



January 10, 2023

David King  
Arkansas Department of Human Services  
Office of Procurement  
618 Main St.  
Little Rock, AR 72201

RE: CSG Government Solutions Submission of Addendum 2 for Solicitation No. 710-24-0038

Mr. King:

CSG Government Solutions appreciates the opportunity to respond to Solicitation No. 710-24-0038 for Independent Verification and Validation Services for the Arkansas Medicaid Enterprise Systems (MES). Per your confirmation via email on 01/08/2024, CSG submits our signed Addendum 2 in original and electronic format in addition to our initial package delivered on 01/02/2024.

Thank you for your review of our proposal. We look forward to the opportunity to work with DHS in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Kirk Swanson", written over a horizontal line.

Kirk Swanson  
Chief Financial Officer  
CSG Government Solutions, Inc.

State of Arkansas  
DEPARTMENT OF HUMAN SERVICES  
700 South Main Street  
P.O. Box 1437 / Slot W345  
Little Rock, AR 72203

**ADDENDUM 2**

**TO:** All Addressed Vendors

**FROM:** Office of Procurement

**DATE:** December 29, 2023

**SUBJECT:** 710-24-0038 Independent Verification and Validation (IV&V) Services for the Arkansas Medicaid Enterprise Systems (MES)

The following change(s) to the above referenced RFP have been made as designated below:

- Change of specification(s)  
 Additional specification(s)  
 Change of bid opening date and time  
 Cancellation of bid  
 Other

**CHANGE OF BID OPENING DATE/TIME**

- Bid submission date and time changed to: January 10, 2024, at 1:00 pm Central Time
- Bid opening date and time changed to: January 10, 2024, 2:00 pm Central Time

**OTHER**

- Update the buyer's direct phone number on page 1 of the solicitation to (501) 683-6456
- Section 3.1 Exhibit 5 – remove and replace with the following:

Attachment	Name	Description	Bid Submission Requirement
A	Key Personnel	This attachment is Key Personnel requirements	Mandatory
B	Glossary of terms and acronyms	This is a collection of common acronyms and terms used throughout the RFP documents.	Informational
C	Performance-Based Contracting Standards	Performance Contracting Standards	Informational
D	Technical Proposal Packet	This is a template Respondents should use in preparing their Technical Proposals	Mandatory
E	Cost Proposal Template	This is a template Respondents should use in proposing a cost for the project	Mandatory
F	DHS Org Chart	DHS Organizational Chart	Informational
G	Terms and Conditions	Required Terms and Conditions	Informational
H	Contract and Grant Disclosure Form	Required Disclosure Form	Mandatory
I	DSA	Data Sharing Agreement	Informational
J	Pro forma contract	Pro Forma Contract	Informational
K	Business Associate Agreement (BAA)	Business Associate Agreement	Informational
L	Organizational or Personal Conflict of Interest Policy	Organizational or Personal Conflict of Interest Policy	Informational
M	Client History Form	This is a template Respondents must	Mandatory

		use to list all experience, along with time frames and any other pertinent information	
N	Official Bid Price Sheet	This is a required sheet Respondents should use to provide pricing information	Mandatory

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: David King at [DHS.OP.Solicitations@dhs.arkansas.gov](mailto:DHS.OP.Solicitations@dhs.arkansas.gov) (501) 683-6456.



Vendor Signature

January 08, 2024

Date

CSG Government Solutions, Inc.

Company



**State of Arkansas  
Department of Human Services,  
Division of Medical Services**

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**Independent Verification and Validation (IV&V)  
Services for the Arkansas Medicaid Enterprise  
Systems (MES)  
RFP No. 710-24-0038**

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**Technical Proposal  
January 04, 2024**



# TABLE OF CONTENTS

Response Signature Page ..... iii

Agreement and Compliance Page..... iv

Signed Addenda ..... v

E.O. 98-04 Contract Grant Disclosure Form..... vi

Equal Opportunity Policy ..... viii

Proposed Subcontractors Form ..... ix

E.1 Adherence to Federal Requirements – Business Proposal ..... 1

E.2 RFP Section 2.3 – Minimum Qualifications ..... 1

    A. Letter of Bondability ..... 1

    B. CSG’s IV&V Project Experience ..... 1

    C. Arkansas Business Registration ..... 3

E.3 Company Information and Experience ..... 4

    A. Company Profile ..... 4

    B. Attachment M – Arkansas Medicaid IV&V Client History Form..... 4

    C. CSG Company Overview ..... 5

    D. In-Depth IV&V Project Description ..... 6

E.4 RFP Section 2.4.3 Project Staffing and Attachment A – Key Personnel ..... 7

    A. Staffing Plan ..... 9

    B. Subcontractors ..... 11

    C. Key Personnel Profiles ..... 12

    D. Staff Experience with HHS IV&V ..... 15

    E. Team’s Experience Collaborating in a Similar Environment..... 16

E.5 RFP Section 2.4.6 IV&V Vendor Activities and Deliverables ..... 17

    E.5.A. RFP Section 2.4.6.C and 2.4.6.D - IV&V Project Management Plan and Schedule ..... 20

    E.5.B. RFP Section 2.4.6.E – IV&V Bi-Weekly Status Report ..... 28

    E.5.C. RFP Section 2.4.6.G – IV&V Monthly Independent Assessment ..... 30

    E.5.D. RFP Section 2.4.6.H - IV&V System and Business Operations and Readiness Review ..... 49

Exhibit 1: Letter of Bondability ..... 51

Exhibit 2: Arkansas Business Registration..... 54

Exhibit 3: Attachment M – Arkansas Medicaid IV&V Client History Form..... 55

Exhibit 4: Key Personnel Resumes ..... 62

Exhibit 5: Example IV&V Project Schedule..... 79

Exhibit 6: Example Privacy and Security Plan ..... 81

Exhibit 7: Example Bi-Weekly Status Template ..... 82

Exhibit 8: Example IV&V Bi-Weekly Status Report ..... 83

Exhibit 9: Example IV&V Monthly Independent Assessment ..... 84

Exhibit 10: Example Deliverable Review Findings and Issue Assessment..... 86

Exhibit 11: Example Readiness Review Plan ..... 87

Exhibit 12: Example Operation and System Readiness Review Report ..... 88

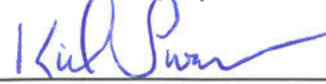
## RESPONSE SIGNATURE PAGE

Type or Print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION			
Company:	CSG Government Solutions, Inc.		
Address:	180 N. Stetson Ave, Suite 3200		
City:	Chicago	State:	IL      Zip Code: 60601
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Public Service Corp <input type="checkbox"/> Partnership <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Nonprofit		
Minority and Women-Owned Designation*:	<input checked="" type="checkbox"/> Not Applicable <input type="checkbox"/> American Indian <input type="checkbox"/> Asian American <input type="checkbox"/> Service Disabled Veteran <input type="checkbox"/> African American <input type="checkbox"/> Hispanic American <input type="checkbox"/> Pacific Islander American <input type="checkbox"/> Women-Owned		
	AR Certification #: _____ * See <i>Minority and Women-Owned Business Policy</i>		
PROSPECTIVE CONTRACTOR CONTACT INFORMATION			
Provide contact information to be used for bid solicitation related matters.			
Contact Person:	Kirk Swanson	Title:	Chief Financial Officer
Phone:	(312) 423-2103	Alternate Phone:	(847) 691-7506
Email:	kswanson@csgdelivers.com		
CONFIRMATION OF REDACTED COPY			
<input checked="" type="checkbox"/> YES, a redacted copy of submission documents is enclosed. <input type="checkbox"/> NO, a redacted copy of submission documents is <u>not</u> enclosed. I understand a full copy of non-redacted submission documents will be released if requested.  <i>Note: If a redacted copy of the submission documents is not provided with Prospective Contractor's response packet, and neither box is checked, a copy of the non-redacted documents, with the exception of financial data (other than pricing), will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA). See Bid Solicitation for additional information.</i>			
ILLEGAL IMMIGRANT CONFIRMATION			
By signing and submitting a response to this <i>Bid Solicitation</i> , a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants. If selected, the Prospective Contractor certifies that they will not employ or contract with illegal immigrants during the aggregate term of a contract.			
ISRAEL BOYCOTT RESTRICTION CONFIRMATION			
By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel, and if selected, will not boycott Israel during the aggregate term of the contract.  <input checked="" type="checkbox"/> Prospective Contractor does not and will not boycott Israel.			

**An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.**

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Bid Solicitation* **will cause the Prospective Contractor's proposal to be rejected.**


Authorized Signature:  Title: Chief Financial Officer  
Use Ink Only.

Printed/Typed Name: Kirk Swanson Date: December 28, 2023

**SECTIONS 1 – 4: VENDOR AGREEMENT AND COMPLIANCE**

- Any requested exceptions to items in this section which are NON-mandatory **must** be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception, and should label the request to reference the specific solicitation item number to which the exception applies.
- Exceptions to Requirements **shall** cause the vendor's proposal to be disqualified.

By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation.

Authorized Signature:   
Use Ink Only.

Printed/Typed Name: Kirk Swanson

Date: December 28, 2023

State of Arkansas  
DEPARTMENT OF HUMAN SERVICES  
700 South Main Street  
P.O. Box 1437 / Slot W345  
Little Rock, AR 72203

**ADDENDUM 1**

**TO:** All Addressed Vendors  
**FROM:** Office of Procurement  
**DATE:** December 28, 2023  
**SUBJECT:** 710-24-0038 Independent Verification and Validation (IV&V) Services for the Arkansas Medicaid Enterprise Systems (MES)

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The following change(s) to the above referenced RFP have been made as designated below:

- Change of specification(s)
- Additional specification(s)
- Change of bid opening date and time
- Cancellation of bid
- Other


**OTHER**

- Add Attachment N Official Bid Price Sheet

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The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: David King at [DHS.OP.Solicitations@dhs.arkansas.gov](mailto:DHS.OP.Solicitations@dhs.arkansas.gov) (501) 683-6453.

  
\_\_\_\_\_  
Vendor Signature

December 29, 2023  
\_\_\_\_\_  
Date

CSG Government Solutions, Inc.  
\_\_\_\_\_  
Company



Contract Number \_\_\_\_\_  
 Attachment Number \_\_\_\_\_  
 Action Number \_\_\_\_\_

## CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

SUBCONTRACTOR SUBCONTRACTOR NAME  
 Yes  No

TAXPAYER ID NAME: CSG Government Solutions, Inc. IS THIS FOR: Goods?  Services?  Both?

YOUR LAST NAME: Swanson FIRST NAME Kirk M.I.:

ADDRESS: 180 N. Stetson Ave, Suite 3200

CITY: Chicago STATE: Illinois ZIP CODE: 60601 COUNTRY: USA

**AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:**

### FOR INDIVIDUALS \*

Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse is a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

Position Held	Mark (√)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]	
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Relation
General Assembly							
Constitutional Officer							
State Board or Commission Member							
State Employee							

None of the above applies

### FOR AN ENTITY (BUSINESS) \*

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

Position Held	Mark (√)		Name of Position of Job Held [senator, representative, name of board/commission, data entry, etc.]	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?		
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%)	Position of Control
General Assembly								
Constitutional Officer								
State Board or Commission Member								
State Employee								

None of the above applies

Contract Number \_\_\_\_\_  
Attachment Number \_\_\_\_\_  
Action Number \_\_\_\_\_

## Contract and Grant Disclosure and Certification Form


**Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.**

**As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:**

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM**. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.
2. I will include the following language as a part of any agreement with a subcontractor:  

*Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.*
3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM** completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

**I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.**

Signature  Title Chief Financial Officer Date 12/28/2023  
Vendor Contact Person Kirk Swanson Title Chief Financial Officer Phone No. (312) 423-2103

*Agency use only*

Agency Number 0710 Agency Name Department of Human Services Agency Contact Person \_\_\_\_\_ Contact Phone No. \_\_\_\_\_ Contract or Grant No. \_\_\_\_\_

**CSG GOVERNMENT SOLUTIONS, INC.**  
**AFFIRMATIVE ACTION PROGRAM**

**To: All Employees**

**From: John Walsworth**

**Date: June 20, 2013**

**Subject: Equal Employment Opportunity and Affirmative Action Policy Statement**

It is the policy of CSG Government Solutions, Inc. not to discriminate against any employee or any applicant for employment because of age, race, religion, color, handicap, sex, physical condition, developmental disability, military or veteran status, sexual orientation, national origin, or any other protected characteristic covered under applicable federal, state, and local employment laws. This policy applies to, but is not limited to, recruitment and employment, promotion, demotion, transfer, compensation, selection for training including apprenticeship, layoff and termination. Except with respect to sexual orientation, this company further agrees to take affirmative action to ensure equal employment opportunities.

Kirk Swanson, Chief Financial Officer, has been appointed Equal Employment Opportunity Officer and is responsible for planning and implementing our affirmative action program as well as for its day-to-day monitoring of affirmative action related decisions and activities. All personnel who are responsible for hiring and promoting employees and for the development and implementation of programs or activities are charged to support this program. They shall provide leadership in implementing affirmative action goals and initiatives.

**Point of contact to file allegations of discrimination:**

Company's EEO Representative: Kirk Swanson

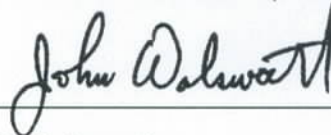
Location: 180 N Stetson Ave, Suite 3200 Chicago, IL 60601

Phone Number: 312-423-2103

E-Mail Address: kswanson@csgdelivers.com

Date: 6/20/2013

CSG Government Solutions, Inc.



John W. Walsworth

President and Chief Executive Officer

## PROPOSED SUBCONTRACTORS FORM

- Do not include additional information relating to subcontractors on this form or as an attachment to this form.

**PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.**

*Type or Print the following information*

Subcontractor's Company Name	Street Address	City, State, ZIP

**PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE SUBCONTRACTORS TO PERFORM SERVICES.**



# E.1 ADHERENCE TO FEDERAL REQUIREMENTS – BUSINESS PROPOSAL

CSG confirms that we will adhere to all applicable federal and state requirements listed in the RFP in support of the AME Replacement Project, including but not limited to:

- CMS’ requirements and standards for IV&V services detailed in 45 CFR 95.626.
- Requirements established in the Code of Federal Regulations, Title 45, Part 74, Subpart G (Cost Sharing or Matching) and all applicable Department policy.
- Safeguarding the use and disclosure of information concerning applicants for or recipients of Title XIX services in accordance with 42 CFR Part 431, Subpart F.
- Restricting access to and disclosure of information in compliance with federal and state laws and regulations regarding HIPAA in 45 CFR Parts 160 and 164.
- Public law 101-121, section 319 (section 1352 of Title 31 U.S.C.) certification regarding lobbying.
- Certification regarding debarment as defined in Executive Order 12549 and 45 C.F.R. Part 76.

## E.2 RFP SECTION 2.3 – MINIMUM QUALIFICATIONS

### A. Letter of Bondability

CSG has included our Letter of Bondability in *Exhibit 1*.

### B. CSG’s IV&V Project Experience

CSG has experience as the prime vendor for more than 60 IV&V projects. Following are brief descriptions of five sample modular Medicaid Enterprise System modernization projects in similar size, complexity, and scope to this RFP in the *past five years*.

IV&V Projects Similar in Size, Complexity, and Scope in the Past Five Years	
	<p><b>Kentucky Cabinet for Health and Family Services – Medicaid IT Enterprise IV&amp;V (5/2014 – Ongoing):</b> CSG provides IV&amp;V services for the full SDLC for the modernization of the Medicaid Enterprise Management System and Integrated Eligibility System, including the procurement and implementation of the Pharmacy Benefit Manager, Core MMIS, Decision Support System/Data Warehouse, EVV, and Provider Enrollment modules. This project includes a Medicaid Systems Processing contract above \$80M per year.</p> <p>An in-depth project description for this project is provided in <i>Section E.3, Item D</i>.</p>
	<p><b>Vermont Agency of Human Services – Medicaid Enterprise IV&amp;V (4/2015 – Ongoing):</b> CSG provides IV&amp;V services throughout the system development life cycle for the design, development, and implementation of the modular Medicaid Management Information System and Integrated Eligibility and Enrollment System. CSG analyzes processes and deliverables, identifies risks and issues, and provides actionable recommendations to meet State and federal requirements. We support the State with federal requirements and reviews, security assessments, user acceptance testing, SDLC testing, systems integration with the enterprise platform, deployment planning, and other business and technical linked components of the vendors’ SDLC efforts. We conduct Operational</p>



### IV&V Projects Similar in Size, Complexity, and Scope in the Past Five Years

Readiness assessments prior to system implementations to support and inform go/no go decisions. CSG completed testing attestations for the Federal Data Services hub and reported the results to CMS.

To date, CSG has supported the successful federal certification of five modules, including Pharmacy Benefit Management, Provider Management, Care Management, Electronic Visit Verification and most recently the Health Insurance Exchange which was certified using CMS' Streamlined Modular Certification (SMC) process.



***New Mexico Human Services Department – MMIS Replacement IV&V (7/2016 – Ongoing):*** CSG provides IV&V for the full life cycle of the MMIS replacement including procurements for Enterprise PMO, Systems Integrator, Data Services, Financial Services, Quality Assurance, Provider Management, Consolidated Customer Service Center, and Unified Internal and External portals.

CSG ensures CMS requirements are incorporated in RFPs, reviews RFPs, and provides technical assistance to the evaluation team by reviewing proposals, comparing proposed offerings, identifying questions for bidders, observing bidder orals, and identifying integration, application, infrastructure, and security considerations. For each implementation vendor we provide proactive IV&V assessments that identify risks and issues and make recommendations for improving contractor performance by monitoring SLAs, reviewing contractor deliverables, assessing progress against budget and schedule, and conducting targeted reviews to assess contractor performance. CSG also assisted the State with completion of its MITA 3.0 SS-A Update, including alignment with the Standards and Conditions for Medicaid IT.

In addition, CSG has provided CMS certification support to New Mexico including guidance on adhering to changing CMS certification requirements. Currently, our team is providing guidance and support as New Mexico moves forward with SMC for multiple modules.




***Massachusetts Executive Office of Health and Human Services – Pharmacy Online Processing System IV&V (10/2020 – 12/2022):*** CSG provided IV&V for the enhancements to Massachusetts fourth generation Medicaid Pharmacy Benefit Management System. Phase 1 included migration of the legacy solution to the Azure cloud platform. Phase 2 focused on implementing a bidirectional interface with MMIS, enhancements to data warehousing, new e-prescriptions and electronic prior authorization functionality, and enhancements to drug rebate, data capture, and analytics functions. CSG provided IV&V services including ongoing assessments of project performance and progress, analysis of project risks and issues, reviews of vendor deliverables, oversight of test planning and execution, and evaluations of requirements traceability and defect tracking. CSG also ensured compliance with MITA and CMS certification activities. Phase 2 had planned to go-live September 2022; however, in February 2022 DDI efforts were stopped due to the complexities of enhancing the base legacy system and recognition the Commonwealth would be best served by doing a full systems replacement. CSG provided support services through our contract end date.

In September 2023, CSG was selected through a competitive procurement to support EOHHS with portfolio analysis and procurement planning for a new Electronic Pharmacy Claims Management Solution. CSG is helping establish a clear vision, develop a strategic plan, and provide recommendations to determine a procurement plan that meets EOHHS' vision. CSG is supporting the entire procurement life cycle, from requirements gathering through vendor selection and solution implementation.



**IV&V Projects Similar in Size, Complexity, and Scope in the Past Five Years**

 **Georgia Department of Community Health – Medicaid Enterprise System Transformation and IV&V (7/2021 – Ongoing):** CSG was contracted to provide IV&V for the Medicaid Enterprise System Transformation Project to implement a modular solution. CSG provides full life-cycle IV&V services for the implementation and integration of the Pharmacy Benefits Management, Provider Services, Claims and Financial Management, and Third Party Liability modules. We are also providing IV&V for the implementation of a Medicaid Decision Support System/Data Warehouse under a separate contract. We produce dashboard reports for each module and at the enterprise level.

CSG is assessing aspects of the program including project management, progress against budget and schedule, risk and issue management, configuration management, change management, and governance. We assess whether RFPs and contracts align with state objectives and federal requirements; whether the project adheres to Georgia policies, standards, and guidelines; and whether design and development incorporates CMS MITA standards and conditions for Medicaid IT. We review the state’s data transition plan and data sharing requirements; system security and privacy policies; technical designs; capacity management; disaster recovery planning; and operational readiness.

Throughout our proposal, you will see quotes from our IV&V and other Medicaid clients around the country describing their experiences working with CSG and attesting to the superior value they receive from our services. We are excited for the opportunity to bring a CSG team once again to Little Rock and join the important work DHS is doing to serve the people of the State.



*“The CSG team is very flexible and works collaboratively with my team, while maintaining their managerial independence. Their services are valuable in keeping our MMIS and E&E projects in compliance with requirements and best practices. I highly recommend CSG’s IV&V services and have to other States and Vermont agencies.”*

Joseph Liscinsky, Health Enterprise and MMIS Program Director  
Department of Vermont Health Access

## C. Arkansas Business Registration

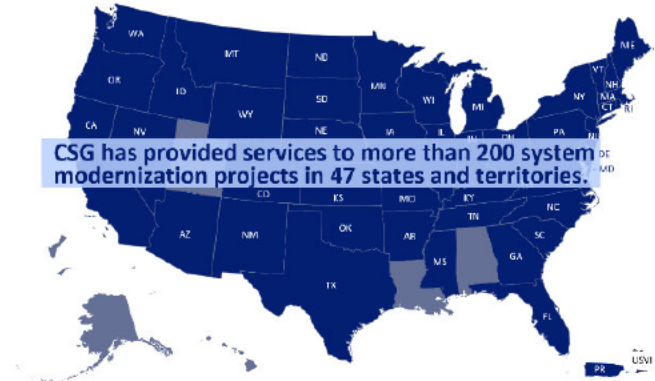
CSG has provided our Certificate of Good Standing to do business in the State of Arkansas in *Exhibit 2*.



# E.3 COMPANY INFORMATION AND EXPERIENCE

## A. Company Profile

CSG is an industry leader in providing IV&V with a focus on healthcare and human services IT modernization projects. For more than 26 years, CSG has performed full life cycle IV&V, quality assurance, testing, and other project oversight services on more than 200 large-scale system implementations for state government agencies across the United States. CSG clients include 47 state and territory government organizations, including providing IV&V for the Arkansas Health Insurance Marketplace Small Business Health Options Program.



The following Company Profile includes all requirements listed in the RFP:

**CSG GOVERNMENT SOLUTIONS COMPANY PROFILE**

<b>COMPANY NAME:</b> CSG Government Solutions, Inc.	<b>OWNERSHIP:</b> S-Corporation	<b>INCORPORATION STATE:</b> Illinois
<b>INCORPORATION DATE:</b> April 21, 1997	<b>YEARS IN BUSINESS:</b> 26 Years	<b>NUMBER OF EMPLOYEES:</b> 300
<b>HEADQUARTERS LOCATION:</b> 180 N. Stetson Ave. Suite 3200, Chicago, IL 60601		
<b>LIST OF OFFICERS:</b>		
John Walsworth, Chief Executive Officer	Tim Lenning, Senior Practice Director	Kirk Swanson, Chief Financial Officer
Robin Dufresne, Senior Practice Director	Ann Walsworth, CSG Tech Director	Brian Walsworth, Operations Director

## B. Attachment M – Arkansas Medicaid IV&V Client History Form

CSG has served as the prime contractor for **44 IV&V services projects in the past eight (8) years**. For ease of review, we have included our completed Attachment M – Arkansas Medicaid IV&V Client History Form in *Exhibit 3*.

“

*“CSG has brought a wealth of knowledge and professionalism to our Medicaid Modernization Project. Their tools and deep experience have enabled us to meet our goals and objectives. The CSG team continuously goes above and beyond to exceed our expectations and takes a flexible approach to working with us on the deliverables.”*

Khrista King, Project Manager  
Ohio Department of Medicaid





### C. CSG Company Overview

CSG’s unique experience positions us well to serve as a stable, dependable, and collaborative IV&V partner to fully support DHS, the AME Replacement Project, and the Pharmacy module implementation.

- **We have served as the prime vendor on more than 60 IV&V projects** including 17 active engagements. We have established companywide IV&V Discussion Groups to share lessons learned and best practices across engagements. This will enable the AME team to get ahead of potential project risks and proactively develop mitigations to keep the Pharmacy Project on track.
- **We have supported more than 50 Medicaid projects**, bringing experience working with the leading pharmacy module DDI vendors, including Magellan, Xerox, Optum, Gainwell, and Change Healthcare. We also bring experience working alongside other oversight vendors, such as your PMO vendor, NTT Data, to support system certification needs and overall project success.
- **We have supported nine states with Pharmacy system** planning, procurement, and implementation including successfully certified systems in Iowa and Vermont, and active projects for Massachusetts and Ohio (pending final certification).
- **We bring a national landscape perspective** through our internal research, current client network, and participation in national HHS workgroups including NCPDP. Mark Elliott, our proposed IV&V Business/Test Analyst, serves as Co-Chair of the NCPDP Standardization Committee. This ensures DHS has the latest guidance on pharmacy program policies, regulations, challenges, and technology trends that state Medicaid agencies are facing today.
- **We maintain relationships with state Medicaid pharmacy leaders across the country**, connecting you with existing and former clients who have experienced similar challenges throughout their pharmacy system modernization efforts.
- **CSG brings a fresh perspective to the Arkansas Medicaid Enterprise.** We leverage our experience working as the IV&V or PMO vendor on similar projects in multiple states to assess your in-flight activities and apply foresight for early risk detection. We focus on establishing a collaborative approach while remaining objective. We also maintain complete independence from software and implementation vendors enabling truly unbiased oversight of your modernization project.



CSG has a reputation of focusing on delivery and being easy to work with, placing the utmost priority on our clients’ success. As evidence of our longstanding track record supporting successful state agency IT projects, CSG has been ranked six years in a row by Forbes as one of America’s Best Management Consulting Firms serving the public sector (2018 – 2023). CSG was also named one of the Top 50 Consulting Firms by The Consulting Report in 2022. CSG’s staff bring unique experience on IV&V projects and application of CSG’s IV&V methodology and tools to successfully support this engagement. For this reason, CSG is not proposing subcontractors.



*“CSG provided comprehensive advisory and IV&V services, high-quality tools, early risk detection, and timely reporting. They were focused on the overall success of the project and brought an independent, objective perspective which I valued.”*

Anthony Trotman, former Deputy Chief of Staff  
Ohio Department of Job and Family Services



## D. In-Depth IV&V Project Description

### Kentucky Cabinet for Health and Family Services: Medicaid IT Enterprise IV&V (5/2014 – Ongoing)



CSG has been providing comprehensive IV&V services for the modernization of Kentucky’s Medicaid systems since 2014, including the implementation of multiple modules to comprise the Medicaid Enterprise System and the maintenance and operation of an Integrated Eligibility and Enrollment System.

