



Enterprise Services Caribe Response to
Government of Puerto Rico
Department of Health Medicaid Program
Puerto Rico Medicaid Enterprise System

RFP 2021-PRMP-MES-MMIS-P3-001



ATTACHMENT B: TITLE PAGE, VENDOR INFORMATION, EXECUTIVE SUMMARY, SUBCONTRACTOR LETTERS, AND TABLE OF CONTENTS

This section will provide instructions to vendors on what to include for the title page, vendor information, executive summary, how to include subcontractor letters, and table of contents.

1. Title Page

In accordance with **Section 3: General Information** of this RFP, the vendor should include a title page stating the vendor's intent to bid for this Request for Proposal (RFP). The vendor's response should include a Title Page; Table of Contents; Executive Summary; and vendor contact and location information.

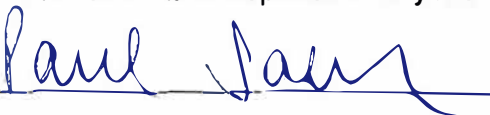
The vendor should include the following cover letter, signed in blue ink by an authorized signatory legally binding the vendor and include it in the labeled "Original Proposal."

The vendor should provide the following information regarding the person responsible for completing of the vendor response. This person should also be the person PRMP should contact for questions and/or clarifications.

Name	Rosalba Scotto	Phone	915-726-3255
Address	Metro Office Park Metro Parque 7, Street #1, Suite 204	Fax	N/A
	Guaynabo, Puerto Rico 00968	E-mail	rosalba.scotto@gainwelltechnologies.com

Subject to acceptance by PRMP, the vendor acknowledges that by submitting a response and signing in the space indicated below, the vendor is submitting a formal offer to meet that which is being requested within this RFP.

In addition to providing a signature to **Section 5.6: Disclosure of Proposal Contents** in the RFP, failure to sign the Submission Cover Sheet or signing it with a false statement shall void the submitted response or any resulting contracts.

 / 09/20/2021

Original signature of Signatory Authorized to Legally Bind the Company / **Date**

Name (Typed or Printed)	Paul Saleh
Title	Chief Executive Officer
Company Name	Enterprise Services Caribe, LLC
Physical Address	Metro Office Park, Metro Parque 7, Street #1, Suite 204 Guaynabo, Puerto Rico 00968
State of Incorporation	Puerto Rico

By signature hereon, the vendor certifies that:

1. All statements and information prepared and submitted in response to this RFP are current, complete, and accurate.
2. The proposed solution meets the requirements of this RFP.
3. The vendor will comply with all federal and state laws, rules, and regulations that are in force currently or anytime during the term of a resulting contract.
4. The vendor acknowledges and accepts that the full response contents and associated documents will become open to public inspection in accordance with the laws of Puerto Rico. PRMP will hold "confidential" all response information, including both technical and cost information, during the evaluation process, except for the questions and answers before the submittal of proposals. All other information associated with the RFP, including but not limited to, technical scores and reasons for disqualification, will not be available until after the contract has been awarded in accordance with the laws of Puerto Rico.
5. The company represented here is an authorized dealer in good standing of the products and services included in this response.
6. The vendor, any subcontracting partners, and its proposed resources are eligible to participate in this transaction and have not been subjected to suspension, debarment, or similar ineligibility determined by any federal, state or local governmental entity; are in compliance with the State's statutes and rules relating to procurement; and are not listed on the federal government's terrorism watch list as described in Executive Order 13224. Entities ineligible for federal procurement are listed at <https://www.sam.gov/portal/SAM/#1>.
7. Prior to award, the vendor affirms it will have all current approvals, licenses, or other qualifications needed to conduct business in Puerto Rico.

2. Vendor Information

The vendor should complete the following information:

- Primary point of contact for any questions pertaining to the vendor's payment address

For questions regarding vendor's payment address or to pursue further correspondence, please contact Rosalba Scotto, Account General Manager. The contact information is provided below:

Table 1. Primary Point of Contact

Contact Details	
Contact Person	Rosalba Scotto
Mailing Address	Metro Office Park Metro Parque 7, Street #1, Suite 204 Guaynabo, Puerto Rico 00968
Telephone Number:	+1.915.726.3255
Email Address	rosalba.scotto@gainwelltechnologies.com

- Address to which PRMP should send legal notices for any potential future agreements

PRMP can send legal notices for any potential future agreements to the address mentioned below:

Table 2. Contact Address

Contact Information	
Mailing Address	Metro Office Park Metro Parque 7, Street #1, Suite 204 Guaynabo, Puerto Rico 00968

- Individuals responsible for vendor's response

Table 3. Proposal Preparation Team Members

Gainwell Proposal Preparation Team Members	
Jeff Jacobs	Sector General Manager
Rosalba Scotto	Account General Manager
Gayle Fajardo-Lane	Senior Manager MMS Implementations Leader
Edward Dinardo	Solution Architect
Ellen Shampain	PR Account Delivery Leader
Ken Hortsch	Architect
Amy Strait	CMS Certification Manager
Payton Butler	EDI Integration
Hilma Diaz	DSS Analytics Capability
Ivan (John) Bagdanov	Cloud Operations Lead
Edith Chavez	Managed Care
Paranika Natarajan	Managed Care, Integration Architect
Darren Swift	Financial
Roy Clay	Account Security Officer
Andrew Hagg	Bid Manager
Ramasubramaniam Pasupathy	Bid Manager
Gina Baldrige	Editor
Terri Creekmur-Hughes	Senior MMIS writer
Anne Olah	Senior MMIS writer
Mike Wajda	Work Planner
Hildegard Tuch	Contract Manager
Jean Gabriel Peuchaud	Legal Counselor

2.1 Payment Address

In the table below, the vendor should provide the name, title, and address to which PRMP should direct payments for the goods and services within this RFP.

Table 4. Payment Information

Payment Information			
Name:	Rosalba Scotto	Title:	Account General Manager
Address:	Metro Office Park Metro Parque 7, Street #1, Suite 204		
City, State and Zip Code:	Guaynabo, Puerto Rico 00968		
Phone:	+1.915.726.3255	Fax:	N/A
Email:	rosalba.scotto@gainwelltechnologies.com		

2.2 Legal Notice Address

In the table below, the vendor should provide the name, title, and address to which PRMP should send legal notices.

Table 5. Legal Notice Information

Legal Notice Information			
Name:	Rosalba Scotto	Title:	Account General Manager
Address:	Metro Office Park Metro Parque 7, Street #1, Suite 204		
City, State and Zip Code:	Guaynabo, Puerto Rico 00968		
Phone:	+1.915.726.3255	Fax:	N/A
Email:	rosalba.scotto@gainwelltechnologies.com		

3. Executive Summary

This section should be a brief (three [3] to five [5] page) summary of the key aspects of the vendor's Technical Proposal. The Executive Summary should include an overview of the vendor's qualifications, approach to delivering the goods and services described in the RFP; timeframe for delivering the goods and services; the proposed team; and the key advantage(s) of the vendor's proposal to PRMP.

Response

On May 24, 2016, HPE announced plans to spin-off and merge our Enterprise Services (ES) business with CSC to create a pure play global IT services powerhouse called DXC Technology (DXC). This new company was launched in April 3, 2017. DXC recently sold the State and Local Health and Human Services division. Gainwell Technologies Limited, (Gainwell) is the new business venture that launched on October 1, 2020. The Gainwell name is new but we've been building our reputation as a valued partner to state and local governments for 50+ years. With more than 10,000 experienced staff members, serving more than 58 million Medicaid beneficiaries, Gainwell continues to consistently deliver on our commitments to customers in Medicaid and health and human services programs...without missing a beat. This experience and our dedication to providing service excellence is proven in our 42 state, commonwealth, and territory customers that put their trust in us daily.

Gainwell's modular Medicaid systems translate CMS' vision for Medicaid systems and services into reality. We have successfully implemented 29 modular Medicaid systems for 16 Medicaid agencies and have eight additional module implementations in progress. Ongoing releases address federal mandates, industry standards, and other improvements. The consistent user interface common to our modules supports efficiency across the modules.

Further, Gainwell will deliver the MMIS Phase III solution to provide PRMP with a foundational system architecture and functionalities to support the establishment of a more comprehensive modular financial management solution. Gainwell will accomplish this vision and mission with a low risk, non-disruptive, predictable, and industry proven methodology and approach. This methodology and approach will allow PRMP to build on the initial MMIS Phase III functionalities and allow for future integration of other financial management processes within the Medicaid Enterprise.

At Gainwell, our sole focus is government health and human services programs. With that said, we are not one segment of a large corporation, which means we are able to deliver unmatched focus and service excellence.

We are now uniquely positioned to continue to help Medicaid programs improve health outcomes and services. Among other outcomes, Puerto Rico will benefit from Gainwell's focus on the following:



Placing the core MMIS with a strong partner focused only on healthcare and government technology services



Providing seamless and reliable support for Puerto Rico Department of Health (PRDoH)'s mission-critical healthcare and human services systems and operations



Offering agility in meeting contract obligations by removing corporate overhead, levels of approval, and red tape — moving decision making closer to PRDoH

Enterprise Services Caribe (ESC) is the legal business entity authorized to perform work in Puerto Rico. ESC will be the organization to provide service to PRDoH. Throughout our proposal, we will refer to Gainwell when describing the broad capabilities and strength of our parent company, to which PRMP will have ready access.





Gainwell consistently delivers a full suite of industry leading information technology solutions including CMS-certified Medicaid Management Information Systems (MMISs), fiscal agent services, program integrity, care management, immunization registry, and eligibility services.



Gainwell is firmly committed to PRMP's vision and goals of successfully implementing and operating the MMIS Phase III solution to provide PRMP with operational improvements to financial systems reconciliation, data and information sharing between systems, claims visibility, and financial transaction and reporting timeliness.



Gainwell also clearly understands PRMP's commitment to transform itself into an integrated and information-driven agency, leveraging technology advancements to improve healthcare outcomes for citizens, and ultimately increasing the credibility of the Medicaid program within the Commonwealth and with CMS.



Gainwell is the best, most predictable, and reliable choice to execute on PRMP's MMIS Phase III solution vision and goals and continue to provide excellent service to Puerto Rico's MMIS core stakeholders.

Overview of the vendor's qualifications

With Enterprise Services Caribe (ESC), PRDoH gets a team of professionals that have an average of 16 years working with Medicaid programs. This historical knowledge gives a different perspective and can help during future developments. ESC's 5+ years of experience with the implementation of the first MMIS for PR and maintenance and operations of the system, includes intimate knowledge of the PR Medicaid business processes and supporting organizations.

The consistency and experience of the PRDoH team, paired with ESC's technical team, is a win-win situation. ESC is known for its commitment to excellence and ability to deliver a solid solution, especially in the Medicaid market where we are an industry leader. We have more than a decade of experience using and developing business rules-based systems. PRDoH can count on the expertise; skills, and loyalty of the ESC team to successfully take on the challenge of the establishment of a financial management module for PRMP's MMIS Phase III effort as defined in the MMIS Phase III solution RFP.

The following highlights the benefits PRDoH will receive from a continued relationship with ESC that extends to the Phase III solution.

• A uniquely qualified team with deep interChange (iC) system expertise • Lowest risk implementation and solution for on-time and within budget project completion • Medicaid modernization expertise • Continuity and low-disruption enhancement with core iC system	• Extend existing iC capabilities to modular functionality • Planned concurrent Core iC and FM Cloud migration expected • Provide current data for RFP auditing and CMS reporting requirements • Proven success in achieving CMS certification

ESC is ready to assist PRMP with your MMIS Phase III effort to establish a financial management module as defined in the MMIS Phase III RFP and to support future enhancements and implementations of the financial management business processes.

Approach to delivering the goods and services

ESC will deliver the new and comprehensive PRMP solution for the MMIS Phase III, plus knowledgeable people, and the commitment that PRMP needs to achieve a successful implementation and operation of the MMIS Phase III solution. Our existing core financial management and managed care functionality in interChange will be extended to provide the PRMP Phase III solution. The solution will be focused primarily on the business processes

necessary to support the calculation, production, and distribution of capitation payments to carriers; and will provide the foundation for maturing other financial management business processes in the future once PRMP completes the Medicaid Enterprise Roadmap. Please see proposal Attachment G Business Requirements Approach, Attachment H Technical Requirements Approach, Attachment I Implementation Requirements Approach, and Attachment J Maintenance and Operations Requirements Approach for more details on how we will successfully deliver the right solution for PRMP.

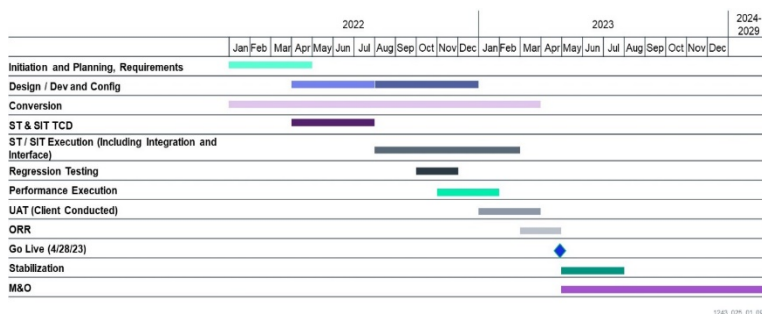
Invested, trained, and experienced staff will assist PRDoH in the implementation and then finally the move into operations. We are up for the challenge and are prepared to dedicate the effort needed to have a successful and timely implementation that includes thorough design, well thought-out development, extensive testing, and a planned implementation schedule that includes training for staff and system users. We will help PRDoH make this transition to the modular system just like we have in the past with the transition to PRMMIS Phase I, II, and numerous other large successful project transitions and implementations.

ESC will continue to provide reliable implementation and M&O support. During the implementation and M&O phases of this contract, ESC will meet or exceed the SLA performance requirements in delivery of the required services. From our experience working with the PRMP and our decades of Medicaid work, we understand the staffing necessary across the project to successfully meet our clients' requirements—efficiently, effectively, and on time using analytics and reports to meet PRMP's expectations.

Process, documentation, and standards are accelerators that will be used to reduce implementation timelines, achieve "quick wins," improve consistency, and ultimately achieve critical outcomes—CMS certifications of MES modules and improved efficiency of Medicaid workflows within Puerto Rico that deliver critical services to Puerto Ricans.

Time frame for delivering goods and services

ESC proposes a 15-month implementation phased followed by maintenance and operations (M&O) that will verify and support the services are in place. Gainwell leads with a proven approach to implementation management, enhanced by our established and collaborative approach with PRMP. We will meet with PRMP stakeholders to charter the work and define the value measurements critical to PRMP success.



Proposed team

The ESC team knows PRDoH, its Medicaid leadership, and its program and data. We have a strong working relationship with the PRDoH leaders. Our proposed key personnel will work collaboratively for PRMP's MMIS Phase III success. Just as important as the sound technology proposed in our solution is the experienced team prepared to continue this effort and continue improvements. The ESC team has established a collaborative and successful working relationship with PRMP, ASES, Health Plans, InterVoice, and Berry Dunn. We can leverage the relationships, work patterns, and implementation processes used thus far in the MMIS to get the complete PRMP's MMIS Phase III live.

The ESC MMIS Phase III leadership team of **Rosalba Scotto** and **Uthara Gopalan** are excited about working with PRDoH on the design and implementation of the MMIS Phase III. PRDoH can trust these experienced leaders to be there, as they have been in the past, to provide input

and knowledge for the development and implementation of the Phase III solution. Along with Uthara and Rosalba, ESC offers a financial management and managed care team of knowledgeable technical developers and business analysts, skilled in helping PRDoH with the implementation and operation of the new module. PRDoH can be confident the financial management and managed care team will continue to provide service excellence and continuity for the program during the implementation, maintenance, and operations of the module.

By selecting ESC, PRDoH will receive proven services from one vendor acting as systems integrator, making certain that the Phase III solution is implemented on time and is certified—reducing risks for PRDoH. During that time, ESC will take advantage of experience from one implementation to another, while still enabling the solution to be tailored for different customers. Our most recent implementations support even broader business functions through COTS tools. Our record of success shows that our team and our solution has grown and adapted as the industry has evolved.

ESC is pleased to offer PRMP a project team of experienced Medicaid and technology professionals, and an organizational structure that attests to our ability to design, develop, implement, and operate the PRMP Phase III. Our proposed team structure is modeled after other successful similar projects ESC has delivered.

Our team is built to serve the Commonwealth of PR MES Project. Our proposed key personnel will work collaboratively for PRMP.

Key Personnel and Role	Qualifications
Rosalba Scotto <i>Account Manager</i>	20+ demonstrated years of experience in project management for large Medicaid Healthcare IT projects. Areas of expertise include strategic planning, business management and analysis, operations management, and cost control. Adept at working with all levels of leadership and front-line employees in both English and Spanish.
Thomas Lynn Rusk <i>Project Manager</i>	20+ years of solid project management skills developed from decades of software development, system conversions, and new implementations for IT projects of widely varying sizes to the Puerto Rico account. Has extensive experience partnering with project teams, vendors, management, clients, and other stakeholders. Thomas also has a diverse knowledge of health care, pharmaceutical, investment, and government industries and strong technical competence and communication skills.
Cindy DeArth <i>Business Lead</i>	15+ years leading and executing DDI and Operational IT projects within timely and budgetary constraints, conducting operational assessments and identifying process improvements. Core competencies include lifecycle project management, risk mitigation and assessment, system and network deployment, service level enhancements, and process and system optimization.
Edith Chavez <i>Technical Lead</i>	20+ years' experience in Healthcare IT and State Medicaid as a technical programmer analyst, metrics subject-matter expert, and Technical Functional Area Lead (TFAL) supporting MMIS DDI enhancements.
Uthara Gopalan <i>Implementation Manager</i>	20+ years' focus on MMIS Implementations. 15+ years project management. Healthcare payment management, enterprise system development SME. Excellent communication and collaboration skills with internal and external stakeholders across a spectrum of technical and business matters in a matrixed management environment.
Julio Ortiz <i>Operations Manager</i>	20+ years as an experienced consultant and industrial engineer, with experiences and background in project management, process improvement, planning, procurement, auditing, and cross-cultural communications. MMIS PMO manager for the Puerto Rico Department of Health (PRDoH). Has worked as an operations manager in the delivery organization overseeing and managing the Operations of the PRMMIS.
Amy Strait <i>Certification Lead</i>	CMS certification expert with Medicaid Enterprise Certification (MECT) Toolkit and Outcomes-Based Certification (OBC) mechanisms with more than seven years' experience helping states and U.S. territories successfully achieve CMS MMIS certification.

Kat Minx <i>Documentation Management Lead</i>	BA in Communications, MeD English Education Certification, and 5+ years' experience with MMIS implementations.
Tony Verduzco <i>Quality Assurance Manager</i>	BS, Business Information Systems, ITIL IT Service Management Foundation, and PMP-certified project manager for more than 17 years. Tony is expert at all facets of project management and excels in Enterprise Project Management Office (EPMO) service delivery by providing process design, project quality oversight, project manager mentoring, and business system technical support.
Priscilla Bembo <i>Testing Manager</i>	With 7+ years' experience, managed the test estimation, test development, test execution, defect management activities, and communication for UAT, Regression, and Security Role-based Testing teams for the Kansas Medicare and Medicaid Information System. This involved oversight for 14 modules, including Managed Care and Financial functional areas.
Roy Clay <i>Information Security Architect</i>	Accomplished in information technology (IT) and institutional compliance management with 20+ years of diverse experience in IT security, healthcare, academia, industrial control and defense, and with proven ability to develop and implement strategies that support business objectives.

Key advantage(s) of the vendor's proposal to PRMP

Success in modular Medicaid projects: PRMP benefits from implementation best practices developed in 29 successful modular implementations for 16 Medicaid agencies. Gainwell has provided CMS certification assistance for 17 states, using MECT and the OBC pilot. All were certified back to day one.

Continuous improvement and innovation: As the industry's Medicaid leader, Gainwell has a singular focus on public sector services. The Gainwell Team has committed to continuously improving data-driven insights while maintaining individual, Medicaid-specific investment strategies to support a long-term partnership.

The modernized Phase III solution module will provide the following:

- A rules engine configured to identify beneficiaries and providers eligible for one of the managed care programs as specified by PRMP's program guidelines
- Flexibility that will accommodate future program needs
- Pertinent enrollment data that will be retained in the Financial Management module
- Data that can be viewed using online web panels offered by the user interface called @neTouch
- Complex payment methodologies for accurate and timely provider payments, adjustments, and reconciliations
- A suite of reporting options that provides users with access to a hybrid selection of data for program oversight
- Ability to interface with multiple entities
- Cycles for enrollment and payment that run timely and efficiently

ESC is prepared to support future enhancements and implementations of the financial management business processes.

The ESC Team Commitment

During 5+ years with the PRMMIS program, ESC's unwavering focus has been service to PRMP, its program administrators, and the individuals the Medicaid program serves. Our team and our offerings are built to serve. We are excited about working with a proven collaborator and tool to support PRMP in modernizing the Medicaid enterprise. Together, our proposed Phase III solution's unmatched fit gap, demonstrated design, and talented implementation, maintenance, and operations team, bringing hands-on experience for the Phase III solution, sets ESC apart from competitors, allowing for rapid evolution and future innovation by PRMP.

4. Subcontractor Letters (if applicable)

If applicable, for each proposed subcontractor the vendor should attach to **Attachment B: Title Page, Executive Summary, Subcontractor Letters, and Table of Contents** a letter from the subcontractor, signed in blue ink by an authorized signatory legally binding the subcontractor, which includes the following information:

- The subcontractor's legal status, federal tax identification number, D-U-N-S number, and principal place of business address.
- The name, phone number, fax number, email address, and mailing address of a person who is authorized to legally bind the subcontractor to contractual obligations.
- A description of the work the subcontractor will perform.
- A statement of the subcontractor's commitment to perform the work if the vendor is selected.
- A statement that the subcontractor has read and understands the RFP, and will comply with the requirements of the RFP.
- A statement that the subcontractor will maintain any permits, licenses, and certifications requirements to perform its portion of the work.

Response

Not applicable, Enterprise Service Caribe (ESC) will not involve any subcontractors for this program. ESC will deliver the services required by this RFP.

5. Table of Contents

This section should contain a table of contents. The table of contents should include all parts of the proposal, including response forms, and attachments, identified by section and page number. The Table of Contents should also include a Table of Tables, Table of Figures, etc.

Response

The following is the Table of Contents for ESC's response including response forms, attachments, a Table of Tables, and a Table of Figures.

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6. Disclosure of Response Contents

All materials submitted to PRMP in response to this RFP shall become the property of the Government of Puerto Rico. Selection or rejection of a response does not affect this right. By submitting a response, a vendor acknowledges and accepts that the full response contents and associated documents will become open to public inspection in accordance with the laws of Puerto Rico. If a vendor determines there is a "Trade Secret" contained in the proposal, the vendor must send a written notification to the Solicitation Coordinator when submitting the proposal to prevent public disclosure of the "Trade Secret." A redacted version of the technical proposal may be provided to PRMP in the event that there are 'trade secrets' the proposing Vendor wishes to not be made public. A redacted proposal should be provided separately from the technical and cost envelopes and should be in addition to (not in place of) the actual technical or cost proposal. PRMP will keep all response information confidential, including both technical and cost information, during the evaluation process, except for the questions and answers before the submittal of proposals.

Vendors are encouraged to provide a redacted version of the technical proposal to PRMP in the event that there are 'trade secrets' the proposing Vendor wishes not be made public. A redacted proposal should be provided separately from the technical and cost envelopes and should be in addition to (not in place of) the actual technical or cost proposal.

Upon completion of response evaluations, indicated by public release of a Notice of Intent to Award, the responses and associated materials will be open for review at [Procurement | Departamento de Salud de Puerto Rico](#) or at an alternative location as defined by PRMP. Any trade secrets notified by the vendor to the Solicitation Coordinator will be excluded from public release.

By signing below, I certify that I have reviewed this Request for Proposal (and all of the related Amendments) in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the vendor to execute this bid or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that, to the best of my knowledge, the vendor has properly registered with any Puerto Rico agency that may require registration.

*****Please include this disclosure and signature within Attachment B of the technical proposal response. *****

Enterprise Services Caribe, LLC (ESC)

(Company)

Paul Saleh, Chief Executive Officer

(Representative Name, Title)

703-245-4600

(Contact Phone/Fax Number)

09/20/2021

(Date)

(Signature)



ATTACHMENT C: VENDOR QUALIFICATIONS AND EXPERIENCE

This section will provide instructions to vendors to complete information required for the organizational overview, corporate background, experience in the public sector, and certifications.

1. Organization Overview

This section of the vendor's Technical Proposal should include details of the vendor and subcontractor overview. The vendor's Technical Proposal should include: organization overview, corporate background, vendor's experience in public sector, and certifications.

1.1 Organization Overview

Provide all relevant information regarding the general profile of the vendor.

Vendors are NOT to change any of the pre-filled cells in the following tables.

Table 6. Vendor Overview

Vendor Overview	
Company Name	Enterprise Services Caribe, LLC (ESC)
Name of Parent Company(If Applicable)	Gainwell Technologies LLC
Industry (North American Industry Classification System [NAICS])	541511- Custom Computer Programming Services
Type of Legal Entity	Domestic For Profit Limited Liability Company
Company Ownership (e.g., Private/Public, Joint Venture)	Private
Number of Full-Time Employees	Gainwell Technologies LLC has 10,000+ employees serving clients across the continental U.S. and Puerto Rico.
Last Fiscal Year Company Revenue	\$1.4 Billion
Last Fiscal Year Company Net Income	Gainwell was formed in October 2020 as a result of the sale of DXC Technology's U.S. State and Local Health and Human Services business to Veritas Capital. Therefore, Last Fiscal Year Net Income includes a non-cash, Goodwill write down of \$2.5 billion, which is the result of an allocation of DXC's broader write down to the U.S. State and Local Health and Human Services business unit.
Percentage of Revenue From State and Local Government Clients in the United States	100%
Percentage of Revenue From IT Design and Implementation Services	8% to 10%

Vendor Overview	
Number of Years in Business	Gainwell Technologies LLC commenced business on October 1, 2020 and is the result of the acquisition of DXC Technology's U.S. State and Local Health and Human Services business (legal entity - DXC MS LLC). Through our legacy companies, however, Gainwell has been in business for 50+ years (since the founding of EDS in 1962).
Number of Years Vendor has been Providing the Type of Services Specified in the RFP	Gainwell has been providing MMIS services for more than 45 years.
Number of Employees Providing the Type of Services Specified in the RFP	Gainwell Technologies LLC has 6900+ employees serving MMIS clients across the continental U.S. and Puerto Rico.
Headquarters in the United States	Conway, Arkansas
Locations in the United States	41 offices in the U.S.

1.2 Subcontractor Overview (if applicable)

If the proposal includes the use of Subcontractor(s), provide all relevant information regarding the profile of each Subcontractor. This section may be duplicated in its entirety and a page created per Subcontractor included.

The vendor is not to change any of the pre-filled cells in the following tables.

Table 7. Subcontractor Overview

Subcontractor Overview	
Company Name	Not applicable; see below
Name of Parent Company(if applicable)	Not applicable; see below
Industry North American Industry Classification System (NAICS)	Not applicable; see below
Type of Legal Entity	Not applicable; see below
Company Ownership (e.g., Private/Public, Joint Venture)	Not applicable; see below
Number of Full-Time Employees	Not applicable; see below
Last Fiscal Year Company Revenue	Not applicable; see below
Last Fiscal Year Company Net Income	Not applicable; see below
Percentage of Revenue From State and Local Government Clients in the United States	Not applicable; see below
Percentage of Revenue From IT Design and Implementation Services	Not applicable; see below

Number of Years in Business	Not applicable; see below
Number of Years Vendor Has Been Providing the Type of Services Specified in the RFP	Not applicable; see below
Number of Employees Providing the Type of Services Specified in the RFP	Not applicable; see below
Headquarters in the United States	Not applicable; see below
Locations in the United States	Not applicable; see below

Response

Not applicable, ESC will not involve any subcontractors for this program. ESC will deliver the services required in this RFP.

2. Mandatory Qualifications

This section details the mandatory qualifications. The vendor must complete this section to demonstrate that it has the experience needed to meet requirements set forth in this RFP. The table below lists each mandatory qualification, the vendor must note whether it meets the qualification and provide narrative demonstrating fulfillment of the requirement. The vendor must list each project experience separately and completely every time it is referenced.

Table 8. Mandatory Qualifications

Mandatory Qualification Item(s)	Vendor Meets?		Provide A Brief Narrative to Demonstrate Fulfillment of Requirement
The vendor must demonstrate experience within the last three (3) years as the prime contractor for at least three (3) federal, state, local government or private healthcare entities where the proposed solution is currently being or has been implemented.	☒ YES	NO	As the industry leader in providing Medicaid services and technology, Gainwell today serves 30 State Medicaid programs as the prime contractor delivering MMIS solutions. Our scope of work for 22 of these programs includes processing encounter claims. Three of these Medicaid programs include the states we are highlighting—Kansas Medicaid, Delaware Medicaid, and Wisconsin Medicaid. Gainwell also brings experience as the prime contractor in the successful implementation of 29 modular Medicaid Enterprise System solutions—each implemented on time.

The vendor must demonstrate at least three (3) years' experience in Medicaid and Health and Human Services.	☒ YES	NO	Gainwell, an independent private company, was founded on October 1, 2020. Gainwell was created through the sale of DXC Technology's State & Local Health and Human Services (HHS) business, creating a standalone, privately held company. Through our predecessor companies, we have been in business for more than 50 years providing technology solutions that are vital to the administration and operations of Medicaid and other public-sector HHS programs—far exceeding the required three years' experience. Currently, Gainwell provides MMIS and Medicaid fiscal agent services to 30 state Medicaid programs as the prime contractor. Our current 45-year tenure for the State of Wisconsin speaks to our experience. Beyond Medicaid services, Gainwell brings decades of experience supporting State health and human services, including immunization registry for 14 states; Early Intervention services for five states; eligibility services for four states; and Women, Infants, and Children (WIC) services for 11 states and the Wichita Tribe, Caddo Tribe, and Delaware Nation (WCD).
The vendor must include at least three (3) references from projects performed within the last three (3) years that demonstrate the vendor's ability to perform the scope of work described in the RFP. Vendors may only use one (1) reference per project performed. PRMP strongly prefers three (3) references from different state Health and Human Service engagements where this proposed solution is currently being or has been implemented.	☒ YES	NO	Gainwell presents our references for the projects performed within the last three years for the State of Kansas, State of Delaware, and the State of Wisconsin Medicaid programs. We have served the Kansas Medicaid Program for 38 years, the Delaware program for 32 years, and the Wisconsin program for 45 years.

The vendor must have at least three (3) years' experience in operation of a Medicaid Enterprise solution similar to PRMP's in compliance with all Federal and State regulations.	☒ YES	NO	In 2020, Gainwell processed more than 1 billion encounters for 19 Medicaid programs and paid out more than \$148 billion dollars in managed care capitation payments for 21 programs. Our CMS-certified solutions and operations, supporting MES solutions similar to PRMP, have been in place for more than 25 years.

3. Existing Business Relationships with PRMP

Describe any existing or recent (within the last five [5] years) business relationships the vendor or any of its affiliates or proposed Subcontractors have with PRMP, PRMP's counties, and/or PRMP's local municipalities.

Response

Puerto Rico MMIS

ESC has provided MMIS services to PRMP for the last five years. We started this service in March 2016 with a four-month Data Assessment project in preparation for Puerto Rico's first MMIS (PRMMIS) implementation.

PRMMIS Phase I

In October 2016, PRMP and ESC signed a contract for the MMIS Implementation Phase I. The PRMMIS was implemented in March 2018, and Phase I successfully completed in July 2018.

PRMMIS Phase II

Phase II was identified as an 18-month project that started in January 2019 and successfully completed June 2020.

ESC provided Outcomes Based Certification support to PRMMIS for both Phase I and Phase II implementations. Both phases achieved certification back to day one.

PRMMIS Operations

ESC currently provides operations maintenance and support for the PRMMIS. Our operations team comprises 70 employees, three of whom are physically located in Puerto Rico and the remaining team members work from remote locations in the continental U.S. Our services include running and maintaining the PRMMIS, and providing related hosting services, systems management, and operations support.

Puerto Rico Immunization Information System Enhancements

ESC provided support services, February 2016 through June 2019, for the Puerto Rico Department of Health Immunization Information System (IIS). Gainwell maintained and provided enhancements for the Puerto Rico Immunization Registry (PRIR) in its interaction and interfacing with the Centers for Disease Control and Prevention (CDC) Vaccine Tracking system (VTrckS).

Enterprise Services Caribe (ESC) is the legal business entity authorized to perform work in Puerto Rico. ESC will be the organization to provide service to the Puerto Rico Department of Health (PRDoH). Throughout our proposal, we will refer to Gainwell when describing the broad capabilities and strength of our parent company, to which PRMP will have ready access.

4. Business Disputes

Provide details of any disciplinary actions and denote any that are pending litigation or Terminated for Cause or Convenience and associated reasons. Also denote any other administrative actions taken by any jurisdiction or person against the vendor. List and summarize all judicial or administrative proceedings involving your sourcing activities, claims unlawful employment discrimination, and anti-trust suits in which you have been a party within the last five (5) years. If the vendor is a subsidiary, submit information for all parent companies. If the vendor uses Subcontractors, associated companies, or consultants that will be involved in any phase of this project, each of these entities will submit this information as part of the response.

Response

ESC, including parent companies, is not party to any disciplinary proceeding or termination of any government contract, and has no material, pending litigation against it that we reasonably believe could adversely affect our ability to meet contract requirements pursuant to this RFP or is likely to have a material adverse effect on our ability to perform, including with respect to any judicial or administrative proceedings involving sourcing activities, claims of unlawful employment discrimination, and anti-trust suits, in the last five years. From time to time, we may experience a disagreement with a supplier or employee, and some matters may result in a judicial or administrative proceeding, but these are usually meritless and do not impact our financial position. Additionally, we have no pertinent judgment, criminal conviction, investigation, or litigation pending against our company or any of our officers, directors, employees, or agents related to this RFP, the State or Federal government, Medicaid, or any oversight agencies, or that would otherwise affect our ability to meet contract requirements or ability to perform.

On April 30, 2019, the Special Claims Committee for the Financial Oversight And Management Board for Puerto Rico, as part of the bankruptcy case of Puerto Rico, filed an adversary complaint (Adv. Proc. No. 19-00060) in the United States District Court for the District of Puerto Rico against Enterprise Services Caribe, LLC (ESC) to recover a payment of \$2.3 million made by the Commonwealth of Puerto Rico to ESC on April 20, 2017. The payment was made in connection with professional services provided pursuant to a contract with the Commonwealth for the provision of Medicaid Management Information Services. We have asserted a defense to the claim that 90% of the payment constituted federal funds that are not recoverable by the bankruptcy estate.

5. References

PRMP may conduct reference checks to verify and validate the past performance of the vendor and its proposed Subcontractors.

5.1 Vendor (Prime) References Form

Include at least three (3) references from projects performed within the last three (3) years that demonstrate the vendor's ability to perform the scope of work described in this RFP. The vendor should provide three (3) different clients/projects in order to demonstrate its experience.

The vendor should include project description, contract dates, and contact information (customer points of contact, addresses, telephone numbers, and email addresses). The vendor should explain whether it performed the work as a prime contractor or as a

subcontractor.

The vendor is NOT to change any of the pre-filled cells in the following tables. The vendor may add additional reference tables as necessary.

Gainwell is providing three business references that will attest to our service excellence and customer commitment. As instructed, each of our references has completed the following tables.

Gainwell's referenced projects include Kansas, Delaware, and Wisconsin. We provide the following MMIS services for the referenced states:

Table 9. Vendor References

Reference 1: State of Wisconsin, Department of Health Services (DHS)

Vendor Information		
Vendor Name: Gainwell Technologies, LLC 313 Blettner Blvd Madison WI 53784	Contact Name:	Richard Johnson, Sector General Manager
	Contact Phone:	(608) 332-6523
Customer Information		
Customer Organization: Department of Health Services (DHS)	Contact Name:	Krista Willing
	Contact Title:	Assistant Administrator of Systems, Fiscal, and Operations Division of Medicaid Services
Customer Address: 1 W Wilson St Madison WI 53703	Contact Phone:	(608) 266-2469
	Contact Email:	KristaE.Willing@wisconsin.gov
Project Information		
Total Vendor Staff:	Averages 600–650; (Business Processes, Systems, and Infrastructure teams)	
Project Objectives: MMIS Fiscal Agent for the State of Wisconsin		
Project Description: Gainwell Technologies is the Fiscal Agent for the State of Wisconsin. Gainwell provides back-office services, ITO infrastructure, systems solutions, maintenance, and add on solutions for policy and direction set by the Wisconsin Division of Medicaid Services. (DMS).		
Vendor's Involvement: Gainwell is the Fiscal Agent for the State, managing the back office, system infrastructure, and development and maintenance of the system. Total staff count averages 600–650. Gainwell works with DMS staff to solution policies and mandates from CMS and state departments. We work through virtual and inhouse meetings. The back-office teams support areas such as claims processing, mailroom functions, third party liability (TPL), provider enrollment, training and communications, prior authorization, pharmacy services as part of the state Preferred Drug List (PDL) solution including PBM, multiple call centers for members and providers, eligibility, financial, drug rebate, and check processing. Additional Document Processing Units (DPUs) are located in Janesville and Milwaukee Wisconsin, to assist State and County Eligibility Verification teams.		
Project Benefits: Support DMS with executing daily operations of the Wisconsin Medicaid program in addition to required enhancements as needed.		

Key Personnel				
Name: Richard Johnson		Role: Account General Manager		
Name: Tom Flitter		Role: Deputy Account Manager		
Name: Patti Allen		Role: Systems Manager		
Name: Donna Thorne		Role: Business Processes (Back Office) Deputy Manager		
Project Measurements:				
Estimated one-time costs: Most recent contract – 3-year DDI modernization at \$62M plus \$8.8M take-over activities.		Actual one-time costs: DDI modernization activities have increased to \$75M. Take over remained at \$8.8M.		
Reason(s) for change in one-time cost: Increase was due to additional scope changes around program needs and additional software purchases to support enterprise-wide solution designs.				
Original Value of Vendor’s Contract: \$425M for 5 years		Actual Total Contract Value: approx. \$460M for 5 years and includes incremental project work		
Reason(s) for change in value: Ever-changing Medicaid environment, CMS mandates, COVID pandemic, Wisconsin state mandates, DDI modernization scope expansion, etc.				
Estimated Start & Completion Dates:	From:	11/2018	To:	10/2023
Actual Start & Completion Dates:	From:	11/2018	To:	10/2023
Reason(s) for difference between Estimated and Actual dates: N/A for base contract. DDI extension to May of 2022 from August of 2021 due to modernization scope expansion.				
If the vendor performed the work as a Subcontractor, the vendor should describe the scope of subcontracted activities: Not applicable				

Reference 2: State of Delaware, Division of Medicaid & Medical Assistance, Department of Health and Social Services

Vendor Information		
Vendor Name: Gainwell Technologies, LLC. 645 Paper Mill Road, Suite 2015 Newark, DE 19711	Contact Name:	Jose P. Tieso, Jr.
	Contact Phone:	(302) 753-3881
Customer Information		
Customer Organization: State of Delaware, Division of Medicaid & Medical Assistance, Department of Health and Social Services	Contact Name:	Tonya Jenkins
	Contact Title:	Management Analyst III, Contract Liaison

Customer Address: Herman M. Holloway Sr. Health and Social Services Campus 1901 N. DuPont Highway, Biggs Bldg #2, New Castle, DE 19720	Contact Phone:	(302) 255-9627
	Contact Email:	Tonya.Jenkins@delaware.gov
Project Information		
Total Vendor Staff: 178		
Project Objectives: Manage day-to-day fiscal agent operations for the Delaware Medicaid program, including day-to-day fiduciary responsibilities		
Project Description: Since go live of Delaware Medicaid Enterprise System (DMES) on 01/01/2017, conduct day-to-day business operations across various functional and business areas including: • Mailroom (incoming and outgoing) • Call Centers and related functions: – Provider – enrollment, claims, financials, inquiries, publications, EDI – Member – eligibility, claims, inquiries, premium payments, TPL/COB, prior authorizations, other State programs – Pharmacy – members, providers, drug rebate, prior authorizations – Managed care – capitation and premium payments, eligibility – Help desk • Claims – Business Process Administration – Reference – TPL – Medicaid Buy-In – Managed Care – encounter processing • Fiduciary – Financials – weekly payments, SUR – Other – EFTs, ERAs, bank functions • Pharmacy Drug Rebate • Quality Assurance		
Vendor's Involvement: Full fiscal agent responsibilities in support of federally certified (back to day one) Medicaid program		
Project Benefits: Maintains most day-to-day Medicaid business operations for the State of Delaware, allowing State customer to primarily focus on management, direction, and making certain of adherence to federal and state mandates and initiatives. The State of Delaware has a small core staff to manage the entire program, Gainwell frees the State from worrying about day-to-day operations so they can meet with other stakeholders (members, providers, other organizations) to meet their division's directive to improve health outcomes by ensuring that the highest quality medical services are provided to the vulnerable populations of Delaware in the most cost-effective manner. The delivered business operations by Gainwell also consistently meet or exceed contract service levels and their business operations teams consistently achieve compliance with all current and evolving federal and state requirements.		
Key Personnel		
Name: Jose Tieso	Role: Account General Manager	
Name: Fred Fiola	Role: Deputy Account Manager	

Name: Janet Bailey		Role: Account Delivery Manager – Business Operations	
Name: Karen Parker-Bender		Role: Claims Operations Manager	
Project Measurements:			
Estimated one-time costs: N/A		Actual one-time costs: N/A	
Reason(s) for change in one-time cost: N/A			
Original Value of Vendor's Contract: \$89.3M		Actual Total Contract Value: \$154M	
Reason(s) for change in value: Additional contract value from the execution of three of six one-year options			
Estimated Start & Completion Dates:	From:	01/2017	To: 06/2024
Actual Start & Completion Dates:	From:	01/2017	To: 06/2024
Reason(s) for difference between Estimated and Actual dates: Execution of three one-year options over the base current contract term			
If the vendor performed the work as a Subcontractor, the vendor should describe the scope of subcontracted activities: Not applicable			

Reference 3: State of Kansas, Department of Health and Environment (KDHE)

Vendor Information			
Vendor Name: Gainwell Technologies, LLC 6511 SE Forbes Ave Topeka, KS 66619		Contact Name:	Konley Kuehn
		Contact Phone:	(785) 274-4204
Customer Information			
Customer Organization: State of Kansas, Department of Health and Environment (KDHE)		Contact Name:	Elizabeth Wolff
		Contact Title:	Enterprise Systems Director
Customer Address: 900 SW Jackson, Suite 900 North Topeka, KS 66612		Contact Phone:	(785) 296-1319
		Contact Email:	elizabeth.wolff@ks.gov
Project Information			
Total Vendor Staff:	166		
Project Objectives: Takeover and operation of the existing MMIS and the implementation and operation of a modular MMIS to modernize or replace the current system. Meet Kansas' MITA 3.0 objectives, using the existing Kansas Service-Oriented Architecture (SOA)			

- Meet CMS' seven conditions and standards and promote the use of industry standards for information exchange and interoperability, providing a seamless business services environment for KDHE users
- Provide information management tools to assist KDHE in effectively managing the State Medicaid program, business processes, and provide a system designed to accommodate the information needs and business methods of today and tomorrow
- Implement eight module components, provided by one or more contractors, to modernize or replace the existing MMIS. For the purposes of this RFP, the term module is used to describe a collection of functionality that can reside in any physical location and is a functional grouping of capabilities that will be implemented, tested, and certified as a single group of system functionality
- Kansas was looking for a system that can handle clinical data, encounter and claim processing, and multiple payment methodologies.

Project Description:

Development of a modernized, modular MMIS that will include the following major categories of shared services:

- Module 1: Customer Self Service Portal (CSSP)
- Module 2: Claims Payment/Encounter Processing
- Module 3: Provider Management
- Module 4: Program Integrity/Utilization Management
- Module 5: Financial Management
- Module 6: Managed Care Enrollment Broker Services
- Module 7: Kansas Eligibility and Enforcement System (KEES) Integration
- Module 8: Data Warehouse and Analytics (DWA)

Vendor's Involvement:

Gainwell is the state's selected vendor to take over the current MMIS and implement and operate the modular MMIS that will replace the current system.

Project Benefits:

- Integrate, migrate, or transform its proposed solution into a modular MMIS shared service model using the existing KDHE architecture
- Provide information management tools and business partners to assist KDHE in effectively managing the State Medicaid program
- Support monitoring the performance of KanCare MCOs
- Use a modular approach to create a framework that is aligned with MITA Version 3.0 and supported by a Service-Oriented Architecture (SOA) and unified data governance. KDHE expects this modular approach to result in low-risk MMIS compliance and more efficient customer service
- Meet the CMS seven conditions and standards and promote the use of industry standards for information exchange and interoperability, providing a seamless business services environment for KDHE users
- Support the State in maintaining eligibility for FFP for the design, development, installation, and enhancement of mechanized claims processing and information retrieval system as specified under 42 CFR 433.112 by proposing a modernized system that meets the conditions within the federal regulation

Key Personnel

Name: Konley Kuehnl	Role: Modernization Manager
Name: Venkatesh Gandikota	Role: Service Integration Manager

Project Measurements:

Estimated one-time costs: \$800,000	Actual one-time costs: \$800,000

Reason(s) for change in one-time cost: Not applicable, additional testing licenses to cover resources only applicable for the duration of the implementation.				
Original Value of Vendor's Contract: \$54,712,062.97		Actual Total Contract Value: \$126,352,000		
Reason(s) for change in value: Addition of scope to the DDI project at the client's request, along with formal project and contract extensions to include the requested scope.				
Estimated Start & Completion Dates:	From:	1/2016	To:	1/2019
Actual Start & Completion Dates:	From:	1/2016	To:	1/2022
Reason(s) for difference between Estimated and Actual dates: Addition of scope to the DDI project at the client's request, along with formal project and contract extensions to include the requested scope.				
If the vendor performed the work as a Subcontractor, the vendor should describe the scope of subcontracted activities: Not applicable				

Reference 4: State of Colorado, Department of Health Care Policy and Financing

Vendor Information		
Vendor Name: Gainwell Technologies, LLC	Contact Name:	Thurman 'Tripp' Fulton
	Contact Phone:	(785) 969-9028
Customer Information		
Customer Organization: State of Colorado, Department of Health Care Policy and Financing	Contact Name:	Nathan Culkin
	Contact Title:	Health Information Office, Systems Division Director
Customer Address: 1570 Grant Street Denver, CO 80203	Contact Phone:	(303) 866-2478
	Contact Email:	nathan.culkin@state.co.us
Project Information		
Total Vendor Staff:	Approximately 200 FTEs	
Project Objectives: The Department of Health Care Policy and Financing is pursuing solutions that combine excellence and innovation in technology, business operations, and system implementation.		
Project Description: The goal of this procurement is to redefine systems and business processes for the Colorado Medical Assistance program by procuring technical and business services to replace the legacy system with a modern system and service delivery model. The service delivery model and modern system should be both flexible and adaptable, and be able to easily interface with business intelligence and analytics tools to provide easy access to data and comprehensive reporting. In addition, the Department is seeking Fiscal Agent Operations Services with the expectation of excellent customer service and operational automation for both providers and the Department.		

The Department seeks to provide Department staff and business partners with the information management and analytics tools that will enable the Department to manage and transform its Colorado Medical Assistance program to quickly adapt to and support the next decade of reform that is expected to occur in health care administration. As a result, new information technology systems and services, as well as modifications to current business processes to improve the Medicaid Information Technology Architecture (MITA) maturity levels, are required. In addition, effective professional services will be crucial to the success of program improvements.

Vendor's Involvement:

As the prime contractor, Gainwell replaced HCPF's legacy MMIS with its latest interChange MMIS product. The Gainwell transition team converted legacy MMIS data to the interChange data model, updated/established applicable business processes, established data interfaces with other new vendors, and trained internal and external users on how to engage with the new platform. Following the successful transition, for the past four years Gainwell has maintained and continued to enhance the CO MMIS using teams of developers, business analysts, and a PMO. Additionally, Gainwell Business Process Services staff have performed fiscal agent responsibilities including call center, provide enrollment, provider outreach, claims data entry, claims review/resolution, financial, mailroom, publications, and training

Project Benefits:

- Reduction in time required to implement system changes as a result of a more configurable, rules-based table-driven system
- Greater real-time processing for providers allows them to receive payments and resolve outstanding claims more timely
- Web services allow data to be shared with trading partners more quickly
- Modernized system provides greater ease to adapt emerging technology and transaction standards
- Increased providers' transparency to greater amounts of data using self-service
- Automated the calculation, production, and reporting of capitation payments

Key Personnel

Name: Tripp Fulton	Role: Account General Manager
Name: Rob Van Fossen	Role: Account Delivery Leader
Name: Sumit Das	Role: Applications Service Executive
Name: Reggie Givens	Role: Deputy Account Executive
Name: Abbey Polumbus	Role: PMO Lead
Name: Keith Kennedy	Role: Infrastructure Delivery Leader
Name: Peter Maugn	Role: Privacy and Security Officer
Name: Carolynn Mieke	Role: Communications and Training Manager
Name: Jeff Kaup	Role: Claims Manager
Name: Rena Anabtawi	Role: Provider Relations Manager
Name: Sabrina Speight	Role: Call Center Manager
Name: Chief Architect	Role: Paul Vielstra

Project Measurements:

Estimated one-time costs: \$80,000,000	Actual one-time costs: \$81,300,000

Reason(s) for change in one-time cost:

Operations approach mutually agreed on during contract negotiations to support provider engagement during re-enrollment process.

Original Value of Vendor's Contract: \$187,000,000					Actual Total Contract Value: \$337,287,859				
Reason(s) for change in value: Contract has been extended twice by exercising allowed options. Project scope has increased to support new projects and initiatives such as clinical claims editing, electronic visit verification, care/case management platform, and staff augmentation for operations and system.									
Estimated Start & Completion Dates:		From:		2/28/2014		To:		10/31/2018	
Actual Start & Completion Dates:		From:		2/28/2014		To:		10/31/2023	
Reason(s) for difference between Estimated and Actual dates: Contract has been extended twice by exercising allowed options. Project scope has increased to support new projects and initiatives such as clinical claims editing, electronic visit verification, care/case management platform, and staff augmentation for operations and system.									
If the vendor performed the work as a Subcontractor, the vendor should describe the scope of subcontracted activities: Not applicable									

5.2 Subcontractor References (if applicable)

If the vendor's proposal includes the use of subcontractor(s), provide three (3) references for each subcontractor. The State prefers references that demonstrate where the Prime and Subcontractors have worked together in the past.

Table 10. Subcontractor References

Subcontractor Information		
Vendor Name: Not Applicable; see below	Contact Name:	
	Contact Phone:	
Customer Information		
Customer Organization:	Contact Name:	
	Contact Title:	
Customer Address:	Contact Phone:	
	Contact Email:	
Project Information		
Total Vendor Staff:		
Project Objectives:		

Project Description:				
Vendor's Involvement:				
Project Benefits:				
Key Personnel				
Name: (Add more rows as needed)			Role: (Add more rows as needed)	
Name: (Add more rows as needed)			Role: (Add more rows as needed)	
Project Measurements:				
Estimated one-time costs:			Actual one-time costs:	
Reason(s) for change in one-time cost:				
Original Value of Vendor's Contract:			Actual Total Contract Value:	
Reason(s) for change in value:				
Estimated Start & Completion Dates:	From:		To:	
Actual Start & Completion Dates:	From:		To:	
Reason(s) for difference between Estimated and Actual dates:				
If the vendor performed the work as a Subcontractor, the vendor should describe the scope of subcontracted activities				

Response

Not applicable, ESC will not involve any subcontractors for this program. ESC will deliver the services required in this RFP.

6. Financial Stability

The vendor should provide the following components for this section:

6.1 Dun & Bradstreet (D&B) Ratings

The vendor should provide the industry standard D&B ratings that indicate its financial strength and creditworthiness, assigned to most U.S. and Canadian firms (and some firms of other nationalities) by the U.S. firm D&B. These ratings are based on a firm's worth and composite credit appraisal. Additional information is given in credit reports (published by D&B) that contain the firm's financial statements and credit payment history.

Gainwell has submitted credit reporting from Dun & Bradstreet (D&B), dated June 9, 2021. The D-U-N-S Number for Gainwell is 12-588-4336. Gainwell has also included the D&B Supplier Qualifier Report in **Annexure 1 – D&B Report** as an official document to indicate a satisfactory credit score for Gainwell.

6.2 Financial Capacity

The vendor should supply evidence of financial stability sufficient to demonstrate reasonable stability and solvency appropriate to the requirements of this procurement.

Gainwell, the parent company of ESC, is a financially sound independent company. We had revenue of more than \$1.4 billion for the fiscal year 2020. Gainwell also has included a current bank reference. The reference letter is provided below in the form of a standard business letter, signed and dated on August 16, 2021.

J.P.Morgan

August 16, 2021

Puerto Rico Department of Health Medicaid Program
ATTN: Lourdes Arroyo-Lopez
268 Luis Muñoz Riveria Avenue
World Plaza – 12th Floor (Suite 12)
San Juan, Puerto Rico 00918

Ref: 2021-PRMP-MES-MMIS-P3-001

Dear Lourdes,

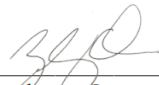
JPMorgan Chase Bank, N.A.'s (together with its affiliates, the "Bank" or "we") client Gainwell Technologies LLC (the "Company") has asked us to provide you this letter in connection with RFP# 2021-PRMP-MES-MMIS-P3-001

We are pleased to confirm that (i) the Bank has had a relationship with the Company since at least October 2020, (ii) the Company has operated its business with the Bank in a satisfactory manner, and (iii) the Company has performed its obligations to the Bank when due.

The information herein is provided as an accommodation to the inquirer at the request of the Company. The information provided herein is furnished on the condition that it is strictly confidential; that no liability or responsibility whatsoever in connection herewith shall attach to the Bank or its affiliates or any of their respective officers, employees, agents or affiliates; that this report makes no representation regarding the general condition of the Company and its affiliates, their management, or their future ability to meet their obligations, and that any information provided is subject to change without notice.

Sincerely,

JPMORGAN CHASE BANK, N.A.

By: 

Name: Zachary Quan

Title: Vice President

Gainwell has included credit reference reports in **Annexure 2 – Credit Reference**. We have provided our Fitch Credit Report, Moody’s Credit report as well as the Standard & Poor’s Ratings Report. Gainwell also has included the D&B Supplier Qualifier Report in **Annexure 1 – D&B Report** as an official document to indicate a satisfactory credit score for Gainwell.

Table 11. Credit References

Institution	Address	Phone Number
D&B – Number: 12-588-4336	355 Ledgeawn Dr, Conway, AR, 72034, United States of America	+1 703-245-9700
FITCH Rating: B Outlook: Stable	Chaim Kurland Director Primary Rating Analyst Fitch Ratings, Inc. 33 Whitehall Street New York, NY 10004.	+1 212-908-0281
S&P Global Rating Rating: B Outlook: Stable	Sarah Kahn New York sarah.kahn@spglobal.com	+ 1 212-438-5448
Moody Investors Services Long Term Rating B3	Ignacio Rasero VP-Senior Analyst ignacio.rasero@moody.com	+1 212-553-1767



ATTACHMENT D: PROJECT ORGANIZATION AND STAFFING

This section will provide instructions to vendors to submit their overall approach to staffing the project using ***Attachment D: Project Organization and Staffing***.

Instructions: Staffing strategies are to be employed by the vendor to ensure all requirements and service levels are met to the satisfaction of PRMP. The evaluation of the vendor's staffing approach shall be based on the ability of the vendor to satisfy the requirements stated in this RFP. Therefore, the vendor should present detailed information regarding the qualifications, experience, and expertise of the proposed staff and an Initial Staffing Plan.

For ease of formatting and evaluation, ***Attachment D: Project Organization and Staffing*** provides the required outline for the vendor's response to staffing. The vendor's response to the following should not exceed 25 pages, excluding key personnel resumes and the forms provided in this attachment.

Please refer to ***Appendix 2: Staff Qualifications, Experience, and Responsibilities*** of the RFP for the details pertaining to staff qualifications, experience, and responsibilities.

1. Initial Staffing Plan

As part of the vendor's bid response, the vendor should provide an Initial Staffing Plan. In addition to the requirements described in ***Attachment F: Mandatory Requirements and Supplement Two: Detailed Requirements***, the vendor's narrative description of its proposed Initial Staffing Plan should include the following:

- A succinct description of the vendor's proposed project team should exhibit the vendor's ability and capability to provide knowledgeable, skilled, and experienced personnel to accomplish the Scope of Work (SOW) as described in this RFP.
- A detailed proposal for providing all resources necessary to fulfill the requirements as specified in this RFP. This includes details covering not only key staff but support staff.
- Organization charts for implementation and maintenance and operations stages showing both the vendor staff and their relationship to PRMP staff that will be required to support the project. The organization chart should denote all key staff for this project, and a summary of each key staff member's responsibilities.
- A narrative describing tools and processes used to screen staff to fill positions.
- A narrative describing the process for replacing key staff within timeframes detailed in this RFP and the procedures for backfilling key staff during any transition.
- Resumes (not to exceed two [2] pages each) for the key staff and support staff members assigned to this project including their licenses, credentials, and applicable experience. PRMP considers the key staff resumes as a key indicator of the vendor's understanding of the skill sets required for each staffing area.

