CREATIVE INFORMATION TECHNOLOGY, INC.

Comprehensive Child Welfare Information System (CCWIS)

Business Proposal

Bid No. 710-21-0048

Presented to

State of Arkansas,

Department of Human Services
Office of Procurement

Submitted by

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Original

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2. BUSINESS PROPOSAL

Creative Information Technology, Inc. (CITI) is honored to present the Government of The State of Arkansas with this proposal to implement an enhanced Comprehensive Child Welfare Information System (CCWIS) and as a replacement to the current legacy system. For delivering this program, CITI has partnered with Public Consulting Group (PCG) and Conduent Inc. and will henceforth be referred throughout the document as Team CITI. Together, we bring **95 years** of experience in Health and Human Services to deliver the requirements to support the Arkansas CCWIS mission. The following describes a brief overview of our key experiences.

CITI, established in 1996, is an innovative company with products implemented in over 15 US states. Our commercial-off-the-shelf (COTS) solution, Unify for CCWIS is built on modern technology with the help of and for child welfare professionals. The experience and knowledge of our HHS experts, the latest technologies, and our innovative HHS products will provide the State with an accelerated path to a modernized CCWIS through the deployment of Unify.	Nationally, PCG has been a leader in statewide child welfare IT systems planning. PCG has been contracted by nearly every state child welfare agency, including working with child welfare agencies in 40 states in just the last five years. They have worked on CCWIS planning, oversight, management, and implementation in Arizona, California, Colorado, Florida, Kansas, Illinois, Virginia, Minnesota, Pennsylvania, Washington, West Virginia, and Washington, DC.	Conduent delivers mission-critical services and solutions on behalf of businesses and governments. For the past four decades, and with customers in all 50 states, they have focused on providing systems and services that support child welfare, health and human services (HHS), case management systems, workforce development, and other state government services projects.

Table 2 -1 CITI and its teaming partner information

2.1 Adherence to Federal Requirements (RFP Section 2.13 and 2.14)

1. **Please confirm your acceptance of ACF's software licensing requirements listed in RFP Section 2.13.**

Team CITI accepts ACF's software licensing requirements listed in RFP Section 2.13.

2. **Please confirm your ability to adhere to all applicable federal requirements listed in RFP Section 2.14.**

Team CITI confirms our ability to adhere to all applicable federal requirements listed in RFP Section 2.14. Team CITI understands and agrees to comply with the State and Federal laws, regulations, and requirements, of child welfare and childcare, including the Child Care and Development Fund (CCDF) and Administration for Children and Families (ACF) (ACF 700, ACF800, ACF 801) reporting requirements.

Unify, our flagship Child Welfare solution, directly incorporates federal CCWIS requirements for usability, federal and agency data and reporting, data quality, automated eligibility, and CCWIS design requirements.

We streamline your implementation and support compliance with the ACF. The ACF approved Unify as a COTS solution for the State of Louisiana Department of Children and Family Services (LADCFS) where we are currently implementing the LA DCFS CCWIS.

During this Implementation, the **"Intake and Investigation module"** has been approved by the State key stakeholders and is Production ready. This includes completion of UAT and Data migration.

The following graphic provides a mapping of CCWIS requirements with Unify's features, functionality, and design. The information in this graphic will form the foundation for the initial Arkansas DCFS CCWIS Compliance Plan (RFP Section 2.5.1.5). After this, we have provided specific information for the Arkansas deployment to provide an effective and comprehensive roadmap to achieving CCWIS compliance in Arkansas.

Figure 2.1.2-1 Adherence of Unify Modules to Federal and CCWIS requirements

The table below provides additional information regarding how Unify addresses CCWIS compliance.

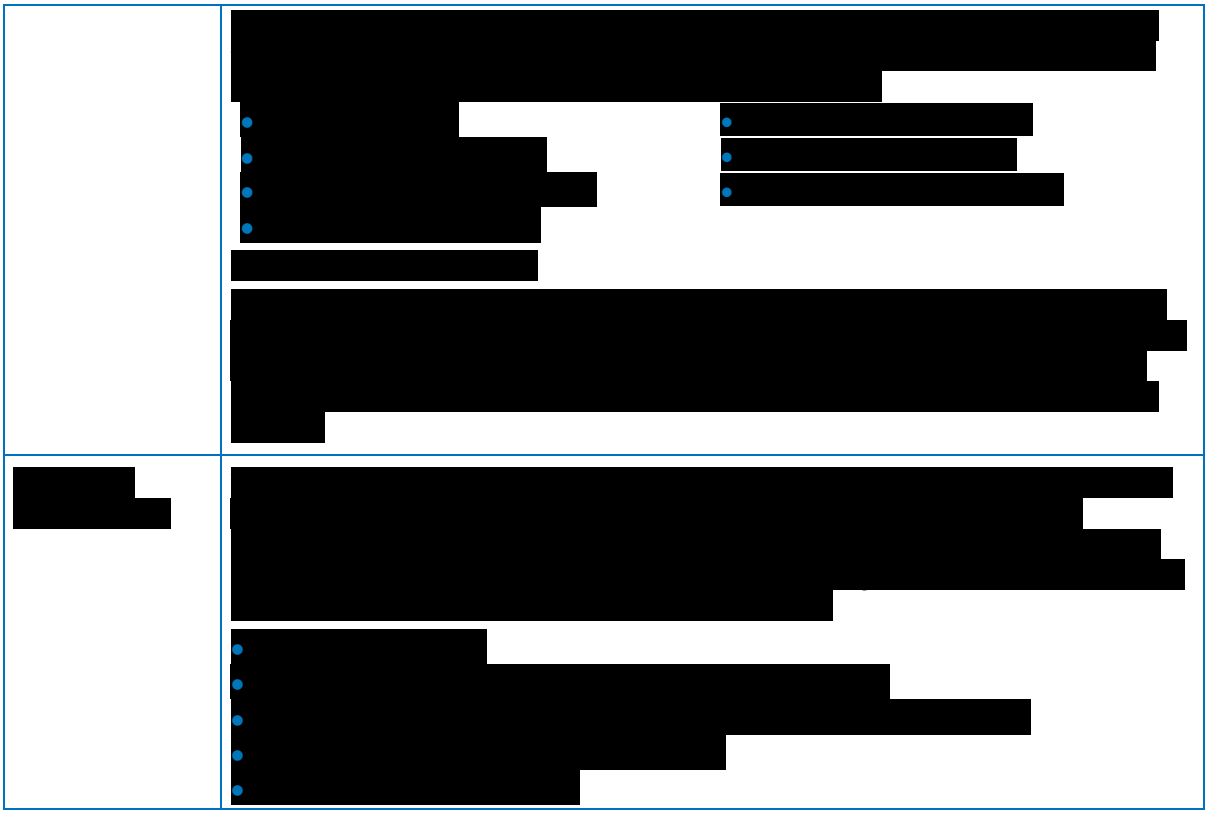


Table 2.1.2-1 Unify Design and CCWIS Compliance that provides Modularity, Interoperability, Data Quality, and Usability

The table and graphic above demonstrate and confirm that Team CITI will fully adhere to all federal requirements. As such, the State of Arkansas and DCFS gain a modernized CCWIS and "Future System" that is compliant with the CCWIS final rule requirements.

2.2 Minimum Qualifications (RFP Section 2.2.12)

1. **Please explain how you meet all of the Minimum Qualifications set forth in RFP Section 2.2.12. Specifically address each, by number. To the extent that a Subcontractor is the means by which a Respondent meets a Minimum Qualification, please identify this.**

RFP Requirement 2.2.12.1: Financial Stability
Team CITI's 25 years of success and corporate stewardship drive our continued success in the future. We are financially sound as we manage our cash flow guided by our core values of technical innovation and maintain a profit level that is deemed appropriate by the founders, banks, and external auditors. Our financial stability can be attested by Exhibit 1 - Dunn and Bradstreet report and Exhibit 2 – Audited Financial Statements submitted herewith.
RFP Requirement 2.2.12.2: Experience in Child Welfare:
Our child welfare Subject Matter Experts (SMEs) have decades of front-line experience in child welfare, having managed teams of social workers, be responsible for making critical child safety decisions, and having experience with a multitude of outdated monolithic systems which impeded caseworkers in service delivery.

Team CITI has experience in delivering modernized CCWIS capabilities to the State of Louisiana, building a juvenile justice information system in the state of Maryland, maintaining a SACWIS system for the state of Michigan, and State of Maryland (CHESSIE), delivering and operating an enterprise childcare management solution in Fairfax County, Virginia, and providing healthcare case and legacy data management for **18 hospital systems** located across the country.

Team CITI proposed Project Manager - Kathryn Wilkerson has 3 decades of Health and Human Services experience. In that, **21+ years** of experience serving **Arkansas Department of Human Service,** DFA/Office of Child Support Enforcement and Employment Security Division.

Team CITI proposed **Engagement Director** Patrick O' Malley has 35+ years of hands-on experience extensive knowledge of many programs including Child Welfare, Child Support, Health Benefit Exchange, Electronic Visit Verification to name a few. He will serve as the primary point of contact.

Unify Subject Matter Expert (SME): Rachael spent 21+ years in public child welfare serving Illinois kids and families. co-authored Illinois child welfare legislation and practice procedures. Rachael was a lead SME on the Illinois SACWIS (ICWIS) and served as the product owner of case management systems.

As described in Section 2.3, Team CITI has significant experience in the design, development, implementation, and support of health and human services information systems, including child welfare, with well over 500 users. For example, we have implemented solutions supporting large user bases such as the Montgomery eICM with 1800+ users, the Michigan MiSACWIS implementation with 8000+ users, implementing the Maryland Children's Electronic Social Services Information Exchange (CHESSIE - the Maryland SACWIS system) with 6000+ users.

Our key personnel and SMEs assigned to this project also bring over 120+ combined years of health and human services and child welfare experience and expertise to the State of Arkansas. Team CITI has completed myriad system implementations across the country for the state, local, and commercial clients. We have detailed our Child Welfare Client history in Attachment N that is submitted along with this proposal response.

RFP Requirement 2.2.12.3: Experience in System Transition

Team CITI's thoughtful and deliberate approach reduces the impact of system transition and disruption of services solution during the project, at go-live, and post-production. We carry out a disciplined approach to creating and implementing an agency-specific solution with minimal disruption. A Transition Phase is incorporated into the Project Management Plan, which supports the delivery of organizational change, testing, training, pre-implementation planning, and readiness assurance.

As an example, we successfully transitioned Fairfax County to a new implementation of the EBMS *(now Empower)* platform as the Fairfax County Child Care Management solution in 2013. Team CITI has continued to support this customer in integrating and converting other legacy systems and data since the implementation. Team CITI's system transition experience is further demonstrated in Section 2.9 as well as the examples previously listed and those provided in the sections below.

RFP Requirement 2.2.12.4 Proposed Solution (or Component Thereof) in Use in Child Welfare

[redacted]

RFP Requirement 2.2.12.5 Experience Producing Federal Reports

Federal reporting is currently facilitated through our solutions to Maryland, Michigan, Fairfax County, and Montgomery County. This experience includes expertise in the Adoption and Foster Care Analysis Reporting System (AFCARS), the National Child Abuse and Neglect Data System (NCANDS), and the National Youth in Transition Database (NYTD). Team CITI's SMEs will provide Arkansas with the ability to efficiently operationalize the modernized CCWIS and use it for report automation and cost savings through accurate data collection and reporting.

Unify provides a powerful reporting system where users can view reports in the tool as well as extract them in multiple formats. The tool also provides users with ad-hoc reporting capabilities where users can select various parameters and criteria using standard reporting tools and build a custom report. Our reporting standards comply with HIPAA, FERPA, and IDEA standards.

The Unify dashboard can also use the EMPOWER Data Insights solution for federal reporting that is compliant with several federal and state reporting requirements. It has ready templates for use. It is compliant with the ACF reporting requirements (ACF 700, ACF 800, ACF 801) as well as the AFCARS, NCANDS, NYTD, and IV-E process and reporting requirements.

RFP Requirement 2.2.12.6 Experience with Mobility

[redacted]

RFP Requirement 2.2.12.7: Experience with Privacy

CITI has implemented systems and managed data in compliance with privacy and confidentiality requirements for the Department of Homeland Security, Department of State, Department of Defense, and NATO. Similarly, CITI has deployed healthcare solutions to hospital systems across the country requiring strict adherence to privacy and security of healthcare data governed by HIPAA. Team CITI has implemented health and human services and child welfare cloud projects supporting compliance with federal and state privacy and HIPAA regulations.

Also, our experience with these customers has required compliance with privacy, confidentiality mandated by Federal Information Security Management Act (FISMA), FBI Criminal Justice

Information Systems security requirements, and the highest level of privacy, data protection, and security demanded by our federal clients. CITI, is ISO 27001 certified, demonstrating its compliance with and adherence to privacy controls and concerns. CITI's technical, administrative, physical, and logical controls fully cover all HIPAA (including privacy and confidentiality) requirements and all applicable NIST 800-53 privacy requirements. The HIPAA compliance is reviewed annually by one of two outside organizations. CITI has remained compliant for over 10 years.

Table 2.2.1.1: Team CITI Meets the Minimum Qualifications Listed in the RFP

2.3 Company Information and Experience

CITI Overview

For twenty-five years, CITI has been empowering governments to improve the lives of citizens they serve through innovative, reliable, and secure technology solutions for health and human services case management, including, statewide child welfare information systems (SACWIS), and a modernized comprehensive child welfare information system (CCWIS), and Medicaid management information systems. We have implemented our products in over 15 US states, involving integrations, bi-directional data exchanges, mission-critical business functionality, and the secure management of highly confidential data.

CITI's experience spans the full design, development, implementation, and support life cycles, including complex system transitions from legacy technology and the conversion of data to modern solutions. Team CITI's extensive experience includes the establishment, maintenance, and operations of critical high-performing, reliable, and resilient infrastructure, including- the implementation of cloud solutions. As Prime contractor, Creative Information Technology, Inc. (CITI), leads a team of experienced and innovative partners ready to deliver the Arkansas Comprehensive Child Welfare Information System (CCWIS).

The Experience – Team CITI (**combining CITI with Conduent and the Public Consulting Group**) brings decades of experience in large health and human services systems, including child welfare solutions across multiple states. Our team has delivered enterprise solutions, accelerated cloud adoption, achieved smooth system and data transitions, and organized and facilitated positive change for states and other large jurisdictions and organizations across the country.

The Reliability – Our partner, **Public Consulting Group**, has served **Arkansas for 20 years, as the Quality Assurance Unit for Arkansas' Division of Children and Family Services (DCFS).** Our collective team has earned a reputation for delivering enterprise projects in a timely and cost-efficient manner including project management, Agile delivery, quality, technology implementation, and enterprise architecture alignment including hybrid cloud and mobility, security and privacy, solution transition including organizational change management and full compliance with federal guidance, regulations, and reporting.

The Outcomes –Team CITI will enable Arkansas to achieve full federal CCWIS compliance, effectively address all priorities of the Arkansas DCFS practice model and Arkansas Child and Family Services Plan, reach the critical technology objectives of the State, improve the efficiency, accuracy, and mobility of the DCFS workforce, and enable you to rapidly respond and adapt to changes in the child welfare and health care industry.

Team CITI – To deliver optimal value to the State of Arkansas, prime contractor CITI has partnered with the right companies with the right skills and proven experience to deliver the Arkansas CCWIS project in an effective, accelerated, secure, and fully compliant manner.

1. **Describe your company and all subcontractors and their roles on this Project. Please explain why you would be a stable and dependable Contractor for the State. Please confirm whether your subcontractors have, or do not have, signed agreements or letters of intent. Please explain the role of each subcontractor and the anticipated extent of their involvement.**

Team CITI's collective extensive health and human services (HHS) footprint extends throughout the United States. The design, development, implementation, operations, and maintenance of HHS systems includes replacing monolithic legacy systems with modern technology in support of child welfare, childcare, child support, Medicaid management, HHS eligibility, health insurance, and hospital data archival solutions in thirty-six states. These projects involved the migration of data into new systems, complex interfaces and data exchanges, and federal reporting and IV-E eligibility determinations. Figure 2.3.1-1 provides an overall view of our experience across the United States.

Team CITI brings dedicated staff with decades of experience in child welfare and technology, ranging from former child welfare professionals to our technology specialists who have led and built the nation's largest, most effective HHS solutions. Our expertise includes a deep knowledge of the challenges of SACWIS and the federal requirements of CCWIS. Our project management, security, quality assurance, and business analysis bring both government and commercial experience to be the State's partner in achieving the vision, goals, and objectives of the Division of Children and Family Services (DCFS) as clearly defined in the Arkansas Children and Family Services Plan, the Five-Year Title IV-E Prevention Plan, and Arkansas' 'Family First' priority.

CREATIVE INFORMATION TECHNOLOGY, INC. (CITI)

Project Role(s): Prime Contractor with full responsibility for project and solution delivery, hosting, maintenance, and operations. CITI, the prime contractor, proposes their state-of-the-art comprehensive child welfare information COTS solution Unify™ for the State of Arkansas CCWIS implementation.

Corporate Overview: Over the last 25 years, CITI has been recognized for its dedication to customer service and commitment to innovation by many of the departments and agencies we have served in the government and commercial sectors. We have also been featured by Washington Technology magazine and received the ACT/IAC award for Product Innovation.

As a CMMI-Dev Maturity Level 4, ISO 9001:2015, ISO 20000-1:2011, and ISO 27001:2013 certified company, CITI has established and independently certified business practices that promote the quality delivery of our products.

Why CITI: CITI is bringing decades of Health and Human Service (HHS) case management experience with specific expertise in child welfare. CITI has completed product implementations in over **15 states**, involving significant integrations and bi-directional data exchanges, mission-critical business functionality, and the secure and compliant management of highly confidential data. It is this experience, key technologies, and products, that CITI will provide Arkansas and accelerate the path to a modernized CCWIS through the deployment of Unify. CITI's core lines of business include government HHS products and solutions; state and local staffing services; healthcare IT solutions and services; identity, credentialing, and access management solutions and services; cloud and mobile computing; big data analytics; and business intelligence. CITI's commercial-off-the-shelf (COTS) suite of child welfare products includes our Unify solution, which is delivered with the capabilities to address all the requirements of the State of Arkansas for a comprehensive child welfare information system. Our successful track record includes but is not limited to the following:

- Successfully providing the full lifecycle of design, development, and implementation services for the **Michigan child welfare system (MISACWIS)** for approximately four years.
- CITI is also in partnership with the state of **Louisiana Department of Children and Family Services (DCFS)** to deliver Unify as the **LADCFS CCWIS** solution replacing all the State's child welfare legacy systems "as well as Salesforce-based Intake and Investigations modules. CITI has supported the state in their shift to replace legacy systems and their commercial platform-based Intake and Investigations modules, which are accepted by the state for production. With 4 modules ready for release, we have 2 more modules in the development stage. Once fully implemented, Unify will provide LADCFS staff with a full lifecycle case management solution from intake to post permanency.
- Our work in **Fairfax County**, Virginia (population 1.15 million) over the last eight years has resulted in the establishment of a highly automated childcare management ecosystem using our Empower platform and our childcare management COTS product, Arise. For the **District of Columbia (DC), Department of Early Learning (DEL)**, and the **State of Utah**, CITI is implementing our child care system Arise using our Empower platform. Both these systems will be on the Azure cloud.
- The experience and knowledge of our HHS experts, the latest technologies, and our innovative HHS products will provide DCFS with an accelerated path to a modernized CCWIS through the deployment of Unify. CITI flagship solutions include CITI's commercial-off-the-shelf (COTS) suite of health and human services solutions.

Unify – Comprehensive Child Welfare Information System: Unify is the COTS child welfare case management system offering full child welfare case life-cycle and all permanency pathways management allowing for a 360° view of the child and family in the context of community and environment.

Empower - Empower is the CITI enterprise-level case and client management information platform. Empower hosts an entire portfolio of completely modular and easily configurable solutions designed to meet the unique business needs of HHS social service programs.

Arise - This is CITI's Child Care Management System and engineered to drive improvements in childcare outcomes through the establishment of a fully integrated childcare subsidies digital ecosystem.

Our proposed resources for the Arkansas CCWIS project bring a combined HHS experience of over 250 years as evident in their profiles shared in Section 2.8 Project Staffing (RFP Section 2.7) and in their resumes that are shared as Exhibit 8.

CITI's Commitment to Health and Human Services

CITI – For optimum delivery of value to the State of Arkansas, prime contractor CITI has partnered with the right companies with the right skills and proven experience to deliver the Arkansas DCFS CCWIS project in an effective, accelerated, secure, and fully compliant manner. Team CITI is comprised of the following companies, all with a proven record of outcome-driven delivery of projects of similar size and scope to government clients at the federal, state, and local levels. Each partner is described below, including the identification and description of the project role(s) followed by a corporate overview of each company. Arkansas can have full confidence in the stability, dependability, and effectiveness of Team CITI.

SUBCONTRACTOR OVERVIEW

Signed Letter of Intent.

We hereby confirm that we have signed a letter of intent from our sub-contractors – **PCG** and **Conduent**, whom we plan to utilize for this project upon award.

Public Consulting Group

Project Role (s): Organizational Change Management (OCM), And Child Welfare Subject Matter Expertise

PCG will be a highly dependable and stable subcontractor as evidenced by its almost 30-year history serving state child welfare agencies, including supporting over a dozen states on their CCWIS/SACWIS projects in a variety of roles Below is a brief description of PCG and a description of its history with CCWIS/SACWIS:

Founded in 1986 and headquartered in Boston, Massachusetts, PCG has over 3,000 professionals in more than 60 offices worldwide. PCG is the market leader in providing child welfare consulting and CCWIS services to state and local governments. They have worked with child welfare agencies across the country to achieve clients' desired outcomes operationally, programmatically, fiscally, and technically.

Comprehensive Child Welfare Information System (CCWIS) Experience

Nationally, PCG has been a leader in statewide child welfare IT systems planning. PCG supports nearly every state child welfare agency, including working with child welfare

agencies in **40** states in just the last five years. PCG has worked on CCWIS planning, oversight, management, and implementation in Arizona, California, Colorado, Florida, Kansas, Illinois, Virginia, Minnesota, Pennsylvania, Washington, West Virginia, and Washington, DC.

For 20 years, **PCG's evaluation team served as the Quality Assurance Unit for Arkansas' Division of Children and Family Services (DCFS).** The unit was responsible for producing regularly scheduled and *ad hoc* reports for both internal and external consumption. They also conducted special studies, including analyses of foster care caseloads, evaluations of foster care re-entry and recurrence of child maltreatment, workload analyses, and estimates of the impact of welfare reform on child welfare caseloads. Much of the data came from the state's SACWIS.

PCG has also supported CCWIS/SACWIS implementation projects. They are currently providing implementation services to the West Virginia Department of Health and Human Resources for its CCWIS implementation via a subcontract with Optum. Their responsibilities include project management, requirements collection, testing, federal regulatory compliance, Organizational Change Management, and training services.

In 2015, Arizona selected PCG as their planning and feasibility study vendor. In June of 2016, ACF published the final rule on CCWIS. Due to the timing, Arizona became the first state working towards the implementation of a CCWIS, which went live this year. As Arizona moved from CCWIS planning into CCWIS design, development, and implementation, PCG established and maintained a PMO, provided Organizational Change Management support, and policy and practice review for a CCWIS platform implementation. With PMG's expertise and experience, Arizona successfully launched its mobility solution in 2018 and went live with its new CCWIS platform solution in 2021.

Conduent, Inc.

Project Role(s): Planning, Security, Organizational Change Management, and Training.

As one of the world's largest digital interaction companies, Conduent is improving the way government agencies interact with their citizens while reducing the burden on casework staff. Conduent's core focus is supporting Arkansas's ability to improve the lives of children and families, through effective technology and efficient operations. Conduent understands that the State is working to improve Child Welfare performance and child outcomes by making critical business improvements to the current service delivery model using technology advancements that will support the safety, permanency, health, and well-being of the children and families served. Conduent is an experienced partner that can help you achieve success.

Conduent has developed extensive experience in tailoring state-of-the-art solutions for a broad range of government program areas including the integration of new functionality and support, implementation, and maintenance of SACWIS in Montgomery County and the states of Michigan and Maryland. For the past four decades, and with customers in all fifty states, Conduent has focused on providing systems and services that support child welfare, health and human services (HHS), case management systems, workforce development, and other state government services projects**.**

Conduent has consistently provided IT solutions that integrate with industry best practices and state-of-the-art technologies, especially in the areas of child welfare, child support, eligibility, and enrollment, and government healthcare.

In addition to bringing enterprise technology delivery experience to Team CITI, Conduent will focus on the key areas of Organizational Change Management and Training.

2. Describe your experience on similar projects for similar clients. In particular, please describe your child welfare systems experience. Please demonstrate your experience in leading the design, implementation, and support of large human services information systems in a timely and cost-efficient manner.

a) Describe three large human services DDI projects completed or substantially completed of similar size, scope and complexity to the Project identified in this RFP within the last 5 years.

[redacted]

[redacted]

[redacted]

Cloud Experience

Healthcare Product Cloud Delivery – CITI healthcare archiving and data integration solutions, including our Data Retention and Interoperability Solution (DRIS), have been implemented for WellSpan Health in Pennsylvania. This implementation is across five counties, with over 170 care locations in the state, with specialties like behavioral health, regional home care, hospitals. With more than 16 health system partners, the solution is used in over 100 hospitals and hundreds of clinics across 18 states, by over 95,000 staff members and over 22,000 physicians every day.

To date, we have helped our partners migrate data from over 300 unique applications and manage patient/claims-centric cases from a single DRIS platform. Our solutions make this significant ROI possible while enabling more effective healthcare, by streamlining provider workflows, securing legacy data, harnessing the power of predictive analytics and trends, and satisfying compliance and regulatory requirements.

Team CITI's collective experience, expertise, and proven successes can give the State of Arkansas full confidence in Team CITI's stability, dependability, and ability to deliver the Arkansas CCWIS in the most effective, efficient, and secure manner while empowering the State to achieve its crucial child welfare outcomes and align with the State's technology objectives.

2.4 Project Governance and Project Management (RFP Section-2.3)

1. **Discuss your experience with collaborating with the Project Governance Body and the State's PMO, including how you will incorporate feedback and direction. Describe how you will work cooperatively and effectively with the PMO and the IV&V oversight vendor.**

Team CITI has experience in completing large projects involving IV&V vendors. For example, in the Louisiana CCWIS project, Team CITI, the State of Louisiana, and the third-party vendor work very collaboratively in a joint PMO mode. For the Arkansas program, we shall collaborate seamlessly with PMO and IV&V vendor and establish a framework that includes:

Integrated Project Management Plan – Team CITI will acquire the full understanding and documentation of the project governance structure within the first 30 days following the start of the contract. As part of our Integrated Project Management Plan (IPMP), we lay out the project charter, governance structure, RACI that depicts the various tasks involved and the required organizational accountability/responsibility from each stakeholder.

Project Sponsorship and Steering Committee – With the project sponsor at the core of the Governance, we form an executive steering committee. In enterprise state technology projects, executive sponsorship is often a shared responsibility between the executive leadership of the functional organization (Arkansas DCFS) and the State IT organization (Arkansas Division of Information Systems – DIS). In Arkansas, accountability has further been established to the Governor's Information Technology Oversight Council.

At the project level, the project steering committee, comprised of senior management from the State, the State's Project Management Office, and contractor representation guides the project. Commitment from State Executives, right in the beginning of the contract is a key successful start and successful implementation of an enterprise application.

Team CITI recommends the establishment of standing Steering Committee meetings monthly for the first quarter of the project, quarterly throughout the contract and, semi-annual steering committee meetings post the warranty period.

Joint Project PMO: Team CITI recommends that the "shoulder to shoulder" concept be more literally translated as it pertains to the Team CITI Engagement Director, Team CITI Project Manager, State CCWIS Project Director, State Project Manager, and IV&V Lead. The establishment of this co-located, the joint project management office will help to accurately translate the direction of the Steering Committee into day-to-day operations. Similarly, the project teams should interface with State stakeholders for project-level deliverables.

Collaboration with IV&V vendor: Following the ITIL concepts, we would establish an Operational Level Agreement (OLA) with underpinning contracts for gaining clarity on their roles, responsibilities, communication requirements, expected deliverables, and the schedule.

This overall collaborative approach and use of project governance best practices will provide a continuous flow of information to guide and adjust the project as needed.

2. **Describe your project management methodology, tools and techniques that will be used to support the project from initiation through M&O which addresses the State's business needs including deployment of the solution, and support of the solution throughout its lifecycle. Describe policies and procedures employed to ensure the timely completion of tasks to a level of quality expected of a professional firm.**

Project Management Methodology – Team CITI's comprehensive project management methodology follows the best practices of the Project Management Institute (PMI) and CMMI. We adhere to a proven Agile implementation approach that divides the project into phases and uses Agile methodologies within each of those phases to deliver a CCWIS system to the State of Arkansas at an accelerated pace and with reduced risk. These lifecycle stages are Initiation, planning, execution, monitor & control, and Closure.

Initiation: The Project Manager shall work with the ARCWS to develop business objective definition, Project Charter documents. Furthermore, the PM will identify all stakeholders and engagement levels ((Responsible, Accountable, Consulted, and Informed) RACI)) and will create a project organization and stakeholder chart following ARCCWIS guidelines. ARCCWIS Program management team will receive the project charter for final approval. This phase also finalizes with the state for Program governance, tools usage, communication plans, stakeholders from the state at various levels, and reporting requirements.

Planning: Our project team shall formulate an Integrated PMP. The IPMP will be a compendium comprised of project management plans that incorporate functions, activities, and processes taken as a whole structure, manages, and controls all aspects of the project.

It includes the following:

- Change Management Plan
- Risk and Issue Management Plan
- Document Management Plan
- Requirements Management Plan
- Configuration Management Plan
- Subcontractor Management Plan
- Schedule Management Plan
- Performance Management Plan
- Quality Management Plan
- Resource Management Plan
- Deliverable Management Plan
- Project Closure

Team CITI will customize these supplementary plans per the directions of ARCWS CCWIS project needs. We will work with respective agency stakeholders to understand and complete business design and assign tasks, schedules, and resources using the Work Breakdown Structure **(WBS).** This approved plan document shall provide the necessary guidance and execution steps for successful delivery.

Execution: In this stage, we shall track and monitor the execution of assigned tasks using effective operational processes and transparent communication approaches with the delivery team and state stakeholders.

This transparency shall verify that the entire project team understands overall project goals, support incremental development for successful delivery to meet project milestones, and drive clarity. Our project management team shall reflect the attributes of well-defined processes and procedures to create the path for successful project delivery. We will also coach the project team to adapt to the evolving delivery-related changes approved by the ARCWS team.

Monitoring & Control: Team CITI PMO shall continuously monitor the critical path of project execution. We will also track any changes to the project timelines, monitor costs, and capture performance metrics. We shall track variances and deviations from original project plans by conducting gate review meetings. We shall update project-related activities accordingly to overcome these deficiencies and make necessary revisions.

We support effective monitoring and control activities through various project meetings such as milestone review meetings and exit gate reviews to measure the progress of the project. We use state-sanctioned tools like the MS project to gather Key Performance Indicators (KPI) metrics.

These performance reports shall provide a deep dive analysis of ongoing progress and help the program to identify risks and execute mitigation strategies.

Closure: This phase handles the contractual closure of the program with records of the completed program deliverables that are duly verified, project artifacts, Schedule, cost and scope related reports, records of risk, and its mitigation actions.

Tools and Techniques: Team CITI personals are conversant in using various industry-best tools. For this project, we shall use State-sanctioned tools as appropriate, such as:

- **MS Project** – for project management
- **MS Teams** – for collaboration
- **MS Office** – for project documentation and coordination
- **Jira** – for story tracking, test collaboration
- **Jira/Cherwell** for ticketing

Approach for Timely and Quality Delivery: We directly involve and engage customer stakeholders from the very start to manage change and achieve quality through collaboration. These principles are effective in establishing the needed planning and control. They provide continuous quality improvements through feedback. Team CITI has used (and refined) this approach for over 25 years for customers such as the State of Louisiana, Fairfax County, Virginia, Department of State, HUD, and the USDA. These management principles also enabled the product development of our Unify solution, offering state and local governments an alternative to many excessively priced and lengthy implementation of CCWIS systems.

Operating by these principles, we offer the State of Arkansas a reduced time to implement and employ a solution and quicker realization of benefits through the usage of the ready-to-deploy product, Unify. We employ a “product first” approach where gap analysis is the key along with other major ingredients of our approach for the timely and quality delivery of Unify features and functionalities. Our approach includes the following:

- Maximized Stakeholder Engagement
- Early and Predictable Delivery through time-boxed iterative and incremental product features/functionalities.
- Maximum Flexibility and Ability to adapt to change.
- Predictable schedule and cost control through the usage of fixed duration of delivery Sprints

- Transparency in operations
- Reduced risks through planned control activities.
- Business Value – Addressing the True Needs of Our Users through ongoing feedback mechanisms.

3. Describe your risk and issues management approach, including interactions between you and the State in this process. Describe any expected risk areas and initial mitigation plans. Include references to the use of any specific methodologies, as well as any specific tools being used.

Risk and Issues Management Approach

Team CITI implements a structured risks and issues management approach for our Unify product deployment and configuration process. We will adapt this approach, which is also described in the Risk and Issues Management Plan as in the draft IPMP. Collaboratively, we will tailor and adapt this plan as needed to support the State's organization and environment within the first 30 days of the contract.

> *I commend that the CCWIS project is continuing to run smoothly despite our agency/personal setbacks and the requirement of working remotely." (Covid 19 impact)*
>
> - **Louisiana Child Welfare Staff**

In coordination with Arkansas program stakeholders, Team CITI will form a Risk Management team that will perform qualitative and quantitative risk analysis and maintain a risk register and tracker to take necessary actions on the identified risks. We track all the risks that may occur at the program and project levels. We record the action taken based on risk mitigation and a contingency plan. We also evaluate the total risk exposure trending and address any increasing risk exposure.

Our risk management plan will drive activities with a strong emphasis on risk identification, assessment, mitigation, and risk monitoring during the entire release management process.

Team CITI implements a structured risks and issues management approach for our Unify product deployment and configuration process. We will adapt this approach, which is also described in the Risk and Issues Management Plan as in the draft IPMP. As needed to support the State's organization and environment within the first 30 days of the contract.

Risks and issues management relies on actions by both organizations to address, reduce, mitigate, and prevent impact on the project. In coordination with Arkansas program stakeholders, Team CITI will form a Risk Management team that will perform qualitative and quantitative risk analysis and maintain a risk register and tracker to take necessary actions on the identified risks. We track all the risks that may occur at the program and project levels. We record the action taken based on risk mitigation and a contingency plan. We also evaluate the total risk exposure trending and address any increasing risk exposure.

Our methodology, based on PMI, ITIL, and PMBOK is an iterative process. It continues throughout the program. Our risk management plan will drive activities with a strong emphasis on risk identification, risk assessment, risk mitigation, and risk monitoring during the entire release management process that includes Identification, Analysis, Plan, Implement, Track, and Control processes as given below. We use the probability and impact matrix to identify the severity of the risk to take appropriate mitigation actions. We also categorize the risk as external, internal, technical, or business types.

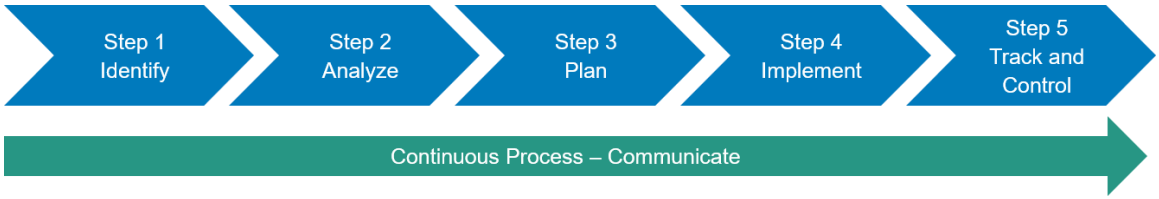


Figure 2.4.3-1 Risk Management Process

Expected Risks areas and Mitigation Plans

The key risk areas that are anticipated in a program of Arkansas CCWIS's size and complexity are a resource, scope, schedule, cost, security, external dependencies, and contractual nature. We assess and prioritize risks using probability and impact matrix that helps us to derive risk index scores. Depending on the severity of the risk score appropriate actions will be implemented as indicated below:

Risk Index	Recommended Action
High	Team CITI PM in coordination with the state's PM will perform a preventive response as the preferred action path. Due to the high severity nature, the mitigation action shall be triggered without delay starting with escalation to required stakeholders in coordination with the State's PMO. PM assigns risk ownership to the identified team member involving the state PMO taking the Steering Committee's directions. Also, a timeframe is attached to the action for tracking to closure. If the risk demands any change in the project, that will be handled as per the change management plan.
Medium	Medium risks are handled using the preventive response path if the cost of the response is low. If not, actions shall follow the contingency response path. Team CITI PM interacts with Steering Committees and State PMO for taking directions for handling the risk. Unlike the high-priority ones, these risk mitigation actions are delivered in a comparatively lesser timeframe. For risks of Positive in nature, the PM will apply strategies such as enhance, exploit, accept or share.
Low	Team CITI keeps the low-risk items on the watch list and plans for contingency actions to execute when the risk occurs. If the impact is trivial, the risk would be decided not worth responding in consultation with the State PMO.

Table 2.4.3-1 Risk levels and recommended action plan

4. Describe your approach to managing the project lifecycle and M&O documentation. This should include, at a minimum, a discussion regarding the repository that will be used to store and share project and M&O documentation, and the approach to ensuring project team members use the repository, maintaining documents, document security, repository back-up and transition of ownership at the end of the Contract period.

The security, control, and versioning of project documentation are important to a project's success. It must be deliberately and consistently managed. The Document Management Plan of the Integrated Project Management Plan (IPMP) guides document control in alignment with State policies, practices, and compliance requirements.

Document Management Plan: This plan applies to all document deliverables including M&O documents (and revisions) developed for the Unify project and provided throughout the life of this contract. All documentation produced for delivery on the State's CCWIS project will be placed in the State's Project Information Library that is overseen by the Team CITI's Project Management Team. This single repository (on-site and owned by the State) is

used to store, organize, track, control, and disseminate all information and items produced by and delivered to the project.

As part of project orientation, Team CITI will fully educate all project staff in the documentation process and the deliverables-based approach. At the earliest feasible point following the contract start date, Team CITI will work with the State to identify acceptable document standards and expectations for the deliverables.

Tools: With the assistance and approval of the State, Team CITI will establish an electronic project library, which will be hosted in the State's SharePoint for document repository. Role-based access controls and Appropriate authorizations will be electronically enforced. Based on the sensitivity of the document, security may be further controlled to limit access to only a few members of the collective State and Team CITI.

Based on the technology capabilities of the State's document repository, versioning of documents will be enforced, using features such as the versioning control capabilities of SharePoint. If the electronic workflow is available and feasible, Team CITI will work with the State to use a controlled document workflow. If this capability is not available or feasible, document movement will be consistently and accurately documented using email.

M&O-related documentation is handled by state preferred ticketing tools such as Jira, or Cherwell. Jira would be used for tracking purposes of requirements; user stories test cases, and other delivery artifacts too. In consultation with State, we would use Git Hub for version control on various environment configurations. All documentation remains the property of the State. Documents remain immediately accessible throughout the project, including the maintenance and operations phase. Team CITI recommends the State's IV&V vendor periodically audit the use of the project library, and report on this topic routinely.