CSG applies our proactive IV&V methodology to provide an objective review of both Commonwealth and implementation vendors’ Medicaid systems project deliverables to identify risks and provide quantified mitigation strategies. The IV&V team also oversees enhancements to the system to ensure Medicaid programs are supported in the integrated solution including the Public Health Emergency unwinding. The CSG team provides ongoing testing, and operational functionality assessments.

As module contractors are engaged, CSG’s IV&V oversight ensures the system meets CMS SMC certification standards and fulfills all requirements defined in the RFPs. Seven modules have been procured or implemented to date (Pharmacy, Core MMIS including DSS/DW, EVV, Utilization Management, PMO, and SI). Two modules have achieved final CMS-certification with CSG’s support (Waiver Management, Partner Portal).

CSG’s certification activities include working with the agency to update its MITA SS-A to align with the new RFPs and Concept of Operations. We validate that CMS certification requirements and artifacts are included in procurements and make recommendations for any gaps identified. We advise on adherence to CMS Conditions for Enhanced Funding for Medicaid IT and monitor the Requirements Traceability Matrix for adherence to requirements throughout the SDLC. We conduct technical assessments of the enterprise architecture and security framework, support IAPD development, and incorporate CMS standards into design and development to ensure that the RFPs and resulting system(s) meet the Commonwealth’s goals and objectives. CSG conducts semi-annual audits of vendors for adherence to contract requirements as well as Medicaid IT project and technical management frameworks.

#### Why This Matters to DHS:

- Proposed IV&V team members Steve Schulte, IV&V Account/Project Manager, and Mark Elliott, IV&V Business/Test Analyst, worked on this project and will apply their experience to the AME.
- CSG provides a thoughtful approach to risk and issue identification to help manage risks before they become issues, and to identify and stay on the critical path to complete the portfolio of projects on time, within budget and with the right functionality to realize the vision of improved outcomes.
- CSG provides IV&V for the full SDLC of multiple modules, including Pharmacy and Claims.
- Our team helps the Commonwealth navigate CMS funding and certification requirements and processes through facilitated training of project staff.
- Our IV&V methodology supports the Commonwealth’s ability to manage vendors’ adherence to contract requirements and management frameworks.
- Our recommendations resulted in quantified improvements to stakeholder relations and communications management, including improved outcomes and stakeholder participation, cooperation, and overall buy-in across agencies.
- CSG supported full life cycle IV&V services and certification activities with Kentucky being one of the first states to have a module certified. We aid in navigating the changing modular certification requirements, currently providing SMC support for multiple modules. CMS has commented that CSG involvement in the Kentucky project has been a significant factor in the project’s success.



## E.4 RFP SECTION 2.4.3 PROJECT STAFFING AND ATTACHMENT A – KEY PERSONNEL

An organization is only as good as its people, and CSG has some of the best in the industry. We have a rigorous approach for recruiting, hiring, training, and retaining highly qualified consultants who are experienced in IV&V operations, systems implementations, and HHS programs. CSG draws from our pool of highly skilled full-time consultants to form the IV&V team that will augment the expertise and skills sets already deployed by DHS to support the AME and the Pharmacy Project. Our IV&V team is dedicated 100% to the Pharmacy Project's DDI activities and the overall success of the AME.

Our proven resource management approach delivers efficient and effective staffing, ensuring we provide a reliable team to oversee continuing AME and Pharmacy Project operations. Further, CSG maintains a broader group of 300 consultants with more than 145 experienced in HHS, and 67 PMI-certified Project Management Professionals. Our consultants encompass a vast range of knowledge, skills, and abilities necessary to support your program, including, but not limited to:

- Software metrics definition, assessment, and reporting
- Knowledge of Industry Standards (PMBOK, IEEE, CMMI)
- Software estimating models/methods
- Development strategies/methodologies
- Risk assessment, mitigation, tracking, and reporting methods
- Requirements validation methods (testing, simulations, analysis)
- Software design tools/methodologies
- Software languages and coding techniques
- Test planning, test conduct, test measurement, and test reporting
- Tools/environments that support software development
- Computer platforms and system peripherals
- Database structures
- Networking architectures and capabilities

CSG's operating model is structured as an enterprise portfolio management office. Weekly resource management meetings are facilitated by our Operations and Workforce Management Director to review any current and future resource needs and staff coming available across our program practices.

CSG has a proven capacity for recruiting and retaining highly qualified staff. Our greatest value is in the quality of people we employ and the subsequent quality of support, training, and tools we provide to enable our teams to succeed. CSG's dedicated Recruiting team works with our HHS Practice to anticipate and manage needs for skilled resources. They seek out the best and brightest to join CSG, using job boards, social media, and most importantly, employee referrals, because we believe "great people attract great people." Through focused recruitment, we develop our resource pool to meet our clients' specific needs.

### Equipping Our Teams for Success

CSG has dedicated internal structures that ensure our teams are equipped with the resources they need. Our investments provide assurance to our clients that your projects are professionally managed, staffed with skilled people, and deliver on our commitments. These internal structures include the following:

- **Enterprise Portfolio Management Office** manages resources across all our projects, working closely with our senior practice management team and project managers to identify the best candidates for each project and role.



- **CSG Tech** is our internal research, training, and technology organization. Their mission is to maximize the quality of CSG’s services and the productivity of our project teams. CSG Tech equips our project teams for success through high-quality programs and technology.
- **The CSG Way Training Program** offers employees a wide curriculum on delivering our services and managing our projects to the highest professional standards. Every CSG employee attends The CSG Way training courses regularly throughout their career.
- **Project Boot Camps** are one of CSG’s standard project preparation activities and are held for each project in our Chicago headquarters. Senior leaders and the project manager lead this multi-day session. The entire project team is trained on project goals and objectives, the project’s approach, and each person’s role and responsibilities.
- **CSG REALize<sup>SM</sup>** is our library of artifacts, sample documents, methods, and tools built from CSG’s real-world experience and industry research. The library provides every CSG employee instant access to our organization’s accumulated knowledge.
- **TeamCSG<sup>SM</sup>** is our standardized web-based collaboration platform built on SharePoint that helps to maximize the quality of our services and the productivity of our project teams. Powerful, tailored TeamCSG<sup>SM</sup> tools for project management and many other functions are used by our project teams in states across the country. TeamCSG<sup>SM</sup> complements our team’s use of state specified tool sets and collaboration sites, and it serves as a communication medium with CSG’s senior practice management team.



**Figure 1: CSG provides methods, tools, and training that maximize the quality and productivity of our IV&V**

### **Team Engagement and Performance Management**

CSG’s Project Manager is the primary point of contact for day-to-day management of our team’s responsibilities, priorities, and activities. He works hand-in-hand with DHS leadership to ensure our team is continually engaged, productive, and focused.

Our Client Executive, Michael Karris, oversees our team’s overall performance and utilization to ensure we are meeting DHS’ needs. He will maintain consistent and collaborative communications with our Project Manager, DHS executives, and AME leadership to address evolving needs. He will also provide updates to CSG’s HHS Practice Lead, who oversees project staffing and performance, and leads quarterly Project Executive Reviews with our CEO, John Walsworth, and Senior Management Team to ensure quality in the delivery of our services to DHS. Project Executive Reviews are standard practice for all CSG projects.

### **Managing Team Transitions**

CSG focuses on maintaining the consistent and reliable execution of our IV&V services by our dedicated resources throughout our time as your AME IV&V vendor. Recognizing the importance of a stable team composition, we minimize team transitions and retain team members as long as possible. However, the extended timeline of modernization projects heightens the likelihood that staffing changes will occur at some point. To proactively address this challenge, our CSG teams employ the following tactics:

- **Onboarding plans and guides** are maintained by our IV&V Project Manager to outline our approach for onboarding new team members. Guides provide key details about the IV&V scope of work, and the scope and organization of the AME and comprising projects. It outlines the key



documents and artifacts new team members must study to quickly come up to speed on program and IV&V operations. Our Client Executive and Project Manager oversee the onboarding process.

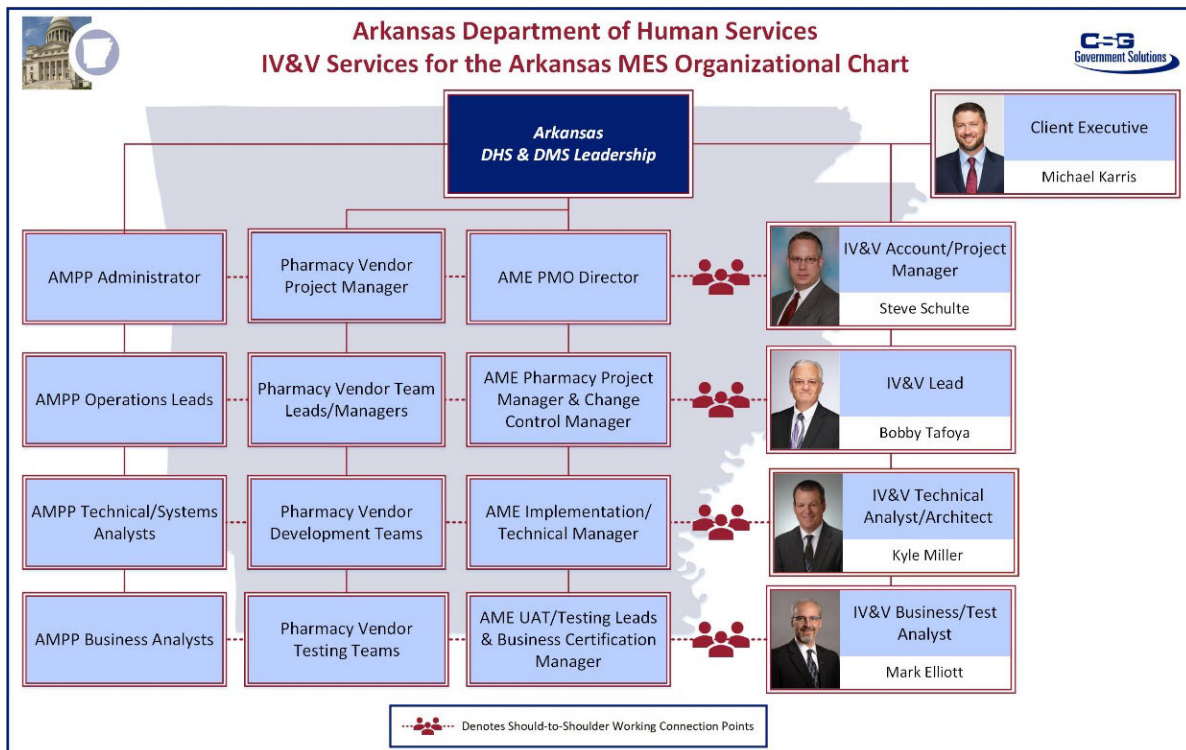
- **Mentoring and training** of new team members is provided by a combination of existing team members and CSG’s Training team. We ensure our staff have the knowledge, skills, and abilities necessary to maintain our IV&V team’s performance in support of the AME Replacement Project.
- **Cross-training** of our team members deployed to the AME IV&V effort ensures consistency in our team’s knowledge, skills, and abilities. It familiarizes each team member with the responsibilities and activities of other team members, helping to mitigate risks of unexpected absences.

If a change in key personnel is necessary, the CSG Client Executive will notify DHS in writing within one business day once aware of the need. Temporary replacement will be provided for key positions within 2-weeks of vacancy. Permanent replacement will be identified within 90 calendar days of vacancy. No position will be filled with a temporary appointee for more than 90 calendar days in any one-year period. Resumes for replacement staff will be provided to DHS for approval prior to onboarding.

### A. Staffing Plan

We have selected a team of professionals with experience highly aligned with the scope of modernization initiatives, IV&V operations, and the upcoming effort to deploy a modernized, modular Pharmacy solution. To make efficient use of DHS’ budget, our initial team composition is focused on supporting the AME’s initial effort to replace the Pharmacy module. CSG is prepared to scale our team size and deploy additional team members and subject matter experts when necessary to support future staggered AME module projects. Similarly, we intend to downsize our team to correspond with pace of AME work as modules are successfully implemented and certified.

The graphic below portrays our IV&V team’s organization, and our primary connection points to DHS and AME leadership for communications and team management activities.





## IV&V Project Team's Roles, Responsibilities, and Work Locations

Our proposed IV&V team will be on-site at the DHS offices in Litte Rock as project activities require and at the discretion of the State. They will also work collaboratively from our Chicago headquarters and their home office locations. CSG's team is proficient at working remote, having done so before and during the public health emergency, and have executed multiple successful IV&V projects using a hybrid approach.

Following are the roles, brief biographies, responsibilities, and work locations for each of our proposed team members. Additional details on their experience are included in *E.4, Item C, Key Personnel Profiles* and *Exhibit 4: Key Personnel Resumes*. Additionally, we have cited the planned links between each of our key personnel and the key roles supporting the AME and Pharmacy Project.



**Michael Karris, CSG Client Executive:** Michael has 13 years of public sector experience, including MMIS projects in Florida, Idaho, Massachusetts, Ohio, Vermont, and Virginia. He is currently Client Executive for CSG MMIS PMO-support operations in Ohio, South Carolina, and Massachusetts; he oversees separate active Medicaid IV&V engagements in Massachusetts and Vermont.

**Responsibilities:** Manages our IV&V contract with DHS, overseeing the scope, cost, timeliness, staffing, quality, and the delivery of our services. Reports to CSG's HHS Practice Lead and Senior Management Team on the project's performance.

**Shoulder to Shoulder Links:** Routinely engages with DHS leadership and the IV&V Account/Project Manager on the CSG team's performance and evolving needs of the AME. At DHS' request, coordinates collaborations between AME leadership and executives from other states leading MMIS modernization programs of across the nation to facilitate sharing of tactics, lessons learned, and best practices.

**Work Locations:** Tallahassee, FL (residence); CSG Headquarters in Chicago, IL; Little Rock, AR as needed.



**Steve Schulte, IV&V Account/Project Manager:** Steve is a PMI-certified PMP with more than 20 years of IT project management experience. He has worked on Medicaid and other HHS system modernizations in nine states, including IV&V Project Manager for MMIS projects in Georgia, Kentucky, North Carolina, and Vermont. He recently managed the procurement of a PBM in Ohio and oversaw DDI activities. He also provided IV&V and supported CMS certification for Vermont's PBM.

**Responsibilities:** Manages all operational aspects of the project and its performance. Supports all project activities and services as the primary point of contact for DHS leadership on a day-to-day basis. Manages the project's scope, cost, schedule, quality, resources, communications, risks/issues, and changes. Presents to governance committees and oversees development of presentation materials and reports.

**Shoulder to Shoulder Links:** Maintains consistent daily contact with DHS and AME executive leadership and the AME PMO Program Director. Collaborates with DHS on risk prioritization and response strategies. Engages with and presents to governance committees at DHS' request. Routinely engages with the PMO Implementation/Technical Manager and the Pharmacy DDI Project Manager to evaluate program plans, progress, risks, and opportunities.

**Work Locations:** Minneapolis, MN (residence); CSG Headquarters in Chicago, IL; Little Rock, AR as needed.



**Bobby Tafoya, IV&V Lead:** Bobby has over 20 years of experience working in Medicaid and other HHS system modernizations. He is a PMI- certified PMP, Certified Risk and Information System Controls, and Scaled Agile Framework certified. His experience spans multiple aspects of IV&V, program/project management, and IT solutions delivery for modernizations. He has served in IV&V leadership roles on Medicaid projects in Colorado, Maryland, New Mexico, South Carolina, and Wyoming.

**Responsibilities:** Serves as the primary backup to the project manager and coordinates the actions of the team. Supports schedule maintenance, risk and issue management, and quality control. Leads finalization



of draft observations, the development of bi-weekly and monthly project status reports, and drafts presentation materials and reports for governance committees.

**Shoulder to Shoulder Links:** Coordinates with AME PMO team leads, including the Organization Change Manager, the Business and Certification Manager, and Pharmacy Project's DDI leads. Serves as a secondary point of contact for DHS and AME executive leadership.

**Work Locations:** Denver, CO (residence); CSG Headquarters in Chicago, IL; Little Rock, AR as needed.



**Mark Elliott, IV&V Business/Test Analyst:** Mark has worked in healthcare IT since 1991 and has 10 years of testing experience. He is an IV&V Business and Test Analyst and Pharmacy expert with experience implementing, operating, and assessing pharmacy and other MMIS systems. He has supported Pharmacy IV&V projects in Massachusetts and Kentucky, and planning/PMO projects in Idaho and Ohio. He serves as Co-Chair of the NCPDP Standardization Committee and received NCPDP's 2018 Benjamin D. Ward Distinguished Member Award.

**Responsibilities:** Analyzes alignment of AME plans, activities, and solutions with business needs and requirements. Attends meetings, provides proactive recommendations, reviews project artifacts, generates preliminary IV&V observations, risks and issues. Contributes to the development of bi-weekly and monthly reports. Reviews test planning documents, schedules, user stories, and test cases. Evaluates test results and monitors the classification and resolution of defects.

**Shoulder to Shoulder Links:** Leverages formidable Pharmacy expertise to engage with DHS Pharmacy Program Administrator, the DUR/DRC Coordinator, the DHS Registered Pharmacist, and other subject matter experts and business analysts to understand the needs and intentions driving the Pharmacy Project. Engages with the PMO Organizational Change Manager and User Acceptance Testing Lead test managers to monitor the activities of the Pharmacy Project vendor's activities and verify resulting work product meet DHS' needs.

**Work Locations:** Columbia, MO (residence); CSG Headquarters in Chicago, IL; Little Rock, AR as needed.



**Kyle Miller, IV&V Technical Analyst/Architect:** Kyle has 25 years of technical experience for state government agencies, including seven years as CISO for Oregon's Department of Human Services and Health Authority. He has provided IT security assessments, strategy, and technical analysis for pharmacy, Medicaid, and other public sector systems in eight states. Kyle has experience reviewing system architecture, procurement documents, and vendor deliverables. He holds multiple professional certifications, including CISSP, Certified Cloud Security Professional, and Healthcare Information Security Privacy Practitioner.

**Responsibilities:** Analyzes the alignment of AME technology and architecture with business needs and requirements. Attends meetings, provides proactive recommendations, reviews project artifacts, and generates preliminary IV&V observations, risks, and issues. Contributes to the development of bi-weekly and monthly reports. Reviews concept of operations, solution technical design specifications, integration activities and protocols, and other system-oriented plans and artifacts.

**Shoulder to Shoulder Links:** Engages with DHS' IT department staff, the AME PMO's Implementation/Technical Manager, enterprise architects, DHS' security and privacy officer, business intelligence/data warehouse leads, and systems integration leads.

**Work Locations:** Snowflake, AZ (residence); CSG Headquarters in Chicago, IL; Little Rock, AR as needed.

## B. Subcontractors

Subcontractors will not be used to staff CSG's IV&V team. Our team will comprise full-time CSG personnel who will be dedicated 100% to the Pharmacy Project.



## C. Key Personnel Profiles

The following Key Personnel Profiles include all information requested in Attachment A – Key Personnel.

Key Personnel Profile – Steve Schulte, IV&V Account/Project Manager	
<b>1. Professional References</b>	
➤	[Redacted]
■	[Redacted]
■	[Redacted]
<b>2. Education and Training</b>	
➤	Bachelor of Individualized Studies, University of Minnesota (1988)
➤	Project Management Professional (PMP), Project Management Institute (2019)
➤	Agile Certified Practitioner (PMI-ACP), In progress
<b>3. Evidence of Exceeding the Required Experience and Qualifications</b>	
1.	Possesses 15+ years of experience managing large-scale healthcare IT development projects that encompass the full SDLC from initiation through post-implementation.
2.	Experience working on dozens of projects in waterfall, agile, and hybrid environments using various project management tools including TeamCSG <sup>SM</sup> tools, Jira, Jama, and MS Project to develop project plans, deliver tasks, and track timelines and resources.
3.	Possesses excellent communication, writing, group facilitation, and formal presentation skills from his more than 20 years of project and program management experience.
4.	12 years of previous Medicaid experience in nine states.
5.	5+ years of experience serving as an IV&V Project Manager.
6.	Current PMI-certified Project Management Professional.
7.	Steve will be on-site in Little Rock at the discretion of the State.
Following are sample projects, proving how Steve exceeds the experience requirements for this position.	
➤	4/2022 – Present: IV&V Program Manager, Georgia Department of Community Health – Medicaid Enterprise System Transformation, and Enterprise Analytics Solution
➤	7/2020 – 9/2021: Program Manager, Ohio Department of Medicaid (ODM) – MES PMO
➤	11/2019 – 7/2020: Project Manager, ODM – MMIS Modernization Planning/Procurement Support
➤	5/2019 – 8/2019: IV&V CMS Certification Analyst, North Carolina Department of Health and Human Services – IV&V for the Medicaid Enterprise System Project
➤	5/2015 – 4/2016: Project Manager, Department of Vermont Health Access – MMIS IV&V project
➤	4/2014 – 6/2014: QA Manager, Kentucky Cabinet for Health and Family Services – MES IV&V Project
➤	2/2008 – 11/2011: Project Leader – Program Integrity, Alaska MMIS
<b>4. Resume</b>	
<i>Exhibit 4: Key Personnel Resumes includes Steve’s resume supporting his education, training, experience, and qualifications outlined in the Key Personnel Profile section above.</i>	





**Key Personnel Profile – Bobby Tafoya, IV&V Lead**

**1. Professional References**

- [Redacted]
- [Redacted]
- [Redacted]

**2. Education and Training**

- Certified SAFe Agilist (Scaled Agile Inc.) (2020)
- Certified in Risk and Information Systems Control (CRISC), ISACA (2011)
- Project Management Professional (PMP), PMI (2010)

**3. Evidence of Exceeding the Required Experience and Qualifications**

1. 20+ years of experience managing large-scale healthcare IT development projects that encompass the full SDLC from initiation through post-implementation.
2. Experience working on dozens of projects in waterfall, agile, and hybrid environments using various project management tools including TeamCSG<sup>SM</sup> tools, Jira, Jama, MS Project, and MS Azure DevOps to develop project plans, deliver tasks, and track timelines and resources.
3. Possesses excellent communication, writing, group facilitation, and formal presentation skills from his more than 30 years of IT project management experience.
4. 10+ years of previous Medicaid experience in seven states.
5. 5+ years of IV&V experience.
6. Current PMI-certified Project Management Professional.
7. Bobby will be on-site in Little Rock at the discretion of the State.

Following are sample projects, proving how Bobby exceeds the experience requirements for this position.

- 5/2023 – Present: IV&V Analyst, New Mexico Human Services Department – MMIS Replacement
- 8/2022 – 5/2023: Enterprise PMO Manager, Wisconsin Department of Health Services – E&E System
- 1/2021 – 7/2022: Vice President of Quality at Public Knowledge – oversaw multiple IV&V MES projects for Colorado, South Carolina, Wyoming, and Maryland
- 9/2019 – 2/2020: IV&V Project Manager, Colorado Department of Revenue –Tax System Project
- 10/2015 – 04/2016: Implementation Manager, North Dakota Department of Human Services – Self-Service Portal and Consolidated Eligibility System
- 6/2012 – 6/2014: QA Manager, Iowa Department of Health and Human Services – Eligibility Solution
- 11/2011 – 06/2012: IV&V Project Manager, Washington Employment Security – Tax System Project
- 3/2006 – 01/2009: IV&V Project Manager, Pennsylvania Department of Labor – Workforce System
- 3/2001 – 2/2006: Technical Manager, Colorado Department of Health Care Policy and Financing – Colorado Benefits Management System Project

**4. Resume**

*Exhibit 4: Key Personnel Resumes includes Bobby’s resume supporting his education, training, experience, and qualifications outlined in the Key Personnel Profile section above.*



**Key Personnel Profile – Mark Elliott, IV&V Business/Test Analyst**

**1. Professional References**

- [Redacted]
- [Redacted]
- [Redacted]

**2. Education and Training**

- Bachelor of Science, Computer Science, California State Polytechnic University, Pomona (1986)
- Certified HIPAA Professional, HIPAA Academy (2018)

**3. Evidence of Exceeding the Required Experience and Qualifications**

1. 9+ years of experience in business/test analyst responsibilities on projects of similar scope.
2. Possesses excellent communication, writing, group facilitation, and formal presentation skills from his more than 30 years as a health information technology professional and over 20 years of Work Group and Standardization leadership roles with NCPDP.
3. 13+ years of previous Medicaid experience in eight states.
4. 4+ years of experience IV&V experience.
5. Mark will be on-site for requirements and design meetings, as well as on-site for system readiness activities.
6. Mark will be on-site in Little Rock at the discretion of the State.

Following are sample projects, proving how Mark exceeds the experience requirements for this position.

- 9/2023 – Present: Pharmacy SME, Massachusetts Executive Office of Health and Human Services – Electronic Pharmacy Claims Management Solution Procurement Support Services
- 11/2020 – 12/2022: IV&V Analyst, Massachusetts Executive Office of Health and Human Services – Pharmacy Online Processing System, 4th Generation IV&V Project
- 2/2019 – 9/2020: Business Analyst, Ohio Department of Medicaid – MMIS Procurement Support Services
- 12/2013 – 6/2018: Business Analyst, Missouri Department of Social Services – Eligibility Determination and Enrollment System PMO

**4. Resume**

*Exhibit 4: Key Personnel Resumes includes Mark’s resume supporting his education, training, experience, and qualifications outlined in the Key Personnel Profile section above.*



**Key Personnel Profile – Kyle Miller, IV&V Technical Analyst/Architect**

**1. Professional References**

- [Redacted]
- [Redacted]
- [Redacted]

**2. Education and Training**

- Associate of Arts, Specialized Curriculum in Business, University of Maryland (1986)
- Project Management Professional (PMP), Project Management Institute (2018)
- Healthcare Information Security Privacy Practitioner (HCISPP) International Information Security Systems Security Certification Consortium (2018)

**3. Evidence of Exceeding the Required Experience and Qualifications**

1. 10+ years of experience as a solutions architect for solutions of similar size and scope.
2. 11+ years of previous Medicaid experience in four states.
3. 5+ years of previous IV&V experience.
4. Kyle will be on-site for technical requirements, design meetings, and readiness activities.
5. Kyle will be on-site in Little Rock at the discretion of the State.

Following are sample projects, proving how Kyle exceeds the experience requirements for this position.

