



COLORADO

**Department of Health Care
Policy & Financing**

HCPF Solicitation #:

RFP UHAA 2019000042

Independent Verification and Validation for Medical
Assistance Medicaid Enterprise Systems

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SECTION 1.0 INTRODUCTION

1.1. GENERAL INFORMATION

- 1.1.1. The Colorado Department of Health Care Policy and Financing (the Department) is soliciting competitive and responsive proposals from experienced and financially sound organizations to perform as the Independent Verification and Validation (IV&V) vendor for the Department's Medicaid Enterprises.
- 1.1.1.1. The Contractor shall provide sufficient resources to perform IV&V services across multiple modernization components and meet timelines as required by the Department.
- 1.1.2. General solicitation information, timelines, and proposal submission requirements are available in Appendix A, Administrative Information Document. To be considered responsive, an Offeror shall comply with all the requirements and timelines contained in Appendix A.

1.2. ANTICIPATED CONTRACT TERM.

- 1.2.1. The initial term of this Contract is anticipated to begin on July 1, 2019 and will last until June 30, 2020.
- 1.2.2. The total duration of the Contract, from the Operational Start Date until termination, including the Department's exercise of any options, is not anticipated to exceed five (5) years. The Department may extend the Contract beyond the anticipated term in this subsection, in accordance with the Colorado Procurement Code and its implementing rules, in the event that the Department determines the extension is necessary to align the Contract with other Department contracts, to address state or federal programmatic or policy changes related to the Contract, or to provide sufficient time to transition the Work.
- 1.2.3. A draft Contract is included as Appendix B, Draft Contract. The terms of the template Contract shall become contractual obligations following award of the Scope of Work. The Offeror affirms its willingness to enter into a Contract containing terms substantially similar to those in Appendix B, Draft Contract by submitting a proposal. The successful Offeror will have an opportunity to negotiate Contract terms, but the Department expects Offerors to redline the Draft Contract in Appendix B, Draft Contract, as part of the proposal submission, with the intent of making Contract negotiations more efficient. The Department will not negotiate Contract terms related to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) Business Associate Addendum, Colorado Special Provisions, or the Limitations of Liability.

SECTION 2.0 TERMINOLOGY

2.1. ACRONYMS, ABBREVIATIONS, AND OTHER TERMINOLOGY

- 2.1.1. Acronyms and abbreviations are defined at their first occurrence in this Request for Proposals (RFP). The following list is provided to assist the reader in understanding acronyms, abbreviations, and terminology used throughout this document.

- 2.1.1.1. ARRA-HITECH – The Health Information Technology for Economic and Clinical Health (HITECH) Act, enacted as part of the American Recovery and Reinvestment Act of 2009, was signed into law on February 17, 2009 to promote the adoption and meaningful use of health information technology. ARRA-HITECH projects interact with the Medicaid Enterprise.
- 2.1.1.2. BIDM – Business Intelligence and Data Management, data warehousing, and data analytics. As of October 2017, this Contract is held by Truven Health Analytics Inc., Contract number 201500002126. This Contract and the RFP used to solicit it are posted on the Department’s website at <https://www.colorado.gov/hcpf/medicaid-management-information-system-reprocurement> under the “Executed Contracts” tab.
- 2.1.1.3. Business Area – A collection of business processes each of which are formed by one (1) or more business processes. The MITA business process hierarchy groups together business processes sharing a common purpose and data into Business Areas; for example, Provider Management focuses on provider outreach, enrollment, and information maintenance (as opposed to payment or auditing) and it “owns” a designated set of provider demographic data.
- 2.1.1.4. Business Day – Any day in which the State is open and conducting business, but shall not include Saturday, Sunday, or any day on which the State observes one of the holidays listed in C.R.S. §24-11-101(1).
- 2.1.1.5. Business Interruption – Any event that disrupts the Contractor’s ability to complete the Work for a period of time, and may include, but is not limited to a Disaster, power outage, strike, loss of necessary personnel, or computer virus.
- 2.1.1.6. CBMS – Colorado Benefits Management System; CBMS supports eligibility determination for multiple public assistance programs, as well as case management and benefit management. Each month, the system is used to process approximately thirty thousand (30,000) new client applications and forty thousand (40,000) client reauthorizations. In addition to these client-side functions, CBMS communicates with approximately fifty (50) external systems. These system-to-system interactions occur on a wide range of time scales: real-time online access, nightly batch jobs, and weekly, bi-weekly, monthly, and quarterly report generation and distribution. The external systems with which CBMS communicates include other state systems, systems operated by private entities, and federal systems.
- 2.1.1.7. Certification Process – The process of providing and reviewing required information and conditions necessary for approval by CMS of a mechanized claims processing and information retrieval system.
- 2.1.1.8. Certified – A mechanized claims processing and information retrieval system that has been approved by CMS. Medicaid Enterprise is considered to be Certified when it has passed all Certification requirements within the MECT or MEET, and has been officially Certified by CMS.
- 2.1.1.9. CHP+ – The Colorado Child Health Plan *Plus*.

- 2.1.1.10. Closeout Period – The period beginning on the earlier of ninety (90) days prior to the end of the last Extension Term or notice by the Department of its decision to not exercise its option for an Extension Term, and ending on the day that the Department has accepted the final Deliverable for the Closeout Period, as determined in the Department-approved and updated Closeout Plan, and has determined that the closeout is complete.
- 2.1.1.11. Colorado Health IT Roadmap – The comprehensive high-level plan that will provide direction for Health IT investments in the public and private sectors. The plan will deliver high-level actionable initiatives that can be used as a sounding board for determining the fit of existing Health IT projects and as a springboard for identifying and evaluating new opportunities. IT systems that are developed as a result of the roadmap and that will require sustainability funding (such as the Master Patient Index) may be subject to MECT and/or MEET and require IV&V.
- 2.1.1.12. Colorado interChange (iC) – Claims adjudication engine. As of March 2017, iC is administered by DXC Technology Services under State Contract 14-64254, who also serves as the Department’s Fiscal Agent. This Contract and the RFP used to solicit it are posted on the Department’s website at <https://www.colorado.gov/hcpf/medicaid-management-information-system-reprocurement> under the “Executed Contracts” tab.
- 2.1.1.13. Colorado Revised Statutes (C.R.S.) – C.R.S. are the legal code of Colorado; the codified general and permanent statutes of the Colorado General Assembly.
- 2.1.1.14. COMMIT – Colorado Medicaid Management Innovation and Transformation (COMMIT) Project is a collection of MMIS projects that were undertaken to replace legacy systems in order to upgrade technology, improve management of the Medicaid program, and improve data collection, analysis, and sharing across entities. Components are largely related to support of Medicaid Claims Adjudication, Provider Maintenance, Benefits Management, amongst other health care business processes. Once iC, BIDM, and PBMS are implemented and Certified, the COMMIT project is completed and will sunset.
- 2.1.1.15. Contract – The agreement, including all attached Exhibits, all documents incorporated by reference, all referenced statutes, rules and cited authorities, and any future modifications thereto, that is entered into as a result of this solicitation.
- 2.1.1.16. Contract Funds – The funds that have been appropriated, designated, encumbered, or otherwise made available for payment by the State under the Contract resulting from this Solicitation.
- 2.1.1.17. Contractor – The individual or entity selected as a result of this solicitation to complete the Work contained in the Contract. Under the CMS technical language, CMS uses the term “IV&V service provider,” “IV&V services provider,” “IV&V provider,” and “IV&V contractor.” All terms reference the Contractor.
- 2.1.1.18. Contractor Pre-Existing Material – Material, code, methodology, concepts, process, systems, technique, trade or service marks, copyrights, or other intellectual property developed, licensed, or otherwise acquired by Contractor prior to the Effective Date of this Contract and independent of any services rendered under any other contract with the State.

- 2.1.1.19. CPI-U – The Consumer Price Index for All Urban Consumers published by the US Department of Labor, Bureau of Labor Statistics.
- 2.1.1.20. Deliverable – Any tangible or intangible object produced by the Contractor as a result of the work that is intended to be delivered to the Department, regardless of whether the object is specifically described or called out as a “Deliverable” or not.
- 2.1.1.21. Department – The Colorado Department of Health Care Policy and Financing, a department of the government of the State of Colorado.
- 2.1.1.22. Disaster – An event that makes it impossible for Contractor to perform the Work out of its regular facility or facilities, and may include, but is not limited to, natural disasters, fire, or terrorist attacks.
- 2.1.1.23. E&E – Eligibility and Enrollment; systems include CBMS, PEAK, PEAK Health mobile application, and the SES. As of July 2017, the current vendor for this work is Deloitte Consulting LLP. State Contract number 98342. This Contract and the RFP used to solicit it are posted on the Department’s website at <https://www.colorado.gov/hcpf/medicaid-management-information-system-reprocurement> under the “Executed Contracts” tab.
- 2.1.1.24. Effective Date – The date on which the Contract resulting from this solicitation is approved and signed by the Colorado State Controller or designee, as shown on the Signature and Cover Page for the Contract.
- 2.1.1.25. Effort – A subsection of the overall IV&V Work on an individual Project that is limited and definable in scope.
- 2.1.1.26. Goods – Any movable material to be acquired, produced, or delivered by Contractor which shall include any movable material acquired, produced, or delivered by Contractor in connection with the services.
- 2.1.1.27. HIPAA – The Health Insurance Portability and Accountability Act of 1996.
- 2.1.1.28. Incident – Any accidental or deliberate event that results in or constitutes an imminent threat of the unauthorized access or disclosure of State Confidential Information or of the unauthorized modification, disruption, or destruction of any State Records.
- 2.1.1.29. IV&V – Independent Verification and Validation.
- 2.1.1.30. Key Personnel – The position or positions that are specifically designated as such in the Contract.
- 2.1.1.31. May – Indication that a contractual term is permissible and not mandatory.
- 2.1.1.32. MECL – Medicaid Enterprise Certification Life Cycle
- 2.1.1.33. MECT – Medicaid Enterprise Certification Toolkit.
- 2.1.1.34. Medicaid Enterprise – Systems making up MMIS (iC, BIDM, & PBMS), E&E (CBMS, PEAK, PEAK*Health*, & SES), and ARRA-HITECH.
- 2.1.1.35. MEELC – Medicaid Eligibility and Enrollment Life Cycle.
- 2.1.1.36. MEET – Medicaid Eligibility and Enrollment Toolkit.

- 2.1.1.37. Member – Any individual enrolled in the Colorado Medicaid program, Colorado’s CHP+ program, or the Colorado Indigent Care Program, as determined by the Department.
- 2.1.1.38. Milestone Review – A meeting with CMS, Department staff, Vendor staff, as well as IV&V staff, to discuss and review the Quarterly Progress Reports.
- 2.1.1.39. MITA – Medicaid Information Technology and Architecture.
- 2.1.1.40. MMIS – Medicaid Management Information System; an integrated group of procedures and computer processing operations (subsystems) developed at the general design level to meet principal objectives. For Title XIX purposes, "systems mechanization" and "mechanized claims processing and information retrieval systems" is identified in section 1903(a)(3) of the Act and defined in regulation at 42 CFR 433.111. The objectives of this system and its enhancements include the Title XIX program control and administrative costs; service to recipients, providers, and inquiries; operations of claims control and computer capabilities; and management reporting for planning and control. The Department’s MMIS consists for the iC, BIDM, and PBMS.
- 2.1.1.41. Offeror – Any individual or entity that submits a proposal, or intends to submit a proposal, in response to this solicitation.
- 2.1.1.42. Operational Start Date – When the Department authorizes the Contractor to begin fulfilling its obligations under the Contract, anticipated to be July 1, 2019.
- 2.1.1.43. Other Personnel – Individuals and Subcontractors, in addition to Key Personnel, assigned to positions to complete tasks associated with the Work.
- 2.1.1.44. PEAK – Program and Eligibility Application Kit; a customer-facing online system that provides a centralized location for public assistance benefit information. PEAK provides a universal application for select assistance programs and allows customers to self-manage their accounts and check their benefits, and it provides new applicants an opportunity to screen themselves for medical, food, and cash assistance programs.
- 2.1.1.45. PBMS – Pharmacy Benefits Management System; as of March 2017, this is managed by Magellan Medicaid Administration, Inc. under State Contract 201500002104. This Contract and the RFP used to solicit it are posted on the Department’s website at <https://www.colorado.gov/hcpf/medicaid-management-information-system-reprocurement> under the “Executed Contracts” tab.
- 2.1.1.46. PeakHealth – PEAKHealth allows Medicaid and CHP+ members to update and access important information from mobile devices. PEAKHealth enables the user to search for a provider, view their medical card, update income and contact information, view benefit information, make payments, and access health and wellness resources.
- 2.1.1.47. PCI – Payment Card Information, including any data related to credit card holders’ names, credit card numbers, or the other credit card information as may be protected by state or federal law.

- 2.1.1.48. PHI – Any Protected Health Information, including, without limitation any information whether oral or recorded in any form or medium: (i) that relates to the past, present, or future physical or mental 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 (ii) that identifies the individual or with respect to which there is a reasonable basis to believe the information can be used to identify the individual. PHI includes, but is not limited to, any information defined as Individually Identifiable Health Information by the federal Health Insurance Portability and Accountability Act.
- 2.1.1.49. PII – Personally Identifiable Information, including, without limitation, any information maintained by the State about an individual that can be used to distinguish or trace an individual’s identity, such as name, social security number, date and place of birth, mother’s maiden name, or biometric records; and any other information that is linked or linkable to an individual, such as medical, educational, financial, and employment information. PII includes, but is not limited to, all information defined as personally identifiable information in C.R.S. §24-72-501.
- 2.1.1.50. Project – A temporary endeavor undertaken to create a unique product, service, or result for IT systems.
- 2.1.1.51. Project Management – The centralized coordinated management of a program to achieve the program’s strategic objectives and benefits.
- 2.1.1.52. Provider – Any health care professional or entity that has been accepted as a provider in the Colorado Medicaid program, Colorado’s CHP+ program, or the Colorado Indigent Care Program, as determined by the State.
- 2.1.1.53. SES – Shared Eligibility System; a rules engine that allows changes in business logic within CBMS and part of the functionality of CBMS that allows a person to receive accurate eligibility determinations for supported medical program including Medicaid, CHP+, and health plans offered through Connect for Health Colorado.
- 2.1.1.54. SFY – State Fiscal Year; the twelve-month period beginning on July 1 of each calendar year and ending on June 30 of the following calendar year. If a single calendar year follows the term, then it means the State Fiscal Year ending in that calendar year.
- 2.1.1.55. Shall – Indication that a contractual term is mandatory. Under the CMS technical language, CMS uses “will” instead of “shall.” Both terms are an indication that a contractual term is mandatory.
- 2.1.1.56. Start-Up Period – The period starting on Effective Date and ending thirty (30) days after the Effective Date.
- 2.1.1.57. State Records – Any and all state data, information, and records, regardless of physical form, including, but not limited to, information subject to disclosure under CORA.
- 2.1.1.58. Subcontractor – Third-parties, if any, engaged by Contractor to aid in performance of the Work.
- 2.1.1.59. System Development Life Cycle (SDLC) – A term used in systems engineering, information systems, and software engineering to describe a process for planning, creating, testing, and deploying an information system.

- 2.1.1.60. Tax Information – Federal and State of Colorado tax information including, without limitation, federal and state tax returns, return information, and such other tax-related information as may be protected by federal and state law and regulation. Tax Information includes but is not limited to all information defined as federal tax information in Internal Revenue Service Publication 1075.
- 2.1.1.61. Vendor- The individual or entity selected as a result of this solicitation to complete the Work contained in the Contract.
- 2.1.1.62. Work – The activities undertaken to deliver goods and/or services described in the Contract.
- 2.1.1.63. Work Product – The tangible and intangible results of the Work, whether finished or unfinished, including drafts. Work Product includes, but is not limited to, documents, text, software (including source code), research, reports, proposals, specifications, plans, notes, studies, data, images, photographs, negatives, pictures, drawings, designs, models, surveys, maps, materials, ideas, concepts, know-how, and any other results of the Work. “Work Product” does not include any Contractor Pre-Existing Material that is used, without modification, in the performance of the Work.

SECTION 3.0 BACKGROUND INFORMATION

3.1. OVERVIEW

- 3.1.1. The Department serves as the Medicaid Single State Agency. The Department develops and implements policy and financing for Medicaid and the Children's Health Insurance Program, called CHP+ in Colorado, as well as a variety of other publicly funded health care programs for Colorado's low-income individuals, families, children, pregnant women, the elderly and people with disabilities. For more information about the Department, visit www.Colorado.gov/HCPF.
- 3.1.2. The Department is a Covered Entity under the HIPAA.
- 3.1.3. The Department operates the Colorado Medicaid Program, known as Health First Colorado, in accordance with the Colorado Medical Assistance Act (C.R.S. §25.5-4-104, *et seq.*) and Title XIX of the Social Security Act. Colorado Medicaid is annually funded from appropriations authorized by the Colorado General Assembly and matched by federal funds.
- 3.1.4. The Office of eHealth Innovation (OeHI) coordinates the IT efforts of the State's health agencies, including the Department of Health Care Policy & Financing, the Department of Public Health and Environment, and the Department of Human Services. OeHI was formed through Governor's executive order in November 2015 and serves as Colorado's State Designated Entity responsible for defining, maintaining, and evolving Colorado's Health Information Technology (IT) strategy in alignment with payment reform and care delivery.

3.2. PROJECT BACKGROUND

- 3.2.1. Medicaid Enterprise components include: Colorado's Medicaid Management Information System (MMIS), Eligibility and Enrollment (E&E) System, and American Recovery and Reinvestment ACT (ARRA) Health Information Technology for Economic and Clinical Health (HITECH) Act (together known as ARRA-HITECH) Systems.
- 3.2.2. The Department's strategy is to combine these services with a single vendor to ensure an enterprise level perspective can be obtained and communicated to the Department, the Centers for Medicare & Medicaid Services (CMS), and other interested stakeholders (internal/external) alike.
- 3.2.3. E&E was permanently included in 42 CFR 433.111(b) to support a seamless unified Medicaid enterprise. Per State Medicaid Director Letter (SMDL) #16-010, to receive enhanced funding, Medicaid systems (E&E and MMIS), must meet all applicable standards and conditions along with associated provisions, such as the role of IV&V. Colorado is committed to creating an interoperable Medicaid Enterprise System to meet these requirements. Colorado Enterprise IV&V services, using the MECT and the MEET, based on MITA, will be performed across all of Colorado's Medicaid Systems. The IV&V in this Contract will cover all new systems modules or modification to existing Medicaid Systems and, prospectively, new systems coming online under the ARRA-HITECH Projects and/or any other Medicaid Enterprises Projects.
- 3.2.4. The Department does not directly manage technical resources or work efforts for either the iC, BIDM, PBMS or E&E systems covered under this Contract. All direct technical systems development and process development for E&E Projects is done by the Governor's Office of Information Technology (OIT). All direct technical systems development and process development for MMIS Projects is done by outside vendors. The Department serves in a high-level programmatic project management role and has oversight of system-level project management and development.
- 3.2.5. Colorado's Medicaid Management Information System (MMIS) is made up of three systems/Contractors: Colorado interChange System (iC), Colorado Business Intelligence and Data Management System (BIDM), and Colorado Pharmacy Benefits Management System (PBMS).
 - 3.2.5.1. The Colorado Medicaid Management Innovation and Transformation (COMMIT) Project was undertaken to replace legacy systems in order to upgrade technology, improve management of the Medicaid program, and improve data collection, analysis, and sharing across entities.
 - 3.2.5.2. During the initiation and planning stages of procurement of services and materials for the COMMIT Project, the Department solicited services for an IV&V Contractor. That Contract was awarded to Public Knowledge who has served as the IV&V Contractor under State Contract 14-62450, since that date. This Contract and the RFP used to solicit this Contract are posted on the Department's website at <https://www.colorado.gov/hcpf/medicaid-management-information-system-reprocurement> under the "Executed Contracts" tab.

- 3.2.5.3. Public Knowledge is under contract through the Certification of the MMIS. The Contractor selected through this RFP will perform during the operations and maintenance of the MMIS. Note that the Certification process may not be completed prior to the Contractor beginning Work under the SOW of this RFP, so the Department may be contracted with two IV&V vendors until the Certification of the MMIS is complete.
- 3.2.6. The iC, BIDM, and PBMS interfaces with the E&E system to ensure benefits and services provided to Members are based on eligibility for the Medicaid program governed by federal guidelines. This information is processed, tracked, and updated in accordance with approved interface structures.
- 3.2.7. Colorado's integrated E&E system is known as the Colorado Benefits Management System (CBMS). CBMS supports eligibility for Medicaid and Human Service programs through the Program Eligibility Application Kit (PEAK), PEAK Health mobile application (*PeakHealth*), and the Shared Eligibility System (SES).
 - 3.2.7.1. The SES is not a standalone system; it is a rules engine that allows changes in business logic within CBMS. This allows information to pass between PEAK, CBMS, and Connect for Health Colorado to evaluate eligibility outcomes.
 - 3.2.7.2. Colorado also supports counties and medical assistance sites with technical assistance for processing eligibility applications accurately and efficiently.
 - 3.2.7.3. The Department and the Colorado Department of Human Services contract with OIT to manage (develop, maintain, and operate) CBMS. OIT subcontracts professional services and has a current contract in place with a vendor (referred to as the CBMS Vendor), Deloitte Consulting. Deloitte Consulting is under a master services contract with the Department but is managed by OIT. The CBMS Vendor performs technology enhancements to CBMS and related applications.
 - 3.2.7.4. SLI Global Solutions, LLC is currently under contract for CBMS as the IV&V Contractor through OIT until June 30th, 2018. The Contract will be amended, if needed, to cover any lapse in time until the Contractor is selected and procured through this RFP.
- 3.2.8. ARRA-HITECH was signed into law in 2009 and authorizes states to provide incentive payments to Medicaid Providers for adopting, implementing, or upgrading certified electronic health record (EHR) technology, or for the meaningful use of such technology. ARRA-HITECH also provides funding for activities that will strengthen the State's Health Information Exchange (HIE) and the proliferated sharing of electronic health care data. Funding provided by ARRA-HITECH will be available until September 30, 2021.
 - 3.2.8.1. OeHI, and the associated eHealth Commission, were created in October 2015 through Colorado's Office of the Governor. OeHI was created to provide an open and transparent statewide collaborative effort to develop the common policies, procedures, and technical approaches needed to advance Colorado's Health IT network and transform health programs.

