testing and deployment consultations as needed and upon approval by the State, If the Contractor identifies severe deficiencies in any project's System Performance and Availability design, testing or deployment that pose a risk to the State MMP Contractor's scheduled activities and deliverables, the Contractor shall work with the State to require corrective action on the part of the State MMP Contractor.
- c. Providing project System Performance and Availability test execution monitoring, the Contractor shall assist the State by monitoring System Performance and Availability testing, will provide execution advice, and will identify execution issues and advise the State and other involved State MMP Contractors regarding corrective action.
- d. The Contractor shall support the State in overseeing the execution of the Integrated System Performance and Availability design, testing and implementation for each project and provide decision support analysis towards System Performance and Availability related SDLC phase exit evaluations and decisions. Exit evaluation decision support shall be provided to the State and evidenced in a Project Business System Performance and Availability SDLC Phase Exit Evaluation. This evaluation will include, but not be limited to a summary and analysis of all key issues outstanding that would impact the State's decision to exit.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Project System Performance and Availability Plan Deliverable Review Document
- (2) System Performance and Availability Phase Gate Exit Evaluation

A.74. System Capacity Management - In preparation for and through appropriate gate reviews and upon change requests, the Contractor shall provide design consultation from the EA perspective as needed and upon related design submissions, review for System Capacity Plan design compliance and continued alignment with Enterprise Strategic Business Objectives, EA– BOM design and established Program EA standards. In the event of a change that impacts business objectives, EA– BOM design, the Contractor will evaluate the impact of the change, update related TAS work products/deliverables to include the change, and identify, and plan, support, and track execution of other required Contractor activities required to accommodate the change. The Contractor project lifecycle services shall include, but not be limited to:

- a. Using knowledge related to the original business objectives and EA – BOM design, the Contractor shall provide an additional layer of review to the State and IV&V of each project's System Capacity Plans. The Contractor shall review the plans to ensure compliance with the Contractor's System Capacity Plan criteria for effectiveness and completeness of the System Capacity Plan. The Contractor shall also review to ensure that the plans adequately



consider, include and provide for appropriate engagement and participation of all required State enterprise actors and resources. During the formation of these plans , in the event of a change that impacts the Contractor's System Capacity Plan, business objectives, EA – BOM design , the Contractor shall evaluate the impact, update any related TAS work products/ deliverables to include the change, and identify, plan, support, and track execution of activities required by other State MMP Contractors to accommodate the change. On an as needed basis, the Contractor shall provide consultations to the other project contractors in the formation of their System Capacity Plans. Acceptance decision support shall be provided to the State and evidenced in a Project System Capacity Plan Deliverable Review Document.

- b. The Contractor shall assist the State and other relevant State MMP Contractors in providing project System Capacity design, testing and deployment consultations as needed and upon approval by the State, The Contractor, if it finds severe deficiencies in any project's System Capacity design, testing or deployment that pose a risk to the State MMP Contractor's scheduled activities and deliverables, will work with the State to require corrective action from the State MMP Contractor.
- c. The Contractor shall assist the State by monitoring System Capacity testing, will provide execution advice, and will identify execution issues and advise the State and other involved State MMP Contractors regarding corrective action.
- d. The Contractor will support the State in overseeing the execution of the Integrated System Capacity design, testing and implementation for each project and provide decision support analysis towards System Capacity related SDLC phase exit evaluations and decisions. Exit evaluation decision support shall be provided to the State and evidenced in a Project Business System Capacity SDLC Phase Gate Exit Evaluation. This evaluation shall include, but not be limited to a summary and analysis of all key issues outstanding that would impact the State's decision to exit.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Project System Capacity Plan Deliverable Review Document
- (2) System Capacity Phase Gate Exit Evaluation

- A.75. Software Problem Resolution Standards/Procedures Management - The Contractor project lifecycle services shall also include providing project Software Problem Resolution Standards/ Procedures Plan acceptance decision support to the State and Gate Review exit decision support for all Software Problem Resolution/Procedures activities.

The Contractor shall provide State decision support analysis and Phase Gate exit evaluations towards Problem Resolution / Procedures activities during each phase of each project prior to the Phase Gate Review exit decision. This evaluation will include, but not be limited to a summary and analysis of all Problem Resolution / Procedures activities as defined within the Problem Resolution Standards/Procedures Plan and key issues outstanding that would impact the State's decision to exit the Phase Gate Review.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Software Problem Resolution Standards/Procedures Plan Deliverable Review Document
- (2) Software Problem Resolution / Procedures Phase Gate Exit Evaluation

- A.76. Integrated Business Continuity/Disaster Recovery Management - The Contractor project lifecycle services shall include, but not be limited to:



- a. Providing project Business Continuity/Disaster Recovery Management Plan acceptance decision support to the State. Using knowledge related to the original business objectives and Enterprise Architecture – Business Operating Model design, the Contractor shall provide an additional layer of review to the State and IV&V of each project's Business Continuity / Disaster Recovery Management Plans. The Contractor will review the plans to ensure compliance with the Contractor's Business Continuity/Disaster Recovery Management Plan criteria for effectiveness and completeness of the Business Continuity / Disaster Recovery Plan. The Contractor shall review to ensure that the plans adequately consider, include and provide for appropriate engagement and participation of all required State enterprise actors and resources. During the formation of these plans, in the event of a change that impacts the Contractor's Business Continuity/Disaster Recovery Management Plan, business objectives, Enterprise Architecture – Business Operating Model design, the Contractor shall evaluate the impact, update any related TAS work products / deliverables to include the change, and identify, plan, support, and track execution of activities required by other contractors to accommodate the change. On an as needed basis, the Contractor shall provide consultations to the other project contractors in the formation of their Business Continuity Disaster Recovery Management Plans. Acceptance decision support shall be provided to the State and evidenced in a Project Business Continuity/Disaster Recovery Management Plan Deliverable Review Document.
- b. Providing project Business Continuity/Disaster Recovery design, testing and deployment consultations. If the Contractor identifies deficiencies in any project's Business Continuity/Disaster Recovery design, testing or deployment that pose a risk to the State MMP Contractor's scheduled activities and deliverables, the Contractor will work with the State to require corrective action from the State MMP Contractor.
- c. Providing project Business Continuity/Disaster Recovery test execution monitoring. The Contractor shall assist the State by monitoring Business Continuity/Disaster Recovery testing, will provide execution advice, and will identify execution issues and advise the State and other involved State MMP Contractors regarding any corrective action that needs to be taken.
- d. Providing Business Continuity/Disaster Recovery design, testing, and implementation exit decision support. The Contractor shall support the State in overseeing the execution of the Integrated Business Continuity Disaster Recovery design, testing and implementation for each project and provide decision support analysis towards Business Continuity/Disaster Recovery related SDLC phase exit evaluations and decisions. Exit evaluation decision support shall be provided to the State and evidenced in a Project Business Continuity/Disaster Recovery SDLC Phase Exit Evaluation. This evaluation will include, but not be limited to a summary and analysis of all key issues outstanding that would impact the State's decision to exit.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Services Deliverables Summary

- (1) Project Business Continuity / Disaster Recovery Management Plan Deliverable Review Document
- (2) Business Continuity / Disaster Recovery Phase Exit Evaluation

- A.77. Integrated System Implementation Management - The Contractor project lifecycle services shall include providing Integrated Systems Implementation Management Plan acceptance decision support to the State by:



- a. Using knowledge related to the original business objectives and Enterprise Architecture – Business Operating Model design, the Contractor shall provide an additional layer of review of each project's Integrated System Implementation Management Plan. The Contractor shall review the plans to ensure compliance with the Contractor's Systems Implementation Plan criteria for effectiveness and completeness of systems implementation plan. The Contractor will also, on an as needed basis, provide consultations to the other project contractors in the formation of their Systems Implementation Management Plans. Acceptance decision support shall be provided to the State and evidenced in a Project Systems Implementation Management Plan Deliverable Review Document
- b. Providing Integrated Systems Implementation execution monitoring, execution advice, and to identify execution issues and advise the State and other involved State MMP Contractors regarding corrective action. The Contractor shall participate and assist in the execution of Systems Implementation Management plan(s) for the various projects to ensure that the plans and their execution adequately consider, include and provide for appropriate engagement and participation of all required enterprise actors and resources. In the event of a related change that impacts the Integrated System Implementation Plan, business objectives, Enterprise Architecture – Business Operating Model design, the Contractor shall evaluate the impact, update any related TAS work products/ deliverables to include the change, change impact and identify, plan, support, and track execution of activities required by other contractors to accommodate the change.
- c. Providing Integrated Systems Implementation Management exit evaluation decision support to the State. The Contractor shall support the State in overseeing the execution of the Integrated Systems Implementation Management Plans for each project and provide decision support analysis towards systems implementation exit and a Go, No-Go decision. Exit evaluation decision support shall be provided to the State and evidenced in a Project Systems Implementation Exit Evaluation Document. This document shall summarize and analyze all key issues outstanding that would impact the State's decision to exit and go live.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Services Deliverables Summary

- (1) Project Systems Implementation Management Plan Deliverable Review Document
- (2) Project Systems Implementation Exit Evaluation Document

- A.78. Post Implementation Evaluation - Using knowledge related to original business objectives and the EA – BOM design, the Contractor shall provide additional layer of review of Post Implementation Evaluation Plans for each project. The Contractor shall provide an analysis of the post implementation to ensure compliance with the Post Implementation Evaluation Plan to ensure effectiveness and completeness of the post implementation evaluation.

The Contractor shall provide project Post Implementation Evaluation Plan acceptance decision support to the State.

The Contractor shall provide State decision support analysis and Phase Gate exit evaluations towards Post Implementation activities following the implementation phase for each project prior to the final Phase Gate Review exit decision. This evaluation will include, but not be limited to a summary and analysis of all implementation activities as defined within the Post Implementation Evaluation Plan and key issues outstanding that would impact the State's decision to exit the Phase Gate Review.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Post Implementation Evaluation Plan Deliverable Review Document



(2) Post Implementation Evaluation Phase Gate Exit Evaluation

A.79. Integrated Program Operations and Maintenance (O&M) Planning/Deployment -Using knowledge related to original strategic business objectives and the EA-BOM design, and the original TAS Integrated Program Operations and Maintenance (O&M) Planning/Deployment Plan, the Contractor shall provide an analysis to ensure all State and contractor enterprise actors are appropriately accounted for and engaged in the plan. The Contractor shall provide support and oversight to the formation of each project's O&M Deployment Plans and their execution. The Contractor will assist the State in providing enterprise oversight over the deployment of O&M plan and post implementation evaluations. The Contractor project lifecycle services shall include, but not be limited to:

- a. Providing project Integrated Program Operations & Maintenance Planning/ Deployment Plan acceptance decision support to the State. Using knowledge related to the original business objectives and EA – BOM design, the Contractor shall provide an additional layer of review to the State and IV&V of each project's Integrated Program Operations & Maintenance Planning/Deployment Plans. The Contractor shall review the plans to ensure compliance with the Contractor's Integrated Program Operations & Maintenance Planning/Deployment Plan criteria for effectiveness and completeness of the Integrated Program Operations & Maintenance Planning / Deployment Plan. The Contractor shall review to ensure that the plans adequately consider, include and provide for appropriate engagement and participation of all required State enterprise actors and resources. In the event of a change that impacts the Contractor's Integrated Program Operations & Maintenance Planning/Deployment Plan, business objectives, EA – BOM design -- the Contractor will evaluate the impact, update any related TAS work products/deliverables to include the change, and identify, plan, support, and track execution of activities required by other contractors to accommodate the change. On an as needed basis, the Contractor shall provide consultations to the other project contractors in the formation of their Integrated Program Operations & Maintenance Planning/ Deployment Plans. Acceptance decision support shall be provided to the State and evidenced in a Project Integrated Program Operations & Maintenance Planning/Deployment Plan Deliverable Review Document.
- b. Providing project Integrated Program Operations & Maintenance Planning/ Deployment design, deployment planning and deployment consultations. The Contractor shall assist the State and other relevant State MMP Contractors in providing project Integrated Program Operations & Maintenance Planning/testing, deployment planning and deployment consultations as needed and upon approval by the State. If the Contractor finds severe deficiencies in any project's Integrated Program Operations & Maintenance design, testing or deployment that pose a risk to the Contractor's scheduled activities and deliverables, the Contractor shall work with the State to provide corrective action.
- c. Providing project Integrated Program Operations & Maintenance Planning/ Deployment test execution monitoring. The Contractor shall assist the State by monitoring Integrated Program Operations & Maintenance Planning/Deployment testing, will provide execution advice, identify execution problems, and advise the State and other involved State MMP Contractors regarding corrective action.
- d. Integrated Program Operations & Maintenance Planning/Deployment design, testing, and implementation exit decision support. The Contractor shall support the State in overseeing the execution of the Integrated Program Operations & Maintenance Planning/Deployment design, testing and implementation for each project and provide decision support analysis towards Integrated Program Operations & Maintenance Planning/Deployment related to SDLC phase exit evaluations and decisions. Exit evaluation decision support shall be provided to the State and evidenced in a Project Business Integrated Program Operations & Maintenance Planning/Deployment SDLC Phase Exit Evaluation. This evaluation shall



include, but not be limited to a summary and analysis of all key issues outstanding that would impact the State's decision to exit.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Integrated Program Operations & Maintenance Planning / Deployment Plan Deliverable Review Document
- (2) Integrated Program Operations & Maintenance Planning / Deployment Phase Gate Exit Evaluation

- A.80. State & Federal Agency/Committee Communications Management - The Contractor shall deliver the services, activities and deliverables identified to the Contractor's per the related Contractor's State & Federal Agency/Committee Communications Management Plan as defined in Section A.42 and over the term of the contract for each project.

Over the term of the contract, The Contractor's resource(s) assigned to fulfill the Contractor roles and services in the State & Federal Agency/Committee Communications Management Plan will maintain a log sufficiently detailed to track all related State and Federal Agency and Committee communications identifying issues or requiring action on the part of Program project personnel. This log will identify which project issue, risk or action item register these communication instances were entered into. All net new communications of this nature each month shall be submitted to the SPMO for inclusion in the Monthly Program Status Report.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Services Deliverables Summary

- (1) Monthly State & Federal Agency / Committee Communications Log Changes

- A.81. Procurement Management Assistance -The Contractor shall deliver the services, activities and deliverables related to the Procurement Management Plan as defined in Section A.43 and over the term of the contract for each MMP project.

On a monthly basis, the Contractor personnel assigned to fulfill the roles and services of the Procurement Management Plan will submit a monthly procurement status report to the SPMO for inclusion in the monthly Program Status Report.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Services Deliverables:

- (1) Monthly Open Project Procurements Status

- A.82. Recruiting Assistance - The Contractor shall deliver the services, activities and deliverables related to the Recruiting Management Plan as defined in Section A.44 over the lifecycle of the contract for each project.

On a monthly basis, the Contractor personnel assigned to fulfill the roles and services of the Procurement Management Plan will submit a monthly procurement status report to the SPMO for inclusion in the monthly Program Status Report.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Services Deliverables



(1) Monthly Open Project Recruiting Status

- A.83. Business Case/Funding Support - The Contractor shall deliver the services, activities and deliverables related to the Business Case/Funding Support Management Plan as defined in Section A.45 and over the term of the contract for each project.

The Contractor shall support the State in the development and maintenance of the Advance Planning Documents (APDs) needed to obtain funding approval and provide the necessary sections of the APD as defined by the State and Federal requirements. The Contractor shall support the State through execution of TAS activities and coordination of all State and Federal activities within the approval process.

On a monthly basis, the Contractor personnel assigned to fulfill the roles and services of the Business Case / Funding Management Plan will submit a monthly status report to the SPMO for inclusion in the monthly Program Status Report.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Services Deliverables

(1) Monthly Project APD Status

- A.84. Organizational Change (OC) and Training Management - The Contractor shall deliver the services, activities and deliverables related to the Organizational Change and Training Management Plan as defined in the Framework Deliverables Section A.46 and over the term of the contract for each MMP project.

Based on the OC and Training Management Framework deliverable, following each project's Enterprise Architecture and Business Operating Model Roadmap State approval, the Contractor shall develop the initial OC and Training Management Plan that will describe the details of OC and Training Management activities for each project within the Program. Following the completion of the appropriate project phase to be identified in the Project and Systems Development Lifecycle Management Plan, the Contractor shall collaborate with the State and the appropriate System Integrators to refine and finalize the OC and Training Management Plan and carry out and/or coordinate with the System Integrators the completion of the final OC and Training deliverables and activities required for the project.

The Contractor shall provide Organizational Change Management support to the State by working with the State and other appropriate State MMP Contractors such as System Integrators to leverage system training documentation and develop comprehensive, cross-functional, integrated, process oriented end user training materials and deliver such training to the appropriate State personnel. The Contractor shall work closely with the Program SPMO on training scheduling and coordination activities and assist the SPMO in monitoring and reporting on the progress and status of those activities.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Initial Program Project Organizational Change and Training Management Plan
- (2) Final Program Project Organizational Change and Training Management Plan
- (3) Project Training Materials
- (4) Project Training Execution & Post Execution Evaluation
- (5) Project Organizational Change Success Metrics and Deployment Success Evaluations



- A.85. Communication Management - The Contractor shall deliver the services, activities and deliverables related to the Communication Management Plan as defined in Section A.47 and over the lifecycle of the contract for each project.

The Contractor shall oversee/review communications to ensure alignment with the Communications Management Plan and the Stakeholder needs and shall continuously monitor Stakeholders for changing needs and assess need changes for impact. The Contractor will monitor for the identification and inclusion of new Stakeholders and assess impact of their inclusion on the communication management plan and revise accordingly.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Communication Plan Monthly Status Report

- A.86. Program Document Management - The Contractor shall, in the roles described for the Contractor Document management Plan, provide services, activities and deliverables related to the Document Management Plan as defined in Section A.48 and over the term of the contract for each project. The Contractor shall work to insure that other Program personnel and contractors are also fulfilling their Program document management responsibilities.

The Contractor shall review the IV&V Document Management Plan Integrity Report submitted monthly and work with the State and other State MMP Contractors to track and assist in the resolution of all identified issues in the appropriate Program project issue, risk, and/or action item registers. The Contractor shall evidence this monthly review with a section in their monthly status report that evaluates the status and quality of Program document management with a green, yellow or red indicator and identifies key issues being tracked for resolution.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables

- (1) Monthly Status and Quality of Program Document Management

- A.87. Governance Support - The Contractor shall deliver the services, activities and deliverables related to the Program Governance Management Plan as defined in Section A.49 and over the lifecycle of the contract for each project.

The Contractor shall report their Program Governance activities in their monthly status reports in a section summarizing governance related activities assigned to them in the Program Governance Management Plan.

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables Summary

- (1) Monthly Program Governance Activities Reporting

- A.88. Quality Management - The Contractor shall deliver the services, activities and deliverables related to the Quality Management Plan as defined in Section A.50 and over the lifecycle of the contract for each project. The Contractor Quality Management project lifecycle services shall include, but not be limited to:

- a. Providing project Quality Management Plan acceptance decision support to the State and Gate review exit decision support for all Quality Management activities. The Contractor shall provide State decision support analysis for Phase Gate exit evaluations towards Quality Management activities during each phase of each project. This evaluation will include, but not be limited to a summary and analysis of all Quality Management activities as defined within



the Quality Management Plan and key issues outstanding that would impact the State's decision to exit the Phase Gate Review.

- b. Providing project Quality Management consultations. The Contractor shall assist the State and other relevant MMP contractors in providing project Quality Management consultations as needed and upon approval by the State. The Contractor shall advise the State if such consultations reveal that the MMP contractor's quality program is inadequate or incompatible with the TAS Quality Management Plan, and the Contractor and the State will consult as to the most efficient corrective measures that the State MMP Contractor must implement to meet quality requirements.
- c. Providing project Quality Management execution monitoring. The Contractor shall assist the State by monitoring project Quality Management activities and deliverables for compliance with the Contractor's Quality Management Plan and each of the other contractor's Quality Management Plan. The Contractor, in cooperation with the IV&V contractor, the SPMO contractor and all other State MMP Contractors and stakeholders who might also identify and bring attention to contract issues, will serve to provide contract issue identification, analysis, escalation, decision support, and decision execution support to the State. If the resolution requires a Control Memorandum, the Contractor may, as directed by the State, propose control memorandum language on behalf of the State contract manager for the State contract manager's review, approval, and issuance. The Contractor shall ensure each issue is entered into the appropriate MMP risk, action item or issue tracking register, communicated and coordinated with the appropriate and responsible Program parties and escalated to the SPMO for coordination and management of issues, action item resolution and risk mitigation.
- d. Providing Quality Management support for MMP procurements. The Contractor shall assist the State and other relevant MMP contractors by providing Quality Management advice and support for the execution of MMP procurement activities, and will identify Quality Management issues and advise the State and other involved MMP contractors regarding improvements or enhancements to procurements and contracts development.
- e. Providing Quality Management support for State MMP Contractor management. The Contractor shall assist the State and other State MMP Contractors by providing quality management support for State MMP Contractor management as needed and upon approval by the State. In addition, pursuant to Section A.20 above, the Contractor's responsibilities related to Contract Management/Contractor Relationship/ Performance Management activities, including but are not limited to:
  - (1) Assisting the State in the evaluation of potential/alternate bidders;
  - (2) Facilitation/support of identification of contractor quality requirements;
  - (3) Validation of product and/or contractor conformance to quality requirements, and
  - (4) Assisting the State in defining and integrating quality, operational, and financial metrics into MMP contracts, monitoring of metrics during contract lifecycles, evaluation of contractor performance, and providing recommendations for continuous improvements or corrective actions
- f. Providing post deployment Quality Management monitoring support. The Contractor shall assist the State and other relevant MMP contractors by providing Quality Management monitoring, issue identification, and recommended corrective actions for project post deployment operations and maintenance activities
- g. Providing Quality Management status reporting. The Contractor shall provide the State monthly MMP quality status reports aggregating project level performance information into a clear and understandable MMP level monthly Quality Management status report. This report will include, but not be limited to a summary and analysis of all Quality Management activities



as defined within the project Quality Management Plans, relevant technical and/or performance metrics, and key issues outstanding (and recommended corrective actions) that would impact project quality

The Contractor deliverables shall include, but not be limited to:

Project Lifecycle Deliverables

- (1) Project Quality Management Plan Deliverable Review Document
- (2) Project Quality Management Project Phase Gate Exit Evaluation
- (3) Monthly Program Quality Management Status Report

A.89. Medicaid Modernization Program (MMP) Projects - The Contractor shall provide support to the State for all phases, from initial planning through final certification as applicable, for the individual projects that are included in the MMP services and deliverables described sections A.90 – A.94, as appropriate for each project. Details of the services and deliverables that shall be delivered for each project, based on their status and needs at the time of contract execution will be determined and memorialized in the Contractor's TAS Management Plan per Section A.16. Per section A.13, Industry Standard project status reporting shall be used to monitor project execution over the lifecycle of each project.

A.90. Eligibility Modernization - HCFA will complete the transition from TennCare eligibility being determined by the State Department of Human Services (DHS) to this function being determined by HCFA, along with other steps to modernize the State's Medicaid Eligibility Determination Function, including but not limited to:

a. Tennessee Eligibility Determination System (TEDS) – The TEDS project represents the State's highest priority in the MMP Program. The Contractor shall assist the State in development and implementation of an eligibility determination system for TennCare and CHIP, which shall contain a rules-based decision engine, and that will be compliant with the Affordable Care Act, CMS requirements and all applicable State and Federal regulations. The new system shall be able to interface with the Federal HUB in order to make real-time TennCare and CHIP eligibility determinations. The Contractor will ensure that TEDS is in alignment with the HCFA business operating model. The EA-BOM design effort for this project will be unique in that the Contractor shall design a EA-BOM that aligns the State's TennCare Member Services Unit, the State's TennCare Enrollee Service Center (TNHC), and other relevant State enterprise actors for two distinct operating models:

- (1) Pre-TEDS Deployment Operating Model – The Contractor shall perform the services specified to design the EA-BOM and align via the Organizational Change and Training Management Services in advance of TEDS deployment. This effort shall include the use of the interim eligibility solution specified below, upon deployment,
- (2) Post-TEDS Deployment Operating Model – The Contractor will perform the services specified per the EA-BOM and align via the Organizational Change and Training Management Services in preparation for TEDS deployment

b. Interim Eligibility Solution (IEM) – The Contractor shall assist the State in implementing a cloud based interim eligibility solution that electronically captures and processes potential TennCare and CHIP enrollee eligibility applications. The IEM shall include web based access for acceptance of potential TennCare and CHIP enrollee application data input, and a multi-step, automated business rules-based electronic workflow. The IEM shall interface with (i) BlueLab's MAGI in the Cloud solution to provide modified adjusted gross income (MAGI) determinations, (ii) TennCare's MMIS, and (iii) HCFA's CHIP enrollment system to automate enrollment of approved TennCare and CHIP applications.



- c. Account Transfer Process (ATP) Enhancements - The Contractor shall assist the State in developing and implementing enhancements to the ATP, an existing component of HCFA's temporary eligibility determination system. The State will implement several enhancements to make this a more durable solution. The daily operations of the system will be conformed to standard automated IT operations practiced by TennCare today. There will be additional infrastructure implemented for disaster recovery and test environments. A list of additional ATP modifications due to changes by CMS and the evolution of the ATP process will be implemented. Two way communications will be implemented so that required data can also be returned to the federal HUB. Finally, the ATP database will be redesigned to provide the Eligibility team with the ability to search the ATP records to support their eligibility appeals process.

A.91. Medicaid Modernization Program (MMP)\_ - The Contractor shall assist the State in the MMP which is comprised of multiple sub-projects, including but not limited to:

- a. MMIS Modernization - The Contractor shall assist with the Medicaid Management Information System (MMIS) Modernization project which is intended to make changes to the MMIS to make it more flexible and scalable to meet the future needs of the TennCare and CHIP Programs. This Project shall satisfy the CMS Seven Conditions and Standards required to obtain federal enhanced match funding for Medicaid technology investments and to advance the State's maturity level with regard to Medicaid Information Technology Architecture (MITA) 3.0. The enhancements include, but are not limited to:
  - (1) Enrollment Module rewrite to leverage rules based capabilities and Service Oriented Architecture (SOA)
  - (2) Code Scan based analysis of MMIS modules to identify and prioritize candidates for further rules based capability enhancements and SOA Architecture integration
  - (3) Enhanced File Transfer and Event Handling System leveraging the SOA infrastructure.
  - (4) HCFA "SDLC Ecosystem" Enhancements:
    - (a) Oracle DBMS Upgrade
    - (b) Automated Software Quality Control Implementation (Synopsis and Fortify)
    - (c) Software Configuration Management (implementation of Subversion)
  - (5) Information Architecture - Data Governance and Data Quality:
    - (a) Establish an Enterprise Data Dictionary
    - (b) Establish a Master Data Management Index
- b. MMIS Procurement for operations and maintenance takeover - The Contractor shall assist the State in a competitive procurement process, as outlined in the Procurement Management Plan for continued support, operations and enhancements of the State's MMIS.
- c. MMIS Takeover – The Contractor shall assist the State in the transition from the current MMIS contract/contractor to a new MMIS contract/contractor.
- d. TPAES Replacement - The Contractor shall assist the State in replacing the Serena Business Manager (SBM), currently used as an interim solution to handle workflow and functions that support the Long Term Services and Supports' Tennessee Pre-Admission Evaluation System (TPAES) process. The new system shall be an HP solution built on Adobe Lifecycle and the Corticon Rules Engine.
- e. Appeals Systems Modernization - Modernization of the Medical and Eligibility (TEAMS) Appeals systems. The Contractor shall assist the State in modernizing the Medical Services and Regular Medicaid Eligibility appeals systems by leveraging the same tools and infrastructure that will be used for the TPAES replacement above.



- A.92. Health Information Exchange - The State's Managed Care Organization (MCO) contracts require MCOs to collect and provide Admission, Discharge and Transfer (ADT) information to Primary Care Providers for patient centered care. The purpose of this project and related subprojects is to use the ADT data supplemented by claims and pharmacy data to leverage a Care Coordination Tool (CCT) so that hospital readmissions will be reduced, gaps in care will be closed and patient risk identified thus generating healthcare savings. The Contractor shall assist the State with the following projects:
- a. Leverage the Secure File Transmission Protocol (SFTP) connections TennCare currently has with various hospitals to include the Admit, Discharge, and Transfer (ADT) feeds from these hospitals;
  - b. Set up ADT feeds for hospitals that do not currently submit ADT data;
  - c. Develop a process for sending ADT data to the shared CCT;
  - d. Leverage the Master Patient Index (MPI) software currently owned by TennCare to establish the MPI and help link patient information across ADT feeds from different sources;
  - e. Build a statewide master provider directory to help move enrollee data to the correct healthcare provider, and
  - f. Implement a State, cloud based portal to integrate physician facing tools such as Care Coordination, MCO Provider Portals, PIPP/PDMS, Episodes of Care Reporting, etc. into a single portal.
- A.93. Analytics Enhancements Modernization - The Contractor shall assist the State with the procurements and implementation of services for the procurements to enhance HCFA's Data Analytic capabilities.
- a. The procurements may include establishment of data governance, technology infrastructure, and services.
  - b. The Contractor shall assist the State in implementing services procured above to continue to enhance the agency's data analytics capabilities.
- A.94. Security Enhancements - HCFA will conduct a risk assessment of its Information Systems and Data Security. The completed risk assessment shall inform HCFA IT of the security priorities in a 3-5 year Information Security Roadmap. These priorities will lead to the identification of additional projects over the term of this contract that HCFA will require assistance for from the Contractor. The projects will be funded through the use funding provided for in Section A.95, Special Projects. The Contractor shall assist the State in the following projects:
- a. Security Roadmap Projects - The Contractor shall assist the State in implementation of the information security projects identified by the information security risk assessment and included in the HCFA information security roadmap.
  - b. Identity and Access Management (IAM) – The Contractor shall assist the State in implementation and integration of an Access Management program. The Contractor shall base its planning and advisory activities on the following phased implementation approach:
    - (1) Phase 1 is estimated to take approximately 1 year consisting of base hardware/software implementation, web based access request forms, web-based password resets, with the possibility of integration with Active Directory (AD) and one other initial system, and access recertification checks.



- (2) Phase 2 is estimated to take an additional 3 years. Phase 2 will consist of continuing to integrate additional systems for process automation and implementing multifactor authentication.

A.95. Special Projects - Special Projects are additional projects that may be initiated and assigned to the Contractor during the term of the Contract for performance of the services and deliverables specifically detailed in the Scope of Services of this Contract. These projects may involve extra staffing, in either quantity of staff or additional job expertise. The Special project will be authorized by a Change Order and implemented by a Control Memorandum as otherwise described in this Contract in Section A.5 . Special Projects compensation shall be deliverables based, reimbursed according to the rate bid by the Contractor pursuant to Section A. 102. The Contractor shall submit Special Project estimates for the State's review and approval and shall base those estimates on the Contractor's Payment Rates detailed in this Contract for the units of service authorized by the State. The State shall compensate the Contractor for Project work based on the approved deliverables and payment milestones detailed in the Control Memorandum, as the defined project deliverables are completed. The Contractor shall submit invoices upon deliverable completion, in a form and manner specified by the State, with reasonable supporting documentation necessary to verify the accuracy of the invoice, prior to any payment. The Special Projects shall be funded through a Special Projects Fund that we be 15% of the Contract Liability.

A.96. Facilities - The Contractor shall secure temporary office space within six (6) weeks after the start of the contract. Within that six (6) week period, the Contractor shall secure a permanent facility sufficient to house its staff to fulfill the entire scope of this contract. The facility shall be located within five (5) miles of HCFA offices located at 310 Great Circle Road, Nashville TN. All costs associated with the facility is the responsibility of the Contractor for the entire contract period and such costs shall be factored in the Contractor's bid included in the maximum liability of the contract and shall not be billed separately. The Contractor shall, at its discretion, either directly house or mandate its subordinate contractor location terms optimally favorable to the completion of Program objectives.

The Contractor staff (including the Project Manager) shall be available for in-person meetings at the TennCare office and at the Contractor's local office as needed. Meeting locations will be established by TennCare and may be held at either TennCare's offices or the Contractor's local offices.

A.97. General Staffing Requirements - The Contractor shall provide experienced, qualified professionals to ensure the success of this project.

a. Contractor work will normally occur during the State's core business hours (8:00 AM to 5:00 PM Central time, Monday through Friday), during which the Contractor must provide adequate coverage of key business areas. As directed by the State, exceptions may occur to accommodate scheduled project events that must occur during evenings or on weekends. The parties agree that the State will furnish State personnel as needed for these after-hours projects. Contractor work and travel schedules shall be approved in advance by the Program Director. The Contractor shall have production support staff available 24 x 7 during the Operations and Maintenance Phase.

b. The Contractor is responsible for maintaining a level of staffing necessary to perform and carry out all of the functions, requirements, roles, and duties as contained herein, regardless of the level of staffing included in its proposal. After consultations with the Contractor the State shall make the final decision as to the required staffing levels based upon current progress in meeting the goals of the MMP and anticipated future needs for the Program. The State will use the Control Memorandum process to indicate dates by which staffing increases or replacements must be made. Failure to meet the staffing deadlines in the Control



Memorandum may lead to the imposition of Liquidated Damages as specified in Attachment 5.