- A letter of intent for each proposed staff member not currently employed by the vendor. Each letter of intent should be signed by the named individual, indicating that the individual is willing to accept employment if the vendor is awarded the contract.
- A description and diagram of the proposed staffing for each phase of the project.
- Identification of subcontractor staff, if applicable.

Introduction

ESC submits a deeply seasoned team of Medicaid Enterprise Solution (MES) professionals, swathed in a timelessly modeled organizational structure, touting ESC's proven success in multiple deliveries of MES/MMIS solutions, including those with focus on financial management attributes.

In this subsection, we provide an overview of our proposed staffing plan; to be further delineated in our Project Management Plan as a required deliverable for this project. In this section, we discuss our staff screening and backfill approach, introduce our proposed team and organizational structure, identifying key personnel by name, role, responsibility, and assigned project phases.

Initial Staffing Plan

ESC understands the importance of having the right people in the right positions. Our existing PRMMIS Operations leadership staff is well-poised and stands ready to expand its oversight capacity to encompass additional responsibilities in support of PRMP's MMIS Phase III effort.

Amid competitors, ESC stands uniquely poised in offering our proposed Phase III staffing plan, predicated on 're-use' of our loyal, highly knowledgeable, deeply skilled, seasoned, and successful team of professionals who implemented Phase I and Phase II of the PRMMIS.

Leveraging best of breed from the same team and structure benefits PRMP through a minimal learning curve and continued existing relationships that provides project continuity and team camaraderie to accomplish the Scope of Work (SOW) as described in this RFP and our response.

Complimenting this familiar team, ESC also will bring on additional expertise to implement new functionality for the MMIS Phase III DDI. ESC will monitor and adjust staffing needs to assure high caliber contract compliance with requirements, timelines, quality, and SOW standards as prescribed by PRMP. As with other PRMMIS phases, ESC anticipates staff will embrace their interaction in this phase as it relates to increasing PRMP's MITA maturity with a solid solution designed to improve financial management functions and provide PRMP with greater visibility into financial data supporting PRMP's managed care program.

Team ESC

The following table details Team ESC's qualifications, experience, and expertise collectively and individually for resources necessary to fulfill requirements and responsibilities specified in this RFP. Additionally, information in the following table depicts our staffing plan by project phases and denotes both key and support staff.

The following table is a brief discussion of the qualifications, experience, and skills of each key personnel and support staff as projected necessary to fulfill requirements set forth in the request for proposal (RFP).

Team ESC is deeply seasoned and collectively brings more than 200 years of Medicaid Management Information Systems (MMIS) implementations with State Medicaid Agencies. This deep, hands-on experience spans every role and every phase of a MMIS project with the proven experience of 11 Key Staff with six Support Staff.

The Right Team

ESC provides technical tools and the most experienced staff in Medicaid modernization. We serve as fiscal agent for more than 20 states and provide significant operational support to the states we serve. As the most experienced with PRMP policies and practices, Team ESC stands ready to continue to support PRMP during Phase III Implementation and Operations.

Table 12. Team ESC Roles by Project Phase

Vendor Role and Responsibilities	Key Knowledge, Skills and Abilities (KSAs)	Initiation and Planning	Design and Testing	Deployment	Maintenance and Operation	Contract Closing
Key Personnel		Project Phase				
Account Manager - Responsible for overall delivery of the project. Serves as a liaison with PRMP during all phases of the contract. Attends meetings and hearings of legislative committees and interested governmental bodies, agencies, and officers. Establishes and maintains positive client relationships with timely, informed responses to DDI, operational, and administrative inquiries that arise.	Rosalba Scotto - 20+ demonstrated experience in project management for large Medicaid Healthcare IT projects. Areas of expertise include strategic planning, business management and analysis, operations management, and cost control. Adept at working with all levels of leadership and front-line employees in both English and Spanish.	✓	✓	✓	✓	✓
Project Manager - Serve as Chief Liaison for PRMP throughout DDI; manage day-to-day interactions with client managers, facilitate the project by using project management processes, organizing the project, and managing teamwork activities consistent with approved work plan. Make certain of compliance with the project governance structure; manage project risks and issues; evaluate risks related to requirements management, business process definition, testing processes, internal controls, project communications, training, and organizational change management.	Thomas Rusk - 20+ years of solid project management skills developed from decades of software development, system conversions, and new implementations for IT projects of widely varying sizes to the Puerto Rico account. He has extensive experience partnering with project teams, vendors, management, clients, and other stakeholders. Thomas also has a diverse knowledge of health care, pharmaceutical, investment, and government industries and strong technical competence and communication skills.	✓✓	✓✓	✓✓	✓ ¹	Ö

¹ Project manager not necessary 100% of the time during Operations and Maintenance, nor is the project manager necessary during Contract Closing. This represents cost savings to PRMP.

Vendor Role and Responsibilities	Key Knowledge, Skills and Abilities (KSAs)	Initiation and Planning	Design and Testing	Deployment	Maintenance and Operation	Contract Closing
Business Lead - Liaison among stakeholders to make certain of adherence to the structure, policies, and operations of PRMP. Make certain that requirements are efficiently and effectively addressed by the solution. Coordinate day to day implementation activities and facilitate team communications. Subject Matter Expert (SME) making certain policy and business rules are accurately implemented.	Cindy DeArth - 15+ years leading and executing DDI and Operational IT projects within time and budgetary constraints, conducting operational assessments and identifying process improvements. Core competencies include lifecycle project management, risk mitigation and assessment, system and network deployment, service level enhancements, process, and system optimization.	✓✓	✓✓	✓✓	✓✓	✓✓
Technical Lead - Primary point of contact representing Gainwell technical staff in communications with PRMP. Make certain system requirements are addressed efficiently and effectively in compliance with policies and standards.	Edith Chavez - 20+ years' experience in Healthcare IT and State Medicaid as a technical programmer analyst, Metrics Subject Matter Expert and Technical Functional Area Lead (TFAL) supporting MMIS DDI enhancements.	✓✓	✓✓	✓✓	✓✓	✓✓
Implementation Manager - Perform day-to-day planning, directing, managing, and overseeing the implementation. Oversee development and implementation of the project management and component plans. Make certain of timely delivery of implementation project deliverables. Coordinate implementation activities with PRMP. Manage implementation risks and issues.	Uthara Gopalan - 20+ years' focus on MMIS implementations and 15+ years of project management experience. Healthcare payment management, enterprise system development SME. Excellent communication and collaboration skills with internal and external stake holders across a spectrum of technical and business matters in a matrixed management environment.	✓✓	✓✓	✓✓	✓	Ö

Vendor Role and Responsibilities	Key Knowledge, Skills and Abilities (KSAs)	Initiation and Planning	Design and Testing	Deployment	Maintenance and Operation	Contract Closing
Operations Manager - Support project activities to make certain of smooth transition from project implementation to the maintenance and operation phase. Manage and oversee the overall solution operations. Coordinate maintenance activities with PRMP. Make certain of understanding and agreement between stakeholders and contractor. Respond to requests for information or resolution of comments from the IV&V contractor. Manage ongoing risks and issues of the project.	Julio Ortiz - 20+ years as an experienced consultant and industrial engineer, with experiences and background in project management, process improvement, planning, procurement, auditing, and cross-cultural communications. MMIS PMO manager for the Puerto Rico Department of Health (PRDoH). He has worked as an operations manager in the delivery organization overseeing and managing the operations of the PRMMIS.	Ö	✓ ²	✓	✓	✓
Certification Lead – Make certain that system functionality and business operations fulfill Medicaid certification criteria, artifact requirements, and any other information required to achieve CMS certification. Develop and implement a strategy and plan for proper documentation of system artifacts to support system certification. Provide oversight of the certification process; prepare and lead PRMP’s participation in periodic certification reviews to make certain of successful CMS certification.	Amy Strait - CMS certification expert (Medicaid Enterprise Certification Toolkit [MECT] and Outcomes-Based Certification [OBC] mechanisms) with more than seven years’ experience helping states and U.S. territories successfully achieve CMS MMIS certification.	Ö	✓	✓	✓	Ö
Document Management Lead - Manage all tasks related to project documentation processes in accordance with RFP requirements, organizational policies, and objectives.	Kat Minx - BA in Communications, MeD English Education Certification, and 5+ years’ experience with MMIS implementations.	✓✓	✓✓	✓✓	✓	✓

² The proposed operations manager, Julio Ortiz, presently performs as operations manager in PRMP Phase I and II Operations, can assume the additional responsibilities of Phase III without the need for an additional FTE. This represents a benefit to PRMP in terms of cost saving.

Vendor Role and Responsibilities	Key Knowledge, Skills and Abilities (KSAs)	Initiation and Planning	Design and Testing	Deployment	Maintenance and Operation	Contract Closing
Quality Assurance Manager - Perform oversight for all quality assurance functions including deliverable review, accuracy of reports, solution documentation, and test results review.	Tony Verduzco - BS, Business Information Systems, ITIL IT Service Management Foundation and PMP-certified project manager for more than 17 years. Tony is an expert at all facets of project management and excels in EPMO service delivery by providing process design, project quality oversight, project manager mentoring, and business system technical support.	✓✓	✓✓	✓✓	✓	Ö ³
Test Manager - Develop and execute planning, management, coordination, communication, and oversight of testing, assessment, and reporting of progress and effectiveness of testing efforts, and development of automated testing. Develop and maintain testing frameworks and Master Test Plans. Establish and execute quality standards and control processes for testing.	Pricilla Bembo – With more than seven years' experience, managing test estimation, test development, test execution, defect management activities, and communication for UAT, Regression, and Security Role-based Testing teams for the Kansas Medicare and Medicaid Information System. This involved oversight for 14 modules, including Managed Care and Financial functional areas. Manage UAT test designs, review iterative business scenarios, and test cases for all functional areas. Train and coach key testers (SMEs) on UAT design process, direct the design of all iterative UAT activities.	✓	✓✓	✓✓	✓	Ö
Information Security Architect/Privacy Data Protection Officer – Make certain the solution's architecture supports PRMP's security needs, and security is a primary focus during design, development, and implementation (DDI). Integrate with vendor management team so any concerns or incidents related to security that emerge during implementation or operations are conveyed timely to PRMP.	Roy Clay - Accomplished in Information Technology (IT) and institutional compliance management with 20+ years of diverse experience in IT security, healthcare, academia, industrial control and defense and with proven ability to develop and implement strategies that support business objectives.	✓	✓	✓	✓	✓

³ Quality assurance manager will not be required during Contract Closing, thus representing additional cost savings to PRMP. The quality assurance manager responsibilities will be absorbed into the existing ESC PRMMIS PMO role.

Vendor Role and Responsibilities	Key Knowledge, Skills and Abilities (KSAs)	Initiation and Planning	Design and Testing	Deployment	Maintenance and Operation	Contract Closing
Support Staff⁴						
DSS & Reporting Architect - Oversee the successful implementation of Puerto Rico Medicaid in the areas of Data Warehouse, Federal Reporting (T-MSIS, CMS 64, 372, 1115), program integrity, and advanced analytical reporting. Serve as the Puerto Rico subject-matter expert for Medicaid, MMIS, and Federal Reporting in a partnership between CMS and Puerto Rico to pilot a new CMS Certification process.	Charles Abraham - As a certified and highly experienced Medicaid Management Information Systems (MMIS) project manager and architect, Charles Abraham brings more than 15 years of experience in providing project management, strategic analytics, data warehouse, architecture, technical leadership, and federal reporting subject-matter expertise.	✓	✓	✓	✓	✓
DDI Implementation Oversight - Serves as an Advisor to ESC DDI Leadership supporting Phase III. Collaborate with leadership and external vendors for risk identification and mitigation planning to maintain, schedule, and support the success of PRMP.	Gayle Fajardo-Lane - Intuitive leader with 35+ years in the field with more than eight DDIs and responsible for managing complex, dynamic, multi-year, multi-team projects. She is highly respected and sought after for complex MMIS projects and has been a successful manager for applications projects of varying sizes and complexities.	✓	✓	✓	✓	Ö
Managed Care Business Analyst SME - Responsible as the business knowledge SME in the Managed Care functional area supporting PRMPs Phase III. Understands and applies ESC processes and tools. Responsible for analyzing requirements and make certain design matches the requirements. Works closely with project stakeholders, PM, TFAL, testing staff, and other functional area SME staff so that deliverable documents are comprehensive and identify and address project requirements.	Divya Gundu - 10+ years of diverse experience in software requirements management, business analysis, data analysis, quality assurance, and project management. For PRMMIS Managed Care, she analyzes business requirements and interfaces, identifying gaps, creating change requests, creating process flows, maintaining documentation, and supporting testing for the Managed Care Module.	Ö	✓	✓	✓	Ö

⁴ ESC reserves the right to add additional staff resources later should there be a need determined.

Vendor Role and Responsibilities	Key Knowledge, Skills and Abilities (KSAs)	Initiation and Planning	Design and Testing	Deployment	Maintenance and Operation	Contract Closing
Managed Care Technical Developer - Responsible for aligning with TFAL, architects, and project manager in developing the technical components that comprise the managed care technical solution that meets the requirements and design expectations of the PRPM Phase III. Document and execute change orders aligned with requirements timelines and deliverables. Conduct code reviews and address any defects.	Emmanuelle Ortiz – 12+ years IT systems engineer with development and system administrator skills. Provide MMIS support and development including analysis, re-engineering, migration, enhancements, and support to several of the healthcare applications.	Ö	✓	✓	✓	Ö
Functional Area Architect - Liaise with the systems architect and functional area TFALS and PMs to validate that the Phase III requirements and related design complements current operational PRMMIS functionality. Consider end-to-end impact of design features to support the requirements.	Paranika Natarajan - 20+ years' experience leading Medicaid Member, Managed Care, Buy-In, HMO Encounter, and TPL teams in Puerto Rico, and numerous State Medicaid Agencies (SMAs) DDI accounts.	✓	✓	✓	✓	Ö
Account Delivery Leader - The Account Delivery Leader is responsible to liaise with the Phase III Implementation Manager to make certain of synergies with the current MMIS design and enable resource allocations to Phase III while ensuring Phase I and Phase II backfills are proportioned timely for transparency in current account delivery.	Ellen Champain - 20+ years of leadership experience. Four years of experience with PRMMIS covering resource management, CMS certification, PMO, and currently the leader for the Phase I and Phase II Operations and applications delivery.	Ö	✓	✓	✓	Ö
Legend ✓✓ - Fully dedicated 100% of the time and onsite for more than 50% per month ✓ - Dedicated less than 100% of the time Ö - Inactive in this phase of the project						

As reflected in the above footnotes, ESC advocates and proposes slight variations of the time frame in which select key staff are fully assigned to the project. These proposed revisions represent a cost savings to PRMP and ESC assures key staff are sufficiently present and devoted to meet the responsibilities, performance expectations, and system requirements of this RFP.

Key Staff Replacement

If any key staff member is reassigned or otherwise removed before the Phase III DDI project is completed or the individual's assignment to the project is completed, ESC will as soon as practicable assign an appropriate replacement who will then be designated as a key staff. Additionally, upon agreement of ESC and PRMP, in appropriate situations, to facilitate a smooth transition between ESC Key Staff, ESC and PRMP will jointly agree (*such agreement not to be unreasonably withheld by either party*) on an appropriate overlap period where both the ESC Key Staff being reassigned or removed, and the replacement ESC Key Staff are assigned to support the project.

Subcontractor

ESC is well staffed with a tenured, loyal, highly skilled, and diversified talent pool that negates the need for subcontractors at this time. Therefore, identifying subcontractors is not applicable.

Letters of Intent (LOI)

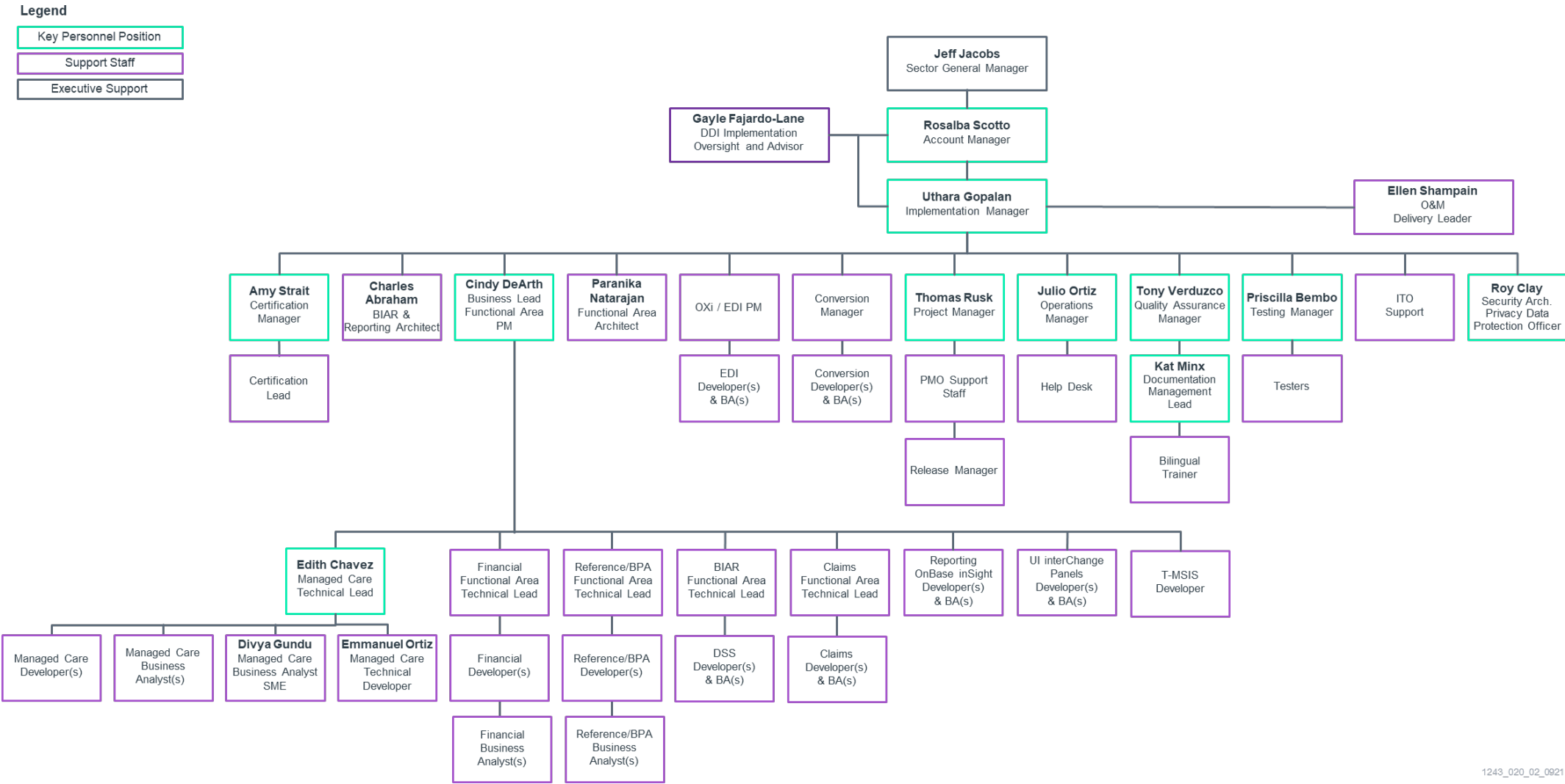
At present, the proposed staff for Phase III are well tenured, full-time employees of Gainwell and we anticipate no changes in employment status of Phase III proposed employees, nor in the staffing plan as presented. Therefore, LOIs are not applicable at present.

Organizational Structure

ESC is well positioned to provide the organizational resources to deliver services as outlined in the Phase III RFP. ESC organizational charts in the following figure identify the proposed team reporting structure and the position of each key team member. The charts show the specific roles within the project team, identify the key person by name and title, and illustrate lines of authority and collaboration. The charts also reflect the reporting chain of key person managers to the proposed account manager.

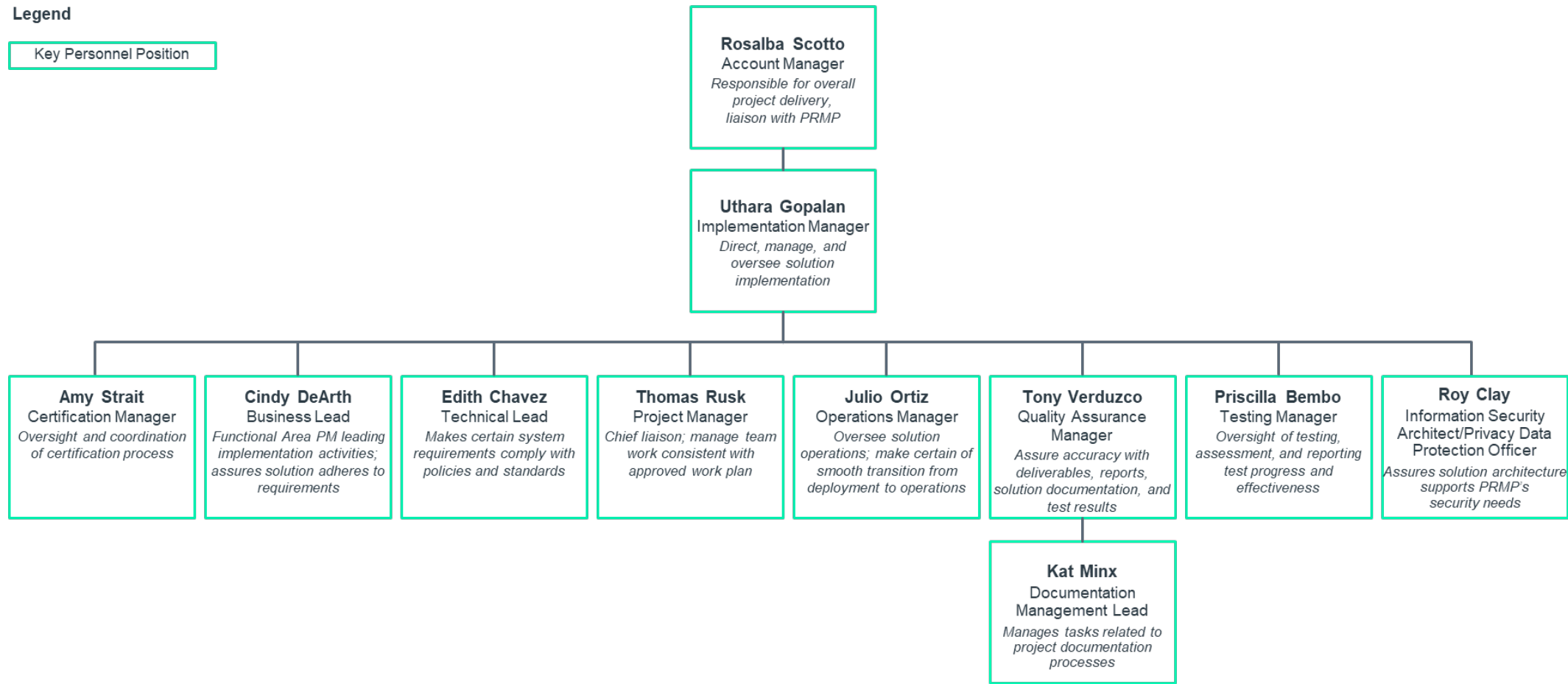
- Figure 1 depicts ESC Phase III Project Team (Executive, Key, and Support Staff)
- Figure 2 depicts ESC Key Staff with Summary of Responsibilities
- Figure 3 depicts Combined ESC and Puerto Rico State Staff During DDI Phase III
 - This shows the ideal point of contacts for project success, transparency, and alignment to meet project objectives
- Figure 4 depicts Combined ESC and Puerto Rico State Staff During Solution Maintenance and Operations Phase III
 - This chart identifies roles required for successful ongoing M&O.
 - An important distinction is this view shows the essential roles that are part of the solution but where existing ESC PRMMIS staff will be leveraged providing cost savings to PRMP for Phase III M&O.
 - This chart also depicts certain roles that are included only for a segment of time to support essential activities (for example, warranty and CMS certification).

Figure 1. ESC Phase III Project Team (Executive, Key, and Support Staff)



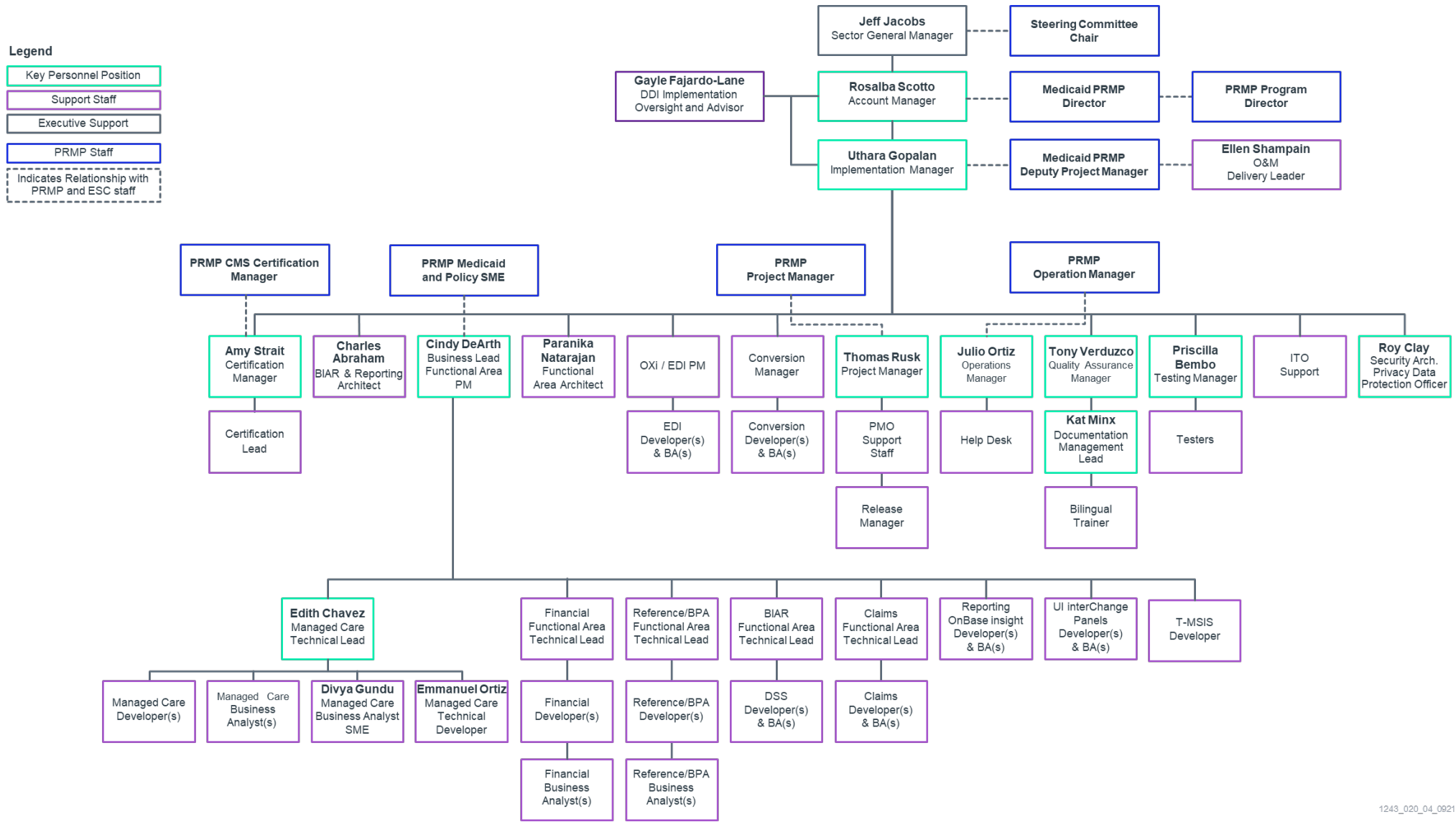
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Figure 2. ESC Key Staff with Summary of Responsibilities



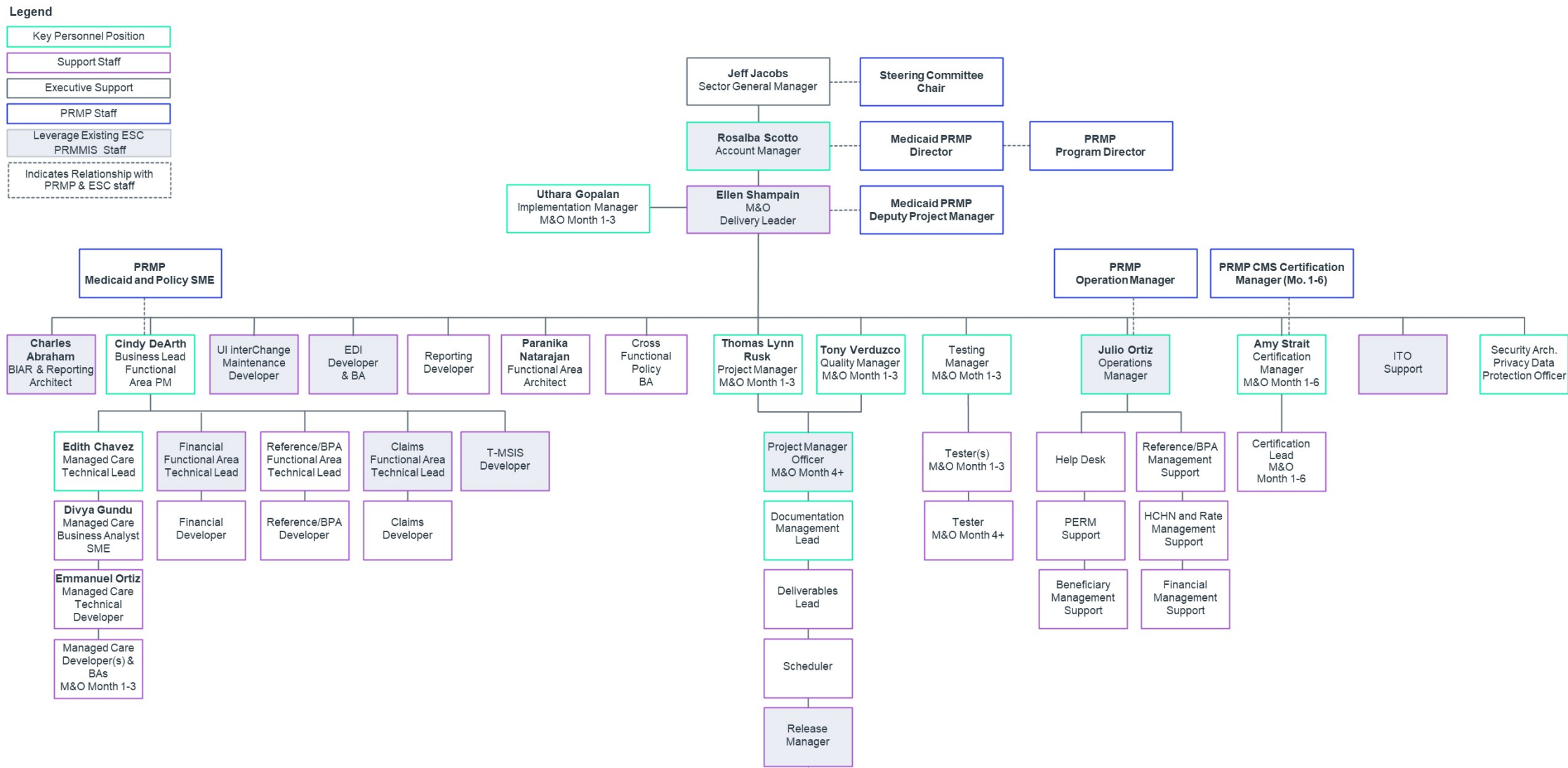
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Figure 3. Combined ESC and Puerto Rico State Staff During DDI Phase III



1243_020_04_0921

Figure 4. Combined ESC and Puerto Rico State Staff During Solution Maintenance and Operations Phase III



1243_020_05_0921

Staff Screening Tools and Processes

Resource management for the PRMP project involves identifying labor needs and locating personnel with the appropriate skills. An initial demand for project staff is developed during the proposal development process. On project initiation, the ESC leadership team is assembled, and the initial demand projections are reviewed.

ESC, as a subsidiary of Gainwell, uses Gainwell's solid screening, recruiting, and staffing tools and processes. Resource demand is identified by the ESC Project Manager and entered in project staffing profiles within the Gainwell corporate staffing tool. This entry signals the appropriate human resources (HR) organization to seek an additional resource as an internal transfer or as a new hire. Our open positions are widely posted on internal and external websites.

Gainwell conducts an internal search for the right skills match and required start date to determine if the resource can be sourced internally.

If Gainwell cannot find a resource internally, we have recruiters whose sole responsibility is to find qualified people to fill our resource demands. Our recruiters are networked with other recruiting firms and contracting agencies. Gainwell has established relationships with several contracting organizations who will respond to Gainwell's requests for resources very quickly and capably, if necessary.

Gainwell follows local talent-acquisition government regulations and corporate guidelines. These regulations include, but are not limited to, the Americans with Disabilities Act, the Fair Labor Standards Act, and the Drug-Free Workplace Act. Examples of the Gainwell hiring guidelines and policies are listed in the following table.

Table 13. Examples of Screening and Hiring Tools

Policies and Guidelines	Description
Pre-Employment Inquiry Guidelines	Describes the questions interviewers can and cannot ask a candidate
Summer Intern and Co-op: Foreign Student Guidelines	Describes student eligibility, role of Gainwell immigration specialist, and exit process
Global Misconduct Policy	Describes prohibited activities, employee assistance, drug screening, and special requirements related to government contracts
Hiring Current and Former Government Employees (Revolving Door) Policy	Describes objective, scope, responsibilities, and practices related to government employees
Interview Notes Policy	Describes requirement for taking and submitting interview notes to comply with retention requirements
Pre-Employment Background Investigation Policy	Describes what the background investigation covers and identifies when the employee can begin working
Conflicts of Interest Policy	Identifies potential areas of conflict and how to disclose potential conflicts
Multiple Job Offer Guidelines	Outlines steps to avoid or resolve situations related to multiple Gainwell position offers to the same candidate

ESC's staffing process identifies personnel needs and fulfills those needs with the best-matched people available. The candidates may be either internal or external to ESC organization.

- **Internal Candidates** — To fill open positions, Gainwell first looks to current employees who have demonstrated their capabilities and understand the Gainwell standards. Gainwell develops employees to promote from within the organization. Recruiters post job openings on Gainwell's intranet site, where employees can search for positions. Employees interested in a position can contact the recruiter or hiring manager to apply. Recruiters also can access Workday, Gainwell's database that contains current information on skills and qualifications of each employee.
- **External Candidates** — Gainwell uses various sources to hire the best people available in the job market. Our resource management strategy begins by considering the most effective channels and methods available to publicize job opportunities, such as those shown in the following table.

Table 14. Staffing Channels

Channel	Method
Recruiters	Recruiters locate resources outside the company. Recruiters communicate with potential and former employees. Professional recruiters work to add experienced, skilled personnel to the Gainwell workforce. Recruiters represent the managers who have submitted job profiles and often have the first contact with potential employees. Gainwell maintains campus relations programs with colleges and universities. Gainwell campus recruiters specialize in finding, developing, and tracking qualified students who form a valuable pool of talent to fill positions following graduation.
Local employment sources	Gainwell posts positions on America's Job Exchange, which connects to veterans and unemployed candidates. For targeted positions, Gainwell also recruits through leading job-seeker sites. Recruiters connect with vocational schools and community-based organizations, to find the skills these groups offer.
Career fairs	Gainwell uses local career fairs as another method of external recruiting. Several weeks before a career fair, the sponsoring organization, Gainwell, and other employers advertise the event to a targeted professional audience. At these fairs, Gainwell hosts a booth where Gainwell recruiters talk to job seekers. Recruiters describe the type of openings available and gather contact information from potential applicants.
Resume database	Gainwell has a constant influx of resumes into its candidate database, which performs several functions: • Enables recruiters to locate external job applicants who have submitted a resume within the past two years • Retains a searchable electronic record extracted from resumes so recruiters can locate qualified people with whom the recruiters would not otherwise come in contact • Allows applicants to attach resumes to online staffing requests for screening
Advertisement	Gainwell finds job applicants by advertising through traditional and social media. Depending on the urgency of the needs, Gainwell

Channel	Method
	chooses from combinations of radio, television, banner ads, internet postings, bulletins, flyers, direct mailings, community and regional newspapers, and websites such as LinkedIn to find candidates. Gainwell's HR department coordinates creating and placing advertisements for external recruiting.
Agencies	As part of a comprehensive search for qualified individuals, Gainwell looks to established employment agencies for referrals of available candidates. Agencies must meet stringent requirements to be on Gainwell's preferred vendor list. Candidates from agencies are subject to the same background investigation process as other potential employees.
Employee referrals	Gainwell encourages referrals from Gainwell employees to fill open positions.

After locating the suitable candidate, an important feature of the hiring methodology is the new-employee orientation process, which occurs after the employee starts work. The orientation covers the following topics:

- Corporate policies and ethics
- Account organization
- Diversity in the workplace
- Safety training
- Fraud prevention and awareness
- Code of conduct

Corporate training includes an acclimation program available to employees online. This enables individuals to learn about philosophies and culture. Additionally, Gainwell assigns mentors to new employees to provide workplace orientation and enhance on-the-job training.

Gainwell continuously develops resources, and every employee has required annual training pertinent to their area of expertise and that addresses topics such as security, ethics, and diversity.

Centers of Expertise have been formed so Gainwell employees who perform similar jobs can continue to grow and learn current best practices. One of the functions of a Center of Expertise is to help individuals obtain professional certifications, strengthen their skills, and learn new tools.

While it is sometimes difficult to find skilled business-knowledgeable staff, Gainwell is fortunate in having resources that have decades of similar experience.

Backfilling Key Staff

A main tenet of the ESC staffing approach is providing succession planning, staff replacement, and backups for staff on the project. The staffing plan recognizes that positions will become available and will need to be filled. From more than three decades of staffing Health and Human Services (HHS) projects, we have developed a standardized approach to filling staff vacancies.

Succession planning recognizes key staff may wish to leave the project because of retirement, promotion, or for advanced career opportunities. For this reason, ESC will plan a backup who is available to replace the person. We will establish these backups throughout the contract period.

For planned staff replacement vacancies (for example, retirements and promotions), we will prepare the backup to take over full responsibility.

Gainwell's best practices of succession planning and cross training our staff provide the following:

- **Flexibility** — Staff members can be shifted when needed to support periodic peaks because of their extensive training on multiple job functions.
- **Full coverage** — Job functions are always performed because trained staff are always available.
- **Job satisfaction** — Mastering multiple job functions and skills provides our employees with variety, challenge, and possibilities for career progression.

While we take pride in our high employee retention rates, natural attrition is part of everyday business. ESC will apply our proven, effective recruitment and hiring practices to address attrition throughout the course of the project.

2. Use of PRMP Staff

Describe the business and technical resources PRMP should provide to support the development, review, and approval of all deliverables as well as the staff necessary to help ensure successful completion of this project. Specifically, the vendor should address the following:

- The key PRMP roles necessary to support project deliverables and scope of work.
- The nature and extent of PRMP support required in terms of staff roles and percentage of time available.
- Assistance from PRMP staff and the experience and qualification levels of required staffing for both implementation and maintenance and operations phases.
- PRMP may not be able or willing to provide the additional support the vendor lists in this part of its Proposal. The vendor therefore should indicate whether its request for additional support is a requirement for its performance. If any part of the list is a requirement, PRMP may reject the vendor's proposal if PRMP is unwilling or unable to meet the requirements.

Introduction

In this subsection, we recommend the business and technical resources PRMP should provide to support the development, review, and approval of all deliverables as well as PRMP staff necessary to help make certain of successful completion of this project.

The following table depicts the key PRMP roles necessary to support the project deliverables and the nature and extent of PRMP support requested in terms of staff roles and percentage of time available for implementation and maintenance and operations phases.

Table 15. Proposed PRMP Staff Utilization

Required for project performance	Phase	Key PRMP Role	Assistance from PRMP	Experience/Qualifications (if applicable)	% Of Time/Week
Yes	Implementation and M&O	Steering Committee Chair (Secretary of Health)	• Endorse and communicate the mission, vision, and value of the project to PRMP vendors and agencies articulating expected support and alignment to project objectives • Provide project oversight, timely decisions, and approvals as/when requested to support project progress	Not applicable	Implementation 5%-10% M&O 2.5%-5%
Yes	Implementation and M&O	Medicaid Director	• Enable and endorse collaboration with supporting vendors and agencies (ASES, MCOs, MAOs, etc.) • Provide guidance and support to the PRMP Program and Project Manager(s) so that project deliverables are met	Not applicable	Implementation 2.5%-10% M&O 2.5%-5%
Yes	Implementation and M&O	Program Director	• Provide oversight for the Phase III solution implementation program • Provide oversight to Operations	Not applicable	Implementation 25%-35% M&O: 10%-25%
Yes	Implementation and M&O	Deputy Project Manager	• Provide implementation leadership and serve as single point of contact to the ESC Implementation Manager	Medicaid knowledge Project Management	Implementation 50%-75% M&O: 30%-50%

Required for project performance	Phase	Key PRMP Role	Assistance from PRMP	Experience/Qualifications (if applicable)	% Of Time/Week
Yes	Implementation and M&O	Operations Manager	• Provide Operations leadership and serve as single point of contact for the ESC Operations Manager • Make certain of readiness of PRMP for M&O day one	Medicaid knowledge PRMP policies knowledge	Implementation 25%-50%
					M&O: 75%-100%
Yes	Implementation and M&O	Medicaid and MMIS SME Business Analyst(s)	• Provide Medicaid policy input and guidance during both Phase III detailed requirements definitions phase as well as the M&O phase in support of PRMP's business outcomes	Medicaid knowledge PRMP policies knowledge	Implementation 40%-60%
					M&O: 50%-75%

3. Key Staff, Resumes, and References

Key staff consist of the project's leadership team for the project. These resources are responsible for providing leadership and creating the standards and processes required for the successful implementation and maintenance and operations phases. Resumes for key staff named in the vendor proposal should indicate the staff's role and demonstrate how each staff member's experience and qualifications will contribute to this contract's success. The vendor should make the proposed key staff available for an in-person interview upon PRMP's request.

To ensure successful transition to the operations phase, the implementation activities should be led by key staff identified in the list below:

- Account Manager
- Project Manager
- Business Lead
- Technical Lead
- Implementation Manager
- Operations Manager
- Certification Lead
- Documentation Management Lead
- Quality Assurance Manager
- Testing Manager
- Information Security Architect / Privacy Data Protection Officer

The qualifications, experience, and responsibilities for each key staff role are defined in

Appendix 2: Staff Qualifications, Experience, and Responsibilities.

3.1 Resumes

The vendor should complete the table below and embed resumes of all proposed key staff to this section of the proposal. Each resume should demonstrate experience relevant to the position proposed. If applicable, resumes should include work on projects cited under the vendor's corporate experience, and the specific functions performed on such projects.

Table 16. Resumes for Proposed Key Staff

Name	Proposed Role	Experience in Proposed Role
Rosalba Scotto	Account Manager	20+ demonstrated years of experience in project management for large Medicaid Healthcare IT projects. Areas of expertise include strategic planning, business management and analysis, operations management, and cost control. Adept at working with all levels of leadership and front-line employees in both English and Spanish.
Thomas Lynn	Project Manager	20+ years of solid project management skills developed from

Name	Proposed Role	Experience in Proposed Role
Rusk		decades of software development, system conversions, and new implementations for IT projects of widely varying sizes to the Puerto Rico account. He has extensive experience partnering with project teams, vendors, management, clients, and other stakeholders. Thomas also has a diverse knowledge of health care, pharmaceutical, investment, and government industries and strong technical competence and communication skills.
Cindy DeArth	Business Lead	15+ years leading and executing DDI and Operational IT projects within timely and budgetary constraints, conducting operational assessments and identifying process improvements. Core competencies include lifecycle project management, risk mitigation and assessment, system and network deployment, service level enhancements, process and system optimization
Edith Chavez	Technical Lead	20+ years' experience in Healthcare IT and State Medicaid as a technical programmer analyst, metrics subject-matter expert (SME) and Technical Functional Area Lead (TFAL) supporting MMIS DDI enhancements.
Uthara Gopalan	Implementation Manager	20+ years' focus on MMIS Implementations. 15+ years project management. Healthcare payment management, enterprise system development SME. Excellent communication and collaboration skills with internal and external stake holders across a spectrum of technical and business matters in a matrixed management environment.
Julio Ortiz	Operations Manager	20+ years as an experienced consultant and industrial engineer, with experience and background in project management, process improvement, planning, procurement, auditing, and cross-cultural communications. MMIS PMO manager for the Puerto Rico Department of Health (PRDoH). He has worked as an operations manager in the delivery organization overseeing and managing PRMMIS operations.
Amy Strait	Certification Lead	CMS certification expert for Medicaid Enterprise Certification (MECT) Toolkit and Outcomes-Based Certification (OBC) mechanisms with more than seven years' experience helping states and U.S. territories successfully achieve CMS MMIS certification.
Kat Minx	Documentation Management Lead	BA in Communications, MeD English Education Certification, and 5+ years' experience with MMIS implementations.
Tony Verduzco	Quality Assurance Manager	BS, Business Information Systems, ITIL IT Service Management Foundation, and PMP-certified project manager for more than 17 years. Tony is an expert at all facets of project management and excels in Enterprise Program Management Office (EPMO) service delivery by providing process design, project quality oversight, project manager mentoring, and business system technical support.
Priscilla Bembo	Testing Manager	With 7+ years' experience, managed the test estimation, test development, test execution, defect management activities, and

Name	Proposed Role	Experience in Proposed Role
		communication for UAT, Regression, and Security Role-based Testing teams for the Kansas Medicare and Medicaid Information System. This involved oversight for 14 modules, including Managed Care and Financial functional areas.
Roy Clay	Information Security Architect/Privacy Data Protection Officer	Accomplished in Information Technology (IT) and institutional compliance management with 20+ years of diverse experience in IT security, healthcare, academia, industrial control, and defense and with proven ability to develop and implement strategies that support business objectives.

3.1.1. Key Staff Resumes

In this subsection, we present the resumes of our key personnel and support staff members. This cross-functional, dynamic team exemplifies professional conduct, standards, and quality that only prevails among the most successful information technology professionals within the same discipline. Collectively and individually, each vital resource possesses competence, confidence, knowledge, and experience well aligned with PRMMIS modernization, modular application development, and technical environments. Team members have been selectively chosen as only the best, high-caliber, high-quality personnel with requisite skills and experience to achieve and deliver compelling outcomes as prescribed in this PRMMIS Request for Proposal (RFP).

Rosalba Scotto – Account Manager

Experience Summary

A results-oriented leader with a strong work ethic and proven abilities in building lasting client relationships, driving business results, managing projects, improving efficiency of operations, and building successful teams. Demonstrated ability to motivate employees to perform to their maximum productivity and control cost for the most effective use of manpower and available resources. Exceptional organizational and planning skills and adept at working with all levels of leadership and front-line employees in both English and Spanish.

Experience

Gainwell Technologies

Puerto Rico MMIS

Account General Manager - 10/2016 – Present

- Led the successful implementation of Phase I and II of the Medicaid Management Information System (MMIS) for Puerto Rico (PR). The project duration was 36 months
- Led the proposal, negotiation, and execution of the MMIS Operations contracts. Contract duration was 32 months
- Managed all contracts with the Puerto Rico Department of Health
- Worked with Puerto Rico Government agencies, DXC controllership, and tax organizations to maintain certificates required to meet contractual requirements
- Implemented the operations team in Puerto Rico to support system operations and the Fraud and Abuse Detection Unit
- Developed relationships with remote Gainwell organization that provides services to the PR Government and became the liaison with the client
- Developed relationships with other Gainwell organizations in PR to leverage resources and processes to support client and employees
- Coordinated the development of HR and Payroll processes for local Puerto Rico organization

Hewlett Packard, El Paso, TX

Program Manager - 1/2016 – 9/2016

- Program Management Office Manager for Operations of a Medicaid account
- Project manager for a data assessment project for a Medicaid account that led to implementation of a new system
- Led and managed all project phases including initiating, planning, executing, monitoring, control, and closure
- Managed resource and capacity planning for projects
- Developed and managed project schedule; set and adjusted project milestones
- Developed and delivered status, reports, cost estimates, and resource plans
- Monitored workflow and made timeline adjustments as needed
- Managed project changes
- Made vital decisions and drove decision-making for the projects

- Implemented and maintained best practices for definition, delivery, and implementation of a new system to manage Medicaid operations
- Managed risks and escalated issues

Hewlett Packard, El Paso, TX
Operations Leader - 3/2011 – 12/2015

- Directly managed and trained five managers and led a workforce of 300+ software engineers for the healthcare organization. Recruited four of the five managers for the organization
- Supported 25 accounts and worked closely with business partners to make certain of the accuracy and appropriateness of implemented processes to meet client deadlines
- Responsible for the successful planning and implementation of projects to achieve goals
- Provided market expertise and strategic recommendations during negotiations and planning of Medicaid accounts staffing
- Directed the implementation of processes to support accounts to meet corporate strategies including migrations, sell bill shift, project implementation staffing, business and technical training
- Responsible for administering the annual budget
- Responsible for technical and business training for the healthcare delivery division that includes 3,000+ employees throughout the US
- Implemented and coordinated immigration visa processes for El Paso
- Subject-matter expert for immigration processes for healthcare delivery division

Hewlett Packard, El Paso, TX
Technical Delivery Team Manager - 2009 – 2/2011

- Responsible for human resources activities such as: employee relations, organization development, compensation, staffing requirements, training, operations management, and team building for more than 40 employees
- Responsible for salary planning, expense tracking, billing, and financials of the organization
- Monitored team for individual professional development
- Developed team and individual goals based on organization and customer objectives
- Responsible for performance management for all team members
- Provided an escalation contact for issue resolution for account and organization leadership
- Coordinated immigration visa processes for El Paso employees
- Coordinated security incident process for healthcare leverage delivery organization
- Responsible for workforce management process for organization such as: labor assessment, workforce planning, task assignments, data analysis, training, and retaining strategies

Training/Education

Degree/Certificate	Institution	Date
BS, Computer Science	University of Texas at El Paso	May 1988
Project Management Professional (PMP)	Project Management Institute (PMI)	June 2015

Thomas Rusk – Project Manager

Experience Summary

Solid project management skills developed from decades of software development, system conversions, and new implementations for IT projects of widely varying sizes to the Puerto Rico account. Extensive experience partnering with project teams, vendors, management, clients, and other stakeholders. Diverse knowledge of health care, pharmaceutical, investment, and government industries and strong technical competence and communication skills.

Experience

Gainwell Technologies

Maine MMIS

Manager, Project Management Office - 4/2013 – Present

- Managed migration of an on-premises set of applications, databases, and reports to the Azure cloud platform for the State of Maine Department of Health and Human Services (DHHS). Worked in partnership with DHHS, the State of Maine Office of Information Technology (OIT), migration architects, database administrators, security officers, and others to fulfill the scope of work defined within the contract. This set of applications and data is vital to Maine's Office of MaineCare Services (OMS), Division of Licensing and Certification (DLC), and Center for Disease Control and Prevention (CDC) to support DHHS' healthcare data
- Worked with a team of project managers, cloud architects, vendors, site management, and State of Maine management to migrate the Maine Medicaid Management Information System from on-premises to the AWS cloud platform. Responsibilities included managing the site migration work plan; understanding and managing the State's expectations; leading regular status meetings with the State; and collaborating with internal teams to make certain of the cloud migration success
- Lead the Gainwell Maine Project Management Office (PMO) including implementing and enriching PMO processes and methodologies; making certain Project Management Book of Knowledge (PMBOK) standards are followed by project managers; adhering to contractual service level agreements; mentoring team members; documenting and reporting PMO metrics to site and State management
- Planned and coordinated implementation of the West Virginia Children's Health Insurance Program (CHIP). Implementation was executed simultaneously with the West Virginia Medicaid Design, Development, Implementation (DDI). Created and managed project schedule, planned and facilitated project meetings, managed project risks and issues, and managed full systems delivery lifecycle
- Managed change requests for West Virginia and US Virgin Islands MMIS systems. Determined and clarified requirements; created Statements of Work (SOWs) and Cost Estimates; aligned multiple development teams through analysis, design, development, testing, and production implementation

CSC (Computer Sciences Corporation)

Project Manager, Systems Analyst - 2/2011 – 4/2013

- Directed and managed work effort for cross-functional projects as part of the implementation of the North Carolina Medicaid Management Information System (NCTracks). Worked closely with CSC management, support staff, state clients, and third-party vendors
- Led IT projects by following approved System Development Life Cycle (SDLC) and project management methodologies, including creating, executing, and controlling project schedules; planning and facilitating project meetings; managing project risks; and using and enforcing full systems delivery lifecycle

- Partnered with the state client to gather business requirements, translate these requirements into technical specifications, and manage development and deployment of the deliverables. Included modification and creation of DB2 tables, and optimization of indexes for quick data retrieval
- Used Extract, Transform, and Load (ETL) functions to convert existing flat file data into DB2 tables to allow direct access of the data. Used JCL and COBOL for the extraction and loading process
- Performed gap analysis between the existing MMIS functionality and the new NCTracks functionality so that all functionality was present in the new system
- System platform was Mainframe COBOL, DB2, CICS, JCL/PROCS

Fidelity Investments

Project Manager, Business Analyst - 1/2009 – 2/2011

- Worked with clients to gather and document business requirements; performed systems analysis; created technical requirements; managed projects from initiation to closing
- Oversaw development and implementation of system fixes and upgrades

GlaxoSmithKline

Project Manager - 1/2003 – 12/2008

- Managed IT projects and cross-functional projects between IT and Manufacturing Automation Group
- Obtained project funding by creating Project Investment Proposals and working with the Site Finance group
- Budgeted capital for anticipated IT projects on a five-year horizon
- Managed project scope by communicating changes to the project sponsor and stakeholders, and achieving buy-in before allowing scope changes to proceed
- Created Benefit Delivery Reports to highlight each project's measurable benefits to the business

Senior Programmer Analyst - 9/1998 – 12/2002

- Led system conversion project from legacy AMAPS MES system to enterprise SAP R/3
- Served as technical lead for Y2K conversion of AMAPS
- Served as technical lead for enhancing the Aerosol Sampling System (Platform: Windows NT, Visual Basic 6.0, Oracle 9i). Enhancement led to reduced waste by identifying when equipment was trending towards unacceptable thresholds. Responsible for gathering functional requirements from customer, designing system, coding, testing, and implementing

Training/Education

Degree/Certificate	Institution	Date
BS, Mathematics/Computer Science	University of Wisconsin	1988
Certified Project Management Professional (PMP)		2004
Certified Scrum Master (CSM)		2014

Cindy DeArth – Business Lead

Experience Summary

Well-versed in project management methodologies, with demonstrated expertise in executing projects within timely and budgetary constraints, identifying process improvement opportunities, conducting operational assessments, assessing risks, and determining creative solutions. Successful history of implementing effective strategies and introducing cutting-edge technology to fulfill business needs and optimize workflow. Expert in driving change, resolving complex issues, and maintaining continuous performance of systems while making certain of compliance with defined standards and procedures. Highly skilled in realizing Agile and Waterfall methods, delivering progress reports, organizing meetings, and managing budgets with an ability to foster and strengthen relations with key stakeholders and clients.

Experience

Gainwell Technologies

Puerto Rico MMIS - 12/2019 – Present

Manage and support the Puerto Rico Medicaid Program (PRMP) for the functional areas of Claims, Reference, Financial, and BIAR (Decision Support System, SUR, inSight Analytics) and T-MSIS to include support of strategic initiatives, system enhancements, and project teams to complete all assigned projects within timely and budgetary constraints. Plan, organize, and coordinate project meetings and communication with all internal and external stakeholders associated with defined project initiatives. Supported the design, development, and implementation (DDI) of the Case Tracking functional area for the PRMP Program Integrity Unit. Create and drive the work through the change management process for various phases of the PRMMIS project to support billable project work and other project initiatives. Lead, support, and assist the technical leads, business analysts, developers, and testers to complete project deliverables through the software development life cycle in accordance with defined requirements and business design specifications. Track financial costs to meet implementation timelines and account budgets for alignment with financial targets. Identify and track potential risks or issues associated with each project to make certain of a seamless implementation into the operational processes for the PRMMIS.

- Facilitated significant process improvements to the design and development stages of the software development life cycle

TEK Systems

IT Project Manager, Professional Scrum Master, Cook Medical Holdings - 04/2019 – 12/2019

Directed key projects, staff members, and intra department dependencies regarding impacted projects, and development of program management roadmaps. Provided support with agile project management for IT software application implementations. Spearheaded, supported, and mentored cross-functional teams to complete projects as per set requirements and make certain of adequate management. Conducted meetings with project teams and drafted the master plan project schedule to track progress and made certain of alignment with defined procedures. Formulated and delivered weekly progress reports to executive management in a timely manner. Administered contracts and service level agreements to effectively identify potential risks and performed mitigation actions to protect the development process from unforeseen delays and costs.