5. Provide a draft Integrated Project Management Plan, Project Schedule, and Project Status Report template.

We have submitted our Draft Integrated Project Management Plan as Exhibit 3, Project Schedule as Exhibit 4, and Project Status Report Template as Exhibit 5 along with our proposal.

6. Describe how you will develop and manage an integrated master project schedule.

Team CITI has developed a proposed Integrated Master Project Schedule as part of this response. Within 30 calendar days of the contract start date, Team CITI will present a revised proposed Integrated Master Project Schedule for review and approval by the State.

This **Integrated Master Project Schedule** will be developed in Microsoft Project. It will be compatible with the State's Microsoft Project software. Once approved by the State, the Integrated Master Project Schedule will be baselined and controlled in the document library (described above). The Integrated Master Project Schedule will include a work breakdown structure presentable in Gantt chart form. It will break down the project into discrete increments, including project stages, phases, task groupings, and tasks. The Integrated Master Project Schedule details task durations, dependencies, and resource responsibilities. The documentation of major milestones, checkpoints, and go/no go decision points will further be documented.

Throughout the project, the Integrated Master Project Schedule will be updated, placing controls on the original baselined project information for historical reference and the identification of project schedule and/or cost issues. Team CITI's Project Manager will maintain responsibility for the Integrated Master Project Schedule, with accountability by the Team CITI Engagement Director.

Schedule status will be reported weekly as part of the Project Status Reporting process. The Integrated Master Project Schedule will be updated at least on a bi-weekly basis. It may be

updated more frequently. Schedule status and variances will be reported during Project Steering Committee meetings, as described in the draft Steering Committee Meeting agenda included in Table 2.4.1-1 – Sample for Standing Steering Committee Agenda in this response.

7. Discuss your deliverable development, submission, quality assurance, and review process, including your standard timelines for deliverable reviews.

Each contractual deliverable, as well as other deliverables identified through the joint planning process, will be supported by an approved Deliverables Expectations document (as described in your RFP). These deliverables are managed through the deliverable management process diagrammed below:

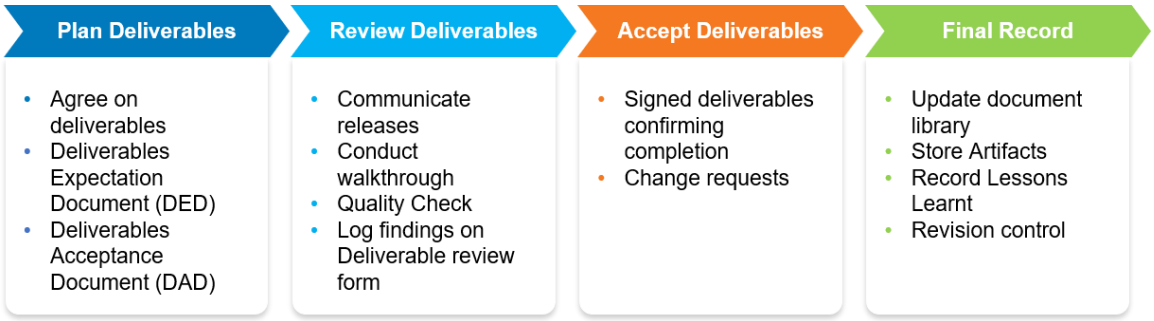


Figure 2.4.7-1 Risk Management Process

Plan Deliverables: As prescribed by the state, we would prepare DED and DAD upon agreement on the deliverables with the State. This serves as a baseline for the expected quality of the deliverables. Also, the Quality Management Plan, quality, and timeliness standards will be pre-defined. For project planning and the draft Project Schedule, Team CITI is using a 10-day project deliverable review and Deliverables Acceptance Document approval process.

Verify/Review Deliverables: As given in the above figure, Team CITI will make sure there is proactive communication with State stakeholders. State-provided comments, findings, and requirement changes for acceptance are logged in the Deliverable review form We will do so in line with the State's process of "review and feedback" (as defined in your RFP). This form helps to validate the final deliverables and provide necessary sign-offs.

Accept Deliverables: Upon fulfilling the acceptance criteria established by State, they provide acceptance sign-off for the completeness of the deliverables. In case any changes arise then, they will be duly recorded and handled as per the change management process.

Record Deliverables: All project-related documents and versioning will be maintained on the SharePoint site. Any revisions made to the contents of a document or deliverables will undergo Team CITI's approved change control process (and configuration management process if applicable for the configurable item). Team CITI will review each deliverable at a frequency relative to the nature of the deliverable.

Quality Assurance: Team CITI will apply our Quality Management System (QMS) process to manage these program deliverables. This process will follow audited, repeatable, verifiable, and documented ISO 9001, CMMI Level 4 appraised, and other industry-standard processes such as ITIL. It will verify that our deliverables meet contractual requirements, complete the contracted scope of work on time, and do so within budget while exceeding customer expectations. We elaborated this as part of our Quality Management section in the draft IPMP.

8. Describe your Project Change Management approach and explain how you follow the Project Change Management process, providing examples from previous experience where applicable.

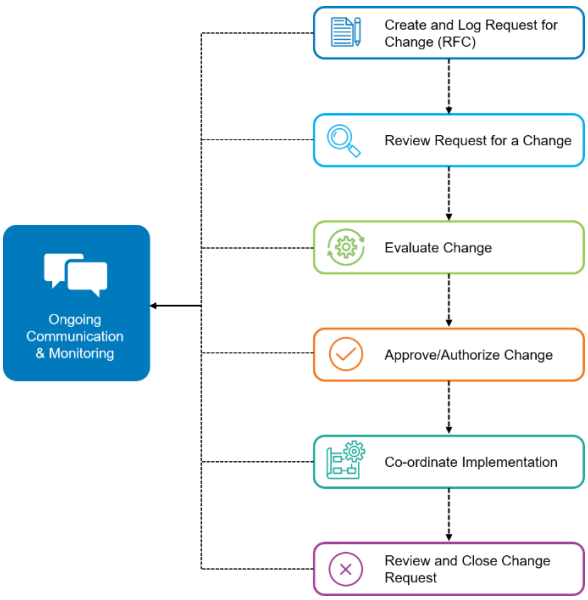


Figure 2.4.8-1. Change Management

Our approach towards Change Management (CM) is adhering to ITIL standards covering the process of change management as given in the figure here.

When changes are identified and the State agrees that it is worth investigating, a formal change request is submitted to the State, who will manage the project change control process. A formal Project Change Request is prepared. It will include the justification for the change, a detailed analysis of the scope change (increase and decrease), and the impact of the change including, at a minimum, cost and schedule impact and anticipated hours required to implement the changes (with justification). The Team CITI Project Manager will lead the development of the change request with the State's collaboration. Project

Change Requests will be prepared within fifteen (15) days of the request from designated State staff. The State will work with Team CITI to manage it through the process to confirm the correct approvals are received.

Team CITI's 10 step Change Management Process is a streamlined and proactive change control process for efficiency which we have implemented for our Federal, State, and Local government programs such as the Louisiana CCWIS project to expedite the change management process. These firm fixed price, product-oriented projects are effectively controlled by applying our Change Management Plan and change process.

The steps are:

- Identify and Document Project Change Requests
- Change Control Board Review
- Perform Impact Analysis
- Change Control Board Review
- Change Request Funding
- Cancel or Reject Project Change Request
- Route to Procurement Office for Approval
- Project Change Request Log
- Update Affected Plans and Processes

9. Execute Change Request Explain your understanding of Organizational Change Management and your approach and role in this project activity.

Understanding of Organizational Change Management - To understand the organizational change aspects, Team CITI will engage your key stakeholders of each impacted group within DCFS to confirm their support; assess high-level enterprise-wide impacts to determine activities needed to prepare users; determine the level of end-user awareness and determine the overall levels of business readiness to transition to the Unify solution. We believe that change strategy begins with stakeholder alignment of a shared vision of the Unify rollout, understanding the implications, and what it will take to align, adapt, and

assimilate the redefined processes. The result is a roadmap for the successful adoption of the Unify solution.

Stakeholder management plan and communication plan plays a vital role in the Organization's change management. We follow a proven three (3) step process to make sure that organizational changes are well planned and executed effectively. These steps are:

Analyzing and identifying: We identify the key stakeholders of each impacted group. Working with State staff, Team CITI subject matter experts assess high-level enterprise-wide impacts (such as internal process changes) resulting from the CCWIS rollout to determine activities needed to prepare users. Determine the level of end-user awareness of key information such as the timing of the transition, business disruption concerns, and organizational and process changes. Determine overall levels of business readiness to transition to the CCWIS solution and identify and mitigate any potential organizational risks involved. We also identify change leaders as part of this process. Leaders consist of a network of representatives (Change Champions) and key supporters (Change Agents) who will help drive change throughout the organization.

Change Management Support: The Organizational Change Management (OCM)/Training Team is responsible for developing and executing a change management and training strategy that will help optimize the realization of the State's desired outcomes through the deployment and adoption of the Unify solution.

Communication strategy and governance reporting:

Team CITI will work with the State to develop and document the key metrics to be tracked by the State along with the frequency of measurement. The process for progress tracking will also be documented.

It may include the following:

- Actual progress-to-schedule versus planned for the overall Training/Knowledge Transfer and Change Management activities.
- Weekly status meetings to highlight current progress, issues, risks, and required feedback or decisions, change measurement, and related metrics.

Monthly status reports that provide an aggregation of weekly status reports as well as a forward view of the planned Training/KT and Change Management deliverables and activities for the next month. The Post-Implementation Strategies documented in the Stakeholder Management Plan will also include activities to be implemented based on different measurement results scenarios. We have further detailed OCM in the respective sections of this response

2.5 Overall SDLC Approach (RFP Section 2.4)

> Team CITI will help the State of Arkansas achieve its vision for a modernized CCWIS solution using an Agile methodology that aligns with the State's deliverables-based approach. Our overall program delivery and SDLC approach with unique project accelerators will help DCFS achieve accelerated child welfare outcomes with reduced risk.

[redacted]

Team CITI proposes our proven well-structured phased approach for overall program delivery from Planning to Go-live including post-production maintenance and support. We will use the Realization phase to customize and deliver the functionality of all Unify modules for CCWIS. To realize end-to-end value within the budget, we propose delivering the program scope by incorporating industry-leading Agile methodology with a Scrum-based delivery model allowing faster delivery of features and functionalities. We also identified a set of key deliverables as per the deliverable schedule requirements and mapped them against the DDI and M&O phases and timelines.

Discovery and Planning Phase:

The first phase of the program will primarily focus on project planning and mobilization along with analyzing requirements for all the modules under the future system. This initial stage is more about defining "*ways of working.*" It will be used to finalize the high-level scope, identify, and mobilize the teams, set up processes, declare the standards, and establish Project Controls (Risks, Issues, and Changes). Also, all the preparation work including requirements analysis and validation, establishing RTM, defining E2E solution architecture, setting up environments and cloud infrastructure, etc. will be carried out to align and engaging teams to Sprints in the next phase.

Realization Phase:

During the Realization phase, the actual design and development of CCWIS modules will take place. The modules will be developed in an incremental manner using the Agile - Scrum-based software delivery methodology. Breaking the overall development activity into sprints will allow the State to gain tighter control over the process, improved project predictability, and a better understanding of its overall progress by defining and achieving incremental wins. Therefore, our approach promotes responsibility and accountability. Additionally, because our lessons learned and best practices are cumulative across our previous efforts and through the planned sprints, your project builds on the "wins" we have already reached together and drives forward to higher quality overall across each step.

Each Program Increment (PI) will contain multiple Sprints which will cover - Requirement Elicitation, Design, Development, Testing, and Code Release (for UAT).

PI Release Planning & Requirements Elicitation: We will finalize requirements for the modules in-scope and update the RTM, the product backlog, and the user stories.

Design, Development, and Testing: The user stories will be developed incrementally during the sprints. In parallel, data validation and migration to the development and test environments will take place. The testing will include Unit Testing, Link Testing, SIT, and Policy Testing.

Code Release and Interim UAT: The tested and verified code will be moved to the UAT environment. We would reserve the final sprint of every PI as a hardening sprint where final integration, continuous improvement, innovation, performance issues, and other Non-functional requirements will be delivered to obtain end-to-end working deployable product along with the incremental UAT (for the module acceptance).

Final Acceptance and Go-live Phase:

This phase includes the activities which are required to get the future system ready for the Go-Live. The final acceptance testing (E2E SIT and UAT) will confirm that the developed solution entirely meets the expectations of the state with regards to functionality, compliance, integrations, etc. It also includes the key steps, recommended composition of the cutover team, and tools to support the cutover activities. We will be supporting the state to conduct the final acceptance which would include end-to-end Integration Testing, Functional Testing, and Policy Testing. We will work with the State to plan and conduct all the right set of training for the end-users (both internal and external).

Maintenance and Operations Phase:

Immediately post Go-Live, there will be a hyper-care period which will include continuous monitoring of the new system to identify and resolve production issues. We will address the queries/issues of the end-users for seamless adoption of the new system. The focus of this ongoing phase will be the attainment of steady-state post-Go-Live, successful adoption of the new system, performing the maintenance activities and implementing new enhancements / any upgrades, providing Support services including Incident Management and Reporting, Technical Consultation, etc.

Ongoing Operational Change Management Activities: Team CITI will have a specialized OCM team throughout the project who would assess the State's readiness, come up with an

OCM plan, and implement it with support from the State. The overall OCM roadmap will be following the Product Development roadmap to achieve a complete alignment.

Project Governance and Change Control: Team CITI will set up a Project Governance framework which will include the required processes and protocols to provide sufficient clarity and accountability, promote collaboration between the State and CITI teams, make decisions transparently and collaboratively, and perform effective risk mitigation.

1. **Describe your proposed SDLC methodology for the solution. Include in the response a description of what you believe will be an effective SDLC methodology for both your proposed Solution and for the State during the implementation of the proposed Solution. This should focus on how the different phases interrelate to ensure the requirements are further defined and result in a tested solution that addresses the State's business objectives.**

Our well-defined overall phase-wise program delivery and SDLC approach are established as a proven delivery for major transformations and CCWIS modernization projects. We are confident that our step-by-step approach with modern and industry-leading practices allows the focused efforts and activities necessary for the phase to drive higher product quality, reduce risk, adaptable product delivery prioritization, increased transparency, and help realize high ROI value for the state.

The Agile method will provide a high degree of collaboration between Team CITI and the state teams, maximizing the stakeholder engagements. This would help build mutual trust, transparency, and stronger alignment towards the common goal of building a robust, error-free, user-friendly, and scalable future CCWIS system. Some of the key benefits expected with this approach are as follows:

Early and Predictable Delivery – The Agile methodology will enable the State to monitor the progress of the project continuously and provide feedback to make any necessary revisions at an early stage.

Flexibility and Adaptability to Change – The methodology will make provisions for continual refinement and prioritization, which will greatly contribute to the quick integration of new or updated backlog items into the upcoming iterations.

Cost and Quality Control – The iterative development model and continual refinement methodology will result in confirming that the product meets the Quality standards of the state, and the development effort happens within the budget constraints. Additionally, our proven project accelerators will enable rapid development and the accelerated release of a reliable and quality solution.

Reduced Risk – The iterative model will support the rapid identification and mitigation of risks at the early stage facilitating high-quality development and testing.

2. **If you are proposing a COTS solution, describe how you define the terms Customization and Configuration. Describe how your COTS product of service will provide a more economical, efficient and effective approach to service delivery and program administration than the use of a custom built or transferred IT solution.**

Based on our experience with building CCWIS solutions and other enterprise products, we would classify Configuration and Customization as follows

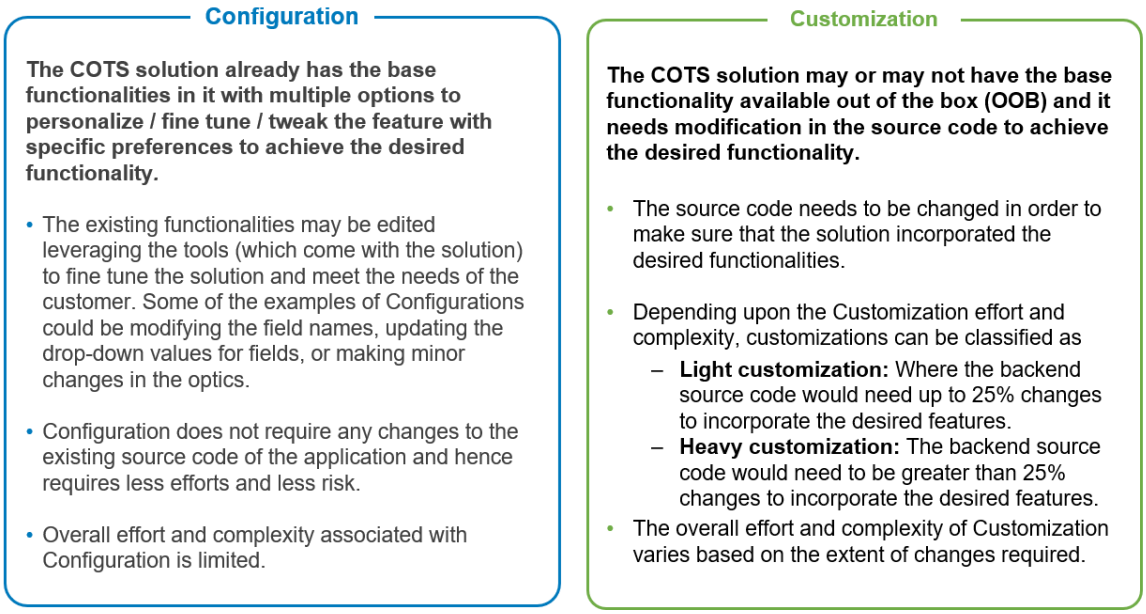


Figure 2.5.2-1 Classification of Configuration and Customization of the COTS product solution

Unify is a highly configurable and mature COTS product. It offers the best of both worlds to provide flexibility in addressing specific business needs through configurations and easy customization. It has been specifically designed to meet the needs of child welfare information management and refined into an advanced CCWIS solution.

The system modules correspond to the modules specified by the state. It has end-to-end child welfare workflows, provisions for data conversion, and building custom reports. Based on our understanding, we believe that we would be able to develop around 60% of the required functionality of the future system through Configurations. Only around 40% would require customizations.

Choosing a configurable COTS solution over building the future system grounds up, will certainly result in faster time to implementation as well as reduction in efforts and cost significantly. With our advanced COTS, the State will gain easy maintenance and the right level of support needed during M&O. With smoother operations, the State can focus on enhancements for caseworkers and beneficiaries as against in case of transferred IT solutions which brings in heavy dependency on other State changes. While the Transferred IT solution may be an ideal fit with smaller setups with standardization and common requirements, it further restricts the ability to add state / region specific features and functionalities.

3. **Describe the protections and safeguards that clearly demonstrate that the State maintains complete administrative control and ownership of its data. Describe how the State will retain ownership of this data stored transformations so the State's data may be reliably and easily extracted in industry standard formats.**

Unify protects the privacy and protection of sensitive information. To achieve this, the product has granular role-based access that allows field-level protection that is managed by the System administrator. Sensitive and highly regulated data can be protected from view by admin users using our 'Administration and Staff Management Module of Unify. The Administration and Staff Management Module will support IT, administrators, in assigning roles and permissions to a single user or group of users. The solution uses RBAC to prevent

unauthorized use of the systems and limit availability to application functionality, software screens, data records, data elements, and data element values.

Additionally, Unify logs all transactions and access to data through built-in auditing and logging capability. By restricting product configuration access to administrators, and logging every configuration change made in the system, Unify makes sure that system process controls are maintained in a secure and auditable manner.

4. **Describe your plan for designing the Solution Architecture, including the set of technologies that support the Solution, detail the software components, design patterns, technology infrastructure and the conceptual, logical and physical architectures for the solution.**

Approach for Solution Architecture and Key Guiding Principles:

As we understand the State's requirements for CCWIS transformation (future system implementation), we have carefully crafted some of the ***initial*** overarching architectural principles (as described below) addressing the State's current and future needs. By enlarge, our approach for the proposed solution is based on these guiding principles to enable the State to realize its strategic vision. The overarching principles will be further tailored to address the State's specific needs at beginning of the project to guide the solution design and development during the entire DDI and later M&O phases.

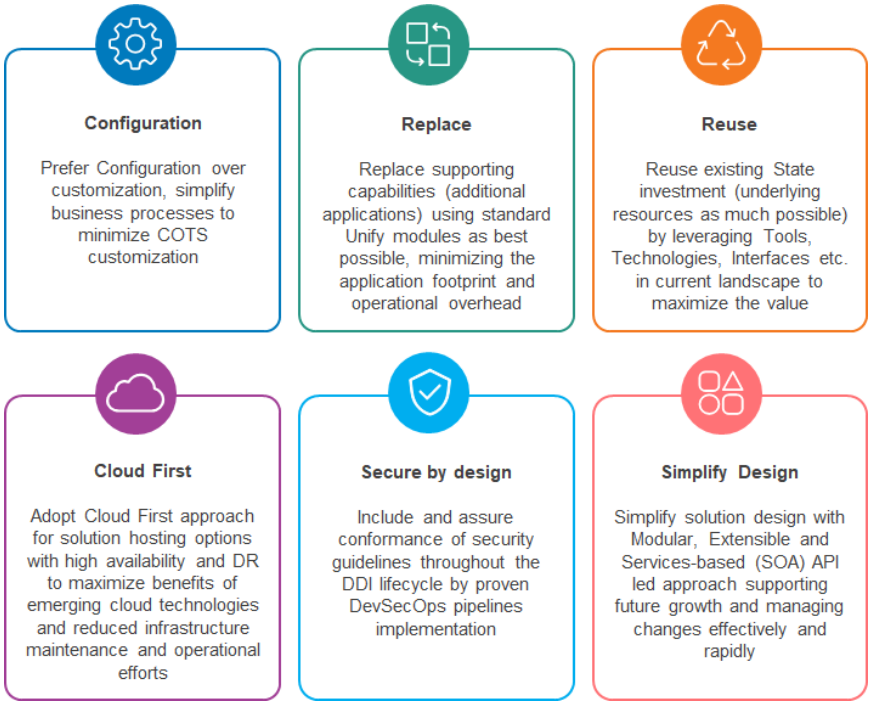


Figure 2.5.4-11: Overarching Architectural Guiding Principles

Conceptual Architecture and Software Components: We built our Unify Comprehensive Child Welfare solution on our Health and Human Services (HHS) specific platform, EMPOWER (Eligibility Benefits Management System). Our solution uses EMPOWER platform capabilities to deliver valuable human service outcomes to all stakeholders. Refer to Figure-2.6.3.1-1 for the architectural framework, underlying technology stack, and relationship of Unify to our EMPOWER platform.

Logical Architecture, Technology Stack, and Design Patterns: Unify is built using a multi-layer architecture as illustrated in the Figure below.

Fig[redacted] Logic, and Persistence layer.

Technology Infrastructure and Physical Architecture: Since Unify, built using a modular architecture on the Microsoft .NET platform, uses Microsoft SQL for all data storage, and is containerized using Docker, it can be deployed either as a Cloud-based SaaS solution integrated with the State's Hybrid Cloud and internal network, or it can be deployed as an on-premises solution the traditional way as well as on a Private Cloud fabric. When deployed on the Azure Public Cloud, EMPOWER/Unify runs as a Cloud-native application.

In addition to being able to best employ cloud features and economies, Cloud-native technologies empower organizations to build and run scalable applications in modern, dynamic environments. These techniques enable loosely coupled systems that are resilient, manageable, and observable. Combined with automation, they allow engineers to make high-impact changes frequently and predictably with minimal toil. Therefore, we believe that it will be far more beneficial for the State to opt for the Cloud-hosted, SaaS-based deployment of Unify over an on-premise model. Team CITI can deliver a robust and secure solution with either of the approaches.

Primary Option – Hosted on Azure Gov Cloud: Team CITI will host all production and non-production environments for the State of Arkansas in the Microsoft Azure Gov Cloud. The Azure Gov Cloud is FedRAMP Authorized as evidenced on the FedRAMP.gov marketplace. The Azure Cloud is also HIPAA compliant. It maintains an ISO/IEC 27001:2013 certification. Affirmation of these important security and compliance factors is available for the States' review.

Our primary objectives for this solution are to use Unify through the Azure Gov Cloud, to meet the State's needs securely for easy business and technical account setup, administration, and coordination for the CCWIS cloud environment. Figure 2.5.2-2 represents the Microsoft Azure Virtual Data Center (VDC) Architecture provided through UCF for creating a hybrid cloud for the State.

Figure 2.5.1-1: Sample Microsoft Azure Virtual Data Center (VDC) Architecture

Secondary Option – Hosted by State On-premises or Private Cloud: If the State prefers, Team CITI can also host Unify on the State's secured infrastructure. Depending on the nature of data that will reside in CCWIS nonproduction environments, and the legacy systems instances that they integrate with, they will be provisioned within the State's non-sensitive, or sensitive data networks.

All environments will consist of two layers, viz. application, and database.

The application layer will consist of Windows Server VMs or physical machines with 4 CPU Cores and 16 GB of RAM for non-production environments and 8 CPU Cores and 32 GB RAM for Production, Staging, and Disaster Recovery (DR) site. These instances will be clustered, load-balanced, and secured using the State's load balancers, firewalls, and other network and security infrastructure the State deems necessary.

The database layer will consist of a Windows Server VM or machine with 4 CPU Cores and 16 GB of RAM for nonproduction environments and 8 CPU Cores and 32 GB RAM for Production, Staging and DR. The database will be hosted on Microsoft SQL Server 2016+ for CCWIS transactions and a read-only real-time replica for reporting purposes.

For the production environment, the Project Team will make the final determination based on load testing results in the staging environment. Once the Project team understands the amount of data to be migrated from the legacy systems to the CCWIS, as well as the expected growth rate of new data in the CCWIS, the Project Team will determine the storage requirements. This storage can be provisioned on the State's SAN or NAS. We recommend that the Team CITI provision both staging and production environments in a geo-redundant, active-passive, high availability cluster configuration for an ideal balance of business continuity and cost.

5. **Describe the environments you require to complete this project and the necessary hardware, software and tools required for each required environment. This should include all environments being proposed. This description should include all hardware and software items that will be required to make each environment**

functional and how these will leverage/can be leveraged by other State related efforts (if applicable).

Required Environments Team CITI recommends seven (7) environments for the Arkansas DCFS CCWIS solution. These are 1) Project Development Environment; 2) Integration and System Test Environment; 3) User Acceptance Test Environment; 4) Training Environment; 5) Data Integration Environment; 6) Pre-prod (Staging); 7) Production; A "sandbox" environment will also be available for use.

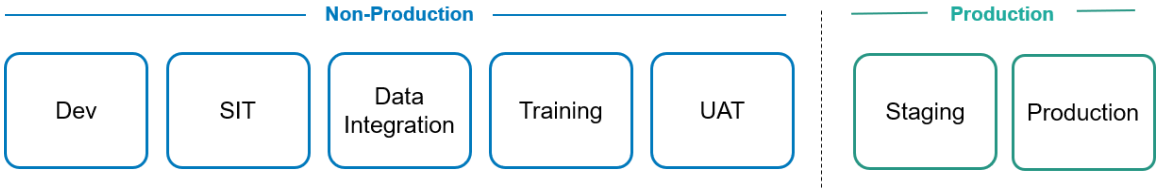


Figure 2.5.5-1 Proposed Environments for Design and Implementation of Unify CCWIS Solution

Team CITI will provision all environments, preferably in Azure Gov Cloud. We will manage all these environments using monitoring, analysis, and alerting tools provided natively by Azure, and the Application Performance Monitoring (APM) tools used to monitor EMPOWER/Unify. These tools will help our Project and Support Teams routinely analyze systems and data in each environment; proactively identify system behaviors that could potentially become issues and address them; and in general, support the smooth functioning of all environments by paying attention to details such as confirming the execution of interface programs timely and accurately.

Team CITI's partnership with Microsoft brings additional opportunities to expand and continually improve child welfare and other programs. Microsoft's PowerApps, artificial intelligence capabilities, and tools such as chat-bots can be employed as part of the decision to deploy on Azure.

Project Development, Integration and System Test, and User Acceptance Test Environment: Each of these environments will be provisioned in Azure, with two Windows Server VMs, Azure SQL Service, and Azure Container Registry. Each VM hosting the application will have Docker installed on it. The most recent containerized build will get pulled into the Docker hosted on VMs from the Azure Container Registry. This Development Environment will also be used to develop integrations between the State and third-party systems by leveraging the State's on-premises ESB. The figure 2.5.5-2 provides a quick view of the Development, SIT, UAT and Training environments as proposed.

Training Environment: Since the Training Environment will be used by caseworkers all over the State, it supports auto-scaling with Docker containers deployed on Windows VM. Azure SQL Service will be used as the database along with a Read-Only Azure SQL instance in Active-Replication Mode for Reporting and Data Analytics. Docker on the Training Environment nodes will pull the latest containerized build from the ACR and deploy the containerized applications on the Nodes.

Figure 2.5.5-2: Development, SIT, UAT and Training Environments Deployment View

Data Integration Environment: The Data Integration Environment will be provisioned in Azure with two Windows VMs. The database for each instance will be hosted on the Azure SQL Service. This is similar to the Project Development environment except that instead of integrating with on-premises systems, it will get data from the on-premises Data Migration Environment for the State's Data Stewards to validate the migrated data, and Azure Data Factory will be used to move the converted data loads to Azure Cloud.

Pre-prod (Staging) and Production Environments: The Staging Environment will be identical to the Production Environment to allow for the industry's best practice of implementing the Blue-Green application deployment strategy. Both the Blue and Green environments will be provisioned as Docker Container running on clusters of Windows VM. This environment will reside in Azure's US Gov Virginia region, which will be the primary site configured on Availability Zone 1, and the secondary site configured on Availability Zone 2 as the Disaster Recovery (DR) site. Azure Traffic Manager, a routing service will be used to route web traffic between zones, with Azure Application Gateways being used to route that traffic within each zone.

Application Gateway include a Web Application Firewall with DDoS protection. The databases for both environments will be hosted on Azure SQL in active geo-replication mode. Azure Security Center and Azure Monitor will provide routine / real-time system analysis and associated alerts and reports. These tools also provide recommendations on new approaches towards security and system improvement.

Application Monitoring will be done using New Relic for both primary and secondary Availability Zones. Azure Monitor will be used for monitoring the performance of the environment, tracking system utilization, and sending notifications to relevant team members whenever it encounters any issues or incidents.

Further detailed view for Production and Staging environments in Blue-Green deployment setup are covered in section 2.7 System Hosting along with description on resilient infrastructure making sure high availability and DR.

6. Describe how you intend to maintain physical and logical security of the solution and its implementation relative to the services it provides. Provide a draft Solution Security Plan.

Considering State's security goals and objectives, Team CITI has submitted a System Security Plan with this proposal as Exhibit 6. This Plan provides additional information regarding the security controls and processes. Our Program focuses on eliminating or mitigating security risks to an acceptable level for our business and customers. It operates on key security principles including the following:

Balanced Risk-based Usable Security: Through a collaborative approach between risk managers, security officers, data owners, and end-users of IT systems and services, we design the appropriate level of security for the solution that is subject to our processes.

Layered Approach /Defense in Depth: We use the proven approach of defense-in-depth by layering security controls to protect data and resources. This makes it extremely difficult to conduct a successful breach. The time factor for potential bad actors to overcome the layers enables the organization to thwart these actions in a timely and effective manner.

Centralized Visibility & Control: This capability allows risk managers, data owners, and security staff to have a holistic view of the Security Program and how the controls support their specific area of concern. The centralized approach makes sharing of security monitoring and other relevant data easier which enables teams to learn from all consumers of the Security Program.

Process and Guidelines: There are several guidelines and methodologies, the majority of which overlap in concept and controls for achieving the desired level of security for any business. Team CITI's Security Program is based on the ISO 27001 standard and SANs Institute best security practices and incorporates the NIST guidelines listed below for security controls and safeguards and risk management:

- NIST SP 800-37 for guiding our approach for using the Risk Management Framework for defining the level of security applications for our organization and projects.
- NIST SP 800-53 as guidance for selecting applicable controls for the required level of security for all families of controls such as access control, identification, and authentication.
- NIST SP 800-63 for the applicable level of assurance for identity and authentication.
- NIST SP 800–171 for protecting controlled unclassified information in nonfederal information systems and organizations — both digital and physical — created by a government (or an entity on its behalf) that, while not classified, is still sensitive and requires protection.

Physical Security in Cloud: Team CITI's solution will be hosted in Microsoft Regional Data Centers providing standard physical security protecting the property/facility guarded by surveillance cameras and personnel and data security and confidentiality safeguards are employed and maintained. Our System Security Plan makes sure that Plan, together with the Unify solution and Azure platform complies with all applicable State and Federal privacy, confidentiality, and security requirements, regulations, and industry best practices.

2.6 Solution Design, Development, and Implementation

2.6.1 Planning and Management (RFP Section 2.5.1)

We believe that efficient planning from the very early stage is the key to meeting the required level of quality standards, timelines, and cost constraints. This will also help setting

up a steppingstone for Team CITI and State teams to work together with aligned to the project goals and objectives.

Based on our unique and proven delivery approach, we have put a draft of the Project Delivery Roadmap, aligned with DDI and M&O phases. We understand that the overall project is a complex one with multiple 'moving parts' – modules, data, integrations, org. change activities, cutover activities, etc. The roadmap has been created considering how the various areas mentioned above could be aligned to form a single cohesive plan.

Figure 2.6.1-1: Program Delivery Roadmap for CCWIS Module Release and Key Milestone

1. **Describe your approach to ensure the quality of the project and solution and include details on: management of Federal, State, and project requirements through the traceability matrices, change readiness, and metrics to analyze quality goals, compliance, and management of defect and issue tracking.**

Quality Management Approach

Team CITI's quality management approach for the DCFS CCWIS project is based on our matured Quality Management System (QMS). We will collaborate with the State to align our approach with the one followed by the State.

Management of Requirements Through the Traceability Matrices: Team CITI recommends capturing requirements in Jira which provides in-built requirements traceability facility. We also use Jira to link system design, development, and testing to the requirements.

After capturing requirements in Jira, we will review and prioritize each requirement during the planning sprint. Jira provides the planned implementation route for the requirements.

Any changes in requirement impacting the cost, schedule, or resources baseline by more than the tolerance levels established by the State, the requirement is flagged for resolution.

Change Readiness: Team CITI's Project Manager will notify the State Program Manager of any potential changes as soon as it is reasonably possible to discuss, analyze, and document the impact of the change and determine the direction and next steps. The Project Manager will assess the change including detailed impacts on both schedule and costs. Either Team CITI or the State Program Manager may initiate changes within the overall scope of the CCWIS.

If the State approves changes to technical or functional requirements that affect the cost, our Contracting Officer will issue a Change Order and formally modify the contract following the State's contract modification process. The State will make the final decision for modifications to the requirements.

Metrics to Analyze Quality Goals and Compliance: Primarily the Quality Assurance Manager perform Quality monitoring performed by the Project Manager with oversight from the Engagement Director. Reviews are performed monthly and again quarterly as part of the Quality Assessments and Audits.

The success of an Agile implementation can be gauged using a standard set of key metrics. We use these metrics in Unify implementations. They have proven their value right from the initial Sprints.

Metrics Type		Key Performance Measures	Diagnostic Measures	Health Indicators
Progress Metrics	Lean Flow	Projected Target Date	Acceptance Rate	Velocity
Code Metrics	Lean Code	Static Code Analysis	Module Complexity	Technical Debt
Quality Metrics	Lean Defects	Test Coverage	Test Passing and Failure Rates	Defects by Component

Table 2.6.1.1-1 – Unify's CI/CD pipeline provides Key Performance Measures, Diagnostic Measures, and Health Indicators in the areas of progress, code, quality, and DevOps.

Issue Tracking: Team CITI tracks each issue from the first contact to resolution. This will enable us to provide real-time visibility into the status of each issue. Team CITI is proficient with numerous ticketing systems such as BMC Remedy, ManageEngine ServiceDesk, and Jira Service Desk. As with many families of functional products, each product offers certain advantages; Team CITI is well versed in matching those advantages to the needs of our customers.

Defect Management: As part of our Agile process, Defects/Bugs are tracked as separate work items. To detect bugs, we use automated and manual testing and test management tools, followed by an analysis of the bug using defect modeling. This is followed by defect resolution by making required changes to the code by working within a Test-Driven

Development (TDD) framework to make sure the working code is delivered with every Sprint. We use the Unit tests each developer creates during TDD for Test Impact Analysis after each automated build. As a result, any unexpected impacts of the bug fixes can be identified and fixed before any other testing begins.

2. **Describe your approach to how you will work with the State during the bootcamp, and project kick off period to ensure roles, responsibilities, and expectations are identified and documented, and training or other preparedness activities have occurred to adequately prepare the State for requirements validation sessions.**

As the initial discovery and planning phase focuses on all the project initiation and planning, we make sure the person responsible for conducting Requirement Validation sessions performs all the preparedness activities and communicates with the State stakeholders to provide our initial approach and tailor it as may need. The right set of tools for documentation and maintenance of requirements will be set up, pre-configured. Vanilla Unify will be set up for comparing the requirements against the product workflows. We will also use our project accelerators such as Requirements Catalogue to jump-start the standard CCWIS requirements, RTM templates for documentation, our Requirements Assessment Framework (explained later in Sec. 2.6.2), etc. to accelerate the delivery and conduct Requirements Validation sessions efficiently.

Other activities will be performed in parallel as identified and grouped per major work streams (Project Initiation and Planning, Requirements Validation, Environment and Access Setup and Architecture Definition) required as the preparedness of the program delivery before entering the Realization phase, are listed below. We will use our unique project

accelerators and jump-start some of the readiness activities preparing the State for the validation sessions.

3. **Describe your process for managing your project team composition, as well as the coordination approach with other project entities including State staff and others.**

Project Team Composition: Team CITI's experienced and satisfied staff are our most valuable resource to achieve an effective and efficient system and product delivery. The project team composition and coordination with state entities are indicated through key interactions in the project team structure.

Team CITI Project Manager will have the primary responsibility to assign the resources in a manner that leads them to the completion of the project and all deliverables most effectively. It is upon the Engagement Director and Project Manager to continue to review the performance and accomplishments of each team member. They will build these resources into a high-performing team through initial onboarding training, transferring an understanding of priorities, building a project team culture, providing project leadership, and providing management visibility and motivation.

Team CITI will develop a comprehensive Communications Plan. This plan will provide the basis for coordination in the project through effective communications. The communication plan will detail out the SPOCs across various areas and their counterparts from the state.

Core Team: As indicated in the team composition above, Team CITI will put up a Core team comprising of the Key Personnel to lead the discussions and drive the execution within their respective areas with the relevant stakeholders from the State. The core team will make sure that there is sufficient coverage across all the key areas of the project – Functional, Architecture, Technical Delivery & Release, QA, Security, etc. The core team members will also lead and guide the scrum teams to perform the actual development activities. There will be a matrix reporting defined in the team to promote efficient coordination. (e.g., all BAs in the team will report to the Functional lead).

Additionally, we have proposed specialized support (SMEs and PMO expertise) as part of the core team to provide enough coverage by engaging specialists / SMEs initially and on a

regular or need basis for providing advisory and expertise needed at various stages of the project to keep the program on track with quality.

Scrum Teams: Team CITI recommends multiple scrum teams to bring overall agility in the project delivery by working across multiple areas simultaneously. We recommend three Development scrums to deliver modules in parallel along with all the module integrations, a Data Scrum for Data Conversion activities, an OCM scrum for Organizational change readiness and Training, and a Cloud Infra and DevOps scrum to manage the Cloud and Infra related development.