- 3.2.8.2. As part of OeHI's goals and objectives, it plans to promote and advance the secure, efficient, and effective use of health information and helps to inform future Health IT initiatives. OeHI's organizational charter can be found online through <https://www.colorado.gov/pacific/oehi>. The Department serves as the Fiscal Agent for OeHI.
- 3.2.8.3. As projects arise that qualify for an enhanced Federal Financial Participation (FFP) as authorized by ARRA-HITECH, OeHI works with the Department and the eHealth Commission to evaluate the project's viability for statewide impact to the State's HIE. If the project is deemed to advance HIT interoperability, OeHI works with the Department to request FFP through the HIT Implementation Advanced Planning Document (IAPD).
- 3.2.8.4. ARRA-HITECH funds for HIT and HIE related projects are available throughout planning and implementation phases of a given project. Once projects have reached the maintenance and operations phase, the State hopes to incorporate implemented technology into Colorado's Medicaid Enterprise. As such, the Department will require technology funded through ARRA-HITECH to meet Medicaid Enterprise Certification Toolkit (MECT) and/or Medicaid Eligibility and Enrollment Toolkit (MEET) standards.

SECTION 4.0 OFFEROR'S EXPERIENCE

4.1. MANDATORY QUALIFICATIONS

- 4.1.1. Offeror's organization shall meet all mandatory qualification requirements in this Section 4.1 to be considered for award of a Contract from this solicitation.
 - 4.1.1.1. Mandatory Qualification 1:
 - 4.1.1.1.1. The Offeror shall not currently, or in the past five (5) years, been involved in the software development or implementation effort, the Medicaid Enterprise's initial planning, and/or subsequent design.
 - 4.1.1.2. Mandatory Qualification 2:
 - 4.1.1.2.1. Per Appendix C of MECT and MEET, the Offeror shall not currently be contracted, or be contracted during the duration of this Contract, with the State, or subcontracted by any entity to perform work for the State, to perform any services in any capacity, including but not limited to: APD writing, project management, testing, or quality assurance, except IV&V, in relation to any Medicaid Enterprise covered under this RFP. Offeror must further acknowledge their adherence to all Conflict of Interest provisions in this RFP.
 - 4.1.1.3. The State may seek an exception for any Offeror that currently performs or will perform work outside of this RFP for the State at some point during the duration of this Contract.
 - 4.1.1.3.1.1. If the State determines that an Offeror is the most advantageous vendor for this RFP and that Offeror currently performs or will perform work for the State outside of this RFP, the State will provide the Offeror a Contingent Award and will seek an exemption from CMS.

- 4.1.1.3.1.1.1. A Contingent Award is a non-binding assurance from the State that the State will enter into contract with the Offeror subject to CMS approval of the State's selection of that Offeror. As such, a Contingent Award is not a legal agreement, and it does not guarantee that a legal agreement will occur between the State and the Contingent Award recipient as a result of this RFP.
- 4.1.1.3.1.1.2. Because CMS is a federal agency and the decision to grant this exemption is not a decision of the State, a rejection by CMS of a Contingent Award recipient cannot be a factor in or the basis of a protest.

OFFEROR'S RESPONSE 1. Provide specific assurances that Offeror meets both Mandatory Qualifications, and a signed acknowledgement, attached as Exhibit E, affirming that Offeror understands their requirements to adhere to all conflict of interest provisions throughout the length of this RFP. If Offeror does not meet Mandatory Qualification 2 but will be requesting an exemption, Offeror shall describe the work that makes the Offeror ineligible under Mandatory Qualification 2 and shall explain how this work does not interfere or conflict with the Work in this RFP. An Offeror requesting an exemption shall acknowledge that a Contingent Award is not a final award; that a Contingent Award is subject to CMS approval; and that a CMS rejection of a Contingent Award cannot be a factor in or the basis of a protest. Offeror shall further acknowledge that failure to comply with all Conflict of Interest provisions in this RFP and any resulting contract may result in the immediate disqualification of any bid or immediate termination of any contract resulting from this RFP. Offeror shall further acknowledge that acceptance of Work under this RFP may cause them to be disallowed to bid or subcontract for work related to the systems covered by the IV&V Work in this RFP.

4.2. ORGANIZATIONAL EXPERIENCE

- 4.2.1. The Department has determined that it desires specific experience and skills for an Offeror to possess in order for the Offeror to be able to complete the Work efficiently while meeting the demands and deadlines of the Department.
- 4.2.2. The Department is requesting a minimum of ten (10) years direct engagement oversight of, or authority over large-scale system implementation projects with a budget of over ten (10) million dollars per year.
- 4.2.3. The Department will evaluate the Offeror's experience pertaining to the following:
 - 4.2.3.1. Experience within the last three (3) years in performing Independent Verification and Validation activities for state agencies or other large organizations.
 - 4.2.3.2. Experience within the last three (3) years reviewing System Requirement Specification Documents.
 - 4.2.3.3. Experience within the last three (3) years reviewing System Design Specification Documents.
 - 4.2.3.4. Experience within the last three (3) years reviewing System Test Plans.
 - 4.2.3.5. Experience within the last three (3) years reviewing Operational Plans and Manuals.

- 4.2.3.6. Experience within the last three (3) years reviewing other Technical Documents related to the design and implementation of software.
- 4.2.3.7. Demonstrated knowledge and experience within the last three (3) years and understanding of software industry standards for development, data, security, and business process for government entities.
- 4.2.3.8. Experience within the last (3) years working through a System Development Life Cycle (SDLC).

OFFEROR'S RESPONSE 2. Provide a detailed description of Offeror's organizational experience related to the Work as requested in Section 4.2, focusing on public-sector experience, especially work involving Medicaid systems.

OFFEROR'S RESPONSE 3. Provide any names and contract information of state references and documentation that the Offeror has provided CMS-approved IV&V for Medicaid systems. Additionally, provide a detailed description and any other documentation or resources that will demonstrate Offeror's experience and competence with the MITA MECT/MEET standards, how Offeror understands and has implemented them, and how experience with SDLC would relate.

SECTION 5.0 STATEMENT OF WORK-GENERAL

5.1. CONTRACTOR'S GENERAL REQUIREMENTS

- 5.1.1. The Department will contract with only one (1) organization, the Contractor, and will work solely with that organization with respect to all tasks and deliverables to be completed, services to be rendered, and performance standards to be met under this Contract.
 - 5.1.1.1. To maintain managerial independence, outlined in Section 5.3, the final Contract awarded will be managed by the Department's Chief Financial Officer or his delegate.
- 5.1.2. The Contractor may be privy to internal policy discussions, contractual issues, price negotiations, confidential medical information, Department financial information, and advance knowledge of legislation. In addition to all other confidentiality requirements of the Contract, the Contractor shall also consider and treat any such information as confidential and shall only disclose it in accordance with the terms of the Contract.
- 5.1.3. Contractor shall work cooperatively with Department staff and, if applicable, the staff of other state contractors to ensure the completion of the Work. The Department may, in its sole discretion, use other contractors to perform activities related to the Work that are not contained in the Contract or to perform any of the Department's responsibilities. In the event of a conflict between Contractor and any other state contractor, the Department will resolve the conflict and Contractor shall abide by the resolution provided by the Department.
- 5.1.4. The Contractor shall inform the Department on current trends and issues in the healthcare marketplace and provide information on new technologies in use that may impact the Contractor's responsibilities under this Contract.

5.1.5. The Contractor shall maintain complete and detailed records of all meetings, system development life cycle documents, presentations, project artifacts, and any other interactions or deliverables related to the project described in the Contract. The Contractor shall make such records available to the Department upon request, throughout the term of the Contract.

5.1.6. Deliverables Due to the Department

5.1.6.1. All Deliverables shall meet Department-approved format and content requirements. The Department will specify the number of copies and media for each Deliverable.

5.1.6.2. Each Deliverable will follow the deliverable submission process as follows:

5.1.6.2.1. The Contractor shall submit each Deliverable to the Department for review and approval.

5.1.6.2.2. The Contractor shall adhere to the following Deliverable process:

5.1.6.2.2.1. For any documentation creation, review, and acceptance cycle the Contractor shall:

5.1.6.2.2.1.1. Gather and document requirements for the Deliverable.

5.1.6.2.2.1.2. Create a draft in the Department-approved format for the individual Deliverable.

5.1.6.2.2.1.3. Perform internal quality control reviews of the Deliverable including, but not limited to:

5.1.6.2.2.1.3.1. Readability.

5.1.6.2.2.1.3.2. Spelling.

5.1.6.2.2.1.3.3. Grammar.

5.1.6.2.2.1.3.4. Completion.

5.1.6.2.2.1.3.5. Adherence to any required templates or development of templates as requested.

5.1.6.2.2.1.3.6. Perform modifications that include version control and tracked changes.

5.1.6.2.3. The Department will review the Deliverable and may direct the Contractor to make changes to the Deliverable. The Contractor shall make all changes within five (5) Business Days following the Department's direction to make the change unless the Department provides a longer period in writing.

5.1.6.2.3.1. Changes the Department may request include, but are not limited to, modifying portions of the Deliverable, requiring new pages or portions of the Deliverable, requiring resubmission of the Deliverable, or requiring inclusion of information that was left out of the Deliverable.

5.1.6.2.3.2. The Department may also direct the Contractor to provide clarification or provide a walkthrough of each Deliverable to assist the Department in its review. The Contractor shall provide the clarification or walkthrough as directed by the Department.

- 5.1.6.2.4. Once the Department has received an acceptable version of the Deliverable, including all changes directed by the Department, the Department will notify the Contractor of its acceptance of the Deliverable in writing. A Deliverable shall not be deemed accepted prior to the Department's written notice to the Contractor of its acceptance of that deliverable.
- 5.1.6.3. For all MECT/MEET Deliverables, the Contractor shall comply with all CMS and other federal standards for content and format.
- 5.1.6.4. Unless otherwise noted, each Deliverable will follow the Deliverable submission process as follows:
 - 5.1.6.4.1. The Contractor shall deliver each of the Medicaid Enterprise's IV&V Quarterly Progress Reports, including drafts, simultaneously to the Department and CMS following the most recently published CMS required procedure in their delivery of the IV&V Quarterly Progress Reports.
 - 5.1.6.4.1.1. All IV&V Progress Reports are to be submitted to the MMIS or E&E mailbox indicated in the MECT/MEET protocol as well as to the Regional Office and CMS Representatives, as applicable; only reports submitted in preparation for a Milestone Review need to have checklists attached.
 - 5.1.6.4.1.2. The Contractor shall deliver each of the Medicaid Enterprise's IV&V Quarterly MECT/MEET Checklists and shall submit to a shared repository for HCPF, IV&V, and CMS.
 - 5.1.6.4.2. The Contractor shall submit each Deliverable to the Department for review and approval, in accordance with the required protocol.
 - 5.1.6.4.3. The Department will review the Deliverable and may direct the Contractor to make changes to the Deliverable. The Contractor shall make all changes within five (5) Business Days following the Department's direction to make the change unless the Department provides a longer period approval in writing.
 - 5.1.6.4.3.1. Changes the Department may direct include, but are not limited to, modifying portions of the Deliverable, requiring new pages or portions of the Deliverable, requiring resubmission of the Deliverable, or requiring inclusion of information that was left out of the Deliverable.
 - 5.1.6.4.3.2. The Department may also direct the Contractor to provide clarification or provide a walkthrough of each Deliverable to assist the Department in its review. The Contractor shall provide the clarification or walkthrough as directed by the Department.
 - 5.1.6.4.4. Once the Department has received an acceptable version of the Deliverable, including all changes directed by the Department, the Department will notify the Contractor of its acceptance of the Deliverable in writing. A Deliverable shall not be deemed accepted prior to the Department's written notice to the Contractor of its acceptance of that Deliverable.
 - 5.1.6.4.5. In the event of changes to MECT/MEET Deliverables required by CMS, the Contractor shall resubmit to MMIS or E&E mailbox indicated in the MECT/MEET protocol, as well as to the Regional Office, and CMS Representatives as applicable.

- 5.1.6.5. The Contractor shall employ an internal quality control process to ensure that all Deliverables are complete, accurate, easy to understand, and of high quality as described in section 5.1.6.2. and are delivered on time according to due dates established for each Deliverable. The Contractor shall provide Deliverables that, at a minimum, are responsive to the specific requirements for that Deliverable, organized into a logical order, contain no spelling or grammatical errors, are formatted uniformly, and contain accurate information and correct calculations. The Contractor shall retain all draft and marked-up documents and checklists utilized in reviewing Deliverables for reference as directed by the Department.
- 5.1.6.6. In the event that the due date for any Deliverable falls on a day that is not a Business Day, then the due date shall be automatically extended to the next Business Day, unless otherwise directed by the Department.
- 5.1.6.7. All due dates or timelines that reference a period of days, months, or quarters shall be measured in calendar days, months, and quarters unless specifically stated as being measured in Business Days or otherwise. All times stated in the Contract shall be in Mountain Time, unless specifically stated otherwise.
- 5.1.6.8. No Deliverable, report, data, procedure, or system created by the Contractor for the Department that is necessary to fulfilling the Contractor's responsibilities under the Contract, as determined by the Department, shall be considered proprietary.
- 5.1.6.9. If any Deliverable contains ongoing responsibilities or requirements for the Contractor, such as Deliverables that are plans, policies or procedures, then the Contractor shall comply with all requirements of the most recently approved version of that Deliverable. The Contractor shall not implement any version of any such Deliverable prior to receipt of the Department's written approval of that version of that Deliverable. Once a version of any Deliverable described in this subsection is approved by the Department, all requirements, milestones, and other Deliverables contained within that Deliverable shall be considered as requirements, milestones, and Deliverables of this Contract.
 - 5.1.6.9.1. Any Deliverable described as an update of another Deliverable shall be considered a version of the original Deliverable for the purposes of this subsection.

5.1.7. Stated Deliverables and Performance Standards

- 5.1.7.1. Any section within this Statement of Work headed with or including the term "DELIVERABLE" or "PERFORMANCE STANDARD" is intended to highlight a Deliverable or Performance Standard contained in this Statement of Work and provide a clear due date for Deliverables. The sections with these headings are not intended to expand or limit the requirements or responsibilities related to any Deliverable or Performance Standard.

5.1.8. Communication Requirements

- 5.1.8.1. Communication with the Department
 - 5.1.8.1.1. The Contractor shall schedule all meetings and have attendance approved prior to attending any internal Department meeting.

- 5.1.8.1.2. Contractor shall not reach out to or initiate communication with any provider or Member regarding the work without express written permission of the Department.
- 5.1.8.1.3. The Contractor shall enable all Contractor staff to exchange documents and electronic files with the Department staff in formats compatible with the Department's systems. The Department currently uses Microsoft Office 2016 and/or Microsoft Office 365 for PC. If the Contractor uses a compatible program that is not the system used by the Department, then the Contractor shall ensure that all documents or files delivered to the Department are completely transferrable and reviewable, without error, on the Department's systems.
- 5.1.8.1.4. The Contractor shall provide the Department with contact information for all Key Personnel and shall also provide a means of communication that will be effective at any time and will be used in case emergency communication is required.
- 5.1.8.1.5. The Department will use a transmittal process to provide the Contractor with official direction within the scope of the Contract. The Contractor shall comply with all direction contained within a completed transmittal. For a transmittal to be considered complete, it must include, at a minimum, all of the following:
 - 5.1.8.1.5.1. The date the transmittal will be effective.
 - 5.1.8.1.5.2. Direction to the Contractor regarding performance under the Contract.
 - 5.1.8.1.5.3. A due date or timeline by which the Contractor shall comply with the direction contained in the transmittal.
 - 5.1.8.1.5.4. The signature of Department who has been designated to sign transmittals.
 - 5.1.8.1.5.4.1. The Department will provide the Contractor with the name of the person it has designated to sign transmittals on behalf of the Department, who will be the Department's primary designee. The Department will also provide the Contractor with a list of backups who may sign a transmittal on behalf of the Department if the primary designee is unavailable. The Department may change any of its designees from time to time by providing notice to the Contractor through a transmittal.
- 5.1.8.1.6. The Department may deliver a completed transmittal to the Contractor in hard copy, as a scanned attachment to an email, or through a dedicated communication system, if such a system is available.
 - 5.1.8.1.6.1. If a transmittal is delivered through a dedicated communication system or other electronic system, then the Department may use an electronic signature to sign that transmittal.
- 5.1.8.1.7. If the Contractor receives conflicting transmittals, the Contractor shall contact the Department's primary designee, or backup designees if the primary designee is unavailable, to obtain direction. If the Department does not provide direction otherwise, then the transmittal with the latest effective date shall control.

- 5.1.8.1.8. In the event that the Contractor receives direction from the Department outside of the transmittal process, it shall contact the Department's primary designee, or backup designees if the primary designee is unavailable, and have the Department confirm that direction through a transmittal prior to complying with that direction.
- 5.1.8.1.9. Transmittals may not be used in place of an amendment, and may not under any circumstances be used to modify the term of the Contract or any compensation under the Contract. Transmittals are not intended to be the sole means of communication between the Department and the Contractor, and the Department may provide day-to-day communication to the Contractor without using a transmittal.
- 5.1.8.1.10. The Contractor shall retain all transmittals for reference and shall provide copies of any received transmittals upon request by the Department.
- 5.1.8.2. The Contractor shall not engage in any non-routine communication with any Member, any Provider, the media, or the public without the prior written consent of the Department.

5.1.9. Operations Guide

- 5.1.9.1. Contractor shall not engage in any Work under the Contract, other than the Work described in this section, prior to the Operational Start Date. The Department shall not be liable to the Contractor for, and the Contractor shall not receive, any payment for any period prior to the Operational Start Date under this Contract.
 - 5.1.9.1.1. The Contractor shall create and maintain an Operations Guide. The Operations Guide shall include the creation and management of the following:
 - 5.1.9.1.1.1. Business Continuity Plan (Section 5.1.10).
 - 5.1.9.1.1.2. Start-Up Plan (Section 5.1.11).
 - 5.1.9.1.1.3. Start-Up Period (Section 5.1.13).
 - 5.1.9.1.1.4. Closeout Plan (Section 5.1.15).
 - 5.1.9.1.1.5. The Operational Start Date shall not occur until Contractor has completed all requirements of the Operations Guide, unless the Department provides written approval otherwise.

5.1.10. Business Continuity

- 5.1.10.1. The Contractor shall create a Business Continuity Plan that the Contractor will follow in order to continue operations after a Disaster or a Business Interruption. The Business Continuity Plan shall include, but is not limited to, all of the following:
 - 5.1.10.1.1. How the Contractor will replace staff that has been lost or is unavailable during or after a Business Interruption so that the Work is performed in accordance with the Contract.
 - 5.1.10.1.2. How the Contractor will back-up all information necessary to continue performing the Work, so that no information is lost because of a Business Interruption.
 - 5.1.10.1.2.1. In the event of a Disaster, the plan shall also include how the Contractor will make all information available at its back-up facilities.

- 5.1.10.1.3. How the Contractor will minimize the effects on Members of any Business Interruption.
- 5.1.10.1.4. How the Contractor will communicate with the Department during the Business Interruption and points of contact within the Contractor's organization the Department can contact in the event of a Business Interruption.
- 5.1.10.1.5. Planned long-term back-up facilities out of which the Contractor can continue operations after a Disaster.
- 5.1.10.1.6. The time period it will take to transition all activities from the Contractor's regular facilities to the back-up facilities after a Disaster.
- 5.1.10.2. The Contractor shall deliver the Business Continuity Plan to the Department for review and approval.
- 5.1.10.3. The Contractor shall review its Business Continuity Plan at least semi-annually and update the plan as appropriate to account for any changes in the Contractor's processes, procedures, or circumstances. The Contractor shall submit an Updated Business Continuity Plan that contains all changes from the most recently approved prior Business Continuity Plan or Updated Business Continuity Plan or shall note that there were no changes.

5.1.11. Start-up Plan

- 5.1.11.1. The Contract shall create a Start-Up Plan that contains, at a minimum, the following:
 - 5.1.11.1.1. A timeline for gaining access to the external repositories for IV&V artifacts.
 - 5.1.11.1.2. A description of all steps, timelines, milestones, and deliverables necessary for the Contractor to be fully able to perform all Work by the Operational Start Date.
 - 5.1.11.1.3. A listing of all personnel involved in the start-up and what aspect of the start-up they are responsible for.
 - 5.1.11.1.4. A plan to host operational readiness review for the Department to determine if the Contractor is ready to begin performance of all Work.
 - 5.1.11.1.5. The risks associated with the start-up and a plan to mitigate those risks.
- 5.1.11.2. The Contractor shall deliver the Start-Up Plan to the Department for review and approval.

5.1.12. Start-Up Period

- 5.1.12.1. The Start-Up Period shall run concurrently with the initial thirty (30) days following the Effective Date of the Contract.
- 5.1.12.2. During the Start-Up Period, the Contractor shall complete all of the following:
 - 5.1.12.2.1. Schedule with input from the Department and run a Kickoff meeting within thirty (30) days of the Effective Date.
 - 5.1.12.2.1.1. The Kickoff Meeting shall include the following:
 - 5.1.12.2.1.1.1. Key Personnel from the Contractor.
 - 5.1.12.2.1.1.2. Department leadership of this project.

- 5.1.12.2.1.1.3. Department personnel.
- 5.1.12.2.1.1.4. Any other relevant and needed persons or organizations.
- 5.1.12.2.1.2. The Kickoff Meeting shall cover the following:
 - 5.1.12.2.1.2.1. Initial timelines for starting the Work and creating initial Deliverables.
 - 5.1.12.2.1.2.2. Establishment of communication channels to describe how the Work is to be done.
 - 5.1.12.2.1.2.3. Transmission of specific Deliverable templates or requirements.
 - 5.1.12.2.1.2.4. Any other item required to initiate and ensure that Work is started and completed on time.
- 5.1.12.2.1.3. The Contractor shall take meeting minutes and deliver them to the Department for review and approval.
- 5.1.12.2.2. Create a Policy and Procedures Manual that contains the policies and procedures for all systems and functions necessary for the Contractor to complete its obligations under the Contract.
- 5.1.12.2.3. Prepare all documents, forms, training materials, and any other documents, information, and protocols that require approval by the Department prior to the end of the Start-Up period and are necessary for the Contractor to begin work on the Operational Start Date. The Contractor shall deliver all documents, forms, training materials, and any other documents, information, and protocols that require approval by the Department to the Department for review and approval in a timely manner that allows the Department to review and approve those documents prior to end of the Start-Up Period.

5.1.13. Closeout Plan

- 5.1.13.1. The Contractor shall create a Closeout Plan that describes all requirements, steps, timelines, milestones and Deliverables necessary to fully transition the services described in the Contract from the Contractor to the Department to another contractor selected by the Department to be the IV&V contractor after the termination of the Contract. The Closeout Plan shall also designate an individual to act as a closeout coordinator, who will ensure that all requirements, steps, timelines, milestones and Deliverables contained in the Closeout Plan are completed and work with the Department and any other contractor to minimize the impact of the transition on Members and the Department.
- 5.1.13.2. The Contractor shall deliver the Closeout Plan to the Department for review and approval.
- 5.1.14. The Contractor shall provide weekly updates to the Department throughout the creation of and the performances within the Operations Guide, that show the Contractor's status toward meeting the milestones described in the Operations Guide, including but not limited to:
 - 5.1.14.1. Creating and implementing the Business Continuity Plan described in Section 5.1.10.
 - 5.1.14.2. Creating and implementing the Start-Up Plan described in Section 5.1.11.