- 4/2023 – Present: Technical IV&V Lead, Department of Vermont Health Access – DDI of an Integrated Eligibility and Enrollment System IV&V Project
- 11/2019 – 3/2023: Technical Lead, New Mexico Human Services Department – MMIS Replacement IV&V Project
- 9/2018 – 1/2019: Technical Architecture, Security, and Privacy Analyst, New Mexico Human Services Department – MMIS Replacement IV&V Project
- 6/2016 – 7/2016: Privacy and Security SME, Virginia Department of Medical Assistance Services – Medicaid Enterprise Modernization Requirements Definition and Procurement Support Services
- 1/2004 – 11/2011: Chief Information Security Officer, Oregon Department of Human Services and Oregon Health Authority

**4. Resume**

*Exhibit 4: Key Personnel Resumes includes Kyle’s resume supporting his education, training, experience, and qualifications outlined in the Key Personnel Profile section above.*

## D. Staff Experience with HHS IV&V

**Steve Schulte, IV&V Account/Project Manager**, has more than 15 years of experience leading large-scale health and human services system implementations. He has led IV&V for health and human services projects in seven states, including Georgia, Kentucky, North Carolina, Rhode Island, and Vermont.



**Bobby Tafoya, IV&V Lead**, has 20 years of experience working in health and human services programs. He has provided IV&V services for health and human services projects in six states, including Colorado, New Mexico, and Wyoming.

**Mark Elliott, IV&V Business/Test Analyst**, has 30 years of experience working in health and human services programs. He has provided IV&V services for health and human services projects in four states, including California, Kentucky, Massachusetts, and Nevada.

**Kyle Miller, IV&V Technical Analyst/Architect**, has 18 years of experience working in health and human services programs. He has provided IV&V services for health and human services projects in five states, including Colorado, Maine, New Mexico, and Rhode Island.

## E. Team's Experience Collaborating in a Similar Environment

Our proposed team is comprised of seasoned consultants with experience collaborating with State staff and DDI vendors on dozens of projects in a similar environment to the Pharmacy Project. Three of our four team members have supported one or more pharmacy modules, specifically.

Additionally, our team brings previous experience collaborating together as members of our monthly IV&V Discussion Group where they share lessons learned and best practices from their ongoing MES IV&V engagements. Steve and Mark also recently worked side-by-side on a pharmacy module implementation in Ohio.

On the AME Pharmacy Project, the CSG IV&V team's collaboration entails:

- Using a dedicated TeamCSG<sup>SM</sup> project site to collaborate in addition to DHS specified worksites, tools, and repositories. TeamCSG<sup>SM</sup> capabilities include:
  - ✓ Customized suite of TeamCSG<sup>SM</sup> tools that support risk, issue, and opportunity identification and tracking, AME IV&V deliverable assessment tracking, task tracking, and a team calendar to capture milestones and deadlines. Kanban boards are available to CSG's IV&V team to support agile planning and sprints that may be necessary to align with solution DDI schedules.
  - ✓ Document repository for IV&V deliverables, work products, and status reports; copies of AME artifacts under review; IV&V project schedules and management plans.
- Participating in daily standups and weekly IV&V team meetings necessary to establish IV&V priorities, coordinate activities, ensure coverage of key AME meetings and events, share knowledge, and analyze preliminary observations of risk, issues, and opportunities.
- Using MS Teams, Zoom, and email to enable consistent engagement between our team members and AME staff on an hour-to-hour basis.



*"CSG provided independent high value guidance and advice for our integrated eligibility system modernization project. Their experience with security and IV&V requirements, and their comprehensive tools supported our ability to achieve our goals and objectives with minimal impact to our staff."*

Rhonda Paxson, Deputy Director  
Colorado Department of Health Care Policy and Finance

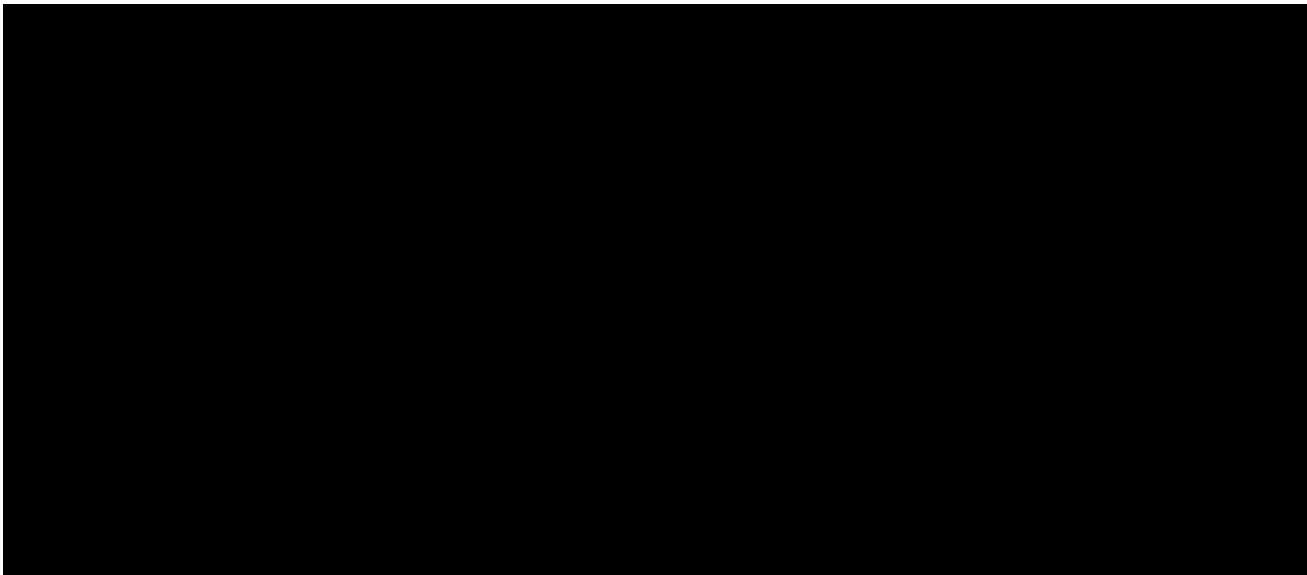
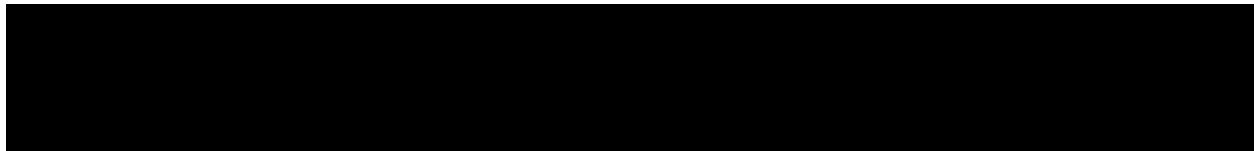


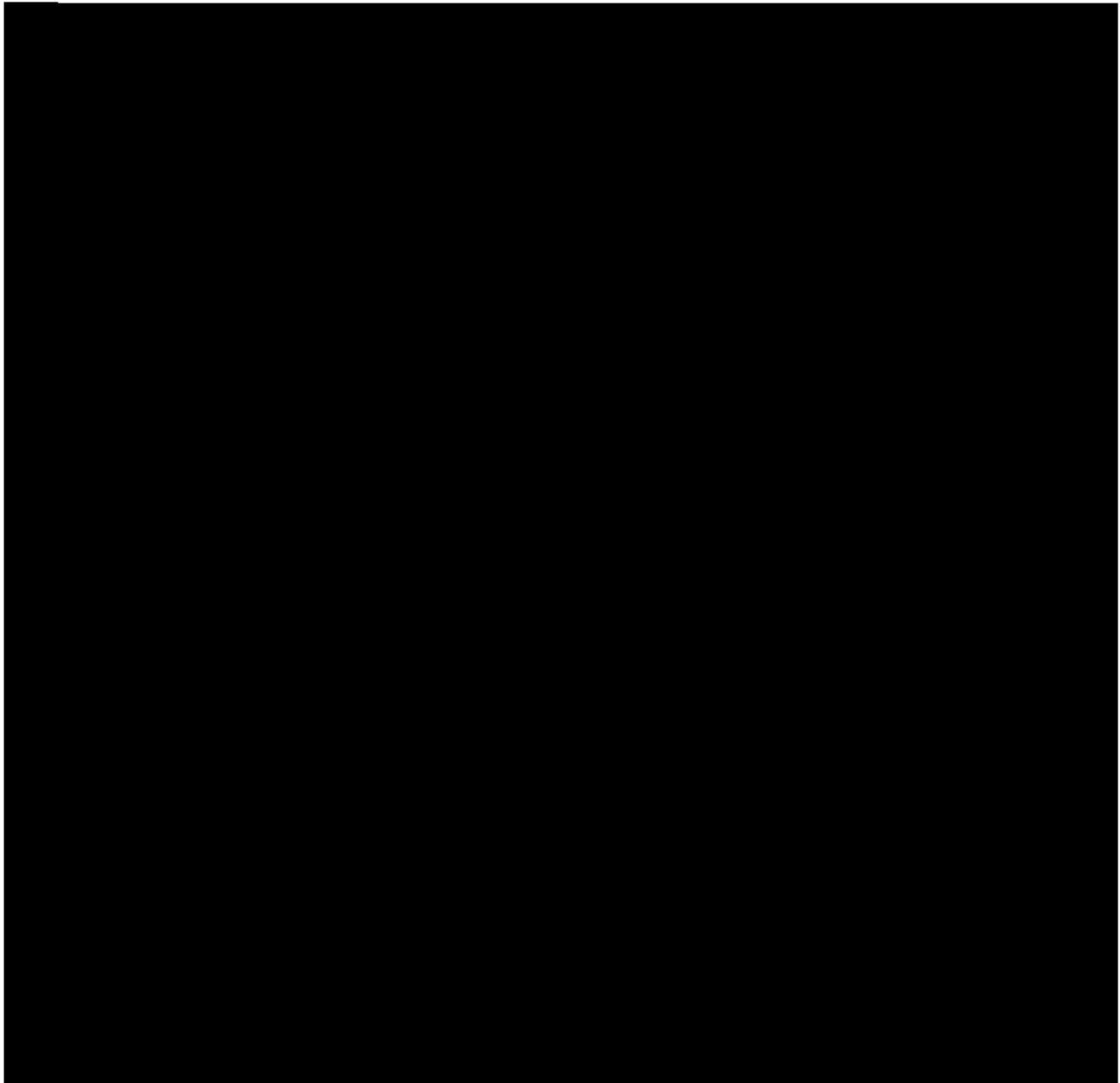
## E.5 RFP SECTION 2.4.6 IV&V VENDOR ACTIVITIES AND DELIVERABLES

Our IV&V project team, approach, tools, methodologies, and industry knowledge are uniquely aligned with the scope, time sensitivities, objectives, and challenges of the multi-module AME Replacement Project. We support DHS in the timely replacement of the Pharmacy solution necessary to progress with the staggered replacement of your Core, DSS, and other services and solutions supporting the AME.

In the subsections to follow, we outline the core concepts and drivers of our *IV&V by CSG<sup>SM</sup>* methodology, and the approach our team will take as we work to ensure the success of your projects.

### CSG's IV&V Foundational Principles





### Adhering to Industry Best Practices and Standards

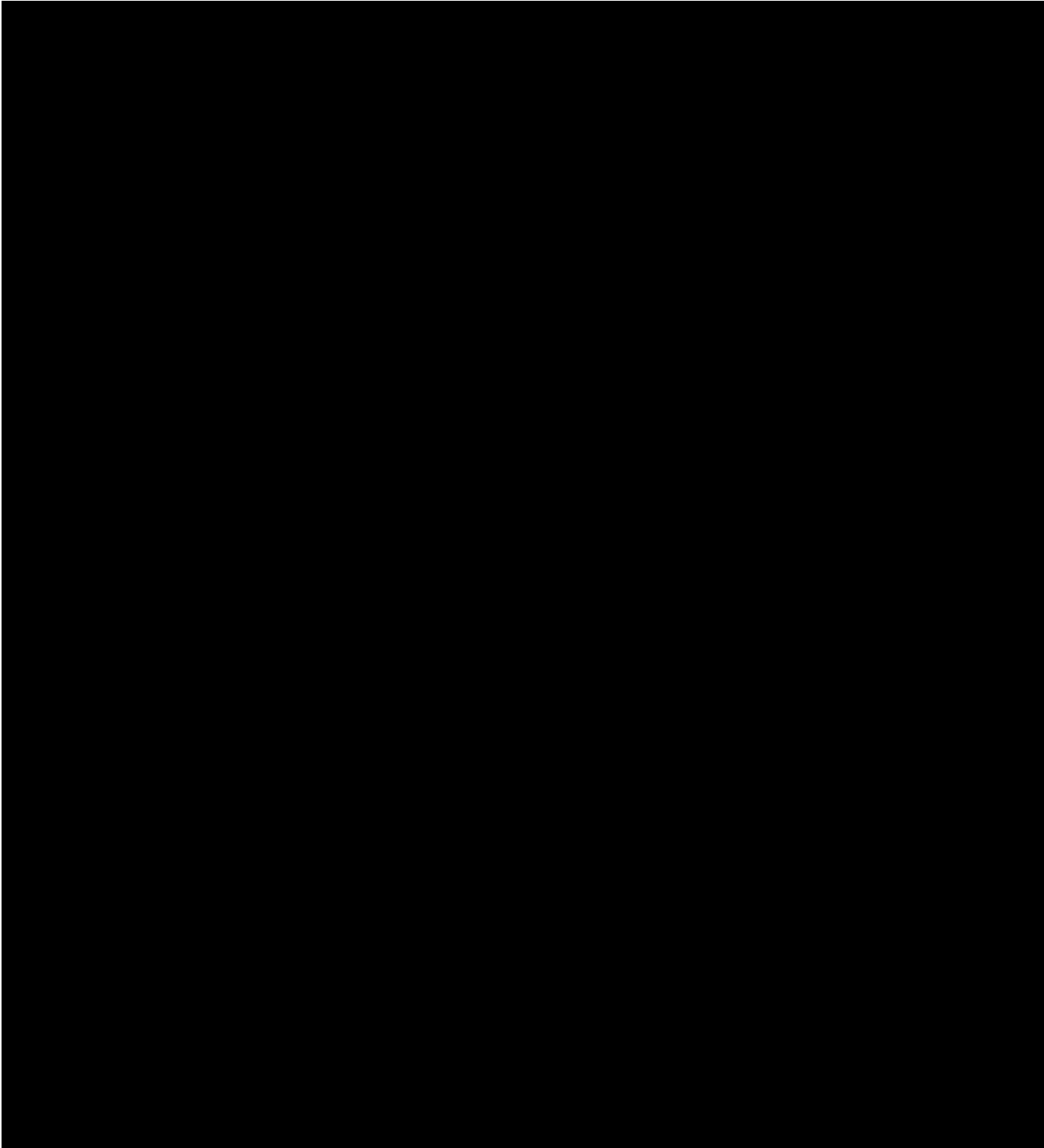
IV&V by CSG<sup>SM</sup> incorporates industry standards, such as PMI, Institute of Electrical and Electronics Engineers (IEEE), International Organization for Standardization (ISO), American National Standards Institute (ANSI), American Society for Quality Control (ASQC), National Institute of Standards and Technology (NIST), and Association of Change Management Professionals (ACMP) into our methodology and tools to inform and operationalize the CSG IV&V team's verification and validation efforts.



### Key Success Factors

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CSG has identified key factors that influence the success of the AME and the Pharmacy Project which encompass inherent risks, lessons learned, and best practices based on our work with similar programs.





## E.5.A. RFP Section 2.4.6.C and 2.4.6.D - IV&V Project Management Plan and Schedule

The CSG IV&V team balances their objectivity and independence with a shoulder-to-shoulder engagement approach necessary to ensure the success of the AME Pharmacy Project. We work closely with DHS executives, the AME PMO, the Pharmacy Project DDI team, and Pharmacy Program administrators to achieve the goal of implementing a modernized solution system that will meet the business objectives and time constraints of the AMPP. We aid the AME in maximizing the value of your technology investments and achieving the goals of your MITA business, information, and technical architectures.

### IV&V Deliverables

CSG's IV&V team will produce the 10 formal deliverables outlined in the RFP throughout the IV&V project life cycle. Our approach for developing the deliverables are addressed across multiple proposal sections, as indicated in the following list:

1. IV&V Deliverable Expectation Documents: *Section E.5.A.1*
2. IV&V Project Management Plan: *Section E.5.A.1*
3. IV&V Project Schedule: *Section E.5.A.1*
4. IV&V Bi-Weekly Status Report: *Section E.5.B*
5. IV&V Knowledge Presentation: *Section E.5.C.2*
6. IV&V Monthly Assessment Report: *Section E.5.C*
7. IV&V System and Business Operations Readiness Review Report: *Section E.5.D.1*
8. IV&V Monthly Information Technology Governance Committee (ITGC) Report: *Section E.5.C*
9. IV&V Deliverable Assessment Reports: *Section E.5.B.1*
10. IV&V Turnover and Close-Out Plan: *Section E.5.A.1*



*"The reviews that CSG performed were excellent. Risks and issues were identified early, preventing problems with the project. They also assisted in the delivery of CMS mandated reporting. I would recommend CSG for any large-scale system project."*

David Ebert, Implementation Manager  
Wisconsin Department of Health Services

### E.5.A.1. Approach to Proven IV&V Project Management

The graphic on the following page portrays CSG's approach to managing IV&V activities across our initiation, planning, execution, monitoring and controlling, and closeout phases. It conveys the key IV&V activities occurring within each phase and the tools used to support them. The work occurring within each phase are described in the subsections following, and additional details regarding our approach to IV&V activities and assessments can be found *Section E.5.C. IV&V Monthly Independent Assessment*.





### **Conduct the IV&V Project Kick-off Meeting**

A Project Kick-off Meeting is held at the beginning of the engagement to launch the Pharmacy Project's IV&V effort with the project team members, vendors, and other stakeholders. The Kick-off Meeting achieves the following objectives:

- Communicates the expectations for IV&V on the Pharmacy Project as defined by DHS.
- Clarifies the transition approach for IV&V responsibilities, activities, and communications.



- Familiarizes project team members, vendors, and other stakeholders with CSG’s IV&V activities, methods, and schedule.
  - ✓ Describes CSG’s “no-surprises” approach to communication and shares the agreed upon lines of communication between CSG, AME leadership, and the Pharmacy DDI team.
  - ✓ Explains CSG’s use of observations to communicate obstacles and risks and our commitment to providing actionable recommendations to address them.
- Encourages a should-to-shoulder collaborative relationship between the IV&V team, DHS, and the AME PMO necessary for the Pharmacy Project’s success.
- Establishes DHS and PMO staff responsibilities for supporting IV&V operations.

### Develop the IV&V Project Management Plan

The IV&V Project Management Plan includes a project schedule and describes how the CSG IV&V team will execute the assessment and reporting activities for the project. Recognizing that the AME PMO already has multiple protocols, standards, and processes in place, we adapt our approach to leverage what is already working while implementing additional IV&V methods that have proven successful on other modernization initiatives. Our efforts in this area are enhanced by our substantial library of materials that the CSG IV&V team uses to develop the Project Management Plan. Further, we prioritize DHS specific expectations for IV&V to ensure our execution of services is responsive to your needs.

The following table describes the key components of CSG’s IV&V Project Management Plan.

IV&V Project Management Plan and Project Schedule Components	
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IV&V Project Management Plan and Project Schedule Components	
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CSG submits the IV&V Management Plan within 45 calendar days of the contract start date. It is updated at least annually by May 15<sup>th</sup> of each year and is additionally updated whenever necessary to maintain alignment with AME standards, procedures, and protocols.

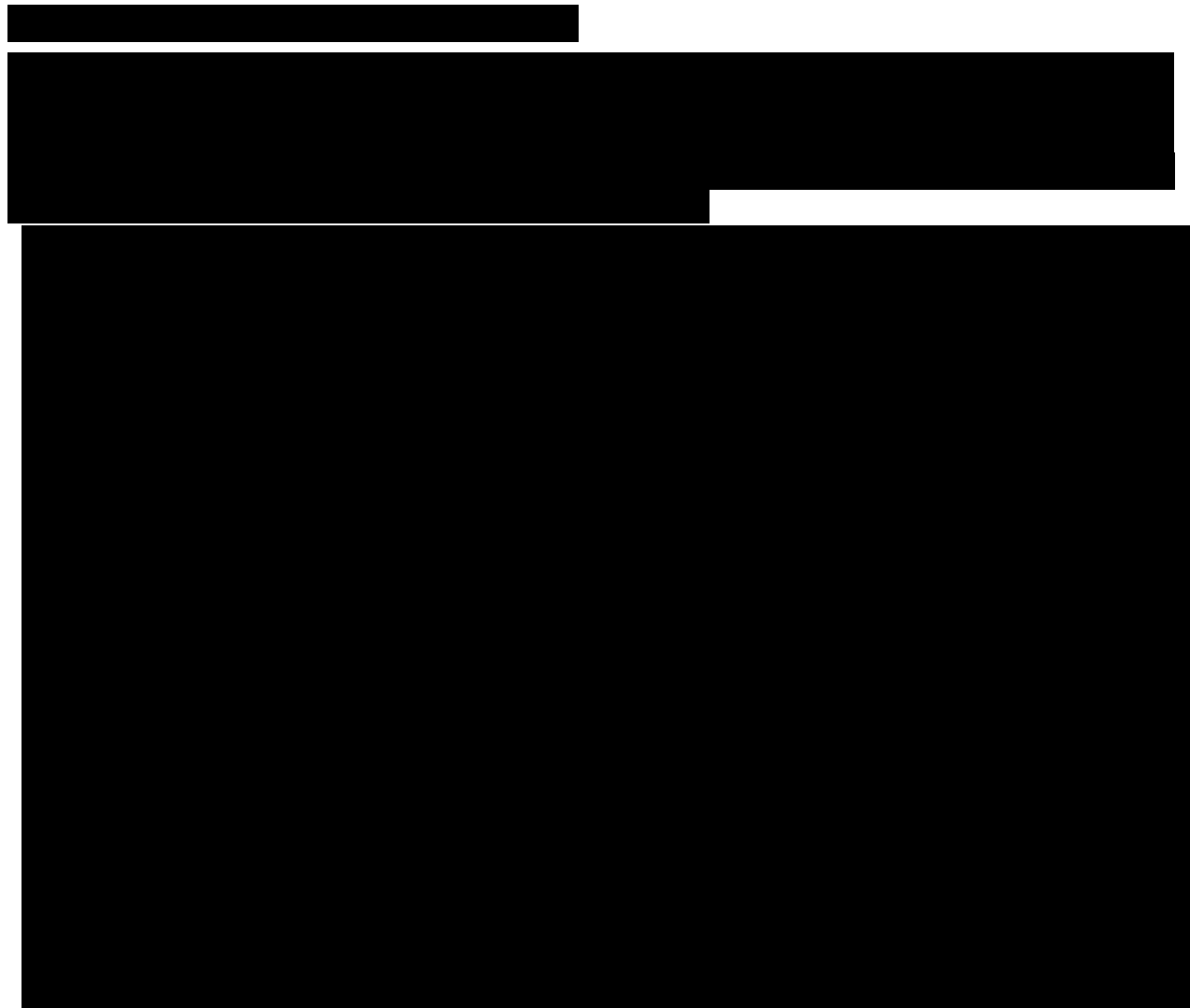


### Develop the IV&V Project Schedule

CSG develops our IV&V schedule to align with the AME Replacement Project Roadmap and the Pharmacy Project’s DDI schedule. We construct a work breakdown structure (WBS) based on required deliverables and the estimated level of effort required to produce IV&V work products and perform required services. We bottom-up estimate the WBS to determine a detailed list of tasks necessary to complete our scope of work, and identify their duration, relationships, and the resulting work products and deliverables. This process begins before our team onboards and is thoroughly updated during initiation.

We embrace the process of progressive elaboration with our IV&V schedule, adding in additional detail and specificity as future dates of DDI operations become known. Development of our IV&V schedule and subsequent updates ensure our activities remain in sync with program operations and the schedule constraints and deadlines confronting DHS. Our draft schedule is reviewed with DHS leadership prior to finalization during our initiation period. Once approved, our schedule is baselined to provide a consistent benchmark for measuring the IV&V project’s progress.

CSG delivers the IV&V Project Schedule within 45 calendar days of the contract start date. The schedule is updated at least quarterly or within 30 days of DHS approval of the re-baselined Pharmacy DDI vendor’s schedule.





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information is provided and presented to committee members. We educate ourselves on the individual team members on the committee, the agencies, departments, and business operations they represent, and their individual concerns and interests regarding the AME. Acquainting ourselves with the structure, membership, and mission of AME governance enables our team to deliver the information they require.

Our approach to developing and submitting the IV&V Monthly ITGC Report is described in *Section E.5.C*.

#### E5.A.4. Managing and Evaluating Project Schedules

Creation and maintenance of a formal project schedule is a standard aspect of CSG's project management and IV&V methodologies. Our team members are accustomed to working with schedule management tools and navigating their content. The cumulative knowledge of our team provides a foundation for their review of the Pharmacy Project's DDI schedule. Their experience is further supported by CSG's IV&V Risk Assessment Model which incorporates 14 schedule review criteria and guidelines.

Review of the Pharmacy Project schedule is led by CSG's IV&V Account/Project Manager, Steve Schulte. Steve has previously served in multiple IV&V and PMO project manager roles over MES modernization projects. Notably, he recently served in a state position as the Interim Program Director for the modernization of the Ohio Medicaid Enterprise System which used an Integrated Master Schedule to align, monitor, and manage the schedules of parallel DDI projects. Steve assessed updates to and re-baselining of schedules for the pharmacy, claims, provider, and electronic data interchange modules. Additionally, he previously served in CSG's Enterprise PMO where he was responsible for ensuring CSG's schedule management protocols were being followed by all our IV&V and PMO project teams.

Steve works with other IV&V team members to analyze the project schedule for completeness, accuracy, and alignment to the AME standards for schedule management. These reviews occur each time the schedule is significantly updated or re-baselined. Items our team evaluates include, but are not limited to:

- **WBS:** Verifying the solution vendor's schedule has decomposed complicated sets of work into smaller sets of rationally grouped work that aligns with the DHS-approved SDLC methodology being used.
- **Milestones and Deadlines:** Project schedules must clearly identify when key sets of work are to be completed, and notable deadlines driving project activities (e.g., legacy Pharmacy contract end date of July 1, 2027). Milestones are a critical component of schedule management as they often serve as a primary point of integration with other AME project schedules and enable performance monitoring against targeted completion dates.
- **Activities:** The specific tasks and action necessary to complete each work group within the WBS are captured, are detailed enough to clearly convey the necessary work, yet do not add undesired complexity with too much detail. Each activity must further include the following attributes:
  - ✓ The number of hours and the durations necessary to complete the activity
  - ✓ Relationships, dependencies, predecessors, and successors of each activity
  - ✓ Start and end dates for each task, and parties responsible for completion of specific tasks
- **Critical Path:** Calculates the longest duration of planned activities to logical endpoints, and the earliest or latest point the activity can start or end without extending the project. Assessing the progression of project activities and performance against the critical path is essential for verifying trends toward timely completion of milestones and implementation of the Pharmacy solution.

The Pharmacy vendor may propose an agile or hybrid-agile approach to drive the DDI phase of the project, which limits the State's ability to collect a fully detailed waterfall-based schedule as described above.