The project team will scale up and down according to the project phases and following the planned staff composition phasing. Using the schedule as the resource scaling tool, we will plan for the team scaling well in advance of personnel assignments and changes. Likewise planning for replacements and transitions will be performed well in advance.

Team CITI's resources will work shoulder-to-shoulder in collaboration with the State's resources. This collaborative approach will enable the State to monitor delivery against the agreed-upon work plan and schedule to drive the successful completion of the project.

4. **Provide a table with sufficient detail to demonstrate how your product or solution meets – or contributes to meeting –1355.52 (a) - (h) and 1355.53, including, at a minimum, modular design, plain language, and sharing and reusability requirements.**

Unify has been developed considering the federal and State laws and regulations. Hence, Unify supports all federal and state-specific requirements and adheres to all the prescribed guidelines. We bring extensive experience in designing systems compliant with a broad spectrum of federal and state laws and regulations. This can be affirmed by our implementations at several clients such as the states of Michigan, Illinois, Georgia, Mississippi, Louisiana, Pennsylvania, Oklahoma, Vermont, Florida, Arkansas, Missouri, Kansas, South Carolina, and Arizona, and federal clients such as DOS, USDA, and HUD. For further details, please refer to the table in Section 2.1.2-1 and 2.1.2-2 about how our solution is compliant with the Federal standards and meets 1355.52 (a) - (h) and 1355.53.

5. **Describe your overall plan, roles and responsibilities, and key activities necessary to promote data quality within the Future System, including how you will continually track, monitor, and report on the status of compliance during the project.**

Data quality is core to Unify as part of the Empower platform. Data validation is woven through the various workstreams. From multiple entry points to free form data fields, data is duplicated across various systems. Manual data validation processes and bad data have become rather commonplace in child welfare operations. Team CITI child welfare experts have had the unfortunate experience of working through significant data cleansing activities in their former roles. Therefore, they work to make sure all Unify screens and fields uphold data quality standards.

We believe that a high level of data quality can only be maintained if:

a) Entry points into the data entities are minimized, and
b) All agents accessing data (including software and users) understand and interpret the data schemas in the same fashion.

These goals are achieved in Unify through several means:

- The software side uses n-tier development to establish separation of concerns. All data elements are annotated with data validation properties that are used on both the database structures as well as on the UI implementation allowing for data quality

assurance. This is useful in that all components of the solution interact with the same business logic and the same data models. This prevents any two separate facets of the solution from interpreting and implementing differentiating entities that could possibly conflict. This also means that all data elements are well-validated and consistent within the defined model that all code components are built around.

- On the user side, by implementing a clean and easily understandable UI, users are much more likely to understand the data outright and intuitively enter correct data from the start. Since all data elements are annotated with validation rules, improperly entered data will be rejected before saving and the user will get a clear message informing them of the reason for rejection.

Having the ability to track data entries and changes back to the source/user is vital to the continued monitoring of Unify's data quality. Database transactions in Unify are audited and logged with details about the user, location, time, nature of the transaction, and details of any updates performed. The logs are comprehensive. They can be used for normal reporting or forensics purposes. Automated data quality tools are available throughout our solution.

These include:

- Dynamic search and record matching to find and merge duplicate cases or clients
- Automatic spell check for narratives
- Visual aids highlighting required fields or flag missing data
- Messaging to flag missing data
- Consistent field labeling
- Real-time feedback to workers on data quality
- API ready for external systems such as address verification, income verification, background checks, and other key data exchanges
- Supervisory approvals are needed for important actions and documents
- System checks require certain actions to be end dated before a new episode can begin. Examples of this include address changes and placements
- Multiple episodes or events of the same type can be tracked through histories of most client data. For example, schools and primary care physicians can be added and updated without losing vital history
- Health Passport can be created using the Health Detail screens
- Picklist value management

The AFCARS and NCANDS compliance views enable the users to easily navigate to and update missing data elements for data completeness. Report generation is enabled once all data elements are filled in for the case. This allows real-time adherence to data quality, and it promotes integrity for the agency for federal report generation.

2.6.2 Requirements Validation (RFP Section 2.5.2)

1. **Describe your process for requirements validation, including how you will work with the State to understand the solution requirements and how you will review and validate the detailed Functional and Non-Functional Requirements documentation.**

The functional success of any system depends on understanding and validating requirements, which have a direct impact on how users receive and engage with the system. Team CITI will establish a baseline of technical and business functions and requirements forming the foundation of the Requirements Traceability Matrix (RTM).

It will be incumbent upon us to do the following:

- Gather and analyze the requirements.
- Validate the requirements.
- Upload them on a Baseline Requirements Traceability Matrix.
- Elicit any additional requirements during the realization phase.
- Refine the RTM.

Team CITI will put up a Requirements Management Plan (a part of the IPMP), which will set clear guidelines on the process to manage Requirements, the key roles, and responsibilities, overall objectives, etc. This will provide sufficient clarity on the protocols which need to be followed while managing the requirements.

Requirements Analysis and Validation:

During the Discovery and Planning phase, we will conduct boot camp sessions (as described in section - 2.6.1.2.) for 10 weeks to gather, analyze and validate the requirements with the State stakeholders. During this period, Team CITI will bring onboard its specialist Child Welfare Consultant with extensive experience in this area to help the Functional lead and Business Analyst analyze the requirements and lead the communication with the State's stakeholders.

The following process flow depicted in figure 2.6.2.1-1 delineates Team CITIs' boot camp approach and our requirement assessment framework covering various decision points to conduct the requirements validation sessions.

Figure 2.6.2.1-1: Our Bootcamp session approach to conducting the requirements validation efficiently and effectively.

Our team will gather the details of the current ecosystem and the future system requirements from the State. During these sessions, we will also understand the key challenges, gaps in the current system, and understand their expectations from the Future system. This would help us understand the typical challenges the end-users encounter with the current system, Non-functional aspects such as performance, scalability, or security gaps, overall user experience, etc.

We will perform an analysis of the Future requirements using our Requirements Analysis Framework, a proven framework used at Louisiana CCWIS to uncover gaps against the pre-configured vanilla deployment of Unify. During this time, we would also present the Vanilla version of the Unify to the State. This includes comparing the future requirements with the OOB functionalities of Unify solution to identify gaps around workflows, business processes, and other considerations. This would help the stakeholders understand the key modules, functionalities of the Unify solution, and help them get a sense of the overall standard business processes and workflows between the current Unify system and the expected future system. Following requirements validation, we will create a baseline version of the Requirements Traceability Matrix and Product backlog.

Requirements Classification:

Using our Requirements Analysis Framework, we would classify requirements as:

- **Out of the Box**: The functionality is available in Unify exactly as required.
- **Configuration**: The baseline functionality is available in Unify, but minor configuration changes are needed for fine-tuning.
- **Customization**: The functionality is missing at least partly in the existing Unify version and it would need the team to make code changes to incorporate the functionality. Customization could be light or heavy depending on the magnitude of change.
- **New feature**: Functionality completely missing and would need to be added inground up.

Requirements Documentation:

Once the business requirements are all validated, we would create the baseline version of the Requirements Traceability Matrix. We would also put a product backlog and create epics in Jira for the requirements.

2. Describe how you will take into account State resource constraints when building the requirements validation schedule (staggered sessions, not having multiple meetings in parallel, adequate duration) to ensure State resources can participate in the required sessions to complete a detailed analysis of what needs to be built in the Future solution based on Arkansas' unique requirements and child welfare practices.

Team CITI has developed a comprehensive detailed plan for conducting the requirements validations. as per the plan, the entire validation will be segregated into multiple functional and non-functional areas – Intake (Referrals), Assessment, Investigation, Provider Management, etc. along with module Integrations and covering technical and other aspects including cloud infrastructure and network, Data Conversion, etc. We will determine the key objectives, expected outcomes and the activities planned across each of the above areas. Next, we will identify the key stakeholders / functional leads/product owners / SMEs for each of these areas and the role they have to play in the entire requirement validation process. This will make sure that not only do we have only the necessary participation during the sessions, with a staggered approach to cover sessions by related topics.

Once the planning is complete, we will share the schedule with the stakeholders well in advance, so that the stakeholders have sufficient time to plan their other activities while participating in the sessions. The schedule will make sure that there are no overlapping sessions for any of the stakeholders. The agenda of every meeting will specify the Areas of Discussion, expected outcomes, and Prerequisites so there is sufficient clarity. Some of the discussions which will be of very high importance will have multiple occurrences to make sure every stakeholder can attend – e.g., demos around the Future system.

The meetings will be recorded and the Minutes of the Meeting along with the Action plan will be shared post every meeting. We will create a separate folder on the shared library where all the meeting recordings, minutes, documents will be stored in a manner so that it is easily available to the relevant stakeholders.

2.6.3 Design and Development (RFP Section 2.5.3)

1. **Please fully describe your proposed approach to design and develop the solution. Please include, in your description, the project documentation you propose to create with and for the State and its PMO, any expectation or need you have for State support or resources, a description of what you believe will be an effective approach to validating the requirements and developing detailed designs (e.g., JAD sessions, usability studies, managing policy changes), and how business requirements are translated into solution architecture.**

   a) If your approach is a Waterfall approach, what are the proposed steps?

   If your approach is an Agile approach, what are the proposed steps, how long is each sprint, and how do you propose to deal with the backlog?

Proposed Design and Development Approach - During the Realization phase, Team CITI will work closely with the State's stakeholders to carefully plan, design, and deliver the modules of the future system in an incremental manner using the Agile-Scrum methodology in for product implementations. Our Agile implementation process is an expression of the software industry's best practices that enable our project teams to proactively accelerate the realization of business value. It does this through the optimized configuration of our product in line with your targeted business outcomes, workflows, and other priorities. Figure 2.6.3.1-1 provides an overview of the Realization phase with key activities across the sprints.

Figure 2.6.3.1-1 Key Activities under Realization Stage

As part of the Iterative Realization phase and Agile scrum process, we will work with you to build the modules under Unify incrementally. The Realization phase will deliver multiple Program Increment (PI) units. Each PI will comprise multiple Sprints with a clearly defined scope to deliver Unify Modules including module-specific Interfaces and Data Conversion. This will be followed up with provisional UAT (Module Acceptance). We would work with you to tailor the Sprint duration for execution sprints (initially proposed as 3 weeks).

Sprint 0 (Sprint Release Planning for PI and Requirements Elicitation (3/4 weeks)): The first Sprint of every PI (Sprint 0) involves Planning and Scope determination. The epics and user stories associated with the modules in-scope will be prioritized. During this Sprint, we would perform Requirement elicitation to help fine-tune the requirements. The story grooming sessions would provide the required clarity on the scope of the user stories. Any changes to the requirements would be reflected in the Requirements Traceability Matrix. Accordingly, the product backlog would be updated. We would then estimate the effort for building the user stories using the Story pointing method.

Sprints 1 to N-1 (Execution Sprint (3 weeks) Design and Development): These sprints will focus on design, development, and feature construction for the modules. Alongside interface development and data conversion, activities associated with the modules would take place. The testing would include Unit testing, Integration testing, and Compliance testing.

Sprint N (Hardening Sprint (3 weeks): A hardening sprint N would focus on Refining Integrations, performance, testing, and any spillovers from previous sprints. We recommend an incremental UAT approach in which UAT will be conducted during the last Sprint of every PI for module acceptance. This would help with the performance of a thorough UAT for the modules while distributing the overall UAT effort.

We will perform a walk-through with the stakeholders regularly during the PI to provide continuous updates on the development of the modules. These would include configured feature demos and wireframes, amongst other activities. Stakeholder feedback will be incorporated in subsequent sprints.

Please find the illustration in figure 2.6.3.1-2 of the Sprint cycle below for the Referral module (Pilot).

Figure 2.6.3.1-2 Sprint Cycle for Referral Module

Project Documentation

For project documentation, we apply audited, repeatable, verifiable, and documented best industry-standard processes that strengthen our Quality Management System (QMS). This process makes sure we meet contractual requirements and complete the contracted scope of work on time and within the budget.

Our team will submit all required documentation – Detailed design documents, Interface designs, Test Plans, and Test Results/Reports in the specified format along with the DED (Deliverables Expectation Document). We will do this within the timeline. We will make sure the project documentation adequately addresses each area of the DED. The document approval process will follow defined protocols.

Designing Solution Architecture – We propose our Unify solution on a strong HHS-specific Empower platform. This platform provides a robust architectural framework and establishes the relationship of Unify modules with EMPOWER platform and architectural layers. The benefits available to various human service programs are evident. They reach multiple social service entities in addition to child welfare-specific programs.

Unify's modular architecture promotes agility to plug in the system requirements rapidly by converting them into appropriate solution designs. The Unify modules can easily be integrated with other external systems for convenient bi-directional data interchange via the platform's strong Integration Exchange capability.

The business architecture diagram in figure 2.6.3.1-3 below gives a clear picture of the functional footprint of the modules and its synergistic match with the State's functional requirements as outlined in your solicitation.

Figure 2.6.3.1-3 Business Architecture View covering Unify Modules and Platform's common services.

Unify's architecture is 'future–proof' as it is built on a cutting-edge technology stack. The Application uses a loosely coupled architecture in which the individual components that make up the application do not have any dependency on the specific implementation details of any other component that it relies on. Unify automates key workflows, reduces case workloads, and improves overall caseworker efficiencies. It provides secure enterprise mobility to enable caseworkers to conduct inspections in real-time. It also enables overall improvement to the quality of childcare provided. Additionally, its flexibility positions the solution to meet future requirements of the State.

2. **Describe your expectations for state staffing of the project, including both business and technical staff. Include detail for both full-time and part-time expectations and identify the key points where State participation is critical to success. If you are proposing an Agile solution delivery methodology, describe staffing requirements for State Product Owners (s), including where they are Responsible or Accountable for review or approval activities within Sprints or Iterations. Similarly, if you are proposing a Scaled Agile framework, describe the key points where State Product Owners (POs), stakeholders, or key executives are required to provide approvals of the that features have been developed.**

Expectations for State Staffing

To support your project Team CITI will bring in national child welfare subject matter experts, process business analysts, highly experienced technologists, architects, and experienced government technology and governance leaders. We will provide the collective experience, corporate support, and industry-leading practices you need to successfully migrate the Arkansas DCFS CCWIS to our Unify solution. We are committed to providing you with our on-site presence, the establishment of an office in Little Rock, and a long-term partnership with the State. Team CITI has the experience to optimally engage the State staff.

We have listed the resources which will be required for support and the areas where their participation is critical. Across the DDI phases, the key areas where approvals from DCFS stakeholders would be needed will be as follows:

DCFS Leadership (Full-time):

- Review the accomplishments in PI, the budget burn, and other sprint metrics.
- Provide required support for any critical impediments or any key decision-making.
- Manage Scope Changes (whether configuration or customization)
- Weekly meeting with CITI Senior Leadership once a week

Project/Program Manager (Full-time):

- Review and approve the Effort and Budget burn for the Sprint/PI.
- Track the key quality metrics to evaluate the overall sprint performance and provide feedback to the Team CITI Manager/Engagement Director.
- Along with Team CITI's Project Manager, this resource will evaluate any risks identified during a Sprint, review the mitigation plan submitted by Team CITI, and provide feedback.
- Escalate any critical impediments coming up during the Sprints to DCFS leadership.
- Module Acceptance signoff for every PI (post consultations with SMEs, POs)

Business SMEs/Functional Leads (At least 1 Full Time / Rest Part-Time):

- Help refine the Acceptance Criteria and Definition of Done for the user stories in scope. This resource will do the following:
- Evaluate whether required Functionalities, workflows, and integrations are correctly built in the Future system.

- Define the overall user experience, configure intuitiveness in the system.
- Review the SIT Reports and provide consent for the commencement of the UAT.
- Perform User Acceptance Testing during the hardening sprint.
- Provide inputs/suggestions for fixing the defects or making enhancements.
- Approving and signing-off on the UAT.

Product Owners (Full-time):

- Assist Team CITI in prioritizing the product backlog and user stories during every PI.
- Provide support in determining the complexity, effort, and budget for user stories.
- Educate Team CITI on any anticipated complexities, gaps in the future system based on their experience with the legacy system.
- Oversee the execution sprints and provide any required support.

Data Stewards (Part-time):

- Validate the data conversion plan, error reports, mapping documents, data conversion reports created for every PI.
- Validate the quality of the legacy data before migration to Unify Data Schema
- Perform a round of smoke testing once the new data is available in the Test regions.

Solution Architect (Part-time):

- Determine whether the architecture incorporates all the design principles and adheres to all DCFS-defined guidelines.
- Evaluate whether the architecture has the required modularity, scalability, security, and other essential features.

Change Champions (Part-time):

- Review and approve the Change plan (Training, software/hardware upgrades, etc.) recommended by the CITI OCM Scrum team for the modules in a PI.
- Provide support in the form of reviews and suggestions to the CITI OCM team while building the training material for executing any other activities (configuring additional software to meet requirements).
- Act as a liaison between the IT teams and end-users and provide the end-users with regular updates on the prospective system.

Agile Methodology- RACI Matrix

We believe that the success of the Realization phase will depend on how well Team CITI and State team work collaboratively towards a common set of goals. To achieve sufficient clarity, figure 2.6.3.2-1 (below) on the illustrative RACI matrix outlines accountability from both Team CITI and State teams during the Realization phase.

Sprints	Activities	CITI PM	Functional Lead	Technical Lead	Testing Lead	Interfaces Lead	Data Conversion Lead	Dev Scrum	Data Scrum	State PM	Product Owners	Business SME / Change Champion	Data Stewards	Solution Architects
Sprint 0 - Requirements Elicitation and Sprint Planning	Set up Daily Standups	A								C				
	Prioritize User Stories	A	R	I	I	R	R	I	I	I	C	C	C	C
	Conduct Story Grooming Sessions	C	A/R	C	C	R	R	I	I	I	C	C	I	I
	Refine of Acceptance Criteria	I	A/R	I	I	R	R	I	I	I	C	C	C	C
	Refine of Definition of Done	I	A/R	I	I	R	R	I	I	I	C	C		
	Perform Effort Estimation for User stories	A	R	C	R	R	R			I	C	C		I
	Create Test Approach	A	C	I	R	C	C			I	C	C		
	Create Data Conversion Plan	A	C	I	I	I	R		I	I	C	C	C	
	Review overall scope for Execution with State	A	R	I	I	I	I			C	C	C	I	I
	Update Product Backlog	A	R	I	I	I	I	I	I	C	C	C		
	Define metrics for Sprint Performance	A/R	I	I	I	I	I	I	I	C	C	C		
Sprint 1 - (N-1) - Execution (Design -- Development -- Testing)	Create Design Documents	I	A	C	I	A	A	R	R	I	C	C	C	C
	Build the Unify Modules and Interfaces	A	R	R	I	R	I	R	I	I	C	I		I
	Perform Data Conversion and Migration	A	R	I	I	I	R	I	R	I	C	C	C	
	Validation of Data Conversion & Reports	A	R	I	I	I	R	I	R	I	I	C	C	
	Testing for Unify Modules and Interfaces - UT, SIT, Compliance Testing	A	C	I	R	I	I	R	I	I	C	C		
	Create SIT Results and Reports	A	I	I	R	I	I	R	I	I	I	C		
	Conduct Product Demo	A	R	I	I	C	R	R	R	C	C	C	I	I
	Provide Acceptance Signoff	R	C	I	I	I	I			A	R	R	I	I
	Update Product Backlog	A	R	I	I	I	I	I	I	C	C	C		
Sprint N - UAT	Move code to UAT	I	I	A	I	C	C	R	I	I	I	I		
	Move Converted data to UAT	I	I	C	I	I	A	I	R	I	I	I	C	
	UAT	I	C	C	C	C	C	R	R	A	C	R		
	UAT Results and Reports	A	C	I	R	I	I			C	C	C	I	I
	UAT Signoff	I	I	I	I	I	I			A	R	R		

Legend: CITI | State

Figure 2.6.3.2-1. Illustrative RACI (Responsible, Accountable, Consulted, Informed) Matrix

3. **Describe how you will work with the state to design and develop a solution that reflects the desired future state and does not merely replicate features, functions, and processes in the legacy CHRIS system. Include how you will ensure the solution supports modularity, is based on user experience and user design principles, addresses the needs of users and other stakeholders, and provides the efficient, economical, and effective administration of DCFS programs.**

Solution Development in Collaboration with State

During the initial Discovery and Planning phase, Team CITI will understand the current system along with the gaps/challenges associated with it. Alongside, we will start gathering and analyzing the business requirements for future systems in compliance with ACF's CCWIS requirements. Our focus will be to understand CHRIS functionality and map it to CCWIS requirements with out replicating the legacy requirements. This will at times require senior executive level involvement to rationalize the requirements with operational level Business Analysts. Doing these two exercises in parallel will help us understand business needs as well as the end-user expectations. We will also provide the stakeholders a view of the sandbox version of Unify system to help them get an overview of the system. We hope that State executives and staff are open to change their processes to implement a solution first approach.

Following the Requirements Analysis, we will provide demos of mocks created for the future system. These will help you understand the prospective system and provide your feedback. All these inputs will be captured in the Requirements traceability matrix and Product backlogs. During the Sprint planning, we will work with you to further refine these requirements to meet the needs of the state.

We have a well-defined and matured set of key design principles which have been based on our years of experience building Unify and other products across industries. We will work

with DCFS' Solution Architects to review the design principles and to verify that these are aligned with those followed by DCFS.

Team CITI recommends incremental UAT during the last sprint of every PI for the modules developed during it. The recommendations the Business testers make during the UAT, around user experience and performance would be cascaded to all subsequent modules developed during later Sprints.

Team CITI will request the State identify your Change Champions during the early stages of the project and gain their support on a need-basis. These Change Champions would act as the liaisons between the CITI/DCFS IT staff and your end-users. They can provide recommendations on improving the overall experience of the system. At the same time, they can share updates regarding the upcoming future system with their fellow end-users and get their opinions on the same. Our OCM team will closely work with your Change Champions to set up and execute the OCM activities. This would help create an environment of mutual trust and transparency.

2.6.4 Testing (RFP Section 2.5.5)

1. **Describe what you believe to be an effective testing approach to ensure that the solution is functioning and processing data correctly. This plan should include the testing approach from unit testing through UAT. This should also include a discussion regarding the anticipated level of automated testing scripts and how these will be handed off to the M&O team for ongoing regression testing, as well as a thorough description of how you will work to ensure all project and design requirements are identified, tested, and validated, including critical activities related to achieving compliance to Federal requirements documented within 45 CFR 1355.52 (a) - (h) and 1355.53.**

Proposed Testing Approach: As part of the Quality Framework, we use comprehensively automated and manual testing procedures that align with the Agile nature of the Quality Assurance framework, through the implementation of DevSecOps. DevSecOps includes the use of a continuous integration and continuous delivery (CI/CD) pipeline for a constant flow of secure, well-tested software releases into production. This leads to continuous testing, resulting in faster release cycles, lower costs, and reduced risks in a CCWIS implementation.

Test Planning: The Testing Lead will be a key participant during the Requirements validation sessions. Understanding the requirements and expectations will help him determine an overall strategy for testing early in the project. This resource will be responsible for preparing the Master Test Plan which will lay out the overall approach, scope, and types of testing, tools to be used for testing, and the testing process overview. The Master Test plan will act as a key guideline document to perform all the testing during the DDI and M&O phases.

Documentation and refinement of Test cases: Following requirements validation, we will create a baseline Requirements Traceability Matrix. This Matrix will outline the business requirements and map the test cases to each of the requirements. Whenever there are changes to a business requirement, the test cases associated with it would be updated accordingly.

We recommend a specialized tester in each of the Development Scrum teams as well as the Data Scrum to provide sufficient coverage for all testing activities within a PI.

During the Release Planning Sprint (Sprint 0) of every PI, we will analyze the User Stories in the Product Backlog to determine whether each Story will be fulfilled through OOB, configuration, customization, or via completely new functionality. For the features available

OOB or needing Configuration, we will use the Test case available with our Products team. For the rest, incremental test cases will be developed as required. This Sprint will also help the team refine the acceptance criteria for the user stories in scope.

Test Execution: When executing Sprints, we will perform the various types of testing – Unit Testing, Link Testing, System Integration Testing, etc. We will share the System Integration Testing Reports with the State every PI.

The data conversion activities will happen alongside module development. We will share the data conversion reports with the data stewards from the State for validation of the data migrated from the legacy system to the Unify database.

UAT: We recommend an incremental methodology for performing UAT. According to this, the UAT will be performed during the last sprint of every PI. This will make sure that there is complete coverage for all the user stories in a PI, uniform distribution of UAT effort, and cascading of observations/defect fixes to subsequent PIs.

For the second Go-Live (Balance of scope), there will be a hardening UAT immediately after the end of the Realization phase. This UAT would include Functional testing, E2E Integration, and Policy testing. A round of Regression will be performed to make sure that there is no impact on the Referral functionality due to the changes.

All the defects encountered during the UAT will be closed and we will assure you that we meet the defined passing threshold to get the State's final signoff.

Managing Automated Testing Scripts

Since we have implemented Unify for other customers, we have accelerators built from our past engagements which would help in the automation of the testing thus expediting the testing, improving the accuracy of testing, as well improving the productivity of the testers.

We believe that we would be able to build about 60% of the future system through Configurations. The test plans and test scripts for these portions, available with our products team, would be used for testing. This would include functional test cases and integration test cases, along with other activities. We also have a standard set of test scenarios and scripts available for Regression testing.

During the DDI phase, the additional test cases developed (for Customized part of code) – Functional, Integrations, Compliance, Regression, etc. will be added to the existing suite of test cases. Following Go-Live, we would conduct training sessions with the M&O team where we would detail the walk-thru of test scenarios and the associated test scripts. We would maintain these test cases in the Project Library so that they could be updated from time to time and be available whenever needed in the future.

Identify Project and Design Requirements

At the end of the Requirements Validation (Boot camp sessions), we will create a baseline version of the Requirements Traceability matrix. This will cover all the business requirements. Additionally, there are test scenarios mapped to each of the requirements. Whenever the business requirements undergo any changes (during the Realization phase or subsequent phases.), we will make sure that we update the test scenarios to confirm that the RTM reflects the changes in the business requirements.

During the sprints, the RTM will be updated regularly to indicate the latest status on the testing - test cases completed, outstanding test cases, and other information. The updates will be provided to the stakeholders during the daily scrums and weekly dashboard reviews. Any impediments for testing will be taken for discussion to determine a workaround. We will share the Testing Reports and Results with the stakeholders post-completion of a Testing milestone (Unit testing, System Integration Testing, UAT, etc.) for client review and

approval. The RTM will be a dynamic document that will keep refining regularly in this manner. Since the RTM will be accessible to all key stakeholders from the state, they can easily determine the testing coverage from the RTM.

The test Reports from the System Integration Testing and UAT will be shared with the stakeholders. These will provide insights into the Test coverage along with the corrective actions taken for defects.

Compliance with Federal Mandates

From its inception, we have built Unify with compliance with federal and state laws and regulations in mind. Thus, Unify supports all federal and state-specific testing requirements. We bring extensive experience in designing systems compliant with a broad spectrum of federal and state laws and regulations. This can be affirmed by our implementations at several clients such as the states of Michigan, Illinois, Georgia, Mississippi, Louisiana, Pennsylvania, Oklahoma, Vermont, Florida, Arkansas, Missouri, Kansas, South Carolina, and Arizona, and federal clients such as the DOS, the USDA, and the HUD.

On the accessibility front, our Unify solution and all our materials provided will meet the accessibility standards established under Section 508 of the Rehabilitation Act, W3C, WCAG, UX2014, and Americans with Disability Act. Accessibility testing is an integral part of our product development process. In addition to manual user experience and accessibility testing, our continuous integration process includes testing for Section 508 and WCAG compliance using automated tools to make sure that our solution always stays compliant. We conduct testing so that the solution provides access controls, audit controls, data integrity controls, and transmission security controls to provide Family Educational Rights and Privacy Act (FERPA) and Health Insurance Portability and Accountability Act (HIPAA) compliance. It is compliant with PII and PHI data elements, as laid out by HL7 rules.

Unify also supports compliance with federal and state reporting requirements, such as those mandated by the Child Care and Development Fund (CCDF) and Administration for Children and Families reporting requirements.

We will also assure compliance with the federal Risk Management Framework (RMF), which will either meet or exceed the HIPAA, FIPS PUB 140-2, NIST SP 800-53, and FedRAMP standards. Team CITI makes sure Unify keeps pace with changes to federal and state laws and regulations. Quarterly releases of our product address these changes to maintain continuous compliance.

2. Describe the processes, activities, and steps you will use to ensure that by the time UAT is started, the incidence of defects is limited so that UAT and end-to-end testing can be completed within identified timeframes. Describe the roles and responsibilities and support that will be provided during UAT.

We propose UAT to be performed in two stages for complete coverage –

Incremental UAT:

- By the end of the Discovery and Planning phase, we will have the baseline RTM created. Each of the requirements will have test scenarios mapped to them.
- During Sprint 0 (Planning and Requirements Elicitation sprint), we will refine the requirements as per the needs. Alongside, the test scenarios associated with the requirement will also be updated. The RTM will reflect the changes in requirements and test scenarios.
- During the execution sprints, the test cases will be executed for the modules – including Unit testing, Integration testing, Compliance testing, etc.

- The RTM will be updated regularly, and the status will be provided to the stakeholders during daily standup calls. Any impediments to the testing and its impact will be actively discussed. As a result of these discussions, mitigation will be determined and implemented.
- The defects coming up will be categorized based on their severity. Defect fixing will be done based on the severity of the defects.
- Team CITI will make sure that all the high severity defects in SIT are completed before the start of the UAT. For outstanding defects, we will plan to fix these defects in parallel with the UAT support.
- Incremental UAT will make sure that the UAT effort is distributed evenly. Any defects identified during an Interim UAT will be applied to the next PIs to prevent a repetition of defects.

Final Acceptance:

- Before commencement of the final UAT, we will make sure that all the System Integration Testing and interim UATs have been completed. We will also confirm that the defects identified during these are fixed. We will be sharing Testing reports with the state with the required details.
- During the Final Acceptance, we will provide the necessary support to make sure that all the defects are fixed on a priority and the minimum passing threshold for getting signoff from the state has been achieved.

The following personnel from Team CITI will be involved in the UAT –

Role	Responsibilities
Project Manager	• Keeps track of all the defects identified during the UAT – defects report. • Communicates with the State's leadership on the overall progress of testing, impediments, and other factors. • Support the Scrum teams for determining workarounds for any impediments
Testing Lead	• Work with the State's stakeholders to understand the defect and its impact. • Liaise with the testers and developers to fine-tune the test cases needed to test the fix.
Functional & Tech. Lead	• Coordinate with their counterparts from the State to evaluate the defects and determine their severity. • Evaluate the complexity of the fix and determine the effort to implement the fix.
Developers	• Analyze the defect to find a root cause of the issue, put code fix, and testing. • Document the changes post-testing and submit them for acceptance
Testers	• Provide testing support once the developer completes the code fix.

Table 2.6.4.2-1 Team CITI personnel involved in UAT and their responsibilities.

2.6.5 Steady State (Warranty Period) (RFP Section 2.5.7)

1. **Describe how you plan to identify, classify, and manage any required warranty fixes including the timing for doing fixes and how this will integrate with the M&O processes.**

The Warranty period would commence immediately post the Go-Live. The initial few weeks of the Warranty will be hyper-care. It will focus on the stabilization of the new system and provision a seamless adoption of the system by the end-users. This will require close monitoring of the system to rapidly identify issues and plan and execute resolutions. This would include monitoring the modules, interfaces, databases, platforms, networks, etc. We will establish necessary channels of communications – Help Desk support, IT/Service Desk ticketing tool, Hotline, etc. for the stakeholders and the end-users to report any issues.

We will establish an Incident Management and Reporting system based on the guidelines from the System Operations Support document for the resolution of issues in a systematic manner. We will provide support at L1, L2, and L3 levels through this system. Once an incident is reported, we will determine the severity of the issue based on its criticality (depending on how critical the impacted operation is for the business) and impact (number of end-users impacted). The issue response and resolution will be planned and executed based on the severity following the pre-defined Service Level Agreements.

Issue Severity	Response Time	Response/Resolution Time
Critical	Within 4 Hours	Within 8 Hours
High	Within 1 Business Day	Within 1 Business Day
Medium	Within 1 Business Day	Within 5 Business Days or as Approved by State
Low	Within 1 Business Day	Within 2 weeks or as Approved by State

Table 2.6.5-1 Team CITI's standard SLA and Resolution time

A few weeks after going live, we will transition the L1 support to the State's support team, while retaining L2-L3 support. We will also take up any activities related to upgrades, business continuity, technical support for any associated projects, etc.

We will make sure that reporting on the incidents occurs per the agreed service level agreements. For very critical and high-priority incidents, we will report updates every 24 hours. For other defects, we will provide updates in a weekly cadence.

Towards the end of the warranty, Team CITI will document all the issues that came up during the warranty period along with their resolutions.

The Warranty activities will be integrated with the Maintenance and Operations activities. This will allow a reduction in resource requirements, establish a set of common processes and tools, and simplify administration and communication.

2.6.6 Data Quality, Data Conversion and Migration (RFP Section 2.5.4)

1. **Describe your approach to Data Conversion that will optimize the level of automated conversions including the tools that will be used. Describe your approach in detail around mapping of data elements between the source and target solutions, extraction, transformation and load.**

Data Conversion Approach:

The success of data migration depends upon the team's ability to understand the data model and extract and convert the data from legacy systems to Unify. Since this is a complex process, we recommend a specialized Data Scrum team led by a Data Conversion Lead to manage the data conversion activities. We will align the data conversion plan with

the module development so that data conversion happens incrementally along with the module and interface development.

CITI has developed a data migration tool called DataPort especially for HHS platform. This utility has been used for migration of large scale legacy applications. This tool maps the data fields between source and target schema and produces reports to validate data Extract, Transformation and Load (ETL). It also produces data error reports to signify rows and columns that did not convert properly due to legacy data quality issues.

We recommend a separate Data Conversion environment where the data conversion would happen. Once approved by the State's data stewards, this data will be loaded to the Dev, SIT, and UAT environments.

The Data Conversion plan will detail out a roadmap for Data Conversion activities. This will lay the ground for efficient planning and execution by defining the approach, expected outcomes, and key roles and responsibilities. It will define a schedule for Data Conversion such that data will be available at the time of commencement of Testing. It will also outline the process for the validation of data by the State's data stewards.

Sprint 0 of every PI will include planning for data conversion activities in the PI. This will include consideration of sources and formats in the scope, key subject areas, the volume of data to be migrated, data quality tools, process automation tools, mapping documents, etc. These considerations will help provide the required clarity to perform the actual data conversion activities during the Execution phase.

Data Conversion Process and Activities:

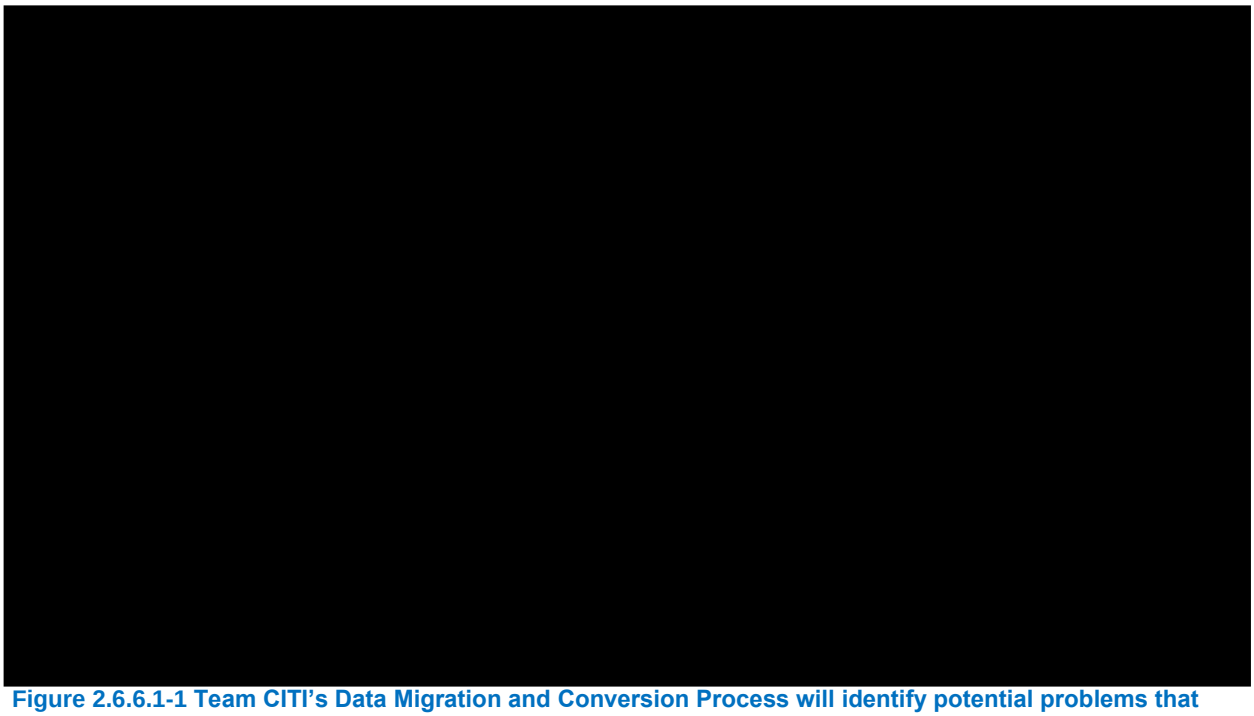
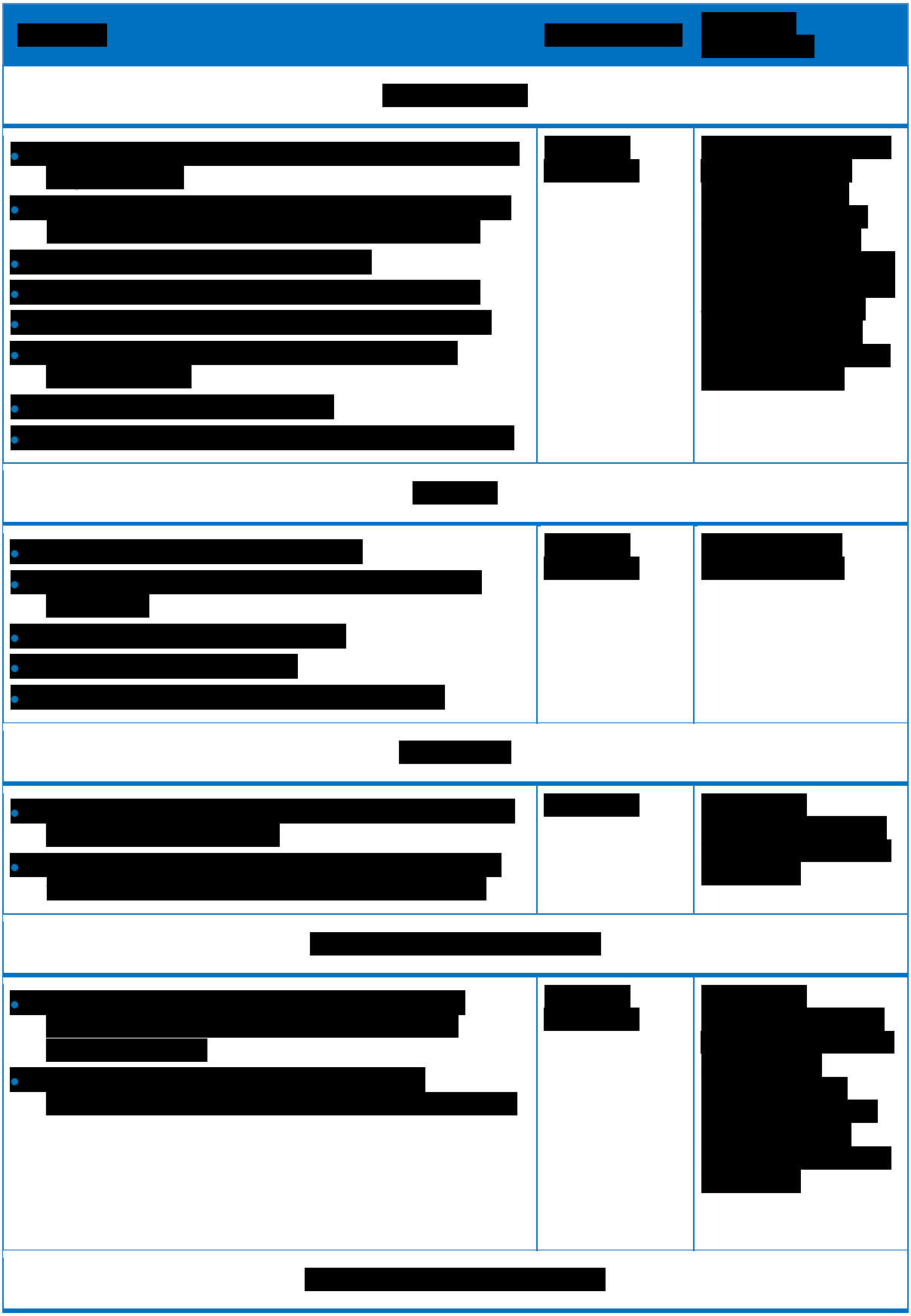


Figure 2.6.6.1-1 Team CITI's Data Migration and Conversion Process will identify potential problems that may not otherwise get discovered.