- 5.1.14.3. Implementing the Start-Up Period, including the Kickoff Meeting Minutes and the Policy and Procedures Manual, described in Section 5.1.12.
- 5.1.14.4. Creating the Closeout Plan described in Section 5.1.13.
- 5.1.14.5. Completing all steps, Deliverables, and milestones contained in the Department-approved Operations Guide.
- 5.1.15. The Contractor shall ensure that the Contractor is ready to perform all Work by the Operational Start Date.
- 5.1.16. The Contractor shall submit the Operations Guide to the Department for review and approval.
- 5.1.16.1. DELIVERABLE: Operations Guide
- 5.1.16.2. DUE: Thirty (30) days from Effective Date
- 5.1.16.3. The Contractor shall review its Operations Guide at least semi-annually and update the Guide as appropriate to account for any changes in the Contractor's processes, procedures, or circumstances. The Contractor shall submit an Updated Operations Guide that contains all changes from the most recently approved prior Operations Guide or Updated Operations Guide or shall note that there were no changes.
- 5.1.16.3.1. DELIVERABLE: Updated Operations Guide
- 5.1.16.3.2. DUE: Semi-annually, by June 30th and December 31st of each year

5.1.17. Closeout Period

- 5.1.17.1. During the Closeout Period, the Contractor shall complete all of the following:
 - 5.1.17.1.1. Implement the most recent Closeout Plan or Closeout Plan Update that has been approved by the Department, as described in Sections 5.1.13 and 5.1.17.1.7.1 and complete all steps, Deliverables, and milestones contained in the most recent Closeout Plan or Closeout Plan Update that has been approved by the Department.
 - 5.1.17.1.2. Provide to the Department, or any other contractor at the Department's direction, all reports, data, systems, Deliverables and other information reasonably necessary for a transition as determined by the Department or included in the most recent Closeout Plan or Closeout Plan Update that has been approved by the Department.
 - 5.1.17.1.3. Ensure that all responsibilities under the Contract have been transferred to the Department, or to another contractor at the Department's direction, without significant interruption.
 - 5.1.17.1.4. Notify any Subcontractors of the termination of the Contract, as directed by the Department.
 - 5.1.17.1.5. Continue meeting each requirement of the Contract as described in the Department-approved and updated Closeout Plan, or until the Department determines that specific requirement is being performed by the Department or another contractor, whichever is sooner. The Department will determine when any specific requirement is being performed by the Department or another contractor and will notify the Contractor of this determination for that requirement.

- 5.1.17.1.6. The Closeout Period may extend past the termination of the Contract. The Department will perform a closeout review to ensure that Contractor has completed all requirements of the Closeout Period. If Contractor has not completed all of the requirements of the Closeout Period by the date of the termination of the Contract, then any incomplete requirements shall survive termination of the Contract.
- 5.1.17.1.6.1. DELIVERABLE: Contract Closeout
- 5.1.17.1.6.2. DUE: Thirty (30) days prior to termination of the Contract
- 5.1.17.1.7. The Contractor shall update the Closeout Plan, at least annually, to include any technical, procedural or other changes that impact any steps, timelines or milestones contained in the Closeout Plan, and deliver this Closeout Plan Update to the Department for review and approval.
- 5.1.17.1.7.1. DELIVERABLE: Closeout Plan Update
- 5.1.17.1.7.2. DUE: Annually, by June 30th of each year
- 5.1.17.1.8. The Contractor shall continue meeting each requirement of the Contract as described in the Department-approved and updated Closeout Plan, or until the Department determines that specific requirement is being performed by the Department or another contractor, whichever is sooner. The Department will determine when any specific requirement is being performed by the Department or another contractor, and will notify the Contractor of this determination for that requirement.
- 5.1.17.1.9. The Closeout Period may extend past the termination of the Contract. The Department will perform a closeout review to ensure that Contractor has completed all requirements of the Closeout Period. If Contractor has not completed all of the requirements of the Closeout Period by the date of the termination of the Contract, then any incomplete requirements shall survive termination of the Contract.

5.1.18. Federal Financial Participation Related Intellectual Property Ownership

- 5.1.18.1. In addition to the intellectual property ownership rights specified in the Contract, the following subsections enumerate the intellectual property ownership requirements the Contractor shall meet during the term of the Contract in relation to federal financial participation under 42 CFR §433.112 and 45 CFR §95.617.
- 5.1.18.1.1. The Contractor shall notify the State before designing, developing, creating, or installing any new data, new software, or modification of a software using Contract Funds. The Contractor shall not proceed with such designing, development, creation, or installation of data or software without express written approval from the State.
- 5.1.18.1.2. If the Contractor uses Contract Funds to develop all necessary materials, including, but not limited to, programs, products, procedures, data, and software to fulfill its obligations under the Contract, the Contractor shall document all Contract Funds used in the development of the Work Product, including, but not limited to the materials, programs, procedures, and any data, software or software modifications.

- 5.1.18.1.2.1. The terms of this Contract will encompass the sole payment for any and all Work Product and intellectual property produced by the Contractor for the State. The Contractor shall not receive any additional payments for licenses, subscriptions, or to remove a restriction on any intellectual property Work Product related to or developed under the terms of this Contract.
- 5.1.18.1.3. The Contractor shall provide the State comprehensive and exclusive access to and disclose all details of the Work Product produced using Contract Funds.
- 5.1.18.1.4. The Contractor shall hereby assign to the State, without further consideration, all rights, interest, title, ownership, and ownership rights in all work product and deliverables prepared and developed by the Contractor for the State, either alone or jointly, under this Contract, including, but not limited to, data, software, and software modifications designed, developed, created, or installed using Contract Funds, as allowable in the United States under 17 USC §201 and §204 and in any foreign jurisdictions.
 - 5.1.18.1.4.1. Such assigned rights include, but are not limited to, all rights granted under 17 USC §106, the right to use, sell, license, or otherwise transfer or exploit the Work Product and the right to make such changes to the Work Product as determined by the State.
 - 5.1.18.1.4.2. This assignment shall also encompass any and all rights under 17 USC §106A, also referred to as the Visual Artists Rights Act of 1990 (VARA) and any and all moral rights to the work product.
 - 5.1.18.1.4.3. The Contractor shall, and shall require its employees and agents to, promptly sign and deliver any documents and take any action the State reasonably requests to establish and perfect the rights assigned to the State or its designees under these provisions.
 - 5.1.18.1.4.4. The Contractor shall execute the assignment referenced herein immediately upon the creation of the work product pursuant to the terms of this Contract.
- 5.1.18.2. The State claims sole ownership and all ownership rights in all copyrightable software designed, developed, created, or installed under this contract, including, but not limited to:
 - 5.1.18.2.1. Data and software, or modifications thereof created, designed, or developed using funding from the State.
 - 5.1.18.2.2. Associated documentation and procedures designed and developed to produce any systems, programs, reports, and documentation.
 - 5.1.18.2.3. All other Work Products or documents created, designed, purchased, or developed by the Contractor and funded using Contract Funds.
- 5.1.18.3. All ownership and ownership rights pertaining to Work Product created in the performance of this Contract will vest with the State, regardless of whether the Work Product was developed by the Contractor or any Subcontractor.

- 5.1.18.4. The Contractor shall fully assist in and allow without dispute, both during the term of this Contract and after its expiration, registration by the State of any and all copyrights and other intellectual property protections and registrations in data, software, software modifications, or any other Work Product created, designed, or developed using contract funds.
- 5.1.18.5. The State reserves a royalty-free, non-exclusive, and irrevocable license to produce, publish, or otherwise use such software, modifications, documentation, and procedures created using Contract Funds on behalf of the State, the Federal Department of Health and Human Services (HHS), and their contractors. Such data and software includes, but is not limited to, the following:
 - 5.1.18.5.1. All computer software and programs, which have been designed or developed for the State, or acquired by the Contractor on behalf of the State, which are used in performance of the Contract.
 - 5.1.18.5.2. All internal system software and programs developed by the Contractor or subcontractor, including all source codes, which result from the performance of the Contract; excluding commercial software packages purchased under the Contractor's own license.
 - 5.1.18.5.3. All necessary data files.
 - 5.1.18.5.4. User and operation manuals and other documentation.
 - 5.1.18.5.5. System and program documentation in the form specified by the State.
 - 5.1.18.5.6. Training materials developed for state staff, agents, or designated representatives in the operation and maintenance of this software.

5.1.19. Performance Reviews

- 5.1.19.1. The Department may conduct performance reviews or evaluations of the Contractor in relation to the Work performed under the Contract.
- 5.1.19.2. The Department may work with the Contractor in the completion of any performance reviews or evaluations or the Department may complete any or all performance reviews or evaluations independently, at the Department's sole discretion.
- 5.1.19.3. The Contractor shall provide all information necessary for the Department to complete all performance reviews or evaluations, as determined by the Department, upon the Department's request. The Contractor shall provide this information regardless of whether the Department decides to work with the Contractor on any aspect of the performance review or evaluation.
- 5.1.19.4. The Department may conduct these performance reviews or evaluations at any point during the term of the Contract, or after termination of the Contract for any reason.
- 5.1.19.5. The Department may make the results of any performance reviews or evaluations available to the public or may publicly post the results of any performance reviews or evaluations.

5.1.20. Renewal Options and Extensions

- 5.1.20.1. The Department may, within its sole discretion, choose to not exercise any renewal option in the Contract for any reason. If the Department chooses to not exercise an option, it may reprocure the performance of the Work in its sole discretion.
- 5.1.20.2. The Parties may amend the Contract to extend beyond five (5) years, in accordance with the Colorado Procurement Code and its implementing rules, in the event that the Department determines the extension is necessary to align the Contract with other Department contracts, to address state or federal programmatic or policy changes related to the Contract, or to provide sufficient time to transition the Work.
 - 5.1.20.2.1. In the event that the Contract is extended beyond five (5) years, the annual maximum compensation for the Contract in any of those additional years shall not exceed the Contract maximum amount for the prior SFY plus the annual percent increase in the Consumer Price Index for All Urban Consumers (CPI-U) for the Denver-Boulder-Greeley metropolitan area for the calendar year ending during that prior SFY. If the CPI-U for Denver-Boulder-Greeley is for some reason not available as specified in this subsection, the increase shall be equal to the percent increase in the CPI-U (U.S.) for the same period.
 - 5.1.20.2.2. The limitation on the annual maximum compensation in section 5.1.20.2.1. shall not include increases made specifically as compensation for additional work added to the Contract.

5.1.21. Department System Access

- 5.1.21.1. In the event that the Contractor requires access to any Department computer system to complete the Work, the Contractor shall have and maintain all hardware, software, and interfaces necessary to access the system without requiring any modification to the Department's system. The Contractor shall follow all Department policies, processes, and procedures necessary to gain access to the Department's systems.

5.1.22. State of Colorado Information Technology Requirements

- 5.1.22.1. Cyber Security Policies
 - 5.1.22.1.1. The Contractor shall adhere to all State of Colorado Information Technology Security and Privacy requirements that are relevant to the Contract.
 - 5.1.22.1.2. The Contractor shall comply with the most current CISPs located at www.oit.state.co.us/ois/policies.
 - 5.1.22.1.2.1. The Contractor shall review, on a semi-annual basis, the CISPs and related documents to ensure compliance with standards and guidelines therein.
- 5.1.22.2. Cloud and Vendor Hosted Solutions
 - 5.1.22.2.1. The Contractor shall maintain network security that at a minimum includes network firewall provision, intrusion detection, and regular (two or more annually) third part vulnerability assessments. Contractor shall maintain network security that conforms to generally recognized industry standards and best practices that Contractor applies to its own network.

- 5.1.22.2.2. Contractor shall provide, maintain, and support the system and subsequent updates, upgrades, and bug fixes such that the system is, and remains, secure from those vulnerabilities. The Department recommends the Contractor review and implement strategies based on the following:
 - 5.1.22.2.2.1. Open Web Application Security Project's (OWASP) "Top Ten Project" located at <http://www.owasp.org>;
 - 5.1.22.2.2.2. CWE/SANS Top 25 Programming Errors located at <http://cwe.mitre.org/top25/> or <http://www.sans.org/top25-programming-errors>
 - 5.1.22.2.2.3. Other generally recognized and comparable industry practices or standards.
- 5.1.22.2.3. The Contractor shall preserve the confidentiality; integrity and accessibility of State data with administrative, technical, and physical measures that conform to generally recognized industry standards and best practices that Contractor then applies to its own processing environment. Maintenance of a secure processing environment includes but is not limited to the timely application of patches, fixes, and updates to operating systems and applications as provided by Contractor.
- 5.1.22.2.4. All State Confidential Information and State data of any kind shall be stored, processed, accessed from, or transferred only in or to facilities located within the United States unless written permission has been provided by the State in advance.

OFFEROR'S RESPONSE 4. Please acknowledge that the Offeror understands the conditions specified in Section 5.1. and will comply with them if chosen to carry out the Work. Also include a description of how the Offeror will implement the Quality Review section at 5.1.6.3.

5.2. CONTRACTOR PERSONNEL

5.2.1. Personnel General Requirements

- 5.2.1.1. The Contractor shall provide qualified Key Personnel and Other Personnel as necessary to perform the Work throughout the term of the Contract.
- 5.2.1.2. The Contractor shall ensure that no Key Personnel or Other Personnel violate any of the Conflict of Interest provisions in this Contract.
 - 5.2.1.2.1. The Contractor shall provide the Department with a final list of individuals assigned to the Contract and appropriate contact information for those individuals.
 - 5.2.1.2.1.1. DELIVERABLE: Final list of names of the individuals assigned to the Contract
 - 5.2.1.2.1.2. DUE: Within five (5) Business Days following the Effective Date
 - 5.2.1.2.2. The Contractor shall update this list upon the Department's request to account for changes in the individuals assigned to the Contract.
 - 5.2.1.2.2.1. DELIVERABLE: Updated list of names and resumes of the individuals assigned to the Contract
 - 5.2.1.2.2.2. DUE: Within five (5) Business Days following the Department's request for an update

- 5.2.2. Contractor shall not permit any individual proposed for assignment to Key Personnel positions to perform any Work prior to the Department's approval of that individual to be assigned as Key Personnel.
- 5.2.3. The Contractor shall not voluntarily change individuals in Key Personnel positions without the prior written approval of the Department.
- 5.2.4. If any individual filling a Key Personnel position leaves employment with Contractor or moves to another work assignment, Contractor shall notify the Department and propose a replacement person to the Department. The Contractor shall supply the Department with the name, resume, and references for any proposed replacement. Any individual replacing Key Personnel shall have the qualifications stated for the Key Personnel position the person is to assume.
 - 5.2.4.1. DELIVERABLE: Notification to the Department that a Key Personnel will no longer be completing Work for the Contract
 - 5.2.4.2. DUE: As soon as Contractor is notified and at least ten (10) Business Days prior to the change in Key Personnel
 - 5.2.4.3. DELIVERABLE: Name(s), resume(s), and references for the person(s) replacing anyone in a Key Personnel position who will no longer be completing Work for the Contract
 - 5.2.4.4. DUE: At least ten (10) Business Days prior to the change in Key Personnel, unless the Department allows for a longer time in writing for Contractor to recruit a replacement.
- 5.2.5. If any of the Contractor's Key Personnel, or Other Personnel, are required to have and maintain any professional licensure or certification issued by any federal, state, or local government agency, then the Contractor shall submit copies of such current licenses and certifications to the Department.
 - 5.2.5.1. DELIVERABLE: All current professional licensure and certification documentation as specified for Key Personnel or Other Personnel
 - 5.2.5.2. DUE: Within five (5) Business Days of receipt of updated licensure or upon request by the Department
- 5.2.6. Personnel Availability**
 - 5.2.6.1. The Contractor shall ensure Key Personnel and Other Personnel assigned to the Contract are available for meetings with the Department during the Department's normal business hours, as determined by the Department. The Contractor shall also make these personnel available outside of the Department's normal business hours and on weekends with prior notice from the Department.
 - 5.2.6.2. The Contractor's Key Personnel and Other Personnel shall be available for all regularly scheduled meetings between the Contractor and the Department, unless the Department has granted prior, written approval otherwise.
 - 5.2.6.3. The Contractor shall ensure that the Key Personnel and Other Personnel attending all meetings between the Department and the Contractor have the authority to represent and commit the Contractor regarding work planning, problem resolution and program development.

- 5.2.6.4. At the Department's direction, the Contractor shall make its Key Personnel and Other Personnel available to attend meetings as subject matter experts with stakeholders both within the state government and external or private stakeholders.
- 5.2.6.5. All of the Contractor's Key Personnel and Other Personnel that attend any meeting with the Department or other Department stakeholders shall be physically present at the location of the meeting if requested by the Department. If the Contractor has any personnel attend by telephone or video conference, the Contractor shall provide all additional equipment necessary for attendance, including any virtual meeting space or telephone conference lines.
- 5.2.6.6. The Contractor shall respond to all telephone calls, voicemails, and emails from the Department within one (1) Business Day of receipt by the Contractor.

5.2.7. Key Personnel

- 5.2.7.1. The Contractor shall designate people to hold the following Key Personnel positions:
 - 5.2.7.1.1. Program Lead
 - 5.2.7.1.1.1. The Program Lead shall have the following qualifications:
 - 5.2.7.1.1.1.1. At least three (3) years of project management experience, preferably in major IT systems-related work, including those items described in section 4.2.
 - 5.2.7.1.1.1.2. At least three (3) years of experience conducting IV&V work, preferably in health or major IT systems-related work.
 - 5.2.7.1.1.2. The Program Lead shall be responsible for the following:
 - 5.2.7.1.1.2.1. Serving as Contractor's primary point of contact for the Department on matters regarding the Contract.
 - 5.2.7.1.1.2.2. Ensuring the completion of all Work in accordance with the Contract's requirements. This includes, but is not limited to, ensuring the accuracy, timeliness, and completeness of all work.
 - 5.2.7.1.1.2.3. Overseeing all other Key Personnel and Other Personnel and ensuring proper staffing levels throughout the term of the Contract.
 - 5.2.7.1.2. Project Leads
 - 5.2.7.1.2.1. The Contractor shall initially have two (2) Project Leads, one (1) for Medicaid Enterprise and one (1) for E&E. When the ARRA-HITECH work is required, the Contractor shall provide a third Project Lead for the ARRA-HITECH work.
 - 5.2.7.1.2.2. The Project Leads shall have the following qualifications:
 - 5.2.7.1.2.2.1. At least two (2) years of project management experience, preferably in major IT systems-related work, including those items described in section 4.2.
 - 5.2.7.1.2.2.2. At least two (2) years of experience conducting IV&V work, preferably in health or major IT systems-related work.
 - 5.2.7.1.2.3. The Project Leads shall be responsible for the following:

- 5.2.7.1.2.3.1. Serving as the primary point of Contact for work related to the Medicaid Enterprise that the Project Lead is overseeing.
- 5.2.7.1.2.3.2. Ensuring the Completion of all Work for the Medicaid Enterprise that the Project Lead is overseeing.
- 5.2.7.1.3. Business Analysts
 - 5.2.7.1.3.1. The Contractor shall have Business Analysts.
 - 5.2.7.1.3.2. The Business Analysts shall have the following qualifications:
 - 5.2.7.1.3.2.1. At least two (2) years of experience working as a Business Analyst, preferably in health or major IT systems-related work.
 - 5.2.7.1.3.2.2. The Business Analysts shall have experience in:
 - 5.2.7.1.3.2.2.1. Gathering and writing requirements for IT projects.
 - 5.2.7.1.3.2.2.2. Documenting business requirements and business rules.
 - 5.2.7.1.3.2.2.3. Documenting user requirements.
 - 5.2.7.1.3.2.2.4. Writing functional and nonfunctional requirements.
 - 5.2.7.1.3.2.2.5. Capturing requirement attributes.
 - 5.2.7.1.3.2.2.6. Modeling the current business (AS-IS) process.
 - 5.2.7.1.3.2.2.7. Developing test plans, test strategies, test scenarios, and test cases.
 - 5.2.7.1.3.2.2.8. Monitoring risks and timelines.
 - 5.2.7.1.4. Technical Analysts
 - 5.2.7.1.4.1. The Contractor shall have Technical Analysts.
 - 5.2.7.1.4.2. The Technical Analysts shall have the following qualifications:
 - 5.2.7.1.4.2.1. At least two (2) years of experience working as a Technical Analyst, preferably in health or major IT systems-related work.
 - 5.2.7.1.4.2.2. The Technical Analysts shall have experience in:
 - 5.2.7.1.4.2.2.1. Identifying and resolving technical issues.
 - 5.2.7.1.4.2.2.2. Reading technical documents and system manuals.
 - 5.2.7.1.4.2.2.3. Understanding Design Specification, Development, and Enterprise Architecture documents.
- 5.2.7.2. The Contractor shall not allow for any individual to fill more than one (1) of the roles defined as Key Personnel.

5.2.8. Other Personnel Responsibilities

- 5.2.8.1. The Contractor shall use its discretion to determine the number of Other Personnel necessary to perform the Work in accordance with the requirements of the Contract. If the Department has determined that Contractor has not provided sufficient Other Personnel to perform the Work in accordance with the requirements of the Contract, the Contractor shall provide all additional Other Personnel necessary to perform the Work in accordance with the requirements of the Contract at no additional cost to the Department.
- 5.2.8.2. The Contractor shall ensure that it provides sufficient Subject Matter Experts and Project Support Staff and shall ensure Other Personnel are available when needed to complete the Work. Subject matter experts shall have at least one of the expertise outlined in Business Process within MECT/MEET Checklist, located at <https://www.medicaid.gov/medicaid/data-and-systems/mect/index.html> and <https://www.medicaid.gov/medicaid/data-and-systems/meet/index.html>.
- 5.2.8.3. The Contractor shall ensure that all Other Personnel have sufficient training and experience to complete all portions of the Work assigned to them. The Contractor shall provide all necessary training to its Other Personnel, except for Department-provided training specifically described in the Contract.
- 5.2.8.4. The Contractor may subcontract to complete a portion of the Work required by the Contract. The conditions for using a Subcontractor or Subcontractors are as follows:
 - 5.2.8.4.1. The Contractor shall not subcontract more than forty percent (40%) of the Work.
 - 5.2.8.4.2. The Contractor shall provide the organizational name of each Subcontractor and all items to be worked on by each Subcontractor to the Department.
 - 5.2.8.4.2.1. DELIVERABLE: Name of each Subcontractor and items on which each Subcontractor will work
 - 5.2.8.4.2.2. DUE: The later of thirty (30) days prior to the Subcontractor beginning work or the Effective Date
 - 5.2.8.4.3. The Contractor shall obtain prior consent and written approval for any use of Subcontractor(s).
 - 5.2.8.4.4. The Contractor shall ensure that any subcontractor agreement includes the conflict of interest provision in this contract, unchanged in its entirety, and the Subcontract is approved by the Department, and if required CMS, in writing prior to the contract being executed.
 - 5.2.8.4.5. The Department reserves the right to require that Subcontractors be removed for any reason, including, but not limited to violation of the conflict of interest provision, with thirty (30) days' notice.