Nonetheless, agile projects should still produce a prevailing waterfall-based schedule of milestones that can be integrated with the program master schedule. These hybridized schedules include the key sets of work driving agile development efforts. In hybrid schedules, the CSG IV&V team monitors the progression of agile work sets, the burndown and completion of activities in the backlog, and monitors trends and projections towards milestone completion dates.

#### **E.5.A.5 Example Privacy and Security Plan**

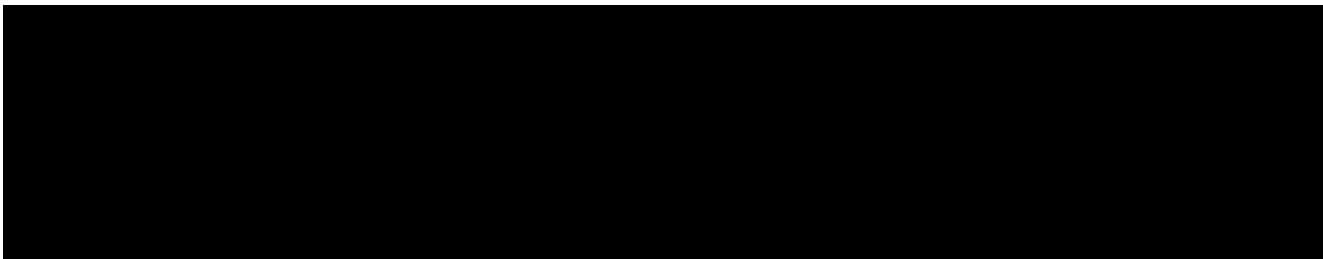
The CSG IV&V team generates a Privacy and Security Plan during the initiation phase of our project to ensure proper protocols are in place to protect sensitive AME data and documentation. Our team’s broad exposure to program and project documentation, and potentially sensitive data, demands plans be put in place to avoid or mitigate risks of incidental disclosure. Further, we outline the security protocols necessary to defend the AME from external threats and actors who may be interested in gaining access to Medicaid systems and databases. Applicable State, federal, and DHS privacy and security requirements are identified, and we cite the escalation and reporting protocols the CSG IV&V team must follow should an incident occur.

A redacted example of a CSG Privacy and Security Plan is included in *Exhibit 6*.

### **E.5.B. RFP Section 2.4.6.E – IV&V Bi-Weekly Status Report**

The CSG IV&V team’s ongoing assessments occur continuously through our tenure with the AME, and the preliminary observations acquired through our reviews are routinely reported within our bi-weekly status reports and bi-weekly status meetings. Our initial IV&V Bi-Weekly Status Report is provided to DHS within 45 days of our contract’s start date, and every other week after that; reports are submitted to DHS by 5pm CT every other Tuesday. In the following subsections, we outline additional detail regarding how project status determinations are made (i.e., green, yellow, red), and we include a status report template, and examples from a recent CSG IV&V project.

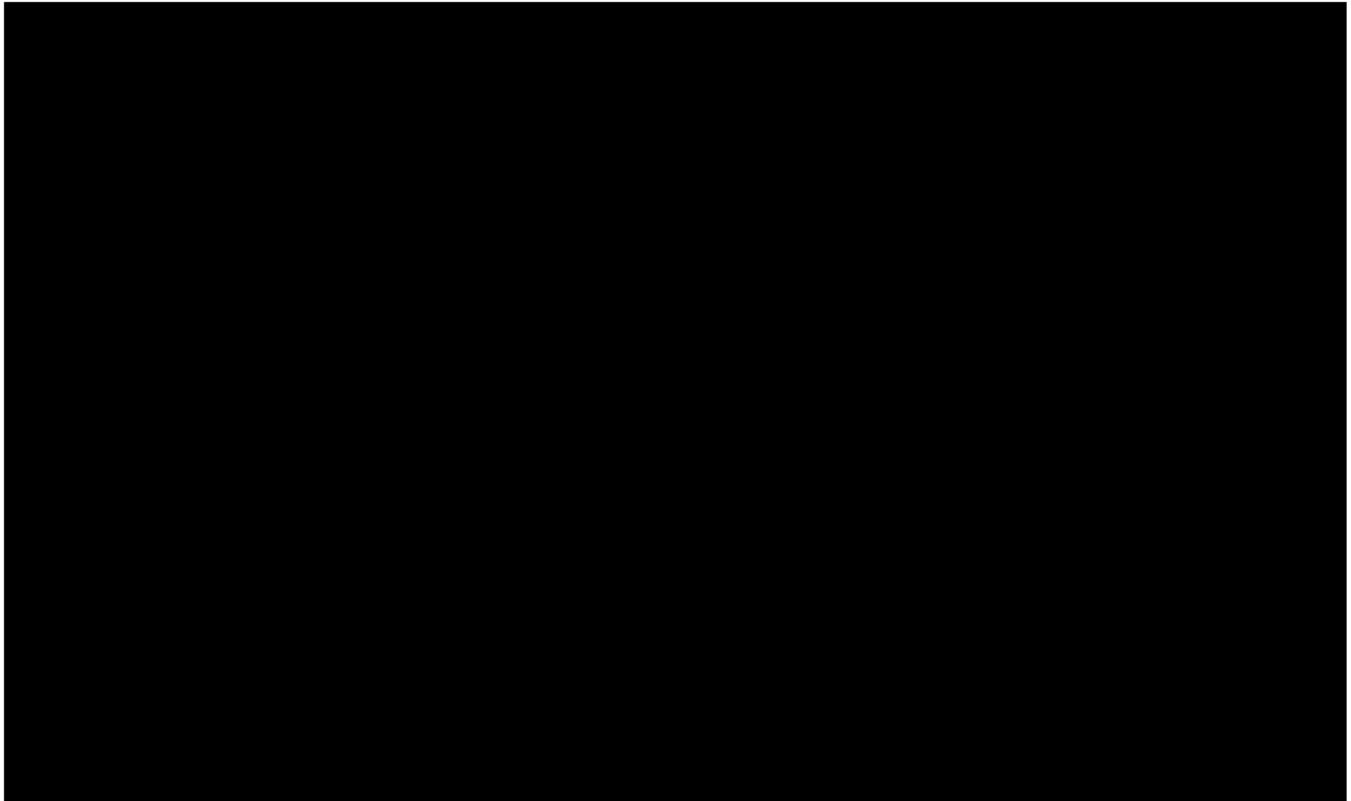
#### **E.5.B.1. Approach for Capturing Detailed Status on Project Activities**







### E5.B.2. Approach to Project Status Determinations



### E5.B.3. Template: Bi-Weekly Status Report

The CSG team communicates updates regarding the program and IV&V activities in IV&V Bi-Weekly Status Reports and bi-weekly meetings. We communicate observations, recommendations, and proactive advice originating from execution of our ongoing IV&V assessments. A template of that report is provided on the following page, and an example of our standardized IV&V Bi-Weekly Status Report is included as *Exhibit 7* and entails the following core content:

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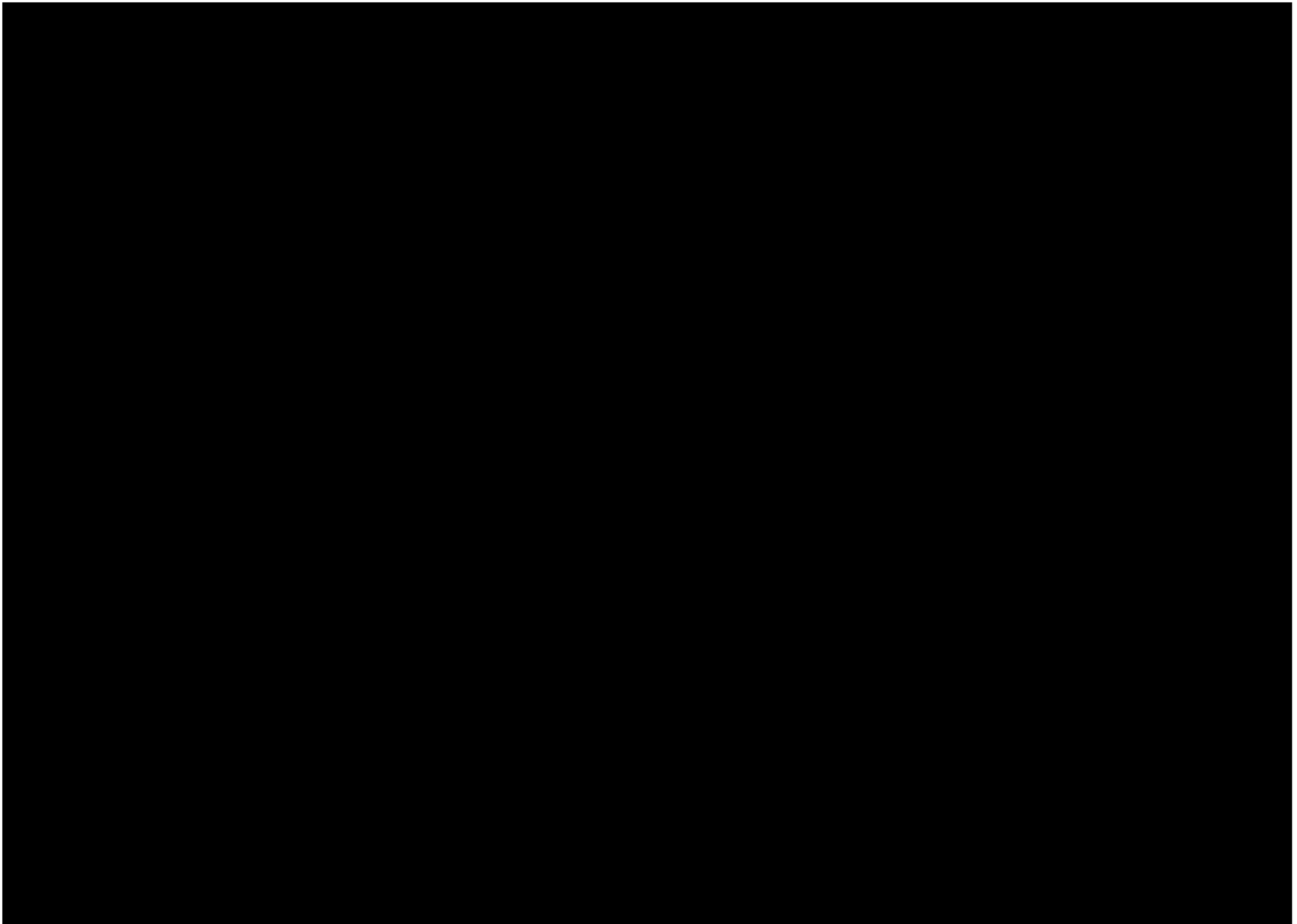
### **E.5.C. RFP Section 2.4.6.G – IV&V Monthly Independent Assessment**

CSG’s overall approach to conducting IV&V assessments focuses on three basic elements: Process, Products, and Progress. These three elements combine to provide project stakeholders with a comprehensive picture of overall project health as determined through our monthly IV&V assessments and presented in our IV&V Monthly Assessment Reports.

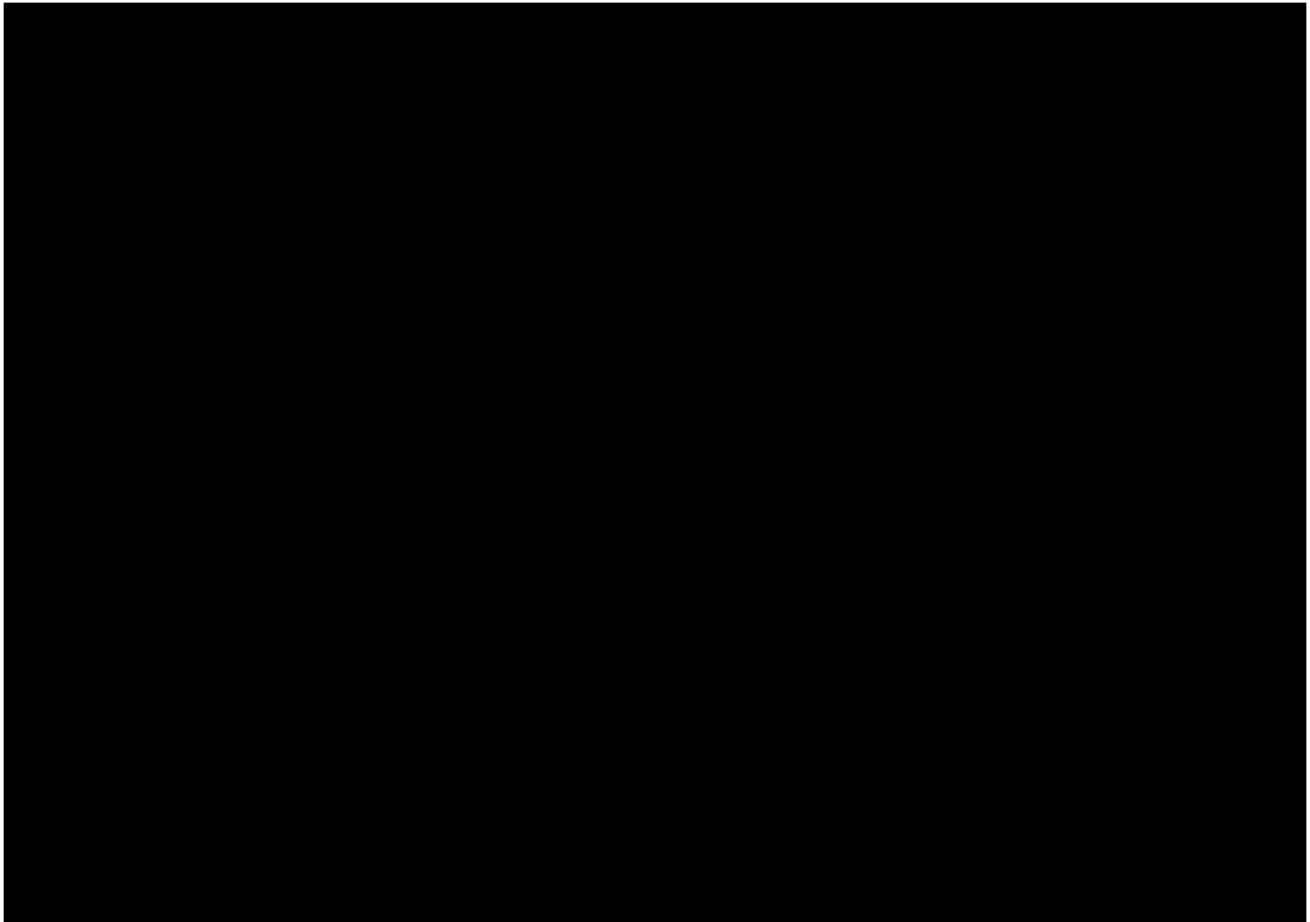
#### **IV&V Participation**

As part of the IV&V project startup activities, the CSG IV&V Project Manager works with the IV&V team and DHS staff to identify key Pharmacy Project stakeholders, direct contributors to the modernization effort, and their respective roles and responsibilities. This information is then used to establish channels of communication and to organize IV&V project activities, such as meetings and interviews. This approach helps to ensure that the IV&V project team is participating at the level of detail necessary to assess the Pharmacy Project’s health.

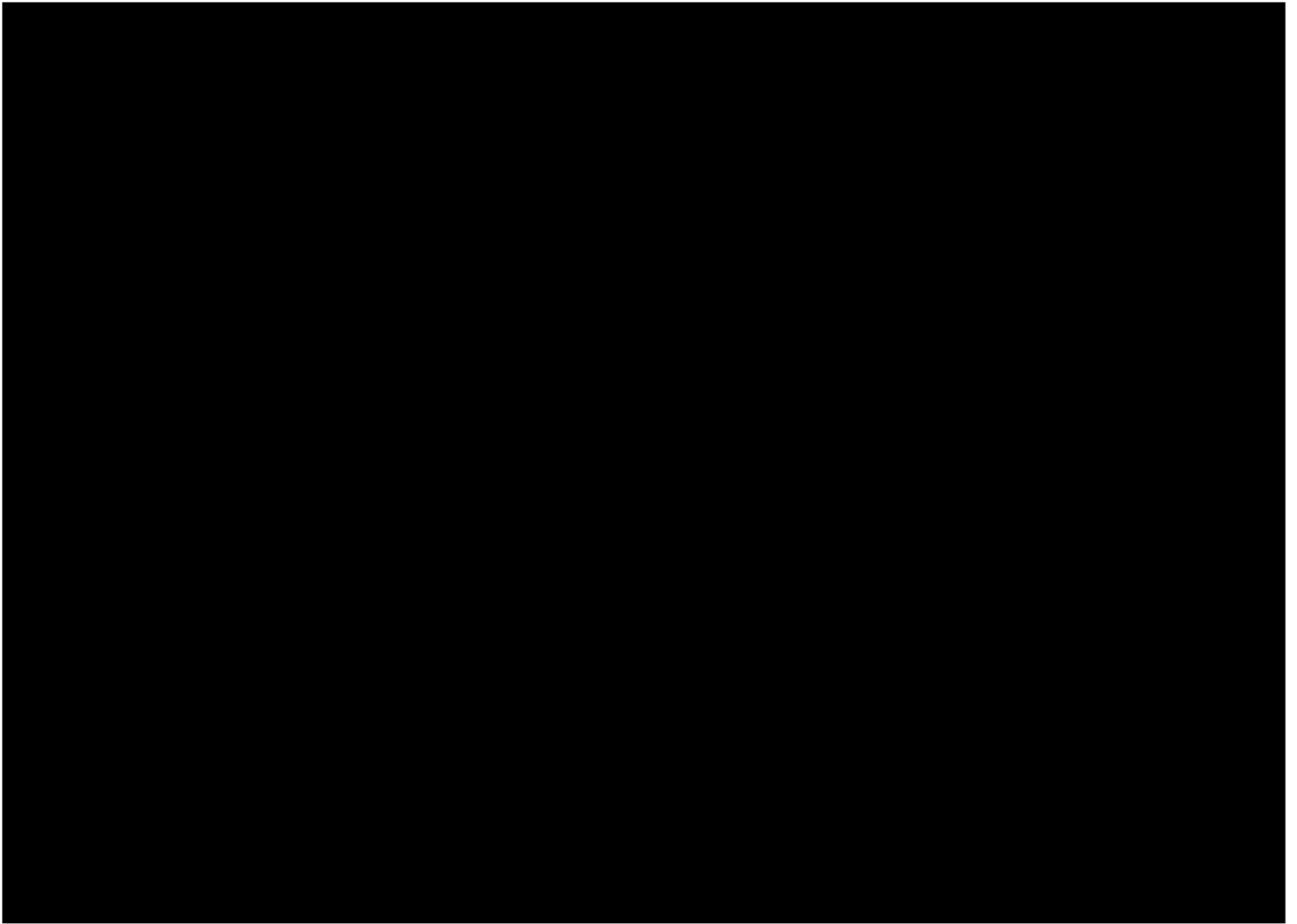




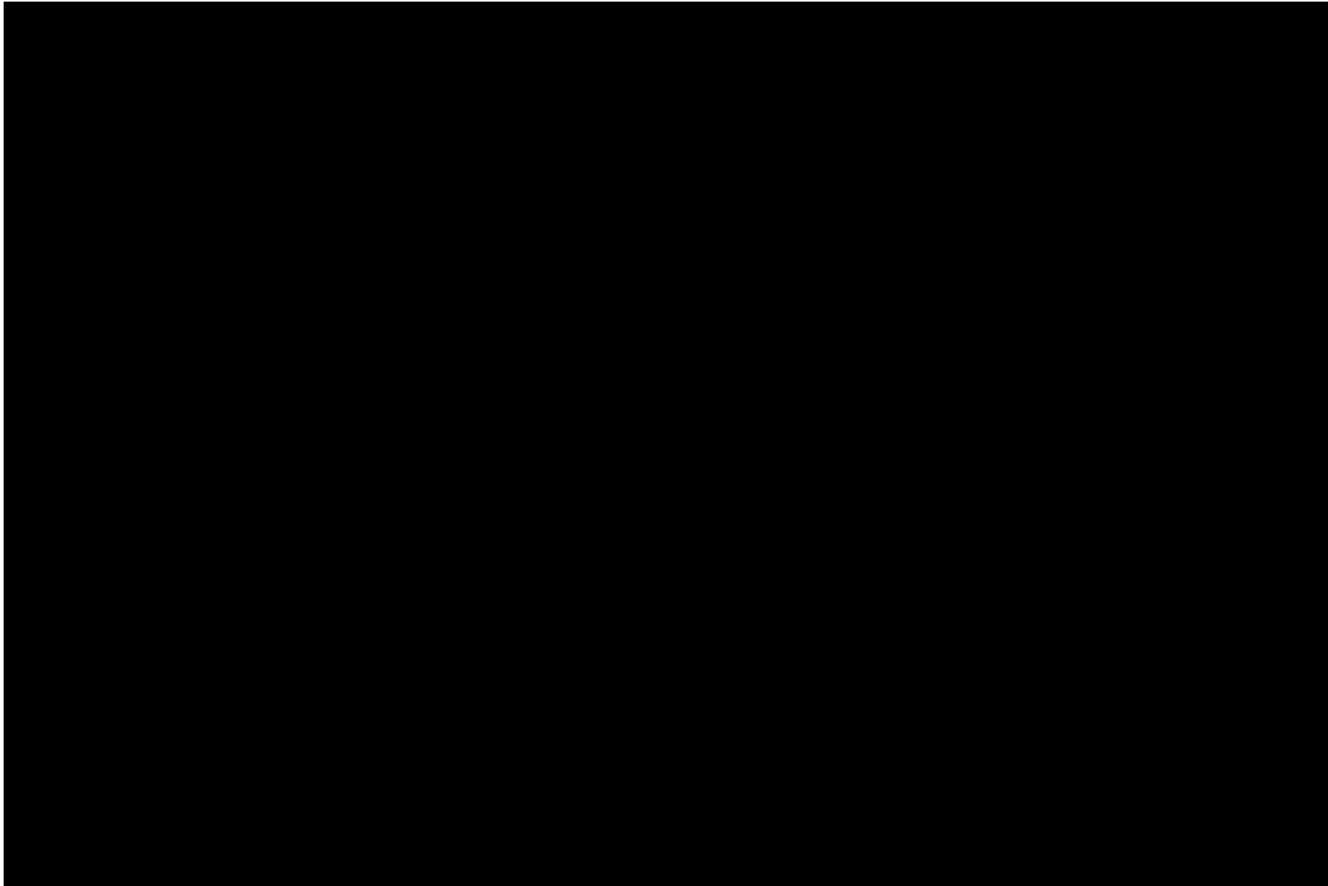
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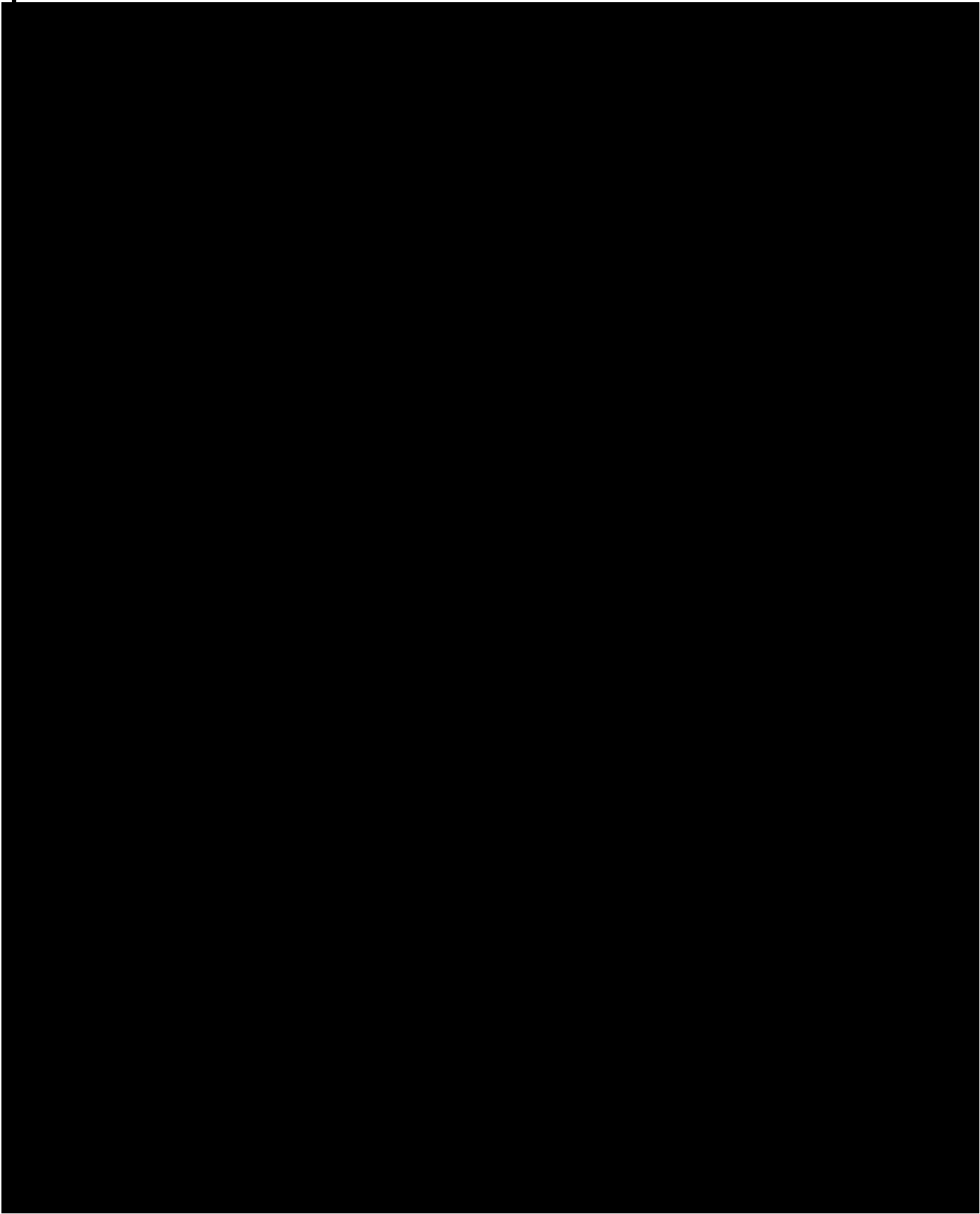


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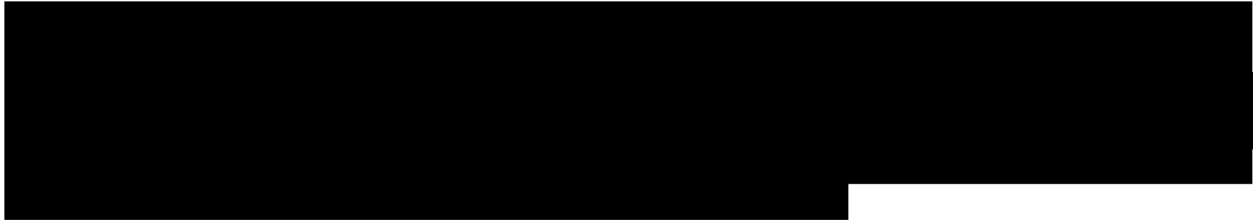
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**CSG Checklists**