The overall process for Data Conversion including the key activities is specified in the table below -



Team CITI will perform Data Conversion activities in the Pre-production and Production environment as a part of readiness for the Cutover. Post the Go-Live, there will be plans to perform incremental data conversions into these environments until the complete decommissioning of the legacy CHRIS system.

2. Describe how you will ensure data and information integrity and consistency in the solution, both during conversion and migration and thereafter, per CCWIS requirements.

Unify focuses on addressing data integrity, which is the accuracy and completeness of key elements. Unify employs a modular design that groups similar functionality into components that can be developed and deployed separately resulting in components that can be reused. Reusing these framework components facilitates easy data integrity and security because all interactions with data entities are controlled in one place. All master data in Unify resides in the Master Data Management component that is accessed by different modules. This component promotes data integrity and reduces the redundancy of entering the same data across multiple modules.

Unify also has role-based workflows that will prevent data tampering. The system has a De-duplication engine that uses an advanced data entry duplication algorithm to normalize case data against multiple points to enforce referential integrity. EMPOWER platform's Data Exchange component provides an abstraction layer determining which data elements will be processed by the system or other components designed to handle it. This providers consistency and data integrity between Unify and external systems.

Team CITI will identify referential integrity constraints in the source system by discovering entities and their associated entities in various source systems. The data conversion team will develop data integrity verification routines to validate the data being loaded from the source system and leverage automated scripts to perform data integrity checksum tests in the new system in comparison with the legacy data. There are several methods to de-normalize and group related data in the Data Migration Environment to maintain the referential integrity of the data. The most optimum of these methods will be identified by the end of the Discovery and Planning phase. Migration routines will generate exception reports

for data that fails integrity constraints. The report will help both stakeholders and the migration team to resolve referential integrity issues.

3. Describe your approach to testing converted data.

The Integration Team will develop routines to perform Data Diagnostics based on the Unify database model for the converted data. These routines will compare source fields with target fields for matched and unmatched records. The team will validate data against the following rules while performing the following Data Diagnostics routine:

1. Check whether all the data in the legacy system is migrated to the new application within the scheduled time that was planned. To do this, compare the number of records between legacy and the new application for each table in the database.
2. Data migrated from the legacy to a new application should retain its value unless it is not specified to do so. To do this, compare data values between the legacy system and the new application's database.
3. Test the migrated data against the new application. Team CITI will cover the maximum number of possible cases.
4. Check for data integrity for all possible subsets of data.
5. Check for data mismatch cases like data type changed. The diagnostics routine will generate a report that will show data discrepancies to verify the extraction of data from the legacy system and the conversion of that data into the new system. After each run-through of the conversion, we will perform an analysis of the converted data and how it is performing in Unify. We will share the analysis with the State for feedback and continuous refinement.

The conversion process will also generate the following reports:

- Exception reports - covering data that cannot be converted.
- Migration summary reports - to find entity level totals and record counts by a table amongst other data that will help reconcile the source and target data volumes.
    - We have provided a Data Conversion Plan, including a high-level schedule that makes sure the data is clean, accurate, and complete in advance of the corresponding UAT period.

Draft Data Conversion Plan

We have submitted our draft Data Conversion Plan with this proposal. Please refer the Exhibit 7.

2.6.7 Implementation and Go-Live (RFP Section 2.5.6)

1. Describe your methodology, tools, and techniques for rolling out the Future System according to the State's desire for a limited phased approach. Describe how you will work the State to plan, deploy, exercise, and validate full readiness and preparedness across people, processes, data and technology in a pre-production or production environment. For the Pilot, describe the resources, roles and responsibilities and high-level strategy and approach for doing a Pilot that validates implementation readiness, but also mitigates risks for engaging a large segment of end-users who are focused on existing child welfare and case management activities in the legacy system.

The State of Arkansas seeks to help DCFS more effectively accomplish its mission to keep children safe and help families. Reaching the outcomes identified in the Arkansas Children and Family Services Plan and the Five-Year Title IV-E Prevention Plan requires the

successful implementation and Go-Live of Arkansas' modernized CCWIS in an accelerated and efficient manner. The modularity of our Unify solution will provide the State with maximum flexibility to deploy functionality that best aligns with DCFS' business priorities and targeted timelines.

Roll-Out Methodology

We bring in a well-defined and proven rollout approach based on recent experiences and industry-leading practices taking our customers to live, new solutions/systems, and implementations. To provide expert on-site support, we would deploy some resources on-site during the rollout activities. Our approach includes the system migration cutover process. It details the specifics of the rollout preparation, planning execution, and post-rollout activities. It also incorporates the key steps, the recommended composition of your cutover team, and tools to support the cutover activities.

Figure 2.6.7.1 below presents the overview of the Cutover and Roll-out activities involved in the Final Acceptance and Go-Live phase.

Based on our significant experience with implementations for similar solutions, we will bring our suite of accelerators that are tailor-made to the needs of rollout readiness for the Arkansas CCWIS solution.

It takes dedicated efforts and resources around 8-10 weeks before Go-live to not only finalize the Implementation Plan but to also ensure that key updates are communicated with the stakeholders and that all the members of CITI as well as the State team are aware of their roles and responsibilities. Here are a few critical success factors and key considerations that can enable us to collaboratively achieve a successful migration, cutover, and a more successful Go-live with your project: Leadership Engagement, Overview, and support

- Ownership and Solution-oriented mindset for the entire cutover team
- Clearly defined roles and responsibilities for Team CITI members and DCFS staff
- Proactive identification and mitigation of risks/impediments
- Diligent and detailed planning to eliminate any gap(s) in the execution of cutover activities.
- Efficient collaboration and communication network established through reliable tools and technology.
- Pragmatism while dealing with unexpected challenges and not have unrealistic expectations.

Pilot Rollout

Team CITI recommends a pilot Go-Live for the Referral module at the end of 7 months from the Project start date. The overall Approach and key activities for the Go-Live are specified in the figure below.

We will plan sufficient business contingency to ensure minimal impact on the daily business operations during the Go-Live.

Applying the approach for a small-scale Go-Live would provide benefits in terms of determining the risks, impediments, communication gaps, etc. early during the project, whose impact on the Go-Live would remain limited. These past learnings can be applied during the second Go-Live (of a much larger scale and complexity) to achieve a smoother and seamless Go-Live.

The key responsibilities for the various members from Team CITI and the State for the cutover would be:

Resource	Key Responsibilities
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

[redacted]

[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

Table 2.6.7-2 State/ DCFS Responsibilities for Cutover

War Room Set up: To facilitate a smooth implementation, Team CITI recommends the creation of a War room during the time of the cutover. The War room will include the Team CITI Project Managers and members of Team CITI's Core team (includes most of the Key Personnel requested by the State). Team CITI would recommend the State include a few of its key members including the Project Manager, Product Owner, Business SME, Database admins, and Change champions as part of this war room.

The war room will be set up 3-4 days before the actual Go-Live data. It will continue for 4 weeks post the Go-Live.

The purpose of the War room is to quickly identify any impediments during the Go-Live and post Go-Live and to plan and execute workarounds to support faster closure of defects and other impediments. The war room setup would achieve faster communication and easier decision-making among the stakeholders. Additionally, important updates would be circulated faster. There will be a special hotline created to quickly report issues or incidents which will further get prioritized according to the severity.

2. Describe your approach to successful phased deployment strategy, considering geographically remote locations that may require an extended period of time for roll-out, including communications, training (including multiple types of materials

- online refresher training, desk- side support tools, and tips and hints, known and approved workarounds), and on-site support to ensure users have a positive experience with adopting to the new platform, processes, and tools.

Managing the implementation of the Future CCWIS system implies managing multiple moving parts in a systematic and coordinated manner to achieve readiness in a cohesive manner, which is essential for a successful cutover. The same level of commitment would be required even post the Go-Live. Only doing so will help generate the expected business value from the Future system to the state.

Rollover of end-users to Future system: We will incorporate Change Champions across locations to participate in the cutover activities. This would help us fine-tune our rollout plan (part of the Business Contingency Plan) considering any specific considerations for geography. Also, during the Go-Live, we will initially roll over your Change Champions to the new system. This allows them to experience the complete system. Similar to a "test drive," a controlled rollout to just the Change Champions also helps identify any gaps and quick fixes before releasing the system to the entire end-user community.

Once these Change Champions declare their confidence and that of the users in adopting Unify, will the legacy system access be blocked, incremental data migrated and validated, and access granted to all users according to their roles in Unify to take the State of Arkansas CCWIS live.

Training and OCM: Organizational change needs for large numbers of geographically distributed team members requires the OCM activities to be incremental. Hence, we plan to align the Training related activities to the Sprint planning and execution during the Realization phase. This way the training material will be developed alongside the modules.

With a planning sprint and multiple execution Sprints of 3-4 weeks each, during every PI, Change Champions have enough time to provide the necessary support to help us build the training material. This would also provide sufficient time to conduct staggered or multiple training sessions with geographically distributed end-users. Since the Training system stays accessible to end-users, they can continue to use it and get comfortable over time.

We will conduct refresher training just before the cutover. The training material will be created accounting for your end-users needs. We will deliver it through a combination of various means including – Classroom sessions, demos, online training, self-learning, etc.

On-site support: We believe that the period immediately post the Go-Live will be the most crucial. Hence, we call it the hyper-care period. Team CITI will provide continuous monitoring and support during this period to make sure that any issue with the new system is identified, analyzed, and fixed immediately. To achieve a smooth roll-over, we will provide additional support for the end-users. This will be the availability of a hotline, Help-desk, and IT service ticketing support.

Your Change Champions will play a crucial role in liaising between the Implementation team (Team CITI and the State's IT staff), and the end-users to communicate any important updates.

3. **Describe how Organizational Change Management (OCM) and training activities will be completed for both the Referral module and the remaining modules, features, and functions to ensure that both populations have adequate time to prepare, sufficient time to attend training, and have the proper communications to successfully mitigate implementation risks and end-user acceptance of the new solution.**

Team CITI will set up a specialized Scrum OCM team to focus on the OCM and Organizational readiness activities. Led by an experienced OCM Champion, this team will

develop an OCM plan, a training plan, and training activities, other readiness activities for the stakeholders (such as new licenses and software/hardware patch upgrades), and a plan for communication management.

Approach: Our approach will be to align the readiness of a module (such as additional software) with the module development. As a result, we will build the training material alongside the development of modules. This will make sure that the training documents capture all the required features of the modules. Aligning with the Realization phase will make sure that the training material is built incrementally and that it gets sufficiently reviewed by business SMEs and Change Champions to meet the needs of the end-users. This will also provide the Scrum OCM team an opportunity to understand the preferences with regards to the mode of training and accordingly build training employing various mediums such as online videos, web-based training, Instructor-led courses, along with the material such as training manuals and user guides. Based on our experience, we have listed the training in the following categories -

Type of Training	Mode of Training	Description
Self-paced	Online videos, Manuals, User guides	Self-learning leveraging available training material
Instructor-Led	Classroom-based, Virtual	The training will be provided by CITI's Trainers who are a part of the OCM team
Solution Demos	Classroom-based, Virtual, WBT	These will include the demos of the Unify modules, their features, workflows, data, etc.
On the job training	Classroom-based, Virtual	These will be based on the needs of the end-users and will be provided at the respective sites or online
Train the Trainer	Classroom-based	The Sate's training team will be trained and groomed to ensure readiness to conduct training in future

Table 2.6.7.3-1 Categorization and modes of training

Execution: Specialized trainers will be a part of the OCM Scrum deliver training. The OCM team will work with the state to identify the attendees for the training. They will prepare schedules well in advance for the trainees to plan and attend these sessions. The instructor-led classroom training will be recorded to make them available for future reference. All the training and training material will be stored on SharePoint. Access will be provided to relevant stakeholders. The training would be conducted such that the end-users have sufficient time to go through the training material, revisit any training if needed, and get completely ready for the rollover.

Cutover Activities: Team CITI will develop an organization-wide Implementation Plan that will incorporate all activities required to support the successful implementation of the future system. The plan will account for your specific needs and have mitigation for any anticipated risk. There would be representation from each geography in the Change Champion team to support successful implementation and roll-out across geographies and sites. Only the Change Champions will be initially brought live on the new system. The remaining end users will be rolled over only post receiving consent from the Change Champions.

The cutover readiness plan will also specify the Communication Plan for addressing any challenges which the end-users face before or post-Go-Live. These mediums include Help desk support, Incident management, Points of contact for a given geography, hotline numbers, etc.

4. **As part of change management and readiness, provide an overall strategy based on previous experience with similar projects. Include a detailed list of roles, responsibilities, and activities for the various Go-Live support activities, including the War Room, Contractor-led on-site support, and potentially the use of State Change Champions or Super Users across various counties to ensure users and supported and able to seamlessly and efficiently use the new system.**

Responded in Q1.

5. **Describe how State acceptance will be documented and the implementation phase of the project closed out, including final testing and validation that all compliance criteria have been met, and if requirements or compliance activities have not been met, describe your approach to work with the State to document those gaps.**

Team CITI believes that a successful project closeout implies the following:

- Successful completion of all the critical activities.
- A clear action plan for the activities which are still open.

The list of the closeout activities is identified below:

- All user stories marked as High priority and Critical are successfully developed, tested and thoroughly validated, and approved by the State (meet the Acceptance criteria)
- All the Testing activities by Team CITI have been completed including the SIT. Additionally, the State has reviewed and approved the SIT Reports.
- Both Interim UAT and final Acceptance have been completed; the critical and high priority defects have been closed.
- The medium and low priority defects which are open have a clearly defined plan for resolution and closure.
- Each of the compliance criteria specified in the UAT meets the required passing threshold.
- All the interim UATs and final Acceptance have approvals from the State.
- All the project artifacts have been documented and access provided to relevant members of State and M&O teams.
- All transition activities to the M&O team have been completed successfully.
- The warranty report is up to date with a list of all defects fixed.
    - The outstanding action items/gaps or defects will have a clear action plan with time for closure and action item owners. Updates on the status would be communicated regularly through the Daily stand-up meetings and weekly reviews.

2.7 System Hosting (RFP Section 2.6)

1. **Describe how you propose to host the solution. Please include all components (e.g. OS, servers, data center, network, storage, etc.) and the related managed services (e.g. back-up, disaster recovery) required to provide the hosting as a service. Describe how you will provide, operate, and maintain the facilities and technology infrastructure (e.g. data center, racks, servers, storage, network and operating solution, engineered appliances, etc.) required to support the Solution, including the disaster recovery environment. If the proposed solution is a cloud-based or SaaS solution, please explain how this best meets the needs of the State.**

Team CITI proposes that Unify be delivered as cloud hosted solution in the FedRAMP compliant Microsoft Azure Gov Cloud environment within US Gov Virginia region, closer to the Arkansas Little Rock facility. Alternatively, if State prefers and does not have specific additional attestation / compliance requirements such as CJIS or IRS1075, we can reuse State's existing Azure Commercial Tenant to host Unify solution. This will provide the State with a reliable, consistent, secure, and economically sound CCWIS delivery system. Arkansas has established a "Cloud Right" approach. Team CITI's recommendation for the deployment of Unify on Azure Cloud, will meet the goals to transform Arkansas' IT Infrastructure Landscape, defined in the Arkansas Cloud Strategy.

- Reduce costs and redundancy.
- Increase agility.
- Continuously Improve.
- Reduce business, operational, and security risks.

Below is the staging and production deployment architecture portraying the cloud hosting architecture with Azure services and key solution components that will be employed to host and deliver the Unify solution.

Unify's product development environment and CI/CD pipeline using Azure DevOps and Azure Pipelines will be employed for the State's CCWIS project. Deployment of the application and database will be performed on the Development, Integration and System Test (SIT), User Acceptance Testing (UAT), Training, Data Integration, Staging, and Production Instances. Windows VMs and Azure SQL Service will be provisioned for Development, Integration and System Integration Test, and User Acceptance Testing environments. Staging and Production environments, their disaster recovery (DR) sites, and the Training environment will be hosted on Microsoft Windows VMs. Azure SQL will be used as the database across all environments. All application builds along with New Relic APM Agents will be containerized using Docker images and pushed to the respective environment's private registry which will be provisioned for Unify on Azure Container Registry (ACR). Staging and Production environments will be deployed using the industry-standard Blue-Green Deployment Model.

Our Approach Meeting the State's Needs

Aligning with State's business needs and our core guiding principles ("Cloud First" approach) some of the key goals mentioned below can be achieved through a cloud-based solution hosting over on-premises hosted solution:

Ease of Maintenance: For cloud-hosted solutions, the cloud service provider assumes full responsibility for maintenance associated with hosting, while on-premises hosted solutions require the State to maintain the servers, other hardware and software, data backups, security patches, and storage devices. Team CITI is fully accountable for all the duties identified in Section 2.6.2 of the RFP.

Flexibility and Scalability: Cloud-hosted solutions allow organizations to make changes to their infrastructure and environments without requiring other changes to account for any dependencies on the hosting server. The Azure auto-scaling features help scale up or down based on real-time traffic or usage metrics to meet the business demand. Alternatively, we can schedule auto-scale on time of the day, day of the week, and other intervals for known demand patterns. In the case of on-premises hosted solutions, infrastructure changes are limited by existing on-premises architecture.

Enhanced Security: The cloud service provider has a broader set of security policies and technologies driven by the experience of hosting multiple solutions over time. In the case of on-premises solutions, a group of trained internal staff attempts to provide security by using external tools. Thus, security might be compromised by the limitations of the expertise, infrastructure, or environment of the organization.

Optimized Cost: End-users of cloud-hosted solutions only pay for what they use. While in the case of on-premises solutions, the cost incurred is for the servers, hardware, storage devices, software, power consumption, and space where the architecture is developed. This further provides for a shift from a CapEx model to OpEx, which prevents the risk caused by aging infrastructure due to the lack of budget.

Hosting Solution Components and Services

Solution Component	Description
Azure Front Door (AFD) **Or**	AFD which is an Application Delivery Network (ADN) as a Service, offering various layer 7 load-balancing capabilities for applications. It provides dynamic site acceleration (DSA) along with global load balancing with real-time failover while quickly and efficiently directing incoming DNS requests/user traffic across

Solution Component	Description
Azure Traffic Manager	multiple Availability Zones thereby resulting in high availability and responsiveness of Unify. Azure Traffic Manager is a DNS-based traffic load balancer. This service allows you to distribute traffic to your public facing applications across the global Azure regions. Traffic Manager also provides your public endpoints with high availability and quick responsiveness. Traffic Manager uses DNS to direct the client requests to the appropriate service endpoint based on a traffic-routing method. Traffic manager also provides health monitoring for every endpoint.
Application Gateway	Application Gateway on each Availability Zone serves as a checkpoint. This offers a Web Application Firewall (WAF) and provides centralized protection to Unify from common security threats, web vulnerabilities, and attacks without modifying the backend code. WAF addresses various attack categories including SQL injection, cross-site scripting, common attacks such as command injection, HTTP request smuggling, HTTP response splitting, and remote file inclusion attack, HTTP protocol violations, HTTP protocol anomalies, and HTTP Denial of Service.
Azure API Management	We implement lightweight RESTful web services in Unify, which will be published via Azure API Management, to integrate with third-party applications. Azure API Management also translates the endpoint transport protocol between REST and SOAP so that Unify services are available for REST and SOAP-based applications to discover and consume. Unify APIs will be exposed through Azure API management for integrating with DCFS's existing Interfaces.
New Relic	New Relic will be used to monitor application performance and provide proactive alerts on predefined metrics. New Relic's software analytics product for application performance monitoring (APM) not only delivers real-time and trending data about Unify application's performance but also indicates the level of satisfaction that end-users experience, eliminating subjective speculation of application performance to desired levels.
Azure Monitor	Azure Monitor collects, analyzes, and acts on telemetry data from Azure environments. Azure Monitor helps to maximize the performance and availability of Unify and proactively identify problems. It analyzes and optimizes the performance of Unify infrastructure, including virtual machines (VMs), Azure Kubernetes Service (AKS), Azure Storage, and databases. Management tools, such as Azure Security Center, also push log data to Azure Monitor. Azure Monitor watches and diagnoses networking issues. It triggers a packet capture, diagnoses routing issues, analyzes network security group flow logs, and gains visibility and control over the complete Unify Azure network.
Azure Container Registry	The Azure Container Registry is a private Docker registry in Azure where we store and manage Unify's private Docker container images. It is integrated with Unify's Azure DevOps Pipeline which generates application builds within containers and places them in the registry. Azure Container Registry's geo-replication efficiently manages a single registry across multiple regions to allow for easy distribution of Unify updates to the disaster recovery site.
Azure SQL Database	Azure SQL Database is a relational database as a service (DBaaS) based on the latest stable version of the Microsoft SQL Server Database Engine. Its built-in high availability, automated backups, and geo-replication substantially reduce

Solution Component	Description
	manual maintenance operations for Unify. Additionally, it provides advanced security features to the Unify database with Azure AD authentication, virtual networks, firewalls, and always encrypted connections. The Azure SQL database is set up in the primary and secondary (DR) sites, and active geo-replication is implemented as a business continuity solution that allows the Unify application to perform quick disaster recovery of databases in the case of a disaster or large-scale outage.
VNet Peering	VNet Peering is used to connect State Azure Public Cloud Tenant and Unify Azure Gov Cloud through the Azure backbone network. Once peered, the two virtual networks appear as one for a coherent connectivity experience.
Azure Express Route *(Optional)*	We will reuse State's existing network connection mode / Azure service (VPN or Azure Express Route) to optimize the cost and lead time required in establishing the connectivity. Azure Express Route is recommended only when the n/w traffic reaches a critical mass or heavy data transfer is required to be supported, or there is need for a private dedicated channel. With Azure ExpressRoute, you can establish connections to Microsoft cloud services, such as Microsoft Azure and Microsoft 365. Connectivity can be from an any-to-any (IP VPN) network, a point-to-point Ethernet network, or a virtual cross-connection through a connectivity provider at a colocation facility. ExpressRoute connections offer more reliability, faster speeds, consistent latencies, and higher security than typical connections over the Internet.
Azure Data Factory	Azure Data Factory is the cloud based ETL and data integration service that will be used to migrate legacy data to Azure. It allows you to create data-driven workflows for orchestrating data movement and transforming data at scale. Using Azure Data Factory, you can create and schedule data-driven workflows (called pipelines) that can ingest data from disparate data stores.

Cloud Infrastructure - Managed Services

Team CITI will provide end-to-end services for cloud infrastructure management and monitoring of cloud hosting solutions. We will create, operate, maintain the cloud infrastructure and environments. Our infrastructure (and DevOps) team will provision the underlying cloud infrastructure, Azure services, and resources (including compute servers, storage, network and software solution, and network configurations) Azure data centers of preferred regions. We will provision all the logical environments required for development, testing (SIT, UAT), Training, Data Integration, Staging, and production. Our Cloud Infrastructure Team will install, maintain, and monitor all the necessary supporting software and services including database configurations, etc. in each environment. We will deploy and configure our Unify solution across all the environments.

The lower environments will be provisioned as per the schedule to kick start the DDI phase during the initial Discovery and Planning phase for development and testing. We will manage, maintain, and monitor all the environments throughout the DDI phase and M&O. We will constantly monitor, maintain, and refine the production environment to meet State requirements post-production and cutover, during the M&O phase to meet the State needs.

2. Describe your approach to reestablishing operations in the event of a catastrophe, as well as your envisioned approach to developing a disaster recovery plan for

the State. Include the required components, configurations, and procedures to enable a recovery.

Disaster Recovery (DR) and Business Continuity Planning (BCP): Team CITI has built Unify as a high-performing application supported by high availability infrastructure. We follow best practices and standards for business continuity and disaster recovery planning including NIST SP 800-34. Our Security Expert will lead the development of BCP for business functions which would be impacted due to system failure as well as disaster recovery plans for the Unify module(s) and supporting technologies. BCP and DR Plans will be developed in concert with state requirements at least 90 days before any Unify scheduled Go-live. Business impact analyses will be completed which will quantify risk, identify dependencies, establish recovery time and point objectives (RTO/RPO –24 hours) which drive the requirements for the plans. The data backup service will be configured using Azure encrypted backup for full backups weekly, and differential backups every day. The transaction log backups can be configured from 5 or 10- or 15-minutes range as per the State requirements.

Resilient Infrastructure: The proposed technology architecture established for Unify in Azure Cloud will provide Arkansas with highly available and resilient infrastructure. As illustrated in Figure 2.7.2-1, Unify, when accessed by external users (outside of the State's network), the Internet Browser/Mobile Application causes a request to be sent to Azure Front Door. The DNS server of Azure Traffic Manager routes the request to the Application Gateway -1 provisioned for the Production Environment and in case of failure, it will route the traffic to another Application Gateway -2 configured as a Disaster Recovery site. Application Gateway (1 & 2) sends traffic to their respective Availability Zone (1 and 2) in the Application Tier Subnet. Azure Traffic Manager is a DNS-based traffic load balancer, distributes traffic to public facing applications across the global Azure regions and provides instant failover for high availability (HA) / DR scenarios.

VNet Peering will be provisioned for Staging and Production environments that connect to the Arkansas State Network via the State's Azure Gov Cloud to leverage the State's existing Express Route / VPN connection. When Unify is accessed from within the State's network, both primary and secondary application gateways are accessed via VNet Peering between the existing State Azure Cloud Tenant and the Unify Azure Gov Cloud Virtual Networks (Unify VNet).

Unify will be placed as a docker container configured on Windows VMs in the Unify VNet within Availability Set on both the sites, to achieve optimal availability, seamless connectivity, and minimized recovery time in the event of a disaster. The Availability Set configured on Availability Zone 2, acts as the Disaster Recovery site for the application tier. Within each site, HA will be achieved by the Auto scaler that automatically scales out or scales in the number of VMs (VM 1 to N), upon receiving the triggers from Azure Monitor based on resource utilization metrics and pre-configured thresholds such as CPU utilization. Team CITI will develop Azure Automation Runbooks to orchestrate the shifting of workloads automatically between regions based on signals received from Azure Monitor.

The Azure SQL service, which hosts the Unify transaction as well as reporting and analytics databases, is configured in active replication mode for both the Availability Zones (1 and 2) so that the databases in each site stay synced in real-time, resulting in no data loss whenever a failover occurs from one zone to another. With this configuration, the Availability Zone 2 Azure SQL instance will assume the role of the primary database by switching over from read-only access to read-write access, upon any failure in the Availability Zone 1. Once the zone failure is resolved, the first Azure SQL instance in Availability Zone 1 will resume the role of primary DB and the other will revert to read-only mode.

Team CITI will develop a performance plan to gauge the performance of the system because the State requires high system availability. To measure the performance, we will use New Relic and Azure Monitor to measure performance for the application and underlying infrastructure. Azure Monitor uses Log Analytics to collect and analyze telemetry data. Performance KPIs will be tracked on dashboards. The results of the analytics will be used to optimize the performance and availability of the cloud resources and applications by configuring performance thresholds in each of these tools. To arrive at the production sizing and scale in/out thresholds, we use Apache JMeter and New Relic to conduct performance testing on the application.

2.8 Project Staffing (RFP Section 2.7)

1. **Provide a Staffing Plan and associated organization chart detailing the number of personnel, level, roles and responsibilities, and team reporting relationships, and identify the approach to providing "shoulder-to-shoulder" links for key staff roles between Contractor staff, PMO staff, and DCFS staff. Please ensure that all details listed in a. through f. of RFP Section 2.7.1 are included in your response.**

Team CITI will employ existing resources who have expertise in the HHS domain and child welfare. These resources will play key roles during the entire tenure of the project. This blend of resources needs to coalesce into a cohesive team that is motivated towards the common goals and objectives for successful project implementation.

The Project Manager will build these resources and lead them into a high-performing team through initial onboarding, training, monitoring the performance against a pre-defined set of metrics, and feedback from the State members.

Organization Chart: Our staff management plan is tailored to match the project phases described in our Draft Project Schedule. With this detailed planning, staffing ramp-up lead time and staffing fluctuations are known well in advance. This enables managers to be proactive and plan to provide all required resources before they are needed.

Figure 2.8.1-1 shows a project organization chart:

As per the above chart, there will be a core team that will have the majority of the Key Personnel roles. Additionally, we propose multiple Scrum Teams working in parallel in a coordinated manner for faster turnaround while maintaining the desired quality of outcomes.

These teams will be as follows:

- **Dev Scrum: 3 teams (5 member each)**– Responsible for developing Modules of Unify
- **Data Scrum: 1 team (5 members)**– Responsible for Data Conversion & Migration activities. This team will also work on Data Interfaces with External Data Sources.
- **OCM Scrum: 1 team (5 members)**– Responsible for OCM activities
- **Infra and DevOps Scrum (3 members)**– Responsible for Infra and Network related activities
- **M & O Scrum (3 members)**– Responsible for Maintenance and Enhancement activities
  - Approach to provide “shoulder-to-shoulder” support and link between Project Team and DCFS Staff

Team CITI will work collaboratively with DCFS staff during the entire duration of DDI and M&O, to provide a solution that meets the agency requirements. Our team will work closely with DCFS staff to achieve their objectives. Team CITI is committed to the “shoulder to shoulder” approach. We have committed the resources, processes, and office facility to maintain this important priority.

At each level, (Scrum team level, Project Level, and Engagement level), there will be a Team CITI counterpart working closely with the DCSF team member, as depicted in Figure 2.8.1-2 below in our shoulder-to-shoulder approach.

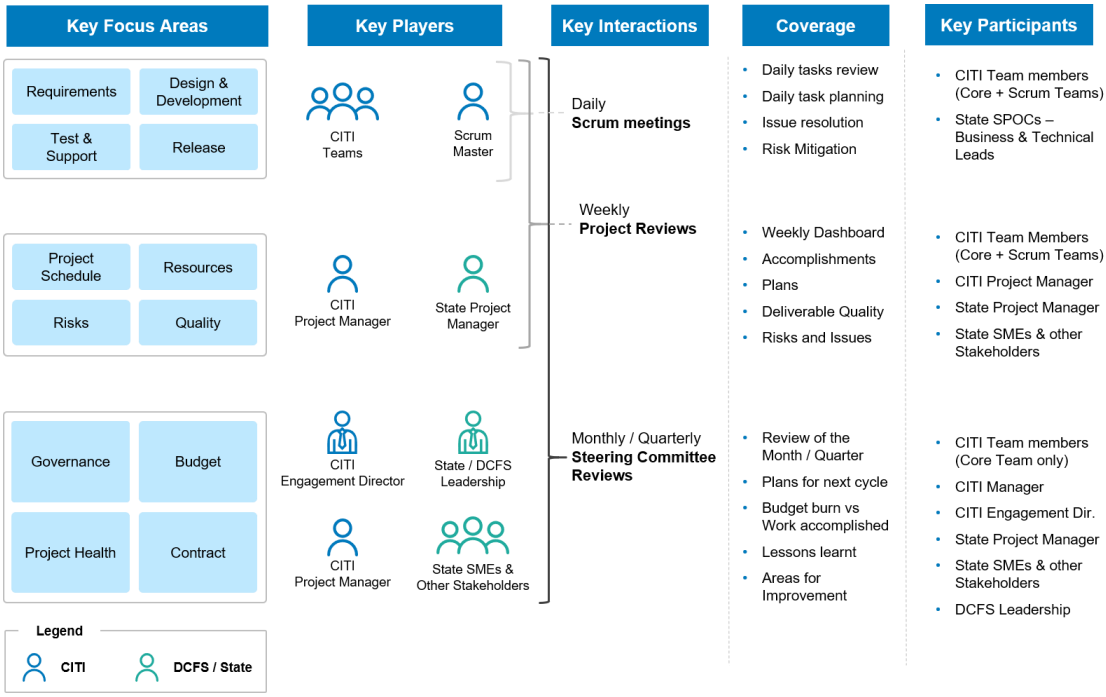


Figure 2.8.1-2 Client Coordination (Shoulder to Shoulder) Work Approach

Resource Management Process:

Team CITI has a matured process for Identifying, Recruiting, and Managing resources based on our significant experience managing similar projects. Our Resource Management process includes four major steps namely – Planning, Onboarding, Retention, and Transition with focused activities as depicted below.

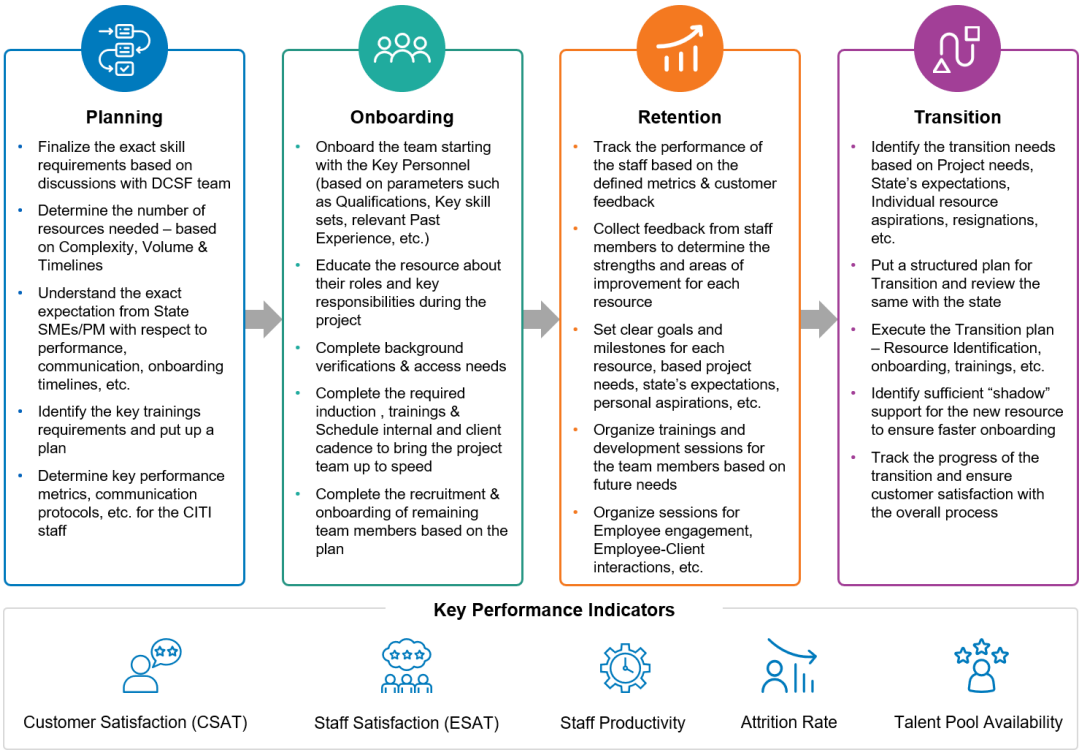


Figure 2.8.1-3 Overview of Resource Management Process

Resource Management Plan

Please refer to the Resource Management Plan under the Integrated Project Management Plan submitted as Exhibit 3 for details.

2. Provide a list and description of subcontractors and their key personnel that will be performing the services rendered by this Contract.

Prime contractor- CITI will be working with the following partners in the implementation of the CCWIS solution for the State. Throughout the project, we will make sure that the project goals are met. We develop trust and long-term or team relationships. Our efforts smoothly complement the work done by each of our subcontractors' teams. Team CITI will take ownership of the work done by the entire subcontractors' team (detailed below).

Company Name	Role	Resources
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Table 2.8.2-1. CITI will take ownership of the work done by the subcontractors' team

3. For each Key Person proposed in Section 2.7.2, please furnish the following:

a) Resume: The resume will include the candidate's education, training, experience and qualifications outlined below:

1) Education and Training

2) Required Experience and Qualifications

Each of Team CITI's key resources meets or exceeds the requirements for the position defined in the RFP. We have provided the profile summaries of our proposed key personnel in table 2.8.3-1 below. We have submitted detailed resumes in Exhibit 8 submitted with this proposal.

DDI Key Personnel

Role/Proposed Resource	Profile Synopsis
	**Engagement Director / Executive – Patrick O' Malley** Patrick has over 35 years of hands-on experience in Account Management, Business Development, Delivery Management, Project Management, Strategic Planning, and Vendor Management. Having worked 25 years in Health and Human Services, Patrick has extensive knowledge of many programs including Child Welfare, Child Support, Health Benefit Exchange, Electronic Visit Verification, and many others. Patrick will serve as the primary point of contact with DCFS leadership, governance body, and other State Executive Sponsors for activities related to the overall engagement management and reporting to DCFS for the duration of the Contract. He will be responsible for committing resources on behalf of Team CITI and address any issues/ escalations which are beyond the control of the Project Manager.
	**Project Manager – Kathryn Wilkerson** Kathryn is a certified PMP professional and has over 3 decades of Health and Human Services experience and 8 years of project management experience in a large hospital. Her experience includes State of FL Department of Children and Families (DCF - 9+ years) and Florida Department of Agriculture and Consumer Services (FDACS 1+ years); State of AR Department of Human Services, State or AR DFA/Office of Child Support Enforcement and State of AR Employment Security Division (21+ years). She has expertise in SDLC, Agile, and waterfall methodology along with analyzing budgets and expenditures, developing, and maintaining the agency's cost allocation plans, analyzing/interpreting federal and state regulations.
	**Functional Lead – Amy Marie Jenks** Amy is a results-driven Agile Senior Business Analyst and Child Welfare Subject Matter Expert, with over 15 years of experience. Her expertise is Requirements & Analysis, Risk Management, and Agile Project coordination to name a few. In her previous organization, she was the functional lead and Sr. Business Analyst. In this role, she was responsible for facilitating design workshops using Agile methodology and for creating user stories, analyzing requirements, and assisting the development and testing teams. She has also been an SME for the Florida Safe Families Network and created business requirements and tickets in JIRA. She is currently part of the CCWIS project being implemented by CITI at the State of Louisiana.
	**OCM and Training Lead - Preetham Desai** Preetham has over 13 years of extensive experience in the area of Organizational Change Management handling mid to large-scale transformational change projects including global implementation focused on technology changes, system changes, business process changes, and strategy changes. She has developed and implemented a detailed change management plan including a communication plan, training plan, risk/ resistance management plan, and strategizing for successful adoption of the end-users. She has good knowledge of Prosci ADKAR model and has collaborated with cross-functional teams and business leaders to develop effective change transition strategy.