OFFEROR'S RESPONSE 5. Provide a detailed explanation of how the Offeror will provide sufficient personnel to perform the Work, including all of the following:

- a. **How the Offeror intends to structure the assignment of tasks for their Key Personnel and Other Personnel including a listing of such Key Personnel that will be required to effectively manage the work under this Contract.**
 - i. **This shall include the names, titles, resumes, and a brief description of relevant experience to their position of all personnel whom are designated in any of the Key Personnel or management positions proposed by the Contractor or required by the RFP.**
- b. **How the Offeror will ensure that such specific Other Personnel as described in 5.2.6.2. are available when needed for the Work.**
- c. **How the Offeror will provide and train all Other Personnel so that the Work is completed accurately and in a timely manner. Additionally, include a listing of the position titles for each position related to the Contract, the general responsibilities of that position, the number of individuals filling that position and the numbers of hours each week the position will be dedicated to the Work.**
- d. **A plan for how the Offeror will replace all Key Personnel and Other Personnel so that the transition between personnel does not impact the ability of the Contractor to complete the Work.**
- e. **If the Offeror intends to use Subcontractors, the Offeror shall provide a description of how the Offeror will use Subcontractors and the portions of the Work that will be completed by each Subcontractor. This description shall also include the anticipated positions provided by the Subcontractor and the roles of those positions, as well as a plan for how the Offeror will manage the Subcontractor and all Subcontractor personnel to ensure that the portions of the Work assigned to the Subcontractor will be completed accurately and in a timely manner.**

5.3. CONFLICT OF INTEREST

- 5.3.1. Throughout the term of the Contract, the Contractor shall abide by all the following conflict of interest rules from Section 1 of Appendix C of the published MECT/MEET protocol:
 - 5.3.1.1. Any contractor (and its subcontractors) serving in the role of independent verification and validation (IV&V) service contractor/provider to the state Medicaid Enterprise and ARRA-HITECH projects is prohibited from soliciting, proposing, or being awarded any project management, quality assurance, software design, development, or other manner of planning, design, development, or implementation phase activity on the state Medicaid Enterprise and ARRA-HITECH projects for which these IV&V services are being procured.
 - 5.3.1.2. This exclusion is executed in accordance with federal regulations at 45 CFR 95.626, which require that this IV&V effort "... be conducted by an entity that is independent from the State (unless the State receives an exception from the CMS/HHS)."

- 5.3.1.3. For purposes of clarity, the Center for Medicaid and CHIP Services (CMCS) defines “the State” in the above regulatory citation as being a state’s IT project, and the umbrella agency or department. The primary purpose of this exclusion is to ensure that the IV&V service provider avoids any real or perceived conflicts of interest. For federal purposes, the scope of the IV&V includes planning, management, and other programmatic activities in conformance with the term’s usage in federal regulations at 45 CFR 95.626.
- 5.3.1.4. Independent V&V is the set of verification and validation activities performed by an agency not under the control of the organization developing the software. IV&V services must be provided and managed by an organization that is technically and managerially independent of the subject software development project. This independence takes two mandatory forms.
- 5.3.1.5. First, technical independence requires that the IV&V services provider organization, its personnel, and subcontractors are not and have not been involved in the software development or implementation effort or in the project’s initial planning and/or subsequent design. Technical independence helps ensure that IV&V review reports are free of personal or professional bias, posturing, or gold plating.
- 5.3.1.6. Second, managerial independence is required to make certain that the IV&V effort is provided by an organization that is departmentally and hierarchically separate from the software development and program management organizations. Managerial independence helps ensure that the IV&V service provider can deliver findings and recommendations to state and federal executive leadership and management without restriction, fear of retaliation, or coercion (e.g., reports being subject to prior review or approval from the development group before release to outside entities, such as the federal government).
- 5.3.2. If the Contractor becomes aware of a conflict of interest relating to this Contract, the Contractor shall inform the Department within one (1) Business Day.
- 5.3.3. If the Contractor has a conflict of interest at any point during the term of the Contract, the Department may, in its sole discretion, terminate the Contract for cause.

5.4. LIFECYCLE OVERVIEW

- 5.4.1. Overview of the MMIS Certification Lifecycle
 - 5.4.1.1. The Medicaid Certification Enterprise Lifecycle (MECL) administered by CMS contains four life-cycle phases and three types of certification milestone reviews. The milestone reviews occur at different phases of system/module development. The types of milestone reviews are the Project Initiation Milestone Review, the Operational Milestone Review, and the MMIS Certification Final Review. The life cycle and its milestone reviews are explained in detail in the CMS Medicaid Enterprise Certification Toolkit.
 - 5.4.1.2. Reviews should include Project Initiation Milestone Review, Operational Milestone Reviews, and MMIS Certification Final Reviews, determined by Colorado’s release plan. The exact number of milestone reviews may change, however.
- 5.4.2. Overview of the Medicaid Eligibility & Enrollment Life Cycle

- 5.4.2.1. The Medicaid Eligibility & Enrollment Lifecycle (MEELC) administered by CMS contains four life cycle phases and three types of milestone reviews. The milestone reviews occur at different phases of system/module development. The types of milestone reviews are the Project Initiation Milestone Review, the Operational Milestone Review, and the Post Operational Review. The life cycle and its milestone reviews are explained in detail in the CMS Medicaid Eligibility and Enrollment Toolkit.
- 5.4.2.2. Reviews should include Project Initiation Milestone Review, Operational Milestone Reviews, and Post Operational Reviews, determined by Colorado's release plan. The exact number of milestone reviews may change, however.

5.5. IV&V MINIMUM SCOPE OF SERVICES

- 5.5.1. The Contractor shall provide all services as required in this Contract. The below section is mandatory language from CMS merely describing the minimum services required under CMS guidelines, and shall not be construed as the minimum Work under this Contract.
- 5.5.2. The Contractor shall provide IV&V services for CMS and Colorado in support of the MECL & MEELC in accordance with guidance found in the Medicaid Enterprise Certification Toolkit (MECT) and Medicaid Eligibility & Enrollment Toolkit (MEET) taken from MITA.
- 5.5.3. Progress Reports and Medicaid Enterprise Certification Checklists
 - 5.5.3.1. Periodically, and at the minimum quarterly, the IV&V service provider produces exception-based IV&V Progress Reports that objectively illustrate the strengths and weaknesses of the project and provide recommendations for correcting any identified weaknesses. System IV&V Progress Reports are prepared in advance of Milestone Reviews with CMS.
 - 5.5.3.2. The IV&V service provider staff will interview and observe Medicaid Enterprise and ARRA-HITECH development project management staff, and the Medicaid Enterprise and ARRA-HITECH projects development contractor staff (including any subcontractors). Service provider staff also will observe project meetings and activities to understand the processes, procedures, and tools used in the MMIS and E&E program and Medicaid Enterprise and ARRA-HITECH program environments. They will review and analyze all applicable and available documentation for adherence to accepted, contractually defined industry standards. The IV&V contractor will fill out the reviewer comment portion of the Medicaid Enterprise Certification Checklists and append them to the progress report.
 - 5.5.3.3. In preparation for the Milestone Reviews, the IV&V provider shall evaluate state documents and evidence, along with any working modules/code applicable to that particular review, and complete the reviewer comments portion of the Medicaid Enterprise Certification Checklists and the Medicaid Eligibility & Enrollment Checklists. The completed checklists are appended to the IV&V Progress Report. The progress report shall be delivered at least two (2) weeks prior to the scheduled Milestone Review.

- 5.5.3.4. The IV&V service provider shall provide the Progress Reports to CMS at the same time they are presented to the state. This reporting process, in accordance with federal regulations, includes final report issuance as well as all draft report submissions.
- 5.5.4. Oversight
 - 5.5.4.1. IV&V services will be part of the larger oversight of the day-to-day operations and management of the Medicaid Enterprise and ARRA-HITECH projects. The IV&V service provider shall have complete access to Medicaid Enterprise and ARRA-HITECH projects documents, facilities, and staff during normal business hours, as required to carry out its oversight role. The IV&V contractor shall have access to all key staff on site at the Medicaid Enterprise and ARRA-HITECH projects location(s) daily, as needed to observe meetings, review deliverables and documentation, and conduct interviews, etc., to ensure a high level of integrity and confidence in the IV&V service provider's Medicaid Enterprise and ARRA-HITECH projects' oversight and monitoring.
 - 5.5.4.2. The IV&V service provider will review the project and system processes and progress in areas including, but not limited to, the following:
 - 5.5.4.3. Project management
 - 5.5.4.3.1. Progress against budget and schedule
 - 5.5.4.3.2. Risk management
 - 5.5.4.3.3. Inclusion of state goals/objectives and all federal MMIS and E&E requirements in requests for proposal and contracts
 - 5.5.4.3.4. Adherence to the state's Software Development Life Cycle (SDLC)
 - 5.5.4.3.5. Incorporation of the standards and conditions for Medicaid IT into design and development
 - 5.5.4.3.6. Reasonability, thoroughness, and quality of MITA self-assessment, concept of operations, information architecture, and data architecture
 - 5.5.4.3.7. Reflection of the state's MITA goals and plans into actual MMIS and E&E design and development
 - 5.5.4.3.8. Configuration management that is robust and includes state or developer configuration audits against configuration baseline
 - 5.5.4.3.9. Change management
 - 5.5.4.3.10. Adherence to service level agreements
 - 5.5.4.4. Modular development
 - 5.5.4.4.1. Completeness and reasonability of MMIS and E&E concepts of operations, architecture, and designs
 - 5.5.4.4.2. Accuracy of capture of interfaces and data sharing requirements with systems external to the Medicaid Enterprise and ARRA-HITECH
 - 5.5.4.4.3. Viability and completeness of the data transition plan

- 5.5.4.4.4. Traceability of requirements through design, development, and testing
- 5.5.4.4.5. Adequacy of system security and privacy policies, plans, technical designs, and implementations
- 5.5.4.4.6. Coverage and integrity of all system testing, including stress testing and testing of interfaces between modules and with external partner systems
- 5.5.4.4.7. Capacity management, including consideration of future vendors' support and release plans for underlying databases, software, and hardware
- 5.5.4.4.8. Adequacy of disaster recovery planning
- 5.5.5. The IV&V contractor will evaluate and make recommendations about the state artifacts that are required for Milestone Reviews. A list of required artifacts is included in the CMS Medicaid Enterprise Certification Toolkit and CMS Medicaid Eligibility & Enrollment Toolkit

5.6. IV&V GENERAL WORK REQUIREMENTS

- 5.6.1. All work under this Section will be applicable to all Medicaid Enterprise and ARRA-HITECH work. Any differentiation in the work process or product will be called out specifically. Any work that is to only be done for one (1) program will be noted.
- 5.6.2. The Contractor shall be expected to follow the most current Updated Individual Project IV&V Management Plan for each of the Medicaid Enterprise's Projects in order to determine the start and stop times for when specific IV&V work will be required.
 - 5.6.2.1. The Department may notify the Contractor of major milestones and start and end dates for life cycle segments in order to help inform the Contractor's scheduling of work.
 - 5.6.2.2. When a Project is launched, the Department may also identify specific work that the Contractor will not be responsible for completing for that specific Project.
 - 5.6.2.3. The Department may require that the Contractor begin or end a specific review at a specific time other than that determined by the Contractor.
- 5.6.3. The Contractor shall not be an active participant in any Medicaid Enterprise or Project that the Contractor is conducting IV&V on.
 - 5.6.3.1. The only input the Contractor shall provide shall be through the Deliverables and Reports in this Contract.
- 5.6.4. The Contractor shall seek to frame all recommendations in terms of allowing the Medicaid Enterprises to become more self-sufficient.
- 5.6.5. Requirements for the IV&V work for Medicaid Enterprise and E&E shall be the same unless specifically denoted.
- 5.6.6. Currently the work for ARRA-HITECH is provisional in nature and work will only start as new Projects are brought online.
 - 5.6.6.1. The Contractor will be expected to expand their volume to meet the increased demands for working on these specific Projects when they come on line.
 - 5.6.6.2. Sufficient notice will be provided in order to allow the Contractor to move and/or acquire additional staff to fulfill the increased demand for Work.

- 5.6.6.3. Additional IV&V Work will be added via amendment prior to Work on those Projects beginning.
- 5.6.7. The Department reserves the right to reduce or eliminate any Work at any time from this agreement due to changes in funding or requirements from CMS or other entities.
 - 5.6.7.1. Reductions and eliminations of Work will be done via transmittal with a subsequent contract amendment. Any outstanding payment will be governed by the main body of the agreement.
- 5.6.8. The Contractor shall create a Mapping Document describing how each MECT/MEET and other business requirement will be related to the Work in this contract.
 - 5.6.8.1. The Contractor shall deliver the Mapping document to the Department for review and approval.
 - 5.6.8.1.1. DELIVERABLE: Mapping Document
 - 5.6.8.1.2. DUE: Within thirty (30) days from the Effective Date
 - 5.6.8.2. The Contractor shall continue to update the Mapping Document at least every six months.
 - 5.6.8.3. The Contractor shall deliver the Updated Mapping Document to the Department for review and approval.
 - 5.6.8.3.1. DELIVERABLE: Updated Mapping Document
 - 5.6.8.3.2. DUE: Six (6) months after the previous Mapping Document was delivered

5.7. DETERMINATION OF WORK

- 5.7.1. Each quarter, based on the current state of the IV&V Efforts, the Contractor shall create Preliminary Quarterly Work Plans for MMIS and E&E work describing the anticipated IV&V Efforts that will take place that quarter, along with a proposed cost schedule based on the completion of Milestones and Deliverables.
 - 5.7.1.1. The Preliminary Quarterly Work Plans shall include, but not be limited to the following:
 - 5.7.1.1.1. A description of each IV&V Effort that includes but is not limited to:
 - 5.7.1.1.1.1. A description of the Work to be completed for that Effort.
 - 5.7.1.1.1.2. The system for which the Effort will be undertaken.
 - 5.7.1.1.1.3. Which MITA or contract requirement the Effort is for.
 - 5.7.1.1.1.4. The milestones that will need to be met this quarter in order to ensure that the Effort is on track.
 - 5.7.1.1.1.5. Any Deliverables that will result from the Work that quarter.
 - 5.7.1.1.1.6. The estimated number of work hours it will take to complete the Effort by position title.
 - 5.7.1.1.1.7. The total cost based on the stated Work hours by position title.
 - 5.7.1.1.2. A general description of the IV&V Efforts will be taking place that month.

- 5.7.1.1.3. A list and explanation for any Efforts that were not completed the previous quarter and are continuing into this quarter.
- 5.7.1.1.4. A list and explanation for any Efforts that are not anticipated to be completed this quarter and will continue into next quarter.
- 5.7.1.1.5. A total cost number for the quarter, not to include any Work that was described on a previous quarter's Work plan.
- 5.7.1.1.6. Any general issues that will impact the Work.
- 5.7.2. The Contractor shall deliver the Preliminary Quarterly Work Plans to the Department for review and approval.
 - 5.7.2.1. DELIVERABLE: Preliminary Quarterly Work Plan for MMIS
 - 5.7.2.2. DUE: At least thirty (30) days prior to the first day of the quarter for which the plan covers
 - 5.7.2.3. DELIVERABLE: Preliminary Quarterly Work Plan for E&E
 - 5.7.2.4. DUE: At least thirty (30) days prior to the first day of the quarter for which the plan covers
- 5.7.3. The Department will review the Preliminary Quarterly Work Plans and may request changes to the Work plan.
 - 5.7.3.1. The Contractor shall work with the Department to come to a final agreement as to the contents of and payments for each Quarterly Work Plan.
- 5.7.4. Once the Department has approved the Preliminary Quarterly Work Plans in writing, the Contractor shall create the Final Quarterly Work Plans.
 - 5.7.4.1. The Final Quarterly Work Plan shall include all items that were included in the Preliminary Quarterly Work Plan and integrate all agreed-upon changes to that Plan.
- 5.7.5. The Contractor shall deliver the Final Quarterly Work Plan to the Department for review and approval.
 - 5.7.5.1. DELIVERABLE: Final Quarterly Work Plan for MMIS
 - 5.7.5.2. DUE: At least five (5) days prior to the first day of the quarter for which the plan covers
 - 5.7.5.3. DELIVERABLE: Final Quarterly Work Plan for E&E
 - 5.7.5.4. DUE: At least five (5) days prior to the first day of the quarter for which the plan covers
- 5.7.6. Once a Final Quarterly Work Plan is approved in writing, the Contractor shall follow that Final Quarterly Work Plan for that quarter for which it covers and complete all Work as described therein.
- 5.7.7. Upon acceptance of a Final Quarterly Work Plan, all costs become fixed regardless of actual effort or time required to complete the Work.

SECTION 6.0 STATEMENT OF WORK -PROJECT WORK REQUIREMENTS

6.1. PURCHASE REQUEST ORDERS

- 6.1.1. The Department shall assign all Work in Section 6 to the Contractor by means of Purchase Request Orders.
- 6.1.2. The Department expects that there shall be monthly and quarterly Purchase Request Orders of varying complexity.
- 6.1.3. Not all work in Section 6 is needed in every month or quarter. Therefore, in addition to stating whether a Deliverable is due monthly or quarterly, Deliverable Due Dates in this section may also include whether the Deliverable is only needed on an “as needed” base.
 - 6.1.3.1. If a Deliverable Due Date in Section 6 is marked “As needed,” the Department may choose not to include the Deliverable in a Purchase Request Order. All other Deliverables shall be mandatory.
- 6.1.4. The Department may request that multiple Purchase Request Orders be completed at the same time.
- 6.1.5. The Purchase Request Orders shall include:
 - 6.1.5.1. Project description.
 - 6.1.5.2. Project start date and end date.
 - 6.1.5.3. Name and title of person(s) to complete specific components of the project, if any.
 - 6.1.5.3.1. For Subject Matter Experts, the description must include which expertise the Subject Matter Expert has (outlined in Section 5.2.8.2.).
 - 6.1.5.4. A schedule of Deliverables, tasks, and reports to be completed by the Contractor.
 - 6.1.5.5. A total fixed-price amount for the Purchase Request Order.
- 6.1.6. The Department will first issue a Preliminary Purchase Request Order, which shall contain all the information described in Section 6.1.5.
- 6.1.7. Upon receipt and review of a Preliminary Purchase Request Order, the Contractor shall produce a Preliminary Project Plan for the requested task.
- 6.1.8. The Preliminary Project Plan shall include, but not be limited to:
 - 6.1.8.1. Milestones and Deliverables, including anticipated completion dates which align with the dates in the Preliminary Purchase Request Order.
 - 6.1.8.2. A fixed price for the project, which shall be based on the estimated number of hours required to finish the Preliminary Purchase Request Order.
 - 6.1.8.3. Any technical obstacles that are not contained in the Preliminary Purchase Request Order that could potentially derail or delay the project.
 - 6.1.8.4. Any other information needed to ensure the Milestones and Deliverables are met on time.
- 6.1.9. The Preliminary Project Plan will be delivered to the Department for review.
 - 6.1.9.1. **DELIVERABLE:** Preliminary Project Plan

- 6.1.9.2. DUE: Within ten (10) days of receipt to a Preliminary Purchase Request Order
- 6.1.10. Upon receipt of the Preliminary Project Plan, the Department shall review the Preliminary Project Plan and either accept the plan as it stands or request alterations.
- 6.1.11. If the Preliminary Project Plan is accepted, then it will serve as the Project Plan and the Department shall use the Project Plan to issue the Purchase Request Order.
- 6.1.12. If the Department requests alterations to the Preliminary Project Plan, the Contractor shall create an Amended Project Plan.
- 6.1.13. The request for alterations may be accompanied by an Amended Purchase Request Order.
- 6.1.14. The Amended Project Plan shall be presented to the Department for review.
- 6.1.14.1. DELIVERABLE: Amended Project Plan
- 6.1.14.2. DUE: Within five (5) days of any requested change by the Department
- 6.1.15. Upon the receipt of an Amended Project Plan, the Department shall review the Amended Project Plan and either accept the Amended Project Plan as submitted or request further alterations and another Amended Project Plan.
- 6.1.16. Once the Department is satisfied with the Project Plan or Amended Project Plan, the Department shall issue a Purchase Request Order.
- 6.1.17. Once the Purchase Request Order is issued, the Contractor may begin work on the Purchase Request Order.
- 6.1.18. Upon receipt and review of the Purchase Request Order, the Contractor may request in writing any further technical information, clarification of project goals or process, or any other information that may be required.

6.2. SERVICE LEVEL AGREEMENTS (SLAs)

- 6.2.1. The Department will monitor the performance of the Contract issued under this RFP. All Services and Deliverables under the Contract shall be provided at an acceptable quality level and in a manner consistent with acceptable industry standards, custom, and practice.
 - 6.2.1.1. The Department will determine the quality of performance against agreed-upon service levels and performance targets, including the effectiveness and accuracy of reporting; management processes and structures used to administer performance; and related aspects of service delivery and management.
 - 6.2.1.2. The Contractor shall provide Performance Standards for up to twenty-five percent (25%) of the Work. The Performance Standards shall monitor contracted Services and Deliverables and provide quality assurance for Contract compliance in the areas including, but not limited to, staffing, reporting, processes/procedures, adherence to timelines, and risk analysis.