- A.98. Key Personnel Requirements - For purposes of this contract, the term "Key Project Personnel," refers to Contractor personnel deemed by the State to be essential to the Contractor's satisfactory performance of the requirements contained in this Contract. Contract Attachment 6 contains the required Key Project Personnel positions, corresponding roles and responsibilities and minimum qualifications for each.
- a. All key personnel shall be employed full-time at the Contractor's local site from their start date throughout the project. Changes to this arrangement must receive prior approval from the State. All key personnel must be 100 percent dedicated to this contract unless approved by the State as part-time
  - b. The Contractor shall obtain prior State approval of all key personnel. Resumes for key personnel must be provided for State review at least thirty (30) days prior to the expected employee's start date. The State may require personal interviews with these individuals prior to the employee's start date. The same person may be able to fill a different position in different Contract phases. The State will consider suggestions for alternative alignment of duties. Changes to the proposed positions, staff and responsibilities will only be allowed with prior written permission from the State.
  - c. If the Contractor's methodology deems an additional key personnel position(s) necessary, beyond the positions listed in the table below, the Contractor must identify these positions and provide a complete description of how these positions support the fulfillment of the contract scope of work. All key personnel must be 100 percent dedicated to this contract unless approved by the State as part-time. All Contractor key personnel must be formally committed to join the project by the beginning of the contract start date.
  - d. If any Contractor staff members are not employees of the Contractor, the Contractor is required to identify those personnel, provide the State with agreements establishing their subcontract and the Contractor must receive approval of that subcontract with the State.
  - e. References for key personnel shall meet the following requirements:
    - (1) Must include a minimum of three professional references outside the employee's current employer who can provide information about the key person's work on relevant past assignments;
    - (2) Must include the reference's full name, mailing address, telephone number and e-mail address;
    - (3) For any client contact listed as a reference, must also include the agency's or company's full name with the current telephone number and e-mail address of the client's responsible project administrator or service official who is directly familiar with the key person's performance;
    - (4) Must reflect the key person's professional experience within the past five years, and
    - (5) Must include all professional certifications and affiliations
  - f. Key Personnel resumes shall include the following information:
    - (1) Employment history for all relevant and related experience
    - (2) Names of employers for the past five years, including specific dates
    - (3) All educations institutions attended and degrees obtained



- A.99. Key Personnel Replacements - The State retains the right to approve or disapprove proposed key personnel staffing and reserves the right to require the Contractor to replace specified staff. The Contractor agrees to substitute, with the State's prior approval, any employee so replaced with an employee of equal or better qualifications. The Contractor agrees to propose within thirty (30) days, and appropriately staff within forty-five (45) days, any changes made to Key Project Personnel, regardless of the reason for the change. In the event it becomes necessary to replace key personnel during the term of this contract, the Contractor shall:
- Provide the State Program Director with written notification of such replacement, providing, when possible, for a two (2) week period for knowledge transfer from the key personnel to the replacement personnel. This knowledge transfer shall be provided at no charge to the State;
  - Provide the State Program Director with documentation describing the circumstances of the need for the replacement;
  - Provide documentation of experience for the proposed replacement personnel, and
  - Obtain prior written approval from the State Program Director.

During the first eighteen (18) months of the contract performance period, no substitutions of key personnel shall be permitted unless such substitutions are necessitated by an individual's sudden illness, death, or resignation, or otherwise approved by the State Program Director or requested by the State. In any of these events, the Contractor shall follow the steps outlined above. Failure to meet the prior notice and approval requirements herein may result in the imposition of Liquidated Damages as contained in Attachment 5.

- A.100. Non Key Personnel Requirements - The Contractor shall ensure that an adequate number of appropriately qualified and trained personnel are employed and available at all times to provide the services required under the contract. Staff proposed for assignments shall be persons that have relevant domain knowledge as appropriate for such job title classifications.

Unless otherwise agreed by the State, the job title classification of individuals assigned to a project shall not change during the project.

In providing the services required under this contract the Contractor shall provide, at a minimum the Non-Key personnel identified in Attachment 6. The quantity of the personnel for each of the positions shall be adequate to provide an appropriate level of service for each project within the MMP.

- A.101. Contract Deliverables - Contract Attachment 7 represents a consolidated list of all contractual deliverables. Delivery date for the deliverables and the RACI chart depicting the various Responsible, Accountable, Consult and Inform (RACI) duties and relationships among the State, State MMP Contractors, and various State and other program participants will be detailed, approved by the State and Memorialized in the Contractor's TAS Management Plan. Every plan produced under this Contract is incorporated into this Contract, and any deliverables identified as part of a plan are also incorporated into this Contract. Each deliverable should be oriented, branded and presented as the property of the State, as each will become the permanent organizational assets of the State. Each deliverable will be approved by those parties identified in the deliverables RACI with approval authority. The State retains final approval authority over all deliverables.
102. The Contractor shall be required to keep track of resource costs, both personnel and technical, on a per project basis in order to satisfy both the State and CMS reporting requirements for enhanced federal funding assistance. These resource costs shall be maintained by the Contractor and provided to the State upon request to support all projects authorized via the Control Memorandum process. After consultation with the Contractor, the State will approve an invoice format that will meet the needs of the State and CMS. The Contractor shall submit an



invoice in the required format for approval once the State has issued its acceptance of the deliverable.

A.103. The State may, at its sole discretion and with written notice to the Contractor, request changes in the Scope that are necessary but were inadvertently unspecified in this Contract.

a. Change Order Creation— After receipt of a written request for additional services from the State, the Contractor shall respond to the State, within a maximum of ten (10) business days, with a written proposal for completing the service. Contractor's proposal must specify:

- (1) the effect, if any, of implementing the requested change(s) on all other services required under this Contract;
- (2) the specific effort involved in completing the change(s);
- (3) the expected schedule for completing the change(s);
- (4) the maximum number of person hours required for the change(s); and
- (5) the maximum cost for the change(s)— this maximum cost shall in no instance exceed the product of the person hours required multiplied by the appropriate payment rate proposed for such work.

The Contractor shall not perform any additional service until the State has approved the proposal. If approved, the State will sign the proposal, and it shall constitute a Change Order between the Contract Parties pertaining to the specified change(s) and shall be incorporated, hereby, as a part of this Contract.

b. Change Order Performance— Subsequent to creation of a Change Order, the Contractor shall complete the required services. The State will be the sole judge of the acceptable completion of work and, upon such determination, shall provide the Contractor written approval.

c. Change Order Remuneration— The State will remunerate the Contractor only for acceptable work. All acceptable work performed pursuant to an approved Change Order, without a formal amendment of this Contract, shall be remunerated in accordance with and further limited by Contract Section C.3.c., PROVIDED THAT, the State shall be liable to the Contractor only for the cost of the actual goods or services provided to complete the necessary work, not to exceed the maximum cost for the change detailed in the Change Order. In no instance shall the State be liable to the Contractor for any amount exceeding the maximum cost specified by the Change Order authorizing the goods or services. Upon State approval of the work, the Contractor shall invoice the State in accordance with the relevant provisions of this Contract.

A.104. Subsequent to the completion of this engagement, the Contractor will not update its advice, recommendations or work product for changes or modifications to the law and regulations, or to the judicial and administrative interpretations thereof, or for subsequent events or transactions, unless the State separately engages the Contractor to do so in writing after such changes or modifications, interpretations, events or transactions.

A.105. The Contractor may use models, electronic files and spreadsheets with embedded macros created by the Contractor to assist in providing the services under the Contract. If State requests a working copy of any such model, electronic file or spreadsheet, the Contractor may, at its discretion, make such item available to State for its internal use only and such item shall be



considered a Deliverable, provided that State is responsible for obtaining the right to use any third party products necessary to use or operate such item. Prior to the Contractor utilizing any third party product to perform its work under this Contract, and subject to approval by the State, Contractor shall provide the State with adequate information concerning the product to enable the State to determine whether it should procure its own copy of the product for use in conjunction with Contractor's performance.

**B. CONTRACT PERIOD:**

- B.1. This Contract shall be effective on September 1, 2015 ("Effective Date") and extend for a period of thirty-six (36) months after the Effective Date ("Term"). The State shall have no obligation for goods or services provided by the Contractor prior to the Effective Date.
- B.2. Renewal Options. This Contract may be renewed upon satisfactory completion of the Term. The State reserves the right to execute up to two (2) renewal options under the same terms and conditions for a period not to exceed twelve (12) months each by the State, at the State's sole option. In no event, however, shall the maximum Term, including all renewals or extensions, exceed a total of sixty (60) months.

**C. PAYMENT TERMS AND CONDITIONS:**

- C.1. Maximum Liability. In no event shall the maximum liability of the State under this Contract exceed Sixty-Two Million Six Hundred Ten Thousand Five Hundred Forty-Three Dollars (\$62,610,543.00) ("Maximum Liability"). This Contract does not grant the Contractor any exclusive rights. The State does not guarantee that it will buy any minimum quantity of goods or services under this Contract. Subject to the terms and conditions of this Contract, the Contractor will only be paid for goods or services provided under this Contract after a purchase order is issued to Contractor by the State or as otherwise specified by this Contract.
- C.2. Compensation Firm. The payment methodology in Section C.3. of this Contract shall constitute the entire compensation due the Contractor for all goods or services provided under this Contract regardless of the difficulty, materials or equipment required. The payment methodology includes all applicable taxes, fees, overhead, and all other direct and indirect costs incurred or to be incurred by the Contractor.
- C.3. Payment Methodology. The Contractor shall be compensated based on the payment methodology for goods or services authorized by the State in a total amount as set forth in Section C.1.
  - a. The Contractor's compensation shall be contingent upon the satisfactory provision of goods or services as set forth in Section A.
  - b. The Contractor shall be compensated based upon the following payment methodology:

| Goods or Services Description | Amount<br>(per compensable increment) |
|-------------------------------|---------------------------------------|
| Framework Deliverables        | \$ <u>18,954,710.00</u> *             |
| Startup Activities            | \$ <u>10,549,675.00</u> *             |



|   |                                 |
|---|---------------------------------|
| <b>Medical Modernization Program (MMP) Projects</b> | <b>\$ <u>24,939,565.00*</u></b> |
|---|---------------------------------|

\* Each deliverable is made up of subparts (or projects or activities) as shall be set forth in the TAS Management Plan and the Contractor will be compensated for completion of a project or activity that supports one of the thirty eight (38) deliverables. The sum of the projects and activities for each deliverable shall not exceed the maximum for that deliverable as set forth in Attachment 9. In order to ensure applicable funding availability for each individual project above, the payment totals may vary based on reduction/increase of hours necessary for project deliverables, provided that any increase is off-set by an equal reduction/increase of other line-item amounts. The net result of any changes from one line-item amount to the other shall not result in increase of any associated rates submitted in the Cost Proposal nor the total Contract Maximum liability specified in Section C.1. The TAS Management Plan shall be subject to review and approval by the State. Initial State approval and any subsequent State approved changes to the TAS Management Plan required due to unforeseen circumstances shall be formally executed by a Control Memorandum.

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- c. The Contractor shall be compensated for changes requested and performed pursuant to Contract Section A.95 and A.103 without a formal amendment of this Contract based upon the hourly payment rates detailed in the Cost Proposal and as agreed pursuant to Section A.103, PROVIDED THAT compensation to the Contractor for such "change order" work shall not exceed FIFTEEN PERCENT (15 %) of the sum of milestone payment rates detailed in Section C.3.b., above (which is the total cost for the milestones and associated deliverables set forth in Contract Sections A.2., through A.102.). If, at any point during the Term, the State determines that the cost of necessary "change order" work would exceed the maximum amount, the State may amend this Contract to address the need.

| Service Description  | Amount<br>(per compensable increment)   |
|--|---|
| <b>Special Project Change Order Requests<br/>(Section A.95 and A.103)</b>  | <b>\$ <u>8,166,593.00</u></b><br><b>(15% of the sum of milestone payment rates reimbursed at hourly rates submitted in Cost Proposal for multiple staff levels)</b> |
| <b>NOTE: The Contractor shall not be compensated for travel time to the primary location of service provision.</b> |   |

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- C.4. Travel Compensation. The Contractor shall not be compensated or reimbursed for travel time, travel expenses, meals, or lodging.
- C.5. Invoice Requirements. The Contractor shall invoice the State only for goods delivered and accepted by the State or services satisfactorily provided at the amounts stipulated in Section C.3., above. Contractor shall submit invoices and necessary supporting documentation, no more frequently than once a month, and no later than thirty (30) days after goods or services have been provided to the following address:

310 Great Circle Road  
Nashville, TN 37243



- a. Each invoice, on Contractor's letterhead, shall clearly and accurately detail all of the following information (calculations must be extended and totaled correctly):
- (1) Invoice number (assigned by the Contractor);
  - (2) Invoice date;
  - (3) Contract number (assigned by the State);
  - (4) Customer account name: Department of Finance and Administration, Division of Health Care Finance and Administration;
  - (5) Customer account number (assigned by the Contractor to the above-referenced Customer);
  - (6) Contractor name;
  - (7) Contractor Tennessee Edison registration ID number;
  - (8) Contractor contact for invoice questions (name, phone, or email);
  - (9) Contractor remittance address;
  - (10) Description of delivered goods or services provided and invoiced, including identifying information as applicable;
  - (11) Number of delivered or completed units, increments, hours, or days as applicable, of each good or service invoiced;
  - (12) Applicable payment methodology (as stipulated in Section C.3.) of each good or service invoiced;
  - (13) Amount due for each compensable unit of good or service; and
  - (14) Total amount due for the invoice period.
- b. Contractor's invoices shall:
- (1) Only include charges for goods delivered or services provided as described in Section A and in accordance with payment terms and conditions set forth in Section C;
  - (2) Only be submitted for goods delivered or services completed and shall not include any charge for future goods to be delivered or services to be performed;
  - (3) Not include Contractor's taxes, which includes without limitation Contractor's sales and use tax, excise taxes, franchise taxes, real or personal property taxes, or income taxes; and
  - (4) Include shipping or delivery charges only as authorized in this Contract.
- c. The timeframe for payment (or any discounts) begins only when the State is in receipt of an invoice that meets the minimum requirements of this Section C.5.
- C.6. Payment of Invoice. A payment by the State shall not prejudice the State's right to object to or question any payment, invoice, or other matter. A payment by the State shall not be construed as acceptance of goods delivered, any part of the services provided, or as approval of any amount invoiced.
- C.7. Invoice Reductions. The Contractor's invoice shall be subject to reduction for amounts included in any invoice or payment that is determined by the State, on the basis of audits conducted in accordance with the terms of this Contract, to not constitute proper compensation for goods delivered or services provided.
- C.8. Deductions. The State reserves the right to deduct from amounts, which are or shall become due and payable to the Contractor under this or any contract between the Contractor and the State of Tennessee, any amounts that are or shall become due and payable to the State of Tennessee by the Contractor.
- C.9. Prerequisite Documentation. The Contractor shall not invoice the State under this Contract until the State has received the following, properly completed documentation.



- a. The Contractor shall complete, sign, and present to the State an "Authorization Agreement for Automatic Deposit Form" provided by the State. By doing so, the Contractor acknowledges and agrees that, once this form is received by the State, all payments to the Contractor, under this or any other contract the Contractor has with the State of Tennessee, shall be made by automated clearing house.
- b. The Contractor shall complete, sign, and present to the State a "Substitute W-9 Form" provided by the State. The taxpayer identification number in the Substitute W-9 Form must be the same as the Contractor's Federal Employer Identification Number or Tennessee Edison Registration ID.

**D. MANDATORY TERMS AND CONDITIONS:**

- D.1. Required Approvals. The State is not bound by this Contract until it is duly approved by the Parties and all appropriate State officials in accordance with applicable Tennessee laws and regulations. Depending upon the specifics of this Contract, this may include approvals by the Commissioner of Finance and Administration, the Commissioner of Human Resources, the Comptroller of the Treasury, and the Chief Procurement Officer. Approvals shall be evidenced by a signature or electronic approval.
- D.2. Communications and Contacts. All instructions, notices, consents, demands, or other communications required or contemplated by this Contract, other than information or data that is necessary for one or more Contract deliverables, shall be in writing and shall be made by certified, first class mail, return receipt requested and postage prepaid, by overnight courier service with an asset tracking system, or by email or facsimile transmission with recipient confirmation. All communications, regardless of method of transmission, shall be addressed to the respective Party at the appropriate mailing address, facsimile number, or email address as stated below or any other address provided in writing by a Party.

The State:

Department of Finance and Administration  
Division of Health Care Finance and Administration  
Bureau of HCFA  
310 Great Circle Road  
Nashville TN 37243  
Telephone # (615) 507-6443  
FAX # (615) 253-5607

The Contractor:

KPMG LLP  
Andrew F. Gottschalk, Partner  
200 E. Randolph Drive  
Chicago, Illinois 60601  
(312) 665-2883  
[agottschalk@kpmg.com](mailto:agottschalk@kpmg.com)

All instructions, notices, consents, demands, or other communications shall be considered effective upon receipt or recipient confirmation as may be required.

All information or data that is necessary for one or more deliverables set forth in this Contract shall be transmitted between HCFA and Contractor via the data transfer method specified in advance by HCFA. This may include, but shall not be limited to, transfer through HCFA's SFTP system. Failure by the Contractor to transmit information or data that is necessary for a



deliverable in the manner specified by HCFA, may, at the option of HCFA, result in Liquidated Damages as set forth on Contract Attachment E hereto.

- D.3. Modification and Amendment. This Contract may be modified only by a written amendment signed by all Parties and approved by all applicable State officials.
- D.4. Subject to Funds Availability. The Contract is subject to the appropriation and availability of State or federal funds. In the event that the funds are not appropriated or are otherwise unavailable, the State reserves the right to terminate this Contract upon written notice to the Contractor. The State's exercise of its right to terminate this Contract shall not constitute a breach of Contract by the State. Upon receipt of the written notice, the Contractor shall cease all work associated with the Contract. If the State terminates this Contract due to lack of funds availability, the Contractor shall be entitled to compensation for all conforming goods requested and accepted by the State and for all satisfactory and authorized services completed as of the termination date. Should the State exercise its right to terminate this Contract due to unavailability of funds, the Contractor shall have no right to recover from the State any actual, general, special, incidental, consequential, or any other damages of any description or amount.
- D.5. Termination for Convenience. The State may terminate this Contract for convenience without cause and for any reason. The State shall give the Contractor at least thirty (30) days written notice before the termination date. The Contractor shall be entitled to compensation for all conforming goods delivered and accepted by the State or for satisfactory, authorized services completed as of the termination date. In no event shall the State be liable to the Contractor for compensation for any goods neither requested nor accepted by the State or for any services neither requested by the State nor satisfactorily performed by the Contractor. In no event shall the State's exercise of its right to terminate this Contract for convenience relieve the Contractor of any liability to the State for any damages or claims arising under this Contract.
- D.6. Termination for Cause. If the Contractor fails to properly perform its obligations under this Contract in a timely or proper manner, or if the Contractor materially violates any terms of this Contract ("Breach Condition"), the State shall have the right to immediately terminate the Contract and withhold payments in excess of compensation for completed services or provided goods. Notwithstanding the above, the Contractor shall not be relieved of liability to the State for damages sustained by virtue of any Breach Condition and the State may seek other remedies allowed at law or in equity for breach of this Contract.
- D.7. Assignment and Subcontracting. The Contractor shall not assign this Contract or enter into a subcontract for any of the goods or services provided under this Contract without the prior written approval of the State. Notwithstanding any use of the approved subcontractors, the Contractor shall be the prime contractor and responsible for compliance with all terms and conditions of this Contract. The State reserves the right to request additional information or impose additional terms and conditions before approving an assignment of this Contract in whole or in part or the use of subcontractors in fulfilling the Contractor's obligations under this Contract.
- D.8. Conflicts of Interest. The Contractor warrants that no part of the Contractor's compensation shall be paid directly or indirectly to an employee or official of the State of Tennessee as wages, compensation, or gifts in exchange for acting as an officer, agent, employee, subcontractor, or consultant to the Contractor in connection with any work contemplated or performed under this Contract.

The Contractor acknowledges, understands, and agrees that this Contract shall be null and void if the Contractor is, or within the past six (6) months has been, an employee of the State of Tennessee or if the Contractor is an entity in which a controlling interest is held by an individual who is, or within the past six (6) months has been, an employee of the State of Tennessee.



- D.9. Nondiscrimination. The Contractor hereby agrees, warrants, and assures that no person shall be excluded from participation in, be denied benefits of, or be otherwise subjected to discrimination in the performance of this Contract or in the employment practices of the Contractor on the grounds of handicap or disability, age, race, creed, color, religion, sex, national origin, or any other classification protected by federal or state law. The Contractor shall, upon request, show proof of nondiscrimination and shall post in conspicuous places, available to all employees and applicants, notices of nondiscrimination.
- D.10. Prohibition of Illegal Immigrants. The requirements of Tenn. Code Ann. § 12-3-309 addressing the use of illegal immigrants in the performance of any contract to supply goods or services to the state of Tennessee, shall be a material provision of this Contract, a breach of which shall be grounds for monetary and other penalties, up to and including termination of this Contract.
- a. The Contractor agrees that the Contractor shall not knowingly utilize the services of an illegal immigrant in the performance of this Contract and shall not knowingly utilize the services of any subcontractor who will utilize the services of an illegal immigrant in the performance of this Contract. The Contractor shall reaffirm this attestation, in writing, by submitting to the State a completed and signed copy of the document at Attachment 1, semi-annually during the Term. If the Contractor is a party to more than one contract with the State, the Contractor may submit one attestation that applies to all contracts with the State. All Contractor attestations shall be maintained by the Contractor and made available to State officials upon request.
  - b. Prior to the use of any subcontractor in the performance of this Contract, and semi-annually thereafter, during the Term, the Contractor shall obtain and retain a current, written attestation that the subcontractor shall not knowingly utilize the services of an illegal immigrant to perform work under this Contract and shall not knowingly utilize the services of any subcontractor who will utilize the services of an illegal immigrant to perform work under this Contract. Attestations obtained from subcontractors shall be maintained by the Contractor and made available to State officials upon request.
  - c. The Contractor shall maintain records for all personnel used in the performance of this Contract. Contractor's records shall be subject to review and random inspection at any reasonable time upon reasonable notice by the State.
  - d. The Contractor understands and agrees that failure to comply with this section will be subject to the sanctions of Tenn. Code Ann. § 12-3-309 for acts or omissions occurring after its effective date.
  - e. For purposes of this Contract, "illegal immigrant" shall be defined as any person who is not: (i) a United States citizen; (ii) a Lawful Permanent Resident; (iii) a person whose physical presence in the United States is authorized; (iv) allowed by the federal Department of Homeland Security and who, under federal immigration laws or regulations, is authorized to be employed in the U.S.; or (v) is otherwise authorized to provide services under the Contract.
- D.11. Records. The Contractor shall maintain documentation for all charges under this Contract. The books, records, and documents of the Contractor, for work performed or money received under this Contract, shall be maintained for a period of five (5) full years from the date of the final payment and shall be subject to audit at any reasonable time and upon reasonable notice by the State or the Comptroller of the Treasury.
- D.12. Monitoring. The Contractor's activities conducted and records maintained pursuant to this Contract shall be subject to monitoring and evaluation by the State and the Comptroller of the Treasury.



- D.13. Progress Reports. The Contractor shall submit brief, periodic, progress reports to the State as requested.
- D.14. Strict Performance. Failure by any Party to this Contract to require, in any one or more cases, the strict performance of any of the terms, covenants, conditions, or provisions of this Contract shall not be construed as a waiver or relinquishment of any term, covenant, condition, or provision. No term or condition of this Contract shall be held to be waived, modified, or deleted except by a written amendment signed by the Parties.
- D.15. Independent Contractor. The Parties shall not act as employees, partners, joint venturers, or associates of one another. The Parties are independent contracting entities. Nothing in this Contract shall be construed to create an employer/employee relationship or to allow either Party to exercise control or direction over the manner or method by which the other transacts its business affairs or provides its usual services. The employees or agents of one Party are not employees or agents of the other Party.
- D.16. Patient Protection and Affordable Care Act. The Contractor agrees that it will be responsible for compliance with the Patient Protection and Affordable Care Act ("PPACA") with respect to itself and its employees, including any obligation to report health insurance coverage, provide health insurance coverage, or pay any financial assessment, tax, or penalty for not providing health insurance. The Contractor shall indemnify the State and hold it harmless for any costs to the State arising from Contractor's failure to fulfill its PPACA responsibilities for itself or its employees.
- D.17. Limitation of State's Liability. The State shall have no liability except as specifically provided in this Contract. In no event will the State be liable to the Contractor or any other party for any lost revenues, lost profits, loss of business, decrease in the value of any securities or cash position, time, money, goodwill, or any indirect, special, incidental, punitive, exemplary or consequential damages of any nature, whether based on warranty, contract, statute, regulation, tort (including but not limited to negligence), or any other legal theory that may arise under this Contract or otherwise. The State's total liability under this Contract (including any exhibits, schedules, amendments or other attachments to the Contract) or otherwise shall under no circumstances exceed the Maximum Liability. This limitation of liability is cumulative and not per incident.
- D.18. Limitation of Contractor's Liability. In accordance with Tenn. Code Ann. § 12-3-701, the Contractor's liability for all claims arising under this Contract shall be limited to an amount equal to two (2) times the Maximum Liability amount detailed in Section C.1. and as may be amended, PROVIDED THAT in no event shall this Section limit the liability of the Contractor for intentional torts, criminal acts, fraudulent conduct, or omissions that result in personal injuries or death.
- D.19. Hold Harmless. The Contractor agrees to indemnify and hold harmless the State of Tennessee as well as its officers, agents, and employees from and against any and all claims, liabilities, losses, and causes of action which may arise, accrue, or result to any person, firm, corporation, or other entity which may be injured or damaged as a result of acts, omissions, or negligence on the part of the Contractor, its employees, or any person acting for or on its or their behalf relating to this Contract. The Contractor further agrees it shall be liable for the reasonable cost of attorneys for the State to enforce the terms of this Contract.

In the event of any suit or claim, the Parties shall give each other immediate notice and provide all necessary assistance to respond. The failure of the State to give notice shall only relieve the Contractor of its obligations under this Section to the extent that the Contractor can demonstrate actual prejudice arising from the failure to give notice. This Section shall not grant the Contractor, through its attorneys, the right to represent the State in any legal matter, as the right to represent the State is governed by Tenn. Code Ann. § 8-6-106.



- D.20. HIPAA Compliance. The State and Contractor shall comply with obligations under the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), Health Information Technology for Economic and Clinical Health ("HITECH") Act and any other relevant laws and regulations regarding privacy (collectively the "Privacy Rules"). The obligations set forth in this Section shall survive the termination of this Contract.
- a. Contractor warrants to the State that it is familiar with the requirements of the Privacy Rules, and will comply with all applicable requirements in the course of this Contract.
  - b. Contractor warrants that it will cooperate with the State, including cooperation and coordination with State privacy officials and other compliance officers required by the Privacy Rules, in the course of performance of the Contract so that both parties will be in compliance with the Privacy Rules.
  - c. The State and the Contractor will sign documents, including but not limited to business associate agreements, as required by the Privacy Rules and that are reasonably necessary to keep the State and Contractor in compliance with the Privacy Rules. This provision shall not apply if information received or delivered by the parties under this Contract is NOT "protected health information" as defined by the Privacy Rules, or if the Privacy Rules permit the parties to receive or deliver the information without entering into a business associate agreement or signing another document.
  - d. The Contractor will indemnify the State and hold it harmless for any violation by the Contractor or its subcontractors of the Privacy Rules. This includes the costs of responding to a breach of protected health information, the costs of responding to a government enforcement action related to the breach, and any fines, penalties, or damages paid by the State because of the violation.
- D.21. Tennessee Consolidated Retirement System. Subject to statutory exceptions contained in Tenn. Code Ann. §§ 8-36-801, *et seq.*, the law governing the Tennessee Consolidated Retirement System ("TCRS"), provides that if a retired member of TCRS, or of any superseded system administered by TCRS, or of any local retirement fund established under Tenn. Code Ann. §§ 8-35-101, *et seq.*, accepts State employment, the member's retirement allowance is suspended during the period of the employment. Accordingly and notwithstanding any provision of this Contract to the contrary, the Contractor agrees that if it is later determined that the true nature of the working relationship between the Contractor and the State under this Contract is that of "employee/employer" and not that of an independent contractor, the Contractor, if a retired member of TCRS, may be required to repay to TCRS the amount of retirement benefits the Contractor received from TCRS during the Term.
- D.22. Tennessee Department of Revenue Registration. The Contractor shall comply with all applicable registration requirements contained in Tenn. Code Ann. §§ 67-6-601 – 608. Compliance with applicable registration requirements is a material requirement of this Contract.
- D.23. Debarment and Suspension. The Contractor certifies, to the best of its knowledge and belief, that it, its current and future principals, its current and future subcontractors and their principals:
- a. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal or state department or agency;
  - b. have not within a three (3) year period preceding this Contract been convicted of, or had a civil judgment rendered against them from commission of fraud, or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or grant under a public transaction; violation of federal or state antitrust



statutes or commission of embezzlement, theft, forgery, bribery, falsification, or destruction of records, making false statements, or receiving stolen property;

- c. are not presently indicted or otherwise criminally or civilly charged by a government entity (federal, state, or local) with commission of any of the offenses detailed in section b. of this certification; and
- d. have not within a three (3) year period preceding this Contract had one or more public transactions (federal, state, or local) terminated for cause or default.

The Contractor shall provide immediate written notice to the State if at any time it learns that there was an earlier failure to disclose information or that due to changed circumstances, its principals or the principals of its subcontractors are excluded or disqualified.

- D.24. Force Majeure. "Force Majeure Event" means fire, flood, earthquake, elements of nature or acts of God, wars, riots, civil disorders, rebellions or revolutions, acts of terrorism or any other similar cause beyond the reasonable control of the Party except to the extent that the non-performing Party is at fault in failing to prevent or causing the default or delay, and provided that the default or delay cannot reasonably be circumvented by the non-performing Party through the use of alternate sources, workarounds plans or other means. A strike, lockout or labor dispute shall not excuse either Party from its obligations under this Contract. Except as set forth in this Section, any failure or delay by a Party in the performance of its obligations under this Contract arising from a Force Majeure Event is not a default under this Contract or grounds for termination. The non-performing Party will be excused from performing those obligations directly affected by the Force Majeure Event, and only for as long as the Force Majeure Event continues, provided that the Party continues to use diligent, good faith efforts to resume performance without delay. The occurrence of a Force Majeure Event affecting Contractor's representatives, suppliers, subcontractors, customers or business apart from this Contract is not a Force Majeure Event under this Contract. Contractor will promptly notify the State of any delay caused by a Force Majeure Event (to be confirmed in a written notice to the State within one (1) day of the inception of the delay) that a Force Majeure Event has occurred, and will describe in reasonable detail the nature of the Force Majeure Event. If any Force Majeure Event results in a delay in Contractor's performance longer than forty-eight (48) hours, the State may, upon notice to Contractor: (a) cease payment of the fees until Contractor resumes performance of the affected obligations; or (b) immediately terminate this Contract or any purchase order, in whole or in part, without further payment except for fees then due and payable. Contractor will not increase its charges under this Contract or charge the State any fees other than those provided for in this Contract as the result of a Force Majeure Event.
- D.25. State and Federal Compliance. The Contractor shall comply with all applicable state and federal laws and regulations in the performance of this Contract. In addition, the Contractor shall comply with the provisions of Contract Section E.16, (Applicable Laws, Rules, Policies and Court Orders), and this Section D.25 shall not be deemed to limit or abridge any requirement set forth in Section E.16.
- D.26. Governing Law. This Contract shall be governed by and construed in accordance with the laws of the State of Tennessee. The Tennessee Claims Commission or the state or federal courts in Tennessee shall be the venue for all claims, disputes, or disagreements arising under this Contract. The Contractor acknowledges and agrees that any rights, claims, or remedies against the State of Tennessee or its employees arising under this Contract shall be subject to and limited to those rights and remedies available under Tenn. Code Ann. §§ 9-8-101 - 407.
- D.27. Entire Agreement. This Contract is complete and contains the entire understanding between the Parties relating to its subject matter, including all the terms and conditions of the Parties' agreement. This Contract supersedes any and all prior understandings, representations, negotiations, and agreements between the Parties, whether written or oral.



- D.28. Severability. If any terms and conditions of this Contract are held to be invalid or unenforceable as a matter of law, the other terms and conditions of this Contract shall not be affected and shall remain in full force and effect. The terms and conditions of this Contract are severable.
- D.29. Headings. Section headings of this Contract are for reference purposes only and shall not be construed as part of this Contract.
- D.30. Incorporation of Additional Documents. Each of the following documents is included as a part of this Contract by reference. In the event of a discrepancy or ambiguity regarding the Contractor's duties, responsibilities, and performance under this Contract, these items shall govern in order of precedence below:
- a. any amendment to this Contract, with the latter in time controlling over any earlier amendments;
  - b. this Contract with any attachments or exhibits (excluding the items listed at subsections c. through f., below);
  - c. any clarifications of or addenda to the Contractor's proposal seeking this Contract;
  - d. the State solicitation, as may be amended, requesting responses in competition for this Contract;
  - e. any technical specifications provided to proposers during the procurement process to award this Contract; and,
  - f. the Contractor's response seeking this Contract.

**E. SPECIAL TERMS AND CONDITIONS:**

- E.1. Conflicting Terms and Conditions. Should any of these special terms and conditions conflict with any other terms and conditions of this Contract, the special terms and conditions shall be subordinate to the Contract's other terms and conditions.
- E.2. Confidentiality of Records. Strict standards of confidentiality of records and information shall be maintained in accordance with applicable state and federal law. All material and information, regardless of form, medium or method of communication, provided to the Contractor by the State or acquired by the Contractor on behalf of the State that is regarded as confidential under state or federal law shall be regarded as "Confidential Information." Nothing in this Section shall permit Contractor to disclose any Confidential Information, regardless of whether it has been disclosed or made available to the Contractor due to intentional or negligent actions or inactions of agents of the State or third parties. Confidential Information shall not be disclosed except as required or permitted under state or federal law. The Contractor shall only use Confidential information for activities pursuant to and related to the performance of the Contract. Contractor shall take all necessary steps to safeguard the confidentiality of such material or information in conformance with applicable state and federal law.

The obligations set forth in this Section shall survive the termination of this Contract.

- E.3. State Ownership of Goods. The State shall have ownership, right, title, and interest in all goods provided by Contractor under this Contract including full rights to use the goods and transfer title in the goods to any third parties.
- E.4. Ownership of Software and Work Products.
- a. Definitions.
    - (1) "Contractor-Owned Software," shall mean any software the rights to which are owned by Contractor, including but not limited to commercial "off-the-shelf" software which is not developed using State's money or resources.