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## Risk and Issue Management

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TeamCSG<sup>SM</sup> Tools

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### IV&V Monthly Assessment Report

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**IV&V Monthly Information Technology Governance Committee (ITGC) Report**

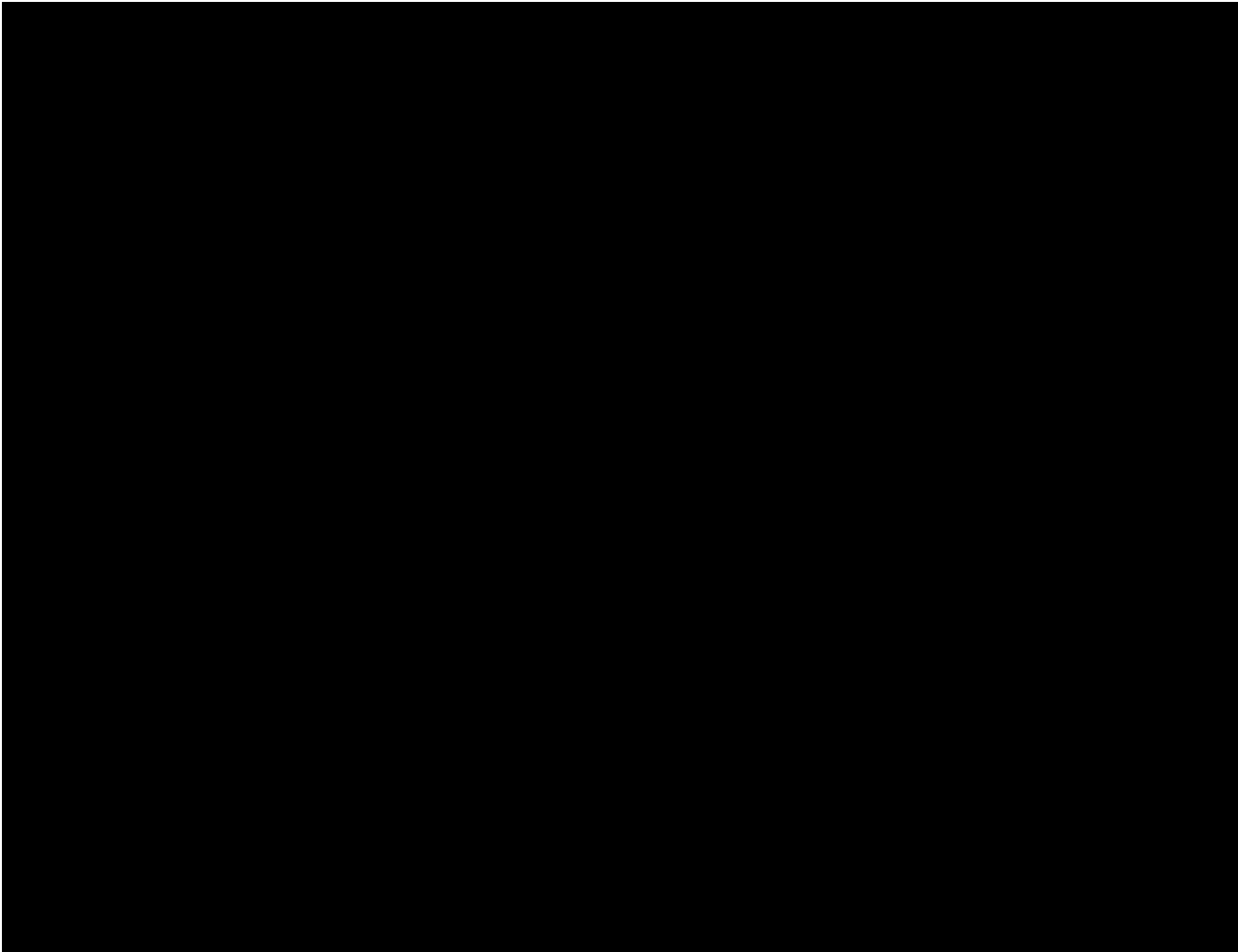
CSG’s ITGC Report is a summary of the IV&V Monthly Assessment Report and is delivered monthly to the ITGC of the Governor’s Office with a copy sent to DHS. We begin ITGC reporting by first developing a DED for the report that includes a format identifying significant progress that has been made on the project as well as the most important risks that could potentially impact project success. The report is designed to be brief and concise with an effective use of graphics to portray information. The CSG Project Manager then works with the appropriate DHS managers to ensure that the ITGC report is at the right level for executive review and contains the right information.

**E.5.C.1. Example: IV&V Monthly Independent Assessment**

A redacted example of a CSG IV&V Monthly Assessment has been included in *Exhibit 9*.

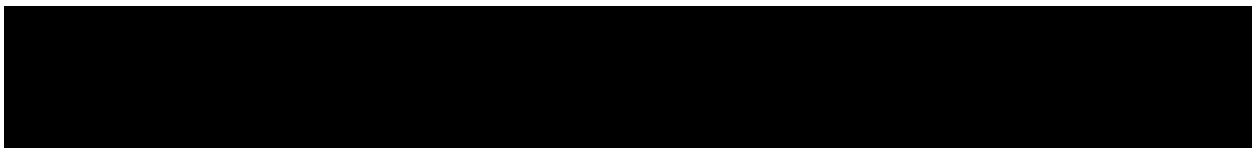
**E.5.C.2. Approach to IV&V by CSG<sup>SM</sup>**

CSG executes an iterative assessment approach when executing our IV&V reviews of the Pharmacy Project. The graphic on the following page conveys our approach, and the subsections that follow describe each step in additional detail.



### **1. Plan for IV&V Assessments**

During our assessments, the CSG IV&V team takes a broad view of the Pharmacy Project, its deliverables, and project documentation. We have experience starting IV&V services at all phases of a project and we begin with an initial assessment based on where the project is in the SDLC. The results then feed into subsequent ongoing monthly assessments. Ongoing assessments focus on the current project phase and activities, previously tracked and newly identified project obstacles and risks.







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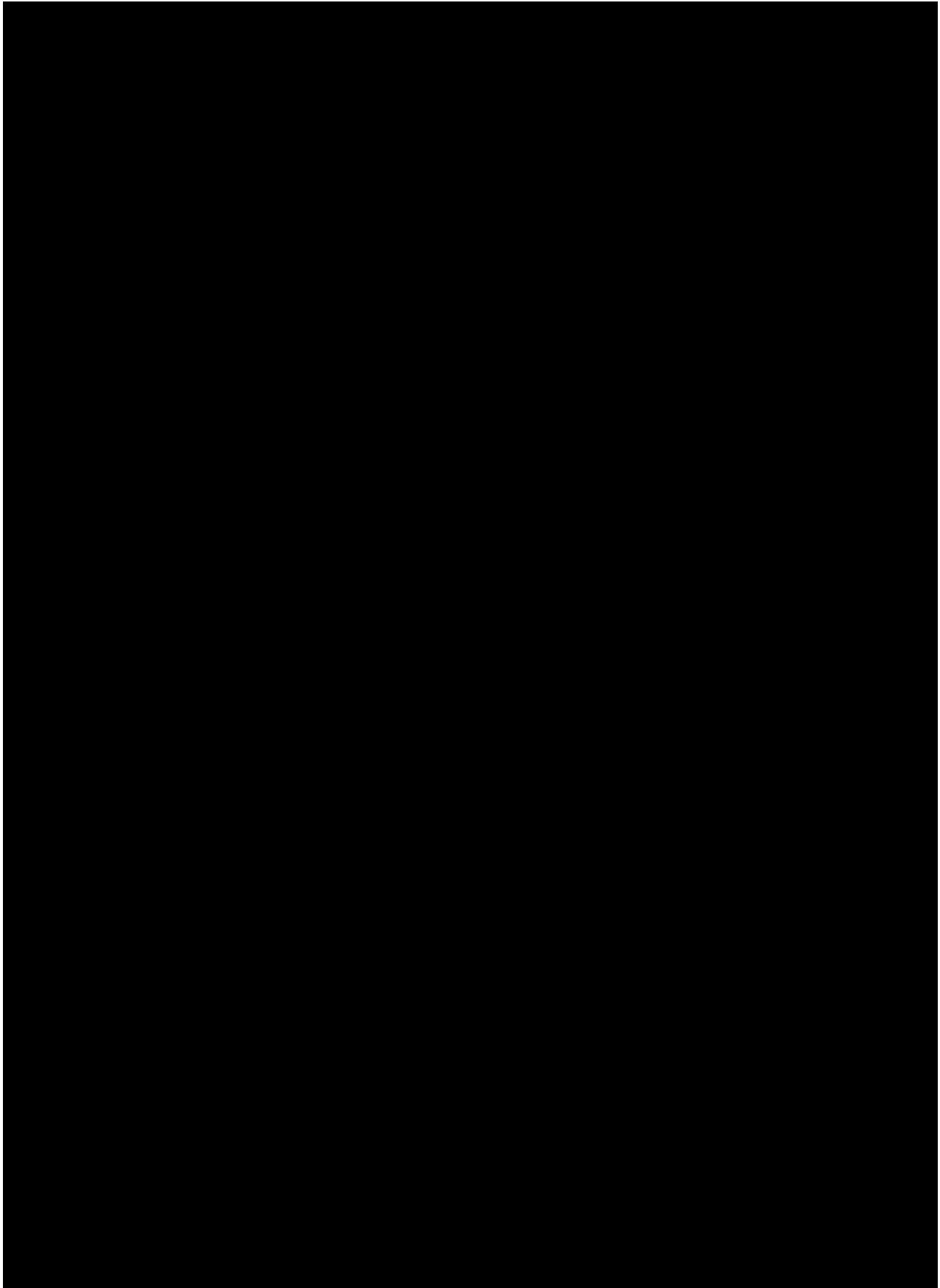
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## 5. Conduct Walkthrough and Submit Reports

Information regarding IV&V activities and our ongoing assessment results are periodically communicated to DHS and project leadership through two methods – reports and meetings. This includes:

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### E.5.C.3. Past Challenges, Issues, and Recommendations

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### E.5.C.5 Example Deliverable Review Findings and Issue Assessment

A redacted sample of a CSG IV&V Deliverable Review Findings and Issue Assessment is included as *Exhibit 10*.





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## EXHIBIT 1: LETTER OF BONDABILITY

CSG has included our signed Letter of Bondability on the following pages.



December 28, 2023

State of Arkansas  
Department of Human Services  
Office of Procurement  
700 Main Street  
Little Rock, AR 72201

RE: Solicitation Number: 710-24-0038 - Independent Verification and Validation (IV&V) Services for the Arkansas Medicaid Enterprise Systems (MES)

To Whom It May Concern:

It has been the privilege of Argonaut Insurance Company to provide surety bonds for CSG Government Solutions for over 13 years. During that time they have completed and we have bonded projects for a wide variety of owners.

It is our opinion that CSG Government Solutions is qualified to perform the above captioned project. If awarded, at their request we are prepared to provide the required performance bond in the amount of 100% of the annual contract price, subject to our standard underwriting at the time of the final bond request.

If you have any questions or need any additional information, please do not hesitate to contact me.

Sincerely,

Argonaut Insurance Company

A handwritten signature in blue ink, appearing to read "William T. Krumm", written over a horizontal line.

William T Krumm  
Attorney-in-Fact





**Argonaut Insurance Company**  
**Deliveries Only: 225 W. Washington, 24th Floor**  
**Chicago, IL 60606**

**United States Postal Service: P.O. Box 469011, San Antonio, TX 78246**

**POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS: That the Argonaut Insurance Company, a Corporation duly organized and existing under the laws of the State of Illinois and having its principal office in the County of Cook, Illinois does hereby nominate, constitute and appoint:

William T. Krumm, Sharon A. Foulk, Jodie Sellers, Patrick M. Gallagher, Karen E. Socha, Jon A. Schroeder

Their true and lawful agent(s) and attorney(s)-in-fact, each in their separate capacity if more than one is named above, to make, execute, seal and deliver for and on its behalf as surety, and as its act and deed any and all bonds, contracts, agreements of indemnity and other undertakings in suretyship provided, however, that the penal sum of any one such instrument executed hereunder shall not exceed the sum of:

\$97,550,000.00

This Power of Attorney is granted and is signed and sealed under and by the authority of the following Resolution adopted by the Board of Directors of Argonaut Insurance Company:

"RESOLVED, That the President, Senior Vice President, Vice President, Assistant Vice President, Secretary, Treasurer and each of them hereby is authorized to execute powers of attorney, and such authority can be executed by use of facsimile signature, which may be attested or acknowledged by any officer or attorney, of the Company, qualifying the attorney or attorneys named in the given power of attorney, to execute in behalf of, and acknowledge as the act and deed of the Argonaut Insurance Company, all bond undertakings and contracts of suretyship, and to affix the corporate seal thereto."

IN WITNESS WHEREOF, Argonaut Insurance Company has caused its official seal to be hereunto affixed and these presents to be signed by its duly authorized officer on the 19th day of November, 2021.

Argonaut Insurance Company



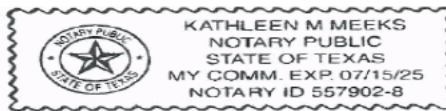
by:

Gary E. Grose, President

STATE OF TEXAS  
COUNTY OF HARRIS SS:

On this 19th day of November, 2021 A.D., before me, a Notary Public of the State of Texas, in and for the County of Harris, duly commissioned and qualified, came THE ABOVE OFFICER OF THE COMPANY, to me personally known to be the individual and officer described in, and who executed the preceding instrument, and he acknowledged the execution of same, and being by me duly sworn, deposed and said that he is the officer of the said Company aforesaid, and that the seal affixed to the preceding instrument is the Corporate Seal of said Company, and the said Corporate Seal and his signature as officer were duly affixed and subscribed to the said instrument by the authority and direction of the said corporation, and that Resolution adopted by the Board of Directors of said Company, referred to in the preceding instrument is now in force.

IN TESTIMONY WHEREOF, I have hereunto set my hand, and affixed my Official Seal at the County of Harris, the day and year first above written.



(Notary Public)

I, the undersigned Officer of the Argonaut Insurance Company, Illinois Corporation, do hereby certify that the original POWER OF ATTORNEY of which the foregoing is a full, true and correct copy is still in full force and effect and has not been revoked.

IN WITNESS WHEREOF, I have hereunto set my hand, and affixed the Seal of said Company, on the 6th day of November, 2023.



Austin W. King, Secretary



# EXHIBIT 2: ARKANSAS BUSINESS REGISTRATION



**Arkansas Secretary of State  
John Thurston**

State Capitol Building ♦ Little Rock, Arkansas 72201-1094 ♦ 501-682-3409

### Certificate of Good Standing

I, John Thurston, Secretary of State of the State of Arkansas, and as such, keeper of the records of domestic and foreign corporations, do hereby certify that the records of this office show

### CSG GOVERNMENT SOLUTIONS, INC.

formed under the laws of the state of Illinois, and authorized to transact business in the State of Arkansas as a Foreign For Profit Corporation, was granted a Application for Certificate of Authority by this office March 23, 2015.

Our records reflect that said entity, having complied with all statutory requirements in the State of Arkansas, is qualified to transact business in this State.



In Testimony Whereof, I have hereunto set my hand and affixed my official Seal. Done at my office in the City of Little Rock, this 6th day of November 2023.

*John Thurston*  
\_\_\_\_\_  
John Thurston

Secretary of State

Online Certificate Authorization Code: f5d12badfa1830f

To verify the Authorization Code, visit [sos.arkansas.gov](http://sos.arkansas.gov)



## **EXHIBIT 3: ATTACHMENT M – ARKANSAS MEDICAID IV&V CLIENT HISTORY FORM**

CSG has completed Attachment M – Arkansas Medicaid IV&V Client History Form on the following pages.

# Attachment M

## Arkansas Medicaid IV&V Client History Form

*Instructions:* This form is intended to help the State gain a more complete understanding of each Respondent's IV&V experience. This form **must** be completed completely and accurately. The State reserves the right to verify the accuracy of these answers by contacting any of the listed clients, and all applicable clients **must** be listed. Omission of a client will constitute a failure to complete this form.

For purposes of this form, the "client" is not an individual but the entity which held the contract. By way of explanation, in the Contract resulting from this RFP, Arkansas's DHS will be the client. For each listed client, Respondents may (but are not required) provide the contact information for a person at the client entity who is knowledgeable of the named project. If the State contacts clients listed on this form, the State reserves the right to contact the listed individual or another person at the listed client.

The boxes below each prompt will expand if necessary. The form **must** be signed (please see the final page) by the same signatory who signed the Proposal Signature Page.

1. Please list every client state, tribe, or county (with an estimated population over 1 million as of 2020) where you (the prime contractor only) served as the prime contractor for IV&V services in the past eight (8) years. For each client, please specify the organization/agency/division, not just the state or political subdivision. Please briefly describe the scope of the contract. If there are no contracts which meet this definition please state "none."

- |   |
|---|
| <ol style="list-style-type: none"><li>1. <b>Arkansas Health Insurance Marketplace – AHIM Small Business Health Options Program IV&amp;V (4/2015 – 11/2015):</b> Conducted reviews with AHIM and its solution vendor. Produced IV&amp;V reports to communicate progress toward project goals, identify trends, and assess operational readiness.</li><li>2. <b>Colorado Department of Health Care Policy and Financing – Integrated Eligibility and Enrollment System Modernization IV&amp;V (9/2013 – 6/2017):</b> Performed full SDLC IV&amp;V and focused systems assessments to identify system interdependencies and ensure successful modernization.</li><li>3. <b>Colorado Department of Revenue – Drivers' License and ID Card Production IV&amp;V (4/2015 – 12/2015):</b> Provided IV&amp;V to assist in conforming to industry best practices and IEEE standards.</li><li>4. <b>Colorado Department of Revenue – Driver License ID IV&amp;V (11/2015 – 8/2018):</b> Provided IV&amp;V over the system modernization, including risk management assessment and capacity planning services.</li><li>5. <b>Florida Department of Children and Families – Comprehensive Child Welfare Information System (CCWIS) IV&amp;V (12/2022 – Ongoing):</b> Observe, monitor, and report on project progress, providing objective observations and recommendations to mitigate project risks and improve processes.</li><li>6. <b>Georgia Technology Authority – Georgia Driver Record and Integrated Vehicle Enterprise System IV&amp;V (7/2017 – 4/2021):</b> CSG served as the IV&amp;V vendor, our services included deliverable reviews, feedback and recommendations, and weekly meetings with Project Leadership.</li><li>7. <b>Georgia Department of Community Health – Medicaid Enterprise System IV&amp;V (7/2021 – Ongoing):</b> Full SDLC IV&amp;V for four core modules, producing reports and reviewing deliverables.</li><li>8. <b>Georgia Department of Community Health – Data Warehouse IV&amp;V (1/2022 – Ongoing):</b> Identify and analyze risks, develop recommendations for mitigations, validate configuration of Snowflake (COTS) solution, and document assessment information.</li></ol> |
|---|

9. **Georgia DCH – Pathways to Medicaid 1115 Waiver IV&V (3/2021 – Ongoing):** Evaluates risk and issues, planning documentation, data governance; produces dashboards and deliverable reviews.
10. **Georgia Department of Corrections – Offender Physical Healthcare Services and Electronic Health Records System IV&V (11/2021 – Ongoing):** Evaluate areas including risk and issue management, planning documentation, data governance framework, and change management.
11. **Illinois Cook County Bureau of Technology – Integrated Tax System Modernization IV&V (10/2015 – 9/2018):** Provided assessments of processes, activities, deliverables, and work products.
12. **Iowa Department of Revenue – Tax Modernization Program IV&V (11/2020 – Ongoing):** Developed monthly IV&V reports assessing program health and open risks and issues.
13. **Kentucky Cabinet for Health and Family Services (CHFS) – Integrated Eligibility and Enrollment Solution IV&V (4/2018 – 12/2022):** Ongoing IV&V and risk assessments through all project phases for Medicaid related maintenance and operations, enhancements, and expansion.
14. **Kentucky CHFS – Medicaid IT Enterprise IV&V (5/2014 – Ongoing):** IV&V for the modular MMIS and E&E solutions, ensuring the systems meets federal certification standards.
15. **Kentucky CHFS – Partner Portal Modernization IV&V (4/2016 – 12/2020):** Provided objective reviews of project status, health, and key risk and issues throughout the SDLC.
16. **Maine Department of Health and Human Services (DHHS) – Automated Client Eligibility System Business Rules Engine IV&V (3/2017 – 8/2019):** Conducted IV&V risk assessments, MARS-E security assessments, developed milestone reports, and provided Progress Reports for CMS approval.
17. **Maine DHHS – Renewal and Redetermination Verification Service IV&V (1/2023 – 4/2023):** Provided IV&V attestations for the testing to connect to the Federal Data Services Hub.
18. **Maryland Department of Labor, Licensing and Regulation – Interstate Connection Network IV&V (4/2017 – 7/2018):** Assessed current operations, infrastructure, and technology to produce a lowered risk profile and review future requirements for maintaining the system.
19. **Massachusetts Executive Office of Health and Human Services (EOHHS) – Health Insurance Exchange and Integrated Eligibility System IV&V (11/2019 – Ongoing):** Conduct IV&V for procurement, program management, integration, infrastructure, and organizational readiness.
20. **Massachusetts EOHHS – MMIS New Medicare Card Project IV&V (11/2017 – 4/2018):** IV&V for test plans and testing results on the MMIS and Eligibility systems for New Medicare Card Project readiness.
21. **Massachusetts EOHHS – Pharmacy Online Processing System IV&V (10/2020 – 12/2022):** IV&V for the implementation of a modernized Pharmacy Benefit Management System.
22. **Michigan Department of State – DMV System Modernization IV&V (8/2017 – 8/2019):** Assessed quality, organizational change, requirements, technical environment, testing, and data management.
23. **Michigan Department of Technology Management and Budget – Unemployment Insurance (UI) Solution IV&V (7/2023 – Ongoing):** Monitors, assesses, and reports on Project Health, integration, and application; assists with risk management and mitigation, reviews project deliverables.
24. **Missouri Division of Workers’ Compensation – Workers’ Compensation Modernization IV&V (6/2022 – Ongoing):** IV&V, risk and issue management, and assessments of processes and progress.
25. **Nebraska Department of Health and Human Services – Medicaid Enterprise IV&V (7/2022 – Ongoing):** IV&V for attestation of Federal Services Data Hub connection and verifies test scenarios.
26. **New Mexico Human Services Department – MMIS Replacement Project IV&V (7/2016 – Ongoing):** Conduct IV&V for the full life cycle of the modular MMIS; technical assistance to the evaluation team.
27. **New Mexico Children, Youth and Families Department – CCWIS Modernization IV&V (12/2020 – Ongoing):** Conduct IV&V for planning and procurement and assessing organizational readiness.
28. **New Mexico Taxation and Revenue Department (TRD) – DMV System Modernization IV&V (3/2014 – 9/2016):** Provided proactive IV&V throughout the design, development, and implementation effort.

29. **New Mexico TRD – Oil and Natural Gas and Revenue Database IV&V (8/2016 – 8/2017):** CSG provided quality management planning, quality control, quality assurance, and risk assessment.
30. **North Carolina Department of Health and Human Services – Medicaid Enterprise System IV&V (4/2019 – 1/2020):** Validated requirements through the procurement phase and traced them through contracts and DDI. Formulated recommendations to mitigate risks.
31. **Oregon Department of Revenue – Revenue Systems Modernization IV&V/QA (10/2013 – 03/2018):** Provided IV&V/QA for the replacement of an integrated tax systems with a COTS solution.
32. **Oregon Division of Child Support – Child Support System Project IV&V/QA Services (4/2015 – 3/2020):** Conducted security and code reviews, performed risk identification, supported federal readiness assessments, and provided ongoing quality assessment and evaluation reporting.
33. **Oregon Employment Department – UI Modernization IV&V/QA (05/2019 – Ongoing):** Reviews procurement documents; supports process improvement, risk mitigation, testing and security.
34. **Oregon Employment Department – Payroll Reporting System IV&V/QA (4/2018 – 6/2019):** Provided quality management planning, developed quality standards and checklists.
35. **Oregon Department of Administrative Services – Enterprise e-Procurement Solution IV&V/QA (11/2019 – Ongoing):** Provides IV&V/QA services for the implementation of the State’s ERP platform.
36. **Oregon Department of Transportation – DMV Transformation Program IV&V/QA (4/2016 – 11/2020):** Reviewed system design, testing, data conversion, security, training, organizational change management, and other vendor deliverables, and developed Quality Control Review Reports.
37. **Oregon Health Authority – Health Information Technology/Health Information Exchange Portfolio Project IV&V/QA (10/2015 – 12/2019):** CSG provides periodic IV&V/QA Assessment Reports to ensure quality management activities are performed throughout each project’s life cycle.
38. **Oregon Department of Administrative Services – OregonBuys Project IV&V/QA (10/2017 – 12/2019):** Provided risk assessment, quality planning, control, assurance, and independent testing.
39. **Oregon Department of Revenue – Core Systems Replacement Project IV&V/QA (10/2013 – 12/2018):** Monitored, assessed, and reported on the business and technical environment, providing risk and issue assessment and management support.
40. **Oregon Department of Education – Longitudinal Data Education System IV&V/QA (7/2014 – 8/2018):** Provided oversight of project activities, refined requirements with stakeholders.
41. **Pennsylvania Department of Labor and Industry – UI Benefits IV&V (4/2017 – 10/2021):** Conducted risk assessments to track and trend progress through implementation; assisted with UAT.
42. **Rhode Island Department of Administration (DOA) – Unified Health Infrastructure Project IV&V (2/2013 – Ongoing):** IV&V for Health Insurance Marketplace and Integrated Eligibility System. Coordinates UAT, evaluates readiness, supports system enhancements and federal compliance.
43. **Texas Office of the Attorney General – Child Support System Modernization IV&V (1/2022 – Ongoing):** Reviews technical and managerial aspects and informs the federal OCSS risks to the project.
44. **Vermont Agency of Human Services – Medicaid Enterprise and Integrated Eligibility System IV&V (04/2015 – Ongoing):** Analyzes the processes and deliverables of the State’s MMIS and IE&E systems, identifies risks and issues, and provides recommendations to meet State and federal requirements.

2. Please list every client state, tribe, or county (with an estimated population over 1 million as of 2020) where you (the prime contractor only) served as a subcontractor for a IV&V services in the past eight (8) years. For each client, please specify the organization/agency/division, not just the state or political subdivision. Please briefly describe the scope of the contract and the role you specifically served in relation to the broader contract. If there are no contracts which meet this definition please state “none.”