DDI Key Personnel

Role/Proposed Resource	Profile Synopsis
	**Testing Lead – Stanley Medikonda** Stanley is a Results-driven senior-level Quality Assurance/Testing, Business Analysis, and Project management professional with 15 Years of experience in leadership, management, individual contribution, and a proven track record in increasing productivity, quality, and customer satisfaction. He has in-depth knowledge of Software Development Life Cycle, Software Test Analysis, Planning, Execution, and Reporting. He has several certifications detailed in his resume and has created and maintained test plans that define test objectives, methods, and tools to be employed for the assigned project.
	**DDI Technical Lead – Parram Ravichandran** Parram is a certified Microsoft Technology Specialist (MCTS) and Information Technology Infrastructure Library (ITIL) with over 16 years' experience in the IT industry. He is involved in complete SDLC including analysis, design, development, integration, testing, and maintenance of distributed systems with proficiency in Client/Server Web applications. He will be responsible to lead Team CITI's technical team and to configure and test the Unify solution. He will be involved in requirements gathering and Design Specification Document (DSD) (Both Business and Technical DSD's) and all technical aspects of the solution. He will work closely with the Team CITI Project Manager and the State PMO to ensure each component/ module works together to address all the technical requirements.
	**Data Conversion Lead – Gibi Alex** Gibi comes with over 15 years of experience in database design, data modeling, data, and database security, requirements analysis, application development, testing, implementation, and deployments using SQL Server, and Oracle. He is the lead Database architect of the Unify solution. He is leading the data conversion efforts for our implementation at the Louisiana Department of Children and Family Services (DCFS) for a Child Welfare CCWIS solution. He is also the lead architect for CITI's Empower/Unify solution. He will drive and support the State's staff in the CHRIS data conversion and data cleansing activities. He will develop the Unify data dictionary and maintain its currency. He will design, document, and deploy the required interfaces and will confirm that the interfaces between Unify and State's systems are properly configured
	**Interfaces Lead – Venugopal Gopalakrishnapillai** Venugopal has more than 15 years in delivering comprehensive technical solutions, full lifecycle software development leadership, technology innovation, and project management. He was the Lead Architect for CITI's deployment of Unify for the State of Louisiana as a total replacement of the State's child welfare systems. Venugopal is skilled in Azure Architecture and Designing, C#, Azure PowerShell, Core MVC, Core API, ASP.Net MVC, WCF, jQuery, Javascript, Angular, Blazor, Azure DevOps, WPF, Silverlight. He will lead the solution architecture efforts for this project. He will design and develop the architecture such that the customization is minimized. Venugopal can help the State and its IT team bring their ideas to living life by creating detailed requirements, product design and architecture, putting technical teams together, development, testing, and go-to-market strategy.

DDI Key Personnel

Role/Proposed Resource	Profile Synopsis
	**Architect Lead – Joe Richardson** Joe has more than 25 years of IT experience and is the chief architect of CITI's Empower/Unify/Arise product working since inception. He brings the best combination of business domain knowledge and technical expertise in Child Welfare and the Health and Human Services. He has specifically been instrumental in the development and enhancement of CITI's CCWIS solution, Unify. Through his history, Joe has provided valuable architect support for numerous high-profile clients. Most importantly, Joe is the Lead Architect for our CCWIS implementation of Unify for Louisiana Department of Children and Family Services. His skills in understanding and interpreting requirements, creating useful architecture models, and performing validation, and expansion of models have been key in the design of Unify. He has experience in Agile methodologies and is a CSPO. He has extensive experience with the .NET Framework from version 1.0 up through the current 4.6 including WinForms, WPF, ASP.NET, and Silverlight UI technologies. He is skilled in both thick client/server applications as well as web applications and has experience in various UI languages such as HTML and XAML. He is a KEY member of CITI's product team for Empower/Unify and is committed to ensuring a successful implementation.
	**Security Expert – Larry Bunch** Larry is a CISSP Certified professional with over 20 years of experience in Cyber Security, Risk Management Framework, NIST, and Computer Network Operations. He has led Information Technology (IT) Audits and Security Assessments for clients in the state government sector and has been an interface between Maryland Department of Human Services management and subcontractors to solve complex problems. Larry has prepared the required security control documents or artifacts and was responsible to architect, and deploy, Cyber Security related solutions. He has assessed security risk, research, and recommended countermeasures as per Army and Defense requirements.
	**Business Analyst – Sumalatha Tejomurtula** Suma has extensive knowledge and experience in the Child Welfare sector working on CCWIS implementation for different States. A Certified Scrum Master, IIBA-AAC Certified Business Analyst, and PMI-ACP & ITIL certified Process Consultant for implementing Agile Scrum Process. Suma has worked on SACWIS and CCWIS for Michigan, Louisiana States and has been an integral part of defining the Solution for the Child Payments and entire Finance module. Coming from a Software background, Suma has hands-on experience in Project Management processes from Inception to Closure working on all phases. She also carries strong expertise in Requirement gathering, Managing Stakeholders, capturing the key ask and transforming the Requirements to defined User Stories, and working through the Solution, and delivering the right product to the Customer.

M&O Key Personnel

Role	Proposed Resource	Profile Synopsis
Engagement Director / Executive	Patrick O'Malley	

DDI Key Personnel		
Role/Proposed Resource	**Profile Synopsis**	
Operations Manager	Kathryn Wilkerson	The Key Personnel for M&O will be the same as the DDI Key Personnel. A synopsis of their profile is provided in the table above.
M&O Technical Lead	Parram Ravichandran	
Security Expert	Larry Bunch	

Table 2.8.3-1 Summary of Key Personnel provided by Team CITI.

4. **For the Engagement Director/Executive and the Project Manager (See RFP Section 2.7.2) please submit two written references, per individual, from clients similar to DCFS. Please submit these references as part of your printed proposals (and electronically with the electronic submission).**

Exhibit 9 with this proposal provides the written references for our Engagement Director and Project Manager.

5. **Describe your staff's experience in the health and human services and child welfare services sectors.**

Team CITI has unprecedented expertise with over 250 collective years in the child welfare arena through our child welfare subject matter experts, who bring decades of "on the ground" experience as social workers, managers, and child welfare information technology product owners. Our staff expertise includes deep knowledge regarding child welfare services.

Team CITI personnel have experience working in the child welfare domain in multiple states including Louisiana (CCWIS),Michigan (SACWIS), and Maryland (Child Welfare). Our subject matter experts, Social Worker professionals, and technology specialists have been instrumental in the design and implementation of Unify as well as in the operations and maintenance of SACWIS systems.

Team CITI's SMEs will provide the State with the ability to efficiently customize their reports and use Unify to save countless labor hours through report automation. This should enable you to recover significantly more funds due to accurate data collection and reporting.

Our proposed PM Kathryn Wilkerson and Business Analysts Amy Jenks have crucial child welfare technology implementation experience of working in the child welfare domain across multiple states within the U.S. This includes experience and expertise across operations and maintenance of child welfare and childcare systems acquired by implementing UNIFY solution that caters to the government's Child and Family Services program requirements. Team CITI's staff is deploying an Agile approach for our recent contract with the **State of Louisiana** for their **Comprehensive Child Welfare Information System (CCWIS) project** where the team uses our Agile DevSecOps methodology to deliver an Azure-based solution for the management of their child welfare program. Our staff including Venugopal is supporting interface development and implementing a statewide CCWIS that will cater to adoption services, child protection services, foster care services, family services, and home development.

The proposed BA **Sumalatha Tejomurtula** supports the **Michigan Statewide Automated Child Welfare Information System (MiSACWIS)**. This solution enables them to better manage children in foster homes and turn make payments to meet their daily needs. We

have built our expertise in Child Welfare Information systems from knowledge gained by developing and deploying applications at various agencies.

CITI's staff has the experience of implementing a Child Care Management System (CCMS) as part of the **Eligibility Benefit Management System (EBMS) platform** at **County of Fairfax, Virginia, Department of Family Services (DFS), Office for Children (OFC**). We have been supporting the ongoing maintenance project since 2013. Our staff helped OFC in realizing its mission to provide services to support, promote, and provide safe, quality childcare for families in need. Many of our technical staff including Joe Richardson, Gibi Alex worked on our first implementation of Empower product at Fairfax County.

For **Montgomery County, MD**, Team CITI (Conduent and CITI) has supported the **County's Enterprise Integrated Case Management (eICM)**, which is **one of the country's first fully integrated health and human services information systems**. The eICM enables staff to access centralized client records, comprehensive service delivery history, and concurrent case activity information to improve outcomes for the families the county serves. The eICM provides Montgomery County's Department of Health and Human Services real-time information to serve 97,000+ active clients and families. The eICM has facilitated one-time data entry across approximately 80 programs and has supported to increase in the County's revenue by $2.5 million.

Our partner- **PCG contracted with Arkansas DCFS** to complete the process, outcome, and cost evaluations of the State's Title IV-E Waiver initiatives. The State chose to implement six initiatives to safely reduce the number of children entering foster care, increase placement stability and expedite permanency for children in foster care. A more family-centered approach is a core component of numerous of the initiatives while others target populations for which permanency tends to be a struggle (i.e., older youth and those who have been in care for 18 months or more).

6. Describe the locations where you propose to perform work associated with this RFP. Indicate the site(s) from which you will perform the relevant tasks identified in this Proposal. If the site(s) for a specific task changes during the Contract term, provide a timeline reflecting where the task will be performed during each time period. Please identify a proposed location for the Local Office contemplated by RFP Section 2.7.5.

This important project will be managed and completed in Little Rock, in the Team CITI local office as well as in the State's facilities in Little Rock. Visits to DCFS and other facilities across the state for training, roll-out, and end-user feedback will occur based on the final approved training and roll-out plans.

Our Unify product team, supporting staff, and maintenance and operations staff will work in our home offices in Falls Church, Virginia. This staff serves as key support to the project team to assist with product customizations as needed. No data will leave the United States; it will be securely stored as described in Section 2.6, System Hosting. The sites for tasks are not expected to change throughout the life of the contract.

Team CITI has received a letter of lease offer for office space located at **425 West Capitol Avenue, Little Rock, Arkansas**. We have submitted the lease offer as Exhibit 12 along with this proposal. which meets the State's requirements as defined in the RFP for the Team CITI local office. This office space is in the Simon Building in downtown Little Rock. Section 2.7.5 of this RFP provides our proposed location for the local office. This office location is within walking distance of the DCFS offices, providing convenience for DCFS personnel involved in an important project.

7. Specifically identify where the Key Personnel identified in RFP Section 2.7.2 will be physically located for the duration of the Contract and your plan for on-site presence of staff.

Team CITI realizes the importance of building trust. We fully understand the business challenges faced by front-line workers. We recognize the resource strain that can be placed on organizations during, and immediately following a major change. Additionally, our Agile approach involves teams comprised of our staff as well as the State personnel. As listed in the table above in response to Question 1, our key personnel will comprise our management team. All these positions will maintain a full-time presence in Little Rock, Arkansas. Additionally, members of our Scrum Teams will be assigned on-site. They will work daily with the DCFS, OIT, and the Arkansas State Police personnel assigned to the project.

8. Describe your plan to replace staff throughout the duration of the Contract within the timeframes specified in RFP Section 2.7.3.

Team CITI considers our resources as our assets. However, we put performance and delivery on the project first. If someone in the project staff is not performing, we will first put them on a Process Improvement Plan (PIP). Despite our PIP efforts, if the performance does not improve, then we work towards replacing the staff with proper transition and minimal impact on the project.

In the case of an employee quitting the organization, we simply begin rapidly executing the replacement process. We require a minimum two-week notice period for any employee who wishes to “explore other endeavors”. This will allow us to make a proper transition and knowledge transfer.

When despite our best efforts to avoid this should you report any of our deployed staff as unqualified, we analyze where we made the mistake to eliminate any gaps, review the vetting process used for the candidate, and make sure we address the adequate requirements during the hiring process.

For the hiring process, we will use our Rapid Resource Recruitment (RRR) approach which makes use of both traditional and non-traditional sources of staffing to maintain an up-to-date portfolio of resources that have been pre-interviewed, qualified, and vetted We will maintain a resume and resource pool database with an uninterrupted pipeline of qualified and cleared candidates. Our Project Manager will regularly meet with you to understand your roadmap for the future. Depending on the requirement, the PM uses this knowledge to tailor the skillset of the resource pool we have from our RRR approach. We use this pool of candidates whenever there is a need to replace staff during the project. We can search this database within hours for replacement candidates. We can secure candidates within 2 weeks of the written notification. Throughout the execution of the project, Team CITI will make sure that adequate staff resources are on the project and all deliverables meet the schedule and the quality requirements.

9. Describe your overall staff management approach, including internal standards, policies and procedures regarding hiring, professional development and human resource management.

Along with our partners, CITI brings together a strong team with core competencies directly aligned with the State’s requirements and domain-specific experience. We also maintain an organizational structure and culture dedicated to the delivery of a quality solution. We have put together a management team with qualified, domain-specific experience covering every facet of program management. Just as importantly, we have adopted an organizational and

support structure geared to directly support the project throughout its execution. The entire list of key and non-key personnel from Team CITI will be detailed during the initial phase of Project Management.

For additional staffing needs during the implementation of the solution, Team CITI's methodology uses industry best practices and strategic recruitment called **Rapid Resource Recruitment (RRR)** which employs Agile principles by working **in** short, continuous, and **focused** Sprints. Our **RRR approach** consists of a continuous process of identification of qualified, experienced resources, and maintaining a steady pool of these resources. We have a nationwide capability in staffing projects and the presence of staff in the central and eastern US. We also have recruitment partners in eight different states, which allow us access to a wide pool of resources across the U.S. This large pool of resources provides a diversity of skills and gives us access to the qualified staff capable of supporting the requirements of the State.

Team CITI's staffing approach follows the steps shown in Figure 2.8.9-1 below:

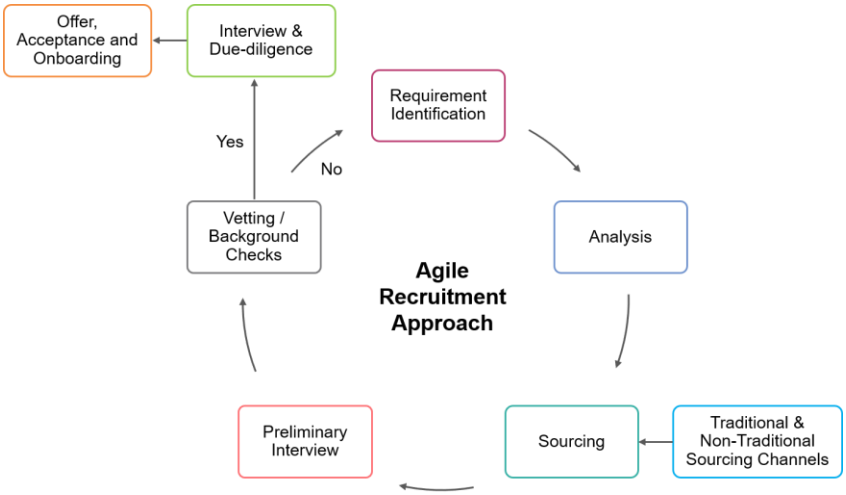


Figure 2.8.9-1. Team CITI's Rapid Resource Recruitment Model employs Agile principles by working in short, continuous, and focused Sprints.

10. Describe your process and methodology for retaining personnel and ensuring that Key Personnel are consistently engaged on this Engagement. Please also discuss steps you have/will take to minimize staff turnover.

Team CITI's retention practices include bonuses, Creative Solutions Day for employee collaboration, online technical skills training, and others. We have a streamlined process for continuously attracting appropriate resources and efficiently choosing highly skilled people. We place high importance on staff support, motivation, and quality assurance to enhance the overall success of a project. This value in retaining a quality workforce is reflected in our corporate policies and personnel management methodology. We offer several monetary and non-monetary incentives to reward and provide positive recognition for our employees.

Some of our employee retention measures are:

Compensation – We provide fair and competitive compensation based on industry benchmarking standards. This competitive compensation assures we are aligned with an acceptable industry salary range and thereby attract and retain qualified staff.

Work-Life Balance –Team CITI pays special emphasis on cultivating an environment of proper work-life balance. Our employees receive 21 days of paid leave, as well as annual bonus leaves and maternity/paternity leaves along with flexible working hours.

Opportunity Growth and Development – Team CITI has policies in place to promote opportunities and the development of our employees – promotions from within instead of hiring supervisors, education support for higher education/certifications, and career development paths. We also have quarterly and annual Rewards & Recognition programs to recognize our star performers.

Training – Our Training Team makes sure that our employees have opportunities to remain abreast with the leading industry certifications and training. We have a streamlined training process that begins with a Training Needs Analysis (TNA) to determine the actual and expected level of skills as well as the training/certifications the employees require. Based on TNA, the Training Team develops training objectives and designs training materials. The training is carried out in our facilities followed by an evaluation of the effectiveness of the training.

Figure 2.8.10.1 Employee retention measures. Team CITI employee retention techniques ensures that our employees are satisfied and contribute effectively

Organization Culture – We believe in cultivating a creative, responsive, and enterprising culture at our workplace. Our organizational culture encourages kindness and mutual respect. It also promotes taking pride in our work. Additionally, we give special emphasis on keeping our geographically distributed teams connected by conducting daily Scrum meetings, quarterly performance reviews, creating team roadmaps, rewards, and recognition programs, and providing career development options for the teams.

Continuous Alignment to Organization Goals –Team CITI issues monthly newsletters that communicate the organizational objectives and their recent-most achievements. Newsletters also boost employee morale by demonstrating their contribution to the company's growth. We also hold an annual "Open House" forum where the senior management and all employees come together on a single platform to discuss the common objectives, challenges, and innovations.

Decision-Making Authority – Team CITI has a flat corporate organization with a limited hierarchy that aids responsiveness and flexibility. Employees, therefore, have greater decision-making ability for quicker conflict resolutions. This empowers and boosts their morale.

Mentoring Culture – We have a committed senior management group that is trained in mentoring the staff. This senior group is also available for personal discussions related to career path development and professional issues.

11. Describe how your proposed team (including subcontractor(s), if proposed) has a proven track record of successfully collaborating in a similar environment to the environment outlined in the RFP. This should include experiences working with a team to improve DDI and M&O efficiency and effectiveness. Describe how you and any subcontractor(s) will ensure that the proposed team will achieve the required team dynamics.

Proven DDI and M&O Experience

Team CITI directly involves and engages customer representatives from the very start to manage change and achieve quality through collaboration.

In the past, we have worked with subcontractors to effectively use their expertise for large implementation projects. We will work collaboratively and define the roles and responsibilities each of our subcontractors plays. We will follow the **One Team model** and strategically employ the value add they possess such as for managing change, increasing flexibility, and supporting innovation. We pass on these benefits to the State in several ways.

For project sharing, information exchange, and collaboration Team CITI historically uses Microsoft SharePoint or Microsoft Teams. However, will work with you or your user/stakeholder community to adopt the best-suited tools. These tools are well suited for internal project collaboration, collaboration and reporting with the customer, and document versioning.

Project success will also require close collaboration between the Team CITI project management team and the State's Project Manager. Team CITI Project Manager serves as the primary interface to the State. Our functional teams, team leads, and as needed technical resources will interface with the State stakeholders. These interfaces will be to:

- Participate in project governance and manage the project.
- Gather requirements through JAD sessions, Epics, and user stories; prioritize functionality, backlog, implementations, and releases.
- Coordinate activities to implement the system and build consensus and numerous additional activities.
- Team CITI's resources will work hand-in-hand in collaboration with State resources. This collaborative approach will enable the State to monitor delivery against the agreed-upon work plan. This will help you schedule and drive the successful completion of the project.

Our Partner's Significant Experience:

PCG - Operated the PMO for **Arizona's CCWIS implementation** that went live earlier this year, including successfully working closely with two vendors, Microsoft and Diona, in this role. PCG is also supporting Optum in its CCWIS implementation in West Virginia, where Berry Dunn is acting as the PMO.

As another example, since 2012, PCG has provided IT consulting and support services to the **Pennsylvania Department of Human Services** in planning and supporting several enterprise IT systems (master client and provider management, case management, critical incident management, provider licensing, etc.) by working across multiple state departments (human services, health, aging, insurance, administration, etc.) and system integration firms.

Conduent - Specializes in providing implementation, system integration, and maintenance/support for state government agencies. They currently have a seven-year engagement for the **state of Michigan** to support their **SACWIS program**. In Michigan, Conduent is providing system integration along with supporting the maintenance and operations contract for the Michigan SACWIS Enterprise System serving 8000 end users.

The SACWIS project included the modernization of legacy systems and involved data conversion into the new Michigan SACWIS solution. Conduent also provides Subject Matter Expertise through their Child Welfare Advisory panel, a team of Business and technical experts with decades of experience in the Child Welfare domain.

Achieving Required Team Dynamics – Team CITI will develop a clear Communications Plan outlining the lines of communication, types of communication, frequency, distribution, etc. The Project Manager will work with all team members to make sure they are all aware of their roles and responsibilities and there is no confusion. All stakeholders are given regular updates and communication with them will be regular, clear, and complete. Team CITI's Project Manager would make sure that everyone is clear about what they must achieve. The team reports on progress internally and externally. This plan contains the process used for managing and controlling all project communications.

The communication principles that apply to every team member to improve team dynamics:

- Provide accurate, frequent, consistent, and timely communication.
- Foster collaboration through effective communication.
- Promote interactive communication, in person, when practical, follow-up in writing, if appropriate.
- Provide immediate escalation of critical findings to appropriate leaders and managers.

12. Describe how you will be responsive to the day-to-day customer service needs of the State (e.g. how phone calls about training logistics will be fielded, how State access to the Contractor Local Office will be handled, etc.)

Team CITI brings relevant experience in providing Customer Service Support. We have provided service desk services to more than 50,000 global end-users working for more than eight Federal and commercial customers with live agents available on a 24x7x365 basis. Our Customer Service Support Analysts are experienced in providing end-user support using a ticketing system and clearly defined service level agreements (SLAs) for resolution in line with your requirements. Team CITI End User Support Analysts successfully resolve logistics and other day-to-day customer service needs of the State.

Our standard support model, illustrated in figure 2.8.12-1 below, defines the Service Desk as the focal point for all support calls. The Service Desk maintains responsibility from initial contact through final problem resolution. Our approach to increasing First Call Resolution (FCR) includes the use of a highly customized knowledge database to provide analysts with resolution information on the standard suite of products, as well as access to unique information and software tools.

As the process owner, the Service Desk Manager is accountable for the development, documentation, and continual improvement of these processes to maintain a highly effective service that exceeds expectations.

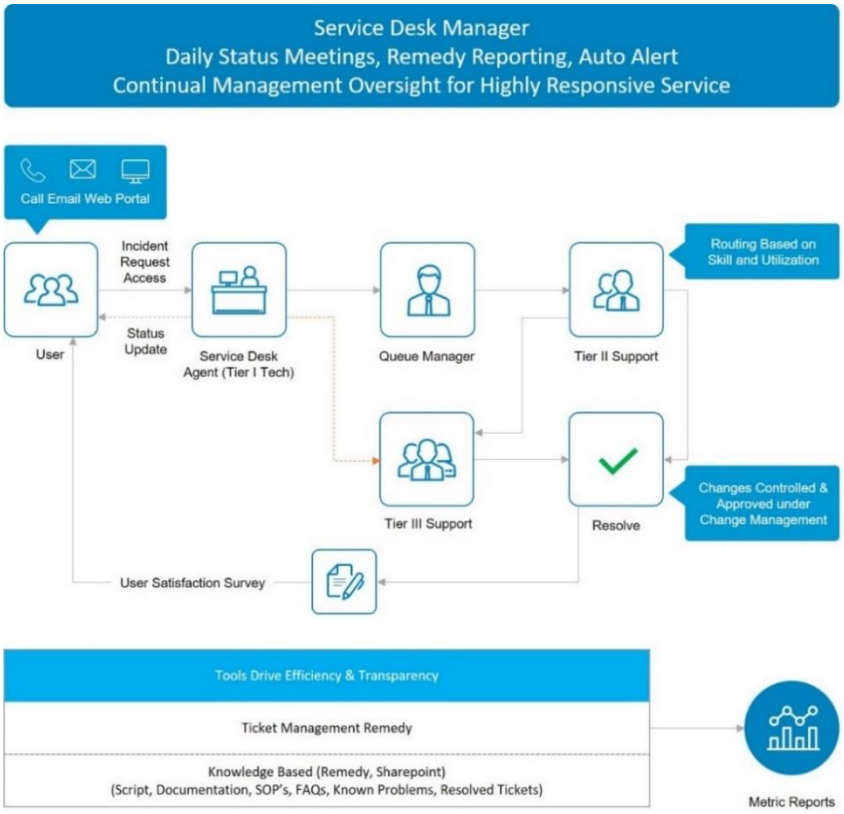


Figure 2.8.12-1. Team CITI's Customer Service Model is based on applying industry standards from ITIL, and ISO 20000.

2.9 Training (RFP Section 2.8)

1. Provide a draft Training Plan that adheres to the requirements listed in RFP Section 2.8.1.

Team CITI has extensive experience in the implementation of large-scale solutions within government agencies. Training is a key aspect of this which we have achieved with superior quality. We have worked with each of our clients in developing the strategy and plan for the training. Factors such as an organization's internal training capabilities, number of users to be trained, geographic spread of end-users, end-user roles, and solution implementation timelines are key to be considered. The training strategy and plan will be guided by the iterative discovery of the OCM/Training Team, during Sprints in the Team CITI Agile approach. We have reviewed the requirements listed in Section 2.8.1 of the RFP file and covered each one of them in our draft Training plan submitted as Exhibit 10 with this proposal.

2. Describe how State Staff will be provided the required technical and functional training. Describe how external users will be trained.

Team CITI will design a systematic approach to training based on several key considerations. These considerations include users to be trained, geographic spread of end-users, end-user roles, and solution implementation timelines. The training strategy and plan will be guided by the iterative discovery of the OCM/Training Team, during Sprints in the Team CITI Agile approach. (see "Scrum in Action" in Question 4 below.

Organization Change Management (OCM):

The OCM and Training Scrum Team is responsible for driving the delivery of change adoption activities, including delivery of training to DCFS CCWIS Change Champions, who will deliver training to DCFS employees. Additionally, the OCM and Training Scrum Team is responsible for driving internal change communications, communicating with External Users, identifying change impacts and resistance for resolution, UAT, and preparing DCFS employees for Unify Go-Live.

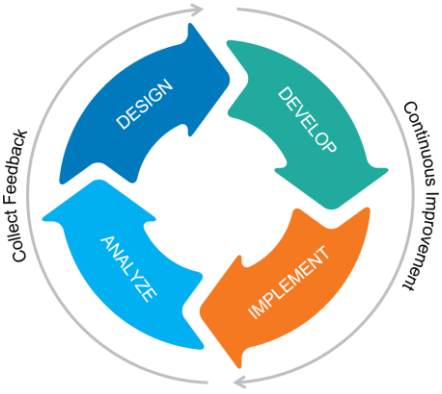


Figure 2.9.2-1 Framework for Providing Technical and Functional Training

Our OCM and Training Lead has over 13+ years of experience in handling large-scale transformational projects. She will collaborate with cross-functional teams and business leaders to develop overall training plan to make sure successful training delivery followed by feedback from stakeholders to mitigate any gaps. We also have Trainers and OCM experts part of the non-key-personnel team, and have extensive experience in Health and Human Servies domain and Child Welfare in specific. One of our trainers is currently leading the OCM/Training team for the State of Louisiana- CCWIS project, facilitating organizational preparation for change and effective training and adoption of Unify within the State of Louisiana. They are responsible to partner with departments and business units to identify gaps in employees' corporate competencies and recommend solutions.

For any training – Technical or Functional, we follow the overall industry best practices and framework as depicted in figure 2.9.2-1 above.

The following will be our approach for Functional and Technical Training DCFS including the external users:

The Training Lead: She will be a participant in the Requirements Validation sessions with the State. This way the training scope will be determined in early stages. Our training experts are well versed with the Child Welfare business processes, use-case scenarios, and other workflows. This will help them put up an overall Training plan with value propositions, and will provide the guiding principles for all subsequent activities including empowering the Change Champions.

Schedule: A training schedule will be prepared upfront, which will be aligned with the schedule for the development of the Unify modules. The training schedule will be communicated to all the participants well in advance.

Module: For every module, the schedule, duration, participants, mode of delivery (classroom training, self-learning, videos, online training, etc.) will be determined. We plan to have a set of generic training for all end users followed by specialized training for specific users. The training for the Referral module will be taken up early to make sure that the end-users are trained before the pilot rollout.

Training Materials: The training materials will ensure how DCFS can use Unify and its tools and capabilities to improve your results in child welfare. Our content representation includes providing graphs, flow charts, swim lane diagrams, infographics, audio clips, and video as applicable to enhance quick learning. The training materials will be reviewed with the State's business users and Change Champions before finalization.

Web based trainings through webinars are recorded for future reference and re use. We equip users with Unify application User guide documents, demos, and sandbox environment access to get a hands-on experience. For class-room sessions we use PowerPoint-based

presentations and videos backed up with detailed technical materials related to the training content. Other training materials includes user manuals, quick reference guides and process documentation to support the needs of trainers and end users.

Evaluation: We will conduct tests for the end-users to evaluate their understanding of the new system. Iterative training will be provided throughout the project to build competencies with the general functions of Unify and other platform capabilities.

Facilities: To address the geographic spread of end-users, online collaboration, as well as training labs will be used.

Continuous Training: Initial and ongoing training will be the responsibility of the State (per the RFP); however, Team CITI will create all training materials and lead all training activities before go-live in partnership with the State.

External Users: The training plan for the external users will be set up post discussion with the State. The key considerations while planning their training would be their location, availability, adherence to privacy, and compliance requirements, etc.

We will also come up with a plan for Train the Trainer, through which we plan to ramp up the State's training team. This will include providing you with the required training on the various modules, assisting in preparing of providing training including conducting mock training sessions, educating them on the guidelines for creating, enhancing, and maintaining the training material, etc.

Role Specific Training: We will provide training for multiple roles – DCFS Administration Training, and End User Training based on specific roles. We adapt a role-base training curriculum that can be applied to a specific user's role and job duties.

Team CITI is very mindful of the importance of Section 508 compliance while providing training material and communicating with end-users with disabilities to ensure all individuals receive quality and effective training to optimize the use of our solutions and tools to ultimately improve child welfare management outcomes.

3. **Describe what you believe to be an effective approach to training all end-users who will use the Solution including executives. Please include different classifications of users, the proposed method of training for each of these classifications of individuals, estimated duration of each component of the training program, and the method to be used to ensure that the training was successful. Include the tools and techniques you plan to use in training.**

Team CITI understands training is very critical for the successful implementation and smooth operation of our Unify solution. Successful completion of all training-related tasks and requirements is essential to promote the overall success of the Arkansas CCWIS project. We will employ a **Rapid Prototype Training** methodology that applies project management methodology to the planning, implementation, and monitoring of training during a software implementation. By blending the structures of the rapid prototyping tool used in the Success Approximation Model (SAM) with the tried-and-true development methodology of ADDIE (Analysis, Design, Development, Implementation, and Evaluation), we can manage the design and development of multiple, distinct training disciplines including eLearning, web-based learning, and OJT. This approach promotes continuity, consistency, and timely delivery of learning across learning modes and stakeholder groups. To complement the agile system development methodology, this plan documents the rapid prototyping techniques and activities needed to develop content for lessons based on sprint outputs.

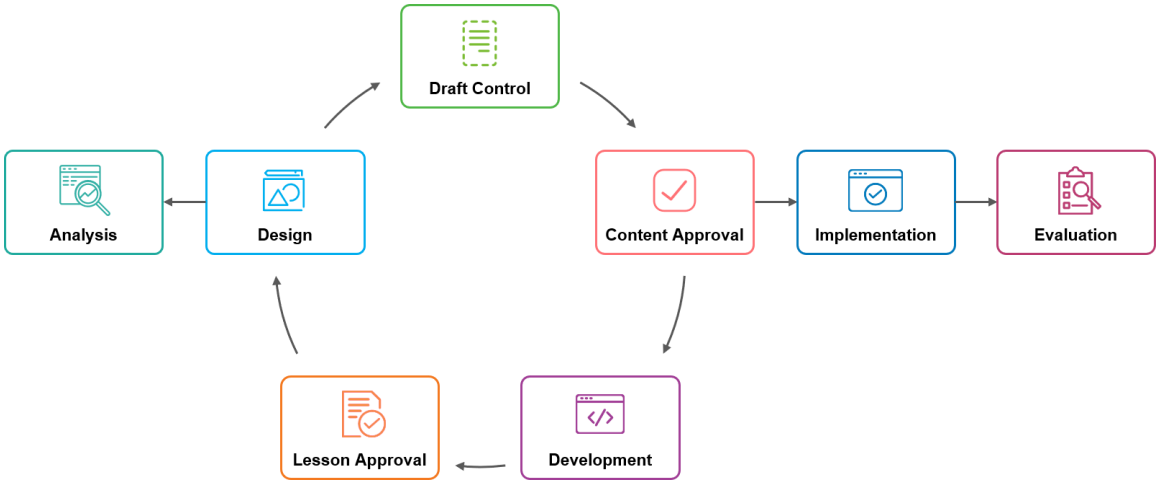


Figure 2.9.3-1 Rapid Prototype Lesson Development

End-User Training:

Effective user-centered training is integral to the successful implementation of AR CCWIS. The OCM/Training team analyses the diverse needs and learning styles of end users and apply the suitable method of training such as classroom training or Web-Based Training (WBT) utilizing the training various training materials as stated above. Our training team works with the state to define performance objectives to monitor and evaluate the proficiency and progress of end user trainings through evaluation activities. Trainers utilize this progress report to identify additional instruction/clarifications requirements. At the end of the training, users will complete surveys, evaluations, and retention assessments that reinforce key performance objectives, and, with the online user aids, performance on the job.

Team CITI has submitted a draft training plan along with this proposal with an objective to define the approach to the design, development, and delivery of end-user training for AR CCWIS users. Also, the plan describes the scope, activities, schedules, curriculum, and approach required for training the stakeholders/end users. This systematic plan will be further fine-tuned in collaboration with state to verify the materials align with the State's culture. The finalized plan will be utilized to train users on our Unify system.

The objectives of developing and maintaining an efficient training plan are outlined below:

- Deliver training that is process-focused, performance-based, and high quality.
- Combine business process training with system training on the new platform so that the end-users understand how their specific tasks fit within the overall business process.
- Design and develop a modular training program, aligned with the schedule of development of Unify modules.
- Train the right people at the right time.
- Educate trainees on how to obtain additional information for post-go-live (O&M) support.

Key contributors for successful end-user training are highlighted throughout this deliverable. They include the following:

Approaching training not as a single, one-time event but as an ongoing process: With that in mind, end-user training will be supported by several products and resources available

before, during, and after classroom training to promote a successful rollout and system acceptance.

Making sure state resources participate in the development of training materials: State participation will be structured in such a way as to make sure training materials reflect the State's business process and policy while also preparing State resources to maintain the materials following implementation.

Providing flexible classroom training: Classroom training offers an introduction to the breadth of the system followed by individualized, hands-on, self-paced exercises. This model supports the ability to schedule classes with multiple user roles while making sure that each user receives role-based training on his or her specific job tasks.

Evaluating the quality of training delivery and products as well as student performance: Our Training Team will design and develop online evaluations and surveys based on the State organizational goals and user performance objectives to assess training effectiveness and identify possible improvements.

The estimated duration of Unify components are detailed in the table below:

Unify Modules	Duration
Intake and Referral	2 Weeks
Investigation and Alternate Pathway	1 week
Case Management and Permanency Pathways	1.5 weeks
Case Features • Assessment-Driven Case Planning • Permanency Support Tool Kit • APPLA • Permanency Planning • Adoption • Youth Transition and Support	1 week
Cross-Cutting Modules • Life of Case Assessment/Unify Assessment Hub • Court/Legal • Unify Access Portal • Client Management • Unify Mobile • Reporting and Dashboards	2 Weeks
Resource & Provider Management	1 week
Administration and Staff Management	1 week
Financial and Eligibility	2 weeks

Table 2.9.3-1 Indicative timeline for components of Unify system.

We will classify the consumers of the training into the following categories:

Change Champions: These will be a small set of end-users who have a profound understanding of the overall CCWIS system. They will have an in-depth understanding of the ecosystem including functionalities of the various modules in the CCWIS system, the overall workflows, data exchange as well as how these various modules are interrelated. We would

conduct an initial round of training with the change champions to get their feedback. We would finalize the training material accordingly.

End users (Internal and External): These are the real-world users of the CCWIS system. These would be trained on the modules relative to their business needs.

Trainers: The in-house training team will be a part of the initial round of training along with the super users to get an understanding of the system. We will conduct the Train the Trainer sessions to groom the team and get it ready for conducting future training.

Superusers: These will primarily include the admins (network, database, etc.) who help in the maintenance activities of the Future system – e.g., providing accesses, software/hardware upgrades, documents management, etc. The superusers will have administrator rights and will be able to create new users and assign roles as per the resource skillset and modules.

4. **Describe what you believe to be an effective approach to Knowledge Transfer including a description of the approach to ensuring super users and technical personnel have an appropriate level of understanding of the Solution.**

For a smooth transition, Team CITI's OCM/Training team will provide full knowledge transfer based on the organizational change management and training plan. We will analyze changes, and the associated organizational impacts, in the context of the overarching strategies of the organization. Based on these finding we will develop a set of actionable and targeted change management and training plans.

At the onset of the contract, Team CITI will work with the DCFS to become familiar with the various aspects of the Unify solution. We will include the relevant stakeholders and DCFS staff into our OCM/Training team to work shoulder-to-shoulder to understand the as-is system, their workflows, business rules, etc. while educating them with the various aspects of Unify Solution. The scope of the Arkansas DCFS CCWIS training program will include Knowledge Transfer sessions for super users, technical personnel, and support staff.

Knowledge transfer will address the maintenance and update procedures for the following training products:

Scrum in Action: Super Users and Technical Personnel – Team CITI's Agile approach extends across all aspects of the project, including organizational change management, training, infrastructure, and security. As described in previous sections, an OCM/Training Scrum team will be established for the life of the project.

In the first Sprint of a Program Increment (PI), members of the OCM/Training Team, which includes team members from both Team CITI and the State, will commence work on the OCM/Training Plan. During the Execution Sprints, the plan will be socialized with DCFS staff identified as Change Champions "super users." After gaining approval from the super users, the OCM/Training Team commences execution of both the OCM plan and the training plan.

This execution includes the OCM/Training Team becoming key participants in the Unify configuration effort. The OCM/Training Team "follows behind" the Development Team, and begins using Unify in a training environment, so key DCFS staff are "experiencing the change" as it happens. This not only provides for early introduction and learning of Unify but also provides an additional continuous feedback loop from real-time users to the development team.

The knowledge transfer is dynamic, continuous, and effective. This further guides the development of training materials and further refines the training strategy as the Change Champions help guide the ultimate training approach.

Training will consist of the following:

Web-based training (WBT): Delivered in a non-proprietary web-based format using Hypertext Markup Language (HTML), Dynamic HTML (DHTML), JavaScript, and Flash CS4 technologies. It is recommended that someone with good writing skills and an experienced web developer who is proficient in using an HTML editor, Cascading Style Sheets (CSS), JavaScript, and Extensible Markup Language (XML) be available to maintain and update WBT. Team CITI will provide documentation describing the organization of file structures, file names, and any other key conventions required to support and maintain the Arkansas CCWIS WBT.