- (2) "Custom-Developed Application Software," shall mean customized application software developed by Contractor solely for State.
- (3) Reserved
- (4) "Third-Party Software," shall mean software not owned by the State or the Contractor.
- (5) "Work Product," shall mean all deliverables exclusive of hardware, such as software, software source code, documentation, planning, etc., that are created, designed, developed, or documented by the Contractor exclusively for the State during the course of the project using State's money or resources, including Custom-Developed Application Software. Work Product shall not include Contractor-Owned Software or Third-Party Software.

b. Rights and Title to the Software

- (1) All right, title and interest in and to the Contractor-Owned Software shall at all times remain with Contractor, subject to any license granted under this Contract.
- (2) All right, title and interest in and to the Work Product, and to modifications thereof made by State, including without limitation all copyrights, patents, trade secrets and other intellectual property and other proprietary rights embodied by and arising out of the Work Product, shall belong to State. To the extent such rights do not automatically belong to State, Contractor hereby assigns, transfers, and conveys all right, title and interest in and to the Work Product, including without limitation the copyrights, patents, trade secrets, and other intellectual property rights arising out of or embodied by the Work Product. Contractor and its employees, agents, contractors or representatives shall execute any other documents that State or its counsel deem necessary or desirable to document this transfer or allow State to register its claims and rights to such intellectual property rights or enforce them against third parties.
- (3) All right, title and interest in and to the Third-Party Software shall at all times remain with the third party, subject to any license granted under this Contract.

c. The Contractor may use for its own purposes the general knowledge, skills, experience, ideas, concepts, know-how, and techniques obtained and used during the course of performing under this Contract. The Contractor may develop for itself, or for others, materials which are similar to or competitive with those that are produced under this Contract. To the extent a deliverable includes Contractor-Owned Software, the State will have a fully paid up, perpetual, non-exclusive, non-transferable, license to use, copy, make derivative works of, distribute, display, and sublicense such Contractor-Owned Software, for the State's own use in the State's business for the purposes for which they were delivered. The State grants to Contractor a non-exclusive, royalty-free, perpetual right to use, copy, adapt, modify, and sub-license any Work Product, subject to Contractor's confidentiality obligations to the State under the Contract.

E.5 State Furnished Property. The Contractor shall be responsible for the correct use, maintenance, and protection of all articles of nonexpendable, tangible personal property furnished by the State for the Contractor's use under this Contract. Upon termination of this Contract, all property furnished by the State shall be returned to the State in the same condition as when received, less reasonable wear and tear. Should the property be destroyed, lost, or stolen, the Contractor shall be responsible to the State for the fair market value of the property at the time of loss.



- E.6 Work Papers Subject to Review. The Contractor shall make all audit, accounting, or financial analysis work papers, notes, and other documentation available for review by the Comptroller of the Treasury or his representatives, upon request, during normal working hours either while the analysis is in progress or subsequent to the completion of this Contract.
- E.7 Prohibited Advertising or Marketing. The Contractor shall not suggest or imply in advertising or marketing materials that Contractor's goods or services are endorsed by the State. The restrictions on Contractor advertising or marketing materials under this Section shall survive the termination of this Contract.
- E.8. Lobbying. The Contractor certifies, to the best of its knowledge and belief, that:
- a. No federally appropriated funds have been paid or will be paid, by or on behalf of the Contractor, to any person for influencing or attempting to influence an officer or employee of an agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
  - b. If any funds other than federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with any contract, grant, loan, or cooperative agreement, the Contractor shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
  - c. The Contractor shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into and is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352.

- E.9 Intellectual Property. The Contractor agrees to indemnify and hold harmless the State of Tennessee as well as its officers, agents, and employees from and against any and all claims or suits which may be brought against the State concerning or arising out of any claim of an alleged patent, copyright, trade secret or other intellectual property infringement. In any such claim or action brought against the State, the Contractor shall satisfy and indemnify the State for the amount of any settlement or final judgment, and the Contractor shall be responsible for all legal or other fees or expenses incurred by the State arising from any such claim. The State shall give the Contractor notice of any such claim or suit and full right and opportunity to conduct the Contractor's own defense thereof, however, the failure of the State to give such notice shall only relieve Contractor of its obligations under this Section to the extent Contractor can demonstrate actual prejudice arising from the State's failure to give notice. This Section shall not grant the Contractor, through its attorneys, the right to represent the State of Tennessee in any legal matter, as provided in Tenn. Code Ann. § 8-6-106.
- E.10. Liquidated Damages. If failure to comply with requirements of this contract occurs, ("Liquidated Damages Event"), the State may assess damages on Contractor ("Liquidated Damages") per Attachment 5. The State shall notify the Contractor of amounts to be assessed as Liquidated Damages. The Parties agree that due to the complicated nature of the Contractor's obligations under this Contract it would be difficult to specifically designate a monetary amount for



Contractor's failure to fulfill its obligations regarding the Liquidated Damages Event as these amounts are likely to be uncertain and not easily proven. Contractor has carefully reviewed the Liquidated Damages contained in Attachment 5 and agrees that these amounts represent a reasonable relationship between the amount and what might reasonably be expected in the event of a Liquidated Damages Event, and are a reasonable estimate of the damages that would occur from a Liquidated Damages Event. The Contractor agrees that the Liquidated Damages are in addition to any amounts Contractor may owe the State pursuant to the indemnity provision or any other sections of this Contract.

The State is not obligated to assess Liquidated Damages before availing itself of any other remedy. The State may choose to avail itself of any other remedy available under this Contract or at law or equity.

- E.11 Partial Takeover of Contract. The State may, at its convenience and without cause, exercise a partial takeover of any service that the Contractor is obligated to perform under this Contract, including any service which is the subject of a subcontract between Contractor and a third party (a "Partial Takeover"). A Partial Takeover of this Contract by the State shall not be deemed a breach of contract. The Contractor shall be given at least thirty (30) days prior written notice of a Partial Takeover. The notice shall specify the areas of service the State will assume and the date the State will be assuming. The State's exercise of a Partial Takeover shall not alter the Contractor's other duties and responsibilities under this Contract. The State reserves the right to withhold from the Contractor any amounts the Contractor would have been paid but for the State's exercise of a Partial Takeover. The amounts shall be withheld effective as of the date the State exercises its right to a Partial Takeover. The State's exercise of its right to a Partial Takeover of this Contract shall not entitle the Contractor to any actual, general, special, incidental, consequential, or any other damages irrespective of any description or amount.
- E.12 Unencumbered Personnel. The Contractor shall not restrict its employees, agents, subcontractors or principals who perform services for the State under this Contract from performing the same or similar services for the State after the termination of this Contract, either as a State employee, an independent contractor, or an employee, agent, subcontractor or principal of another contractor with the State.
- E.13. Personally Identifiable Information. While performing its obligations under this Contract, Contractor may have access to Personally Identifiable Information held by the State ("PII"). For the purposes of this Contract, "PII" includes "Nonpublic Personal Information" as that term is defined in Title V of the Gramm-Leach-Bliley Act of 1999 or any successor federal statute, and the rules and regulations thereunder, all as may be amended or supplemented from time to time ("GLBA") and personally identifiable information and other data protected under any other applicable laws, rule or regulation of any jurisdiction relating to disclosure or use of personal information ("Privacy Laws"). Contractor agrees it shall not do or omit to do anything which would cause the State to be in breach of any applicable Privacy Laws. Contractor shall, and shall cause its employees, agents and representatives to: (i) keep PII confidential and may use and disclose PII only as necessary to carry out those specific aspects of the purpose for which the PII was disclosed to Contractor and in accordance with this Contract, GLBA and Privacy Laws; and (ii) implement and maintain appropriate technical and organizational measures regarding information security to: (A) ensure the security and confidentiality of PII; (B) protect against any threats or hazards to the security or integrity of PII; and (C) prevent unauthorized access to or use of PII. Contractor shall immediately notify State: (1) of any disclosure or use of any PII by Contractor or any of its employees, agents and representatives in breach of this Contract; and (2) of any disclosure of any PII to Contractor or its employees, agents and representatives where the purpose of such disclosure is not known to Contractor or its employees, agents and representatives. The State reserves the right to review Contractor's policies and procedures used to maintain the security and confidentiality of PII and Contractor shall, and cause its employees, agents and representatives to, comply with all reasonable requests or directions from the State to enable the State to verify and/or procure that Contractor is in full compliance with its



obligations under this Contract in relation to PII. Upon termination or expiration of the Contract or at the State's direction at any time in its sole discretion, whichever is earlier, Contractor shall immediately return to the State any and all PII which it has received under this Contract and shall destroy all records of such PII except for copies that may be stored in back up media, latent data and metadata.

The Contractor shall report to the State any instances of unauthorized access to or potential disclosure of PII in the custody or control of Contractor ("Unauthorized Disclosure") that come to the Contractor's attention. Any such report shall be made by the Contractor within twenty-four (24) hours after the Unauthorized Disclosure has come to the attention of the Contractor. Contractor shall take all necessary measures to halt any further Unauthorized Disclosures. The Contractor, at the sole discretion of the State, shall provide no cost credit monitoring services for a period of one year for individuals whose PII was affected by the Unauthorized Disclosure. The Contractor shall bear the cost of notification to all individuals affected by the Unauthorized Disclosure, including individual letters and public notice. The remedies set forth in this Section are not exclusive and are in addition to any claims or remedies available to this State under this Contract or otherwise available at law.

- E.14. Federal Funding Accountability and Transparency Act (FFATA). This Contract requires the Contractor to provide supplies or services that are funded in whole or in part by federal funds that are subject to FFATA. The Contractor is responsible for ensuring that all applicable requirements, including but not limited to those set forth herein, of FFATA are met and that the Contractor provides information to the State as required.

The Contractor shall comply with the following:

- a. Reporting of Total Compensation of the Contractor's Executives.
  - (1) The Contractor shall report the names and total compensation of each of its five most highly compensated executives for the Contractor's preceding completed fiscal year, if in the Contractor's preceding fiscal year it received:
    - i. 80 percent or more of the Contractor's annual gross revenues from federal procurement contracts and federal financial assistance subject to the Transparency Act, as defined at 2 CFR 170.320 (and subawards); and
    - ii. \$25,000,000 or more in annual gross revenues from federal procurement contracts (and subcontracts), and federal financial assistance subject to the Transparency Act (and subawards); and
    - iii. The public does not have access to information about the compensation of the executives through periodic reports filed under section 13(a) or 15(d) of the Securities Exchange Act of 1934 (15 U.S.C. 78m(a), 78o(d)) or section 6104 of the Internal Revenue Code of 1986. (To determine if the public has access to the compensation information, see the U.S. Security and Exchange Commission total compensation filings at <http://www.sec.gov/answers/excomp.htm>.)

As defined in 2 C.F.R. § 170.315, "Executive" means officers, managing partners, or any other employees in management positions.
  - (2) Total compensation means the cash and noncash dollar value earned by the executive during the Contractor's preceding fiscal year and includes the following (for more information see 17 C.F.R. § 229.402(c)(2)):
    - i. Salary and bonus.



- ii. Awards of stock, stock options, and stock appreciation rights. Use the dollar amount recognized for financial statement reporting purposes with respect to the fiscal year in accordance with the Statement of Financial Accounting Standards No. 123 (Revised 2004) (FAS 123R), Shared Based Payments.
  - iii. Earnings for services under non-equity incentive plans. This does not include group life, health, hospitalization or medical reimbursement plans that do not discriminate in favor of executives, and are available generally to all salaried employees.
  - iv. Change in pension value. This is the change in present value of defined benefit and actuarial pension plans.
  - v. Above-market earnings on deferred compensation which is not tax qualified.
  - vi. Other compensation, if the aggregate value of all such other compensation (e.g. severance, termination payments, value of life insurance paid on behalf of the employee, perquisites or property) for the executive exceeds \$10,000.
- b. The Contractor must report executive total compensation described above to the State by the end of the month during which this Contract is awarded.
- c. If this Contract is amended to extend the Term, the Contractor must submit an executive total compensation report to the State by the end of the month in which the term extension becomes effective.
- d. The Contractor will obtain a Data Universal Numbering System (DUNS) number and maintain its DUNS number for the term of this Contract. More information about obtaining a DUNS Number can be found at: <http://fedgov.dnb.com/webform/>

The Contractor's failure to comply with the above requirements is a material breach of this Contract for which the State may terminate this Contract for cause. The State will not be obligated to pay any outstanding invoice received from the Contractor unless and until the Contractor is in full compliance with the above requirements.

- E.15. Survival. The terms, provisions, representations, and warranties contained in Sections D.11 (Records), D.19 (Hold Harmless), D.20 (HIPAA Compliance), E.2 (Confidentiality of Records), E.7 (Prohibited Advertising), E.9 (Intellectual Property) E.13 (Personally Identifiable Information), E.19 (Notification of Breach), E.21 (SSA Data), and E.25 (IRS Data) of this Contract shall survive the completion of performance, termination or expiration of this Contract.
- E.16. Applicable Laws, Rules, Policies and Court Orders. The Contractor agrees to comply with all applicable federal and State laws, rules, regulations, sub-regulatory guidance, executive orders, HCFA waivers, and all current, modified or future Court decrees, orders or judgments applicable to the State's TennCare and CHIP programs. Such compliance shall be performed at no additional cost to the State.
- E.17. Business Associate. Contractor hereby acknowledges its designation as a business associate under HIPAA and agrees to comply with all applicable HIPAA regulations. In accordance with the HIPAA regulations, the Contractor shall, at a minimum:
- a. Comply with requirements of the HIPAA, including, but not limited to, the transactions and code sets, privacy, security, and identifier regulations. Compliance includes meeting all required transaction formats and code sets with the specified data sharing agreements required under the regulations;



- b. Transmit/receive from/to its providers, subcontractors, clearinghouses and HCFA all transactions and code sets required by HIPAA in the appropriate standard formats, utilizing appropriate and adequate safeguards, as specified under the law and as directed by HCFA so long as HCFA direction does not conflict with the law;
- c. Agree that if it is not in compliance with all applicable standards defined within the transactions and code sets, privacy, security and all subsequent HIPAA standards, that it will be in breach of this Contract and will then take all reasonable steps to cure the breach or end the violation as applicable. Since inability to meet the transactions and code sets requirements, as well as the privacy and security requirements can bring basic business practices between HCFA and the Contractor and between the Contractor and its providers and/or subcontractors to a halt, if for any reason the Contractor cannot meet the requirements of this Section, HCFA may terminate this Contract.
- d. Ensure that Protected Health Information (PHI) exchanged between the Contractor and HCFA is used only for the purposes of treatment, payment, or health care operations and health oversight and its related functions. All PHI not transmitted for these purposes or for purposes allowed under the federal HIPAA regulations shall be de-identified to secure and protect the individual enrollee's PHI;
- e. Report to HCFA's Privacy Office immediately upon becoming aware of any use or disclosure of PHI in violation of this Contract by the Contractor, its officers, directors, employees, subcontractors or agents or by a third party to which the Contractor disclosed PHI;
- f. Specify in its agreements with any agent or subcontractor that will have access to PHI that such agent or subcontractor agrees to be bound by the same restrictions, terms and conditions that apply to the Contractor pursuant to this Section;
- g. Make its internal policies and procedures, records and other documentation related to the use and disclosure of PHI available upon request to the U.S. Secretary of Health and Human Services for the purposes of determining compliance with the HIPAA regulations;
- h. Create and adopt policies and procedures to periodically audit adherence to all HIPAA regulations;
- i. Agree to ensure that any agent, including a subcontractor, to whom it provides PHI that was created, received, maintained, or transmitted by or on behalf of HCFA agrees to use reasonable and appropriate safeguards to protect the PHI.
- j. If feasible, return or destroy all PHI, in whatever form or medium (including any electronic medium) and all copies of any data or compilations derived from and allowing identification of any individual who is a subject of that PHI upon termination, cancellation, expiration or other conclusion of the Agreement, and in accordance with this Section of this Contract. The Contractor shall complete such return or destruction as promptly as possible, but not later than thirty (30) days after the effective date of the termination, cancellation, expiration or other conclusion of the Agreement. The Contractor shall identify any PHI that cannot feasibly be returned or destroyed. Within such thirty (30) days after the effective date of the termination, cancellation, expiration or other conclusion of the Agreement, the Contractor shall: (1) certify an oath in writing that such return or destruction has been completed; (2) identify any PHI which cannot feasibly be returned or destroyed; and (3) certify that it will only use or disclose such PHI for those purposes that make its return or destruction infeasible;
- k. Implement all appropriate administrative, physical and technical safeguards to prevent the use or disclosure of PHI other than pursuant to the terms and conditions of this Contract and,



including, but not limited to, privacy, security and confidentiality requirements in 45 CFR Parts 160 and 164;

- I. Set up appropriate mechanisms to limit use or disclosure of PHI to the minimum necessary to accomplish the intended purpose of the use or disclosure;
  - m. Create and implement policies and procedures to address present and future HIPAA regulatory requirements as needed, including, but not limited to: use and disclosure of data; de-identification of data; minimum necessary access; accounting of disclosures; enrollee's right to amend, access, request restrictions; notice of privacy practices and right to file a complaint;
  - n. Provide an appropriate level of training to its staff and employees regarding HIPAA related policies, procedures, enrollee rights and penalties prior to the HIPAA implementation deadlines and at appropriate intervals thereafter;
  - o. Track training of Contractor staff and employees and maintain signed acknowledgements by staff and employees of the Contractor's HIPAA policies;
  - p. Be allowed to use and receive information from HCFA where necessary for the management and administration of this Contract and to carry out business operations where permitted under the regulations;
  - q. Be permitted to use and disclose PHI for the Contractor's own legal responsibilities;
  - r. Adopt the appropriate procedures and access safeguards to restrict and regulate access to and use by Contractor employees and other persons performing work for the Contractor to have only minimum necessary access to PHI and personally identifiable data within their organization;
  - s. Continue to protect and secure PHI and personally identifiable information relating to enrollees who are deceased; and
  - t. Track all security incidents as defined by HIPAA and, as required by the HIPAA Reports. The Contractor shall periodically report in summary fashion to HCFA such security incidents.
- E.18. Information Holders. HCFA and the Contractor are "information holders" as defined in TCA 47-18-2107. In the event of a breach of the security of Contractor's information system, as defined by TCA 47-18-2107, the Contractor shall indemnify and hold HCFA harmless for expenses and/or damages related to the breach. Such obligations shall include, but not be limited to, mailing notifications to affected enrollees. Substitute notice to written notice, as defined by TCA 47-18-2107(e)(2) and (3), shall only be permitted with HCFA's express written approval. The Contractor shall notify HCFA's Privacy Office immediately upon becoming aware of any security incident that would constitute a "breach of the security of the system" as defined in TCA 47-18-2107.
- E.19. Notification of Breach and Notification of Suspected Breach. - The Contractor shall notify HCFA's Privacy Office immediately upon becoming aware of any incident, either confirmed or suspected, that represents or may represent unauthorized access, use or disclosure of encrypted or unencrypted computerized data that materially compromises the security, confidentiality, or integrity of enrollee PHI maintained or held by the Contractor, including any unauthorized acquisition of enrollee PHI by an employee or otherwise authorized user of the Contractor's system. This includes, but is not limited to, loss or suspected loss of remote computing or telework devices such as laptops, PDAs, Blackberrys or other Smartphones, USB drives, thumb drives, flash drives, CDs, and/or disks.



- E.20. Transmission of Contract Deliverables. All information or data that is necessary for one or more deliverable set forth in this Contract shall be transmitted between HCFA and Contractor via the data transfer method specified in advance by HCFA. This may include, but shall not be limited to, transfer through HCFA's SFTP system. Failure by the Contractor to transmit information or data that is necessary for a deliverables in the manner specified by HCFA, may, at the option of HCFA, result in liquidated damages as set forth on Contract Attachment 5, hereto.
- E.21. Social Security Administration (SSA) Required Provisions for Data Security. The Contractor shall comply with limitations on use, treatment, and safeguarding of data under the Privacy Act of 1974 (5U.S.C. 552a), as amended by the Computer Matching and Privacy Protection Act of 1988, related Office of Management and Budget guidelines, the Federal Information Security Management Act of 2002 (44 U.S.C. §3541, *et seq.*), and related National Institute of Standards and Technology guidelines. In addition, the Contractor shall have in place administrative, physical, and technical safeguards for data.
- a. The Contractor shall not duplicate in a separate file or disseminate, without prior written permission from HCFA, the data governed by the Contract for any purpose other than that set forth in this Contract for the administration of the HCFA program. Should the Contractor propose a redisclosure of said data, the Contractor must specify in writing to HCFA the data the Contractor proposes to redisclose, to whom, and the reasons that justify the redisclosure. HCFA will not give permission for such redisclosure unless the redisclosure is required by law or essential to the administration of the HCFA program.
  - b. The Contractor agrees to abide by all relevant federal laws, restrictions on access, use, and disclosure, and security requirements in this Contract.
  - c. The Contractor shall provide a current list of the employees of such contractor with access to SSA data and provide such lists to HCFA.
  - d. The Contractor shall restrict access to the data obtained from HCFA to only those authorized employees who need such data to perform their official duties in connection with purposes identified in this Contract. The Contractor shall not further duplicate, disseminate, or disclose such data without obtaining HCFA's prior written approval.
  - e. The Contractor shall ensure that its employees:
    - (1) properly safeguard PHI/PII furnished by HCFA under this Contract from loss, theft or inadvertent disclosure; The Contractor shall ensure that its employees:
      - (1) use only electronic equipment, including but not limited to laptop computers provided by HCFA for access, use, storage and transmission of PHI/PII and any SSA-supplied data related to the performance of their duties under this contract; The Parties agree that this Section E.21 applies only to Contractor's access, use, storage and transmission of PHI/PII and any SSA-supplied data within HCFA environment utilizing HCFA electronic systems and does not apply to Contractor's IT environment and electronic equipment, including but not limited to laptop computers and other systems. Contractor employees shall properly safeguard PHI/PII furnished by HCFA under this Contract from loss, theft or inadvertent disclosure. Contractor agrees that its employees shall only transmit State data or information electronically through (A) use of the State's virtual private network (VPN) or (B) through electronic mail where sender's email address is a State address ending in @tn.gov and all recipient email addresses are State addresses ending in @tn.gov. Compliance with the procedures set out in this paragraph shall not relieve Contractor from the responsibility to comply with all applicable State and federal law nor from any liability that may attach to Contractor's actions.



- (2) understand that they are responsible for safeguarding this information at all times, regardless of whether or not the Contractor employee is at his or her regular duty station;
- (3) ensure that laptops and other electronic devices/ media containing PHI/PII are encrypted and/or password protected;
- (4) send emails containing PHI/PII only if encrypted or if to and from addresses that are secure; and,
- (5) limit disclosure of the information and details relating to a PHI/PII loss only to those with a need to know.

Contractor employees who access, use, or disclose HCFA or HCFA SSA-supplied data in a manner or purpose not authorized by this Contract may be subject to civil and criminal sanctions pursuant to applicable federal statutes.

- f. Loss or Suspected Loss of Data—If an employee of the Contractor becomes aware of suspected or actual loss of PHI/PII, he or she must immediately contact HCFA immediately upon becoming aware to report the actual or suspected loss. The Contractor will use the Loss Worksheet located at [http://www.tn.gov/HCFA/forms/phi\\_piiworksheet.pdf](http://www.tn.gov/HCFA/forms/phi_piiworksheet.pdf) to quickly gather and organize information about the incident. The Contractor must provide HCFA with timely updates as any additional information about the loss of PHI/PII becomes available.

If the Contractor experiences a loss or breach of said data, HCFA will determine whether or not notice to individuals whose data has been lost or breached shall be provided and the Contractor shall bear any costs associated with the notice or any mitigation.

- g. HCFA may immediately and unilaterally suspend the data flow under this Contract, or terminate this Contract, if HCFA, in its sole discretion, determines that the Contractor has: (1) made an unauthorized use or disclosure of HCFA SSA-supplied data; or (2) violated or failed to follow the terms and conditions of this Contract.

- h. This Section further carries out Section 1106(a) of the Act (42 U.S.C. 1306), the regulations promulgated pursuant to that section (20 C.F.R. Part 401), the Privacy of 1974 (5 U.S.C. 552a), as amended by the Computer Matching and Privacy Protection Act of 1988, related Office of Management and Budget ("OMB") guidelines, the Federal Information Security Management Act of 2002 ("FISMA") (44 U.S.C. 3541 et seq.), and related National Institute of Standards and Technology ("NIST") guidelines, which provide the requirements that the SSA stipulates that the Contractor must follow with regard to use, treatment, and safeguarding data in the event data is exchanged with a federal information system.

- i. Definitions

- (1) "SSA-supplied data" – information, such as an individual's social security number, supplied by the Social Security Administration to HCFA to determine entitlement or eligibility for federally-funded programs (CMPPA between SSA and F&A; IEA between SSA and HCFA).
- (2) "Protected Health Information/Personally Identifiable Information" (PHI/PII)(45 C.F.R. 160.103; OMB Circular M-06-19) – Protected health information means individually identifiable health information that is: (i) Transmitted by electronic



media; (ii) Maintained in electronic media; or (iii) Transmitted or maintained in any other form or medium.

- (3) "Individually Identifiable Health Information"— information that is a subset of health information, including demographic information collected from an individual, and: (1) Is created or received by a health care provider, health plan, employer, or health care clearinghouse; and (2) relates to the past, present, or future physical or mental health or condition of an individual; the provision of health care to an individual; or the past, present, or future payment for the provision of health care to an individual; and (i) identifies the individual; or (ii) with respect to which there is a reasonable basis to believe the information can be used to identify the individual.
- (4) "Personally Identifiable Information" – any information about an individual maintained by an agency, including, but not limited to, education, financial transactions, medical history, and criminal or employment history and information which can be used to distinguish or trace an individual's identity, such as their name, Social Security Number, date and place of birth, mother's maiden name, biometric records, including any other personal information which can be linked to an individual.

E.22. Medicaid and CHIP - The Contractor must provide safeguards that restrict the use or disclosure of information concerning applicants and beneficiaries to purposes directly connected with the administration of the plan:

- a. Purposes directly related to the administration of Medicaid and CHIP include:
  - (1) establishing eligibility;
  - (2) determining the amount of medical assistance;
  - (3) providing services for beneficiaries; and,
  - (4) conducting or assisting an investigation, prosecution, or civil or criminal proceeding related to Medicaid or CHIP administration.
- b. The Contractor must have adequate safeguards to assure that:
  - (1) Information is made available only to the extent necessary to assist in the valid administrative purposes of those receiving the information, and information received under 26 USC is exchanged only with parties authorized to receive that information under that section of the Code; and,
  - (2) the information is adequately stored and processed so that it is protected against unauthorized disclosure for other purposes.
- c. The Contractor must have criteria that govern the types of information about applicants and beneficiaries that are safeguarded. This information must include at least--
  - (1) Names and addresses;
  - (2) Medical services provided;
  - (3) Social and economic conditions or circumstances;
  - (4) Contractor evaluation of personal information;
  - (5) Medical data, including diagnosis and past history of disease or disability
  - (6) Any information received for verifying income eligibility and amount of medical assistance payments, including income information received from SSA or the Internal Revenue Service;
  - (7) Any information received for verifying income eligibility and amount of medical assistance payments;
  - (8) Income information received from SSA or the Internal Revenue Service must be safeguarded according to Medicaid and CHIP requirements;
  - (9) Any information received in connection with the identification of legally liable third party resources; and.



(10) Social Security Numbers.

d. The Contractor must have criteria approved by HCFA specifying:

- (1) the conditions for release and use of information about applicants and beneficiaries;
- (2) Access to information concerning applicants or beneficiaries must be restricted to persons or Contractor representatives who are subject to standards of confidentiality that are comparable to those of HCFA;
- (3) The Contractor shall not publish names of applicants or beneficiaries;
- (4) The Contractor shall obtain permission from a family or individual, whenever possible, before responding to a request for information from an outside source, unless the information is to be used to verify income, eligibility and the amount of medical assistance payment to an authorized individual or entity;
- (5) If, because of an emergency situation, time does not permit obtaining consent before release, the Contractor shall notify HCFA, the family or individual immediately after supplying the information.
- (6) The Contractor's policies must apply to all requests for information from outside sources, including governmental bodies, the courts, or law enforcement officials.
  - i. The Contractor shall notify HCFA of any requests for information on applicants or beneficiaries by other governmental bodies, the courts or law enforcement officials ten (10) days prior to releasing the requested information.
- (7) If a court issues a subpoena for a case record or for any Contractor representative to testify concerning an applicant or beneficiary, the Contractor must notify HCFA at least ten (10) days prior to the required production date so HCFA may inform the court of the applicable statutory provisions, policies, and regulations restricting disclosure of information.
- (8) The Contractor shall not request or release information to other parties to verify income, eligibility and the amount of assistance under Medicaid or CHIP, prior to express approval from HCFA.

E.23. Employees Excluded from Medicare, Medicaid or CHIP. The Contractor does hereby attest, certify, warrant, and assure that the Contractor shall not knowingly employ, in the performance of this Contract, employees who have been excluded from participation in the Medicare, Medicaid, and/or CHIP programs pursuant to Sections 1128 of the Social Security

E.24. Offer of Gratuities. By signing this contract, the Contractor signifies that no member of or a delegate of Congress, nor any elected or appointed official or employee of the State of Tennessee, the federal General Accounting Office, federal Department of Health and Human Services, the Center for Medicare and Medicaid Services, or any other state or federal agency has or will benefit financially or materially from this Contract. This Contract may be terminated by HCFA as provided in Section D.6, if it is determined that gratuities of any kind were offered to or received by any of the aforementioned officials or employees from the Contractor, its agent, or employees.

E.25. Internal Revenue Service (IRS) Safeguarding Of Return Information:

The parties intend that that no tax return and return information, as defined at 26 IRC 6103, shall be accessed, used, stored or transmitted by the Contractor for the purposes of carrying out the provisions of this Contract. If no tax return or return information is accessed, used, stored or transmitted by the Contractor for the purposes of carrying the provisions of this Contract, the terms of this paragraph E. 25 shall not apply to Contractor.

- a) Performance - In performance of this contract, the contractor agrees to comply with and assume responsibility for compliance by his or her employees with the following requirements:



- (1) This provision shall not apply if information received or delivered by the Parties under this Contract is NOT "federal tax returns or return information" as defined herein.
- (2) All work will be done under the supervision of the contractor or the contractor's employees.
- (3) Any Federal tax returns or return information (hereafter referred to as returns or return information) made available in any format shall be used only for the purpose of carrying out the provisions of this contract. Information contained in such material will be treated as confidential and will not be divulged or made known in any manner to any person except as may be necessary in the performance of this contract. Disclosure to anyone other than an officer or employee of the contractor will be prohibited.
- (4) All returns and return information will be accounted for upon receipt and properly stored before, during, and after processing. In addition, all related output will be given the same level of protection as required for the source material.
- (5) The contractor certifies that the data processed during the performance of this contract will be completely purged from all data storage components of his or her computer facility, and no output will be retained by the contractor at the time the work is completed. If immediate purging of all data storage components is not possible, the contractor certifies that any IRS data remaining in any storage component will be safeguarded to prevent unauthorized disclosures.
- (6) Any spoilage or any intermediate hard copy printout that may result during the processing of IRS data will be given to the agency or his or her designee. When this is not possible, the contractor will be responsible for the destruction of the spoilage or any intermediate hard copy printouts, and will provide the agency or his or her designee with a statement containing the date of destruction, description of material destroyed, and the method used.
- (7) All computer systems receiving, processing, storing, or transmitting Federal tax information must meet the requirements defined in IRS Publication 1075. To meet functional and assurance requirements, the security features of the environment must provide for the managerial, operational, and technical controls. All security features must be available and activated to protect against unauthorized use of and access to Federal tax information.
- (8) No work involving Federal tax information furnished under this contract will be subcontracted without prior written approval of the IRS.
- (9) The contractor will maintain a list of employees authorized access. Such list will be provided to the agency and, upon request, to the IRS reviewing office.
- (10) The agency will have the right to void the contract if the contractor fails to provide the safeguards described above.

b) Criminal/Civil Sanctions

- (1) Each officer or employee of any person to whom returns or return information is or may be disclosed will be notified in writing by such person that returns or return information disclosed to such officer or employee can be used only for a purpose and to the extent authorized herein, and that further disclosure of any such returns or return information for a purpose or to an extent unauthorized herein constitutes a



felony punishable upon conviction by a fine of as much as \$5,000 or imprisonment for as long as 5 years, or both, together with the costs of prosecution. Such person shall also notify each such officer and employee that any such unauthorized further disclosure of returns or return information may also result in an award of civil damages against the officer or employee in an amount not less than \$1,000 with respect to each instance of unauthorized disclosure. These penalties are prescribed by IRC sections 7213 and 7431 and set forth at 26 CFR 301.6103(n)-1.

- (2) Each officer or employee of any person to whom returns or return information is or may be disclosed shall be notified in writing by such person that any return or return information made available in any format shall be used only for the purpose of carrying out the provisions of this contract. Information contained in such material shall be treated as confidential and shall not be divulged or made known in any manner to any person except as may be necessary in the performance of the contract. Inspection by or disclosure to anyone without an official need to know constitutes a criminal misdemeanor punishable upon conviction by a fine of as much as \$1,000 or imprisonment for as long as 1 year, or both, together with the costs of prosecution. Such person shall also notify each such officer and employee that any such unauthorized inspection or disclosure of returns or return information may also result in an award of civil damages against the officer or employee [United States for Federal employees] in an amount equal to the sum of the greater of \$1,000 for each act of unauthorized inspection or disclosure with respect to which such defendant is found liable or the sum of the actual damages sustained by the plaintiff as a result of such unauthorized inspection or disclosure plus in the case of a willful inspection or disclosure which is the result of gross negligence, punitive damages, plus the costs of the action. These penalties are prescribed by IRC section 7213A and 7431.
- (3) Additionally, it is incumbent upon the contractor to inform its officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a(i)(1), which is made applicable to contractors by 5 U.S.C. 552a(m)(1), provides that any officer or employee of a contractor, who by virtue of his/her employment or official position, has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.
- (4) Granting a contractor access to FTI must be preceded by certifying that each individual understands the agency's security policy and procedures for safeguarding IRS information. Contractors must maintain their authorization to access FTI through annual recertification. The initial certification and recertification must be documented and placed in the agency's files for review. As part of the certification and at least annually afterwards, contractors should be advised of the provisions of IRC Sections 7431, 7213, and 7213A (see Exhibit 6, *IRC Sec. 7431 Civil Damages for Unauthorized Disclosure of Returns and Return Information* and Exhibit 5, *IRC Sec. 7213 Unauthorized Disclosure of Information*). The training provided before the initial certification and annually thereafter must also cover the incident response policy and procedure for reporting unauthorized disclosures and data breaches. (See Section 10) For both the initial certification and the annual certification, the contractor should sign, either with ink or electronic signature, a confidentiality statement certifying their understanding of the security requirements.

