

State of Arkansas


Department of Human Services


Independent Verification and Validation (IV&V)
Services for the Arkansas Medicaid Enterprise
Systems (MES)


Solicitation # 710-24-0038




Electronic Copy

 (916) 565-8090

 services@pcgus.com

 www.publicconsultinggroup.com

 6261 Hazel Avenue, #1330
Orangevale, CA 95662

Date: January 4, 2024 | 01:00 PM CT
To: David King, OP Buyer

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RESPONSE SIGNATURE PAGE

Technical Proposal Packet

Bid No. RFP 710-24-0038


RESPONSE SIGNATURE PAGE

Type or Print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION			
Company:	Public Consulting Group LLC		
Address:	148 State Street ,10th Floor		
City:	Boston	State:	MA Zip Code: 02109
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Public Service Corp <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input checked="" type="checkbox"/> LLC <input type="checkbox"/> Nonprofit		
Minority and Women-Owned Designation*:	<input checked="" type="checkbox"/> Not Applicable <input type="checkbox"/> American Indian <input type="checkbox"/> Asian American <input type="checkbox"/> Service Disabled Veteran <input type="checkbox"/> African American <input type="checkbox"/> Hispanic American <input type="checkbox"/> Pacific Islander American <input type="checkbox"/> Women-Owned		
	AR Certification #: _____ * See <i>Minority and Women-Owned Business Policy</i>		
PROSPECTIVE CONTRACTOR CONTACT INFORMATION			
Provide contact information to be used for bid solicitation related matters.			
Contact Person:	Gwyn Jackson	Title:	Vice President
Phone:	(916) 308-7064	Alternate Phone:	N/A
Email:	Services@pcgus.com		
CONFIRMATION OF REDACTED COPY			
<input checked="" type="checkbox"/> YES, a redacted copy of submission documents is enclosed. <input type="checkbox"/> NO, a redacted copy of submission documents is <u>not</u> enclosed. I understand a full copy of non-redacted submission documents will be released if requested. <i>Note: If a redacted copy of the submission documents is not provided with Prospective Contractor's response packet, and neither box is checked, a copy of the non-redacted documents, with the exception of financial data (other than pricing), will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA). See Bid Solicitation for additional information.</i>			
ILLEGAL IMMIGRANT CONFIRMATION			
By signing and submitting a response to this <i>Bid Solicitation</i> , a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants. If selected, the Prospective Contractor certifies that they will not employ or contract with illegal immigrants during the aggregate term of a contract.			
ISRAEL BOYCOTT RESTRICTION CONFIRMATION			
By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel, and if selected, will not boycott Israel during the aggregate term of the contract.			
<input checked="" type="checkbox"/> Prospective Contractor does not and will not boycott Israel.			

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

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

Authorized Signature:  Title: Practice Area Director
Use Ink Only.

Printed/Typed Name: Mitchell Dobbins Date: 1/04/2024

AGREEMENT AND COMPLIANCE PAGE

Technical Proposal Packet

Bid No. RFP 710-24-0038

SECTIONS 1 – 4: VENDOR AGREEMENT AND COMPLIANCE

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

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



Authorized Signature: _____

Use Ink Only.

Printed/Typed Name: Mitchell Dobbins Date: 1/04/2024

SIGNED ADDENDA

Page 1 of 1

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

ADDENDUM 1

TO: All Addressed Vendors

FROM: Office of Procurement

DATE: December 28, 2023

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

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

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

OTHER

- Add Attachment N Official Bid Price Sheet

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

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



Vendor Signature

12/29/2023

Date

Public Consulting Group LLC
Company

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

Contract Number _____
 Attachment Number _____
 Action Number _____
 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 NAME: _____

CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Yes No

TAXPAYER ID NAME: Public Consulting Group LLC

YOUR LAST NAME: Dobbins

ADDRESS: 148 State Street, 10th Floor

CITY: Boston

STATE: MA ZIP CODE: 02109 COUNTRY: USA

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

FOR INDIVIDUALS *

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

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

None of the above applies

FOR AN ENTITY (BUSINESS) *

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

Position Held	Mark (✓)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?	Ownership Interest (%)	Position of Control
	Current	Former		From MM/YY	To MM/YY			
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 Practice Area Director Date 1/04/2024
Vendor Contact Person Gwyn Jackson Title Vice President Phone No. (916) 308-7064

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

EQUAL OPPORTUNITY POLICY

A. In compliance with Arkansas Code Annotated § 19-11-104, the State is required to have a copy of the anticipated Contractor's Equal Opportunity (EO) Policy prior to issuing a contract award.

B. EO Policies should be included as a hardcopy accompanying the solicitation response.

C. Contractors are responsible for providing updates or changes to their respective policies, and for supplying EO Policies upon request to other State agencies that must also comply with this statute.

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

PCG's Equal Employment Opportunity Policy is provided below and on the following pages.

Equal Employment Opportunity and Affirmative Action

At Public Consulting Group, we are committed to creating solutions that matter for the communities we serve. We strive to create a workforce that reflects those communities and to build an inclusive culture that encourages, supports, and celebrates the diverse backgrounds of our employees. Our success derives from the combination of what we have in common, such as our shared values, vision, and purpose, as well as our differences in perspectives and life experiences. PCG celebrates these differences and believes that diversity drives innovation. The more we can embrace differences within PCG, the better we can serve our diverse clients, and the world in which we live, both now and in the future.

At PCG, we have four tenets that define how we as an organization pursue our mission. Our commitment to diversity and inclusion is embedded within each of these core values:

- **Impact.** Our public sector focus means we have a deep understanding of the challenges our clients face – from economic constraints to demographic shifts to regulatory changes – and what it takes to surmount them. We aim to build long-term client relationships because they allow us to work towards systemic, sustainable solutions that matter to our diverse communities worldwide.
- **Passion.** At PCG, our passion is service, and we strive to deliver results that lead to healthy, empowered, and successful individuals, families, and communities.
- **Community.** We seek to be diverse and inclusive; we encourage diverse thought and freedom of expression when working with and as part of our client communities, serving them wherever we go. We aim to actively create an environment that helps our leaders build a culture that reflects the inclusion PCG needs, and our clients deserve.
- **Entrepreneurial Spirit.** Throughout PCG, our talented people work together. We are committed to lifting the voices of all our employees to ensure a place where all ideas, backgrounds, needs, and solutions can flourish. We draw on the differences in who we are, what we've experienced, and how we think to fuel innovation and deepen our connections with the communities we serve.

PCG is an Equal Opportunity Employer dedicated to celebrating diversity and intentionally creating a culture of inclusion. We believe that we work best when our employees feel empowered and accepted, and that starts by honoring each of our unique life experiences.

In keeping with this policy and in compliance with federal law, including, but not limited to the provisions of title VII of the Civil Rights Act of 1964, Section 503 and 504 of the Rehabilitation Act of 1973, and the American's with Disabilities Act of 1990, all aspects of employment regarding recruitment, hiring, training, promotion, compensation, benefits, transfers, layoffs, return from layoff, company-sponsored training, education, and social and recreational programs are based on merit, business needs, job requirements, and individual qualifications. We do not discriminate on the basis of race, color, creed, religion, or belief, national, social, or ethnic origin, sex, gender identity and/or expression, age, physical, mental, or sensory disability, sexual orientation, marital, civil union, or domestic partnership status, past or present military service, citizenship status, family medical history or genetic information, family or parental status, or any other status protected under federal, state, or local law. PCG will not tolerate discrimination or harassment based on any of these characteristics. PCG believes in health, equality, and prosperity for everyone so we can succeed in changing the ways the public sector, including health, education, technology and human services industries, work.

PCG is also committed to fully utilizing and treating equally all minority groups, women, veterans, and disabled individuals by following an affirmative action policy and plan. The goals of this affirmative action policy and plan are to eliminate institutional barriers in employment that tend to perpetuate the status quo and to eliminate the effects of any past discriminations. In effectuating this affirmative action policy and the policy of equal

employment opportunity, I am requesting all staff to cooperate with our Equal Employment Opportunity/Affirmative Action (EEO/AA) Executive Vice President, Human Capital Management in working toward and achieving these goals.

Public Consulting Group LLC posts notices setting forth the provisions of this equal employment opportunity policy in conspicuous places, available to current employees and applicants for employment. The firm's equal opportunity and affirmative action commitment is also posted in all recruitment advertising.

Any questionable discriminatory actions relating to any protected status should be reported immediately to William S. Mosakowski, President, or to the designated Executive Vice President, Human Capital Management, at 148 State Street, Tenth Floor, Boston, Massachusetts, 02190.



William S. Mosakowski, President
Public Consulting Group LLC

ARTIFACTS AND EXHIBITS

The following Artifacts and Exhibits are provided in this section below:

- Artifact A – Resumes
- Artifact B – Industry Standards and Best practices Table
- E.5.A – Exhibit C – IV&V Project Schedule
- E.5.A – Exhibit D – Privacy and Security Plan
- E.5.B – Exhibit E – Bi-Weekly Status Report Template
- E.5.B – Exhibit F – Redacted Bi-Weekly Status Report
- E.5.C – Exhibit G – IV&V Monthly Independent Assessment
- E.5.C – Exhibit H – Bidder’s Deliverable Review Findings
- E.5.D – Exhibit I – Readiness Review Plan
- E.5.D – Exhibit J – Operation and System Readiness Review Report

ARTIFACT A – RESUMES

Resumes are provided below.



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GWYN JACKSON, VICE PRESIDENT

RELEVANT PROJECT EXPERIENCE

Minnesota Department of Human Services

Independent Verification and Validation (IV&V)/Medicaid Management Information Systems (MMIS) Modernization Project

Engagement Manager | January 2023 – Present

Sr. Project Manager | March 2022 – December 2022

PCG performs Independent Verification and Validation (IV&V) services for the Minnesota Department of Human Services (MDHS) Medicaid Management Information Systems (MMIS) Modernization Project. These services have included a comprehensive assessment of the state's processes throughout their MMIS modernization projects. PCG performs continuous collaboration with the State and draws upon our background, experience, and lessons learned to provide the IV&V services for the MMIS modernization projects. PCG provides experience, value-added observations, and participation in all joint activities that help clarify and plan implementation strategies associated with the recommended resolutions. PCG supports the Medicaid Streamlined Modular Certification (SMC), which requires a combination of developing outcomes statements and evaluation criteria, identifying test cases for system demonstrations, and collecting and assessing operational data (formerly Medicaid Enterprise Certification Toolkit [MECT], which used the MECL checklists, focusing on critical success factors). In addition, Gwyn and the PCG team also:

- Deliver MMIS IV&V progress reports and presents MDHS executive briefing, including risks and issues.
- Participate in eligibility CMS APD meetings with the State of Minnesota.
- Provide findings, observations, and recommendations and directs all IV&V phases for the MMIS modernization projects.
- Manage and create an integrated work plan and assessment reports.
- Identify areas that need improvement, validate areas that are working well, and deploy risk management (risk assessment, mitigation, tracking, and reporting), including assessment and controlling.
- Provide management with better visibility into activities performed during maintenance and operations and how those activities are managed.
- Identify and analyze state and vendor project management processes, resource capacity plans, requirements validation, staff skill sets, assignments, and reporting structures.
- Identify opportunities to streamline processes that support releases and conduct a code review and high-level assessment of technical architecture relating to “ease” of enhancing the system.
- PCG exercises a thorough knowledge and understanding of the CMS Enterprise Life Cycle (ELC) frameworks, processes, gate reviews, required documentation, and CMS templates. PCG offers advice, lessons learned, and recommendations for SMC. PCG leverages best practices, lessons learned, the Code of Federal Regulations (CFR), and other standards to prepare the client for ORR and CR.

Kansas Department of Children and Families (DCF)

Child Support Services (CSS) Re-Platforming

Senior Project Manager | August 2021 – Present

Gwyn assists DCF as the CSS re-platforming project manager. Gwyn also:



Solutions that Matter

- Delivers assessment review reports of the CSS Project on a quarterly basis. The assessment review reports address the project management, business, and technical elements of the project.
- Provides findings, observations, and recommendations and directs all IV&V phases for the CSS project.
- Manages and creates an integrated work plan and assessment reports.
- Identifies areas that need improvement, validates areas that are working well, and deploys risk management (risk assessment, mitigation, tracking, and reporting), including assessment and controlling.
- Provides management with better visibility into activities performed during M&O and how those activities are managed.
- Identifies and analyzes state and vendor project management processes, resource capacity plans, requirements validation, staff skill sets, assignments, and reporting structures.
- Identifies opportunities to streamline processes that support releases and conducts a code review and high-level assessment of technical architecture relating to “ease” of enhancing the system.

California Government Operations (GovOps)/California COVID-19 Vaccine Administration Management Consulting/Project Management Services
Project Director | January 2021 – July 2021

Gwyn assisted the California Government Operations Agency (GovOps) by leading a team of project managers and analysts in providing expert Project Management services in support of GovOps' responsibilities related to the operations development and distribution of the COVID-19 vaccine for the State of California Vaccine Task Force. She directed all phases of multiple enterprise projects, including executive reporting, administration, communications, legal, legislative affairs, marketing, outreach, operations, and statewide initiatives. Gwyn also:

- Developed and maintained the Master Project Schedule encompassing all workstream tasks, including logistics, communications, IT and interoperability, stakeholder engagement, and data and analysis.
- Supported vaccine administration project meetings, including the development of agendas, tracking tasks, and reporting.
- Developed and provided a Master Schedule and Milestone Report.
- Identified and tracked all action items across all workstreams.
- Identified risks and issues across all workstreams to include in the development of contingency and mitigation plans.
- Supported Operational / Logistical Plan development through meeting facilitation, tracking, and correlating all Vaccine task Force, and vaccine stand-up operations meetings outcomes into a master project schedule.
- Scheduled and facilitated meetings as necessary or required to keep COVID-19 vaccine-related projects on schedule.
- Developed and submitted progress reports that summarize both completed tasks and work in progress.
- Performed other project management duties and responsibilities as requested.
- Developed executive presentations.
- Developed communication channels and frequency to ensure state agencies and external stakeholders have the necessary information to execute.



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Minnesota Department of Human Services (MDHS)**Independent Verification and Validation (IV&V)/Medicaid Eligibility and Enrollment Life Cycle (MEELC)****Engagement Manager | January 2023 – Present****IV&V Project Manager and Senior Project Manager | June 2018 – December 2022**

Gwyn assists MDHS as eligibility and enrollment (E&E) modernization IV&V project manager and led the Capability Maturity Model Integration (CMMI) Assessment. She supports the Medicaid Outcome Based Certification (OBC), which requires a combination of developing outcomes statements and evaluation criteria, identifying test cases for system demonstrations, and collecting and assessing operational data (formerly Eligibility and Enrollment Toolkit [MEET], which used the MEELC checklists, focusing on critical success factors). Gwyn also:

- Delivers E&E IV&V progress reports and presents MDHS executive briefing, including risks and issues.
- Participates in eligibility CMS advance planning document (APD) meetings with the State of Minnesota.
- Provides findings, observations, and recommendations and directs all IV&V phases for the E&E modernization projects.
- Manages the development of E&E modernization transition plan development with the state, vendor, and consulting involvement, including development strategies and methodology recommendations.
- Manages and creates an integrated work plan and assessment reports.
- Identifies areas that need improvement, validates areas that are working well, and deploys risk management (risk assessment, mitigation, tracking, and reporting), including assessment and controlling.
- Provides management with better visibility into activities performed during maintenance and operations and how those activities are managed.
- Identifies and analyzes state and vendor project management processes, resource capacity plans, requirements validation, staff skill sets, assignments, and reporting structures.
- Identifies opportunities to streamline processes that support releases and conducts a code review and high-level assessment of technical architecture relating to “ease” of enhancing the system.
- Analyzed business objectives of stakeholders and developed solutions to their business issues.

CERTIFICATIONS

- PMP | Project Management Professional, Project Management Institute
- Eclipse IV&V®
- Professional Scrum Master

TRAINING

- Managing for Success
- Planning Website Requirements
- Directing, Controlling, and Managing Projects
- Process Modeling for Systems Analysis
- Data Modeling

PROFESSIONAL BIOGRAPHY

Gwyn Jackson has over 35 years of experience implementing strategic projects with multiple integrated third-party products, vendors, and stakeholders. Gwyn is an experienced, results-oriented professional

Resumes

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with 25 years of government experience, demonstrating the ability to lead, plan, and support functionally organized and technically oriented environments. Gwyn has extensive experience managing software development teams with a focus on the healthcare industry.

Gwyn's areas of expertise are a unique blend of business and technical, with a big-picture vision, the drive to make that vision a reality, and successfully manage projects, requirements, business rules, set priorities, and allocate resources.

RAVI KIRAN PERI, DIRECTOR

IV&V ACCOUNT/PROJECT MANAGER

RELEVANT PROJECT EXPERIENCE

Louisiana Department of Health (LDH)

Louisiana Medicaid Enterprise System (MES) Modernization Project

IV&V Project Director | July 2022 - Present

Ravi serves as the LDH Program Director, reviewing and monitoring project deliverables and assessing contract compliance. Ravi supports the IV&V Program Director by managing the daily operations, and working with and guiding the IV&V Project managers for the MES modules. Ravi uses the modularity objectives, vendor proposal, applicable industry standards, and PMO assessment guides to ensure the processes are effective in meeting the program objectives. Ravi also:

- Manages centralized Deliverable Review assignment activities.
- Conducts final deliverables reviews.
- Supports Program Director to provide backup for overall project engagement.
- Actively participates in IV&V finding reviews across projects.
- Produces reports for State Management, verifies adherence to CMS requirements and validates certification standards for OBC and SMC.
- Ensures IV&V staff access to the State SharePoint.
- Review and refresh basic documentation quarterly

North Carolina Department of Health and Human Services

North Carolina Families Accessing Services through Technology (NC FAST) Project

IV&V Project Manager | June 2021 – July 2022

Ravi serves as IV&V project manager for the North Carolina Families Accessing Service through Technology (NC FAST) program. The program includes two active projects: Child Welfare Services and Medicaid Transformation Initiative. Medicaid Transformation has two components: Managed Care Changes and Improved Beneficiary Services, with different work streams operating under each. Ravi's responsibilities include, but are not limited to:

- Fully accountable for all project deliverables and contract compliance.
- Supporting the client executive team by providing guidance and support for participation in IV&V activities.
- Serve as the primary point of contact for all IV&V tasks and deliverables.
- Establish and administer controls to ensure the quality of deliverables meet the established standards and guidelines.
- Monitor project activities to ensure project schedules are met.
- Provide IV&V Status Reports.

Resumes

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Solutions that Matter

- Facilitate IV&V meetings and presentations, including Quarterly Presentations.
- Facilitate resolution of project or team issues that arise, including escalation within the PCG organization, if required.

Louisiana Department of Health (LDH)

Louisiana Medicaid Enterprise Modernization Project

IV&V Test Manager | August 2018 – July 2022

Ravi serves as the LDH IV&V test manager, reviewing and monitoring development processes using the modernization component objectives, vendor proposal, applicable industry standards, and Eclipse IV&V[®] assessment guides to ensure the processes are effective in meeting project objectives. Ravi also:

- Reports on all aspects of testing for enterprise architecture, eligibility and enrollment, and MMIS projects for LDH.
- Provides risks and issues to present to project stakeholders.
- Manages two IV&V testers to conduct independent system test assessments along with requirements and trackability for the project.
- Assesses and recommends as needed to ensure software testing is performed adequately through review of test plans or other documentation and through direct observation of testing where appropriate, including participation in and coordination of peer reviews.
- Provides an assessment of design, development, and implementation (DDI) deliverables, activities, and progress of unit, system, parallel, conversion, and integration testing, user acceptance testing (UAT), operational readiness testing, and implementation phases of the modernization project.
- Verifies the following:
 - Appropriate levels of test coverage are achieved by the test process
 - Test results are verified
 - Correct code configuration has been tested
 - Tests are appropriately documented, including formal logging of errors found in testing
- Creates and verifies test scripts and plans that are complete with step-by-step procedures, required pre-existing events or triggers, and expected results for UAT test artifacts.
- Ensures all requirements are accurately reflected in test planning and execution and that traceability to requirements is maintained.
- Monitors UAT progress, including detailed analysis, tracking, and documentation of UAT metrics (e.g., number of tests completed, number of retests, defects encountered and the total remaining test effort).
- Reviews, assesses and makes recommendations on UAT readiness and completion for implementation.

Mississippi Division of Medicaid (DOM)

Health and Human Services Transformation Project

Subject Matter Expert | August 2020 – December 2021

Ravi works as an IV&V Testing SME for the Health and Human Services Transformation Project.

Ravi's responsibilities include:

- Provide subject matter guidance in the development of Test artifacts.
- Provide IV&V review of Test deliverables.
- Provide assistance in the writing and execution of User Acceptance Test Cases.
- Provide support for UAT prior to the implementation of each phase.

Resumes

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Solutions that Matter

Louisiana Department of Children and Family Services (DCFS)
Integrated Eligibility (IE) Project
IV&V Test Manager | October 2018 – May 2019

Ravi served as IV&V Test manager for the Integrated Eligibility project for the Louisiana Department of Children and Family Services (DCFS). The project included full-scale eligibility system upgrades and modularization for the Supplemental Nutrition Assistance (SNAP) and Temporary Assistance for Needy Families (TANF) programs. This modular system runs on a statewide platform, including a universal client index, document management system, reporting, database management, communications, and other services. The project life cycle combined waterfall deliverable milestones with agile sprint development cycles. Ravi's responsibilities included:

- IV&V Test Management and development of IV&V approach.
- Led IV&V team of three staff.
- Coordinated daily activities with IE project team.
- Weekly reporting to IE Project Director.
- Providing quality management subject matter expertise.
- Providing management guidance and observations.
- Providing hands-on ad hoc recommendations on day-to-day project processes and operations improvements, such as implementing SLAs for defect fixes and mapping and standardized procedures and checklists.

Horizon – Blue Cross Blue Shield of New Jersey
Medicare and Medicaid Implementation
QA Delivery Manager | November 2016 – August 2017

Ravi served as the quality assurance (QA) manager and delivery lead for the overall solution implementation for the Medicaid and Medicare programs. Ravi also:

- Understood the current business process in the client system and applications and proposed solution implementation with requirements.
- Developed project plan estimates for QA staffing, budget, and timelines.
- Created a master test strategy for the implementation across the business applications involving different phases of testing – system testing, system integration testing, and user acceptance testing (UAT).
- Performed resource management, tracked project schedule and progress, and presented a status report to the management and leadership on a weekly basis.
- Identified the associated risks with the project and implemented mitigation plans to avoid scheduling slippage.
- Streamlined the testing process and implemented industry best practices to improve efficiency and effectiveness.
- Gathered the test metrics and presented periodical status reports to leadership and management.
- Tracked the progress against the plan and ensured timely implementation.
- Monitored the business process and ensured end-to-end business flow as per the requirements.
- Managed and led the quality assurance team to document the test approach, test scenarios, and perform testing.
- Owned and reviewed the deliverables from the team and ensured quality output.
- Coordinated with development and business teams during test execution for defect analysis and resolution.



Solutions that Matter

- Managed and tracked the metrics for productivity and quality of testing in addition to the standard QA metrics.

EDUCATION

- MBA, Business Administration | Clark University – Worcester, MA
- Bachelor of Engineering, Electronics & Communications | Osmania University – Hyderabad, India

CERTIFICATIONS

- AHM 250 – PAHM Healthcare Certified Professional
- CSM – Certified Scrum Master
- PMP – Project Management Professional, Project Management Institute
- PCG Eclipse IV&V Certification

PROFESSIONAL BIOGRAPHY

Ravi Peri has over 20 years of experience managing multimillion-dollar projects. Ravi is a certified project manager, scrum master, and certified PCG Eclipse IV&V practitioner. Ravi is proficient in project planning, work allocation, progress tracking, monitoring, and people management. Ravi has extensive experience working in multi-stakeholder environments in large-scale implementation programs.

ROBERT (BOB) ROARK, SENIOR CONSULTANT

IV&V LEAD

RELEVANT PROJECT EXPERIENCE

North Carolina Department of Health and Human Services

Medicaid Enterprise System (MES) Project

IV&V Project Manager | August 2023 – Present

As the Lead IV&V Project Manager, Robert serves as the primary point of contact for the IV&V project team and is fully accountable for all project deliverables supporting The North Carolina Department of Health and Human Services (DHHS) initiative to modernize the systems supporting the North Carolina Medicaid program. He oversees the IV&V services for the entirety of the MES project, which currently includes modules in various phases of planning, procurement, design, development, implementation, and operations. He ensures the team of IV&V analysts and subject matter experts have access to the resources necessary to complete assessments and provide expert guidance to the State Project Management Office (PMO). Robert participates in IV&V project assessments (e.g., interviews, meetings, process, and artifact reviews) to provide guidance and support to the client and IV&V project teams. Robert is directly responsible for the quality of all IV&V tasks and deliverables and personally facilitates meetings with State executives and CMS.

Mississippi Division of Medicaid (DOM)

Health and Human Services Transformation Project (HHSTP)

Senior IV&V Consultant | April 2020 – Present

Bob is the Senior IV&V Consultant Lead for the Health and Human Services Transformation Project (HHSTP), a joint effort between Division of Medicaid (DOM) and the Mississippi Department of Human Services (MDHS), which includes design, development, and implementation of the Common Web Portal (CWP), Data Hub Module/Enterprise Service Bus (ESB), Fraud and Abuse Module (FAM), and Master Person Index (MPI). Bob also:

- Leads a team reviewing and analyzing project documentation.

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Solutions that Matter

- Provides support for managerial and technical project activities.
- Identifies actionable recommendations and provides solutions to the HHSTP project team.
- Produces and provides support and quality assurance reviews for the monthly IV&V report ensures alignment with client and CMS expectations.

NTT Data Services

State of Alabama Medicaid Enterprise Systems (MES) Project

Project Manager | April 2020 – December 2020

As project manager, Bob was responsible for conducting strategic modularity discovery sessions to document the current maturity level and identify gaps for use in a new modularity roadmap and timeline for the Alabama Medicaid Agency. He made recommendations regarding modularity approaches and provided alternative timelines to help Alabama achieve their modularity goals in addition to generating and delivering monthly status reports to the Centers for Medicare and Medicaid Services (CMS). To ensure that all processes remained eligible for federal matching funds, he and his team initiated the Medicaid Enterprise Certification Lifecycle (MECL) and Outcome Based Certification (OBC) processes using CMS standards. This was performed concurrently with a review of artifacts and information using the Medicaid Information Technology Architecture (MITA) framework and the MITA State Self-Assessment (SS-A) in order to determine the current maturity level of processes and how best to apply them as guidance for a modularity standard.

NTT Data Services

State of Arkansas Department of Human Services (DHS) Arkansas Medicaid Enterprise (AME) Project

Business Consulting Manager | September 2019 – March 2020

Bob provided project management and leadership for the operations and maintenance of the Arkansas Medicaid Enterprise. He oversaw a team responsible for the Medicaid Claims, Reference, and Pharmacy functional areas, including Medicaid Reporting of the Medical Assistance Report (MAR) and the Transformed Medicaid Statistical Information System (T-MSIS).

NTT Data Services

State of Arkansas Department of Human Services (DHS) Eligibility and Enrollment System Project IV&V Project Manager | March 2016 – September 2019

Robert led the team that performed the Independent Verification and Validation (IV&V) for the DHS Eligibility and Enrollment System project, applying CMS guidance, industry best practices, and a number of IV&V and Quality Assurance (QA) strategies to identify risks and issues and to make observations on the implementation of the system. A number of standards and tools were applied during IV&V activities, including the Project Management Book of Knowledge (PMBOK), MECL, the Medicaid Enterprise Eligibility Lifecycle (MEELC), and the National Institute of Standards and Technology (NIST). Findings and recommendations were provided to the Project Executive Steering Committee (ESC) for use by management and stakeholders to make decisions about project direction and corrective actions.

NTT Data Services

State of Arkansas Department of Human Services (DHS) Information Technology Project Management Office for Enterprise Architecture Project

Senior Project Manager | September 2015 – March 2016

As senior project manager, Robert managed the Enterprise Architecture (EA) project for DHS, including networks, applications, databases, messaging, interfacing, middleware, security, operations, and all other relevant architecture disciplines with the overarching goal of adding efficiency to the system. He also managed the initiation of the Operations and Management (O&M) program for the legacy Eligibility

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Solutions that Matter

and Enrollment System according to CMS guidelines and industry best practices. This required him to conduct IT assessments for the Division of County Offices (DCO) in order to determine gaps in the legacy system in addition to managing a team conducting research and providing recommendations on resolution of critical issues within the eligibility systems.

NTT Data Services

State of Illinois Department of Healthcare and Family Services (HFS) Illinois Medicaid Program Advanced Cloud Technology (IMPACT) Project

Deputy Project Manager | March 2015 – September 2015

In this role, Robert managed the Planning and Analysis phases of the Illinois Medicaid Program Advanced Cloud Technology (IMPACT) MMIS using the cloud-enabled Michigan Community Health Automated Medicaid Processing System (CHAMPS). He also managed the implementation of Phase 2 – the Provider Enrollment (PE) system – of a combined intergovernmental agreement between the states of Michigan and Illinois using a cloud-enabled Medicaid Management Information System (MMIS).

Solution Consultants, Inc.

Express Scripts, Inc. Multiple Projects

Senior IT Project Manager | September 2013 – March 2015

Robert managed several projects in this role, including several for the Department of Defense's Tricare Mail Order Pharmacy (TMOP). Among them were the Transfers from Retail to Military Treatment Facility (MTF), Transfers from MTF to Retail, and Explanation of Benefits (EOB). He prepared Statements of Work (SOW) with external vendors and business partners to assist in the extraction and storage of data of Information Lifecycle Management (ILM) systems converting data from Mimosa to Enterprise Vault (EV). He managed projects for the Master Data Management (MDM) program, which houses benefit and eligibility data.

He managed the build-out of the Disaster Recovery environment using IBM infrastructure and hardware for the MDM application, coordinating technical teams across the enterprise to ensure that the application met business continuity requirements for disaster recovery. Following the build-out, he also managed the testing of the MDM application to ensure that it met compliance standards set out by Express Script, Inc.

Mr. Roark also assisted in the creation of a client verification environment (CVE) for individual client validation and user acceptance testing (UAT), which led to the creation of a multi-client verification environment (MCE) which will be used by multiple clients to conduct UAT and validation.

Wipro Infocrossing

Missouri Department of Social Services, MoHealthnet Division, Missouri Medicaid Information System (MMIS) Upgrade Project; Multiple Other Projects

Senior Project Manager | January 2012 – August 2013

Robert led a team that managed the upgrade of the Missouri Medicaid Information System (MMIS) from the International Statistical Classification of Diseases and Related Health Problem 9th Revision (ICD-9) to the ICD 10th Revision (ICD-10). He managed a data center operations project that oversaw the upgrade from standalone servers to a virtualized environment, using VMware and Hypervisor, including calculating cooling zones and envelope load to ensure that the upgrades would not overload the cooling capacity of the infrastructure.

He developed a project quality and oversight tool using earned value management (EVM) methodology to monitor, control, and track project budget, cost, resources, schedule, and quality, which can incorporate historical trends and provide trending analysis. This allowed for the application of the Lean principles of process behavior analysis (PBA), control charts, and visual management. The tool proved to be successful and was implemented throughout the organization for use on all projects.