- Streamlined operational activities by enforcing daily standards associated with the scrum framework and project expectations

Project Manager, DXC Technology - 03/2015 – 04/2019

Managed and supported the Indiana Health Coverage Program, including development of the master plan project schedule, strategic initiatives, and project teams to complete all assigned projects within timely and budgetary constraints. Planned, organized, and coordinated project meetings associated with a defined project charter with stakeholders. Devised a plan of action for various phases of a project to support billable system enhancements. Headed and assisted the technical staff, business analysts,

testers, and business subject-matter experts to complete design, development, and implementation associated with a project in accordance with defined requirements and business design specifications. Tracked financial costs to meet implementation timelines and made certain of alignment with financial targets. Identified and tracked potential risks or issues associated with each project for seamless operation. Conducted effective requirement and design sessions with the customer to receive signoff. Coordinated work efforts in cooperation with vendors among DXC, Family and Social Services Administration, Prior Authorization, and Managed Care vendors.

- Delivered weekly project status and percentage reports for each project to executive management while presenting the financial billable obligations within expected due date

Senior Business Analyst, Hewlett Packard, Indianapolis - 02/2013 – 03/2015

Delivered support and claims/procedural reference subject-matter expertise to the design, development, and implementation (DDI) of the new Medicaid claims processing system in the State of Indiana. Conducted detailed analysis and reviews of the Office of Medicaid Policy and Planning's requirements for the new request for proposal (RFP). Collaborated with the client to formulate and maintain business process flow documents for the review and utilization of business processes within the new system and to support the RFP requirements. Created and reviewed business design of the new system in cooperation with the client to make certain of alignment with set procedures or guidelines. Enforced business rules through configuration management associated with Indiana Medicaid policy to support all aspects of the system, from members, billing, and reimbursement guidelines. Updated and maintained all policy manuals to facilitate processing of the new system.

Training/Education

Degree/Certificate	Institution	Date
Professional Scrum Master (PSM I)	Scrum.org	08/28/2019

Edith Chavez – Technical Lead

Experience Summary

Seasoned leader and software engineer with demonstrated success in delivering effective technical leadership and management of technical quality of team deliverables, assuring adherence to appropriate engineering standard practices. Provides strong technical vision and direction in support of the Puerto Rico Medicaid Management Information System (PRMMIS). Leads and aligns Managed Care Teams in the path of appropriate engineering practices, and continual improvement in tooling so that solutions evolve to meet PRMMIS changing needs and environment.

With 15+ years' experience in Healthcare Technology, top technical skills include C, Unix, Oracle SLQ and SLC3, COBOL II, JCL, ISPF, TSO, and Endeavor with demonstrated business acumen in financial management business processes, CMMI, Presage, project metrics, and project management.

Experience

Gainwell Technologies

Puerto Rico MMIS - 11/01/2016 – Present

- Serve as Managed Care Project technical TFAL supporting the Puerto Rico Medicaid Management Information System (PRMMIS)
- Develop new Managed Care interfaces including the following:
 - New interfaces with ASES (inbound files):
 - Monthly Assignments Reconciliation Process: New process was developed to reconcile the PRMMIS Assignments (enrollments) with the ASES subscriptions data received on the Daily Assignments Interface
 - High-Cost High Need (HCHN) Process: New process was developed to enroll members to HCHN special condition to be used during verification of the Capitation Process (premium payment) to verify appropriateness of use of HCHN rate cell
- Managed enhancements (Change Requests) for the following Managed Care Processes requested by PRMP:
 - Inbound files interfaces with ASES (inbound files):
 - Daily Assignments Process: Enhancements of the assignments process that assigns (enrolls) members to the Assignments Plans, Managed Care Organizations (MCOs), MAOs, and PCPs
 - Monthly Capitation Process: Enhancement of the capitation process that was developed to received and verify Payments of Capitations (Premium Payments) generated by ASES to be paid for people who are enrolled to the MCOs and MAOs
 - Monthly MCO Payments Process: Enhancement of the MCO Payments process that was developed to upload on the PRMMIS the Payments of Capitation from the MCOs/MAOs to their providers.
- Implement the managed care major enhancements including implementation of the VITAL project due to the change on the Puerto Rico Managed Care Model
- Support production of the Managed Care sub-system
- Responsible for solution design. development change requests, change orders, technical designs, test plans, implementation plans, and business designs
- Manage the managed care resources and workload
- Participate in customer PRMP meetings representing the managed care functional area

- Participate in Project Management Office (PMO) meetings, MCO meetings, implementation meetings, and production support meetings
- Participate in third-party meetings with ASES and Wovenware companies to resolve intraces issues and data quality issues
- Managed Care Project TFAL supporting the design, development, implementation (DDI) of the PRMMIS
- Designed and implemented the Managed Care solution for Phase I
- Implemented Managed Care major enhancements including implementation of the VITAL project due to the change on the Puerto Rico Managed Care Model
- Provided production support of the managed care sub-system
- Led Managed Care Team that includes system engineers, business analysts, and testers
- Designed Managed Care solutions and participated in the cross-functional areas designs
- Created change requests, change orders, technical designs, and test cases plans
- Developed and provided mentoring and training to the managed care team, testers, and business analysts
- Responsible for reviewing Statement of Work and customer requirements
- Responsible for solution design, development change requests, change orders, technical designs, test plans, implementation plans, and business designs
- Responsible for managing the managed care resources and workload
- Participated in customer PRMP meetings representing the managed care functional area
- Participated in PMO meetings, MCOs meetings, implementation meetings, and production support meetings
- Participated in third-party meetings with ASES and Wovenware companies

Medicaid Rhode Island Project - 02/01/2011 – 10/31/2016

- Multifunctional SE Rhode Island developer supporting the Rhode Island MMIS system
- Conversion developer for UHIP2 Project, a replacement of the SSN as the RI Medicaid Recipients identifier
- Business Analyst (BA) and SE for the ICI MARx new development project, a Medicaid-Medicare financial alignment demonstration project. Developed and constructed the business and technical design

Training/Education

Degree/Certificate	Institution	Date
BS, Computer Engineering	Instituto Tecnológico de Durango, Mexico	01/1991

Uthara Gopalan – Implementation Manager

Experience Summary

Effective, client focused healthcare professional with 21 years' combined experience supporting and leading Medicaid Management Information System (MMIS) Implementations. A certified project manager and a motivated leader in driving results, maintaining and exceeding deadlines with demonstrated excellence in cross-functional communication and collaboration among business and IT sectors.

Experience

Gainwell Technologies

Kansas Modular Medicaid System (KMMS)

Senior Implementation Project Manager - 12/2017 – Present

- Identify process improvement opportunities in development model of the critical Financial Management module of the \$215 million Kansas Modular Medicaid System (KMMS) for client. Continued oversight and mentoring of a globally dispersed team with more than 15 direct reports and interacting with a team of more than 200 to scope and execute requirements and design and deliver system and documentation deliverables
- Lead, stabilize, and successfully turn around the Financial Payment system module with multiple staff and project management turnover to operate efficiently and back to green. Mentor team members to enhance their strengths and compliment team skill set
- Lead and manage delivery of enterprise-wide modular user interface, OneTouch, that also covers a customer deliverable including more than 500 panels, 200 web services, and related technical aspects. Oversight of globally distributed team and 12 direct reports to manage and streamline deliverable schedule uncovering additional enhancements, defect fixes for the OneTouch interface
- Lead data management efforts to identify business process data needs for supporting operations
- Manage requirements gathering, gap analysis, and design sessions with external client. Interface with client and Gainwell senior leadership to assess and monitor performance, deliverable time, and cost efficiency metrics
- Emphasize design and development of modular process and product components usable beyond current project, aligning with emerging models in modern IT based healthcare delivery systems
- Setup and oversee processes for managing development workflow and deploying appropriate process improvements for cost-effective and timely deliverable submissions to the client.

DXC Technology

Program Manager - 7/2017 – 11/2017

- Scope technical and resource requirements for post-implementation enhancements and maintenance for the client
- Mentor new program manager for successful project implementation

Hewlett Packard Enterprise

Implementation Project Manager - 3/2013 – 6/2017

- Successfully led implementation of critical areas of Member Eligibility, Managed Care, and Medicare Buy-In for the \$220 million Indiana Medicaid Management Information System
- Managed a team of more than 20 direct reports as a project manager on the implementation team. Coordinated with internal project stakeholders for assessing cross-functional impact and functional delivery

- Coordinated deliverable management with the client team up to executive level of leadership, Managed Care Organizations, client user groups, Centers for Medicare and Medicaid Services (CMS), and other vendors. Led requirements validation and design meetings and conducted demonstrations with HPE subject-matter experts (SMEs) and the State of Indiana
- Setup, streamlined, and improved release processes (and HPE toolsets), supported operational and build stage transition readiness as part of Release Management workgroup. Reviewed and updated system documentation, operational procedure manuals, and provider training bulletins with business analysts and technical writers
- Coordinated resource estimation and requisition, recruited, mentored on new tools and corporate processes, and established new SDLC processes. Proactively managed risks and causal issues to reduce impact

Hewlett Packard

Operations Project Manager, Release Manager - 6/2009 – 3/2013

- Coordinated development and deployment of the software releases of the New Medicaid Management Information System (NewMMIS) in various environments including performance metrics and deliverable progress
- Partnered with the client business leaders, end users, external vendors, project managers, and technical leads identifying and managing business support tasks, releases, and enhancements. Anticipated business and end users needs and facilitated required action
- Managed the development team assignments and deliverable schedule to meet dynamic client priorities

Hewlett Packard

Project Manager for HIPAA 5010 Implementation, NewMMIS - 10/2010 – 3/2012

- Responsible for successful implementation of the version 5010 of HIPAA standards for the healthcare transactions for the Massachusetts New Medicaid Management Information (NewMMIS) Systems
- Managed the system development and deliverables schedule with diverse business groups, managed work assignments, monitoring progress and coordinating release schedules with various project stakeholders from pre-production tasks through system post implementation review

Training/Education

Degree/Certificate	Institution	Date
Project Management Professional (PMP)	Project Management Institute	2012

Julio J. Ortiz – Business Process (Operations) Manager

Experience Summary

Highly commended Medicaid Management Information System (MMIS) Operations Manager, leading projects with C level executive stakeholders and cross-functional project teams. Accomplishments include overseeing and managing Puerto Rico Department of Health (PRDoH) MMIS Phase I and II operations. Experienced consultant and industrial engineer, with tenured experience and background in project management, process improvement, planning, procurement, auditing, and cross-cultural communications.

Experience

Gainwell Technologies

Puerto Rico MMIS

Business Process Manager - 2018 – Present

- Manage the Operations of the Medicaid Management Information System (MMIS) for the Puerto Rico Department of Health (PRDoH)
- Work closely with management team to ensure all operational, administrative, and compliance functions within the program are being properly executed in accordance with regulatory-based best practices and industry standards, such as Project Management Book of Knowledge
- Develop or assist with the development and implementation of policies and procedures consistent with those of the organization to make certain of efficient and safe operation of the PRMMIS
- Coordinate and manages meetings to assure all data from interfaces from other systems is received successfully, timely, and without errors
- Analyze performance goals and service level agreements so that contract SLAs are met and client expectations are exceeded
- Lead and support the implementation and operations of the Fraud and Abuse Detection Unit (FADU) processes to support the client

Project Management Office (PMO) Manager - 2017 – 2018

- Facilitated the design, integration, implementation, and adoption of the Medicaid Management Information System (MMIS) for the Puerto Rico Department of Health (PRDoH)
- Served as the project single point of contact for daily interaction, escalation of issues, and management of steering committees needs and expectations while promoting transparency
- Managed the submission of project deliverables to make certain of timeliness and adherence to project schedule and standards
- Communicated progress and roadblocks to stakeholders including executive management and made proactive recommendations to remove roadblocks leading to the on-time and on-budget delivery of the project
- Monitored project risks through an ongoing process of identifying, assessing, tracking, developing, and executing risk mitigation strategies
- Managed meetings with key leaders and collaborated with project teams to make certain of timely decision-making and effective communication between project stakeholders at all levels
- Executed project management activities in accordance with industry standards and best practices.

Business Process Manager, BCON LLC - 2014 – 2017

- Was responsible for project management, coordination, and facilitation among vendors and key leadership of multiple agencies that encompass Puerto Rico's Medicaid Enterprise

- Analyzed processes, developed project plans, coordinated resources, controlled budgets, developed project documentation, and coordinated with all relevant parties for a seamless project implementation
- Developed flowcharts of the current PRDoH business processes (as-is) to eliminate risks and defects and optimize the process performance (to-be)

IT Operations Manager, Abarca Health LLC - 2009 – 2014

- Managed the IT operations related to systems, network, telecommunications administration, and help desk services within the PBM and its clients
- Made certain backup and recovery processes to protect critical corporate data were operational
- Managed the procurement of IT-related purchases; recommended and implemented infrastructure improvements while making certain of compliance with operational policies and procedures
- Make sure help desk operations exceeded customer expectations

Consultant, Accenture - 1998 – 2002

- Directed U.S. and international teams of analysts and consultants on diverse client projects for multiple business units: Cross-industry Technology Integration Services, Microsoft Solutions Organization, and Market Units. Advised clients on technical opportunities and needs and led staff (including client personnel) through all project phases
- Created quality detailed designs, coding, and unit test of related web pages, components, and application programming interfaces for a web-based Corporate Information Portal, arming Accenture partners and client teams with powerful insights and capabilities to help them win business and serve clients better and faster
- Implemented a program management project focused on accurately tracking and maintaining IT project information to better understand, prioritize, and implement some 150 infrastructure projects globally

Training/Education

Degree/Certificate	Institution	Date
BS, Industrial Engineering	University of Puerto Rico	May 1998
Project Management Professional Certification (PMP)	Project Management Institute	In Progress (TBC September 2022)

Amy Strait PMP – Certification Manager

Experience Summary

Adept communicator, proven leader, and certified project manager deeply experienced across a myriad of State Medicaid Agencies and the Government of Puerto Rico in an array of federally required certification processes for Medicaid Management Information System (MMIS) Software Development Lifecycle (SDLC). Recurrent successes in organizing, preparing, and leading high-performance, cross-functional SDLC teams and State Medicaid Agencies (SMAs) through State and Federal Operational Readiness (OR) and post Go-Live Certification Reviews (CR) culminating in CMS Certification and Enhanced Federal Funding (EFF) for SMAs. Amy has helped seven other states and Puerto Rico achieve CMS MMIS certification

Experience

Gainwell Technologies

Program Manager Certification Practice Lead – April 2018 – Present

Oversee CMS certifications for all the MMIS modular DDIs. Develop strategic templates and training materials to improve organizational effectiveness during the certification process. Direct the efforts of stakeholders and cross-functional teams, programs, and agencies to timely address CMS queries and certification activities. Train Gainwell and state leaders on successful MMIS certification strategies and processes; and assist organizations, such as security, with understanding what CMS is looking for when certifying the MMIS.

Kansas Modular Medicaid System (KMMS)

Certification Manager, DXC Technology - April 2018 – April 2019

Led the first DXC module certification of Stage 1, using the MECT and MECL process. Managed the preparation for R2 and R3 milestones and led the State review of evidence-based documents, checklists, and requisite system artifacts. Facilitated reviews of eight certification checklists comprising 320 MECT criteria

KMMS received CMS MMIS certification for Stage 1 on August 5, 2019, back to day one of operations.

Delaware Medicaid Enterprise System (DMES)

Program Manager, DXC Technology - July 2017 – April 2018

Performed oversight and coordination of the CMS certification process, linking RFP requirements to the MECT checklists. Prepared for CMS R3 milestone with creation of evidence-based documentation and system artifacts and led State reviews. Responsible for successful performance of the R3 activities. Developed operational work patterns, processes, and procedures, and managed the Change Control Board (CCB)

The DMES received CMS MMIS certification on March 9, 2018, back to day one of operations.

Colorado Medicaid Information Technology System (MITS)

Program Manager, DXC Technology (formerly HPE) - February 2017 – July 2017

Led the contract with Colorado Department of Health Care Policy and Financing to implement the Colorado Medicaid Information Technology System (MITS). Manage all aspects of the IT implementation. Establish and control the State command center and serve as the primary point of contact with State staff. Practical application of interChange Healthcare Platform knowledge to assist with answering questions in support of CMS certification activities

Delaware Medicaid Enterprise System (DMES)

Program Manager, Hewlett Packard Enterprise - June 2014 – February 2017

In preparation for CMS certification, led the effort to link the RFP requirements to the 15 MECT certification checklists and evaluate the MMIS system functionality against each checklist. Received confirmation the MMIS functionality and business operations met the RFP requirements to achieve CMS

certification. Managed the MMIS implementation and participated in the development and implementation of policies, practices, and systems. Managed the Voice Response and CTMS teams through the SDLC phases and made certain of operational readiness. Led the CCB and participated in the Issues and Risks Workgroup

Ohio Medicaid Information Technology System (MITS)
Domain Lead, HP Enterprise Services - June 2013 – June 2014

Managed all aspects of client delivery with respect to managed care and eligibility subsystems. Provided reliable financial forecasts to the account team management. Identified and developed new opportunities with the client, while managing the client relationship. Managed internal and external resources within the domain

Training/Education

Degree/Certificate	Institution	Date
B.BA Management and Computer Applications	Grand Valley State University, USA	1997
Project Management Professional certification, Project Management International (PMI)		December 2001 – Present

Kat Minx – Documentation Management Lead

Experience Summary

Highly effective communicator with deep practical experience writing and managing SDLC business and technical documentation across a wide swath of development activities. Demonstrated expertise includes compliance efforts in document retention, management, and creation of critical regulatory information readied for submission to regulatory oversight agencies. A celebrated leader and team player, accredited with starting a Best Practices Task Force for the delivery capability.

Experience

Gainwell Technologies

Ohio FI DDI project

Quality Assurance Lead - 3/2021 – Present

- Manages and tracks the Ohio FI DDI project deliverables in accordance with the RFP requirements and Gainwell policies
- Develops standard documentation methods and deliverable management tools and processes to efficiently produce high-quality documents
- Manages and leads a team of technical writers delegating deliverables and documents according to their strengths and bandwidth
- Works closely with the Program Management Office (PMO) and SMEs to meet deadlines 100% of the time with at least 95% quality
- Plans and directs review sessions and working sessions to make certain of on-time delivery and content accuracy
- Collaborates with and communicates consistently and effectively to stakeholders and SMEs, building strong working relationships that help facilitate on-time quality work output and a positive work environment
- Follows Gainwell Editorial and Brand Guidelines
- Training new quality manager using quality assurance onboarding materials Kat wrote including email templates, review processes, checklists, and how-to instructions for various tasks

DXC Technology

Professional Technical Writer – Medicaid Management Solutions (Product) - 2018 – 2021

- Collaborated with SMEs, implementation teams, developers, and writers to edit and publish user guides and other technical documents
- Managed workflows and tasks using Azure DevOps, Excel, SharePoint, and Microsoft Teams
- Designed and wrote PPT training presentation on the MadCap Central External Review Process using iterative feedback from teammates
- Responsible for onboarding teammates to new screenshot tool, MadCap Capture
- Helped onboard new tool, MadCap Flare, that includes CSS style sheets, HTML, TOC maps, and building targets

DXC Technology

Business Analyst II – Wisconsin Electronic Visit Verification (EVV) - 2019

- Collaborated with SMEs, stakeholders, and the client to write functional requirements for Electronic Visit Verification application

- Worked collaboratively with technical teams across all modules to identify problems and design system solutions
- Curated and edited content and managed information for Design Specifications Document (DSD)
- Created diagrams and mock-ups using VISIO and Snag-it to enhance client understanding of EVV system function and design with third-party software company, Sandata

DXC Technology

Editor II – Vermont DDI project and HPP Product - May 2018 – June 2019

- Created templates, built the editing processes, organized communications strategies and documentation procedures for Vermont DDI
- Created and met deadlines 100% of the time with at least 95% quality work
- Designed templates for deliverables within Statement of Work (SOW) per DXC style and graphic standards and Microsoft Style Guide
- Managed files and content for HIPPA law and privacy practices
- Collaborated with stakeholders to write, curate, and edit content for project documentation
- Managed and tracked deliverable status
- Edited documents with the State of Vermont
- Worked closely with Certification team to source and file artifacts for CMS

Collabera & GDH Consulting

Editor I – CA Denti-Cal, AR Legacy Contract - 2017 – 2018

- Wrote and proofed Denti-Cal project management manual using Project Management Book of Knowledge as a guideline
- Designed and created charts and graphs to illustrate content
- Updated Medicaid insurance policy manuals per state and federal changes for Arkansas legacy system documentation
- Followed process procedures and guidelines to manage information
- Worked collaboratively to design, write, and proof content

Training/Education

Degree/Certificate	Institution	Date
BA, Communications	Hannibal LaGrange College	12/2006
MeD, English Education Certification	Missouri State University	02/2014

Anthony (Tony) Verduzco – Quality Assurance Manager

Experience Summary

Certified project manager for more than 17 years. Expert at all facets of project management and excels in enterprise project management office (EPMO) service delivery by providing process design, project quality oversight, project manager mentoring, and business system technical support on the State of California Medi-Cal Dental account. Successful IT project management consultant delivering PMO expertise spanning Fortune 500 companies, and federal, state, and local government, primarily in the healthcare industry.

Experience

Gainwell Technologies

Denti-Cal Account

Senior Program/Project Manager - 1/2019 – Present

- Recognized as the account subject-matter expert of the project lifecycle process through oversight, process improvement, and process development
- Led task force in the development and adoption of new processes to improve the delivery of Aid Code system enhancements. Excelled at concept evangelism and ratification, stakeholder management, process engineering, and deliverable template development
- Reduced monthly quality audit findings by conducting daily quality assurance reviews of project deliverable document content and client-facing delivery status reports. Required attention to detail, procedural knowledge, and tactful interaction with project managers when requesting corrections to discrepancies identified during QA reviews
- Oversaw the adoption of deliverable template updates by leading bi-weekly meetings of a focused workgroup to brainstorm, review, and approve delivery document updates and procedural changes
- Served as product delivery manager for the development and rollout of Power BI based project portfolio dashboard and resource demand management reports

DXC Technology

Program/Project Manager III – CalWIN Account - 2/2015 – 9/2017

- Led project schedule template development and delivery process improvement initiatives by establishing a workgroup of peers to review, brainstorm, and propose changes to reflect schedules and approach based on the different levels of project complexity. Led meetings to present proposals and solicit internal and account leadership approval for recommended changes
- Served as PMO delivery process subject-matter expert by assisting peers toward understanding and aligning project delivery processes with the DXC Project and Portfolio Management Center system
- Excelled at guiding and mentoring less experienced project managers

Centene/Health Net Federal Services

Senior Program Change Lead - 10/2017 – 11/2018

- Managed cross departmental projects on the Health Net Federal Services account
- Led implementation of survey assessment and reimbursement support for state vaccine programs in Alaska, Idaho, and New Mexico by working with State representatives to understand processes for calculating vaccine reimbursement amounts based on survey assessments collected. Also worked with Centene support operations to establish reimbursement processes for the administered vaccines. Required establishing a deep understanding of the survey assessment process of each state and conveying the process to Centene operations for determining a reimbursement methodology that was timely and efficient

- Statement of Work proposal development including project specifications, identifying impacted departments, a description of the work, and development of the basis of estimate for both incurred and estimated costs

IBM

Security Service Delivery Manager - 11/2012 – 2/2015

- Managed portfolio of 40 active projects valued at more than \$10M in revenue on the NiSource Public Utility account
- Managed intake process for security service delivery requests
- Articulated project goals and scope translating business needs into technical terms, and instilling shared accountability for achieving project milestones

IBM

Technology Project Manager Consultant - 11/2012 – 2/2015

- Managed infrastructure projects on the Altria Group account
- Implemented migration, consolidation, and driver updates for more than 3,000 printers
- Implemented installation and configuration of 50-server Hypervisor solution
- Managed physical racking, cabling, and installation of more than 20 servers into multiple data centers

Sutter Health

Technology Project Manager Consultant - 1/2011 – 8/2012

- Managed data security projects
- Successfully managed \$800K project to deliver email encryption solution to 50,000 users
- Researched and recommended software products and services in support of emerging and new business requirements
- Created cost-benefit analyses that were used as the basis for decision-making on proposed IT implementation projects
- Responsible for writing request for proposal requirement documents and managing the RFP review and award process
- Responsible for creating and managing project schedules on MS Project Server

Training/Education

Degree/Certificate	Institution	Date
BS, Business Information Systems	University of Phoenix	2002
PMI Project Management Professional (PMP)	Project Management Institute	2004
ITIL IT Service Management Foundation		2006

Priscilla R. Bembo – Testing Manager

Experience Summary

Seasoned, professional test manager, and ISTQB Certified Tester with proven leadership in the development and execution of master test plans and testing frameworks in the public healthcare sector with focus on Medicaid Management Information Systems (MMIS).

Experience

Gainwell Technologies

Kansas MMIS

Software Test Manager - 2019 – present

- Managed the test estimation, test development, test execution, defect management activities, and communication for UAT, Regression, and Security Role-based Testing teams for the Kansas Medicare and Medicaid Information System. This involved oversight for 14 modules, including Managed Care and Financial functional areas. UAT scope was included
- Maintained oversight of the internal and external test case review processes, which required testing team to conduct daily or weekly walk-through sessions initially with the testers, Module Team, Operations Team, and then with the Kansas Department of Health and Environment (KDHE) customer
- Conducted weekly briefing with the customer-side Kansas Testing group to report on weekly test status and progress of UAT, Regression, and Role-Based testing activities. Also investigated and addressed issues and concerns escalated from the Kansas Testing group weekly
- Assisted senior test managers in creating and maintaining the master test plan
- Completed customer-facing test results deliverable, a document that summarizes the final test metrics for each testing phase or cycle that was completed in UAT execution
- Mentored SIT and UAT test leads/subject-matter experts (SMEs) on managing their assigned teams and overseeing test development and test execution activities
- Implemented escalation procedure when test environment or testing tools such as application lifecycle management (ALM) were not accessible or not functioning properly
- Reviewed test execution and test design procedures regularly with test leads and test resources so that quality testing standards were during testing activities. Conducted approval process for requests to modify or cancel cases the Kansas customer approved originally

Nevada MMIS

Test Lead - Oct 2016 – Feb 2019

- Served as test lead for Nevada MMIS project to oversee the test estimation, development, and execution activities for six functional areas during the System Testing phase
- Facilitated internal and formal review sessions to generate and obtain approval from the client for the test case deliverables generated for each functional area
- Managed the test execution strategy and scheduling of weekly test case execution assignments per tester to deliver final test results to the client by scheduled date
- Conducted test case evidence audit by randomly sampling 4%-10% of the test cases completed by each tester so that results were correct and demonstrated adequate proof that the system tested was working
- Coordinated daily status meeting for team of 15 testers to gather test design and execution statistics, and to facilitate question and answer session to help make certain that testers were on track toward final testing deadlines

Hewlett-Packard, Colorado MMIS

Tester and Interim Test Lead - Oct 2014 – Oct 2016

- As a tester, designed and managed the review and approval process for Managed Care System test cases for Colorado interChange (iC) system, using the SRS, design documentation, and other technical documentation as test basis
- Completed execution of Managed Care, Client, Buy-in, and EPSDT test cases successfully in ALM and used internal defect management process to report and retest product findings (defects)
- Organized training presentation on test development, execution, and defect management and facilitated training sessions for the Colorado State Department managers, end users, and testing team
- Managed onboarding and off boarding process for new and existing members of the testing team and maintained an inventory of PCs and supplies for incoming contractors and employees
- Served as interim test lead for 10 months to oversee test development and execution activities of the team and successfully managed final delivery of four functional areas during the System Testing phase

Hewlett-Packard, Ally Bank

Information Tester II - June 2013 – Oct 2014

- Designed test cases for Ally Financial Debt Collection and Recovery Application, using requirements specification and design documentation as primary test basis
- Conducted impact analysis on new change requests to determine total number of impacted test cases and estimated time required to modify the test cases
- Applied formal testing techniques such as Pairwise Testing and Equivalence Partitioning to reduce total number of test cases required per test category, which reduced test development and execution time
- Executed test cases on time according to project schedule and organized necessary screen prints and documentation to support test results
- Used HP Quality center to report and track test results and manage defects
- Reported test execution status and statistical information during daily team meetings
- Owned planning and execution tasks for a complex, account routing test category; collaborated with test lead and project manager to complete test execution phase
- Trained and mentored new testers on test case development and main system workflow to accelerate progress on test development and execution assignments

Training/Education

Degree/Certificate	Institution	Date
MS, Computer Science	University of Texas at El Paso	May 2005
BS, Computer Science	University of Texas at El Paso	May 2002
ISTQB Certification - Foundation Level – CTFL	International Software Testing Qualifications Board	2015

Roy Clay – Account Security Officer

Experience Summary

Highly acclaimed and accomplished in Information Technology (IT) and institutional compliance management with 20+ years of diverse experience in IT security, healthcare, academia, industrial control, and defense and with proven ability to develop and implement strategies that support business objectives.

Experience

Gainwell Technologies

Puerto Rico MMIS

Account Security Officer - 4/2020 – Present

- Oversee information security program for accounts providing services to Gainwell clients
- Develop system security plans, policies, and other documentation to meet client's security criteria including but not limited to the federal Health Insurance Portability and Accountability Act (HIPAA) Security, Privacy and Breach Notification rules; National Institutes of Standards and Technology (NIST) Special Publication 800-53 Security and Privacy Controls for Federal Information Systems and Organizations, the federal Centers for Medicare and Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges
- Act as information security advisor and HIPAA privacy adviser for account staff
- Created the PRMMIS Incident Response Plan in accordance with NIST Special Publication 800-61 Computer Security Incident Handling Guide that includes:
 - Privacy breach response and mitigation procedures to comply with the federal HIPAA Breach Notification Rule, 45 CFR §164.400 et seq.
 - Database breach response and mitigation procedures to comply with the Citizen Information on Data Banks Security Act 10 L.P.R.A. § 4051
- Conducted test of PRMMIS Incident Response Plan in accordance with NIST Special Publication 800-84 *Guide to Test, Training, and Exercise Programs for IT Plans and Capabilities*
- Coordinate response to security incidents including privacy breaches
- Conduct annual, qualitative, threat-oriented risk assessments in accordance with NIST 800-30 Guide for Conducting Risk Assessments to satisfy 45 CFR §164.308(a)
- Monitor scan and log reports of account network infrastructure from tools including but not limited to Nessus, Qualys, HPSA, CCS, Coverity, Acunetix, McAfee, CloudGuard, CloudTrail, CheckPoint, and Dome9
- Analyze scan and log reports for deficiencies and identify and coordinate corrective actions on multiple platforms including but not limited to Microsoft Windows, Red Hat Enterprise Linux, HP-UX, Microsoft SQL Server, and Oracle using tools such as Microsoft Access and Microsoft Excel
- Perform periodic information security assessments according to client's criteria
- Identify network infrastructure to be included in scope of penetration tests
- Assist external auditors in conducting IT security audits and assessments

Compliance and Privacy Officer, LSU Health Sciences Center, New Orleans - 9/2002 – 12/2019

- Performed data mining techniques across multiple administrative and clinical systems hosted on premises and in the Azure cloud running Microsoft Windows and Red Hat Enterprise Linux in Citrix two tier and three tier infrastructure to support investigations

- Performed gap analyses to make certain of federal security and privacy compliance
- Made certain that IT security controls complied with NIST SP 800-53 Security and Privacy Controls for Federal Information Systems and Organizations, (moderate baseline) controls as required for federal grants
- Investigated reports of privacy breaches and directed incident response to comply with Federal HIPAA Breach Notification Rule (45 CFR §164.400 et seq.) including computer forensic investigations
- Assisted external state and federal audit agencies in conducting information security and privacy audits
- Reviewed contracts for appropriate privacy protection language including business associate agreements required by the federal HIPAA Privacy Rule (45 CFR 164.504(e))
- Assisted IT department in developing a Disaster Recovery/Business Continuity (DR/BC) plan in accordance with NIST Special Publication 800-34 Contingency Planning Guide for Federal Information Systems that was used successfully to respond to Hurricane Katrina
- Conducted annual tests of the DR/BC plan in accordance with NIST Special Publication 800-84 Guide to Test, Training, and Exercise Programs for IT Plans and Capabilities
- Conducted bi-annual, qualitative, threat-oriented risks assessments in accordance with NIST 800-30 Guide for Conducting Risk Assessments to satisfy 45 CFR §164.308(a). The last assessment was in 2019
- Implemented a web-based training system to deliver information security awareness training to comply with the federal HIPAA Security Rule regulation 45 CFR 164.308(a)(5) and HIPAA privacy training to satisfy federal HIPAA Privacy Rule regulation 45 CFR 164.530(b). The system was developed using Microsoft .NET, HTML, and JavaScript to make certain of multiple-platform compatibility
- Implemented an exclusion list system to report federal debarments that included robotic process automation to automatically confirm matches. The system was based on Microsoft .NET, SQL Server, HTML5, and JavaScript
- Assisted research office in creating privacy data protection plan for human research subjects to satisfy federal Common Rule (45 CFR Part 46)

Training/Education

Degree/Certificate	Institution	Date
BS, Computer Science	Tulane University	1986
CISM in progress		Anticipated before February 1, 2022

3.1.2. Support Staff Resumes

Charles Abraham – Federal Reporting Implementation Project Manager

Experience Summary

As a certified and highly experienced Medicaid Management Information Systems (MMIS) project manager and architect, Charles Abraham brings more than 15 years of experience in providing project management, strategic analytics, data warehouse, architecture, technical leadership, and federal reporting subject-matter expertise.

Since April 2014, Charles has worked as the architect and project manager overseeing the successful implementations of Delaware Title XIX and Puerto Rico Medicaid in the areas of Data Warehouse, Federal Reporting (T-MSIS, CMS 64, 372, and 1115), Program Integrity, and advanced analytical reporting. Most recently, Charles has served as the Puerto Rico subject-matter expert for Medicaid, MMIS, and Federal Reporting in a partnership between Centers for Medicare and Medicaid Services (CMS) and Puerto Rico to pilot a new CMS Certification process. He also leads the Gainwell Strategic Analytics capability and is highly sought after for new business pursuits and product development. He has extensive experience in presenting and demonstrating to CMS directors, regional leaders, Secretary of State, Secretary of Health, and other C-level executives.

Experience

Gainwell Technologies

Strategic Analytics Capability Manager - 1/2020 – Present

- Manage 30-40 people aligned across client accounts, including HR activities (staffing, performance reviews, compensation, coaching)
- Subject-matter expert and lead for ESC Analytics pursuits, deal review, RFP responses, and SWAT initiatives
- Design, consult, and architect with ESC product team for future product offerings and enhancements in analytics, such as EDW, data sciences, program integrity, and federal reporting
- Authored *The Rise of Advanced Analytics in Medicaid* white paper for new ESC website launch
- Speaker for Business Knowledge Series for Analytics
- Assist CMS in reviewing, providing input, and feedback for T-MSIS evolution and user experience with CMS portal

Gainwell Technologies (formerly DXC Technology and HPE) – Puerto Rico MMIS

Reporting Implementation Manager - 10/2016 – Present

- Work directly with Puerto Rico's CTO and program manager, oversees successful implementation of Puerto Rico's first T-MSIS, a direct requirement for Puerto Rico to obtain CMS certification for Phase I of the first MMIS implementation in Puerto Rico's history
- Serve as architect for Business Intelligence and Analytical Reporting, encompassing DSS-DW, Program Integrity, T-MSIS, Federal Reporting (CMS 64/21), case tracking, and advanced analytical reporting
- Provide subject-matter expertise for Puerto Rico's MMIS working directly with CMS for pilot certification process, which successfully obtained certification back to day one for both Phase I (MMIS) and II (provider enrollment, case tracking, and so forth)
- Design, develop, and present analytical reports and insight into existing Puerto Rico data during design, development, and implementation (DDI) to the Puerto Rico Steering Committee and to the Puerto Rico Regional representative to make certain of successful buy in on the progress of the DDI project

**DXC Technology – Nevada DDI
Architect - 06/2018 – 10/2020**

- Concurrent with Puerto Rico project, served as architect for the development of the Nevada Medicaid Title XIX DDI project for the T-MSIS and enterprise data warehouse (EDW)
- Stabilized T-MSIS and obtained CMS approval to move the new system into production

**DXC Technology (formerly HP and HPE) - Delaware Medicaid Enterprise System
Project Manager and Architect - 04/2014 – 01/2019**

- Served as project manager and architect for the Delaware Medicaid Title XIX DDI data warehouse, analytical reporting, and federal reporting (T-MSIS, CMS 64/21, CMS 372, CMS 1115) and led the delivery on time and on budget
- Provided end-to-end architecture, design, technical build, implementation, and delivery leadership of DXC's next generation Medicaid EDW data model, extract, transform, load (ETL), and reporting solution. Solution was built from ground up with focus on the customers' needs for the healthcare space
- Facilitated successful CMS certification and enhanced federal funding retroactive to go-live

**HP Enterprise Services – Ohio Medicaid Information Technology System (MITS)
Technical Delivery Lead - 04/2013 – 05/2014**

- Project manager and technical delivery lead for Ohio DDI/MITS for DSS/Data Warehouse, MAR, SUR, EPSDT, and RetroDUR functional areas in support of the Ohio Title XIX Medicaid Program
- Planned, directed, and coordinated the technical delivery team's activities
- Made sure the quality of work delivered by the technical delivery team was completed according to Ohio's business requirements
- Created communication plans making sure that appropriate information was exchanged with key stakeholders
- Advised senior management on project capability and risks and worked to mitigate risks
- Managed scope and change management issues

Training/Education

Degree/Certificate	Institution	Date
BS, Mathematics	Southern Methodist University	05/2005
BS, Computer Engineering	Southern Methodist University	05/2005
MS, Systems Engineering	Southern Methodist University	05/2009

Gayle Fajardo-Lane – Senior Manager

Experience Summary

Intuitive leader responsible for managing multi-year, multi-team complex projects in dynamic environments. Highly respected and favorably sought for complex Medicaid Management Information Systems (MMIS) projects. Successful manager for applications projects of varying sizes and complexities. An experienced delivery leader for healthcare clients building relationships that have led to account growth.

Experience

Gainwell Technologies

Senior Manager/MMS and PBM Implementation Leader - 3/2021 – Present

- Oversee multiple Medicaid Management Solutions (MMS) and Pharmacy Benefit Management (PBM) implementations providing guidance and direction around implementation strategy
- Serve as consultant across MMS and PBM procurements for technical solutions

Puerto Rico MMIS

Principal Program Manager/Implementation Manager - 11/2016 – 3/2021

- Oversaw MMIS implementations for the Puerto Rico MMIS, which supports approximately 1.6 million managed care beneficiaries
- Successfully led two MMIS implementations, 527,858 hours, on time and within budget
- Led the DXC technical team in support of MMIS stabilization and operations
- Served as the primary liaison between the Puerto Rico Department of Health (PRDoH) and DXC executive staff
- Negotiated contracts equating to approximately \$60M in revenue
- Managed team of 148 remote resources including project managers, technical and professional staff
- Collaborated with the territory leadership and external vendors for risk identification and mitigation planning for several concurrent, large projects to maintain, schedule, and support the client's success

HP Enterprise Services/DXC Technology

Client Delivery Leader, South Region - 4/2015 – 10/2016

- Served as a consultant across MMIS implementations and Health and Life Science technical projects to provide strategic direction and guidance to meet milestones and deliverables
- Responsible for staffing MMIS implementations working with projects to determine resource demands and allocations
- Oversaw team of 30 remote IT professionals

HP Enterprise Services

Account Executive (AE), Pennsylvania MMIS - 3/2002 – 3/2015

- Oversaw daily operations and management of the Pennsylvania MMIS (PA MMIS), which supports more than 2.4 million beneficiaries and processes more than 138 million claims and encounters with \$19 billion claims and capitation payments each year
- Served as the primary liaison between the Department of Human Services (DHS) and HP executive staff
- Managed P&L with annual revenue of more than \$48M

- Managed three national and six Pennsylvania small business vendor relationships to make certain commitments were managed and met
- Managed team of 198 on-site and remote managers, supervisors, professionals, technical, and clerical staff
- Collaborated with Government of Puerto Rico leadership for risk identification and mitigation planning for several concurrent, large projects to maintain, schedule, and support the client's success

Deputy Account Manager/Project Manager

- Partnered with the account executive to plan, direct, and coordinate total production operations for running the PA MMIS account, making certain contractual obligations were met and managed
- Directed team of project managers and sponsored the implementation and integration of 93,000 hours of technical projects with system-wide impact for federal and client-related initiatives in a constantly moving environment while achieving federal system compliance and budgetary savings for DHS
- Managed two national vendor relationships as part of system integrations
- Oversaw the daily operation, maintenance, and change management for the client's fraud and abuse data warehouse

Provider Services/Training Manager

- Directed implementation-related activities associated with a statewide training effort
- Led a team of 14 trainers responsible for training the new MMIS system users and led the development of training materials to support both customer- and provider-related training for more than 68,000 providers across the Government of Puerto Rico and 1,541 DHS users
- Instituted alternative training methodologies including distance learning courses
- Partnered with stakeholders to develop distance learning courses, training curriculum, and training materials
- Managed a team of six technical writers in support of the development and maintenance of the PA MMIS system, user, and operational artifacts
- Accountable for all payment and contractually required deliverables and outcomes, quality initiatives, and project management deliverables

Training/Education

Degree/Certificate	Institution	Date
AA, Data Processing	Queensboro Community College	1981

Divya Gundu – Managed Care Business Analyst SME

Experience Summary

More than 10 years of diverse experience in software requirements management, business analysis, data analysis, quality assurance, and project management. A business analyst for PRMMIS Managed Care and involved in analyzing the business requirements and interfaces, identifying gaps, creating change requests, creating process flows, maintaining project documentation, and supporting testing for the Managed Care Module.

Experience

Gainwell Technologies

Puerto Rico MMIS

Senior Professional Business Analyst - 7/2018 – Present

Participated in CMS certification evidence documentation for managed care and recipient functional areas. Coordinate with various vendors for data exchange and validation of Interface files. Participate in meetings with various vendors and project stakeholders to discuss change requests and gaps in requirements and solutions. Work on data analysis, data profiling and cleansing, and showcase data trends and projections to leadership. Create and maintain project documentation for managed care functional area. Create change request and change orders for managed care changes. Participate in design walkthroughs, code review for changes related to managed care functionality. Review/approve unit test results. Participate in test design review calls with testing team and suggest any additional test coverage required. Support team in test plan and creation of interface test files for unit testing and SIT. Design flow charts for member assignments, capitations, and provider payment interfaces. Participate in analyzing and identifying gaps in the current interface design. Support SIT for managed care functional area and provider enrollment functional area. Design and review configuration changes required to maintain the functionality of managed care interfaces. Create and maintain project deliverables such as detailed system design and training documents for managed care functional area

DXC Technology - Colorado MMIS

Business Analyst - 12/2017 – 6/2018

Accumulated business requirements from business users and translated requirements into functional business requirements document and explained business requirements to development team. Created test plan and high-level scenarios based on business requirements gathered, functional documents, and technical design specification documents. Coordinated with various vendors for data exchange and validation of interface files using Oracle SQL Database. Setup test data by extracting data from database using SQL and participated in functional testing, regression, and retesting of application. Supported UAT testers and other vendors for test plan, test design, and test data setup

Cognizant Technology Solutions - New Hampshire MMIS

Business Analyst - 12/2010 – 7/2016

Supported key projects in New Hampshire MMIS including New Hampshire ICD-10 Implementation, Health Protection Program (HPP), NH Medicaid Care Management (MCM) Program, NH Provider Plus, and NH Interfaces Implementation

Worked on member enrollment, provider enrollment, program management, and claims management end-to-end process. Worked with Arkansas and California MMIS teams to resolve various production issues. Coordinated all aspects of project such as initiation, planning, budgeting, scheduling, task assignment, tracking, status reporting, and risk management. Interacted with the subject-matter experts (SMEs) and stakeholders to get a better understanding of business processes and gather business requirements. Identified use cases from the functional requirements, wrote use case specifications, and created business process workflow diagrams (activity diagrams) using MS Visio in Rational RequisitePro

Evaluated solutions for business problems and alternative methods to increase efficiency and improve control. Facilitated joint application design (JAD) session follow-up for project plan updates, gained

consensus for User Acceptance Testing requirements. Worked on performing data analysis, data profiling and cleansing, data quality and audit frameworks, and showcasing data trends and projections to leadership. Created detailed test strategy, test plan, and high-level scenarios based on business requirements gathered, functional documents, and technical design specification documents. Participated in the New Hampshire MMIS CMS certification process and facilitated Disaster Recovery Planning (DRP) in various locations of the project. Participated in quality audits conducted by organization for test data management, and PHI auditing and compliance. Worked on reporting and maintaining data quality by performing various business validations. Provided support to state users and fiscal agents with new enhancements and changes in system.

Training/Education

Degree/Certificate	Institution	Date
BS, Electronics and Communications Engineering	Jawaharlal Nehru Technological University	May 2010
Certification	International Software Testing Qualifications Board (ISTQB)	2014

Emmanuelle Ortiz – Managed Care Technical Developer

Experience Summary

Computer systems engineer with development skills and system administrator skills. Always seeking to improve current skills and is an excellent team worker, working well under pressure, and providing high-quality results.

Experience

Gainwell Technologies

Puerto Rico MMIS

Senior Professional - 10/2020 – Present

- Provide support and development to the US health care system including analysis, re-engineering, migration, enhancements, and support to several of the healthcare applications
- Create technical design documentation for other developers to help them complete project task in time and with quality

DXC Technology

Computer System Analyst - 5/2013 – 10/2020

- Provide support and development to the US health care system. Tasks include analysis, re-engineering, migration, enhancements, and support to several of the healthcare applications
- Create technical design documentation for other developers to help them complete project tasks on time and with quality

Softtek

Software Engineer - 9/2012 – 4/2013

- Provide support in the American team to all the EA Sports online operations

AutoZone

Programmer - 6/2008 – 9/2012

- Provide daily support to applications for AutoZone stores sales
- Responsible for analysis, design, development, testing, research, and support of existing or proposed software in the store and servers
- Served as a member of IT development team
- Analyzed business tasks and used the most suitable language for an application to either automate or simplify the task
- Served as part of the team that helped with the migration of several applications to use relational DBMS
- Built enhancements and fixes for the commercial web server and the legacy socket server

Training/Education

Degree/Certificate	Institution	Date
BS, Computer Software Engineering	Universidad Autónoma de Chihuahua	2007

Paranika Natarajan – Functional Area Architect

Experience Summary

23+ years of leading Medicaid Member, Managed Care, Buy-In, HMO Encounter, and TPL Information Technology teams in Puerto Rico, Indiana, Wisconsin, Tennessee, and Oklahoma DDI accounts building strong and trusting relationship with the client teams. A subject-matter expert in multiple areas with specific and detailed system and business knowledge, a willingness to go where asked and tackle the difficult tasks. A seasoned leader contributing, modeling, and re-enforcing Gainwell values by building partnerships, demonstrating a bias for action, and innovating by developing creative technical solutions.

Experience

Gainwell Technologies

Puerto Rico MMIS

Technical Functional Area Leader (TFAL) - 9/2017 – Present

- Responsible for the technical solutioning, leading the team technically and interacting with client and stakeholders. Assumed Member TFAL duties in Puerto Rico six months prior to the go-live of MODULE 1 in 2018. Worked with the customer and ESC internal teams to restructure PRMMIS aid categories. Made sure implementation of MODULE 1 went successfully and the Member team did not have any major issues. Designed and implemented the TPL interface that was missed but was required for CMS certification of PRMMIS system
- Lead the Member/TPL teams in day-to-day Puerto Rico operational activities and change request processes. Recently supported implementation of Puerto Rico's new Eligibility system MEDITI3G in June 2021. Actively participated in stakeholder planning, reviewed Member/TPL interfaces from MEDITI3G system, and tested and implemented the new system
- Monitor and make certain the new Eligibility system provides correct and high-quality data to PRMMIS to support CMS reporting

DXC Technology

Technical Functional Area Lead – Indiana Medicaid - 4/2013 – 8/2017

- Led the design and development of various components of the Recipient system such as batch and real-time Medicaid/Medicare interfaces, Buy-in interfaces, Enrollment, and Eligibility Verification systems
- Coordinated the interface design with other TFALs in related subsystems - TPL, Financial, and Portal
- Designed and implemented complex processes unique to Indiana that were not available in the interChange core product, such as Eligibility Application processing
- Assigned work to the system engineers and guided them through development making sure team goals were met on time
- Made certain of a successful and smooth DDI implementation in 2016 for Recipient and Managed Care subsystems and supported ongoing maintenance and new projects

Hewlett Packard Enterprise – Wisconsin Medicaid

Technical Functional Area Lead -- HMO Encounter 5010 - 1/2012 – 3/2013

- Analyzed and defined requirements for the transition from proprietary file format HMO encounter submission to standard HIPAA 837 format
- Worked with HP management to define scope and provided resource estimates
- Designed the HMO Encounter process and worked with multiple different subsystems such as EDI, Claims, BPA, and Health Check to define the interfaces and make sure all components work together

- Collaborated with DBAs on setting up the HMO encounter database environments
- Worked closely with the SEs to guide them through design, development, performance enhancement, implementation, and production verification activities
- Coordinated end-to-end testing with the HMOs

Technical Functional Area Lead - Member/Recipient, Buy-In - 8/2005 – 12/2011

- Led the design and development of various components of the Recipient system such as batch and real-time Medicaid/Medicare interfaces, Buy-in interfaces, Enrollment, Eligibility Verification systems, premium, and SSI payment systems
- Coordinated the interface design with other TFALs in related subsystems - Managed Care, TPL, Financial, and Portal
- Designed and implemented complex processes unique to Wisconsin that were not available in the interChange core product such as Premium and SSI payment systems
- Assigned work to the system engineers guiding them through development and making sure team goals were met on time
- Made certain of a successful and smooth DDI implementation in 2008 for Recipient subsystem and supported ongoing maintenance and new projects

Technical Functional Area Lead – TPL - 8/2004 – 7/2005

- Worked with interChange architects to transform PowerBuilder Medicaid solution to state-of-the-art .NET C# based interChange product
- Led the core interChange product development effort for Third Party Liability (TPL) subsystem
- Mentored system engineers in .NET C# development

Training/Education

Degree/Certificate	Institution	Date
BS, Electrical Engineering	Madurai Kamaraj University	May 1992
MS, Electrical Engineering	Anna University	Jan 1995

Ellen Shampain – Account Delivery Leader

Experience Summary

Experienced applications development and shared services leader with domestic and international experience. Proven leader known for a balanced focus on quality, cost, and customer satisfaction. Proficiency in leading large-scale projects, transitions, services and software deployments, consolidations, and transformation activities within the healthcare and consumer products industries. Recognized success in developing business relationships to achieve customer satisfaction, support client's continuous growth and partnership to deliver on customer outcomes.

Experience

Gainwell Technologies

Puerto Rico MMIS Account

Account Delivery Leader - 4/2021 - Present

Oversee the daily ongoing maintenance and operations SDLC activities for the client's PRMMIS system enabling Medicaid services to the 1.4M Medicaid members. Serve as the primary point of contact for the PRMP Operations Manager and liaison for the PRMP Program Director. Work with the client to provide new solutions, upgrades, and options for enhancements to the PRMMIS. Responsible to oversee the SDLC activities providing improvements and enhancements to the PRMMIS and make certain skilled resources are in the right place at the right time across multiple areas. Lead a team of 70 remote professionals ensuring client deliverables are met while individual's professional growth, cross training, and succession planning are realized and put into place

Gainwell Technologies

Puerto Rico MMIS Account

Certification Manager/Project Management Officer - 7/2020 – 4/2021

Led the ESC certification project team that delivered a successful CMS Outcomes Based Certification (OBC) result for PRMPs Phase I and Phase II implementations (back to day one of Operations). Applied knowledge of the CMS certification requirements and lifecycle and worked with CMS in Intake and KPI definitions finalization for the OBC Pilot. Led the client project team in preparation and execution of the certification requirements and readiness for CMS reviews. Established the DDI project's certification process aligning CMS requirements to project deliverables. Scheduled, tracked, and reviewed evidence through all phases of the certification process to make certain CMS requirements were met. Led a team of 25 subject-matter experts (SMEs) in planning, generating, reviewing, and submitting CMS OBC evidence requirements. Coordinated with PRMP, PRMP vendors, and the Gainwell team for related materials in support of certification preparation, tracking, and reviews with CMS

Led the functional areas project managers (PMs) and project management office (PMO) support staff in meeting the SDLC requirements in delivering ongoing maintenance and enhancement activities. Managed staffing and resource requirements. Led and documented various PRMP status review meetings covering Change Requests, Findings/Defects, upgrades (PEP), T&M billing, and other ad-hoc requests

Hewlett Packard Enterprise (HPE)

Puerto Rico MMIS Account

Certification Manager/Resource Manager - 2/2017 – 7/2020

Led the HPE team through the preparation of MECT certification requirements for MECT R2 and R3 prior to the move to the OBC pilot process. Was the HPE liaison with CMS, PRMP, and PRMP vendors. Refined the tracking and data gathering mechanisms to streamline reviews and owned preparation for CMS reviews

Responsible for staffing the 110 FTE DDI project (included planning, timing, cost, and run off). Owned onboarding and training for project team members. Refined the account staffing reporting model to optimize resource investments and enhance leadership visibility

**Hewlett Packard Enterprise
Business Process Services
Account Delivery Manager - 2008 - 2017**

Accountable for HPE's delivery and performance with the aim to exceed client expectations. Delivered improved results above pre-BPS levels with examples such as: Days Sales Outstanding from 54 to 35 days, Reduced AR ageing by 21%, Improved On-Time Payments by 10%, and Improved Lost Discounts by 11% points. Led projects and transformation activities to support business objectives. Demonstrated results to delight the client, increase confidence levels, and enable growth opportunities

**Hewlett Packard
Business Process Services
Operations Manager - 2006 - 2008**

Managed the BPO Barcelona Business Center Customer Response Center supporting all of Europe. Defined strategy to support and guide global design. Initiated programs to improve customer response rating by 20%. Sponsored initiatives to improve agent response time by 30%. Further streamlined costs by leveraging global footprint in the EU zone

**Agilent Technologies
Global Financial Services
Regional Manager - 2001 - 2006**

Geographic manager for Europe Global Financial Services. Led the European AP and call center consolidation efforts into Barcelona. Improved efficiencies by maximizing standardization of AP processes across Europe. Enabled 15% cost savings in the end-to-end efforts. Led initiatives that improved vendor on time payment 35% and increased electronic invoicing from 5% to 35%

Training/Education

Degree/Certificate	Institution	Date
BS Finance	Pennsylvania State University	May 1988

3.2 Key Staff References

The vendor should provide one (1) reference for which each proposed key staff candidate has successfully demonstrated meeting the requirements of the RFP. The name of the person to be contacted, phone number, client name, address, brief description of work, and date (month and year) of employment should be given for each reference. These references should be able to attest to the candidate's specific qualifications. The reference given should be a person within a client's organization and not a co-worker or a contact within the vendor's organization.

Vendors should use the format provided in the table below. Please repeat the rows and tables as necessary.