Inspection - The IRS and the Agency shall have the right to send its officers and employees into the offices and plants of the contractor for inspection of the facilities and operations provided for the performance of any work under this contract. On the basis of such inspection, specific



measures may be required in cases where the contractor is found to be noncompliant with contract safe.

- E.26. Contractor Commitment to Diversity. The Contractor shall comply with and make reasonable business efforts to exceed the commitment to diversity represented by the Contractor's Response to RFQ 32101-5103 (Attachment 6.2, Section B) and resulting in this Contract.

The Contractor shall assist the State in monitoring the Contractor's performance of this commitment by providing, as requested, a quarterly report of participation in the performance of this Contract by small business enterprises and businesses owned by minorities, women, and Tennessee service-disabled veterans. Such reports shall be provided to the State of Tennessee Governor's Office of Diversity Business Enterprise in the required form and substance.

- E.27. Nondiscrimination Compliance Requirements. The Contractor shall comply with all applicable federal and state civil rights laws, regulations, rules, and policies and Contract Section D.9 of this Contract.

- a) In order to demonstrate compliance with the applicable federal and State civil rights laws and regulations, which may include, but are not limited to, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, the Age Discrimination Act of 1975, and 42 U.S.C. § 18116 the Contractor shall designate a staff person to be responsible for nondiscrimination compliance.

The Contractor's Nondiscrimination Compliance Coordinator ("NCC") shall be responsible for compliance with the nondiscrimination requirements set forth in this Contract. The Contractor does not have to require that civil rights compliance be the sole function of the designated NCC staff member. However, the Contractor shall identify the designated NCC staff member to HCFA by name.

The Contractor shall report to HCFA, in writing, to the attention of the HCFA Director of Non-Discrimination Contract Compliance, within ten (10) calendar days of the commencement of any period of time that the Contractor does not have a designated staff person for nondiscrimination compliance. At such time that this function is redirected, the name of the staff member who assumed the duties shall be reported in writing to HCFAs within ten (10) calendar days of assuming the duties of the NCC.

- (1) The Contractor's NCC shall develop a nondiscrimination training plan within thirty (30) days of the implementation of this Contract and shall provide a copy of such training plan to HCFA on an annual basis and upon request. If needed, the NCC may request an extension of time for this due date. Thereafter, this training plan shall be updated as needed to conform to changes in Federal and State law and provided to HCFA as set forth above.

On an annual basis, the NCC shall be responsible for making nondiscrimination training available to all Contractor staff and to its subcontractors that are considered to be recipients of federal financial assistance under this contract. The Contractor shall be able to show documented proof that the training was made available to the Contractor's staff and to its subcontractors that are considered to be recipients of federal financial assistance under this contract.

- (2) The Contractor shall, at a minimum, emphasize nondiscrimination in its personnel policies and procedures as it relates to hiring, promoting, operational policies, contracting processes and participation on advisory/planning boards or committees.
- (3) Prior to implementation of this Contract, Contractor shall provide its written policies and procedures that demonstrate nondiscrimination in the provision of services provided under this Contract to HCFA. These policies shall include topics, such as, the provision of language



services to individuals with Limited English Proficiency and individuals requiring communication assistance in alternative formats and providing other forms of assistance to individuals with disabilities. These nondiscrimination policies and procedures shall be approved in writing by HCFA.

- (4) The Contractor shall keep such records as may be necessary in order to submit timely, complete and accurate compliance reports that may be requested by the U.S. Department of Health and Human Services ("HHS"), HCFA, and the Tennessee Human Rights Commission ("THRC") or their designees. If requested, the information shall be provided in a format and timeframe specified by HHS, HCFA, or THRC. The requested information may be necessary to enable HHS, HCFA, or THRC to ascertain whether the Contractor is complying with the applicable civil rights laws. For example, the Contractor should have available data showing the manner in which services are or will be provided by the program in question, and related data necessary for determining whether any persons are or will be denied such services on the basis of prohibited discrimination. Further examples of data that could be requested can be found at 45 C.F.R. § 80.6 and 28 C.F.R. § 42.406.
- (5) The Contractor shall permit access as set forth in the applicable civil rights laws, such as, 45 C.F.R. § 80.6 to HHS, HCFA, and THRC or their designees during normal business hours to such of its books, records, accounts, and other sources of information, and its facilities as may be pertinent to ascertain whether the Contractor is complying with the applicable civil rights laws.
- (6) The Contractor shall make available to beneficiaries and participants in HCFA's programs and other interested persons information regarding the provisions of the applicable civil rights laws as set forth in the implementing regulations, including 45 C.F.R. § 80.6 and 45 C.F.R. § 84.8. For example, a notification shall state, where appropriate, that the Contractor does not discriminate in admission or access to, or treatment or employment in, its programs or activities. The notification shall also include an identification of the responsible employee designated for its nondiscrimination compliance. This notice shall be considered a vital document and shall be available at a minimum in the English and Spanish languages.
- (7) The Contractor shall use and have available to beneficiaries and participants in HCFA's programs or other complainants discrimination complaint forms located at the links below:

<http://www.tn.gov/tenncare/forms/complaintform.pdf> and  
[http://www.covertn.gov/web/coverkids\\_fair\\_treatment.html](http://www.covertn.gov/web/coverkids_fair_treatment.html)

Discrimination complaint forms shall be provided to beneficiaries and participants in HCFA's programs and other complainants upon request and be available on the Contractor's website. HCFA's discrimination complaint forms are vital documents and must be available at a minimum in the English and Spanish languages.

Should individuals request that the Contractor assist them with filing discrimination complaints with HCFA, the Contractor shall provide assistance to these individuals. The Contractor shall inform its employees and its subcontractors that are considered to be recipients of federal financial assistance under this contract about how to assist individuals with obtaining discrimination complaint forms and assistance with submitting the forms to HCFA.

- (8) Written materials provided pursuant to this Contract shall be in plain language and ensure effective communication with Limited English Proficiency ("LEP") individuals and individuals with disabilities at no expense to these individuals and/or their representatives and shall meet the standards set forth in the applicable civil rights laws and guidance. Effective Communication may be achieved by providing interpretation and translation services and other forms of auxiliary aids or services, including, Braille and large print and shall be based on the needs of the individual and/or the individual's representative. Written materials specific to HCFA's programs' members shall be prior approved in writing by HCFA prior to the materials being sent to these individuals.



- (9) Written materials provided pursuant to this Contract shall include a number individuals can call free of charge for language assistance services. This information shall be considered a vital document and shall be available at a minimum in the English and Spanish languages.
  - (10) In addition, written materials shall include information and a toll free number for individuals with disabilities to use in order to request assistance with accessing services or other program benefits that these individuals are entitled to under the applicable federal and state civil rights laws including, but not limited to, Section 504 of the Rehabilitation Act of 1973 and Titles II and III of the Americans with Disabilities Act of 1990. This information shall be considered a vital document and shall be available at a minimum in the English and Spanish languages.
  - (11) Within ninety (90) calendar days of notification from HCFA, all vital Contractor documents related to this Contract shall be translated and available to each Limited English Proficiency ("LEP") group identified by HCFA in accordance with the applicable standards set forth below:
    - (i) If a LEP group constitutes five percent (5%) or 1,000, whichever is less, of the population targeted under this Contract, vital documents shall be translated into that LEP language. Translation of other documents, if needed, can be provided orally; or
    - (ii) If there are fewer than fifty (50) individuals in a language group that is part the population targeted under this Contract that reaches the five percent (5%) trigger in (a), the Contractor shall inform those individuals that it does not provide written translation of vital documents but provides written notice in that group's primary language of the right to receive competent oral interpretation of those written materials, free of cost.
    - (iii) At a minimum, all vital Contractor documents shall be translated and available in Spanish.
  - (12) In accordance with the requirements set forth in 42 U.S.C. § 300kk, the Contractor must develop and maintain the ability to collect and report data on race, ethnicity, sex, primary language, and disability status for the population targeted under this Contract and the parents or legal guardians of minors or legally incapacitated individuals targeted under this Contract. In collecting this data the Contractor shall use the Office of Management and Budget (OMB) standards, at a minimum, for race and ethnicity measures. Data collection standards for Race, Ethnicity, Sex, Primary Language, and Disability Status are available from the Office of Minority Health and on its website located at: <http://www.minorityhealth.hhs.gov/templates/content.aspx?ID=9227&lvi=2&lviID=208>.
- b) The Contractor shall submit the following nondiscrimination compliance deliverables to HCFA as follows:

Annually, HCFA shall provide the Contractor with a Nondiscrimination Compliance Questionnaire. The Contractor shall answer the questions contained in the Compliance Questionnaire and submit the completed Questionnaire to HCFA within ninety (90) days of the end of the calendar year with any requested documentation, which shall include, the Contractor's Assurance of Nondiscrimination. The signature date of the Contractor's Nondiscrimination Compliance Questionnaire shall be the same as the signature date of the Contractor's Assurance of Nondiscrimination. The Nondiscrimination Compliance Questionnaire deliverables shall be in a format specified by HCFA.

As part of the requested documentation for the Nondiscrimination Compliance Questionnaire, the Contractor shall submit copies of its nondiscrimination policies and procedures that demonstrate nondiscrimination in the provision of its services, programs, or activities provided under this Contract. These policies shall include topics, such as, the provision of language assistance services for LEP individuals and those requiring effective communication assistance in alternative formats, and providing assistance to individuals with disabilities. Any nondiscrimination policies



and procedures that are specific to HCFA program members shall be prior approved in writing by HCFA.

Also as part of the requested documentation for the Nondiscrimination Compliance Questionnaire the Contractor shall include reports that capture data for all language assistance services used and provided by the Contractor under this Contract. One report shall contain the names of the Contractor's language assistance service providers, the languages that interpretation and translation services are available in, the auxiliary aids or services that were provided and that are available, the hours the language assistance services are available, and the numbers individuals call to access language assistance services. A separate report shall list all requests for language assistance services, including the requestor's name and identification number, the requested service, the date of the request, the date the service was provided, and the name of the service provider.

- c) Discrimination Complaint Investigations. All discrimination complaints against the Contractor and its employees and its subcontractors that are considered to be recipients of federal financial assistance under this contract shall be resolved according to the provisions of this Section and the below subsections:
  - (1) Discrimination Complaints against the Contractor and/or Contractor's Employees. When complaints concerning alleged acts of discrimination committed by the Contractor and/or its employees related to the provision of and/or access to one of HCFA's programs are reported to the Contractor, the Contractor's NCC shall send such complaints within two (2) business days of receipt to HCFA. HCFA shall investigate and resolve all alleged acts of discrimination committed by the Contractor and/or its employees. The Contractor shall cooperate with HCFA during the investigation and resolution of such complaints. HCFA reserves the right to request that the Contractor's NCC assist with conducting the initial investigations and to suggest resolutions of alleged discrimination complaints. If HCFA requests that the Contractor's NCC assist HCFA with conducting the initial investigation, the Contractor's NCC within five (5) business days from the date of the request shall start the initial investigation. The Contractor's NCC shall provide HCFA with all requested information, including but not limited to, the identity of the party filing the complaint; the complainant's relationship to the Contractor; the circumstances of the complaint; date complaint filed; and the Contractor's suggested resolution. HCFA shall review the Contractor's initial investigations and determine the appropriate resolutions for the complaints as set forth in subsection c below. During the complaint investigation, the Contractor shall have the opportunity to provide HCFA with any information that is relevant to the complaint investigation. Any documentation or materials related to such investigation shall be considered confidential and not subject to disclosure to any third party, unless disclosure is otherwise required by law.
  - (2) Discrimination Complaints against the Contractor's Subcontractors that are recipients of federal financial assistance under this Contract. Should complaints concerning alleged acts of discrimination committed by the Contractor's subcontractors related to the provision of and/or access to one of HCFA's programs be reported to the Contractor, the Contractor's nondiscrimination compliance officer shall inform HCFA of such complaints within two (2) business days from the date Contractor learns of such complaints. If HCFA requests that the Contractor's nondiscrimination compliance officer assist HCFA with conducting the initial investigation, the Contractor's nondiscrimination compliance officer within five (5) business days from the date of the request shall start the initial investigation. Once an initial investigation has been completed, the Contractor's nondiscrimination compliance officer shall report his/her determinations to HCFA. At a minimum, the Contractor's nondiscrimination compliance officer's report shall include the identity of the party filing the complaint; the complainant's relationship to the Contractor; the circumstances of the complaint; date complaint filed; and the Contractor's suggested resolution. HCFA shall review the Contractor's initial investigations and determine the appropriate resolutions for the complaints as set forth in subsection (3) below. HCFA reserves the right to investigate and resolve all complaints concerning alleged acts of discrimination committed



by the Contractor's subcontractors that are recipients of federal financial assistance under this Contract.

- (3) Corrective Action Plans to Resolve Discrimination Complaints. If a discrimination complaint against the Contractor or its employees or one of its subcontractors who are recipients of federal financial assistance under this contract, is determined by HCFA to be valid, HCFA shall, at its option, either (i) provide the Contractor with a corrective action plan to resolve the complaint, or (ii) request that the Contractor submit a proposed corrective action plan to HCFA for review and approval that specifies what actions the Contractor proposes to take to resolve the discrimination complaint. Upon provision of the corrective action plan to Contractor by HCFA, or approval of the Contractor's proposed corrective action plan by HCFA, the Contractor shall implement the approved corrective action plan to resolve the discrimination complaint. HCFA, in its sole discretion, shall determine when a satisfactory discrimination complaint resolution has been reached and shall notify Contractor of the approved resolution. A discrimination complaint resolution corrective action plan may consist of approved nondiscrimination training on relevant discrimination topics. Prior to use, the nondiscrimination training material shall be reviewed and approved by HCFA. Time periods for the implementation of the corrective action plan nondiscrimination training shall be designated by HCFA.

- d) Electronic and Information Technology Accessibility Requirements. Contractor agrees to comply with the electronic and information technology accessibility requirements under the federal civil rights laws including Section 504 and Section 508 of the Rehabilitation Act of 1973 ("Section 508") and the Americans with Disabilities Act. To comply with the accessibility requirements for Web content and non-Web electronic documents and software, the Contractor shall use W3C's Web Content Accessibility Guidelines ("WCAG") 2.0 AA (For the W3C's guidelines see: <http://www.w3.org/TR/WCAG20/>) (Two core linked resources are Understanding WCAG 2.0 <http://www.w3.org/TR/UNDERSTANDING-WCAG20/> and Techniques for WCAG 2.0 <http://www.w3.org/TR/WCAG20-TECHS/>).

Should the Contractor have a designated staff member responsible for Contractor's electronic and information technology accessibility compliance, the name and contact information for this individual shall be provided to HCFA within ten (10) days of the implementation of this Contract and within ten (10) days of this position being reassigned to another staff member.

Prior to the start of this Contract and on an annual basis thereafter, the Contractor's staff that is designated to work on HCFA's electronic and information technology projects shall receive training on electronic and information technology accessibility requirements. The Contractor shall be able to show documented proof that this training was provided. In addition, Contractor shall provide a copy of its electronic and information technology accessibility training to HCFA upon request.

Contractor agrees to perform regularly scheduled (i.e., automatic) scans and manual testing for WCAG 2.0 AA compliance for all user content and applications in order to meet the standards for compliance. The Contractor must ensure that any system additions, updates, changes or modifications comply with WCAG 2.0 AA. Commercial Off-the-shelf ("COTS") products may be used to verify aspects of WCAG 2.0 AA compliance.

Additionally, the Contractor agrees to comply with Title VI of the Civil Rights Act of 1964. In order to achieve Title VI compliance the Contractor should add a system function that allows users to translate the content into a language other than English. This requirement may be satisfied by the provision of a link to Google translate or other machine translate tool.

Should the system or a component of the system fail to comply with the accessibility standards, the Contractor shall develop and submit to HCFA for approval a noncompliance report that identifies the areas of noncompliance, a plan to bring the system or component into compliance, an alternative/work around that provides users with the equivalent access to the content, and a



timeframe for achieving that compliance. HCFA shall review the noncompliance report to determine whether or not it is acceptable and should be implemented. Once the noncompliance report is approved by HCFA the Contractor may implement the compliance plan. HCFA, in its sole discretion, shall determine when a satisfactory compliance plan resolution has been reached and shall notify the Contractor of the approved resolution. If Contractor is unable to obtain content that conforms to WCAG 2.0 AA, it shall demonstrate through its reporting to HCFA that obtaining or providing accessible content would fundamentally alter the nature of its goods and services or would result in an undue burden.

E.28. Ownership and Use of Deliverables.

- a. Except for KPMG Property, and upon full and final payment to the Contractor under the Contract, the tangible items specified as deliverables or work product in the Contract including any intellectual property rights appurtenant thereto (the "Deliverables") will become the property of State. If any KPMG Property is contained in any of the Deliverables, KPMG hereby grants the State a royalty-free, paid-up, non-exclusive, perpetual license to use such KPMG Property in connection with State's use of the Deliverables. The State acknowledges and agrees that the Contractor shall have the right to retain for its files copies of each of the Deliverables, subject to the confidentiality provisions of this Contract.
- b. The State acknowledges and agrees that any advice, recommendations, information, Deliverables or other work product provided to State by the Contractor in connection with the services under the Contract is intended for State's sole benefit and the Contractor does not authorize any other party to rely upon such advice, recommendations, information, Deliverables or other work product and any such reliance shall be at such party's sole risk.

E.29. Third Party Service Providers.

The State acknowledges that in connection with the performance of services under the Contract, Contractor uses vendors (which for the purposes of this agreement are neither subcontractors nor agents of the Contractor) within the United States to provide at Contractor's direction administrative and clerical services to Contractor. These vendors will not perform work under the contract, but instead provide administrative and clerical services to the Contractor; IT support, including end user assistance, troubleshooting, maintenance of internal KPMG applications and technologies, document formatting, invoicing and client billing services, opportunity tracking system, and internal accounting. These vendors may in the performance of such services have limited access to information, including but not limited to confidential information, received by Contractor from or at the request or direction of the State. Contractor represents to the State that each such vendor has as applicable agreed to conditions of privacy, security and confidentiality with respect to the State's information equal to or stricter than those to which the Contractor has agreed to pursuant this Contract. Contractor will have full responsibility to cause these vendors to comply with such conditions of privacy, security and confidentiality and Contractor shall be responsible for any consequences of their failure to comply. Accordingly, the State consents to Contractor disclosure to a vendor and the use by such vendor of data and information, including but not limited to confidential information, received from or at the request or direction of the State for the purposes set forth herein.

E.30. State Vendors and Conflicts

The State is aware that Contractor may be providing assurance, tax and/or advisory services to other actual or potential vendors of the State. Contractor will perform an internal search for any potential client conflicts relating to any of the State's vendors identified by the State as having a role in connection with Contractor's performance of this Contract. Contractor will advise the State of any conflicts of interest that could negatively impact Contractor's ability to perform under the Contract in an unbiased manner. However, Contractor is a large firm that is engaged by new



clients on a daily basis and as a result it cannot guarantee that, following its conflict search, an engagement for any other related party will not be accepted somewhere else in Contractor's firm. Should any new information come to Contractor's attention concerning a potential conflict of interest, Contractor will promptly inform the State. Contractor shall perform this Contract in accordance with applicable professional standards

**IN WITNESS WHEREOF,**

**KPMG LLP:**

*Andrew F. Gottschalk*

8-3-15

*AV 8/28/15*

**CONTRACTOR SIGNATURE**

**DATE**

**Andrew F. Gottschalk, Partner**

**PRINTED NAME AND TITLE OF CONTRACTOR SIGNATORY (above)**

**DEPARTMENT OF FINANCE AND ADMINISTRATION  
DIVISION OF HEALTH CARE FINANCE AND ADMINISTRATION:**

*Larry B. Martin / cd*

*8/7/2015*

*LBM/cd*

**LARRY B. MARTIN, COMMISSIONER**

**DATE**



**ATTESTATION RE PERSONNEL USED IN CONTRACT PERFORMANCE**

|  |            |
|--|------------|
| <b>SUBJECT CONTRACT NUMBER:</b>  |            |
| <b>CONTRACTOR LEGAL ENTITY NAME:</b>   | KPMG, LLP  |
| <b>FEDERAL Program EMPLOYER IDENTIFICATION NUMBER</b><br>(or Social Security number) | 13-5565207 |

The Contractor, identified above, does hereby attest, certify, warrant, and assure that the Contractor shall not knowingly utilize the services of an illegal immigrant in the performance of this Contract and shall not knowingly utilize the services of any subcontractor who will utilize the services of an illegal immigrant in the performance of this Contract.

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**CONTRACTOR SIGNATURE**

NOTICE: This attestation MUST be signed by an individual empowered to contractually bind Contractor. If said individual is not the chief executive or president, this document shall attach evidence showing the individual's authority to contractually bind Contractor.

Andrew F. Gottschalk, Partner

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**PRINTED NAME AND TITLE OF SIGNATORY**

8-3-15

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**DATE OF ATTESTATION**



**Pro Forma Contract ATTACHMENT 2**  
**(Fill out only by selected Contractor)**

**SAMPLE LETTER OF DIVERSITY COMMITMENT**

**(Company Letterhead/Logo)**

(Address)

(Date)

(Salutation),

(Company Name) is committed to achieving or surpassing a goal of (numeral) percent spend with certified diversity business enterprise firms on State of Tennessee contract # (Edison document #). Diversity businesses are defined as those that are owned by minority, women, small business and Tennessee service-disabled veterans which are certified by the Governor's Office of Diversity Business Enterprise (Go-DBE).

We confirm our commitment of (percentage) participation on the (Contract) by using the following diversity businesses:

(i) Name and ownership characteristics (i.e., ethnicity, gender, Tennessee service-disabled veteran) of anticipated diversity subcontractors and suppliers:

\_\_\_\_\_

(ii) Participation estimates (expressed as a percent of the total contract value to be dedicated to diversity subcontractors and suppliers):

\_\_\_\_\_ %.

(iii) Description of anticipated services to be performed by diversity subcontractors and suppliers:

\_\_\_\_\_  
\_\_\_\_\_

We accept that our commitment to diversity advances the State's efforts to expand opportunity of diversity businesses to do business with the State as contractors and sub-contractors.

Further, we commit to:

1. Using applicable reporting tools that allow the State to track and report purchases from businesses owned by minority, women, Tennessee service-disabled veterans and small business.
2. Reporting quarterly to the Go-DBE office the dollars spent with certified diversity businesses owned by minority, women, Tennessee service-disabled veterans and small business accomplished under contract # (Edison number).

(Company Name) is committed to working with the Go-DBE office to accomplish this goal.

Regards,

**(Company authority – signature and title)**



DEFINITIONS

| TERM                       | DEFINITION   |
|----------------------------|--|
| Business Analysis          | The practice of enabling change in an organizational context, by defining needs and recommending solutions that deliver value to stakeholders. The set of tasks and techniques that are used to perform business analysis are defined in A Guide to the Business Analysis Body of Knowledge® (BABOK®Guide) |
| Business Case              | A formal summary of the strategic reasons and justification for a proposed project or initiative.  |
| Contract Change Requests   | The method used to identify and request changes to contracts with vendors for the State.   |
| Contractor                 | The Technical Advisory Services Contractor   |
| Control Memorandum Process | Process utilized by the State to clarify Contract requirements, issue instruction to the Contractor, document action required of the Contractor, or request information from the Contractor  |
| CoverKids                  | The program created by Tennessee Code Annotated Section 71-3-1101 et seq. and includes its authorized employees and agents as the context of the rules requires.   |
| Earned Schedule            | Extension to the theory and practice of earned value management measuring project performance in units of time.  |
| Earned Value               | A method for measuring project performance. It compares the amount of work that was planned with what was actually accomplished to determine if cost and schedule performance is as planned.   |
| Federal Enhanced Matching  | The amount of dollars that the Federal Government contributes to the cost of the program.  |
| FFM Integration            | Integration of State Medicaid and CHIP systems with the Federal-Facilitated Marketplace through the CMS Federal Data Services Hub.   |
| Fit-Gap Analysis           | An analysis of the proposed software solution to determine where there are gaps in functionality that will need to be resolved in order to meet the State's defined requirements.  |
| Framework Deliverables     | One time deliverables required to establish a base of management plans for MMP project planning, execution, monitoring and controlling, and close.   |
| Gate Review                | The process used to evaluate the current work period's products against pre-established exit criteria for the work period to determine if the work is sufficient to continue to the next work  |



|  |   |
|--|---|
|  | period.   |
| Health Level Seven International (HL7) | Health Level Seven International (HL7) is 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. |
| Initiative                             | Groupings of individual projects within the MMP program that are or will be initiated to complete a common set of business objectives.  |
| Medicaid                               | The federal and state-financed, state-run program of medical assistance pursuant to Title XIX of the Social Security Act.   |
| Medicaid Eligibility Determination     | The process used to determine if applicants for Medicaid are eligible.  |
| Medicaid Eligibility System            | The computer system used to determine if applicants for Medicaid are eligible.  |
| Portfolio                              | A collection of planned projects of similar work.   |
| Program                                | Medicaid Modernization Program  |
| State                                  | State of Tennessee  |



ACRONYMS

| ACRONYM | DEFINITION   |
|---------|--|
| AD      | Active Directory   |
| ADT     | Admission, Discharge, and Transfer   |
| APD     | Advanced Planning Documents  |
| ATP     | Account Transfer Process   |
| BC      | Business Continuity  |
| BOM     | Business Operating Model   |
| CALT    | CALT is a social platform for organizations and individuals partnering and working with the Centers for Medicare & Medicaid Services |
| CCT     | Care Coordination Tool   |
| CD      | Control Directive  |
| CFR     | Code of Federal Regulations  |
| CHIP    | Children's Health Insurance Program  |
| CIO     | Chief Information Officer  |
| CM      | Control Memorandum   |
| CMS     | Centers for Medicare and Medicaid Services   |
| CMS ERA | CMS Federal Exchange Reference Architecture  |
| CTO     | Chief Technology Officer   |
| DBMS    | Database Management System   |
| DDI     | Design Development and Implementation  |
| DHS     | Department of Human Services (State of Tennessee)  |
| DOHR    | Department of Human Resources  |
| DR      | Disaster Recovery  |
| EA      | Enterprise Architecture  |
| ELC     | Enterprise Life Cycle  |
| EPIC    | Enterprise Portfolio Investment Committee (State of Tennessee)   |
| FFATA   | Federal Funding Accountability and Transparency Act  |
| FFM     | Federally Facilitated Marketplace  |
| HCFA    | Division of Health Care Finance and Administration (State of Tennessee)  |
| HHS     | United States Department of Health and Human Services  |
| HIE     | Health Information Exchange  |
| HIPAA   | Health Insurance Portability and Accountability Act  |
| HITECH  | Health Information Technology for Economic and Clinical Health Act   |
| IAM     | Identity and Access Management   |
| IAPD    | Implementation Advanced Planning Document  |
| IEEE    | Institute of Electrical and Electronics Engineers  |
| IEM     | Interim Eligibility System   |
| IMS     | Integrated Master Schedule   |
| IRS     | Internal Revenue Service   |
| ISC     | Information Systems Council (State of  |



|            |   |
|------------|---|
|            | Tennessee)  |
| IT         | Information Technology  |
| IT-ABC     | Information Technology Assessment and Budget Committee  |
| IV&V       | Independent Verification and Validation   |
| MAGI       | Modified Adjusted Gross Income  |
| MCO        | Managed Care Organization   |
| MESMA      | Medicaid Eligibility System Market Assessment   |
| MITA       | Medicaid Information Technology Architecture  |
| MMIS       | Medicaid Management Information System  |
| MMP        | Medicaid Modernization Program  |
| MPI        | Master Patient Index  |
| NCPD       | Notice of Calculation of Potential Damages  |
| NextGen IT | <a href="http://www.tn.gov/dohr/nextgenit/classes.shtml">http://www.tn.gov/dohr/nextgenit/classes.shtml</a> |
| NHSIA      | National Human Services Interoperability Architecture   |
| NIAD       | Notice of Intent to Assess Damages  |
| NPD        | Notice of Potential Damages   |
| O&M        | Operations & Maintenance  |
| OC         | Organizational Change   |
| OCM        | Organizational Change Management  |
| OCML       | Organizational Change Management Lead   |
| OeHI       | Tennessee Office of eHealth Initiatives   |
| OIR        | Office of Information Resources (State of Tennessee)  |
| ORR        | On Request Report   |
| ORT        | Operational Readiness Testing   |
| PDMS       | Provider Data Management System   |
| PHI        | Protected Health Information  |
| PII        | Personally Identifiable Information   |
| PIPP       | Provider Incentive Payment Program  |
| PMBOK      | Project Management Body of Knowledge  |
| PMI        | Project Management Institute  |
| PMO        | Program Management Office   |
| PMP        | Program Management Plan   |
| PPACA      | Patient Protection and Affordable Care Act  |
| QA         | Quality Assurance   |
| RACI       | Responsible, Accountable, Consulted, Informed   |
| RFP        | Request for Proposals   |
| RFQ        | Request for Qualifications  |
| SBM        | Serena Business Manager   |
| SDLC       | System Development Lifecycle  |
| SFTP       | Secure File Transfer Protocol   |
| SI         | System Integrator   |
| SLA        | Service Level Agreement   |
| SME        | Subject Matter Expert   |
| SOA        | Service Oriented Architecture   |
| SPMO       | Strategic Program Management Office   |
| SSA        | United States Social Security Administration  |
| TAS        | Technical Advisory Services   |
| TBSM       | Tennessee Business Solutions Methodology  |
| TCRS       | Tennessee Consolidated Retirement System  |
| TEAMS      | Tennessee Eligibility Appeals Management System   |



|       |  |
|-------|--|
| TEDS  | Tennessee Eligibility Determination System                                   |
| TNHC  | Tennessee Health Connection (Call Center)                                    |
| TOGAF | The Open Group Architecture Forum  |
| TPAES | Tennessee Long-Term Services and Supports<br>Pre-Admission Evaluation System |
| UAT   | User Acceptance Testing  |
| WBS   | Work breakdown structure   |
| WCAG  | Web Content Accessibility Guidelines   |



## LIQUIDATED DAMAGES

### E.1. Overview of Performance Measures Liquidated and Actual Damages

A general liquidated damage of up to One Thousand Dollars (\$1,000.00) per calendar day/occurrence, as applicable, may be assessed at the sole discretion of the State for any violation of a Contract provision that is not specifically listed in the following table.

HCFA may elect to apply the following liquidated damages remedies in the event the Contractor fails to perform its obligations under this Contract in a proper and/or timely manner. Upon determination by HCFA that the Contractor has failed to meet any of the requirements of this Contract in a proper and/or timely manner, HCFA will notify the Contractor in writing of the deficiency and of the potential liquidated damages to be assessed. Liquidated damages shall be assessed for any part of each week during which the deficiency occurs or remains uncorrected, unless the amount of liquidated damages is otherwise designated as "per occurrence" or "per incident" in the following table. Should the deficiency remain uncorrected for more than thirty (30) days from the date of the original notification of the deficiency by HCFA, HCFA may impose an additional liquidated damage of Five Hundred Dollars (\$500) per day from the date of the original notification to Contractor until said deficiency is resolved.

All liquidated damages remedies set forth in the following table may, at HCFA's election, be retroactive to the date of the initial occurrence of the failure to comply with the terms of the Contract as set forth in the notice of deficiency from HCFA and may continue until such time as the HCFA Deputy Commissioner determines the deficiency has been cured.

If liquidated damages are assessed, HCFA shall reduce the Contractor's payment for administrative services in the following month's invoice by the amount of damages. In the event that damages due exceed the amount HCFA is to pay to Contractor in a given payment cycle, HCFA shall invoice Contractor for the amount exceeding the amount payable to Contractor, and such excess amount shall be paid by Contractor within thirty (30) calendar days of the invoice date. In situations where the Contractor wishes to dispute any liquidated damages assessed by HCFA, the Contractor must submit a written notice of dispute, including the reasons for disputing the liquidated damages, within thirty (30) days of receipt of the notice from HCFA containing the total amount of damages assessed against the Contractor. If the Contractor fails to timely dispute a liquidated damages assessment as set forth herein, such failure shall constitute a bar to the Contractor seeking to have the assessment amount overturned in a forum or court of competent jurisdiction.