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IBM**Various Projects****Senior Project Manager | October 2010 – January 2020**

In his role as senior project manager, Robert provided project delivery management by combining elements of IBM's Global Delivery Framework and Lean principles of operating systems, management systems, and mindsets, behaviors, and capabilities to spur collaboration and eliminate waste. He did so for the implementation of IT security controls for data center operations, including audit and compliance of IT systems and ensuring health checks were conducted for specialized environments. In managing desktop support for an industrial client, he created request for service (RFS) documentation, approval and acceptance processes, monitoring and execution, and budget reconciliation and invoicing. He was responsible for conducting project management data center operations for a variety of infrastructure upgrades, environments, and the necessary adjustments to storage capabilities. As part of this process, he oversaw the relocation of an entire data center – not to another part of the facility, but to a new location altogether.

EDUCATION

- MBA, Business Administration | William Woods University – Fulton, MO
- Bachelor of Science, Management | William Woods University – Fulton, MO

CERTIFICATIONS

- Project Management Professional, 2005 | Project Management Institute | 214694

PROFESSIONAL BIOGRAPHY

Bob Roark has over twenty years of IV&V, project management, business continuity (BC) planning, enterprise architecture (EA), application development, quality assurance, and risk management experience. He has worked on projects serving state and federal agencies and private industry. Bob is especially knowledgeable of technology requirements outlined or preferred by the federal Centers for Medicare and Medicaid Services (CMS) and technology transformation efforts carried out by Health and Human Services agencies. He stays abreast of and applies best practices and standards during IVV projects (e.g., IEEE, CMMI) and when delivering project management oversight (e.g., PMBOK). Bob has worked in and understands the Arkansas Medicaid landscape. He has led numerous teams supporting Medicaid system transformation efforts in Alabama, Arkansas, Illinois, Missouri, Mississippi, and North Carolina.

JASON KELLY, SOLUTIONS ARCHITECT**TECHNICAL ANALYST****RELEVANT PROJECT EXPERIENCE****State of California, Department of Health Care Services (DHCS)****Enterprise Certification Support Services Project****CMS Certification Lead | January 2022 – Present**

Mr. Kelly is responsible for providing CMS Certification Support Services for the state of California's MES modular transformation. He serves as a SME and an advisor for CMS Certification while also providing strategic advice and direction for modular transformation as needed. His responsibilities include, but are not limited to:



Solutions that Matter

- Providing subject matter expertise in all areas of CMS-related guidance and mandates and projecting future initiatives.
- Providing feedback and expertise in Advance Planning Document (APD) development and submission to CMS.
- Developing reference material and documentation to assist in enterprise-level certification efforts.

Florida State Department of Financial Services

Planning, Accounting, and Ledger Management (PALM) IV&V Support Services Project IV&V Business Analyst | September 2021 – January 2022

Mr. Kelly provided IV&V support services to the State of Florida's Department of Financial Services Florida PALM Project. His responsibilities included, but were not limited to:

- Providing Independent Verification and Validation support services.
- Assessing the Florida PALM project documentation and making observations and recommendations related to the assessment findings.
- Developing project initiation documentation as outlined in the SOW.
- Developing project templates for various reports and deliverables.
- Developing Deliverable Expectation Documents for client approval.
- Developing Monthly and Weekly Assessment reports for submission and review with client leadership.
- Attending all client-facing project meetings as needed.

Florida State Agency for Health Care Administration (AHCA)

State of Florida Medicaid Transformation (FX) Project

CMS Certification Lead, MITA Lead & MMIS SME | October 2018 – September 2021

Mr. Kelly was responsible for leading all areas of Medicaid Information Technology Architecture (MITA) and Centers for Medicare and Medicaid Services (CMS) Certification activities for the Strategic Enterprise Advisory Services (SEAS) vendor for the state of Florida's Medicaid Transformation (FX). He served as the Medicaid Management Information System (MMIS) Subject Matter Expert (SME) during the course of the project. His responsibilities also included, but were not limited to:

- Managing multiple projects related to the FL Medicaid Enterprise to ensure stakeholder goals and objectives were being met.
- Providing expertise in CMS system configuration, strategic direction, and business processes.
- Performing root cause analysis, developing business and system enhancements recommendations, and managing multiple teams to ensure successful outcomes.
- Leading all MITA State Self-Assessment (SS-A) updates and related activities.
- Providing subject matter expertise in all areas of CMS-related guidance and mandates and projecting future initiatives.
- Providing feedback and expertise in Advance Planning Document (APD) development and submission to CMS.
- Leading business and systems requirements sessions, developing requirements, and managing requirements development across multiple, concurrently operating projects.



Solutions that Matter

Commonwealth of Kentucky Department for Medicaid Services***Medicaid Waiver Management Application (MWMA) and Medicaid Enterprise Management System (MEMS) Independent Verification and Validation (IV&V) Project*****CMS Certification Expert & MITA Lead | November 2016 – September 2018**

In this role, Mr. Kelly led the IV&V project teams for the MWMA and MEMS replacement project for the Commonwealth of Kentucky. He was responsible for leading and assessing all required artifacts as outlined in the Medicaid Enterprise Certification Toolkit (MECT) and Medicaid Enterprise Certification Life Cycle (MECL) for the CMS R3 Milestone Review for the MWMA module, which successfully achieved CMS Certification at project closeout. His other responsibilities included, but were not limited to:

- Communicating Project Management Institute (PMI) standards and industry best practices at an enterprise level within the Kentucky Medicaid program to ensure project success and prevent cost overruns.
- Developing observations and recommendations as needed, as well as reporting them to stakeholders via weekly and monthly project status reports.
- Providing oversight of the entire MEMS replacement project.
- Leading the MITA SS-A update efforts in collaboration with the Commonwealth.
- Providing subject matter expertise in all areas of CMS-related guidance and mandates and projecting future initiatives.
- Coordinating and conducting the MITA SS-A update and serving as a SME for all MITA-related inquiries and activities.

Florida State Agency for Health Care Administration (AHCA)***MMIS Enhanced Encounters Processing Project*****Technical Lead & Data Project Lead | March 2016 – November 2016**

Mr. Kelly was responsible for leading the Florida Enhanced Encounter Processing Rules Analysis and Requirements project. Over the course of the project, he facilitated Joint Application Development (JAD) sessions to determine the application of encounter edits to the Florida MMIS and performed a Gap Analysis to recommend solutions for transitioning the current state of the MMIS to the desired future state. His other responsibilities included, but were not limited to:

- Supporting executive visioning sessions to determine the goals and objectives for the direction of Florida's Medicaid system.
- Facilitating stakeholder meetings in order to elicit the information necessary to develop a detailed project roadmap.
- Recommending improvements in order to facilitate the accurate processing of encounters in the Florida MMIS.

Florida State Agency for Health Care Administration (AHCA)***MITA SS-A Update Project*****Project Lead | July 2014 – December 2014**

Mr. Kelly and his team performed the MITA SS-A update for the state of Florida for the 2014 calendar year. He led and facilitated all working sessions for the Operations Management and Financial Management business areas, acted as a SME, and facilitated the Gap Analysis and MITA Roadmap development. He was also responsible for preparing the MITA Scorecard for submission to CMS.



Solutions that Matter

Florida State Agency for Health Care Administration (AHCA)**Medicaid Fiscal Agent Operations and Program Services****Medicaid Claims Operations & Program Services Manager | February 2009 – June 2014**

In this role, Mr. Kelly managed the Florida Medicaid Claims Operations and Program Services business units for the Fiscal Agent. In particular, he performed daily monitoring of the claims engine edit and audit process to detect claims adjudication issues for resolution. His other responsibilities included, but were not limited to:

- Managing all escalated claims processing, including voids and adjustments, and all claims resolutions.
- Developing and implementing operational procedures and communicating all processes and procedures to staff.
- Drafting procedures, corrective action plans, and audit summaries as needed.
- Overseeing hiring, terminations, promotions, and compensation decisions.
- Recommending and implementing process improvements to achieve cost savings, service upgrades, and fraud prevention.
- Leading an internal group that consisted of all Claims Operations Managers in states for which his company acted as Fiscal Agent, focusing on system improvements and enhancements.

EDUCATION

- BS, Anthropology | Florida State University – Tallahassee, FL

CERTIFICATIONS

- Professional in Business Analysis (PMI-PBA), 2017 | Project Management Institute | 2004577

PROFESSIONAL BIOGRAPHY

Mr. Kelly has 15+ years of experience in Healthcare and Human Services (Medicaid) industry. His specific areas of expertise include CMS Certification (MECT, SMC, OBC), MITA, Claims/Encounters Operations, Process Improvement, MES Modular Strategic/Roadmap development, Project Management/Business Analysis, and IV&V. Mr. Kelly has worked as a Subject Matter Expert and trusted advisor for multiple states during his career which include Florida, California, Kentucky, and others.

Mr. Kelly has worked as a MITA SS-A Lead and CMS Certification Lead for multiple vendors in multiple states. His CMS Certification experience dates back to the "Big Bang" certifications and spanned all versions of the Medicaid Enterprise Certification Lifecycle (MECL) until being sunset for Streamlined Modular Certification / Outcomes Based Certification (SMC/OBC). He also has deep IV&V experience, having worked on multiple IV&V projects such as KY MEMS and Florida PALM. Mr. Kelly's experience, expertise, passion, and determination make him a valuable asset to many different types of projects.



Solutions that Matter

ROBBIE BARNES, SENIOR ANALYST**IV&V BUSINESS ANALYST****RELEVANT PROJECT EXPERIENCE**

Mississippi Division of Medicaid (MS DOM)***Medicaid Enterprise Solution (MES) Project*****Business Analyst, Independent Verification and Validation (IV&V) Services | November 2019 – October 2023**

Robbie provided analytical services, supported the development of project work products, and analyzed client requests for proposals. She provides development support to proposal responses and ensures quality work products are delivered to clients. Robbie's responsibilities include, but are not limited to:

- Adheres to and supports the project management approach and other PMO principles and practices
- Ensures project quality and compliance with all related regulations
- Ensures communication among all key stakeholders
- Provides IT job duties, which include Business and technical leadership, system and business process analysis, code development, software engineering, or other similarly skilled computer-related work as needed

Louisiana Department of Health (LDH)***Medicaid Systems Modernization*****Business Analyst, Independent Verification and Validation (IV&V) Services | November 2019 – July 2021**

Robbie provided analytical services and supported the development of project work products, as well as analyzing client requests for proposals. She provided development support to proposal responses and ensured quality work products were delivered to clients. Robbie also:

- Adhered to and supported the project management approach and other PMO principles and practices.
- Ensured project quality and compliance with all related regulations.
- Ensured communication among all key stakeholders.
- Provided IT job duties, which included business and technical leadership, system and business process analysis, code development, software engineering, or other similarly skilled computer-related work as needed.

Mississippi Department of Child Protection Services***Multiple Projects*****Senior Business Systems Analyst | January 2015 – November 2019**

Robbie served as the primary administrator of SmartSheet, DocuSign, and SharePoint. She interfaced with upper levels of management concerning project issues. She led teams of systems/programmers, business systems analysts, and end-users to identify and implement solutions to meet client technical, funding, and business requirements. Robbie's responsibilities include, but were not limited to:

- Provided management insight for the development of systems proposals, feasibility studies, and the design and implementation of integrated systems.
- Provided project management services, contract administration, and support services to the agency.

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Solutions that Matter

Southern Farm Bureau Casualty Insurance Company***Multiple Projects*****Software Quality Assurance Analyst | October 2012 – January 2015**

Robbie worked independently and with minimal supervision as the software quality assurance analyst. She was responsible for application testing and the delivery of quality software releases. She also created detailed test plans, test cases, test scripts, and execution of the testing life cycle. Robbie's responsibilities include, but were not limited to:

- Worked closely with business analysts and developers to understand requirement documentation and software design.
- Developed written test plans and document test results.
- Developed, executed, and maintained manual test cases.
- Developed, executed, and maintained automated test scripts.
- Managed tracking and reporting of application defects.
- Provided user training for new or modified software systems.

University of MS Medical Center***Multiple Projects*****Epic Application Analyst/Coordinator | October 2010–August 2012*****Epic ADT/Prelude Certified (2010; 2009)***

Robbie implemented and supported integrated solutions for ADT/Prelude application-related technical and business issues. She also provided expert application and technical support for the ADT/Prelude application in addition to providing more complex triage and troubleshooting assistance to the product customers. Her primary duties involved build of the EVS, Bed Board, and Transport areas. Robbie's responsibilities include, but were not limited to:

- Worked in configuring the IVR system for EVS and Transport users. Possesses some Cadence experience by serving as the SER Coordinator for the Epic system, in which the duties included building and maintaining the provider database, which consists of over 11,000 providers, as well as heading the SER team developed to assist in the database maintenance.
- Assisted in building templates in Cadence build and in the go-live for Oschner Health System in Slidell, LA, serving as a Super User.

University of Mississippi Medical Center***Multiple Projects*****Help Desk Support Service Specialist | April 2008 – October 2010**

Robbie served as a liaison between over 8000 users and the Department of Information Systems, assisting clients via telephone and remote access with technical issues regarding a wide range of software, such as Web Reports and Invision, and hardware interfaces, such as PC desktops and laptops. She managed and created network accounts and application assignments using Novell ConsoleOne and Active Directory. Robbie also served as the assistant to the Service Desk supervisor, assisting with such duties as updating the Service Desk website, managing the daily help desk duties, and maintaining the request system escalation queue.

EDUCATION

- Bachelor of Science, Computer Science & Applied Mathematics | Alcorn State University, Alcorn, MS



Solutions that Matter

CERTIFICATIONS

- Scum Master | Scrum Alliance
- Epic ADT/Prelude Comprehensive | Epic
- Eclipse IV&V | Public Consulting Group

PROFESSIONAL BIOGRAPHY

Robbie Barnes is a technically sophisticated professional with a pioneering career reflecting strong leadership qualifications coupled with “hands-on” IT expertise. She offers over 15 years of track record demonstrating strong analytical and problem-solving skills, computer proficiency, and ability to follow through with projects from inception to completion. She has IT experience in a vast array of areas, including the insurance industry, healthcare, and State government.

Robbie has experience in customer, hardware, and software support. She has worked on several projects to develop and implement new software systems, including electronic health records systems and insurance billing systems. She has experience in scripting test cases for manual and automated system-level testing. In addition, Robbie is an experienced SharePoint, DocuSign, and Smartsheet Administrator.

ARTIFACT B – INDUSTRY STANDARDS AND BEST PRACTICES TABLE
Table 1. Industry Standards and Best Practices

STANDARD/REF.	STANDARD/REF. NAME	DESCRIPTION
IEEE	Institute of Electrical and Electronics Engineers, Software, and Systems Engineering Standards	The IEEE Software and Systems Engineering Standards used in the practice of Eclipse IV&V are listed individually below.
Project Management		
ISO/IEC/IEEE 16326	Systems and software engineering – Life cycle processes – Project management	This International Standard is intended to aid project managers in managing the successful conclusion of those projects concerned with software-intensive systems and software products. This International Standard specifies the required content of the project management plan (PMP). This International Standard also quotes the extracted purpose and outcome statements from the project processes of ISO/IEC 12207 (IEEE 12207) and ISO/IEC 15288 (IEEE 15288) and adds detailed guidance for managing projects that use these processes for software products and software-intensive-systems.
IEEE 1490	IEEE Guide – Adoption of the Project Management Institute (PMI) Standard A Guide to the Project Management Body of Knowledge (PMBOK) – Sixth Edition	These standard documents are information needed to initiate, plan, execute, monitor, control, and close a single project and identifies those project management processes that have been recognized as good practice on most projects most of the time.
PMBOK	Project Management Body of Knowledge (PMBOK) – Sixth Edition	The PMBOK is the sum of knowledge within the profession of project management. The PMBOK includes proven traditional practices that are widely applied and innovative practices that are emerging in the profession.
PMBOK - Government Extension	Government Extension to the PMBOK – Third Edition	Extends the baseline information included in the PMBOK to provide an overview of the key project governance processes used in most public sectors, define key terms, describe atmospheres where government projects operate, and review the management life cycle of government programs.
PMI	Practice Standard for Work Breakdown Structures	Work breakdown structures (WBS) are used to define project deliverables and establish the structure to manage work to completion. This standard supplies project managers and team members with direction for the preliminary development and implementation of work breakdown structures.
Risk Management		
ISO 16085	Systems and Software Engineering - Life Cycle Processes - Risk Management	This standard provides a life cycle process for software risk management. This standard describes a process for managing risk during systems or software acquisition, supply, development, operations, and maintenance. This standard supersedes IEEE 1540.

STANDARD/REF.	STANDARD/REF. NAME	DESCRIPTION
Enterprise Architecture, Configuration, Governance, and IT Service Management		
ISO 20000/ITIL	Information Technology Infrastructure Library (ITIL) Framework	Best practice guidance contained within the ITIL framework supporting IT service management and IT service delivery.
ISACA/COBIT	Information Systems Audit and Control Association/Control Objectives for Information and Related Technology	This is a <u>framework</u> created by <u>ISACA</u> for <u>information technology management</u> and <u>governance</u> . It is a supporting toolset that allows managers to bridge the gap between control requirements, technical issues, and business risks.
TOGAF	The Open Group Architecture Forum (TOGAF)	The TOGAF framework is one of the most common architecture standards adopted by organizations throughout the world.
Service Oriented Architecture (SOA)		
The Open Group	The Open Group Service-Oriented Architecture Standards	The Open Group develops SOA open standards to assist business and IT professionals within and outside The Open Group to understand and adopt SOA. The Open Group SOA Standards include: SOA Governance Framework Service Integration Maturity Model (OSIMM) SOA Reference Architecture
OASIS	Organization for the Advancement of Structured Information Standards	OASIS promotes industry consensus and produces worldwide standards for security, the Internet of Things, cloud computing, energy, content technologies, emergency management, and other areas. OASIS open standards offer the potential to lower costs, stimulate innovation, grow global markets, and protect the right of free choice of technology. SOA Standards include: Reference Model for SOA (SOA-RM) Reference Architecture Foundation for Service Oriented Architecture Version 1.0.
OMG	Object Management Group	The Object Management Group is an international, open-membership, not-for-profit technology standards consortium. OMG Task Forces develop enterprise integration standards for a wide range of technologies and industries. SOA Modeling Language (SoaM)

STANDARD/REF.	STANDARD/REF. NAME	DESCRIPTION
Configuration Management		
IEEE 828	IEEE Standard for Configuration Management in Systems and Software Engineering	This standard establishes the minimum requirements for Configuration Management (CM) processes in systems and software engineering. The application of this standard applies to any form, class, or type of software or system. This revision of the standard expands the previous version to explain CM, including identifying and acquiring configuration items, controlling changes, reporting the status of configuration items, as well as software builds and release engineering. Its predecessor defined only the contents of a software configuration management plan. This standard addresses what CM activities are to be done when they are to happen in the life cycle and what planning and resources are required. It also describes the content areas for a CM Plan.
Software Engineering Processes		
IEEE 1016	IEEE Standard for Information Technology— Systems Design— Software Design Descriptions	This standard specifies requirements on the information content and organization of SDDs. The standard specifies requirements for selecting design languages to be used for SDD and requirements for documenting design viewpoints to be used in organizing an SDD.
IEEE 1220	IEEE Standard for the Application and Management of the Systems Engineering Process	This standard describes the systems engineering activities and processes required throughout a system's life cycle to develop systems meeting customer needs, requirements, and constraints.
IEEE 12207	Systems and software engineering – System life cycle processes	This standard establishes a common framework for software life cycle processes, with well-defined terminology that the software industry can reference. It applies to the acquisition of systems and software products and services, to the supply, development, operation, maintenance, and disposal of software products and the software portion of a system, whether performed internally or externally to an organization. Those aspects of system definition needed to provide the context for software products and services are included.
IEEE 14764	Software Engineering – Software Life Cycle Processes – Maintenance	The process for managing and executing software maintenance activities is described. This is a revision of IEEE 1219.
IEEE 15288	Systems and software engineering – System life cycle processes	This standard provides a common process framework for describing the life cycle of systems adopting a Systems Engineering approach, including stakeholder needs and required functionality, documenting requirements, design synthesis, and system validation.
IEEE 24748-2	Adoption of ISO/IEC TR 24748-2 Systems and Software Engineering—Life Cycle Management—Part 2: Guide to the Application of ISO/IEC 15288 (System Life Cycle Processes)	This standard addresses system, life cycle, process, organizational, project, and adaptation concepts, principally through reference to ISO/IEC TR 24748-1 and ISO/IEC 15288. The standard provides guidance on applying ISO/IEC 15288 from the aspects of strategy, planning, application in organizations, and application on projects.

STANDARD/REF.	STANDARD/REF. NAME	DESCRIPTION
IEEE 24748-3	Adoption of ISO/IEC TR 24748-3 Systems and Software Engineering – Life Cycle Management – Part 3: Guide to the Application of ISO/IEC 12207 (Software Life Cycle Processes)	The purpose of this standard is to provide a defined set of processes to facilitate communication among acquirers, suppliers, and other stakeholders in the life cycle of a software product and is written for acquirers of systems and software products and services and for suppliers, implementers, operators, maintainers, managers, quality assurance managers, and users of software products.
IEEE 24765	Systems and software engineering —Vocabulary	This Standard was prepared to collect and standardize terminology. Its purpose is to identify terms currently in use in the field and standard definitions for these terms. It is intended to serve as a valuable reference for those in the IT field and encourage the use of systems and software engineering standards prepared by ISO and liaison organizations IEEE Computer Society and PMI. Supersedes IEEE 610.
CMMI-DEV, Version 1.3	Capability Maturity Model Integration for Development	Best practices generated from the CMMI Framework; The Framework supports the CMMI Product Suite by allowing multiple models, training courses, and appraisal methods to be generated that support specific areas of interest.
ISO/IEC/IEEE 42010	Systems and software engineering – Architecture description	This International Standard specifies how architectural descriptions of systems are organized and expressed. Supersedes IEEE 1471.
ISO/IEC 23026	Software Engineering – Recommended Practice for the Internet – Web Site Engineering, Web Site Management, and Web Site Life Cycle	Recommended practices for World Wide Web page engineering for Intranet and Extranet environments, based on World Wide Web Consortium (W3C) and related industry guidelines, are defined in this recommended practice. This recommended practice does not address stylistic considerations or human-factors considerations in webpage design beyond limitations that reflect good engineering practice.
Quality Management		
IEEE 1012	Standard for System, Software, and Hardware Verification and Validation	This verification and validation (V&V) standard is a process standard that addresses all system and software life cycle processes, including the Agreement, Organizational Project-Enabling, Project, Technical, Software Implementation, Software Support, and Software Reuse process groups. This standard is compatible with all life cycle models (e.g., system, software, and hardware); however, not all life cycle models use all of the processes listed in this standard.
IEEE 1045	IEEE Standard for Software Productivity Metrics	This standard provides a consistent terminology for software productivity measures and defines a consistent way to measure the elements that go into computing software productivity.
IEEE 1061	IEEE Standard for a Software Quality Metrics Methodology	This standard describes a methodology spanning the entire life cycle for establishing quality requirements and identifying, implementing, and validating the corresponding measures.
IEEE 15289	Systems and software engineering —Content of life	The purpose of this standard is to provide requirements for identifying and planning the specific information items (information products) to be developed and revised during

STANDARD/REF.	STANDARD/REF. NAME	DESCRIPTION
	cycle information items (documentation)	systems and software life cycles and service processes. The standard specifies the purpose and content of all identified systems and software life cycle information items, as well as information items for IT service management.
IEEE 26511	Systems and software engineering — Requirements for managers of user documentation	This International Standard addresses the management of user documentation in relation to both initial development and subsequent releases of the software and user documentation. This International Standard was developed to assist users of ISO/IEC 15288 (IEEE Std 15288), Systems and software engineering — System life cycle processes, or ISO/IEC 12207 (IEEE Std 12207), Systems and software engineering — Software life cycle processes, to manage software user documentation as part of the software life cycle. This International Standard defines the documentation process from the manager's standpoint.
IEEE 26512	Systems and software engineering — Requirements for acquirers and suppliers of user documentation	This International Standard was developed to assist users of ISO/IEC 15288 (IEEE Std 15288) or ISO/IEC 12207 (IEEE Std 12207) in acquiring or supplying software user documentation and documentation services as part of the software life cycle processes. It defines the documentation process from the acquirer's standpoint and the supplier's standpoint.
IEEE 26513	Adoption of ISO/IEC 26513 Systems and Software Engineering—Requirements for Testers and Reviewers of User Documentation	This standard specifies activities for reviewing and testing user documentation and provides the minimum requirements for these activities. It covers review procedures for user documentation and system testing, usability testing, accessibility testing, and localization and customization testing of user documentation. It is relevant to project managers, editors, usability experts, testers, documentation reviewers, and information developers.
IEEE 26514	Adoption of ISO/IEC 26514 Systems and Software Engineering— Requirements for Designers and Developers of User Documentation	This standard specifies the processes for designing and developing software user documentation and provides the minimum requirements for these activities. It covers establishing project requirements, objectives, and constraints; audience and task analysis; user documentation design, development, and review. It is relevant to project managers, information designers and usability specialists, and information developers such as writers, editors, and illustrators.
IEEE 26515	Systems and software engineering — Developing user documentation in an agile environment	Because of the nature of agile development methods, the traditional means of developing the end-user documentation (both print and onscreen) as described in the current ISO/IEC 2651n family of standards are not entirely applicable. This International Standard was developed to assist users of ISO/IEC 15288 (IEEE Std 15288), Systems and software engineering — System life cycle processes, or ISO/IEC 12207 (IEEE Std 12207), Systems and software engineering — Software life cycle processes, and the ISO/IEC 2651n family of standards. It provides requirements and guidance to technical writers and related roles on adapting the processes described in

STANDARD/REF.	STANDARD/REF. NAME	DESCRIPTION
		the ISO/IEC 2651n family of standards to develop quality user documentation.
IEEE 730	IEEE Standard for Software Quality Assurance Plans	This standard aims to provide uniform, minimum acceptable requirements for the preparation and content of software quality assurance plans.
ANSI	American National Standards Institute	ANSI is a private, nonprofit organization that administers and coordinates the U.S. voluntary standards and conformity assessment system.
ISO 9001	Quality Management Systems - Requirements	This standard specifies the requirements for an organizational quality management system aiming to provide products meeting requirements and enhancing customer satisfaction.
ISO 9126	Software Engineering - Product Quality	This standard provides a model for software product quality covering internal quality, external quality, and quality in use. The model is in the form of a taxonomy of defined characteristics which software may exhibit.
Requirements Management		
ISO/IEC/IEEE 29148	Systems and software engineering – Life cycle processes – Requirements engineering	Provisions for the processes and products related to the engineering of requirements for systems and software products and services throughout the life cycle; it defines the construct of a good requirement, provides attributes and characteristics of requirements, and discusses the iterative and recursive application requirements processes throughout the life cycle. It provides additional guidance in the application of requirements engineering and management processes for requirements-related activities. This standard supersedes IEEE 1233, 1362, and 830.
Testing		
IEEE 829	IEEE Standard for Software and System Test Documentation	This standard applies to all software-based systems. It applies to systems and software being developed, acquired, operated, maintained, and/or reused [e.g., legacy, modified, Commercial-Off-the-Shelf (COTS), Government-Off-the-Shelf (GOTS), or Non-Developmental Items (NDIs)]. When conducting the test process, it is important to examine the software in its interactions with the other parts of the system. This standard identifies the system considerations that test processes and tasks address in determining system and software correctness, other attributes (e.g., completeness, accuracy, consistency, and testability), and the applicable resultant test documentation.
IEEE 1008	IEEE Standard for Software Unit Testing	This standard describes a sound approach to software unit testing and the concepts and assumptions on which it is based. It also provides guidance and resource information.
IEEE 1044	IEEE Standard Classifications for Software Anomalies	This standard provides a list of common attributes (e.g., Defect ID, Priority, and Severity) that should be collected for any defect identified during testing.

STANDARD/REF.	STANDARD/REF. NAME	DESCRIPTION
Procurement		
IEEE 1062	IEEE Recommended Practice for Software Acquisition	Recommends a set of useful practices that can be selected and applied during software acquisition. Primarily suited to acquisitions that include development or modification rather than off-the-shelf purchase.
Business Process, Change, and Training		
ADDIE	ADDIE: Analyze, Design, Develop, Implement, & Evaluate	This standard is an Instructional Systems Design framework that lists processes that instructional designers and training developers use.
ADKAR	Prosci ADKAR: Awareness, Desire, Knowledge, Ability & Reinforcement	This standard is a change management model used to transition stakeholders to a new business approach.
BABOK	Business Analyst Body of Knowledge	This is the business analysis standard defined by the International Institute of Business Analysis.
OMG	Object Management Group	The Object Management Group is an international, open-membership, not-for-profit technology standards consortium. OMG Task Forces develop enterprise integration standards for various technologies and industries. Business Process Model and Notation (BPMN™)
Software Security		
ISO/IEC 27002	ISO Code of Practice for Information Security Management (ISM)	This standard provides best practice recommendations on information security management for use by those responsible for initiating, implementing, or maintaining information security management systems.
NIST-FIPS	National Institute of Standards and Technology - Federal Information Processing Standard	Publicly announced standards developed by the U.S. Federal government for use by all non-military government agencies and by government contractors.
Industry Standards		
MITS-11-01v1.0	Enhanced Funding Requirements: Seven Conditions and Standards	This Medicaid IT Supplement (MITS) document provides insight and context to states to allow them to meet the conditions and standards for an enhanced federal match for Medicaid technology investments. The original Seven Conditions and Standards have since been expanded by SMDL 16-009.
SMDL 16-009	State Medicaid Director Letter 16-009	This CMS directive provides guidance concerning Advance Planning Document (APD) requirements, specifically around the conditions and standards required to receive enhanced funding for Mechanized Claims Processing and Information Retrieval Systems, including Medicaid eligibility and enrollment (E&E) systems and Medicaid MMIS. The SMDL includes Expanded CMS Conditions and Standards for enhanced federal funding.

STANDARD/REF.	STANDARD/REF. NAME	DESCRIPTION
MITA	Medicaid Information Technology Architecture	This architecture provides a consolidation of principles, business, technical models, and guidelines to foster an integrated business and IT transformation across the Medicaid enterprise.
CMS	Center for Medicare and Medicaid Services	This reference provides day-to-day operating instructions, policies, and procedures based on statutes, regulations, guidelines, models, and directives.
HIPAA	Health Insurance Portability and Accountability Act of 1996 (HIPAA)	This act protects the privacy of individually identifiable health information and sets national standards for the security of electronic protected health information. The act is supported by additional rules (e.g., HITECH Act and Omnibus Rule) that provide further guidance.
HITECH	Health Insurance Technology for Economic and Clinical Health (HITECH)	This act provides four categories of violations that reflect increasing levels of culpability and are enacted to promote the adoption and meaningful use of health IT.
ADA	Americans with Disabilities Act	Provides standards (including Section 508) on the use of electronics and IT to assure that these technologies provide access to information and data for people with disabilities.
MARS-E	CMS Minimum Acceptable Risk Standards for Exchanges – Exchange Reference Architecture Supplement (MARS-E)	Provides interoperable and secure standards and protocols that facilitate electronic enrollment of individuals in federal and state health and human services programs.
ACA	Affordable Care Act	The comprehensive healthcare reform law was enacted in March 2010; the law was passed in two parts: The Patient Protection and Affordable Care Act was signed into law on March 23, 2010, and was amended by the Health Care and Education Reconciliation Act on March 30, 2010. The name “Affordable Care Act” refers to the final, amended version of the law. The law provides numerous rights and protections that make health coverage fairer and easy to understand, along with subsidies (through “premium tax credits” and “cost-sharing reductions”) to make it more affordable. The law also expands the Medicaid program to cover more low-income people.