Classroom Training Materials (including overview modules, self-paced exercises, job aids, and Getting Started Guide): Delivered using readily available, non-proprietary tools such as MS Word, MS PowerPoint, and Adobe Acrobat. It is recommended that someone familiar with these tools and good writing practices be available to support and maintain classroom training materials.

Training Database and Training Environments: Delivered as part of the Arkansas CCWIS system with automated scripts for data replication. As part of the maintenance and update procedures, the State staff will learn how to manually enter and update data, replicate the database, capture the intended database image, and refresh the training database when needed. It is recommended that someone with database and scripting expertise be available to maintain and support the training database and training environments.

2.10 Maintenance & Operations (RFP Section 2.9)

Team CITI will bring its extensive experience around Maintenance and Operations activities for similar customers to remove any gaps/inconsistencies in the system, optimize the system performance, and provide an enhanced user experience.

Figure 2.10-1 provides an overview of the Maintenance and Operations along with the key activities:

Team CITI believes that the overall responsibilities during this phase can be classified across the following four key pillars -

System Monitoring and Tech Support: This phase will majorly focus on rolling over the end-users to the new system. The new system, owing to the complexities, is expected to be unstable during the initial few weeks. It would need continuous monitoring and support. Moreover, any issues/queries by the end-users would need to be addressed to achieve smooth adoption. The later part of this phase will focus on the Project closure – completion of project documentation, transitions, and the project closeout report.

Incident Management and Reporting: This phase will be a critical part of Maintenance and Operations. Team CITI will set up the procedures and protocols for the same during this phase. We will set up the guidelines for the classification of defects based on their severity. We will define processes to resolve them.

New Releases and Upgrades: These activities will take place post attainment of the Steady-state. They focus mainly on improving the system performance, adding new features, and making the solution more complete.

Tech Consultation and Documentation: This would include activities such as document management, enhancing the training material, providing support during any implementations of future projects, etc.

1. **Please explain how you will perform the System Monitoring contemplated by RFP Section 2.9.1, including any experience performing similar duties for similar clients.**

Team CITI is well experienced in the proactive monitoring of mission-critical solutions delivered through the cloud. For the Michigan SACWIS system, Team CITI monitors all performance, security, and compliance, resulting in minimal downtime and a secure solution. Team CITI effectively monitors the systems and data security for the electronic medical records for over 15 hospitals across the country, as well as one of the largest pharmacy portals (Pharmacyfocus.com).

Post Go-Live, Team CITI will provide continuous monitoring support to support quick identification and resolution of issues, improve system performance, and improve the user experience. Monitoring would include the following activities:

- Monitor the Unify modules and associated databases, network for any performance issues.
- Determine any gaps or missing features in the new system.
- Identify any issues or queries encountered by the end-users and provide resolution.
- Monitor whether the data during storage and flight meet privacy and compliance requirements.
- Evaluate the overall performance of the new system against pre-defined metrics.

We will implement the Standard Operating procedures based on the System Operations Support document created before the Go-Live. We will come up with a governance structure that will include clearly defined roles and responsibilities, status reporting, key points of contact for communication, etc.

We will conduct touchpoints with the end-users through surveys to determine their overall experience and areas of possible improvements. These would help us plan and execute enhancements to the system.

To optimize the monitoring process, we recommend using the following tools:

Applications:

To monitor the applications and application servers and related resources in real-time, we will employ the New Relic, an Application Performance Monitoring (APM) tool. The tool will

capture the apdex, error rates, response times, throughput (requests per minute through the application), key transactions, and custom metrics.

Network and Storage:

To monitor compute, network, and storage, we will use Azure Monitor. Azure Monitor will collect, analyze, and act on telemetry data from Azure environments. Azure Monitor helps maximize the performance and availability of EBMS/Unify. It proactively identifies problems. It analyzes and optimizes the performance of Unify infrastructure, including virtual machines (VMs), Azure Kubernetes Service (AKS), Azure Storage, and databases. It monitors Windows VMs, Kubernetes Nodes, and their health along with their dependencies.

Security:

To monitor the system security, we will use the Azure Security Center. Azure Security Center will help us optimize and monitor the security of Azure resources in the following manner:

- Defining policies for Azure resources according to the State's security needs, as well as the type of applications or sensitivity of the data in the Azure tenant.
- Monitoring the state of Azure virtual machines, networking, and applications.
- Providing a list of prioritized security alerts and information needed to quickly investigate an attack and recommendations on how to remediate it.

Compliance:

We will employ advanced cloud security and compliance tools such as the Cloud Compliance Director tool.

2. Please explain how you will work with OIT to provide Level 2 and 3 Technical Support in accordance with RFP Section 2.9.2, including any experience performing similar duties for similar clients.

Team CITI is well experienced with providing ongoing support to our clients. We maintain a very high standard of service.

Our support team provides top-line support for the MISACWIS child welfare system in Michigan, the Child Care Management System (CITI's CCMS) in Fairfax County, and other customers. In Fairfax County, we deployed a dedicated portal for support tracking which is monitored 24 hours a day. It follows the established SLA for response time.

For DCFS, Team CITI will set up an Incident Management and Reporting structure to handle end-user support and liaise between end-users and the Project Teams. We will provide Level 1 through Level 3 end-user support to resolve various incidents that may arise during the day-to-day operations using industry standards and best practices from ITIL/ITSM, and ISO 20000. We have detailed the key activities below: -

Level 1 Support: We will provide LEVEL 1 support during the initial few months post the Go-Live. The activities included under this would be password resets, access modifications, activating or de-activating staff members, etc. We will train the state's IT Support team for L1 support and transition over to them.

Level 2 Support: We will provide Level 2 support using knowledgeable technicians who work well across the entire IT stakeholder community and Level 3 administrators.

End-users contact Level I support with issues via a text, helpdesk email, or through a ticketing system. Using the Knowledge Management Database (KMDB), the Level 2 team can quickly assess reported incidents or requested services and efficiently provide support to make sure that end-users are satisfied with their outcomes.

Level 2 technicians will coordinate with Level 1 personnel to handle escalations and provide feedback on tickets that can be resolved at Level 1 in the future. We will use E-Mail and the State's ticketing system to keep end-users informed of the status of their services and changes to their environment in simple language.

Level 3 Support: Our team will triage Level 3 requests to prioritize tickets that impact services delivered to the State's end-users and reprioritize remediation work. We will analyze recurring issues and develop an after-action approach for minimizing the recurrence of the issue in the future. We will contribute to the root-cause analyses. We will use information derived from incidents to initiate and inform the problem management process throughout the lifecycle. Finally, we will discuss requests for Change Requests with the State.

Reporting: We will provide a status report to the State for every incident. For critical and high-priority issues, the report will be out within 24 hours of incident reporting. For other lower severity issues, we will send the reports to you within 5 working days of the incident reporting. Additionally, we will have weekly or fortnightly reports which will have a dump of all the incidents handled during the period with their respective resolutions.

Performance: We monitor the performance of the team using strict SLAs and metrics such as call handling time, abandonment rate, response time, and resolution time. Our call abandonment is less than 1%. We document frequent issues. They serve to inform the Customer Service team of the need for additional Knowledge Base articles. We assign more involved issues to the product development team who performs root cause analysis.

Consultations: In addition to technical support, Team CITI will also provide technical consultations per the State's business requirements. Our personnel will support the State with an assessment of technologies and consultation related to interfaces, effort estimation, and impacts on the business and systems due to system enhancements or upgrades.

3. Please explain your approach to proposing upgrades to the solution in accordance with RFP Section 2.9.3.

As part of maintenance and support, we will also provide software upgrades and new releases, which include those additions and/or modifications that increase software functionality and/or performance without altering the way the software would operate.

Approach for Upgrade Recommendations:

Team CITI will recommend upgrades to the State which will cover the following:

- Type of the upgrade – Major or Minor and its impact on the system and applications.
- Risks involved against the benefits delivered to the system.
- Relevant case studies, reports for benefits delivered by the upgrade for the State's peers.
- The effort required for readiness, overall timelines, budget, etc.
    - Our Support Team will first obtain the necessary approvals from OIT and DCFS and backup all application data before performing any upgrades.

Team CITI's steps for software upgrades are as follows:

- Establish upgrade requirements.
- Analyze the structural and functional differences that need to be considered for the upgrade.
- Develop an upgrade plan addressing what needs to be developed and how will it happen.
- Perform required customization.

- Conduct integration testing, functional testing, load testing, and any other testing the State deems necessary.
- Prepare documentation.
- We will present updates on these upgrades continuously during the cadence with the stakeholders. We will define the performance metrics and present the pre-upgrade and post-upgrade reports.

4. Please detail your experience keeping system documentation similar to what is contemplated in RFP Section 2.9.4.

Team CITI maintains a high level of system documentation quality for all our systems and support projects, including the Louisiana CCWIS, the Michigan SACWIS, and the Fairfax County childcare solution. For our implementation of Unify for the state of Louisiana, we have successfully delivered system documentation as part of the ongoing Agile implementation of various child welfare modules. For Fairfax County, Virginia, we provided all system documentation for our Childcare management system which went live in 2016.

Document management is an integral part of any development or support efforts. Hence, we would implement a well-defined Change control process for the efficient management of the project repository. We will have a date added either at the start or end of the document to ensure that a record of any changes done within the document is maintained. To do this, we would do the following:

- Define a comprehensive document control plan with clearly defined processes/best practices for adding, updating, and deleting documents.
- Build a training for document management and impart to all participants – Team CITI and State.
- Clearly define the roles and responsibilities – creators, approvers, admins, etc.
- Define a process for periodic auditing of the project repository.

5. Please confirm your ability to collaborate with the State as required by RFP Section 2.9.5.

Project success requires a joint commitment to success and the establishment of teams comprised of both Team CITI and State staff. We will work collectively with the State as a cohesive team and execute all activities. We will provide all resources necessary for the integration of a complete Child Welfare Management solution. This collaborative approach will enable the State to monitor delivery against the agreed-upon SLA and schedule and help drive the overall maintenance and operations of the project.

For this, we would define a comprehensive project governance framework along with support from the State. We would build this framework with the objectives of bringing in transparency, accountability, ease of communication, and efficiency in managing your project operations.

6. Describe how the State will maintain reliable access to the Future System and the standards for operational uptime and data security.

When Unify is accessed from within the State's network, both primary and secondary application gateways (B1 and B2) are accessed via the dual redundant VPN Gateways between the State Azure Government Cloud and the Unify Azure Commercial Cloud Virtual Networks (VNets). Team CITI will develop a performance plan to gauge the performance of the future system because the State requires high system availability and uptime for its numerous users.

To measure the performance of applications, we will use tools such as New Relic and Azure Monitor.

Azure Monitor uses Log Analytics to collect and analyze telemetry data. Performance KPIs will be tracked on dashboards. We will use the results of the analytics to optimize the performance and availability of the cloud resources and applications by configuring performance thresholds in each of these tools.

Our security policies, procedures, and controls, specifically those for data security, data handling, and software development security make sure that we appropriately handle sensitive data that we may generate or receive from the State for use in any system and/or user acceptance testing of the new system.

Internally an independent internal auditor and an independent external auditor complete security audits on CITI annually. The auditors come from two separate and unrelated organizations. This ISMS audit includes all our company security policies including operational security methods and controls, data security, data handling, software development security requirements, personnel security, continuity planning, disaster recovery, access controls, etc.

Team CITI will work in conjunction with the State's Information Security Team to comply with the information security policies for information and data security.

2.11 Privacy, Confidentiality, and Security (RFP Section 2.10)

1. **Please state your understanding of 45 CFR 1355.52 (d) (iii) and explain how your Solution will ensure that this requirement is met. In your answer, please describe how your Solution can manage confidential data.**

Understanding of CCWIS Project Requirements

Our Unify and EMPOWER platform provides modernized technology capabilities for child welfare, as well as for the entire health and human services vertical. Our solutions protect the confidentiality of all data in the solution. Team CITI has a complete understanding of the federal laws which define security requirements, including 45 CFR 1355.52 (d) (iii), which requires that data be exchanged and maintained following confidentiality requirements defined in section 471(a)(8) of the Social Security Act, and 45 CFR 205.50, and 42 U.S.C. 5106a(b)(2)(B)(viii) through (x) of the Child Abuse Prevention and Treatment Act as applicable, and other applicable federal and state or tribal laws. The information must be safeguarded and prevented from unauthorized disclosure or release. The CCWIS solution must preserve the confidentiality of all records to protect the rights of the child and the child's parents or guardians. This includes maintaining and protecting reports and records made and preventing them from release unless and only to authorized individuals and organizations.

Unify Meeting CCWIS Project Requirements

Unify provides end-to-end child welfare information management capabilities supported by end-to-end security and confidentiality features. These features preserve the confidentiality of all data within Unify and its data exchanges to protect the rights of children, parents, and guardians. Unify provides the security capabilities to best enable the State of Arkansas to enforce the security policies put in place to comply with federal statutes, along with the capability to audit all system and data access in compliance with audits or response to investigations of information misuse.

Unify provides access controls, audit controls, data integrity controls, and transmission security controls to support FERPA and HIPAA compliance. It is also compliant with PII and

PHI data elements, as laid out by HL7 rules. Unify further provides role-based security to the data *field* level. Unify is also fully ADA compliant.

Managing Confidential Data

Unify provides access controls, audit controls, data integrity controls, and transmission security controls to support FERPA and HIPAA compliance. It is also compliant with PII and PHI data elements, as laid out by HL7 rules. We ensure the Protection and privacy of all Unify very sensitive data at rest and in transit is through the latest production-level/supported encryption technology and protocols and in accordance with State SS-70-006 and Federal standards.

Further details of the security elements of our solution is given in the Exhibit 6 Draft Solution Security plan.

2. **Describe all privacy and security incidences (i.e. a breach, improper disclosure) affecting the information of over 10,000 individuals that have occurred in systems implemented or maintained by the Respondent (its subsidiaries and affiliates) or any subcontractor within the past five years. Describe how you handled the incident(s).**

CITI's implementation of our Unify CCWIS solution maintains records of over 15,000 individuals and has been in production for over 5 years. We continue to build privacy and security into the system through all development activities, platform hardening and configuration, and role-based access. There have been no privacy or security incidences to date.

Additionally, CITI's current ISO 27001 and 20000 certifications attest to the continuous auditing of the development, implementation, and O&M processes, procedures, and controls being used for the CITI's CCWIS program, as well as our subcontractors and suppliers.

3. **Provide a proposed System Security Plan in accordance with the details outlined in RFP Section 2.10.**

We have submitted our draft System Security Plan as Exhibit 6 with this proposal.

4. **Describe how your proposed Solution will protect sensitive information, including but not limited to Client information, Provider information and Staff information.**

Access to the Unify system is through role-based access control (RBAC) that protects sensitive information, keeping it private. To achieve this, the product has highly granular role-based access that allows field-level protection. Using our “Administration” module, you can define and control role wise level of access to sensitive data. Your System Administrator would manage this.

To support HIPAA compliance, Unify has a detailed logging mechanism that can allow System Administrators to monitor access/updates to all field-level data. Our solution logs all transactions/functionalities accessed within the system. This log captures details about the user, location, time, nature of the transaction, and details of any updates performed. The logs are comprehensive. You can use them for normal reporting or forensics purposes. Apart from logging user activities, our solution logs all system-level activities, such as data synchronization.

Additionally, within our solution, we also use the following safeguards:

- Use and regular updates of Complex passwords – protects against intrusion.
- Encryption of data at rest and in transit
- Use of VPNs, layered security, and IDS/IPD

- We have further delineated our solution capability to protect sensitive data in Exhibit 6 Draft Solution Security plan.

5. Detail how all collected assessment information (including legacy data captured from assessments conducted before the solution) will be stored securely in your proposed Solution, including meeting all relevant federal and State confidentiality standards and requirements.

Unify effectively protects the confidentiality of assessment information collected via a mobile device remains secured in the local mobile device until synched with the secure server on Azure. All our security protections make sure that assessment information, like all data and documents in Unify, are secure in line with all federal and state requirements previously identified in this response.

Our solution platform (EMPOWER/Unify) built on the key principle of “Security by Design”, and uses a combination of Empower’s Data Access Layer along with Azure’s native data encryption features to securely store all the data including documents, stored in the Azure SQL database. Tools and security features are used are as follows:

- Azure SQL Transparent Data Encryption (TDE) - Encrypts all data at rest, the physical media holding the data associated with the database including Assessment data from the Legacy system as well as newly created data within Unify. TDE for Azure SQL Database adds an additional layer of security to help protect data at rest from unauthorized or offline access to raw files. TDE encrypts the entire database using an AES encryption algorithm. It also protects data and logs files, using AES and Triple Data Encryption Standard (3DES) encryption algorithms.
- EMPOWER’s Data Access Layer controls the connections to the database. This Layer secures connections with the database using Transport Layer Security.
- Azure Always Encrypted - Prevent System Administrators from looking at sensitive data.
- Azure Dynamic Data Masking –Protects selected fields while migrating sensitive information from legacy systems into Unify to meet the deferral and State confidentiality standards.

6. How will you ensure security and confidentiality of case management information, while allowing for a free flow of information accessible through various means?

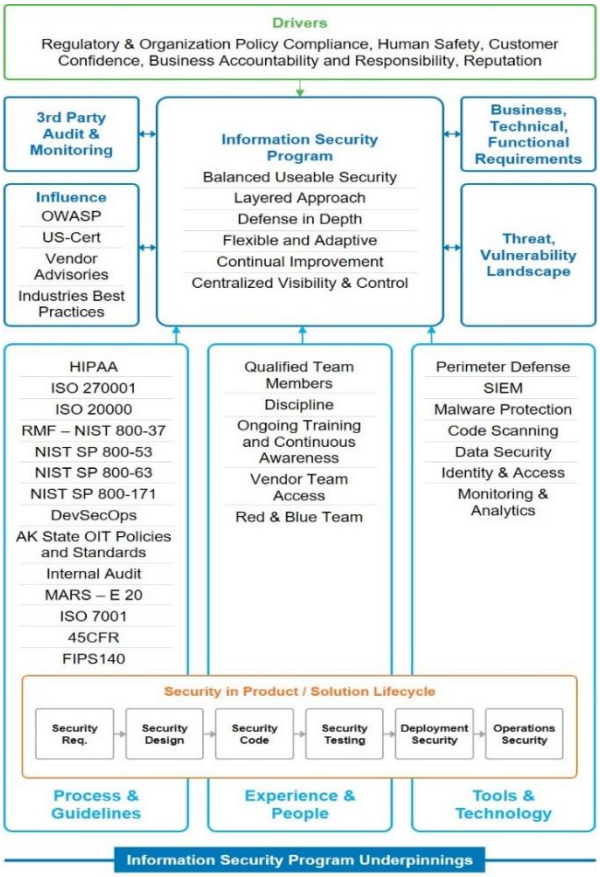


Figure 2.11.6-1. Team CITI's Approach to Information Security is driven by compliance, and customer confidence, which correlate to the security requirements for the State.

Our security program is implemented and certified to ISO 27001 standards. It is subject to annual external surveillance audits. It is geared to eliminate or mitigate risks to an acceptable level for our business and customers. It operates on the key principles listed below.

Figure 2.11.6-1 presents a holistic approach to information security. Our information security program is driven by several factors such as compliance and customer confidence, which correlate to the State's security requirements.

Balanced Usable Security: Through a collaborative approach between risk managers, security officers, data owners, and end-users of IT systems and services, we design the right level of security for the solution that is subject to our processes.

Layered Approach /Defense in Depth: We use the proven approach of defense in depth by layering security controls to protect data and resources. This strategy makes it extremely difficult to execute a successful breach. Significantly delaying potential bad actors with the layers they need to overcome enables customers to respond to these incidents in a timely and effective manner.

Flexible and Adaptive: Our program is flexible and extensible to support a wide range of security needs. We can quickly adapt customer-specific approaches and implement additional controls and safeguards while remaining compliant with our corporate program.

Continual Improvement: Based on feedback from internal and external audits, and other influencing factors, we take appropriate corrective and preventive actions to continually improve and maintain an effective security posture for all in-scope solutions and services.

Centralized Visibility & Control: This capability allows risk managers, data owners, and security staff to get a holistic view of the information security program and how the controls support their specific area of concern. The centralized approach makes sharing of security monitoring and other relevant data easier, which enables teams to learn from all consumers of the InfoSec program.

Additionally, our system has Role-Based Access Control (RBAC) to define what users have access to specific information. You can configure RBAC to limit access to specific data records, data fields, and their values. As such, you can safeguard information and prevent it from unauthorized disclosure or release. Doing so protects the rights of the child and the child's parents or guardians.

2.12 Transition to Subsequent Vendor (RFP Section 2.11)

1. **Please confirm your acceptance of the end of contract obligations outlined in this section.**

Team CITI accepts the end of contract obligations stated in the RFP document. We recognize that the transition of any project is a critical time that introduces operational risk into what may be otherwise stable and effective operation. The transition must be carefully planned, executed, and managed to mitigate risk and minimize any potential operational impact including any risks to the children who could be impacted during the transition. Whether the transition of the CCWIS project is to turn over the operations to another maintenance provider, to the State by the end of the contract period, or other reason for contract termination, Team CITI will provide a professional, effective, and thorough transition. The transition of a project is the final and lasting impression our customers remember.

To achieve the best outcome for the State, our project transition approach includes establishing and maintaining a collaborative and cooperative relationship with open lines of communications with all parties to the transition before as well as during the transition period. Our transition plan will maintain continuity of operations for the State and provide for an orderly and controlled transition to the State.

After the transition, the State or other providers will be able to continue with all operations and maintenance activities. Team CITI will work with the State and all contractors, providers, and/or vendors to achieve a transition that provides continuous service while transferring responsibility. We will also tailor our transition plan to align with the State's phase-in plan.

Transition Strategy - Team CITI will assign a Transition Manager to plan, organize, and orchestrate the overall transition. We will perform a complete transfer of responsibility. The Transition Manager will submit a Disengagement plan as per the requirements outlined in the RFP. The plan will also include the identification of existing process documentation, standard operating procedures, and other significant project artifacts. This is coupled with a shadow operation approach in which our senior staff accompanies the incoming staff to train them in their daily routines, processes, procedures, and documentation. Parallel operations key to transitioning operations and to performing effective knowledge transfer.

A general approach is not to transition all functional areas simultaneously, rather phase out support and operations by function, module, or some other effective strategy jointly developed with the State. We anticipate some amount of overlap will be necessary as we complete our training and confirm preparedness to transfer responsibility. This plan will enable the controlled and orderly phase-out of staff before the completion of the entire transition period. After the turnover of operations, our Transition Manager will update the completion and results of each step of the Transition Plan.

2.13 Technical Requirements (RFP Section 2.12 and Attachment D)

1. **Please explain your proposed Solution's role-based security solution(1), including the possible types of profiles(2), the ability to create customized profiles(3), any limitations on the number or types of profiles(4), the ability to create quality reviews of security access reports(5), and ability to set temporary security access (with or without set expiration dates)(6) and any other features(7) which are included in the proposed solution which may be of interest or benefit to the State.**

Role-based Security Solution

Unify maintains the privacy of sensitive information. To achieve this, the product has a highly granular Role-Based Access Control (RBAC) that provides field-level protection. Administrators can create users (Role-Based Access Control) and map access rights/functionality privileges to roles to define a user's level of access. You can provide users with read-only and read and write privileges. You can provide them with access only

appropriate to their role. This security control also limits availability to specific functionality, software screens, data records, data elements, and data element values.

Within Unify, the Admin Module controls Role-based access through the following four pages:

- **User Management** – Allows administrative users to create usernames in Unify.
- **Role Management** – Allows administrative users to create and assign a new role for a user in Unify.
- **User Role Assignment** – Allows the administrative user to grant specific role-based access to new/existing users in Unify.
- **Role Permission Management** – Allows administrative users to assign and update module, field, workflow, and page-level permissions for each user.
  - Additionally, Unify includes a Security Module that supports role definition through the selection of predefined permissions.

Possible types of profiles: The classification of profiles is based on the roles and responsibilities which different end-users need to perform. The typical profiles could be that of Manager, Supervisor, Worker, Consultant, Administrator, Reporter. The accesses will be granted based on these roles.

Ability to create Custom Profiles: The Unify solution provides the flexibility to create new customer profiles and set up corresponding access rights and functionality privileges based upon the responsibilities which the profile needs to perform.

Limitations on the Number and Type of Profiles: Our Role-Based Access Control module enables you to create the specific role you require with the corresponding access rights and functionality privileges. This module's flexibility makes the system virtually unlimited.

Create Quality Reviews of Security Access Reports: Our Security Program framework is tightly aligned with our ISO 27001, 20000, and 9001 certifications. Unify logs all transactions and access to data via its built-in auditing and logging capability. By restricting product configuration access to administrators and logging every configuration change made in the system, the system ensures that system process controls are maintained in a secure and auditable manner. These logs allow us to create security access reports to support the State's Quality Review process

Ability to set Temporary Security Access: Administrators can create users and map them to roles to define the level of access they get while also having the control to deactivate users at any time thereby allowing for temporary security access, actions against which are all logged as per standard application-wide policies.

Other features: Our solution provides the State the control of assigning roles, authorizations, restrictions, and permissions in Unify. All RBAC roles and permissions are profiled and accesses within the role and attempts outside the defined role are logged. Rapid7 will monitor the logs and user actions and notify the Team CITI's cloud security team when attempts are made to act outside of the role's permissions. As a recommended best practice, the State may want to audit the RBAC roles and profiles annually for any needed modifications. In addition, Unify also has features for building Forms, managing alerts, document management, etc. The Draft solution security plan submitted along with this response covers various features of Unify in detail.

2. **In the event that the State wishes to add more information fields to the information tracked in the solution (e.g. new fields to the Staff Directory, about a Provider**

type) after implementation and go- live of the Solution, what would be required to accomplish this in your proposed Solution?

Unify on the EMPOWER platform provides Arkansas with maximum flexibility the ability to change and respond to changes in the child welfare and health care industry.

The EMPOWER platform is versatile, be it configuring Unify solution to including the addition of fields and ease in adding to lists of values. For the addition of fields and lists of values, dynamic forms can be created in minutes, in any module. For example, if the Arkansas DCFS received a mandate to collect specific information for a new or extended program, or for a new mandate, a dynamic form can be created in minutes and added to a module and/or workflow. This functionality can be operationalized immediately (in line with Arkansas change management procedures).

The EMPOWER platform supports the separation of concerns, which provides for minor user interface changes to be accomplished quickly without impacting business workflows. These functions (dynamic forms, lists of values, and the overall technology architecture of Unify on the EMPOWER platform) provide Arkansas with maximum flexibility and the ability to change and respond to changes in the child welfare and health care industry.

3. **What is the recommended set of specifications for a users' computer? What is the minimum specifications? What is the recommended and minimum specifications for mobile devices?**

Recommended and Minimum Specifications for Users' Computers:

Component	Minimum Specifications	Recommended Specifications
Processor	Pentium 4 or newer processor that supports SSE2	x86 or x64 1 GHz Pentium processor or equivalent
Memory	1 GB	2 GB
Hard Drive Space	100 GB	200 GB
Operating System	Windows 10	

Table 2.13.3-1 Recommended and Minimum Specifications for Users' Computers

Recommended and Minimum Specifications for Mobile Devices
Unify's mobile app is built using responsive UI. It can operate on any device that supports:

- Android v 5.0 (API Level 21) or higher
- iOS v 7.0 or higher
- Windows 10

4. **Please complete the Technical Requirements Matrix Attachment D. Your answers on this matrix will impact the evaluation of this section and the Score you receive for this section. Please note: a failure to agree to a mandatory requirement in Attachment D may result in the disqualification of a Respondent. Also, the number of Tier 1 and 2 requirements agreed to may impact this section's score.**

Team CITI has completed the Technical Requirements Matrix Attachment D. We have agreed to all the Mandatory, Tier 1, and Tier 2 requirements.

CREATIVE INFORMATION TECHNOLOGY, INC.

Comprehensive Child Welfare Information System (CCWIS)

Technical Proposal Packet
System Proposal

Bid No. 710-21-0048

Presented to

State of Arkansas,

Department of Human Services
Office of Procurement

Submitted by

Creative Information Technology, Inc. (CITI)
7799 Leesburg Pike, Suite 500 North
Falls Church, VA 22043
www.citi-us.com

Dated

July 02, 2021

Original

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RESPONSE COMPLIANCE MATRIX

Team CITI has submitted a Response Compliance Matrix as a part of our response to demonstrate our compliance with the requested information. We have listed the requirements from the solicitation and have provided the section reference of the same in our technical response or attachment responses.

No.	Solicitation Requirement Section Reference	Team CITI Response Section Reference
1.	Proposal Signature Page	Response Section Proposal Signature Page
2.	Agreement and Compliance Pages	Response Section Agreement and Compliance Pages
3.	Signed Addenda	Response Section Signed Addenda
4.	EO 98-04 Contract Grant & Disclosure Form, Attachment G	Response Section EO 98-04 Contract Grant & Disclosure Form, Attachment G
5.	Equal Opportunity Policy	Response Section Equal Opportunity Policy
6.	Proposed Subcontractors Form	Response Section Proposed Subcontractors Form
7.	Child Welfare Client History Form	Response Section Child Welfare Client History Form
8.	Attachments A & C - 1.1 General Functions	Response Section 1.1 General Functions
9.	Attachments A & C - 1.2 Referrals	Response Section 1.2 Referrals
10.	Attachments A & C - 1.3 Investigations/Differential Response	Response Section 1.3 Investigations/Differential Response
11.	Attachments A & C - 1.4 Assessments	Response Section 1.4 Assessments
12.	Attachments A & C - 1.5 Case Management	Response Section 1.5 Case Management
13.	Attachments A & C - 1.6 Client Information	Response Section 1.6 Client Information
14.	Attachments A & C - 1.7 Provider Management	Response Section 1.7 Provider Management
15.	Attachments A & C - 1.8 Title IV-E Eligibility	Response Section 1.8 Title IV-E Eligibility
16.	Attachments A & C - 1.9 Staff Management	Response Section 1.9 Staff Management
17.	Attachments A & C - 1.10 Courts	Response Section 1.10 Courts

No.	Solicitation Requirement Section Reference	Team CITI Response Section Reference
18.	Attachments A & C - 1.11 Interfaces	Response Section 1.11 Interfaces
19.	Attachments A & C - 1.12 Reports	Response Section 1.12 Reports
20.	Attachments A & C - 1.13 Financial Management	Response Section 1.13 Financial Management
21.	Attachments A & C - 1.14 General Functions-Mobility	Response Section 1.14 General Functions-Mobility
22.	RFP – 2.13 & 2.14 – Adherence to Federal Requirements	Response Section 2.1 Adherence to Federal Requirements
23.	RFP-2.2.12 – Minimum Qualifications	Response Section 2.2 Minimum Qualifications
24.	Company Information and Experience	Response Section 2.3 Company Information and Experience
25.	RFP – 2.3 Project Governance and Project Management	Response Section 2.4 Project Governance and Project Management
26.	RFP – 2.4 Overall SDLC Approach	Response Section 2.5 Overall SDLC Approach
27.	RFP – 2.5.1 System Design, Development, and Implementation: Planning and Management	Response Section 2.6.1 Planning and Management
28.	RFP – 2.5.2 System Design, Development, and Implementation: Requirements Validation	Response Section 2.6.2 Requirements Validation
29.	RFP – 2.5.3 System Design, Development, and Implementation: Design and Development	Response Section 2.6.3 Design and Development
30.	RFP – 2.5.3 System Design, Development, and Implementation: Testing	Response Section 2.6.4 Testing
31.	RFP – 2.5.7 System Design, Development, and Implementation: Steady State (Warranty Period)	Response Section 2.6.5 Steady State (Warranty Period)
32.	RFP – 2.5.4 System Design, Development, and Implementation: Data Quality, Data Conversion, and Migration	Response Section 2.6.6 Data Quality, Data Conversion and Migration
33.	RFP – 2.5.6 System Design, Development, and Implementation: Implementation and Go-Live	Response Section 2.6.7 Implementation and Go-Live

No.	Solicitation Requirement Section Reference	Team CITI Response Section Reference
34.	RFP – 2.6 System Hosting	Response Section 2.7 System Hosting
35.	RFP – 2.7 Project Staffing	Response Section 2.8 Project Staffing
36.	RFP – 2.8 Training	Response Section 2.9 Training
37.	RFP – 2.9 Maintenance & Operations	Response Section 2.10 Maintenance & Operations
38.	RFP – 2.10 Privacy, Confidentiality, and Security	Response Section 2.11 Privacy, Confidentiality, and Security
39.	RFP – 2.11 Transition to Subsequent Vendor	Response Section 2.12 Transition to Subsequent Vendor
40.	RFP – 2.12 Technical Requirements	Response Section 2.13 Technical Requirements

PROPOSAL SIGNATURE PAGE

Technical Proposal Packet ***Bid No. RFP 710-21-0048***

PROPOSAL SIGNATURE PAGE

Type or Print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION					
Company:	Creative Information Technology Inc.(CITI)				
Address:	7799 Leesburg Pike, Suite 500N				
City:	Falls Church	State:	VA	Zip Code:	22043
Business Designation:	☐ Individual ☐ Partnership	☐ Sole Proprietorship ☒ Corporation		☐ Public Service Corp ☐ Nonprofit	
Minority and Women-Owned Designation*:	☒ Not Applicable ☐ African American	☐ American Indian ☐ Hispanic American	☐ Asian American ☐ Pacific Islander American	☐ Service Disabled Veteran ☐ Women-Owned	
	AR Certification #: _____		* See *Minority and Women-Owned Business Policy*		

PROSPECTIVE CONTRACTOR CONTACT INFORMATION *Provide contact information to be used for bid solicitation related matters.*			
Contact Person:	Melanie Foss	Title:	Contracts Manager
Phone:	703 483 4383	Alternate Phone:	703 483 4300
Email:	mfoss@citi-us.com		

CONFIRMATION OF REDACTED COPY

☒ YES, a redacted copy of submission documents is enclosed.
☐ NO, a redacted copy of submission documents is not enclosed. I understand a full copy of non-redacted submission documents will be released if requested.

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.

ILLEGAL IMMIGRANT CONFIRMATION

By signing and submitting a response to this *Bid Solicitation*, 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.

☒ 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: _____ *Use Ink Only!* **Title:** President/ CEO

Printed/Typed Name: Sunil Kolhekar **Date:** 07/02/2021

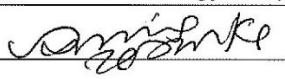
AGREEMENT AND COMPLIANCE PAGES

Technical Proposal Packet *Bid No. RFP 710-21-0048*

SECTIONS 1, 2, 3, 4, and 5 - Vendor Agreement and Compliance

- *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. ***Use Ink Only***

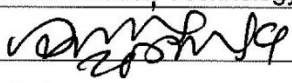
Vendor Name:	Creative Information Technology Inc. (CITI)	**Date:**	07/02/2021
Authorized Signature:		**Title:**	President/ CEO
Print/Type Name:	Sunil Kolhekar		

Technical Proposal Packet ***Bid No. RFP 710-21-0048***

Attachments J, K, L, and M - Vendor Agreement and Compliance

- *Do not complete and return any of the above named attachments. They are for your information only.*
- *Exceptions to Requirements **shall** cause the vendor's proposal to be disqualified.*

By signature below, vendor agrees to and **shall** fully comply with the DHS Standard Terms and Conditions as presented in Attachment J, a pro forma contract as presented in Attachment K, the Business Associate Agreement as presented in Attachment L, and the Organizational or Personal Conflict of Interest policy as presented in Attachment M. Requirements as shown in this section of the bid solicitation. ***Use Ink Only***

Vendor Name:	Creative Information Technology Inc. (CITI)	**Date:**	07/02/2021
Authorized Signature:		**Title:**	President/ CEO
Print/Type Name:	Sunil Kolhekar		

SIGNED ADDENDA

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

ADDENDUM 1

TO: All Prospective Vendors
DATE: June 4, 2021
SUBJECT: RFP 710-21-0048 Comprehensive Child Welfare Information System

The following change(s) to the above referenced Request for Proposal has been made as designated below:

_____ Change of specification(s)
_____ Additional specification(s)
_____ Change of bid submission/opening date and time
_____ Cancellation of bid
__X__ Other

BID OPENING DATE AND TIME

Remains the same.

Please see revised:

RFP document
Attachment B
Attachment J

The specifications by virtue of this addendum become a permanent addition to the above referenced Invitation for Bid.

FAILURE TO RETURN THIS SIGNED ADDENDUM MAY RESULT IN REJECTION OF YO BID.

.

If you have questions, please contact (buyer email address) or 501-682-8743.

Vendor Signature

07/02/2021
Date

Creative Information Technology Inc. (CITI)
Company

E.O. 98-04 – CONTRACT GRANT AND DISCLOSURE FORM

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 Creative Information Technology Inc. (CITI)

TAXPAYER ID NAME: 52-1989645 IS THIS FOR: Goods? ☐ Services? ☑ Both? ☐

YOUR LAST NAME: Kolhekar FIRST NAME Sunil M.I.:

ADDRESS: 7799 Leesburg Pike Suite 500N

CITY: Falls Church STATE: VA ZIP CODE: 22043 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 (√) Current	Mark (√) Former	Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long? From MM/YY	For How Long? To MM/YY	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.] 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 (√) Current	Mark (√) Former	Name of Position of Job Held [senator, representative, name of board/commission, data entry, etc.]	For How Long? From MM/YY	For How Long? To MM/YY	What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control? 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

DHS Revision 11/05/2014

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 President/ CEO Date 07/02/2021

Vendor Contact Person Melanie Foss Title Contracts Manager Phone No. (703) 483-4383

Agency use only

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

DHS Revision 11/05/2014

EQUAL OPPORTUNITY POLICY

EQUAL EMPLOYMENT OPPORTUNITIES

CITI provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability, genetic information, marital status, amnesty or status as a covered veteran in accordance with applicable federal, state and local laws. CITI complies with applicable state and local laws governing nondiscrimination in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation, and training. CITI expressly prohibits any form of unlawful employee harassment based on race, color, religion, gender, sexual orientation, national origin, age, genetic information, disability or veteran status. Improper interference with the ability of CITI employees to perform their expected job duties is absolutely not tolerated.