### E.2. Other Liquidated Damages

|    | <u>PROGRAM ISSUES</u>  | <u>DAMAGE</u>                               |
|----|--|---|
|    | <b>Data Security</b>   |   |
| 1. | Failure by the Contractor to meet the standards for privacy, security, and confidentiality of individual data as evidenced by a breach of the security | \$1,000 per affected member per occurrence. |



|    | <u>PROGRAM ISSUES</u>   | <u>DAMAGE</u>   |
|----|---|---|
|    | per Section E. 2. and E.19  |   |
| 2. | Failure by the Contractor to execute the appropriate agreements to effectuate transfer and exchange of HCFA enrollee PHI or HCFA confidential information including, but not limited to, a data use agreement, trading partner agreement, business associate agreement or qualified protective order prior to the use or disclosure of PHI to a third party. (See E.17. and Business Associate Agreement between the parties) | \$1,000 per affected member per occurrence.   |
| 3. | Failure by the Contractor to seek express written approval from HCFA prior to the use or disclosure of HCFA enrollee data or HCFA confidential information in any form via any medium with any third party beyond the boundaries and jurisdiction of the United States. (See E.18 and Business Associate Agreement between the parties)   | \$1,000 per affected member per occurrence.   |
| 4. | Failure by the Contractor to timely report violations in the access, use and disclosure of PHI or timely report a security incident or timely make a notification of breach or notification of suspected breach per Sections (See E.19 and Business Associate Agreement between the parties)  | \$1,000 per affected member per occurrence.   |
|    | <b>Control Memorandum(a) Process</b>  |   |
| 5. | Failure to complete or comply with an ORR   | \$100 per business day starting on the business day after the ORR due date  |
| 6. | Failure to complete or comply with a Control Directive requirement by the due date  | \$500 per business day starting on the next business day after the requirement due date   |
|    | <b>Deliverable Dates</b>  |   |
| 7. | Failure to meet 100% of all deliverable dates.  | <ul style="list-style-type: none"> <li>• For days 1-30, a liquidated damage of 3% of the total deliverable cost will be assessed. Such liquidated damage shall be prorated by the number of days if delay equals less than 30 days.</li> <li>• For days 31-60, an additional liquidated damage of 6% of the total deliverable cost will be assessed. Such liquidated damage shall be prorated by the number of days if delay equals less than 60 days.</li> <li>• For delays beyond 61 days, the State may avail itself of breach of</li> </ul> |



|  | <u>PROGRAM ISSUES</u> | <u>DAMAGE</u>                  |
|--|-----------------------|--------------------------------|
|  |                       | contract provisions hereunder. |



**CONTRACTOR STAFF AND KEY PERSONNEL**

| Title                          | Roles and Responsibilities  | Minimum Qualifications   |
|--------------------------------|---|--|
| <p>TAS Engagement Director</p> | <ul style="list-style-type: none"> <li>• Leads the Contractor's technical advisory service offerings in order to support the Program.</li> <li>• Manages Contractor staff including training, assignments, performance evaluations and managing issues</li> <li>• Manages the activities of all members of the Contractor staff as well as creating and maintaining the project plan.</li> <li>• Works closely with stakeholders from across the agencies and business partners to develop consensus on the Program and its vision.</li> <li>• Reports to the State Program Director. This includes working with Program Director, and his/her delegates to manage the Program activities, resources, and schedule. This includes keeping the Program Director, his/her delegates, and Business and Technical Sponsors apprised of the current status of the Program schedule, activities, risks and Issues.</li> <li>• Acts as the Contractor's single point of contact for Contract related matters.</li> <li>• Is on-site full time for the life of the contract and for any approved extensions. This should be reflected in the resource allocation Plan.</li> <li>• Manages and updates the Technical Advisory Contractor Program Management Plan including Quality Assurance Services.</li> <li>• Ensures the quality and timeliness of all Contractor deliverables as contained herein.</li> <li>• Provides regular Contractor performance reports to the State. Key Performance data to be determined at contract inception, but should include at least: Contractor staff utilization/assignments for current and upcoming projects, status of process improvements, adherence/exceptions to SPMO standards, Contractor budget performance against plan.</li> </ul> | <ul style="list-style-type: none"> <li>• At least three post Health and Human Services (HHS) related projects in the past 5 years, specific to CMS requirement driven criteria, (Preferably Eligibility, and ACA)</li> <li>• Minimum 10 years of experience in HHS related projects</li> <li>• At least 5 years verifiable experience in managing state level project, either having delivered projects to a state or worked in a state government delivering HHS related projects.</li> <li>• Is a full time employee of the prime vendor and is not contracted to or a 1099 employee</li> <li>• Exhibits a combination of strong project management skills and deep content knowledge related to health and human services in order to provide overall operational and management responsibility for providing technical advisory to the State</li> <li>• Preferably has either an advanced Degree or an active PMP</li> </ul> |



| Title                                     | Roles and Responsibilities   | Minimum Qualifications  |
|---|--|---|
| Enterprise Architect / Solution Architect | <ul style="list-style-type: none"> <li>• Responsible for helping drive alignment between Business and IT by supporting development of the business vision, business operating model, business processes, and target state business and IT blueprints.</li> <li>• Leads the development of the transformation strategy, roadmap, business and technical architecture by leveraging their experience with large scale Health and Human Services projects.</li> <li>• Supports the translation of business challenges to technical solutions, and technical challenges to business solutions.</li> <li>• Provides oversight of the Contractor's role throughout the SDLC, leading the interactions with systems integrators and other Program partners to track delivery against established requirements.</li> </ul> | <ul style="list-style-type: none"> <li>• 10 years of experience in providing Technical Advisory services similar to those describe in the scope of work above.</li> <li>• 10 years of experience using enterprise architecture principles to address large scale transformation efforts, using web based "N" tier platforms to the extent possible and as appropriate.</li> <li>• Knowledgeable in both business and systems architecture, in order to manage a cross-functional team and provide leadership and mentoring to the supporting team members.</li> <li>• knowledge of the key federal architectures, industry standard techniques and methodologies such as TOGAF, Zachman, and ITIL.</li> <li>• Demonstrated experience using HHS domain reference models: the National Human Services Interoperability Architecture (NHSIA) and Medicaid Information Technology Architecture (MITA) with at least two (2) post ACA projects.</li> <li>• Demonstrated experience with Medicaid Eligibility and Enrollment Systems with at least two (2) post ACA projects</li> <li>• Enterprise solution experience in working with the Federal Hub desired</li> <li>• Understanding of and experience in the CMS ELC and ILC Framework – ACA process preferred.</li> </ul> |



| Title                   | Roles and Responsibilities  | Minimum Qualifications   |
|-------------------------|---|--|
| Business Architect      | <ul style="list-style-type: none"> <li>• Provides the business context which describes the scope of all health and human service enterprise transformation activities, and will be responsible for its governance structure, business processes, and business information.</li> <li>• Aligns strategic goals and objectives of the HHS agency, Medicaid and CHIP, with decisions regarding products and services; partners and contractors; organization; capabilities; and key business and IT projects.</li> <li>• Documents business motivations, business operations and business analysis frameworks and related networks that link these aspects of the enterprise together.</li> <li>• Works towards development of an integrated view of the enterprise using a repeatable approach, cohesive framework, and available industry standard architectural techniques such as TOGAF and content frameworks such as Zachman.</li> <li>• Responsible for leading the development of a cost-benefit analysis, working with the other architects to estimate costs, and then provided a funding management plan which reflects federal and state allocations between Programs.</li> </ul> | <ul style="list-style-type: none"> <li>• 10 years of experience in Business Process Redesign and Business Operating Model design</li> <li>• At least 2 Medicaid Eligibility, MMIS, HIE or HIT projects with post-ACA efforts</li> <li>• Demonstrated experience working with architecture-based approaches to requirements analysis</li> <li>• Demonstrated experience using Business Process Management and Requirements Management tools</li> <li>• 5 years of experience In Implementing solutions following Enterprise Architecture standards such as TOGAF, and with EA methodologies, tools and approaches.</li> </ul> |
| Program Management Lead | <ul style="list-style-type: none"> <li>• Responsible for Program and project management functions of the Contractor's Team on the project.</li> <li>• Tasks will include performing the day-to-day engagement management activities of the Contractor's team, with responsibility for:               <ul style="list-style-type: none"> <li>○ Budget reports</li> <li>○ Burn rate</li> <li>○ Communication management</li> <li>○ Stakeholder alignment</li> <li>○ Implementation plan</li> <li>○ Scheduling</li> <li>○ Transition plan activities</li> </ul> </li> <li>• While the Program Management Lead will be managing all of the above for each of the of the Program projects under the scope of the Contractor, they will be responsible for Interfacing directly with the Program's SPMO (SPMO) to maintain tight integration for reporting and communication between projects.</li> </ul>   | <ul style="list-style-type: none"> <li>• 5 years of experience In a Program Management Office (PMO) role on at least 1 large scale enterprise level program or project with multiple work streams and project dependencies.</li> <li>• PMP Certification not required but desirable.</li> </ul>  |



| Title                      | Roles and Responsibilities  | Minimum Qualifications  |
|----------------------------|---|---|
| <p>Technical Architect</p> | <ul style="list-style-type: none"> <li>• Responsible in assisting the State with defining the technical architecture for the future state of the Program.</li> <li>• Responsible with designing a future state that is based on modern "N" tier application platform with multiple channels for service delivery, loosely coupled modular architecture, advanced reporting and analytics capability, and industry standard tools for management and information security, and to lead development of non-functional requirements for any proposed systems.</li> <li>• Leads the assessment of re-use opportunities of currently deployed in-development technologies.</li> <li>• Monitor industry trends; understand industry standard solutions, product market share, maintain supportability, inter-operability, between new and existing solutions.</li> <li>• Develop / define non-functional requirements, (security, integration, capacity / performance, etc.)</li> <li>• Responsible for creating technical design, and network support processes for all IT infrastructure including Linux and Windows operating systems, firewalls, load balancers, active directory, storage systems, &amp; virtualization hardware and software.</li> <li>• Responsible for developing Program Standards that will be followed by all Program System Integrators for all Program systems for Performance, Availability and Capacity Planning and Design.</li> <li>• Responsible for metrics development relative to system capacity, performance and availability.</li> <li>• Responsible for developing Program Standards that will be followed by all Program System Integrators for all Program systems for Business Continuity and Disaster Recovery Planning and Design.</li> </ul> | <ul style="list-style-type: none"> <li>• 8 years of experience with foundational technology components including Rules Engines, Workflow Engines, IVR technology, Business Intelligence, Data Warehouse.</li> <li>• 5 – 8 years of experience in the development of complex IT architecture solutions.</li> <li>• 5 – 8 years engineering and software design experience, developing models and standards for hardware, software interfaces / solutions.</li> <li>• 5 years of experience as a technical lead on large scale application development efforts utilizing an architecture-based approach.</li> <li>• Demonstrated experience with TOGAF, NHSIA, and/or MITA.</li> <li>• Demonstrated experience working on projects with large scale networking, infrastructure, and database requirements.</li> <li>• Must be able to lead the technical team in reviewing the development approach and technical deliverables of all System Integrators and will assist the State in helping to define technical requirements.</li> <li>• Knowledgeable in commonly used open source technologies and/or COTS packages and have a familiarity with various deployment models such as IAAS/PAAS/SAAS and how evaluate and potentially leverage them for the future state as appropriate.</li> <li>• Technical application experience in working with the Federal Hub desired</li> <li>• Experience with integrated systems analysis and recommending new technologies that will enhance existing and legacy systems.</li> <li>• Experience developing hardware, software, and communication solutions required to support IT and business goals and strategy.</li> <li>• Experience with developing hardware / software standards and technology roadmaps.</li> <li>• Experience with development and implementation of SOA solutions.</li> </ul> |



| Title                 | Roles and Responsibilities   | Minimum Qualifications  |
|-----------------------|--|---|
| Application Architect | <ul style="list-style-type: none"> <li>• Primarily responsible for understanding the automation priorities identified by the business architecture and translating those into functional requirements for of any systems being proposed under each Program project.</li> <li>• Works with the technical architect in defining the business-IT alignment with the future state business capabilities and how the software components will achieve the desired business capabilities.</li> <li>• Participates in Business Architecture design sessions, in order to provide some technical context and implications associated with business design decisions that are being made.</li> <li>• Provides recommendations with respect to designing application architecture, Program interfaces, and SOA software services which are best suited to meet identified business and systems requirements.</li> <li>• Plays a key role in developing the transformation roadmap, identifying key functional dependencies between software services and logical sequencing for software implementations.</li> </ul> | <ul style="list-style-type: none"> <li>• 5 years of experience in implementing solutions following Enterprise Architecture standards such as TOGAF, and with Enterprise Architecture methodologies, tools and approaches</li> <li>• Implementation experience with Rules Engines, Workflow Engines, IVR technology, Business Intelligence, and/or Data Warehousing</li> <li>• Demonstrated experience/capability to provide guidance in a complex technical environment integrating with multiple technologies and COTS products and ensure the development of a reliable, scalable and manageable solution.</li> </ul> |



| Title           | Roles and Responsibilities  | Minimum Qualifications  |
|-----------------|---|---|
| Quality Manager | <ul style="list-style-type: none"> <li>• Direct the development and implementation of continuous improvement-related policies and procedures throughout the organization/enterprise.</li> <li>• Develop solutions to organizational/enterprise issues and concerns, and coordinate with OCM manager to develop change strategies and plans and/or conduct training for project implementation.</li> <li>• Evaluates strategies and programs to measure achievement based on established goals.</li> <li>• Establishes and documents processes that support the continuous improvement of sound business practices.</li> <li>• Collaborates with functional areas to develop and maintain performance metrics, measurements, methods and targets.</li> <li>• Develops and uses work aids, such as process descriptions, checklists, templates, and guides to assist personnel with implementing defined processes.</li> <li>• Analyzes and Interprets historical, current, and projected data to identify problems, causes, and areas for which procedural or system changes are indicated.</li> <li>• Keep informed regarding current and pending industry changes, trends, and best practices as related to continuous improvement, Federal/State healthcare laws and regulations, as well as best practices in Medicaid service delivery</li> </ul> | <ul style="list-style-type: none"> <li>• 5+ years of proven effective delivery of cross-functional continuous improvement</li> <li>• Demonstrated understanding of industry standard best practices in continuous improvement, quality management, and organizational performance excellence (e.g. Lean, Six Sigma, ISO, MBNQA etc.)</li> <li>• Demonstrated strong client relationship management skills along with planning and leadership skills.</li> <li>• Demonstrated experience with organizational change management and communication</li> <li>• Excellent oral and written communication skills</li> <li>• The ability to analyze data and information – this includes identifying the underlying principles, reasons or facts to support expected outcomes</li> </ul> |



| Title                              | Roles and Responsibilities   | Minimum Qualifications   |
|------------------------------------|--|--|
| <p>Quality Assurance (QA) Lead</p> | <ul style="list-style-type: none"> <li>• Responsible for providing daily coordination of QA tasks and management of the overall QA process and workflow.</li> <li>• Provides guidance to project team members in order to maintain the highest level of quality in all functional deliverables through continuous testing of functionality/usability and review of visual elements, proofreading, and validation during critical stages of development.</li> <li>• Shares responsibility for building and maintaining internal lines of communication, and creating/refining departmental process.</li> <li>• Provides comments and recommendations regarding the functional and project management documents reviewed, addressing potential issues, missing detail and confusing statements.</li> <li>• Facilitates, documents, monitors, and tracks all actions pertaining to issues and risks and escalates their resolution when necessary.</li> <li>• Works with the State Program Director and / or his/her delegates or other appropriate State resource to ensure that the issues / risks are being addressed sufficiently.</li> </ul> | <ul style="list-style-type: none"> <li>• 3+ years experience reviewing all functional deliverables including requirements, training and deployment.</li> <li>• 3+ years experience developing evaluation criteria or expectations document for each functional deliverables.</li> <li>• Demonstrated experience in identification of key functional risks, quality risks in Enterprise Modernization Programs.</li> <li>• Understanding of and experience in the CMS ELC process and ILC Framework – ACA preferred.</li> </ul> |



| Title   | Roles and Responsibilities  | Minimum Qualifications   |
|---|---|--|
| Organizational Change Management (OCM), Training Lead | <ul style="list-style-type: none"> <li>• Responsible for supporting, adoption and training of the organizational transformation across the entire Program.</li> <li>• Responsible for understanding the needs of various Program stakeholders and translating that into change management, communications, and training plans to enhance the probability of adoption and success.</li> <li>• Leverages industry standard change management approaches and methods.</li> <li>• Carries out full training needs assessments, design options analysis and will determine the most appropriate delivery solution, whether that be through internal or external resource.</li> <li>• Responsible for measuring the effectiveness of the end to end training delivery ensuring alignment to the broader teaming strategy.</li> <li>• Owns and manages the relationship between the different project OCM / Training teams to help prioritize and forecast resource requirements and deliver according to plan.</li> <li>• Responsible to have a holistic view of all Program Organizational change activities.</li> <li>• Responsible for providing guidance on learning methodologies</li> </ul> | <ul style="list-style-type: none"> <li>• 15 years of work with HHS clients in managing change Demonstrated experience in guiding clients through the change of large-scale transformations</li> <li>• Demonstrated experience in managing the design, development, and delivery of Change Management Programs for HHS related implementations of similar size and scope to TEDS</li> <li>• Preference will be given to certified change management professionals.</li> </ul> |
| Operations and Maintenance (O&M)Planning Lead         | <ul style="list-style-type: none"> <li>• Responsible for defining and documenting the Integrated Program Operations &amp; Maintenance Planning / Deployment Plan which will define tasks needed to be accomplished prior to projects system deployment.</li> <li>• Responsible for defining and documenting the project turnover strategy framework for all projects.</li> <li>• Provides an analysis to ensure all State and contractor enterprise actors are appropriately engaged in the Integrated Program Operations &amp; Maintenance Planning / Deployment Plan.</li> <li>• Responsible to provide support and oversight to the formation of Program Project's O&amp;M Deployment Plans and their execution.</li> <li>• Assists the State in providing operations and technical enterprise oversight over the deployment of each project's O&amp;M plan and post implementation evaluations.</li> </ul>  | <ul style="list-style-type: none"> <li>• 10 years of work with HHS clients in managing Operation and Maintenance activities.</li> <li>• Demonstrated experience in managing the design, development, and delivery of Operation and Maintenance plans for HHS related implementations of similar size and scope to the TEDS and other Program projects</li> </ul>   |



| Title  | Roles and Responsibilities   | Minimum Qualifications   |
|--|--|--|
| Systems Development Lifecycle (SDLC)<br>Lead Analyst | <ul style="list-style-type: none"> <li>• Responsible for defining and documenting the Program SDLC standards based on industry best practices.</li> <li>• Responsible for communicating, and enforcing the Program SDLC standards with all other State MMP Contractors and systems, State Organizations and systems, and other third parties and their systems.</li> <li>• Responsible for ensuring that the Program SDLC process and standards are in place for each project.</li> <li>• Responsible to prepare for and coordinate State Gate Review and Federal Gate Reviews.</li> <li>• Develops and completes standard checklists of the SDLC Gate review requirements to prepare for each Gate review.</li> <li>• Responsible to Administer State Gate reviews and participate in Federal Gate reviews.</li> <li>• Works with the State Security and contracted security resources to ensure appropriate representation / inclusion of the Security Architecture within the overall SDLC Design.</li> <li>• Works with the State and the IV&amp;V contractor to identify gate nonconformance issues and provide recommendations to the State for corrective actions</li> <li>• Responsible to oversee the execution of corrective action in accordance with the State's direction.</li> </ul> | <ul style="list-style-type: none"> <li>• 5+ Years of working In SDLC project environment and leading project SDLC activities</li> <li>• 5 year experience in leading and developing a Governance framework</li> <li>• Prior experience in transition of Framework to client for ongoing management and support by client</li> <li>• Demonstrated strong client relationship management skills along with planning and leadership skills.</li> <li>• Understanding of and experience in the CMS ELC and ILC Framework – ACA process preferred.</li> </ul> |



| Title             | Roles and Responsibilities  | Minimum Qualifications   |
|-------------------|---|--|
| Lead Test Analyst | <ul style="list-style-type: none"> <li>• Responsible to define and document the Testing Management Plan for the Program that will define the processes, standards, tools, metrics, etc. in all phases of testing for all projects.</li> <li>• Responsible to provide oversight and review of the formation of Program project Test Plans to ensure compliance with the Program Testing Management Plan.</li> <li>• Oversees test execution to ensure testing is started and completed according to the entry and exit criteria established in the Test Management Plan.</li> <li>• Provides decision support to the State for the acceptance of all project test plans and approval / affirmation that their execution was complete and effective towards advancement to the next test phase through to a go-live decision.</li> <li>• Assists the State in planning and executing Operational Readiness Testing.</li> <li>• Provides State support in oversight of integrated Operational Readiness Test Plan's execution.</li> <li>• Responsible to review requirements and requirements changes for compliance and continued alignment with Strategic Business Objectives, EA – BOM design.</li> <li>• Responsible to evaluate changes that impact the EA-BOM, update related TAS work products / deliverables to include the change.</li> <li>• Responsible to evaluate changes that impact any other contractor deliverables and identify, plan, support and track execution of all activities required to accommodate the change through completion.</li> </ul> | <ul style="list-style-type: none"> <li>• 5+ years managing the testing efforts for large scale projects with HHS clients.</li> <li>• 5+ years experience in software development test planning.</li> <li>• Demonstrated strong client relationship management skills along with planning and leadership skills.</li> <li>• Experience working with the Federal Hub for FFM interface testing preferred.</li> </ul> |



| Title  | Roles and Responsibilities   | Minimum Qualifications   |
|--|--|--|
| <p>Senior CMS, IRS, SSA and State Government Analyst</p> | <ul style="list-style-type: none"> <li>• Responsible for monitoring and supporting all communications with any other state or Federal government committee/agency with whom the project team needs to stay in contact.</li> <li>• Responsible to understand what communications requirements exist with CMS stakeholders, and coordinate each Individual project team to ensure that they are fulfilling these reporting commitments.</li> <li>• Works closely with State leadership, who will ultimately be responsible for delivering messages, to make sure that they are prepared for and deliver quality reports to CMS and other agencies.</li> <li>• Responsible for consolidating inbound messaging from CMS and other government committees, assessing its impact, and relaying these messages to both project teams and State leadership with relevant recommendation and context as appropriate. Examples of these activities include monitoring CALT, and participating In regular informational meetings hosted by CMS</li> </ul> | <ul style="list-style-type: none"> <li>• 10+ years of experience as a leader in areas such as Federal, State, and local health related policy matters and technology.</li> <li>• Previous experience dealing with CMS on federally funded projects or Programs and with large-scale Health Care experience and Medicaid projects.</li> <li>• Experience with CMS regional offices and at the federal level, both in public and private sector engagements, a plus Preference will be given if they have done so at State level on Medicaid Programs</li> </ul> |



**Pro Forma ATTACHMENT 6 (Continued)**

**NON KEY STAFF PERSONNEL**

| <b>Title</b>                                 | <b>Roles and Responsibilities</b>   | <b>Minimum Qualifications</b>  |
|--|---|--|
| Data Architect                               | <ul style="list-style-type: none"> <li>Responsible for translating the requirements of the business into a set of data requirements which systems will need to deliver while working under the supervision of the Enterprise / Solution Architect.</li> </ul>   | <ul style="list-style-type: none"> <li>Demonstrated experience establishing data architectures based on business and systems requirements, creating predominantly conceptual data models based on industry standards such as TOGAF.</li> <li>5 years implementation experience of data management, business intelligence, master data management, and data services architectural frameworks, preferably within a Health and Human Services environment.</li> </ul>  |
| Procurement Management Specialist            | <ul style="list-style-type: none"> <li>Responsible for creating Program procurement documents and assisting with driving the procurement process per the Procurement Management Plan to be delivered by the Contractor pursuant to this contract. This will include translating procurement requirements into evaluations frameworks for vendor selection, supporting the state with vendor interactions and communications, and then managing and coordinating the reviews of vendor submissions.</li> </ul> | <ul style="list-style-type: none"> <li>3 years of experience working with State procurement processes, preferably within a Health and Human Services environment.</li> </ul>   |
| Performance / Contract Management Specialist | <ul style="list-style-type: none"> <li>Responsible for tracking vendor performance against established contracts per the Contract Management Plan to be delivered by the Contractor pursuant to this contract.</li> </ul>   | <ul style="list-style-type: none"> <li>3 years experience with performance and contract management, ideally within a state government environment</li> </ul>   |
| Senior Analyst(s)                            | <ul style="list-style-type: none"> <li>Responsible for performing the more complex analytical work, depending on the project, as well as day-to-day activities while working under the Program Management Lead .</li> </ul>   | <ul style="list-style-type: none"> <li>5 years of experience with Strategic Planning, Organizational Alignment, Change Management, Training, Project Management, or systems design/implementation or other applicable function as defined by the contract</li> <li>Ideally, the majority of their experience will be In Health and Human Services domain, preferably with Medicaid eligibility experience, but could include health care or private sector clients.</li> <li>3 years of experience should have been in a governmental entity.</li> </ul> |



| Title             | Roles and Responsibilities  | Minimum Qualifications  |
|-------------------|---|---|
| Associate Analyst | <ul style="list-style-type: none"> <li>• Responsible for completing day-to-day project activities under the supervision of the Program Management Lead and the Senior Analyst.</li> </ul>   | <ul style="list-style-type: none"> <li>• 3 years of experience with Strategic Planning, Organizational Alignment, Change Management, Training, Project Management, or systems design/implementation or other applicable function as defined by the contract</li> <li>• Experience can be with either public or private sector clients</li> </ul>  |
| Senior Specialist | <ul style="list-style-type: none"> <li>• Responsible for performing the more complex analytical work, depending on the project, as well as day-to-day activities while working under the Technical Architect.</li> <li>• Oversees a functional team.</li> </ul> | <ul style="list-style-type: none"> <li>• 5 years' experience in enterprise architecture, database architecture, or systems design/implementation or other applicable functions as defined by the contract.</li> <li>• Experience can be either public or private sector clients, out of which three (3) years of experience shall have been for a governmental entity within the United States</li> </ul> |
| Analyst           | <ul style="list-style-type: none"> <li>• Assists in the completion of day to day project activities under the supervision of the Senior Analyst or Associate Analyst.</li> </ul>  | <ul style="list-style-type: none"> <li>• 1 year experience with Strategic Planning, Organizational Alignment, Change Management, Training, Project Management, or systems design/implementation or other applicable function as defined by the contract</li> </ul>  |



**CONTRACTOR DELIVERABLE REQUIREMENTS**

| Section                       | Deliverable   | Timing |
|-------------------------------|---|--------|
| <b>Framework Deliverables</b> |   |        |
| <b>A.16</b>                   | TAS Management Plan   | TBD    |
|                               | Management Approach Plan  | TBD    |
|                               | Scope Management Plan   | TBD    |
|                               | Human Resource Plan   | TBD    |
|                               | Change Control Plan   | TBD    |
|                               | Decision Management Plan  | TBD    |
|                               | Risk Management Plan  | TBD    |
|                               | Communication Management Plan   | TBD    |
|                               | Cost Management Plan  | TBD    |
|                               | Quality Management Plan   | TBD    |
|                               | TAS Status Reporting Plan   | TBD    |
|                               | TAS Resource Management Plan  | TBD    |
|                               | TAS Schedule  | TBD    |
|                               | RACI matrix   | TBD    |
| <b>A.17</b>                   | Enterprise Architecture (EA) – Business Operating Model (BOM) Management Plan | TBD    |
| <b>A.18</b>                   | Program Project Charter Standards   | TBD    |
|                               | Program Project Charter Template  | TBD    |
| <b>A.19</b>                   | Contract Management Plan  | TBD    |
| <b>A.20</b>                   | Contract Relationship Management Plan   |        |
| <b>A.21</b>                   | Contract Communication Management Plan  |        |
| <b>A.22</b>                   | Contract Performance Measurement, Payment and Reporting Plan                  |        |
| <b>A.23</b>                   | Contract Change Management Plan   |        |
| <b>A.24</b>                   | Program Project and Systems Development Lifecycle Management Plan             | TBD    |
| <b>A.25.</b>                  | Project and Systems Development Lifecycle Management Plan                     | TBD    |
| <b>A.26</b>                   | Stakeholder Analysis and Management Plan                                      | TBD    |
| <b>A.27</b>                   | Business Analysis Plan  | TBD    |
| <b>A.28</b>                   | Business Process Management Plan  | TBD    |
| <b>A.29</b>                   | Business Rules Management Plan  | TBD    |
| <b>A.30</b>                   | Requirements Management Plan  | TBD    |
| <b>A.31</b>                   | Configuration Management Plan   | TBD    |
| <b>A.32</b>                   | Change Management Plan  | TBD    |



| Section  | Deliverable  | Timing |
|--|--|--------|
| A.33   | Testing Management Plan  | TBD    |
| A.34   | Interface / Integration Management Plan  | TBD    |
| A.35   | System Performance and Availability Plan   | TBD    |
| A.36   | System Capacity Plan   | TBD    |
| A.37   | Software Problem Resolution Standards / Procedures Plan                                      | TBD    |
| A.38   | Integrated Business Continuity / Disaster Recovery Plan                                      | TBD    |
| A.39   | Integrated Systems Implementation Management Plan  | TBD    |
| A.40   | Post Implementation Evaluation Plan  | TBD    |
| A.41   | Integrated Program Operations and Maintenance (O&M) Planning /Deployment Plan                | TBD    |
| A.42   | State & Federal Agency / Committee Communications Management Plan                            | TBD    |
| A.43   | Procurement Management Plan  | TBD    |
| A.44   | Recruiting Management Plan   | TBD    |
| A.45   | Business Case / Funding Management Plan  | TBD    |
| A.46   | Organizational Change and Training Management Plan   | TBD    |
| A.47   | Communication Management Plan  | TBD    |
| A.48   | Document Management Plan   | TBD    |
| A.49   | Program Governance Management Plan   | TBD    |
| A.50   | Quality Management Plan  | TBD    |
| A.51   | Issues, Risks, Action Items Registers Plan   | TBD    |
| <b>Startup Activities and Deliverables</b>                     |  |        |
| A.52   | SPMO Startup Plan  |        |
| A.53   | Interim Program Management Plan (PMP)  | TBD    |
|  | Interim Program Integrated Master Schedule   | TBD    |
| A.54   | Program Startup Planning / Project Analysis and Deployment Roadmap                           | TBD    |
| A.55   | Project and Systems Development Lifecycle Design   | TBD    |
| A.56   | Business and IT Capability Assessment  | TBD    |
|  | Business and IT Capabilities Roadmap   | TBD    |
| A.57   | Medicaid Eligibility System Market Assessment (MESMA) Management Plan                        | TBD    |
|  | Execution and delivery of MESMA and the deliverables identified in the MESMA Management Plan | TBD    |
| A.58   | HCFA Organizational Change Capacity Assessment   | TBD    |
| <b>Project Lifecycle Services, Activities and Deliverables</b> |  |        |
| A.60   | Project EA-BOM Design  | TBD    |
|  | Program EA-BOM Design  | TBD    |
|  | EA-BOM Roadmap   | TBD    |
|  | EA-BOM Project Phase Exit Evaluation   | TBD    |
| A.61   | Project Charters   | TBD    |
| A.62   | State MMP Contractor Payment Milestone Contract Issues List                                  | TBD    |
|  | State MMP Contractor Management Monthly Status Report  | TBD    |
| A.63   | Stakeholder Analysis and Management  | TBD    |
|  | Program Stakeholder Register and Maintenance   | TBD    |
| A.64   | Project Business Analysis Plan Deliverable Review Document                                   | TBD    |
|  | Business Analysis Phase Exit Evaluation  | TBD    |
| A.65   | Project Business Process Management Plan Deliverable Review Document                         | TBD    |
|  | Business Process Management Phase Gate Exit Evaluation                                       | TBD    |



| Section | Deliverable  | Timing |
|---------|--|--------|
| A.66    | Project Business Rules Management Plan Deliverable Review Document                                 | TBD    |
|         | Business Rules Management Phase Gate Exit Evaluation   | TBD    |
| A.67    | Project and Systems Development Lifecycle Management Plan Deliverable Review Document              | TBD    |
|         | Project and Systems Development Lifecycle Management Phase Gate Exit Evaluation                    | TBD    |
| A.68    | Project Requirements Management Plan Deliverable Review Document                                   | TBD    |
|         | Requirements Management Phase Gate Exit Evaluation   | TBD    |
| A.69    | Project Configuration Management Plan Deliverable Review Document                                  | TBD    |
|         | Configuration Management SDLC Phase Gate Exit Evaluation   | TBD    |
| A.70    | Project Change Management Plan Deliverable Review Document   | TBD    |
|         | Change Management Phase Gate Exit Evaluation   | TBD    |
| A.71    | Project Test Management Plan Deliverable Review Document   | TBD    |
|         | Testing Phase Exit Evaluation  | TBD    |
|         | Testing Phase Gate Exit Evaluation   | TBD    |
| A.72    | Project Interface / Integration Management Plan Deliverable Review Document                        | TBD    |
|         | Interface / Integration Management Phase Gate Exit Evaluation                                      | TBD    |
| A.73    | Project System Performance and Availability Plan Deliverable Review Document                       | TBD    |
|         | System Performance and Availability Phase Gate Exit Evaluation                                     | TBD    |
| A.74    | Project System Capacity Plan Deliverable Review Document   | TBD    |
|         | System Capacity Phase Gate Exit Evaluation   | TBD    |
| A.75    | Software Problem Resolution Standards / Procedures Plan Deliverable Review Document                | TBD    |
|         | Software Problem Resolution / Procedures Phase Gate Exit Evaluation                                | TBD    |
| A.76    | Project Business Continuity / Disaster Recovery Management Plan Deliverable Review Document        | TBD    |
|         | Business Continuity / Disaster Recovery Phase Exit Evaluation                                      | TBD    |
| A.77    | Project Systems Implementation Management Plan Deliverable Review Document                         | TBD    |
|         | Project Systems Implementation Exit Evaluation Document  | TBD    |
| A.78    | Post Implementation Evaluation Plan Deliverable Review Document                                    | TBD    |
|         | Post Implementation Evaluation Phase Gate Exit Evaluation  | TBD    |
| A.79    | Integrated Program Operations & Maintenance Planning / Deployment Plan Deliverable Review Document | TBD    |
|         | Integrated Program Operations & Maintenance Planning / Deployment Phase Gate Exit Evaluation       | TBD    |
| A.80    | Monthly State & Federal Agency / Committee Communications Log Changes                              | TBD    |
| A.81    | Monthly Open Project Procurements Status   | TBD    |
| A.82    | Monthly Open Project Recruiting Status   | TBD    |
| A.83    | Monthly Project APD Status   | TBD    |
| A.84    | Initial Program Project Organizational Change and Training Management Plan                         | TBD    |
|         | Final Program Project Organizational Change and Training Management Plan                           | TBD    |
|         | Project Training Materials   | TBD    |
|         | Project Training Execution & Post Execution Evaluation   | TBD    |
|         | Project Organizational Change Success Metrics and Deployment Success Evaluations                   | TBD    |



| Section     | Deliverable   | Timing |
|-------------|---|--------|
| <b>A.85</b> | Communication Plan Status Report (To be written for inclusion in monthly status report) | TBD    |
| <b>A.86</b> | Monthly Status and Quality of Program Document Management                               | TBD    |
| <b>A.87</b> | Monthly Program Governance Activities Reporting   | TBD    |
| <b>A.88</b> | Project Quality Management Plan Deliverable Review Document                             | TBD    |
|             | Project Quality Management Project Phase Gate Exit Evaluation                           | TBD    |
|             | Monthly Program Quality Management Status Report  | TBD    |
|             | <b>Medicaid Modernization Program (MMP) Projects</b>                                    | TBD    |
| <b>A.90</b> | Eligibility Modernization   | TBD    |
| <b>A.91</b> | Medicaid Modernization  | TBD    |
| <b>A.92</b> | Health Information Exchange   | TBD    |
| <b>A.93</b> | Analytics Enhancements Modernization  | TBD    |
| <b>A.94</b> | Security Enhancements   | TBD    |