E.5.A – EXHIBIT C – IV&V PROJECT SCHEDULE

The IV&V Project Schedule is provided below.

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1		IV&V	517 days	Wed 3/16/22	Thu 4/4/24		
2		Key Dates	502 days	Wed 3/16/22	Fri 3/15/24		
3		IV&V Contract Start Date	1 day	Wed 3/16/22	Wed 3/16/22		
4		Contract End Date	0 days	Fri 3/15/24	Fri 3/15/24	3SS+730 edays	
5		IV&V Project Management	513 days	Wed 3/16/22	Fri 3/29/24		
6		IV&V Project Management Plan/VVP	43 days	Wed 3/16/22	Fri 5/13/22		
7		Develop VVP & IV&V Checklists	10 days	Wed 3/16/22	Tue 3/29/22	3SS	IV&V Project Manage
8		Internal QA	10 days	Wed 3/30/22	Tue 4/12/22	7	IV&V Engagement Ma
9		Review and Approval	23 days	Tue 4/12/22	Fri 5/13/22		
10		M: Initial Submission	0 days	Tue 4/12/22	Tue 4/12/22	8	IV&V Project Manage
11		Review and Approval	10 days	Wed 4/13/22	Tue 4/26/22	10	
12		Revise/Correct VVP	3 days	Wed 4/27/22	Fri 4/29/22	11	IV&V Project Manage
13		M: Final Submission	0 days	Fri 4/29/22	Fri 4/29/22	12	IV&V Project Manage
14		Review and Approval	10 days	Mon 5/2/22	Fri 5/13/22	13	
15		IV&V Project Work Plan Schedule	43 days	Wed 3/16/22	Fri 5/13/22		
16		Develop Project Work Plan	10 days	Wed 3/16/22	Tue 3/29/22	3SS	IV&V Project Manage
17		Internal QA	10 days	Wed 3/30/22	Tue 4/12/22	16	IV&V Consultant,IV&V
18		Review and Approval	18 days	Tue 4/19/22	Fri 5/13/22		
19		Initial Submission	0 days	Tue 4/19/22	Tue 4/19/22	17FS+5 days	IV&V Project Manage
20		Review and Approval	10 days	Wed 4/20/22	Tue 5/3/22	19	
21		Revise/Correct Work Plan Schedule	3 days	Wed 5/4/22	Fri 5/6/22	20	IV&V Project Manage
22		Final Submission	0 days	Fri 5/6/22	Fri 5/6/22	21	IV&V Project Manage
23		Review and Approval	5 days	Mon 5/9/22	Fri 5/13/22	22	
24		IV&V Risk Assessment/Management Plan	43 days	Wed 3/16/22	Fri 5/13/22		
25		Develop Risk Assessment/Management Plan	10 days	Wed 3/16/22	Tue 3/29/22	3SS	
26		Internal QA	10 days	Wed 3/30/22	Tue 4/12/22	25	IV&V Consultant,IV&V
27		Review and Approval	23 days	Tue 4/12/22	Fri 5/13/22		
28		Initial Submission	0 days	Tue 4/12/22	Tue 4/12/22	26	IV&V Project Manage
29		Review and Approval	10 days	Wed 4/13/22	Tue 4/26/22	28	
30		Revise/Correct VVP	3 days	Wed 4/27/22	Fri 4/29/22	29	IV&V Project Manage
31		Final Submission	0 days	Fri 4/29/22	Fri 4/29/22	30	IV&V Project Manage
32		Review and Approval	10 days	Mon 5/2/22	Fri 5/13/22	31	
33		Recurring Deliverables	499 days	Tue 4/5/22	Fri 3/29/24		
34		Monthly Contract Status Report	519 days	Tue 4/5/22	Fri 3/29/24		
35		Monthly Contract Status Report 1 April 22	19 days	Tue 4/5/22	Fri 4/29/22		IV&V Project Manage
36		Develop Status Report 1	3 days	Tue 4/5/22	Thu 4/7/22	3SS+14 days	
37		Internal QA	1 day	Fri 4/8/22	Fri 4/8/22	36	
38		Review and Approval	15 days	Fri 4/8/22	Fri 4/29/22		
39		Initial Submission of Status Report 1	0 days	Fri 4/8/22	Fri 4/8/22	37	
40		Review and Approval	10 days	Mon 4/11/22	Fri 4/22/22	39	
41		Revise/Correct Status Report 1	0 days	Fri 4/22/22	Fri 4/22/22	40	
42		Final Submission of Status Report 1	0 days	Fri 4/22/22	Fri 4/22/22	41	
43		Review and Approval	5 days	Mon 4/25/22	Fri 4/29/22	42	
44		Monthly Contract Status Report 2 May 22	22 days	Mon 5/2/22	Tue 5/31/22		IV&V Project Manage
45		Develop Status Report 2	4 days	Mon 5/2/22	Thu 5/5/22	43	
46		Internal QA	2 days	Fri 5/6/22	Mon 5/9/22	45	

IVV Project Work Plan Schedule Final		Project Work Plan Schedule					
ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
277		IV&V Review and Progress Report Cycles	505 days	Wed 3/16/22	Tue 3/19/24		
278		Qtr 1 Progress Report (Project Audit) (Initial)	63 days	Mon 4/4/22	Fri 7/1/22		
279		Qtr 1 (Initial) IV&V Review Planning	5 days	Mon 4/11/22	Fri 4/15/22		
280		Onsite Review Schedule, Interviews, Documentation, Meet	5 days	Mon 4/11/22	Fri 4/15/22	35S+18 days	IV&V Project Manage
281		Submit IV&V Review Planning Work Products to IV&V Cont	0 days	Fri 4/15/22	Fri 4/15/22	280	IV&V Project Manage
282		Qtr 1 Review Period	19 days	Mon 4/4/22	Fri 4/29/22		
283		Assessment/Review Commencement	0 days	Mon 4/4/22	Mon 4/4/22	35S+14 days	
284		Remote Review Period	14 edays	Fri 4/15/22	Fri 4/29/22	281	IV&V Consultant,IV&V Project
285		Technical Analysis & Clarification	14 edays	Mon 4/4/22	Mon 4/18/22	283SS	IV&V Consultant,IV&V
286		Qtr 1 Prepare Progress Report	29 days	Tue 4/5/22	Fri 5/13/22		
287		Compile PMO Status Information	10 days	Tue 4/5/22	Mon 4/18/22	285SS	IV&V Project Manager,IV&V
288		Compile Life Cycle Status	10 days	Tue 4/5/22	Mon 4/18/22	285SS	IV&V Project Manager,IV&V
289		Compile Risk Summary/Status	10 days	Tue 4/5/22	Mon 4/18/22	285SS	IV&V Project Manager,IV&V
290		Compile Recommendation Summary/Status	10 days	Tue 4/5/22	Mon 4/18/22	285SS	IV&V Project Manager,IV&V
291		Perform Programmatic Review	10 days	Tue 4/5/22	Mon 4/18/22	285SS	IV&V Project Manage
292		Prepare Progress Report	10 days	Mon 5/2/22	Fri 5/13/22	284,285,287,288,289	IV&V Project Manage
293		Qtr 1 Deliver Progress Report and Project Audit	34 days	Fri 5/13/22	Fri 7/1/22		
294		M: Submit Draft Progress Report/Project Audit	0 days	Fri 5/13/22	Fri 5/13/22	292	IV&V Project Manage
295		Federal Comments	9 days	Mon 5/16/22	Thu 5/26/22	294SS	CMS,ACF,FNS,OCSE
296		Review and Comments	9 days	Mon 5/16/22	Thu 5/26/22	294SS	
297		Revise/Correct Report	1 day	Fri 5/27/22	Fri 5/27/22	295,296	IV&V Consultant,IV&V
298		M: Deliver Final Progress Report/Project Audit	0 days	Fri 5/27/22	Fri 5/27/22	297FF	IV&V Project Manage
299		Archive Documents	5 days	Mon 6/27/22	Fri 7/1/22	298FS+30 edays	IV&V Consultant
300		Management Briefing (As requested)	5 days	Fri 5/27/22	Thu 6/2/22	298FS-1 day	IV&V Project Manage
301		Qtr 2 Progress Report	111 days	Fri 5/13/22	Thu 10/20/22		
302		Qtr 2 IV&V Review Planning	15 days	Fri 6/24/22	Fri 7/15/22		
303		VVP, Checklist, Project Work Plan Updates, if any	10 days	Fri 6/24/22	Fri 7/8/22	298FF+28 days	IV&V Project Manage
304		Onsite Review Schedule, Interviews, Documentation, Meet	5 days	Mon 7/11/22	Fri 7/15/22	303SS+10 days	IV&V Project Manage
305		Submit IV&V Review Planning Work Products to IV&V Cont	0 days	Fri 7/15/22	Fri 7/15/22	304,303	
306		Qtr 2 Review Period	53 days	Fri 5/13/22	Fri 7/29/22		
307		Assessment/Review Commencement	0 days	Fri 7/15/22	Fri 7/15/22	305	
308		Onsite Review Period	14 edays	Fri 7/15/22	Fri 7/29/22	307SS	IV&V Consultant,IV&V Project
309		Technical Analysis & Clarification	14 edays	Fri 7/15/22	Fri 7/29/22	307SS,308SS	IV&V Consultant,IV&V

Page "2" Schedule is truncated to meet AR DHS IVV RFP page limit.

IVV Project Work Plan Schedule Final		Project Work Plan Schedule						
ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names	
350		Review and Comments	10 days	Wed 11/9/22	Wed 11/23/22	348SS		
351		Revise/Correct Report	3 days	Thu 11/24/22	Mon 11/28/22	349,350	IV&V Consultant,IV&V	
352		Deliver Final Report	0 days	Mon 11/28/22	Mon 11/28/22	351FF	IV&V Project Manage	
353		Archive Documents	5 days	Thu 1/12/23	Thu 1/19/23	352FS+30 days	IV&V Consultant	
354		Management Briefing (As requested)	5 days	Wed 11/30/22	Tue 12/6/22	352FF+6 days	IV&V Project Manage	
355		Qtr 4 Progress Report (Annual)	86 days	Tue 12/13/22	Mon 4/17/23			
356		Qtr 4 IV&V Review Planning	15 days	Tue 12/13/22	Wed 1/4/23			
357		VVP, Checklist, Project Work Plan Updates, if any	10 days	Tue 12/13/22	Tue 12/27/22	352FF+20 days	IV&V Project Manage	
358		Onsite Review Schedule, Interviews, Documentation, Meet	5 days	Wed 12/28/22	Wed 1/4/23	357	IV&V Project Manage	
359		Submit IV&V Review Planning Work Products to IV&V Cont	0 days	Wed 1/4/23	Wed 1/4/23	357,358		
360		Qtr 4 Review Period	7 days	Wed 1/4/23	Fri 1/13/23			
361		Assessment/Review Commencement	0 days	Wed 1/4/23	Wed 1/4/23	359		
362		Onsite Review Period	7 days	Thu 1/5/23	Fri 1/13/23	361SS	IV&V Consultant,IV&V	
363		Technical Analysis & Clarification	7 days	Thu 1/5/23	Fri 1/13/23	361SS,362SS	IV&V Consultant,IV&V	
364		Qtr 4 Prepare Progress Report	20 days	Thu 1/5/23	Thu 2/2/23			
365		Compile PMO Status Information	10 days	Thu 1/5/23	Thu 1/19/23	363SS	IV&V Consultant,IV&V	
366		Compile Life Cycle Status	10 days	Thu 1/5/23	Thu 1/19/23	363SS	IV&V Consultant,IV&V	
367		Compile Risk Summary/Status	10 days	Thu 1/5/23	Thu 1/19/23	363SS	IV&V Consultant,IV&V	
368		Compile Recommendation Summary/Status	10 days	Thu 1/5/23	Thu 1/19/23	363SS	IV&V Consultant,IV&V	
369		Perform Programmatic Review	10 days	Thu 1/5/23	Thu 1/19/23	363SS	IV&V Consultant,IV&V	
370		Prepare Progress Report	10 days	Fri 1/20/23	Thu 2/2/23	365,366,367,368,369	IV&V Consultant,IV&V	
371		Qtr 4 Deliver Progress Report	51 days	Thu 2/2/23	Mon 4/17/23			
372		Submit Draft Report (with EET Checklists)	0 days	Thu 2/2/23	Thu 2/2/23	370	IV&V Project Manage	
373		Federal Comments	10 days	Fri 2/3/23	Thu 2/16/23	372SS	CMS,ACF,FNS,OCSE	
374		Review and Comments	10 days	Fri 2/3/23	Thu 2/16/23	372SS		
375		Revise/Correct Report	7 days	Fri 2/17/23	Mon 2/27/23	373,374	IV&V Consultant,IV&V	
376		Deliver Final Report	0 days	Mon 2/27/23	Mon 2/27/23	375FF	IV&V Project Manage	
377		Archive Documents	5 days	Tue 4/11/23	Mon 4/17/23	376FS+30 days	IV&V Consultant	
378		Management Briefing (As requested)	5 days	Wed 3/1/23	Tue 3/7/23	376FF+6 days	IV&V Project Manage	
379		Qtr 5 Progress Report (Annual Project Audit)	84 days	Tue 3/21/23	Tue 7/18/23			
380		Qtr 5 IV&V Review Planning	18 days	Tue 3/21/23	Thu 4/13/23			
381		VVP, Checklist, Project Work Plan Updates, if any	10 days	Tue 3/21/23	Mon 4/3/23	376FF+25 days	IV&V Project Manage	
382		Onsite Review Schedule, Interviews, Documentation, Meet	8 days	Tue 4/4/23	Thu 4/13/23	381	IV&V Project Manage	
383		Submit IV&V Review Planning Work Products to IV&V Cont	0 days	Thu 4/13/23	Thu 4/13/23	382,381	IV&V Project Manage	
384		Qtr 5 Review Period	7 days	Thu 4/13/23	Mon 4/24/23			
385		Assessment/Review Commencement	0 days	Thu 4/13/23	Thu 4/13/23	383		
386		Onsite Review Period	7 days	Fri 4/14/23	Mon 4/24/23	385SS	IV&V Consultant,IV&V	
387		Technical Analysis & Clarification	7 days	Fri 4/14/23	Mon 4/24/23	385SS	IV&V Consultant,IV&V	
388		Qtr 5 Prepare Progress Report	20 days	Fri 4/14/23	Thu 5/11/23			
389		Compile PMO Status Information	10 days	Fri 4/14/23	Thu 4/27/23	387SS	IV&V Project Manage	
390		Compile Life Cycle Status	10 days	Fri 4/14/23	Thu 4/27/23	387SS	IV&V Project Manage	
391		Compile Risk Summary/Status	10 days	Fri 4/14/23	Thu 4/27/23	387SS	IV&V Project Manage	
392		Compile Recommendation Summary/Status	10 days	Fri 4/14/23	Thu 4/27/23	387SS	IV&V Project Manage	
393		Perform Programmatic Review	10 days	Fri 4/14/23	Thu 4/27/23	387SS	IV&V Project Manage	
394		Prepare Progress Report	10 days	Fri 4/28/23	Thu 5/11/23	386,387,389,390,391	IV&V Project Manage	
395		Qtr 5 Deliver Progress Report and Project Audit	46 days	Thu 5/11/23	Tue 7/18/23			

IVV Project Work Plan Schedule Final		Project Work Plan Schedule						
ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names	
396		Submit Draft Progress Report (with EET Checklists)/Project	0 days	Thu 5/11/23	Thu 5/11/23	394	IV&V Project Manage	
397		Federal Comments	10 days	Fri 5/12/23	Thu 5/25/23	396SS	CMS,ACF,FNS,OCSE	
398		Review and Comments	10 days	Fri 5/12/23	Thu 5/25/23	396SS		
399		Revise/Correct Report	2 days	Fri 5/26/23	Mon 5/29/23	397,398	IV&V Consultant,IV&V	
400		Deliver Final Progress Report/Project Audit	0 days	Mon 5/29/23	Mon 5/29/23	399FF	IV&V Project Manage	
401		Archive Documents	5 days	Wed 7/12/23	Tue 7/18/23	400FS+30 days	IV&V Consultant	
402		Management Briefing (As requested)	5 days	Wed 5/31/23	Tue 6/6/23	400FF+6 days	IV&V Project Manage	
403		Qtr 6 Progress Report	87 days	Mon 6/19/23	Thu 10/19/23			
404		Qtr 6 IV&V Review Planning	17 days	Mon 6/19/23	Wed 7/12/23			
405		VVP, Checklist, Project Work Plan Updates, if any	10 days	Mon 6/19/23	Fri 6/30/23	400FF+24 days	IV&V Project Manage	
406		Onsite Review Schedule, Interviews, Documentation, Meet	7 days	Mon 7/3/23	Wed 7/12/23	405	IV&V Project Manage	
407		Submit IV&V Review Planning Work Products to IV&V Cont	0 days	Wed 7/12/23	Wed 7/12/23	405,406,381		
408		Qtr 6 Review Period	7 days	Wed 7/12/23	Fri 7/21/23			
409		Assessment/Review Commencement	0 days	Wed 7/12/23	Wed 7/12/23	407		
410		Onsite Review Period	7 days	Thu 7/13/23	Fri 7/21/23	409SS	IV&V Consultant,IV&V	
411		Technical Analysis & Clarification	7 days	Thu 7/13/23	Fri 7/21/23	409SS,410SS	IV&V Consultant,IV&V	
412		Qtr 6 Prepare Progress Report	20 days	Thu 7/13/23	Wed 8/9/23			
413		Compile PMO Status Information	10 days	Thu 7/13/23	Wed 7/26/23	411SS	IV&V Consultant,IV&V	
414		Compile Life Cycle Status	10 days	Thu 7/13/23	Wed 7/26/23	411SS	IV&V Consultant,IV&V	
415		Compile Risk Summary/Status	10 days	Thu 7/13/23	Wed 7/26/23	411SS	IV&V Consultant,IV&V	
416		Compile Recommendation Summary/Status	10 days	Thu 7/13/23	Wed 7/26/23	411SS	IV&V Consultant,IV&V	
417		Perform Programmatic Review	10 days	Thu 7/13/23	Wed 7/26/23	411SS	IV&V Consultant,IV&V	
418		Prepare Progress Report	10 days	Thu 7/27/23	Wed 8/9/23	413,414,415,416,417	IV&V Consultant,IV&V	
419		Qtr 6 Deliver Progress Report	50 days	Wed 8/9/23	Thu 10/19/23			
420		Submit Draft Report (with EET Checklists)	0 days	Wed 8/9/23	Wed 8/9/23	418	IV&V Project Manage	
421		Federal Comments	10 days	Thu 8/10/23	Wed 8/23/23	420SS	CMS,ACF,FNS,OCSE	
422		Review and Comments	10 days	Thu 8/10/23	Wed 8/23/23	420SS		
423		Revise/Correct Report	5 days	Thu 8/24/23	Wed 8/30/23	421,422	IV&V Consultant,IV&V	
424		Deliver Final Report	0 days	Wed 8/30/23	Wed 8/30/23	423FF	IV&V Project Manage	
425		Archive Documents	5 days	Fri 10/13/23	Thu 10/19/23	424FS+30 days	IV&V Consultant	
426		Management Briefing (As requested)	5 days	Mon 9/4/23	Fri 9/8/23	424FF+6 days	IV&V Project Manage	
427		Qtr 7 Progress Report	464 days	Wed 3/16/22	Fri 1/19/24			
428		Qtr 7 IV&V Review Planning	389 days	Wed 3/16/22	Thu 9/28/23			
429		VVP, Checklist, Project Work Plan Updates, if any	10 days	Fri 9/15/23	Thu 9/28/23	424FF+20 days	IV&V Project Manage	
430		Onsite Review Schedule, Interviews, Documentation, Meet	7 days	Wed 3/16/22	Thu 3/24/22		IV&V Project Manage	
431		Submit IV&V Review Planning Work Products to IV&V Cont	0 days	Thu 9/28/23	Thu 9/28/23	429,430,381		
432		Qtr 7 Review Period	7 days	Thu 9/28/23	Mon 10/9/23			
433		Assessment/Review Commencement	0 days	Thu 9/28/23	Thu 9/28/23	431		
434		Onsite Review Period	7 days	Fri 9/29/23	Mon 10/9/23	433SS	IV&V Consultant,IV&V	
435		Technical Analysis & Clarification	7 days	Fri 9/29/23	Mon 10/9/23	433SS,434SS	IV&V Consultant,IV&V	
436		Qtr 7 Prepare Progress Report	20 days	Tue 10/10/23	Mon 11/6/23			
437		Compile PMO Status Information	10 days	Tue 10/10/23	Mon 10/23/23	435SS+7 days	IV&V Consultant,IV&V	
438		Compile Life Cycle Status	10 days	Tue 10/10/23	Mon 10/23/23	435SS+7 days	IV&V Consultant,IV&V	
439		Compile Risk Summary/Status	10 days	Tue 10/10/23	Mon 10/23/23	435SS+7 days	IV&V Consultant,IV&V	
440		Compile Recommendation Summary/Status	10 days	Tue 10/10/23	Mon 10/23/23	435SS+7 days	IV&V Consultant,IV&V	
441		Perform Programmatic Review	10 days	Tue 10/10/23	Mon 10/23/23	435SS+7 days	IV&V Consultant,IV&V	

IVV Project Work Plan Schedule Final		Project Work Plan Schedule					
ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names
442		Prepare Progress Report	10 days	Tue 10/24/23	Mon 11/6/23	437,438,439,440,441	IV&V Consultant,IV&V
443		Qtr 7 Deliver Progress Report	48 days	Mon 11/6/23	Fri 1/19/24		
444		Submit Draft Report (with EET Checklists)	0 days	Mon 11/6/23	Mon 11/6/23	442	IV&V Project Manage
445		Federal Comments	10 days	Tue 11/7/23	Mon 11/20/23	444SS	CMS,ACF,FNS,OCSE
446		Review and Comments	10 days	Tue 11/7/23	Tue 11/21/23	444SS	
447		Revise/Correct Report	5 days	Wed 11/22/23	Tue 11/28/23	445,446	IV&V Consultant,IV&V
448		Deliver Final Report	0 days	Tue 11/28/23	Tue 11/28/23	447FF	IV&V Project Manage
449		Archive Documents	5 days	Fri 1/12/24	Fri 1/19/24	448FS+30 days	IV&V Consultant
450		Management Briefing (As requested)	5 days	Thu 11/30/23	Wed 12/6/23	448FF+6 days	IV&V Project Manage
451		Qtr 8 Progress Report	66 days	Wed 12/13/23	Tue 3/19/24		
452		Qtr 8 IV&V Review Planning	17 days	Wed 12/13/23	Mon 1/8/24		
453		VVP, Checklist, Project Work Plan Updates, if any	10 days	Wed 12/13/23	Wed 12/27/23	448FF+20 days	IV&V Project Manage
454		Onsite Review Schedule, Interviews, Documentation, Meet	7 days	Thu 12/28/23	Mon 1/8/24	453	IV&V Project Manage
455		Submit IV&V Review Planning Work Products to IV&V Cont	0 days	Mon 1/8/24	Mon 1/8/24	453,454,381	
456		Qtr 8 Review Period	7 days	Mon 1/8/24	Thu 1/18/24		
457		Assessment/Review Commencement	0 days	Mon 1/8/24	Mon 1/8/24	455	
458		Onsite Review Period	7 days	Tue 1/9/24	Thu 1/18/24	457SS	IV&V Consultant,IV&V
459		Technical Analysis & Clarification	7 days	Tue 1/9/24	Wed 1/17/24	457SS,458SS	IV&V Consultant,IV&V
460		Qtr 8 Prepare Progress Report	20 days	Tue 1/9/24	Tue 2/6/24		
461		Compile PMO Status Information	10 days	Tue 1/9/24	Tue 1/23/24	459SS	IV&V Consultant,IV&V
462		Compile Life Cycle Status	10 days	Tue 1/9/24	Tue 1/23/24	459SS	IV&V Consultant,IV&V
463		Compile Risk Summary/Status	10 days	Tue 1/9/24	Tue 1/23/24	459SS	IV&V Consultant,IV&V
464		Compile Recommendation Summary/Status	10 days	Tue 1/9/24	Tue 1/23/24	459SS	IV&V Consultant,IV&V
465		Perform Programmatic Review	10 days	Tue 1/9/24	Tue 1/23/24	459SS	IV&V Consultant,IV&V
466		Prepare Progress Report	10 days	Wed 1/24/24	Tue 2/6/24	461,462,463,464,465	IV&V Consultant,IV&V
467		Qtr 8 Deliver Progress Report	29 days	Tue 2/6/24	Tue 3/19/24		
468		Submit Draft Report (with EET Checklists)	0 days	Tue 2/6/24	Tue 2/6/24	466	IV&V Project Manage
469		Federal Comments	10 days	Wed 2/7/24	Tue 2/20/24	468SS	CMS,ACF,FNS,OCSE
470		Review and Comments	10 days	Wed 2/7/24	Wed 2/21/24	468SS	
471		Revise/Correct Report	4 days	Thu 2/22/24	Tue 2/27/24	469,470	IV&V Consultant,IV&V
472		Deliver Final Report	0 days	Tue 2/27/24	Tue 2/27/24	471FF	IV&V Project Manage
473		Archive Documents	5 days	Wed 3/13/24	Tue 3/19/24	472FS+10 days	IV&V Consultant
474		Management Briefing (As requested)	5 days	Thu 2/29/24	Wed 3/6/24	472FF+6 days	IV&V Project Manage
475		Project Close-Down	15 days	Fri 3/15/24	Thu 4/4/24		
476		Close-Down Activities	15 days	Fri 3/15/24	Thu 4/4/24	4	IV&V Project Manage
477		Project End	0 days	Thu 4/4/24	Thu 4/4/24	476	

E.5.A – EXHIBIT D – PRIVACY AND SECURITY PLAN

A Privacy and Security Plan Table of Contents is provided below.

Sensitive and Confidential Information – For Official Use Only



Centers for Medicare & Medicaid Services

Affordable Care Act (ACA) Health Insurance Administering Entity (AE)

Security and Privacy Assessment Plan (SAP) for the REDACTED System

Prepared by: Public Consulting Group

Version: REDACTED

Publication Date: REDACTED

(Due to page limitations PCG has provided only a table of contents for the following work sample, a full redacted copy can be sent electronically if requested)

Template v3.1, Dated April 25, 2022

Sensitive and Confidential Information – For Official Use Only

Centers for Medicare & Medicaid Services

Published on: 4/28/2023

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E.5.B – EXHIBIT E – BI-WEEKLY STATUS REPORT TEMPLATE

A Bi-Weekly Status Report Template is provided below.




[Project Name] - IV&V Bi-Weekly Status Report

Reporting Period: mm/dd/yyyy - mm/dd/yyyy

IV&V Activities Initiated During the Reporting Period			
WBS	Activity	Scheduled Start Date	Status
WBS Ref.	Task	mm/dd/yyyy	

IV&V Activities Planned for the Next Reporting Period			
WBS	Activity	Scheduled Start Date	Status
WBS Ref.	Task	mm/dd/yyyy	
WBS Ref.	Task	mm/dd/yyyy	
WBS Ref.	Task	mm/dd/yyyy	
WBS Ref.	Task	mm/dd/yyyy	
WBS Ref.	Task	mm/dd/yyyy	

IV&V Activities Completed During the Reporting Period			
WBS	Activity	Finish Date	Status
WBS Ref.	Task	mm/dd/yyyy	

Findings			
Finding Number	Observations	Date Opened	Date Retired
Finding #	Preliminary Concern: xxxx	mm/dd/yyyy	mm/dd/yyyy
Finding #	Risk: xxxx	mm/dd/yyyy	mm/dd/yyyy
Finding #	Risk: xxxx	mm/dd/yyyy	mm/dd/yyyy
Finding #	Risk: xxxx	mm/dd/yyyy	mm/dd/yyyy

E.5.B – EXHIBIT F – REDACTED BI-WEEKLY STATUS REPORT

A Redacted Bi-Weekly Status Report is provided below.



XX Modernization - IV&V Bi-Weekly Status Report

Reporting Period: 03/26/2018 - 04/08/2018

IV&V Activities Initiated During the Reporting Period			
WBS	Activity	Scheduled Start Date	Status
1.4.1.2.2.5	March 2018 Status Report	4/2/2018	●
1.4.1.2.2.6	Present to MI Leadership	4/5/2018	●
1.5.2.1.2.1	Quarter 1 2018 CMS Progress Report	3/28/2018	●
1.5.2.3.6.1.1	Automated System Health Monitoring: R2 MEET Operational Milestone Checklist planning session	3/30/2018	●

IV&V Activities Planned for the Next Reporting Period			
WBS	Activity	Scheduled Start Date	Status
1.4.1.2.1.7	Bi-Weekly Status Report Apr 01	4/9/2018	●
1.4.1.2.1.8	Bi-Weekly Status Report Apr 02	4/23/2018	●
1.5.2.3.2.1.1	Functional Testing: R2 MEET Operational Milestone Checklist planning session	4/16/2018	●
1.5.2.3.3.1.1	Automated Performance Testing: R2 MEET Operational Milestone Checklist planning session	4/19/2018	●
1.5.2.3.4.1.1	Staffing Model: R2 MEET Operational Milestone Checklist planning session	4/19/2018	●

IV&V Activities Completed During the Reporting Period			
WBS	Activity	Finish Date	Status
1.4.1.2.1.6	Bi-Weekly Status Report	3/12/2018	●
1.5.2.1.2.1	Quarter 1 2018 CMS Progress Report	3/28/2018	●

Findings			
Finding Number	Observations	Date Opened	Date Retired
1	Preliminary Concern: There are many non-specific resources in the resource sheet of the XX Modernization Project Work Plan, causing resources to be overallocated and uncertainty that the needed work can reliably be completed as scheduled and needed.	1/5/2018	
4	Risk: The Project Risk Management Plan does not include enough detail to describe, communicate, execute, manage, and improve on the identified risks which leads to a strong likelihood project risks will not be managed as stringently and detailed as is needed on a project of this magnitude.	1/8/2018	
5	Risk: The Project does not have a well-defined or structured process for facilitating requirements sessions and eliciting requirements from the Project stakeholders which may lead to incorrect and inaccurate requirements and the project's ability to satisfy customer needs.	1/24/2018	
6	Risk: There is a disconnect between the language in the Project Charter and what is actually being addressed / discussed in requirements sessions which increases the potential for disconnect between the customer and the vendor in terms of project scope.	1/24/2018	

E.5.C – EXHIBIT G – IV&V MONTHLY INDEPENDENT ASSESSMENT

An IV&V Monthly Independent Assessment is provided below.