None.

3. Please list every client state, tribe, or county (with an estimated population over 1 million as of 2020) where a proposed subcontractor served as the prime contractor for IV&V services in the past eight (8) years. For each client, please specify the organization/agency/division, not just the state or political subdivision. Please briefly describe the scope of the contract. If there are no contracts which meet this definition please state "none."

None.

4. Please list every client where you (the prime contractor) served as the prime contractor for a contract to provide IV&V services for a state, county (with an estimated population over 1 million as of 2020), federal district, American territory, tribe, or Canadian province in the past eight (8) years. For each client, please specify the organization/agency/division, not just the state, province or political subdivision. Please briefly describe the system.

1. **Arkansas Health Insurance Marketplace – AHIM Small Business Health Options Program IV&V (4/2015 – 11/2015):** In compliance with the ACA, Arkansas implemented a Health Insurance Exchange SHOP marketplace for small business owners and their employees.
2. **Colorado Department of Health Care Policy and Financing – Integrated Eligibility and Enrollment System Modernization IV&V (9/2013 – 6/2017):** Colorado modernized their Eligibility and Enrollment System that supports TANF, SNAP, and Child Care programs.
3. **Colorado Department of Revenue – Drivers’ License and ID Card Production IV&V (4/2015 – 12/2015):** The DMV developed a strategic approach for the successful modernization of their enterprise license and ID card system to better serve their citizens.
4. **Colorado Department of Revenue – Driver License ID IV&V (11/2015 – 8/2018):** CSG provided IV&V for Colorado’s modernization effort of their enterprise license and ID card system, DRIVES.
5. **Florida Department of Children and Families – Comprehensive Child Welfare Information System (CCWIS) IV&V (12/2022 – Ongoing):** DCF is using a phased approach to implement a series of module releases covering Child Welfare program functions.
6. **Georgia Technology Authority – Georgia Driver Record and Integrated Vehicle Enterprise System IV&V (7/2017 – 4/2021):** The Departments sought to implement a comprehensive, integrated customer-centric solution. FAST Enterprises is the DDI vendor.
7. **Georgia Department of Community Health – Medicaid Enterprise System IV&V (7/2021 – Ongoing):** The Department is moving its legacy MMIS to a modular MMIS which includes the implementation and integration of the Provider Services, Claims and Financial Management, Pharmacy Benefits Management, and Third-Party Liability modules.
8. **Georgia Department of Community Health – Data Warehouse IV&V (1/2022 – Ongoing):** Medicaid Data Warehouse maintained in a cloud AWS environment.
9. **Georgia DCH – Pathways to Medicaid 1115 Waiver IV&V (3/2021 – Ongoing):** Modifications to the eligibility system, MMIS, and Third Party Liability system.
10. **Georgia Department of Corrections – Offender Physical Healthcare Services and Electronic Health Records System IV&V (11/2021 – Ongoing):** Transitioning from a paper-based health records system to an electronic health records system and the transition to a new health services provider.
11. **Illinois Cook County Bureau of Technology – Integrated Tax System Modernization IV&V (10/2015 – 9/2018):** COTS integrated Tax Processing system and associated infrastructure.
12. **Iowa Department of Revenue – Tax Modernization Program IV&V (11/2020 – Ongoing):** COTS implementation for centralized tax and revenue management; web-based interface.

13. **Kentucky CHFS – Integrated Eligibility and Enrollment Solution IV&V (4/2018 – 12/2022):** IE&E System enhancements, including Medicaid, SNAP, Child Care, Transitional Assistance Program, Kentucky Works Program, and the related Employment and Training, through system enhancements while simultaneously planning for a modernization.
14. **Kentucky CHFS – Medicaid IT Enterprise IV&V (5/2014 – Ongoing):** Moving its Medicaid operations from a legacy system to a modular solution. To date, procured modules and services include System Integrator, PMO, EVV, Utilization Management, Core, PBM, and Waiver Case Management.
15. **Kentucky CHFS – Partner Portal Modernization IV&V (4/2016 – 12/2020):** Web-based Partner Portal to streamline and automate previous paper-based Medicaid program enrollment process.
16. **Maine DHHS – Automated Client Eligibility System Business Rules Engine IV&V (3/2017 – 8/2019):** New rules engine centered on using the core of a fully integrated eligibility platform.
17. **Maine DHHS – Renewal and Redetermination Verification Service IV&V (1/2023 – 4/2023):** Integrated Online Services Portal for the Maine Automated Client Eligibility System. The self-service portal supports more than 20 programs, including Medicaid, SNAP, and TANF.
18. **Maryland Department of Labor, Licensing and Regulation – Interstate Connection Network IV&V (4/2017 – 7/2018):** ICON is the Unemployment Insurance system that allows Maryland’s State Workforce Agencies to electronically exchange information.
19. **Massachusetts EOHHS – Health Insurance Exchange and Integrated Eligibility System IV&V (11/2019 – Ongoing):** Ongoing stabilization of the Health Insurance Exchange/Integrated Eligibility System and a completed migration of the existing on-site infrastructure and environments to a cloud-based, AWS solution, which is now in maintenance and operations.
20. **Massachusetts EOHHS – MMIS New Medicare Card Project IV&V (11/2017 – 4/2018):** Converted legacy MMIS and Eligibility systems to accept the new Medicare Beneficiary ID numbers.
21. **Massachusetts EOHHS – Pharmacy Online Processing System IV&V (10/2020 – 12/2022):** Adaptable, flexible, and interoperable solution that increases automation and enhances customer experience. This solution is known as the Fourth Generation Pharmacy On-Line Processing System.
22. **Michigan Department of State – DMV System Modernization IV&V (8/2017 – 8/2019):** Multi-phase, multi-year approach to replace its legacy Motor Vehicle System with a COTS solution.
23. **Michigan Department of Technology Management and Budget – UI Solution IV&V (7/2023 – Ongoing):** Reengineering of business processes and the business application support systems.
24. **Missouri Division of Workers’ Compensation – Workers’ Compensation Modernization IV&V (6/2022 – Ongoing):** New Workers’ Compensation solution, Work Comp Connect, using a phased approach. Initial phase will implement case management, adjudication, and related functionality.
25. **Nebraska Department of Health and Human Services – Medicaid Enterprise IV&V (7/2022 – Ongoing):** Nebraska Families Online Client User System is the state's online Medicaid eligibility determination system that leverages data from the federal government for eligibility decisions.
26. **New Mexico Human Services Department – MMIS Replacement Project IV&V (7/2016 – Ongoing):** Modular MMIS including Data Warehouse, Financial Services, Provider Management, Consolidated Customer Service Center, Enterprise Case Management, Quality Assurance, and Unified portals.
27. **New Mexico Children, Youth and Families Department – CCWIS Modernization IV&V (12/2020 – Ongoing):** SaaS or COTS solution using a hybrid-agile methodology.
28. **New Mexico TRD – DMV System Modernization IV&V (3/2014 – 9/2016):** New Mexico replaced its legacy Motor Vehicle system with a modernized COTS solution.
29. **New Mexico TRD – Oil and Natural Gas and Revenue Database IV&V (8/2016 – 8/2017):** The Department implemented a severance tax COTS solution into its existing GenTax installation.



30. **North Carolina Department of Health and Human Services – Medicaid Enterprise System IV&V (4/2019 – 1/2020):** This system modernization was focused on the integration of modules across the Medicaid Enterprise and the reuse of components across the system modules.
31. **Oregon Department of Revenue – Revenue Systems Modernization IV&V/QA (10/2013 – 03/2018):** Replacement of an integrated tax systems with a modernized COTS solution.
32. **Oregon Division of Child Support – Child Support System Project IV&V/QA Services (4/2015 – 3/2020):** Utilized components from existing federally certified systems currently operating in California, Michigan, and New Jersey for case management, business intelligence, and reporting.
33. **Oregon Employment Department – UI Modernization IV&V/QA (05/2019 – Ongoing):** Configurable COTS solution that integrates existing data warehouse, optical reader, and imaging systems.
34. **Oregon Employment Department – Payroll Reporting System IV&V/QA (4/2018 – 6/2019):** Web-based portal for filing unemployment insurance payroll taxes.
35. **Oregon Department of Administrative Services – Enterprise e-Procurement Solution IV&V/QA (11/2019 – Ongoing):** E-procurement solution implemented onto the State’s ERP platform. OregonBuys provides a web-based automated solution for procurement processes.
36. **Oregon Department of Transportation – DMV Transformation Program IV&V/QA (4/2016 – 11/2020):** COTS solution responsible for the collection of sales and use taxes.
37. **Oregon Health Authority – Health Information Technology/Health Information Exchange Portfolio Project IV&V/QA (10/2015 – 12/2019):** Multi-vendor portfolio included implementation of Provider Directory, Clinical Quality Metrics Registry, and Common Credentialing solutions.
38. **Oregon Department of Administrative Services – OregonBuys Project IV&V/QA (10/2017 – 12/2019):** End-to-end e-Procurement solution, implemented onto the State’s ERP platform
39. **Oregon Department of Revenue – Core Systems Replacement Project IV&V/QA (10/2013 – 12/2018):** Replacement of its integrated tax systems with a COTS solution.
40. **Oregon Department of Education – Education System IV&V/QA (7/2014 – 8/2018):** Statewide Longitudinal Data System created a de-identified database that linked student records.
41. **Pennsylvania Department of Labor and Industry – UI Benefits IV&V (4/2017 – 10/2021):** Modernization of the legacy IT systems for the Unemployment Compensation Benefits Program.
42. **Rhode Island DOA – Unified Health Infrastructure Project IV&V (2/2013 – Ongoing):** Integrated eligibility system and individual and SHOP health insurance marketplaces.
43. **Texas Office of the Attorney General – Child Support System Modernization IV&V (1/2022 – Ongoing):** Child Support Enforcement System and its peripheral applications to meet increasing customer service demands, manage growing and changing caseloads, improve automation of processes, and attract and retain a changing workforce
44. **Vermont Agency of Human Services – Medicaid Enterprise and Integrated Eligibility System IV&V (04/2015 – Ongoing):** Implementation of Vermont’s modular MMIS and Integrated Eligibility System.

5. Please list every client where a proposed subcontractor served as the prime contractor for a contract to provide IV&V services for a state, county (with an estimated population over 1 million as of 2020), federal district, American territory, tribe, or Canadian province in the past eight (8) years. For each client, please specify the organization/agency/division, not just the state, province or political subdivision. Please briefly describe the system.

None.

Authorized Signature:  Title: Chief Financial Officer

Printed/Typed Name: Kirk Swanson Date: December 28, 2023



## EXHIBIT 4: KEY PERSONNEL RESUMES

CSG has provide resumes for each proposed key personnel on the following pages.

- Steve Schulte, IV&V Account/Project Manager
- Bobby Tafoya, IV&V Lead
- Mark Elliot, IV&V Business/Test Analyst
- Kyle Miller, IV&V Technical Analyst/Architect



*"CSG's quality of work is consistently high. The CSG staff recognizes the importance of quality of service in all they do and consistently performs above and beyond expectations when asked to review and provide feedback on project strategy and deliverables."*

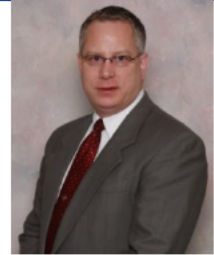
Brian Smith, Project Manager,  
Department of Vermont Health Access



**Steve Schulte - IV&V Account/Project Manager**

**Qualifications**

Steve is a PMI-certified PMP with more than 20 years of IT project management experience. He has worked on Medicaid and other HHS system modernizations in nine states, including IV&V Project Manager for MMIS projects in Georgia, Kentucky, North Carolina, and Vermont. He recently managed the procurement of a PBM in Ohio and oversaw DDI activities. He also provided IV&V and supported CMS certification for Vermont’s PBM.



**Experience**

- 30 years management and leadership including more than 15 years of IT project management
- 15+ years of experience leading large-scale healthcare system implementations
- 5 years managing IV&V engagements for Medicaid and Integrated Eligibility systems modernizations

**Professional Experience**

**CSG Government Solutions** **12/2011 – Present**

*IV&V Project Manager, Georgia Department of Corrections – IV&V for the Physical Healthcare Services Project (11/2021 – Present), Medicaid Enterprise System Transformation, and Enterprise Analytics Solution for Everyone (EASE) (04/2022 – Present)*

- Modifies IV&V to align with GDC and vendor approaches using a modified hybrid agile methodology
- Documents all observations, risks, issues, anomalies, and recommendations, and presents observations and recommendations to the vendor team on behalf of the State
- Assess and reviews project communication, cost, risks and anomalies, quality, and schedule
- Reviews of all aspects of the project and provides recommendations for improving performance
- Assess transitional services and IT systems, for project products and processes throughout all phases

*Interim Program Manager, Ohio Department of Medicaid – PMO for the Ohio Medicaid Enterprise System (07/2020 – 09/2021)*

- Coordinated several active projects within the program including the Pharmacy Benefit Manager, Provider, Electronic Data Interchange, and Claims/Financial modules
- Assessed program strengths and weaknesses and implemented process improvements
- Designed and implemented Change Management Program and developed Governance Plan
- Organized activities based on project goals and project needs; trained and mentored program team

*Project Manager, Ohio Department of Medicaid – MMIS Modernization Planning and Procurement Support Services (11/2019 – 07/2020)*

- Managed full life cycle procurement of the Single Pharmacy Benefit Manager Procurement project
- Oversaw a project team comprised of 12 consultants and over 27 key stakeholders and SMEs
- Supported procurement under OBC approach by CMS, from inception through RFP release
- Facilitated requirement sessions for each category and system to be procured

*CMS Certification Analyst, North Carolina Department of Health and Human Services – IV&V for the NC Medicaid Enterprise System (MES) Project (05/2019 – 08/2019)*

- Provided expertise on the CMS certification/approval process as detailed in the MECL Toolkits



### **Steve Schulte – IV&V Account/Project Manager**

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- Coordinated the completion of the periodic and milestone review of CMS IV&V Progress Reports
- Drafted observations of specific risks, issues, anomalies, and opportunities with recommendations

#### ***Project Manager, Oklahoma Healthcare Authority – Mobile Computing and Texting PMO Project (04/2018 – 07/2018, 10/2018 – 02/2019)***

- Provided PMO services to lead the implementation of Phase 1 of Oklahoma’s mobile computing plan
- Developed roadmap/implementation plan; conducted capability visioning sessions
- Developed As-Is hardware and software analysis, recommendations report, and RFP requirements

#### ***Senior IV&V Consultant, Kentucky Cabinet for Health and Family Services – IV&V for the Medicaid Enterprise Management System Modernization Electronic Visit Verification Project (07/2018 – 09/2018)***

- Provided IV&V services, including budget and schedule analysis; assessed RFP requirements
- Developed MECT 2.3 milestone review IV&V implementation plan and completed checklist criteria

#### ***Deputy PMO Project Manager, Nevada Division of Welfare and Supportive Services – PMO for the Child Support Enforcement System Replacement Project (10/2017 – 03/2018)***

- Developed and reviewed all project management plans, project schedules, and WBS
- Developed project reporting, standards, policies, and processes

#### ***Senior Practice Advisor; Project Performance Group (04/2017 – 07/2018)***

- Provided project planning and initiation support for new projects, including the Arkansas Health Insurance Marketplace – SHOP Implementation
- Conducted preparation for the project launch materials for New England Consortium MITA projects
- Assisted in developing project management plans, schedules, and all aspects of the project life cycle

#### ***Project Manager, Vermont Agency of Human Services – IV&V for the DDI of an Enterprise Integrated Eligibility Solution (05/2016 – 04/2017)***

- Developed risk mitigation strategies and actionable recommendations for improving performance
- Provided Medicaid subject matter expertise to assist with MMIS procurement and certification
- Coordinated MMIS certification tasks with the MITA report card; provided CMS Gate Review support
- Provided assessments of software products and processes throughout development life cycle

#### ***Project Manager, Department of Vermont Health Access – IV&V for the DDI of an MMIS (05/2015 – 04/2016)***

- Managed and provided IV&V services for the State’s implementation of an MMIS, Pharmacy Benefits Management, and Care Management systems; using a hybrid methodology approach
- Developed MECT 2.1 milestone verification and provided CMS certification support
- Developed risk mitigation strategies and recommendations for performance improvement

#### ***Project Manager, Rhode Island Department of Administration – IV&V for the Unified Health Infrastructure Project (UHIP) (07/2014 – 04/2015)***

- Worked with five State agencies to support IV&V and UAT services for the DDI and operation of UHIP
- Documented relevant observations, risks, and issues



**Steve Schulte – IV&V Account/Project Manager**

- Oversaw UAT for several major releases, code reviews, and readiness verifications

**Senior Technical Analyst and QA Manager, Kentucky Cabinet for Health and Family Services – IV&V for the Medicaid Enterprise Management System Modernization Project (04/2014 – 06/2014)**

- Provided technical and operational expertise in assessment of procurement strategies
- Prepared risk/issue, change, and quality management plans, and procurement integrity plan

**Project Manager and Technical Analyst, Iowa Department of Human Services – Health Benefit Exchange Strategic Planning and Implementation Technical Assistance and Support (01/2012 – 03/2014)**

- Prepared for and led numerous CMS Consumer Information and Insurance Oversight Gate Reviews
- Implemented management processes for certification of Qualified Health Plans
- Facilitated workgroup Joint Application Requirements sessions and developed set of Health Benefit Exchange requirements; harmonized those with Medicaid integrated eligibility requirements
- Developed technical analysis documents, concept of operations, SDLC, and gap analysis

**Xerox Corporation 02/2008 – 11/2011**

**Project Leader – Program Integrity, Alaska MMIS**

- Oversaw all aspects of DDI, training, change control, and defect management including business intelligence and analytics, data warehouse, decision support systems, and management reporting
- Led the implementation of the Provider Services module
- Developed and managed all project work plans through the entire project life cycle through go-live

**Lason Systems, Inc. 09/2004 – 09/2007**

**Project Manager / Senior Account Executive**

- Worked with clients to execute various system conversion projects, including EHR systems
- Managed various records conversion projects for state government clients in Minnesota and Iowa

**SilverBlue Imaging, Inc. 06/2002 – 08/2004**

**Operations and Project Manager**

- Provided workflow, automated data capture, and process improvement consulting services
- Managed all aspects of the business; working in government and healthcare

**AMI Imaging Systems, Inc. 07/1999 – 05/2002**

**Sales Manager**

- Implemented information management systems, including healthcare systems, for various clients
- Developed plans, change processes, roles, and documentation for all imaging solution installations
- Designed new work environments for end-users focusing on access, security, and workflow

**Cable Time, Inc. 10/1997 – 11/1998**

**Regional Manager**

- Managed all aspects of three-state cable television operations with 12 market zones



**Steve Schulte - IV&V Account/Project Manager**

- Oversaw budget preparation and profit and loss accountability, contracts, and sales

City of Brooklyn Park, Minnesota

02/1995 – 01/1997

*City Council Member*

- Elected official for the fifth largest city in Minnesota, with 250 employees and \$50 million budget

MediaOne, Inc.

05/1990 – 10/1997

*Facilitator and Senior Account Executive*

- Merged three cable TV advertising operations into one, integrating delivery systems, production, ad insertion, and sales staff models, as well as managed market research and demographic analysis

Toma Publishing/Sports Ink, Inc

06/1988 – 04/1990

*Sales Manager*

- Managed sales and advertising programs for the KARE11 Twin Cities Directory, Skyway/Freeway News, Minnesota Vikings Update, and Cincinnati Bengals Update Magazines

**Education and Certifications**

Bachelor of Individualized Studies, University of Minnesota (1988)

Project Management Professional (PMP), Project Management Institute (2019)

Agile Certified Practitioner (PMI-ACP), In progress

Project Management Certificate, Center for Training and Development, North Hennepin College (2007)

Certified Document Imaging Architect, CompTIA (2007)

PMP Advanced Training, RMC Project Management (2007)

Certified Content Management Application Consultant, DocuWare (2006)

Facilitation in the Workplace, Center for Training and Development, North Hennepin College (2006)

**Relevant Skills**

- **Collaboration and Content/Knowledge Management:** SharePoint, DocFinity, DocuWare, FileNet, LaserFiche, OnBase
- **Database and Data Analytics:** Business Intelligence and Data Warehousing, IBM DB2, MS SQL Server, MySQL, Oracle, Oracle GoldenGate, SQL, Informatica
- **Development Tools:** Microsoft Team Foundation Server, IBM Cognos
- **Middleware and Other Platforms:** JBoss, Microsoft IIS, WebSphere Application Server
- **Modeling and Design:** Business Process Modeling Notation (BPMN), Context Diagrams, UML 2.0 Activity Diagrams, Use Cases, Visio, Waterfall, Agile, and Hybrid methodologies
- **Operating Systems:** Linux, Unix, Windows
- **Project Management and Scheduling:** Microsoft Project
- **Requirements Development and Management:** IBM Rational Requirements Composer, IBM Rational RequisitePro, Jama, Jira
- **Testing and Quality Management:** IBM Rational ClearQuest, manual and automated test execution, test case development, test plan development, User Acceptance Testing, Jama



**Bobby Tafoya - IV&V Lead**

**Qualifications**

Bobby has over 20 years of experience working in Medicaid and other HHS system modernizations. He is a PMI- certified PMP, Certified Risk and Information System Controls, and Scaled Agile Framework certified. His experience spans multiple aspects of IV&V, program/project management, and IT solutions delivery for modernizations. He has served in IV&V leadership roles on Medicaid projects in Colorado, Maryland, New Mexico, South Carolina, and Wyoming.



**Experience**

- 20 years working in aspects of Human Services program and project management
- 20 years of technology management
- 10+ years of executive leadership

**Professional Experience**

**CSG Government Solutions** **05/2023 – Present**

**Senior Consultant, New Mexico Human Services Department – MMISR Replacement Project**

- Conducts independent, ongoing project analysis to verify the DDI vendors and State partners have measurable results to fulfill program outcomes
- IV&V observations and analysis focuses on the Data Services and Unified Portal modules
- Maintains client relationship and provides actionable professional advice to management

**Health Tech Solutions, LLC** **08/2022 – 05/2023**

**Enterprise PMO Sr. Technical Project Manager, Wisconsin Department of Health Services – Client Assistance and Economic Support System CARES Procurement Project**

- Created a strategy for the replacement of the CARES enrollment and eligibility system
- Developed a project management plan and managed procurement for M&O and modernization of the CARES System
- Provided team leadership and professional advice to management, staff, and clients
- Maintained the client relationship and developing the Project Management Plan and Schedule

**Public Knowledge, LLC (merged with SLI Government Solutions in 01/2021)** **01/2021 – 07/2022**

**Vice President of Quality**

- Managed multi-year IV&V Medicaid Enterprise Systems accounts for engagements for Colorado Department of Health Care Policy and Financing, South Carolina Department of Health and Human Services, Wyoming Department of Health, and Maryland Department of Health
- Implemented quality policies and processes to improve operations and maximize efficiency
- Oversaw the deliverable review and approval process and identified process improvements

**IV&V Project Director, Colorado Department of Healthcare Policy and Finance (HCPF) – Colorado Benefits Management System IV&V Project (04/2021 – 07/2022)**

- Served as the Engagement Executive for the team providing IV&V services for HCPF as they moved the existing eligibility system to the cloud and modified and upgraded their core MMIS



### **Bobby Tafoya – IV&V Lead**

- Managed deliverable development, ensuring on-time completion and submission
- Oversaw initiatives including a full SDLC mapping of current legacy projects as well as an architecture review and project management planning for the Transformation Project

#### ***Engagement Manager, South Carolina Department of Health and Human Services – MMIS IV&V Project (01/2021 – 07/2022)***

- Supported the multi-phase modular upgrade to the existing MMIS, enterprise architecture, and eligibility and enrollment capabilities, including migration to AWS cloud
- Conducted independent, ongoing analysis to verify that requirements were correct and fulfilled

#### **SLI Government Solutions**

**01/2011 – 12/2020**

#### ***Vice President of Operations (01/2016 – 12/2020)***

- Developed strategic operating plans to achieve the long-term goals of the company
- Directed the efforts and work products of the Business Development Team

#### ***Director of Operations (01/2011 – 12/2015)***

- Served as engagement executive, providing program support and guidance to multiple accounts
- Contributed to proposal strategy development including technical solutions and delivery tools
- Maintained and modernized the Quality Management System for delivering consistency in quality methods, approach, and training to improve program performance

#### ***Project Manager, Oregon Department of State Lands – Independent Quality Management Services (iQMS) for the Land Administration System (LAS) Replacement (02/2020 – 12/2020)***

- Oversaw training, design, and rollout of the project's risk management program
- Provided training in identifying and assessing the probability and impact of specific threats

#### ***Project Manager, Colorado Department of Revenue – Fuel Tax System Replacement IV&V Project (09/2019 – 02/2020)***

- Provided risk management, including design and implementation of an overall methodology
- Managed the process of identifying and assessing the probability and impact of critical threats

#### ***QA Project Manager, Oregon State Accident Insurance Fund – QA Services for Worker's Compensation Insurance System Replacement Project (04/2016 – 11/2018)***

- Conducted an Initial Risk Assessment and implemented an ongoing risk program
- Produced a Quality Management Plan and provided recommendations for project management
- Assessed processes and work products, resulting in QA Status and Improvement Report

#### ***Implementation Manager, North Dakota Department of Human Services – Self-Service Portal and Consolidated Eligibility System (10/2015 – 04/2016)***

- Provided direction for the implementation of a new eligibility system
- Led the State's Command Action Center during the transition from implementation to operations
- Guided the review and planning sessions for the Non-Functional Requirements, Security (including MARS-E 2.0 transition), Technology, and Data Conversion tracks





## **Bobby Tafoya – IV&V Lead**

### ***QA Project Manager, Oregon Liquor Control Commission (OLCC) – Oregon Seed to Sale Project QA Services (08/2015 – 02/2016)***

- Managed the QA team providing an independent assessment of the business case and risks
- Conducted a Quality Control Review of Integrated Project Management Plan and the Project Business Case to ensure alignment with industry best practices and OLCC requirements

### ***QA Manager, Iowa Department of Health and Human Services – Iowa Eligibility Integrated Application Solution QA Project (06/2012 – 06/2014)***

- Provided reviews of project artifacts to provide continuous improvements
- Led the State's Command Action Center during the transition from implementation to operations
- Conducted management reviews and QA project team communications and coordination

### ***IV&V Project Manager, Washington Employment Security – Next Generation Tax System (11/2011 – 06/2012)***

- Conducted periodic IV&V for the multi-year replacement of the mainframe system
- Focused on technical aspects and technical deliverable reviews for the project

## **MAXIMUS, Inc.**

**03/2006 – 01/2011**

### ***QA Specialist, New Jersey Department of Human Services – Consolidated Assistance Support System QA Services (10/2009 – 01/2011)***