Table 17. Account Manager

Key Personnel Reference Form					
Name:	Rosalba Scotto	Proposed Role:	Account Manager		
Client Name:	Puerto Rico Department of Health	Client Address:	World Plaza Building 268 Av. Luis Muñoz Rivera SUITE 505 5th Floor – MEDICAID PROGRAM San Juan, Puerto Rico 00918		
Contact Name:	Alexander Quevedo	Contact Title:	PRMP Program Manager		
Contact Phone:	(787) 594-4543	Contact E-mail:	alexander.quevedo@salud.pr.gov		
Project Name:	PRMMIS	Start Date:	10/2016	End Date	Present
Project Description Phase I and II of the PRMMIS implementation. The first phase addressed enhancements to CMS reporting and data warehousing while the 2nd phase encompassed data quality improvement, Provider Screening, Enrollment, Management, and an Investigative Case Tracking System.					
Project Role and Responsibilities • As account manager, serve as primary point of contact for PRDoH and provide on-site leadership for this project as it relates to the day-to-day activities of the contract • Led the successful implementation of Phase I and II of the Medicaid Management Information System (MMIS) for Puerto Rico. The project duration was 36 months • Led the proposal, negotiation, and execution of the MMIS Operations contracts • Managed all contracts with the Puerto Rico Department of Health • Worked with Puerto Rico Government agencies, DXC controllership, and tax organizations to maintain certificates required to meet contractual requirements • Implemented the operations team in Puerto Rico to support system operations and the Fraud and Abuse Detection Unit • Developed relationships with remote Gainwell organization that provides services to the PR					

Government and became the liaison with the client

- Developed relationships with other Gainwell organization in PR to leverage resources and processes to support client and employees
- Coordinated development of HR and Payroll processes for local Puerto Rico organization

Table 18. Project Manager

Key Personnel Reference Form					
Name:	Thomas Lynn Rusk	Proposed Role:	Project Manager		
Client Name:	West Virginia Children's Health Insurance Program	Client Address:	350 Capitol Street Room 251 Charleston, WV 25301		
Contact Name:	Jennifer Myers	Contact Title:	Director of Professional Services		
Contact Phone:	(304) 558 -1700	Contact E-mail:	jennifer.j.myers@wv.gov		
Project Name:	WV Children's Health Insurance Program (WVCHIP)	Start Date:	10/2014	End Date	01/2016
Project Description: The West Virginia Children's Health Insurance Program (WV CHIP) provides quality health insurance to eligible children and strives to develop a health care system in which all West Virginia children can access health care coverage. WV CHIP is a free or low-cost health plan for children from birth up to age 19. Covered services include preventive care, such as well-child visits and immunizations, prescriptions, hospital visits, dental, vision, and mental health services.					
Project Role and Responsibilities: As Systems Implementation Project Manager, responsible for all phases of project, from Project Initiation through Project Closure. Specific responsibilities included: • Drive requirements definition workshops and make certain all requirements were fully documented in the Requirements Traceability Matrix • Direct architectural design of system to make certain all system components work together to meet the project requirements • Coordinate system development among multiple cross-functional teams, making certain all components worked together as needed • Oversee system testing to confirm all requirements were thoroughly tested and approved by client • Guide creation and execution of system implementation playbook for go-live • Monitor, control, and report throughout project, including risks, issues, action items, decisions					

Table 19. Business Lead

Key Personnel Reference Form					
Name:	Cindy DeArth	Proposed Role:	Business Lead		
Client Name:	Office of Medicaid Policy and Planning (OMPP) under the Family and Social Services Administration (FSSA)	Client Address:	402 West Washington Street Indianapolis In 46207		
Contact Name:	Shane Hatchett	Contact Title:	Previous-Deputy Medicaid Director Current-Chief of Staff, Indiana Department of Health		
Contact Phone:	(787) 594-4543	Contact E-mail:	shatchett@isdh.in.gov		
Project Name:	Indiana Health Coverage Program	Start Date:	03/2015	End Date	04/2019
Project Description: Managed and supported the Indiana Health Coverage Program, including the development of master plan project schedule, strategic initiatives, and project teams to complete all assigned projects within timely and budgetary constraints.					
Project Role and Responsibilities: Planned, organized, and coordinated project meetings associated to a defined project charter with all stakeholders. Devised a plan of action for various phases of a project to support billable system enhancements. Headed and assisted the technical staff, business analysts, testers, and business subject matter experts to complete design, development and implementation associated to a project in accordance with defined requirements and business design specifications. Tracked financial costs to meet implementation timelines and ensure alignment with financial targets. Identified and tracked potential risks or issues associated with each project to ensure seamless operations. Conducted effective requirement and design sessions with the customer to receive signoff. Coordinated work efforts in cooperation with vendors between DXC, Family and Social Services Administration, Prior Authorization, and Managed Care vendors. Key Achievements: • Fulfilled operational needs by identifying key talent and sourcing additional resources or staff. • Fostered and strengthened relationships with key vendors during each project implementation. • Steered and completed various large and small-scale projects within timely and budgetary constraints. • Recognized for successfully maintaining and completing project portfolio of 26 active projects on time. • Executed necessary research and documented potential solutions with pros and cons to assist the customer in making the most appropriate decisions based on their needs. • Supported various environment promotions through a controlled process TFS to promote from a model office/UAT/PROD environment. • Delivered weekly project status and percentage reports for each project to the executive management while presenting the financial billable obligations within expected due date.					

Table 20. Technical Lead

Key Personnel Reference Form					
Name:	Edith Chavez	Proposed Role:	Technical Lead		
Client Name:	Puerto Rico Department of Health	Client Address:	World Plaza Building 268 Av. Luis Muñoz Rivera SUITE 505 5th Floor – MEDICAID PROGRAM San Juan, Puerto Rico 00918		
Contact Name:	Samuel Velez Velazquez	Contact Title:	PRMMIS Business Analyst		
Contact Phone:	(787) 765-2929 x6926	Contact E-mail:	Samuel.velez@salud.pr.gov		
Project Name:	PRMMIS	Start Date:	11/2016	End Date	09/2020
Project Description: Phase I and II of the PRMMIS implementation. The first phase addressed enhancements to CMS reporting and data warehousing while the second phase encompassed data quality improvement, Provider Screening, Enrollment, Management, and an Investigative Case Tracking System.					
Project Role and Responsibilities: As Technical Subject Matter Expert (SME), serve as the primary point of contact for vendor's technical staff. Activities include: • Plan, organize, and coordinate technical activities associated with change requests, defects, and related change orders • Coordinate, organize, train, coach, and educate systems engineer (SE) project team members • Supply the PM, delivery leader, and client with necessary technical information for the project • Create and/or review the high-level design approach, technical designs, and solutions with the system architect, BA, and other TFALs, and comply with system architect guidance and direction • Identify and estimate the technical scope of work, delivery schedule, and communicate to PM • Make certain technical design and solution meet requirements and business design specifications • Work closely with the business analyst project team member so that design needs are met					

Table 21. Implementation Manager

Key Personnel Reference Form					
Name:	Uthara Gopalan	Proposed Role:	Implementation Manager		
Client Name:	Kansas Department of Health and Environment (KDHE)	Client Address:	900 SW Jackson, Suite 900N, Topeka, KS 66612		
Contact Name:	Elizabeth Wolff	Contact Title:	Enterprise Systems Director		
Contact Phone:	(785) 559-0222	Contact E-mail:	Elizabeth.Wolff@ks.gov		
Project Name:	Kansas Modular Medicaid System (KMMS)	Start Date:	11/2015	End Date	01/2022
Project Description Kansas Medicaid Management Information System (KMMS) modernization with eight modular components. The project aligns with federal and state requirements for more flexible, cost-effective Medicaid IT solutions.					
Project Role and Responsibilities: As senior implementation project manager, plan, direct, and manage the implementation schedule for Financial and the enterprise-wide OneTouch user interface for on time delivery of the system and documentation deliverables. Lead client meetings and make certain stake holders have an understanding and agreement on the business process solution/deliverable and that business needs are met while controlling the scope and schedule. Additional responsibilities include: • Active participation in and prompt follow up to action items from quarterly IV &V meetings • Create and communicate weekly project progress status metrics and project plan updates • Interface with client and Gainwell senior leadership to assess and monitor performance, deliverable time, and cost efficiency metrics					

Table 22. Operations Manager

Key Personnel Reference Form					
Name:	Julio Ortiz	Proposed Role:	Operations Manager		
Client Name:	Puerto Rico Department of Health	Client Address:	#268 Ave. Muñoz Rivera World Plaza Building (12 th Floor) Hato Rey, PR 00919		
Contact Name:	Samuel Vélez	Contact Title:	PRMMIS Business Analyst		
Contact Phone:	(787) 765-2929 x6926	Contact E-mail:	Sameul.velez@salud.pr.gov		
Project Name:	PRMMIS	Start Date:	09/2014	End Date	Present
Project Description: Phase I and II of the PRMMIS implementation. The first phase addressed enhancements to CMS reporting and data warehousing while the second phase encompassed data quality improvement, Provider Screening, Enrollment, Management, and an Investigative Case Tracking System.					
Project Role and Responsibilities: As business process manager (2014 – 2016) / PMO Manager (2016 – 2018) / Operations Manager (2018 – Present): • Oversee and manage Operations of the Medicaid Management Information System (MMIS) • Work closely with management team so that operational, administrative, and compliance functions within the program are properly executed in accordance with regulatory-based best practices • Develop or assist with the development and implementation of policies and procedures consistent with those of the organization to make certain of efficient and safe operation of the PRMMIS • Coordinate and manage meetings to assure all data from interfaces from other systems is received successfully, timely, and without errors. Analyzes performance goals and service level agreements so that contract SLAs are met and client expectations are exceeded • Lead and support the implementation and operations of the Fraud and Abuse Detection Unit (FADU) processes to support the client					

Table 23. Certification Lead

Key Personnel Reference Form					
Name:	Amy Strait	Proposed Role:	Certification Lead		
Client Name:	Puerto Rico Department of Health	Client Address:	World Plaza Building 268 Av. Luis Muñoz Rivera SUITE 505 5th Floor – MEDICAID PROGRAM San Juan, Puerto Rico 00918		
Contact Name:	Alexander Quevedo	Contact Title:	PRMP Program Manager		
Contact Phone:	(787) 594-4543	Contact E-mail:	alexander.quevedo@salud.pr.gov		
Project Name:	PRMMIS	Start Date:	10/2020	End Date	Present
Project Description: DSS-Cerner, PIUR-SAS and DXC, Provider Management, and Provider Enrollment					
Project Role and Responsibilities: As certification lead create and maintain Certification Management Plan (CMP) and certification tasks in the project schedule. Manage preparation of evidence related to certification requirements and other supporting documentation needed for certification. Review and provide feedback (including quality checks) to the evidence created by the Gainwell Team and State SMEs. Other activities include: • Submit evidence files to the State for review and approval • Communicate and resolve certification questions/issues at weekly certification status meetings • Facilitate and scribe the weekly certification status meetings • Track action items and decisions from the certification meetings • Provided recommendations for certification demonstrations that State staff present to CMS • Coordinate applicable Gainwell Team members as needed for the demonstrations during the CMS presentations • Manage Gainwell SMEs in creation of their speaker notes for the demonstration to CMS as applicable • Schedule and lead practice and dry runs in preparation for the CMS milestone reviews • Supported PRMMIS Phase I and II certification related efforts.					

Table 24. Documentation Management Lead

Key Personnel Reference Form					
Name:	Kat Minx	Proposed Role:	Documentation Management Lead		
Client Name:	Ohio Department of Medicaid	Client Address:	50 W. Town Street Columbus, OH 43215		
Contact Name:	Erika Scott	Contact Title:	Senior Financial Manager		
Contact Phone:	(614) 752-2087	Contact E-mail:	Erika.Scott@medicaid.ohio.gov		
Project Name:	Ohio Fiscal Intermediary DDI Project	Start Date:	04/2021	End Date	Present
Project Description: The Ohio Fiscal Intermediary DDI Project will provision services to support the processing of Fee-For-Service and Managed Care claims and prior authorizations, processing encounters, data exchange with the Managed Care Entities, payment to providers for Fee-For-Service claims, and payment of per member/per month capitation fees to the Managed Care Entities and other financial management activities.					
Project Role and Responsibilities: As QA Lead, responsibilities include: • Manage and track the Ohio FI DDI project deliverables in accordance with the RFP requirements and Gainwell policies • Develop standard documentation methods and deliverable management tools and processes to efficiently produce high-quality documents • Manage and lead a team of technical writers delegating deliverables and documents according to their strengths and bandwidth • Work closely with the Program Management Office (PMO) and SMEs to meet deadlines 100% of the time with at least 95% quality • Plan and direct review sessions and working sessions to make certain of on-time delivery and content accuracy • Collaborated with SMEs, implementation teams, developers, and writers to edit and publish user guides and other technical documents					

Table 25. Quality Assurance Manager

Key Personnel Reference Form					
Name:	Anthony (Tony) Verduzco	Proposed Role:	Quality Assurance Manager		
Client Name:	CalWIN	Client Address:	11290 Pyrites Way, Suite 150, Rancho Cordova, CA 95670		
Contact Name:	Caroline Bui	Contact Title:	Business Systems Analyst		
Contact Phone:	(916) 282-3668	Contact E-mail:	BuiC@CalSAWS.org		
Project Name:	Able Bodied Adults Without Dependents (ABAWD)	Start Date:	04/2016	End Date	01/2017
Project Description: Updated and enhanced the ABAWD functionality to comply with state and federal regulations by 1/1/2017. Modify and add new functionality to track and interface ABAWD information to the new ABAWD calendar in the Medi-Cal Eligibility Subsystem. Challenges addressed: Project scope too large to deploy in one release. Scope not fully defined. State/Federal mandated deadlines. Resolved by working with customer to prioritize delivery of known scope deliverables and breaking the work into three separate projects for increased control and quality assurance.					
Project Role and Responsibilities: As project manager, develop the Project Quality Control plan for addressing any coding defects or functional anomalies. Other responsibilities include: • Oversee development and delivery of business and functional requirements • Establish a stakeholder communication plan including the written and verbal delivery of project status reports • Manage the project delivery team throughout the project • Lead project schedule template development • Serve as PMO delivery process subject-matter expert					

Table 26. Testing Manager

Key Personnel Reference Form					
Name:	Pricilla Bembo	Proposed Role:	TESTING MANAGER		
Client Name:	KS Medicaid	Client Address:	Landon State Office Building Topeka, KS 66612		
Contact Name:	Elizabeth Wolff	Contact Title:	Enterprise Systems Director		
Contact Phone:	(785) 559-0222	Contact E-mail:	elizabeth.wolff@ks.gov		
Project Name:	Kansas Development, Deployment, and Implementation (DDI) project	Start Date:	02/2019	End Date:	Present
Project Description: Project for delivering and maintaining the Medicaid and Medicare Management system for the State of Kansas.					
Project Role and Responsibilities: In the role of software test manager, responsibilities include planning, monitoring, and managing test development and execution activities for User Acceptance, Regression, and Security Role-Based Testing phases. More specifically, responsibilities include: • Oversee onboarding, training, and mentoring of information testers; mentor test leads for SIT Testing modules • Participate in the development and maintenance of internal test procedures and test strategies • Develop UAT Test Plan and manage all test design and review activities for iterative UATs • Produce metric dashboards and reports to monitor and communicate design and execution status to the executive leadership and module teams, or to escalate key issues that block test execution progress • Oversee design and execution activities for Security Role Based Testing • Select, prioritize, and obtain approval for critical regression test case candidates					

Table 27. Information Security Architect / Privacy Data Protection Officer

Key Personnel Reference Form					
Name:	Roy Clay	Proposed Role:	Information Security Architect / Privacy Data Protection Officer		
Client Name:	Puerto Rico Department of Health	Client Address:	World Plaza Building 268 Av. Luis Muñoz Rivera SUITE 505 5th Floor – MEDICAID PROGRAM San Juan, Puerto Rico 00918		
Contact Name:	Ivan Imbert Negroni	Contact Title:	Security & Compliance Officer PRMMIS		
Contact Phone:	(787) 765-2929 x 6411	Contact E-mail:	ivan.imbert@salud.pr.gov		
Project Name:	PRMMIS	Start Date:	04/2020	End Date:	Present
Project Description: Phase I and II of the PRMMIS implementation. The first phase addressed enhancements to CMS reporting and data warehousing while the second phase encompassed data quality improvement, Provider Screening, Enrollment, Management, and an Investigative Case Tracking System.					
Project Role and Responsibilities: As account security officer, played essential function around support NIST audits for PRMMIS Phase II and worked directly with third-party vendors around their audit and penetration test. Responsible for making certain that information security controls are in place, that are appropriate to adequately protect PRMP information, and that those controls are functioning effectively. This includes but is not limited to: • Categorize the information system based on the sensitivity of the PRMP information • Develop information security plans and other documentation appropriate for the sensitivity of the PRMP information • Assist PRMP in responding to information security inquiries and requests from oversight agencies (for example, CMS) in areas where ESC has a role • Act as the information security adviser for account staff • Coordinate the response to security incidents and provide reports to PRMP including breach risk analyses where indicated • Monitor vulnerability and compliance scans for deficiencies and identify and coordinate corrective actions • Perform periodic information security assessments according to client's criteria and identify deficiencies • Monitor plan of action and milestones (POA&M) so that actions are completed to address deficiencies • Serve as the ESC single point of contact for supporting third-party security audits by providing requested documentation, scheduling interviews, and coordinating penetration tests					



ATTACHMENT E: INITIAL PROJECT SCHEDULE

This section will provide instructions to vendors to include an initial project schedule as an attachment to the vendor's technical proposal and an electronic version in Microsoft Project® to include a Work Breakdown structure

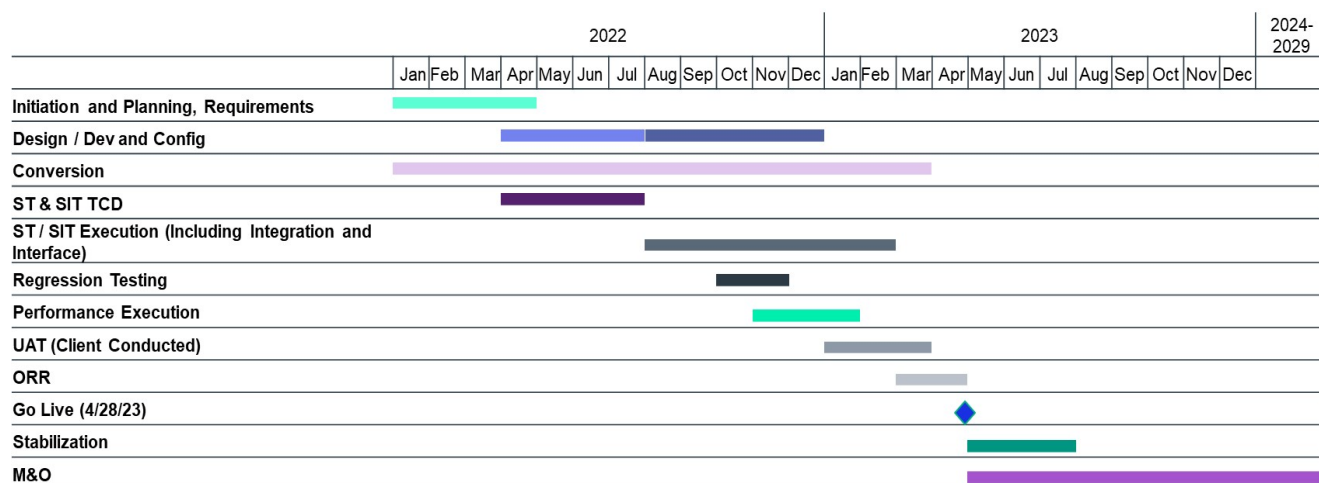
Instructions: The vendor should provide an Initial Project Schedule by project phase. This Initial Project Schedule should show all task details with responsibilities, timelines, durations, milestone dates, deliverable dates, and vendor personnel hours by deliverables for each project phase, PRMP personnel hours necessary by phase and deliverable, and all critical dependencies for the project's milestones and deliverables. Please provide those tasks that are on the critical path. Please provide the tasks that will require assistance from PRMP resources. The Initial Project Schedule should be provided as an attachment to the vendor's Technical Proposal and tabbed as such in the submission. The vendor should also provide an electronic Microsoft Project® version in the vendor's electronic submission of the Technical Proposal. At a minimum, the vendor's proposed Initial Project Schedule should include the following:

- Detailed tasks and timelines, outlining the major project phases planned by the vendor.
- The Work Breakdown Structure (WBS).
- The project schedule for all project deliverables and milestones.
- Identification of resources assigned as the responsible entity for each deliverable within the WBS to the level at which control will be exercised.
- Identification of deliverables that may require more or less time for PRMP acceptance, including the proposed acceptance period for the deliverable.

Response

ESC proposes a 15-month implementation phase followed by maintenance and operations (M&O) that will verify and support the services are in place. Gainwell leads with a proven approach to implementation management, enhanced by our established and collaborative approach with PRMP. We will meet with PRMP stakeholders to charter the work and define the value measurements critical to PRMP success.

Figure 5. Phase III high-level timeline for Implementation and M&O



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ESC's initial Project Schedule will show the task details with responsibilities, timelines, durations, milestone dates, deliverable dates, and personnel hours by deliverables for each project phase, PRMP personnel hours necessary by phase and deliverable, and the critical dependencies for the project's milestones and deliverables.

At a minimum, our proposed Initial Project Schedule will include the following:

- Detailed tasks and timelines, outlining the major project phases planned by the vendor
- The Work Breakdown Structure (WBS)
- The project schedule for the project deliverables and milestones
- Identification of resources assigned as the responsible entity for each deliverable within the WBS to the level at which control will be exercised
- Identification of deliverables that may require more or less time for PRMP acceptance, including the proposed acceptance period for the deliverable

Using MS Project Professional, ESC will provide a detailed project schedule with projected time frames for the tasks and phases identified in the scope of work. The project schedule will be created in alignment with our methodology and with adherence to PRMP requirements. In accordance with PMI best practices, tasks will be grouped by phase and key milestones will be specified. The project schedule will cover required deliverables and key tasks for the design, delivery, and implementation effort. We will resource load and sequence tasks according to the WBS.

The project schedule reflects our understanding of the scope of the project and provides an integrated view of project activities across time. It serves as a tool to monitor and track actual progress against planned progress. The ESC Project Manager monitors the progress of the work and adjusts resources as appropriate to address discrepancies between actual and planned effort and progress. We update the project work plan and schedule to reflect the progress of project activities.

Our Work Plan aligns with the following:

- PMI PMBOK® Guide
- The Software Engineering Institute's (SEI's) Capability Maturity Model Integration (CMMI)

- ISO 900x standards

ESC presents the initial project schedule that is proven and will support the successful implementation of the PRMMIS Phase III project. The Detailed Project Schedule in **Annexure 3 – Initial Project Schedule** includes a breakdown of the work, tasks, WBS, and proposed timelines to accomplish major milestones for the major project phases of the Phase III solution.



ATTACHMENT F: MANDATORY REQUIREMENTS

This section will provide instructions to vendors to respond to mandatory requirements as an attachment in a Microsoft Excel® file titled **Attachment F: Mandatory Requirements**.

Instructions: The mandatory requirements must be met by the vendor as a part of the submitted proposal. Failure on the part of the vendor to meet any of the mandatory requirements may result in their disqualification of the proposal at the sole discretion of PRMP. The term “must,” stipulates and identifies a mandatory requirement. The vendor is to demonstrate compliance with mandatory requirements in their proposal. If the vendor's proposal meets the mandatory requirements, the vendor's Proposal may be included in the next part of the technical evaluation of this RFP. For mandatory requirements that necessitate a future action, the vendor will respond in **Attachment K: Terms and Conditions** with an attestation that it will meet all mandates. For mandatory requirements that involve documentation, vendors should include that documentation with their technical proposal. Any documentation for mandatory requirements not supplied with their technical proposal must be submitted prior to contract execution. When appropriate, the vendor's proposal must provide narrative responses in the area below.

See the attached Microsoft Excel® file titled, “**Attachment F – Mandatory Requirements**”.

Proposed Solution



In support of the Puerto Rico Department of Health (PRDoH) Puerto Rico Medicaid Program (PRMP), ESC will meet the mandatory requirements in Attachment F. With a large endeavor such as this MMIS Phase III project effort, we appreciate

PRMP's close attention to the prerequisites the vendor must meet to verify the wise stewardship of Puerto Rico's resources.

Throughout our tenure working with PRMP, ESC has adhered to the “rules of the game” to gain and maintain your trust each step of the way. Our team will continue to meet the mandatory requirements to make sure PRMP can fulfill its obligations to Centers for Medicare and Medicaid Services (CMS), the Government of Puerto Rico, and most importantly, to the citizens of Puerto Rico.

Requirements Met 100%

As detailed in Attachment F: Mandatory Requirements and Supplement Two: Detailed Requirements, the ESC's proposed Phase III solution meets 100 percent of PRMP requirements.

Audit and Inspection

MR-001

The vendor must provide right of access to systems, facilities, data, and documentation to the Puerto Rico Medicaid Program (PRMP) or its designee to conduct audits and inspections as is necessary.

Response

ESC will provide right of access to systems, data, and documentation to PRMP or its designee to conduct audits and inspections as necessary. With our cloud-based solution, ESC will provide a copy of the Statement on CAQH for Attestation (SSAE) 16 or higher SOC2 type 2 report to document the facilities audit and inspection findings.

Our cloud hosting environment is compliant with SSAE 18. ESC understands the SSAE 18 SOC1 and SOC2 audits. We use an independent auditing firm to conduct these audits on each of our Medicaid-based accounts. We are proud of our track record with the SSAE audits with no findings in most states each year. The Gainwell Managed Cloud also undergoes a SOC 2 – Type II audit to address the requirements of NIST 800-53 standards. We will make this report available to PRMP at least annually. PRMP data and resources will be safe in the hands of ESC, as these audits will confirm.

SSAE Audit Success

Gainwell has a track record of SSAE audits with no findings in most of its Medicaid projects.

Audit Compliance Support and Deliverables

MR-002

The vendor must support the Puerto Rico Medicaid Program's (PRMP's) requests for information in response to activities including, but not limited to:

- a. Compliance audits
- b. Investigations
- c. Legislative requests

Response

Should PRMP require information regarding the Phase III solution, ESC will support PRMP by providing the information in response to activities including:

- Compliance audits
- Investigations
- Legislative requests

Compliance is not just meeting standards; it also requires demonstrating a commitment to those standards through ongoing audits, investigations, or information requests. ESC remains committed to supporting PRMP in the delivery of healthcare in an efficient, transparent manner.

Certification

MR-003

The vendor must provide assistance as is necessary in support of the proposed solution's Centers for Medicare & Medicaid Services (CMS) certification efforts.

Response

ESC will assist PRMP, as necessary, in support of the CMS MMIS certification efforts for the Phase III solution. Over the years, the MMIS certification process has steadily evolved, and our team has kept pace with this evolution.

ESC was honored to support Puerto Rico as PRMP achieved certification for Phase I as the first system in the U.S. to be involved in the pilot for the new Outcomes Based Certification (OBC) process. The Puerto Rico MMIS Phase II also was successfully certified using OBC in January 2021. This new approach to certification streamlines the process by reducing the effort to complete certification tasks.



Our MMIS certification activities begin at project kickoff. The certification requirements are treated just like RFP requirements through each step of the Systems Development Life Cycle (SDLC). This makes sure the required functionality needed for certification is included in the solution and ready for execution. As we complete the system implementation, we leverage the produced documentation for MMIS certification.

The certification activities performed during the project include the following:

- **Certification Management Plan:** ESC develops a detailed Certification Management Plan for PRMP's review and approval. The Certification Management plan includes the approach and methodology for certification activities and is based on our successful experience.
- **Certification Meetings:** To facilitate smooth communications throughout the certification process, ESC holds meetings as necessary. These include both internal meetings with ESC staff members and joint meetings held with PRMP and CMS, beginning after kickoff and continuing through completion of the Final Certification Review Milestone.
- **Certification Requirement Scope:** ESC works closely with PRMP to determine the specific review criteria that are applicable. We will use the Intake Form to define and align evidence and metric reporting to each certification requirement for both certification milestone reviews, reviewed with PRMP and approved by CMS. We use the required artifacts list when reviewing the project schedule to confirm the documentation deliverable dates align with the corresponding certification tasks for project documentation and certification milestone review submission. If there are changes to certification requirements, ESC will identify the impacts, review them with PRMP and CMS, and once approved ESC will update the applicable document with approved updates.
- **Certification Evidence Approval:** ESC collaborates with PRMP to obtain approval for the applicable certification requirements evidence that demonstrate the system has satisfied federal and PRMP's requirements. The evidence gathering will be completed throughout the project, including testing or any detail required to achieve certification of the solution.
- **Certification Intake Form Approval:** Once the evidence is approved, ESC works with PRMP to complete the certification Intake Form. Once approved, the Intake Forms and associated evidence are ready for official submission to CMS before the certification review milestones.

- **Certification Review Milestones:** These are the Operational Readiness Review (ORR) and Final Certification Review (CR) meetings with the CMS certification team, encompassing materials prepared for presentation to CMS and any required system demonstration activities. ESC, in collaboration with PRMP, organizes events in a logical flow that allows us to plan time wisely with CMS. As part of the preparation for the milestone reviews, ESC uses lessons learned and sets up practice sessions and dry runs to prepare the team.

ESC support will include the following responsibilities:

- Create and maintain the Certification Management plan and the certification tasks in the project schedule
- Manage the availability of the ESC subject-matter experts (SMEs) for their tasks (evidence creation, reviews, and revisions, making certain of the timely preparation of the Intake Form and other supporting documentation needed for certification)
- Manage the preparation of all evidence related to certification requirements and other supporting documentation needed for certification
- Review and provide feedback to the evidence created by the ESC SMEs and PRMP SMEs
- Submit evidence files to PRMP for review and approval
- Complete the Intake Form and send to PRMP for review and approval
- Create and revise the evidence so that it is relevant and accurate
- Facilitate, schedule, and scribe the checkpoint calls with PRMP on certification status
- Track action items and decisions from the certification meetings
- Attend meetings with CMS State Officer and MITRE to discuss certification activities and questions
- Assist with gathering artifacts, as needed, for certification
- Provide recommendations for certification demonstrations that PRMP staff will present to CMS
- Coordinate applicable ESC SMEs as needed for the demonstrations during the presentations to CMS
- Manage applicable ESC SMEs in creation of their speaker notes for the demonstration to CMS
- Schedule and lead practice and dry runs in preparation for the CMS MMIS certification review milestones
- Demonstrate functionality in certification presentations as needed
- Coordinate and/or complete assigned action items/findings/CAP from the CMS MMIS certification review milestones

We understand the CMS Final Certification Review will occur at least six months post go-live date. ESC will support the PRMP in its development and submission of the Certification Request Letter deliverable, providing the required information including data, documents, information, and artifacts to demonstrate performance.

In addition to leading our ESC team in this process, our certification manager, Amy Strait, brings the experience and expertise to collaborate with PRMP and CMS during the MMIS certification review milestones.

MR-004

The vendor must warrant that the proposed and implemented solution will meet Centers for Medicare & Medicaid Services (CMS) certification requirements, and that certification will be available retroactive to the first day of operations to ensure full Federal Financial Participation (FFP).

Response

ESC will take the necessary steps to warrant the proposed and implemented solution meets CMS certification requirements, verifying full Federal Financial Participation (FFP) retroactive to the first day of operations.

CMS RFP Checklist

MR-005

The vendor must provide authorization from a parent, affiliate, or subsidiary organization for the Puerto Rico Medicaid Program (PRMP) to have access to its records if such a relationship exists that impacts the vendor's performance under the proposed contract.

Response

Enterprise Services Caribe (ESC), is Gainwell's legal business entity authorized to perform work in Puerto Rico. ESC will be the organization to provide service to the Puerto Rico Department of Health (PRDoH). ESC's performance under the contract is not impacted by any parent, affiliate, or subsidiary organization. As necessary, we would provide such authorization from ESC's parent entity, Gainwell Technologies LLC.

Compatibility

MR-006

The vendor must agree to comply with current and future Puerto Rico Medicaid Program (PRMP) and federal regulations as is necessary to support the proposed solution and this Request for Proposal (RFP).

Response

ESC will comply with current and future PRMP and federal regulations in our support of the Phase III solution and the RFP requirements. Using our established Change Request process, our PR team will work with PRMP to document system requirements to enhance and maintain the desired solution.

As the largest Medicaid IT vendor in the nation, Gainwell has established standards and processes to verify our technical and business solutions remain current in federal and Medicaid Program-specific regulations and laws. Our standards, processes, and procedures are well documented, frequently audited, and strictly monitored. Our development standards are regularly updated due to technology changes, industry standard changes, federal regulation changes, and State policy requirement changes.

Gainwell closely monitors and tracks federal regulations and policy changes impacting publicly funded programs. Additionally, we have representation on external industry organizations



**A Qualified
Team**

involved in the development and oversight of healthcare standards. From this knowledge, the Gainwell group facilitates collaboration throughout our operational accounts and leverages the collaboration to share upcoming regulatory changes throughout the company.

Our Gainwell team members play a key role in tracking and communicating these industry regulatory changes, communicating and educating accounts and delivery organizations about the required changes, validating the quality of key project deliverables, and making sure our solutions and services are fully compliant and rich in features.

Compliance with Rehabilitation Act of 1973

MR-007

The vendor must ensure that all applications inclusive of internet, intranet, and extranet applications associated with this contract are compliant with Section 508 of the Rehabilitation Act of 1973, as amended by 29 United States Code (U.S.C.) §794d, and 36 Code of Federal Regulation (CFR) 1194.21 and 36 CFR 1194.22.

Response

ESC verifies that applications inclusive of internet, intranet, and extranet applications associated with this contract are compliant with Section 508 of the Rehabilitation Act of 1973, as amended by 29 U.S.C. §794d.

ESC verifies that applications inclusive of internet, intranet, and extranet applications associated with this contract are compliant with 36 CFR Part 1194.21 *Software Applications and Operating Systems* and with 36 CFR 1194.22 *Web-Based Intranet and Internet Information and Applications*.

These requirements align with our Section 508 compliance standards, which we continually include in our testing procedures. ESC maximizes compatibility with assistive technologies. We test system pages to verify ADA Section 508 compliancy. We also use a COTS accessibility tool to validate our user interface pages conform to WCAG 2.0 standards, helping us make web content more accessible to individuals with disabilities. We use these testing tools to identify accessibility errors and to facilitate the “human evaluation” of web content.



**Enhanced
Data Quality
and Reporting**

We keep current on the legislative changes to Medicaid so that our products are aligned with those changes. Gainwell engages with external industry organizations including the National Medicaid Enterprise Hub (NMEH), the Council for Affordable Quality Healthcare (CAQH®), Committee on Operating Rules for Information Exchange (CORE®), the Open Group Healthcare Forum, and Workgroup for Electronic Data Interchange (WEDI) X12, as well as CMS Technical Advisory Groups (TAGs).

Compliance with Service Level Agreements

MR-008

The vendor must perform according to approved Service Level Agreements (SLAs) and identified Key Performance Indicators (KPIs) with associated metrics in the areas listed in Appendix 4: Service Level Agreements.

Response

During implementation and the maintenance and operations (M&O) phases of this contract, ESC will meet or exceed the SLA performance requirements in delivery of the required services. From our experience working with the PRMP and our decades of Medicaid work, we understand the staffing necessary across the project to successfully meet our clients' requirements—efficiently, effectively, and on time using analytics and reports to meet PRMP's expectations.

ESC will continue to perform according to approved PRMP SLA requirements and support CMS KPI reporting as we do today.

ESC will define, test, and receive PRMP approval on our approach to comply and report the implementation SLAs within 90 days of the contract start date. For the M&O SLAs, we will complete this process within 60 days of this phase. Should PRMP and ESC determine appropriate SLAs and associated KPIs can be added or existing measures can be modified to the contract.

After the initial SLA report delivered within the first month of the contract, ESC will generate the SLA report to PRMP every two weeks during the life of the contract. This report will detail ESC's compliance with SLAs, during implementation and M&O phases of the contract, for the PRMP.

COTS Waiver Documentation

MR-009

Vendors proposing Commercial off the Shelf (COTS) components must develop all documentation necessary to support the receipt of federal match related to the implementation of the component, upon request by the Puerto Rico Medicaid Program (PRMP).

Response

ESC will develop the documentation for the Phase III solution, including the Commercial off the Shelf (COTS) components to support PRMP's receipt of federal match. We understand the requirements outlined in 45 CFR 433.221(b)(20) require documentation of components and procedures for systems and modules developed, installed, or improved with the 90 percent federal match. For our solution that does not comprise COTS products, our team will deliver documentation to support users in their daily operations and interactions with the Phase III solution.

ESC appreciates PRMP's attention to detail regarding documentation and acknowledge 12 of the 31 SLAs, included in this RFP, pertain to the creation, accuracy, and delivery of documents to your office. Additionally, one of your named key personnel is our team member who will serve as the documentation management lead.

Deliverable Updates

MR-010

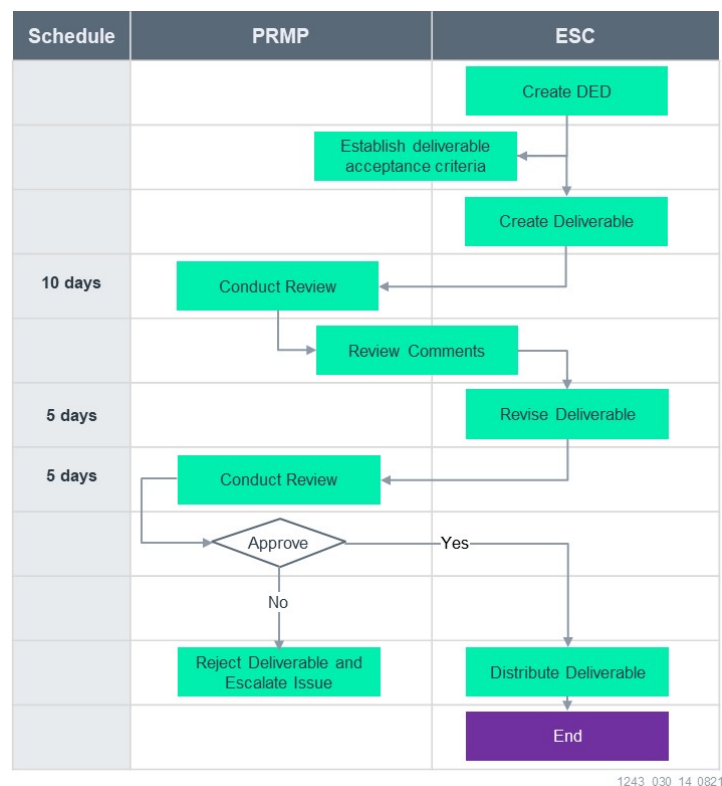
The vendor must update deliverables as is detailed within the Request for Proposal (RFP), as is necessary for project success, and at the request of the Puerto Rico Medicaid Program (PRMP).

Response

ESC will update deliverables as detailed in the RFP to verify project success and at the request of the PRMP. We have reviewed the Project Deliverables by Tasks Group and Appendix 1: Deliverables Dictionary, as outlined in the RFP, and appreciate the timely delivery of each deliverable in its prescribed Task Group to verify project schedule time frames and adherence.

The following figure provides an overview of our deliverable process using the time frames outlined in the RFP for creation, review, and approval. By working initially with PRMP in creating the deliverable expectations document (DED), ESC can finalize your requirements before we submit our deliverable's first version to you for review and feedback. This upfront work gives us the necessary detail to meet your expectations and, more importantly, it saves PRMP time and resources making the deliverable process as efficient and accurate as possible. As we do today, ESC will use the Comment Information Matrix (CIM) document to track the comments back from the PRMP as well as responses from our team.

Figure 6. ESC Deliverable Process



As appropriate, our project deliverables will align with the Project Management Institute (PMI) and Project Management Body of Knowledge (PMBOK) best practices and will include a section that outlines how ESC will maintain the document, throughout the contract, to reflect current and accurate information.

MR-011

The vendor must submit updated deliverables for the Puerto Rico Medicaid Program's (PRMP's) approval based on the Project Schedule.

Response

ESC will submit updated deliverables for the PRMP's approval as outlined in the preapproved Project Schedule. The Project Schedule will identify the information related to each deliverable—start and end dates, duration, and resources as examples. Additionally, our Documentation Management Plan will include our approach to maintaining project and operational documentation, including the deliverable update processes.

Drug Free Workplace Act of 1988

MR-012

The vendor must provide a drug free workplace, and individuals must not engage in the unlawful manufacture, distribution, dispensation, possession, abuse, or use of a controlled substance in the performance of the contract.

Response

ESC will provide a drug free workplace pursuant to the Drug Free Workplace Act of 1988.

Gainwell follows local talent-acquisition government regulations and corporate guidelines that apply to each applicant for employment and each employee. We publish a statement notifying employees and applicants that unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specify actions to be taken against employees for violations. Employees and applicants are informed about:

- The dangers of drug abuse in the workplace
- The person's or organization's policy of maintaining a drug-free workplace
- Any available counseling, rehabilitation, and employee assistance programs
- Penalties that may be imposed on employees for drug abuse violations

Employees and applicants will receive a copy of the company's drug-free workplace policy statement and agree to abide by the terms of the company's statement as a condition of employment.

Equal Employment Opportunity, Clean Air Act, and Clean Water Act

MR-013

The vendor must comply with federal Executive Order 11246 related to Equal Employment Opportunity Act, the Clean Air Act, and the Clean Water Act.

Response

At Gainwell, we believe in inclusion and opportunity for all—an attribute reflected in our focus on making vital healthcare and services available to everyone. We appreciate and recognize the unique qualities and abilities each person brings to the company and our clients. Through openness to different ideas, ethnicities, and backgrounds, we create a stronger, bolder, and more unified company based on respect and collaboration that inspire growth.

ESC will comply with the applicable federal laws and regulations outlined in RFP in the performance of this contract, specifically including the following:

- Executive Order 11246 related to Equal Employment Opportunity
- Clean Air Act
- Clean Water Act

ESC commits to be a socially responsible community member. We have built a reputation as the safe pair of hands who works with our clients to provide more efficient and effective health programs that yield transformational outcomes. And, we do this in a responsible, sustainable manner, reducing our ecological footprint to maintain a healthy environment.

Facility

MR-014

The vendor must perform all work associated with this contract within the continental United States (U.S.) or U.S. Territories.

Response

Whether our staff members work onsite or remote to support the Puerto Rico Department of Health, our staff members will work within the continental U.S. or U.S. Territories. When our Key Staff members are working onsite, our team will continue to use the office space provided by PRMP.

FMAP

MR-015

The vendor must be responsible for any lost Federal Medical Assistance Percentages (FMAP) due to system deficiencies or deficiencies noted during federal reviews. The vendor will be responsible for only the portion of FMAP lost that is determined by the Puerto Rico Medicaid Program (PRMP) to be the fault of the vendor.

Response

ESC will make sure MMIS Certification is achieved retroactive to the first day of Operations. We understand that we are responsible for meeting any new or modified Federal standards, conditions, or functional requirements necessary to achieve initial and continued federal certification. This MMIS certification for the operation of the Phase III allows the PRMP to receive Federal Financial Participation (FFP) and the FMAP funding back to day one of go-live. Should MMIS certification not be achieved back to day one of the Phase III Operations, ESC will be responsible for only the portion of FMAP lost that is determined by the PRMP to be the fault of the vendor.



HIPAA

MR-016

The solution must maintain full Health Insurance Portability and Accountability Act (HIPAA) compliance throughout the life of the contract at no additional cost to the Puerto Rico Medicaid Program (PRMP).

Response

The ESC Phase III solution will maintain full HIPAA compliance throughout the life of the contract. Any change to HIPAA affecting the project should be managed in accordance with the change management process.

In response to Vendor question 84, PRMP noted, "Changes associated with the project and contract should be managed in alignment with PRMP's and the awarded Vendor's change management plan."

ESC rigorously applies the practices and protection measures necessary to verify the confidentiality, integrity, and availability of HIPAA information to comply with applicable PRMP and federal regulations. We are a leader in meeting the demands of HIPAA for Medicaid programs, with an unmatched breadth of technological expertise. Security and privacy are embedded in our solutions and processes. We mandate for our State and Commonwealth

customers the privacy and security of personal health information from the various threats and vulnerabilities associated with information management.

HIPAA Compliance Officer

MR-017

The vendor must designate one named individual in its proposal as the vendor organization's Health Insurance Portability and Accountability Act of 1996 (HIPAA) compliance officer.

Response

ESC maintains the highest level of security standards within our business practices and implements security measures within our solutions. The account security officer (ASO) performs the function of the HIPAA compliance officer and is accountable for security-related compliance and delivery. Roy Clay is PRMMIS' ASO and is a trusted advisor in the organization, working with senior management and the client. Mr. Clay focuses on the security environment in relation to client business objectives. Mr. Clay is an industry expert with a command for security governance and compliance.



Mr. Clay's primary responsibilities include the following:

- Oversee information security program for accounts providing services to Gainwell clients
- Act as information security advisor and HIPAA privacy adviser for account staff
- Created the PRMMIS Incident Response Plan in accordance with National Institute of Standards and Technology (NIST) Special Publication 800-61 *Computer Security Incident Handling Guide* that includes:
 - Privacy breach response and mitigation procedures to comply with the federal HIPAA Breach Notification Rule, 45 CFR §164.400 et seq.
 - Database breach response and mitigation procedures to comply with the Citizen Information on Data Banks Security Act 10 L.P.R.A. § 4051
- Conducted test of PRMMIS Incident Response Plan in accordance with NIST Special Publication 800-84 *Guide to Test, Training, and Exercise Programs for IT Plans and Capabilities*
- Coordinate response to security incidents including privacy breaches
- Conduct annual, qualitative, threat-oriented risk assessments in accordance with NIST 800-30 *Guide for Conducting Risk Assessments* to satisfy 45 CFR §164.308(a)
- Monitor scan and log reports of account network infrastructure from tools including but not limited to Nessus, Qualys, HPSA, CCS, Coverity, Acunetix, McAfee, CloudGuard, CloudTrail, CheckPoint, and Dome9
- Analyze scan and log reports for deficiencies and identify and coordinate corrective actions on multiple platforms including but not limited to Microsoft Windows, Red Hat Enterprise Linux, HP-UX, Microsoft SQL Server, and Oracle using tools such as Microsoft Access and Microsoft Excel
- Perform periodic information security assessments according to client's criteria
- Identify network infrastructure to be included in scope of penetration tests

- Assist external auditors in conducting IT security audits and assessments

Mr. Clay is experienced in developing system security plans, policies, and other documentation to meet a client's security criteria including but not limited to the federal HIPAA Security, Privacy and Breach Notification rules; NIST Special Publication 800-53 *Security and Privacy Controls for Federal Information Systems and Organizations*; and the federal CMS *Minimum Acceptable Risk Standards for Exchanges*.

Invoice Package

MR-018

The vendor must, at a minimum, include the standard invoice package contents for the Puerto Rico Medicaid Program (PRMP), including, but not limited to:

- a. An authorized representative of the contracted party must sign an itemized description of services rendered for the invoice period. Additionally, the vendor must include a written certification stating that no officer or employee of the PRMP, its subsidiaries, or affiliates, will derive or obtain any benefit or profit of any kind from this vendor's contract. Invoices that do not include this certification will not be paid
- b. Provide the PRMP with a summary, for time and materials related costs, of hours for services rendered inside and outside Puerto Rico as well as outside Puerto Rico for each vendor resource
- c. Provide the PRMP with a list of all deliverables and project services completed within an invoice period, as well as evidence that the PRMP has accepted and approved the work
- d. Provide the PRMP with four (4) physical and one (1) electronic invoice packages in support of the PRMP's review and approval of each invoice.

Invoice Package #1 - Original Signature

Invoice Packages #2 - #4 - Hard Copy

Invoice Package #5 - Electronic

Response

ESC will, at a minimum, include the standard invoice package contents for the PRMP. As we currently perform today for the PRMP in reference to PRMMIS work and continue under this contract, ESC will:

- Provide the PRMP with a summary, for time- and materials-related costs, of hours for services rendered inside and outside Puerto Rico for each vendor resource
- Provide the PRMP with four physical and one electronic invoice package in support of the PRMP's review and approval of each invoice

We will add a written certification to our current invoice document stating that no officer or employee of the PRMP, its subsidiaries, or affiliates, will derive or obtain any benefit or profit of any kind from ESC's contract.

In addition to the list of deliverables and project services completed for implementation within an invoice period, as well as evidence that the PRMP has accepted and approved the work, ESC also will provide this information for completed O&M deliverables and project services.

MITA Alignment

MR-019

The vendor must implement a solution that supports the Puerto Rico Medicaid Program's (PRMP's) Medicaid Information Technology Architecture (MITA) State Self Assessment (SSA) vision, goals, and objectives.

Response

The ESC Phase III solution has full integration of the MITA initiative with business, architecture, and data required to support the PRMP's SS-A vision, goals, and objectives. Our solution embodies the vision of MITA and is modular, configuration-driven, and has full workflow and rules integration. The Phase III solution uses service-oriented architecture (SOA) principles and complies with the MITA 3.0 framework to meet CMS mandates and PRMP's goals.

Besides being the only vendor with Puerto Rico Medicaid business, policy, and MMIS experience, we are the only vendor with experience in modernizing interChange, including integrating modules into interChange.

The architecture we deliver defines a technology growth path for the introduction of new technical standards into the Medicaid environment. It builds on efficient, enterprise-class service capability. Our solution provides a foundation for advances in MITA maturity to help PRMP meet changing industry standards.

The Phase III solution will support PRMP's goals for business process and technology integration, enhanced data quality, improved data integration, and enriched business relationship management. Our commitment to PRMP is of the utmost importance, and we are dedicated to fulfilling PRMP's mission for MITA maturity across its Medicaid enterprise.

Modularity

MR-020

The vendor must provide a solution that includes key functionality enablers to shared use and modularity to eliminate barriers between different applications and diverse data types. The vendor must share how the proposed solution will include modular components to meet the Centers for Medicare & Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA), and describe how the solution will lend itself to future reuse, including open interfaces and other architectural features to allow for integration into other solutions. This requires the use of a modular, flexible approach to systems including the use of open interfaces and exposed Application Programming Interfaces (API); the separation of standardized business rule definitions from core programming; and the availability of standardized business rule definitions in both human and machine readable formats.

Response

ESC will provide to PRMP a solution that incorporates technology to enable a modular approach to maturing the PRMMIS enterprise. PRMP's transition to a modular MMIS will be bolstered by Gainwell's experience and modern, scalable approach to meeting CMS' MITA requirements. The Phase III solution offers PRMP a maintainable, accessible, and adaptable technical component along with our experienced and knowledgeable team that understands the nuances of the Puerto Rico Medicaid program and government healthcare programs.

Our solution will use a modular, flexible approach to development, including the following:

- Use of open interfaces and exposed Application Programming Interfaces (API)
- Separation of standardized business rule definitions from core programming
- Availability of standardized business rule definitions in both human and machine-readable formats

The transition to modularity is not without significant challenges—business and technical. We have the experience, knowledge, and talent to navigate these challenges and deliver to your unique needs, and we present solid options for growth and maturity.

We understand how to transition from monolithic to modular architecture. We have developed a proven step-based approach to replacing functional capability in the MMIS with modularity. Our experience modularizing interChange makes us the only vendor able to apply real-world experience, lessons learned, and best practices gained from these projects to help PRMP achieve a smooth, clear transition to modularity within your own interChange MMIS.

Project Management

MR-021

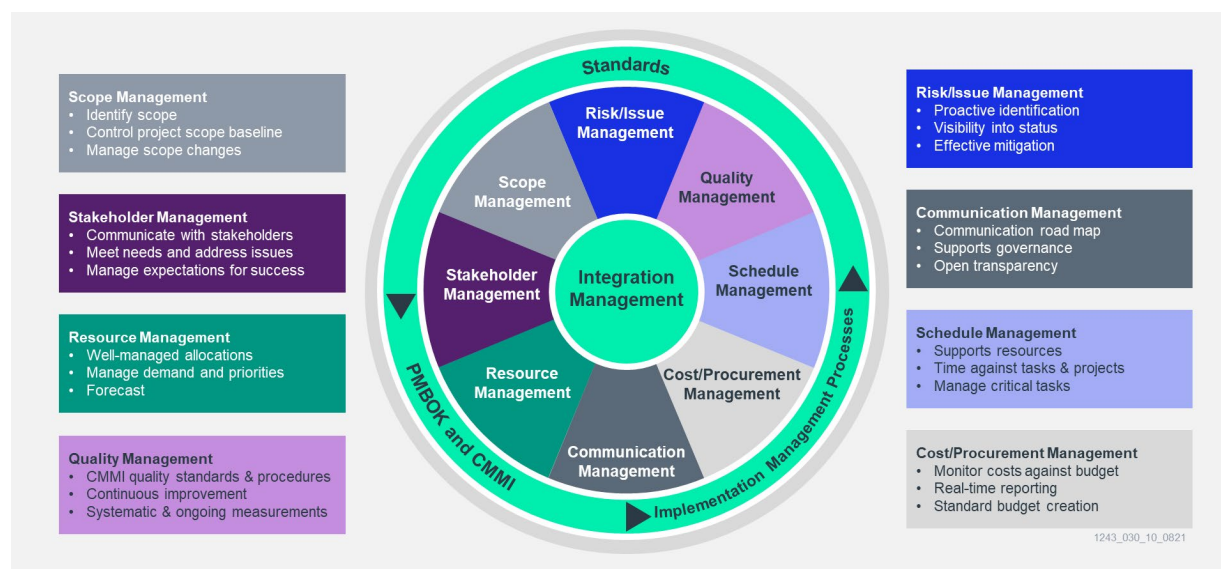
The vendor must use industry standard project management standards, methodologies, and processes to ensure the project is delivered on time, within scope, within budget, and in accordance with the Puerto Rico Medicaid Program's (PRMP's) quality expectations. The PRMP utilizes the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) methodology.

Response

ESC's approach to project management incorporates industry standards, methodologies, and best practices from the Project Management Institute (PMI) *A Guide to the Project Management Body of Knowledge* (PMBOK Guide) and Gainwell's system development lifecycle (SDLC).

The Project Management foundation, in the following figure, depicts our overall project management environment.

Figure 7. Project Management Foundation



Our structured project management approach provides clear standards, automated processes, and measured controls for managing activities, tasks, deliverables, work plans, budgets, staffing, issues, risks, and milestones.

This integrated approach supports PRMP, reduces project risk, and promotes the following benefits:

- Consistent use of repeatable processes and documentation
- A common understanding of project responsibilities across the organization
- Verification that critical tasks are being monitored and controlled
- Outstanding project management communication and reporting
- Ability to proactively plan, execute, and monitor enterprise project schedules
- Predictable project performance

Our project management processes are in line with PRMP's quality expectations in delivering the project on time, in scope, and on budget.

Staffing Levels

MR-022

The vendor must provide increased staffing levels if requirements, timelines, quality, or other standards are not being met, based solely on the discretion of and without additional cost to the Puerto Rico Medicaid Program (PRMP). In making this determination, the PRMP will evaluate whether the vendor is meeting deliverable dates, producing quality materials, consistently maintaining high quality and production rates, and meeting Request for Proposal (RFP) standards without significant rework or revision.

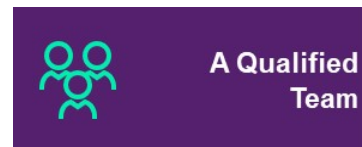
Response

ESC will staff the Phase III solution project to effectively meet requirements, timelines, quality, or other standards accordingly.

We evaluate each project to identify the correct staffing mix to meet contract obligations and limitations. Our successful teams are built by providing the right resources at the right time with the right skills to meet project deadlines, quality metrics, and requirements. We are committed

to making sure the implementation and operation of the solution for PRMP is successful by supplying the Puerto Rico Department of Health with reliable and dedicated resources.

Our approach to staffing the project is outlined in our staffing plan in Attachment D: Project Organization and Staffing. The plan also will describe how staffing levels will achieve consistent, dependable service regardless of changes that may influence work volume.



We will provide a description of the initial project team, necessary resources, organization charts for the implementation and M&O stages, processes used for screening, replacing, and backfilling staff, key and support staff resumes, letters of intent for proposed staff members, and a description of the staffing for each project phase.

ESC adjusts staffing levels to meet peak periods by looking ahead several months to plan for increased demand. This way, we can initiate the staffing process and seek advanced approval for additional staffing, shortening the lead time for filling positions.

State Ownership CFR

MR-023

The vendor must agree that the Puerto Rico Medicaid Program (PRMP) retains ownership of all data, procedures, applications, licenses, and materials developed during design, development, and implementation (DDI), and Operations, as well as the licensing for installed Commercial off the shelf (COTS) software in alignment with 45 Code of Federal Regulation (CFR) §95.615 and 45 CFR §95.617. Manufacturers' support and maintenance for the COTS software licensing subsequent to the initial install must be provided for the life of the contract. The PRMP is not responsible for costs associated with software releases.

Response

ESC considers that this requirement does not cover all the Intellectual Property rights that are needed for the scope to be provided under this RFP, and proposes the following agreement in relation to the same, which is in alignment with the signed agreement between the parties for the PRMMIS Operations Agreement, and the proposed exception to Appendix 7. Proforma contract, clause 11. Intellectual Property:

ESC shall be the exclusive owner of all the intellectual property which already exists and is provided and used by ESC to fulfill its obligations under this Agreement.

All Deliverables, software, designs, drawings, specifications, notes, electronically or magnetically recorded material and other work in whatever form not developed or licensed by ESC prior to the execution of this Agreement, but specifically paid for, Federally-funded, and first developed under this Agreement ("Materials") shall be considered "work for hire" (as that term is used in Section 101 of the United States Copyright Act, 17 U.S.C. § 101, or in analogous provisions of other applicable laws) and ESC transfers and assigns any ownership claim to PRMP and all such Materials will be the property of the PRMP. Further, PRMP reserves a royalty-free, exclusive, and irrevocable license to reproduce, publish, and otherwise use the copyright of any Materials. During the performance of this Agreement, ESC shall be responsible for any loss of or damage to these Materials developed for PRMP and used to develop or assist in the Services provided while the Materials are in the possession of ESC. ESC shall provide the PRMP full, immediate, and unrestricted access to the Materials during the term of this Agreement. PRMP grants ESC a royalty free, sub-licensable, perpetual, worldwide license to the Materials for use with, copy for, make derivative works of, display for, perform for, and transmit to ESC's other healthcare clients. The modifications to the MMIS interChange system

for PRMP will be transferred in accordance with 42 CFR § 495.360 Software and ownership rights, except for any third party or ESC-proprietary software. With respect to any third party or ESC-proprietary software accompanying or embedded in the MMIS interChange system, ESC grants to PRMP a non-exclusive, royalty-free right and license to use such third party or ESC-proprietary software during the term of this Agreement as necessary for PRMP's internal purposes.