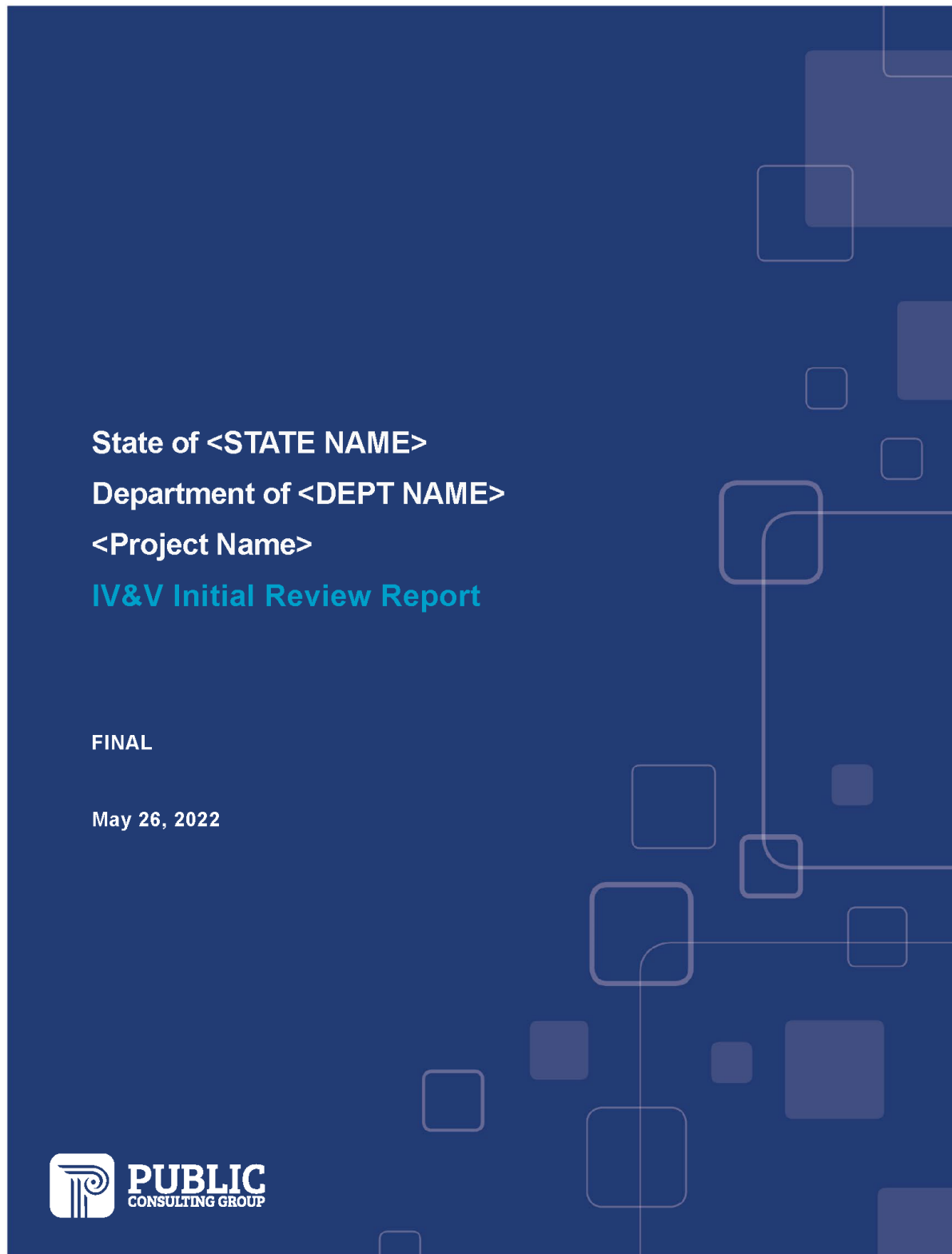


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E.5.C – EXHIBIT H – BIDDER’S DELIVERABLE REVIEW FINDINGS


Bidder’s Deliverable Review Findings are provided below.

State of <STATE NAME>
Department of <DEPT NAME>

**Independent Verification & Validation
Services for <E&E SYSTEM
PROJECT>**

**System Design and Development
Reviews #8 Assessment Report**

V1.0
Date: January 31, 2022
Work Order Request Associated with RFP#####

 **PUBLIC**
CONSULTING GROUP

< STATE> Department of <DEPT NAME>
 <E&E SYSTEM PROJECT>

 Sys #8 Assessment Report
 January 31, 2022

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1. EXECUTIVE SUMMARY

[Redacted to comply with page limitations]

TABLE 1: RFP ###, SCHEDULE B

E&E Vendor Contract - <STATE> Medicaid & CHIP Eligibility System

An Interface document showing all agreed upon interfaces to/from the E&E System and detailing the definition of the interface, summary of purpose, contents, frequency, and interface partners. The interface document will be in the form of an Interface Matrix and Interface Control Documents.

The following ICDs were reviewed during this reporting period.

- <E&E SYSTEM> Account Transfer ICD
- <E&E SYSTEM> Address Validation ICD
- <E&E SYSTEM> Asset Verification ICD
- <E&E SYSTEM> Central Print ICD
- <E&E SYSTEM> Child Support ICD
- <E&E SYSTEM> DOLR ICD
- <E&E SYSTEM> FACIS ICD
- <E&E SYSTEM> FIS ICD
- <E&E SYSTEM> MMIS Eligibility (Recipient File) ICD
- <E&E SYSTEM> Payment Interface ICD
- <E&E SYSTEM> SDX ICD
- <E&E SYSTEM> TPL ICD

[Redacted to comply with page limitations]

2. PURPOSE

The purpose of the IV&V *System Design and Development Review Report* deliverable is to assess the project approach to ensure requirements are realized. This periodic assessment is an important step in the IV&V review cycle of available and relevant artifacts to ascertain conformance to industry standards and best practices, specifically to requirements validation. The scope for this deliverable includes the following activities defined in RFP ###:

- Technical compliance with agreed upon software development life cycle (SDLC) methodology and protocols.
- Design tie back to requirements traceability matrix.

[Redacted to comply with page limitations]

< STATE> Department of <DEPT NAME>
 <E&E SYSTEM PROJECT>

 Sys #8 Assessment Report
 January 31, 2022

TABLE 2: SYSTEM DESIGN AND DEVELOPMENT REVIEW REPORT ITERATIONS

Iteration	RFP #1507 Scope Items	Purpose
1	<ul style="list-style-type: none"> Technical compliance with agreed upon software development life cycle (SDLC) methodology and protocols. Design tie back to requirements traceability matrix. 	<ul style="list-style-type: none"> Reviewed the E&E Vendor's Requirements Fit Gap Summary Reviewed Project Management artifacts: <ul style="list-style-type: none"> Medicaid Eligibility and Enrollment (EE) Implementation Advanced Planning Document (IAPD) <STATE> Department of Social Services Eligibility and Enrollment (E&E) Modernization Project Concept of Operations (CONOPs) <STATE> Eligibility and Enrollment System Modernization, Medicaid Information Technology Architecture (MITA) Assessment
2	<ul style="list-style-type: none"> Design tie back to requirements traceability matrix. 	<ul style="list-style-type: none"> Reviewed Requirements Validation Matrix
3	<ul style="list-style-type: none"> Technical compliance with agreed upon software development life cycle (SDLC) methodology and protocols. Design tie back to requirements traceability matrix. 	<ul style="list-style-type: none"> Reviewed Draft Infrastructure Plan
4	<ul style="list-style-type: none"> Technical compliance with agreed upon software development life cycle (SDLC) methodology and protocols. Design tie back to requirements traceability matrix. 	<ul style="list-style-type: none"> Reviewed FDDs submitted during reporting period: <ul style="list-style-type: none"> Intake and Application Processing IEG FDD Ongoing Case Management FDD Rules FDD Traditional Medical Rules FDD Evidence and Verification FDD
5	<ul style="list-style-type: none"> Technical compliance with agreed upon software development life cycle (SDLC) methodology and protocols. Design tie back to requirements traceability matrix. 	<ul style="list-style-type: none"> Reviewed FDDs submitted during reporting period: <ul style="list-style-type: none"> Work Program – Career Connector FDD Renewals FDD and Special Programs FDD Retroactive Medicaid FDD Long Term Care and Waivers Programs FDD Change of Circumstances FDD Deliver Supervisor Workspace FDD Hospital Presumptive Eligibility FDD
6	<ul style="list-style-type: none"> Technical compliance with agreed upon software development life cycle (SDLC) methodology and protocols. Design tie back to requirements traceability matrix. 	<ul style="list-style-type: none"> Reviewed ICDs submitted during reporting period: <ul style="list-style-type: none"> <E&E SYSTEM> Territory Beneficiary Query Service (TBQ) ICD <E&E SYSTEM> Medicaid Modernization Act (MMA) ICD <E&E SYSTEM> Non-Employer Sponsored Insurance Minimum Essential Coverage (Non-ESI-MEC) ICD <E&E SYSTEM> Social Security Administration (SSA) Composite ICD <E&E SYSTEM> Verify Current Income – Equifax TALX ICD <E&E SYSTEM> Renewal and Redetermination Verification (RRV) Composite Service ICD <E&E SYSTEM> ACA Information Returns - 1095B ICD <E&E SYSTEM> Person Master Index (PMI) ICD <E&E SYSTEM> Medicaid Management Information System (MMIS) Provider File ICD <E&E SYSTEM> Remote Identity Proofing (RIDP) Fraud Archive Reporting Service (FARS) ICD

[Additional Work Sample Pages redacted to comply with page limitations; available by request]

E.5.D – EXHIBIT I – READINESS REVIEW PLAN

A Redacted Readiness Review Plan is provided on the following pages.

EE Timeline

Task	Duration	Days Prior to Qtrly Rpt	Notes
MEET Project Review Milestone Checklist planning session	1 day	60	R2 starts after implementation; R3 starts 120 days after R2
Client Project Team Completes "Access and Delivery" Checklist	10 days	30	
Client Project Team Completes "Eligibility and Enrollment" Checklist	10 days	30	
Client Project Team Completes "Information Architecture" Checklist	10 days	30	
Client Project Team Completes "Integration and Utility" Checklist	10 days	30	
Client Project Team Completes "Intermediary and Interface" Checklist	10 days	30	
Client Project Team Completes "Standards and Conditions" Checklist	10 days	30	
Client Project Team sends completed checklist to IV&V Team	0 days	30	
IV&V Team Completes "Access and Delivery" Checklist	10 days	20	
IV&V Team Completes "Eligibility and Enrollment" Checklist	10 days	20	
IV&V Team Completes "Information Architecture" Checklist	10 days	20	
IV&V Team Completes "Integration and Utility" Checklist	10 days	20	

MEELC List

Required	Status	MR	Activity	Type	Artifact(s) Required	Owner	Timing	Expectations of Activity
Yes	Complete	1	CMS Consult	Notification		State	Pre R1	Notify CMS of intent to update E&E system
Yes	Complete	1	CMS Consult	Meeting		State	Pre R1	Schedule a consult with CMS to discuss general approach and re-use opportunities
Yes	Complete	1	CMS Consult	Meeting		State	Pre R1	Determine the frequency of E&E IV&V Progress Reports (quarterly minimum frequency, including progress reports prepared for milestone reviews)
Yes	Complete	1	PPU	Deliverable	PPU	State	Pre R1	Document decisions made with CMS in the PPU document
Yes	Complete	1	IVV RFP	Deliverable	IVV RFP Draft	State	Pre R1	Download a copy of the standard IV&V language (see MEET appendices); Draft IV&V RFP, being sure to incorporate the required standard IV&V RFP language, Send the draft IV&V RFP to CMS for approval
No	Complete	1	PAPD	Deliverable	Goals and objectives, PAPD	State	Pre R1	Document the state goals and objectives and Submit PAPD to CMS with IV&V RFP
Yes	Complete	1	IVV Contract	Deliverable	IVV signed contract	State	Pre R1	Utilize State's own procurement processes, Send contract to CMS for approval
Yes	Complete	1	MITA SSA	Deliverable	MITA SSA (current & target maturity levels for Standards and Conditions for Medicaid IT & business, information, and technical architectures), MITA Transition Plan, MITA Technical Strategy, MITA Data Strategy	State	R1	State encouraged to refer to examples from other states; Document States MITA current and future maturity level in 4 areas: 1) business architecture, 2) information architecture, 3) technical architecture, and 4) Standards and Conditions for Medicaid IT; Create technical and data strategies; Document transition plan for moving from current maturity level to future maturity level; Use the eSS-A for submitting the SS-A scorecards to CMS (template)
Yes	Not Started	1	ConOps	Deliverable	ConOps Draft	State	Pre R1	State use examples from other states, Review the critical success factors and checklist criteria, Refer to the MITA technical and information strategies and roadmap, Write an E&E ConOps (template)

MMIS Timeline

Task	Duration	Days Prior to Qtrly Rpt	Notes
MECT Project Review Milestone Checklist planning session	1 day	60	R2 starts after implementation R3 Certification starts 120 days after R2
Client Project Team Completes "Access and Delivery" Checklist	10 days	30	
Client Project Team Completes "Information Architecture" Checklist	10 days	30	
Client Project Team Completes "Integration and Utility" Checklist	10 days	30	
Client Project Team Completes "Intermediary and Interface" Checklist	10 days	30	
Client Project Team Completes "Standards and Conditions" Checklist	10 days	30	
Client Project Team Completes Care Management Checklist (MMIS Module)	10 days	30	
Client Project Team Completes Decision Support System Checklist (MMIS Module)	10 days	30	
Client Project Team Completes FFS Claims and Adjudication Checklist (MMIS Module)	10 days	30	
Client Project Team Completes Member Enrollment Checklist (MMIS Module)	10 days	30	
Client Project Team Completes Member Enrollment Checklist (MMIS Module)	10 days	30	
Client Project Team Completes Pharmacy Checklist (MMIS Module)	10 days	30	
Client Project Team Completes Program Integrity Checklist (MMIS Module)	10 days	30	
Client Project Team Completes Provider Management Checklist (MMIS Module)	10 days	30	

MECL List

Required	Status	MR	Activity	Type	Artifact(s) Required	Owner	Timing	Expectations of Activity
Yes	Not Started	1	CMS RO Consult	Notification		State	Pre R1	Notify CMS RO of intent to update MMIS / module(s)
Yes	Not Started	1	CMS RO Consult	Meeting		State	Pre R1	Schedule a consult with CMS RO Regional Office to discuss general approach and re-use opportunities
Yes	Not Started	1	CMS RO Consult	Meeting		State	Pre R1	Determine the frequency of MMIS IV&V Progress Reports (quarterly minimum frequency, including progress reports prepared for milestone reviews)
Yes	Not Started	1	PPU	Deliverable	PPU	State	Pre R1	Document decisions (which checklists to use), if state-specific criteria are being used, talk to RO about how to best incorporate made with CMS RO in the PPU document
No	Not Started	1	PAPD	Deliverable	Goals and objectives, PAPD	State	Pre R1	Document the state goals and objectives and Submit PAPD to CMS RO
Yes	Not Started	1	IVV RFP	Deliverable	IVV RFP Draft	State	Pre R1	Download a copy of the standard IV&V language (see MEET appendices); Draft IV&V RFP, being sure to incorporate the required standard IV&V RFP language, Send the draft IV&V RFP to CMS RO for approval
Yes	Not Started	1	IVV RFP PAPD	Approval	Approval or disapproval of the draft IV&V RFP (or contract modification) and, if the draft is disapproved, explanatory comments; If PAPD was submitted, notice to the state that the PAPD has been approved or disapproved, and if the PAPD is disapproved, explanatory comments	CMS	Pre R1	Read the entire draft IV&V RFP (or contract modification) • Check to see if the standard IV&V RFP language has been included • Check the frequency of progress reports stipulated in the IV&V RFP draft. Is it frequent enough to satisfy CMS, yet not so frequent as to add undue expense and burden on the state? • Return comments about the draft RFP (or contract modification) to the state • Review the PAPD, if one was submitted • Approve or disapprove

MECL List

Required	Status	MR	Activity	Type	Artifact(s) Required	Owner	Timing	Expectations of Activity
Yes	In Process	2	Requirements & Design Review	Project	System Design Doc (if COTS-interface design document), System Security Plan, Information System Security Assessment, Test Plan, Interface Control Document, Database Design, Data Conversion/Data Management Plan, Implementation Plan, Contingency/Recovery Plan, Data Use/Exchange Interconnection Security Agreement	IVV	Pre R2	Review requirements and designs • Evaluate state s requirements, design, and test plans for completeness, accuracy, and internal consistency • Identify gaps and issues, if any, for state to address
Yes	In Process	2	Develop	Project	MMIS system working code	State	Pre R2	Develop / upgrade / integrate functionality
Yes	In Process	2	Test	Project	Test or product validation reports mapping to requirements	State	Pre R2	Test and evaluate MMIS functionality; automated testing and continuous integration is encouraged • Generate test reports/product validation reports showing how the system was tested against documented requirements/user storie
Yes	Not Started	2	Milestone Review	Approval	Working system(s), System Security Plan and Privacy Impact Analysis, Schedule (or Milestones and burn-down charts), Risk management plan and risk register • Incident Management Plan, Configuration Management Plan, Information Security Risk Assessment, Database Design, Data Conversion/Management Plan, Contingency/Recovery Plan, Test plan/Test Reports/Validated Product Reports, System Design Document, System Requirement Document/backlog of user stories or use cases, Product documentation, HIPAA Statement	CMS RO	R2	Ensure IV&V has submitted IV&V Progress Report and all relevant checklists, Make evidence available to CMS RO
Yes	Not Started	3	Certification Request	Notification	A request letter (see Certification Request Letter Template) that includes: • The date the system / module(s) became fully operational • A copy of the state s letter to the MMIS contractor or state development team accepting the system / module(s) • A proposed timeframe for the review • A declaration that the state s MMIS meets all requirements of law and regulation (see template)	State	Pre R3	Send formal letter to CMS requesting certification of the state s MMIS or set of modules • Ensure that IV&V contractor has sent completed checklists and progress report to RO, state and CMS certification mailbox • Make evidence available to CMS
Yes	Not Started	3	Milestone Review	Approval	Working MMIS module(s) • The official certification request letter • Samples from six months of operating data • Substantive and representative set of all reports and information retrieval screens (electronic format preferred) • A list of information retrieval functions and reports for each business area (including a list identifying distribution of the reports and who can access the information retrieval displays) • Evidence that Transformed Medicaid Statistical Information System (T-MSIS) data requirements are met for timeliness and data quality	CMS	R3	Plan logistics for review (granting CMS access to state checklists and evidence no later than two weeks before review, arranging rooms, etc.) and manage review schedule

E.5.D – EXHIBIT J – OPERATION AND SYSTEM READINESS REVIEW REPORT

An Operation and System Readiness Review Report is provided on the following pages.



Division of Medicaid (DOM)

Medicaid Enterprise Solution (MES) Project

Deliverable Expectation Document

Deliverable #13: Transition and Implementation Assessment

DED v1.0

Submission Date: October 30, 2018

MS Contract: 3835

PCG | **Technology Consulting**
Public Focus. Proven Results.™

Public Consulting Group, Inc.
Deliverable Expectation Document (DED)
October 2018

██████████ Division of Medicaid (DOM)
Medicaid Enterprise System (MES)
Independent Verification and Validation (IV&V) Services,
RFP #3835

1 TRANSITION AND EXPECTATIONS

1.1 Introduction

[Redacted to comply with page limitations]

1.2 Purpose

The purpose of the Transition and Implementation DED is to serve as the assessment document that provides PCG's standard-based recommendations, evaluate the processes, work products, deliverables, and results related to transition and implementation activities. This DED will ensure that there is a common understanding between the client and PCG regarding the scope, purpose, approach, inputs, content, and outputs of all assessments. Further, PCG encourages DOM to share the DED with vendor groups and stakeholders to facilitate understanding of IV&V's role on the project, and to garner support for the assessment process from both the client and vendor organizations.

PCG has pulled from its vast library of IV&V projects and has identified relevant and successfully executed transition/implementation assessments from like projects. These documents serve as inputs to this and other assessments, reviews, and analysis, specified by DOM, and will help to maximize PCG's approach and execution efficiency while leveraging previous lessons learned.

[Redacted to comply with page limitations]

The Transition and Implementation DED, and all assessments and reviews conducted by PCG will leverage existing Eclipse IV&V® Center of Excellence tools and materials, such as detailed assessment guides, scalable and extensible IV&V checklists, and MECT/MECL checklists.

1.3 Reporting Practices

The Transition and Implementation DED outlines and assists in guiding PCG's analysis in the specified assessment area, this includes:

- Descriptions of assessment activities;
- Resources that will be needed to perform the assessments; and
- Analysis of findings, leading to the identification of risks, mitigation strategies, and recommendations.

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Deliverable Expectation Document (DED)
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As such, PCG will utilize the DED in two primary ways: 1) to ensure common understanding of the scope, purpose, approach, and inputs for the Transition and Implementation assessment area between stakeholder groups as a precursor to performing the assessment; and 2) as a method to formally document the approach, method, and activities performed during the review of this assessment area.

[Redacted to comply with page limitations]

2 TRANSITION AND IMPLEMENTATION CONTENT

The remaining portion of this document outlines the standardized content that will be presented in the final assessment deliverable for the Transition and Implementation Assessment.

2.1 Executive Summary

This section will provide an overview of the key aspects captured in the review for the assessment area for the MES Project, from an Independent Verification and Validation (IV&V) perspective.

Top Transition & Implementation Assessment Concerns

This sub-section provides a summary of IV&V's top concerns within the Transition and Implementation Assessment Area. For Example:

Tl.24: Legacy Connectivity Requirements Not Identified: The Project did not identify all legacy systems impacted by the new system implementation. Lack of vetting of all Legacy stakeholders may cause project testing, schedule delays and possible increase cost. PCG recommends improving legacy stakeholder vetting process and communications of project implementation changes to ensure impacted stakeholders are included.

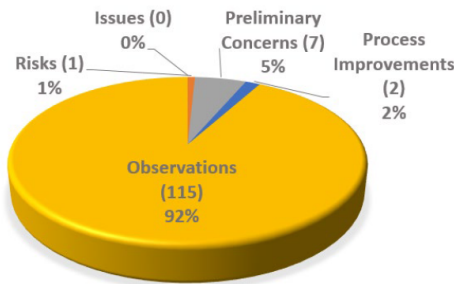
Transition and Implementation Area Metrics

This sub-section provides any relevant metrics, charts, and tables associated with the Transition and Implementation assessment area (noting that the representation of metrics may change during the lifecycle of the Project). For Example:

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Figure 1: Breakdown of Open Findings by Type



During this point-in-time assessment, 1 risks (1 medium), 7 preliminary concerns, 2 process improvements and 115 observations were opened. No new issues or preliminary concerns were opened.

(NOTE: Issues are events that have occurred that negatively impact the project; Risks are events that have not occurred but may negatively impact the project; Preliminary Concerns are items that do not currently pose risk to the project but are closely being monitored; Findings are neutral items that pose no impact to the project and Observations are inclusive of all items reported.)

2.2 Scope and Purpose

The scope of this assessment is to verify that Transition and Implementation Plans (parent and child) are complete, accurate, and processes and procedures adhere and comply with DOM's, requirements, processes and procedures for MES system readiness. The scope also includes the assessment of the SI's approach and methodology to comply with CMS Operational Readiness Guidelines, performance metrics, requirements, and quality standards.

[Redacted to comply with page limitations]

2.3 Assessment Approach and Methodology

PCG's approach will include reviewing and evaluating Transition and Implementation plans to validate that they include all the activities required to plan and execute the transition to operations as described in other contractual and/or planning documentation including, but not limited to and activities performed by Project Team members and the system development life cycle (SDLC) phase. For example

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The Transition/Implementation Assessment examines multiple types of artifact and processes; work products, deliverables, adherence to procedures/standards, conformance to state and federal regulations, and operational readiness to ensure the organization's state of readiness to implement and adopt the new MES. This includes evaluating the plans, activity resourcing, dependencies, environments, tools, and procedures are in place, managed and appropriately.

High-level verification and validation activities performed during this reporting period included:

- Evaluate and validate the quality of plans, environment, tools, protocols and procedures are properly documented and are being adhered to.
- Evaluate and validate the Transition and Implementation Plan conforms and supports project-defined requirements and follows, CMS, ITIL, industry best practices (e.g. IEEE 1220, IEEE 12207) to meet system requirements/functionality and system readiness.
- Evaluate and validate the inclusion and coverage of organizational readiness, (e.g. user training, UAT approval process, change management, escalation procedures, go/no go process, performance reporting) to ensure implementation readiness.
- Evaluate and validate the adequate resources with the right skillsets are assigned the right tasks and appropriately allocated.
- Evaluate and validate operational readiness follows the CMS Operational Readiness Guide to ensure required checklists, deliverables, security artifacts, system development artifacts support CMS requirements.

2.4 Requirements, Standards, Resources, and Inputs

This section identifies the relevant contractual requirements and/or industry standards and best practices, as well as IV&V, DOM, vendor resources and assessment inputs (i.e., documentation, tools, interviews, meetings, etc.). For example:

Table 1: Requirements, Standards, Resources and Inputs

Activity	Task Inputs		Task Outputs
Review Transition / Implementation	Project Artifacts	Interviewees	<ul style="list-style-type: none"> • Prioritized Findings & Recommendations (IV&V Findings/Risk Log) • Assessment and Monthly Reports • CMS Quarterly Reports
	<ul style="list-style-type: none"> • Transition / Implementation Plan • Master Project Work Plan • Vendor Status and Post-Implementation Evaluation Reports • Environment Management Plan 	<ul style="list-style-type: none"> • Project Manager • Technical Architect/ Manager • Incident/Defect Manager • Development Manager • Training Manager • Change Manager 	

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	<ul style="list-style-type: none"> • Training Plan • Requirements Traceability Matrix • Vendor Proposal Response and Contract • Organizational Readiness Documentation 	<ul style="list-style-type: none"> • Release Manager • Subject Matter Experts 	
	Standards & Best Practices	Meetings	
	<ul style="list-style-type: none"> • ████████ DOM ITS • CMS Operational Readiness Guide • ITIL • PMBOK® • IEEE Std. 12207, Software Life Cycle Processes - Life Cycle Data • IEEE Std. 1220, IEEE Standard for Application and Management of the Systems Engineering Process • IEEE Std. 1012, IEEE Standard for Software Verification and Validation 	<ul style="list-style-type: none"> • Staff IV&V Interview Meetings • Operational Meetings • Training Planning Meetings • Release Planning Meetings • Change Management Meetings • Project Status Meetings 	

2.5 Findings and Recommendations

This section provides a summary of IV&V findings (observations, preliminary concerns, risks and issues with respective recommendations and response strategies) identified by PCG during this reporting period, which are represented in the tables below.

Preliminary Concerns

This sub-section presents a summary of open preliminary concerns identified by PCG. These concerns are not assigned a priority but are reported to document a specific aspect of the Project that is being actively monitored by PCG as risk candidates. Preliminary concerns are reviewed

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each reporting period and either downgraded to observations if PCG no longer perceives the concerns as potential risks, or upgraded to risks upon further analysis.

Table 2: Preliminary Concerns

#	Area	Logged	Description of Concern
No new preliminary concerns were opened by PCG during this reporting period.			

Process Improvements

This sub-section presents a summary of open process improvements identified by PCG. Process improvements are not assigned a priority but are reported to assist the Project Team in gaining efficiencies related to quality assurance. Process improvements will be reviewed each reporting period and either be closed, downgraded to observations, or will be upgraded to risks upon further analysis.

For a full history of each preliminary concern, please see the Findings/Risk Log.

Table 3: Process Improvements

#	Area	Logged	Process Improvement Description
No new process improvements were opened by PCG during this reporting period.			

Risks

This sub-section presents a summary of risks that were opened, updated, or closed by PCG during this reporting period. The table below captures the project risks in order of priority (i.e., high, medium, and low) within each assessment area reviewed.

For a full history on each risk, please see the Findings/Risk Log.

Table 4: Risks

#	Area	Logged	Status	Priority	Finding Summary
No new risks were opened by PCG during this reporting period.					

Issues

This sub-section presents a summary of issues that were opened, updated, or closed by PCG during this reporting period. The table presents the issues in priority order (i.e., high, medium, and low) within each assessment area reviewed.

For a full history on each issue, please see the Findings/Risk Log.

Table 5: Issues

#	Area	Logged	Status	Priority	Finding Summary
No new issues were opened by PCG during this reporting period.					

TECHNICAL PROPOSAL

In total for the sections below, the Respondent shall provide a summary narrative no longer than fifty (50) pages in length, including graphics and tables, using an 11-point font that describes their IV&V solution. The precise allocation of pages across sections (i.e., the number of pages to spend on each Section) is left to the Respondent.

To the extent that this RFP requests Draft Plans, Resumes, or other artifacts, these may be attached as exhibits and not counted toward the page limits. However, please provide a clear reference to where these attached exhibits may be located.

E.1 RFP ADHERENCE TO FEDERAL REQUIREMENTS - BUSINESS PROPOSAL

Please confirm your ability to adhere to all applicable federal requirements listed in the RFP

PCG can adhere to all applicable federal requirements listed within the RFP and in accordance with the scope of work proposed in this response.

E.2 RFP SECTION 2.3 MINIMUM QUALIFICATIONS (A-C)

A. Letter of Bondability

A Letter of Bondability is provided on the following page.



Commercial Surety – Bond Division
4965 U.S. Hwy 42, Suite 1550
Louisville, KY 40222

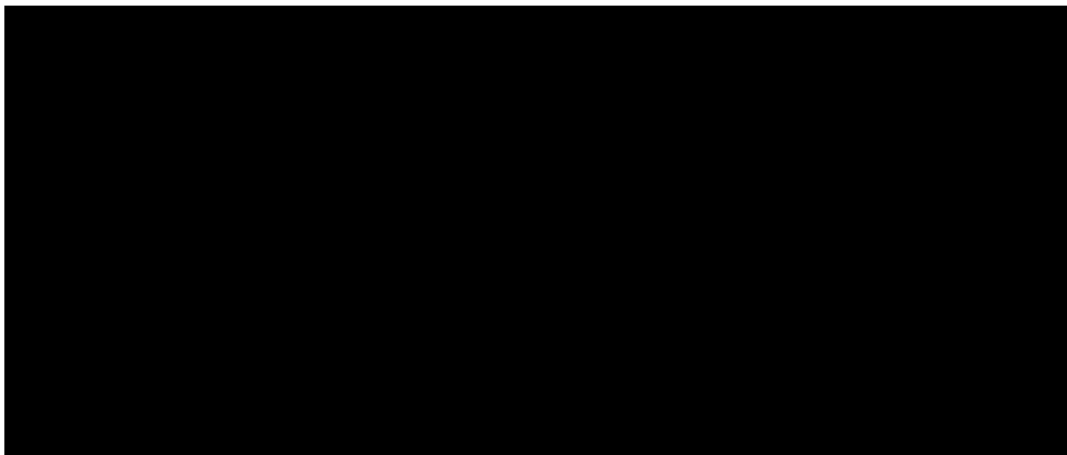
p) 602.498.8171
f) 513.345.9362
e) ecrooks@gaij.com

November 10, 2023

Mr. Michael Marotta
Public Consulting Group
148 State Street, 10th Floor
Boston, MA 02109

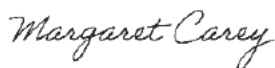
RE: Public Consulting Group – Bonding Capacity

To Whom It May Concern:



Great American reserves any and all rights at law and equity and incorporates the same as if set forth in full herein. Nothing herein constitutes a waiver of any such rights at law and equity.