- Conducted independent reviews of the implementation contractor's deliverables
- Produced QA deliverables including the Quarterly Product and Process Assessment Report

### ***PMO Project Manager, Kansas Department of Labor (KDOL) – PMO Standards and Execution Project (06/2009 – 09/2009)***

- Developed PMO Standards, including the Governance Plan; Risk and Issues Management Plan; Communications Plan; and Change Management Plan
- Presented standards to KDOL leadership; these were then used as the model for individual Project Management Plan development for all KDOL IT projects

### ***Deputy Project Manager, California Department of Conservation, Division of Recycling – Department of Recycling Integrated Information System Project (01/2009 – 06/2009)***

- Served as Deputy Project Manager for project to develop Oracle software
- Identified risks and issues and provided detailed recommendations
- Produced weekly status reports, led status meetings, and provided project accounting

### ***IV&V Project Manager, Pennsylvania Department of Labor and Industry – Consolidated Workforce Development System IV&V Project (03/2006 – 01/2009)***

- Provide early identification of risks and issues; delivered formal Executive Presentations
- Assessed and reported on estimating and scheduling, project personnel, business process reengineering, requirements management, security requirements, system capacity, and design
- Conducted testing assessments including Component Integration, UAT, and Interface



**Bobby Tafoya - IV&V Lead**

**Team Excel**

03/2001 – 02/2006

*Technical Manager, Colorado Department of Health Care Policy and Financing – Colorado Benefits Management System Project*

- Managed vendor deliverable processes and outcomes
- Responsible for all technical development processes including infrastructure and security

**Blue Cross Blue Shield**

06/1985 – 02/2000

*IT Account Manager/Deputy CIO, Manager of the Consolidated Business Analyst Support Team*

- Responsible for IT client management of major accounts
- Managed all technology projects and technology staff for the Nevada Blue Cross Blue Shield Plan

**Education and Certifications**

**Certified SAFe® Agilist** (Scaled Agile Inc.) (2020)

**Certified in Risk and Information Systems Control (CRISC)**, ISACA (2011)

**Project Management Professional (PMP)**, PMI (2010)

**Relevant Skills**

- **Collaboration and Content/Knowledge Management:** SharePoint, Confluence, Trello
- **Database and Data Analytics:** Business Intelligence and Data Warehousing, IBM DB2, IBM InfoSphere DataStage, MS SQL Server, MS SQL Server Analysis Services, MS SQL Server Integration Services, MySQL, Oracle, NoSQL, Big Data Platforms, Data Lakes, PowerDesigner, Erwin, SQL, Tableau
- **Development Tools:** Eclipse, IBM Rational Software Architect, Microsoft Team Foundation Server, Microsoft Visual Studio
- **Modeling and Design:** Context Diagrams, IBM Rational Software Architect, UML 2.0 Activity Diagrams, Use Cases, Visio, Waterfall, Agile, and Hybrid Methodologies
- **Operating Systems:** Windows
- **Cloud and other Platforms:** AWS, Microsoft Azure, Google Cloud, Salesforce, SAP
- **Application Lifecycle Management:** HP ALM, Jira, Microsoft Azure DevOps
- **Project Management and Scheduling:** Microsoft Project, Integrated Master Scheduling
- **Requirements Development and Management:** IBM Rational Requirements Composer, IBM Rational RequisitePro, Jama, IBM Rational ClearQuest
- **Testing and Quality Management:** HP Quality Center, IBM Rational Functional Tester, IBM Rational Test Manager, LoadRunner, WebLOAD, manual and automated test execution, test case development, test plan development, User Acceptance Testing



**Mark Elliott – IV&V Business/Test Analyst**

**Qualifications**

Mark has worked in healthcare IT since 1991 and has 10 years of testing experience. He is a Pharmacy systems and operations expert with experience implementing, operating, and assessing pharmacy and other MMIS systems. He has supported Pharmacy IV&V projects in Massachusetts and Kentucky, and planning/PMO projects in Idaho, Ohio, and Massachusetts. He serves as Co-Chair of the NCPDP Standardization Committee and received NCPDP’s 2018 Benjamin D. Ward Distinguished Member Award.



**Experience**

- 30+ years as a health information technology professional
- 30+ years integrating components of healthcare systems including Pharmacy Benefit Management (PBM) systems
- 10 years of testing experience

**Professional Experience**

**CSG Government Solutions** **01/2012– Present**

*Pharmacy Subject Matter Expert, Massachusetts Executive Office of Health and Human Services – Electronic Pharmacy Claims Management Solution Procurement Support Services (9/2023 – Present)*

- Works with the Commonwealth’s Medicaid pharmacy leadership and staff to develop a strategy to procure a new module and service vendor(s) for the administration of pharmacy benefits
- Developing a landscape assessment and requirements catalog to support future procurement decisions/tools while participating in related business process modeling and user story workshops

*Invitation to Negotiate (ITN) Writer, Idaho Department of Health and Welfare – MMIS Planning/Project PMO (12/2022 – 8/2023)*

- Worked with Medicaid leadership and internal PMO to develop an ITN to procure a Pharmacy Benefit Administrator (PBA) that will provide both a solution and services that deliver claims processing, prior authorization support, provider helpdesk/call center services, drug rebate management, drug utilization review analytics and related services
- Supported development of additional requirements and statements of work to be used in procurement of additional modules and services in the enterprise, including third party liability

*IV&V Analyst, Massachusetts Executive Office of Health and Human Services – IV&V for the Pharmacy Online Processing System, 4<sup>th</sup> Generation (POPSIV) (11/2020 – 12/2022)*

- Provided independent oversight services over the migration of the MassHealth pharmacy module to a cloud environment, followed by major technology and capability upgrades of the solution
- Supported the Commonwealth in meeting evolving regulatory requirements and member needs relating to automating prior authorizations, supporting electronic prescribing, predetermining benefit coverages, interoperability with electronic health record systems, and more
- Informed the State of pharmacy emergency preparedness practices for the COVID-19 pandemic

*Business Analyst, Ohio Department of Medicaid – MMIS Procurement Support (02/2019 – 09/2020)*

- Provided subject matter expertise on the proper use of NCPDP standards to State staff



### **Mark Elliott – IV&V Business/Test Analyst**

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- Worked with the State’s Medicaid leadership and internal PMO as part of the support team, to procure a replacement for existing Electronic Data Interchange services and implementing a new Single Pharmacy Benefit Manager service; both efforts resulted in RFPs released in 2020
- Participated in requirements gathering and validation, certification criteria evaluation, evidence collection, and the mapping of requirements, criteria, and evidence to MECT checklists

#### ***IV&V Analyst/Pharmacy SME, Kentucky Cabinet for Health and Family Services – IV&V for the Medicaid Enterprise Management System Modernization Project (11/2018 – 12/2018)***

- Provided review and recommendations for the Commonwealth’s draft RFP to procure PBM services, including, but not limited to, point-of-sale claims processing, preferred drug list management, prior authorization services, and provider relations and network management

#### ***Business Analyst, Missouri Department of Social Services – Eligibility Determination and Enrollment System (MEDES) PMO (12/2013 – 06/2018)***

- Initially utilized a hybrid of agile and waterfall methodologies and then converting to a DevOps SDLC
- Collaborated to manage a dashboard showing current and upcoming releases, use of production and testing environments, and project health with weekly project status reporting
- Contributed to the M&O release planning efforts within the implementation of a DevOps model
- Evaluated contract requirements status and delivered a monthly Requirements Management Report
- Contributed to the Implementation Advance Planning Document Update annual filings with CMS
- Participated in CMS conference calls and provided status reports and other documentation to the Collaborative Application Lifecycle Tool and Opportunity to Network and Engage online forums
- Reviewed project schedule and deliverables, including monitoring of the Plan of Action and Milestones and System Security Plan Workbook preparation to support MARS-E v2.0 compliance
- Supported efforts to complete MEET checklists for the first operational (R2) gate review

#### ***Business Analyst, Iowa Department of Human Services – Project Oversight, Management, and Integration for the Medicaid Integrated Data Administration Solution Implementation Project (10/2012 – 11/2013)***

- Contributed to the implemented upgrade of the Pharmacy Point of Sale (POS) system module
- Monitored implementation and testing status to inform ORR reporting cycles
- Provided pharmacy systems subject matter expertise to the project leadership team, particularly supplementing the IV&V and Quality Assurance teams’ need for testing oversight
- Generated and distributed reports in support of “go” or “no-go” decision process
- Participated in hybrid pilot gate review of the upgraded POS module; an early adoption of the gate review process for Medicaid Enterprise environments

#### ***Business Analyst, Iowa Department of Human Services – Project Oversight, Management, and Integration for the Eligibility Integrated Application Solution (06/2012 – 09/2012)***

- Contributed to the development of project governance and supporting documentation
- Assisted in preparation for the initial gate review of the project with CMS and the Center for Consumer Information and Insurance Oversight



**Mark Elliott – IV&V Business/Test Analyst**

*Senior Business Analyst, Iowa Department of Human Services – Health Benefit Exchange Strategic Planning and Implementation Technical Assistance and Support (01/2012 – 05/2012)*

- Worked in partnership with State personnel from multiple departments to identify requirements needed for procurement and implementation of a State-Based Health Insurance Marketplace
- Utilized the CALT to acquire and share information with CMS and other state projects

**ME Healthcare Systems Consulting** **09/2009 – 12/2011**

*Principal Consultant*

- Provided expertise on HIPAA transactions and code sets standards and regulations, NCPDP standards, Medicare Part D programs, and areas related to pharmacy claim adjudication processes
- Served as an NCPDP expert on Iowa Medicaid’s HIPAA transaction upgrades project
- Served as technical advisor to Nevada Medicaid’s IV&V team reviewing implementation of a new pharmacy POS system and its integration with the legacy MMIS
- Served as technical advisor to California Medicaid’s IV&V team reviewing the HIPAA transactions upgrade project, specifically focusing on NCPDP transactions

**SXC Health Solutions** **12/2007 – 06/2009**

*Senior Manager, Regulatory and Industry Standards*

- Represented the company and its client needs in the development and maintenance of industry standards that were implemented in its COTS PBM software
- Worked with the technical, business, and quality analysts to implement changing industry standards
- Testing Lead specifying and testing needed enhancements to the Medicare Drug Plan Finder, True Out-Of-Pocket (TrOOP) Balance Transfer, and related Medicare Part D real-time coordination
- Participated in NCPDP work groups, task groups, and committees, interfacing with CMS associates sharing knowledge of TrOOP Transfer process and associated NCPDP transaction standards

**ME Healthcare Systems Consulting** **06/2004 – 11/2007**

*Principal Consultant*

- Consulted on systems design and specification, data analysis, application testing, HIPAA TCS compliance guidance, industry standards development engagements, and business development
- Delivered consulting services for implementation of Medicare Part D requirements through systems setup, operations, and applications enhancements
- Assisted government programs with NCPDP standards use and modification requests, including:
  - ✓ CMS – Medicare Part D claim data encounter collections
  - ✓ California Department of Corrections – Pharmacy claim compliance with HIPAA-mandated NCPDP Telecommunication Standard v5.1
  - ✓ Missouri Department of Health and Senior Services and Missouri Medicaid – State Pharmacy Assistance Program coordination with Medicare Part D and integration with MMIS POS system

**Pharmaceutical Care Network** **05/2002 – 05/2004**

*Director, Systems Operations*



**Mark Elliott – IV&V Business/Test Analyst**

- Responsible for the operations, maintenance, and enhancements of the core business systems, network infrastructure, telephony, desktop resources, and facilities of a PBM with over 130 staff
- Directed initial HIPAA TCS compliance effort to implement NCPDP Telecommunication standards
- Testing and Release Manager for the EDI translator supporting provider payments and the accelerated implementation software patches for the primary claims adjudication system
- Implemented a new pharmacy rebate management system

**Strategic Staffing Solutions** 06/2000 – 04/2002

*Contract Business Analyst / Software Engineer – placed with ENVOY Corporation and WebMD National Pharmacy Claim Network*

- Developed gap and feasibility analysis of NCPDP version translation capabilities to switch systems
- Planned installation, tracked file conversion requirements, and coordinated with developers and system operators to optimize processing
- Conducted parallel testing, monitored upgrade processes, and validated upgrade installations
- Upgraded internal testing tools for compliance with the NCPDP Telecommunication v5.1 standard

**Health Net Pharmaceutical Services** 07/1998 – 05/2000

*Manager, Online Systems*

- Managed team of analysts, programmers, and operators responsible for daily operations of an internal pharmacy claims adjudication system that processed up to 150,000 transactions per day
- Supported successful transition to using a corporate pharmacy claims data warehouse

**Apollo Enterprises (acquired by Foundation Health Systems)** 01/1991 – 06/1998

*Supervisor, Systems & Programming (06/1994 – 06/1998)*

- Technical Test Lead for internally developed pharmacy claims adjudication system
- Implemented a pharmacy rebate management system and developed one of the first disease state pharmacy-centric management systems in the nation

*Senior Systems Analyst (01/1991 – 05/1994)*

- Evaluated and managed the installation of a new pharmacy claims adjudication system
- Developed and enhanced the worker’s compensation pharmacy claim billing system

**Education and Certifications**

Bachelor of Science, Computer Science, California State Polytechnic University, Pomona (1986)  
Certified HIPAA Professional, HIPAA Academy (2018)

**Relevant Skills**

- **Collaboration and Content/Knowledge Management:** SharePoint
- **Database and Data Analytics:** IBM DB2, MS SQL Server, MySQL, SQL
- **Languages and Frameworks:** COBOL, HTML, Java, Pascal, VB 6, VBA, XML
- **Operating Systems:** i5/OS, MVS (OS/390), Windows
- **Project Management and Scheduling:** Microsoft Project
- **Requirements Development and Management:** IBM Rational RequisitePro



**Kyle Miller – IV&V Technical Analyst/Architect**

**Qualifications**

*Kyle has 25 years of technical experience for state government agencies, including seven years as CISO for Oregon’s Department of Human Services and Health Authority. He has provided IT security assessments, strategy, and technical analysis for pharmacy, Medicaid, and other public sector systems in eight states. Kyle has experience reviewing system architecture, procurement documents, and vendor deliverables. He holds multiple professional certifications, including CISSP, Certified Cloud Security Professional, and Healthcare Information Security Privacy Practitioner.*



**Experience**

- 20+ years in information privacy and security
- 18 years in healthcare and healthcare claims processing
- 15+ years in risk assessment and quality assurance

**Professional Experience**

**CSG Government Solutions** **04/2016 – Present**

***Technical IV&V Lead, Department of Vermont Health Access – IV&V for the DDI of an Integrated Eligibility and Enrollment System (04/2023 – Present)***

- Performs proactive IV&V services for the integrated eligibility system implementation, identifying risks and variances from applicable guidance and make recommendations for risk mitigation
- Provides insights related to systems modernization, processes, and organizational structures
- Reviews development activities to identify risks and opportunities for improvements
- Performs deliverable reviews for State and Vendor documents
- Conducts interviews of State technical managers and staff
- Authors and peer reviews periodic IV&V reports
- Documents observations regarding project risks and recommends approaches for remediation

***Technical Lead, New Mexico Human Services Department – IV&V for the MMIS Replacement Project (11/2019 – 03/2023)***

- Performed detailed quality review of MMIS system integrator and other module contractors deliverable expectation documents, deliverables, and security and privacy controls
- Engaged with State and contractor resources to validate architectural and procedural proposals, reviewed mitigation strategies, and generated IV&V observations as necessary
- Completed a system security assessment for the Consolidated Data Center module, following NIST SP 800-53 and other federal security requirements

***Analyst, Maine Department of Health and Human Services – Third Party Assessment (05/2019 – 06/2019)***

- Analyzed Maine TANF program and Fedcap policies and procedures and federal regulations

***Technical Analyst, Oregon Employment Department – Oregon Payroll Reporting System QA/IV&V (04/2019 – 05/2019)***



### **Kyle Miller – IV&V Technical Analyst/Architect**

- Conducted an analysis of the OPRS 2.0 detailed system design and produced the quality control system design assessment document

#### ***Technical Lead, Oklahoma Healthcare Authority – Mobile Computing and Texting (MCT) PMO (1/2019 – 2/2019)***

- Assisted the State in their MCT procurement of a text messaging solution
- Analyzed State and agency policies and procedures, federal regulations, and industry best practices

#### ***Technical Architecture, Security, and Privacy Analyst, New Mexico Human Services Department – IV&V for the MMIS Replacement Project (09/2018 – 1/2019)***

- Performed quality reviews of system integrator DEDs, deliverables, and security and privacy controls

#### ***Lead Security Analyst, Maine Department of Health and Human Services – ACES Business Rules Engine IV&V (05/2018 – 08/2018)***

- Developed security assessment plan based upon MARS-E 2.0 security controls and existing POA&M
- Provided business and technical expertise to develop a four-week Periodic Assessment Review, focused on the business rule replacement of the eligibility system

#### ***Lead Security Analyst, Rhode Island Department of Administration – Unified Health Infrastructure Project (UHIP) IV&V Services Project (04/2018 – 05/2018)***

- Produced security assessment plan, MARS-E 2.0 security assessment report, POA&M findings, MARE-S 2.0 security attestation, and recommendations

#### ***QA Analyst, Oregon Department of Administrative Services, Independent Quality Management Services for OregonBuys – Forestry (06/2019 – 09/2019)***

- Developed deliverables, including risk assessment report and lessons learned report

#### ***QA Analyst, Oregon Department of Administrative Services – e-Procurement Solution QA (11/2017 – 04/2018)***

- Provided expert-level reviews of functional deliverables, including communication plans, training plans, and key performance indicators as required by the vendor contracts
- Provided observations and recommendations that ensured best contract management practices

#### ***Security Analyst, Oregon Department of Justice – QA for the Child Support System Project – Physical Assessments (09/2017 – 04/2018)***

- Performed two physical assessments for the data center using the Physical Environmental protection controls of NIST 800-53 Rev. 4 and prepared an assessment report of the compliance

#### ***Lead Security Analyst, Maine Department of Health and Human Services – IV&V for ACES Modernization (06/2017 – 07/2017)***

- Developed security assessment plan based on the MARS-E 2.0 security controls and existing POA&M
- Produced the MARS-E 2.0 security assessment report and POA&M findings and recommendations

#### ***Technical Project Manager, Vermont Department of Information and Innovation – Independent Security Audit of the Vermont Health Connect (03/2017 – 05/2017)***

- Managed the team to complete an independent security audit of the Vermont Health Connect





**Kyle Miller – IV&V Technical Analyst/Architect**

➤ Produced the MARS-E 2.0 security assessment report and POA&M findings and recommendations  
*Privacy and Security SME, Colorado Department of Health Care Policy and Financing – ACA Integrated Eligibility and Enrollment System Modernization IV&V Services (11/2016 – 01/2017)*

➤ Provided IV&V services and periodic review of project activities and deliverables  
*Privacy and Security SME, Virginia Department of Medical Assistance Services – MES Modernization Requirements Definition and Procurement Support Services (06/2016 – 07/2016)*

➤ Provided information security and privacy services to support procurement efforts  
➤ Created templates for the master security plan and system security plans including recommendations to implement security controls and information security governance concepts

*Privacy and Security SME, Colorado Department of Health Care Policy and Financing – ACA Integrated Eligibility and Enrollment System Modernization IV&V Services (04/2016 – 10/2016)*

➤ Provided information security and privacy services for a MARS-E assessment  
➤ Conducted NIST and MARS-E 2.0 based security controls assessments

**IBM 12/2011 – 03/2016**

**Information Security and Privacy Consultant**

➤ Provided information security assessments to both national and international organizations  
➤ Served as Managing Consultant for the assessment and development of Security Operations Centers  
➤ Served as project manager for national and international information security projects

**Oregon Department of Human Services and Oregon Health Authority 01/2004 – 11/2011**

**Chief Information Security Officer**

➤ Provided privacy and information security leadership to Department of Human Services and Oregon Health Authority business units and IT programs  
➤ Managed security resources assigned to the MMIS replacement project, reviewed architectural and procedural proposals to validate functionality and compliance  
➤ Managed security resources assigned to the pharmacy replacement system for the State hospital, reviewed architectural and procedural proposals to validate functionality and compliance  
➤ Developed System Security Plans, Security Assessment Plans, and Risk Assessment Plans  
➤ Coordinated with agencies to maintain data sharing agreements and security and privacy controls  
➤ Established an application, workstation, and network vulnerability program  
➤ Conducted information security assessment of system designs and implementation

**Intermountain Health Care (IHC) 07/1996 – 12/2003**

**Security Administrator – Senior Programmer/Analyst**

➤ Provided project management for the Information Systems Security Administration team  
    ✓ Oversaw security operations and documented and assessed business security systems  
    ✓ Provided detailed analysis to management regarding requirements of the HIPAA Security Rule  
➤ Designed, documented, and implemented business systems for various health plan business areas



**Kyle Miller – IV&V Technical Analyst/Architect**

**First Health**

**10/1995 – 06/1996**

**Programmer/Analyst II**

- Established strategic vision, provided project management, and implemented business systems
- Designed, coded, and documented LINCII ISPECs and reports for health claims processing system

**UPP Business Systems**

**12/1994 – 09/1995**

**Consultant**

- Designed, coded, and documented LINCII ISPECs and reports for health claims processing system
- Implemented development standards for the First Health ACT3 health claim processing system

**Other Experience**

**09/1983 – 12/1994**

- **Senior Architect (vendor)** - Government of Puerto Rico: System design and operations, application design and development of property tax system
- **Application Developer** - Tillamook County: System design, development, and operations
- **Application Developer** – City of Chandler, Arizona: System design, development, and operations
- **Application Developer** – Credit Data Southwest: System design, development, and operations
- **Military Intelligence** – US Army, Field Station Berlin: System design, development, and operations

**Education and Certifications**

Associate of Arts, Specialized Curriculum in Business, University of Maryland (1986)

Project Management Professional (PMP), Project Management Institute (2018)

Healthcare Information Security Privacy Practitioner (HCISPP) International Information Security Systems Security Certification Consortium (2018)

Certified Cloud Security Professional (CCSP), International Information Security Systems Security Certification Consortium (2017)

Entry Certificate in Business Analysis (ECBA), International Institute of Business Analysis (2017)

Certified Information Systems Security Professional (CISSP), International Information Systems Security Certification Consortium (2003)

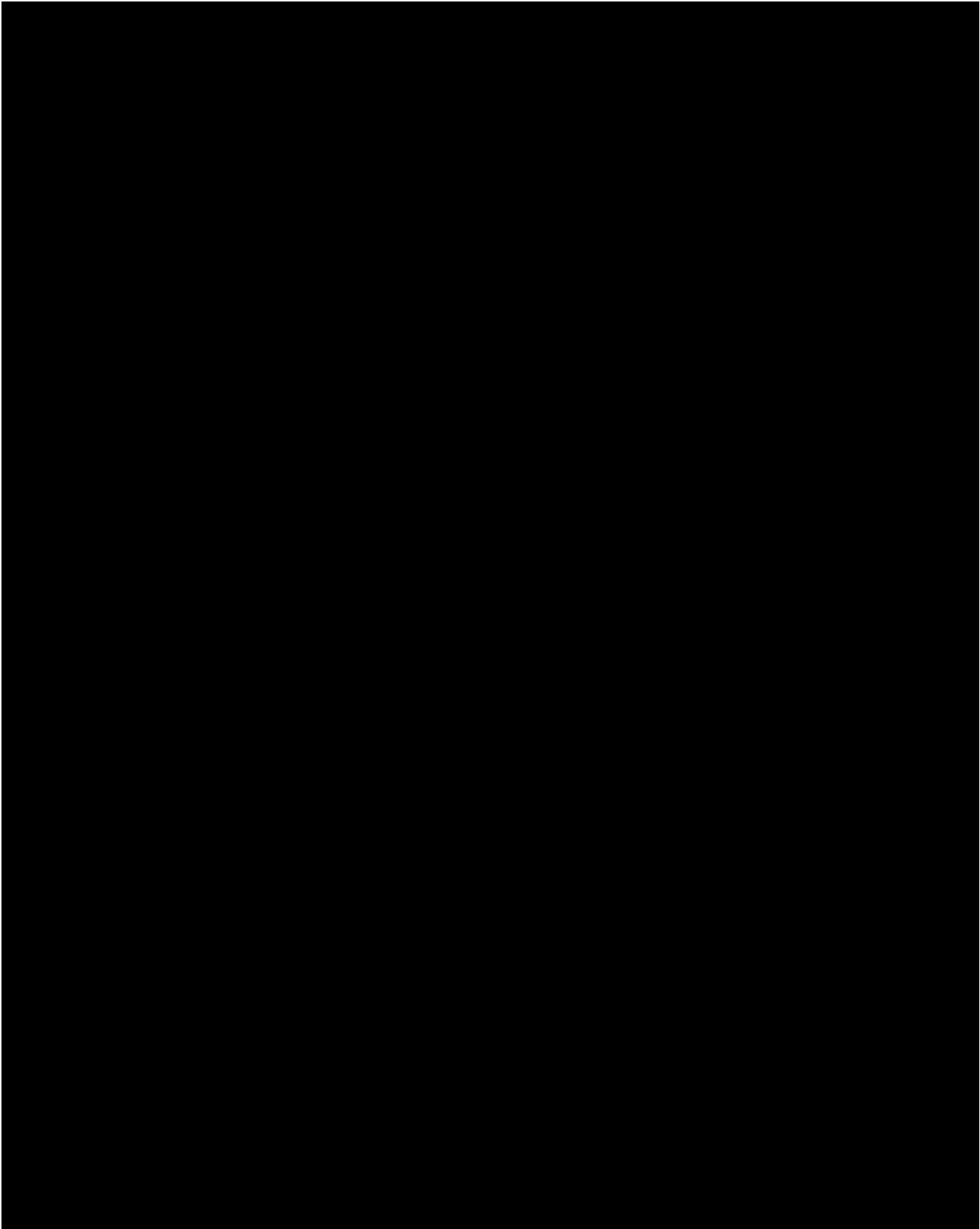
Top Secret Clearance, SCI eligibility, U.S. Army (1983)