Technical Support Center Location(s)

MR-024

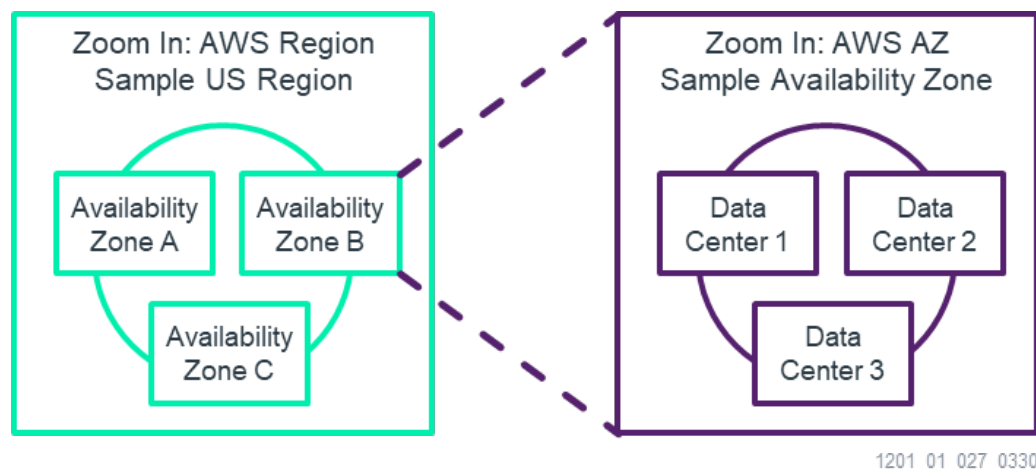
The vendor Technical Support Center must be located within the continental United States, as established in requirements related to handling of Federal Tax Information (FTI) contained in Internal Revenue Service (IRS) Publication 1075, Section 5.3 Access to FTI via State Tax Files or through other agencies under the authority granted by United States Code §6013(p)(4)(C).

Response

ESC will use AWS Managed Services to provide design, delivery, and daily operational support of the Phase III solution within the AWS public cloud. The cloud services, primary and backup/failover sites/services, along with the staffing to support the Phase III solution, will be located within the continental United States.

AWS provides redundancy and fault tolerance using Availability Zones (AZs), which are one or more discrete data centers with redundant power, networking, and connectivity in an AWS region. Auto-Scaling Groups are used to support high usage periods. The regions and zones are demonstrated in the following figure.

Figure 8. AWS Regions and Availability Zones



The AWS Cloud Solution enables us to efficiently deliver a broad suite of services in support of the system.

Third-party Audit

MR-025

The vendor must make available to the Puerto Rico Medicaid Program (PRMP) the results of any third-party audit. The audit results must be delivered to PRMP at the same time as the vendor.

Response

ESC will make available to PRMP the results of a third-party audit related to the execution of this contract and related RFP-required work. Our long history in Medicaid has required us to participate in third-party audits and the delivery of the reports for each audit. Should a third-party audit be required for PRMMIS, we will verify delivery of the results to PRMP at the time we receive the results.

MR-026

The vendor must notify the Puerto Rico Medicaid Program (PRMP) of any findings within a third party audit assessment that requires the vendor's or PRMP's immediate attention. The vendor will work with PRMP to identify the recipient of the third-party audit report(s).

Response

ESC will notify the PRMP of any third-party audit assessment findings that require PRMP's or ESC's immediate attention. Should the report require delivery to a designated individual, we will work with PRMP to identify the report's intended recipient.

Turnover and Closeout Operations

MR-027

The solution must perform all functions described in this Request for Proposal (RFP), and continue all operations from the date of acceptance of each release until each function is turned over to a successor at the end of the contract, including any optional additional periods or extensions.

Response

ESC will continue to perform Phase III solution operations, as described in this RFP, until turnover to a successor at the end of our contract with the PRDoH. While we would prefer to continue our long-term relationship with the PRDoH, we realize there may come a time when the PRDoH chooses to turn the Phase III contract over to the successor contractor. ESC takes its responsibility as a contractor seriously and part of that commitment is to make certain our obligations are met. In this case, we will be prepared to conduct a smooth transition at the end of the contract should that time arise.

The ESC Turnover and Closeout Management Plan will include, but will not be limited to: our transition approach, staffing, tasks, schedule, operational documentation, and work artifacts. The turnover of operations to a successor is always a risk to an otherwise efficient operation, even with the best intentions and spirit of cooperation in place among the parties. We know continuous operation is critical and a disruption of service could have a significant effect on PRMP and program stakeholders. A familiarity with the daily operations and management, a strong understanding of the duties and responsibilities to be assumed by both parties, dedicated personnel during the transition period, and sufficient time for a successful transfer are crucial to minimizing risk.

ESC strongly wants to maintain a solid reputation and encourage future work with the PRDoH. To that end, we will provide the same commitment and enthusiasm on the last day as the first day of the contract and uphold a reputation of professionalism and service throughout turnover.

Our approach to project management covers the entire life cycle of the project from start-up to turnover, with special focus on transparency, communication, collaboration, and coordination.

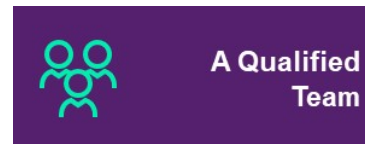
Vendor Employee Confidentiality Statements

MR-028

The vendor must provide evidence that staff have completed all necessary forms prior to executing work for the contract.

Response

Our staff completes the PRMP User Access Form template for the use of the PR Medicaid Enterprise System. The necessary forms include:



- Section 1: User Information (to be filled out by Hiring Manager)
- Section 2: Account Request Section (to be filled out by Hiring Manager)
 - Section 2A: Training Attestation Requirements
- Section 3: User's Supervisor Information (to be filled out by Hiring Manager)
- Section 4: PRMMIS
 - Section 4A: MMIS Application Roles
 - Section 4B: Gainwell Technology (only)
 - Section 4C: Restricted Access
 - Section 4D: Gainwell Electronic Document Management System (EDMS)
 - Section 4E: BusinessObjects (limited licenses available at this time)
 - Section 4F: PRMMIS SharePoint
 - Section 4G: Provider Enrollment Portal (PEP)
 - Section 4H: PRMP Learning Management System (LMS)
 - Section 4I: PRMP Approval
- Section 5: Mediti3G
 - Section 5A: SharePoint Access
 - Section 5B: Tools
 - Section 5C: Environments
 - Section 5D: PRMP Approval
- Section 6: Exhibit 1 – Medicaid Confidential Data
- Section 7: Security Agreement Puerto Rico Medicaid Enterprise System
- Section 8: Rules of Behavior Agreement Puerto Rico Medicaid Enterprise System

The following is an excerpt from the Section 8 form.

Figure 9. PRMP User Access Form Section 8 Excerpt

◆ Section 8: Rules of Behavior Agreement Puerto Rico Medicaid Enterprise System

Rules of Behavior for the Puerto Rico Medicaid Management System

The PRMES System contains confidential United States and Commonwealth of Puerto Rico Government information regarding individuals who have elected to participate in health benefits offered under the Affordable Care act (ACA). All users who support this PRMES information system must confirm their understanding and agreement to comply with the following terms and conditions (the "Rules of Behavior") before access to the PRMES System will be granted. The Rules of Behavior comply with the following NIST 800-53a Rev.4 and IRS Pub 1075 Safeguards:

1. SA-5 INFORMATION SYSTEM DOCUMENTATION
2. AC-2 ACCOUNT MANAGEMENT
3. AC-6 LEAST PRIVILEGE
4. AC-9 PREVIOUS LOGON (ACCESS) NOTIFICATION
5. AC-17 REMOTE ACCESS
6. AC-18 WIRELESS ACCESS
7. AC-19 ACCESS CONTROL FOR MOBILE DEVICES
8. AC-20 USE OF EXTERNAL INFORMATION SYSTEMS
9. AT-2 SECURITY AWARENESS TRAINING
10. AT-3 ROLE-BASED SECURITY TRAINING
11. CM-11 USER-INSTALLED SOFTWARE
12. IA-5 AUTHENTICATION MANAGEMENT
13. MP-7 MEDIA USE
14. PL-4 RULES OF BEHAVIOR
15. PS-6 ACCESS AGREEMENTS
16. PS-8 PERSONNEL SANCTIONS
17. SA-5 INFORMATION SYSTEM DOCUMENTATION

Our staff also completes mandatory training every year and before being assigned to the account. Annual training courses include HIPAA, security awareness, and code of business conduct, as well as Puerto Rico account-specific HIPAA training.

Viewing Human Services Program Information

MR-029

The vendor staff must not have the capability to access, edit, and share personal information data, with unauthorized solution users, including but not limited to:

- a. Protected Health Information (PHI)
- b. Personally Identifiable Information (PII)
- c. Financial Transaction Information (FTI)
- d. Social Security Administration (SSA) data including, but not limited to: family, friends, and acquaintance information

Response

The ESC staff will not have the capability to access, edit, and share personal information data with unauthorized users, including PHI, PII, FIT, and SSA information.

Our data-protection practices and privacy policies comply with the law and earn trust and confidence with our clients. These practices apply to Gainwell and our subcontractors, suppliers, and trading partners. Our privacy policies and practices reflect and reinforce our

company values of trust, integrity, and quality. Internal and external audits confirm our compliance with federal laws and regulations, as well as State and federal regulations, Gainwell policies, and best practices.

As part of our Gainwell Code of Conduct for employees, team members are reminded of the critical nature of complying with HIPAA, along with other applicable laws and regulations pertaining to Medicaid program information. Each Gainwell team member is trained upon hiring and then annually about these requirements and the importance of protecting personal information during the course of our work.

Assumptions

In developing our response to Attachment F, ESC incorporated the following assumptions:

1. MR-016 Changes to HIPAA will be managed using the Change Management Process with agreed labor rates based on Time and Material (T&M).
2. MR-023 ESC assumes that PRDoH will agree to allow ESC to retain license to the developed software for use with other healthcare customers.



ATTACHMENT G: BUSINESS REQUIREMENTS APPROACH

This section will provide instructions to vendors to provide a narrative overview for the proposed system in each subcategory of the business requirements and relevant mandatory requirements.

Instructions: The vendor should provide a narrative overview of how the proposed system will meet the business requirements. Use the response sections to provide specific details of the proposed approach to meeting the business requirements in each subcategory. Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from **Supplement Two: Detailed Requirements** and **Attachment F: Mandatory Requirements**. PRMP also expects the vendor to propose its approach for meeting any narrative included in **Supplement One: Project Requirements, Section 3: Scope of Work** of this RFP. Responses in this section should be highly focused on the business processes, technology, and requirements and not simply provide generic or marketing descriptions of solution capabilities.

If the vendor is proposing a phased implementation, the vendor should indicate how that approach will affect functionality. PRMP is interested in the vendor proposing a phased implementation approach that allows for early deployment of solution functionality. Additionally, the vendor should indicate exception handling processes where appropriate and any dependencies on existing systems or components of the new system to provide the specified functionality.

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

Subsections will list the category with the following:

- Accounts Payable Information and Disbursement
- Beneficiary Data
- Business Rules Management
- Data Integration
- Database Management
- Fund
- Generate Financial Report
- High Cost High Needs (HCHN) Premium
- Interoperability and Interfaces
- Master Data Management
- Payment Error Rate Measurement (PERM)
- Premium Payment
- Provider Capitation Verification

Proposed Solution



The Enterprise Services Caribe (ESC) Phase III solution will fit the financial management criteria for the Puerto Rico Department of Health (PRDoH) Puerto Rico Medicaid Program (PRMP) project, meeting its specific financial management business

transactions requirements to support critical and accurate program management. The ESC Phase III solution is intended to provide PRMP with operational improvements to financial system reconciliation, data and information sharing between systems, claims visibility, and financial transaction and reporting timeliness.

Requirements Met 100%

As detailed in Attachment F: Mandatory Requirements and Supplement Two: Detailed Requirements, the ESC's proposed Phase III solution meets 100 percent of PRMP requirements.

The dynamic changes in healthcare program management demand adaptability and flexibility. As the program changes, the business models that provide the care evolve and there is an ever-increasing need to have a system that can handle the processes of today but adapt through configuration over time.

The Phase III solution will assist PRMP in improving the processing time and integration of financial data into a centralized location within the Medicaid Enterprise. Most notably, the Phase III solution will integrate technology and business processes into a singular modular financial management solution. The ESC Phase III solution provides significant business value to fully meet PRMP's current specifications and includes a financial management business system approach that easily supports the future needs of the PRDoH Medicaid program. We will continue to support PRMP in the changing and demanding needs of Centers for Medicare and Medicaid Services (CMS) requirements, including Medicaid Information Technology Architecture (MITA).

The following table addresses the benefits PRMP will experience from the ESC solution.

Table 28. Solution Benefits

PRMP Benefit	ESC Phase III Solution
Integration of disparate solutions within the Medicaid Enterprise System	The ESC Phase III solution facilitates increased accessibility to key data, automation of processes for data capture, reporting, and allocation activities including existing premium rate assignments for managed care beneficiaries and beneficiaries' eligibility for High Cost High Needs (HCHN). The Phase III solution enhances PRMP's abilities to: • Automate rate cell assignments to beneficiaries • Accurately calculate premium payments • Deliver the premium payments timely with Electronics Fund Transfer (EFT) • Verify provider capitation payments and adjustments • Document and report financial transactions • Produce enhanced federal reporting
Increased capability to interface and integrate with Medicaid enterprise modules and/or solutions to achieve the business outcomes described in	The Phase III solution will integrate technology and business processes into a singular modular financial management solution. As the industry changes and technology advances, ESC remains dedicated to increasing the performance, efficiencies, and cost-effectiveness of the PRMMIS. We also focus on business processes

PRMP Benefit	ESC Phase III Solution
this RFP and Appendices	through increased capability, leveraging industry trends, greater flexibility, and innovative application of technology.
Increased methods to achieve solution integration to support modularity, reuse, and configurable components	The Phase III solution provides flexible functionality for shared use and modularity to eliminate barriers between different applications and diverse data types. The implementation of the ESC Phase III solution will promote the reuse of technical solutions to improve efficiency and effectiveness of system upgrades, reducing cost to PRMP while adhering to MITA and CMS standards.
Enhanced visibility into premium payment rates and rate adjustments	The Phase III solution provides PRMP with enhanced insight into the premium payment rates and rate adjustments made to Managed Care Organizations (MCOs) and Medicare Advantage Organizations (MAOs). This information will be visible through a user interface (UI) panel that includes capitation category/rate cell information—the premium payment pricing data shared from the MCOs and MAOs for each beneficiary.
Increased automation of premium payment adjustments	The Phase III solution will increase automation by using direct file transfer protocol to receive and configure premium payment rates for enrolled beneficiaries to include HCHN and adjust premium payment rates efficiently. The Phase III solution will include the automated premium payment adjustment process that reconciles payments for previous months, performing recalculations of previous payments, and creates “positive or negative” adjustments as needed. The Phase III solution mass capitation adjustment process allows adjustments to be made to previously made payments. These adjustments are generally needed due to retroactive rate changes or human error when entering rates.
Enhanced visibility into premium payments to carriers	The Phase III solution will use the HIPAA 820 transaction to communicate premium payment information to the MCOs and MAOs, which will provide greater transparency to PRMP as part of the monthly reporting routine.
Greater visibility into the capitation payments from carriers to providers	The Phase III solution will receive, validate, display, and report provider capitation payment information from the MCOs and MAOs, which will provide greater visibility into routine monthly reporting.
CMS certifiable, Health Insurance Portability and Accountability Act (HIPAA)-compliant Interfaces	The Phase III solution will use the industry-standard HIPAA 820 transaction to communicate payment information to the MCOs and MAOs, which provides efficiency and effectiveness. The PRMMIS currently uses 837 and 835 transactions for encounter processing and is in the process of developing the 834 for beneficiary data exchanges.
Enhanced ability to reconcile premium payments to rates, capitation payments to providers, and capitation payments for beneficiary services	The ESC Phase III solution provides the ability to accurately validate and reconcile premium payments to rates and verify capitation payments and adjustments against most current PRMMIS beneficiary eligibility, MCO and MAO assignments, and provider enrollment data.
Enhanced financial reporting capability	PRDoH will improve its ability to access information required for reporting and decision-making with the ESC Phase III solution, supporting automation of financial functions. Further integration with the PRMMIS, including integration of financial reporting structures, will

PRMP Benefit	ESC Phase III Solution
	provide data reliability.
Integrated solution functionality, business processes, and reporting to support PERM compliance	The ESC Phase III solution will provide PRMP the support to comply with the Payment Integrity Information Act of 2019. The system provides the ability to compare the Payment Error Rate Measurement (PERM) universe data file with the CMS-64 reports to verify consistency of data sources and the inclusion of applicable data.

Accounts Payable Information and Disbursement

The Phase III solution enables the highly configurable PRMMIS Benefit Program Administration (BPA) rules engine to consolidate expenditure and utilization information designed to aid PRMP in the administrative and financial management of its Medicaid program.

The robust Phase III solution offers rule-based processing, error logging, and audit trails and provides the capability to manage and track Commonwealth fund information from multiple sources. ESC's defined accounts payable processes and standards will meet Commonwealth, PRDoH, and federal compliance requirements.



Beneficiary Data

As an industry-leading fiscal agent, we have experience performing beneficiary and managed care functions and will use the experience to help PRMP develop their vision for the Medicaid Enterprise Solution (MES). The Phase III solution will leverage centralized data storage of beneficiary data that has been cleansed and stored by the PRMMIS using the 834 transaction. The 834 transaction implementation is currently underway with ESC through CR 21-663. The solution also supports a beneficiary data set that includes premium payment calculations, premium payment processing, and provider capitation verification as well as data necessary to perform adjustments related to changes in beneficiary status.

The beneficiary data coming into the PRMMIS allows the Phase III solution to integrate other key components of the premium payment process. The beneficiary data, beneficiary assignments (enrollments) to assignment plans, MCOs and MAOs contract premium information, and applicable rate adjustments combine to create the accurate data necessary to generate the appropriate premium payment.

Additionally, the Phase III solution supports the assignment of a beneficiary and use of additional beneficiary data characteristics, diagnoses, and service utilization from PRMMIS encounter data to assign a HCHN rate cell.

The Phase III solution verifies quality control of the beneficiary data to process claims and facilitate managed care operations to meet PRMP's and federal reporting requirements.

Business Rules Management

The Phase III solution uses the PRMMIS BPA rules engine, which can handle high volumes of data. The BPA rules engine enables the transparency of the processing logic, as required by MITA and CMS, and meets the CMS Conditions and Standards vision of having rules in human-readable format. With automated logical analysis, business-friendly testing, and scalability, the ESC Phase III solution will improve the quality of business rules management, drive business control, and fulfill the requirement of business rules.

PRMP will describe the business rules defining expected outcomes to the ESC team, who should verify the solution is configured correctly to meet these expectations. Business rules may

change over the life of the contract, and the solution should be adaptable to the changes without compromising the ability to process historical data under previous configurations.

The Phase III solution meets PRMP's need for easily adaptable business rules configuration while consistently adapting to the ever-changing needs of PRMP.

Data Integration

The ESC Phase III solution facilitates integration of disparate solutions within the Medicaid Enterprise to achieve solution integration that supports modularity, re-use, and configurability.

The PRMMIS receives beneficiary eligibility data daily from the Puerto Rico Eligibility system, MEDITI3G. The PRMMIS is the system of record for beneficiary assignment data. It supports assignment of beneficiaries to the MCOs and MAOs, communicates the assignments to them, and receives beneficiary PMP assignments from the carriers and enrollment broker. The PRMMIS uses the standard HIPAA 834 layout for exchange of beneficiary assignment data to and from these various sources and systems and stores them in a consistent manner. The PRMMIS also uses HIPAA 837 and 835 transactions for encounter processing.

The ESC Phase III solution will send premium payment data directly to each MCO and MAO using the X12 820 transaction. It also will bring in the provider capitation data from the carriers and validate, store, report, and display in a single user interface application to provide improved financial visibility.

Database Management

ESC understands security of program information is paramount, which drives our approach to protecting and maintaining data entrusted to our care. The solution's primary Database Management System (DBMS) component, Oracle, provides standard data extraction Application Programming Interfaces (APIs) to allow import and export of data. The solution can support open and closed database backups while supporting database security at the database object level.

The DBMS component design will provide the framework for naming conventions used in naming tables, views, columns, and indexes while supporting database security. The system will run the existing data from the current database tables and/or files through data quality checks, and data quality issues will be reported to PRMP.

Fund

Gainwell has extensive managed care experience across the country and with PRMP. We will continue to process MCO and MAO encounter claims where the PRMP-defined criteria is configured and processed, such as the fund code.

The ESC Phase III solution verifies accuracy in fund code allocation and automates processes around data, reporting, and allocation activities. PRMP will have increased ability to access information required for reporting and decision-making needs. The Phase III solution will apply and store the appropriation code, a funding source for CMS-64 information on encounter claims and financial transactions. The solution will track federal and state match associated with program and administration funding amounts.



**Greater Accuracy
& Timely Access
of Financial Data**

Generate Financial Report

The ESC Phase III solution provides prompt and accurate transaction processing and proven flexible and robust controls for accurate reporting of actual expenditures. The fully integrated PRMMIS links transaction detail—such as claims, adjustments, payments, account receivables,

expenditures, and voids—to related records and the various levels of detailed reporting PRMP requires.

The Phase III solution will focus on generating financial reports for federal reporting mandates, such as the production of the CMS-37 and CMS-64 reports. The Phase III solution includes using standards automation and reliable data quality methods to easily support available data for leadership decision-making initiatives. The PRMMIS will be enhanced to produce various financial reports, for example, to incurred but not reported (IBNR) and Federal Financial Report (FFR)-425, to facilitate cost reporting and financial monitoring.

High Cost High Needs (HCHN) Premium

As part of enhancing the premium payment functions, the ESC Phase III solution will incorporate storage and maintenance of the HCHN Pre-Registry and Registry. ESC will work with PRMP to maintain a HCHN registry of beneficiaries found eligible for inclusion using PRMP-defined criteria. This approach verifies that beneficiaries with specific chronic conditions receive appropriate treatment and that premium payments reflect the services offered.

As the MCOs update the pre-registry and as encounter claims are received and processed, verification using factors such as account diagnosis codes on encounter claims, pharmacy claims, and inpatient admissions will be used to confirm the beneficiary's HCHN status. The Phase III solution will maintain the status in the member rate cell and also pass back the registry update to the MCOs.

Interoperability and Interfaces

The ESC Phase III solution provides smooth healthcare systems integration and implementations that are innovative, flexible, secured, CMS-certifiable, HIPAA-compliant, MITA-aligned, and process driven.

The PRMMIS meets PRMP's requirements to interface with other systems and to align with CMS' standards for reliability. This integration is facilitated by a framework and the associated tools called interChange Connections and serves as the hub of intra-system and inter-system connectivity and integration.

interChange Connections brings an innovative approach to system integration. The ability to invoke the external connectivity capabilities of interChange Connections allows components within the PRMMIS to leverage and extend this capability. This SOA-based architecture relies on stable, yet advanced, components that are proven and have been part of other Gainwell-certified MMIS solutions. The flexibility of the architecture enables PRMP to focus on business processes to improve their effectiveness, reduce costs, and provide better health care for the citizens of Puerto Rico.

Master Data Management

The Phase III solution will provide a trusted, accurate, and complete data management approach that will support a single source of truth. Our detailed interface control document will clearly define the interaction between systems, including the message structure and protocol that governs the exchange of data and identification of the communication path. During the design phase, ESC will meet with PRMP staff and interface owners and provide the file layout, file frequencies, and usage needed. To support a consistent level of data management and documentation for PRMP, an interface control document (ICD) will be created, and we will work on data translation and processing rules. We will use the ERwin Model Manager to manage the data models and ERwin Navigator for simplified read-only access into the data models.

Payment Error Rate Measurement (PERM)

The Phase III solution will support the annual PERM audit review of programs PRMP administers to measure improper payments as required by the Payment Integrity Information Act of 2019. The ESC Phase III solution will provide the ability to retrieve non-premium payments made to carriers for a beneficiary for the specified time period. The Phase III solution will capture and maintain the data elements necessary for PERM submissions including beneficiary eligibility and provide reports for the PERM process to the selected PERM vendor.

Premium Payment

The premium payment business process begins with establishing payment rates and a payment timetable. MCOs and MAOs receive a Per Member Per Month (PMPM) fee for managing care for beneficiaries actively enrolled in their organizations. MCOs and MAOs receive this fee whether the beneficiaries receive healthcare services or not. The Phase III solution will provide the flexibility to allow weekly or monthly premium payments and premium payment adjustments.

Premium payment rates can be entered into the system through an electronic mass update process or individually by PRMP. The PRMMIS currently maintains premium payment rates. With the Phase III solution enhancements, the PRMMIS will have the ability to generate premium payments on a PRMP-determined schedule. ESC will maintain our current rigorous quality review program for verifying the premium payment rates are loaded correctly and making premium payments and premium payment adjustments in accordance with PRMP guidelines.

The Phase III solution will feature a monthly primary premium payment process that creates premium payments for each assignment (beneficiary enrollment to the MCO and MAO) that is active during the upcoming month. The Phase III solution will implement an automated premium payment adjustment process to reconcile payments for previous months, performing recalculations of previous payments, and to create adjustments (positive or negative) as needed. The Phase III solution will implement the mass capitation adjustment process to allow adjustments to be made to previously made premium payments. These adjustments are generally needed due to retroactive rate changes or human error when entering rates.

The Phase III solution will include a monthly premium payment process and premium payment adjustment process to generate the information needed to create the HIPAA 820 transactions.

Provider Capitation Verification

The Phase III solution will provide the appropriate processes to verify the provider capitation payments created by the carriers to pay their providers (using the PMPM Payment Disbursement file interface). The Phase III solution will use PRMMIS provider eligibility, beneficiary demographics and eligibility, beneficiary assignments (beneficiary enrollment to the MCOs, MAOs, Primary Medical Groups (PMGs), and Primary Care Providers (PCPs) to verify the provider capitation payments. Verification will include checking for actual number of days of eligibility in a month where a beneficiary is determined not to be enrolled for a full month. Validation will be performed for both capitation payments and capitation adjustments.

Phase III Solution Phased Implementation

ESC is open to the idea of a phased implementation and will work with PRMP to plan our project management approach to meet business priorities. Proving our experience to successfully achieve a phased-implementation approach, the Phase II project demonstrates our ESC team's ability to manage multiple deployment phases to support PRMP's objectives.

Exception Handling Processes

For the Phase III solution, we will leverage interChange Connections for integrating with external systems. Procedures exist within interChange Connections for failed or hung interface file transfer and X-12 transactions. Batch jobs contain restart logic for those that have entered into a failed state. Desktop procedures and error reporting also exist, which we will enhance as part of the Phase III solution.

For example, we currently handle exception rules for encounter claim processing edits and audits are captured for each error code. The method of correction specifies these exception handling rules and are available online. Error reporting also is generated, derived from error codes and descriptions maintained in tables used in the PRMMIS encounter claim processing.

The following section details our approach to meeting PRMP's business and functional requirements.

Accounts Payable Information and Disbursement

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Accounts Payable Information and Disbursement, please refer to Attachment F Requirements MR—006 Compatibility, MR-016—HIPAA, MR-019—MITA Alignment.

BF-001

The solution should provide the capability to access individual beneficiary claims and/or encounter histories to extract data needed to produce annual reports to Centers for Medicare & Medicaid Services (CMS) on services amount.

Response

The Phase III solution provides the capability to access individual beneficiary claims and/or encounter histories to extract data needed to produce annual reports to CMS on services amount.

The PRMMIS is the system of record and therefore contains a record of claims and encounter histories, which provides the means to extract data needed to produce reports. Our reporting solution contains standard CMS defined reports, including annual reports on services amounts.

ESC will work with PRMP to verify the data required for CMS reporting is captured and stored in the PRMMIS data warehouse for easy access and retrieval.

BF-002

The solution should support the Interface with Health Insurance Portability and Accountability Act (HIPAA) Version 5010 X12 835 claims payment and remittance advice business processing.

Response

The current PRMMIS supports the interface with HIPAA Version 5010 X12 835 claims payment and remittance advice business processing, as each transaction complies with HIPAA EDI standards.

Following completion of the payment cycle(s), the current PRMMIS generates payment transactions that include the remittance and status reports for the HIPAA Version 5010 x12 835-Remittance Advice. The 835 transactions can be accessed by providers using the provider portal.

BF-003

The solution should be able to prepare and deliver an Electronic Funds Transfer (EFT) file to entities, including, but not limited to:

- a. Financial institutions
- b. Managed Care Organizations (MCOs)
- c. Providers

Response

The Phase III solution will develop the ability to prepare and deliver an EFT file to authorized entities including:

- Financial institutions
- MCOs
- Providers

The current provider enrollment process does not capture the payment information necessary to generate an EFT file. In response to Vendor question 111, PRMP noted “This level of detail will be discussed as a part of the solution’s design phase.” Using the existing change management process, ESC will work with PRMP to develop the business requirements necessary to store the required data elements to prepare and deliver an EFT to authorized entities.

BF-004

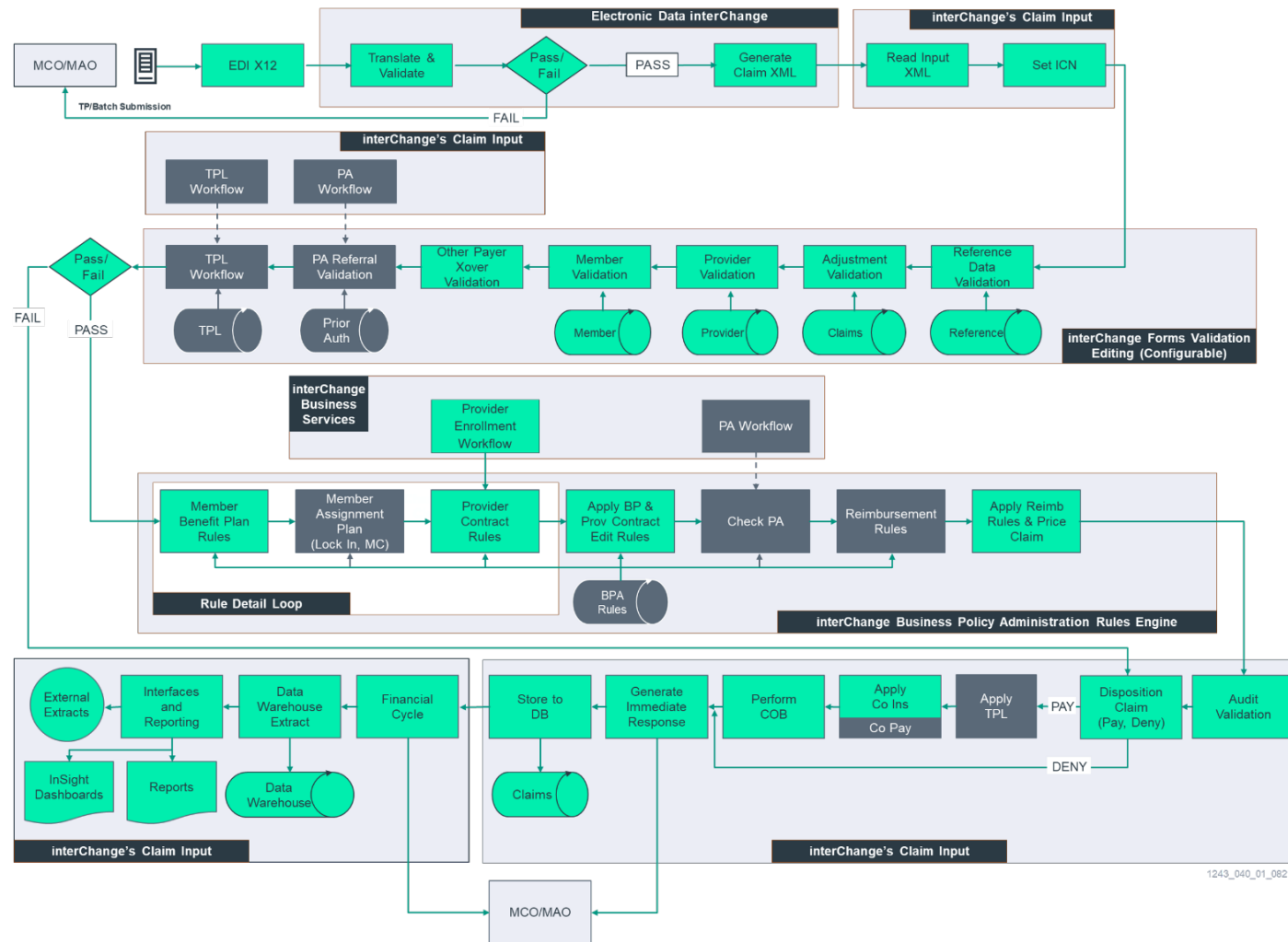
The solution should provide a workflow process supporting the Medicaid Information Technology Architecture (MITA) Price Claim and/or Value Encounter business process in accordance with program policy reflected in Puerto Rico Medicaid Program (PRMP)-defined business rules.

Response

In response to vendor question 109, PRMP noted “This will be discussed further as part of the solution’s design phase.” Using the existing change management process, ESC will work with PRMP to support Price and/or Value Encounter business processes in accordance with program policy reflected in PRMP-defined business rules.

As illustrated in the following figure, a claim will process through the green-boxed task flow and gray-boxed task flow; encounter claims only process through the green-boxed task flow. The highlighted process steps in the Phase III solution allow the system to apply reimbursement rules and pricing rules to the claim. Currently, the PRMMIS does not apply reimbursement or pricing rules nor does it assign a value (dollar amount) during the adjudication of an encounter claim. However, the capability exists and can be modified through the existing change management process.

Figure 10. ESC MITA Claim and Encounter Process



Our solution is a MITA-aligned, rules-driven system that will use workflows and sub-workflows to systematically execute PRMP-defined business rules.

BF-005

The solution should support interfaces to support premium payment pricing.

Response

The Phase III solution supports interfaces to premium payment pricing as premium payments are made each month to the MCOs and MAOs for each beneficiary assigned to their plan. ESC will leverage and extend the capabilities of the current PRMMIS Managed Care module to support the premium payment pricing interface.

The Phase III solution also will leverage and extend the PRMMIS beneficiary data extracted and stored from the 834 transactions. New functionality will be developed to incorporate the HCHN pre-registry inbound interface, HCHN registry outbound interface, and Premium Payments Rates inbound interface. The Standard Capitation Rates and the Capitation Rate Demographic panels will display the rate cells (including HCHN rate cells) to be used during the calculation of the premium payment that will be paid to the MCO and MAO.

BF-006

The solution should have the ability to process and report “\$0.00” payment claims and encounters and non-payment claims and encounters, including, but not limited to suppressed checks to:

- a. Providers
- b. Contractors
- c. Other Commonwealth agencies

Response

The Phase III solution has the ability to process and report “\$0.00” payment claims and encounters and non-payment claims and encounters, including suppressed checks to:

- Providers
- Contractors
- Other Commonwealth agencies

The Phase III solution can perform this function by processing each encounter claim through the financial system and not through the claims engine, allowing for required reporting capabilities.

BF-007

The solution should have the ability to prioritize payment algorithms from funding sources.

Response

The Phase III solution will have the ability to prioritize payment algorithms from funding sources.

The Phase III solution is configurable and allows for the prioritization of payment algorithms from several funding sources. Eligible beneficiaries established in the PRMMIS can be assigned to one or more benefit plans with overlapping eligibility effective and end dates. Through the highly configurable BPA rules engine, hierarchies can be established to determine under which benefit plan a service should pay. ESC will work with PRMP to configure hierarchy criteria needed to process and report encounter claims according to PRMP policies when a beneficiary is enrolled in overlapping funding sources.



BF-008

The solution should apply and store the appropriation code, funding source, and Centers for Medicare & Medicaid Services (CMS)-64 information on every priced encounter and financial transaction.

Response

The Phase III solution will apply and store the appropriation code, funding source, and CMS-64 information on each priced encounter claim and financial transaction.

The Phase III solution provides the capability to manage and track Commonwealth fund information for multiple sources. Authorized users can access and track payment and accounts receivable information and the allocation of these monies to funding sources.

BF-009

The solution should have the ability to maintain pricing data according to Puerto Rico Medicaid Program (PRMP) retention standards and provide files to ingest in a PRMP specified data repository.

Response

Our Phase III solution will maintain pricing data according to PRMP's retention standards and will accept files to ingest in a PRMP specified data repository.

The audit history panels, which are accessible for validation and inquiry through the user interface, provide a historical view of updates applied to the PRMMIS. Updates are recorded within an audit trail table showing data elements inserted, updated, or deleted; the user ID of the person making the change; the change date and time stamp; and the respective effective dates applicable to the record in the system. The audit trail assists ESC with maintaining the integrity of the database tables by providing a clear view into the changes made to the PRMMIS.

Beneficiary Data

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

BF-010

The solution should support a beneficiary data set that contains data elements, including, but not limited to:

- a. Premium payment calculation
- b. Premium payments

Response

The Phase III solution will support a comprehensive beneficiary data set of data elements, including premium payment calculations and premium payments.

The Phase III solution will leverage and extend the capabilities of PRMMIS provider eligibility, along with beneficiary demographics, eligibility, and assignments to calculate the premium payments accurately.

New functionality will be developed to incorporate the HCHN pre-registry and registry processes by expanding the beneficiary Managed Care (MC) Special Conditions panel (beneficiary enrollment to HCHN special condition) capabilities to achieve this requirement.

BF-011

The vendor should support the management of beneficiary information, including, but not limited to:

- a. Archives
- b. Reports
- c. Transactions
- d. Transaction error tracking

Response

The Phase III solution supports the management of beneficiary information, including:

- Archives
- Reports
- Transactions
- Transaction error tracking

The Phase III solution will leverage the existing PRMMIS capabilities to access beneficiary data. Currently, the PRMMIS receives a daily interface file and a monthly reconciliation file from the PRMP Eligibility system, MEDITI3G. The records received and errors recorded as a result of processing the daily interface file are tracked through reports currently available in OnBase. The Member functional area has several notable beneficiary reports to track transactions received and error reported.

Examples of these reports include the ELG-0004-D Transaction count report and the ELG-5014-D Daily Error report, as shown in the following figures.

Figure 11. ELG-0004-D Transaction Count Report

[illegible]

These reports will allow for more detailed research and analysis of beneficiary information.

The solution should maintain a record of benefit assignment(s) for beneficiaries and retain the records according to the Puerto Rico Medicaid Program's (PRMPs) retention policy.

The Phase III solution will maintain a record of benefit assignment(s) for beneficiaries and retain a full history of an eligible beneficiary's benefit assignment history according to PRMP's retention policy.

The details of a beneficiary's benefit plan are currently maintained in the PRMMIS Benefit Plan Assignments panel. Authorized users can view the beneficiary's current and historical program enrollment information from one simple UI panel, as illustrated in the following figure.

Figure 13. Benefit Plan Assignments Panel Example

1243_045_01_0821

The following figure shows the details of a beneficiary's assignment plan available on the Primary Medical Provider (PMP) Assignments panel.

Figure 14. PMP Assignments Panel Example

1243_045_04_0821

The authorized user has a series of drop-down boxes to make certain data is consistent. Inquiring users have the details of benefits assignments at a glance.

BF-013

The solution should have the ability to edit and validate data, duplicate records, perform quality checks, and send error messages if appropriate.

Response

The Phase III solution has the ability to edit and validate data, duplicate records, perform quality checks, and send error messages as appropriate.

ESC will use validation procedures to deliver accuracy of the information obtained, including identifying duplicate records. Ongoing quality checks help make sure that standards such as completeness are being met for PRMP.

Examples of duplicate reports include the ELG-0011-D Potential Duplicate Recipient report and the ELG-0022-W Potential Duplicate Members report csv file.

The following figure depicts the ELG-0011-D Potential Duplicate Recipient report.

Figure 15. ELG-0011-D Potential Duplicate Recipient Report Example

Report : ELG-0011-D	PUERTO RICO DEPARTMENT OF HEALTH	Run Date: MM/DD/CCYY
Process : ELGJD090	MEDICAID MANAGEMENT INFORMATION SYSTEM	Run Time: HH:MM:47
Location: ELGPDA12	POTENTIAL DUPLICATE RECIPIENT REPORT	Page: 9,999
	REPORT PERIOD: MM/DD/CCYY	

SOURCE CODE: XXXXX - XXXXXXXXXXXXXXXX		

----- PS/2 TRANSACTION RECIPIENT -----		
ID_MEDICAID : XXXXXXXXXXXXXXXX	SSN :XXXXXXXXXX	
NAME : XXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXX
DTE_BIRTH : MM /DD /CCYY		
RACE : XX	SEX : XX	
ADDRESS : XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX		
ADDRESS : XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX		
CITY : XXXXXXXXXXXXXXXX	STATE: XXX	ZIP: XXXXXX
COUNTY : XXXXXXXXXXXX	DISTRICT : XXXXXX	
AREA : XXXX	UNIT : XXXXXX	
----- MMIS RECIPIENT -----		
ID_MEDICAID : XXXXXXXXXXXXXXXX	SSN :XXXXXXXXXX	
NAME : XXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXX
DTE_BIRTH : MM /DD /CCYY		
RACE : XX	SEX : XX	
ADDRESS : XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX		
ADDRESS : XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX		
CITY : XXXXXXXXXXXXXXXX	STATE: XXX	ZIP: XXXXXX
COUNTY : XXXXXXXXXXXX	DISTRICT : XXXXXX	
AREA : XXXX	UNIT : XXXXXX	
*-----		
ID_MEDICAID : XXXXXXXXXXXXXXXX	SSN :XXXXXXXXXX	
NAME : XXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXX	XXXXXXXXXXXXXXXXXX
DTE_BIRTH : MM /DD /CCYY		
RACE : XX	SEX : XX	
ADDRESS : XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX		
ADDRESS : XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX		
CITY : XXXXXXXXXXXXXXXX	STATE: XXX	ZIP: XXXXXX
COUNTY : XXXXXXXXXXXX	DISTRICT : XXXXXX	
AREA : XXXX	UNIT : XXXXXX	
*-----		
TOTAL COUNT FOR SOURCE: XXXXXXXX : 999999999		
**** END OF REPORT ****		

The PRMMIS has daily, monthly, and weekly reports available in OnBase to track duplicate transactions. An error csv file is returned to the PRMP Eligibility system, MEDITI3G, after the daily interface file is processed in the PRMMIS.

Business Rules Management

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Business Rules Management, please refer to Attachment F Requirements MR-006—Compatibility, MR-019—MITA Alignment, and MR-020—Modularity.

BF-014

The solution should have the ability to separate business rules from core programming and provide the business rules in both human and machine-readable formats.

Response

The Phase III solution separates business rules from core programming and provides the business rules in both human and machine-readable formats using the highly configurable PRMMIS BPA rules engine.

The rules engine solution includes a user-friendly, graphical front end to the rule repository. Through this plain-English UI, authorized users may apply or disable rules quickly. Business analysts may manage rules without programmer intervention, which may eliminate the need for access to the source code and object hierarchy.



Our module supports a “reuse and reduce” practice and enables the transparency of the processing logic, as required by MITA and CMS. Having the rules in human-readable format meets the CMS Conditions and Standards vision and makes everyday research into the rules much easier for the business analyst.

The flexibility of our tools allows deploying the same applications to support multiple business areas within an organization. This reduces training costs, enables use of rules across multiple domains, and standardizes the methodologies for implementing rules-based processing. This approach will allow the ESC team to input the business rules so they can be used to perform this function for PRMP.

BF-015

The solution should provide a version-control mechanism to manage rule changes.

Response

The Phase III solution provides a version-control mechanism to manage rule changes through the PRMMIS BPA rules engine. Changes must be approved by an authorized user before they are moved into production.

The PRMMIS BPA rules engine also includes built-in change management and version control. Rule changes are assigned a version number when checked into the system.

This version number is used when the changes are moved into the production environment. Once in production, a version can be backed out or a previous version can be installed in its place.

Proven Business Rules Experience

We have a history of innovation, including how to optimally define, maintain, and apply rules in a reliable, controlled manner.

BF-016

The solution should provide an auditing mechanism to track and report rules changes and usage.

Response

Through the PRMMIS BPA rules engine, our Phase III solution provides an auditing mechanism to track and report rules changes and usage.

The change control capabilities of the BPA rules engine incorporate the ability to back out rules changes if necessary and restore prior versions in their place. An audit trail of rules changes is available for review. We will use the existing change management process to track and report rules changes.

BF-017

The solution should provide a Business Rules Engine (BRE) that supports multiple-date-based parameters. The solution should be able to maintain historical versions of the business rules and disposition rules in accordance with the Puerto Rico Medicaid Program (PRMP) specifications.

Response

The Phase III solution uses the PRMMIS BPA rules engine as its BRE to support multiple-date-based parameters. The solution will maintain historical versions of the business rules and disposition rules in accordance with PRMP specifications.

When an entry is changed, added, or deleted, it is automatically logged in an audit history file table that tracks and maintains historical versions of the business and disposition rules.

BF-018

The vendor should produce and maintain documentation regarding all business rules, including, but not limited to:

- a. Exception handling rules
- b. Rule dependencies

Response

ESC will produce and maintain documentation regarding business rules, including exception handling rules and rule dependencies.

Rules configured in the PRMMIS BPA rules engine will go through a design process that includes documentation of the configured rules. Each business rule set is closely examined to determine which rules need to be in place to generate the desired outcomes. For example, the exception handling rules for claims processing edits and audits are captured for each error code. The method of correction specifies these exception handling rules and is available online.

BF-019

The vendor should complete tests for high availability and failover prior to the release to User Acceptance Testing (UAT).

Response

ESC will complete extensive and thorough testing for high availability and failover prior to the release of requested changes to UAT.

This type of testing is performed by our testing team using LoadRunner, an automated tool. LoadRunner generates consistent, measurable, and repeatable loads on a system by emulating thousands of users, managed from a single central point of control. It applies production workloads to the environment to stress an application from end to end—to measure performance and identify scalability issues.

Industry-Standard Testing Consistently Applied

Testing is a crucial effort that confirms end-to-end solution readiness that will bring its full value to PRMP.

Data Integration

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Data Integration, please refer to Attachment F Requirement MR-020—Modularity.

DM-001

The solution's data integration and Extract, Transform, Load (ETL) component should provide a

number of parsing capabilities, including, but not limited to:

- a. Ability to split text fields based on delimiters, such as space or commas
- b. Ability to split text fields by matching character strings against packaged knowledge bases of terms, names, and more
- c. Facilities for adding to, or customizing terms in, packaged knowledge bases, and the ability to create new knowledge bases
- d. Ability to perform parsing operations using knowledge bases from third-party sources
- e. Facilities for configuring user-defined parsing rules

Response

As used in today's support of the PRMMIS, the Phase III solution will employ our proven data integration and ETL capabilities using SQL Server Integration Services (SSIS) and system job scripts to provide the parsing capabilities included in this requirement. Our ETL functionalities to parse data have been proven in our current processes with the PRMMIS data warehouse, T-MSIS, and inSight dashboard support for PRMP.

DM-002

The solution's data integration and Extract, Transform, Load (ETL) component should include metadata capabilities, including, but not limited to:

- a. Automated discovery and acquisition of metadata from data sources, applications, and other tools
- b. Generation of lineage and impact analysis reports via graphical and tabular formats
- c. Open metadata repository with the ability to share metadata bi-directionally with other tools
- d. Automated synchronization of metadata across multiple instances of the tools
- e. Ability to extend metadata repository with customer-defined attributes and relationships
- f. Documentation of project and program delivery definitions and design principles that support requirements definitions
- g. Business analyst and end-user interfaces that view and work with metadata
- h. Capabilities that offer metadata management across unstructured data, including, but not limited to: using search, taxonomy management alongside structured data, and rules and data models that serve the needs for data quality across the entire enterprise information landscape

Response

The Phase III solution's data integration and ETL component will include metadata capabilities described in this requirement. The Phase III solution's ETL software package, SSIS, allows for the extraction of metadata from the SQL Server database to populate the inSight dashboard.

DM-003

The solution's data integration and Extract, Transform, Load (ETL) component should provide a number of matching and relationship identification capabilities, including, but not limited to:

- a. Predefined rules for performing exact value-based matching
- b. Predefined algorithms/rules for matching, based on mathematical models, rather than on exact data values
- c. Linguistic techniques and other types of matching algorithms
- d. Entity identification and resolution across data of differing linguistic and cultural nuances
- e. Ability to weight, prioritize and tune matching rules, including, but not limited to: to optimize the frequency and number of potential matches
- f. Facilities for implementing and customizing rules by which duplicate or related records can be merged into a single "survivor"
- g. Automatic removal of duplicate records based on rules for determining survival
- h. Ability to create logical groups of records by relating those with user-determined properties

- i. Ability for users to extend and/or customize the algorithms for matching, merging, linking and deleting duplications
- j. Ability to switch on and off data masking of records so that users are able to address data quality issues without compromising privacy and data security rules

Response:

The Phase III solution's data integration and ETL tool, SSIS, includes a data cleansing process called the Data Quality Service (DQS) Cleansing Task. DQS enables us to connect incoming data flow data and perform data cleansing operations. DQS provides a number of matching and relationship identification capabilities included in this requirement.

DM-004

The solution's data integration and Extract, Transform, Load (ETL) component should support location-related data standardization and cleansing, including, but not limited to:

- a. Vendor-provided libraries certified by relevant postal authorities
- b. Support for address extensions, including, but not limited to: United States (U.S.) Postal Service's Zip+4 code look-up service, change of address notification, and delivery-point validation
- c. Ability to provide some degree of email address validation such as domain-level or user-level
- d. Frequency and mechanism by which updates to postal libraries are delivered and applied
- e. Ability to tag records with geocoding information, including, but not limited to: latitude and longitude
- f. Level of precision of geocoding data in relevant to Puerto Rico's geographical areas, including, but not limited to: street, block, or rooftop

Response

The Phase III solution's data integration and ETL component will support location-related data standardization and cleansing capabilities included in this requirement. The Phase III solution ETL functionality supports data that integrates AddressDoctor, the leading address verification technology, to validate addresses and obtain geocoding information, such as latitude and longitude. AddressDoctor is used in Provider Enrollment and Beneficiary Data maintenance business area batch interfaces and UI panels so validation is done upon the receipt of data or data entry into the PRMMIS. Periodic maintenance is done to keep up with AddressDoctor database and product updates to accommodate USPS address standards for United States and territories.

DM-005

The solution's data integration and Extract, Transform, Load (ETL) component should include metadata capabilities, including, but not limited to:

- a. Automated discovery and acquisition of metadata from data sources, applications and other tools
- b. Generation of lineage and impact analysis reports via graphical and tabular formats
- c. Open metadata repository with the ability to share metadata bi-directionally with other tools
- d. Automated synchronization of metadata across multiple instances of the tools
- e. Ability to extend metadata repository with customer-defined attributes and relationships
- f. Documentation of project and program delivery definitions and design principles that support requirements definitions
- g. Business analyst and end-user interfaces that view and work with metadata
- h. Capabilities that offer metadata management across unstructured data, including, but not limited to: using search, taxonomy management alongside structured data, and rules and data models that serve the needs for data quality across the entire enterprise information landscape

Response

The Phase III solution's data integration and ETL component will include metadata capabilities described in this requirement. The Phase III solution's ETL software package, SSIS, allows for the extraction of metadata from the SQL Server database to populate the inSight dashboard.

DM-006

The solution's data integration and Extract, Transform, Load (ETL) component should provide tools that enables the storage or retrieving of information from data stores, including, but not limited to:

- a. Distributed query functionality that parses incoming queries into subqueries and the execution of those subqueries, via the connectivity layer, against the respective sources where the desired data resides

Response

The Phase III solution's data integration and ETL component, SSIS, allows for distributed query functionality including subqueries.

DM-007

The solution's data integration and Extract, Transform, Load (ETL) component should have the ability to present profiling results using third-party reporting or business intelligence tools, including, but not limited to:

- a. Graphically or in tabular form

Response

The Data Profiling task in Phase III solution's data integration and ETL component, SSIS, can present profiling results in a graphical format.

DM-008

The solution's data integration and Extract, Transform, Load (ETL) component should provide process flow and user interface capabilities to enable business users to perform data quality related tasks and fulfill stewardship functions, including, but not limited to:

- a. Packaged processes, including steps used to perform common quality tasks, including, but not limited to: providing values for incomplete data, resolving conflicts of duplicate records, specifying custom rules for merging records, profiling, and auditing
- b. User interface in which quality processes and issues are exposed to business users, stewards, and others
- c. Functionality to manage the data quality issue resolution process through the stewardship workflow, including, but not limited to: status tracking, escalation, and monitoring of the issue resolution process
- d. Ability to customize the user interface and workflow of the resolution process
- e. Ability to execute data quality resolution steps in the context of a process orchestrated by business process management (BPM) tools including, but not limited to: packaged integration or other ability to work with popular BPM suites

Response

The Phase III solution's data integration and ETL component will provide process flow and user interface capabilities to enable business users to perform data quality related tasks and fulfill stewardship functions included in this requirement. The ETL tool, SSIS, provides a graphical user interface to enable business users to perform data quality related tasks as defined in this requirement.

DM-009

The solution's data Integration and Extract, Transform, Load (ETL) component should provide content publication capabilities, including, but not limited to:

- a. Support in-context editing and the ability to preview rendered content in a staging area.
- b. Verifying content for hygiene, including, but not limited to: accessibility, spelling, format validation, privacy, security, and speed of deployment
- c. Publish to multiple locations and channels based on predefined attributes
- d. Rolling back content publication if unsuccessful
- e. Automatically publishing on a scheduled date
- f. Support dynamic and event-driven presentation of content

Response

The Phase III solution's data Integration and ETL component will provide content publication capabilities, including:

- Supporting in-context editing and the ability to preview rendered content in a staging area
- Verifying content for hygiene, including accessibility, spelling, format validation, privacy, security, and speed of deployment
- Publishing to multiple locations and channels based on predefined attributes
- Rolling back content publication if unsuccessful
- Automatically publishing on a scheduled date
- Supporting dynamic and event-driven presentation of content

SSIS includes Data Feed Publishing Wizard to publish the SSIS package as a view in a SQL Server database to support these requirements.

DM-010

The solution's data integration and Extract, Transform, Load (ETL) component should include mechanisms for aiding the ongoing understanding and assurance of data quality, including, but not limited to:

- a. Ability to develop business rules that check for specific quality issues
- b. Ability to deploy monitoring rules within existing applications and data flows
- c. Ability to deploy monitoring rules as a stand-alone process
- d. Ability to generate alerts of various types, including, but not limited to: email, page, and error message if monitoring rules have been violated
- e. Prebuilt and customizable reports that show numbers and types of monitoring rule violations over time

Response:

The Phase III solution's data integration and ETL component will provide mechanisms for aiding the ongoing understanding and assurance of data quality, including the ability to:

- Develop business rules that check for specific quality issues
- Deploy monitoring rules within existing applications and data flows
- Deploy monitoring rules as a stand-alone process
- Generate alerts of various types, including email, page, and error message if monitoring rules have been violated

- Provide prebuilt and customizable reports that show numbers and types of monitoring rule violations over time

Data cleansing functions are an essential part of the ETL process, which has many comprehensive, built-in capabilities and that allows data validation, error checking, data lookup, and data transformation. When issues with data quality are found, ESC will document the issue and work with PRMP to determine the best resolution, which may include cleansing the data in the PRMMIS before conversion and implementing conversion business rules for handling the bad data if it still exists at final conversion.

Database Management

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Database Management, please refer to Attachment F Requirements MR-016—HIPAA and MR-020—Modularity, and MR-024—Technical Support Center Location(s).

DM-011

The solution's Database Management System (DBMS) component design should provide the framework for naming conventions used in naming tables, views, columns, and indexes.

Response

The Phase III DBMS component design provides the framework for naming conventions used in naming tables, views, columns, and indexes. We will apply uniform, standard nomenclature while supporting database security so framework elements are easily understood and convey the function of each element to reduce time spent researching this information.

DM-012

The solution's Business Intelligence (BI) component should provide the ability to impose graduated access to reports based on authorized solution user roles as defined by the Puerto Rico Medicaid Program (PRMP) to better analyze program data.

Response

The Phase III solution's BI component for security is set up in BusinessObjects, which provides access for general or power users.

The Phase III solution incorporates folder security for reports that limit access to authorized users. ESC will work with PRMP to define additional security configuration needs within the BusinessObjects application so that only the appropriate users will have access to the program data for analysis.

DM-013

The solution's Database Management System (DBMS) component design should specify if the application code is database agnostic or tied to a specific database. If the code is partially database agnostic, the design should specify which modules are solution's DBMS specific.

Response

The Phase III solution's DBMS component design is tied to the Oracle Database Server and Microsoft SQL Server databases using role-based access control for user interface management.

DM-014

The solution's Database Management System (DBMS) component should support geo-coded address data for the storage and retrieval of latitude and longitude coordinates.

Response

The Phase III solution's DBMS component supports geo-coded address data for the storage and retrieval of latitude and longitude coordinates.

We use AddressDoctor, a leading address verification system, for address scrubbing that will return latitude and longitude data.

DM-015

The solution's Database Management System (DBMS) component design should provide the framework to assist the Puerto Rico Medicaid Program (PRMP) in developing procedures to ensure that specified data is archived and protected from loss, unauthorized access, and/or destruction.

Response

The Phase III solution's DBMS component design will provide the framework to assist PRMP in developing procedures to verify that specified data is archived and protected. From an infrastructure standpoint, the Phase III solution will leverage AWS firewalls and will be protected by web application firewalls. Backups of data, such as standard backups and data encrypted at rest, will be managed by AWS Backup. Backups are stored in a separate, geographically disparate AWS data center to prevent backup data loss from a single disruption event. Backups are stored in a data center facility, which is rated to conform with HIPAA, providing the necessary security and encryption standards in accordance with National Institute of Standards and Technology (NIST).