Sincerely,



Margaret Carey
Financial Products Underwriting Specialist

B. The Vendor (Prime) shall have experience with five (5) IV&V projects similar in size, complexity, and scope to this RFP in the past (5) years. A minimum of One (1) project must have included Medicaid systems processing at a contract value of \$80 million a year for the Medicaid system. As proof of meeting this requirement, the Vendor (Prime) shall complete Attachment M – Client History Form and an authorized signatory sign Attachment M – Client History Form.

Public Consulting Group LLC (PCG) is pleased to present our proposal for providing Independent Verification and Validation (IV&V) Services to the Arkansas Department of Human Services (AR DHS) for the Medicaid Enterprise Systems (MES) implementation. We support state government clients on numerous enterprise-level business transformation projects comparable to Arkansas’ (AR) Medicaid Enterprise System Solution (AME) Modernization Project and are known as a “Top Three” vendor per Centers for Medicare and Medicaid Services (CMS) statistics.

Below is a list of 55 projects we currently perform or have successfully completed IV&V services and deliverables within the last five (5) years similar in size, complexity, and scope to the AR MES implementation, including 17 Medicaid Enterprise Systems (MES) projects. We meet the Medicaid system processing requirement and have provided in **Attachment M – Client History Form**.

Table 2. Recent IV&V Engagements

	CLIENT	BEGIN	END	PROJECT
1.	Alabama Medicaid Agency	3/1/2014	2/28/2018	Eligibility and Enrollment Modernization
2.	Alaska Department of Health & Social Services	7/10/2019	6/30/2023	Medicaid Enterprise Systems Projects
3.	Arizona Department of Administration	6/10/2022	1/31/2024	Arizona Financial Information System Upgrade
4.	Arizona Department of Health Services	2/14/2023	6/30/2025	Health and Nutrition Delivery System
5.	Arizona Department of Economic Security	9/7/2020	6/30/2023	Arizona Tracking & Locate Systems Replacement
6.	Arizona Department of Public Safety	8/1/2017	5/3/2021	Law Enforcement Messaging System Replacement
7.	California Department of FI\$Cal	11/2/2012	1/2/2023	Financial Information System of California
8.	California Department of General Services	5/12/2022	5/11/2024	Six (6) California Air Resources Board Projects
9.	California Department of General Services	2/1/2020	1/31/2023	California State Payroll System
10.	California Department of General Services	11/4/2019	11/30/2022	Cost Recovery Management System
11.	California Department of Health and Human Services	6/13/2018	7/31/2021	Women, Infants, and Children Management Information System
12.	California Department of Pesticide Regulation	12/1/2021	3/31/2025	California Pesticide Electronic Submission Tracking System
13.	California Department of Social Services	10/1/2015	2/28/2019	Appeals Case Management System
14.	California Department of Social Services	2/1/2017	3/3/2018	Child Welfare Services New System

	CLIENT	BEGIN	END	PROJECT
15.	California Department of State Hospitals	12/1/2016	5/31/2018	Unified Hospital Communications Public Address System
16.	California Department of Technology	6/1/2021	12/31/2026	California Franchise Tax Board's Enterprise Data to Revenue Phase 2
17.	California Department of Technology Services & Department of Health Care Services	4/12/2019	10/12/2024	Department of Health Care Services Modular Projects
18.	California Employment Development Department	4/27/2018	2/26/2021	Benefit Systems Modernization
19.	California Health and Human Services Agency	12/12/2018	12/12/2022	California Automated Response and Engagement System
20.	California Office of Systems Integration	10/19/2019	6/30/2024	California Statewide Automated Welfare System
21.	Colorado Governor's Office of Information Technology	12/1/2015	6/30/2022	Department of Corrections, Electronic Health Records
22.	Colorado Governor's Office of Information Technology	9/30/2016	6/30/2018	Statewide Automated Child Welfare Information System
23.	Colorado Governor's Office of Information Technology	2/8/2017	6/30/2018	Childcare Automated Tracking System
24.	Delaware Department of Health and Social Services	4/1/2019	9/30/2021	Delaware Medicaid Enterprise System
25.	Florida Department of Financial Services	6/3/2022	6/30/2023	PALM Statewide Accounting System
26.	Georgia Technology Authority	7/1/2022	1/31/2023	All-Payer Claims Database Data Collection
27.	Georgia Technology Authority	2/1/2018	4/30/2019	Drivers Card Production
28.	Hawaii Commerce & Consumer Affairs	1/6/2020	1/31/2022	Captive Insurance Modernization
29.	Hawaii Department of Health	5/30/2017	5/29/2023	Behavioral Health Administration Information Technology Solution
30.	Hawaii Department of Human Services	4/26/2018	4/25/2024	Benefits Eligibility System
31.	Hawaii Department of Human Services	2/15/2022	6/30/2023	MEDQUEST Health Analytics
32.	Hawaii Department of Labor and Industrial Relations	6/7/2021	10/31/2022	Unemployment Insurance Data Station
33.	Hawaii Department of Labor and Industrial Relations	8/24/2022	2/28/2023	Hawaii Unemployment Insurance Modernization
34.	Hawaii Office of Enterprise Technology Services	1/17/2018	12/27/2020	HawaiiPay Enterprise Payroll and Time & Attendance Modernization

	CLIENT	BEGIN	END	PROJECT
35.	Hawaii Office of Enterprise Technology Services	4/1/2020	3/31/2023	Department of Employment Financial Management System Replacement
36.	Hawaii Public Utilities Commission	4/19/2021	12/13/2022	Case and Document Management System
37.	Hawaii Technology Management Solutions	9/20/2019	9/16/2021	Applicant/Licensee Integrated Automated System
38.	Indiana State Personnel and Office of Technology	3/2/2020	6/30/2022	Human Capital Management Payroll Modernization
39.	Iowa Department of Human Services	7/23/2012	6/30/2022	Eligibility Integrated Application Solution
40.	Kansas Department for Children and Families	8/1/2021	2/28/2023	Kansas Automated Eligibility and Child Support Enforcement System – Child Support Enforcement
41.	Louisiana Department of Health	11/1/2016	10/31/2023	Multiple Medicaid Enterprise System Projects
42.	Michigan Public Health Institute	8/1/2015	7/30/2020	MMIS Cloud Infrastructure
43.	Minnesota Department of Information Technology Services	3/16/2022	9/30/2022	Modular MMIS modernization
44.	Mississippi Division of Medicaid	09/1/2017	9/30/2026	Multiple Medicaid Enterprise System Projects
45.	New York State Department of Labor	3/13/2020	3/12/2025	Unemployment Insurance Benefits, Employer, and Appeals Case Management
46.	New York State Division of Budget	12/1/2019	11/30/2024	Statewide Financial System
47.	North Carolina Department of Health and Human Services	4/23/2021	4/22/2024	Families Accessing Services through Technology Program
48.	North Carolina Department of Health and Human Services	10/21/2020	10/20/2023	Multiple Medicaid Enterprise System projects
49.	South Dakota Department of Social Services	8/1/2019	9/30/2023	Benefits Eligibility and Enrollment System
50.	Virgin Islands Department of Human Services	1/20/2017	1/19/2019	Integrated Eligibility and Enrollment System
51.	Washington State Department of Social and Health Services	1/12/2015	11/30/2018	Automated Client Eligibility System Remediation
52.	Washington State Department of Social and Health Services	7/15/2017	9/30/2018	Security Infrastructure Modernization
53.	Washington State Department of Transportation	10/10/2016	6/30/2021	Customer Service Center Back Office System
54.	Wisconsin Department of Health	1/1/2019	12/31/2022	Eligibility and Enrollment Modernization
55.	Wyoming Department of Workforce Services	6/16/2016	6/30/2020	Multiple Medicaid Enterprise Systems Projects

C. The Vendor must be registered to do business in the State of Arkansas and good standing by the initial start of any resulting contract. For verification purposes, Vendor must provide a Certificate of Good Standing, Certificate of Authority, other required Arkansas Secretary of State documentation such as non-filing or non-qualifying statements, upon DHS request.

Our Certificate of Good Standing with Arkansas is provided on the following page.

(Remainder of the page left intentionally blank)



Arkansas Secretary of State John Thurston

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

Certificate of Good Standing

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

PUBLIC CONSULTING GROUP LLC

formed under the laws of the state of Delaware, and authorized to transact business in the State of Arkansas as a Foreign Limited Liability Company, was granted a Registration of Foreign Limited Liability Company by this office May 20, 2021.

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



In Testimony Whereof, I have hereunto set my hand and affixed my official Seal. Done at my office in the City of Little Rock, this 11th day of January 2023.



John Thurston
Secretary of State
Online Certificate Authorization Code: 24d14b83fb972a1
To verify the Authorization Code, visit sos.arkansas.gov

E.3 COMPANY INFORMATION AND EXPERIENCE

A. Provide a Company Profile, to include the following: 1. Company name; 2. Ownership (sole proprietor, partnership, etc.); 3. State and date of incorporation; 4. Number of years in business; 5. List of Officers; 6. Location of Company headquarters and other company offices; and 7. Number of employees, both locally and nationally.

Table 3. Company Profile

COMPANY PROFILE																											
Company Name	Public Consulting Group LLC																										
Ownership (sole proprietor, partnership, etc.)	Limited Liability Company																										
State and date of incorporation	Delaware, 1986																										
Number of years in business	36																										
List of Officers	President: William S. Mosakowski Vice-President: Tony McLean Brown Treasurer: Jon Kanter Clerk and Secretary: Stephen P. Skinner Assistant Secretary: Mark R. Kmetz																										
Location of Company headquarters and other company offices	Headquarters: Boston, MA Company offices: <table style="width: 100%; border: none;"> <tr> <td>Phoenix, AZ</td> <td>Charlotte, NC</td> </tr> <tr> <td>Chula Vista, CA</td> <td>Columbus, OH</td> </tr> <tr> <td>El Cajon, CA</td> <td>Harrisburg, PA</td> </tr> <tr> <td>San Diego, CA</td> <td>Nashville, TN</td> </tr> <tr> <td>Tallahassee, FL</td> <td>Austin, TX</td> </tr> <tr> <td>Portland, ME</td> <td>Blacksburg, VA</td> </tr> <tr> <td>Boston, MA</td> <td>Clarkson, WA</td> </tr> <tr> <td>Portsmouth, NH</td> <td>Madison, WI</td> </tr> <tr> <td>Albany, NY</td> <td>Saint-Laurent- Quebec, Canada</td> </tr> <tr> <td>Troy, NY</td> <td>Jasionka, Poland</td> </tr> <tr> <td>Asheville, NC</td> <td>Katowice, Poland</td> </tr> <tr> <td>Raleigh, NC</td> <td>Lodz, Poland</td> </tr> <tr> <td></td> <td>Maidenhead, United Kingdom</td> </tr> </table>	Phoenix, AZ	Charlotte, NC	Chula Vista, CA	Columbus, OH	El Cajon, CA	Harrisburg, PA	San Diego, CA	Nashville, TN	Tallahassee, FL	Austin, TX	Portland, ME	Blacksburg, VA	Boston, MA	Clarkson, WA	Portsmouth, NH	Madison, WI	Albany, NY	Saint-Laurent- Quebec, Canada	Troy, NY	Jasionka, Poland	Asheville, NC	Katowice, Poland	Raleigh, NC	Lodz, Poland		Maidenhead, United Kingdom
Phoenix, AZ	Charlotte, NC																										
Chula Vista, CA	Columbus, OH																										
El Cajon, CA	Harrisburg, PA																										
San Diego, CA	Nashville, TN																										
Tallahassee, FL	Austin, TX																										
Portland, ME	Blacksburg, VA																										
Boston, MA	Clarkson, WA																										
Portsmouth, NH	Madison, WI																										
Albany, NY	Saint-Laurent- Quebec, Canada																										
Troy, NY	Jasionka, Poland																										
Asheville, NC	Katowice, Poland																										
Raleigh, NC	Lodz, Poland																										
	Maidenhead, United Kingdom																										
Number of employees, both locally and nationally	Number of Employees local to AR: 8 Number of Employees Nationally: 2,072																										

B. Attachment M – Client History Form

Signed Attachment M – Client History Form is provided on the following page.

Attachment M
Client History Form
Arkansas Medicaid IV&V
RFP # 710-24-0038

Attachment M

Arkansas Medicaid IV&V Client History Form

Instructions: This form is intended to help the State gain a more complete understanding of each Respondent's IV&V experience. This form **must** be completed completely and accurately.

The State reserves the right to verify the accuracy of these answers by contacting any of the listed clients, and all applicable clients **must** be listed. Omission of a client will constitute a failure to complete this form.

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

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

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

Client: North Carolina Department of Health and Humans Services (NC DHHS)
Project: North Carolina Department of Health and Human Services (NC DHHS) IV&V for Medicaid Enterprise System (MES) Project
Project Duration: 10/21/2020-10/20/2024 **Project Cost:** \$250 Million
Project Summary: PCG provides Independent Verification and Validation services for the North Carolina Medicaid Enterprise System (MES) Project, a modernization initiative composed of 14 projects in planning, procurement, implementation, and operations. The PCG IV&V team reviews the Project and MMIS system processes and progress in areas budget and schedule, risk management and assessment and the state goals & objectives. PCG IV&V team is supporting the MES Project transition from MECT to SMC. In addition, PCG helped the MES Enterprise Certification team incorporate SMC principles throughout the project by facilitating work sessions to develop outcomes in alignment with the Medicaid Strategic Plan, verifying outcomes and measurable improvements are clearly articulated for each project IAPD, RFP, and contract, and creating a MECT to SMC road map.
Client Contact: Gaye Mays, Gaye.Mays@nc.gov, (919) 754-6613

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

Client: Minnesota Department of Human Services (MDHS)
Project: Independent Verification and Validation Services for the MDHS Medicaid Management Information Systems (MMIS) modernization
Project Duration: 3/16/2022- 5/20/2025 **Project Cost:** \$2 Million
Project Summary: PCG performs Independent Verification and Validation (IV&V) services for the Minnesota Department of Human Services (MDHS) Medicaid Management Information Systems (MMIS) Modernization Project. These services have included a comprehensive assessment of the state’s processes throughout their MMIS modernization projects. PCG performs continuous collaboration with the State, and draws upon our background, experience and lessons learned to provide the IV&V services for the MMIS modernization projects.
Client Contact: Mark Broberg, mark.broberg@state.mn.us, (651) 431-4993

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

Client: Louisiana Department of Health
Project: IV&V for LDH Medicaid Enterprise System Modernization (MES) Project
Project Duration: 11/1/2020- 10/31/2024 **Project Cost:** \$150 Million
Project Summary: PCG is the IV&V service provider on the LDH MES project. PCG provides IV&V services that encompass multiple program transformation initiatives that include:
• MMIS replacement – consists of functional modules that will be modernized and replaced to align with the CMS conditions for enhanced federal funding. The State has identified ten MMIS modules
• EA platform – provides the technical infrastructure to support modernized Medicaid solutions
• Enterprise Governance – defines policies, procedures, and standards to govern the modernization of all Medicaid components and related business processes
• E&E replacement system – provides real-time eligibility determinations and supports the business processes for eligibility and enrollment for health, human, and nutrition services, including SNAP, TANF, and LIHEAP and Medicaid programs using modern and lasting technologies
Client Contact: Teresa Broussard, Teresa.Broussard@la.gov, (225) 219-3454


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

Client: Wisconsin Department of Health Services (DHS)
Project: Medicaid Enterprise System (MES) Independent Verification & Validation Services
Project Duration: 1/1/2019- 12/31/2022 **Project Cost:** \$122 Million
Project Summary: The Wisconsin Health Care Services (DHCS) selected PCG to provide IV&V services on WI's MES, Enterprise Data Warehouse-Data Analytics and Reporting (EDW-DAR), Program Integrity (PI), Electronic Visit Verification (EVV), and Home Healthcare (HHC/ EVV Phase2). PCG IV&V team provides IV&V services, Project oversight, and CMS certification that include OBC and MECL/SMC. We are also providing MITA services.
Client Contact: Nicholas Havens, nicholas.havens@dhs.wisconsin.gov, (608) 267-7729

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

Client: Michigan Department of Health and Human Services
Project: Independent Verification and Validation Services for the Health and Human Services Systems modernization projects
Project Duration: 10/1/2016- 9/30/2020 **Project Cost:** \$120 Million
Project Summary: The Michigan Department of Health and Human Services modernized and integrated its information systems to improve service delivery to its clients and meet Federal and legislative requirements. This included:
 • Modernizing its MMIS and migrating its solution to the cloud to be state-tenant accessible
 • Implementing a series of program management offices to standardize activities (project management, release management, quality management, and capacity management) across their health and human services systems
 • Modernizing its eligibility system (known as Bridges) to better support its health and human services programs
 • Implementing an Integrated Service Delivery approach to shift from siloed programs to a person-centric model to make it easier for individuals to apply for and receive services
 • Michigan manages Medicaid benefits for more than 2,030,000 individuals a year. And how many system users

 PCG was the IV&V service provider on MDHHS' Modernization Projects which included MMIS, E&E, SACWIS and Child Support. In this capacity, PCG has provided independent reviews, as defined in the IEEE Standard for Software Verification and Validation (IEEE Std 1012) and 45 CFR § 95.626 and 45 CFR 307.15(b) (10), that have resulted in periodic 'risk-based' IV&V reports to provide comprehensive snapshots of the projects' management and technical processes during the systems life cycles. In accordance with federal and state requirements, our IV&V services included Development of IV&V Project Management Plans and supporting work plans for each modernization project. Independent assessments of the project and system processes in areas including project management, modular development, project governance, quality management, requirements management, operating environment, development environment, software development, system and acceptance testing, training, data management, system security, and operations oversight.
Client Contact: Brant Cole, ColeB3@michigan.gov, (517) 241-0288


Authorized Signature: _____ **Title:** Practice Area Director
Use Ink Only.
Printed/Typed Name: Mitchell Dobbins **Date:** 1/04/2024

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

AR DHS will gain advance warning of risks, partnership on mitigation strategies, and access to a nationwide bank of lessons learned by partnering with PCG, one of the top IV&V vendors in the nation. The PCG family of companies has experience in all 50 states, clients in six Canadian provinces, and a growing practice in the European Union. Today, PCG and its affiliates employ more than 2,000 professionals – all committed to providing proven solutions and outstanding customer service to our clients. We have worked with public sector clients for over three decades and are currently dedicated to supporting more than 200 state and local government projects nationwide. PCG is dedicated to supporting state government IT projects to help our customers support dynamic business processes with new technology, deliver timely and accessible services to their constituents, and manage/oversee their programs with greater efficiency. More than 100 of our staff members are certified IV&V practitioners.

We will not utilize subcontractors to provide IV&V services on the AR DHS Project.

We have been a stable and loyal partner to AR DHS since 1997 when we began operating quality assurance (QA) operations within the Division of Children and Family Services (DCFS). In 2009, our unique working relationship with DCFS expanded to include the Service Quality and Performance Improvement (SQPI) Unit. From 2013 to 2019, we served as the evaluator for six (6) initiatives DCFS implemented with Title IV-E Waiver funds. We developed rigorous evaluation methodologies that received federal approval to conduct each initiative's process, outcome, and cost analysis. We also provided Structured Decision-Making training to the Child Protective Services (CPS) unit, analyzing the basis and remedies to address extensive overdue completion of CPS investigations as well as evaluating efforts to recruit resource families that would meet the needs of children and youth who were removed from their homes.

PCG has been a trusted IV&V vendor and partner for 17 state MMIS engagements in the last 5 years

AR DHS will find us equally qualified and committed to helping the Division of Medicaid Services meet state and agency goals for improving the Arkansas Medicaid Program. By selecting us as the IV&V services provider for the Arkansas Medicaid Enterprise (AME) replacement

Project, AR DHS will enjoy the implicit benefits of working with a single IV&V provider with visibility at an enterprise level. We understand the Medicaid Enterprise Systems (MES) landscape and are incredibly well-versed in current CMS certification processes, having guided multiple states in the transition to Streamlined Modular Certification (SMC). AR DHS should expect honesty, integrity, business savvy, technical acumen, and superior analytical skills from the IV&V Services vendor for the MMIS Modernization Project.

Our firm's dedication to the discipline of IV&V is shown in the following ways:

- **Maintain an IV&V training and certification program** built on national standards Institute of Electrical and Electronics Engineers (IEEE), Project Management Institute (PMI), Capability Maturity Model Integration (CMMI), and a set of core values designed to assure the delivery of high-quality IV&V services; it is comprised of continuing education requirements to ensure that our methodology is repeatable and that staff skill sets remain relevant
- **Strategically evolve our nationally recognized IV&V practice** by developing our Eclipse IV&V Center of Excellence (CoE), a collection of integrated methodologies and best-in-class tools that effectively assess technical processes and components of IT systems
- **Focus on IV&V's unique and dynamic aspects in the Medicaid enterprise** with our Medicaid IV&V Community of Practice (CoP), led by our national Certification Advisor, where our practitioners share knowledge and late-breaking Medicaid enterprise and CMS certification changes
- **Continually update our set of checklists** that identify issues in a project based on written requirements and help ensure projects deliver what is *required*, not just what is documented

- **Sustain a mature IV&V practice** comprising over 70% of our Technology Consulting practice area revenues – showing our dedication and commitment to providing quality IV&V services rather than simply being a “side dish” to other service offerings

We understand IV&V, MMIS projects, and the Medicaid domain; we have the experience to provide the full spectrum of IV&V services needed for your MMIS Modernization Project. Many IV&V vendors will identify areas where the project falls short of meeting industry standards and focus on these inconsequential process details. While these shortcomings may exist, focusing on them has little benefit when such findings are made without considering what is practicable or appropriate for the project to achieve success. In this regard, we have earned a reputation for being a superior IV&V vendor. Our recommendations focus on actionable mitigations that make your project more likely to succeed.

We firmly believe your success is our success. We achieve that goal by working as your partner and advisor for your Arkansas Medicaid Pharmacy Program (AMPP). We will work with the AMPP Project team and represent the interests of CMS and recognize that, in addition to standard IV&V practices, the scope of work requires: deep understanding and conformance to CMS guidelines, an approach to IV&V services tailored to the needs of AR DHS’s modular approach, flexible collaboration while maintaining unquestioned independence and addressing all risks and issues with an uncompromising focus on project success, as measured by successful certification.

A critical step to achieving your project goals is to select an IV&V vendor with knowledge of MES and Health and Human Services (HHS) programs and experience with CMS certification methods. **We are that vendor.** We provide timely and relevant guidance that increases the likelihood of success. We stress project success; we train, test, and certify our staff to proactively identify essential risks to project success, develop actionable mitigation strategies, communicate effectively and efficiently, and implement those findings. We focus your attention on those findings that, when remediated, will have the most impact. As the “go-to” IV&V provider for MMIS modernization projects nationwide, we are ready and eager to support AR DHS on your MMIS Modernization Project. AR DHS will work collaboratively with our team to address risks and achieve project objectives while our team remains independent. We look forward to bringing an impactful IV&V experience that makes a positive difference in the lives of Arkansans.

D. Provide a more in-depth description than included on Attachment M – Client History Form for one or two key projects that highlight your IV&V experience on similar projects for similar clients.



The Louisiana Department of Health (LDH) MMIS Modernization project is a large-scale, mission-critical system design, development, and implementation effort – the LDH serves over 1.5M Medicaid and Children Health Insurance Program (CHIP) members, many of whom also qualify for other human services and public assistance programs. The Louisiana

Enterprise Systems Modernization project is an Agile initiative. We tailored our Eclipse IV&V approach to support the pace and iterative nature of the project, incorporating daily stand-ups and the use of a Kanban board, among other techniques. This change not only aligned our project management methodologies with those of LDH, but it also helped improve our productivity and reduced the time from the identification of potential risks to communicating that information to LDH.

Our services for LDH include applying checklist reviews, support of the CMS XLC gate review process, and application of checklist reviews. We are also assisting with the procurement of the MMIS modules. We have developed different dashboards and reports for each active project and initiative to suit stakeholder and project needs. We provide IV&V services for the Pharmacy, Third Party Liability, Member Management, Health Information Exchange, Decision Support System, Claims & Encounter processing and Financial Management, Electronic Visit Verification, and Provider Management modules

In addition, we have been involved with LDH in its MITA 3.0 SS-A. Specifically, we prepared a plan for the SS-A, developed the SS-A artifacts, and completed the assessment. we provide IV&V services that encompass multiple program transformation initiatives that include:

- **MMIS Replacement** – consists of functional modules that will be modernized and replaced to align with the CMS Seven S&Cs for enhanced federal funding. The State has identified eight MMIS modules Evaluated project requirements and design against the CMS Seven (7) Standards and Conditions and assessed project artifacts and evidence against the CMS Seven (7) Standards and Conditions for CMS Expedited Life Cycle (ELC/XLC) gate reviews and CMS Medicaid Eligibility and Enrollment Life Cycle (MEELC) milestone reviews
- **EA Platform** – provides the technical infrastructure to support modernized Medicaid solutions
- **Enterprise Governance** – defines policies, procedures, and standards to govern the modernization of all Medicaid components and related business processes



Our IV&V services for the Minnesota Department of Human Services (MDHS) MMIS Modernization Project include a comprehensive assessment of the state's MMIS modernization project process. We collaborate continuously with the State and draw upon our background, experience, and lessons learned to provide IV&V services for their MMIS modernization projects. We provide knowledge, value-added observations, and participation in all joint activities that help clarify and plan implementation strategies associated with the recommended resolutions. Our Medicaid SMC expertise has helped MDHS develop outcome statements and evaluation criteria, identify test cases for system demonstrations, and collect and assess operational data. In addition, we:

- Deliver MMIS IV&V reports and presents MDHS executive briefing, including risks and issues
- Participate in eligibility CMS Advanced Planning Documents (APD) meetings with the State
- Provide findings, observations, and recommendations and directs all IV&V phases
- Manage and create an integrated work plan and assessment reports
- Identify areas that need improvement, validate areas that are working well, and deploy risk management (risk assessment, mitigation, tracking, and reporting), including assessments
- Provide management with better visibility into activities that are performed during maintenance and operations and how those activities are managed
- Identify and analyze state and vendor project management processes, resource capacity plans, requirements validation, staff skill sets, assignments, and reporting structures
- Identify opportunities to streamline processes that support releases and conduct code reviews and high-level assessments of technical architecture relating to “ease” of enhancement

We thoroughly understand the CMS Enterprise Life Cycle (ELC) frameworks, processes, gate reviews, required documentation, and templates. We offer advice, lessons learned, and recommendations for SMC by leveraging best practices, lessons learned from the Code of Federal Regulations (CFR), and standards to prepare the client for Operational Readiness Reviews (ORR) and Change Requests (CR).

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

A. 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, IV&V staff, and DHS staff.

AR DHS will partner with experienced, proven resources that understand what makes implementation projects successful. We propose an IV&V staffing plan and model that assures long-term staffing stability and consistency of service quality. Our staffing model relies on a core team of IV&V leaders and Subject Matter Experts (SME) to meet AR DHS' requirements.

The organizational chart on the following page represents our proposed IV&V team organization, hierarchy, and reporting relationships.

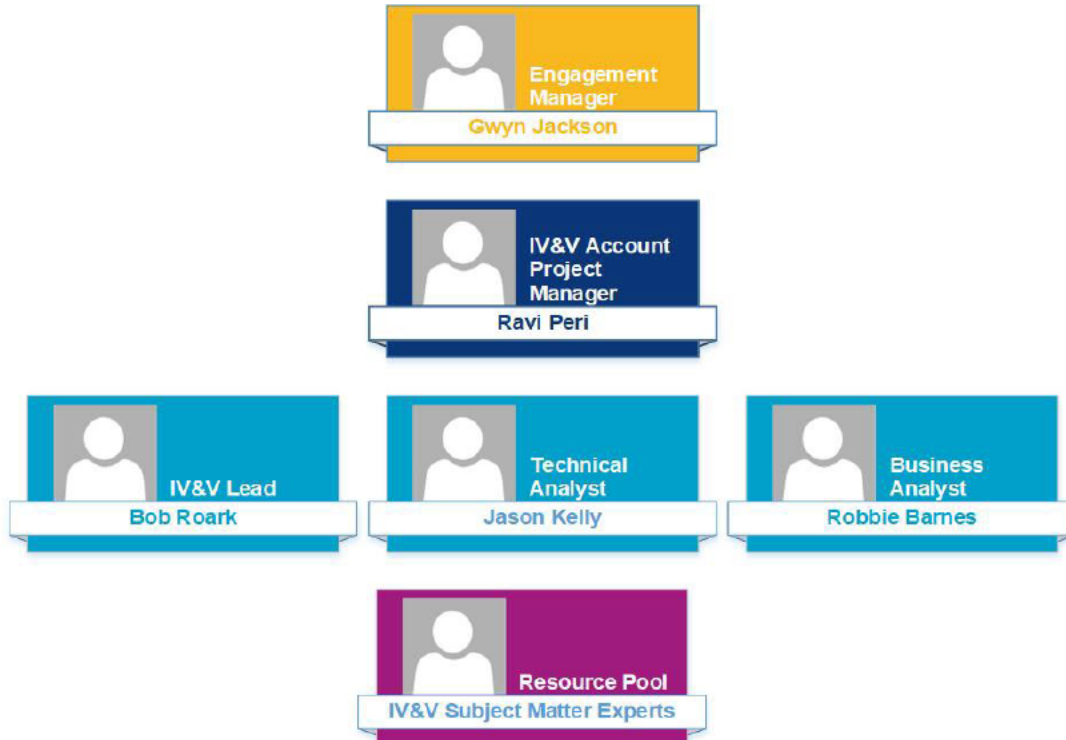


Figure 1. PCG IV&V Team Organizational Chart

The following table details their project management, IV&V support, system modernization, and technical levels of experience.