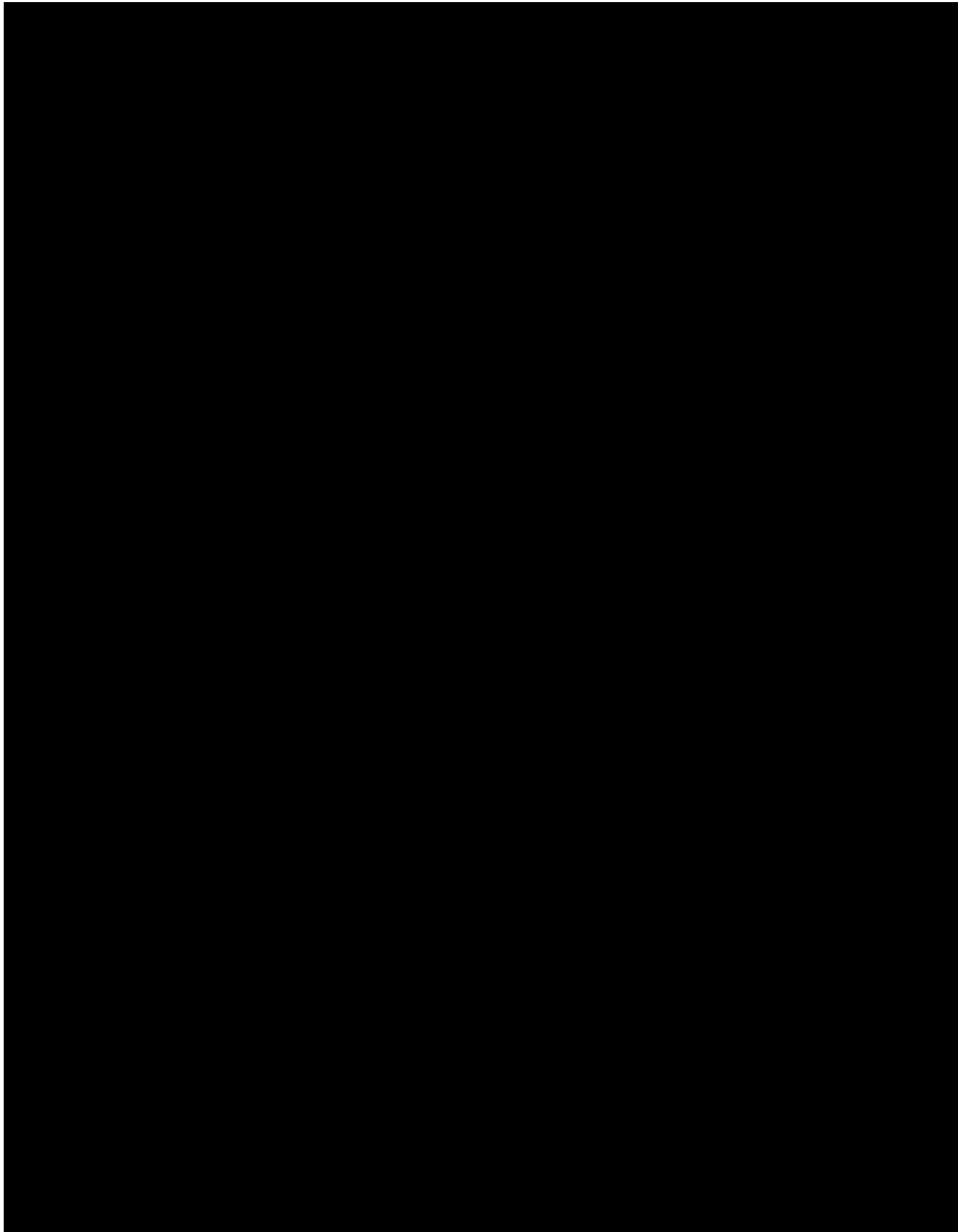
**Relevant Skills**

- **Collaboration and Content/Knowledge Management:** SharePoint
- **Database and Data Analytics:** SQL
- **Languages and Frameworks:** COBOL, HTML, Java, XML
- **Modeling and Design:** Use Cases
- **Operating Systems:** AIX, Linux, Windows
- **Project Management and Scheduling:** Microsoft Project
- **Testing and Quality Management:** manual and automated test execution, test case development, test plan development, User Acceptance Testing
- **Cloud and other Platforms:** (General knowledge) - Amazon Web Services, Microsoft Azure



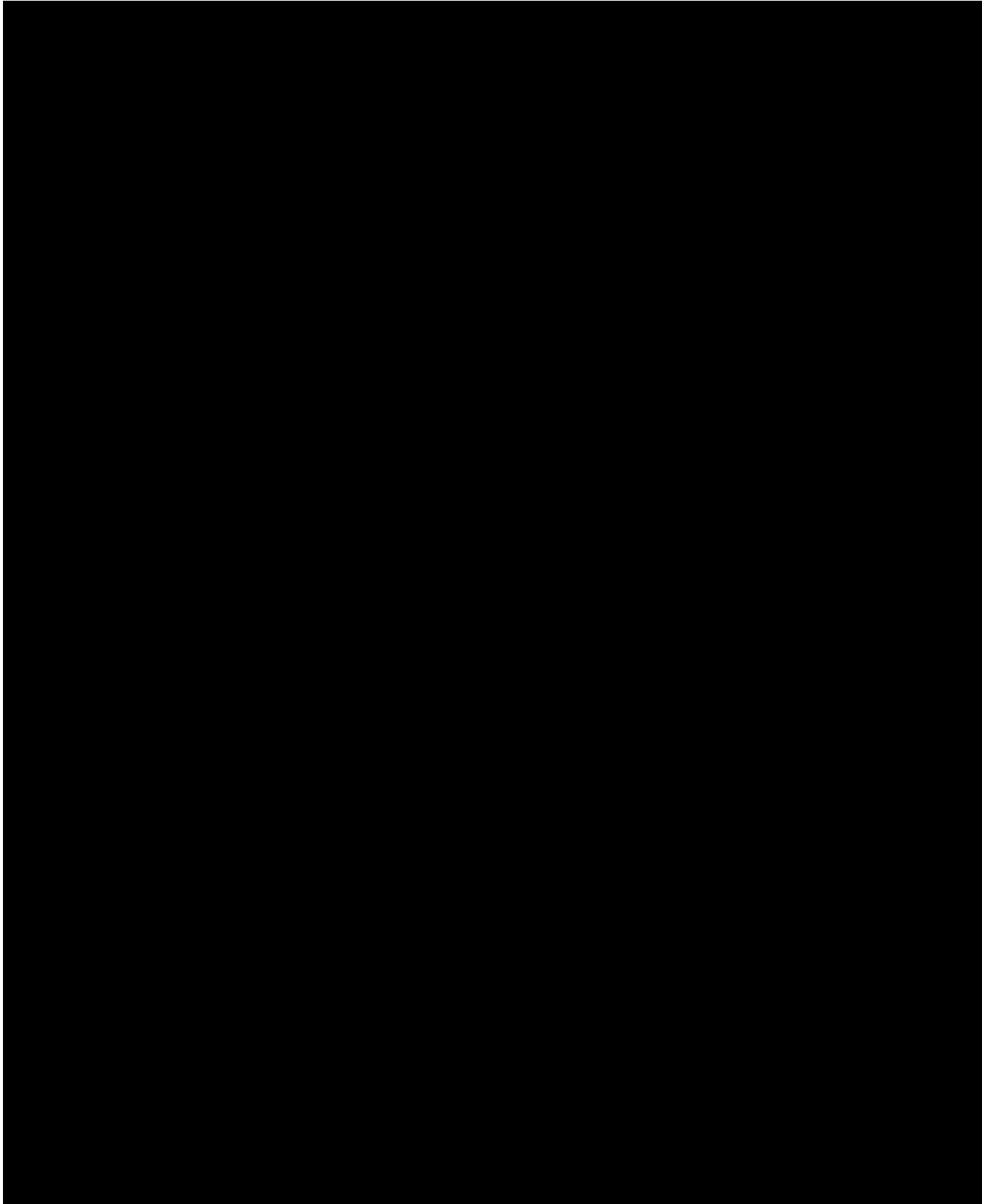
## EXHIBIT 5: EXAMPLE IV&V PROJECT SCHEDULE





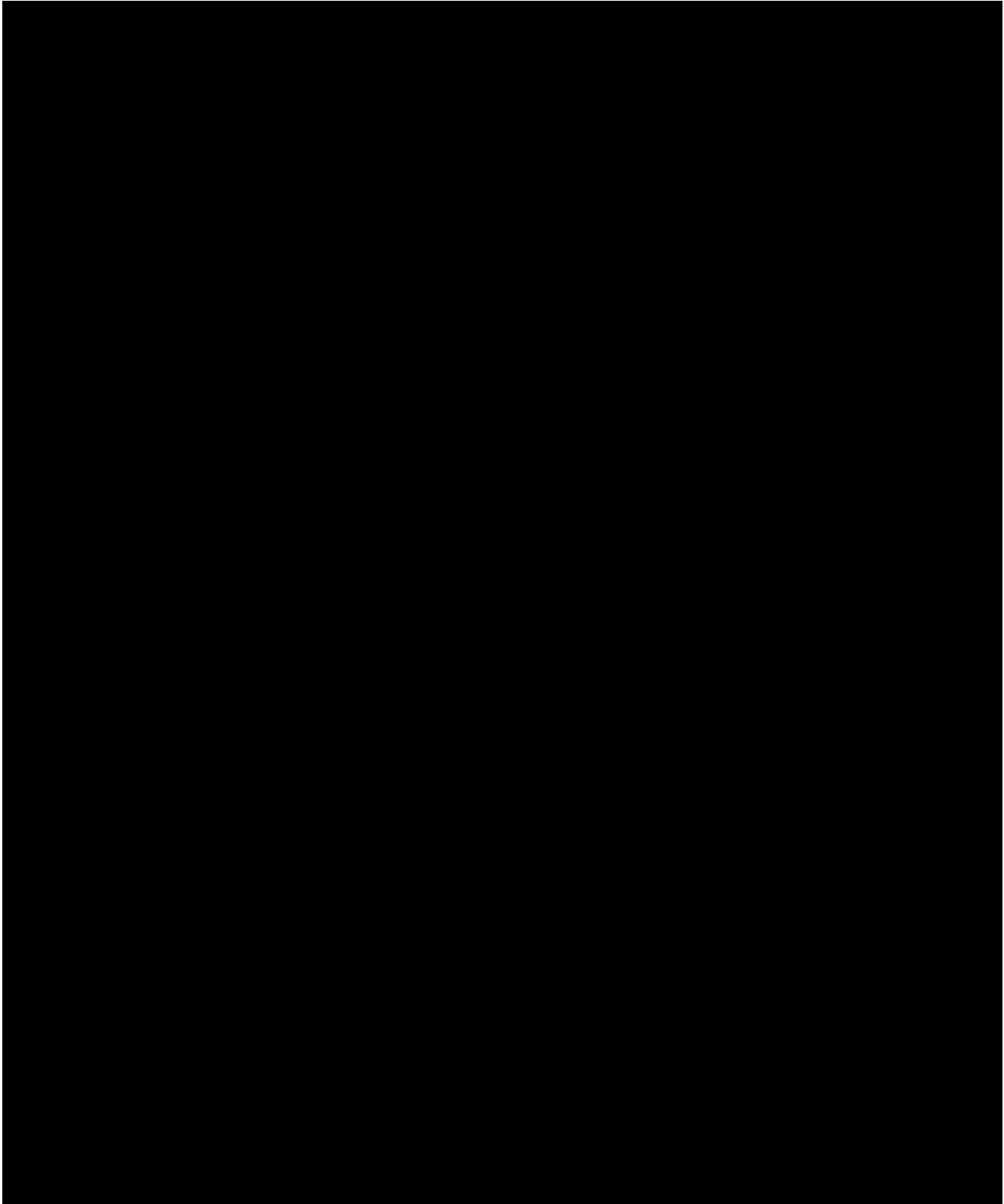


## EXHIBIT 6: EXAMPLE PRIVACY AND SECURITY PLAN



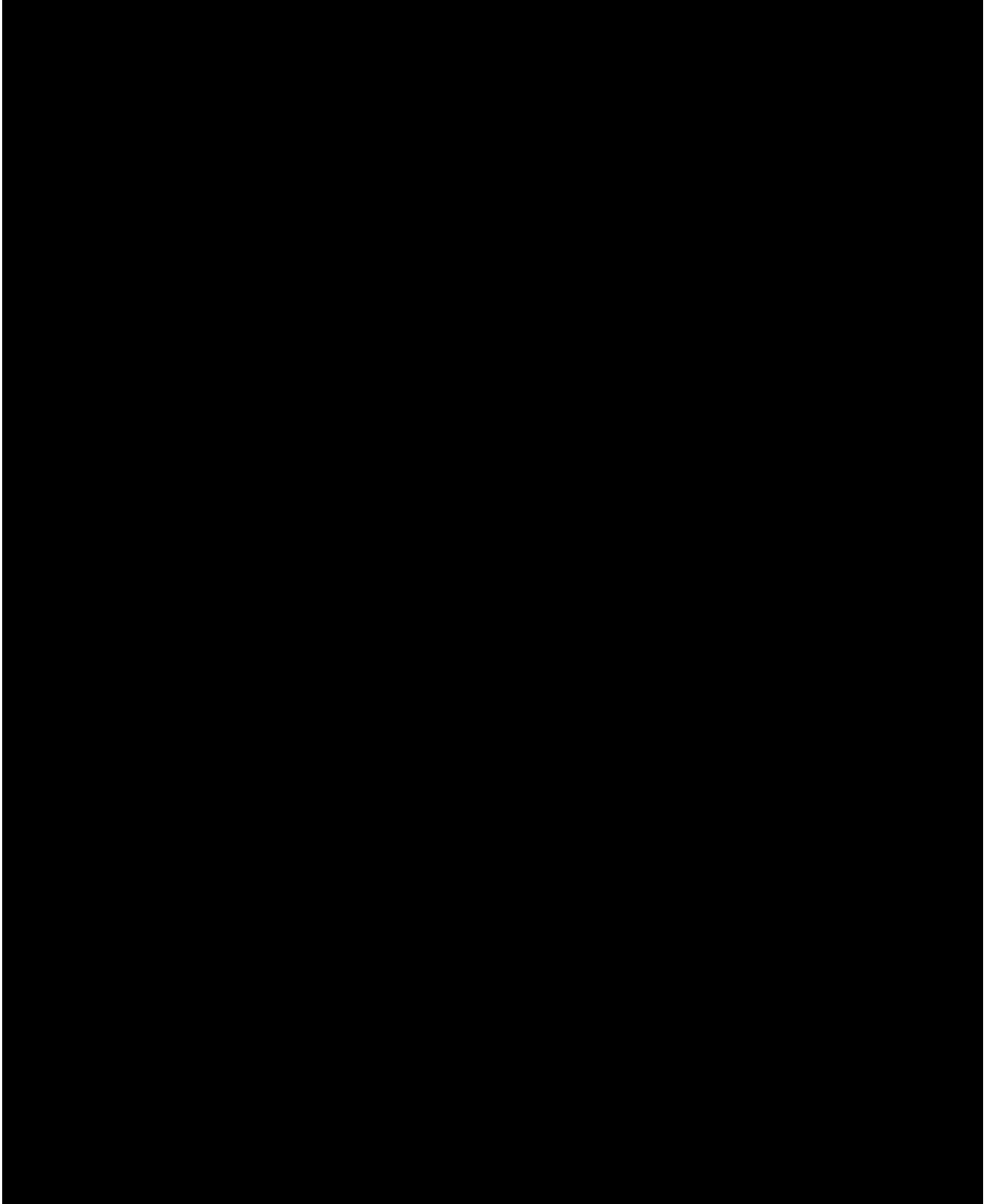


## EXHIBIT 7: EXAMPLE BI-WEEKLY STATUS TEMPLATE



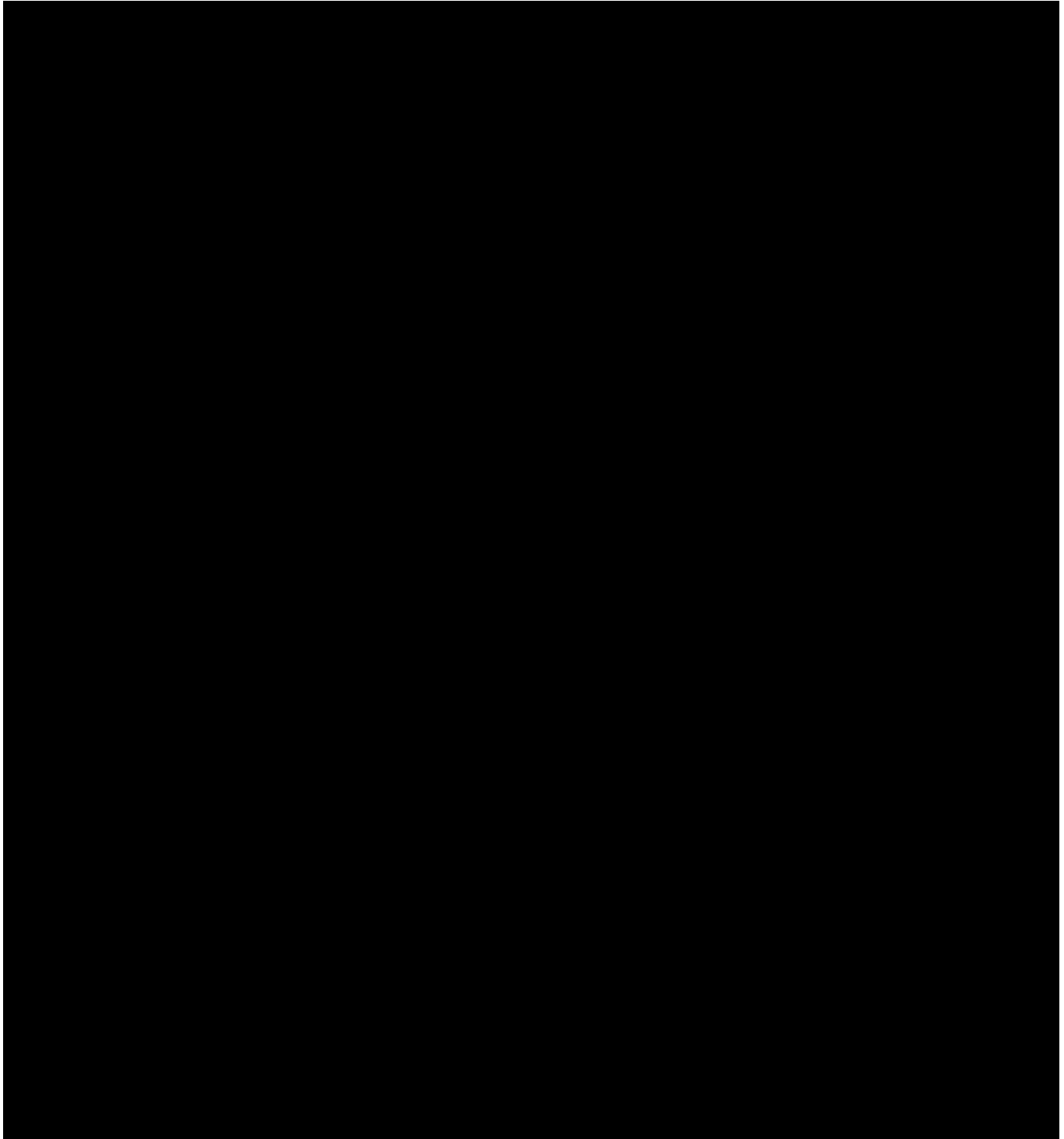


# EXHIBIT 8: EXAMPLE IV&V BI-WEEKLY STATUS REPORT

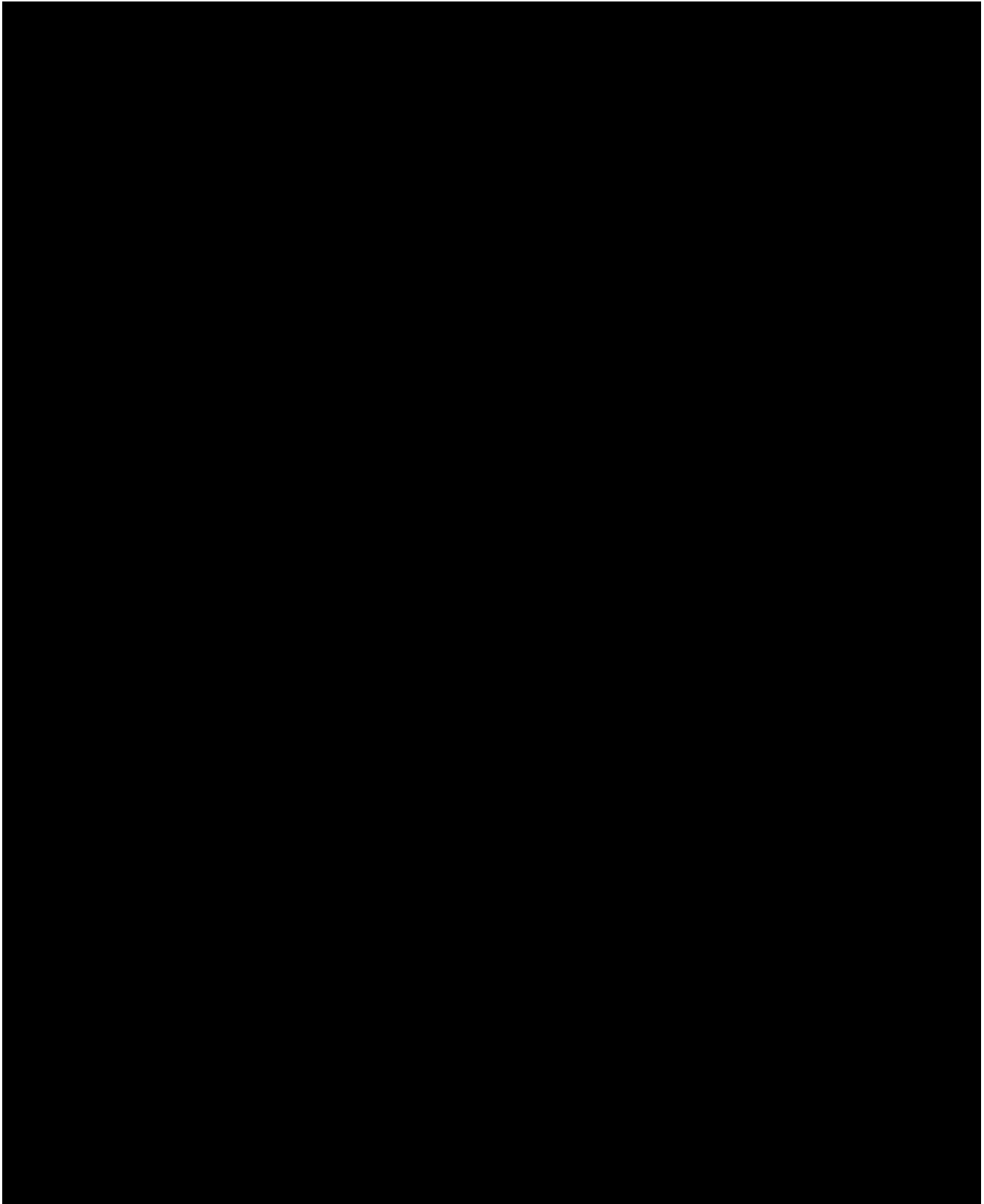




## EXHIBIT 9: EXAMPLE IV&V MONTHLY INDEPENDENT ASSESSMENT







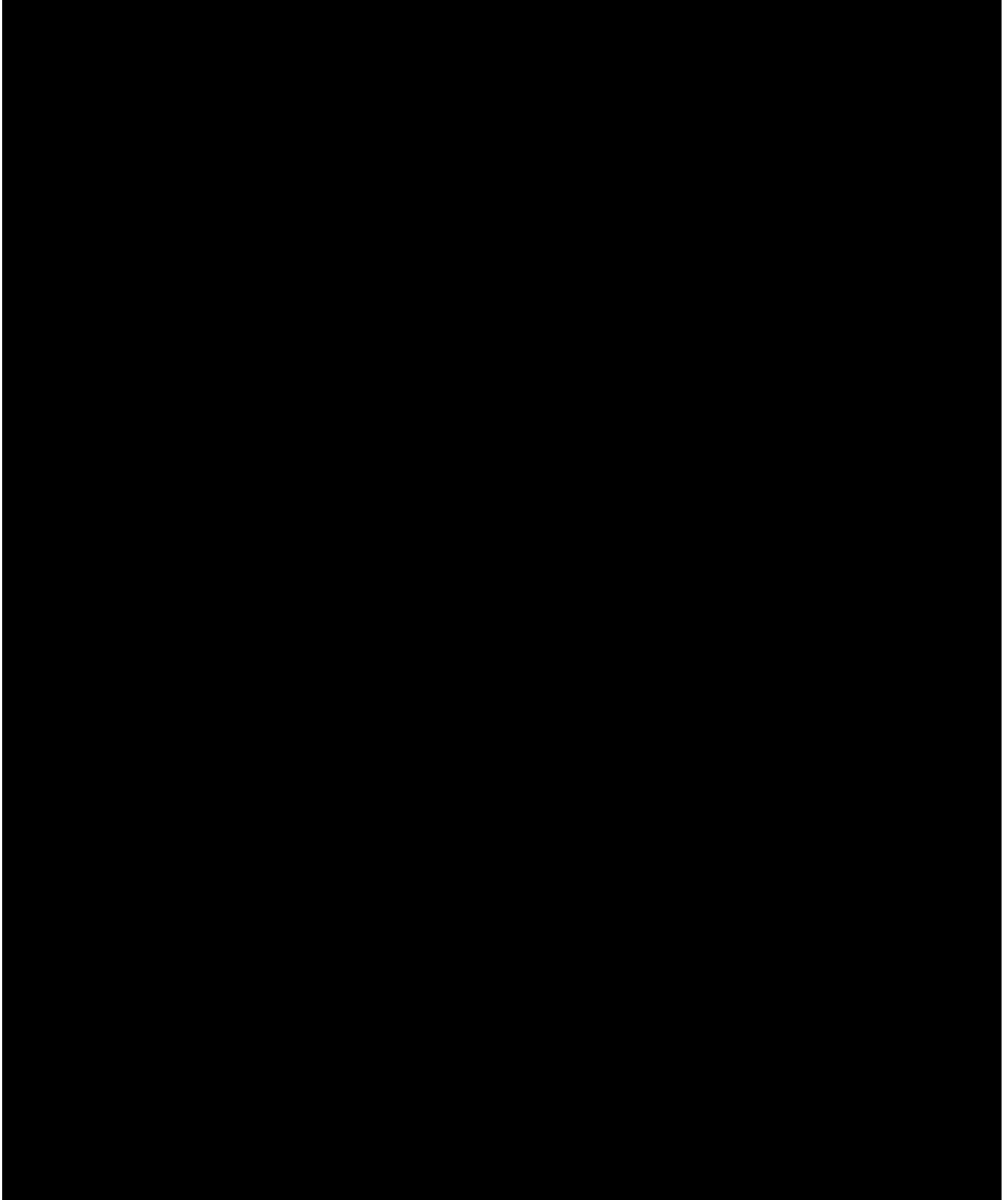


## EXHIBIT 10: EXAMPLE DELIVERABLE REVIEW FINDINGS AND ISSUE ASSESSMENT





## EXHIBIT 11: EXAMPLE READINESS REVIEW PLAN





## EXHIBIT 12: EXAMPLE OPERATION AND SYSTEM READINESS REVIEW REPORT