OFFEROR'S RESPONSE 6. Provide a detailed explanation of the Offeror's knowledge and experience with Performance Standards in relation to IV&V Services, including all of the following:

- a. **How the Offeror has initiated Performance Standards in other contracts.**
- b. **What types of items the Offeror has included or would include in Performance Standards related to IV&V services.**
- c. **The Offeror's experience with Performance Standards in contracts for IV&V Services.**

6.3. QUARTERLY REPORTING TO CMS

- 6.3.1. Each Quarter the Contractor shall produce and deliver one IV&V Quarterly Progress Report per active Medicaid Enterprise (Section 5.5.3).
- 6.3.2. The Contractor shall ensure that they follow all requirements included in the MECT/MEET guidance as applicable, and any other regulation or official instruction from CMS in their submissions to CMS.
- 6.3.3. Each quarter the Contractor shall deliver the IV&V Quarterly Progress Reports described in this section simultaneously to CMS and the Department as required by CMS.
- 6.3.4. The Contractor shall perform a full review every quarter on all currently active business areas of all Projects, as identified by the Department and in the Updated Individual Project IV&V Management Plans.
- 6.3.5. The IV&V Quarterly Progress Reports shall use the templates from the most recent version of MECT or MEET, as applicable, available on CMS's website at <https://www.medicaid.gov>.
- 6.3.6. The IV&V Quarterly Progress Reports shall include, but not be limited to the following:
 - 6.3.6.1. An IV&V Progress Report for each Business Area currently active for each Medicaid Enterprise.
 - 6.3.6.1.1. IV&V Certification Progress Report template that is now an Excel workbook can be found on the most recent version of MECT/MEET, as applicable, available on CMS's website <https://www.medicaid.gov>.
 - 6.3.6.2. A Checklist for each Business Area currently active for each Medicaid Enterprise as required.
- 6.3.7. The Contractor shall deliver each of the Medicaid Enterprise's IV&V Quarterly Progress Reports including drafts, simultaneously to the Department and CMS following the most recent CMS required published procedure in their delivery of the IV&V Quarterly Progress Reports.
 - 6.3.7.1. IV&V Certification Progress Reports are to be submitted to the MMIS or E&E mailbox indicated in the MECT/MEET protocol as well as to the Regional Office, and CMS representatives as applicable, and only reports submitted in preparation for a Milestone Review need to have checklists attached.
 - 6.3.7.2. The Contractor shall deliver each of the Medicaid Enterprise's IV&V Quarterly MECT/MEET Checklists and submit to shared repository for HCPF, IV&V, and CMS.
 - 6.3.7.3. DELIVERABLE: Eligibility and Enrollment IV&V Quarterly Progress Report
 - 6.3.7.4. DUE: At least thirty (30) days prior to the first day of the quarter

- 6.3.7.5. DELIVERABLE: MMIS IV&V Quarterly Progress Report
- 6.3.7.6. DUE: At least thirty (30) days prior to the first day of the quarter

6.4. IV&V PROJECT MANAGEMENT WORK

- 6.4.1. The Contractor shall perform the following work regarding the Project Management of all IV&V activities under this Contract:
- 6.4.2. Master IV&V Management Plan
 - 6.4.2.1. The Contractor shall develop and maintain a Master IV&V Management Plan describing timelines of all current IV&V Work under this Contract and which Deliverables and Reports will be completed, and their due dates.
 - 6.4.2.1.1. DELIVERABLE: Initial Master IV&V Management Plan
 - 6.4.2.1.2. DUE: Within thirty (30) days of the Effective Date
 - 6.4.2.2. The Contractor shall ensure that the Initial Master IV&V Management Plan is updated at minimum weekly and captures all currently planned activities, currently planned and actual work completed, as well as planned and actual hours spent.
 - 6.4.2.3. The Contractor shall deliver the Updated Master IV&V Management Plan to the Department upon request or shall have the plan posted online in a mutually convenient location.
 - 6.4.2.3.1. DELIVERABLE: Updated Master IV&V Management Plan
 - 6.4.2.3.2. DUE: Weekly, or upon Request of the Department
- 6.4.3. Individual Medicaid Enterprise IV&V Management Plans
 - 6.4.3.1. The Contractor shall develop Individual Medicaid Enterprise IV&V Management Plans which shall describe, at minimum: the activities, timelines, personnel, effort-based schedule, standards, and methodology for conducting each of the IV&V reviews for each Medicaid Enterprise.
 - 6.4.3.2. The Contractor shall develop an Individual Medicaid Enterprise IV&V Management Plan for each Medicaid Enterprise covered under this Contract.
 - 6.4.3.3. The Contractor shall deliver the Individual Medicaid Enterprise IV&V Management Plans to the Department for review and approval.
 - 6.4.3.3.1. DELIVERABLE: Individual Medicaid Enterprise IV&V Management Plan
 - 6.4.3.3.2. DUE: Within thirty (30) days of the Effective Date of an amendment starting a new Project.
 - 6.4.3.4. The Contractor shall ensure that the Individual Medicaid Enterprise IV&V Management Plans are updated at minimum weekly with all current work and timelines.
 - 6.4.3.5. The Contractor shall deliver the Updated Individual Medicaid Enterprise IV&V Management Plans to the Department upon request or shall have the plan posted online in a mutually convenient location.

- 6.4.3.5.1. DELIVERABLE: Updated Individual Medicaid Enterprise IV&V Management Plans
- 6.4.3.5.2. DUE: Weekly, or upon Request of the Department
- 6.4.4. Monthly Briefing Document
 - 6.4.4.1. The Contractor shall prepare a Monthly Briefing Document for the Department.
 - 6.4.4.2. The Monthly Briefing Document shall include but not be limited to:
 - 6.4.4.2.1. All Written Feedback and Updated Written Feedback documents produced in the Month for which the Briefing Document Covers.
 - 6.4.4.2.2. Written support and documentation of all items to be presented during the next Management Briefing.
 - 6.4.4.2.3. The results or findings of any Evaluations, reviews, Validations or Verifications completed during the prior month or updates in relation to any of the following areas:
 - 6.4.4.2.3.1. CMS guidance.
 - 6.4.4.2.3.2. Operational oversight.
 - 6.4.4.2.3.3. Overview of IV&V Management Plan Updates.
 - 6.4.4.2.3.4. Overview of periodic reviews of Medicaid Enterprise and ARRA-HITECH Components.
 - 6.4.4.2.3.5. Updates to Risk Analysis and Mitigation Plan Review.
 - 6.4.4.2.3.6. Overview of Critical Incident Reports produced during the previous month.
 - 6.4.4.2.3.7. Overview Medicaid Enterprise and ARRA-HITECH Vendor Critical Incident Reports.
 - 6.4.4.2.3.8. Project Management updates.
 - 6.4.4.2.3.9. Quality Assurance updates.
 - 6.4.4.2.3.10. Medicaid Enterprise and ARRA-HITECH Operating Environment updates.
 - 6.4.4.2.3.11. Medicaid Enterprise and ARRA-HITECH Development Environments updates.
 - 6.4.4.2.3.12. Medicaid Enterprise and ARRA-HITECH Software Development updates.
 - 6.4.4.2.3.13. Medicaid Enterprise and ARRA-HITECH System Testing updates.
 - 6.4.4.2.3.14. Medicaid Enterprise and ARRA-HITECH Data Management updates.
 - 6.4.4.2.4. Any recommendations to mitigate any risk, deficiency, or issue discovered as a result of any Evaluation, review, or Verification completed during the prior month.
 - 6.4.4.2.5. A Periodic Performance Standard Planning Document that includes the status of each activity shown on the IV&V Management Plan for that Medicaid Enterprise and ARRA-HITECH Component as well as the progress since the prior report.
 - 6.4.4.2.6. Any updated Work Breakdown Structure developed during the prior month.

- 6.4.4.3. The Monthly Briefing Document shall be delivered to the Department for review and approval.
- 6.4.4.4. DELIVERABLE: Monthly Briefing Document
- 6.4.4.5. DUE: Monthly, by the fifth (5th) day of the month following the last day for which the Monthly Briefing Document covers.
- 6.4.5. Master Risk List
 - 6.4.5.1. The Contractor shall create and maintain a Master Risk List.
 - 6.4.5.2. The List shall contain, but not be limited to:
 - 6.4.5.2.1. A description of each risk identified during the IV&V process including what project or projects the risk applies to.
 - 6.4.5.2.2. The month and year the risk was first identified.
 - 6.4.5.2.3. Whether the risk has been resolved.
 - 6.4.5.2.4. Why the risk was resolved in that manner.
 - 6.4.5.3. The Contractor shall ensure that the Master Risk List is maintained and is up to date.
 - 6.4.5.4. The Contractor shall deliver the most recent version of the Master Risk List to the Department for review and approval each month along with the Monthly Briefing Document.
 - 6.4.5.4.1. DELIVERABLE: Master Risk List
 - 6.4.5.4.2. DUE: Each month with the Monthly Briefing Document
- 6.4.6. Executive Status Document
 - 6.4.6.1. The Contractor shall prepare a Monthly Executive Status Document.
 - 6.4.6.1.1. The Status Document shall summarize the Monthly Briefing Document highlighting:
 - 6.4.6.1.1.1. Written support and documentation of all items to be presented during the next Management Briefing.
 - 6.4.6.1.2. The results or findings of any Evaluations, reviews, Validations or Verifications completed during the prior month or updates in relation to any of the following areas:
 - 6.4.6.1.2.1. CMS guidance.
 - 6.4.6.1.2.2. Operational oversight.
 - 6.4.6.1.2.3. Overview of IV&V Management Plan Updates.
 - 6.4.6.1.2.4. Overview of periodic reviews of Medicaid Enterprise and ARRA-HITECH Components.
 - 6.4.6.1.2.5. Updates to Risk Analysis and Mitigation Plan Review.
 - 6.4.6.1.2.6. Overview of Critical Incident Reports produced during the previous month.

- 6.4.6.1.2.7. Overview Medicaid Enterprise and ARRA-HITECH Vendor Critical Incident Reports.
- 6.4.6.1.2.8. Project Management updates.
- 6.4.6.1.2.9. Quality Assurance updates.
- 6.4.6.1.2.10. Medicaid Enterprise and ARRA-HITECH Operating Environment updates.
- 6.4.6.1.2.11. Medicaid Enterprise and ARRA-HITECH Development Environments updates.
- 6.4.6.1.2.12. Medicaid Enterprise and ARRA-HITECH Software Development updates.
- 6.4.6.1.2.13. Medicaid Enterprise and ARRA-HITECH System Testing updates.
- 6.4.6.1.2.14. Medicaid Enterprise and ARRA-HITECH Data Management updates.
- 6.4.6.1.3. Any recommendations to mitigate any risk, deficiency or issue discovered as a result of any Evaluation, review, or Verification completed during the prior month.
- 6.4.6.1.4. A Periodic Performance Standard Planning Document that includes the status of each activity shown on the IV&V Management Plan for that Medicaid Enterprise and ARRA-HITECH Component as well as the progress since the prior report.
- 6.4.6.1.5. Any updated Work Breakdown Structure developed during the prior month.
- 6.4.6.1.6. DELIVERABLE: Executive Status Document
- 6.4.6.1.7. DUE: Monthly, by the fifth (5th) day of each month
- 6.4.7. Quarterly State Executive Updates
 - 6.4.7.1. The Contractor shall facilitate Quarterly State Executive Update each quarter.
 - 6.4.7.2. The Department shall invite representatives from at least the following groups:
 - 6.4.7.2.1. Colorado Department of Health Care Policy and Financing
 - 6.4.7.2.2. Colorado Department of Human Services
 - 6.4.7.2.3. Governor's Office of Information Technology
 - 6.4.7.2.4. The Executive Steering Committee for CBMS
 - 6.4.7.2.5. Other groups as requested by the Department
 - 6.4.7.3. The location and timing of the meetings shall be determined by the Department.
 - 6.4.7.4. The meetings shall be approximately one (1) hour in length and shall give a high-level review of the items covered in the Executive Status document as well as any other items requested by the Department.
 - 6.4.7.4.1. At the Department's request, the Contractor may present a Quarterly State Executive Update to a broader audience, such as the Department's staff.
- 6.4.8. Annual Department Update
 - 6.4.8.1. The Contractor shall facilitate Annual Department Updates each year.
 - 6.4.8.2. The updates shall discuss who the Contractor is and introduce Department staff to what the Contractor does.

- 6.4.8.3. The Department will set the place and time for the Annual Department Update each year and notify the Contractor of the location and time at least thirty (30) days in advance.
- 6.4.9. Initial IV&V Project Reviews
 - 6.4.9.1. The Contractor shall perform an Initial IV&V Project Review for each Project.
 - 6.4.9.2. The Initial IV&V Project Review shall include at least the following:
 - 6.4.9.2.1. The IV&V activities that will be required for the Project.
 - 6.4.9.2.2. The status of each required IV&V activity.
 - 6.4.9.2.3. Any potential difficulties or additional considerations which may need to be taken into account for this project.
 - 6.4.9.2.4. Any other relevant information that will affect the scope or timeline of the IV&V effort for the project.
 - 6.4.9.3. The Contractor shall draft and deliver each Initial IV&V Project Review to the Department for review and approval.
 - 6.4.9.3.1. DELIVERABLE: Initial IV&V Project Review
 - 6.4.9.3.2. DUE: Within ten (10) days of the Effective Date of an Amendment Starting a new Medicaid Enterprise
- 6.4.10. Monthly IV&V Project Reviews
 - 6.4.10.1. The Contractor shall perform Monthly IV&V Project Reviews on each Project currently active.
 - 6.4.10.2. The Monthly IV&V Project Reviews shall include all items from the Initial IV&V Project Review; shall include any progress made since the last Monthly IV&V Project Review for that Project; and shall highlight any changes made since the last Monthly IV&V Project Review for that Project.
 - 6.4.10.3. The Contractor shall draft a Monthly IV&V Project Review for each active Project and deliver them to the Department for review and approval.
 - 6.4.10.3.1. DELIVERABLE: Monthly IV&V Project Reviews
 - 6.4.10.3.2. DUE: Monthly, by the fifth (5th) day following the last day for which the Review Covers.
 - 6.4.10.4. The Contractor shall ensure that the findings from the Periodic IV&V Project Reviews are integrated into the appropriate Current Individual IV&V Management Plans.
- 6.4.11. Management Briefing Presentation
 - 6.4.11.1. Upon request of the Department, the Contractor shall prepare and deliver a formal presentation on the status of an individual, or multiple IV&V projects.
 - 6.4.11.2. The Department will notify the Contractor at least ten (10) business days before the required date of the presentation.
 - 6.4.11.2.1. The presentation request will include at least the following:

- 6.4.11.2.1.1. The requested content of the presentation.
- 6.4.11.2.1.2. The location and time of the presentation.
- 6.4.11.2.1.3. The expected audience for the briefing.
- 6.4.11.2.1.4. Any other requirement for the presentation.
- 6.4.11.3. The Department will not require more than one (1) Management Briefing Presentation per month, unless agreed to in advance by the Contractor.
- 6.4.11.4. The Contractor shall provide all presentation materials and notes from the presentation to the Department for review and approval.
 - 6.4.11.4.1. DELIVERABLE: Presentation Materials and Notes
 - 6.4.11.4.2. DUE: Within three (3) Business days after the Presentation
- 6.4.12. Joint Management Plan Review Meeting
 - 6.4.12.1. The Contractor shall work with the Department to schedule the Joint Management Plan Review Meeting.
 - 6.4.12.2. The Joint Management Plan Review Meeting shall be used to review all upcoming deliverables and discuss any issues with the work.
 - 6.4.12.3. The Contractor shall attend each Joint Management Plan Review Meeting.
 - 6.4.12.4. The Joint Management Plan Review Meeting shall occur every three (3) months, approximately one month before the start of a quarter.
 - 6.4.12.5. The Contractor shall ensure that all Key Personnel attend the meeting.
 - 6.4.12.6. The Meeting shall discuss the current Master and Individual Project IV&V Management Plans including at least the following:
 - 6.4.12.6.1. Timelines and potential changes to timelines for the coming three (3) to four (4) months.
 - 6.4.12.6.2. Any issues that are affecting the Work.
 - 6.4.12.7. Any changes requested and approved by the Department in any of these meetings shall be made to the Master and Individual Project IV&V Management Plans.
 - 6.4.12.8. The Contractor shall take meeting minutes for each Joint Management Plan Review Meeting documenting what was discussed, any decisions made, and any action items that require further follow up.
 - 6.4.12.8.1. The Contractor shall deliver the meeting minutes to the Department for review and approval.
 - 6.4.12.8.2. DELIVERABLE: Joint Management Plan Review Meeting Minutes
 - 6.4.12.8.3. DUE: Within three (3) Business Days after each meeting
- 6.4.13. Bi-Annual Department Strategic Plan and Colorado Health IT Roadmap Review

- 6.4.13.1. Every six (6) months the Contractor shall perform a review of the Department's Strategic Plan and the Colorado Health IT Roadmap in order to determine if those documents are in alignment with the systems the Contractor has been reviewing.
- 6.4.13.2. The Contractor shall make recommendations on how the Department, OIT, and OeHI can make adjustments to those documents in order to bring the plans in alignment with MITA, MECT and MEET standards as well as work plans reviewed under this statement of work.
- 6.4.13.3. The Contractor shall create a written document describing the improvements and shall deliver that document to the Department for review and approval.
 - 6.4.13.3.1. DELIVERABLE: Bi-Annual Department Strategic Plan and Colorado Health IT Roadmap Review Document
 - 6.4.13.3.2. DUE: Every six (6) months as directed by the Department
- 6.4.13.4. The Contractor shall plan and facilitate a meeting to present their findings and recommendations to the Department, OIT, OeHI and other stakeholders.
 - 6.4.13.4.1. The goal of this meeting shall be to help the Department align its work and move forward in a strategic and purposeful fashion.

6.5. PROCUREMENT OVERSIGHT WORK

- 6.5.1. The Contractor shall perform the following work regarding IV&V of the procurement process for new Projects.
- 6.5.2. Procurement Strategy Review
 - 6.5.2.1. The Contractor shall conduct an overview of the procurement strategy developed for the project and verify that it meets state and federal Project objectives.
 - 6.5.2.2. Project objectives will be established by looking at any applicable state and federal requirements or guidance for the Project or Medicaid Enterprise as well as any stated goals for the Project from the Department.
 - 6.5.2.3. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the proposed procurement strategy.
 - 6.5.2.4. The Contractor shall deliver the Written Feedback on Procurement Process to the Department along with Monthly Briefing Document for review and approval.
 - 6.5.2.4.1. DELIVERABLE: Written Feedback on Procurement Process
 - 6.5.2.4.2. DUE: With the Monthly Briefing Document
 - 6.5.2.5. The Contractor shall perform reviews on updated versions of the procurement strategy if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.5.2.5.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the procurement strategy and shall deliver the Updated Written Feedback on Procurement Process to the Department along with Monthly Briefing Document for review and approval.

- 6.5.2.5.1.1. DELIVERABLE: Updated Written Feedback on Procurement Process
- 6.5.2.5.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.5.3. Solicitation Document Review
 - 6.5.3.1. The Contractor shall review and make recommendations on solicitation documents for new Projects.
 - 6.5.3.1.1. The Contractor shall review the overall structure of the document and make recommendations as to the ability of the document to adequately inform potential contractors about the Project's objectives, requirements, and risks.
 - 6.5.3.1.2. The Contractor shall review and verify that the evaluation criteria in the solicitation documents and ensure that the evaluation criteria:
 - 6.5.3.1.2.1. Are consistent with the Project objectives.
 - 6.5.3.1.2.2. Consistently apply, and hold up within, existing and stated evaluation processes.
 - 6.5.3.1.2.3. Are metric-based and clearly articulated within the solicitation.
 - 6.5.3.1.2.4. Effectively cover or measure all important sections of the solicitation.
 - 6.5.3.1.3. The Contractor shall review and verify the obligations and responsibilities of each party to the solicitation document including ensuring that the service provider, Subcontractors, and state staff are clearly defined.
 - 6.5.3.1.3.1. This review shall include, but not be limited to:
 - 6.5.3.1.3.1.1. The terms and conditions.
 - 6.5.3.1.3.1.2. Statement of Work.
 - 6.5.3.1.3.1.3. Specific technical requirements and standards.
 - 6.5.3.1.3.1.4. Performance standards.
 - 6.5.3.1.3.1.5. Development milestones.
 - 6.5.3.1.3.1.6. Acceptance criteria.
 - 6.5.3.1.3.1.7. Delivery dates.
 - 6.5.3.1.3.1.8. And any other provision in the document that will create an obligation for the Party.
 - 6.5.3.1.3.2. The Contractor shall review and verify that there exist sufficient performance metrics are included to allow the State to determine the progress of the project against set state criteria.
 - 6.5.3.1.4. The Contractor shall verify that the contract for the service provider states that the service provider will participate in the IV&V process and will be cooperative in coordination and communication.
 - 6.5.3.1.5. The Contractor shall review and evaluate the service provider implementation approach documents.

- 6.5.3.1.6. The Contractor shall review and evaluate any cost-benefit analysis leading to the initiation and solicitation of a Project to assess its reasonableness.
- 6.5.3.2. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the proposed solicitation documents.
- 6.5.3.3. The Contractor shall deliver the Written Feedback on Solicitation Documents to the Department along with Monthly Briefing Document for review and approval.
 - 6.5.3.3.1. DELIVERABLE: Written Feedback on Solicitation Documents
 - 6.5.3.3.2. DUE: With the Monthly Briefing Document
- 6.5.3.4. The Contractor shall perform reviews on updated versions of the solicitation documents if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.5.3.4.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the solicitation documents and shall deliver the Updated Written Feedback on Solicitation Documents to the Department along with Monthly Briefing Document for review and approval.
 - 6.5.3.4.1.1. DELIVERABLE: Updated Written Feedback on Solicitation Documents
 - 6.5.3.4.1.2. DUE: As needed, with the Monthly Briefing Document

6.6. PROJECT MANAGEMENT OVERSIGHT WORK

- 6.6.1. The Contractor shall perform the following work regarding IV&V of the project management for new Projects.
- 6.6.2. Executive Project Sponsorship
 - 6.6.2.1. The Contractor shall assess executive stakeholder engagement and approval to ensure continuous executive stakeholder approval, participation, support and commitment, and that open pathways of communication exist among all stakeholders.
 - 6.6.2.2. The Contractor shall verify that appropriate executive sponsors have approved all changes affecting Project objectives, costs, or schedules.
 - 6.6.2.3. The Contractor shall create a written Monthly Executive Project Sponsorship Engagement report describing at minimum: Projects that are lacking sufficient executive support, recommended improvements to executive stakeholder engagement, and any cases where there is a lack of appropriate approvals.
 - 6.6.2.4. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the proposed procurement strategy.
 - 6.6.2.5. The Contractor shall deliver the Written Feedback on Executive Project Sponsorship to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.2.5.1. DELIVERABLE: Written Feedback on Executive Project Sponsorship
 - 6.6.2.5.2. DUE: With the Monthly Briefing Document

- 6.6.2.6. The Contractor shall perform reviews on updated executive project sponsorship if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
- 6.6.2.6.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the executive project sponsorship and shall deliver the Updated Written Feedback on Executive Project Sponsorship to the Department along with Monthly Briefing Document for review and approval.
- 6.6.2.6.1.1. DELIVERABLE: Updated Written Feedback on Executive Project Sponsorship
- 6.6.2.6.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.3. Overall Project Management Assessment
- 6.6.3.1. The Contractor shall verify and assess overall project management and organization; specifically, the lines of reporting and responsibility provide adequate technical and managerial oversight of the Project.
- 6.6.3.2. The Contractor shall evaluate Project progress, resources, budget, schedules, work flow, and reporting to ensure proper management of the Project.
- 6.6.3.3. The Contractor shall assess coordination, communication and management to ensure groups within the Project and Medicaid Enterprise are not working independently of one another and are following a communication plan designed to ensure that there is minimal duplication of efforts.
- 6.6.3.4. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the overall project management strategy.
- 6.6.3.5. The Contractor shall deliver the Written Feedback on Overall Project Management to the Department along with Monthly Briefing Document for review and approval.
- 6.6.3.5.1. DELIVERABLE: Written Feedback on Overall Project Management
- 6.6.3.5.2. DUE: With the Monthly Briefing Document
- 6.6.3.6. The Contractor shall perform reviews on updated versions of the overall project management if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
- 6.6.3.6.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the overall project management and shall deliver the Updated Written Feedback on Overall Project Management to the Department along with Monthly Briefing Document for review and approval.
- 6.6.3.6.1.1. DELIVERABLE: Updated Written Feedback on Overall Project Management
- 6.6.3.6.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.4. Project-Specific Project Management
- 6.6.4.1. The Contractor shall perform the following work for each Project
- 6.6.4.2. The Contractor shall verify that a Project Management Plan has been created and is being followed.