Table 4. PCG IV&V Staffing Roles

ROLE	RESPONSIBILITIES	“SHOULDER TO SHOULDER” WORK	EXPERIENCE
Gwyn Jackson, Engagement Manager	<p>Provides PCG senior leadership to AR DHS leadership as well as the IV&V PCG Team.</p> <p>Has access to PCG staff across the nation to ensure the AR DHS project is successful.</p>	<p>Available to AR DHS leadership, MES project steering committee, and executive stakeholders at any time needed or requested.</p>	<p>Possesses over 35 years of experience implementing large, complex, and strategic technology projects involving design, development, and implementation (DDI) as well as maintenance and operation (M&O) phases. She has overseen large-scale healthcare IT development projects encompassing the entire system development life cycle from initiation through post-implementation.</p> <p>Eclipse IV&V® certified.</p> <p>PMP certified.</p> <p>Gwyn resides in Texas but can travel to Little Rock, AR, at the state's discretion, to be determined.</p>

ROLE	RESPONSIBILITIES	“SHOULDER TO SHOULDER” WORK	EXPERIENCE
Ravi K. Peri, IV&V Account/ Project Manager	<p>Ultimately responsible for the overall success of this project—including the quality of our work products, oversight of key project staff, and the successful completion of all IV&V tasks.</p> <p>Has the authority to enter contract modifications on behalf of the company and otherwise commit to any course of action, undertaking, obligation, or responsibility in connection with our performance of the Contract.</p> <p>Provide the overall management of the IV&V team activities, including management of the IV&V Lead, IV&V Business Analysts, and IV&V Technical Analyst/Architect; is responsible for ensuring PCG completes all tasks within scope timely, successfully, and within budget.</p> <p>Ensures compliance with the contract, state and federal regulations, and internal standards and procedures.</p>	<p>PCG contact for all contracts, invoices, or escalated staff-related matters.</p> <p>Will build and maintain a strong working relationship with the AR DHS leadership, MES project steering committee, and executive stakeholders.</p> <p>Serves as the day-to-day point of contact for AR DHS Management.</p> <p>Will work closely with the AME PM and PMO staff.</p>	<p>Possesses 20 years of experience with large-scale, complex healthcare IT development projects encompassing the entire system development life cycle from initiation (DDI) through post-implementation (M&O).</p> <p>Eclipse IV&V® certified.</p> <p>PMP certified.</p> <p>Ravi resides in Texas but can travel to Little Rock, AR, at the state's discretion, to be determined.</p>
Bob Roark, IV&V Lead	<ul style="list-style-type: none"> Oversee IV&V responsibilities, identifying and mitigating project risks associated with AME Replacement Project activities and ensuring that the approved schedule achieves AME Replacement Project milestones. Will schedule and provision resources to accomplish IV&V responsibilities as needed. Ensures AME Replacement Project milestones are completed according to schedule. Gathers, interprets, and applies IVV standards and best practices to IVV review. 	<p>Reports AME Replacement Project status and participates in configuration control activities.</p> <p>Communicate with AME project staff and AR DHS project stakeholders or steering committee as needed.</p> <p>Participates in configuration control activities.</p>	<p>Possesses decades of experience working IVV and on complex, large-scale IT development projects encompassing the entire system development life cycle from initiation (DDI) through post-implementation (M&O).</p> <p>Eclipse IV&V® certified.</p> <p>PMP certified.</p> <p>Bob resides in Missouri but can travel to Little Rock, AR, at the state's discretion, to be determined.</p>

ROLE	RESPONSIBILITIES	“SHOULDER TO SHOULDER” WORK	EXPERIENCE
Jason Kelly IV&V Technical Analyst	<p>Ensuring that all technical milestones are met per the approved work plan, that all business and technical requirements are correctly incorporated into the Solution Vendor’s solution, and that all technical environments are established and maintained according to the contract’s requirements.</p>	<p>Engage with project staff (state and vendors) to identify and communicate potential risks and issues.</p> <p>Recommending technical improvements to the Solution Vendor’s solution to ensure that the final solution enables cost savings to the State through process improvement and leveraged technology.</p>	<p>Possesses over 15 years of experience in the Medicaid industry during all phases of IT projects (inception through post-implementation) and providing project assurance (e.g., IV&V, MITA, CMS certification, etc.)</p> <p>Has served as a solutions architect for Medicaid solutions of similar size and scope as the AME project.</p> <p>Eclipse IV&V® certified.</p> <p>Jason resides in Florida but can travel to Little Rock, AR, at the state’s discretion, to be determined.</p>
Robbie Barnes IV&V Business/Test Analyst	<ul style="list-style-type: none"> Reviewing and assessing key project artifacts, including design documents, test cases, and project schedules against requirements and standards; performing testing assessments to ensure adequate testing and validation of test results; and ensuring that all business and technical requirements are correctly incorporated into the Solution Vendor’s solution. Evaluate whether the State and Solution Vendor share a common understanding of the project scope, goals /outcomes/requirements, deliverables, and milestones, and monitor progress toward certification/compliance. 	<p>Make recommendations for improving processes based on observations, industry standards, and best practices.</p>	<p>Possesses 15 years of experience providing technical analyst expertise, working on technology solutions for insurance, healthcare, Medicaid, and government projects of all sizes, including projects as large and complex as AME.</p> <p>Has served on complete system development life cycle projects from initiation (DDI) through post-implementation (M&O).</p> <p>Provides technology system business process analysis and testing services for our current IV&V clients.</p> <p>Eclipse IV&V® certified.</p> <p>Robbie resides in Mississippi and, therefore, is near Little Rock, AR, and can be on-site for requirements and design meetings and system readiness activities.</p>

B. Provide a list and description of subcontractors and their key personnel performing the services rendered by this Contract. Confirm whether your subcontractors have, or do not have, signed agreements or letters of intent. Explain the role of each subcontractor and the anticipated extent of their involvement.

We will not be using subcontractors to deliver IV&V services to AR DHS.

C. For each Key Person provide all information requested in Attachment A – Key Personnel.

GWYN JACKSON | ENGAGEMENT MANAGER

QUALIFICATIONS

Gwyn Jackson has over 30 years of experience implementing strategic projects with multiple integrated third-party products, vendors, and stakeholders. Gwyn is an experienced, results-oriented professional

with 25 years of government experience, demonstrating the ability to lead, plan, and support functionally organized and technically oriented environments. She will leverage her Medicaid and technology experience to provide AR DHS's management team with better visibility.

RELEVANT PROJECT EXPERIENCE

Minnesota Department of Human Services | IV&V/MMIS Modernization Project

Engagement Manager | March 2022 – Present

Gwyn provides management with better visibility into activities performed during maintenance and operations and how those activities are managed. She delivers MMIS IV&V progress reports and presents MDHS executive briefings. Gwyn also:

- Provides findings, observations, and recommendations and directs all IV&V phases for the MMIS modernization projects
- Identifies opportunities to streamline processes that support releases and conducts a code review and high-level technical architecture assessment relating to “ease” of enhancing the system

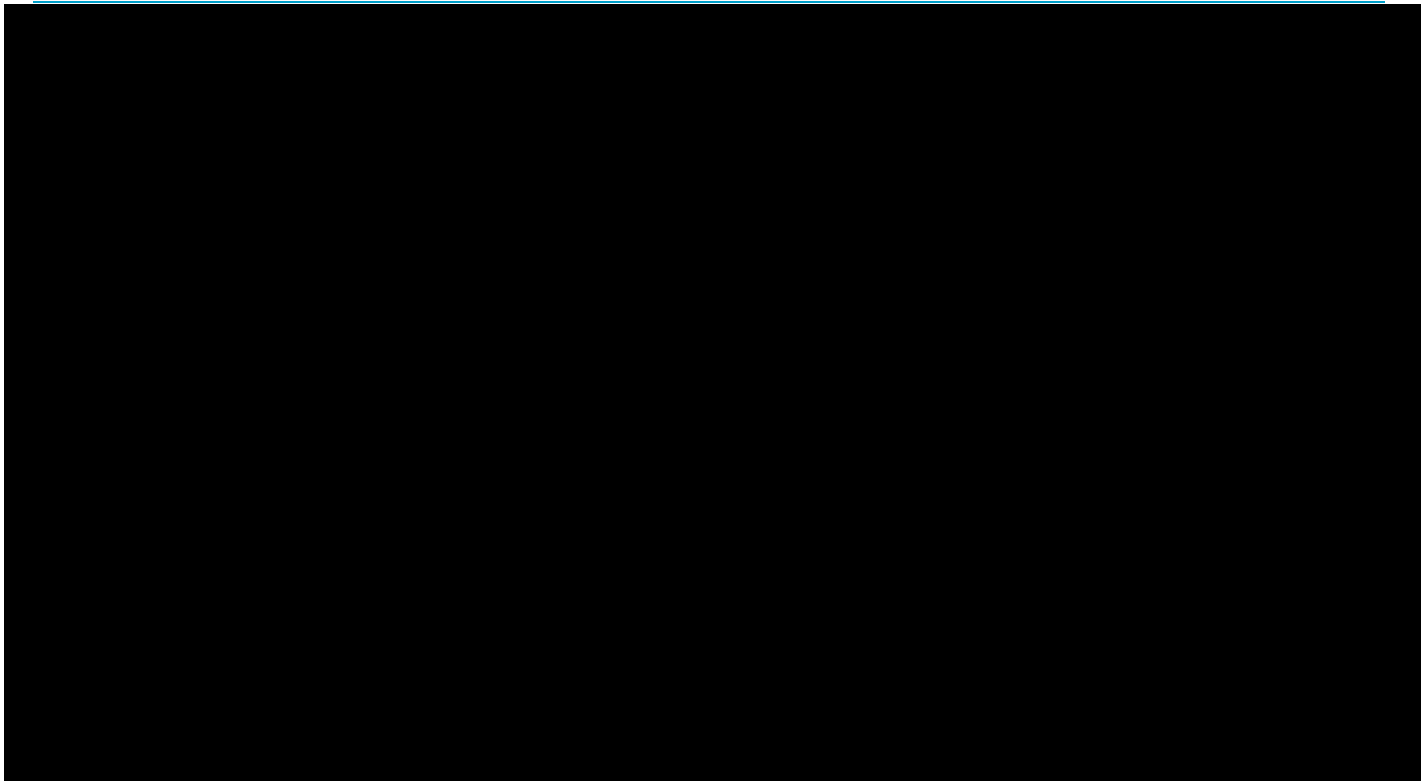
Kansas Department of Children and Families | Child Support Services Re-Platforming

Senior Project Manager | August 2021 – Present

Gwyn delivers assessment review reports of the CSS Project every quarter. The assessment review reports address the project management, business, and technical elements. She also provides findings, observations, and recommendations and directs all IV&V phases. Gwyn also:

- Identifies areas that need improvement, validates areas that are working well, and deploys risk management (risk assessment, mitigation, tracking, and reporting), including assessment
- Identifies and analyzes state and vendor project management processes, resource capacity plans, requirements validation, staff skill sets, assignments, and reporting structures

REFERENCES



RAVI KIRAN PERI | IV&V ACCOUNT/PROJECT MANAGER

QUALIFICATIONS

Ravi Kiran Peri, a certified project manager and certified PCG Eclipse IV&V practitioner, will serve as AR DHS Project Manager. With nearly 20 years in the Medicaid IT domain, Ravi has successfully managed multimillion-dollar projects and is proficient in project planning, work allocation, progress tracking, monitoring, and people management. Ravi will use his education and education to ensure IV&V services are delivered with the highest quality and promptly.

RELEVANT PROJECT EXPERIENCE

Louisiana Department of Health | Louisiana Medicaid Enterprise System Modernization Project **IV&V Project Director | 2018 – Present**

Ravi reviews and monitors project deliverables and assesses contract compliance. He supports the Program Director by managing the daily operations and working with and guiding the IV&V project managers for the MES modules. Ravi also uses the modularity objectives, vendor proposal, applicable industry standards, and Project Management Office (PMO) assessment guides to ensure the processes effectively meet the program objectives. Additionally, Ravi:

- Manages centralized Deliverable Review assignment activities and final deliverables reviews
- Supports the Program Director to provide backup for overall project engagement
- Actively participates in IV&V finding reviews across projects
- Produces reports for State Management, verifies adherence to CMS requirements, and validates certification standards for Outcomes Based Certification (OBC) and SMC
- Ensures IV&V staff has access to the State SharePoint
- Reviews and refreshes documentation every quarter

North Carolina Department of Health and Human Services | North Carolina Families Accessing Services through Technology (NC FAST) Project **IV&V Project Manager | June 2021 – July 2022**

The program included two (2) active projects: Child Welfare Services and Medicaid Transformation Initiative. Medicaid Transformation had two (2) components: Managed Care Changes and Improved Beneficiary Services, with different work streams operating under each. Ravi was fully accountable for all project deliverables and contract compliance. He supported the client executive team by providing guidance and support. Ravi also served as the primary point of contact for all IV&V tasks and deliverables. Additionally, he:

- Established and administered controls to ensure the quality of deliverables
- Monitored project activities to ensure project schedules are met
- Facilitated project team issues and escalated them, when necessary, IV&V meetings and presentations, including quarterly presentations

REFERENCES

ROBERT (BOB) ROARK | IV&V LEAD

QUALIFICATIONS

Bob Roark, a certified project manager and PCG Eclipse IV&V practitioner, will serve as AR DHS' IV&V Lead. Bob has over 20 years of project management experience with a deep information systems background. Bob is familiar with the AR DHS ecosystem. He will use his education and experience to oversee IV&V services, schedule, and provision resources, identify and mitigate project risks, report status, achieve project milestones, and follow a standard Project Management Methodology.

RELEVANT PROJECT EXPERIENCE

North Carolina Department of Health and Human Services | Medicaid Enterprise System Project **IV&V Project Manager | August 2023 – Present**

Bob serves as the primary point of contact for the IV&V project team and is fully accountable for all project deliverables supporting The North Carolina Department of Health and Human Services (DHHS) initiative to modernize the systems supporting the North Carolina Medicaid program. He delivers MMIS IV&V progress reports and presents executive briefing, including risks. Bob participates in eligibility CMS meetings with the DHHS Leadership. He provides findings, observations, and recommendations and directs all IV&V phases. Bob manages and creates an integrated work plan and assessment reports. He identifies areas that need improvement, validates areas that are working well, and deploys risk management (risk assessment, mitigation, tracking, and reporting), including assessment. Additionally, he:

- Provides management with better visibility into activities performed during maintenance and operations and how those activities are managed
- Identifies and analyzes state and vendor project management processes, resource capacity plans, requirements validation, staff skill sets, assignments, and reporting structures

Mississippi Division of Medicaid | Health and Human Services Transformation Project **Senior IV&V Consultant | April 2020 – Present**

Bob serves as the Senior IV&V Consultant Lead for the Health and Human Services Transformation Project (HHSTP), a joint effort between the Division of Medicaid (DOM) and the Mississippi Department of Human Services (MDHS), which includes design, development, and implementation of the Common Web Portal (CWP), Data Hub Module/Enterprise Service Bus (ESB), Fraud and Abuse Module (FAM), and Master Person Index (MPI). Bob leads a team reviewing and analyzing project documentation and also provides support for managerial and technical project activities. Additionally, he:

- Identifies actionable recommendations and provides solutions to the HHSTP project team
- Produces and provides support and quality assurance reviews for the monthly IV&V report.
- Ensures alignment with client and CMS expectations

NTT Data Services / State of Arkansas Department of Human Services Arkansas Medicaid Enterprise**Business Consulting Manager | March 2015 – March 2020**

Bob served in several project management and leadership roles in support of the AR DHS MES Project. Bob oversaw a team responsible for the Medicaid Claims, Reference, and Pharmacy functional areas, including Medicaid Reporting of the Medical Assistance Report (MAR) and the Transformed Medicaid Statistical Information System (T-MSIS). He performed IV&V services for the DHS Eligibility and Enrollment System project, applying CMS guidance, industry best practices, and several IV&V and QA strategies to identify risks and issues and to make observations on the implementation of the system. He provided findings and recommendations to the Project Executive Steering Committee (ESC) for management and stakeholders to decide on project direction and corrective actions. Additionally, he:

- Managed the Enterprise Architecture (EA) project for DHS, including networks, applications, databases, messaging, interfacing, middleware, security, operations, and all other relevant architecture disciplines to add efficiency to the system
- Managed initiating the Operations and Management (O&M) program for the legacy Eligibility and Enrollment System according to CMS guidelines and industry best practices. This required him to conduct IT assessments for the Division of County Offices (DCO) to determine gaps in the legacy system. He also managed a research team and provided recommendations on resolving critical issues within the eligibility systems

REFERENCES

JASON KELLY | TECHNICAL ANALYST/SOLUTION ARCHITECT**QUALIFICATIONS**

As a certified business analyst and Eclipse IV&V practitioner with over 15 years of experience in the Health and Human Services industry, Jason Kelly has extensive knowledge of CMS regulations, IV&V standards, and technology solution implementation best practices. He is a respected solution architect within our practice, and across states with clients he has served. Beyond his technical analyst expertise, he is an expert with CMS certification, MES modular roadmap and strategy development, and technology solution implementation process improvement. Jason will combine his knowledge and experience to drive successful technical solutions for AR DHS.

RELEVANT PROJECT EXPERIENCE

Florida State Department of Financial Services | Planning, Accounting, and Ledger Management (PALM) IV&V Support Services Project

IV&V Business Analyst | September 2021 – January 2022

Jason provided IV&V support services to the State of Florida's Department of Financial Services Florida PALM Project. He assessed documentation related to the Florida PALM project, communicating project issues, risks, and opportunities, and making recommendations to ensure technical milestones were met in alignment with the project work plan. Additionally, he:

- Assessed and communicated issues and risks to the client along with mitigation strategies to ensure the Solution Vendor's technology solution met all functional, business, and technical requirements

Florida State Agency for Health Care Administration | State of Florida Medicaid Transformation (FX) Project

CMS Certification Lead, MITA Lead & MMIS SME | October 2018 – September 2021

Jason was responsible for leading all areas of Medicaid Information Technology Architecture (MITA) and Centers for Medicare and Medicaid Services (CMS) Certification activities for the Strategic Enterprise Advisory Services (SEAS) vendor for the state of Florida's Medicaid Transformation (FX). He served as the Medicaid Management Information System (MMIS) Subject Matter Expert (SME) during the project. He managed multiple projects related to the FL Medicaid Enterprise to ensure stakeholder goals and objectives were met. He led business and systems requirements sessions, developing requirements, and managing requirements development across multiple concurrently operating projects. Additionally, he:

- Provided expertise in CMS system configuration, strategic direction, and business processes
- Performed root cause analysis, developing business and system enhancement recommendations, and managing multiple teams to ensure successful outcomes

Florida State Agency for Health Care Administration (AHCA) | MMIS Enhanced Encounters Processing Project

Technical Lead & Data Project Lead | March 2016 – November 2016

Jason facilitated a Joint Application Development (JAD) session to determine the application of encounter edits to the Florida MMIS. He performed a Gap Analysis to recommend solutions for transitioning the current state of the MMIS to the desired future state. He supported executive visioning sessions to determine the goals and objectives for the direction of Florida's Medicaid system. Additionally, he:

- Facilitated stakeholder meetings to elicit the information necessary to develop a detailed project roadmap
- Recommended technical improvements so that the Vendor's final solution met the AHCA's business needs, project goals, and technical requirements that enabled the state to leverage technology and process improvements, ultimately resulting in cost-effectiveness

REFERENCES

ROBBIE BARNES | IV&V BUSINESS / TESTING ANALYST

QUALIFICATIONS

Robbie Barnes is a technically sophisticated professional with “hands-on” IT expertise. Robbie is Eclipse certified and offers over 15 years of demonstrated analytical and problem-solving experience. As AR DHS’ IV&V Business Analyst, Robbie will use her Medicaid experience and IV&V certification to provide consistent, high-quality IV&V services.

RELEVANT PROJECT EXPERIENCE

Mississippi Division of Medicaid | Medicaid Enterprise Solution Project

Business Analyst, IV&V Services | November 2019 – October 2023

Robbie performed business and technical analysis by reviewing solution artifacts (e.g., project schedules, functional and technical design, and requirement documents), documenting observations, and working with project team members to document risk mitigation strategies. Robbie reviewed the degree of technical solution quality and compliance with all related regulations. She also documented analysis of business and technical solution processes compared to industry standards and best practices and made recommendations for improvement in collaboration with IVV project team members. Additionally, she:

- Ensured all project documentation and IVV deliverables were stored in a secure, accessible online location so that State and vendor project members could have a strong and shared understanding of the project’s scope, requirements, desired outcomes, key milestones, and overall project status
- Adherence to and support of the project management approach, PMBOK principles, and practices

Louisiana Department of Health | Medicaid Systems Modernization

Business Analyst, Independent Verification and Validation (IV&V) Services | November 2019 – July 2021

Robbie supported the development of work products and analyzed requirements against industry standards and applicable federal or state regulations. Robbie reviewed the degree of technical solution quality and compliance with all related regulations. Additionally, Robbie:

- Collaborated with the solution vendor, client, and IV&V team to document observations of alignment between federal and state regulations, project-specific requirements, and technical solution design
- Provided technology system and business process analysis and technical analysis of code development, design, system testing, and other similarly skilled related work
- Adherence to and support of the project management approach, PMO principles, and practices

Mississippi Department of Child Protection Services | Multiple Projects

Senior Business Systems Analyst | January 2015 – November 2019

Robbie served as the primary administrator of SharePoint, SmartSheet, and DocuSign. She led teams of programmers, business systems analysts, and end-users to identify and implement solutions to meet client technical and business requirements within fiscal constraints. Robbie’s responsibilities included, but were not limited to:

- Performed or oversaw analysis or development of feasibility studies, design, and implementation of integrated systems, including analysis of system testing approach
- Provided project management services, contract administration, and technical support services so that the project could progress toward successful implementation, compliance, and certification

REFERENCES

D. Describe your staff's experience with IV&V in the health and human services arena.

Over the last 25 years, we have been at the forefront of providing IV&V services to health and human services agencies across the county. Our well-tested Eclipse IV&V framework is built upon that experience. The combination of our proven framework and our staff experience enables us to verify and validate that each component of the MMIS Modernization Project is being implemented as required. In addition, our framework provides a proven mechanism for identifying project risks and challenges early – resulting in greater opportunities for success.

Our firm's dedication to the discipline of IV&V is shown in the following ways:

- We have invested in and matured our IV&V practice to include developing our **Eclipse IV&V Center of Excellence (CoE)**, which provides a collection of integrated methodologies and best-in-class tools that effectively assess technical processes and components of IT systems, as well as manage the IV&V work effort.
- We have focused on the unique and dynamic aspects of IV&V in the Medicaid enterprise with our **Medicaid Enterprise IV&V Community of Practice (CoP)**, led by our national Certification Advisor, where our IV&V practitioners share knowledge and late-breaking updates on CMS certification and the Medicaid enterprise.
- We have developed an **IV&V training and certification program** that is built on national standards Institute of Electrical and Electronics Engineers (IEEE), Project Management Institute (PMI), Capability Maturity Model Integration (CMMI), and a set of core values designed to assure the delivery of high-quality IV&V services; it is comprised of continuing education requirements to

ensure that our methodology is repeatable, and that staff skill sets remain relevant.

- We have **created a set of checklists** that not only identify issues in a project based on written requirements but help to ensure projects are successful, delivering what is required, not just what is documented.

The depth and breadth of our experience in the **health and human services sector** is shown below.

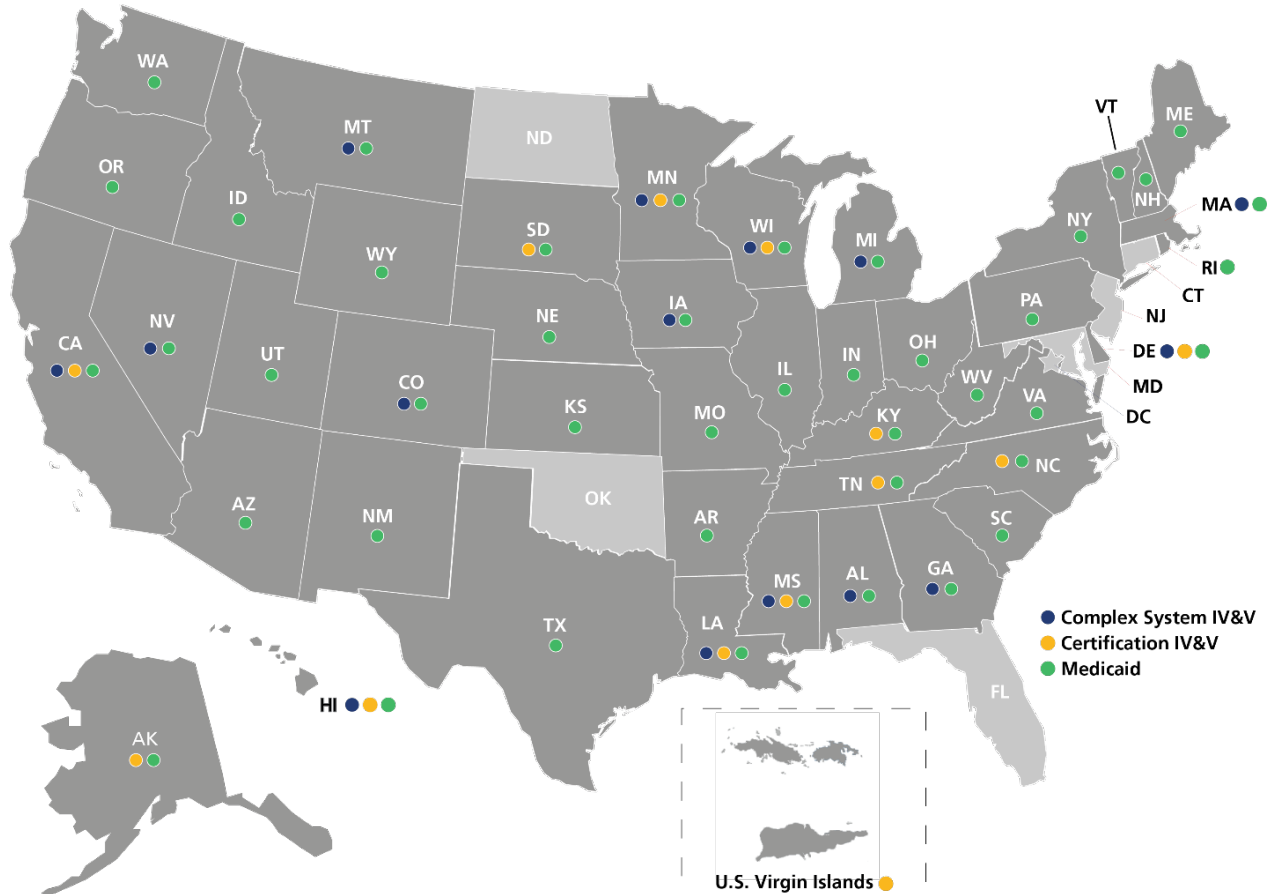


Figure 2. PCG's National IV&V Projects

We understand the Modernization effort will consist of multiple projects across multiple phases and span multiple human services programs; as well as be governed and overseen by multiple federal agencies. We are ready to meet AR DHS IV&V vendor performance requirements and:

- Interview and observe the project, AR DHS, and contractor staff
- Observe meetings and activities to understand the processes, procedures, and tools
- Review and analyze activities and documentation for adherence to industry standards

Choosing an IV&V vendor with superior knowledge of Health and Human Services (HHS) programs and MES and experience with the CMS will be critical to achieving your project goals. We understand AR DHS is seeking IV&V services to support the MES Project and ensure continued compliance with CMS standards. We are that kind of vendor.

Known as a “go-to” IV&V provider, we support our clients with pragmatic IVV services and meaningfully communicate the results of our analysis to key project stakeholders and executive management to promote project success. We have helped multiple states with similar IV&V efforts by assembling teams that comprehend and exceed our client’s expectations. For this engagement, all proposed IV&V Core Team staff have delivered IV&V services on large-scale modular business and technology modernization projects using COTS, MOTS, or donor code solutions, as demonstrated in the above resumes and experience table. Importantly, all key personnel will be engaged from the project’s commencement.

Full resumes of the staff are provided in **Artifact A – Resumes**.

E. 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 period.

We will provide monthly on-site presence at AR DHS, and also be available as needed. Our key personnel are located in Texas (Project Managers), Florida (Technical Architect), Mississippi (IV&V Business and Test Analyst), and Missouri (IV&V Lead) and will perform all work associated from their location. PCG doesn't anticipate site(s) changes during the contract term.

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

We will provide on-site presence on a monthly basis and will be available to AR DHS as needed. Our key personnel will be located in Texas, Missouri, Mississippi, and Florida.

G. Describe your plan to replace staff throughout the Contract within the timeframes specified in the RFP.

Should resource turnover occur due to attrition or other reasons, AR DHS will continue to receive quality IV&V services. Experienced and skilled staff will always be available throughout the project life cycle to ensure all tasks are completed on time and within budget. Any proposed changes to staffing will be submitted, reviewed, and agreed to by Project leadership before becoming effective. We have established formal processes within our company to address staffing changes, making them transparent to our clients while ensuring we always provide the highest quality of service.

Our proposed IV&V Account/Project Manager will ensure smooth staff transitions through information transfers and debriefings as required. For any staff changes, we will notify AR DHS within one (1) business day, provide a temporary replacement within two weeks after the position becomes vacant and ensure a permanent replacement for DHS review and approval within 90-calendar days. All staff changes will go through documented transition plans. We will provide AR DHS with a resume and references for any recommended replacement staff. We understand that AR DHS reserves the right to request interviews with all proposed replacement staff and that AR DHS reserves the right to accept or reject any proposed staff.

AR DHS has the right to interview and approve any person being considered for Key Personnel Role replacement. We will comply with the AME Replacement Project stipulations regarding the timing or documentation for any proposed substitutions. We understand that AR DHS must approve a substitution before any change becomes effective.

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

Sustaining a team that possesses the required experience and qualifications throughout the contract will be vital to the project's success. We apply the following staff management approach and strategies to sustain the team:

- **Retention** – the most practical and least disruptive strategy is to retain the staff already in place; these individuals will be the most experienced and knowledgeable
- **Development** – an effective strategy for sustaining personnel experience and qualifications is to build and develop the team's up junior talent through staff development, including tactics such as assignments designed to increase experience and knowledge training and mentoring
- **Acquisition** – a targeted strategy to acquire staff experience and qualifications through direct hiring, teaming, or partnering arrangements, and staff augmentation; staff acquisition can also have a positive collateral impact on the community by providing local jobs

A current PCG employee fills each of our team's key positions. Recognizing that the project timeline and/or individual employment situations can change, we believe that employee retention is critical to our business's long-term health and success and providing outstanding service to our clients. To mitigate risk, we focus on retaining our best employees to ensure customer satisfaction, effective succession planning, and deeply imbedded organizational knowledge and learning,

Our staff retention program focuses on several key elements, including:

- Career development opportunities and a chance to grow in their chosen field
- Regular feedback on how both they and the company are doing
- Opportunities to contribute directly to the organization and be recognized for doing so
- Flexible work schedules that recognize their need for work-life balance
- Competitive compensation programs

Our internal policies and procedures are documented in PCG's Staff Handbook. The handbook covers general policies (e.g., non-discrimination, non-harassment, security, and confidentiality), employment (e.g., internal transfers, employee referral bonus program, resolving workplace issues), and day-to-day operations. Other topics include benefits, performance management, and career development.

AR DHS will benefit from having a partner with the right resources at the right time due to our active staffing plan that dynamically adjusts staffing to workload and project demands. Our experienced IV&V Account/Project Manager will onboard or call up staff, based on the project phase and relevant activities, to meet the requirements and expectations outlined in the integrated project schedule. As your partner, we will provide AR DHS with the right resources and the positions requested by the AME Replacement Project. Our IV&V Team will have access to SMEs across multiple disciplines. Over the years, our staff has gained experience, knowledge, and certifications in many IT-related areas, such as enterprise architecture, testing, project management, and security. We commit to providing the AME Replacement Project with access to these experts throughout the project on an as-needed basis. Further, our pool of experts includes staff certified at various levels in the Information Technology Infrastructure Library (ITIL) Framework, up to and including the Expert Level. This enables us to verify and validate industry best practices for IT service management and delivery during O&M when necessary.

AR DHS can expect the right resources at the right time and access to on-demand expertise across PCG's program disciplines.

1. Describe your process and methodology for retaining personnel and ensuring that Key Personnel are consistently engaged in this Engagement. Discuss steps you have/will take to minimize staff turnover.

We understand the criticality of stable staff engagement and retention when working on multi-year, complex technology projects. We carefully select key personnel for projects based on solid qualifications relevant to the project objectives and goals, geographic proximity to the client's location, and availability to contribute to and remain engaged with the project.

Our Human Capital – Talent Management team provides our personnel and project managers with guidance, training, and tools. These tools and techniques empower our leaders to build and maintain engaged, high-performing project teams. We maximize staff engagement by concretely and continuously measuring how they and others perceive their role in connection with their project team, external partners, and specific project objectives. Our key staff and their project manager collaboratively gauge their performance and ascertain additional support to boost their effort and effectiveness on projects. When necessary, our project and engagement managers use an Engagement Action Planning Workbook to develop and finalize an individualized “employee engagement plan” with project team members.