**Pro Forma Contract ATTACHMENT 8**

**Business and IT Capabilities Descriptions**

| Capability                             | Description  | Potential Deliverables   | Potential High-Level Activities  | Roles  |
|--|--|--|--|--|
| Application and Technology Engineering | Continual development and improvement of applications, infrastructure, and services through both incremental and innovative technological changes/improvements.  | IT Strategy<br>IT Innovation agenda<br>IT architecture standards<br>Technology roadmap and lifecycle plan<br>Application and technology inventory<br>Business process to IT component map<br>IT service catalog<br>Customer satisfaction surveys/results   | Development of new application architectures, components, capabilities, and services   | Application architect<br>Enterprise architect<br>Application developer<br>Infrastructure engineer  |
| Asset Management                       | Identification, classification, and tracking of physical technology and software assets throughout their lifecycle from acquisition through disposal; includes licensing   | Asset inventory<br>Purchase Orders<br>Decommissioning Requests<br>Software License Agreements<br>Hardware Maintenance Contracts<br>Asset lifecycle reports (considering acquisition through disposal, financial aspects)   | Maintain Asset Inventory<br>Identify Asset Risks<br>Establish depreciation and amortization metrics<br>Establish Asset life cycle report format<br>Establish Asset criticality metrics   | Procurement Officer<br>Procurement Board<br>Asset/Inventory Analyst(s)<br>Asset Manager<br>Contracts Manager   |
| Availability Management                | Ensures that the level of service availability delivered in all services is matched to or exceeds the current and future agreed needs of the business, in a cost-effective manner.   | Availability Plan<br>Infrastructure, Application and Network Availability Objectives<br>Vendor Maintenance and Service Agreements<br>Notes providing availability advice and guidance<br>Assessed availability-related RFCs<br>Schedule of tests for resilient and fail-over components<br>Updated Availability Management Information System<br>Availability reports<br>Industry Specs (Spec Int) processor speeds and other technology specifications<br>System, Application and Network Architectures<br>Assisted/resolved availability-related Incidents/Problems<br>Component Failure Impact Analysis | Conduct availability planning<br>Measure and report on availability<br>Perform continuous improvement activities   | Help desk analyst(s)<br>Availability manager<br>Application manager(s)<br>Availability analyst(s)  |
| Business Continuity Planning           | Establishes the overall Business Continuity Management process by ensuring that the required IT and service facilities can be resumed within required, and agreed, business timescales   | Business Impact Analysis Plan<br>Risk Analysis and Management exercises reports<br>Notes providing continuity advice and guidance<br>Assessed RFCs relating to continuity aspects<br>Agreed contracts with suppliers for the provision of the necessary  | Perform business impact analysis (BIA)<br>Define IT service continuity (ITSC) strategy<br>Implement ITSC plan<br>Perform ITSC operational management<br>Invoke the ITSC plan in event of disruption / disaster   | Business continuity lead<br>ITSC lead<br>Disruption response lead(s)<br>Disruption response analyst(s)   |
| Change Management                      | Ensures that IT changes are recorded and then evaluated, authorized, prioritized, planned, tested, implemented, documented and reviewed in a controlled manner. The installation and maintenance of computer hardware and software that encompasses the IT infrastructure which requires L2 or L3 Engineering Support. | Change process models<br>Change types, impact/risk, priority matrices<br>Risk and impact assessment<br>CAB meeting notes and emergency change documentation (if appropriate)<br>Change review meeting notes<br>Post Implementation Review<br>Problem Analysis<br>Resolved Incidents caused by change<br>Change Schedule and Projected Service Outage<br>Recorded Request for Change, configuration, release, deployment records and remediation procedures   | Log and filter changes<br>Prioritize and categorize changes<br>Perform change impact and resource assessment<br>Approve changes<br>Schedule changes<br>Build, test, and implement changes<br>Conduct change reviews and continuous improvement efforts<br>Determination of change risk and resources (time, skills) required to implement<br>The review and approval of changes to be implemented<br>The determination of when a change should be implemented to minimize impact and assign resources<br>Preparation and deployment of the change<br>Verification the change is complete | Change requestor<br>Change manager<br>Change analyst<br>Solution architect<br>Solution developer<br>Solution tester<br>End user(s)<br>Application owner<br>Project Team<br>Executive and Steering Committee<br>Project Manager<br>Change Management<br>Resource/Team |
| Configuration Management               | Defines and controls the components of software services and infrastructure and maintain accurate configuration information on the historical, planned and current state of the services and infrastructure.   | Business Process CIs<br>IT Service CIs<br>Technology CIs<br>Configuration Item Baselines and Snapshots<br>Configuration Item Specification<br>Configuration Management plan (including configuration structures and selected configuration items, naming convention, physical configuration item labeling)<br>Configuration Item Status Accounting Reports and Audits  | Configuration Management planning<br>Configuration identification<br>Control of CIs<br>Configuration status accounting<br>Configuration verification and audit<br>Configuration Management execution   | Configuration manager<br>Configuration analyst(s)<br>Technology owner(s)   |



| Capability              | Description  | Potential Deliverables  | Potential High-Level Activities   | Roles   |
|-------------------------|--|---|---|---|
| Demand management       | Forecast, capture, evaluation, and approval of demand for IT services and contractors from the business  | Patterns of technology utilization and business activity analysis<br>User profiles<br>IT service catalog<br>IT portfolio<br>Business strategy plan<br>IT project ideation template<br>Demand forecasting model<br>Pricing alternatives<br>Business case template<br>IT project approval process documentation   | Demand Evaluation<br>Identify or receive new business requests<br>Categorize the request as a project, enhancement or break / fix<br>Create preliminary artifacts (if necessary) based on the request's category<br>Prioritize the request within its category<br>Deliver the request and relevant information to the appropriate operational process (e.g., portfolio management, solution development, incident management) | Business Relationship Manager<br>Business Analyst<br>Solution Architect   |
| Disaster Recovery       | Establishes the overall Disaster Recovery plan to ensure IT services, data, and facilities can be maintained and re-established in the event of a disaster   | Disaster recovery plan<br>Disaster recovery standards<br>Disaster response procedures   | Develop disaster recovery plan<br>Test disaster recovery procedures<br>Respond to disasters<br>Conduct continuous improvement activities  | Disaster recovery lead<br>Disruption response lead(s)<br>Disruption response analyst(s)   |
| Enterprise Architecture | Clarifies the impact of the business and IT visions on current operations and IT assets; aligns the design of its target operations and IT assets with business and IT strategy through a set of business and IT blueprints; creates an investment plan and roadmap of projects that implement these designs; governs and monitors the transformation of the business and its enabling information technology to the desired future state. | See the Pro Forma Contract section A.17 EA-BOM Management Plan elements.  | Conduct strategic planning and scoping<br>Perform detailed design<br>Engineer business processes<br>Conduct detailed implementation planning  | Enterprise architecture governance board<br>Enterprise architect(s)<br>Solution architect(s)<br>Functional business lead(s)<br>Functional business subject matter expert(s) |
| Event Management        | Detects events, makes sense of them and determines the appropriate control action  | System, Application, Network Event Management Specifications (what to do with a certain event, considering severity, correlation, triggers, logging, human intervention, etc)<br>Event Monitoring and Tool Integration e.g. Service Desk Architecture Design<br>System, Application and Network Event Trends Reports<br>System & Network Operations Monitoring Console Designs<br>Incident Requests | Specify and configure events<br>Correlate events<br>Monitor and filter events<br>Conduct utilization performance monitoring and reporting<br>Escalate events for further analysis   | Help Desk Analyst<br>Network Operations Center (NOC) Event Manager<br>NOC Event Analyst   |



| Capability                               | Description  | Potential Deliverables  | Potential High-Level Activities  | Roles  |
|--|--|---|--|--|
| Human Capital Management                 | Planning, development and sourcing of human resource capacity and capabilities to meet planned and anticipated demand  | Skills inventory<br>Workforce (capacity) plan<br>Sourcing strategy and sourcing models<br>Preferred vendor lists<br>IT vendor performance management evaluation criteria<br>IT vendor scorecards and reports<br>IT job descriptions and success profiles (key responsibilities, performance measures, required skills and experience)<br>Succession plans<br>Individual development plans<br>Annual goals<br>Competency models<br>Workforce training curriculum and course catalog<br>Organizational charts<br>Roles and responsibilities matrix<br>Interaction model between groups<br>Escalation policies<br>IT strategy and vision<br>Management, group, and individual goals and measures<br>IT newsletters<br>Town hall meeting recordings<br>Team and group meeting agendas and notes | Staff Planning and Procurement<br>Communications to IT Staff regarding new policies, training, standards etc.<br>Ensure compliance with people management policies and processes defined by the organization   | IT Managers/Directors<br>Project Manager<br>CIO<br>HR Manager  |
| Incident Management                      | Through the Service Desk Function deals with all incidents; this can include failures, questions or queries reported by the users (usually via a telephone call to the Service Desk), by technical staff, or automatically detected and reported by event monitoring tools.                | Incident Reports<br>Known Errors<br>Work Arouns<br>Incident categorization structure<br>Incident priority coding system<br>Incident Models (how to identify, log, categorize, prioritize, responsible, timescales, thresholds, escalation, details for closure, etc)  | Detect and record incidents<br>Classify incidents and deliver initial support<br>Investigate and diagnose incidents<br>Resolve incidents and perform recovery procedures<br>Close incidents  | Help Desk Analyst - L1 support<br>Incident Manager<br>Application super user - L2 support<br>Application architect - L3 support<br>Network<br>Operations Center (NOC)<br>NOC incident Analyst                                    |
| Information protection                   | Security and protection of internal and customer information, including the restriction of unauthorized access, use, disclosure, destruction, modification, or disruption of data  | Asset inventory<br>Data Decommissioning Plan Approval<br>RFCs/Service Requests associated to changes to access, identity, rights, etc.<br>Ensure changes are reflected into SLAs and CMS<br>Information Governance Methodology  | Update Asset inventory pertaining to Information protection<br>Establish Data Decommissioning Plan<br>Establish Information Governance Methodology<br>Operate and maintain Data Decommissioning Plan<br>Operate and maintain Information Governance Methodology  | Information Protection Manager<br>Change Control Board<br>Identity and Access Management Board<br>Risk Management Board  |
| IT Architecture Standards and Compliance | Approves and ensures the framework and standards that decisions regarding the technology environment align with business priorities and are enforced within each IT domain. Further, is responsible for the initiation and management of IT Programs supporting strategic business change. | IT architecture standards<br>Technology roadmap and lifecycle plan including architecture compliance reports, exception handling, action plans, etc<br>IT architecture governance policies, procedures, controls, etc.<br>Exception process (request for standards deviation)   | Architecture Planning<br>Establish Architecture Governance plan<br>Define Architecture Exception & Compliance Management procedures  | IT architecture standards manager<br>IT architecture compliance manager<br>Enterprise architect(s)<br>Solution architect(s)  |
| IT Financial Management                  | Budgeting, accounting, tracking and reporting of IT costs, including charging or allocation to business customers in alignment with HCFA and CMS policies and procedures   | IT budget and forecast<br>IT funding or chargeback model<br>Business Impact Analysis (in financial terms)<br>IT asset register<br>Work breakdown structures<br>IT rate cards and/or FTE cost estimates<br>Time tracking process and FTE utilization data<br>Pricing model<br>IT service catalog<br>IT asset management process documentation<br>Service level agreements  | Creation and governance of budget development, maintenance and tracking processes<br>-Establishment of prices to IT services, tracking and charge back to business based on the service pricing model<br>-Providing visibility into IT costs to enable informed decision making (e.g. reporting<br>Budget and forecast development:<br>-Identify / define budget templates and process<br>-Prepare and communicate budget development calendar<br>-Develop standard methods for estimations<br>-Develop IT spend forecasts based on identified business needs<br>-Define the IT budgets using forecasts and planning estimates<br>Recording of costs & charges incurred and allocation back to appropriate cost centers<br>-Track expenses and update budgets<br>-Enforce Budget compliance, report deviations<br>-Coordinate and track action plans for variances<br>Investment management:<br>-Development of Business Cases for additional IT investments<br>-Document, submit, and track approval for additional IT investments<br>-Track benefits realization | IT financial manager<br>IT financial analyst<br>CFO (as needed)<br>CIO (as needed)<br>IT Operations director<br>Application director<br>Infrastructure director<br>Security director<br>Network/Telecom director<br>PMO director |



| Capability                       | Description  | Potential Deliverables   | Potential High-Level Activities  | Roles  |
|----------------------------------|--|--|--|--|
| IT Governance Design             | Mechanisms to support IT-related decision making and the enforcement of those decisions  | IT Policies<br>IT operating model including organizational structure, governance structure and processes, roles and responsibilities matrices<br>SLAs and OLAs   | Establish decision-making rights and oversight procedures<br>Develop an aligned organizational model which is compatible with IT governance model  | IT leadership committee<br>Functional lead(s)<br>Capability lead(s)<br>Program manager(s)<br>Project manager(s)  |
| IT Investment Management         | Maximizing the return on the business's investments in IT solutions against business expectations for value in alignment with HCFA and CMS policies and procedures   | Business case template<br>IT project approval process documentation<br>IT project portfolio<br>Historical IT spend patterns and analyses<br>IT project execution schedules/roadmap<br>IT budgeting process documentation and milestones<br>Project portfolio management process and prioritization criteria<br>Capital allocation meeting agendas, notes, and reports<br>IT investment plans<br>IT project investment categories | Business Case Justification<br>Capital Allocation Management<br>Investment Priority & Planning   | IT financial manager<br>IT financial analyst<br>IT project owner<br>Functional business lead<br>IT demand manager<br>CIO (as needed)<br>IT Leadership (as needed)<br>CFO (as needed) |
| IT Relationship Management       | Manage relationship between IT and its (internal) customers to understand business segment strategies and priorities, advise on services and solutions, proactively bring new opportunities to improve efficiency / cut costs to customers | Relationship management roles and responsibilities matrix<br>Interaction model with (internal) customers<br>Customer (internal) meeting agendas and notes  | Develop business unit/segment IT plan/roadmap<br>Coordinate service requests<br>Facilitate development/negotiation of SLAs<br>Communicate IT strategies, capabilities, and performance                         | Business relationship manager<br>Business analyst<br>Functional business lead  |
| IT Service Continuity            | Supports the overall Business Continuity Management process by ensuring that the required IT and service facilities can be resumed within required, and agreed, business timescales  | ITSCM Plan<br>Business Impact Analysis Plan<br>Risk Analysis and Management exercises reports<br>Notes providing continuity advice and guidance<br>Assessed RFCs relating to continuity aspects<br>Schedule of tests for resilient and fail-over components<br>Agreed contracts with suppliers for the provision of the necessary recovery capability<br>ITSCM education, awareness and training                                 | Perform business impact analysis (BIA)<br>Define IT service continuity (ITSC) strategy<br>Implement ITSC plan<br>Perform ITSC operational management<br>Invoke the ITSC plan in event of disruption / disaster | ITSC lead<br>Business continuity lead<br>Disruption response lead(s)<br>Disruption response analyst(s)   |
| Organizational Change Management | Identifies, analyzes, and manages risks, stakeholders, and communications associated with (typically) large scale changes in the organization  | Communication Strategy<br>Communication Plan<br>Organizational Change Management Plan<br>Communication Management Plan<br>Executive/Legislative Communication Management<br>Job Impact Analysis<br>Stakeholder Analysis<br>Knowledge Management Plan   | Define an internal/external communication strategy and plan<br>Define a formal accountability for roles and responsibilities   | Communications Manager<br>Project Manager<br>Employees - Under Management  |
| PPM - Budget Management          | Guides the planning, creation, coordination, and monitoring of the program and initiative budgets to achieve timely and proper completion of deliverables  | Program and Initiative Budgets<br>Financial Performance Metrics  | Budget and forecast development<br>Creation and governance of budget development<br>Recording of costs & charges incurred to appropriate cost centers  | Project Manager<br>Program Manager<br>Business Owners<br>Finance Manager   |
| PPM - Communications Management  | Ensures timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of functional / initiative information   | Communication Plan(s)<br>Progress Reports<br>Status Meetings (Internal / Leadership)   | Establish Communication plan(s) and procedures<br>Establish and Categorize Stakeholders<br>Identify Status Meeting Participants  | Project manager(s)<br>Program manager(s)<br>Business Analyst(s)  |
| PPM - Procurement Management     | Addresses the planning, management, and control of vendor resources and the acquisitions made during the course of a program or project  | Subcontractor Management Plan<br>Subcontractor Contracts<br>Subcontractor Performance Evaluations  | Establish procurement process<br>Establish subcontractor performance metrics<br>Establish subcontract management process   | Procurement manager<br>Procurement Board<br>Contracts manager<br>Program manager<br>Project manager<br>Business analyst(s)   |
| PPM - Resource Management        | Addresses the planning, management, and control of human and physical resources on for the program and its initiatives   | Team Leadership<br>Functional / Initiative Teams<br>Resource Estimates<br>Infrastructure Plan<br>Project Plan  | Resource capacity planning<br>Resource allocation<br>Resource work management  | Project Manager<br>Resource Manager<br>Business Owners   |
| PPM - Risk Management            | Involves the identification, analysis, oversight, and monitoring of program or functional / initiative risks and issues  | Strategic Risk Analysis<br>Risk Register<br>Issue Log<br>Issue Escalation Process  | Create Risk Register<br>Identify Risks<br>Identify Mitigation Strategies<br>Establish Risk Exposure Metrics<br>Update Ongoing Risks  | Risk Management Board<br>Risk Analyst(s)<br>Project manager(s)<br>Program manager(s)<br>Business analyst(s)  |
| PPM - Schedule Management        | Establishes a set of processes and procedures that can be implemented for creating, updating, and monitoring schedules   | Initiative Timelines<br>High Level Milestones<br>Integrated Program Plan<br>Performance Metrics  | Track and report project progress/performance (managing % complete, schedules using milestones)<br>Managing scheduling of activities   | Project Manager<br>Program Manager<br>Business Owners  |



| Capability                     | Description  | Potential Deliverables   | Potential High-Level Activities  | Roles  |
|--------------------------------|--|--|--|--|
| PPM - Scope Management         | Ensures that the program and initiatives include all the work required, and only the work required, to complete the initiatives successfully   | Scope Management Plan<br>Change Control Plan<br>Change Request Management  | Monitor and enforce compliance with project scope<br>Monitor change requests   | Project Manager<br>Program Manager<br>Business Owners<br>Executive Steering Committee Team   |
| PPM - Quality Management       | Establishes the process of planning, coordinating, and monitoring the delivery of targeted quality levels on a program and initiative level  | Performance Metrics<br>QA Plan   | Identify Problem Areas<br>Identify Indicators/Criteria<br>Conduct Assessments<br>Analyze Assessment Results<br>Take measures to improve<br>Initiate baseline policies, strategies and standards  | Project Manager<br>Program Manager<br>Quality Assurance Manager<br>Executive Steering Committee<br>Quality Assurance Specialist          |
| Procurement Capability         | Manages the identification and sourcing of IT services from various service providers, the development and approval of contracts, and risk review of contract terms with legal   | Contract templates<br>Contract review and approval process<br>RFP issuance and evaluation process<br>RFP templates<br>RFI issuance and evaluation process<br>RFI templates   | Identify IT service needs<br>Identify potential vendors to fill service needs<br>Issue RFI / RFP to potential vendors<br>Evaluate responses<br>Negotiate contract<br>Review and approve contract   | IT procurement manager<br>Business owner<br>IT owner<br>IT contract analyst(s)   |
| Quality Management             | Managing the delivery of solutions and services provided to customers against quality expectations   | List of Service, Project and Investment measurements<br>Quality Review Reports<br>Gathered and processed data<br>Data analysis meeting notes<br>Data presentation meeting notes<br>Corrective action plan  | Conduct quality planning<br>Establish quality management metrics<br>Perform continuous process improvement<br>Analyze and improve the customer experience<br>Continuous Quality Planning and Metrics monitoring<br>Continuous Process Improvement<br>Customer Experience | Help desk analyst(s)<br>Application manager(s)<br>Quality analyst(s)<br>Quality director<br>Business Analyst                             |
| Release Management             | Aims to build, test and deliver the capability (application and infrastructure changes) to provide the services specified by Service Design and that will accomplish the stakeholders' requirements and deliver the intended objectives. | Associated RFCs<br>Release Policies<br>Release Calendar<br>Feasibility study, requirements analysis<br>Requirements Traceability Matrix<br>Release Schedule Implementation Performance<br>Release Naming Specification<br>Release and Deployment plans<br>Documented business/customer/service requirements<br>Business System Design documents<br>Technical System Design documents<br>Data and process models<br>Audit, Security and Recovery/Backup controls<br>Service Design package<br>Test strategy, model, plans, results and analysis<br>Reusable library of test cases & scripts<br>Release package and documentation, logistics and delivery plan<br>Release package and documentation (updates to all related processes)<br>Updates to DML, CMS, KEDB, SLAs/OLAs/UCs<br>Maintenance procedures and reports | Plan releases<br>Assemble release package<br>Perform acceptance testing<br>Prepare for release implementation<br>Deploy release  | Release manager<br>Application manager<br>Application architect / engineer<br>Application developer(s)<br>Testing manager<br>End user(s) |
| Request Management             | Request Fulfillment is the processes of dealing with Service Requests from the users.  | Request Models (how to detect, log, categorize, prioritize, responsible, timescales, thresholds, escalation, details for closure, etc)<br>Service Catalog<br>Service Level Agreements<br>Operational Level Agreements  | Log and categorizes requests<br>Approve requests<br>Manage ad hoc provisioning requests<br>Fulfill requests  | Help desk analyst(s)<br>Request manager<br>Demand manager  |
| Risk and compliance management | Identify, assess and mitigate risks, while ensuring internal controls meet compliance requirements   | Unified Compliance Framework<br>Checklists to assist with consistent risk assignment<br>IT Risk assessment reports<br>Information Asset risk assessment reports<br>Compliance reports<br>Exception tracking meeting minutes, reports and action plans<br>RFCs associated to regulation/compliance changes  | Create Risk Register<br>Identify Risks<br>Identify Mitigation Strategies<br>Establish Risk Exposure Metrics<br>Update Ongoing Risks<br>Establish Risk Report Format  | IT Risk Manager<br>Regulatory Compliance Officer<br>Risk Management Board<br>Risk Analyst(s)   |
| SDLC Standards and Compliance  | Managing the use of structured frameworks, tools, and processes for the development of IT solutions.   | Systems development methodology documentation including process step guidance<br>Visual workflows<br>Project risk management process<br>Quality/performance measurement process and standards<br>Exception policies<br>Escalation hierarchy  | Establish system development methods<br>Manage system development process<br>Perform SDLC exception and compliance management  | SDLC standards manager<br>SDLC compliance manager  |



| Capability                              | Description   | Potential Deliverables   | Potential High-Level Activities  | Roles  |
|---|---|--|--|--|
| Service Level Management                | Ensures that an agreed level of IT service is provided for all current IT services, and that future services are delivered to agreed achievable targets.  | Service Level Requirements<br>Service Level Agreements<br>Operational Level Agreements<br>Underpinning Agreements<br>Service Improvement Plans<br>Customer surveys<br>Service reports (e.g. SLAM)<br>Incident Reports<br>Problem Reports<br>Process & QoS Metrics<br>Customer Notes & Complaints from Service Desk and Client Reps   | Define service level requirements<br>Create SLAs / OLAs / UC<br>Perform ongoing service monitoring<br>Adjust service levels<br>Establish SLA(s) between SP(s) and the business<br>Identify incident and problem reporting procedures<br>Conduct customer surveys<br>Document underpinning agreements                     | Service level manager<br>Service level analyst(s)<br>Contract / account lead(s)<br>Supplier relations manager<br>Supplier relations board<br>Quality Manager<br>Project Manager<br>Program Manager |
| Service Transition Planning and Support | Coordinates the activities required to efficiently move new services into production  | Service Transition strategy<br>Configuration Management baselines<br>Raised RFCs<br>Service Test plans and reports<br>Service Build plans and documentation<br>Service Evaluation plan and report<br>Service Transition and Deployment plans and reports<br>Service Transition readiness reports<br>Service Validation report<br>PMO Onboarding<br>ORT Plan<br>System Implementation Plan  | Develop transition strategy<br>Prepare for service transition<br>Plan and coordinate service transition<br>Conduct progress monitoring and reporting   | Transition manager<br>Solution architect<br>Solution developer<br>Solution tester<br>End user(s)<br>Application owner<br>Program manager<br>Project manager<br>Business analyst(s)                 |
| Solution Design                         | Planning and design of IT solutions. Oversight to ensure that business solutions are designed, implemented, and integrated to support business requirements.  | IT service catalog<br>IT portfolio<br>Estimating model<br>Pricing alternatives<br>Release Management Calendar<br>Release Policies<br>Feasibility study, requirements analysis<br>Requirements Traceability Matrix<br>Business System Design documents<br>Technical System Design documents<br>Data and process models<br>Audit, Security and Recovery/Backup controls<br>Service Design package<br>Associated RFCs<br>Test strategy, model, plans, results and analysis<br>Reusable library of test cases & scripts<br>Release and Deployment plans, Release package and documentation, Logistics and delivery plan<br>Updates to DML, CMS, KEDB, SLAs/OLAs/UCs<br>Maintenance procedures and reports  | Develop requirements definition<br>Establish controls design and audit ability<br>Solution design<br>Solution cost estimation  | Business Relationship Manager<br>Business Analyst<br>Solution Architect  |
| Solution Development                    | Development of IT solutions. Oversight to ensure that business solutions are designed, implemented, and integrated to support business requirements.  | IT service catalog<br>IT portfolio<br>Estimating model<br>Pricing alternatives<br>Release Management Calendar<br>Release Policies<br>Feasibility study, requirements analysis<br>Requirements Traceability Matrix<br>Business System Design documents<br>Technical System Design documents<br>Data and process models  | Solution Development<br>Solution Testing (Quality Assurance)<br>Solution Maintenance   | Business Relationship Manager<br>Business Analyst<br>Solution Architect  |
| Solution Maintenance                    | Maintenance of IT solutions. Oversight to ensure that business solutions are designed, implemented, and integrated to support business requirements.  | Audit, Security and Recovery/Backup controls<br>Service Design package<br>Associated RFCs<br>Test strategy, model, plans, results and analysis<br>Reusable library of test cases & scripts<br>Release and Deployment plans, Release package and documentation, Logistics and delivery plan<br>Updates to DML, CMS, KEDB, SLAs/OLAs/UCs<br>Maintenance procedures and reports   | Perform regular system maintenance<br>Conduct periodic system enhancements<br>Perform emergency system maintenance   | Business Relationship Manager<br>Business Analyst<br>Solution Architect  |
| Supplier management                     | Managing mutually beneficial relations with suppliers, outsourcers, and other third-parties to ensure consistency with business expectations and contractual commitments (e.g., contract and supplier performance management) | SLA(s) with the SP(s) shall be aligned with SLA(s) with the business and documented<br>The interfaces between processes used by each party shall be documented and agreed.<br>Document or forms to support contractual disputes<br>Document or forms to support end of service, early termination, or service transfer to another party<br>Document to support the Statement of Requirements,<br>Invitation To Tender<br>Supplier and contract categorization<br>Approved Vendor / Supplier List<br>Supplier and contract risk assessment reports<br>Supplier performance reports<br>Contract review, renewal, termination and dispute resolution meeting notes<br>Supplier Service Improvement Plans<br>Supplier survey reports<br>O&M Plan | Establish SLA(s) between SP(s) and the business<br>Identify contractual dispute escalation procedures<br>Analyze supplier performance and identify areas for improvement<br>Conduct contract review, renewal, termination, and dispute meetings<br>Establish Supplier performance metrics (e.g., performance management) | Supplier relations manager<br>Supplier relations board<br>Quality Manager  |



| Capability                                     | Description  | Potential Deliverables   | Potential High-Level Activities  | Roles  |
|--|--|--|--|--|
| Technology Capacity and Performance Management | Ensures that cost-justifiable IT capacity in all areas of IT always exists and is matched to the current and future agreed needs of the business, in a timely manner     | Technology Strategies & Plans<br>Technology Release Schedules (Internal & Vendor)<br>System & Network Processor, I/O and Memory Utilization & Queuing Capacity Reports<br>Systems, Applications and Network Monitoring<br>Thresholds > Notes providing capacity advice and guidance<br>Assisted/resolved capacity-related Incidents/Problems<br>Assessed capacity-related RFCs<br>Baseline, Trend analysis, modeling, application sizing data & reports<br>Updated Capacity Management Information System<br>System, Application and Network Architectures<br>Industry Specs (Spec Int) processor speeds and other technology specifications | Analyze and monitor capacity<br>Tune capacity of applications<br>Implement required capacity changes<br>Conduct capacity modeling and application sizing<br>Conduct capacity planning for new applications<br>Capacity Monitoring and Analysis<br>Tuning & Implementation<br>Capacity Modeling & Application Sizing<br>Capacity Planning | Capacity manager<br>Capacity planner(s)<br>Solution architect<br>Solution developer<br>Solution tester<br>Application owner<br>Capacity Planning<br>Analyst(s)<br>IT Manager |
| Training Management                            | Identifies specific knowledge and skills required to operate in the future and determine the best way to develop and deploy the specific learning needs to each audience | Training Plan<br>Training Schedule<br>Training Material Inventory<br>Training Delivery Assessment  | Development of training methodology<br>Design training materials<br>Conduct train-the-trainer session trainings for efficacy and effectiveness   | Training Lead<br>Business Owners<br>Solution Specific Specialist<br>Trainers   |
| Integration Management                         | The ability to identify, understand, manage, mitigate process and system interactions  | Integration Architecture<br>Integration Process Standards and Governance   | Develop Integration Architecture Model<br>Develop Integration Management Plan and Process / Standards<br>Identify and Integrate Appropriate Governance Structure   | Integration Management Lead<br>Business Analyst<br>System Analyst  |
| Portfolio Management                           | Optimize organization's IT investments by aligning programs and projects with the organization's strategy  | Portfolio Management Plan<br>Portfolio Prioritization Matrix   | Select, cancel and prioritize programs and projects<br>Re-prioritization of programs and projects<br>Approval of significant changes of programs and projects<br>Monitoring of programs and projects execution for alignment with approved parameters  | Portfolio Management Manager<br>Business Analyst<br>Portfolio Management Analyst   |



Contractor Cost by Framework Deliverables, Start-up Activities and MMP Projects

|                               |   | Framework Deliverable              |
|-------------------------------|---|------------------------------------|
|                               |   | <b>Table 1 A.16 TAS Management</b> |
| 1                             | TAS Engagement Director                               | 135                                |
| 2                             | Enterprise Architect / Solution Architect             | 0                                  |
| 3                             | Business Architect                                    | 0                                  |
| 4                             | Program Management Lead                               | 210                                |
| 5                             | Technical Architect                                   | 0                                  |
| 6                             | Application Architect                                 | 0                                  |
| 7                             | Quality Manager                                       | 40                                 |
| 8                             | Quality Assurance (QA) Lead                           | 40                                 |
| 9                             | Organizational Change Management (OCM), Training Lead | 0                                  |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0                                  |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 120                                |
| 12                            | Lead Test Analyst                                     | 80                                 |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0                                  |
| 14                            | Data Architect  | 0                                  |
| 15                            | Procurement Management Specialist                     | 0                                  |
| 16                            | Performance / Contract Management Specialist          | 0                                  |
| 17                            | Senior Analyst(s)                                     | 250                                |
| 18                            | Associate Analyst                                     | 0                                  |
| 19                            | Senior Specialist                                     | 0                                  |
| 20                            | Analyst   | 500                                |
| 21                            | Training Lead   | 0                                  |
| 22                            | IT Operations Architect                               | 0                                  |
| 23                            | Engagement Partner                                    | 40                                 |
| 24                            | Quality Assurance Partner                             | 10                                 |
| 25                            | Quality Director                                      | 80                                 |
| <b>Total Hours per Table</b>  |   | 1505                               |
| <b>Total Amount per Table</b> |   | \$336,475.00                       |

|                              |                        |
|------------------------------|------------------------|
| Framework Deliverables Total | \$18,954,710.00        |
| Startup Activities Total     | \$10,549,675.00        |
| MMP Projects Total           | \$24,939,565.00        |
| <b>Total</b>                 | <b>\$54,443,950.00</b> |

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8/28/15

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**Framework Deliverable**

**Table 2 A.17 Enterprise Architecture  
(EA) - Business Operating Model  
(BOM) Management Plan**

|                               |   |                     |
|-------------------------------|---|---------------------|
| 1                             | TAS Engagement Director                               | 35                  |
| 2                             | Enterprise Architect / Solution Architect             | 80                  |
| 3                             | Business Architect                                    | 120                 |
| 4                             | Program Management Lead                               | 0                   |
| 5                             | Technical Architect                                   | 80                  |
| 6                             | Application Architect                                 | 80                  |
| 7                             | Quality Manager                                       | 0                   |
| 8                             | Quality Assurance (QA) Lead                           | 0                   |
| 9                             | Organizational Change Management (OCM), Training Lead | 80                  |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 60                  |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 80                  |
| 12                            | Lead Test Analyst                                     | 0                   |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 120                 |
| 14                            | Data Architect  | 80                  |
| 15                            | Procurement Management Specialist                     | 0                   |
| 16                            | Performance / Contract Management Specialist          | 0                   |
| 17                            | Senior Analyst(s)                                     | 200                 |
| 18                            | Associate Analyst                                     | 0                   |
| 19                            | Senior Specialist                                     | 0                   |
| 20                            | Analyst   | 680                 |
| 21                            | Training Lead   | 0                   |
| 22                            | IT Operations Architect                               | 0                   |
| 23                            | Engagement Partner                                    | 15                  |
| 24                            | Quality Assurance Partner                             | 10                  |
| 25                            | Quality Director                                      | 25                  |
| <b>Total Hours per Table</b>  |   | <b>1745</b>         |
| <b>Total Amount per Table</b> |   | <b>\$391,225.00</b> |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**Framework Deliverable**