Creative Information Technology, Inc. (CITI) 7799 Leesburg Pike, Suite 500 North, Falls Church, VA 22043
(703) 483-4300 customercontact@citi-us.com www.citi-us.com

PROPOSED SUBCONTRACTORS FORM

Technical Proposal Packet *Bid No. RFP 710-21-0048*

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
Public Consulting Group	148 State Street, 10th Floor	Boston, MA 02109-2589
Conduent State & Local Solutions Inc.	7160 Riverwood Drive	Columbia MD 21046

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

CHILD WELFARE CLIENT HISTORY FORM

Prepared for:

State of Arkansas

Department of Human Services Office of Procurement

Submitted by:

Creative Information Technology, Inc. (CITI)
7799 Leesburg Pike, Suite 500 North
Falls Church, VA 22043
www.citi-us.com

Dated

07/02/2021

Original

1. ATTACHMENT N

1.1 Child Welfare Client History Form

Instructions: This form is intended to help the State gain a more complete understanding of each Respondent's child welfare systems 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 DCFS 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 to implement, modify or maintain either a S/TACWIS or a CCWIS 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."**

Child Welfare Client History Form
Attachment N
Bid No. 710-21-0048
July 02, 2021

2. [redacted]

3. [redacted]

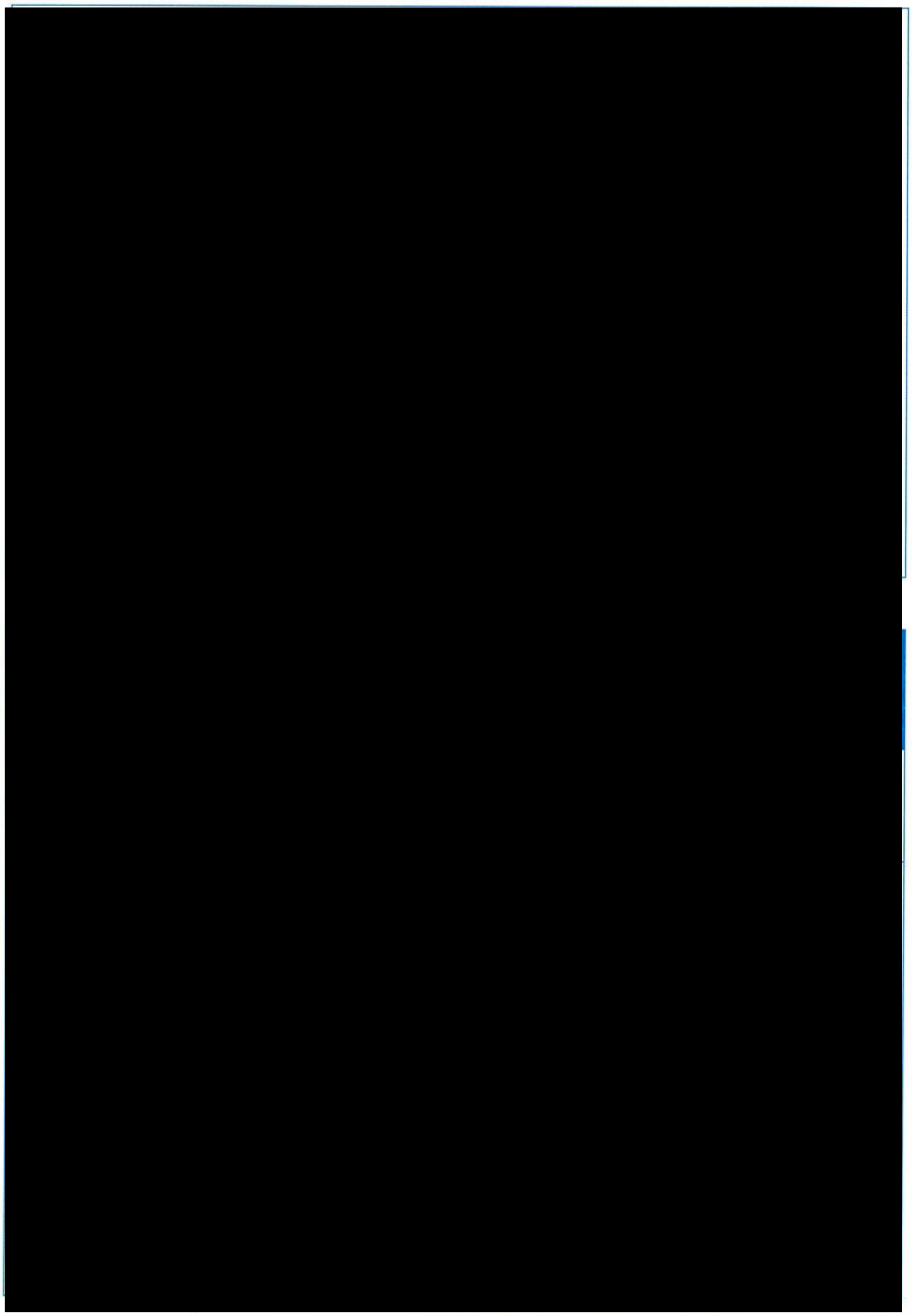
Child Welfare Client History Form
Attachment N
Bid No. 710-21-0048
July 02, 2021

4. [redacted]

5. [redacted]

Child Welfare Client History Form
Attachment N

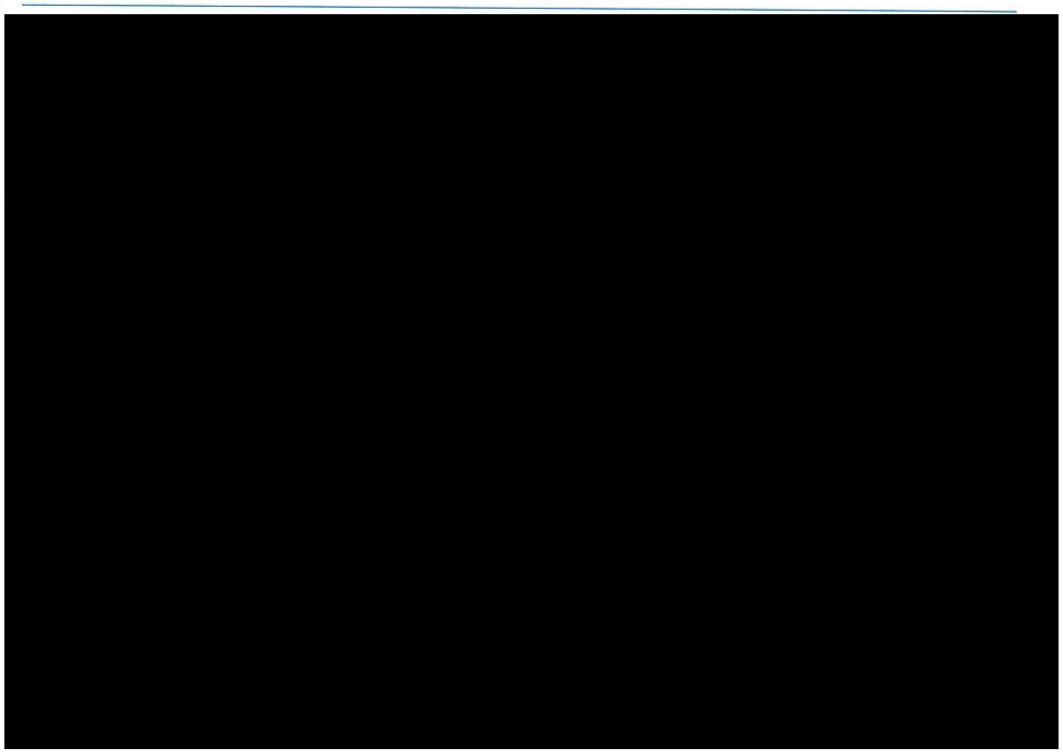
Bid No. 710-21-0048
July 02, 2021



7

Child Welfare Client History Form
Attachment N

Bid No. 710-21-0048
July 02, 2021



OTHER DOCUMENTS

VPAT™

Voluntary Product Accessibility Template®

Version 1.3

The purpose of the **Voluntary Product Accessibility Template**, or **VPAT™**, is to assist Federal contracting officials and other buyers in making preliminary assessments regarding the availability of commercial "Electronic and Information Technology" products and services with features that support accessibility. It is assumed and recommended that offerers will provide additional contact information to facilitate more detailed inquiries.

The first table of the Template provides a summary view of the Section 508 Standards. The subsequent tables provide more detailed views of each subsection. There are three columns in each table. Column one of the Summary Table describes the subsections of subparts B and C of the Standards. The second column describes the supporting features of the product or refers you to the corresponding detailed table, e.g., "equivalent facilitation." The third column contains any additional remarks and explanations regarding the product. In the subsequent tables, the first column contains the lettered paragraphs of the subsections. The second column describes the supporting features of the product with regard to that paragraph. The third column contains any additional remarks and explanations regarding the product.

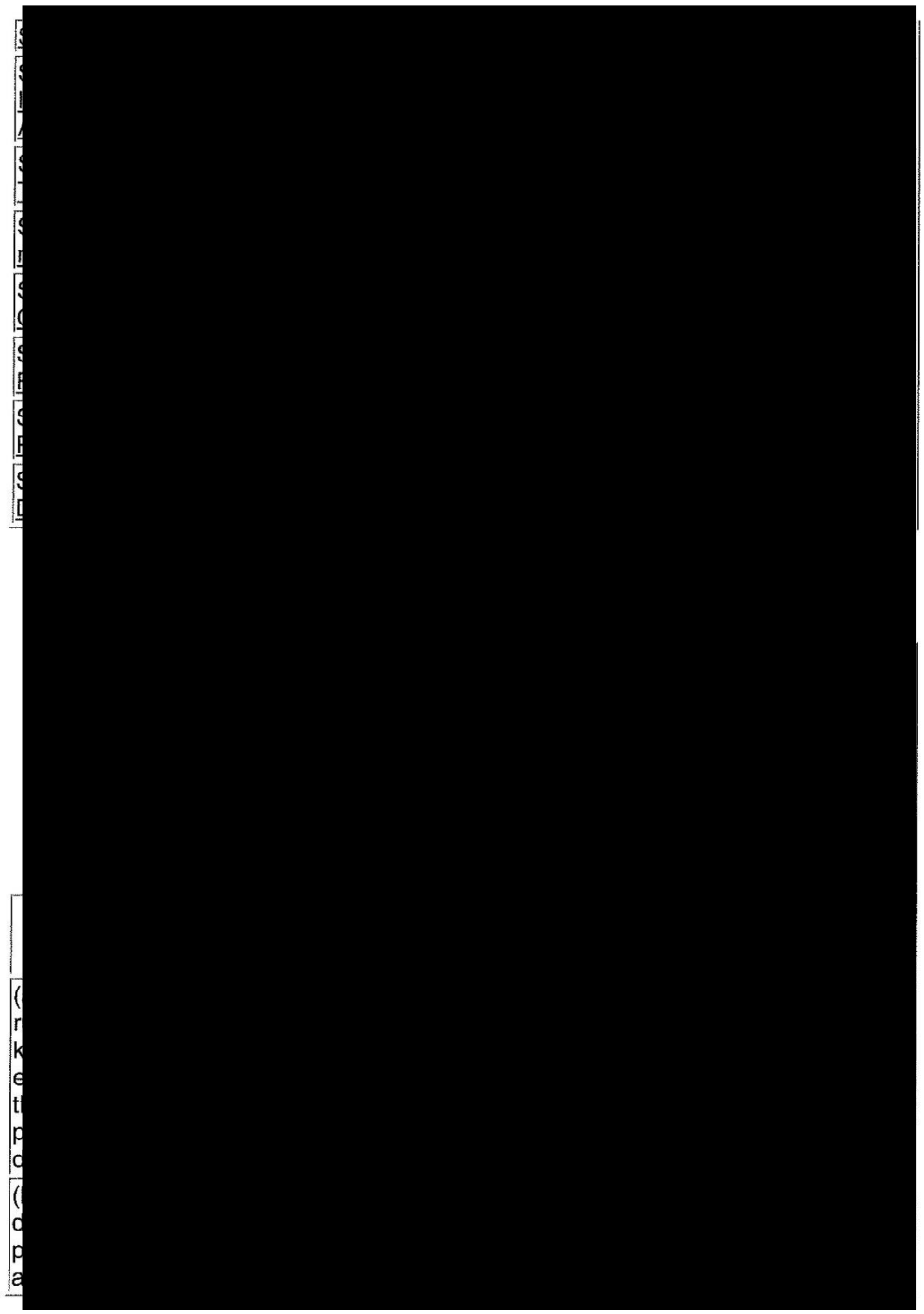
Date: 6/20/2020
Name of Product: Unify
Contact for more Information (name/phone/email): Mihir Kurane/703-483-4300 – mkurane@citi-us.com **(Creative Information Technology, Inc.)**

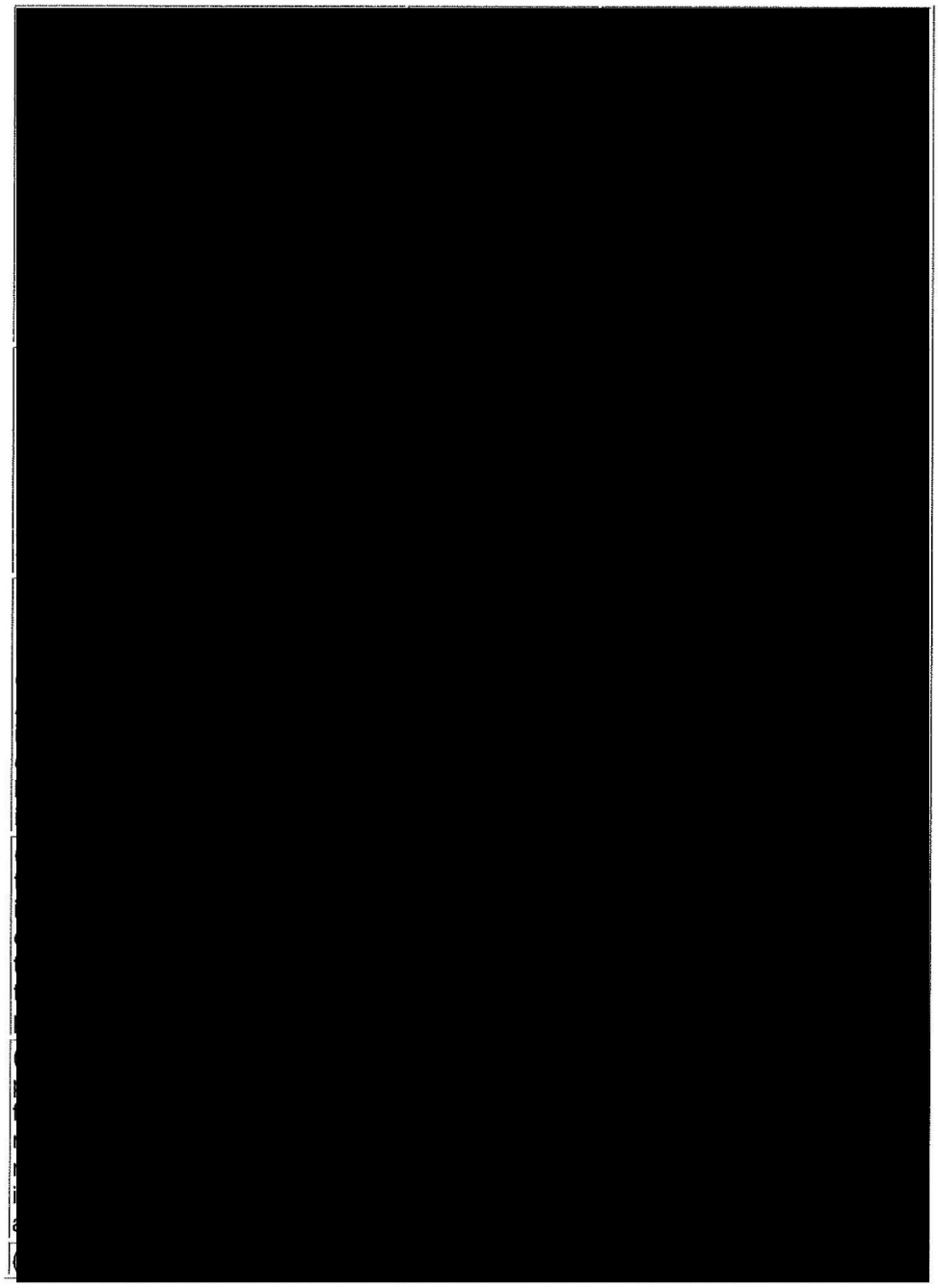
Summary Table

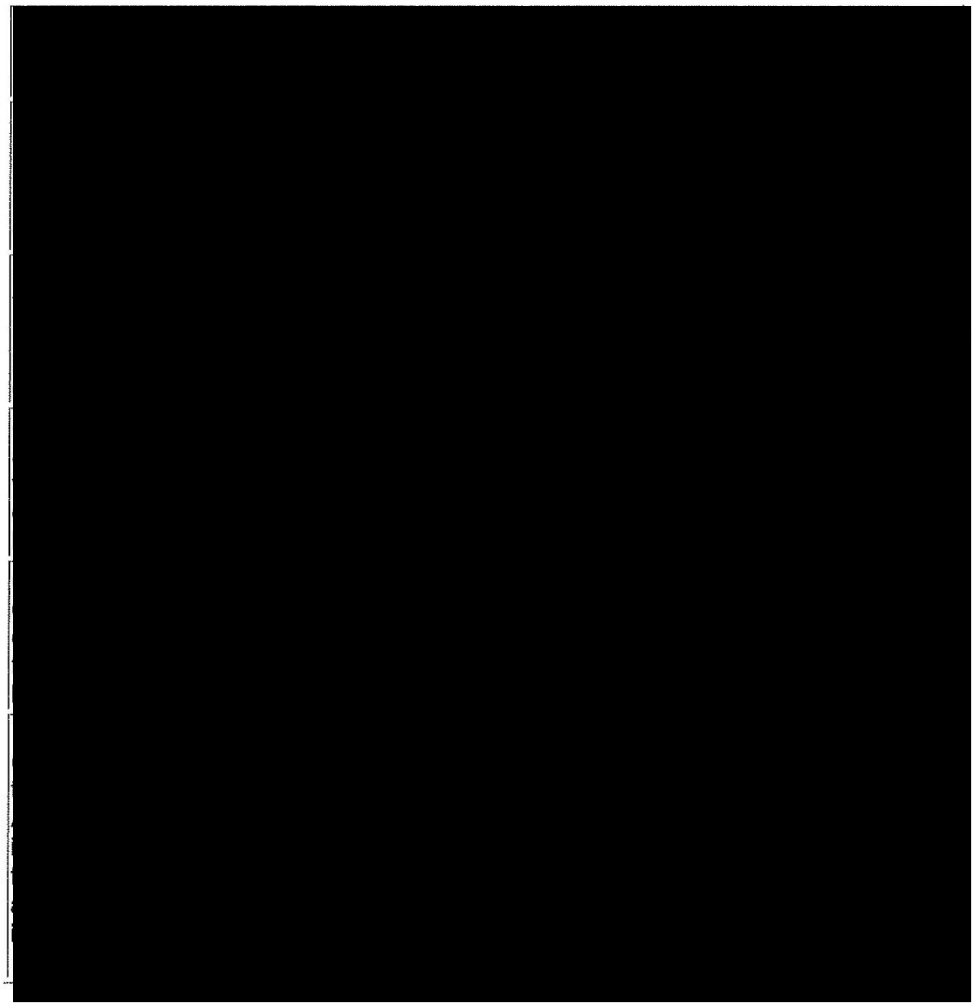
VPAT™

Voluntary Product Accessibility Template®

Criteria	Supporting Features	Remarks and explanations
Section 1194.21 Software Applications and Operating	Supports	







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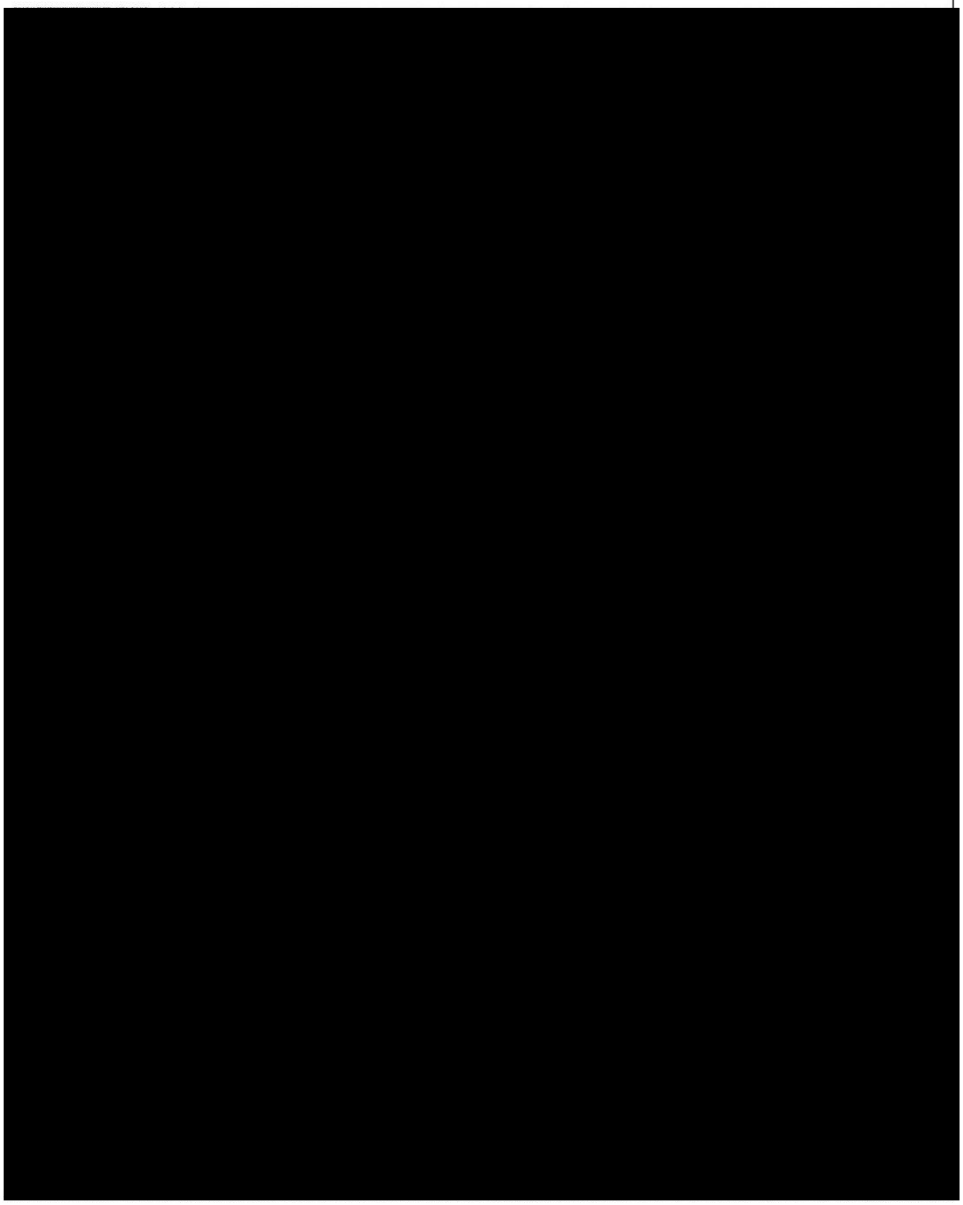
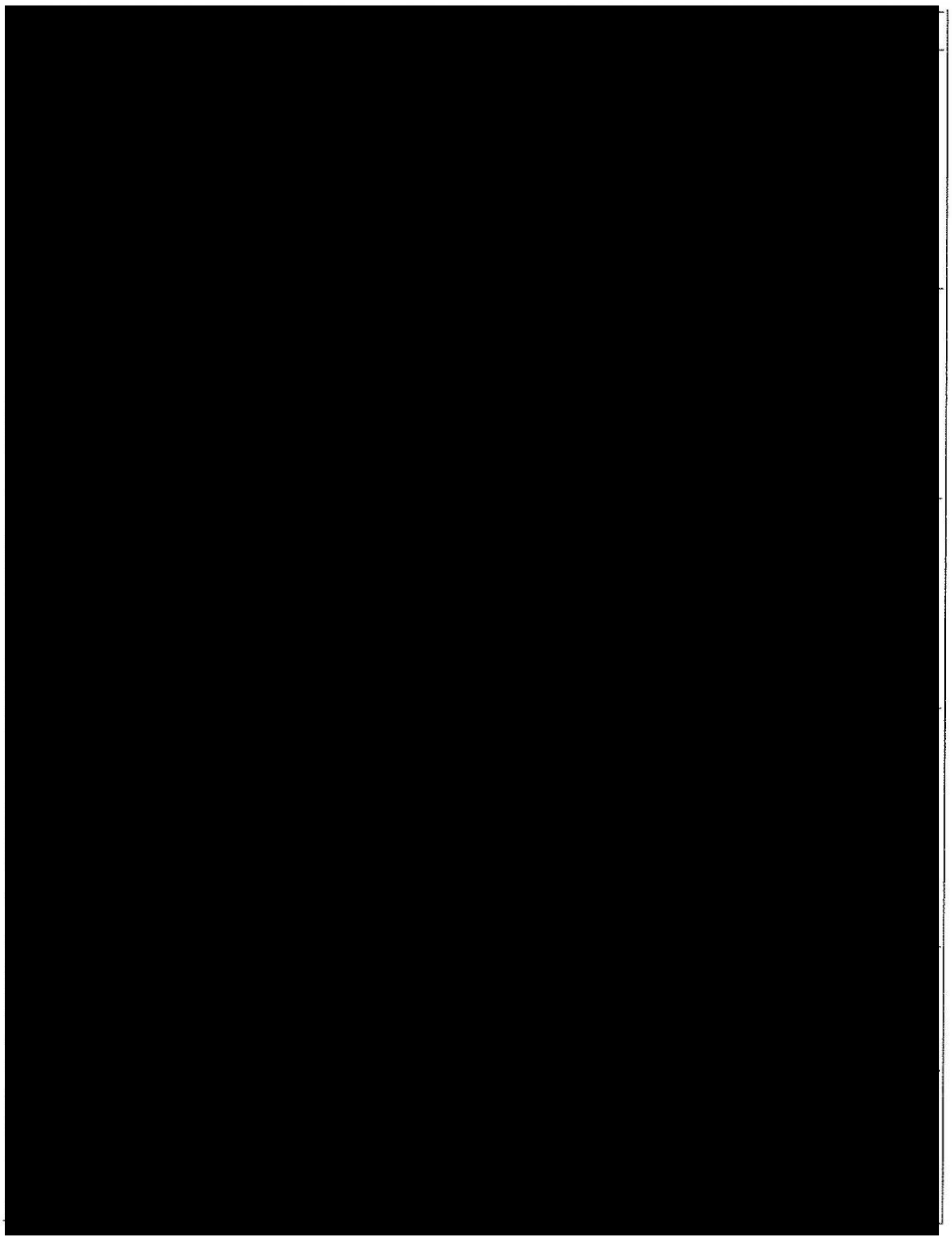
Section 1194.22 Web-based Internet information and applications – Detail

VPAT™

Voluntary Product Accessibility Template®





Note to 1194.22: The Board interprets paragraphs (a) through (k) of this section as consistent with the following priority 1 Checkpoints of the Web Content Accessibility Guidelines 1.0 (WCAG 1.0) (May 5 1999) published by the Web

Accessibility Initiative of the World Wide Web Consortium: Paragraph (a) - 1.1, (b) - 1.4, (c) - 2.1, (d) - 6.1, (e) - 1.2, (f) - 9.1, (g) - 5.1, (h) - 5.2, (i) - 12.1, (j) - 7.1, (k) - 11.4.

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Section 1194.23 Telecommunications Products – Detail

VPAT™

Voluntary Product Accessibility Template®

Criteria	Supporting Features	Remarks and explanations
(a) Telecommunications products or systems which provide a function allowing voice communication and which do not themselves provide a TTY functionality shall provide a standard non-acoustic connection point for TTYs. Microphones shall be capable of being turned on and off to allow the user to intermix speech with TTY use.		
(b) Telecommunications products which include voice communication functionality shall support all commonly used cross-manufacturer non-proprietary standard TTY signal protocols.		
(c) Voice mail, auto-attendant, and interactive voice response telecommunications systems shall be usable by TTY users with their TTYs.		
(d) Voice mail, messaging, auto-attendant, and interactive voice response telecommunications systems that require a response from a user within a time interval, shall give		

an alert when the time interval is about to run out, and shall provide sufficient time for the user to indicate more time is required.		
(e) Where provided, caller identification and similar telecommunications functions shall also be available for users of TTYs, and for users who cannot see displays.		
(f) For transmitted voice signals, telecommunications products shall provide a gain adjustable up to a minimum of 20 dB. For incremental volume control, at least one intermediate step of 12 dB of gain shall be provided.		
(g) If the telecommunications product allows a user to adjust the receive volume, a function shall be provided to automatically reset the volume to the default level after every use.		
(h) Where a telecommunications product delivers output by an audio transducer which is normally held up to the ear, a means for effective magnetic wireless coupling to hearing technologies shall be provided.		
(i) Interference to hearing technologies (including hearing aids, cochlear implants, and assistive listening devices) shall be reduced to the lowest possible level that allows a user of hearing technologies to utilize the telecommunications product.		
(j) Products that transmit or conduct information or communication, shall pass through cross-manufacturer, non-proprietary, industry-standard codes, translation protocols, formats or other information necessary to provide the information or communication in a usable format. Technologies which use encoding,		

signal compression, format transformation, or similar techniques shall not remove information needed for access or shall restore it upon delivery.		
(k)(1) Products which have mechanically operated controls or keys shall comply with the following: Controls and Keys shall be tactilely discernible without activating the controls or keys.		
(k)(2) Products which have mechanically operated controls or keys shall comply with the following: Controls and Keys shall be operable with one hand and shall not require tight grasping, pinching, twisting of the wrist. The force required to activate controls and keys shall be 5 lbs. (22.2N) maximum.		
(k)(3) Products which have mechanically operated controls or keys shall comply with the following: If key repeat is supported, the delay before repeat shall be adjustable to at least 2 seconds. Key repeat rate shall be adjustable to 2 seconds per character.		
(k)(4) Products which have mechanically operated controls or keys shall comply with the following: The status of all locking or toggle controls or keys shall be visually discernible, and discernible either through touch or sound.		

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Section 1194.24 Video and Multi-media Products – Detail

VPAT™

Voluntary Product Accessibility Template®

Criteria	Supporting Features	Remarks and explanations
a) All analog television displays 13 inches and larger, and computer equipment that includes analog television receiver or display circuitry, shall be equipped with caption decoder circuitry which appropriately receives, decodes, and displays closed captions from broadcast, cable, videotape, and DVD signals. As soon as practicable, but not later than July 1, 2002, widescreen digital television (DTV) displays measuring at least 7.8 inches vertically, DTV sets with conventional displays measuring at least 13 inches vertically, and stand-alone DTV tuners, whether or not they are marketed with display screens, and computer equipment that includes DTV receiver or display circuitry, shall be equipped with caption decoder circuitry which appropriately receives, decodes, and displays closed captions from broadcast, cable, videotape, and DVD signals.		
(b) Television tuners, including tuner cards for use in computers, shall be equipped with secondary audio program playback circuitry.		

(c) All training and informational video and multimedia productions which support the agency's mission, regardless of format, that contain speech or other audio information necessary for the comprehension of the content, shall be open or closed captioned.		
(d) All training and informational video and multimedia productions which support the agency's mission, regardless of format, that contain visual information necessary for the comprehension of the content, shall be audio described.		
(e) Display or presentation of alternate text presentation or audio descriptions shall be user-selectable unless permanent.		

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Section 1194.25 Self-Contained, Closed Products – Detail

VPAT™

Voluntary Product Accessibility Template®

Criteria	Supporting Features	Remarks and explanations
(a) Self contained products shall be usable by people with disabilities without requiring an end-user to attach Assistive Technology to the product.		

Personal headsets for private listening are not Assistive Technology.		
(b) When a timed response is required, the user shall be alerted and given sufficient time to indicate more time is required.		
(c) Where a product utilizes touchscreens or contact-sensitive controls, an input method shall be provided that complies with §1194.23 (k) (1) through (4).		
(d) When biometric forms of user identification or control are used, an alternative form of identification or activation, which does not require the user to possess particular biological characteristics, shall also be provided.		
(e) When products provide auditory output, the audio signal shall be provided at a standard signal level through an industry standard connector that will allow for private listening. The product must provide the ability to interrupt, pause, and restart the audio at anytime.		
(f) When products deliver voice output in a public area, incremental volume control shall be provided with output amplification up to a level of at least 65 dB. Where the ambient noise level of the environment is above 45 dB, a volume gain of at least 20 dB above the ambient level shall be user selectable. A function shall be provided to		

automatically reset the volume to the default level after every use.		
(g) Color coding shall not be used as the only means of conveying information, indicating an action, prompting a response, or distinguishing a visual element.		
(h) When a product permits a user to adjust color and contrast settings, a range of color selections capable of producing a variety of contrast levels shall be provided.		
(i) Products shall be designed to avoid causing the screen to flicker with a frequency greater than 2 Hz and lower than 55 Hz.		
(j) (1) Products which are freestanding, non-portable, and intended to be used in one location and which have operable controls shall comply with the following: The position of any operable control shall be determined with respect to a vertical plane, which is 48 inches in length, centered on the operable control, and at the maximum protrusion of the product within the 48 inch length on products which are freestanding, non-portable, and intended to be used in one location and which have operable controls.		
(j)(2) Products which are freestanding, non-portable, and intended to be used in one location and which have operable controls shall comply with the following: Where any		

operable control is 10 inches or less behind the reference plane, the height shall be 54 inches maximum and 15 inches minimum above the floor.		
(j)(3) Products which are freestanding, non-portable, and intended to be used in one location and which have operable controls shall comply with the following: Where any operable control is more than 10 inches and not more than 24 inches behind the reference plane, the height shall be 46 inches maximum and 15 inches minimum above the floor.		
(j)(4) Products which are freestanding, non-portable, and intended to be used in one location and which have operable controls shall comply with the following: Operable controls shall not be more than 24 inches behind the reference plane.		

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Section 1194.26 Desktop and Portable Computers – Detail

VPAT™

Voluntary Product Accessibility Template®

Criteria	Supporting Features	Remarks and explanations

(a) All mechanically operated controls and keys shall comply with §1194.23 (k) (1) through (4).		
(b) If a product utilizes touchscreens or touch-operated controls, an input method shall be provided that complies with §1194.23 (k) (1) through (4).		
(c) When biometric forms of user identification or control are used, an alternative form of identification or activation, which does not require the user to possess particular biological characteristics, shall also be provided.		
(d) Where provided, at least one of each type of expansion slots, ports and connectors shall comply with publicly available industry standards		

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Section 1194.31 Functional Performance Criteria – Detail

VPAT™

Voluntary Product Accessibility Template®

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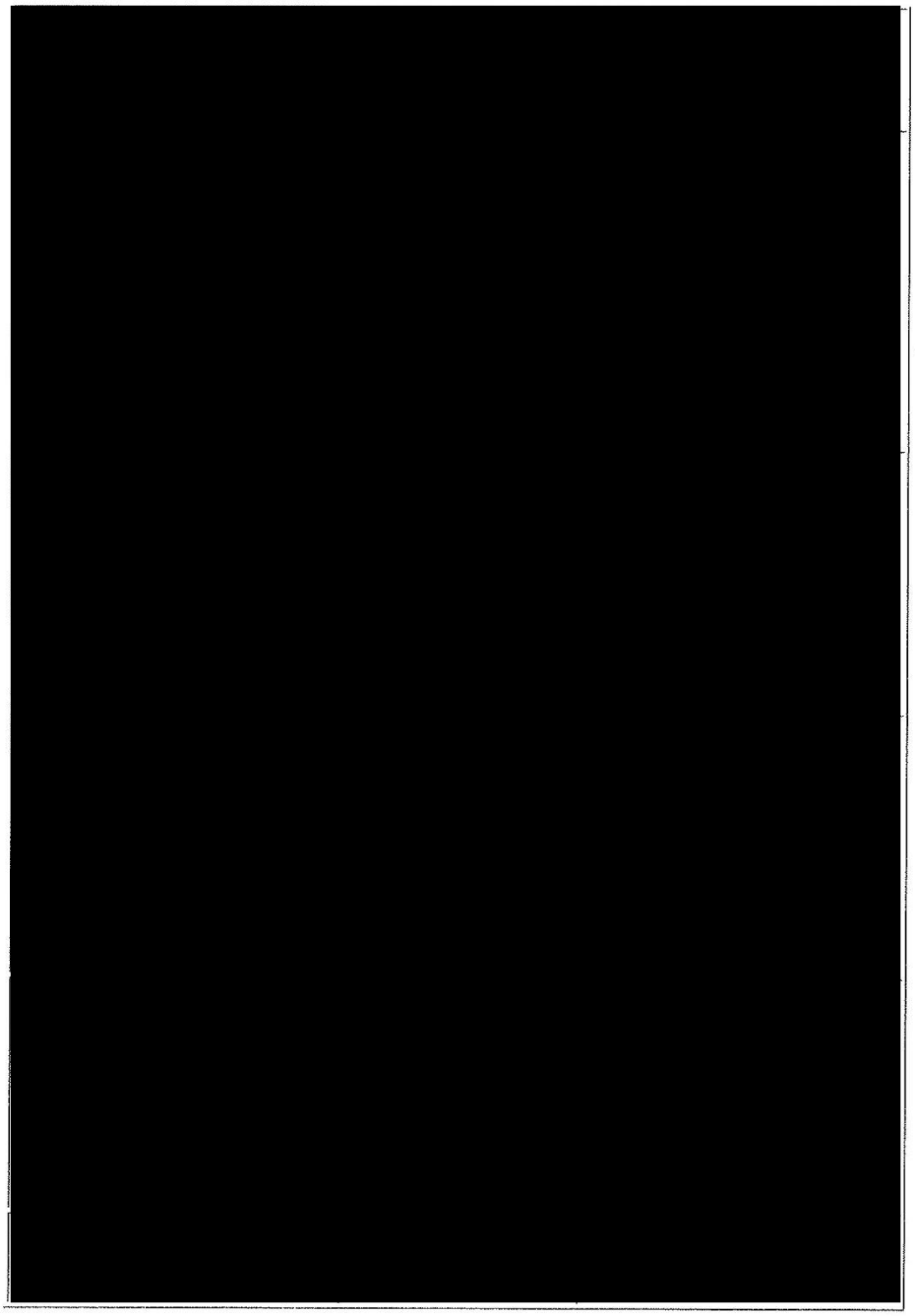

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Section 1194.41 Information, Documentation and Support – Detail

VPAT™

Voluntary Product Accessibility Template®

Criteria	Supporting Features	Remarks and explanations
(a) Product support documentation provided to end-users shall be made available in alternate formats upon request, at no additional charge		
(b) End-users shall have access to a description of the accessibility and compatibility features of products in alternate formats or alternate methods upon request, at no additional charge.		
(c) Support services for products shall accommodate the communication needs of end-users with disabilities.		