Additionally, we arrange projects so critical roles have a backup – this helps when staff are unavailable short-term (e.g., time off). We ensure that each staff person understands the role and responsibilities of each team member and has a depth of knowledge of the project from multiple perspectives (e.g., analyst, solution architect, and client engagement). We have found that knowledge sharing, cross-training, and designating back-ups for key positions significantly improve retention and achieve high performance because the team has a project-wide and role-specific view of the project.

When project staff become unavailable (e.g., parental leave, extended leave) or are otherwise off boarded from the project (e.g., promotion or career development elsewhere), our project manager communicates staffing status to the client as early as possible and identifies suitable replacements. We understand that our clients feel impacted by staffing changes, and our goal is to have seamless transitions when staffing

changes are unavoidable. Given the depth and breadth of our experienced and certified resources, we can match the skills and expertise of our staff to meet the requirements of the AR DHS IV&V engagement, positioning the project for success from the start and maintaining project knowledge and effectiveness throughout the life span of the engagement.

J. 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.

Each proposed team member has 15 to 30 years of experience working on technology solution projects, mainly in government sectors, public health, and Medicaid. All team members have a depth of experience and breadth of knowledge working on IT projects from inception through post-implementation (DDI to M&O). Please refer to **E.4 RFP Section 2.4.3 Project Staffing and Attachment A – Key Personnel** of this response for details of each person's knowledge, skills, and experience with providing project assurance services that are similar in size and scope to that of Arkansas to improve DDI and M&O efficiency (e.g., IV&V, MITA, CMS certification, etc.) and IT project leadership.

Over the last 25 years, we have provided expert services on some of the largest public-sector IT projects in the world. Since 2000, we have provided IV&V services for multiple DDI projects across the United States (US). We exclusively serve the public sector and know the complexities of implementing and maintaining IT solutions as our clients respond to ever-changing environments and new legislative requirements. Our well-tested Eclipse IV&V framework is built upon that experience. The combination of our proven framework and staff experience enables us to verify and validate that each component of the Modernization Project is being implemented as required. We will work with Arkansas, their vendor, and team members to ensure our team achieves the dynamics needed for a successful project.

K. Describe how you will be responsive to the day-to-day customer service needs of the State.

When delivering IV&V services to clients, we maintain independence while fostering a collaborative approach to day-to-day interactions. We are attuned to our client's challenges, needs, and wants. We accomplish this through our project management methodology and communication management plan. Our Project Management Methodology (PMM) and approach empower our team to achieve these objectives. Our methodology goes beyond the basic project management outputs of building a schedule, assigning tasks, and monitoring progress. Our PMM enables us to assess challenges, understand the goal, ascertain resource needs, communicate effectively, course correct when necessary, and swiftly respond to client needs that change over time as the project matures. Over the course of the engagement, we will communicate and work closely with the stakeholders to meet their expectations, address any issues as they occur, and monitor and manage relationships to win and maintain stakeholder support and involvement in the project. Our success is realized when a project is delivered on time, in scope, and on budget, and we exceed our client's expectations.

At a minimum, we hold Bi-Weekly meetings with the client to discuss deliverables and their status, open findings, action items, and any other agenda items from the State or IV&V team. Our monthly contract status report will include the following:

- Overall status and notable project risks and issues
- Project metrics for measuring overall project progress toward completion
- Recommendations for improvements

If preferred, we will attend and participate in stakeholder meetings and provide executive briefings.

Our project manager will serve as the AR MES Modernization Project point of contact—available and responsive to all customer needs of the state. If our project manager cannot singularly resolve the immediate need, they will coordinate with team members to execute a swift and appropriate resolution.

SERVICE DELIVERY IMPROVEMENT

To ensure the highest customer satisfaction, our IV&V service delivery is monitored and improved continuously using internal and external inputs. We solicit feedback from Modernization Project stakeholders, internal IV&V Lessons Learned, and improvements offered by the Eclipse IV&V CoE.

Our Engagement Manager and Project Manager solicit feedback from stakeholders throughout the project life cycle. Feedback is often offered informally and based on current project challenges and constraints. We will consider all feedback provided and review it internally against the Project objectives to determine if the process and/or staffing improvements need to be made within our team.

We will conduct weekly internal team meetings to review the status of IV&V activities, share individual observations related to project management and technical activities, and discuss opportunities for IV&V service improvement. We periodically review an improvement log—a document maintained and updated by our IV&V team. This improvement log allows the team to discuss ideas for improvement. The IV&V management tier will review and approve the implementation of viable improvements.

In addition to the improvements identified by AR DHS stakeholders and our team, Eclipse IV&V CoE periodically publishes updates to which our nationwide IV&V teams have access.

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

E.5.A RFP SECTION 2.4.6.C AND 2.4.6.D – IV&V PROJECT MANAGEMENT PLAN AND IV&V PROJECT SCHEDULE

A. Describe the bidder's proven methodology, approach, and process for Project Management of Medicaid IV&V activities.

The Eclipse IV&V Difference – Methodology and Approach

AR DHS's project will benefit from our IV&V Eclipse IV&V methodology and approach, as well as our Project Management processes.

Eclipse IV&V Methodology and Approach

The Eclipse IV&V is an industry-leading trademarked framework for providing IV&V services focused on your project's success. It represents processes, tools, templates, and best-in-class artifacts coupled with a training and certification program designed to ensure high-value IV&V service delivery to our clients. Eclipse IV&V is designed to be scalable and flexible to accommodate our client's project management needs and technology goals, whether following traditional (e.g., waterfall), contemporary (e.g., agile), or other development methodologies. Eclipse IV&V is based on relevant best practices and industry standards from worldwide organizations such as the IEEE and ISO. To evaluate a project's management capabilities, we utilize PMI PMBOK, the CMMI of the Carnegie Mellon University SEI, and Prosci's Awareness, Desire, Knowledge, Ability and Reinforcement (ADKAR®) model, and incorporate Agile guidelines from organizations such as Scrum.org. We focus on emerging industry breakthroughs to keep our methods and materials current. This ensures our clients have the knowledge, tools, and skills to provide the expertise needed in a complex and changing IT landscape.

Eclipse IV&V includes a proprietary Training and Certification program to educate our consultants in the practical, consistent, and accurate use of Eclipse IV&V. The training program prepares our IV&V Consultants to make decisions in our client's best interest.

Eclipse IV&V Certification Program goals:

- Educate and train our IV&V consultants to consistently deliver high-quality IV&V services
- Provide a foundation for improving knowledge, skills, and abilities
- Provide a standard suite of IV&V tools and work products
- Establish a common lexicon and IV&V practices across the organization

Eclipse IV&V Training Program objectives:

- Educate our consultants on IEEE standards relative to IV&V service delivery
- Provide a common foundation for understanding the “what” and “why” of our IV&V services
- Introduce the components of Eclipse IV&V

The following sections describe the framework, methodology, and tools Eclipse IV&V employs.

Independent, Flexible, Proven

The key differentiator with Eclipse IV&V is that it helps our clients focus on and determine the best path forward for key project activities while maintaining a risk-based perspective to facilitate informed stakeholder decision-making. Leveraging long-established industry best practices, Eclipse IV&V quantitatively establishes the likelihood of each risk occurring, the impact on the project if the risks are realized, and the impact of the project’s decisions to perform or not perform various project activities. Eclipse IV&V efforts focus on:

- Providing independent review and analysis of technical activities and project management
- Validating activities and verifying that services conform to documented expectations
- Validating intermediate work products and verifying adherence to the project’s business and technical requirements, as well as the project’s intent and users’ expectations
- Validating system development activities and processes and verifying that they adhere to project and industry standards, best practices
- Assessing whether the project can be completed within schedule, quality, and budget criteria

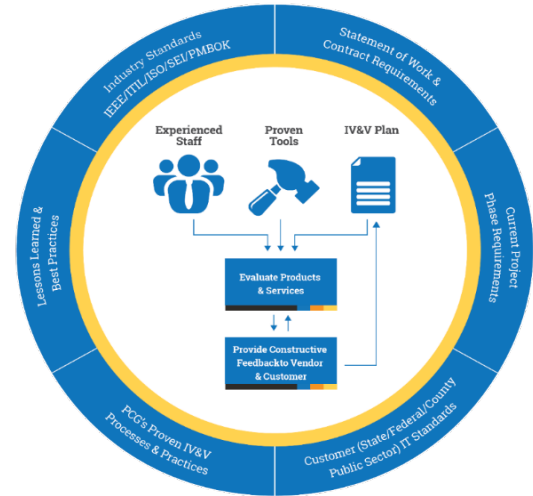


Figure 3. Eclipse IV&V Framework

The framework enables us to deliver IV&V services consistently and uniformly and is built on the following three components:

1. **Experienced Staff** – We have built our reputation on hiring and retaining high-quality people who have experience in successfully implementing, managing, and assessing software development projects and understanding the complexities of large-scale public-sector IT initiatives. Our IV&V team includes staff with development and IV&V experience, and our core team includes team members with certifications and sufficient experience on similar projects specific to each project’s needs.
2. **Proven Tools** – We use software tools, guides, and checklists to assess IT systems’ technical processes and components and manage IV&V work efforts. Based on the context of projects, our IV&V team employs an integrated set of IV&V tools that may include requirements, design and code analysis, configuration management, and test and metric tools. These tools aim to enable more efficient and accurate verification and validation of the design, code, and test documentation. Other factors in selecting the correct set of tools are based on organizational compatibility, tool effectiveness, solution constraints, costs, acquisition time, and training requirements.
3. **Independent Verification and Validation Plan** – At the center of each IV&V engagement is an Independent Verification and Validation Plan (VVP) tailored to the project’s specific customer requirements, expectations, and unique organizational environment. The VVP is developed to ensure our Experienced Staff and Proven Tools embrace Eclipse IV&V in a way that focuses on our clients and their project’s needs.

Just as each project is different, each IV&V engagement must be customized to ensure a “right fit” between our client’s needs and our IV&V methodologies (Eclipse IV&V) so that we provide the best value to each client. AR DHS will receive a customized approach suited to your needs.

Industry Standards and Best Practices

The table provided in **Artifact B – Industry Standards and Best Practices Table** lists the base set of industry standards and best practices that we will use for the Project. The standards will be revisited upon commencement of the various projects to ensure that our efforts are focused on the most current and up-to-date standards relevant to each project.

We will use the Eclipse IV&V framework to satisfy all IV&V project objectives, major tasks, and deliverable requirements defined in the RFP. Our detailed plan for performing the work is described in the following pages.

Deliverables

IV&V Deliverable Process

Our IV&V Deliverable generation process methodology includes a multi-pronged approach to assuring the highest quality workmanship and delivery of end-products. First, our Eclipse IV&V framework is the cornerstone of consistency and accuracy in all our findings and deliverables. Second, we employ a uniform style guide to ensure documents are clear, concise, easy to understand, and free of unnecessary jargon. Additionally, as part of the Eclipse IV&V Certification Training Curriculum, our staff must demonstrate technical and business writing proficiency to effectively communicate our findings to executive management and key project stakeholders.

Complementing this bedrock of quality, we will use the following process to produce and submit high-quality deliverables:

- **Deliverable Expectations** – To ensure our deliverables meet state and federal expectations, we will meet with key project stakeholders, including the IV&V Contract Manager, to walk through and, where appropriate, agree upon a deliverable format.
- **IV&V Deliverables** – To perform our IV&V assessments, we will attend subject-related meetings, review available documentation, formulate and complete analysis checklists, and interview project team members to clarify and confirm the accuracy of an assessment. The work session results are incorporated into IV&V work products that document observations, analysis, and findings. This process enables the IV&V team to make corrections early should a misunderstanding have occurred.
- **Quality Review** – Before submission of a Draft Deliverable, our team members will conduct quality control reviews, including peer reviews, of all deliverables as a quality control step. When the team has completed its desktop and peer review, the IV&V Project Manager will also inspect for quality before submittal to the required federal agencies and the DHS for review.

The IV&V Deliverable Quality Control process is depicted in the following figure.

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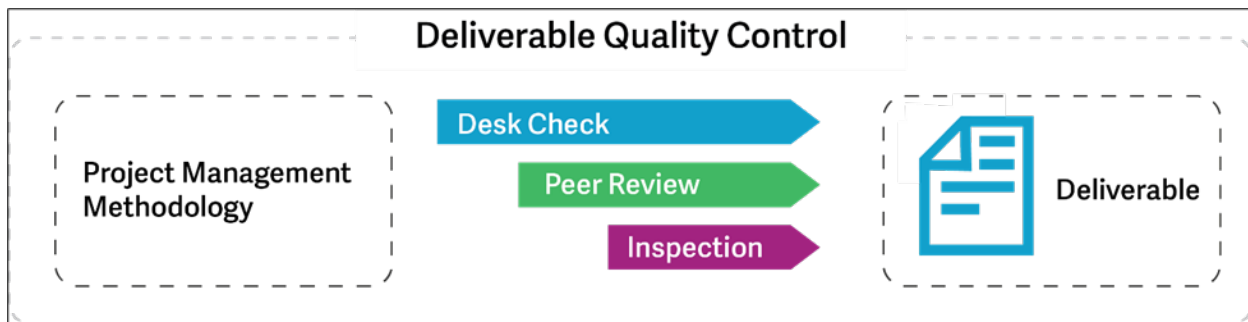


Figure 4. IV&V Deliverable Quality Control Process

- **Draft Deliverable and Corrections** – We will submit Drafts of each deliverable to AR DHS designated representative to review and for correction/clarification of facts.
- **Final Deliverable** – We will submit Drafts of each deliverable to the AR DHS designated representative for review and correction/clarification of facts. To the extent desired and requested by the Project Team, Agency, and Department, we will prepare and present the contents of a deliverable in management briefings.

We adhere to this internal quality control process to ensure all deliverables, documents, and calculations are complete, accurate, easy to understand, and high quality.

We follow our customer centered PMM. PMM is integrated with Eclipse IV&V to provide a robust and flexible framework for successfully managing the complexity and resources of our IV&V projects. Our PMM employs a structured and repeatable process that is broken into five industry standard process groups that interact and overlap iteratively over the life of the project:

1. **Project Initiation** – This proposal represents the initial output of the Project Initiation phase. Following the contract award, we will plan, with coordination of the Modernization Project manager(s), an IV&V Kick-off meeting with key Modernization Project team members and key stakeholders. During the Kick-off meeting, we will introduce our IV&V team members, briefly describe our approach to IV&V, and gain an understanding of who’s who in the Arkansas ecosystem.
2. **Planning** – The IV&V Engagement Manager and Project Manager will finalize project requirements, identify/respond to any service delivery risks, plan, and assign staff resources for current and

upcoming tasks and activities, configure any software tools to be used, and tailor IV&V checklists for the Initial and Periodic reviews. The plan will articulate the critical project tasks, verify resource needs, establish deliverable schedules, including milestones, identify known risks and issues, and establish an internal reporting and communication structure for the team

3. **Execution** –The IV&V Project Manager will engage with agency and vendor project manager(s) to provide IV&V services that synchronize with the project schedule(s). Effective execution depends on continuous planning, process improvement, and adaptation to inevitable changes.
4. **Monitoring and Control** – The IV&V Project Manager will collaborate with appropriate stakeholders to forecast project needs and execute corrective actions to overcome project challenges. We are structured in a top-down, three-tiered manner that provides Project Oversight as part of the monitoring and control phase:
 - ❖ **Executive Tier** – The IV&V Engagement Manager provides fiscal oversight. This executive-level team member has access to the full breadth of our resources throughout the Nation should the need arise to replace or add staff. The Engagement Manager will meet regularly and periodically with the AR DHS IV&V Contract Manager throughout the IV&V Project to ensure we provide the highest quality IV&V services
 - ❖ **Management Tier** – The IV&V Project Manager oversees all Modernization Project IV&V projects. The IV&V Project Manager is responsible for delivering all IV&V services and is the primary point of contact for the IV&V Contract Manager and Modernization Project
 - ❖ **Project Tier** – For each Modernization Project, the Lead IV&V Consultant, and Lead Certification SME are each responsible for controlling the execution of all IV&V activities for their respective work efforts and Modernization Projects. IV&V Consultants and SMEs are matrixed to Modernization Projects and/or work efforts as determined by the IV&V Management Tier
5. **Project Closeout** – Our team documents lessons learned and follows transition activities to completion. Information is formally delivered to agency-designated operations support

B. Include an example of an IV&V project schedule utilized on similar projects.

Our IV&V project schedules have been developed through years of experience providing IV&V to our clients across many states, receiving input, improving, and ensuring the schedule is a tool that enhances delivery and supports the State's success on their projects. An example schedule is provided in **E.5.A – Exhibit C – IV&V Project Schedule**.

C. Describe how the IV&V bidder's project management approach adapts to the varying State governance models.

Project Governance and Management

From a project management perspective, the AME Replacement Project will be a program comprising the related subprojects representing each module or MITA functional area. Multiple stakeholder organizations will participate in the project, each with exclusive business needs and requirements. Adequate governance is imperative to the program's success, whether in decision-making governance, risk and issue management, data governance, or communication cadence.

Enterprise IT Governance is frequently considered one of the most difficult IT Best Practice frameworks to tackle. In its most basic form, effective Enterprise Governance ensures that the IT resources of an organization are managed and used effectively to fulfill stakeholder needs. Enterprise Governance sounds straightforward; the problem is that stakeholder needs will differ for every program. An effective IT Governance Model can bring many benefits to an organization, including lower costs, greater control, more efficient and effective use of resources, and overall strategic alignment and risk management. As AR DHS embarks on its Medicaid enterprise projects, we will be at your side to verify the effectiveness of the governance model, identify improvements along the way, and realize the benefits.

Participation in the Project Steering Committee(s) and Oversight Support

As the IV&V vendor, we will be responsible for participating in project governance activities. As a member of the Project Steering Committee, we will regularly participate and be active in assisting and providing strategic oversight, guidance, and direction. We acknowledge the expectations of the IV&V vendor are:

- Conduct evaluations of the project’s overall progress toward milestones and outcomes
- Identify gaps and risks and provide recommendations
- Assess the progress of Certification activities/progress
- Provide IT Governance Committee Reports

The table provides examples of how our IV&V services can benefit Arkansas.

Table 5. PCG Benefits to Arkansas

PCG CORE STRENGTHS	APPLIED ACTIONS	BENEFITS TO ARKANSAS
Comprehensive Expertise in PCG Staff	<ul style="list-style-type: none"> • Provide subject matter experts in the Streamlined Modular Certification Process, MITA, security, Medicaid technologies, systems engineering disciplines, procurement, Medicaid transformation, and risk management. • Expertise in navigating the complexities of contemporaneous IT projects, such as MES systems modernization. 	<ul style="list-style-type: none"> • Focused risk mitigation, capture, and management across key risk domains. • Credible and defensible advice, guidance, and decision information for documenting and tracing CMS and State-specific outcomes for CMS reviews. • Proven improvement strategies and actions, including those transferable from other Medicaid agencies.
Best in Class IV&V Methodology and Toolset	<ul style="list-style-type: none"> • Comprehensive coverage of improvement initiative work areas, anticipated and unanticipated. • Tools and methods compatibility with common systems engineering practices inside and outside the Medicaid vendor community. • Maximizes the efficiency of PCG’s IV&V team. 	<ul style="list-style-type: none"> • Comprehensive, consistent, professional, and high-value IV&V work products created and delivered by Eclipse IV&V®-certified professionals. • Understandable IV&V findings and recommendations – fit for leadership and technical consumption. • Actionable IV&V findings and recommendations – feasible, practical, and effective. • Reduces disruption IV&V activities may have on the project team.
Federal Requirements & Relationship Management	<ul style="list-style-type: none"> • Delivery of CMS IV&V Progress Reports • Application of CMS Standards & Conditions to work products. • Cost Allocation Strategy Alternatives guidance • Partnership with Arkansas, providing strategic guidance and communication support with CMS and other stakeholders 	<ul style="list-style-type: none"> • Proven service competence and value with CMS – they know and trust PCG. • Itemized regulatory compliance guidance – founded on proven strategies. • Maximized federal funding participation for Arkansas. • Reduced anxiety about federal oversight, federal strategies, and federal expectations.

IT Governance Committee Reports

Our IV&V team is well-versed in providing executive summaries of large and dynamic projects monthly to our clients. We understand that executive committees such as the Information Technology Governance Committee (ITGC) use IVV information as an important data point to inform how roadblocks and barriers are overcome. We have provided clear and actionable information to executive project sponsors and project governance committees to clients in Delaware, Georgia, Hawaii, Michigan, and Louisiana, and we look forward to providing the same level of service to Arkansas.

Our IV&V team will:

- Collaborate with AR DHS to review existing formats being used and agree on any revisions of a monthly IV&V report that will be submitted to the ITGC and will be submitted no later than five (5) business days after the submission of the IV&V Monthly Assessment Report.
- Condense the monthly IV&V assessment into an executive summary that provides the ITGC with the information needed to keep abreast of project status.
- Review and extract items significantly impacting the project budget, schedule, or product quality.
- Review the items within the monthly ITGC report with AR DHS before its submission.

D. Describe how the IV&V bidder's approach will use staff with experience managing and evaluating project schedules.

Our team members hold Project Management Professional certifications, their Professional Eclipse IV&V Professional certifications, and years of experience managing large-scale IT projects. Our consultants understand the problems and complexities that arise on public-sector IT projects and will adjust their approach based on new project conditions or lessons learned. At various phases of the AME Replacement Project, we will use a variety of IV&V tools to enable more efficient and accurate verification and validation of the design, code, and test documentation.

The following table highlights how our IVV team evaluates project schedules.

Table 6. Project and Schedule Management Approach

PROJECT AND SCHEDULE MANAGEMENT	
Evaluate project progress, resources, schedules, workflow, and reporting.	<ul style="list-style-type: none"> • Do project deliverables meet the intended purpose and require minimal revisions for clarity or completeness? • Are tasks completed in a defined, expected manner without repetitive feedback loops or inefficient iterations?
Assess coordination, communication, and management to verify third-party vendors, AR DHS, and other stakeholders are not working independently of one another and following the communication plan.	<ul style="list-style-type: none"> • Is there a single, unified project schedule? • Are communication channels established for workstreams and oversight and used for those needs? • Does the project follow a role matrix or other document to ensure vendors and stakeholders know what is expected of them?
Evaluate project reporting plan and actual project reports to verify project status is accurately traced using project metrics.	<ul style="list-style-type: none"> • Are reports published on agreed schedules and in agreed formats? • Do reports contain appropriate detail for the audience and purpose?
We use a tool, Steelray schedule analyzer, for automated schedule quality reviews. In addition, we verify that milestones and completion dates are planned, monitored, and met.	<ul style="list-style-type: none"> • Is the schedule sufficiently detailed? • Is the schedule updated so that assessments can be made about work progress? • Are the updates based on actual work progress?
Review schedules to verify adequate time and resources are assigned for planning, development, review, testing, and rework.	<ul style="list-style-type: none"> • Are durations realistic compared to other projects of comparable size and scope? • Are tasks aligned to meet objectives?
Examine historical data to determine if the project/department has accurately estimated the time, labor, and cost of software development efforts.	<ul style="list-style-type: none"> • On average, does the initial baseline schedule accurately capture task durations? • Did the project consider historical information when developing the schedule?

PROJECT AND SCHEDULE MANAGEMENT	
Evaluate and make recommendations on the estimating and scheduling process of the project to ensure that the project budget and resources are adequate for the work breakdown structure and schedule.	<ul style="list-style-type: none"> • Are the resources allocated to this project commensurate with similar project efforts? • Are the number of resources likely to complete the task in the estimated duration based on the time they realistically can commit during each working day? • Were resource availabilities taken into account when estimating task durations?

E. A redacted example Privacy and Security Plan from a previous project.

Find our redacted example Privacy and Security Plan in **E.5.A – Exhibit D – Privacy and Security Plan**.

E.5.B RFP SECTION 2.4.6.E – IV&V BI-WEEKLY STATUS REPORT

A. Describe the bidder's process for capturing detailed status on project activities (i.e., scheduled tasks, risks, issues, staffing, communications, etc.) at a detailed level and reporting the information as needed based on the reporting audience.

In our years of providing services to our clients, we have found that holding Bi-Weekly calls with our partners and accompanying status reports keeps clients fully apprised of their project's status. The IV&V Team will use the Eclipse IV&V Framework, Toolkit, and Technical Assessment Methodology to conduct ongoing IV&V observations. Tactical approaches include meeting attendance/observation and reviewing project documentation, deliverables, and other artifacts. The IV&V Team will use the IV&V Findings Log, Anomaly Reports, and IV&V Deliverable Process to develop the IV&V Bi-Weekly Status Report. The goal is to provide timely and relevant information tailored to the specific needs of the reporting audience. Below is a breakdown of the IV&V processes we follow to capture and report on project status.

Discovery – We focus on collecting information about the project schedule, scope, and budget, also called triple constraints to the Project. To complete this step, we review documentation such as the master project schedule, risk and issue logs, vendor status reports, DD&I vendor's communication with stakeholders, and other relevant project deliverables. We conduct IV&V interviews during scheduled weekly meetings with the vendor PM, State PM, and other appropriate project team members as needed. We attend project meetings to observe adherence to project management standards (PMBOK, IEEE) and CMS Federal regulations for SMC to sustain the Federal funding of 90% during the DD&I phase and 75% during the M&O phase of the Project. We observe how project teams apply lessons learned and improve their delivery.

Research and Analysis – We perform thorough reviews of all relevant IV&V observations collected for the reporting period during the discovery phase and project artifacts to analyze at a granular level by leveraging our IV&V checklists, assessment tools for project schedule, risk impact matrix for risk rating, issues, staffing level, communications, and other relevant aspects to form objective, independent, evidence-based documented observations. We create new IV&V preliminary concerns, IV&V findings, risks, and issues, evaluate all open IV&V findings, reassess previously reported active IV&V risks and issues, and update risk ratings as applicable. We then perform predictive data analytics based on the data trends on the project status.

Clarification – Clarification from the project team members is sought to validate the degree of agreement and concurrence of facts between the Project team, DD&I vendor, and our IV&V team. We independently validate the accuracy and completeness of the collected data. This validation involves cross-referencing data from multiple sources and verifying its consistency. After clarification, IV&V's new findings are categorized based on severity and impact on project objectives. Mitigation and resolution strategies and IV&V recommendations are documented and updated as necessary.

We do this as part of our **"No Surprises"** promise to our clients.

Delivery of Findings and Status in Reports – The IV&V findings, observations, and risk assessments are documented in our Bi-Weekly and Monthly reports to determine project health. We deliver our findings and recommendations in layperson’s terms so that project status is relevant and actionable. Our standardized status reports are customized to meet the specific needs of various reporting audiences, such as project managers, executives, stakeholders, or regulatory bodies like CMS State Officers (CMS-SO). Tailoring the detail level to the reporting audience facilitates informed decision-making and effective project management. For instance, project managers may receive highly detailed reports. In contrast, executives may receive summarized reports highlighting key performance indicators. CMS-SO will receive reports detailing information on ORR/CR artifacts gathering, outcomes, and metrics, or other details as documented in the State Medicaid Director Letter or SMC Guidance Document.

When delivering findings, we:

- Communicate sensitive and important findings informally verbally, and there are **no surprises**
- Provide the deliverable-specific findings as comments on the checklist for document reviews
- Speak up in meetings when appropriate or asked
- Document risks and issues that rise to the level of impacting the project in our findings log
- Deliver Bi-weekly and monthly status reports
- Present at Steering or other committees by invitation

We refine, sustain, and continuously improve our reporting processes through effective communication and diligently practicing feedback loop. Feedback from the reporting audience is essential and enables us to adapt the IV&V reporting to refinements in agency priorities and expectations.

B. Describe the bidder’s methods for determining and reporting overall project, schedule, budget, scope, and quality status (i.e., determining whether a project is red, yellow, or green and providing defined criteria as to what constitutes each type of status).

We developed and refined our methodology through the successful delivery of IV&V engagements over 25 years, for projects similar in size, scope, and complexity to AME. We understand, however, that our methodology will not be effective if it is rigid and inflexible. Our configurable Eclipse IV&V framework provides both structure and flexibility so that our IV&V analysts can put their skills and knowledge to work for AR DHS.

IV&V Project Management Methodology and Reporting

We follow our customer centered PMM. PMM is integrated with Eclipse IV&V to provide a robust and flexible framework for successfully managing the complexity and resources of our IV&V projects. Our PMM employs a structured and repeatable process that interacts and overlaps iteratively over the life of the project.

With respect to assessing overall project health and triple constraints (schedule, scope, and budget), our tools and approach vary depending on the chosen development methodology, whether Waterfall or Iterative (Agile), for modernizing the MES Module. We use a combination of tools and Key Performance Indicators (KPIs) designed to analyze and evaluate the triple constraints of the Project. The resulting reports (e.g., IV&V status reports) provide stakeholders with precise and meaningful insights into the Project’s progress, health, and alignment with the defined criteria.

The following table provides IV&V activities, the tools employed, and the KPIs leveraged for assessing project schedule, scope, and budget, distinguishing between projects using the Waterfall and Iterative (Agile) development methodologies. This approach coupled with our **Risk and Issue Management** process detailed in **E.5.C RFP Section 2.4.6.G** allows us to determine and communicate project status with "red," "amber (yellow)," or "green" categories and well-defined criteria for each status type.

Table 7. Project Health Assessment on Waterfall vs Iterative Development Approach

By partnering with PCG, AR DHS will have an IV&V vendor equipped for Waterfall and Iterative approaches.

TOPIC	WATERFALL	ITERATIVE
Progress	<p>We use "schedule percent complete" and resource effort estimate to evaluate project progress and compare the planned values. Dashboard reporting on project aspects covering Scope, schedule, and cost.</p>	<p>We use sprint, completion, and updates to estimate progress and Jira or other tools to generate metrics. We monitor progress through Sprint Burn Down and Burn Up charts.</p> <p>Quicker phases require quicker reporting. We use "Observations" as a timelier communication tool. Observations can be oral for more instantaneous stakeholder feedback. Even if initially delivered verbally, Observations are always documented and may be subsequently developed into findings, risks, or issues. We use Sprint Burn Down and Burn Up Charts to monitor progress.</p>
Budget	<p>Longer phases can make it challenging to find budget deviations early. We analyze estimate-to-complete and resource burn rates.</p> <p>We use the Cost Performance Index (CPI) to monitor and report on budget performance.</p>	<p>Quicker phases may lead to higher resource burn in the early sprints. We analyze burn rates vs baseline total hours budgeted to provide early alerts for issues. We monitor sprint velocity to understand the Burn Rate. We forecast by analyzing historical data and the Team's velocity to forecast future spending and completion dates.</p> <p>Earned Value calculation, Budget at Completion (BAC), and Estimate at Completion (EAC) to predict whether the Project will likely be over or under budget at completion.</p>
Schedule	<p>We look at the integrated master schedule for interdependencies, resource overload, and schedule variance via Microsoft schedule canned and customized reports.</p> <p>We use the Schedule Performance Index (SPI) to report schedule performance if the DDI vendor provides valid data.</p>	<p>We analyze sprint schedules and progress and match our reviews to the project iteration schedule.</p> <p>We report on Project velocity, user stories, and forecasting using Burn Down charts to perform predictive analysis and identify risks to schedule earlier.</p>
Scope	<p>Larger, detailed reviews on thorough plans and reports that drive major project phases. We review the Requirements Traceability Matrix (RTM) to identify scope creep and Change Control Board (CCB) documents to track how the Team accommodates schedule and resource leveling without risking scope creep.</p> <p>We analyze the RTM and document discussions within the CCB to understand the inclusion and exclusion of project requirements comprehensively. We present the results in our Bi-Weekly Status Report, specifically in the IV&V dashboard, to communicate any scope changes transparently.</p>	<p>Faster and more dynamic reviews over smaller portions of Scope. We review and trace User Stories to Epics and schedules.</p> <p>We use Release plans to outline the Scope of upcoming releases or iterations, Sprint reporting, Release Burn Down Charts, and Cumulative Flow Diagrams as per the needs of the project and stakeholder requirements.</p>

The cumulative IV&V activities and reporting, as described above, are to provide clear, actionable recommendations in our reports to address risks to the AME Replacement Project.