Disaster Recovery Plans are used today in support of the PRMMIS. Our Disaster Recovery Program is based on accepted industry best practices and standards and is consistent with the provisions and direction of the Commonwealth's overall strategic and tactical vision.

We designed a robust disaster recovery program that minimizes disruption to essential technology functionality and rapidly provides the required availability of time-sensitive data processing functions.



A Qualified
Team

Fund

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Generate Financial Report, please refer to Attachment F Requirements MR-006—Compatibility.

BF-020

The solution should track federal and state match associated with all program and administration funding amounts.

Response

The Phase III solution tracks federal and state match associated with program and administration funding amounts.

The Phase III solution produces several standard reports to support the analysis of Medicaid costs, trends, and budget information for each program and administrative source, including federally matched and Commonwealth-funded programs.

BF-021

The solution should provide detail and summary level reporting.

Response

The Phase III solution provides detail and summary level reports in a comprehensive and user-friendly format in accordance with PRMP requirements.

These reports can be viewed using BusinessObjects or OnBase applications depending on the report design and business need.

Authorized viewers can view these reports in the Enterprise Content Management (ECM) and Document Management component, OnBase. Reports are produced in various business areas to meet specific needs. For example, in Beneficiary Data, Complete Error Report ELG-0015-D lists the errors encountered in the Eligibility processing in detail at a transaction level allowing the business user to correct the specific data issue. Complete Error Count Report ELG-0014-D summarizes the number of instances of specific errors in the daily batch cycle that gives a picture of patterns of issues that may need to be resolved in the Eligibility source system.

The PRMMIS data warehouse produces and stores project-defined reports and, upon request, creates ad hoc reports using BusinessObjects. Authorized users can view and refresh these reports in the BusinessObjects application. The Member History report, for example, is a project-defined report that will provide claim history for a Member within a date of service range. The report will include a detail listing of the Member's claims as well as summary listings of ER visits and prescriptions.

Detail and summary level reports are shown in the following figure.

Figure 16. PRMP Detail and Summary Reports

Report : FIN-PR08-R
Process : FINPR08
Location: FINPR08R

PUERTO RICO DEPARTMENT OF HEALTH
MEDICAID MANAGEMENT INFORMATION SYSTEM
PAYMENT REGISTER TOTALS
PAYMENT DATE: MM/DD/CCYY

Run Date: MM/DD/CCYY
Run Time: HH:MM
Page: 9999

PAYEE TYPE: XXXXXXXXXXXXXXXXXXXXXXXXXXXX

NAME OF PAYEE	PAYEE ID	MAILING ADDRESS CITY AND STATE	PAYMENT NUM	MEDIA TYPE	PAYMENT AMOUNT
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99

Report : FIN-BACT-R
Process : FINPR08R
Location: FINPR08R

PUERTO RICO DEPARTMENT OF HEALTH
MEDICAID MANAGEMENT INFORMATION SYSTEM
FINANCIAL BALANCING REPORT
Cycle Date: MM/DD/YYYY Issue Date: MM/DD/YYYY

Run Date: MM/DD/YYYY
Run Time: HH:MM:SS
Page: 9,999

Claims Extracted by Form:

--- Amounts ---		----- Claim Counts -----	
Fee for Service		Fee for Service	Encounter Total
PHARMACY:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
CMS 1500:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
DENTAL:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
UR92:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
Cycle Totals (All Claim Forms):			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Grand Total + 999,999,999.99		Grand Total	999,999,999 999,999,999 999,999,999
Report : FIN-BACT-R Process : FINBACT-R Location: FINP_BAL_CYCLE			
Grand Total Claims Extracted System Expenditures Extracte Capitation Payment			
TOTAL WEEKLY EXPENSES			

Report : FIN-PR08-R
Process : FINPR08
Location: FINPR08R

PUERTO RICO DEPARTMENT OF HEALTH
MEDICAID MANAGEMENT INFORMATION SYSTEM
PAYMENT REGISTER TOTALS
PAYMENT DATE: MM/DD/CCYY

Run Date: MM/DD/CCYY
Run Time: HH:MM
Page: 9999

PAYEE TYPE: XXXXXXXXXXXXXXXXXXXXXXXXXXXX

NAME OF PAYEE	PAYEE ID	MAILING ADDRESS CITY AND STATE	PAYMENT NUM	MEDIA TYPE	PAYMENT AMOUNT
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99

Report : FIN-BACT-R
Process : FINPR08R
Location: FINPR08R

PUERTO RICO DEPARTMENT OF HEALTH
MEDICAID MANAGEMENT INFORMATION SYSTEM
FINANCIAL BALANCING REPORT
Cycle Date: MM/DD/YYYY Issue Date: MM/DD/YYYY

Run Date: MM/DD/YYYY
Run Time: HH:MM:SS
Page: 9,999

Claims Extracted by Form:

--- Amounts ---		----- Claim Counts -----	
Fee for Service		Fee for Service	Encounter Total
PHARMACY:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
CMS 1500:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
DENTAL:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
UR92:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
Cycle Totals (All Claim Forms):			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Grand Total + 999,999,999.99		Grand Total	999,999,999 999,999,999 999,999,999
Report : FIN-BACT-R Process : FINBACT-R Location: FINP_BAL_CYCLE			
Grand Total Claims Extracted System Expenditures Extracte Capitation Payment			
TOTAL WEEKLY EXPENSES			

Report : FIN-PR08-R
Process : FINPR08
Location: FINPR08R

PUERTO RICO DEPARTMENT OF HEALTH
MEDICAID MANAGEMENT INFORMATION SYSTEM
PAYMENT REGISTER TOTALS
PAYMENT DATE: MM/DD/CCYY

Run Date: MM/DD/CCYY
Run Time: HH:MM
Page: 9999

PAYEE TYPE: XXXXXXXXXXXXXXXXXXXXXXXXXXXX

NAME OF PAYEE	PAYEE ID	MAILING ADDRESS CITY AND STATE	PAYMENT NUM	MEDIA TYPE	PAYMENT AMOUNT
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99

Report : FIN-BACT-R
Process : FINPR08R
Location: FINPR08R

PUERTO RICO DEPARTMENT OF HEALTH
MEDICAID MANAGEMENT INFORMATION SYSTEM
FINANCIAL BALANCING REPORT
Cycle Date: MM/DD/YYYY Issue Date: MM/DD/YYYY

Run Date: MM/DD/YYYY
Run Time: HH:MM:SS
Page: 9,999

Claims Extracted by Form:

--- Amounts ---		----- Claim Counts -----	
Fee for Service		Fee for Service	Encounter Total
PHARMACY:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
CMS 1500:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
DENTAL:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
UR92:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
Cycle Totals (All Claim Forms):			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Grand Total + 999,999,999.99		Grand Total	999,999,999 999,999,999 999,999,999
Report : FIN-BACT-R Process : FINBACT-R Location: FINP_BAL_CYCLE			
Grand Total Claims Extracted System Expenditures Extracte Capitation Payment			
TOTAL WEEKLY EXPENSES			

Report : FIN-PR08-R
Process : FINPR08
Location: FINPR08R

PUERTO RICO DEPARTMENT OF HEALTH
MEDICAID MANAGEMENT INFORMATION SYSTEM
PAYMENT REGISTER TOTALS
PAYMENT DATE: MM/DD/CCYY

Run Date: MM/DD/CCYY
Run Time: HH:MM
Page: 9999

PAYEE TYPE: XXXXXXXXXXXXXXXXXXXXXXXXXXXX

NAME OF PAYEE	PAYEE ID	MAILING ADDRESS CITY AND STATE	PAYMENT NUM	MEDIA TYPE	PAYMENT AMOUNT
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99

Report : FIN-BACT-R
Process : FINPR08R
Location: FINPR08R

PUERTO RICO DEPARTMENT OF HEALTH
MEDICAID MANAGEMENT INFORMATION SYSTEM
FINANCIAL BALANCING REPORT
Cycle Date: MM/DD/YYYY Issue Date: MM/DD/YYYY

Run Date: MM/DD/YYYY
Run Time: HH:MM:SS
Page: 9,999

Claims Extracted by Form:

--- Amounts ---		----- Claim Counts -----	
Fee for Service		Fee for Service	Encounter Total
PHARMACY:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
CMS 1500:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
DENTAL:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
UR92:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Total + 999,999,999.99		Total	999,999,999 999,999,999 999,999,999
Cycle Totals (All Claim Forms):			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999
A/R Adjustments - 999,999,999.99		Suspended Claims	999,999,999 999,999,999 999,999,999
C/R Adjustments - 999,999,999.99		Adjusted Claims	999,999,999 999,999,999 999,999,999
Grand Total + 999,999,999.99		Grand Total	999,999,999 999,999,999 999,999,999
Report : FIN-BACT-R Process : FINBACT-R Location: FINP_BAL_CYCLE			
Grand Total Claims Extracted System Expenditures Extracte Capitation Payment			
TOTAL WEEKLY EXPENSES			

Report : FIN-PR08-R
Process : FINPR08
Location: FINPR08R

PUERTO RICO DEPARTMENT OF HEALTH
MEDICAID MANAGEMENT INFORMATION SYSTEM
PAYMENT REGISTER TOTALS
PAYMENT DATE: MM/DD/CCYY

Run Date: MM/DD/CCYY
Run Time: HH:MM
Page: 9999

PAYEE TYPE: XXXXXXXXXXXXXXXXXXXXXXXXXXXX

NAME OF PAYEE	PAYEE ID	MAILING ADDRESS CITY AND STATE	PAYMENT NUM	MEDIA TYPE	PAYMENT AMOUNT
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99
XXXXXXXXXXXXXXXXXXXXXXXXXXXX	9999999999999999	XXXXXXXXXXXXXXXXXXXXXXXXXXXX	99999999	XXXXX	999,999,999.99

Report : FIN-BACT-R
Process : FINPR08R
Location: FINPR08R

PUERTO RICO DEPARTMENT OF HEALTH
MEDICAID MANAGEMENT INFORMATION SYSTEM
FINANCIAL BALANCING REPORT
Cycle Date: MM/DD/YYYY Issue Date: MM/DD/YYYY

Run Date: MM/DD/YYYY
Run Time: HH:MM:SS
Page: 9,999

Claims Extracted by Form:

--- Amounts ---		----- Claim Counts -----	
Fee for Service		Fee for Service	Encounter Total
PHARMACY:			
Original Claims + 999,999,999.99		Paid Claims	999,999,999 999,999,999 999,999,999
Paid Adjustments + 999,999,999.99		Denied Claims	999,999,999 999,999,999 999,999,999

Similarly, in premium processing and Financial Management, reports are available at individual beneficiary payment level and are also summarized by features such as aid category, MCO and MAO, rate cell, and fund code.

BF-022

The solution should provide reports following payment cycles identifying all Commonwealth and federal revenue sources and expenditure amounts.

Response

The Phase III solution will provide reports following payment cycles identifying Commonwealth and federal revenue sources and expenditure amounts. The following table lists available reports that show these payment cycles.

Table 29. Payment Cycle Reports

Report Identifier	Report Name
FIN-PR01-R	Payment Register by Benefit Plan
FIN-PR07-R	Payment Register Summary
FIN-PR08-R	Payment Register Totals
FIN-PY01-M	Issued Payment Report

Report Identifier

FIN-RP06-R

Report Name

Review Payments by Fund Code

The following figure shows an example of the Payment Register by Benefit Plan payment cycle report.

Figure 17. Payment Register by Benefit Plan Report Example

REPORT: FIN-PR01-R		PUERTO RICO DEPARTMENT OF HEALTH			RUN DATE: MM/DD/CCYY
PROCESS: FINJRPR01		MEDICAID MANAGEMENT INFORMATION SYSTEM			RUN TIME: HH:MM:SS
LOCATION: FINPR01R		PAYMENT REGISTER BY BENEFIT PLAN			PAGE: 9,999
		PERIOD: MM/DD/CCYY			
BENEFIT PLAN	COUNT	-----PAYMENT TOTALS-----			
		CATEGORY TOTAL	CURRENT FISCAL YR.	PREVIOUS FISCAL YR.	
ALIEN	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
CCP	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
CUST	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
LOCMR	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
MN	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
MNCAT	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
NET	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
NFMED	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
PE	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
PKU	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
Q1	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
Q2	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
QMB	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
S-CHC	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
S-IHS	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
S-PLS	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
SLA	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
SLMB	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
TB	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
TXIX	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
W-ADP	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
W-ADV	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
W-IHA	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
W-IHC	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
W-MR	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
TOTALS	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
ARs	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
LIENS	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
OTHER TOTALS	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
GRAND TOTALS	9,999,999	\$999,999,999.99	\$999,999,999.99	\$999,999,999.99	
** END OF REPORT **					

As part of the Phase III solution, ESC will work with PRDoH to develop the requirements for new report(s), which will provide detailed level reporting of the Commonwealth and federal splits by funding source.

BF-023

The solution should provide alert functionality as defined by the Puerto Rico Medicaid Program (PRMP), including, but not limited to:

- System error alerts
- Payment error alerts
- Data transmission alerts, including, but not limited to: success and failure

Response

The Phase III solution will provide alert functionality as defined by PRMP, including system error alerts, payment error alerts, and data transmission alerts, including success and failure.

ESC will provide configurable service performance alerting, such as general error checks, financial balance alerts, and EDI OXi alerts. Because the Phase III solution is hosted in AWS, our application components will report real-time telemetry on performance and various alerts when performance drops below specified thresholds. When alerts are generated, the operation team will be notified of the issue for review and resolution.

Generate Financial Report

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Generate Financial Report, please refer to Attachment F Requirements MR-006—Compatibility and MR-020—Modularity.

BF-024

The solution should have the ability to create and submit accurate, timely Centers for Medicare & Medicaid Services (CMS)-21 reports, in the event federal requirements are modified and the Commonwealth is required to submit this report.

Response

Through configuration of the Phase III solution, ESC can create required federal reports accurately and submit them timely. If federal requirements are modified and the Commonwealth is required to submit the CMS-21 report, we will work with PRMP to gather requirements and create the report through our established change management process.

BF-025

The solution should have the ability to produce various financial reports to facilitate cost reporting and financial monitoring.

Response

The Phase III solution produces various financial reports to facilitate cost reporting and financial monitoring. Examples of available financial reports include those shown in the following table.

Table 30. Cost Reporting and Financial Monitoring Report Examples

Report Identifier	Report Name
FIN-BACY-R	Financial Balancing Report
FIN-PR01-R	Payment Register by Benefit Plan
FIN-PR07-R	Payment Register Summary
FIN-PR08-R	Payment Register Totals
FIN-PY01-M	Issued Payment Report
FIN-RP06-R	Review Payments by Fund Code

The following figure illustrates the data used in the Financial Balancing Report.

Figure 18. Financial Balancing Report Example

Report: FIN-BACY-R	PUERTO RICO DEPARTMENT OF HEALTH				Run Date: MM/DD/YYYY
Process: FINJRBAL_CYC	MEDICAID MANAGEMENT INFORMATION SYSTEM				Run Time: HH:MM:SS
Location: FINP_BAL_CYCLE	FINANCIAL BALANCING REPORT				Page: 9,999
		Cycle Date: MM/DD/YYYY		Issue Date: MM/DD/YYYY	
Claims Extracted by Form:					
	--- Amounts ---	----- Claim Counts -----			
	Fee for Service	Fee for Service	Encounter	Total	
PHARMACY:					
Original Claims	+ 999,999,999.99	Paid Claims	999,999,999	999,999,999	999,999,999
Paid Adjustments	+ 999,999,999.99	Denied Claims	999,999,999	999,999,999	999,999,999
A/R Adjustments	- 999,999,999.99	Suspended Claims	999,999,999	999,999,999	999,999,999
C/R Adjustments	- 999,999,999.99	Adjusted Claims	999,999,999	999,999,999	999,999,999
	-----		-----	-----	
Total	+ 999,999,999.99	Total	999,999,999	999,999,999	999,999,999
CMS 1500:					
Original Claims	+ 999,999,999.99	Paid Claims	999,999,999	999,999,999	999,999,999
Paid Adjustments	+ 999,999,999.99	Denied Claims	999,999,999	999,999,999	999,999,999
A/R Adjustments	- 999,999,999.99	Suspended Claims	999,999,999	999,999,999	999,999,999
C/R Adjustments	- 999,999,999.99	Adjusted Claims	999,999,999	999,999,999	999,999,999
	-----		-----	-----	
Total	+ 999,999,999.99	Total	999,999,999	999,999,999	999,999,999
DENTAL:					
Original Claims	+ 999,999,999.99	Paid Claims	999,999,999	999,999,999	999,999,999
Paid Adjustments	+ 999,999,999.99	Denied Claims	999,999,999	999,999,999	999,999,999
A/R Adjustments	- 999,999,999.99	Suspended Claims	999,999,999	999,999,999	999,999,999
C/R Adjustments	- 999,999,999.99	Adjusted Claims	999,999,999	999,999,999	999,999,999
	-----		-----	-----	
Total	+ 999,999,999.99	Total	999,999,999	999,999,999	999,999,999
UB92:					
Original Claims	+ 999,999,999.99	Paid Claims	999,999,999	999,999,999	999,999,999
Paid Adjustments	+ 999,999,999.99	Denied Claims	999,999,999	999,999,999	999,999,999
A/R Adjustments	- 999,999,999.99	Suspended Claims	999,999,999	999,999,999	999,999,999
C/R Adjustments	- 999,999,999.99	Adjusted Claims	999,999,999	999,999,999	999,999,999
	-----		-----	-----	
Total	+ 999,999,999.99	Total	999,999,999	999,999,999	999,999,999
Cycle Totals (All Claim Forms):					
Original Claims	+ 999,999,999.99	Paid Claims	999,999,999	999,999,999	999,999,999
Paid Adjustments	+ 999,999,999.99	Denied Claims	999,999,999	999,999,999	999,999,999
A/R Adjustments	- 999,999,999.99	Suspended Claims	999,999,999	999,999,999	999,999,999
C/R Adjustments	- 999,999,999.99	Adjusted Claims	999,999,999	999,999,999	999,999,999
	-----		-----	-----	
Grand Total	+ 999,999,999.99	Grand Total	999,999,999	999,999,999	999,999,999
Report: FIN-BACY-R					
Process: FINJRBAL_CYC		PUERTO RICO DEPARTMENT OF HEALTH		Run Date: 02/22/2016	
Location: FINP_BAL_CYCLE		MEDICAID MANAGEMENT INFORMATION SYSTEM		Run Time: HH:MM:SS	
		FINANCIAL BALANCING REPORT		Page: 9,999	
		Cycle Date: MM/DD/YYYY		Issue Date: MM/DD/YYYY	
Grand Total Claims Extracted	+ 999,999,999.99				
System Expenditures Extracted	+ 999,999,999.99				
Capitation Payment	+ 999,999,999.99				
TOTAL WEEKLY EXPENSES	= 999,999,999.99				
=====					
A/R's Recouped in Current Cycle	- 999,999,999.99				
Total Liens processed in Current Cycle	- 999,999,999.99				

Total Payments Due Before Credits and Other Transactions	= 999,999,999.99				
History Credits:					
System A/R's Created	+ 999,999,999.99				
System Cash Receipt Dispositions	+ 999,999,999.99				
Other Transactions:					
Payments to lien holders	+ 999,999,999.99				
TOTAL PAYMENTS DUE:	= 999,999,999.99				
=====					
Payments:					
System Warrants Issued	+ 999,999,999.99				
Manual Warrants Issued/Reissued	+ 999,999,999.99				
EFT's Transmitted	+ 999,999,999.99				
TOTAL PAYMENTS ISSUED:	= 999,999,999.99				
=====					
Difference (Payments Due - Payments Issued)	999,999,999.99				
*** END OF REPORT ***					

These reports will allow greater visibility and verification of cost reporting and financial monitoring.

BF-027

The solution should create periodic reports required under Hacienda rule 49.

Response

Using the existing change management process, ESC will work with PRMP to create periodic reports required under the Hacienda rule 49 using the ESC Phase III solution.

The Phase III solution will provide the data to support the federal share that is eligible for matching and will be accessible by the PRMMIS data warehouse for additional reporting capabilities.

BF-028

The solution should create federal reports, including, but not limited to:

- a. Centers for Medicare & Medicaid Services (CMS)-64
- b. CMS-37
- c. Incurred but not reported (IBNR)
- d. Federal Financial Report (FFR)-425
- e. Any additional reports as defined by Puerto Rico Medicaid Program (PRMP)

Response

The Phase III solution will generate the federal reports, such as the CMS-64 and CMS-37, for the PRMP. We will provide the necessary data to the Commonwealth's actuary contractor, Milliman, for the IBNR report. We will work with PRMP to determine the data we will extract from the PRMMIS along with the frequency.

BF-029

The solution should have the infrastructure to import or export data to the Puerto Rico Medicaid Program's (PRMPs) data repository, including, but not limited to:

- a. Data warehouse
- b. Data hub
- c. Data mart

Response

The Phase III solution will have the infrastructure to import or export data to the PRMP data repository. Through the interChange Connections functionality, ESC will have the ability to identify where the outgoing data should go such as the PRMP data warehouse, data hub, or data mart. For incoming data, this functionality will transform the data for acceptance into the ESC-managed PRMMIS data warehouse.

BF-030

The vendor should perform any necessary corrective action under the supervision of Puerto Rico Medicaid Program (PRMP), before final data conversion takes place in the New Data Integration and Extract, Translate, Load (ETL) component.

Response

ESC will perform the necessary corrective action under the supervision of PRMP before final data conversion takes place in the new data integration and ETL component.

Each functional area conversion is a stand-alone conversion in terms of verifying the results and resolving discrepancies found. The conversion functional area results are generated for each functional area. The Functional Area Status Report includes summary conversion run statistics such as how many input records, how many output records, how many records had errors and were not converted, and how many records were bypassed per agreed-on business rules.

The reporting also includes field level error and informational message reporting. These detail level reports will be reviewed with PRMP. The review result will determine what type of corrective action to be taken and modifications to the conversion process and/or common reporting parameters may be necessary.

BF-031

The solution's messaging capabilities should have the ability to support a wide variety of Application to Application (A2A) patterns including, but not limited to:

- a. Data look-up and retrieval
- b. Data look-up with services provided by other applications
- c. Simple bulk data transfer to and/or from other solutions

Response

The Phase III solution will have the ability to support a wide variety of A2A patterns and will provide for the following:

- Data look-up and retrieval—We will use web services within interChange Connections to support this capability.
- Data look-up with services provided by other apps—interChange Connections facilitates rapid and efficient extraction to meet this requirement.
- Simple bulk transfer—ESC Phase III solution's ETL capabilities and interfaces will be used to extract and load data as required through interChange Connections.

The Phase III solution can support flat files, service calls, and APIs as a few examples.

High Cost High Needs (HCHN) Premium

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to High Cost High Needs (HCHN) Premium, please refer to Attachment F Requirements MR-006—Compatibility, and MR-016—HIPAA.

BF-032

The solution should ensure carriers are not paid High Cost High Needs (HCHN) rates for ineligible beneficiaries, including, but not limited to:

- a. Dual eligibles
- b. Virtual region beneficiaries

Response

The Phase III solution has the capability to verify carriers are not paid HCHN rates for ineligible beneficiaries, including dual eligible and virtual region beneficiaries.

The benefit plan (including dual plans), beneficiary's assignment (including beneficiary's region), and aid category will verify the beneficiary is not designated as HCHN. ESC will work with PRMP to configure hierarchy of benefits based on the beneficiary's assignment, including foster care and domestic abuse virtual region beneficiaries.

BF-033

The solution should maintain a High Cost High Needs (HCHN) registry of beneficiaries found eligible for inclusion using criteria defined by the Puerto Rico Medicaid Program (PRMP).

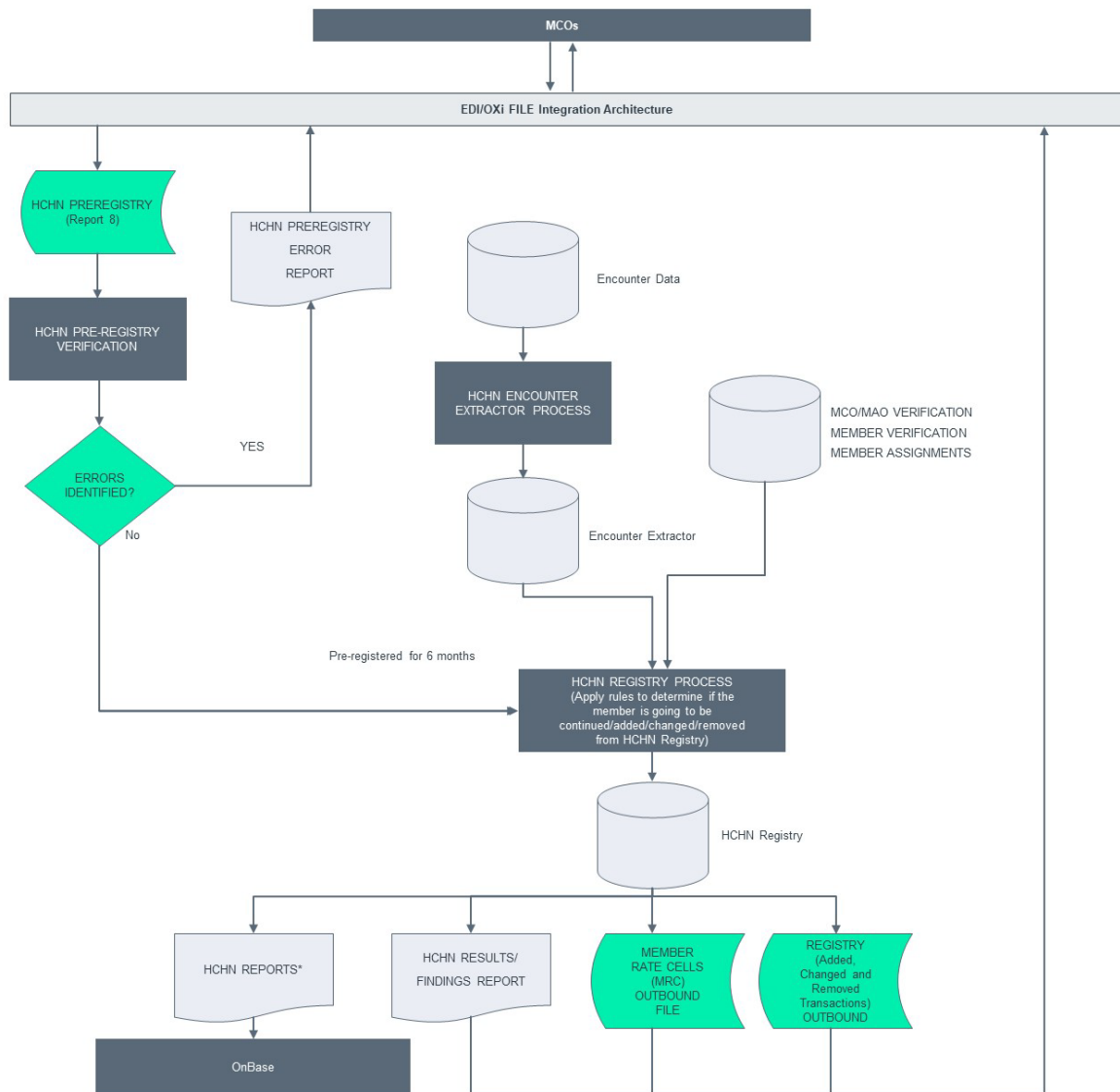
Response

ESC will work with PRMP to maintain a HCHN registry of beneficiaries found eligible for inclusion using PRMP-defined criteria. Today, the PRMMIS receives the beneficiary registry from ASES. In Phase III, the MCOs will send the pre-registry information directly to us. ESC will provide the HCHN registry to the MCOs.

We will configure the HCHN rules and based on the encounter data (diagnosis groups), MCO eligibility, beneficiary eligibility, and beneficiary assignments will maintain the HCHN registry that will be used during the calculation of the Premium Payment process.

The following figure illustrates the HCHN pre-registry and registry processes to be used in Phase III through the secure OXi/Integration Architecture layer.

Figure 19. Phase III HCHN Registry Process



** If encounter is received for the same HCHN Category, the period is extended counting 12 months starting from the next month of the encounter service date.

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BF-034

The solution should maintain a High Cost High Needs (HCHN) pre-registry of beneficiaries identified by carriers as potentially qualifying for inclusion using criteria defined by the Puerto Rico Medicaid Program (PRMP).

Response

As seen in the preceding figure, the Phase III solution will maintain a HCHN pre-registry of beneficiaries identified by carriers as potentially qualifying for inclusion using criteria PRMP defines.

MCOs currently send the HCHN pre-registry to ASES, which verifies the beneficiary claim data. Upon creation of the interface during Phase III, ESC will receive the pre-registry directly from the MCOs, which is a monthly process performed on the 15th of each month. The initial assignment is for six months, which must be verified during this time frame using verification factors such as encounter diagnosis code, procedure codes, pharmacy encounter claims, and inpatient admissions. Upon confirmation, the beneficiary will be registered into the HCHN program for one year. If no information is received in the initial six months, the beneficiary is disenrolled from the HCHN designation.

BF-035

The solution should support movement of beneficiaries into and out of the High Cost High Needs (HCHN) pre-registry and registry using criteria defined by the Puerto Rico Medicaid Program (PRMP).

Response

The Phase III solution will leverage and extend the existing functionality of the PRMMIS to support the movement of beneficiaries into and out of the HCHN pre-registry and registry with updated information received from the MCOs.

As the MCOs update the pre-registry and as encounters are received that confirm the beneficiary's HCHN status, the Phase III solution will maintain the status in the member rate cell and also pass back the registry update to the MCO. The following figure depicts the current PRMMIS Managed Care HCHN Special Condition panel that displays the beneficiary's HCHN special condition along with the time period that the special conditions apply to the beneficiary.

Figure 20. Managed Care HCHN Special Condition Panel Example

Special Condition Code	Effective Date	End Date	Status	Last Update
Pulmonary	08/01/2021	01/31/2022	Active	08/31/2021

Special Condition Code: Pulmonary Status: Active
Effective Date: 08/01/2021 Last Update: 08/31/2021
End Date: 01/31/2022

delete add

1243_040_19_0921

BF-036

The solution should retroactively adjust premium payments to carriers when retrospective review indicates beneficiaries were not eligible to be considered High Cost High Needs (HCHN).

Response

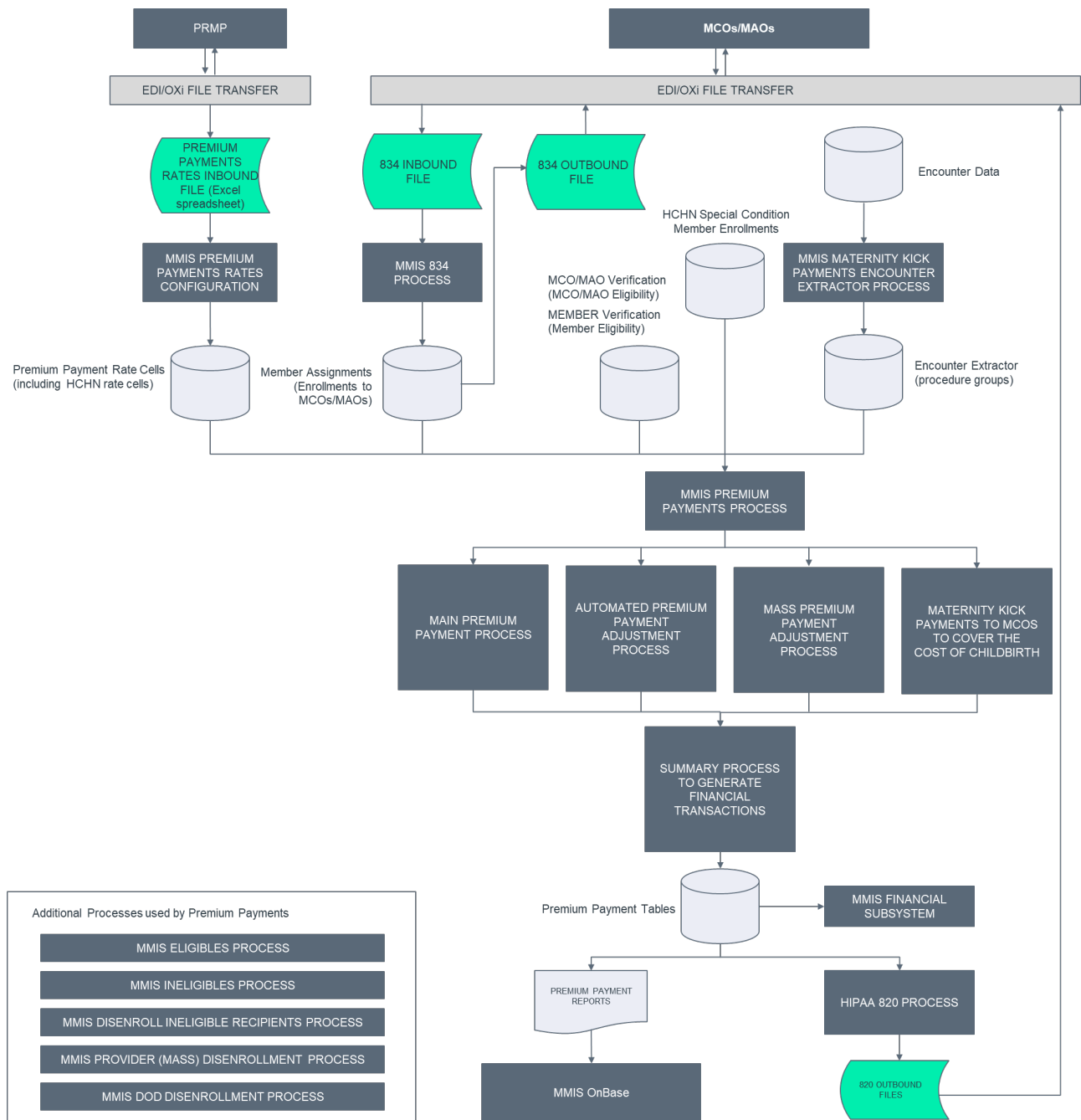
The Phase III solution will have the ability to retroactively adjust carrier premium payments when a beneficiary is found not to be eligible for HCHN. The Managed Care component will maintain the beneficiary's special condition along with the associated time frame for the designation.

ESC will implement the PRMMIS automated premium payment adjustment process that reconciles payments for previous months, performing recalculations of previous payments and creates adjustments (positive or negative) as needed.

The following figure shows the premium payment processes that ESC will follow for the Phase III project. These processes include:

- Main Premium Payment Process—creates capitation payments for each assignment that is active during the upcoming month
- Automated Premium Payment Adjustment Process—reconciles payment and performs recalculation of previous payments to create adjustments
- Mass Premium Payment Adjustment Process—allows adjustments to be made to previously made payments
- Maternity Kick Payments to MCOs to Cover the Cost of Childbirth—generated based on the receipt of encounter claims with specific procedure codes
- Summary Process to Generate Financial Transactions—summarizes the capitation payments and adjustments per Carriers, and other criteria

Figure 21. Premium Payment Processes



1243_040_10_0621

The HIPAA 820 process, as seen in the preceding figure, takes the monthly capitation payments and adjustments and adds information needed by HIPAA 820 transactions. ESC will work with PRMP to determine the process and frequency of payment audits that will identify the ineligible beneficiaries.

BF-037

The solution should provide detailed and summary reports and the ability to query on High Cost High Needs (HCHN) beneficiaries and premium payments as required by the Puerto Rico

Medicaid Program (PRMP).

Response

The Phase III solution will provide the detailed and summary reports to query on HCHN beneficiaries and premium payments. ESC will create the HCHN Premium Listing report for detail listing per MCO, and the HCHN Premium Payment Summary report per MCO and HCHN special condition.

Additionally, the authorized user can query through the PRMMIS data warehouse using the designated HCHN diagnosis and procedure codes.

The existing MC HCHN Special Conditions panel, as seen in the following figure, displays the beneficiary's HCHN special conditions, along with the time period that the special conditions apply to the beneficiary.

Figure 22. MC HCHN Special Conditions Panel Example

Special Condition Code	Effective Date	End Date	Status	Last Update
Diabetes/Low Cardio	11/01/2018	08/31/2019	Active	03/31/2020
Diabetes/Low Cardio	10/01/2019	10/31/2021	Active	02/08/2021

Special Condition Code: Diabetes/Low Cardio

Status: Active

Effective Date: 10/01/2019

Last Update: 02/08/2021

End Date: 10/31/2021

delete add

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BF-038

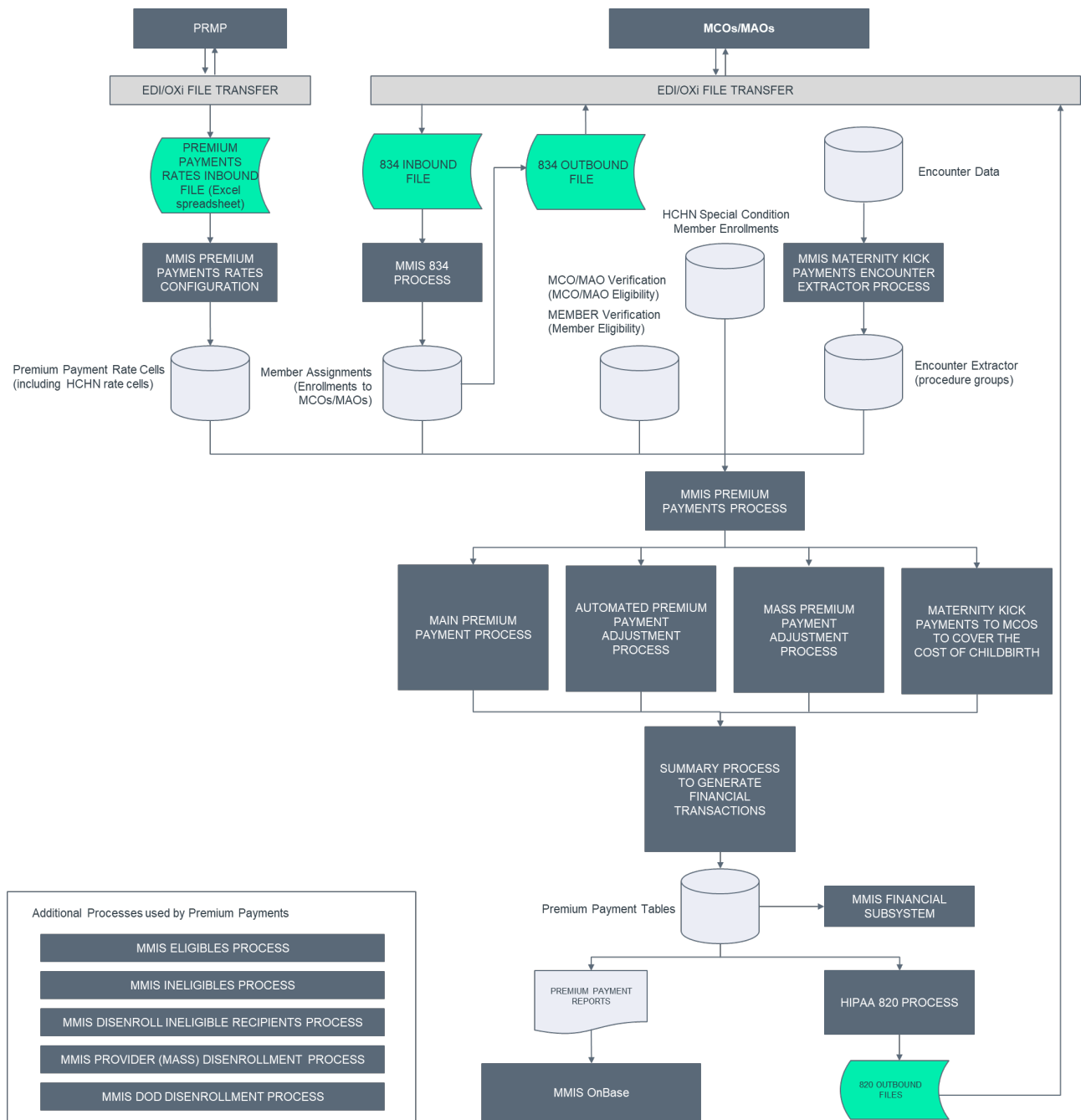
The vendor should provide a workflow process and conceptual data diagram supporting the premium capitation business process, including High Cost High Needs (HCHN) payments.

Response

The following figure shows the premium payment processes that we will follow for the Phase III project. These processes include:

- Main Premium Payment Process—creates capitation payments for each assignment that is active during the upcoming month
- Automated Premium Payment Adjustment Process—reconciles payment and performs recalculation of previous payments to create adjustments
- Mass Premium Payment Adjustment Process—allows adjustments to be made to previously made payments
- Maternity Kick Payments to MCOs to Cover the Cost of Childbirth—generated based on the receipt of encounter claims with specific procedure codes
- Summary Process to Generate Financial Transactions—summarizes the capitation payments and adjustments per Carriers, and other criteria

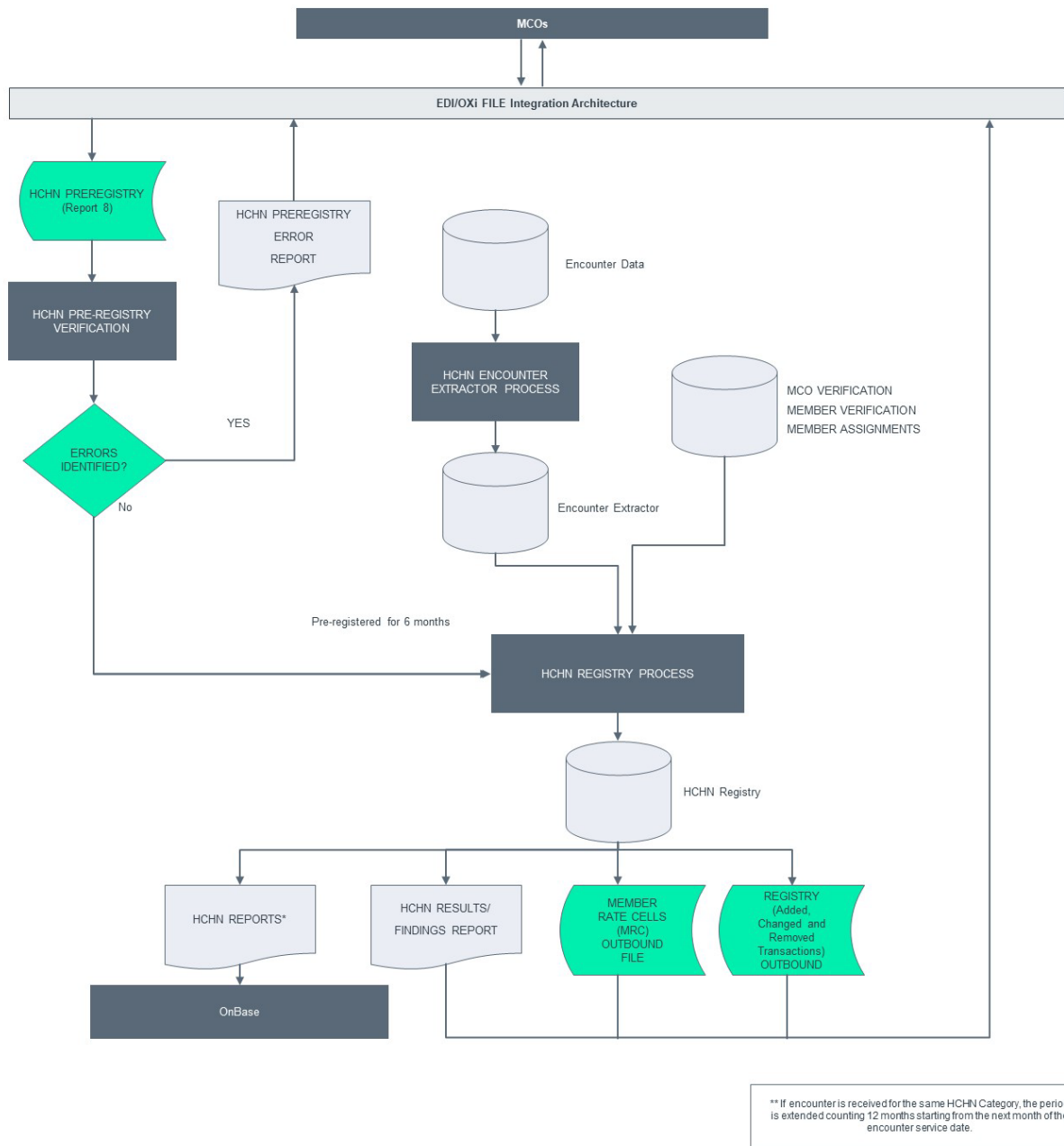
Figure 23. Premium Payment Workflow Process and Conceptual Data Diagram



1243_040_10_0621

The following figure illustrates the HCHN payment workflow process and conceptual data diagram that will be established in Phase III. This process applies rules to determine if the beneficiary is going to be continued, added, changed, or removed from the HCHN registry.

Figure 24. HCHN Payment Workflow Process and Conceptual Data Diagram



1243_040_06_0821

BF-039

The solution should capture and maintain data sets to support mandatory federal reporting, including, but not limited to:

- Transformed Medicaid Statistical Information System (T-MSIS)
- Centers for Medicare & Medicaid Services (CMS)-64
- CMS-37

Response

ESC captures and maintains the T-MSIS data sets for PRMMIS reporting today, and we will provide the services for the CMS-64 and CMS-37 reports with the Phase III solution.

BF-040

The solution should maintain diagnostic, clinical, utilization, and other indicators of High Cost High Needs (HCHN) status obtained from encounters and claims.

Response

The Phase III solution will maintain diagnostic, clinical, utilization, and other HCHN status indicators obtained from encounters and claims to identify the appropriate transactions for inclusion.

BF-041

The solution should accept information from monthly Report 8 and/or any subsequent proprietary or standard file layout of a file sent by a carrier containing comparable information identifying potential High Cost High Needs (HCHN) beneficiaries.

Response

Through configuration of the Phase III solution, we will create a new interface between the MCOs and the PRMMIS to accept and process the incoming Report 8 file, which contains the HCHN beneficiary pre-registry information. ESC will use the existing ESC change management process to document the requirements for subsequent proprietary or standard file layouts if required by PRMP.

BF-042

The solution should identify beneficiaries who have terminated enrollment, disenrolled, or are deceased, and exclude those individuals from the monthly carrier payment, including assignment of High Cost High Needs (HCHN) rate cells.

Response

ESC will create an outbound file, from the PRMMIS to the MCOs, containing the updated HCHN registry data using the Phase III solution. This outbound file will include terminated, deceased, and other beneficiaries that will be excluded from the program, along with their rate cell information.

Additional premium payment processes include the following:

- Eligibles
- Ineligibles
- Disenroll Ineligible Recipients
- Provider (Mass) Disenrollment
- Date of Death (DOD) Disenrollment

The PRMMIS Ineligible process (including the DOD Disenrollment process) will be implemented to identify the beneficiaries that will be disenrolled from the HCHN registry due to terminated eligibility.

BF-043

The solution should support verification of the appropriateness of use of an High Cost High Needs (HCHN) rate cell for a beneficiary using encounter and claims data.

Response

Based on the diagnosis and procedure code information received on the incoming data, ESC will verify the continued assignment to the HCHN rate through our Phase III solution. The initial assignment is for six months, which must be verified during this time frame. Upon confirmation, the beneficiary will be registered into the HCHN program for one year. If no information is received in the initial six months, the beneficiary is disenrolled from the HCHN designation.

Interoperability and Interfaces

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Interoperability and Interfaces, please refer to Attachment F Requirements MR-008—Compliance with Service Level Agreements, MR-009—COTS Waiver Documentation, MR-019—MITA Alignment, MR-020—Modularity, and MR-024 Technical Support Center Location(s).

DM-016

The solution should provide the functionality that provides reliability for applications, services or message flows, including, but not limited to:

- a. Load balancing
- b. High availability
- c. Fault tolerance
- d. Failover
- e. In-order delivery
- f. Transaction support
- g. Execution prioritization
- h. Message prioritization

Response

The Phase III solution will provide the functionality that provides reliability for applications, services or message flows.

For requirements a through d, user interface applications are load balanced with redundant capabilities. We track, monitor, and continually meet our uptime service level agreements (SLAs) for high availability; disaster recovery, and fault tolerance and will switch over to another virtual machine.

For requirements e through h, interChange Connections verifies the in-order processing of transactions and supports message prioritization.

The Phase III solution is supported by multiple servers with the appropriate balancing hardware and software to shift the processing load, as needed, to address a fault or failover.

DM-017

The solution's interfaces should secure and protect the data and the associated infrastructure from a confidentiality, integrity, and availability perspective.

Response

The Phase III solution secures and protects the data and the associated infrastructure by leveraging AWS firewalls and employing web filtering to monitor requests and control access to data. interChange Connections transports interface data encrypted to the identified recipient. It monitors and tracks the success of the interface and allows for replaying in case of error.

DM-018

The solution's components should be committed to an advanced approach to interoperability using web services and Service Oriented Architecture (SOA) aligned with the Puerto Rico Medicaid Program (PRMP), industry standards, and the PRMP's vision for interoperability.

Response

The Phase III solution's components are committed to an advanced approach to interoperability using web services and SOA aligned with PRMP, industry standards, and PRMP's vision for interoperability.

We will meet this requirement through interChange Connections, which is the MITA-aligned framework ESC uses to provide interoperability between PRMMIS components and external systems operated by PRMP and other Commonwealth agencies and organizations. interChange Connections uses a SOA to interface between systems and components. interChange Connections provides the ideal framework for interfacing with emerging standards, technologies, and frameworks.

MITA Maturity

interChange Connections positions PRMP to advance along the MITA maturity path.

DM-019

The solution should interface with the existing the Puerto Rico Medicaid Program (PRMP) Data Warehouse, which includes, but is not limited to:

- a. Power Business Intelligence (BI) reporting
- b. Cognos
- c. Business Objects
- d. Tableau
- e. Structured Query Language (SQL) Server Analytic Services (SSAS)
- f. SQL Server Reporting Services (SSRS)
- g. SQL Server Integration Services (SSIS)

Response

The Phase III solution will have the ability to interface with the existing PRMP data warehouse, which includes:

- Power Business Intelligence (BI) reporting
- Cognos
- Business Objects
- Tableau
- Structured Query Language (SQL) Server Analytic Services (SSAS)
- SQL Server Reporting Services (SSRS)
- SQL Server Integration Services (SSIS)

ESC will use interChange Connections to provide the necessary data interfaces for the existing PRMP data warehouse.

DM-020

The solution's services should be classified with one of the following values, including, but not limited to:

- a. Presentation
- b. Process
- c. Business
- d. Data
- e. Access
- f. Utility

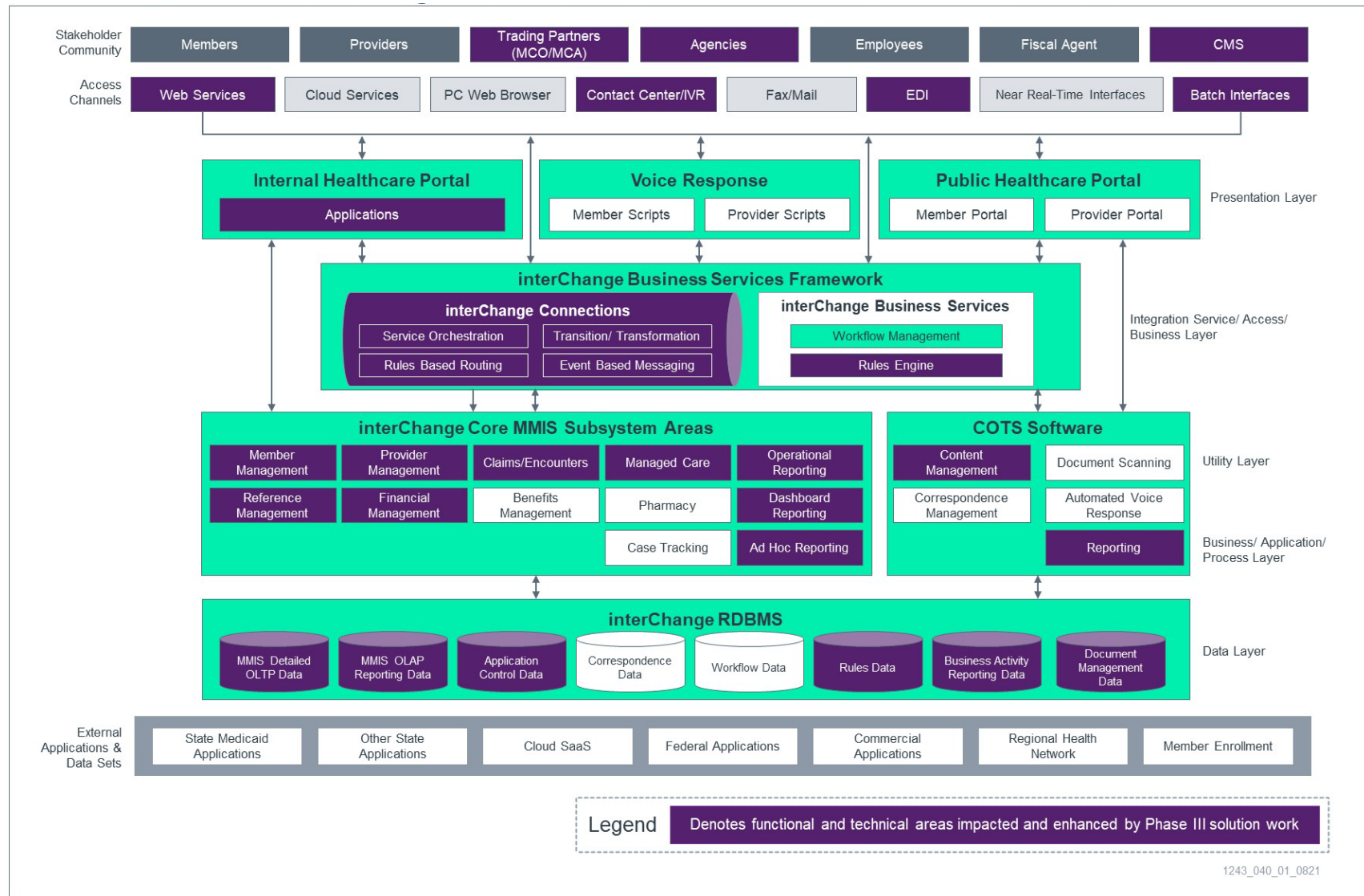
Response

The Phase III solution's services will be classified with the following values:

- Presentation
- Process
- Business
- Data
- Access
- Utility

As seen in the following figure, the Phase III solution services are organized according to the layer in which they reside.

Figure 25. ESC Phase III Solution Overview



DM-021

The solution's design should allow for the system to continue operating despite failure or unavailability of one or more individual technology solution components.

Response

The Phase III solution is supported by multiple servers with the appropriate balancing hardware and software to shift the processing load, as needed, and continue operating despite failure or unavailability.

Examples of these components include OnBase, inSight, OXi, Case Tracking, and the Provider Enrollment module. The modularization of the components allows for system use of other components should one become unavailable. For example, the failure of the Document Management Module, OnBase, would not affect the PRMMIS user interface and vice versa.

DM-022

The following metadata attributes should be tracked for all services in the services catalog, including, but not limited to:

- a. Name
- b. Lifecycle status
- c. Class, description
- d. Owner
- e. Version
- f. Revision history
- g. Release frequency
- h. Versioning policy
- i. Deprecation policy
- j. Message exchange patterns
- k. Compensating transaction support
- l. Availability requirements
- m. Volume
- n. Max message size
- o. Security attributes
- p. Service-Level Agreement (SLA)
- q. Logging requirements

Response

The development of the Phase III solution will create additional web services, which will include the Services Catalog information listed in this requirement. rTrace currently stores the objects within the PRMMIS and contains the attributes. Our Phase III solution can extend its capabilities to store this information.

DM-023

The solution should have the ability to support Application to Application (A2A) synchronous and asynchronous messaging using web services.

Response

We currently support web services, which allows for A2A synchronous messaging. For example, the Provider Enrollment Portal (PEP) communicates to and from the PRMMIS also through web services. Our Phase III solution also has the capability to support asynchronous messaging.

DM-024

The solution should have message and data formats based on logical representations of business objects, rather than native application data structures.

Response

The Phase III solution will have message and data formats based on logical representations of business objects.

The Phase III solution is designed under object-oriented principles. The data is abstracted using an object-relational mapper. This creates a logical representation of the data within our object-oriented framework.

Our business layer encapsulates business logic within objects. Our presentation layer framework is again structured with object-oriented principles and allows for the dynamic creation panels with the integration of inherited base class logic. Frameworks exist to abstract the data from the business logic and to represent entities as objects (methods and data) rather than as a native data structure.

DM-025

The solution should have data transformations that should be to and from normalized formats to facilitate composition and reduce the number of transformations that must be created and maintained. A canonical data representation that spans the enterprise can be used but is not required, and a federated approach to data normalization can also be used.

Response

The Phase III solution maintain a logical data model in ERwin that provides for data transformations that are to and from normalized formats to facilitate composition and reduce the number of transformations that must be created and maintained.

The Phase III solution will use the ERwin Data Modeling suite of tools to manage and maintain the logical and physical data models including data requirements, analysis, and database design based on the IDEF1X method. ERwin is a database design tool for client/server development that we will use to create and maintain relational databases on a physical and logical level for the PRMMIS.