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1. SYSTEM PROPOSAL

1.1 Product Overview

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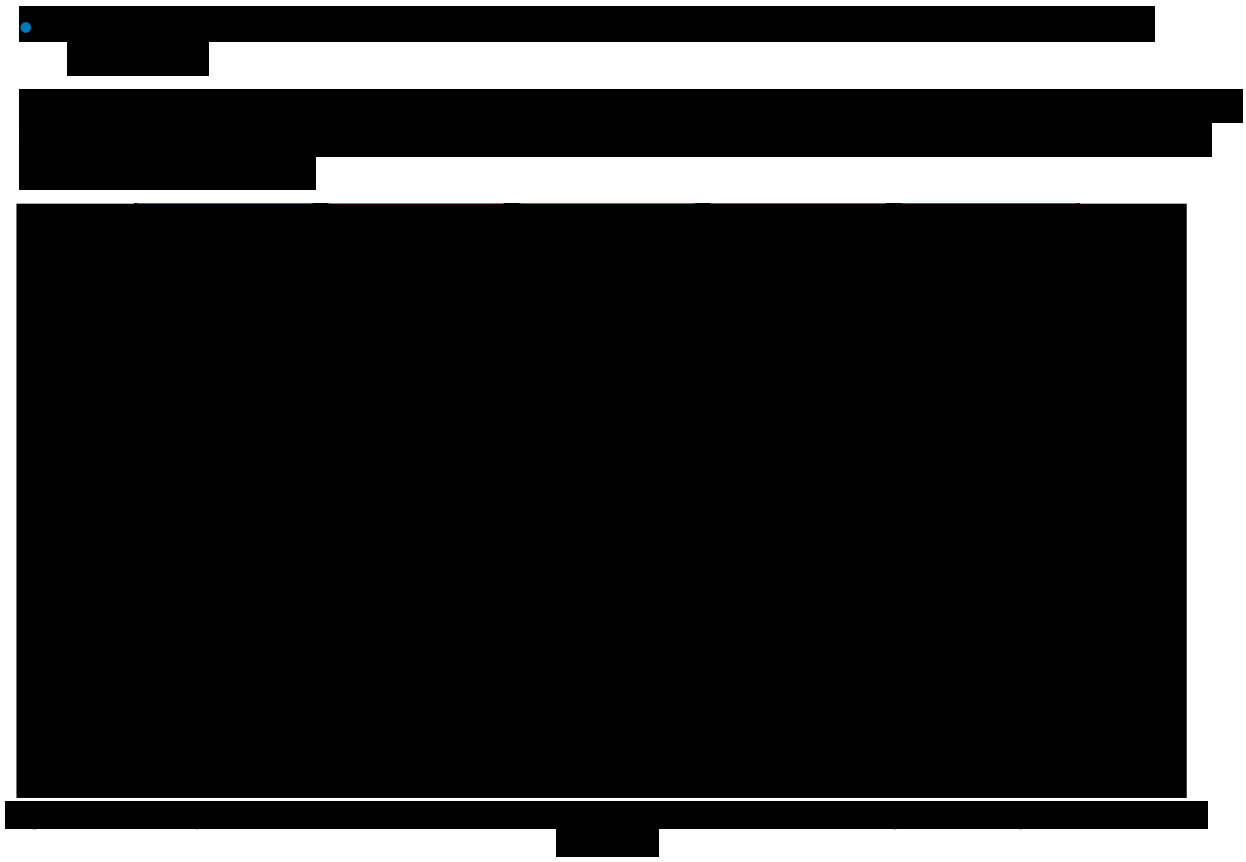

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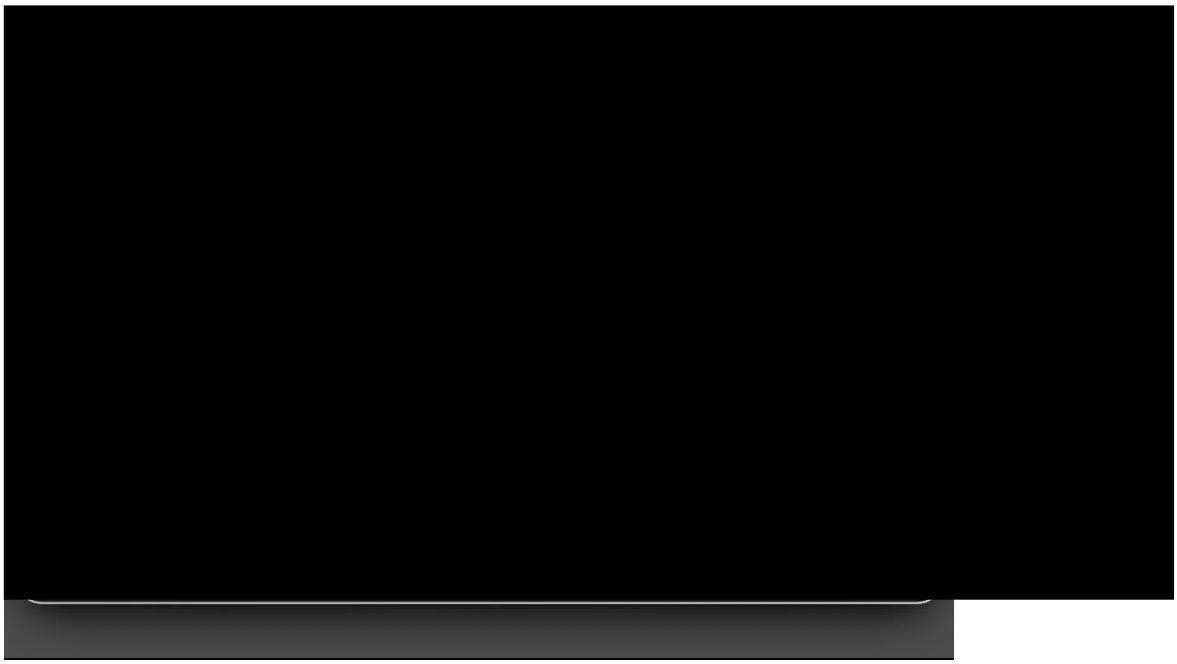

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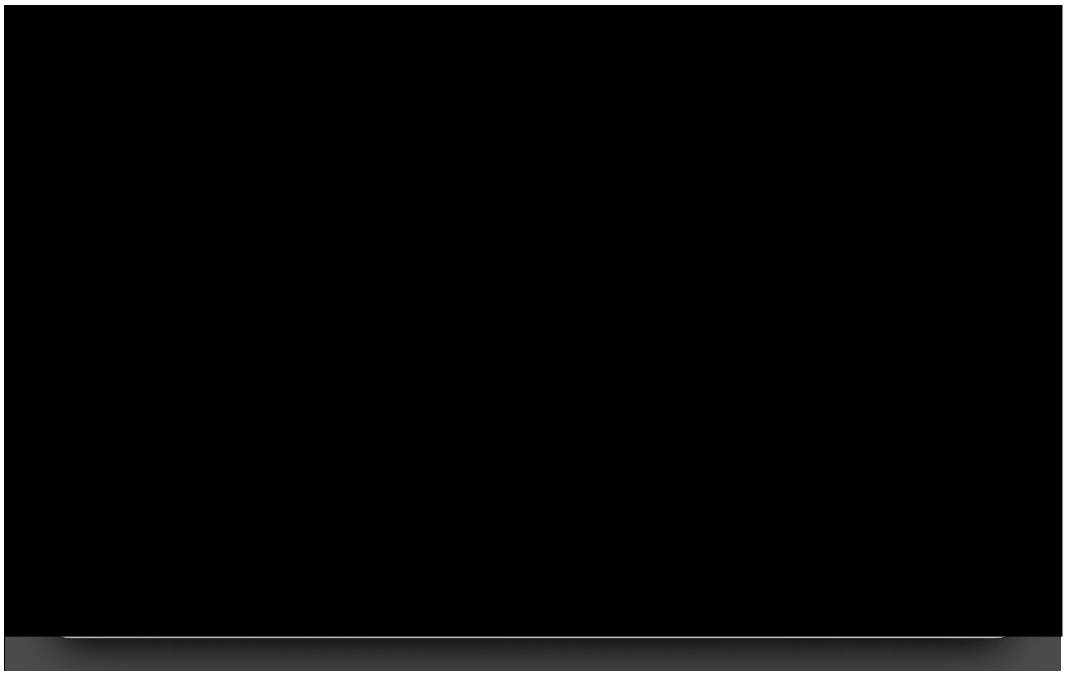

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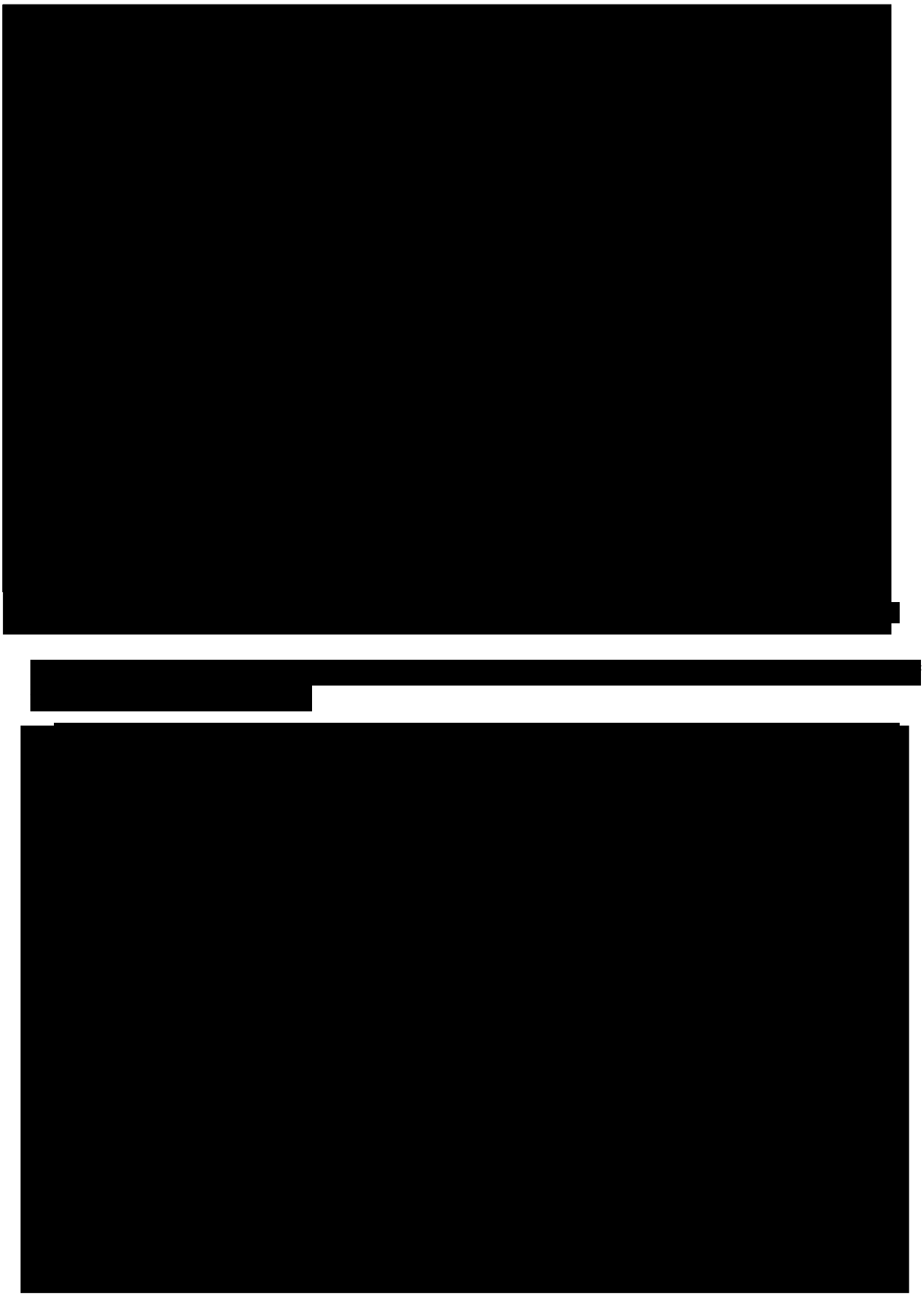

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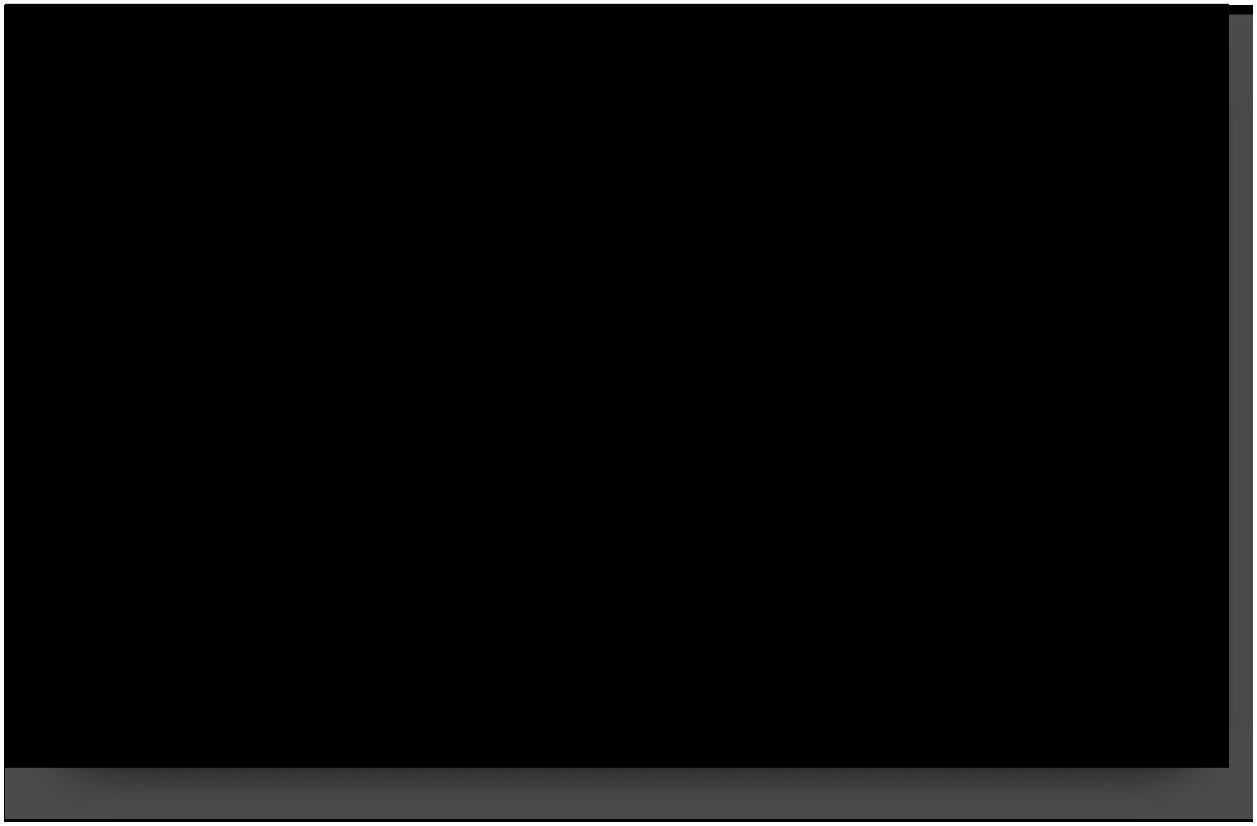

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Figure 1.6.1-1. Unify adherence to Permanency Gold standard

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Figure 1.6.2-4 Team CITI understands and supports Foster Care

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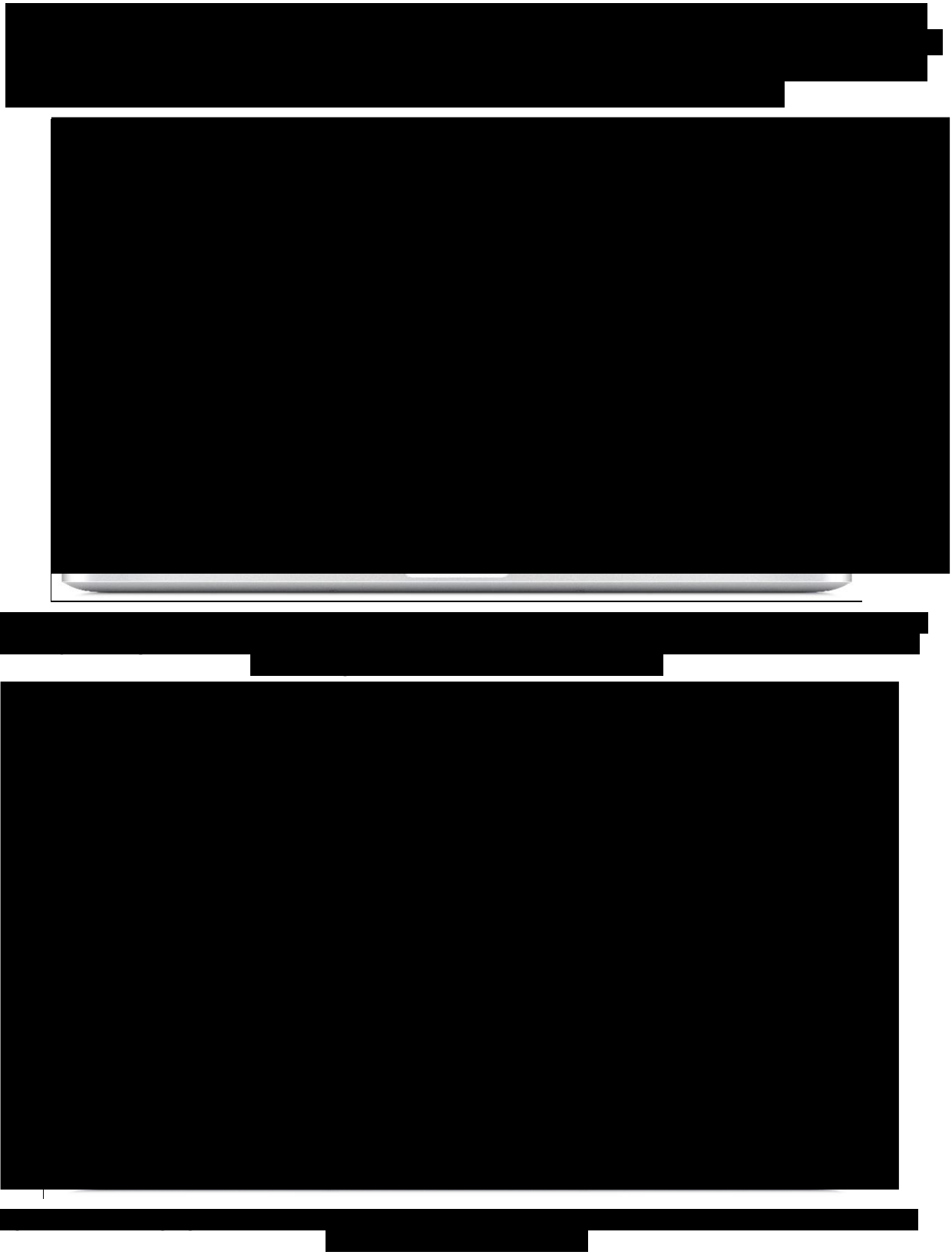

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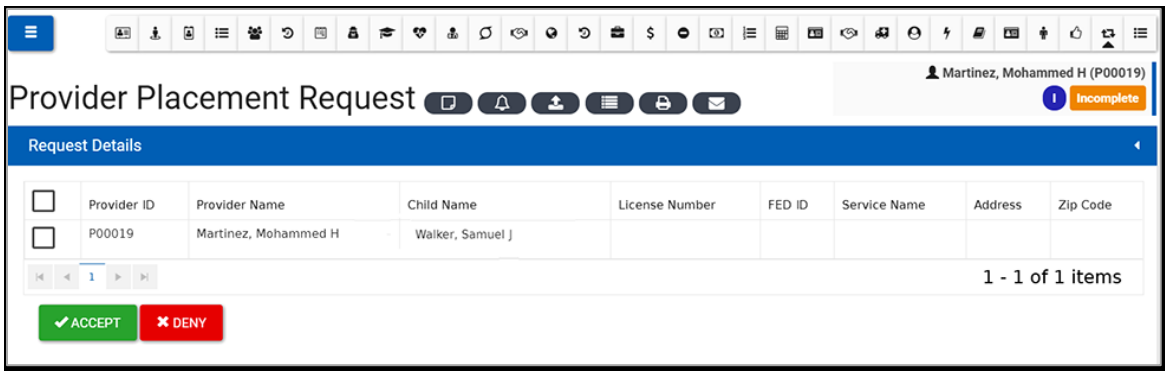

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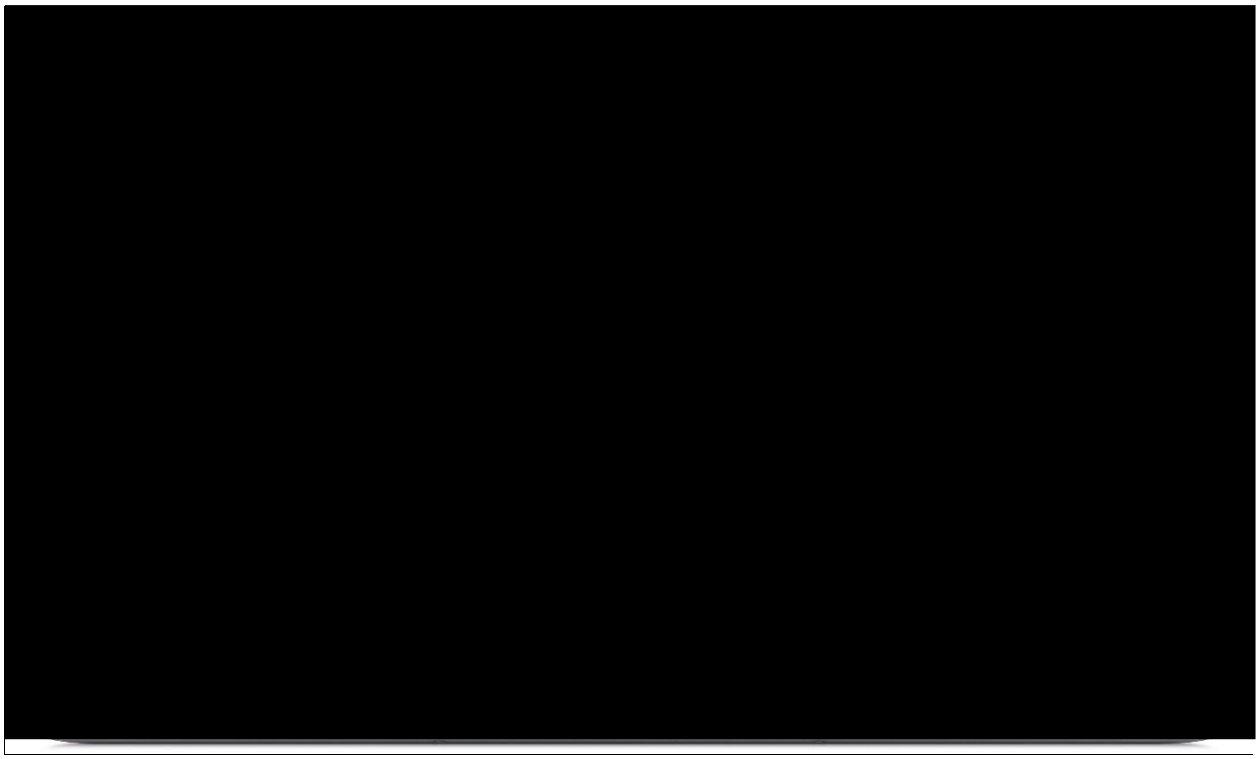

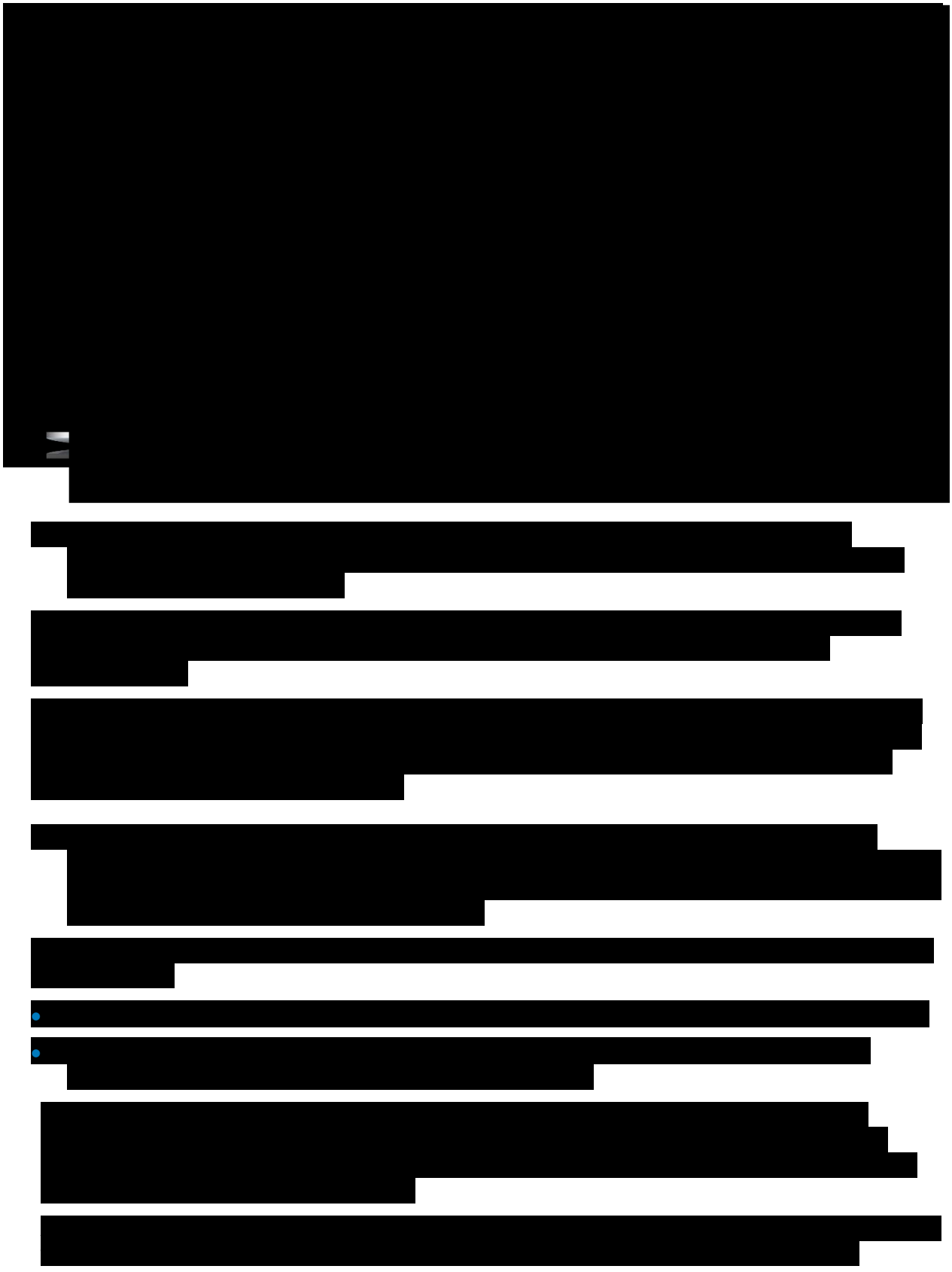

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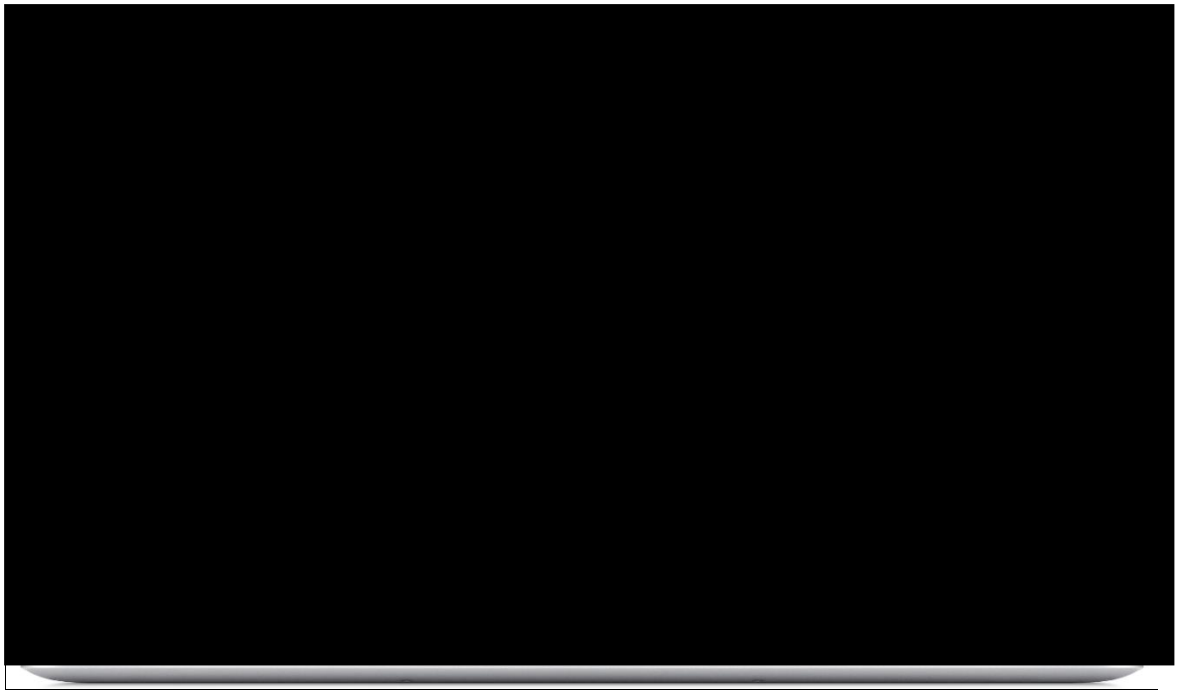

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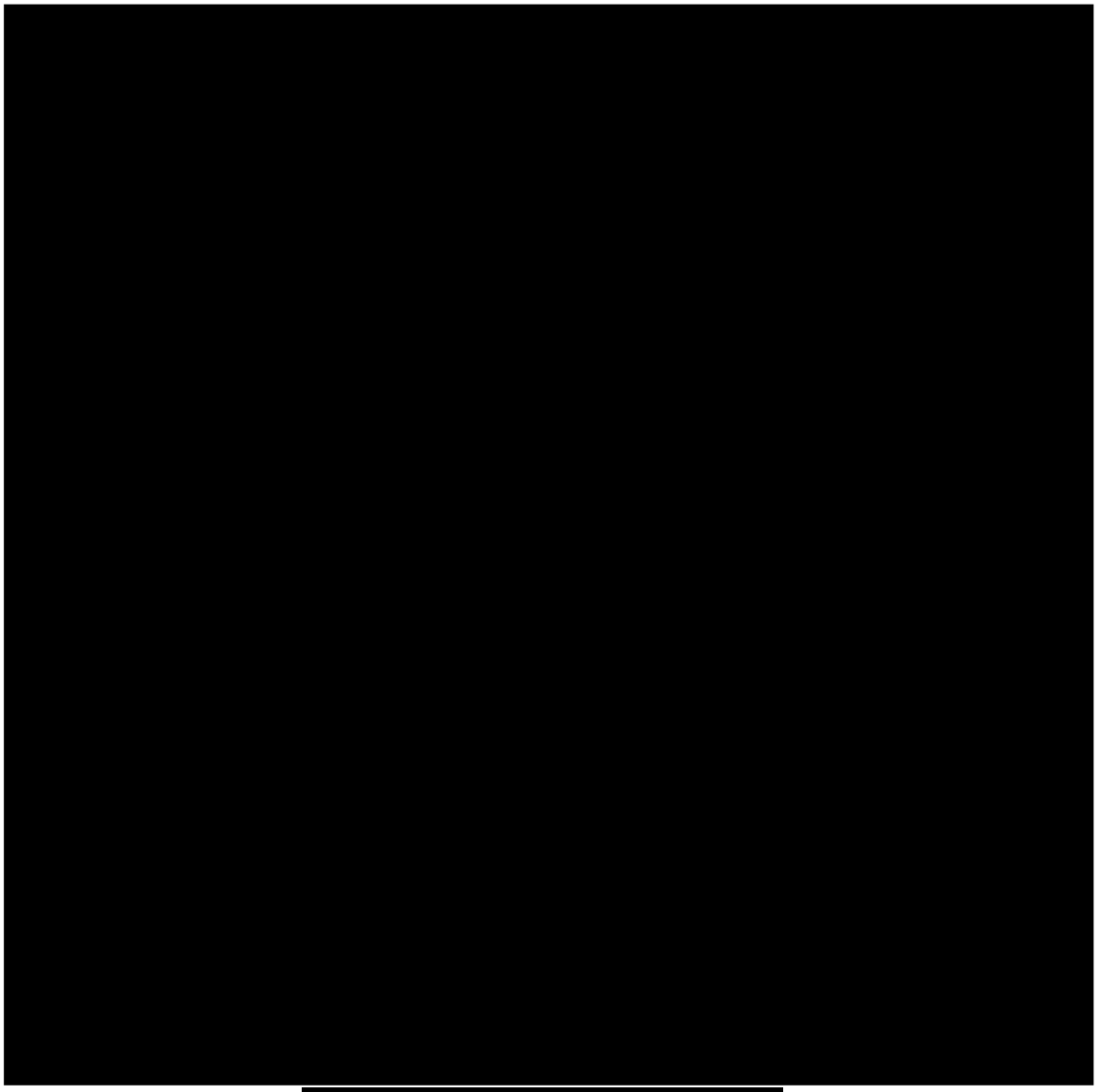

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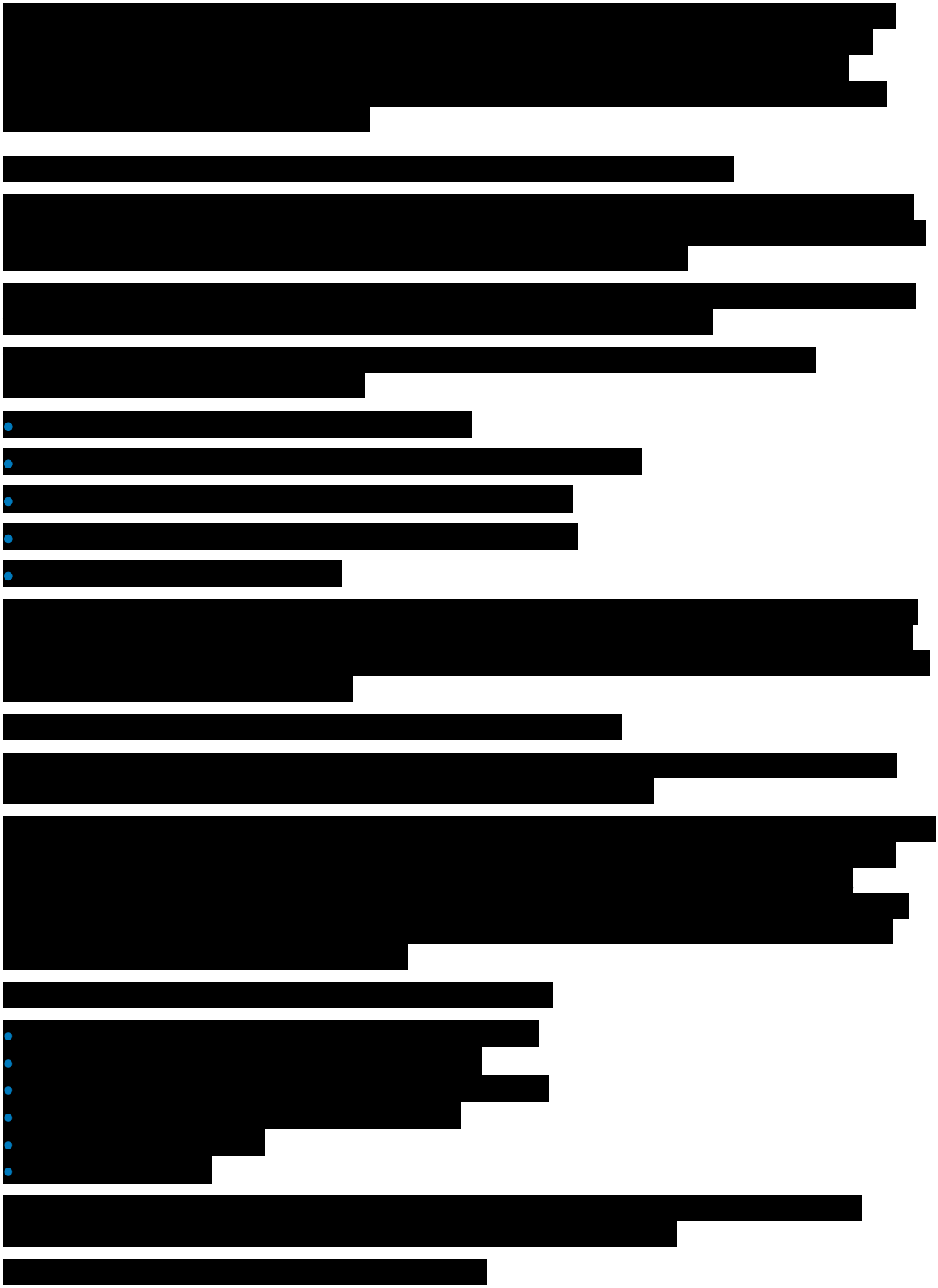

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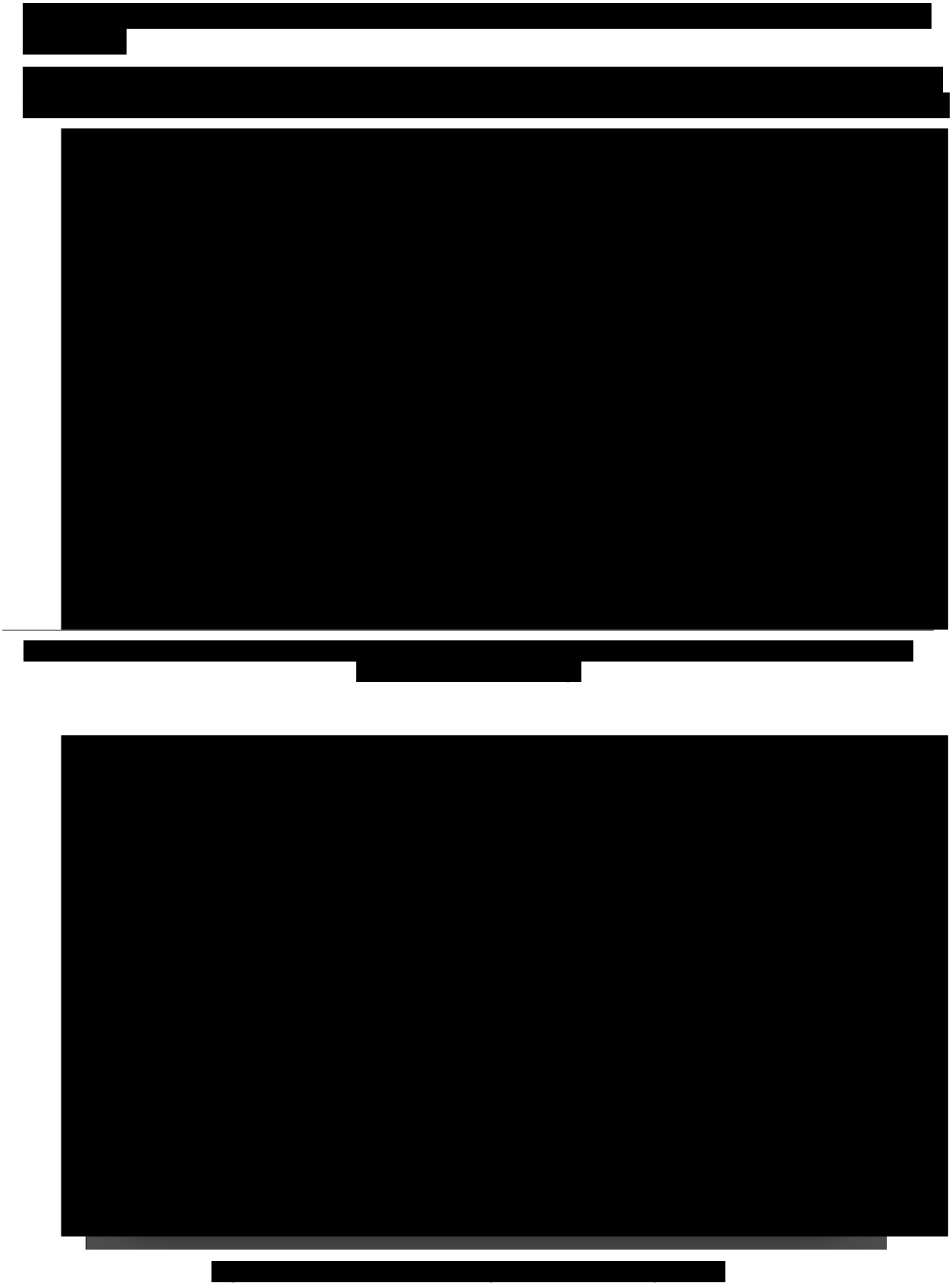

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