- 6.6.4.3. The Contractor shall evaluate each Project Management Plan and make recommendations to existing procedures to ensure that they are developed, communicated, implemented, baselined, monitored, controlled, complete and effective.
- 6.6.4.4. The Contractor shall evaluate the existing project reporting plan and project reports to verify that a project's status is accurately traced and measured using existing project metrics.
- 6.6.4.5. The Contractor shall verify that Project milestones and completion dates are planned, monitored, and met.
- 6.6.4.6. The Contractor shall verify the existence and usage of an appropriate issue tracking mechanism which provides for the documentation of issues, as they arise, enables communication of issues to the proper parties, classifies and prioritizes issues, documents a mitigation strategy, and tracks the issue to closure.
- 6.6.4.7. The Contractor shall evaluate the Project's planned life-cycle developmental methodology to ensure that the methodology is appropriate for the Project.
- 6.6.4.8. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the project-specific project management.
- 6.6.4.9. The Contractor shall deliver the Written Feedback on Project-Specific Project Management to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.4.9.1. DELIVERABLE: Written Feedback on Project-Specific Project Management
 - 6.6.4.9.2. DUE: With the Monthly Briefing Document
- 6.6.4.10. The Contractor shall perform further reviews of the project-specific project management if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.6.4.10.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the project-specific project management and shall deliver the Updated Written Feedback on Project-Specific Project Management to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.4.10.1.1. DELIVERABLE: Updated Written Feedback on Project-Specific Project Management
 - 6.6.4.10.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.5. Process Reengineering Review
 - 6.6.5.1. The Contractor shall perform the following work on each Project requiring systems or process reengineering.
 - 6.6.5.2. The Contractor shall evaluate the project's ability and plans to redesign existing systems to achieve improvement in critical measures of performance described in the project plan, such as cost, quality, service, and speed.

- 6.6.5.3. The Contractor shall verify that the reengineering plan has the strategy, management backing, resources, and skillset available to effect change.
- 6.6.5.4. The Contractor shall verify that the Medicaid Enterprise has a plan to deal with resistance to change through usage of change management principles at each step and ensuring appropriate leadership involvement throughout the Project.
- 6.6.5.5. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the process reengineering.
- 6.6.5.6. The Contractor shall deliver the Written Feedback on Process Reengineering to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.5.6.1. DELIVERABLE: Written Feedback on Process Reengineering
 - 6.6.5.6.2. DUE: With the Monthly Briefing Document
- 6.6.5.7. The Contractor shall perform further reviews of the process reengineering if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.6.5.7.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the process reengineering and shall deliver the Updated Written Feedback on Process Reengineering to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.5.7.1.1. DELIVERABLE: Updated Written Feedback on Process Reengineering
 - 6.6.5.7.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.6. Risk Management Planning
 - 6.6.6.1. The Contractor shall verify that each project has a risk management plan in place, and that it is being followed.
 - 6.6.6.2. The Contractor shall verify that each risk management plan has effective methods in place to identify risks, that the risks are quantified, and that mitigation plans are put into place and communicated, implemented, monitored and completed.
 - 6.6.6.3. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the risk management planning.
 - 6.6.6.4. The Contractor shall deliver the Written Feedback on Risk Management Planning to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.6.4.1. DELIVERABLE: Written Feedback on Risk Management Planning
 - 6.6.6.4.2. DUE: With the Monthly Briefing Document
 - 6.6.6.5. The Contractor shall perform further reviews of the risk management planning if requested by the State or if required in the Updated Individual Project IV&V Management Plans.

- 6.6.6.5.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the risk management planning and shall deliver the Updated Written Feedback on Risk Management Planning to the Department along with Monthly Briefing Document for review and approval.
- 6.6.6.5.1.1. DELIVERABLE: Updated Written Feedback on Risk Management Planning
- 6.6.6.5.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.7. Change Management
 - 6.6.7.1. The Contractor shall verify that a change management plan is created and followed for each Project as instructed by the Department.
 - 6.6.7.2. The Contractor shall evaluate the change management plan to verify that procedures are developed, communicated, implemented, monitored, and complete and that resistance to change is anticipated and prepared for.
 - 6.6.7.3. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the change management.
 - 6.6.7.4. The Contractor shall deliver the Written Feedback on Change Management to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.7.4.1. DELIVERABLE: Written Feedback on Change Management
 - 6.6.7.4.2. DUE: With the Monthly Briefing Document
 - 6.6.7.5. The Contractor shall perform further reviews of the change management if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.6.7.5.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the change management and shall deliver the Updated Written Feedback on Change Management to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.7.5.1.1. DELIVERABLE: Updated Written Feedback on Change Management
 - 6.6.7.5.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.8. Communication Management
 - 6.6.8.1. The Contractor shall verify that a communication management plan is created and followed for each Project as instructed by the Department.
 - 6.6.8.2. The Contractor shall evaluate each communication management plan to verify that the plan supports communication and sharing between all project stakeholders, and assess if the communication plan is effective, fully implemented, monitored and complete.
 - 6.6.8.3. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the communication management.
 - 6.6.8.4. The Contractor shall deliver the Written Feedback on Communication Management to the Department along with Monthly Briefing Document for review and approval.

- 6.6.8.4.1. DELIVERABLE: Written Feedback on Communication Management
- 6.6.8.4.2. DUE: With the Monthly Briefing Document
- 6.6.8.5. The Contractor shall perform further reviews of the Communication Management if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.6.8.5.1. For each iteration, the Contractor shall update their written feedback to take into account changes to communication management and shall deliver the Updated Written Feedback on Communication Management to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.8.5.1.1. DELIVERABLE: Updated Written Feedback on Communication Management
 - 6.6.8.5.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.9. Configuration Management
 - 6.6.9.1. The Contractor shall review and evaluate the configuration management plans and procedures associated with the development process for each Project as instructed by the Department.
 - 6.6.9.2. The Contractor shall verify that all critical development documents, including but not limited to: requirements, design, code, and job control language are maintained under an appropriate level of supervision and control.
 - 6.6.9.3. The Contractor shall verify that the processes and tools are in place to identify code versions and to rebuild system configurations from source code.
 - 6.6.9.4. The Contractor shall verify that appropriate source and object libraries are maintained for training, test and production, and that a formal sign-off procedure is in place for approving project deliverables.
 - 6.6.9.5. The Contractor shall verify that appropriate processes and tools are in place to manage system changes, including formal logging of change request and the review, prioritization and timely scheduling of maintenance actions.
 - 6.6.9.6. The Contractor shall verify that mechanisms are in place to prevent unauthorized changes being made to the system and to prevent authorized changes from being made to the wrong version.
 - 6.6.9.7. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the configuration management.
 - 6.6.9.8. The Contractor shall deliver the Written Feedback on Configuration Management to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.9.8.1. DELIVERABLE: Written Feedback on Configuration Management
 - 6.6.9.8.2. DUE: With the Monthly Briefing Document
 - 6.6.9.9. The Contractor shall perform further reviews of the configuration management if requested by the State or if required in the Updated Individual Project IV&V Management Plans.

- 6.6.9.9.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the configuration management and shall deliver the Updated Written Feedback on Configuration Management to the Department along with Monthly Briefing Document for review and approval.
- 6.6.9.9.1.1. DELIVERABLE: Updated Written Feedback on Configuration Management
- 6.6.9.9.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.10. Project Estimating and Scheduling
 - 6.6.10.1. The Contractor shall evaluate and make recommendations on the estimating and scheduling process of the project for each Project as instructed by the Department.
 - 6.6.10.2. The Contractor shall verify that the project planning and resources are adequate for the work break down and schedule.
 - 6.6.10.3. The Contractor shall review schedules to verify that adequate time and resources are assigned for planning, development, review, testing, and rework.
 - 6.6.10.4. The Contractor shall examine historical data to determine if the Project and Medicaid Enterprise have been able to accurately estimate the time, labor, and cost of development efforts.
 - 6.6.10.5. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the project estimating and scheduling.
 - 6.6.10.6. The Contractor shall deliver the Written Feedback on Project Estimating and Scheduling to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.10.6.1. DELIVERABLE: Written Feedback on Project Estimating and Scheduling
 - 6.6.10.6.2. DUE: With the Monthly Briefing Document
 - 6.6.10.7. The Contractor shall perform further reviews of the project estimating and scheduling if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.6.10.7.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the project estimating and scheduling and shall deliver the Updated Written Feedback on Project Estimating and Scheduling to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.10.7.1.1. DELIVERABLE: Updated Written Feedback on Project Estimating and Scheduling
 - 6.6.10.7.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.11. Project Personnel
 - 6.6.11.1. The Contractor shall examine the Project's personnel policies for each Project as instructed by the Department.

- 6.6.11.2. The Contractor shall examine the job assignments, skills, training, and experience of the personnel involved in the Medicaid Enterprise's development to verify that they are adequate for the development task and can complete the project in the timeframe required.
- 6.6.11.3. The Contractor shall evaluate the State's hiring plan for the project to verify that adequate human resources support will be available for development and maintenance of staff.
- 6.6.11.4. The Contractor shall evaluate the State's personnel policies to verify that staff turnover will be minimized during the Project.
- 6.6.11.5. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the project personnel.
- 6.6.11.6. The Contractor shall deliver the Written Feedback on Project Personnel to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.11.6.1. DELIVERABLE: Written Feedback on Project Personnel
 - 6.6.11.6.2. DUE: With the Monthly Briefing Document
- 6.6.11.7. The Contractor shall perform further reviews of the project personnel if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.6.11.7.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the project personnel and shall deliver the Updated Written Feedback on Project Personnel to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.11.7.1.1. DELIVERABLE: Updated Written Feedback on Project Personnel
 - 6.6.11.7.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.12. Project Organization
 - 6.6.12.1. The Contractor shall examine each Project's organization as instructed by the Department.
 - 6.6.12.2. The Contractor shall verify the lines of reporting and responsibility provide adequate technical and managerial oversight of the project.
 - 6.6.12.3. The Contractor shall verify that the project's organizational structure supports training, process definition, independent QA, configuration management, product evaluation, and any other functions critical for the project's success.
 - 6.6.12.4. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the project organization.
 - 6.6.12.5. The Contractor shall deliver the Written Feedback on Project Organization to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.12.5.1. DELIVERABLE: Written Feedback on Project Organization
 - 6.6.12.5.2. DUE: As needed, with the Monthly Briefing Document

- 6.6.12.6. The Contractor shall perform further reviews of the project organization if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
- 6.6.12.6.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the project organization and shall be deliver the Updated Written Feedback on Project Organization to the Department along with Monthly Briefing Document for review and approval.
- 6.6.12.6.1.1. DELIVERABLE: Updated Written Feedback on Project Organization
- 6.6.12.6.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.13. Subcontractors and External Staff
- 6.6.13.1. The Contractor shall examine the use of subcontractors and external staff on each Project as requested by the Department.
- 6.6.13.2. The Contractor shall evaluate the use of subcontractors or other external sources of project staff in project development.
- 6.6.13.3. The Contractor shall verify that the work obligations of subcontractors and state staff including terms, conditions, statements of work, requirements, standards, development milestones, acceptance criteria, and delivery dates are clearly defined and communicated.
- 6.6.13.4. The Contractor shall verify that subcontractors' software development methodology and product standards are compatible with the system's standards and environment.
- 6.6.13.5. The Contractor shall verify that the subcontractors have and maintain the required skills, personnel, plans, resources, procedures and standards to meet their commitments to the Project.
- 6.6.13.5.1. This will include examining the feasibility of any offsite support of the project.
- 6.6.13.6. The Contractor shall verify that any proprietary tools used by subcontractors do not restrict the future maintainability, portability, and reusability of the system.
- 6.6.13.7. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the Subcontractors and external staff.
- 6.6.13.8. The Contractor shall deliver the Written Feedback on Subcontractors and External Staff to the Department along with Monthly Briefing Document for review and approval.
- 6.6.13.8.1. DELIVERABLE: Written Feedback on Subcontractors and External Staff
- 6.6.13.8.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.13.9. The Contractor shall perform further reviews of the Subcontractors and external staff if requested by the State or if required in the Updated Individual Project IV&V Management Plans.

- 6.6.13.9.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the Subcontractors and external staff and shall deliver the Updated Written Feedback on Subcontractors and External Staff to the Department along with Monthly Briefing Document for review and approval.
- 6.6.13.9.1.1. DELIVERABLE: Updated Written Feedback on Subcontractors and External Staff
- 6.6.13.9.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.6.14. State Oversight
 - 6.6.14.1. The Contractor shall examine the State's oversight of the Projects as instructed by the Department.
 - 6.6.14.2. The Contractor shall verify that State oversight is provide in the form of periodic status reviews and technical interchanges.
 - 6.6.14.3. The Contractor shall verify that the State has defined the technical and managerial inputs the subcontractor needs including reviews, approvals, requirements and interface clarifications, and that the Project has the resources to supply them on schedule.
 - 6.6.14.4. The Contractor shall verify that the State has the final responsibility for monitoring project costs and schedules.
 - 6.6.14.5. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the state oversight.
 - 6.6.14.6. The Contractor shall deliver the Written Feedback on State Oversight to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.14.6.1. DELIVERABLE: Written Feedback on State Oversight
 - 6.6.14.6.2. DUE: With the Monthly Briefing Document
 - 6.6.14.7. The Contractor shall perform further reviews of the state oversight if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.6.14.7.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the state oversight and shall deliver the Updated Written Feedback on State Oversight to the Department along with Monthly Briefing Document for review and approval.
 - 6.6.14.7.1.1. DELIVERABLE: Updated Written Feedback on State Oversight
 - 6.6.14.7.1.2. DUE: As needed, with the Monthly Briefing Document

6.7. QUALITY MANAGEMENT

- 6.7.1. Quality Assurance (QA)
 - 6.7.1.1. The Contractor shall examine the QA procedures for all Projects as instructed by the Department.
 - 6.7.1.2. The Contractor shall evaluate and make recommendations on the Project's QA plans, procedures, and organization.

- 6.7.1.3. The Contractor shall verify that the QA has an appropriate level of independence from project management on a Project.
- 6.7.1.4. The Contractor shall verify that the QA organization monitors the fidelity of all defined process in all phases of the project.
- 6.7.1.5. The Contractor shall verify that the quality of all products produced by the project is monitored by formal reviews and sign-offs.
- 6.7.1.6. The Contractor shall verify that project self-evaluations are performed and that measures are continually taken to improve all processes.
- 6.7.1.7. The Contractor shall monitor the performance of the QA service provider by reviewing its processes and reports and performing spot checks of system documentation, assess findings and performance of the processes and reports.
- 6.7.1.8. The Contractor shall verify that the QA provider has an appropriate level of independence to evaluate and make recommendations on the project's QA plans, procedures and organization.
- 6.7.1.9. The Contractor shall verify that the QA service provider provides periodic assessment of the QA standards such as MITA, and that the QA standards are up to industry standards as adopted by the Enterprise Project and Portfolio Management Office at OIT.
- 6.7.1.10. The Contractor shall evaluate if appropriate mechanisms are in place for project self-evaluation and process improvement.
- 6.7.1.11. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the quality assurance.
- 6.7.1.12. The Contractor shall deliver the Written Feedback on Quality Assurance to the Department along with Monthly Briefing Document for review and approval.
 - 6.7.1.12.1. DELIVERABLE: Written Feedback on Quality Assurance
 - 6.7.1.12.2. DUE: With the Monthly Briefing Document
- 6.7.1.13. The Contractor shall perform further reviews of the quality assurance if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.7.1.13.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the quality assurance and shall deliver the Updated Written Feedback on Quality Assurance to the Department along with Monthly Briefing Document for review and approval.
 - 6.7.1.13.1.1. DELIVERABLE: Updated Written Feedback on Quality Assurance
 - 6.7.1.13.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.7.2. Process Definition and Product Standards
 - 6.7.2.1. The Contractor shall examine the process definition and product standards for each Medicaid Enterprise as instructed by the Department.
 - 6.7.2.2. The Contractor shall review and make recommendations on all defined processes and product standards associated with the system development.

- 6.7.2.3. The Contractor shall verify that all major development processes are defined and that the defined and approved processes and standards are followed in development.
- 6.7.2.4. The Contractor shall verify that the processes and standards are compatible with each other and with the system development methodology
- 6.7.2.5. The Contractor shall verify that all process definition and standards are complete, clear, up-to-date, consistent in format and are easily available to project personnel.
- 6.7.2.6. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the process definition and product standards.
- 6.7.2.7. The Contractor shall deliver the Written Feedback on Process Definition and Product Standards to the Department along with Monthly Briefing Document for review and approval.
 - 6.7.2.7.1. DELIVERABLE: Written Feedback on Process Definition and Product Standards
 - 6.7.2.7.2. DUE: With the Monthly Briefing Document
- 6.7.2.8. The Contractor shall perform further reviews of the process definition and product standards if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.7.2.8.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the process definition and product standards and shall deliver the Updated Written Feedback on Process Definition and Product Standards to the Department along with Monthly Briefing Document for review and approval.
 - 6.7.2.8.1.1. DELIVERABLE: Updated Written Feedback on Process Definition and Product Standards
 - 6.7.2.8.1.2. DUE: As needed, with the Monthly Briefing Document

6.8. TRAINING

- 6.8.1. User Training and Documentation
 - 6.8.1.1. The Contractor shall examine the Medicaid Enterprise's user training and documentation processes for each Medicaid Enterprise as instructed by the Department.
 - 6.8.1.2. The Contractor shall review and make recommendations on training provided to system users to ensure that it successfully transfers sufficient knowledge to continue maintenance and operation of the new systems.
 - 6.8.1.3. The Contractor shall verify that all necessary policy and process documentation are easily available to all users.
 - 6.8.1.4. The Contractor shall verify that all training is delivered on-time, and is evaluated and monitored for effectiveness, with additional training provided as needed.
 - 6.8.1.5. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the user training and documentation.

- 6.8.1.6. The Contractor shall deliver the Written Feedback on User Training and Documentation to the Department along with Monthly Briefing Document for review and approval.
- 6.8.1.6.1. DELIVERABLE: Written Feedback on User Training and Documentation
- 6.8.1.6.2. DUE: With the Monthly Briefing Document
- 6.8.1.7. The Contractor shall perform further reviews of the user training and documentation if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
- 6.8.1.7.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the user training and documentation and shall deliver the Updated Written Feedback on User Training and Documentation to the Department along with Monthly Briefing Document for review and approval.
- 6.8.1.7.1.1. DELIVERABLE: Updated Written Feedback on User Training and Documentation
- 6.8.1.7.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.8.2. Developer Training and Documentation
- 6.8.2.1. The Contractor shall verify that all necessary policy, process, and standards documentation are easily available to developers for all Medicaid Enterprises as instructed by the Department.
- 6.8.2.2. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the developer training and documentation.
- 6.8.2.3. The Contractor shall deliver the Written Feedback on Developer Training and Documentation to the Department along with Monthly Briefing Document for review and approval.
- 6.8.2.3.1. DELIVERABLE: Written Feedback on Developer Training and Documentation
- 6.8.2.3.2. DUE: With the Monthly Briefing Document
- 6.8.2.4. The Contractor shall perform further reviews of the developer training and documentation if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
- 6.8.2.4.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the developer training and documentation and shall deliver the Updated Written Feedback on Developer Training and Documentation to the Department along with Monthly Briefing Document for review and approval.
- 6.8.2.4.1.1. DELIVERABLE: Updated Written Feedback on Developer Training and Documentation
- 6.8.2.4.1.2. DUE: As needed, with the Monthly Briefing Document

6.9. REQUIREMENTS MANAGEMENT

6.9.1. Requirements Management

- 6.9.1.1. The Contractor shall examine each Project's requirements management as instructed by the Department.
- 6.9.1.2. The Contractor shall verify that an analysis of client, state, and federal needs and objectives has been performed to verify that requirements of the system are well understood, well defined, and satisfy federal guidance and regulations.
- 6.9.1.3. The Contractor shall examine the Department's Change Order process for each Project to determine whether it effectively provides clear guidance and requirements.
- 6.9.1.4. The Contractor shall examine the Department's Change Request process for each Project to determine whether it effectively provides clear guidance and requirements.
- 6.9.1.5. The Contractor shall evaluate the allocation of system requirements to hardware and software requirements.
- 6.9.1.6. The Contractor shall verify that software requirements can be traced through design, code, and test phases to verify that the systems performs as intended and contains no unnecessary software elements.
- 6.9.1.7. The Contractor shall verify that all requirements have been placed under formal configuration control.
- 6.9.1.8. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the requirements management.
- 6.9.1.9. The Contractor shall deliver the Written Feedback on Requirements Management to the Department along with Monthly Briefing Document for review and approval.
 - 6.9.1.9.1. DELIVERABLE: Written Feedback on Requirements Management
 - 6.9.1.9.2. DUE: With the Monthly Briefing Document
- 6.9.1.10. The Contractor shall perform further reviews of the requirements management if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.9.1.10.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the requirements management and shall deliver the Updated Written Feedback on Requirements Management to the Department along with Monthly Briefing Document for review and approval.
 - 6.9.1.10.1.1. DELIVERABLE: Updated Written Feedback on Requirements Management
 - 6.9.1.10.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.9.2. Security Requirements
 - 6.9.2.1. The Contractor shall examine each Project's security requirements as instructed by the Department.
 - 6.9.2.2. The Contractor shall evaluate and make recommendations on project policies and procedures for ensuring that the system is secure and that the privacy of all data is maintained.