**Table 3 A.18 Project Charter Standards and Template**

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 40           |
| 2                             | Enterprise Architect / Solution Architect             | 0            |
| 3                             | Business Architect                                    | 0            |
| 4                             | Program Management Lead                               | 20           |
| 5                             | Technical Architect                                   | 0            |
| 6                             | Application Architect                                 | 0            |
| 7                             | Quality Manager                                       | 20           |
| 8                             | Quality Assurance (QA) Lead                           | 10           |
| 9                             | Organizational Change Management (OCM), Training Lead | 0            |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0            |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 0            |
| 12                            | Lead Test Analyst                                     | 0            |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0            |
| 14                            | Data Architect  | 0            |
| 15                            | Procurement Management Specialist                     | 0            |
| 16                            | Performance / Contract Management Specialist          | 0            |
| 17                            | Senior Analyst(s)                                     | 200          |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 0            |
| 20                            | Analyst   | 300          |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 0            |
| 23                            | Engagement Partner                                    | 40           |
| 24                            | Quality Assurance Partner                             | 5            |
| 25                            | Quality Director                                      | 20           |
| <b>Total Hours per Table</b>  |   | 655          |
| <b>Total Amount per Table</b> |   | \$142,975.00 |

Framework Deliverables Total

Startup Activities Total

MMP Projects Total

Total



**Framework Deliverable**

**Table 4 A.19 - A.23 Contract Management Plan**

|                               |   |                |
|-------------------------------|---|----------------|
| 1                             | TAS Engagement Director                               | 750            |
| 2                             | Enterprise Architect / Solution Architect             | 0              |
| 3                             | Business Architect                                    | 0              |
| 4                             | Program Management Lead                               | 550            |
| 5                             | Technical Architect                                   | 0              |
| 6                             | Application Architect                                 | 0              |
| 7                             | Quality Manager                                       | 841            |
| 8                             | Quality Assurance (QA) Lead                           | 730            |
| 9                             | Organizational Change Management (OCM), Training Lead | 610            |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 801            |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 821            |
| 12                            | Lead Test Analyst                                     | 817            |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 801            |
| 14                            | Data Architect  | 0              |
| 15                            | Procurement Management Specialist                     | 0              |
| 16                            | Performance / Contract Management Specialist          | 0              |
| 17                            | Senior Analyst(s)                                     | 2800           |
| 18                            | Associate Analyst                                     | 0              |
| 19                            | Senior Specialist                                     | 0              |
| 20                            | Analyst   | 2700           |
| 21                            | Training Lead   | 0              |
| 22                            | IT Operations Architect                               | 0              |
| 23                            | Engagement Partner                                    | 150            |
| 24                            | Quality Assurance Partner                             | 5              |
| 25                            | Quality Director                                      | 20             |
| <b>Total Hours per Table</b>  |   | 12396          |
| <b>Total Amount per Table</b> |   | \$2,869,410.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**Framework Deliverable**

**Table 5 A.24 - A.41 Program Project and Systems Development Lifecycle Management Plan**

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 35           |
| 2                             | Enterprise Architect / Solution Architect             | 40           |
| 3                             | Business Architect                                    | 80           |
| 4                             | Program Management Lead                               | 0            |
| 5                             | Technical Architect                                   | 120          |
| 6                             | Application Architect                                 | 120          |
| 7                             | Quality Manager                                       | 0            |
| 8                             | Quality Assurance (QA) Lead                           | 0            |
| 9                             | Organizational Change Management (OCM), Training Lead | 0            |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0            |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 120          |
| 12                            | Lead Test Analyst                                     | 120          |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0            |
| 14                            | Data Architect  | 120          |
| 15                            | Procurement Management Specialist                     | 0            |
| 16                            | Performance / Contract Management Specialist          | 0            |
| 17                            | Senior Analyst(s)                                     | 240          |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 0            |
| 20                            | Analyst   | 680          |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 0            |
| 23                            | Engagement Partner                                    | 25           |
| 24                            | Quality Assurance Partner                             | 10           |
| 25                            | Quality Director                                      | 20           |
| <b>Total Hours per Table</b>  |   | 1730         |
| <b>Total Amount per Table</b> |   | \$378,250.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**Framework Deliverable**

**Table 6 A.42 State and Federal Agency/Committee Communications Management Plan**

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 80           |
| 2                             | Enterprise Architect / Solution Architect             | 0            |
| 3                             | Business Architect                                    | 0            |
| 4                             | Program Management Lead                               | 120          |
| 5                             | Technical Architect                                   | 0            |
| 6                             | Application Architect                                 | 0            |
| 7                             | Quality Manager                                       | 120          |
| 8                             | Quality Assurance (QA) Lead                           | 0            |
| 9                             | Organizational Change Management (OCM), Training Lead | 0            |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0            |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 0            |
| 12                            | Lead Test Analyst                                     | 0            |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 900          |
| 14                            | Data Architect  | 0            |
| 15                            | Procurement Management Specialist                     | 0            |
| 16                            | Performance / Contract Management Specialist          | 0            |
| 17                            | Senior Analyst(s)                                     | 1000         |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 0            |
| 20                            | Analyst   | 2000         |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 0            |
| 23                            | Engagement Partner                                    | 40           |
| 24                            | Quality Assurance Partner                             | 10           |
| 25                            | Quality Director                                      | 40           |
| <b>Total Hours per Table</b>  |   | 4310         |
| <b>Total Amount per Table</b> |   | \$901,750.00 |

|                              |
|------------------------------|
| Framework Deliverables Total |
| Startup Activities Total     |
| MMP Projects Total           |

**Total**

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Framework Deliverable

**Table 7 A.43 Procurement Management Plan**

|                               |   |                |
|-------------------------------|---|----------------|
| 1                             | TAS Engagement Director                               | 120            |
| 2                             | Enterprise Architect / Solution Architect             | 0              |
| 3                             | Business Architect                                    | 0              |
| 4                             | Program Management Lead                               | 80             |
| 5                             | Technical Architect                                   | 0              |
| 6                             | Application Architect                                 | 0              |
| 7                             | Quality Manager                                       | 80             |
| 8                             | Quality Assurance (QA) Lead                           | 120            |
| 9                             | Organizational Change Management (OCM), Training Lead | 0              |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0              |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 120            |
| 12                            | Lead Test Analyst                                     | 80             |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 400            |
| 14                            | Data Architect  | 0              |
| 15                            | Procurement Management Specialist                     | 300            |
| 16                            | Performance / Contract Management Specialist          | 200            |
| 17                            | Senior Analyst(s)                                     | 1900           |
| 18                            | Associate Analyst                                     | 0              |
| 19                            | Senior Specialist                                     | 0              |
| 20                            | Analyst   | 2100           |
| 21                            | Training Lead   | 0              |
| 22                            | IT Operations Architect                               | 0              |
| 23                            | Engagement Partner                                    | 100            |
| 24                            | Quality Assurance Partner                             | 15             |
| 25                            | Quality Director                                      | 80             |
| <b>Total Hours per Table</b>  |   | 5695           |
| <b>Total Amount per Table</b> |   | \$1,198,975.00 |

Framework Deliverables Total

Startup Activities Total

MMP Projects Total

Total



**Framework Deliverable**

**Table 8 A.44 Recruiting Management Plan**

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 80           |
| 2                             | Enterprise Architect / Solution Architect             | 0            |
| 3                             | Business Architect                                    | 0            |
| 4                             | Program Management Lead                               | 240          |
| 5                             | Technical Architect                                   | 0            |
| 6                             | Application Architect                                 | 0            |
| 7                             | Quality Manager                                       | 0            |
| 8                             | Quality Assurance (QA) Lead                           | 120          |
| 9                             | Organizational Change Management (OCM), Training Lead | 0            |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0            |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 120          |
| 12                            | Lead Test Analyst                                     | 0            |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0            |
| 14                            | Data Architect  | 0            |
| 15                            | Procurement Management Specialist                     | 200          |
| 16                            | Performance / Contract Management Specialist          | 850          |
| 17                            | Senior Analyst(s)                                     | 400          |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 0            |
| 20                            | Analyst   | 0            |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 0            |
| 23                            | Engagement Partner                                    | 50           |
| 24                            | Quality Assurance Partner                             | 10           |
| 25                            | Quality Director                                      | 80           |
| <b>Total Hours per Table</b>  |   | 2150         |
| <b>Total Amount per Table</b> |   | \$455,900.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**Framework Deliverable**

**Table 9 A.45 Business Case/ Funding Management Plan**

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 135          |
| 2                             | Enterprise Architect / Solution Architect             | 0            |
| 3                             | Business Architect                                    | 0            |
| 4                             | Program Management Lead                               | 200          |
| 5                             | Technical Architect                                   | 0            |
| 6                             | Application Architect                                 | 0            |
| 7                             | Quality Manager                                       | 120          |
| 8                             | Quality Assurance (QA) Lead                           | 120          |
| 9                             | Organizational Change Management (OCM), Training Lead | 0            |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0            |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 100          |
| 12                            | Lead Test Analyst                                     | 0            |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0            |
| 14                            | Data Architect  | 0            |
| 15                            | Procurement Management Specialist                     | 0            |
| 16                            | Performance / Contract Management Specialist          | 0            |
| 17                            | Senior Analyst(s)                                     | 1200         |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 0            |
| 20                            | Analyst   | 2400         |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 0            |
| 23                            | Engagement Partner                                    | 50           |
| 24                            | Quality Assurance Partner                             | 10           |
| 25                            | Quality Director                                      | 80           |
| <b>Total Hours per Table</b>  |   | 4415         |
| <b>Total Amount per Table</b> |   | \$925,125.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**Framework Deliverable**

**Table 10 A.46 Organizational Change and Training Management Plan**

|                               |   |                |
|-------------------------------|---|----------------|
| 1                             | TAS Engagement Director                               | 80             |
| 2                             | Enterprise Architect / Solution Architect             | 0              |
| 3                             | Business Architect                                    | 0              |
| 4                             | Program Management Lead                               | 0              |
| 5                             | Technical Architect                                   | 0              |
| 6                             | Application Architect                                 | 0              |
| 7                             | Quality Manager                                       | 0              |
| 8                             | Quality Assurance (QA) Lead                           | 0              |
| 9                             | Organizational Change Management (OCM), Training Lead | 650            |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0              |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 0              |
| 12                            | Lead Test Analyst                                     | 0              |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0              |
| 14                            | Data Architect  | 0              |
| 15                            | Procurement Management Specialist                     | 0              |
| 16                            | Performance / Contract Management Specialist          | 0              |
| 17                            | Senior Analyst(s)                                     | 11800          |
| 18                            | Associate Analyst                                     | 8360           |
| 19                            | Senior Specialist                                     | 0              |
| 20                            | Analyst   | 14160          |
| 21                            | Training Lead   | 6000           |
| 22                            | IT Operations Architect                               | 0              |
| 23                            | Engagement Partner                                    | 550            |
| 24                            | Quality Assurance Partner                             | 10             |
| 25                            | Quality Director                                      | 250            |
| <b>Total Hours per Table</b>  |   | 41860          |
| <b>Total Amount per Table</b> |   | \$8,599,600.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**Framework Deliverable**

**Table 11 A.47 Communication Management Plan**

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 80           |
| 2                             | Enterprise Architect / Solution Architect             | 0            |
| 3                             | Business Architect                                    | 0            |
| 4                             | Program Management Lead                               | 240          |
| 5                             | Technical Architect                                   | 0            |
| 6                             | Application Architect                                 | 0            |
| 7                             | Quality Manager                                       | 240          |
| 8                             | Quality Assurance (QA) Lead                           | 240          |
| 9                             | Organizational Change Management (OCM), Training Lead | 0            |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0            |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 80           |
| 12                            | Lead Test Analyst                                     | 240          |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0            |
| 14                            | Data Architect  | 0            |
| 15                            | Procurement Management Specialist                     | 0            |
| 16                            | Performance / Contract Management Specialist          | 0            |
| 17                            | Senior Analyst(s)                                     | 1200         |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 0            |
| 20                            | Analyst   | 0            |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 0            |
| 23                            | Engagement Partner                                    | 60           |
| 24                            | Quality Assurance Partner                             | 10           |
| 25                            | Quality Director                                      | 80           |
| <b>Total Hours per Table</b>  |   | 2470         |
| <b>Total Amount per Table</b> |   | \$571,350.00 |

Framework Deliverables Total

Startup Activities Total

MMP Projects Total

Total

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|                               |   | Framework Deliverable                  |
|-------------------------------|---|--|
|                               |   | Table 12 A.48 Document Management Plan |
| 1                             | TAS Engagement Director                               | 15                                     |
| 2                             | Enterprise Architect / Solution Architect             | 40                                     |
| 3                             | Business Architect                                    | 80                                     |
| 4                             | Program Management Lead                               | 0                                      |
| 5                             | Technical Architect                                   | 140                                    |
| 6                             | Application Architect                                 | 40                                     |
| 7                             | Quality Manager                                       | 0                                      |
| 8                             | Quality Assurance (QA) Lead                           | 0                                      |
| 9                             | Organizational Change Management (OCM), Training Lead | 20                                     |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 80                                     |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 0                                      |
| 12                            | Lead Test Analyst                                     | 0                                      |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0                                      |
| 14                            | Data Architect  | 40                                     |
| 15                            | Procurement Management Specialist                     | 0                                      |
| 16                            | Performance / Contract Management Specialist          | 0                                      |
| 17                            | Senior Analyst(s)                                     | 180                                    |
| 18                            | Associate Analyst                                     | 0                                      |
| 19                            | Senior Specialist                                     | 120                                    |
| 20                            | Analyst   | 320                                    |
| 21                            | Training Lead   | 0                                      |
| 22                            | IT Operations Architect                               | 0                                      |
| 23                            | Engagement Partner                                    | 10                                     |
| 24                            | Quality Assurance Partner                             | 5                                      |
| 25                            | Quality Director                                      | 10                                     |
| <b>Total Hours per Table</b>  |   | 1100                                   |
| <b>Total Amount per Table</b> |   | \$250,450.00                           |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

Total



**Framework Deliverable**

**Table 13 A.49 Program Governance Management Plan**

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 40           |
| 2                             | Enterprise Architect / Solution Architect             | 40           |
| 3                             | Business Architect                                    | 80           |
| 4                             | Program Management Lead                               | 0            |
| 5                             | Technical Architect                                   | 0            |
| 6                             | Application Architect                                 | 0            |
| 7                             | Quality Manager                                       | 0            |
| 8                             | Quality Assurance (QA) Lead                           | 0            |
| 9                             | Organizational Change Management (OCM), Training Lead | 0            |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0            |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 0            |
| 12                            | Lead Test Analyst                                     | 0            |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0            |
| 14                            | Data Architect  | 0            |
| 15                            | Procurement Management Specialist                     | 0            |
| 16                            | Performance / Contract Management Specialist          | 0            |
| 17                            | Senior Analyst(s)                                     | 160          |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 0            |
| 20                            | Analyst   | 160          |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 0            |
| 23                            | Engagement Partner                                    | 20           |
| 24                            | Quality Assurance Partner                             | 5            |
| 25                            | Quality Director                                      | 20           |
| <b>Total Hours per Table</b>  |   | 525          |
| <b>Total Amount per Table</b> |   | \$120,825.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**Framework Deliverable**

**Table 14 A.50 Quality Management Plan**

|                               |   |                |
|-------------------------------|---|----------------|
| 1                             | TAS Engagement Director                               | 180            |
| 2                             | Enterprise Architect / Solution Architect             | 40             |
| 3                             | Business Architect                                    | 40             |
| 4                             | Program Management Lead                               | 40             |
| 5                             | Technical Architect                                   | 120            |
| 6                             | Application Architect                                 | 80             |
| 7                             | Quality Manager                                       | 80             |
| 8                             | Quality Assurance (QA) Lead                           | 80             |
| 9                             | Organizational Change Management (OCM), Training Lead | 40             |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 80             |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 80             |
| 12                            | Lead Test Analyst                                     | 80             |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 80             |
| 14                            | Data Architect  | 40             |
| 15                            | Procurement Management Specialist                     | 120            |
| 16                            | Performance / Contract Management Specialist          | 120            |
| 17                            | Senior Analyst(s)                                     | 3000           |
| 18                            | Associate Analyst                                     | 0              |
| 19                            | Senior Specialist                                     | 0              |
| 20                            | Analyst   | 3000           |
| 21                            | Training Lead   | 0              |
| 22                            | IT Operations Architect                               | 0              |
| 23                            | Engagement Partner                                    | 60             |
| 24                            | Quality Assurance Partner                             | 10             |
| 25                            | Quality Director                                      | 80             |
| <b>Total Hours per Table</b>  |   | 7450           |
| <b>Total Amount per Table</b> |   | \$1,584,650.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**Framework Deliverable**

**Table 15 A.51 Issues, Risks, Action Items Registers Plan**

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 130          |
| 2                             | Enterprise Architect / Solution Architect             | 0            |
| 3                             | Business Architect                                    | 0            |
| 4                             | Program Management Lead                               | 40           |
| 5                             | Technical Architect                                   | 0            |
| 6                             | Application Architect                                 | 0            |
| 7                             | Quality Manager                                       | 40           |
| 8                             | Quality Assurance (QA) Lead                           | 40           |
| 9                             | Organizational Change Management (OCM), Training Lead | 0            |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0            |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 120          |
| 12                            | Lead Test Analyst                                     | 40           |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 40           |
| 14                            | Data Architect  | 40           |
| 15                            | Procurement Management Specialist                     | 40           |
| 16                            | Performance / Contract Management Specialist          | 80           |
| 17                            | Senior Analyst(s)                                     | 80           |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 0            |
| 20                            | Analyst   | 200          |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 0            |
| 23                            | Engagement Partner                                    | 50           |
| 24                            | Quality Assurance Partner                             | 10           |
| 25                            | Quality Director                                      | 40           |
| <b>Total Hours per Table</b>  |   | 990          |
| <b>Total Amount per Table</b> |   | \$227,750.00 |

|                              |
|------------------------------|
| Framework Deliverables Total |
| Startup Activities Total     |
| MMP Projects Total           |

**Total**

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|                               |   | Framework Deliverable         |          |                |
|-------------------------------|---|-------------------------------|----------|----------------|
|                               |   | Hours per position            | Rate     | Totals         |
| 1                             | TAS Engagement Director                               | 1935                          | \$295.00 | \$570,825.00   |
| 2                             | Enterprise Architect / Solution Architect             | 240                           | \$295.00 | \$70,800.00    |
| 3                             | Business Architect                                    | 400                           | \$245.00 | \$98,000.00    |
| 4                             | Program Management Lead                               | 1740                          | \$220.00 | \$382,800.00   |
| 5                             | Technical Architect                                   | 460                           | \$245.00 | \$112,700.00   |
| 6                             | Application Architect                                 | 320                           | \$245.00 | \$78,400.00    |
| 7                             | Quality Manager                                       | 1581                          | \$285.00 | \$450,585.00   |
| 8                             | Quality Assurance (QA) Lead                           | 1500                          | \$215.00 | \$322,500.00   |
| 9                             | Organizational Change Management (OCM), Training Lead | 1400                          | \$285.00 | \$399,000.00   |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 1021                          | \$285.00 | \$290,985.00   |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 1761                          | \$245.00 | \$431,445.00   |
| 12                            | Lead Test Analyst                                     | 1457                          | \$215.00 | \$313,255.00   |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 2341                          | \$215.00 | \$503,315.00   |
| 14                            | Data Architect  | 320                           | \$215.00 | \$68,800.00    |
| 15                            | Procurement Management Specialist                     | 660                           | \$190.00 | \$125,400.00   |
| 16                            | Performance / Contract Management Specialist          | 1250                          | \$190.00 | \$237,500.00   |
| 17                            | Senior Analyst(s)                                     | 24610                         | \$220.00 | \$5,414,200.00 |
| 18                            | Associate Analyst                                     | 8360                          | \$190.00 | \$1,588,400.00 |
| 19                            | Senior Specialist                                     | 120                           | \$220.00 | \$26,400.00    |
| 20                            | Analyst   | 29200                         | \$190.00 | \$5,548,000.00 |
| 21                            | Training Lead   | 6000                          | \$215.00 | \$1,290,000.00 |
| 22                            | IT Operations Architect                               | 0                             | \$245.00 | \$0.00         |
| 23                            | Engagement Partner                                    | 1260                          | \$295.00 | \$371,700.00   |
| 24                            | Quality Assurance Partner                             | 135                           | \$245.00 | \$33,075.00    |
| 25                            | Quality Director                                      | 925                           | \$245.00 | \$226,625.00   |
| <b>Total Hours per Table</b>  |   | <b>Total Hours per Table</b>  |          |                |
| <b>Total Amount per Table</b> |   | <b>Total Amount per Table</b> |          |                |

**Framework Deliverables Total \$18,954,710.00**

|                              |
|------------------------------|
| Framework Deliverables Total |
| Startup Activities Total     |
| MMP Projects Total           |

**Total**



Startup Activities

Table 16 A.52 Strategic Program Management (SPMO) Startup/Governance Deployment

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 80           |
| 2                             | Enterprise Architect / Solution Architect             | 0            |
| 3                             | Business Architect                                    | 0            |
| 4                             | Program Management Lead                               | 120          |
| 5                             | Technical Architect                                   | 0            |
| 6                             | Application Architect                                 | 0            |
| 7                             | Quality Manager                                       | 120          |
| 8                             | Quality Assurance (QA) Lead                           | 120          |
| 9                             | Organizational Change Management (OCM), Training Lead | 0            |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0            |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 240          |
| 12                            | Lead Test Analyst                                     | 40           |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0            |
| 14                            | Data Architect  | 0            |
| 15                            | Procurement Management Specialist                     | 0            |
| 16                            | Performance / Contract Management Specialist          | 80           |
| 17                            | Senior Analyst(s)                                     | 80           |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 0            |
| 20                            | Analyst   | 400          |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 0            |
| 23                            | Engagement Partner                                    | 80           |
| 24                            | Quality Assurance Partner                             | 10           |
| 25                            | Quality Director                                      | 80           |
| <b>Total Hours per Table</b>  |   | 1450         |
| <b>Total Amount per Table</b> |   | \$331,850.00 |

|                              |
|------------------------------|
| Framework Deliverables Total |
| Startup Activities Total     |
| MMP Projects Total           |

**Total**

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Startup Activities

Table 17 A.53 Interim Program Management Plan

|                               |   |                |
|-------------------------------|---|----------------|
| 1                             | TAS Engagement Director                               | 80             |
| 2                             | Enterprise Architect / Solution Architect             | 0              |
| 3                             | Business Architect                                    | 0              |
| 4                             | Program Management Lead                               | 240            |
| 5                             | Technical Architect                                   | 80             |
| 6                             | Application Architect                                 | 80             |
| 7                             | Quality Manager                                       | 120            |
| 8                             | Quality Assurance (QA) Lead                           | 120            |
| 9                             | Organizational Change Management (OCM), Training Lead | 40             |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 40             |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 120            |
| 12                            | Lead Test Analyst                                     | 40             |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 20             |
| 14                            | Data Architect  | 20             |
| 15                            | Procurement Management Specialist                     | 20             |
| 16                            | Performance / Contract Management Specialist          | 20             |
| 17                            | Senior Analyst(s)                                     | 2100           |
| 18                            | Associate Analyst                                     | 0              |
| 19                            | Senior Specialist                                     | 0              |
| 20                            | Analyst   | 2200           |
| 21                            | Training Lead   | 0              |
| 22                            | IT Operations Architect                               | 0              |
| 23                            | Engagement Partner                                    | 80             |
| 24                            | Quality Assurance Partner                             | 10             |
| 25                            | Quality Director                                      | 80             |
| <b>Total Hours per Table</b>  |   | 5510           |
| <b>Total Amount per Table</b> |   | \$1,178,250.00 |

Framework Deliverables Total

Startup Activities Total

MMP Projects Total

Total

---



Startup Activities

Table 18 A.54 Program Startup Planning / Project Analysis and Deployment Roadmap

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 80           |
| 2                             | Enterprise Architect / Solution Architect             | 0            |
| 3                             | Business Architect                                    | 0            |
| 4                             | Program Management Lead                               | 240          |
| 5                             | Technical Architect                                   | 0            |
| 6                             | Application Architect                                 | 0            |
| 7                             | Quality Manager                                       | 240          |
| 8                             | Quality Assurance (QA) Lead                           | 240          |
| 9                             | Organizational Change Management (OCM), Training Lead | 0            |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0            |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 200          |
| 12                            | Lead Test Analyst                                     | 240          |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0            |
| 14                            | Data Architect  | 0            |
| 15                            | Procurement Management Specialist                     | 0            |
| 16                            | Performance / Contract Management Specialist          | 0            |
| 17                            | Senior Analyst(s)                                     | 325          |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 0            |
| 20                            | Analyst   | 800          |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 0            |
| 23                            | Engagement Partner                                    | 80           |
| 24                            | Quality Assurance Partner                             | 10           |
| 25                            | Quality Director                                      | 80           |
| <b>Total Hours per Table</b>  |   | 2535         |
| <b>Total Amount per Table</b> |   | \$566,150.00 |

|                              |
|------------------------------|
| Framework Deliverables Total |
| Startup Activities Total     |
| MMP Projects Total           |

Total



Startup Activities

Table 19 A.55 Project and Systems Development Lifecycle Design

|                               |   |                |
|-------------------------------|---|----------------|
| 1                             | TAS Engagement Director                               | 135            |
| 2                             | Enterprise Architect / Solution Architect             | 50             |
| 3                             | Business Architect                                    | 25             |
| 4                             | Program Management Lead                               | 240            |
| 5                             | Technical Architect                                   | 25             |
| 6                             | Application Architect                                 | 25             |
| 7                             | Quality Manager                                       | 240            |
| 8                             | Quality Assurance (QA) Lead                           | 240            |
| 9                             | Organizational Change Management (OCM), Training Lead | 0              |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 25             |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 240            |
| 12                            | Lead Test Analyst                                     | 240            |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 25             |
| 14                            | Data Architect  | 0              |
| 15                            | Procurement Management Specialist                     | 0              |
| 16                            | Performance / Contract Management Specialist          | 0              |
| 17                            | Senior Analyst(s)                                     | 1750           |
| 18                            | Associate Analyst                                     | 0              |
| 19                            | Senior Specialist                                     | 0              |
| 20                            | Analyst   | 1850           |
| 21                            | Training Lead   | 0              |
| 22                            | IT Operations Architect                               | 0              |
| 23                            | Engagement Partner                                    | 150            |
| 24                            | Quality Assurance Partner                             | 10             |
| 25                            | Quality Director                                      | 80             |
| <b>Total Hours per Table</b>  |   | 5350           |
| <b>Total Amount per Table</b> |   | \$1,171,450.00 |

Framework Deliverables Total

Startup Activities Total

MMP Projects Total

Total



**Startup Activities**  
**Table 20 A.56 Business and IT  
 Capability Assessment/Future State  
 Roadmap Capability Development,  
 Deployment and Operational  
 Support**

|                               |   |                |
|-------------------------------|---|----------------|
| 1                             | TAS Engagement Director                               | 80             |
| 2                             | Enterprise Architect / Solution Architect             | 120            |
| 3                             | Business Architect                                    | 320            |
| 4                             | Program Management Lead                               | 1000           |
| 5                             | Technical Architect                                   | 360            |
| 6                             | Application Architect                                 | 360            |
| 7                             | Quality Manager                                       | 1000           |
| 8                             | Quality Assurance (QA) Lead                           | 1000           |
| 9                             | Organizational Change Management (OCM), Training Lead | 1120           |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 3080           |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 160            |
| 12                            | Lead Test Analyst                                     | 0              |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0              |
| 14                            | Data Architect  | 80             |
| 15                            | Procurement Management Specialist                     | 80             |
| 16                            | Performance / Contract Management Specialist          | 0              |
| 17                            | Senior Analyst(s)                                     | 7160           |
| 18                            | Associate Analyst                                     | 2000           |
| 19                            | Senior Specialist                                     | 2000           |
| 20                            | Analyst   | 3500           |
| 21                            | Training Lead   | 0              |
| 22                            | IT Operations Architect                               | 800            |
| 23                            | Engagement Partner                                    | 80             |
| 24                            | Quality Assurance Partner                             | 15             |
| 25                            | Quality Director                                      | 40             |
| <b>Total Hours per Table</b>  |   | 24355          |
| <b>Total Amount per Table</b> |   | \$5,595,675.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**Startup Activities**

**Table 21 A.57 Medicaid Eligibility System Market Assessment (MESMA) Management Plan**

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 50           |
| 2                             | Enterprise Architect / Solution Architect             | 80           |
| 3                             | Business Architect                                    | 120          |
| 4                             | Program Management Lead                               | 0            |
| 5                             | Technical Architect                                   | 140          |
| 6                             | Application Architect                                 | 140          |
| 7                             | Quality Manager                                       | 0            |
| 8                             | Quality Assurance (QA) Lead                           | 0            |
| 9                             | Organizational Change Management (OCM), Training Lead | 80           |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 120          |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 80           |
| 12                            | Lead Test Analyst                                     | 0            |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 40           |
| 14                            | Data Architect  | 120          |
| 15                            | Procurement Management Specialist                     | 0            |
| 16                            | Performance / Contract Management Specialist          | 0            |
| 17                            | Senior Analyst(s)                                     | 480          |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 240          |
| 20                            | Analyst   | 960          |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 0            |
| 23                            | Engagement Partner                                    | 30           |
| 24                            | Quality Assurance Partner                             | 10           |
| 25                            | Quality Director                                      | 35           |
| <b>Total Hours per Table</b>  |   | 2725         |
| <b>Total Amount per Table</b> |   | \$608,025.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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Startup Activities

Table 22 A.58 HCFA Organizational  
Change Capacity Assessment

|                               |   |                |
|-------------------------------|---|----------------|
| 1                             | TAS Engagement Director                               | 135            |
| 2                             | Enterprise Architect / Solution Architect             | 0              |
| 3                             | Business Architect                                    | 0              |
| 4                             | Program Management Lead                               | 0              |
| 5                             | Technical Architect                                   | 0              |
| 6                             | Application Architect                                 | 0              |
| 7                             | Quality Manager                                       | 0              |
| 8                             | Quality Assurance (QA) Lead                           | 0              |
| 9                             | Organizational Change Management (OCM), Training Lead | 1200           |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0              |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 0              |
| 12                            | Lead Test Analyst                                     | 0              |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0              |
| 14                            | Data Architect  | 0              |
| 15                            | Procurement Management Specialist                     | 0              |
| 16                            | Performance / Contract Management Specialist          | 0              |
| 17                            | Senior Analyst(s)                                     | 0              |
| 18                            | Associate Analyst                                     | 0              |
| 19                            | Senior Specialist                                     | 0              |
| 20                            | Analyst   | 0              |
| 21                            | Training Lead   | 3120           |
| 22                            | IT Operations Architect                               | 0              |
| 23                            | Engagement Partner                                    | 80             |
| 24                            | Quality Assurance Partner                             | 10             |
| 25                            | Quality Director                                      | 80             |
| <b>Total Hours per Table</b>  |   | 4625           |
| <b>Total Amount per Table</b> |   | \$1,098,275.00 |

Framework Deliverables Total

Startup Activities Total

MMP Projects Total

Total

---



| Startup Activities            |   |                               |          |                |
|-------------------------------|---|-------------------------------|----------|----------------|
|                               | Hours per position                                    | Rate                          | Totals   |                |
| 1                             | TAS Engagement Director                               | 640                           | \$295.00 | \$188,800.00   |
| 2                             | Enterprise Architect / Solution Architect             | 250                           | \$295.00 | \$73,750.00    |
| 3                             | Business Architect                                    | 465                           | \$245.00 | \$113,925.00   |
| 4                             | Program Management Lead                               | 1840                          | \$220.00 | \$404,800.00   |
| 5                             | Technical Architect                                   | 605                           | \$245.00 | \$148,225.00   |
| 6                             | Application Architect                                 | 605                           | \$245.00 | \$148,225.00   |
| 7                             | Quality Manager                                       | 1720                          | \$285.00 | \$490,200.00   |
| 8                             | Quality Assurance (QA) Lead                           | 1720                          | \$215.00 | \$369,800.00   |
| 9                             | Organizational Change Management (OCM), Training Lead | 2440                          | \$285.00 | \$695,400.00   |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 3265                          | \$285.00 | \$930,525.00   |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 1040                          | \$245.00 | \$254,800.00   |
| 12                            | Lead Test Analyst                                     | 560                           | \$215.00 | \$120,400.00   |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 85                            | \$215.00 | \$18,275.00    |
| 14                            | Data Architect  | 220                           | \$215.00 | \$47,300.00    |
| 15                            | Procurement Management Specialist                     | 100                           | \$190.00 | \$19,000.00    |
| 16                            | Performance / Contract Management Specialist          | 100                           | \$190.00 | \$19,000.00    |
| 17                            | Senior Analyst(s)                                     | 11895                         | \$220.00 | \$2,616,900.00 |
| 18                            | Associate Analyst                                     | 2000                          | \$190.00 | \$380,000.00   |
| 19                            | Senior Specialist                                     | 2240                          | \$220.00 | \$492,800.00   |
| 20                            | Analyst   | 9710                          | \$190.00 | \$1,844,900.00 |
| 21                            | Training Lead   | 3120                          | \$215.00 | \$670,800.00   |
| 22                            | IT Operations Architect                               | 800                           | \$245.00 | \$196,000.00   |
| 23                            | Engagement Partner                                    | 580                           | \$295.00 | \$171,100.00   |
| 24                            | Quality Assurance Partner                             | 75                            | \$245.00 | \$18,375.00    |
| 25                            | Quality Director                                      | 475                           | \$245.00 | \$116,375.00   |
| <b>Total Hours per Table</b>  |   | <b>Total hours per Table</b>  |          |                |
| <b>Total Amount per Table</b> |   | <b>Total Amount per Table</b> |          |                |

Startup Activities Total \$10,549,675.00

|                              |
|------------------------------|
| Framework Deliverables Total |
| Startup Activities Total     |
| MMP Projects Total           |