DM-026

The solution should provide tools to support the Extract, Transform, Load (ETL) process to extract data into the Puerto Rico Medicaid Program's (PRMP's) data warehouse or other analytical environments.

Response

ESC uses SSIS to extract, transform, and load Medicaid data from the PRMMIS and into the inSight data analytics data cubes and will continue this process through our Phase III solution. ESC also uses our proven ETL capabilities using system job scripts to extract, transform, and load data moving into the PRMMIS data warehouse.

DM-027

The solution should implement, at a minimum, real-time and/or batch interfaces with the applications and data sources as specified by the Puerto Rico Medicaid Program (PRMP).

Response

As new interfaces are identified by PRMP, our EDI module has the capability to support batch and real-time interactions with external systems using the Phase III solution. We currently interface with ASES, MEDITI, MCOs, MAOs, and CMS using batch interfaces using interChange Connections. ESC also maintains real-time interfaces with the provider enrollment module and the PRMMIS.

DM-028

All Web Services Description Languages (WSDLs) developed for the Puerto Rico Medicaid Program (PRMP) should conform to the WSDL development standards.

Response

ESC WSDLs developed for PRMP will conform to WSDL development standards. Our Phase III solution will use WSDL interfaces for a robust integration architecture, offering the greatest degree of modularity, flexibility, interoperability, and reuse. ESC will continue to use industry standards and best practices for future WSDL development.

DM-029

The solution should have the ability to implement synchronous and asynchronous program-to-program communication, moving messages between Service Oriented Architecture (SOA) service consumer modules and service provider modules at run-time. The Enterprise Service Bus (ESB) component may also move files, database rows, and other data.

Response

The Phase III solution provides the ability to implement synchronous and asynchronous communication between SOA modules using our EDI component, OXi, within interChange Connections, moving files, database rows, and other data.

The ESB functionality will support and manage interactions among the modular components to intelligently route data flowing through the enterprise. These tools are used to adapt and transform the data as required by various data sources and targets. The Phase III solution will use both synchronous real-time web services and asynchronous services using queues for request/response, messaging, publish/subscribe, alerts, security, and quality of service.

DM-030

The solution's Service Oriented Architecture (SOA)-related messages should be formally defined with Extensible Markup Language (XML), Schema Definition XML schema definitions (XSD), or Document Type Definition (DTDs). The solution should use a Service Oriented Architecture (SOA) Architecture Repository.

Response

Our Phase III solution delivers proven SOA and ESB deployment expertise. The SOA messages are defined using XSDs WSDL.

DM-031

The solution's Service Oriented Architecture (SOA)-related services should be implemented on a framework to include, but not be limited to:

- a. Java
- b. .Net

Response

Our Phase III solution's SOA-related services use the Java and .Net framework.

DM-032

The solution should integrate with external solutions using a Service Oriented Architecture (SOA) by using an Enterprise Service Bus (ESB), responsible for, including, but not limited to:

- a. Monitoring and controlling routing message exchange between services
- b. Resolving contention between communicating service components
- c. Controlling deployment and versioning of services
- d. Marshalling use of redundant services

Response

ESB functionality provides support for the Enterprise Integration patterns and includes a comprehensive collection of routings and components. The components provide support for the various Web Service Standards (such as REST and SOAP) and transmission protocols (such as TCP/IP, HTTP(S), and SFTP).

interChange Connections supports and manages interactions among the modular components to intelligently route data flowing into and out of the Phase III solution. These tools are used to adapt and transform the data as required by various data sources and targets. The solution uses both synchronous real-time web services and asynchronous services with queues for request/response, messaging, publish/subscribe, alerts, security, and quality of service.

DM-033

The solution's Service Oriented Architecture (SOA) services should be attributed with one of the following SOA Lifecycle Status values:

- a. Candidate
- b. Justified
- c. Defined
- d. Designed
- e. Implemented
- f. Operational
- g. Retired

Response

At a point in time, the Phase III solution's SOA services may be in the following SOA lifecycle statuses:

- Candidate
- Justified
- Defined
- Designed
- Implemented
- Operational
- Retired

ESC maintains a library of web services and makes them available to clients as required.

DM-034

The Service Oriented Architecture (SOA) Architecture Repository along with the Enterprise Repository should be hosted on the future Puerto Rico Medicaid Program (PRMP) Hub.

Response

In response to Vendor questions 105 and 106, regarding the Data Hub, PRMP noted “This will be discussed in further as a part of the solution’s design phase.” ESC acknowledges PRMP’s plan to host the SOA Repository along with the Enterprise Repository on the future PRMP Hub. Using the existing change management process, ESC will work with PRMP and their Hub vendor to support and integrate with the Hub when it becomes available.

DM-035

The solution should have the capability to integrate with Master Data Manager (MDM) technology for Enterprise Master Person Index (EMPI) implemented as part of the Puerto Rico Medicaid Program (PRMP) Hub in a centralized or registry style implementation.

Response

In response to Vendor questions 105 and 106, regarding the Data Hub, PRMP noted “This will be discussed in further as a part of the solution’s design phase.” ESC acknowledges PRMP’s plans to implement a centralized data hub and an EMPI in the near future. Using the existing change management process, ESC will work with PRMP and their Hub vendor to support and integrate with the Hub when it becomes available.

DM-036

The solution should provide support for integrating with applications with Service Oriented Architecture (SOA) and event-driven architectures in a manner that supports implementation strategies, including, but not limited to:

- a. Web Services: Web Services Interoperability (WS-I) Organization-compliant implementation of basic Web services standards, including Simple Object Access Protocol (SOAP), Web Services Description Language (WSDL) and Universal Description, Discovery, and Integration (UDDI), as well as higher-level Web services standards, such as Web Services (WS)-Security
- b. Representational Department Transfer (REST): Support for Extensible Markup Language (XML)-based messages, processing and Hypertext Transfer Protocol (HTTP), and Extensible HyperText Markup Language (XHTML) WSDL

Response

The ESB functionality will provide support for integrating with applications with SOA and event-driven architectures in a manner that supports implementation strategies, including the requirements listed in a and b. The ESB functionality supports REST and SOAP to define APIs. In both cases, API-first and code-first approaches are supported. REST services can be auto-generated from OpenAPI definitions, and in reverse, a REST service implemented within the solution exposes its swagger definition for customers to retrieve and use. SOAP services in similar fashion can be implemented by using an already existing WSDL definition, or in a code-first approach, it would expose the WSDL that corresponds to a coded service. Our solution is fully OpenAPI compliant enabling for API definitions to be imported and then configured in a dashboard to apply usability policies and security.

The ESC Phase III solution provides support for the Enterprise Integration patterns and includes a comprehensive collection of routings and components. The components provide support for the various Web Service Standards (such as REST and SOAP) and transmission protocols (such as TCP/IP, HTTP(S), and SFTP).

DM-037

The solution should provide the technology that manages the metadata and provides the features needed to support the reliable operation of services including, but not limited to:

- a. Online catalog of services and associated artifacts such as Web Services Description Language (WSDL) files, XML Schema Definitions (XSDs), Business Process Execution Language (BPEL) files
- b. A single point of controlled access for cataloging, promoting, publishing, and searching for information about managed assets
- c. Metadata that enables an Enterprise Service Bus (ESB) to find, bind to, and invoke the execution of a service implementation
- d. Support for extending existing asset types and defining and populating custom asset types

Response

The ESB functionality will provide the technology that manages the metadata and provides the features needed to support the reliable operation of services including those listed in this requirement. The ESB functionality supports REST and SOAP to define APIs. In both cases, API-first and code-first approaches are supported. REST services can be auto-generated from Open API definitions, and in reverse, a REST service implemented within the solution exposes its swagger definition for customers to retrieve and use. SOAP services in similar fashion can be implemented by using an already existing WSDL definition, or in a code first approach, it would expose the WSDL that corresponds to a coded service. Our solution is fully OpenAPI compliant enabling for API definitions to be imported and then configured in a dashboard to apply usability policies and security.

The Phase III solution provides support for the Enterprise Integration patterns and includes a comprehensive collection of routings and components. The components provide support for the various Web Service Standards (such as REST and SOAP) and transmission protocols (such as TCP/IP, HTTP(S), and SFTP).

DM-038

The solution should facilitate integration through an Enterprise Service Bus (ESB).

Response

The ESB functionality supports numerous secure communication protocols, file types, and integration capabilities including a reactive, synchronous core and includes non-blocking, reactive listeners to provide maximum response and maximum efficiency of resources. Redundant paths provide continued connectivity. The Phase III solution will exchange files using industry-standard secure data transfer protocols.

ESC uses the applicable MARS-E 2 control standards to comply with security, confidentiality, and audit controls. Each entry point and node with a FIPS-compliant solution and PHI is encrypted and protected according to FIPS standards. Data in transit is protected over secure protocols such as SFTP, SSL, and transport-level security (TLS).

ESC focuses on keeping each of the records entrusted to us safe and secure.

DM-039

The solution should have the ability to work with security policy manager for web services that allows for centrally defined security policies that govern web services operations, including, but not limited to:

- a. Access policy
- b. Logging policy
- c. Load balancing

Response

The Phase III solution will have the ability to work with security policy manager for web services that allows for centrally defined security policies that govern web services operations, including access policy, logging policy, and load balancing.

The Phase III solution leverages and extends a high availability design across the application, in each tier of the application, including clustered application server environments with load balanced applications and application components. We use AWS CloudWatch to collect and track metrics, collect and monitor log files, and set alarms. Most AWS services—Elastic Compute Cloud (EC2), Elastic Block Store (EBS), and Relational Database Service (RDS)—provide metrics for CloudWatch. Additionally, custom metrics can be created. CloudWatch will enable us to correlate the metrics and logs to better understand the health and performance of resources. Amazon CloudWatch's metrics and alarms can work together with auto scaling and elastic load balancing to dynamically deploy new instances on demand.

Through role-based security, the system will make certain only authorized users have access to systems and data and that those activities are logged. Using unique identifiers and passwords for each user, we prevent unauthorized individuals from accessing information. User passwords expire on a staggered schedule, prompting users to create new passwords at those times. The solution contains the following security features:

Role-Based Data Access

Passwords, combined with role-based access, enforce permission to use data on a need-to-know basis.

- Centralized system logging capability
- Always-on write logging and optional read access logging
- Role-based access to restrict user function by role
- Ability to assign field-level security based on roles
- Support for a level of multi-factor authentication implemented by the identity management system

Using unique identifiers and passwords for each user, we prevent unauthorized individuals from accessing information. User passwords expire on a staggered schedule, prompting users to create new passwords at those times. In addition, ESC retains an auditable history of previously used passwords by user. Users are prompted to create a new password upon password expiration. New passwords must follow password creation guidelines to make certain new passwords are complex enough to eliminate others from guessing a password.

Hosted in AWS, the Phase III solution uses a group of applications to monitor and manage the entire hosting environment at the account level, including logging, monitoring, alerting, and reporting. The system provides extensive logging of system activity and enables authorized personnel to examine system activity in accordance with written audit policies and procedures. The solution connects the system activity to a specific user or entity to enable auditing and review at a detailed level.

DM-040

The solution should provide the capabilities for a real-time, or near real-time, integrated enterprise where common data elements about the members served and services rendered are easily shared across organizational units with appropriate adherence to Commonwealth, the Puerto Rico Medicaid Program (PRMP), the Puerto Rico Department of Health (PRDoH), and

federal security and privacy restrictions.

Response

Through our Phase III solution, ESC will provide the beneficiary data and related service data files and trading partner profiles with PRMP-authorized entities, in accordance with Commonwealth, PRDoH, and federal security and privacy requirements.

DM-041

The solution should have the capability to integrate with the Puerto Rico Medicaid Program (PRMP) Data Hub to perform syntactic and semantic hub-based transformation of messages, including, but not limited to:

- a. Support of taxonomy
- b. Support of ontology
- c. Reusable transformation maps
- d. Built-in transformation functions
- e. Extending the transformation function with custom-coded logic
- f. Support for business to business (B2B) project translation including, but not limited to Electronic Data Interchange (EDI), RosettaNet, and Health Level Seven (HL7)

Response

We currently support the B2B project translation capability.

In response to Vendor questions 105 and 106, regarding the Data Hub, PRMP noted "This will be discussed in further as a part of the solution's design phase." ESC acknowledges PRMP's plans to implement a centralized data hub in the near future. Using the existing change management process, ESC will work with PRMP and their Hub vendor to support and integrate with the Hub when it becomes available.

TC-040

The solution should integrate data with all required data sources as defined by the Puerto Rico Medicaid Program (PRMP).

Response

The Phase III solution integrates data with the required data sources as defined by PRMP. Within the current system, interChange Connections interfaces with MCOs, MAOs, ASES, and MEDITI3G, and PBM.

Master Data Management

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Master Data Management, please refer to Attachment F Requirements MR-020—Modularity.

DM-042

The vendor should run all existing data from the current database tables and/or files through the data quality checks and all data quality issues should be reported to the Puerto Rico Medicaid

Program (PRMP).

Response

ESC will run the existing data from the current database tables and/or files through the data quality checks and data quality issues will be reported to PRMP. As we pull data in from ASES, we will run the data through quality checks and report on quality issues.

Our detailed interface control document will clearly define the interaction between systems including the message structure and protocol that governs the exchange of data and identification of the communication path. During the design phase, ESC will meet with PRMP staff and interface owners and provide the file layout, file frequencies, and usage needed. An interface control document (ICD) will be created and we will work on data translation and processing rules. Data mappings will then be constructed to map the data file into/out of our solution data stores. Interfaces are then coded, and test files are created and validated to verify the interface will perform appropriately.

DM-043

The solution's data integration and Master Data Management (MDM) component's data model should be capable of handling categories of elements for clients and providers, including, but not limited to:

- a. Identification
- b. Demographics
- c. Contact information
- d. Relationships with other entities and/or providers
- e. Interactions with other entities and/or providers

Response

The Phase III solution's data integration and MDM component's data model is capable of handling the categories of elements for clients and providers, including:

- Identification
- Demographics
- Contact information
- Relationships with other entities and/or providers
- Interactions with other entities and/or providers

ESC will use ERwin to document the data model. Erwin manages and maintains the logical and physical data models including data requirements, analysis, and database design based on the IDEF1X method.

The logical database design is managed using the Computer Associates (CA) ERwin Data Modeler tool. The design has the following artifacts:

- Entity Report—generated by the ERwin tool; lists and describes entities and attributes
- Relationship Report—generated by the Erwin tool; lists relationships between entities
- Entity-Relationship Diagram (ERD)—pictorial view of the logical design; includes entities, attributes, and the relationships between them

ESC will use ERwin Navigator for simplified read-only access into the data models.



DM-044

The solution's data integration and Master Data Management (MDM) component should provide workflow services for remediation of quality issues in client and provider data.

Response

The Phase III solution's data integration and MDM component will provide workflow services for remediation of quality issues in client and provider data.

As ESC pulls data in during data integration, we will run the data through quality checks and report on quality issues. We will have a workflow for remediation of quality issues.

DM-045

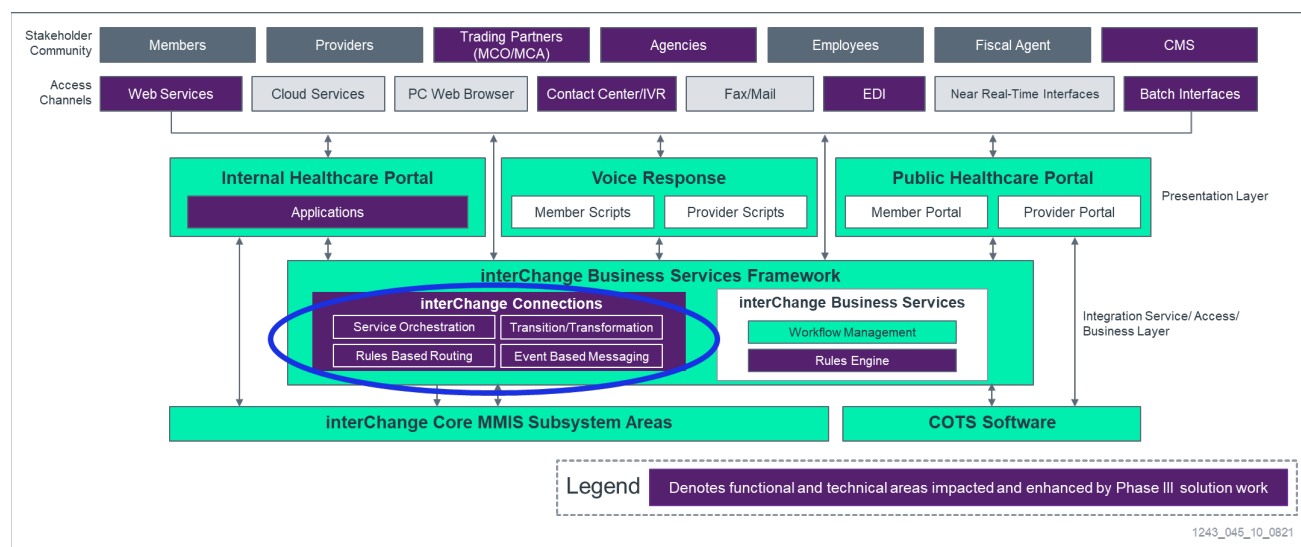
The solution's data integration/Master Data Management (MDM) component should protect and complement the data layer with a layer of business services for accessing and manipulating the client and provider data that is built for an service oriented architecture (SOA) environment, by exposing web services interfaces.

Response

The Phase III solution's data integration/MDM component will protect and complement the data layer with a layer of business services for accessing and manipulating the client and provider data that is built for a SOA environment by exposing web services interfaces.

Our web services exist within the interChange Connections integration service layer, as shown in the following figure.

Figure 26. interChange Connections Integration Service Layer



interChange Connections is an integration framework that manages communications into and out of the PRMMIS. interChange Connections provides an ideal framework and uses a SOA to interface between systems and components. The SOA bundles the data and the services that operate on the data and restricts direct access to the data layer and hides the implementation details. Here, within this SOA, for example, lives service events such as ProviderEnrollmentApproved, ProviderCreated, and RevalidationDenied. As new SOA features are added, they are added here in interChange Connections. A recent feature added to the

PRMMIS is Provider Secure Communications. It is a public internet, web-facing application and uses SOA web services added to interChange Connections.

DM-046

The solution's data integration and Master Data Management (MDM) component should include integration middleware, including publishing and subscription mechanisms, to provide a communication backbone for the bidirectional flow of client and provider data between the central repository and the spoke data integration and MDM components, be they copies or subsets of the repository, or remote applications.

Response

The Phase III solution's data integration and MDM component will include integration middleware, including publishing and subscription mechanisms, to provide a communication backbone for the bidirectional flow of client and provider data between the central repository and the spoke data integration and MDM components, be they copies or subsets of the repository, or remote applications.

OXi and interChange Connections, as the data integration layer, support publishing and subscription mechanisms for communications between the ESC Phase III solution and external systems.

DM-047

The Master Data Management (MDM) component should have the capability to support the global identification, linking, and/or synchronization of client and provider information across heterogeneous data sources through semantic reconciliation of master client and master provider data.

Response

The MDM component will have the capability to support the global identification, linking, and/or synchronization of client and provider information across heterogeneous data sources through semantic reconciliation of master client and master provider data.

The Beneficiary Eligibility component, in the PRMMIS, has a reconciliation process with the Eligibility Determination System, MEDITI3G, that verifies if data is missed or submitted incorrectly on a monthly basis, reports on error data, and updates the data. The managed care component includes a monthly reconciliation process for beneficiary assignments.

The provider reconciliation process has been identified as a future requirement.

DM-048

The Master Data Management (MDM) component should create and manage a central, database-based data integration and MDM component or index of record for master data.

Response

The MDM component will create and manage a central, database-based data integration and MDM component or index of record for master data.

The existing PRMMIS Oracle database will be used as a central data integration and management layer of data within the Puerto Rico Medicaid enterprise. The addition of beneficiary, provider, and claim/encounter data elements will be extended within the existing data model. This data can then be shared with new business processes used to determine and validate Premium Capitation Payments.

The Phase III solution manages a unique provider and beneficiary information record.

DM-049

The solution's data integration and Master Data Management (MDM) component should have the ability to support in batch and real-time the profiling, cleansing, matching, linking, identifying, and semantically reconciling master data in different data sources to create and maintain the source of truth.

Response

The Phase III solution's data integration and MDM component will support in batch and real-time the profiling, cleansing, matching, linking, identifying, and semantically reconciling master data in different data sources to create and maintain the source of truth.

We take in daily interfaces and monthly reconciling interfaces to continually cleanse the master data. For example, in the provider enrollment portal, we perform this function in real-time, taking in SOA web service transactions to update the enrollment status of providers. Member master data is updated daily with monthly reconciliation to verify completeness and accuracy.

Payment Error Rate Measurement (PERM)

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Payment Error Rate Measurement (PERM), please refer to Attachment F Requirements MR-002—Audit Compliance Support and Deliverables and MR—006 Compatibility.

BF-044

The vendor should compare the Payment Error Rate Measurement (PERM) universe data file with the Centers for Medicare & Medicaid Services (CMS)-64 reports to ensure consistency of data sources and the inclusion of all applicable data.

Response

ESC will compare the PERM universe data file with the CMS-64 reports to verify consistency of data sources and the inclusion of the applicable data.

Because this is a manual process, ESC will assign a resource to work with the PERM vendor.

BF-045

The solution should have the ability to generate reports and files containing all capitation rates, rate cell assignments, and all non-capitation payments made for beneficiaries for a specified time period without requiring manual processes, including, but not limited to:

- a. Payments for prescription drugs
- b. Bundled payments

Response

The Phase III solution will have the ability to generate the reports and files necessary to support the PERM process related to capitation rates, rate cell assignments, and non-capitation payments made for beneficiaries for a specified time period, including payments for prescription

drugs and bundled payments. This information is available in the PRMMIS and can be retrieved upon request by PRMP.

BF-046

The solution should have the ability to retrieve all premium rate cell assignments, for a beneficiary for a specified time period without requiring manual processes.

Response

The Phase III solution will have the ability to retrieve the premium rate cell assignments for a beneficiary, given for a predefined time period. The data extraction will be reported for the Phase III project upon request by PRMP.

BF-047

The solution should have the ability to retrieve all non-premium payments made to carriers for a beneficiary for a specified time period without requiring manual processes, including, but not limited to:

- a. Payments for prescription drugs
- b. Bundled payments

Response

The Phase III solution will have the ability to retrieve the non-premium payments made to carriers for a beneficiary, given for a predefined time period, including payments for prescription drugs and bundled payments. The data extraction will be reported for the Phase III project upon request by PRMP.

BF-048

The solution should have the ability to support and maintain compliance with routine Payment Error Rate Measurement (PERM) or PERM Plus requirements, as defined by Centers for Medicare & Medicaid Services (CMS).

Response

As we receive the PERM or PERM Plus requirements, as defined by CMS, ESC will work with the designated PRMP vendors to determine the level of support and compliance.

BF-049

The solution should capture and maintain all data elements necessary for Payment Error Rate Measurement (PERM) submissions, including, but not limited to:

- a. Beneficiary eligibility and enrollment data
- b. Premium payment data
- c. All non-premium payments made to carriers, including, but not limited to: prescription and bundled payment data
- d. Beneficiary demographic data

Response

As we receive the information from external sources, the Phase III solution will capture and maintain the PERM submission data elements, including:

- Beneficiary eligibility and enrollment data
- Premium payment data
- Non-premium payments made to carriers, including prescription and bundled payment data
- Beneficiary demographic data

BF-050

The solution should have the ability to accurately select transactions to be included in the submission of Payment Error Rate Measurement (PERM) universe data files, including, but not limited to:

- a. Relying on the original carrier paid date criteria
- b. Including zero dollar paid encounters and/or claims, denied encounters and/or claims, and excluding encounters and/or claims types specified in PERM documentation

Response

The Phase III solution will create the extracts out of the PRMMIS data warehouse by running a batch process to select the transactions necessary for the PERM universe data files, including:

- Relying on the original carrier paid date criteria
- Zero dollar paid encounters and/or claims, denied encounters and/or claims, and excluding encounters and/or claims types specified in PERM documentation

BF-051

The solution should have the ability to link adjustments in premium payments to initial premium payments at the beneficiary level.

Response

The Phase III solution will provide new functionality to link adjustments in premium payments to initial premium payments at the beneficiary level. Each premium payment transaction is stored and linked within the PRMMIS to the source of the payment request. This information will be displayed in UI panels and reports.

BF-052

The solution should have the ability to link adjustments and voids in prescription (NCPDP) and any other non-premium payments to initial payments at the beneficiary level.

Response

The Phase III solution will create a link for adjustments and voids in prescription (NCPDP) and other non-premium payments to initial payments at the beneficiary level where applicable. Each non-premium payment transaction is stored and linked within the PRMMIS to the source of the payment request. This information will be displayed in UI panels and reports.

BF-053

The vendor should provide the resources necessary to support Payment Error Rate Measurement (PERM) activities and requirements, including interaction with the Centers for Medicare & Medicaid Services (CMS) PERM team.

Response

ESC will provide the resources to support the PERM activities and requirements. In support of PRMP and their PERM vendor, we will interact with the CMS PERM team as determined.

BF-054

The vendor should create comprehensive documentation related to the contents of the Payment Error Rate Measurement (PERM) universe data files submitted to Centers for Medicare & Medicaid Services (CMS), including, but not limited to:

- a. The content and data selection process, control totals, data dictionary, file layout and variable

crosswalk as required in the PERM Manual

Response

ESC will provide the resources to support PRMP and their PERM vendor in the creation of comprehensive documentation related to the PERM universe data files submitted to CMS, including the content and data selection process, control totals, data dictionary, file layout, and variable crosswalk as required in the PERM Manual.

BF-055

The solution should have the ability to identify the premium and capitation payments that correspond to each carrier and beneficiary.

Response

ESC will calculate the premium payments that correspond to each carrier and beneficiaries. We will implement new processes to perform the verification of the provider capitation payments created by the carrier to pay to their providers for beneficiaries who are enrolled.

BF-056

The solution should have the ability to accommodate Puerto Rico-specific situations, as identified by Centers for Medicare & Medicaid Services (CMS) or its Payment Error Rate Measurement (PERM) contractors, including but not limited to:

- a. Federally Qualified Health Center (FQHC) wrap around payments
- b. Maternity kick payments
- c. Dual Eligible Special Needs Plans (D-SNPs) wrap around payments

Response

The Phase III solution will accommodate Puerto Rico-specific payment situations, as identified by CMS or its PERM contractors, including:

- FQHC wraparound payments
 - For FQHC and RHC, the Phase III solution will use the BPA rules engine to configure rules-driven edits to support the validation and verification of encounter claims eligible for wraparound payments.
- Maternity kick payments
 - Maternity kick payments to MCOs to cover the cost of childbirth will be generated based on the receipt of encounter claims with specific procedure codes.
- D-SNPs wraparound payments
 - ESC will need to work with PRMP during design to determine the wraparound payments to be made related to D-SNPs. ESC will use the existing ESC change management process to document PRMP's defined business need to meet this requirement.

ESC will extract the data that maps to these requirements.

BF-057

The vendor should ensure timely submission of quarterly Payment Error Rate Measurement (PERM) universe data files to meet PERM cycle deadlines.

Response

ESC will verify timely submission of quarterly PERM universe data files to meet PERM cycle deadlines that will be provided by the PERM vendor. We will work with PRMP and the PERM vendors to identify requirements and determine cycle deadlines.

BF-058

The solution should identify federal and Commonwealth shares of claims paid in error.

Response

The Phase III solution has the ability to identify federal and Commonwealth shares of claims paid in error. Each encounter claim successfully processed through the PRMMIS claims engine will receive a fund code that identifies the allocation of federal and Commonwealth share.

BF-059

The solution should identify the federal and Commonwealth shares that should be recouped in the event that claims were paid in error.

Response

After the PERM vendor identifies the claims paid in error, the Phase III solution will identify the federal and Commonwealth shares for recoupment. Each encounter claim successfully processed through the PRMMIS claims engine will receive a fund code that identifies the allocation of federal and Commonwealth share that would allow for adjustment by the carrier and subsequent recoupment.

BF-060

The vendor should provide the resources necessary to manually integrate information from non-Medicaid Management Information System (MMIS) solutions about possible financial adjustments that tie to payments selected for the sample, including, but not limited to:

- a. Third Party Liability (TPL)
- b. Provider recoupment

Response

ESC will provide the resources necessary to manually integrate information from non-MMIS solutions about possible financial adjustments that tie to payments selected for the sample, including TPL and provider recoupment.

Premium Payment

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Payment Error Rate Measurement (PERM) , please refer to Attachment F Requirements MR-002—Audit Compliance Support and Deliverables and MR-006—Compatibility.

BF-061

The solution should capture and maintain cost data and supporting documentation received

from the carriers to provide capitation paid to Federally Qualified Health Centers (FQHC) and FQHC look alike.

Response

The Phase III solution will capture through encounter claims processing the services provided to FQHC and FQHC look alike as a means to maintain cost data and capitation paid to FQHC and FQHC look-alike providers, received from the MCOs and MAOs, as we perform today in the PRMMIS. Encounter claim data is stored within the PRMMIS and is available in the PRMMIS data warehouse as well as BusinessObjects for retrieval and ad hoc reporting.

BF-062

The solution should automatically generate wraparound payment authorizations based on a number of criteria, algorithms, and cohorts, including, but not limited to:

- a. Commonwealth-Only capitation
- b. Federally Qualified Health Center (FQHC)
- c. Rural Health Clinic (RHC)
- d. Beneficiary's program category of eligibility, benefit package, gender, age, date of death, geography, care management program algorithms, provider or beneficiary relationship, plan, rate table, retroactive eligibility, full risk, partial risk, specialty or ancillary service, premium payment, and time span

Response

The Phase III solution will provide the ability to automatically generate wraparound payment authorizations based on a number of criteria, algorithms, and cohorts, including:

- Commonwealth-Only capitation
- FQHC
- RHC
- Beneficiary's program category of eligibility, benefit package, gender, age, date of death, geography, care management program algorithms, provider or beneficiary relationship, plan, rate table, retroactive eligibility, full risk, partial risk, specialty or ancillary service, premium payment, and time span

This functionality will need to be developed to support the requirements. The algorithms used for the requirement will need to be provided by PRMP for the wraparound payments to occur, such as the beneficiary's program category data.

For FQHC and RHC, the Phase III solution will use the BPA rules engine to configure rules-driven edits to support the validation and verification of encounter claims eligible for wraparound payments. BPA rules will edit the claim to verify the service submitted meets the defined face-to-face criteria and is adjudicated according to PRMP's policy rules. As part of the Phase III solution, the Prospective Payment System (PPS) rates will be stored and used to generate the wraparound payments during the adjudication of the encounter claim and the wraparound payment will be stored with the claim for interaction with the financial system in the PRMMIS.

Providing a functional BPA rules engine in the Phase III solution brings forth the system flexibility and increases the speed of configuration for the application of PRMP policy to deliver business results. In addition, the BPA rules engine provides PRMP the ability to enhance editing and adjudication of encounter claims received by the MCOs and MAOs, which enhances the quality of data reported to CMS. The BPA rules engine provides PRMP with a higher degree of accuracy and visibility into encounter claim adjudication and reduces overall program costs to

the development of future enhancements to the PRMMIS. PRMP will use the existing change management process to enhance the PRMMIS with BPA rule configuration solutions.

BF-063

The solution should have the ability to identify immunizations by providers to Early and Periodic Screening Diagnostic and Treatment (EPSDT) beneficiaries and generate an adjustment to the premium based on the Puerto Rico Medicaid Program (PRMP)-defined criteria.

Response

The Phase III solution will have the ability to identify immunization services delivered by providers to beneficiaries identified with the EPSDT indicator on the encounter claim and generate an adjustment to the premium based on the PRMP-defined criteria. From the identified beneficiaries, ESC will work with PRMP to adjust the premium payment through the monthly premium payment adjustment process.

BF-064

The solution should take into account Medicaid's status as the payer of last resort and Third Party Liability (TPL) recoveries with respect to premium payment rate calculation.

Response

MCOs and MAOs receive a PMPM fee for managing care for beneficiaries actively enrolled in their plan. MCOs and MAOs receive this fee whether the beneficiary receives healthcare services or not.

In response to Vendor question 107, PRMP noted "This will be discussed in further as a part of the solution's design phase." Using the existing change management process, ESC will work with PRMP to support the requirements defined by PRMP to consider Medicaid's status as the payer of last resort and TPL recoveries with respect to premium payment rate calculation.

BF-065

The solution should have the ability to report Managed Care Organization (MCO) recoupment for inclusion in premium payment rate calculation.

Response

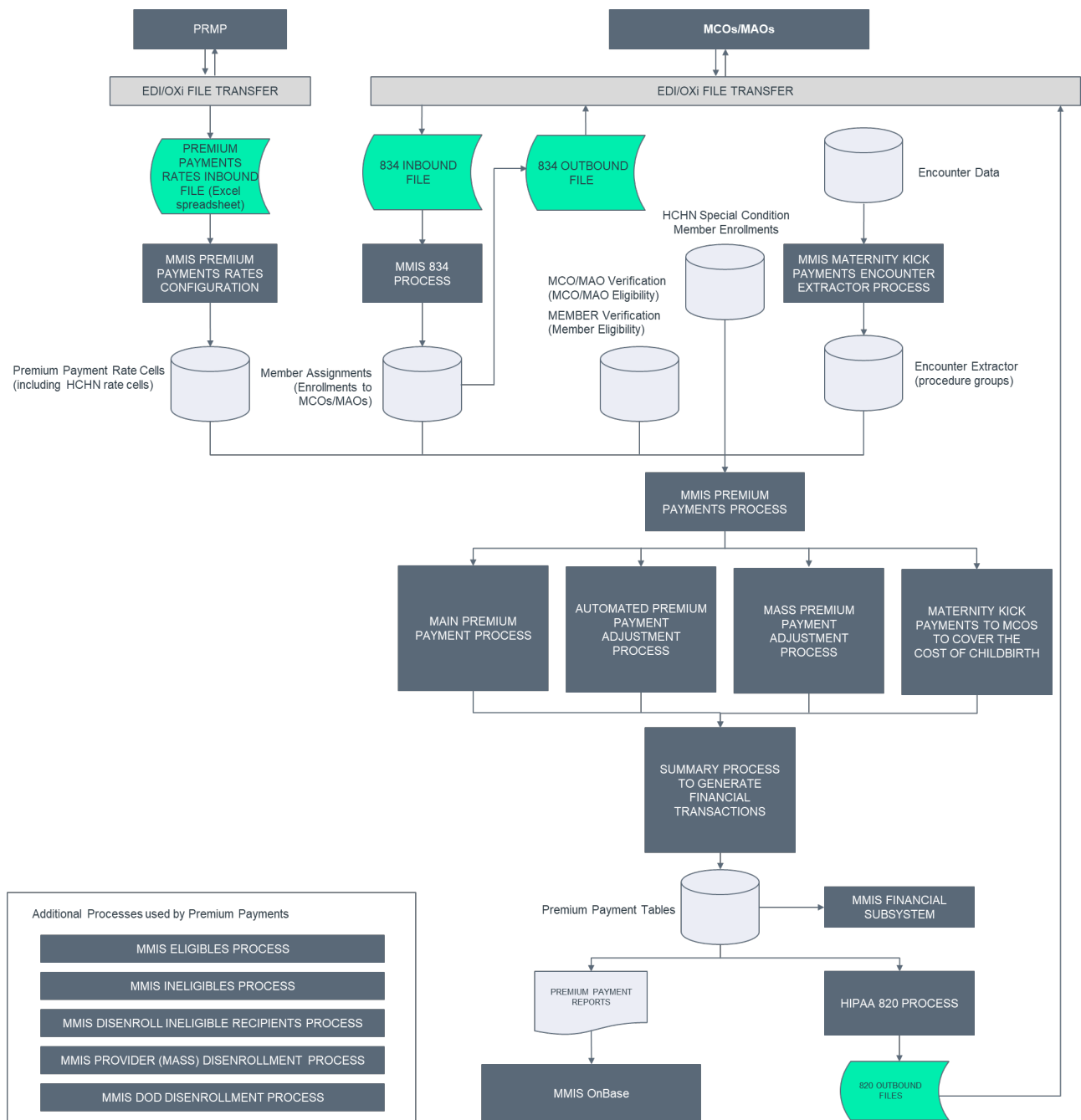
The Phase III solution will provide the ability to report MCO and MAO recoupment, in relation to change in beneficiary coverage for the month, as part of the premium payment calculation. Using the 820 transactions (containing the premium payments and adjustments), ESC will communicate this information to the MCO and MAO in the routine premium payment and will report to PRMP as part of the routine monthly reporting.

The following figure shows the premium payment processes that we will follow for the Phase III project. These processes include:

- Main Premium Payment Process—creates capitation payments for each assignment that is active during the upcoming month
- Automated Premium Payment Adjustment Process—reconciles payment and performs recalculation of previous payments to create adjustments
- Mass Premium Payment Adjustment Process—allows adjustments to be made to previously made payments
- Maternity Kick Payments to MCOs to Cover the Cost of Childbirth—generated based on the receipt of encounter claims with specific procedure codes

- **Summary Process to Generate Financial Transactions**—summarizes the capitation payments and adjustments per carriers and other criteria

Figure 27. Premium Payment Workflow Process and Conceptual Data Diagram



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BF-066

The solution should have the ability to adjust premium payments due to factors that include, but are not limited to:

- Beneficiary enrollments
- Beneficiary disenrollments

- c. Beneficiary death
- d. Changes in rates
- e. Changes in beneficiary circumstances
- f. Change in or incorrect beneficiary rate cell assignment
- g. Changes in benefit plan
- h. Partial month enrollments
- i. Others as defined by the Puerto Rico Medicaid Program (PRMP)

Response

The Phase III solution will have the ability to adjust premium payments due to factors included in this requirement.

ESC will work with PRMP to determine the process and frequency of payment audits that will identify the ineligible beneficiaries.

The Phase III solution will implement the automated capitation adjustment process to reconcile premium payments for previous months, perform a recalculation of previous premium payments, and create adjustments (positive or negative) as needed. The mass capitation adjustment process allows adjustments to be made to previously created premium payments. These adjustments are generally needed due to retroactive rate changes or human error when entering rates. These two processes will be used to identify the appropriate premium payment adjustments. The following table describes the reports that will be used to capture this information.

Table 31. Capitation Adjustment Report Names and Descriptions

Report Technical Name	Report Name	Report Description
MGD-0002-M	Premium Payment Listing	This monthly report includes regular monthly payments and adjustment premium payment transactions. Provides a detailed report of the recipients for whom the MCOs and MAOs are receiving a premium payment.
MGD-0040-M	Premium Payment Reconciliation Report	This monthly report lists the adjustments created as a result of the automated adjustment process.

BF-067

The solution should have the ability to calculate premium payments for any program administered or developed by the Puerto Rico Medicaid Program (PRMP).

Response

Through configuration of the Phase III solution, ESC will provide the ability to calculate premium payments for PRMP-created programs. We understand the changing requirements of healthcare and PRMP's need to respond quickly to providers delivering beneficiary services.

BF-068

The solution should have the ability to correct and reconcile the transfer of the premium payments when a beneficiary disenrolls from one Managed Care Organization (MCO) and enrolls in another plan or program.

Response

The Phase III solution will implement the functionality to correct and reconcile the transfer of a premium payment when a beneficiary disenrolls from one MCO or MAO and enrolls in another plan or program. The Phase III solution will continue to receive and process beneficiary and eligibility data from Commonwealth sources.

Premium payments will be generated for eligible members for the date specified in the payment setup that are assigned to an active MCO or MAO. The premium payment reconciliation process will apply corrections based on the changed condition of the beneficiary. The premium payment reconciliation process will generate the appropriate premium payment adjustment for retroactive changes occurring within the selected period.

BF-069

The vendor should develop and provide the Puerto Rico Medicaid Program (PRMP) with an enrollment and premium payment reconciliation process that includes, but is not limited to:

- a. Newborns back to date of birth
- b. Deceased beneficiaries
- c. Double payments
- d. Maternity kick payments

Response

We will configure the ESC Phase III solution to meet the enrollment and premium payment reconciliation process that includes:

- Newborns back to date of birth
- Deceased beneficiaries
- Double payments
- Maternity kick payments

The Phase III solution will process system files from the Commonwealth eligibility system, MEDITI3G, and update beneficiary eligibility records as received.

The Phase III solution will leverage and extend the following PRMMIS processes:

- Eligible/Ineligible
- Assignments
- Disenroll ineligible recipients
- Synchronize Parent Child Assignments
- Provider (Mass) Disenrollment
- DOD Disenrollment

The Maternity Kick Payment process will be implemented as part of the Phase III solution to create a one-time (lump sum) “kick” payment to MCOs to cover the cost of childbirth. The payments are generated based on the receipt of encounter claims with specific procedure codes.

The automated premium payment adjustment processes will be implemented in the Phase III solution to identify the appropriate premium payment adjustments.

BF-070

The vendor should maintain premium payment data according to the Puerto Rico Medicaid Program (PRMP) retention standards. The data file should be transferred, by PRMP specified media, for ingesting data into a PRMP specified data repository.

Response

ESC will maintain premium payment data according to PRMP retention standards. The data file will be transferred, by PRMP-specified media, for ingesting data into a PRMP-specified data repository.

We will work with PRMP to establish the retention period and format for key types of data managed by PRMP. The schedule will be based on normal operations. Exceptions to this schedule can result in extensions to the retention period. Reductions in the retention period are not allowed. Payment records are retained as required by PRMP policy. The retention policy is determined as part of the encounter claims adjudication history data archiving strategy.

BF-071

The solution should have the ability to perform mass voids and replacements to rates for premium payments as defined by Puerto Rico Medicaid Program (PRMP), including, but not limited to:

- a. Annual adjustment
- b. Negotiated rate change
- c. Court settlement

Response

The Phase III solution will be configured to perform mass voids and replacements to rates for premium payments as defined by PRMP.

The Phase III solution will include the ability to configure premium payment rates through performing a panel update or through the defined interface. The premium payment rates are used to calculate premium payments to MCOs and MAOs. The premium payment rates panel will be modified by users with the proper security level for annual adjustment and negotiated rate changes.

The mass capitation adjustment process in the Phase III solution allows for adjustments to be made to previously created premium payments. These adjustments are generally needed due to retroactive rate changes and will be implemented during Phase III to perform the required mass void and replacement premium payment adjustments.

BF-072

The solution should have the ability to determine all premium rate cell assignments, including for high cost high needs (HCHN) beneficiaries.

Response

The Phase III solution will provide the capability to determine the premium rate cell assignments, which includes HCHN beneficiaries.

ESC will receive the rates in a predefined format from PRMP and will assign the appropriate premium payment rate assignment to the beneficiary. The Phase III solution will leverage and extend the PRMMIS existing functionality to maintain the HCHN pre-registry and registry.

The beneficiary's HCHN designation is documented in the MC HCHN Special Condition panel within the PRMMIS, as shown in the following figure.

Figure 28. MC HCHN Special Condition Panel Example

Base Information MC Special Conditions X

Special Condition Code	Effective Date	End Date	Status	Last Update
Pulmonary	08/01/2021	01/31/2022	Active	08/31/2021

Special Condition Code: Pulmonary Status: Active

Effective Date: 08/01/2021 Last Update: 08/31/2021

End Date: 01/31/2022

delete add

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Using the HCHN condition (Special Condition Code), the Recipient Capitation History panel will display the associated rate cell assignments, also known as the premium category, as displayed in the next figure.

Figure 29. Recipient Capitation History Panel Example

Recipient Capitation History X

Recipient ID: Capitation Month:

PMP ID	MC Region	Effective Date	End Date	Capitation Month	Capitation Ten Month	Capitation Amount	Capitation Reason	Capitation Category	Medical Status Code	Date Payment Begin	Date Payment End	Medicare Indicator
000001900	MCD	CRPR	12/01/2020	12/31/2299	08/01/2021	\$262.17	PN	C0621A - New Reform - CHIP Pulmonary	MCC	08/01/2021	08/31/2021	N
000001900	MCD	CRPR	12/01/2020	12/31/2299	07/01/2021	\$262.17	PN	C0621A - New Reform - CHIP Pulmonary	MCC	07/01/2021	07/31/2021	N
000001900	MCD	CRPR	12/01/2020	12/31/2299	06/01/2021	\$262.17	PN	C0621A - New Reform - CHIP Pulmonary	MCC	06/01/2021	06/30/2021	N
000001900	MCD	CRPR	12/01/2020	12/31/2299	05/01/2021	\$262.17	PN	C0621A - New Reform - CHIP Pulmonary	MCC	05/01/2021	05/31/2021	N
000001900	MCD	CRPR	12/01/2020	12/31/2299	04/01/2021	\$262.17	PN	C0621A - New Reform - CHIP Pulmonary	MCC	04/01/2021	04/30/2021	N
000001900	MCD	CRPR	12/01/2020	12/31/2299	03/01/2021	\$262.17	PN	C0621A - New Reform - CHIP Pulmonary	MCC	03/01/2021	03/31/2021	N
000001900	MCD	CRPR	12/01/2020	12/31/2299	02/01/2021	\$262.17	PN	C0621A - New Reform - CHIP Pulmonary	MCC	02/01/2021	02/28/2021	N
000001900	MCD	CRPR	12/01/2020	12/31/2299	01/01/2021	\$262.17	PN	C0621A - New Reform - CHIP Pulmonary	MCC	01/01/2021	01/31/2021	N
000001900	MCD	CRPR	08/01/2019	11/30/2020	12/01/2020	\$262.17	PN	C0621A - New Reform - CHIP Pulmonary	MCC	12/01/2020	12/31/2020	N
000001900	MCD	CRPR	08/01/2019	11/30/2020	11/01/2020	\$262.17	PN	C0621A - New Reform - CHIP Pulmonary	MCC	11/01/2020	11/30/2020	N
Total Capitation Paid: \$6,578.62												

1 2 3 4 5 6 7 Next

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The Standard Capitation Rates panel, as shown in the following figure, displays the premium payment rate amount and the rate cell assignment for premium payment categories, including HCHN.

Figure 30. Standard Capitation Rates Panel Example

Standard Capitation Rates X

Capitation Category/Rate Cell	Description	Effective Date	End Date	Status
M3721C	COVID19 - Transfer to Medicaid Panel	11/15/2020	12/31/2299	
D0221A	New Reform - Dual Eligible Part A/B	07/01/2020	12/31/2299	
C0121A	New Reform - CHIP Age 0	07/01/2020	12/31/2299	
C0221A	New Reform - CHIP Age 1-6	07/01/2020	12/31/2299	
C0321A	New Reform - CHIP Age 7-13	07/01/2020	12/31/2299	
C0421A	New Reform - CHIP Age 14+	07/01/2020	12/31/2299	
C0521A	New Reform - CHIP Diabetes	07/01/2020	12/31/2299	
C0621A	New Reform - CHIP Pulmonary	07/01/2020	12/31/2299	
S0121A	New Reform - Commonwealth Age 0	07/01/2020	12/31/2299	
S0221A	New Reform - Commonwealth Age 1-6	07/01/2020	12/31/2299	

Prev 1 2 3 4 5 6 7 8 9 10 Next

Capitation Amount Breakdown:

MC Region	Capitation Amount	Effective Date	End Date	Status
C0621A - CRPR - Capitation Reform Puerto Rico Region	\$262.17	07/01/2020	12/31/2299	

MC Region: C0621A - CRPR - Capitation Reform Puerto Rico Region Effective Date: 07/01/2020 Status:

Capitation Amount: \$262.17 End Date: 12/31/2299

delete add

1243_040_21_0921

The premium payment rate cell assignments are configurable by description and date span.

BF-073

The solution should have the ability to assign a beneficiary to a rate cell based on PRMP-defined criteria and hierarchy taking into account demographic characteristics and in support of

programs that include, but are not limited to:
a. High Cost High Needs (HCHN)

Response

The Phase III solution will provide the ability to assign a beneficiary to a rate cell based on PRMP-defined criteria and hierarchy taking into account demographic characteristics and in support of programs that include HCHN.

We use the MC Special Condition Rank panel to configure the beneficiary assignment plan and the HCHN ranking group, as shown in the following figure.

Figure 31. MC Special Condition Rank Panel Example

ESC will receive the rates from PRMP. The premium payment rates will be assigned based on HCHN special conditions and demographics, beneficiary eligibility, beneficiary assignment, and other factors. These data elements will be used to identify the appropriate rate cell for each eligible beneficiary

Provider Capitation Verification

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Provider Capitation Verification, please refer to Attachment F Requirements MR-002—Audit Compliance Support.

BF-074

The solution should have the ability to produce reports for audits as needed on accuracy and timeliness of encounter and claims data, including, but not limited to:
Matching encounters and claims processed by the Medicaid Management Information System (MMIS) to carriers paid claims and to provider billing

Response

The Phase III solution will continue to use the existing robust PRMMIS audit reports as needed to reflect accuracy and timeliness of encounter claims data. The PRMMIS matches encounter claims processed by MCO and MAO to paid claims and to provider billing.

BF-075

The solution should verify the transfer of the provider capitation payment when a beneficiary disenrolls from one carrier and enrolls in another plan or program.

Response

The Phase III solution will create the functionality to verify the transfer of the capitation payment when a beneficiary disenrolls from one carrier and enrolls in another plan or program.

The Phase III solution will be configured to process enrollment, disenrollment, and transfer of beneficiaries from one carrier to another carrier or from one plan to another plan. ESC will use the following processes to verify the provider capitation payment transactions received on the inbound provider capitation file:

- Beneficiary eligibility
- Provider eligibility (MCOs, MAOs, PMGs, Groups, and other providers such as specialists and atypical providers)
- Assignments (beneficiary enrollments to assignment plans, MCOs, MAOs, and PCPs)

The number of capitation days, the capitation period (date payment begins and ends), and the amount paid in addition to the appropriate adjustments and recoupments will be evaluated according to the transfer.

When a discrepancy is found between the PRMMIS and the provider capitation verification record, ESC will provide the MCOs and MAOs an error report and a provider capitation payments response file with the records that were errored off for correction. The following table describes these reports.

Table 32. Error and Provider Capitation Payments Summary Reports Descriptions

Report Name	Report Description
Provider Capitation Payments Error Report	This report will contain the rejected records received and the error code(s) and error description(s) identified during the validation process (multiple errors can be reported for each record).
Provider Capitation Payments Summary	This report will contain the capitation summary (capitation payments and adjustments) by carrier per provider.

BF-076

The solution should verify the transfer of the provider capitation payment when a beneficiary disenrolls from one provider receiving a capitation payment and enrolls with another eligible for that type of capitation payment.

Response

The Phase III solution will verify the transfer of the provider capitation payment when a beneficiary disenrolls from one provider receiving a capitation payment and enrolls with another eligible provider for that type of capitation payment.

The Phase III solution will leverage and extend the PRMMIS processes related to provider eligibility, beneficiary eligibility, and beneficiary assignment to verify the provider capitation payment transactions received on the inbound provider capitation payment file.

The number of capitation days, the capitation period (date payment begins and ends), and the amount paid in addition to the appropriate adjustments and recoupments will be evaluated according to the transfer. When a discrepancy is found between the PRMMIS and the provider capitation verification record, ESC will provide the MCOs and MAOs an error report and a provider capitation payment response file with the records that were errored off for correction.

BF-077

The solution should provide detailed and summary reports, as well as allow queries on provider capitation payments made by carriers, as required by the Puerto Rico Medicaid Program (PRMP).

Response

The Phase III solution will provide detailed and summary reports, as well as allow queries on provider capitation payments made by carriers, as required by PRMP. The PRMMIS data warehouse is accessible through the BusinessObjects tool and allows direct access to authorized users to query critical program data and the ability to drill down into the details.

Examples of these reports include the Provider Payments Capitation Listing report that is available upon request and contains a detailed record of providers that are receiving capitation payments. The Provider Payments Capitation Summary per Provider report contains the summary of payments made by the carriers to a specific provider and is available to an authorized user of OnBase.

BF-078

The vendor should provide a workflow process and conceptual data diagram supporting the verification of the provider capitation payments.

Response

Using the Phase III solution, ESC will provide a workflow process and conceptual data diagram supporting the verification of the provider capitation payments—routine, adjustments, and retro-active payments—as seen in the following figure.

BF-079

The solution should accept information from the Per Member Per Month (PMPM) Payment Disbursement Report and/or any subsequent proprietary or standard file layout containing related information.

Response

The Phase III solution will accept information from the PMPM Payment Disbursement Report (Provider Capitation Payments inbound file).

This inbound file will be received from the MCOs and MAOs, and new processes will be implemented to perform the appropriate verifications against the PRMMIS. Successful verified transactions will be uploaded to the PRMMIS, and unsuccessful verified transactions will be errored off for correction and included in the Provider Capitation Payments Response file to the MCOs and MAOs. ESC will use the existing change management process to document the requirements for subsequent proprietary or standard file layouts if required by PRMP.

BF-080

The solution should verify capitation payment for the actual number of days of eligibility in a month in those instances where a beneficiary is not to be enrolled for a full month, if applicable, under carrier policy.

Response

The Phase III solution will verify the capitation payment for the actual number of days of eligibility in a month for those instances where a beneficiary is not to be enrolled for a full month, if applicable, under carrier policy.

The Phase III solution will leverage and extend the PRMMIS processes related to provider eligibility, beneficiary eligibility, and beneficiary assignment to verify the provider capitation payment transactions received on the inbound provider capitation payments file.

The number of capitation days will be calculated based on the actual number of days of the beneficiary assignment (enrollment) for the capitation period. The capitation payment begin date and the capitation payment end date will be evaluated to verify the capitation period corresponds to the number of capitation days.

BF-081

The solution should verify that beneficiaries who have terminated enrollment, disenrolled, or are deceased are excluded from the monthly carrier capitation payments to providers.

Response

The Phase III solution will verify terminated, disenrolled, or deceased beneficiaries are excluded from the monthly carrier capitation payment processes to providers.

The Phase III solution will leverage and extend the following PRMMIS processes to verify the provider capitation payment transactions received on the inbound provider capitation payments file:

- Provider Eligibility
- Beneficiary Eligibility
- Assignments (beneficiary enrollments)
- Ineligible (disenrollments due to end-dated eligibility)
- DOD Disenrollment

During the capitation payment process, the Phase III solution will verify the beneficiary's eligibility enrollment segments related to the time frame of the capitation payment. If the eligibility segment is end-dated prior to the time frame identified, the Phase III solution will verify these capitation payments are excluded from the monthly capitation payment file.

BF-082

The solution should verify that capitation payments are adjusted based on reconciliation of errors or corrections, including, but not limited to:
Retroactive adjustments to a particular capitation payment based on more accurate data that the Medicaid Management Information System (MMIS) obtains retroactively on beneficiary enrollments, disenrollments, deaths, and terminations

Response

The Phase III solution will verify that capitation payments are adjusted based on reconciliation of errors or corrections. These include retroactive adjustments to a particular capitation payment based on more accurate data that the PRMMIS obtains retroactively on beneficiary enrollments, disenrollments, deaths, and terminations.

The Phase III solution will leverage and extend the PRMMIS processes related to provider eligibility, beneficiary eligibility, beneficiary assignments, beneficiary ineligible, and beneficiary DOD disenrollment as input during the verification of the provider capitation payment transactions received on the inbound provider capitation payments file.

When a discrepancy is found between the PRMMIS and the provider capitation verification inbound transaction, ESC will provide the MCOs and MAOs an error report and a provider capitation payments response file with the records that were errored off for correction.

BF-083

The solution should verify the accuracy of mass adjustments to rates according to carrier policy, including, but not limited to:

- a. Annual adjustment
- b. Negotiated rate change
- c. Court settlement

Response

The Phase III solution will verify the accuracy of mass adjustments to rates. The rate field will be requested on the provider capitation payments inbound file to verify the capitation amount paid for the adjustment segments due to mass adjustments, annual adjustments, negotiated rate change, and court settlements.

Assumptions

In developing our response to Attachment G, ESC incorporated the following assumptions:

1. ESC's solution will leverage and extend the current capabilities of the PRMMIS, which will be enhanced to incorporate the Phase III solution as described in each detailed requirement number.
2. ESC assumes the current PRMMIS will be migrated to AWS prior to the Phase III implementation.
3. ESC assumes partner agencies and vendors will provide accurate information in a timely manner to support the requirements as described in the respective reporting related requirement numbers.
4. ESC assumes that PRMP or a designated vendor will execute UAT testing.
5. ESC assumes PRMP will provide the business rules for the HCHN hierarchy.
6. ESC assumes PRMP will provide the diagnosis codes, procedure codes, and drug codes for HCHN to be used to select the appropriate encounter claims for HCHN.
7. ESC assumes PRMP will provide the procedure codes to be used to select the appropriate encounter claims related to maternity kick payments.
8. ESC assumes PRMP will provide the new rates and rate changes.
9. ESC assumes PRMP will define what supplemental payments need to be accounted for (an example is bulk payments).
10. ESC assumes PRMP will define what is considered TPL recoveries within the premium payment.
11. ESC assumes capitation payments will be performed monthly.
12. ESC will reuse existing ESB or ETL capabilities as we determine necessary use during the design sessions.
13. PRMP will provide or contract with a vendor to implement the MDM functionality, and ESC will integrate through the existing ESC change management process.
14. Based on PRMP's response to vendor question 110, the rate setting contractor will continue to establish PPS rates and ESC will receive and store the rates to generate the FQHC wraparound payment.
15. Wraparound payments required for D-SNP will need to be defined during the design by PRMP. ESC will use the ESC existing change management process to document PRMP's solution to meet this requirement.
16. Based on PRMP's response to vendor question 112, managing bank accounts and performing bank reconciliation activities is out of scope.
17. Shadow pricing of encounter claims is considered out of scope.