- 6.9.2.3. The Contractor shall evaluate the Project's restrictions on system and data access and the processes for granting access.
- 6.9.2.4. The Contractor shall evaluate the Project's security and risk analysis.
- 6.9.2.5. The Contractor shall verify that sufficient processes and equipment are in place to back-up client and project data and files, and archive them at appropriate intervals
- 6.9.2.6. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the security requirements.
- 6.9.2.7. The Contractor shall deliver the Written Feedback on Security Requirements to the Department along with Monthly Briefing Document for review and approval.
 - 6.9.2.7.1. DELIVERABLE: Written Feedback on Security Requirements
 - 6.9.2.7.2. DUE: With the Monthly Briefing Document
- 6.9.2.8. The Contractor shall perform further reviews of the security requirements if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.9.2.8.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the security requirements and shall deliver the Updated Written Feedback on Security Requirements to the Department along with Monthly Briefing Document for review and approval.
 - 6.9.2.8.1.1. DELIVERABLE: Updated Written Feedback on Security Requirements
 - 6.9.2.8.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.9.3. Requirements Analysis
 - 6.9.3.1. The Contractor shall examine each Project's requirements analysis as instructed by the Department.
 - 6.9.3.2. The Contractor shall verify that an analysis of client, state and federal needs and objectives has been performed to verify that the requirements of the system are well understood, well defined, and satisfy federal regulations.
 - 6.9.3.3. The Contractor shall verify that all relevant stakeholders have been consulted as to the desired functionality of the system, and that users have been involved in prototyping of user interfaces.
 - 6.9.3.4. The Contractor shall verify that all stakeholders have approved of all changes which impact project objectives, cost, or schedule.
 - 6.9.3.5. The Contractor shall verify that all relevant stakeholders have approved of all changes which impact project objectives, cost or schedule.
 - 6.9.3.6. The Contractor shall verify that performance requirements of the Project satisfy the user's needs.
 - 6.9.3.7. The contractor shall verify that users' maintenance requirement for the system are completely specified.

- 6.9.3.8. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the requirements analysis.
- 6.9.3.9. The Contractor shall deliver the Written Feedback on Requirements Analysis to the Department along with Monthly Briefing Document for review and approval.
 - 6.9.3.9.1. DELIVERABLE: Written Feedback on Requirements Analysis
 - 6.9.3.9.2. DUE: With the Monthly Briefing Document
- 6.9.3.10. The Contractor shall perform further reviews of the requirements analysis if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.9.3.10.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the requirements analysis and shall deliver the Updated Written Feedback on Requirements Analysis to the Department along with Monthly Briefing Document for review and approval.
 - 6.9.3.10.1.1. DELIVERABLE: Updated Written Feedback on Requirements Analysis
 - 6.9.3.10.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.9.4. Interface Requirements
 - 6.9.4.1. The Contractor shall perform reviews of the interface requirements for each Project as instructed by the Department.
 - 6.9.4.2. The Contractor shall verify that all system interfaces are exactly as described in the requirements, by medium and by function, including input/output control codes, data format, polarity, range, units, and frequency.
 - 6.9.4.3. The Contractor shall verify that approved interface documents are available, and appropriate relationships are in place with all agencies and organizations supporting and using the interfaces.
 - 6.9.4.4. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the interface requirements.
 - 6.9.4.5. The Contractor shall deliver the Written Feedback on Interface Requirements to the Department along with Monthly Briefing Document for review and approval.
 - 6.9.4.5.1. DELIVERABLE: Written Feedback on Interface Requirements
 - 6.9.4.5.2. DUE: With the Monthly Briefing Document
 - 6.9.4.6. The Contractor shall perform further reviews of the interface requirements if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.9.4.6.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the interface requirements and shall deliver the Updated Written Feedback on Interface Requirements to the Department along with Monthly Briefing Document for review and approval.
 - 6.9.4.6.1.1. DELIVERABLE: Updated Written Feedback on Interface Requirements

6.9.4.6.1.2. DUE: As needed, with the Monthly Briefing Document

6.9.5. Requirements Allocation and Specification

6.9.5.1. The Contractor shall perform reviews of the requirements allocation and specification for each Project as instructed by the Department.

6.9.5.2. The Contractor shall verify that all system requirements have been allocated to either a software or hardware subsystem.

6.9.5.3. The Contractor shall verify that requirements specifications have been developed for all hardware and software subsystems in a sufficient level of detail to ensure successful implementation.

6.9.5.4. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the requirements allocation and specification.

6.9.5.5. The Contractor shall deliver the Written Feedback on Requirements Allocation and Specification to the Department along with Monthly Briefing Document for review and approval.

6.9.5.5.1. DELIVERABLE: Written Feedback on Requirements Allocation and Specification

6.9.5.5.2. DUE: With the Monthly Briefing Document

6.9.5.6. The Contractor shall perform further reviews of the requirements allocation and specification if requested by the State or if required in the Updated Individual Project IV&V Management Plans.

6.9.5.6.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the requirements allocation and specification and shall deliver the Updated Written Feedback on Requirements Allocation and Specification to the Department along with Monthly Briefing Document for review and approval.

6.9.5.6.1.1. DELIVERABLE: Updated Written Feedback on Requirements Allocation and Specification

6.9.5.6.1.2. DUE: As needed, with the Monthly Briefing Document

6.9.6. Reverse Engineering

6.9.6.1. The Contractor shall perform reverse engineering review work if a legacy system or a transfer system is used, or will be used, in development as instructed by the Department.

6.9.6.2. The Contractor shall verify that a well-defined plan and process for reengineering the system is in place and followed. The process, depending on the goals of the reuse and/or transfer, may include: reverse engineering, code translation, re-documentation, restructuring, normalization, and re-targeting.

6.9.6.3. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the reverse engineering.

6.9.6.4. The Contractor shall deliver the Written Feedback on Reverse Engineering to the Department along with Monthly Briefing Document for review and approval.

- 6.9.6.4.1. DELIVERABLE: Written Feedback on Reverse Engineering
- 6.9.6.4.2. DUE: With the Monthly Briefing Document
- 6.9.6.5. The Contractor shall perform further reviews of the reverse engineering if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
- 6.9.6.5.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the reverse engineering and shall deliver the Updated Written Feedback on Reverse Engineering to the Department along with Monthly Briefing Document for review and approval.
- 6.9.6.5.1.1. DELIVERABLE: Updated Written Feedback on Reverse Engineering
- 6.9.6.5.1.2. DUE: As needed, with the Monthly Briefing Document

6.10. OPERATING ENVIRONMENT REVIEW

- 6.10.1. System Hardware Review
 - 6.10.1.1. The Contractor shall perform system hardware review for each Project as instructed by the Department.
 - 6.10.1.2. The Contractor shall evaluate new and existing system hardware configurations to determine if their performance is adequate to meet existing and proposed system requirements.
 - 6.10.1.3. The Contractor shall determine if hardware is compatible with the State's existing processing environment, if it is maintainable, and if it is easily upgradable.
 - 6.10.1.3.1. This evaluation shall include, but not be limited to:
 - 6.10.1.3.1.1. CPUs and other processors.
 - 6.10.1.3.1.2. Memory.
 - 6.10.1.3.1.3. Network connections and bandwidth.
 - 6.10.1.3.1.4. Communications controllers.
 - 6.10.1.3.1.5. Telecommunications systems including LAN/WAN.
 - 6.10.1.3.1.6. Terminals.
 - 6.10.1.3.1.7. Printers.
 - 6.10.1.3.1.8. Storage devices.
 - 6.10.1.4. The Contractor shall evaluate current and projected service provider support of the hardware, as well as the State's hardware configuration management plans and procedures.
 - 6.10.1.5. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the system hardware review.
 - 6.10.1.6. The Contractor shall deliver the Written Feedback on System Hardware Review to the Department along with Monthly Briefing Document for review and approval.

- 6.10.1.6.1. DELIVERABLE: Written Feedback on System Hardware Review
- 6.10.1.6.2. DUE: With the Monthly Briefing Document
- 6.10.1.7. The Contractor shall perform further reviews of the system hardware review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.10.1.7.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the system hardware review and shall deliver the Updated Written Feedback on System Hardware Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.10.1.7.1.1. DELIVERABLE: Updated Written Feedback on System Hardware Review
 - 6.10.1.7.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.10.2. System Software Review
 - 6.10.2.1. The Contractor shall perform system software review for each project as instructed by the Department.
 - 6.10.2.2. The Contractor shall evaluate new and existing system software to determine if its capabilities are adequate to meet existing and proposed system requirements.
 - 6.10.2.3. The Contractor shall determine if the software is compatible with the State's existing hardware and software environment, if it is maintainable, and if it is easily upgradeable.
 - 6.10.2.3.1. This evaluation will include but shall not be limited to operating systems, middleware, and network software including communications and file-sharing protocols.
 - 6.10.2.4. The Contractor shall evaluate the results of current and projected service provider support of the software, as well as the State's software acquisition plans and procedures (MITA SS-A).
 - 6.10.2.5. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the system software review.
 - 6.10.2.6. The Contractor shall deliver the Written Feedback on System Software Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.10.2.6.1. DELIVERABLE: Written Feedback on System Software Review
 - 6.10.2.6.2. DUE: With the Monthly Briefing Document
 - 6.10.2.7. The Contractor shall perform further reviews of the system software review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.10.2.7.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the system software review and shall deliver the Updated Written Feedback on System Software Review to the Department along with Monthly Briefing Document for review and approval.

6.10.2.7.1.1. DELIVERABLE: Updated Written Feedback on System Software Review

6.10.2.7.1.2. DUE: As needed, with the Monthly Briefing Document

6.10.3. Database Software Review

6.10.3.1. The Contractor shall perform database software review for each Project as instructed by the Department.

6.10.3.2. The Contractor shall evaluate new and existing database products to determine if their capabilities are adequate to meet existing and proposed system requirements.

6.10.3.3. The Contractor shall determine if the database's data format is easily convertible to other formats, if it supports the addition of new data items, if it is scalable, easily refreshable and is compatible with the State's existing hardware and software, including any on-line transaction processing (OLTP) environment.

6.10.3.4. The Contractor shall evaluate any current and projected service provider support of the software, as well as the State's software acquisition plans and procedures.

6.10.3.5. The Contractor shall make a technical assessment of requirements and design documents and provide an independent assessment of the solution's design in accordance with MECT and MITA protocol.

6.10.3.6. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the database software review.

6.10.3.7. The Contractor shall deliver the Written Feedback on Database Software Review to the Department along with Monthly Briefing Document for review and approval.

6.10.3.7.1. DELIVERABLE: Written Feedback on Database Software Review

6.10.3.7.2. DUE: With the Monthly Briefing Document

6.10.3.8. The Contractor shall perform further reviews of the database software review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.

6.10.3.8.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the database software review and shall deliver the Updated Written Feedback on Database Software Review to the Department along with Monthly Briefing Document for review and approval.

6.10.3.8.1.1. DELIVERABLE: Updated Written Feedback on Database Software Review

6.10.3.8.1.2. DUE: As needed, with the Monthly Briefing Document

6.10.4. System Capacity Review

6.10.4.1. The Contractor shall perform system capacity reviews for each Project as instructed by the Department.

6.10.4.2. The Contractor shall evaluate the existing processing capacity of the system and verify that it is adequate for current state needs for both batch and on-line processing.

- 6.10.4.3. The Contractor shall evaluate the historic availability and reliability of the system including the frequency and criticality of system failure.
- 6.10.4.4. Evaluate the results of any volume testing or stress testing.
- 6.10.4.5. Evaluate any existing measurement and capacity planning program and the system's capacity to support future growth.
- 6.10.4.6. Make recommendations on changes in processing hardware, storage, network systems, operating systems, software, and software design, to meet future growth and improve system performance.
- 6.10.4.7. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the system capacity review.
- 6.10.4.8. The Contractor shall deliver the Written Feedback on System Capacity Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.10.4.8.1. DELIVERABLE: Written Feedback on System Capacity Review
 - 6.10.4.8.2. DUE: With the Monthly Briefing Document
- 6.10.4.9. The Contractor shall perform further reviews of the system capacity review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.10.4.9.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the system capacity review and shall deliver the Updated Written Feedback on System Capacity Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.10.4.9.1.1. DELIVERABLE: Updated Written Feedback on System Capacity Review
 - 6.10.4.9.1.2. DUE: As needed, with the Monthly Briefing Document

6.11. DEVELOPMENT ENVIRONMENT

- 6.11.1. Hardware Development Review
 - 6.11.1.1. The Contractor shall perform hardware development review for each Project as instructed by the Department.
 - 6.11.1.2. The Contractor shall evaluate new and existing development hardware configurations to determine if their performance is adequate to meet the needs of system development.
 - 6.11.1.3. The Contractor shall determine if hardware is maintainable, easily upgradeable, and compatible with the State's existing development and processing environment.
 - 6.11.1.3.1. This evaluation shall include but is not limited to:
 - 6.11.1.3.1.1. CPUs and other processors.
 - 6.11.1.3.1.2. Memory.
 - 6.11.1.3.1.3. Network connections and bandwidth.
 - 6.11.1.3.1.4. Communications controllers.

- 6.11.1.3.1.5. Telecommunications systems including LAN/WAN.
- 6.11.1.3.1.6. Terminals.
- 6.11.1.3.1.7. Printers.
- 6.11.1.3.1.8. Storage devices.
- 6.11.1.4. The Contractor shall evaluate current and projected service provider support of the hardware and the State's hardware configuration management plans and procedures.
- 6.11.1.5. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the hardware development review.
- 6.11.1.6. The Contractor shall deliver the Written Feedback on Hardware Development Review to the Department along with Monthly Briefing Document for review and approval.
- 6.11.1.6.1. DELIVERABLE: Written Feedback on Hardware Development Review
- 6.11.1.6.2. DUE: With the Monthly Briefing Document
- 6.11.1.7. The Contractor shall perform further reviews of the hardware development review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
- 6.11.1.7.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the hardware development review and shall deliver the Updated Written Feedback on Hardware Development Review to the Department along with Monthly Briefing Document for review and approval.
- 6.11.1.7.1.1. DELIVERABLE: Updated Written Feedback on Hardware Development Review
- 6.11.1.7.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.11.2. Software Development Review
- 6.11.2.1. The Contractor shall perform software development review for each Project as instructed by the Department.
- 6.11.2.2. The Contractor shall evaluate new and existing development software to determine if its capabilities are adequate to meet system development requirements.
- 6.11.2.3. The Contractor shall determine if the software is maintainable, easily upgradeable, and compatible with the State's existing hardware and software environment.
- 6.11.2.4. The Contractor shall evaluate the software environment as a whole to see if it shows a degree of integration compatible with good development.
- 6.11.2.4.1. This evaluation shall include but not be limited to:
 - 6.11.2.4.1.1. Operating systems.
 - 6.11.2.4.1.2. Network software security tools.
 - 6.11.2.4.1.3. Project management software.
 - 6.11.2.4.1.4. Configuration management software.

- 6.11.2.4.1.5. Compilers.
- 6.11.2.4.1.6. Cross compilers.
- 6.11.2.4.1.7. Linkers.
- 6.11.2.4.1.8. Loaders.
- 6.11.2.4.1.9. Debuggers.
- 6.11.2.4.1.10. Editors.
- 6.11.2.4.1.11. Reporting software.
- 6.11.2.5. The Contractor shall evaluate language and compiler selection with regard to portability and reusability American National Standards Institute (ANSI) standards.
- 6.11.2.6. The Contractor shall evaluate current and projected service provider support of the software and the State's software acquisition plans and procedures.
- 6.11.2.7. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the software development review.
- 6.11.2.8. The Contractor shall deliver the Written Feedback on Software Development Review to the Department along with Monthly Briefing Document for review and approval.
- 6.11.2.8.1. DELIVERABLE: Written Feedback on Software Development Review
- 6.11.2.8.2. DUE: With the Monthly Briefing Document
- 6.11.2.9. The Contractor shall perform further reviews of the software development review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
- 6.11.2.9.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the software development review and shall deliver the Updated Written Feedback on Software Development Review to the Department along with Monthly Briefing Document for review and approval.
- 6.11.2.9.1.1. DELIVERABLE: Updated Written Feedback on Software Development Review
- 6.11.2.9.1.2. DUE: As needed, with the Monthly Briefing Document

6.12. SOFTWARE DEVELOPMENT

- 6.12.1. High-Level Design Reviews
- 6.12.1.1. The Contractor shall perform high-level design reviews for each Project as instructed by the Department.
- 6.12.1.2. The Contractor shall evaluate and make recommendations on existing high-level design products to verify the design is workable, efficient, and satisfies all system and system interface requirements.
- 6.12.1.3. The Contractor shall evaluate the design products for adherence to the project design methodology and standards.

- 6.12.1.4. The Contractor shall evaluate the design and analysis process used to develop the design and make recommendations for improvements.
- 6.12.1.5. The Contractor shall evaluate design standards, methodology and CASE tools.
- 6.12.1.6. The Contractor shall verify that design requirements can be traced back to system requirements.
- 6.12.1.7. The Contractor shall verify that all design products are under configuration control and formally approved before detailed design begins.
- 6.12.1.8. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the high-level design reviews.
- 6.12.1.9. The Contractor shall deliver the Written Feedback on High-Level Design Reviews to the Department along with Monthly Briefing Document for review and approval.
 - 6.12.1.9.1. DELIVERABLE: Written Feedback on High-Level Design Reviews
 - 6.12.1.9.2. DUE: With the Monthly Briefing Document
- 6.12.1.10. The Contractor shall perform further reviews of the high-level design reviews if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.12.1.10.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the high-level design reviews and shall deliver the Updated Written Feedback on High-Level Design Reviews to the Department along with Monthly Briefing Document for review and approval.
 - 6.12.1.10.1.1. DELIVERABLE: Updated Written Feedback on High-Level Design Reviews
 - 6.12.1.10.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.12.2. Detailed Design Reviews
 - 6.12.2.1. The Contractor shall perform detailed design reviews for each Project as instructed by the Department.
 - 6.12.2.2. The Contractor shall evaluate and make recommendations on existing detailed design products to verify that the design is workable, efficient, and satisfies all high level design requirements.
 - 6.12.2.3. The Contractor shall evaluate design products for adherence to the project design methodology and standards.
 - 6.12.2.4. The Contractor shall evaluate design standards, methodology and tools used.
 - 6.12.2.5. The Contractor shall verify that design requirements can be traced back to system requirements and high-level design.
 - 6.12.2.6. The Contractor shall verify that all design products are under configuration control and formally approved before coding begins.

- 6.12.2.7. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the detailed design reviews.
- 6.12.2.8. The Contractor shall deliver the Written Feedback on Detailed Design Reviews to the Department along with Monthly Briefing Document for review and approval.
- 6.12.2.8.1. DELIVERABLE: Written Feedback on Detailed Design Reviews
- 6.12.2.8.2. DUE: With the Monthly Briefing Document
- 6.12.2.9. The Contractor shall perform further reviews of the detailed design reviews if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
- 6.12.2.9.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the detailed design reviews and shall deliver the Updated Written Feedback on Detailed Design Reviews to the Department along with Monthly Briefing Document for review and approval.
- 6.12.2.9.1.1. DELIVERABLE: Updated Written Feedback on Detailed Design Reviews
- 6.12.2.9.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.12.3. Job Control Review
- 6.12.3.1. The Contractor shall perform job control review for each Project as instructed by the Department.
- 6.12.3.2. The Contractor shall perform an evaluation and make recommendations on existing job control and on the process for designing job control.
- 6.12.3.3. The Contractor shall evaluate the system's division between batch and online processing with regard to system performance and data integrity.
- 6.12.3.4. The Contractor shall evaluate batch jobs for appropriate scheduling, timing, and internal and external dependencies.
- 6.12.3.5. The Contractor shall evaluate the appropriate use of operating system scheduling software.
- 6.12.3.6. The Contractor shall verify that job control language scripts are under an appropriate level of configuration control.
- 6.12.3.7. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the job control review.
- 6.12.3.8. The Contractor shall deliver the Written Feedback on Job Control Review to the Department along with Monthly Briefing Document for review and approval.
- 6.12.3.8.1. DELIVERABLE: Written Feedback on Job Control Review
- 6.12.3.8.2. DUE: With the Monthly Briefing Document
- 6.12.3.9. The Contractor shall perform further reviews of the job control review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.

- 6.12.3.9.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the job control review and shall deliver the Updated Written Feedback on Job Control Review to the Department along with Monthly Briefing Document for review and approval.
- 6.12.3.9.1.1. DELIVERABLE: Updated Written Feedback on Job Control Review
- 6.12.3.9.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.12.4. Code Review
 - 6.12.4.1. The Contractor shall perform code review for each Project as instructed by the Department.
 - 6.12.4.2. The Contractor shall evaluate and make recommendations on the standards and process currently in place for code development.
 - 6.12.4.3. The Contractor shall evaluate the existing code base for portability and maintainability, taking into account software metrics including, but not limited to: modularity, complexity and source and object size.
 - 6.12.4.4. The Contractor shall evaluate code documentation for quality, completeness, maintenance history, and accessibility.
 - 6.12.4.5. The Contractor shall evaluate the coding standards and guidelines and the project's compliance with these standards and guidelines.
 - 6.12.4.5.1. This evaluation will include, but is not limited to:
 - 6.12.4.5.1.1. Structure.
 - 6.12.4.5.1.2. Documentation.
 - 6.12.4.5.1.3. Modularity.
 - 6.12.4.5.1.4. Naming conventions.
 - 6.12.4.5.1.5. Format.
 - 6.12.4.6. The Contractor shall verify that developed code is kept under appropriate configuration control and is easily accessible by developers.
 - 6.12.4.7. The Contractor shall evaluate the project's use of software metrics in management and QA.
 - 6.12.4.8. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the code review.
 - 6.12.4.9. The Contractor shall deliver the Written Feedback on Code Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.12.4.9.1. DELIVERABLE: Written Feedback on Code Review
 - 6.12.4.9.2. DUE: With the Monthly Briefing Document
 - 6.12.4.10. The Contractor shall perform further reviews of the code review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.

6.12.4.10.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the code review and shall deliver the Updated Written Feedback on Code Review to the Department along with Monthly Briefing Document for review and approval.

6.12.4.10.1.1. DELIVERABLE: Updated Written Feedback on Code Review

6.12.4.10.1.2. DUE: As needed, with the Monthly Briefing Document

6.12.5. Unit Test Review

6.12.5.1. The Contractor shall perform unit test review for each Project as instructed by the Department.

6.12.5.2. The Contractor shall evaluate the plans, requirements, environment, tools and procedures used for unit testing system modules.

6.12.5.3. The Contractor shall evaluate the level of test automation, interactive testing and interactive debugging available in the test environment.

6.12.5.4. The Contractor shall verify that an appropriate level of test coverage is achieved by the test process, that test results are verified, that the correct code configuration has been tested, and that the tests are appropriately documented.

6.12.5.5. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the unit test review.

6.12.5.6. The Contractor shall deliver the Written Feedback on Unit Test Review to the Department along with Monthly Briefing Document for review and approval.

6.12.5.6.1. DELIVERABLE: Written Feedback on Unit Test Review

6.12.5.6.2. DUE: With the Monthly Briefing Document

6.12.5.7. The Contractor shall perform further reviews of the unit test review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.

6.12.5.7.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the unit test review and shall deliver the Updated Written Feedback on Unit Test Review to the Department along with Monthly Briefing Document for review and approval.

6.12.5.7.1.1. DELIVERABLE: Updated Written Feedback on Unit Test Review

6.12.5.7.1.2. DUE: As needed, with the Monthly Briefing Document

6.13. SYSTEM AND ACCEPTANCE TESTING RESULTS REVIEW

6.13.1. System Integration Testing Review

6.13.1.1. The Contractor shall perform system integration testing review for each Project as instructed by the Department.