Total

---



**MMP Projects**

**Table 23 A.90.a Tennessee Eligibility Determination System (TEDS)**

|                               |   |                       |
|-------------------------------|---|-----------------------|
| 1                             | TAS Engagement Director                               | 240                   |
| 2                             | Enterprise Architect / Solution Architect             | 560                   |
| 3                             | Business Architect                                    | 640                   |
| 4                             | Program Management Lead                               | 240                   |
| 5                             | Technical Architect                                   | 540                   |
| 6                             | Application Architect                                 | 540                   |
| 7                             | Quality Manager                                       | 160                   |
| 8                             | Quality Assurance (QA) Lead                           | 240                   |
| 9                             | Organizational Change Management (OCM), Training Lead | 180                   |
| 10                            | Operations and Maintenance (O&M)Planning Lead         | 55                    |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 240                   |
| 12                            | Lead Test Analyst                                     | 300                   |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 400                   |
| 14                            | Data Architect  | 880                   |
| 15                            | Procurement Management Specialist                     | 400                   |
| 16                            | Performance / Contract Management Specialist          | 120                   |
| 17                            | Senior Analyst(s)                                     | 330                   |
| 18                            | Associate Analyst                                     | 1200                  |
| 19                            | Senior Specialist                                     | 1800                  |
| 20                            | Analyst   | 9000                  |
| 21                            | Training Lead   | 0                     |
| 22                            | IT Operations Architect                               | 520                   |
| 23                            | Engagement Partner                                    | 120                   |
| 24                            | Quality Assurance Partner                             | 140                   |
| 25                            | Quality Director                                      | 200                   |
| <b>Total Hours per Table</b>  |   | <b>19045</b>          |
| <b>Total Amount per Table</b> |   | <b>\$4,024,375.00</b> |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

---



**MMP Projects**

**Table 24 A.90.b Interim Eligibility Solution (IEM)**

|                               |   |                       |
|-------------------------------|---|-----------------------|
| 1                             | TAS Engagement Director                               | 160                   |
| 2                             | Enterprise Architect / Solution Architect             | 325                   |
| 3                             | Business Architect                                    | 272                   |
| 4                             | Program Management Lead                               | 120                   |
| 5                             | Technical Architect                                   | 300                   |
| 6                             | Application Architect                                 | 278                   |
| 7                             | Quality Manager                                       | 270                   |
| 8                             | Quality Assurance (QA) Lead                           | 240                   |
| 9                             | Organizational Change Management (OCM), Training Lead | 120                   |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 48                    |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 186                   |
| 12                            | Lead Test Analyst                                     | 283                   |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 229                   |
| 14                            | Data Architect  | 120                   |
| 15                            | Procurement Management Specialist                     | 0                     |
| 16                            | Performance / Contract Management Specialist          | 0                     |
| 17                            | Senior Analyst(s)                                     | 1200                  |
| 18                            | Associate Analyst                                     | 1500                  |
| 19                            | Senior Specialist                                     | 0                     |
| 20                            | Analyst   | 880                   |
| 21                            | Training Lead   | 900                   |
| 22                            | IT Operations Architect                               | 200                   |
| 23                            | Engagement Partner                                    | 60                    |
| 24                            | Quality Assurance Partner                             | 25                    |
| 25                            | Quality Director                                      | 120                   |
| <b>Total Hours per Table</b>  |   | <b>7836</b>           |
| <b>Total Amount per Table</b> |   | <b>\$1,747,530.00</b> |

**Framework Deliverables Total**

**Startup Activities Total**

**MMP Projects Total**

**Total**

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**MMP Projects**

**Table 25 A.90.c Account Transfer Process (ATP) Enhancements**

|                               |  |                |
|-------------------------------|--|----------------|
| 1                             | <b>TAS Engagement Director</b>                               | 160            |
| 2                             | <b>Enterprise Architect / Solution Architect</b>             | 325            |
| 3                             | <b>Business Architect</b>                                    | 327            |
| 4                             | <b>Program Management Lead</b>                               | 180            |
| 5                             | <b>Technical Architect</b>                                   | 355            |
| 6                             | <b>Application Architect</b>                                 | 353            |
| 7                             | <b>Quality Manager</b>                                       | 141            |
| 8                             | <b>Quality Assurance (QA) Lead</b>                           | 120            |
| 9                             | <b>Organizational Change Management (OCM), Training Lead</b> | 80             |
| 10                            | <b>Operations and Maintenance (O&amp;M) Planning Lead</b>    | 44             |
| 11                            | <b>Systems Development Lifecycle (SDLC) Lead Analyst</b>     | 177            |
| 12                            | <b>Lead Test Analyst</b>                                     | 280            |
| 13                            | <b>Senior CMS, IRS, SSA and State Government Analyst</b>     | 225            |
| 14                            | <b>Data Architect</b>  | 140            |
| 15                            | <b>Procurement Management Specialist</b>                     | 0              |
| 16                            | <b>Performance / Contract Management Specialist</b>          | 0              |
| 17                            | <b>Senior Analyst(s)</b>                                     | 1800           |
| 18                            | <b>Associate Analyst</b>                                     | 1200           |
| 19                            | <b>Senior Specialist</b>                                     | 680            |
| 20                            | <b>Analyst</b>   | 1600           |
| 21                            | <b>Training Lead</b>   | 0              |
| 22                            | <b>IT Operations Architect</b>                               | 180            |
| 23                            | <b>Engagement Partner</b>                                    | 40             |
| 24                            | <b>Quality Assurance Partner</b>                             | 15             |
| 25                            | <b>Quality Director</b>                                      | 40             |
| <b>Total Hours per Table</b>  |  | 8462           |
| <b>Total Amount per Table</b> |  | \$1,866,590.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

---



|                               |   | MMP Projects                       |
|-------------------------------|---|------------------------------------|
|                               |   | Table 26 A.91.a MMIS Modernization |
| 1                             | TAS Engagement Director                               | 240                                |
| 2                             | Enterprise Architect / Solution Architect             | 440                                |
| 3                             | Business Architect                                    | 560                                |
| 4                             | Program Management Lead                               | 240                                |
| 5                             | Technical Architect                                   | 300                                |
| 6                             | Application Architect                                 | 300                                |
| 7                             | Quality Manager                                       | 160                                |
| 8                             | Quality Assurance (QA) Lead                           | 160                                |
| 9                             | Organizational Change Management (OCM), Training Lead | 180                                |
| 10                            | Operations and Maintenance (O&M)Planning Lead         | 30                                 |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 120                                |
| 12                            | Lead Test Analyst                                     | 240                                |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 400                                |
| 14                            | Data Architect  | 520                                |
| 15                            | Procurement Management Specialist                     | 400                                |
| 16                            | Performance / Contract Management Specialist          | 100                                |
| 17                            | Senior Analyst(s)                                     | 2400                               |
| 18                            | Associate Analyst                                     | 2000                               |
| 19                            | Senior Specialist                                     | 2000                               |
| 20                            | Analyst   | 9000                               |
| 21                            | Training Lead   | 0                                  |
| 22                            | IT Operations Architect                               | 300                                |
| 23                            | Engagement Partner                                    | 120                                |
| 24                            | Quality Assurance Partner                             | 40                                 |
| 25                            | Quality Director                                      | 80                                 |
| <b>Total Hours per Table</b>  |   | 20330                              |
| <b>Total Amount per Table</b> |   | \$4,247,550.00                     |

Framework Deliverables Total

Startup Activities Total

MMP Projects Total

Total



**MMP Projects**

**Table 27 A.91.b MMIS Procurement  
for Operations and Maintenance  
Takeover**

|                               |  |                |
|-------------------------------|--|----------------|
| 1                             | <b>TAS Engagement Director</b>                               | 80             |
| 2                             | <b>Enterprise Architect / Solution Architect</b>             | 0              |
| 3                             | <b>Business Architect</b>                                    | 0              |
| 4                             | <b>Program Management Lead</b>                               | 0              |
| 5                             | <b>Technical Architect</b>                                   | 0              |
| 6                             | <b>Application Architect</b>                                 | 0              |
| 7                             | <b>Quality Manager</b>                                       | 0              |
| 8                             | <b>Quality Assurance (QA) Lead</b>                           | 0              |
| 9                             | <b>Organizational Change Management (OCM), Training Lead</b> | 0              |
| 10                            | <b>Operations and Maintenance (O&amp;M)Planning Lead</b>     | 20             |
| 11                            | <b>Systems Development Lifecycle (SDLC) Lead Analyst</b>     | 0              |
| 12                            | <b>Lead Test Analyst</b>                                     | 0              |
| 13                            | <b>Senior CMS, IRS, SSA and State Government Analyst</b>     | 0              |
| 14                            | <b>Data Architect</b>  | 0              |
| 15                            | <b>Procurement Management Specialist</b>                     | 0              |
| 16                            | <b>Performance / Contract Management Specialist</b>          | 0              |
| 17                            | <b>Senior Analyst(s)</b>                                     | 2500           |
| 18                            | <b>Associate Analyst</b>                                     | 0              |
| 19                            | <b>Senior Specialist</b>                                     | 0              |
| 20                            | <b>Analyst</b>   | 2500           |
| 21                            | <b>Training Lead</b>   | 0              |
| 22                            | <b>IT Operations Architect</b>                               | 160            |
| 23                            | <b>Engagement Partner</b>                                    | 200            |
| 24                            | <b>Quality Assurance Partner</b>                             | 15             |
| 25                            | <b>Quality Director</b>                                      | 200            |
| <b>Total Hours per Table</b>  |  | 5675           |
| <b>Total Amount per Table</b> |  | \$1,205,175.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

---



**MMP Projects**

**Table 28 A.91.c MMIS Takeover**

|                               |  |                |
|-------------------------------|--|----------------|
| 1                             | <b>TAS Engagement Director</b>                               | 135            |
| 2                             | <b>Enterprise Architect / Solution Architect</b>             | 0              |
| 3                             | <b>Business Architect</b>                                    | 0              |
| 4                             | <b>Program Management Lead</b>                               | 0              |
| 5                             | <b>Technical Architect</b>                                   | 0              |
| 6                             | <b>Application Architect</b>                                 | 0              |
| 7                             | <b>Quality Manager</b>                                       | 0              |
| 8                             | <b>Quality Assurance (QA) Lead</b>                           | 0              |
| 9                             | <b>Organizational Change Management (OCM), Training Lead</b> | 0              |
| 10                            | <b>Operations and Maintenance (O&amp;M) Planning Lead</b>    | 25             |
| 11                            | <b>Systems Development Lifecycle (SDLC) Lead Analyst</b>     | 0              |
| 12                            | <b>Lead Test Analyst</b>                                     | 0              |
| 13                            | <b>Senior CMS, IRS, SSA and State Government Analyst</b>     | 0              |
| 14                            | <b>Data Architect</b>  | 0              |
| 15                            | <b>Procurement Management Specialist</b>                     | 0              |
| 16                            | <b>Performance / Contract Management Specialist</b>          | 0              |
| 17                            | <b>Senior Analyst(s)</b>                                     | 3750           |
| 18                            | <b>Associate Analyst</b>                                     | 0              |
| 19                            | <b>Senior Specialist</b>                                     | 0              |
| 20                            | <b>Analyst</b>   | 3750           |
| 21                            | <b>Training Lead</b>   | 0              |
| 22                            | <b>IT Operations Architect</b>                               | 215            |
| 23                            | <b>Engagement Partner</b>                                    | 200            |
| 24                            | <b>Quality Assurance Partner</b>                             | 15             |
| 25                            | <b>Quality Director</b>                                      | 200            |
| <b>Total Hours per Table</b>  |  | 8290           |
| <b>Total Amount per Table</b> |  | \$1,748,800.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

---



**MMP Projects**

**Table 29 A.91.d TPAES Replacement**

|                               |   |                       |
|-------------------------------|---|-----------------------|
| 1                             | TAS Engagement Director                               | 240                   |
| 2                             | Enterprise Architect / Solution Architect             | 405                   |
| 3                             | Business Architect                                    | 427                   |
| 4                             | Program Management Lead                               | 160                   |
| 5                             | Technical Architect                                   | 435                   |
| 6                             | Application Architect                                 | 393                   |
| 7                             | Quality Manager                                       | 101                   |
| 8                             | Quality Assurance (QA) Lead                           | 120                   |
| 9                             | Organizational Change Management (OCM), Training Lead | 80                    |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 44                    |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 117                   |
| 12                            | Lead Test Analyst                                     | 360                   |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 185                   |
| 14                            | Data Architect  | 120                   |
| 15                            | Procurement Management Specialist                     | 200                   |
| 16                            | Performance / Contract Management Specialist          | 100                   |
| 17                            | Senior Analyst(s)                                     | 1500                  |
| 18                            | Associate Analyst                                     | 750                   |
| 19                            | Senior Specialist                                     | 520                   |
| 20                            | Analyst   | 1880                  |
| 21                            | Training Lead   | 0                     |
| 22                            | IT Operations Architect                               | 200                   |
| 23                            | Engagement Partner                                    | 40                    |
| 24                            | Quality Assurance Partner                             | 15                    |
| 25                            | Quality Director                                      | 80                    |
| <b>Total Hours per Table</b>  |   | <b>8472</b>           |
| <b>Total Amount per Table</b> |   | <b>\$1,879,690.00</b> |

|                              |
|------------------------------|
| Framework Deliverables Total |
| Startup Activities Total     |
| MMP Projects Total           |

Total



**MMP Projects**

**Table 30 A.91.e Appeals Systems  
(TEAMS, Kepro) Modernization**

|                               |   |                |
|-------------------------------|---|----------------|
| 1                             | TAS Engagement Director                               | 240            |
| 2                             | Enterprise Architect / Solution Architect             | 465            |
| 3                             | Business Architect                                    | 407            |
| 4                             | Program Management Lead                               | 160            |
| 5                             | Technical Architect                                   | 335            |
| 6                             | Application Architect                                 | 293            |
| 7                             | Quality Manager                                       | 141            |
| 8                             | Quality Assurance (QA) Lead                           | 180            |
| 9                             | Organizational Change Management (OCM), Training Lead | 80             |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 54             |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 137            |
| 12                            | Lead Test Analyst                                     | 360            |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 185            |
| 14                            | Data Architect  | 160            |
| 15                            | Procurement Management Specialist                     | 200            |
| 16                            | Performance / Contract Management Specialist          | 100            |
| 17                            | Senior Analyst(s)                                     | 2400           |
| 18                            | Associate Analyst                                     | 800            |
| 19                            | Senior Specialist                                     | 880            |
| 20                            | Analyst   | 2400           |
| 21                            | Training Lead   | 0              |
| 22                            | IT Operations Architect                               | 270            |
| 23                            | Engagement Partner                                    | 60             |
| 24                            | Quality Assurance Partner                             | 10             |
| 25                            | Quality Director                                      | 80             |
| <b>Total Hours per Table</b>  |   | 10397          |
| <b>Total Amount per Table</b> |   | \$2,291,465.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

---



**MMP Projects**

**Table 31 A.92.a Information Exchange - Modify Existing Connections with Hospitals to Include ADT Data**

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 50           |
| 2                             | Enterprise Architect / Solution Architect             | 25           |
| 3                             | Business Architect                                    | 40           |
| 4                             | Program Management Lead                               | 0            |
| 5                             | Technical Architect                                   | 60           |
| 6                             | Application Architect                                 | 60           |
| 7                             | Quality Manager                                       | 0            |
| 8                             | Quality Assurance (QA) Lead                           | 0            |
| 9                             | Organizational Change Management (OCM), Training Lead | 40           |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 5            |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 120          |
| 12                            | Lead Test Analyst                                     | 0            |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0            |
| 14                            | Data Architect  | 120          |
| 15                            | Procurement Management Specialist                     | 0            |
| 16                            | Performance / Contract Management Specialist          | 0            |
| 17                            | Senior Analyst(s)                                     | 80           |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 0            |
| 20                            | Analyst   | 240          |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 35           |
| 23                            | Engagement Partner                                    | 35           |
| 24                            | Quality Assurance Partner                             | 10           |
| 25                            | Quality Director                                      | 35           |
| <b>Total Hours per Table</b>  |   | 955          |
| <b>Total Amount per Table</b> |   | \$222,475.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

---



**MMP Projects**

**Table 32 A.92.b Health Information Exchange - Build New Connections with Hospitals to Receive ADT Data**

|                               |  |              |
|-------------------------------|--|--------------|
| 1                             | <b>TAS Engagement Director</b>                               | 35           |
| 2                             | <b>Enterprise Architect / Solution Architect</b>             | 245          |
| 3                             | <b>Business Architect</b>                                    | 147          |
| 4                             | <b>Program Management Lead</b>                               | 0            |
| 5                             | <b>Technical Architect</b>                                   | 195          |
| 6                             | <b>Application Architect</b>                                 | 233          |
| 7                             | <b>Quality Manager</b>                                       | 21           |
| 8                             | <b>Quality Assurance (QA) Lead</b>                           | 0            |
| 9                             | <b>Organizational Change Management (OCM), Training Lead</b> | 20           |
| 10                            | <b>Operations and Maintenance (O&amp;M)Planning Lead</b>     | 29           |
| 11                            | <b>Systems Development Lifecycle (SDLC) Lead Analyst</b>     | 177          |
| 12                            | <b>Lead Test Analyst</b>                                     | 160          |
| 13                            | <b>Senior CMS, IRS, SSA and State Government Analyst</b>     | 105          |
| 14                            | <b>Data Architect</b>  | 120          |
| 15                            | <b>Procurement Management Specialist</b>                     | 0            |
| 16                            | <b>Performance / Contract Management Specialist</b>          | 0            |
| 17                            | <b>Senior Analyst(s)</b>                                     | 120          |
| 18                            | <b>Associate Analyst</b>                                     | 0            |
| 19                            | <b>Senior Specialist</b>                                     | 120          |
| 20                            | <b>Analyst</b>   | 240          |
| 21                            | <b>Training Lead</b>   | 0            |
| 22                            | <b>IT Operations Architect</b>                               | 35           |
| 23                            | <b>Engagement Partner</b>                                    | 20           |
| 24                            | <b>Quality Assurance Partner</b>                             | 10           |
| 25                            | <b>Quality Director</b>                                      | 20           |
| <b>Total Hours per Table</b>  |  | 2052         |
| <b>Total Amount per Table</b> |  | \$489,790.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**MMP Projects**

Table 33 A.92.c Integrate ADT Data with Care Coordination Tool (CCT)

|                               |   |              |
|-------------------------------|---|--------------|
| 1                             | TAS Engagement Director                               | 20           |
| 2                             | Enterprise Architect / Solution Architect             | 245          |
| 3                             | Business Architect                                    | 167          |
| 4                             | Program Management Lead                               | 0            |
| 5                             | Technical Architect                                   | 195          |
| 6                             | Application Architect                                 | 253          |
| 7                             | Quality Manager                                       | 21           |
| 8                             | Quality Assurance (QA) Lead                           | 0            |
| 9                             | Organizational Change Management (OCM), Training Lead | 20           |
| 10                            | Operations and Maintenance (O&M)Planning Lead         | 34           |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 137          |
| 12                            | Lead Test Analyst                                     | 160          |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 105          |
| 14                            | Data Architect  | 120          |
| 15                            | Procurement Management Specialist                     | 0            |
| 16                            | Performance / Contract Management Specialist          | 0            |
| 17                            | Senior Analyst(s)                                     | 120          |
| 18                            | Associate Analyst                                     | 0            |
| 19                            | Senior Specialist                                     | 0            |
| 20                            | Analyst   | 240          |
| 21                            | Training Lead   | 0            |
| 22                            | IT Operations Architect                               | 70           |
| 23                            | Engagement Partner                                    | 10           |
| 24                            | Quality Assurance Partner                             | 10           |
| 25                            | Quality Director                                      | 15           |
| <b>Total Hours per Table</b>  |   | 1942         |
| <b>Total Amount per Table</b> |   | \$464,790.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**MMP Projects**

**Table 34 A.92.d Leverage Master Patient Index to Support CCT**

|                               |   |                     |
|-------------------------------|---|---------------------|
| 1                             | TAS Engagement Director                               | 135                 |
| 2                             | Enterprise Architect / Solution Architect             | 285                 |
| 3                             | Business Architect                                    | 207                 |
| 4                             | Program Management Lead                               | 0                   |
| 5                             | Technical Architect                                   | 235                 |
| 6                             | Application Architect                                 | 273                 |
| 7                             | Quality Manager                                       | 141                 |
| 8                             | Quality Assurance (QA) Lead                           | 240                 |
| 9                             | Organizational Change Management (OCM), Training Lead | 20                  |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 29                  |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 137                 |
| 12                            | Lead Test Analyst                                     | 160                 |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 105                 |
| 14                            | Data Architect  | 240                 |
| 15                            | Procurement Management Specialist                     | 0                   |
| 16                            | Performance / Contract Management Specialist          | 0                   |
| 17                            | Senior Analyst(s)                                     | 800                 |
| 18                            | Associate Analyst                                     | 0                   |
| 19                            | Senior Specialist                                     | 180                 |
| 20                            | Analyst   | 440                 |
| 21                            | Training Lead   | 0                   |
| 22                            | IT Operations Architect                               | 35                  |
| 23                            | Engagement Partner                                    | 40                  |
| 24                            | Quality Assurance Partner                             | 10                  |
| 25                            | Quality Director                                      | 40                  |
| <b>Total Hours per Table</b>  |   | <b>3752</b>         |
| <b>Total Amount per Table</b> |   | <b>\$878,790.00</b> |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

---



**MMP Projects**

**Table 35 A.92.e Build Master  
Provider Directory to Support CCT**

|                               |  |              |
|-------------------------------|--|--------------|
| 1                             | <b>TAS Engagement Director</b>                               | 85           |
| 2                             | <b>Enterprise Architect / Solution Architect</b>             | 340          |
| 3                             | <b>Business Architect</b>                                    | 227          |
| 4                             | <b>Program Management Lead</b>                               | 0            |
| 5                             | <b>Technical Architect</b>                                   | 235          |
| 6                             | <b>Application Architect</b>                                 | 353          |
| 7                             | <b>Quality Manager</b>                                       | 101          |
| 8                             | <b>Quality Assurance (QA) Lead</b>                           | 80           |
| 9                             | <b>Organizational Change Management (OCM), Training Lead</b> | 20           |
| 10                            | <b>Operations and Maintenance (O&amp;M)Planning Lead</b>     | 29           |
| 11                            | <b>Systems Development Lifecycle (SDLC) Lead Analyst</b>     | 137          |
| 12                            | <b>Lead Test Analyst</b>                                     | 160          |
| 13                            | <b>Senior CMS, IRS, SSA and State Government Analyst</b>     | 105          |
| 14                            | <b>Data Architect</b>  | 440          |
| 15                            | <b>Procurement Management Specialist</b>                     | 0            |
| 16                            | <b>Performance / Contract Management Specialist</b>          | 0            |
| 17                            | <b>Senior Analyst(s)</b>                                     | 440          |
| 18                            | <b>Associate Analyst</b>                                     | 0            |
| 19                            | <b>Senior Specialist</b>                                     | 800          |
| 20                            | <b>Analyst</b>   | 540          |
| 21                            | <b>Training Lead</b>   | 0            |
| 22                            | <b>IT Operations Architect</b>                               | 35           |
| 23                            | <b>Engagement Partner</b>                                    | 40           |
| 24                            | <b>Quality Assurance Partner</b>                             | 35           |
| 25                            | <b>Quality Director</b>                                      | 60           |
| <b>Total Hours per Table</b>  |  | 4262         |
| <b>Total Amount per Table</b> |  | \$989,190.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**MMP Projects**

**Table 36 A.92.f Implement CCT and Medicaid Provider Portal**

|                               |  |                |
|-------------------------------|--|----------------|
| 1                             | <b>TAS Engagement Director</b>                               | 135            |
| 2                             | <b>Enterprise Architect / Solution Architect</b>             | 325            |
| 3                             | <b>Business Architect</b>                                    | 247            |
| 4                             | <b>Program Management Lead</b>                               | 120            |
| 5                             | <b>Technical Architect</b>                                   | 275            |
| 6                             | <b>Application Architect</b>                                 | 273            |
| 7                             | <b>Quality Manager</b>                                       | 141            |
| 8                             | <b>Quality Assurance (QA) Lead</b>                           | 120            |
| 9                             | <b>Organizational Change Management (OCM), Training Lead</b> | 80             |
| 10                            | <b>Operations and Maintenance (O&amp;M) Planning Lead</b>    | 34             |
| 11                            | <b>Systems Development Lifecycle (SDLC) Lead Analyst</b>     | 137            |
| 12                            | <b>Lead Test Analyst</b>                                     | 160            |
| 13                            | <b>Senior CMS, IRS, SSA and State Government Analyst</b>     | 105            |
| 14                            | <b>Data Architect</b>  | 440            |
| 15                            | <b>Procurement Management Specialist</b>                     | 0              |
| 16                            | <b>Performance / Contract Management Specialist</b>          | 0              |
| 17                            | <b>Senior Analyst(s)</b>                                     | 640            |
| 18                            | <b>Associate Analyst</b>                                     | 0              |
| 19                            | <b>Senior Specialist</b>                                     | 1280           |
| 20                            | <b>Analyst</b>   | 1500           |
| 21                            | <b>Training Lead</b>   | 0              |
| 22                            | <b>IT Operations Architect</b>                               | 70             |
| 23                            | <b>Engagement Partner</b>                                    | 60             |
| 24                            | <b>Quality Assurance Partner</b>                             | 30             |
| 25                            | <b>Quality Director</b>                                      | 80             |
| <b>Total Hours per Table</b>  |  | 6252           |
| <b>Total Amount per Table</b> |  | \$1,409,690.00 |

|                                     |
|-------------------------------------|
| <b>Framework Deliverables Total</b> |
| <b>Startup Activities Total</b>     |
| <b>MMP Projects Total</b>           |

**Total**

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**MMP Projects**

**Table 37 A.93 Analytics  
Enhancements Modernization -  
Procurements**

|                               |   |                       |
|-------------------------------|---|-----------------------|
| 1                             | TAS Engagement Director                               | 135                   |
| 2                             | Enterprise Architect / Solution Architect             | 325                   |
| 3                             | Business Architect                                    | 267                   |
| 4                             | Program Management Lead                               | 0                     |
| 5                             | Technical Architect                                   | 275                   |
| 6                             | Application Architect                                 | 273                   |
| 7                             | Quality Manager                                       | 101                   |
| 8                             | Quality Assurance (QA) Lead                           | 80                    |
| 9                             | Organizational Change Management (OCM), Training Lead | 40                    |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 34                    |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 177                   |
| 12                            | Lead Test Analyst                                     | 160                   |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 225                   |
| 14                            | Data Architect  | 440                   |
| 15                            | Procurement Management Specialist                     | 400                   |
| 16                            | Performance / Contract Management Specialist          | 0                     |
| 17                            | Senior Analyst(s)                                     | 400                   |
| 18                            | Associate Analyst                                     | 680                   |
| 19                            | Senior Specialist                                     | 0                     |
| 20                            | Analyst   | 880                   |
| 21                            | Training Lead   | 1280                  |
| 22                            | IT Operations Architect                               | 70                    |
| 23                            | Engagement Partner                                    | 40                    |
| 24                            | Quality Assurance Partner                             | 30                    |
| 25                            | Quality Director                                      | 60                    |
| <b>Total Hours per Table</b>  |   | <b>6372</b>           |
| <b>Total Amount per Table</b> |   | <b>\$1,409,790.00</b> |

**Framework Deliverables Total**

**Startup Activities Total**

**MMP Projects Total**

**Total**

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**MMP Projects**

**Table 38 A.93 Analytics Enhancements Modernization - Implementations**

|                               |   |                    |
|-------------------------------|---|--------------------|
| 1                             | TAS Engagement Director                               | 135                |
| 2                             | Enterprise Architect / Solution Architect             | 0                  |
| 3                             | Business Architect                                    | 0                  |
| 4                             | Program Management Lead                               | 0                  |
| 5                             | Technical Architect                                   | 0                  |
| 6                             | Application Architect                                 | 0                  |
| 7                             | Quality Manager                                       | 0                  |
| 8                             | Quality Assurance (QA) Lead                           | 0                  |
| 9                             | Organizational Change Management (OCM), Training Lead | 0                  |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 0                  |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 0                  |
| 12                            | Lead Test Analyst                                     | 0                  |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 0                  |
| 14                            | Data Architect  | 0                  |
| 15                            | Procurement Management Specialist                     | 0                  |
| 16                            | Performance / Contract Management Specialist          | 0                  |
| 17                            | Senior Analyst(s)                                     | 0                  |
| 18                            | Associate Analyst                                     | 0                  |
| 19                            | Senior Specialist                                     | 0                  |
| 20                            | Analyst   | 0                  |
| 21                            | Training Lead   | 0                  |
| 22                            | IT Operations Architect                               | 0                  |
| 23                            | Engagement Partner                                    | 40                 |
| 24                            | Quality Assurance Partner                             | 10                 |
| 25                            | Quality Director                                      | 40                 |
| <b>Total Hours per Table</b>  |   | <b>225</b>         |
| <b>Total Amount per Table</b> |   | <b>\$63,875.00</b> |

**Framework Deliverables Total**

**Startup Activities Total**

**MMP Projects Total**

**Total**

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| MMP Projects                  |   |       |          |
|-------------------------------|---|-------|----------|
|                               | Hours per position                                    | Rate  | Totals   |
| 1                             | TAS Engagement Director                               | 2225  | \$295.00 |
| 2                             | Enterprise Architect / Solution Architect             | 4310  | \$295.00 |
| 3                             | Business Architect                                    | 3935  | \$245.00 |
| 4                             | Program Management Lead                               | 1220  | \$220.00 |
| 5                             | Technical Architect                                   | 3735  | \$245.00 |
| 6                             | Application Architect                                 | 3875  | \$245.00 |
| 7                             | Quality Manager                                       | 1499  | \$285.00 |
| 8                             | Quality Assurance (QA) Lead                           | 1580  | \$215.00 |
| 9                             | Organizational Change Management (OCM), Training Lead | 960   | \$285.00 |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 514   | \$285.00 |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 1999  | \$245.00 |
| 12                            | Lead Test Analyst                                     | 2783  | \$215.00 |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 2374  | \$215.00 |
| 14                            | Data Architect  | 3860  | \$215.00 |
| 15                            | Procurement Management Specialist                     | 1600  | \$190.00 |
| 16                            | Performance / Contract Management Specialist          | 420   | \$190.00 |
| 17                            | Senior Analyst(s)                                     | 18480 | \$220.00 |
| 18                            | Associate Analyst                                     | 8130  | \$190.00 |
| 19                            | Senior Specialist                                     | 8260  | \$220.00 |
| 20                            | Analyst   | 35090 | \$190.00 |
| 21                            | Training Lead   | 2180  | \$215.00 |
| 22                            | IT Operations Architect                               | 2395  | \$245.00 |
| 23                            | Engagement Partner                                    | 1125  | \$295.00 |
| 24                            | Quality Assurance Partner                             | 420   | \$245.00 |
| 25                            | Quality Director                                      | 1350  | \$245.00 |
| <b>Total Hours per Table</b>  |   |       |          |
| <b>Total Amount per Table</b> |   |       |          |

|                    |                 |
|--------------------|-----------------|
| MMP Projects Total | \$24,939,565.00 |
|--------------------|-----------------|

|                              |
|------------------------------|
| Framework Deliverables Total |
| Startup Activities Total     |
| MMP Projects Total           |

Total



|                               |   | Total Hours Per Position | Original Rate | BAFO Rate |
|-------------------------------|---|--------------------------|---------------|-----------|
| 1                             | TAS Engagement Director                               | 4800                     | \$300.00      | \$295.00  |
| 2                             | Enterprise Architect / Solution Architect             | 4800                     | \$300.00      | \$295.00  |
| 3                             | Business Architect                                    | 4800                     | \$250.00      | \$245.00  |
| 4                             | Program Management Lead                               | 4800                     | \$225.00      | \$220.00  |
| 5                             | Technical Architect                                   | 4800                     | \$250.00      | \$245.00  |
| 6                             | Application Architect                                 | 4800                     | \$250.00      | \$245.00  |
| 7                             | Quality Manager                                       | 4800                     | \$290.00      | \$285.00  |
| 8                             | Quality Assurance (QA) Lead                           | 4800                     | \$220.00      | \$215.00  |
| 9                             | Organizational Change Management (OCM), Training Lead | 4800                     | \$290.00      | \$285.00  |
| 10                            | Operations and Maintenance (O&M) Planning Lead        | 4800                     | \$290.00      | \$285.00  |
| 11                            | Systems Development Lifecycle (SDLC) Lead Analyst     | 4800                     | \$250.00      | \$245.00  |
| 12                            | Lead Test Analyst                                     | 4800                     | \$220.00      | \$215.00  |
| 13                            | Senior CMS, IRS, SSA and State Government Analyst     | 4800                     | \$220.00      | \$215.00  |
| 14                            | Data Architect  | 4400                     | \$220.00      | \$215.00  |
| 15                            | Procurement Management Specialist                     | 2360                     | \$195.00      | \$190.00  |
| 16                            | Performance / Contract Management Specialist          | 1770                     | \$195.00      | \$190.00  |
| 17                            | Senior Analyst(s)                                     | 54985                    | \$225.00      | \$220.00  |
| 18                            | Associate Analyst                                     | 18490                    | \$195.00      | \$190.00  |
| 19                            | Senior Specialist                                     | 10620                    | \$225.00      | \$220.00  |
| 20                            | Analyst   | 74000                    | \$195.00      | \$190.00  |
| 21                            | Training Lead   | 11300                    | \$220.00      | \$215.00  |
| 22                            | IT Operations Architect                               | 3195                     | \$250.00      | \$245.00  |
| 23                            | Engagement Partner                                    | 2965                     | \$300.00      | \$295.00  |
| 24                            | Quality Assurance Partner                             | 630                      | \$250.00      | \$245.00  |
| 25                            | Quality Director                                      | 2750                     | \$250.00      | \$245.00  |
| <b>Total Hours per Table</b>  |   |                          |               |           |
| <b>Total Amount per Table</b> |   |                          |               |           |

Framework Deliverables Total

Startup Activities Total

MMP Projects Total

Total