IV&V Bi-Weekly Status Report Content

Detailed and Focused Analysis

The IV&V Bi-Weekly Status Report will provide in-depth, focused, qualitative, and quantitative analyses of each evaluated area (schedule, scope, and budget) addressing specific project aspects to assess the State's current processes, strengths, need for improvement, progress, adherence to budget, scope, and schedule, industry standards, documentation accuracy, stakeholder involvement, and the utilization of best practices and metrics.

PCG's IV&V Bi-Weekly Status Reports are Timely, Accurate, and Data-Driven.

The Bi-Weekly Status Report documents IV&V activities during the reporting period and planned activities for the next reporting period. IV&V progress is reported by the percentage complete and the status of each milestone or major task. We will include the following IV&V activity information:

- Meetings observed
- Artifacts reviewed
- Stakeholder Interviews conducted
- Weekly accomplishments and forthcoming planned activities
- Notation of project milestones accomplished for the week
- Updated IV&V project schedule
- Deliverable Assessment Reports (DARs)
- Team travel plans

In addition to reporting on IV&V activities, the WSR will include project and release-related topics:

- Point-in-time project or release health
- Point-in-time OCM workstream health
- Newly identified risks and issues
- Updated Risk and Issue Log
- Identified risks/issues that need to be escalated

Our Bi-Weekly Status Reports include our IV&V findings log which project risks and issues, along with recommendations for mitigation.

IV&V Findings & Recommendations

All IV&V findings will be provided in the designated section of the project assessment area, grouped by priority and age, and accompanied by a recommendation detailing the corrective action plan (CAP).

- IV&V Bi-Weekly status reports will show the progress of IV&V findings, risks, and recommendations in a numerical and graphical format, along with IV&V findings and risk trends and forecasts
- Recommendations will include relevant, realistic approaches to improve the State's operations in each project area. Recommendations are divided into short and long-term actionable items, adhere to industry standards, and consider the unique circumstances and constraints of the CSM Project
- Our reports include information about each recommendation and our methods for measuring the risk or issue mitigation progress

Retrospective and Predictive Traceability of IV&V Finding

All IV&V findings and recommendations in the IV&V Bi-weekly status reports are historically traceable. Each finding follows a naming and numbering convention to uniquely identify and track consistently from the moment we first report them until they are resolved or closed.

The AR DHS team will appreciate PCG's timely, accurate, and data-driven IV&V Bi-Weekly Status Reports, which will be presented in a user-friendly format. These reports will facilitate clear understanding and empower AR DHS with evidence to proactively address and resolve risks, sustaining the project's overall health in the "green" status category.

The Bi-Weekly Status Report will be delivered on Tuesday before 5 P.M. Central Time every other week.

C. Provide a template for a status report that would meet the requirements defined in this RFP, including instructions and procedures for completing the template.

Find our Bi-Weekly Status Report template in **E.5.B – Exhibit E – Bi-Weekly Status Report Template**.

D. Provide a redacted example of similar weekly or bi-weekly status reports from a previous project.

Find our redacted Bi-Weekly Status Report in **E.5.C – Exhibit G – IV&V Monthly Independent Assessment**.

E.5.C RFP SECTION 2.4.6.G – IV&V MONTHLY ASSESSMENT REPORT

A. Provide a redacted example of an IV&V Monthly Independent Assessment from a previous project.

An example of a redacted monthly assessment is provided in **E.5.C – Exhibit G – IV&V Monthly Independent Assessment**.

B. Describe the bidder's approach in detail to IV&V including:

1. Project participation at the level of detail necessary to assess the project's health; 2. Risk, issue, and opportunity management; 3. Deliverable review and reporting of deliverables findings; 4. Checklists or other tools that will be used; and 5. Approach to schedule evaluation.

Project Participation

Projects of this scale and scope have many areas where risk can occur. Risks may be overarching (e.g., project management) or highly specific (e.g., code reviews or security-related items). Issues may be operational or technical (e.g., design and architecture). For these and other reasons, we recognize that the continuity of experienced and skilled IV&V staff best serves the AME Replacement Project. We have carefully evaluated the project scope of work, preferred experience, required skills, and knowledge. We have identified the right IV&V leadership and staff to remain engaged with AR DHS on this project.

Risk and Issue Management

Our consultants are adept at recognizing project risks early in the project life cycle, allowing our clients more time to develop effective risk response strategies. The Eclipse IV&V framework and certification training equips our consultants with tools and knowledge for identifying risks early in the project life cycle, classifying them according to their potential impacts, and monitoring them through resolution or closure.

Eclipse IV&V defines a finding as a statement of fact that conveys a condition, the consequences of the condition, and the likelihood of the condition occurring. Findings fall into one of four categories:

- **Positive** – A positive finding is an observation that benefits or contributes to the project's success. The IV&V team reports positive findings to acknowledge beneficial actions that the project should continue
- **Preliminary Concern** – A preliminary concern is an observation that requires more analysis and a better understanding of the subject matter before we classify it as a risk or issue. Preliminary concerns allow our clients to prepare a response strategy while the cost and effort to execute is low.
- **Risk** – A risk is an uncertain event or condition that, should it occur, will have a negative effect on the project's scope, schedule, budget, and/or quality
- **Issue** – An issue is an event or condition currently impacting the project. Issues by their nature are negative. They are the result of unforeseen events or a triggered risk

Risk Identification

When we report a finding, we record the title, a brief description, supporting facts, and significance. Our analyst then adds the finding to the IV&V Findings Log and assigns it a unique number for tracking. IV&V

team members then discuss the findings, classify the risk, and develop recommendations based on best practices and our collective experience on other projects of similar scope, size, and complexity.

Risk Classification

Each issue or risk is assigned a risk exposure rating of High, Medium, or Low. To arrive at this rating, the IV&V team examines all available evidence to determine 1) the probability of the risk and 2) the magnitude of the impact should the risk occur. Risk exposure ratings help our clients determine whether to escalate a risk beyond the project team to the project steering committee or the project sponsor. It also helps them identify the risks and issues that warrant immediate action.

As noted in the figure on the following page, the intersection of Probability and Impact determines the risk exposure rating.

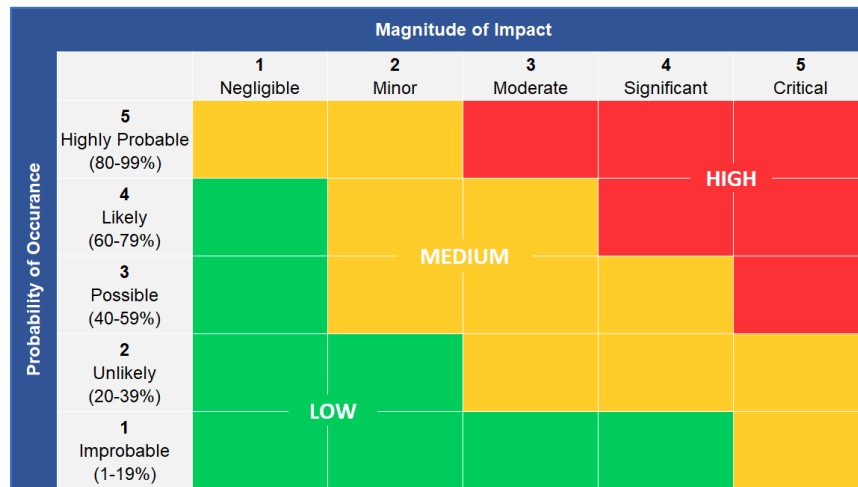


Figure 5. Risk Exposure Ratings

The IV&V team categorizes risks and issues based on which project dimension will be most impacted. Typically, risk categories include scope, schedule, budget, resources, and quality. Risks often affect multiple dimensions but placing them in one category highlights the project dimension with the highest risk exposure. IV&V status reports include the risk exposure definitions for clarity; see the figure below.

Risk Exposure Rating	Definition
LOW	This risk if triggered, would cause slight impact to scope, schedule, cost, or quality parameters of the project/program. Minimal disruption is likely, and therefore some oversight is needed to ensure that the risk rating does not increase. Mitigation strategies should be considered for implementation when possible.
MEDIUM	This risk if triggered, would most likely cause moderate impact to scope, schedule, cost, or quality parameters of the project/program, and therefore should be monitored closely. Some disruption is likely, and a different approach may be required. The risk response strategy should be leveraged as soon as feasible to control the risk and prevent it from increasing its rating.
HIGH	This risk if triggered, will have a significant impact to scope, schedule, cost, or quality parameters of the project/program. A major disruption is likely, and the consequences would be unacceptable. Detailed mitigation and remediation strategies should be evaluated and acted upon immediately, including completion of a risk contingency plan.

Figure 6. Risk Exposure Definitions

Deliverable Review and Findings

The IV&V Team will actively review documentation concurrent with AR DHS and AME PMO. This will allow any IV&V comments to be reviewed and addressed along with other Project Team Member

comments. This streamlines the documentation review processes, ensures all comments are addressed simultaneously, and that the final documentation meets the expectations of the AME PMO and IV&V teams. The concurrent review process includes the work product and the Deliverable Expectation Document (DED) that defines the criteria and format for the deliverable.

For the DED, the IV&V team will focus on:

- Reviewing acceptance criteria and expectations defined in the DED to make sure applicable industry standards and best practices are incorporated
- Validating whether deliverables provide expected content in accordance with standards
- Verifying the degree of alignment between work products and Deliverable Acceptance Criteria
- Ascertaining whether timeframes are appropriate for the size and scope of the work product

For the Deliverable, the IV&V team will assess whether the deliverable:

- Conforms to the DED
- Meets the criteria defined in the DED and Deliverable Acceptance Criteria
- Describes content clearly and concretely
- Content is complete and comprehensive based on documented scope and expectations
- Clearly defines assumptions or constraints associated with the work products/deliverables
- Clearly defines roles and responsibilities between the solution vendor, AR DHS, and AME PMO
- Refers to other documentation or work products as necessary or required

The Findings Management Life Cycle

Our approach to managing risks and findings will inform AR DHS of the AME Replacement Project's point-in-time and overall status and forecasted future. Our Eclipse IV&V Findings Management life cycle is based on:

- IEEE Standard 1540, Software Life Cycle Processes – Risk Management
- Risk and issue management principles from ITIL and PMBOK
- Lessons learned from previous IIV&V engagements

Our team reviews the IV&V Findings log every month, noting any actions the project team took and any progress made toward resolving risks, issues, and other findings. Updates may include changing the probability or impact ratings or closing the finding altogether. These updates provide critical insights into risk mitigation efforts and help project leadership determine whether to adjust a risk response.

The Eclipse IV&V Findings Management Life Cycle consists of the following steps/phases:

1. **Identify Findings** – Findings are identified through documentation review, observation, tool analysis, interviews, and project outputs/results evaluation. Project findings are recorded in the IV&V Findings Log. More narrow findings are recorded in an IV&V checklist or assessment report
2. **Confirm Findings** - Verify details and investigate standards; summarize analysis impacts and mitigation strategies; and conduct QA reviews on documented findings
3. **Communicate Findings** - Review Risks and Issue findings with respective Client leads/owners before including them in a formal report. IV&V monthly status reports list project findings
4. **Monitor Findings** - Track findings until realization or successful mitigation; tailor analysis and proposed mitigations throughout the project life cycle
5. **Close Findings** – When a finding is no longer accurate or no longer presents a risk to the project, the IV&V team closes the finding and reports the closure date to the client. We sometimes replace a closed finding with a new finding that more accurately describes the current condition or situation

When communicating IV&V findings, we will observe the following tenets:

- **No Surprises!** Communicate early and often
- Review each finding with project leadership before including it in a formal report

- Discuss the supporting facts to make sure they are valid
- Limit technical jargon and acronyms – speak to the layperson audience
- Track and update IV&V findings regardless of whether the project accepts or rejects them
- Make sure the project is aware of what, when, how, and to whom we will formally report the findings

The Enterprise Findings Log

Our Enterprise Findings Log (EFL) aggregates the IV&V Findings Logs from all of our IV&V projects into a single, easy-to-read, and accessible findings repository. The EFL promotes communication and information sharing across IV&V project teams and is a valuable resource that helps them recognize common pitfalls and gather lessons learned from similar projects. Our teams leverage the EFL to maximize their value to IV&V clients.

IV&V Toolkit

The Eclipse IV&V Toolkit includes a structured “how-to” methodology, which prescribes the steps necessary to perform assessments, complete with a master assessment guide and more detailed individual assessment guides and checklists. Our assessments are not limited to IT project deliverables but extend to project management processes, work products, and any revisions as appropriate. Our toolkit includes the following templates that are customized for use in providing IV&V services:

- **IV&V Management Plan** – We develop a project plan in accordance with contract requirements, the PMI PMBOK, and concepts from IEEE STD. 1012, and customer IT standards. The plan details the PCG IV&V procedures, checklists, and other appropriate tools. The IV&V Project Schedule is also provided along with the VVP to show timelines associated with IV&V deliverables. This detailed schedule, developed in Microsoft Project, assigns resources and timelines to all IV&V tasks. The schedule is consistently aligned with the DDI vendor schedule to ensure the IV&V tasks are accomplished productively. Both the narrative VVP and the Project Schedule and Plan are updated regularly as the project progresses.
- **Risk Register (Tracking Log)** – We actively practice risk management when delivering IV&V services by maintaining findings and recommendations in our straightforward Risk Register (Tracking Log). Like the assessment reporting, this log categorizes our recommendations into the major DDI task areas. The primary strength of our risk-tracking process is the development of actionable tasks to address each of our recommendations. The action items in our Risk Register (Tracking Log) are specific tasks that support mitigating the risks. A corrective action plan is requested for any action items not completed upon implementation.
- **Assessments Guides** – We have developed procedures containing a general framework for evaluating the methods, inputs, outputs, and milestones for the DDI task areas we evaluate. The Assessment Guides are based on IEEE, PMI, ITIL, and SEI concepts and can be used with any development life cycle methodology. Our internal process improvement activities are also used as input to procedures.
- **Interview Guides** – The essence of IV&V is communication. We frequently interact with vendor and agency stakeholders in scheduled interviews conducted during process assessments. To gather information effectively, we prepare Interview Guides that address the concepts, questions, and discussion items we wish to explore during these interviews. These are prepared in advance and transmitted to the interviewees. This approach has put stakeholders at ease, as they can expect well-documented information supporting our findings.

- **Deliverable Expectation Documents (DED)** – To ensure the IV&V deliverables meet stakeholder expectations, we submit DED for our contracted deliverables. We have a library of successfully used project documents to maximize efficiency and leverage lessons learned from previous engagements. Producing a DED ensures a common understanding between the client and us regarding the scope and content of our deliverables. We encourage our clients to share the IV&V DEDs with the DDI vendor to facilitate an understanding of the IV&V role in the project.
- **IV&V Review Checklists** – We use established checklists based on IEEE standards and customized to contract requirements to guide the document review process and support the testing phases of a DDI project. The IV&V Checklists are distributed to the DDI vendor for deliverable document reviews before the draft deliverable is submitted for review. This supports the production of quality documentation from the vendor and ensures that standards for the critical DDI deliverables are understood before expending the effort to produce them. The results are a vital component of the feedback provided to our clients via Deliverable Assessment Reports.
- **Deliverable Assessment** – Deliverables reviewed by the IV&V team will be verified against client requirements, industry standards, best practices, and checklists we have developed for the project. The Deliverable Assessments include specific comments in a table configured to track the vendor response and client acceptance. This method has successfully facilitated discussion of the deliverable and specifying any actions needed to finalize it.
- **Independent Verification Test (IVT) Plan** – We support testing or test execution, as required, for each engagement. Our consultants apply review and analysis techniques to verify testing results and the defect management process. Our practical approach to testing support is developed from an IVT Plan that includes Gate Review Checklists detailing entry and exit criteria for each test phase. The Gate Review Checklists address the multiple test phases specific to the project, from test readiness to system acceptance. Developing an IVT Plan supports the DDI vendor test tasks by setting expectations early for progress through each phase.
- **Final Report** – Because IV&V is focused on the project’s success, our tasks focus on the preparation for the implementation of the system. At the end of the IV&V contract, we provide the final report to our client summarizing the activities, project status, the system being implemented, open concerns and mitigation plans, and lessons learned.

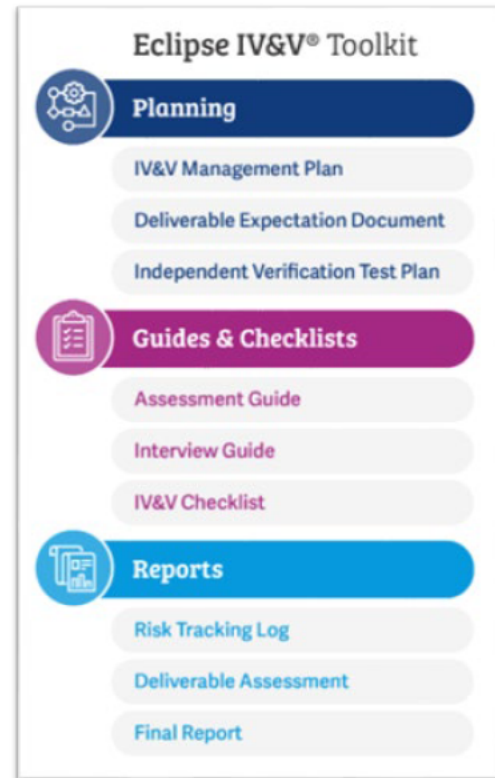


Figure 7. Eclipse IV&V Toolkit

A listing of some of the checklists from our Eclipse IV&V Toolkit is provided in the table on the following pages.

Table 8. Eclipse IV&V Checklists

#	ASSESSMENT CHECKLIST	DEFINITION
1	Project Management Plan Checklist	This checklist helps ensure that planning activities have been successfully completed, reviewed, and signed off before the Project moves into the execution phase.

#	ASSESSMENT CHECKLIST	DEFINITION
2	Business Process Re-Engineering Checklist	This checklist helps ensure that the method and process for initiating business process re-engineering are clearly defined and documented.
3	Change Management Checklist	This checklist helps validate that the Vendor's Change Management Plan includes critical success criteria for achieving desired business results.
4	Communications Management Checklist	This checklist helps ensure that the Vendor's Communications Management Plan includes the information related to what, when, and to whom the information is communicated from the planning phase through the successful implementation of the Project.
5	Configuration Management Checklist	This checklist helps ensure that configuration management planning and the steps for proper configuration management are defined and documented.
6	Project Estimating and Scheduling Checklist	This checklist ensures that key detailed scheduled items have been considered and include realistic durations of time.
7	Requirements Walkthrough Checklist	This checklist ensures that requirements are reviewed for completeness, accuracy, ambiguity, and relevance.
8	System Requirements Specifications Checklist	For the assessment areas of Interface Requirements and Requirements Allocation and Specification, this checklist would be used to evaluate a System Requirements Specification (SRS) and its underlying requirements for adherence to IEEE standards, in addition to ensuring that requirement activities have been finished, reviewed, and signed off so that system requirements may move into the design phase.
9	Overall Development Checklist	This checklist validates the assessment areas of System Hardware, System Software, and Database Software against technical evaluation criteria used to assess development activities.
10	Detailed Design Checklist	This checklist ensures that design specifications are documented appropriately in the Detailed Design Document to begin development.
11	Application Development Checklist	This checklist ensures that the developed code is completed as described in its build template and that the standards are followed as required.
12	System Integration Testing Checklist	This checklist helps ensure that the testing activities have been successfully completed, reviewed and signed off so that tested software is ready for the project's next phase.
13	Interfaces Checklist	This checklist ensures that all project interfaces have been identified, clearly documented data elements, and addressed interface requirement specifications.
14	Turnover Plan Checklist	This checklist ensures the acceptance of the system by the users and validates that the step-by-step procedures for turnover are documented in detail.
15-18	Conversion Code, Data Dictionary, Data Mapping, and Plan checklists	These Data Conversion checklists will ensure that required critical data conversion tasks and activities are followed as defined in the Data Conversion Plan.
19	Database Design Checklist	This checklist helps ensure that the Detailed Design reflects the business and system requirements and that all processes and procedures are validated.
20-21	User Manual Checklist Training Plan Checklist	For the assessment areas of User Training and Documentation and Developer Training and Documentation, these checklists help ensure that training activities have been successfully completed, reviewed,

#	ASSESSMENT CHECKLIST	DEFINITION
		documented, and signed off and that project stakeholders have been trained to use, operate, and maintain the system and support its processes after contractor roll-off.
22	Use Case Validation Checklist	This checklist guides our use case assessments to verify pre-conditions, basic flows, alternate flows, exception flows, post-conditions, and follow-on activities involved in developing use cases.

Approach to Schedule Evaluation

Our approaches to schedule evaluation are provided above in *Table 5. Project and Schedule Management Approach* and *Table 6. Project Health Assessment on Waterfall vs Iterative Development Approach*.

C. Explain past challenges and common issues in past projects, along with the recommendations provided to address the issues.

Common Modernization Challenges

Challenges and obstacles with system modernization efforts are inevitable. For every anticipated problem or challenge, a practical, field-tested strategy is shown to mitigate inherent risks. The following represents a small sampling of project issues, lessons learned, and proven mitigation strategies.

Challenge: Lack of Clear Roles and Responsibilities

In **Kansas**, there was confusion around deliverable review and approval responsibilities and processes. This gap in documentation led to delays in deliverable approvals during the planning phase. We recommended modifications to the communication plan, Project artifact repository walkthroughs for new Project Team members, and definitions of process roles and responsibilities.

LESSON LEARNED	AVOID DELAYS WITH CLEARLY DEFINED ROLES AND RESPONSIBILITY MATRIX
Situation	Roles and responsibilities were not clearly defined, leading to incomplete tasks.
Impact	Project team members did not understand everyone's roles and responsibilities, and the Project experienced delays in deliverables.
Outcome	<ul style="list-style-type: none"> Confirm that the stakeholder analysis matrix is complete before commencing work. Monitor throughout the project to verify that the vendor's actions align with the matrix. Incorporating the matrix via the organizational change method early in the project will help avoid decision-making by stakeholders without the proper authority level.

Challenge: Confirming Requirements Traceability to Product

In **Arizona**, the project used an Agile-hybrid model. As a result, there was rolling requirement validation and alignment with iterative development and testing sprints. The goal (meeting contractual requirements) remained independent of the development approach, but the team needed an easy-to-follow RTM.

LESSON LEARNED	DEVELOP REQUIREMENT TRACEABILITY MATRIX (RTM) DURING REQUIREMENT GATHERING PHASE
Situation	The team did not create the RTM during the requirement-gathering phase.
Impact	The absence of the RTM made it difficult to track changes in requirements. It led to scope creep, missed identification of interdependencies among requirements, and managing changes that became less structured, making it harder to evaluate their implications on scope, schedule, and budget. Not having an RTM increased the project's risk of failure or suboptimal outcomes. And it has caused missed requirements, misunderstandings, and inefficiencies in the project workflow.

LESSON LEARNED	DEVELOP REQUIREMENT TRACEABILITY MATRIX (RTM) DURING REQUIREMENT GATHERING PHASE
Recommendation	<ul style="list-style-type: none"> Once the project requirements have been identified and documented, initiate the development of the RTM by leveraging existing tools such as Microsoft Excel, Jira, or Confluence. RTM is a living document; assign a dedicated resource to make regular updates and reviews by the project team as the project progresses to ensure it remains aligned with evolving requirements and project goals. RTM refinements should reflect any changes or additional information as the project requirements are refined and validated. Maintain traceability between the requirements (both functional and non-functional) and the project artifacts and test cases. Enlist Federal certification (OCSS) requirements in the RTM and assign high priority to assure adherence to OCSS guidelines and the sustainability of Federal Financial Participation (FFP).

Challenge: Confirming that Sensitive Information will be Handled Appropriately

In **Kansas**, we determined that definitions and documentation regarding the operational handling of sensitive information was lacking. Our recommendation to further define and integrate the methodology and implementation for managing sensitive information decreased the chance of potential operating environment vulnerabilities and contributed to system security.

LESSON LEARNED	IMPROPER HANDLING OF SENSITIVE INFORMATION IN THE OPERATING ENVIRONMENT CAN LEAD TO A DATA BREACH OF ANY OR ALL DATABASES CONNECTED TO OR REFERENCED BY THE APPLICATION.
Situation	Definitions and documentation surrounding operational handling of sensitive information such as connection strings and passwords, managing and protecting sensitive information are not as integrated and robust as needed.
Impact	Increased risk to the operating environment, such as data security, increased long-term maintenance, reduced system security, and more complex release management.
Recommendation	Define and integrate the methodology and implementation for sensitive information management in the operating environment and the converted code in the DEV-TEST-PROD environments.

D. Provide examples of opportunities or positive risks reported in past projects where the customer was able to capitalize.

AR DHS seeks an IV&V vendor who can help their project teams identify and exploit positive risks. PCG is well-equipped to support your project teams in doing so. Our comprehensive risk management approach means risk scanning is fundamentally about turning challenges into opportunities whenever possible. Our team will collaborate with your project teams to create a proactive risk management strategy. AR DHS will be empowered to convert issues into opportunities, ultimately enhancing the success of your project.

The following are examples of how PCG has helped clients identify and take advantage of positive risks.

Opportunity: Transition From Medicaid Enterprise Certification (MECL) To Streamlined Modular Certification (SMC)

After thoroughly assessing Mississippi's modularity modernization effort, we recommended transitioning from MECL to SMC.

LESSON LEARNED	THE SMC PROCESS ALLOWS PROJECT CERTIFICATION TEAMS TO SAVE TIME.
Situation	The project team used the MECL process to support its CMS certification effort.

LESSON LEARNED		THE SMC PROCESS ALLOWS PROJECT CERTIFICATION TEAMS TO SAVE TIME.
Impact	The MECL process was laborious and time-consuming, with fewer long-term benefits than recent outcome-based certification approaches.	
Opportunity	Leveraging PCG's IV&V assessment, the project certification team successfully transitioned to the new SMC process, which allowed key resources to focus on other project areas.	

Opportunity: Transitioning From Waterfall to Agile Enhanced Project Delivery

Mississippi's Electronic Visit Verification (EVV) project used a waterfall method. After applying an Agile checklist, the IV&V team recommended a more iterative development to achieve efficiency.

LESSON LEARNED		DETERMINE WHICH DEVELOPMENT APPROACH WORKS BEST FOR AN IT SOLUTION.
Situation	The project team used the waterfall methodology for its EVV implementation.	
Impact	The waterfall methodology was linear, time-consuming, and inflexible.	
Opportunity	By successfully transitioning to an Agile methodology, the project team saw greater business satisfaction, decreased risk, and improved product quality.	

Opportunity: Organizational Change Management (OCM) Yields Optimal Stakeholder Engagement

In **Mississippi**, change management was suboptimal. After comparing the OCM effort against Prosci® standards, we found that bringing in an OCM vendor would better serve the transformation effort.

LESSON LEARNED		FOR LARGE-SCALE TECHNOLOGY PROJECTS, A DEDICATED OCM VENDOR WILL YIELD BETTER STAKEHOLDER ENGAGEMENT.
Situation	Mississippi's PMO was managing stakeholder engagement activities.	
Impact	The PMO-managed stakeholder activities were inadequate.	
Opportunity	Following PCG's recommendation to engage a full-service OCM vendor, the Mississippi project better tracked engagement activities, yielding better outcomes as stakeholders were aware and adopted the developed technology solutions.	

E. Provide a redacted example of the bidder's deliverable review findings and issue assessment from a previous project. Describe if and how any checklists are used and which industry standards are anticipated to be used for these projects.

Our redacted example of deliverable review findings and issue assessment is provided in **E.5.C - Exhibit H- Bidder's Deliverable Review Findings**.

E.5.D RFP SECTION 2.4.6.H – IV&V SYSTEM AND BUSINESS OPERATIONS AND READINESS REVIEW

A. Describe the bidder's approach to assessing operational and system readiness.

AR DHS requires the IV&V vendor to conduct a system and business operational readiness review and assessment for each implementation project. Our team will prepare and deliver a comprehensive IV&V System and Business Operations Readiness Review Report for each AME Replacement Project for AR DHS approval a minimum of 90 calendar days before the system implementation date in the project schedule.

Our IV&V team and SMEs will review the operational change control process documentation, defect reporting mechanisms and processes; help desk and other information technology service management (ITSM) artifacts, processes, and documents; disaster recovery/business continuity plans, and system performance results to evaluate operations oversight activities. We will review Help Desk processes and other ITIL processes and artifacts to ensure that appropriate channels are available for users to report problems, what is the life cycle of the inquiries being placed by the users, what mechanisms are in place to reduce the number of inquiries, and how the project team will carry out triage and resolution.

Through online survey(s) and user interviews, we will evaluate user satisfaction (i.e., how well the system meets the stated goals defined by AR DHS) to determine areas for future improvements. System performance results, as measured by defined KPIs, will be evaluated.

The table below describes tasks associated with ensuring Business Operations Readiness.

OPERATIONS READINESS AND VALIDATION	
Task Description	Participate in and validate system integration testing, interface testing, pilot operations, operational readiness assessment, and user acceptance test plans, including test criteria and procedures for DDI.
Method and Approach	We will validate system integration testing, interface testing, pilot operations, operational readiness assessment, and user acceptance test plans, including test criteria and procedures for DDI. All IV&V findings will be reported.
Inputs	IV&V Management Plan and IV&V Checklists
Outputs	Conduct Initial Review Conduct Periodic Review(s) Management Briefing Deliverable Observation Report (deliverable) Weekly Report (deliverable) Monthly Report (deliverable)
Industry Standards / Best Practices	PCG Eclipse IV&V® Framework Medicaid Enterprise Certification Toolkit Medicaid Information Technology Architecture (MITA) IEEE, CMMI, PMBOK, and other industry standards (e.g., ISACA/COBIT 5, SEI)
Assumptions and Constraints	AR DHS will meet with Team PCG as necessary and provide access to systems, software, documents, and artifacts needed to satisfy the requirements. The DDI Contractor will meet with Team PCG as necessary and provide access to staff resources, systems, software, documents, and artifacts needed to satisfy the requirements.

B. Provide an example of a readiness review plan utilized for other projects.


We have provided a readiness review plan example in **E.5.D - Exhibit I – Readiness Review Plan**.


C. Provide an example of operation and system readiness review reports used on previous projects.


We have provided an example of operation and system readiness review in **E.5.D - Exhibit J. - Operation and System Readiness Review**.




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 (916) 565-8090

 services@pcgus.com

 www.publicconsultinggroup.com

 6261 Hazel Avenue, #1330
Orangevale, CA 95662