6.13.1.2. The Contractor shall evaluate the plans, requirements, environment, tools, and procedures used for integration testing of system modules.

6.13.1.3. The Contractor shall evaluate the level of automation and the availability of the system test environment.

- 6.13.1.4. The Contractor shall verify that an appropriate level of test coverage is achieved by the test process, that test results are verified, that the correct code configuration has been tested, and that the tests are appropriately documented, including formal logging of errors found in testing.
- 6.13.1.5. The Contractor shall verify that the test organization has an appropriate level of independence from the development organization.
- 6.13.1.6. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the system integration testing review.
- 6.13.1.7. The Contractor shall deliver the Written Feedback on System Integration Testing Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.13.1.7.1. DELIVERABLE: Written Feedback on System Integration Testing Review
 - 6.13.1.7.2. DUE: With the Monthly Briefing Document
- 6.13.1.8. The Contractor shall perform further reviews of the system integration testing review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.13.1.8.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the system integration testing review and shall deliver the Updated Written Feedback on System Integration Testing Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.13.1.8.1.1. DELIVERABLE: Updated Written Feedback on System Integration Testing Review
 - 6.13.1.8.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.13.2. Pilot Test Interface Testing Review
 - 6.13.2.1. The Contractor shall perform pilot test interface testing review for each Project as instructed by the Department.
 - 6.13.2.2. The Contractor shall evaluate the plans, requirements, environment, tools and procedures for pilot testing the system.
 - 6.13.2.3. The Contractor shall verify that a sufficient number and type of case scenarios are used to ensure comprehensive but manageable testing, and that test are run in a realistic, real-time environment.
 - 6.13.2.4. The Contractor shall verify that test scripts are complete, with step-by-step procedures, required pre-existing events or triggers, and expected results.
 - 6.13.2.5. The Contractor shall verify that test results are verified, that the correct code configuration has been used, and that test runs are appropriately documented, including formal logging of errors found in testing.
 - 6.13.2.6. The Contractor shall verify that the test organization has an appropriate level of independence from the development organization.

- 6.13.2.7. The Contractor shall evaluate interface testing plans and procedures for compliance with industry standards.
- 6.13.2.8. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the pilot test interface testing review.
- 6.13.2.9. The Contractor shall deliver the Written Feedback on Pilot Test Interface Testing Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.13.2.9.1. DELIVERABLE: Written Feedback on Pilot Test Interface Testing Review
 - 6.13.2.9.2. DUE: With the Monthly Briefing Document
- 6.13.2.10. The Contractor shall perform further reviews of the pilot test interface testing review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.13.2.10.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the pilot test interface testing review and shall deliver the Updated Written Feedback on System Hardware Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.13.2.10.1.1. DELIVERABLE: Updated Written Feedback on Pilot Test Interface Testing Review
 - 6.13.2.10.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.13.3. Acceptance and Turnover Review
 - 6.13.3.1. The Contractor shall perform acceptance and turnover review for each Project as instructed by the Department.
 - 6.13.3.2. The Contractor shall verify that acceptance procedures and acceptance criteria for each product are defined, reviewed, and approved prior to test and the results of the test are documented.
 - 6.13.3.3. The Contractor shall ensure that acceptance procedures address the process by which any software product that does not pass acceptance testing is corrected.
 - 6.13.3.4. The Contractor shall verify that appropriate acceptance testing based on the defined acceptance criteria is performed satisfactorily before acceptance of software products.
 - 6.13.3.5. The Contractor shall verify that the acceptance test organization has an appropriate level of independence from all entities other than the project sponsoring organization.
 - 6.13.3.6. The Contractor shall verify that business and technical training plan is in place for the project as well as ongoing operations.
 - 6.13.3.7. The Contractor shall review and evaluate the system or process implementation plan.
 - 6.13.3.8. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the acceptance and turnover review.

- 6.13.3.9. The Contractor shall deliver the Written Feedback on Acceptance and Turnover Review to the Department along with Monthly Briefing Document for review and approval.
- 6.13.3.9.1. DELIVERABLE: Written Feedback on Acceptance and Turnover Review
- 6.13.3.9.2. DUE: With the Monthly Briefing Document
- 6.13.3.10. The Contractor shall perform further reviews of the acceptance and turnover review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
- 6.13.3.10.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the acceptance and turnover review and shall deliver the Updated Written Feedback on Acceptance and Turnover Review to the Department along with Monthly Briefing Document for review and approval.
- 6.13.3.10.1.1. DELIVERABLE: Updated Written Feedback on Acceptance and Turnover Review
- 6.13.3.10.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.14. DATA MANAGEMENT REVIEW WORK**
- 6.14.1. Data Conversion Review
- 6.14.1.1. The Contractor shall perform data conversion reviews for each Project as instructed by the Department
- 6.14.1.2. The Contractor shall evaluate the State's existing and proposed plans, procedures, and software for data conversion.
- 6.14.1.3. The Contractor shall verify that procedures are in place and are being followed to review the completed data for completeness and accuracy and to perform data clean-up as required.
- 6.14.1.4. The Contractor shall determine conversion error rates and if the error rates are manageable.
- 6.14.1.5. The Contractor shall make recommendations on making the conversion process more efficient and on maintaining the integrity of data during the conversion.
- 6.14.1.6. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the data conversion review.
- 6.14.1.7. The Contractor shall deliver the Written Feedback on Data Conversion Review to the Department along with Monthly Briefing Document for review and approval.
- 6.14.1.7.1. DELIVERABLE: Written Feedback on Data Conversion Review
- 6.14.1.7.2. DUE: With the Monthly Briefing Document
- 6.14.1.8. The Contractor shall perform further reviews of the data conversion review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.

- 6.14.1.8.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the data conversion review and shall deliver the Updated Written Feedback on Data Conversion Review to the Department along with Monthly Briefing Document for review and approval.
- 6.14.1.8.1.1. DELIVERABLE: Updated Written Feedback on Data Conversion Review
- 6.14.1.8.1.2. DUE: As needed, with the Monthly Briefing Document
- 6.14.2. Database Design Review
 - 6.14.2.1. The Contractor shall perform a database design review for each Project as instructed by the Department.
 - 6.14.2.2. The Contractor shall evaluate new and existing database designs and system processes/workflows to determine if they meet existing and proposed system requirements.
 - 6.14.2.3. The Contractor shall recommend improvements to existing designs to improve data integrity and system performance.
 - 6.14.2.4. The Contractor shall evaluate the design for maintainability, scalability, refreshability, concurrence, normalization, and any other factors affecting performance and data integrity.
 - 6.14.2.5. The Contractor shall evaluate the Project's process for administering the database, including backup, recovery, performance analysis and control of data item creation.
 - 6.14.2.6. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the database design review.
 - 6.14.2.7. The Contractor shall deliver the Written Feedback on Database Design Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.14.2.7.1. DELIVERABLE: Written Feedback on Database Design Review
 - 6.14.2.7.2. DUE: With the Monthly Briefing Document
 - 6.14.2.8. The Contractor shall perform further reviews of the database design review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.14.2.8.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the database design review and shall deliver the Updated Written Feedback on Database Design Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.14.2.8.1.1. DELIVERABLE: Updated Written Feedback on Database Design Review
 - 6.14.2.8.1.2. DUE: As needed, with the Monthly Briefing Document

6.15. OPERATIONS OVERSIGHT WORK

- 6.15.1. The Contractor shall perform operation oversight reviews in this section for each Project as instructed by the Department.
- 6.15.2. Operational Change Tracking Review

- 6.15.2.1. The Contractor shall evaluate statewide systems' change request and defect tracking processes
- 6.15.2.2. The Contractor shall evaluate the implementation of the process activities and request volumes to determine if processes are effective and are being followed.
- 6.15.3. Customer and User Operational Satisfaction Review
 - 6.15.3.1. The Contractor shall evaluate user satisfaction with the Project to determine areas of improvement.
- 6.15.4. Operational Goals Review
 - 6.15.4.1. The Contractor shall evaluate the impact of the Project on Medicaid Enterprise goals and performance standards.
- 6.15.5. Operational Documentation Review
 - 6.15.5.1. The Contractor shall evaluate operational plans and processes.
- 6.15.6. Operational Processes and Activity Reviews
 - 6.15.6.1. The Contractor shall evaluate implementation of the process activities including backup, disaster recovery, and day-to-day operations to verify the processes are being followed.
- 6.15.7. The Contractor shall produce written feedback which shall include their evaluation, any recommendations, and any other considerations regarding the operations oversight review.
- 6.15.8. The Contractor shall deliver the Written Feedback on Operations Oversight Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.15.8.1. DELIVERABLE: Written Feedback on Operations Oversight Review
 - 6.15.8.2. DUE: With the Monthly Briefing Document
- 6.15.9. The Contractor shall perform further reviews of the operations oversight review if requested by the State or if required in the Updated Individual Project IV&V Management Plans.
 - 6.15.9.1. For each iteration, the Contractor shall update their written feedback to take into account changes to the operations oversight review and shall deliver the Updated Written Feedback on Operations Oversight Review to the Department along with Monthly Briefing Document for review and approval.
 - 6.15.9.1.1. DELIVERABLE: Updated Written Feedback on Operations Oversight Review
 - 6.15.9.1.2. DUE: As needed, with the Monthly Briefing Document

OFFEROR'S RESPONSE 7. Provide a detailed description of how the Offeror would perform the Work described in this RFP. Additionally, please provide a detailed description of the processes and procedures that will be used in order to ensure that all required work is completed in a timely and accurate manner. Please provide additional detail surrounding the processes and procedures that will be in place to ensure that all required reports are provided to CMS in a timely manner.

Please also provide specific detail into the method and communication channels that will be used to ensure that the Project Plans are kept up to date and that all Work is performed as required.

OFFEROR'S RESPONSE 8. Describe any additional services the Offeror would provide that go beyond the basic requirements of the Work described in this RFP, including other areas of IV&V, that the Offeror would provide for no additional cost.

OFFEROR'S RESPONSE 9. Describe any additional services the Offeror would provide that go beyond the basic requirements of the Work described in this RFP, including other areas of IV&V, that the Offeror would provide for additional cost. Also provide a pricing schedule for these additional services.

6.16. EXPANSION AND CONTRACTION OF THIS CONTRACT

- 6.16.1. Due to the multi-programmatic nature of this RFP, the Department reserves the right to contract the volume of work under this contract due to any reason, to include, but not be limited to: decrease in funding, elimination or scaling back of a program, the lack of demonstrated need for specific work in this contract, or due to the public interest.
 - 6.16.1.1. The contraction will be accompanied with an amendment to the Contract with the change.
 - 6.16.1.2. Any contraction will likely be accompanied by a rate decrease as negotiated between the parties at that time.
- 6.16.2. The Department reserves the right to expand the volume of work under this contract through amendment of the Contract to include additional programs which are required or wish to have IV&V performed.
 - 6.16.2.1. Any additions in scale will not expand the scope to work outside of IV&V work.
 - 6.16.2.2. Any addition will be done through an amendment to the Contract and will likely be accompanied by an associated rate increase as negotiated at the time of the amendment.

OFFEROR'S RESPONSE 10. Provide an acknowledgement that the Offeror understands that they will be expected to expand the work volume under this Solicitation if requested by the Department and provide a description of the policies and procedures that will be in place to allow the Offeror to expand the resources devoted to this Work.

SECTION 7.0 COMPENSATION AND INVOICING

7.1. COMPENSATION

- 7.1.1. The compensation under this Contract shall consist of payments made based on the completion of the Paid Deliverables as described in a Final Purchase Request Order. The compensation shall be based on hourly rates as bid by the Offeror and the number of hours that the Contractor determines is required to complete the Work as agreed upon under a specific Purchase Request Order and Project Plan.

- 7.1.1.1. Paid Deliverables include the Quarterly Reporting to CMS, the Monthly Briefing Document, the Executive Status Document, and the Monthly IV&V Project Reviews, as outlined in the table below and other Deliverables defined through the Purchase Request Order:

HIGH-LEVEL TASK DESCRIPTION	SECTION	DELIVERABLE	DUE DATE
QUARTERLY REPORTING TO CMS FOR EACH MEDICAID ENTERPRISE	6.3	6.3.7.3 ELIGIBILITY AND ENROLLMENT IV&V QUARTERLY PROGRESS REPORT	AT LEAST THIRTY (30) DAYS PRIOR TO THE FIRST DAY OF THE QUARTER
	6.3	6.3.7.5 MMIS IV&V QUARTERLY PROGRESS REPORT	AT LEAST THIRTY (30) DAYS PRIOR TO THE FIRST DAY OF THE QUARTER
MONTHLY BRIEFING, WHICH INCLUDES ALL DELIVERABLES THAT MAY BE SUBMITTED WITH MONTHLY BRIEFING DOCUMENT	6.4.4	6.4.4.4 MONTHLY BRIEFING DOCUMENT	MONTHLY, BY THE FIFTH (5 TH) DAY OF THE MONTH FOLLOWING THE LAST DAY FOR WHICH THE MONTHLY BRIEFING DOCUMENT COVERS
SUMMARY OF MONTHLY BRIEFINGS	6.4.6	6.4.6.1.6 EXECUTIVE STATUS DOCUMENT	MONTHLY, BY THE FIFTH (5 TH) DAY OF EACH MONTH
SUMMARY OF MONTHLY IV&V REVIEWS	6.4.10	6.4.10.3.1 MONTHLY IV&V PROJECT REVIEW	MONTHLY, BY THE FIFTH (5 TH) DAY FOLLOWING THE LAST DAY FOR WHICH THE REVIEW COVERS

- 7.1.2. Once a fixed price for a Purchase Request Order has been quoted, the Project Plan accepted, and a Purchase Request Order issued, the payment schedule shall be fixed.

- 7.1.3. Any increase in compensation on a Purchase Request Order shall be at the discretion of the Department.
- 7.1.4. Rates shall be based on that Work done exclusively by the individual designated as Key Personnel doing the Work for each rate.
- 7.1.5. The Contractor shall budget sufficiently such that the stated contract maximum amount for each fiscal year is sufficient to cover all four quarters of the fiscal year.
- 7.1.6. Contractor's compensation will not exceed the stated contract maximum amount payable stated for this contract for either MMIS or E&E Work. Any changes to the maximum amount payable shall require a formal written amendment.
- 7.1.7. Once a price has been fixed through a Purchase Request Order, the payment schedule shall be fixed for that Deliverable.
- 7.1.8. Hourly rates shall rates designated for the following:
 - 7.1.8.1. Program lead
 - 7.1.8.2. Project Lead
 - 7.1.8.3. Business Analysts
 - 7.1.8.4. Technical Analysts
 - 7.1.8.5. Subject Matter Experts (Blended Rate)

OFFEROR'S RESPONSE 11. Offeror shall complete Appendix D Pricing Worksheet, and provide a narrative describing how pricing was determined. Because the Contract's Deliverables will be paid through Purchase Request Orders, the Offeror shall describe how the Purchase Request Orders will be structured to address the Paid Deliverables in Section 7.1. Final bid price will be determined by the values entered on Appendix D Pricing Worksheet.

7.2. INVOICING AND PAYMENT PROCEDURES

- 7.2.1. The Contractor shall invoice the Department on a monthly basis, by the fifteenth (15th) of the month following the month for which the invoice covers. The Contractor shall not invoice the Department for a month prior to the last day of that month.
- 7.2.2. The invoice shall contain all of the following for the month for which the invoice covers:
 - 7.2.2.1. The cost for the Deliverable payment portion of the Maximum Monthly Payment, described in Section 7, only if all Deliverables described in that section which were accepted by the Department and are received by their required due dates for the month that the invoice covers.
 - 7.2.2.2. An hourly breakdown of actual staff time used to complete the Deliverable, broken out by Medicaid Enterprise system and ARRA-HITECH.
 - 7.2.2.3. The Purchase Request Order numbers and description of deliverable(s) or Work completed from each Purchase Request Order that has been approved and authorized for invoicing by the Department.

7.2.3. Payment of Invoices

- 7.2.3.1. The Department shall remit payment to the Contractor, for all amounts shown on an invoice, after the Department's acceptance of that invoice. Acceptance of an invoice shall not imply the acceptance or sufficiency of any work performed or deliverables submitted to the Department during the month for which the invoice covers or any other month. The Department shall not make any payment on an invoice prior to its acceptance of that invoice.
- 7.2.3.2. The Department will review the submitted invoice, and compare the information contained in the invoice to the Department's information. The Department will only accept an invoice after it has reviewed the information contained on the invoice and determined that all amounts are correct.
- 7.2.3.3. In the event that the Department determines that all information on an invoice is correct, the Department shall notify the Contractor of its acceptance of the invoice, in writing.
- 7.2.3.4. In the event that the Department determines that any information on an invoice is incorrect, the Department will notify the Contractor of this determination and what is incorrect on the invoice. The Contractor shall correct any information the Department determined to be incorrect and resubmit that invoice to the Department for review.
 - 7.2.3.4.1. The Department will review the invoice to ensure that all corrections have been made.
 - 7.2.3.4.2. If all information on the resubmitted invoice is correct, the Department will accept the invoice.
 - 7.2.3.4.3. If any information on the resubmitted invoice is still incorrect, then the Department will return the invoice to the Contractor for correction and resubmission.
- 7.2.3.5. In the event that the Contractor believes that the calculation or determination of any payment is incorrect, the Contractor shall notify the Department of the error within thirty (30) days of receipt of the payment or notification of the determination of the payment, as appropriate. The Department will review the information presented by the Contractor and may make changes based on this review. The determination or calculation that results from the Department's review shall be final. No disputed payment shall be due until after the Department has concluded its review.
- 7.2.3.6. Notwithstanding anything to the contrary in the Contract, all payments for the final month of the Contract shall be paid to the Contractor no sooner than ten (10) days after the Department has determined that the Contractor has completed all of the requirements of the Closeout Period.

7.3. BUDGET

- 7.3.1. The Department has a maximum available amount for each year of this project. Any proposal that has a total price that exceeds the Department's maximum available amount for SFY 2019-20 shall be rejected without further consideration. The Department's maximum available amount for this project for SFY 2019-20 is \$3,000,000.00 of which \$2,000,000.00 is estimated for work involving MMIS and \$1,000,000.00 is estimated for work involving E&E.

- 7.3.1.1. The values in Section 7.3.1 are estimated for planning purposes with CMS.
- 7.3.1.2. The Contractor shall work with the Department to ensure that costs are assigned to the correct program for accurate billing and accounting for CMS.

SECTION 8.0 EVALUATION METHODOLOGY

8.1. EVALUATION PROCESS

- 8.1.1. The evaluation of proposals will result in a recommendation for award of the Contract. The award will be made to the Offeror whose proposal, conforming to the solicitation, will be most advantageous to the State of Colorado, price and other factors considered.
- 8.1.2. The Department will conduct a comprehensive, thorough, complete and impartial evaluation of each proposal received.
- 8.1.3. The Department will select a vendor in compliance with C.R.S. §24-103-203(7) which states, “The award shall be made to the responsible offeror whose proposal is determined in writing to be the most advantageous to the state, taking into consideration the price and evaluation factors set forth in the request for proposal”
- 8.1.4. The Department encourages proposals from Service-Disabled Veteran Owned Small Businesses. Each Offeror that is a Service-Disabled Veteran Owned Small Businesses should submit verification that it is incorporated or organized in Colorado or maintains a place of business or has an office in Colorado and is officially registered and verified as a Service-Disabled Veteran Owned Small Business by the Center for Veteran Enterprise within the U.S. Department of Veterans Affairs. (www.vip.vetbiz.gov)

8.2. EVALUATION COMMITTEE

- 8.2.1. An Evaluation Committee will be established utilizing measures to ensure the integrity of the evaluation process. These measures include the following:
 - 8.2.1.1. Selecting committee members who do not have a conflict of interest regarding this solicitation.
 - 8.2.1.2. Facilitating the independent review of proposals.
 - 8.2.1.3. Requiring the evaluation of the proposals to be based strictly on the content of the proposals.
 - 8.2.1.4. Ensuring the fair and impartial treatment of all Offerors.
- 8.2.2. The objective of the Evaluation Committee is to conduct reviews of the proposals that have been submitted, to hold frank and detailed discussions among themselves, and to recommend an Offeror for award.
- 8.2.3. The Evaluation Committee will evaluate proposals to determine if each Offeror met all mandatory qualification requirements. The mandatory qualification requirements are scored on a Met/Not Met basis and only those proposals found by the Evaluation Committee to meet all mandatory requirements can be considered for a Contract resulting from this solicitation.

- 8.2.4. Proposals will be evaluated by the Evaluation Committee using the evaluation criteria in Section 8.4. The evaluators will consider whether all critical elements described in the solicitation have been addressed, the capabilities of the Offeror, the quality of the approach and/or solution proposed, the price and any other aspect determined relevant by the Department.
- 8.2.5. The Evaluation Committee will determine which proposal is the most advantageous to the State of Colorado by performing a value analysis.
- 8.2.6. The Evaluation Committee will perform a value analysis by comparing the technical differences among proposals and whether these differences justify paying the cost differential provided in each Offeror's proposal.
- 8.2.7. The Evaluation Committee will have discretion in determining the manner and extent to which it will utilize technical and cost evaluation results. For example, the Evaluation Committee may award to an Offeror with higher costs if the Committee determines that the benefits of the technical differences for that Offeror's proposal outweigh the proposal's cost difference.
- 8.2.8. Based on the Evaluation Committee's value analysis, the Committee will determine which Offeror is most advantageous to the State. The Evaluation Committee will explain its value analysis and the determination in a written document.
- 8.2.9. The Evaluation Committee may, if it deems necessary, request clarifications, conduct discussions or oral presentations, or request best and final offers. The Evaluation Committee may adjust its scoring based on the results of such activities. However, proposals may be reviewed and determinations made without such activities. Offerors should be aware that the opportunity for further explanation might not exist; therefore, it is important that all proposal submissions are complete.

8.3. COMPLIANCE

- 8.3.1. It is the Offeror's responsibility to ensure that Offeror's proposal is complete in accordance with the direction provided within all solicitation documents. Failure of an Offeror to provide any required information and/or failure to follow the response format set forth in Appendix A, Administrative Information, may result in the disqualification of that Offeror's proposal.

8.4. PROPOSAL EVALUATION CRITERIA

- 8.4.1. The evaluation criteria to be used in evaluating the proposals are as follows:

Offeror's Response 1: Mandatory Requirements
Offeror's Response 2: Organizational Experience
Offeror's Response 3: References and Understanding of MITA, MECT, and MEET
Offeror's Response 4: Quality Review and Requirements Acknowledgement
Offeror's Response 5: Personnel
Offeror's Response 6: Performance Standards
Offeror's Response 7: Work Approach and Processes

Offeror's Response 8: Additional Services for No Additional Cost
Offeror's Response 9: Additional Services for Additional Cost
Offeror's Response 10: Ability to Expand
Offeror's Response 11: Price