ATTACHMENT H: TECHNICAL REQUIREMENTS APPROACH

This section will provide instructions to vendors to provide a narrative overview of the proposed system and each subcategory of the technical requirements and the relevant mandatory requirements.

Instructions: Technical requirements include those that drive how systems should be designed and built in a way that provides for long-term use and reuse, in compliance with related standards (e.g., service-oriented architecture, PRMP adopted standards, Medicaid Information Technology Architecture (MITA), and the CMS Standards and Conditions, as well as defining the minimum set of technical capabilities expected from certain infrastructure components.

The vendor should provide a narrative overview of how the proposed system will meet the requirements and narrative in this RFP. Use the response sections to provide specific details of the proposed approach to meeting the technical requirements in each of the subcategories.

Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from **Supplement Two: Detailed Requirements** and **Attachment F: Mandatory Requirements**. PRMP also expects the vendor to propose its approach for meeting any narrative in **Supplement One: Project Requirements** and **Section 3 Scope of Work** in this RFP.

Responses in this section should be highly focused on the business processes, technology, and requirements and not simply provide generic or marketing descriptions of solution capabilities.

If the vendor is proposing a phased implementation, the vendor should indicate how that approach will affect functionality. PRMP is interested in the vendor proposing a phased implementation approach that allows for early deployment of solution functionality. Additionally, the vendor should indicate exception handling processes where appropriate and any dependencies on existing systems or components of the new system to provide the specified functionality.

Please include one or more diagrams where necessary that detail the proposed design and the relationships between key technical components.

The technology architecture should provide the underlying computing infrastructure that enables and supports the data and application architectures that comprise the PRMP Medicaid Enterprise System (MES). Technical architecture design should address requirements that include, but are not limited to: modularity, scalability, capacity, extensibility, adaptability, performance, availability, stability, and security.

In addition, the technology support architecture includes business continuity components (i.e., backup, recovery, failover, disaster recovery) that are deemed necessary to effectively manage and support the technology investment.

The technical infrastructure supports the functional components of the solution that include data acquisition, data access, data delivery, and managed metadata environment to populate, build reports, and disseminate the data contained in the PRMP data repository.

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3**

Scope of Work in this RFP to cover solution capabilities in this area. The vendor should describe its approach to the category below. The narrative response for this category should be organized using the appropriate technical subcategories as per **Supplement Two: Detailed Requirements**.

Subsections will list the category with the following:

- Application Programming Interface
- Application Infrastructure Service Layer
- Integration Service Layer
- Management
- Performance and Availability
- Scalability
- Solution Management and Administration
- Standards Compliance
- Usability

Proposed Solution



As we detail our solution in response to the RFP requirements, the Enterprise Services Caribe (ESC) Phase III solution will "...provide PRMP with a foundational solution infrastructure necessary to support the continued maturation of the financial

management business area in the coming years." ESC remains a committed vendor supporting the growth and maturing of the MES is an ongoing process and work effort.

Requirements Met 100%

As detailed in Attachment F: Mandatory Requirements and Supplement Two: Detailed Requirements, the ESC's proposed Phase III solution meets 100 percent of PRMP requirements.

The Phase III solution for PRMP focuses on a MITA-oriented vision of integrating and managing core components to take advantage of the latest technology platforms and service orientation in the most efficient, reusable, and cost-effective manner. The technical architecture is built on the MITA principles of flexibility, scalability, portability, and extensibility to align and integrate with the PRMP MES environment for current requirements and future integration of other processes.

Business and Functional Requirement Highlights

The Phase III solution provides PRMP a functional extension of the PRMMIS, maturing current capabilities and incorporating enhancements, in alignment with MITA 3.0 and CMS Standards and Conditions. The solution supports integration with new technology, employing a service-oriented architecture (SOA), a rules-based platform, and application programming interfaces

(APIs) delivered as a software-as-a-solution-based (SaaS) program in the Amazon Web Service (AWS) cloud. Featuring robust security management, the ESC Phase III solution complies with both HIPAA and Protected Health Information (PHI) regulations, supporting role-based security.

We provide highlights of the detailed requirement responses in this introduction.

Application Programming Interface

The Phase III solution will interact with data sources to provide connection, support, interface, interpretation, and industry-standard message format creation. The interChange Connections and OXi Electronic Data Interchange (EDI) component will provide the ESB functionality to transform and transport data between interacting systems to establish communication between software applications and modules.

MITA and SOA enable rapid change and support Medicaid agencies in their ongoing mission to provide better healthcare delivery while reducing the cost of healthcare management.

Application Infrastructure Service Layer

The ESC solution provides high availability in its robust, secure, and scalable environment. The AWS Cloud Solution provides redundancy and fault tolerance using Availability Zones (AZs), which are discrete data centers with redundant power, networking, and connectivity. As a result, the solution features more highly available, fault tolerant, and scalable production applications and databases than offered from a single data center. Additionally, the ESC solution will include capacity and availability planning, and metrics to prevent overload conditions.

Integration Service Layer

The solution provides a flexible, message-oriented framework for implementing system interfaces and a smooth, robust, and secure data exchange capability with external applications and systems. With its security, encryption, integration, and messaging capabilities, the ESB functionality will provide the foundation for interaction—designed around a Service Oriented Architecture (SOA) to be the standards-based middleware between multiple modules/trading partners.

Management

Our security concepts for the Phase III solution allow the authorized user to access the AWS Managed Services (AMS) Elastic Compute Cloud (EC2) environment using Pulse Secure or Open VPN products. The secure connections to other systems, from the Phase III solution, use VPN, SSL, and TLS, following PRMP-defined standards as ESC abides by today with the PRMMIS. Access is managed by Microsoft Active Directory in the ESC Phase III solution. We provide additional security including AMS, Trend Micro Deep Security, and other capabilities to maintain an effective security posture. We will provide logging, reporting, and error/exception access in accordance with NIST Special Publication 800-53 controls AU-2 and AU-3 and CMS standards.



Performance and Availability

The AWS Cloud Solution provides redundancy and fault tolerance using AZs, which are discrete data centers with redundant power, networking, and connectivity. Amazon Elastic Block Store (EBS) architecture offers reliability for mission-critical applications. EBS volumes are designed to protect against failures by replicating between the AZs, offering 99.99% availability. EBS offers a high-durability volume (io2) for customers such as PRMP that need 99.99% durability, especially for business-critical applications. The ESC team will use the latest technology to

perform archival and incremental backups in the cloud with AWS snapshots and automation using Resource Tags.

Scalability

Cloud-based design offers the ability to support rapid population growth or changes in program priorities. The proposed Phase III solution will be delivered on an AWS platform for ease of maintenance, functional enhancement, and scalability. Hosted in the cloud, the Phase III solution architecture will be elastic to meet dynamic workloads smoothly, offering ongoing performance levels without degradation.

Solution Management and Administration

ESC protects communications and only allows data transmission (inbound/outbound) to take place using industry-standard secure protocols (HTTPS and SFTP) over TLSv1.3 that adhere to NIST Special Publications 800-52 Guidelines and are FIPS 140-2 validated. The Phase III solution architecture also makes sure the sensitive data at rest (stored on EBS, EFS, S3, and S3 Glacier) is encrypted using AES-256 bit symmetric encryption keys adhering to NIST Special Publications 800-52 Guidelines and are maintained in FIPS 140-2 validated AWS Key Management Service (KMS).

The solution uses the AWS Certificate Manager (ACM) to provision, manage, and deploy public and private Secure Sockets Layer/Transport Layer Security (SSL/TLS) certificates for use with AWS services and their internal connected resources. AWS CloudWatch adds the monitoring and observability service with data and actionable insights to monitor the applications, respond to system-wide performance changes, optimize resource utilization, and get a unified view of operational health.

Standard Compliance

ESC complies with applicable government and federal laws and regulations, including 42 CFR Part 2 and HIPAA, including but not limited to 45 CFR Parts 160, 162, and 164; sub-parts of Section 508 of the ADA and other appropriate Commonwealth or federal disability legislation; and 45 CFR 85 and the Commonwealth, PRDoH, and PRMP accessibility requirements. The ESC Phase III solution will not transmit or store PII unless it is deidentified per 45 CFR § 164.514(b)(2) or encrypted in accordance to applicable laws and as required by the Commonwealth, PRDoH, and PRMP.

We currently operate within an RBAC infrastructure conforming to ANSI INCITS 359-2004, American National Standard for Information Technology – RBAC in the PRMMIS and will continue this level of security coverage for the ESC Phase III solution implementation. Through role-based security, the ESC Phase III solution will make certain only authorized users have access to systems and data and that those activities are logged.

Usability

The Phase III solution will support diverse populations of authorized users, including those with Limited English Proficiency (LEP). Reporting through OnBase and BusinessObjects provides a variety of formats for use. ESC will continue to offer PRMP standard web browser-based thin-client technology providing the required capabilities on the three most recent versions of the following popular web browsers, including: Chrome, Safari, Firefox, and Internet Explorer 11 and above.

The ESC Phase III solution @neTouch GUI family of features, consistent throughout the areas and functions, provides quick and timely access to a variety of features.

Phased Implementation

ESC is open to the idea of a phased implementation and will work with PRMP to plan our project management approach to meet business priorities. Proving our experience to successfully accomplish a phased-implementation approach, the Phase II project demonstrates our ESC team's ability to manage multiple deployment phases to support PRMP's objectives.

Exception Handling Processes

For the Phase III solution, we will leverage interChange Connections for integrating with external systems. Procedures exist within interChange Connections for failed or hung interface file transfers and X12 transactions. Batch jobs contain restart logic for those that have entered into a failed state. Desktop procedures and error reporting also exist, which we will enhance for the Phase III work.

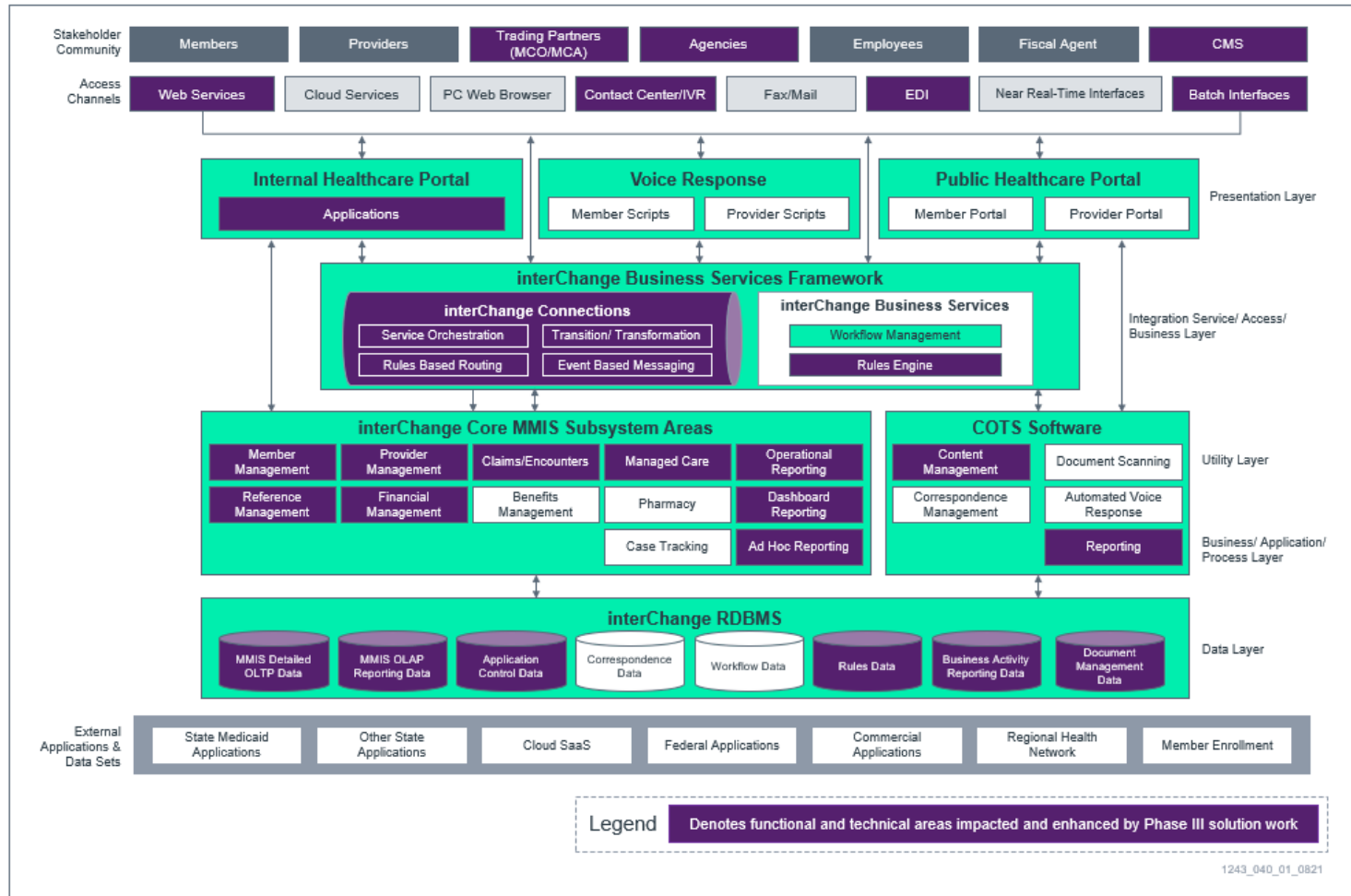
Error reports are generated in user friendly language for PRMP users to monitor data quality and identify and correct issues. Response and Error files are sent back to data sources and external systems as applicable. For example, we currently handle exception rules for encounter claim processing. Edits and audits are captured for each error code. The method of correction specifies these exception handling rules and are available online for the user to reference.

Phase III Solution Design

The following figure offers an overview of ESC's Phase III solution highlighting the functional and technical areas that will be impacted and enhanced with this project.

As illustrated, ESC will add the Managed Care modular subsystem extending the capability and functionality of PRMMIS existing components to mature PRMP's MES while keeping a mindful eye on resource usage and costs. ESC is the only vendor that can balance the effective build out of the PRMMIS and position the PRMP for future growth and program maturation.

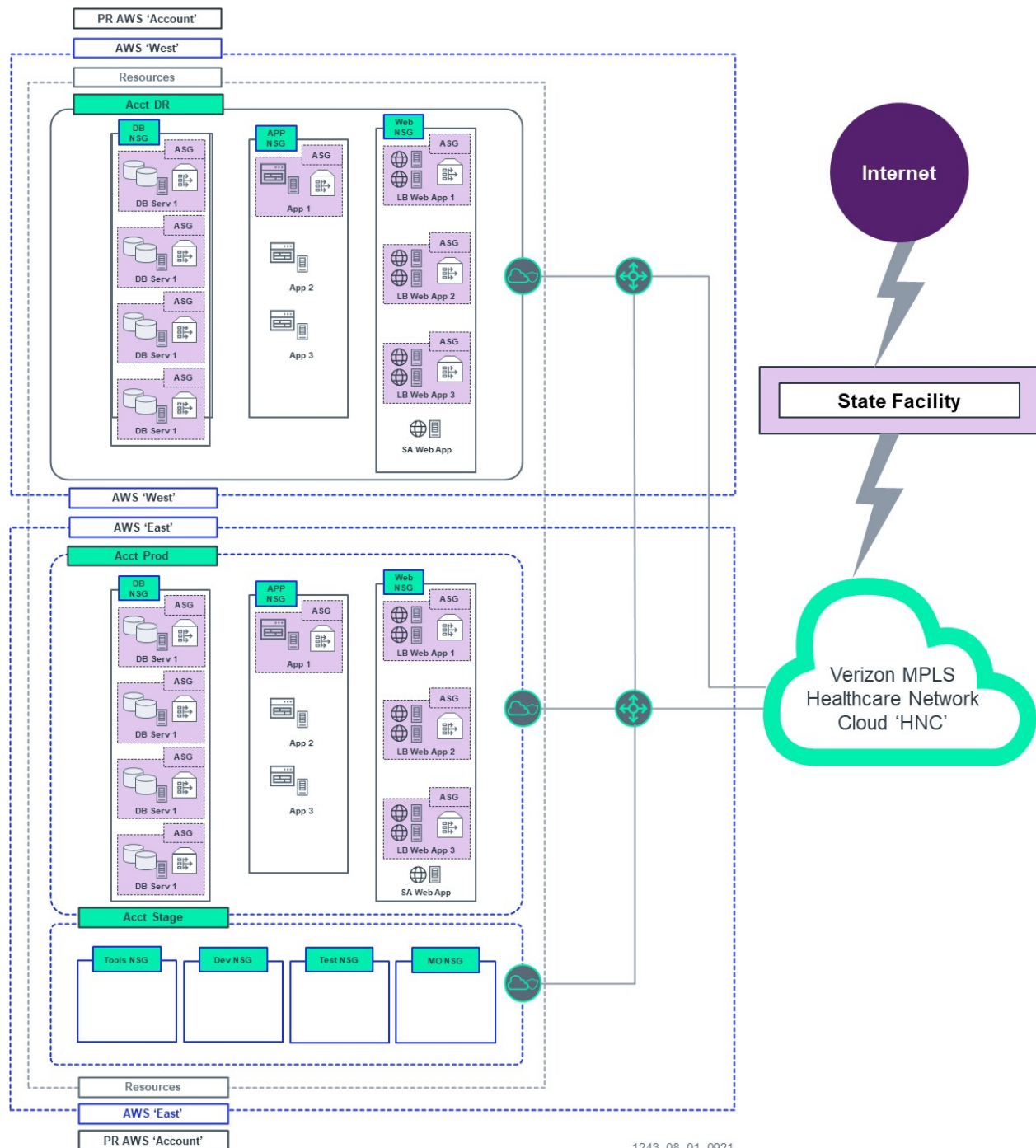
Figure 33. Phase III Solution Design Overview



Long-term use and reuse, a priority for PRMP and CMS, is a paramount feature of the Phase III solution.

The following figure presents the Phase III solution infrastructure diagram reflecting the AWS Cloud solution.

Figure 34. Phase III Solution Infrastructure



Business Continuity

Downtime, outages, and interruptions can cause significant impacts on the delivery of healthcare to PRMP beneficiaries. Success depends heavily on the continuous operation of IT-supported business processes.

By adhering to a system backup schedule, storing geo-redundant copies of data backup, and maintaining comprehensive plans, we provide PRMP with complete system recovery capabilities should circumstances create such a need. Data stored in Amazon S3, Amazon EBS, or Amazon EFS is redundantly stored in multiple physical locations as part of normal operation of those services. Amazon EBS and S3 architecture offer reliability for mission-critical applications. EBS volumes are designed to protect against failures by replicating within the Availability Zone (AZ), offering 99.99% availability.

The AZs are interconnected with high-bandwidth, fully redundant, dedicated metro fibers that provide high-throughput, and low-latency networking. Traffic between AZs is encrypted and network performance is sufficient to accomplish synchronous replication. AZs also make partitioning applications for high availability easier. By partitioning our solution across AZs, the Phase III solution is better protected from issues such as power outages, lightning strikes, tornadoes, hurricanes, and earthquakes.

The AWS Cloud Solution provides redundancy and fault tolerance using AZs, which are discrete data centers with redundant power, networking, and connectivity.

With our AWS-based Disaster Recovery (DR) solution using CloudEndure, PRDoH will be protected against hardware and software failures, human error, natural disasters, and other emergencies that could interrupt services. Data is replicated to the DR site for failover when a loss of service in the primary production occurs. Data is encrypted to protect against data loss in route to the DR site.

ESC provides proven strategies, services, and technologies to reduce PRMP's exposure and vulnerability, help protect critical operations against downtime threats, and procedures that support the recovery of vital technology infrastructure and systems following a disaster.

In the following sections, we present our Phase III solution to meet your technical requirements.

Application Programming Interface

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Application Programming Interface, please refer to Attachment F Requirements MR-006—Compatibility, MR-009 COTS Waiver Documentation, MR-020—Modularity, and MR-022—Technical Support Call Center Location(s).

TC-001

The solution's data integration and Extract, Transform, Load (ETL) component should have the ability to interact with a range of different data structure types including, but not limited to:

- a. Connectivity and native access data stored in relational database management system
- b. Connectivity to, and native access to, data stored in non-relational structures
- c. Support for access to and interpretation of a variety of flat-file formats
- d. Support for ""interpret"" and ""create"" XML structures
- e. Interfaces to common packaged applications via the standard application interfaces provided by a vendor
- f. Interfaces to common applications delivered off-premises via SaaS or cloud-based environments
- g. Interpretation and creation of industry-standard message formats
- h. Connectivity to message queues, including those provided by application integration middleware products and standards-based architectures
- i. Support for data structures such as graph-oriented, XML and other No SQL-style database management system
- j. Connectivity to data resident in popular mobile device operating data integration and ETL components and mobility platforms
- k. Connectivity to Application Programming Interfaces (APIs)
- l. Support for in-memory database management system and in-memory data grids
- m. Ability to access data in nontraditional source types, such as email, Web, office productivity tools and content repositories

Response

The data integration and ETL functionality of the Phase III solution will have the ability to interact with a range of different data structure types. The solution will interact with data sources to provide connectivity, support, interface, interpretation, and industry-standard message format creation.

As used in today's support of the PRMMIS, ESC will employ our proven ETL capabilities using SSIS and system job scripts to extract, transform, and load data from the Phase III solution into reporting and warehouse systems, such as our current PRMMIS data warehouse, inSight dashboard, and T-MSIS support for PRMP.

TC-002

The solution's Database Management System (DBMS) component should provide standard data extraction Application Programming Interfaces (APIs) to allow import and export of data.

Response

The Phase III solution will leverage Oracle as the primary DBMS as done in PRMMIS today. The Oracle DBMS' Oreaload tool provides the standard data extraction APIs enabling data import and export capabilities.

TC-003

The Enterprise Service Bus (ESB) and Application Integration component shall provide the technology that combines design tools and run-time software to implement programs, transforming among protocols, connecting to databases and linking pre-System Oriented Architecture (SOA) Application Programming Interfaces (APIs) to the SOA. To support Business to Business (B2B) projects, adapters also need to support SOA services using B2B protocols such as Applicability 1 (AS1)/Applicability 2 (AS2), Rosetta Net and Electronic Data Interchange for Administration, Commerce and Transportation (EDIFACT).

Response

The Phase III solution's interChange Connections and OXi components will provide the functionality to implement programs, transforming among protocols, connecting to databases and linking pre-SOA APIs to the SOA. interChange Connections and OXi are responsible for the transform and transport capabilities to move data between the Phase III solution and interfacing vendors and systems including MCOs and MAOs. Additionally, OXi incorporates the IBM Sterling B2B Integrator and JBoss Fuse ESB COTS in its design to provide future extensibility of ESB functionality

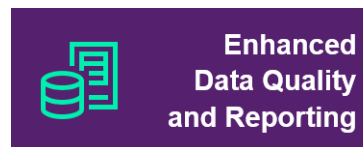
TC-004

The Application Server must provide a standard set of user analytics and required Application Programming Interfaces (API) configuration to collect additional metrics and reporting.

Response

The interChange Connections, within the Phase III solution, offers the ability to gather additional metrics and reporting through the user analytics and APIs supported through the current PRMMIS.

Extending the capabilities of the inSight dashboard reporting and Data Warehouse, PRMP can gather the information necessary to support metric collection for program use and federal reporting.



TC-005

The solution's Enterprise Content Management (ECM) and Document Management component should provide the ability to communicate with the document management Application Program Interface (API).

Response

ESC will leverage the PRMMIS capability of OnBase for ECM and document management, along with our requirements Tracking Repository and Collaboration Exchange (rTrace) tool for development, change order, and defect tracking. We also will continue to maintain an API within rTrace for Resolution Criteria documentation. Additionally, OnBase will continue employing an API to the PRMMIS primary user interface for documentation storage and retrieval purposes.

TC-006

The solution should seamlessly work with the technology and programs transforming among protocols, connecting to databases, and linking pre-Service Oriented Architecture (SOA) Application Programming Interfaces (APIs) to the SOA backplane.

Response

ESC is extending the capabilities of the PRMMIS in the Phase III solution, using interChange Connections and OXi. These integration modules connect technology and programs using SOA web services and pre-SOA interface APIs to provide the functionality supporting the connection and linkage to the SOA backplane.

TC-007

The solution should possess the capacity and functionality to interface with the Puerto Rico Medicaid Program (PRMP) systems at various stages of maturity. Each interface should allow for a bidirectional data exchange if necessary. The PRMP anticipates that the searching and querying to identify records in the respective source system(s) as well as the ability to update information will be accomplished through an Application Programming Interface (API).

Response

The Phase III solution will provide the capability to interface with the PRMP systems and vendors using interChange Connections and OXi to communicate with systems and vendors that may be at different levels of technical maturity. By extending these integration modules, PRMP reduces financial and time resources, along with reducing the transition risk.

Additionally, the Phase III solution uses interChange Connections to provide interoperability and reliable messaging with external systems and services. The solution will interface with the PRMP systems to enable interactions using enterprise messaging services, bi-directional interfaces, data imports, and data exports. Clearly defined service endpoints/APIs are exposed and can receive and submit messages to facilitate standardized data exchanges.

PRMP Benefits from Gainwell's Proven Experience

PRMP will benefit from our three decades of experience providing systems integration and interface services for Medicaid environments.

TC-008

The solution should provide Application Programming Interfaces (APIs), web services, and/or other programmatic interfaces that expose the matching functionality to technical users.

Response

The ESC Phase III solution application layer uses a modular, flexible approach incorporating interChange Connections and APIs.

Currently, the Provider Lookup web service delivers provider and carrier information to a PRMP interactive website. The Provider Enrollment Portal communicates to and from the PRMMIS also through web services.

TC-009

The solution's Application Programming Interface (API) functionality should conform to all technical, documentation, and data access standards and requirements specified or referenced within 42 Code of Federal Regulation (CFR) §431.60(c)-(g).

Response

The ESC Phase III solution API functionality will conform to the requirements under 42 CFR §431.60(c)-(g), which includes and is not limited to:

- Technical requirements such as API technology standards, routine testing and monitoring, content and vocabulary standards, and the use of updated standards
- Documentation requirements for public access using website or public-access hyperlink(s) that include API syntax, function names, required and optional parameters, return variables, exceptions and exception handling methods and their returns, required software components and configuration necessary for successful interaction with the API, and the applicable technical requirements and attributes necessary for an application registration with authorized server deployed with the API
- Denial or discontinuation of API access reasons and determination process
- Beneficiary resources regarding privacy and security, that must be easily accessible to current and former beneficiaries, in simple, non-technical, and easy-to-understand language,



**Increased
Credibility**

regarding how to protect their health information privacy and security, and information about non-HIPAA covered entities and how to submit a complaint

- Data availability with specified date of service information and maintained by the State

ESC understands the importance of adhering to federal requirements obtain and maintain MMIS certification.

TC-010

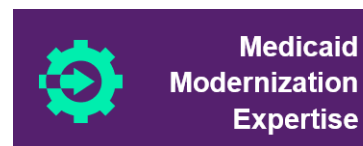
The solution's information should be accessible to its current beneficiaries or the beneficiaries' personal representative through the Application Programming Interface (API), and include, but not limited to:

- a. All encounters data on the beneficiary, including encounters data from any network providers the health plan is compensating on the basis of capitation payments and adjudicated claims data from any subcontractors
- b. Encounters from providers compensated on the basis of capitation payments posted no later than one (1) business day after receiving the data from providers
- c. Data concerning claims data for payment decisions that may be appealed, were appealed, or are in the process of appeal, and provider remittances and member cost sharing pertaining to such claims, no later than one (1) business day after a claim is processed

Response

Information within the Phase III solution, pertaining to a current beneficiary or the personal representative, will be available to support Puerto Rico's Patient Access and Interoperability (PAI) solution through APIs. We also can create a data file for the PAI solution vendor to consume.

Gainwell has a thorough understanding of the PAI requirements as we have successfully deployed our PAI solution in six states, implementing the solution in five states at this time, and are targeting project kickoff in four additional states before the end of 2021.



Application Infrastructure Service Layer

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Application Infrastructure Service Layer, please refer to Attachment F Requirements MR-020—Modularity and MR-022—Technical Support Call Center Location(s).

TC-011

The Application Server component should be a scalable, enterprise-ready application and should support the deployment of many types of distributed applications and provides an ideal foundation for building applications based on Service-Oriented Architectures (SOA).

Response

The Phase III solution is a load-balanced ASP .Net application that is hosted on a Microsoft IIS application server, providing for both the UI and web services (APIs) for the application, an ideal foundation for building applications based on SOA. We will provide clustered application server environments, load-balanced applications and application components, and redundant application data and storage designs for data stores such as data, logs, messages, and message queues.

TC-012

The Application Server should prioritize work based on pre-defined rules and on monitoring actual run-time performance statistics.

Response

The Phase III solution will prioritize work with its load balancing capability, distributing work across multiple application servers to maintain system performance.

TC-013

The Application Server should provide store-and-forward services to enable the server to deliver messages reliably between applications that are distributed across many server instances.

Response

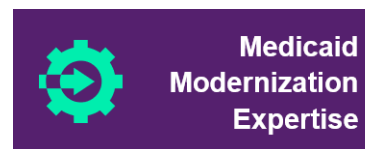
The ESC solution will provide the store-and-forward services for reliable message delivery. The OXi EDI and File Transfer System (FTS) functionalities, within interChange Connections, offers the ability to replay messages that do not complete on the first attempt. By replaying the message, if an error occurs during the transfer of an incoming file and it does not complete submission, FTS and OXi can notify the sender to resubmit. The error will display in the FTS or eventing process.

TC-014

The Application Server component should enable deployment of mission-critical applications or components in a robust, secure, highly available, and scalable environment.

Response

The ESC Phase III solution provides high availability in its robust, secure, and scalable environment. The AWS Cloud Solution provides redundancy and fault tolerance using Availability Zones (AZs), which are discrete data centers with redundant power, networking, and connectivity. As a result, the solution features more highly available, fault tolerant, and scalable production applications and databases than offered from a single data center.



Data centers are designed to anticipate and tolerate failure while maintaining service levels. Each AWS Region comprises multiple data centers. Data centers are online and serving traffic; no data center is "cold." In case of failure, automated processes move traffic away from the affected area.

Amazon EBS architecture offers reliability for mission-critical applications. EBS volumes are designed to protect against failures by replicating within the AZ, offering 99.99% availability. EBS offers a high-durability volume (io2) for customers such as PRMP that need 99.99% durability, especially for business-critical applications.

TC-015

The Application Server component clusters should provide scalability and reliability for

applications by load balancing across the application clusters.

Response

The ESC Phase III solution will provide clustered application server environments, load-balanced applications and application components, and redundant application data and storage designs to provide scalability and reliability. The applications and services will deploy on a flexible infrastructure in which resource provisioning occurs in real-time to meet spikes in user demand.

TC-016

The solution should include capacity and availability planning, and metrics to prevent overload conditions, including, but not limited to:

- a. Network transaction volume
- b. Authorized user volume

Response

The ESC Phase III solution will include capacity and availability planning, and metrics to prevent overload conditions. We are well versed in reporting metrics to PRMP for PRMMIS-related processing, employing inSight dashboard reporting and other tools. Currently, we report transaction volumes against SLAs monthly and provide user access reports weekly.

Recent transaction and UI response time metrics reported the following:

946 (transactions greater than 5 sec) / **138,351** (total number of transactions) * **100 = 0.68%** of transactions are greater than 5 seconds.

Average response time of the **138,351** (total number of transactions) is **0.3** seconds.

These metrics demonstrate ESC's ability in preventing overload conditions in our current support of the PRMMIS.

TC-017

The solution should include performance thresholds, metrics, and measurements consistent with the Puerto Rico Medicaid Program's (PRMP's) transaction volume and network traffic expectations during both normal and peak periods.

Response

The ESC Phase III solution will include performance thresholds, metrics, and measurements consistent with the normal and peak period expectations for PRMP's transaction volume and network traffic. Constantly working in a quality improvement mindset, the metrics provided by inSight Analytics give us the knowledge to analyze processes and make improvements. The inSight Performance dashboards provide graphical views of KPIs reporting transaction volumes and user access reports.



Integration Service Layer

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Integration Service Layer, please refer to Attachment F Requirement MR-020—Modularity.

TC-018

The solution's Enterprise Service Bus (ESB) and Application Integration component should have the ability to support varying message payloads, including, but not limited to:

- a. Individual transactions to files larger than 1GB containing multiple transactions

Response

The ESC Phase III solution will support transaction files larger than 1GB as we currently perform for PRMP today.

TC-019

The solution's Enterprise Service Bus (ESB) and Application Integration component should have features that enable in-flight message manipulation including, but not limited to:

- a. Transformation
- b. Intelligent routing
- c. Naming
- d. Addressing

Response

The ESC Phase III solution provides message-oriented middleware, transformations, and routing intelligence. It is flexible and allows the integration of a variety of industry standard technologies. The solution provides a flexible, message-oriented framework for implementing system interfaces and a smooth, robust, and secure data exchange capability with external applications. ESC's solution is highly extensible, with multiple transformation tools available, including popular tools such as XPath/Xquery, XSLT and JSONPath, JSON to XML, and XML to JSON.

The ESC solution also provides the ability to function as the “traffic cop” for exchanging data among and between data sources. With its security, encryption, integration, and messaging capabilities, the solution’s ESB functionality will provide the foundation for interaction and is designed to be the standards-based middleware between multiple modules/trading partners.

TC-020

The solution's Enterprise Service Bus (ESB) and Application Integration component should have the ability to apply logic to the routing of messages, including, but not limited to support for the following file interaction styles:

- a. Store and forward: Ability to persist a message and then send it to destinations
- b. Publish and subscribe: Ability to distribute a message to multiple destinations based on a message attribute usually described as the subject area of the message
- c. Request and reply: Ability to correlate asynchronous messages so that the target's response is associated with the appropriate request made by the source
- d. Content-based: Ability to route a message based on a value(s) within a message including, but not limited to: the ability to route a referral message with a small target turnaround timely to a different set of targets than those of a referral message whose turnaround time is high

Response

The ESC Phase III solution has the ability to apply logic to the routing of messages, including:

- Storage and forwarding of messages

- Publishing out messages and subscribing to attribute-defined incoming messages
- Requesting and replying for message correlation based on unique transaction IDs, extracted from the message metadata, enabling message association
- Content-based message routing based on message data

TC-021

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide for syntactic conversion and semantic transformation, including, but not limited to:

- a. Ease of use and reuse
- b. Number of built-in functions
- c. Ease of extending the transformation function with custom-coded logic and Extensible Markup Language (XML) support including, but not limited to: Schema and Extensible Stylesheet Language Transformations (XSLT)

Response

The ESC Phase III solution will provide for syntactic conversion and semantic transformation. To accomplish this, the solution has a number of transformation tools available, XPath/Xquery, XSLT and JSONPath, JSON to XML, and XML to JSON. Additionally, the solution will allow ease in creation of custom transformations, provide flexibility in implementing, and re-use of these artifacts across a wide range of transactions.

TC-022

The solution's Enterprise Service Bus (ESB) and Application Integration component should have the capability during operations to assist service consumers by dynamically finding, binding to, and invoking the execution of service providers.

Response

The ESC Phase III solution will have the capability, during operations, to assist service consumers by dynamically finding, binding to, and invoking the execution of service providers. The ESB capability provides message-oriented middleware, transformations, and routing intelligence. It is flexible and allows the integration of a variety of industry standard technologies. It is a flexible, message-oriented framework for implementing system interfaces. This capability provides a smooth, robust, and secure data exchange capability with external applications.

TC-023

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the technology that hosts the execution of process logic spanning multiple back-end services or applications - typically for short-term, seconds or minutes, processes that can occasionally also be long term, hours, days, weeks - with the aim of implementing composite services or automated ESB and Application Integration component-to-ESB and Application Integration component processes.

Features should include, but not be limited to:

- a. Graphical design surface for specifying process flows
- b. Support for standard specification languages including, but not limited to: Business Process Modeling Notation (BPMN)
- c. Support for standard representations including, but not limited to: Business Process Execution Language (BPEL), Extensible Markup Language (XML) Process Definition Language (XPDL), Business Process Modeling Language (BPML), and Web Services Flow Language (WSFL)

- d. Ability to specify compensating transactions and execute those transactions upon failure of the process flow
- e. Integration with workflow

Response

The ESC Phase III solution will provide the technology that hosts the execution of process logic spanning multiple back-end services or applications with the aim of implementing composite services or automated ESB and Application Integration component-to-ESB and Application Integration component processes.



**Proven
Technical
Expertise**

The ESB capability within the ESC solution will support and manage interactions among the modular components to intelligently route data flowing through the enterprise. These tools are used to adapt and transform the data as required by various data sources and targets. The solution provides both synchronous real-time web services and asynchronous services using queues for request/response, messaging, publish/subscribe, alerts, security, and quality of service.

It includes more than 200 ready-to-use connectors, fulfilling the validation, enrichment, transformation, routing, and operation (VETRO) pattern. Integration services can be developed using a drag-and-drop interface or Java code. The messaging service supports traditional messaging paradigms, such as publish-subscribe, request-reply and other asynchronous communication. It supports multiple protocols, including OpenWire, STOMP, AMQP 1.0, as well as MQTT to connect apps, data, and Internet of Things-enabled objects.

TC-024

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the functionality that provides reliability for applications, services, or message flows, including, but not limited to:

- a. Load balancing
- b. High availability
- c. Fault tolerance
- d. Failover
- e. In-order delivery
- f. Transaction support
- g. Execution prioritization
- h. Message prioritization
- i. Downstream throttling

Response

The ESC Phase III solution will provide automated system availability monitoring, which routinely checks to see if each module integration point is operating as expected. ESC will collaborate PRMP to define the frequency of each module integration point verification. Our team closely monitors system availability and security, performs root-cause analysis and corrective action as needed on the physical and virtual servers, storage, backup, and network environment, and performs other IT service management functions.

TC-025

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the functionality used to monitor the operation of the overall ESB and Application Integration component, and to collect events and usage information aimed at populating technical key performance indicators (KPIs) of the deliverables supported by the service-

oriented architecture (SOA) backplane and of the SOA backplane components by monitoring and collecting metrics including, but not limited to:

- a. Messaging traffic
- b. Process state and behavior
- c. Application and service parameters and behavior for all nodes in a local area network (LAN) or wide area network (WAN)

Response

Within the ESC solution, metrics are gathered on transactional operations such as messaging traffic, process state and behavior, and the application and service parameters and behavior. Generated on a daily, weekly, bi-monthly, monthly, or on request, the reports are made available to users. The reports contain a wide variety of data, including transaction counts by type, processing times, and partner information.

TC-026

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide for any combination of alert destinations, including, but not limited to:

- a. Email
- b. Java Message Service (JMS)
- c. Simple Network Management Protocol (SNMP)
- d. Reporting services
- e. Server logs

Response

The Phase III ESB alert destinations provided by interChange Connections and OXi component will provide the ESB functionality to log and alert based on transaction failures. The ESC solution UI allows for subscribing to events and receiving email notifications of the events. The solution allows for the inclusion of additional alerts such as JMS, SNMP, Reporting Services, and Server logs.

TC-027

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the functionality to assist the Puerto Rico Medicaid Program's (PRMP's) operations personnel in keeping the resultant ESB and Application Integration component running at peak efficiency at all times, including, but not limited to:

- a. Establishing rules for automated ESB and Application Integration component monitoring
- b. Establishing network-alert-based management
- c. Supporting autonomous network behavior so local management and problem resolution can continue during an outage
- d. A console that enables domain-specific display for multiple devices

Response

The Phase III solution will provide the functionality to assist the PRMP's operations personnel in keeping the component running at peak efficiency. The solution provides automated system availability monitoring, which routinely checks to see if each module integration point is operating as expected.

Our team will collaborate with Puerto Rico to define the frequency of each module integration point verification. ESC closely monitors system availability and security and performs root-cause analysis and corrective action as needed on the physical and virtual servers, storage, backup, and network environment, and performs other IT service management functions.

Our console, for direct OXi component monitoring, provides a view for the Gainwell OXi team to assist PRMP and the account in verifying performance and peak efficiency.

TC-028

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the technology that manages the metadata and provides the features needed to support the reliable operation of services, including, but not limited to:

- a. Online catalog of services and associated artifacts, including, but not limited to: web services description language (WSDL) files, XML schema definitions (XSDs), and business process execution language (BPEL) files
- b. A single point of controlled access for cataloging, promoting, publishing, and searching for information about managed assets
- c. Metadata that enables an ESB to find, bind to, and invoke the execution of a service implementation
- d. Support for extending existing asset types and defining and populating custom asset types

Response

The ESC Phase III solution will provide the technology to manage the metadata and features to support reliable service operation. The solution includes a repository of source-controlled, versioned assets accessed at run time based on parameters or values found in the source file's metadata, which includes instructions and information pertaining to invoking custom procedures and/or translations.

TC-029

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide support for building frameworks and extensible tools that enable the design, configuration, assembly, deployment, monitoring, and management of software designed around a service-oriented architecture (SOA).

Response

The ESC Phase III solution provides support for building frameworks and extensible tools.

The ESB functionality within the solution provides message-oriented middleware, transformations, and routing intelligence. It is flexible and allows the integration of a variety of industry standard technologies. It uses a flexible, message-oriented framework for implementing system interfaces that provides a smooth, robust, and secure data exchange capability with external applications.

The source integration platform has a number of transformation tools available, including XPath/Xquery, XSLT and JSONPath, JSON to XML, and XML to JSON. It also allows ease in creation of custom transformations and will be the "traffic cop" for exchanging data among and between data sources.

With its security, encryption, integration, and messaging capabilities, the ESB functionality will provide the foundation for interaction—designed around a SOA to be the standards-based middleware between multiple modules/trading partners.

TC-030

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the technology to implement processing logic that directly manipulates data values, and the representation of those values, for storage, transport, or presentation purposes. This processing logic is used to establish common access to data sources, improve data quality, or

aggregate data from multiple sources.

Response

The Phase III solution will provide the ability to implement processing logic that directly manipulates data values, and the representation of those values, for storage, transport, or presentation purposes.

The solution provides message-oriented middleware, transformations, and routing intelligence. It is flexible and allows the integration of a variety of industry standard technologies. It uses a flexible, message-oriented framework for implementing system interfaces that provides a smooth, robust, and secure data exchange capability with external applications.

As we noted earlier, the source integration platform has a number of transformation tools available, allows ease in creation of custom transformations, and also will be the “traffic cop” for exchanging data among and between data sources. With its security, encryption, integration, and messaging capabilities, the ESB functionality will provide the foundation for interaction and is designed to be the standards-based middleware between multiple modules/trading partners.

TC-031

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the data infrastructure tooling that enables authorized solution users to represent semantic models, identify model-to-model relationships, and execute the necessary translations to reconcile data with differing semantic models.

Response

The ESC Phase III solution will enable authorized solution users to represent semantic models, identify model-to-model relationships, and execute the necessary translations to reconcile data with differing semantic models. The solution infrastructure has the ability to support tooling to identify the relationships and perform translation, based on multiple tenant(s), transaction type(s), transaction flow(s), and translation(s).

TC-032

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide optimization services that continuously read various types of metadata from across the architecture. The optimization verbs should use the semantic and logical services to reconcile context to data content and deliver against some aspect of the application service-level agreement, including, but not limited to:

- a. Requirements for data quality
- b. Data freshness
- c. Data volumes
- d. Throughput parameters
- e. Data-mining results
- f. On-demand data aggregation or summarization
- g. Data enrichment

Response

The Phase III solution provides for continuous reading of metadata across the solution architecture. We will continue with our inSight dashboard reporting to provide metrics regarding on-time status for selected cycles, on-time delivery for external interfaces, and total uptime status per month for selected PRMMIS systems. In addition to these current PRMMIS parameters, we will work with PRMP to define the additional metrics for inSight reporting.

TC-033

The solution's Enterprise Service Bus (ESB) and Application Integration component should incorporate the ability to undo changes, detect and resolve conflicts, test service connectivity with tracing information, easily enable and/or disable services, provide logging, and view all session activities and/or change history attributable to each logged-in authorized solution user.

Response

The Phase III solution ESB functionality uses Code-commit, and a built-in source code control mechanism with the batch application that enables the ability to easily “undo” changes. Connectivity issues and conflicts are identified and mitigated by redundant monitoring applications.

TC-034

The solution's Enterprise Service Bus (ESB) and Application Integration component should subscribe to new or modified assets.

Response

As new or modified assets are introduced into the MES, the Phase III solution's ESB functionality and Application Integration component will subscribe to these assets.

TC-035

The solution's Enterprise Service Bus (ESB) and Application Composite applications should discover updated endpoints and web services description language (WSDL) locations.

Response

Within the Phase III solution, the ESB functionality has the ability to discover updated endpoints and web services description language (WSDL) locations.

TC-036

The solution's Enterprise Service Bus (ESB) and Application run-time monitoring tooling should publish metrics to the Service Registry, which serves as an integration point for run-time tooling.

Response

The ESC Phase III solution collects and reports metrics on a scheduled basis. The Gainwell OXi team will access the Service Registry to monitor run time information.

TC-037

The solution's Enterprise Service Bus (ESB) component should provide dynamic discovery and service-level monitoring of all artifacts deployed in the Application Server.

Response

The ESB functionality, within the Phase III solution, provides dynamic discovery and service-level monitoring of artifacts deployed in the Application Server.

TC-038

The solution's Enterprise Service Bus (ESB) and Application Integration component should support the industry standard messaging, data management, service coordination, and interfaces relevant to Health and Human Services (HHS) organizations, including, but not limited to:

a. Health Level Seven (HL7) Versions 2.x, 3.x, and Continuity of Care Document (CCD)

- b. Integrating the Healthcare Enterprise (IHE) XD* ProfilesD
- c. National Information Exchange Model (NIEMS)-Core Health Information Exchange (HIX)

Response

The Phase III solution ESB functionality will support industry-standard messaging, data management, service coordination, and interfaces.

TC-039

The solution's Enterprise Service Bus (ESB) and Application Integration component alerts should be customizable with respect to the frequency of the alert, the ability to enable and/or disable an alert, rule expiration dates, starting and ending times for an alert, and customizable conditions for an alert

Response

The Phase III solution provides customizable conditions for alerts, including frequency, enablement/disablement, expiration dates, along with starting and ending times.

Management

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Management, please refer to Attachment F Requirement MR-024—Technical Support Center Location(s).

SC-001

The solution should provide for security concepts, including, but not limited to:

- a. Virtual Private Network (VPN)
- b. Firewall technology
- c. Demilitarized Zone (DMZ)
- d. Virus and intrusion detection
- e. Mail and content filtering avoiding false positives
- f. Encryption
- g. Public Key Infrastructure (PKI)

Response

Our security concepts for the Phase III solution allow the authorized user to access the AMS EC2 environment using Pulse Secure or Open VPN products. We will provide additional security including:

- AWS Managed Services (AMS) and web application providing firewall technology
- Trend Micro Deep Security providing End Point Threat Management (EPTM), including anti-malware and file integrity monitoring
- Trend Micro Deep Security also providing intrusion detection
- DMZ through AMS capabilities



**Proven
Technical
Expertise**

- Microsoft Email Online protection providing mail and content filtering
- AMS will provide encryption at rest; SSL, OME, and TLS providing encryption in transit
- We will obtain the PKI from Entrust, the commercial certificate provider we use today

We maintain an effective security posture by maintaining internal compliance while also staying one step ahead of cyber intruders. The goal of our security concepts is to establish a daily workflow to monitor and report on the safety of crucial data at rest and more importantly data in transit. This is done by analyzing logged data traffic endpoints and confirming no malicious behavioral trends occur.

SC-002

The solution should support security at the object level, including, but not limited to:

- a. Table
- b. View
- c. Index

Response

The Phase III solution will employ Oracle and Microsoft SQL Server databases that will support security at the object level. We encrypt data at rest and in transit, running under one application ID that has a view to the Tables, Views, and Indexes. The user's access, through the UI, provides for role-based access control (RBAC) to define a user's ability to view and perform functions as authorized.

SC-003

The solution should support security at the database row and column level.

Response

The Phase III solution will perform database row and column level security with Oracle, Microsoft SQL Server, and RDS databases managed by Amazon. The databases will support encryption.

SC-004

The solution should support auditing at the database object level including, but not limited to:

- a. Table
- b. Column

Response

The Oracle, Microsoft SQL Server, and RDS databases provide database object level auditing for tables and columns. Audit tables track the add/change/delete functions to the data, along with the User ID and date/time of change, providing a 'before' and 'after' value for the table and column.

SC-005

The solution should provide the ability for concurrent authorized solution users to simultaneously view the same record, documentation, and/or template.

Response

Using the Oracle, Microsoft SQL Server databases and the PRMMIS user interface, the Phase III solution provides for users to simultaneously view the same record, documentation, and/or template.

SC-006

The solution should provide protection to maintain the integrity of data during concurrent access.

Response

The Phase III solution employs Oracle and Microsoft SQL Server databases that disallow concurrent user access through record locking, for two or more users, from changing the same data at the same moment. The solution also will use Trend Micro Deep Security File Integrity Monitoring to provide an added layer of file integrity.

SC-007

The solution should be configurable to prevent corruption or loss of data already accepted into the solution in the event of any solution component failure.

Response

The ESC Phase III solution employs redundant servers and associated hardware and software (load balancing) to shift the processing load if a failure of a single component occurs. The solution will leverage AMS for cloud backup of data. We will perform incremental backups daily and full backups weekly. Using Trend Micro Deep Security, the file integrity monitoring will track the file-level changes and we will use the database transaction to track changes to the database. If needed, we can roll back or roll forward database changes to maintain its integrity.

SC-008

The solution should enforce minimum password requirements compliant with the Puerto Rico Medicaid Program (PRMP) provided security policies.

Response

The Phase III solution will use Microsoft Active Directory for managing passwords and password complexity, enforcing minimum requirements, in alignment with PRMP-provided security policies and Gainwell password standards.

SC-009

The solution should prevent multiple concurrent sessions for any single authorized solution user.

Response

In compliance with NIST 800-53 Control AC-10: Concurrent Session Control, ESC currently uses Pulse Secure and Open VPN to permit only a single connection session for the authorized user, prohibiting multiple concurrent sessions for the user. We will continue with this process for the Phase III solution, providing the same secure coverage.

SC-010

The solution should support grouping authorized solution users by roles, functional departments, or other organization to simplify security maintenance.

Response

Using MS Active Directory, ESC will support grouping authorized Phase III solution users by managing user access through security group identification. These groups are used to identify authorized solution users by roles, functional departments, or other organizations to define specific system access rights and simplify security maintenance.

SC-011

The solution should, upon detection of inactivity of an interactive session, prevent further viewing and access to the solution by that session by terminating the session, or by initiating a session lock that remains in effect until the authorized solution user reestablishes access using appropriate identification and authentication procedures.

Response

Continuing our current practice we employ with PRMMIS access, the Phase III solution will lock a user's session after 15 minutes of inactivity. The user is then required to re-enter their access credentials (username and password) to release the lock.

SC-012

The solution should be able to perform time synchronization using Network Time Protocol (NTP), Simple Network Time Protocol (SNTP), and use this synchronized time in all security records of time.

Response

The Phase III solution will use NTP to connect to Amazon Time Sync Service in AWS. This uses a fleet of redundant satellite-connected and atomic clocks in each region to deliver a highly accurate reference clock, replicating the National Institute of Standards and Technology (NIST).

SC-013

The solution should have the ability to format for export recorded time stamps using Universal Time Coordinated (UTC) based on International Organization for Standardization (ISO) 8601.

Response

The Linux and Microsoft Windows operating systems, used in the Phase III solution, support time stamps in UTC based on ISO 8601. The server system clocks are synchronized with Amazon Time Sync service using NTP to permit synchronization across components.

SC-014

The solution should protect the historical audit records from unauthorized deletion in accordance with the Puerto Rico Medicaid Program's (PRMP's) policies.

Response

The Phase III solution Linux and Microsoft Windows operating systems log events in accordance with PRMP's policies and with NIST Special Publication 800-53 controls AU-2 and AU-3. The Phase III solution will continue to maintain its historical audit records, showing adds, changes, and deletes in accordance with PRMP's policies and with NIST Special Publication 800-53 controls AU-2 and AU-3 and 45 CFR 164.312(b) as we do today. Individual server logs are aggregated using Amazon Cloud Trail in accordance with NIST Special Publication 800-53 control AU-7.

SC-015

The solution should utilize network scanning tools, intrusion detection and prevention systems, and end-point protections to identify and prevent the use of prohibited functions, ports, protocols, and services.

Response

The Phase III solution will leverage web application firewalls from AWS. As we do today, we will use Tenable Nessus to perform vulnerability and compliance scanning, McAfee for endpoint protection, and will use intrusion detection/prevention provided by Trend Micro Deep Security.



SC-016

The solution should provide logging, reporting, and accessing errors and exceptions in alignment with National Institute of Standards and Technology (NIST) and Centers for Medicare & Medicaid Services (CMS) standards.

Response

The Phase III solution will provide logging, reporting, and error/exception access in accordance with NIST Special Publication 800-53 controls AU-2 and AU-3 and CMS standards. Individual server logs are aggregated using Amazon Cloud Trail in accordance with NIST Special Publication 800-53 control AU-7.

SC-017

The solution should enforce a limit of consecutive invalid access attempts by an authorized solution user. The Identity Access Management (IAM) component should protect against further, possibly malicious, authorized solution user authentication attempts using an appropriate mechanism, including, but not limited to:

- a. Locks the account until released by an administrator
- b. Locks the account for a configurable time period
- c. Delays the next login prompt according to a configurable delay algorithm

Response

The solution will enforce a configurable limit of invalid access attempts per user, protect against further user authentication attempts, and delay the next login prompt according to a configurable delay algorithm. The Phase III solution IAM is managed by MS Active Directory that limits unsuccessful log-in attempts to three at which time the user account is logged out for 30 minutes. The account can be reset by an administrator manually before the 30 minutes has expired.

SC-018

The solution should provide immediate capability to override a role and restrict access to information by authorized solution user(s) or groups of authorized solution users.

Response

The system access to the Phase III solution allows access control at the individual user account and user group account level. The administrator can override or restrict access on demand by user or group.

SC-019

The solution should allow an authorized solution user to change their password at any time and support self-service reset functionality in accordance with the Puerto Rico Medicaid Program (PRMP)-defined policies.

Response

The Phase III solution will use the web-based portal, used today with the PRMMIS, to allow the authorized user to change their password and also support self-service reset functions. These capabilities are in accordance with the PRMP-defined policies.

SC-020

The solution should notify specified authorized solution users and provide an audit trail when emergency access is necessary.

Response

Upon request, the administrator initiates a ticket in the ESC Ticketing System. Emergency access is granted manually and is tracked using the ESC Ticketing System, providing the audit trail of activity. The ticket includes time and date stamp, level of access, duration of access. Once the access is granted, a notation is made to close the ticket. Revoking access is managed the same way.

SC-021

The solution should provide the ability to maintain a directory of all personnel who currently use or access the solution.

Response

Access is managed by Microsoft Active Directory in the ESC Phase III solution, which maintains a list of users and the access granted to each user. Reports of users is exportable from the Active Directory database, if needed.

SC-022

The solution should, upon detection, be configurable for inactivity timeout(s).

Response

The Phase III solution employs a session lock that will be activated after 15 minutes of inactivity. The user will be required to re-enter their access credentials (username and password) to release the lock.

SC-023

The vendor should support establishing a secure connection, such as Virtual Private Network (VPN), to any inter-system connections to the Puerto Rico Medicaid Program (PRMP) infrastructure required to support the solution. The secure connection shall be established following PRMP-defined standards.

Response

The secure connections to other systems, from the Phase III solution, use VPN, SSL, and TLS. These connections will follow PRMP-defined standards as ESC abides by today with the PRMMIS.

SC-024

The solution should maintain a historical directory of all personnel who have accessed the solution based on the Puerto Rico Medicaid Program (PRMP)-defined criteria.

Response

Using PRMP-defined criteria, successful and unsuccessful log-in attempts are tracked and maintained on the PRMMIS SharePoint site. The Phase III solution will use Microsoft Active Directory to maintain a list of authorized users. It also employs Linux and Microsoft Windows

operating systems that log events created by user activity on the system. These logs are aggregated into reports using Amazon Cloud Trail. In addition, user activity is tracked by the File Integrity monitor logs.

Performance and Availability

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Performance and Availability, please refer to Attachment F Requirement MR-024—Technical Support Center Location(s).

TC-041

The solution should have the ability to support session replication and transparent failover using high-availability architectural options.

Response

The ESC Phase III solution is load balanced and will support sticky session with failover to alternate servers. The AWS Cloud Solution provides redundancy and fault tolerance using AZs, which are discrete data centers with redundant power, networking, and connectivity. As a result, the solution features more highly available, fault tolerant, and scalable production applications and databases than offered from a single data center.

Amazon EB4S architecture offers reliability for mission-critical applications. EBS volumes are designed to protect against failures by replicating within the AZ, offering 99.99% availability. EBS offers a high-durability volume (io2) for customers such as PRMP that need 99.99% durability, especially for business-critical applications.

TC-042

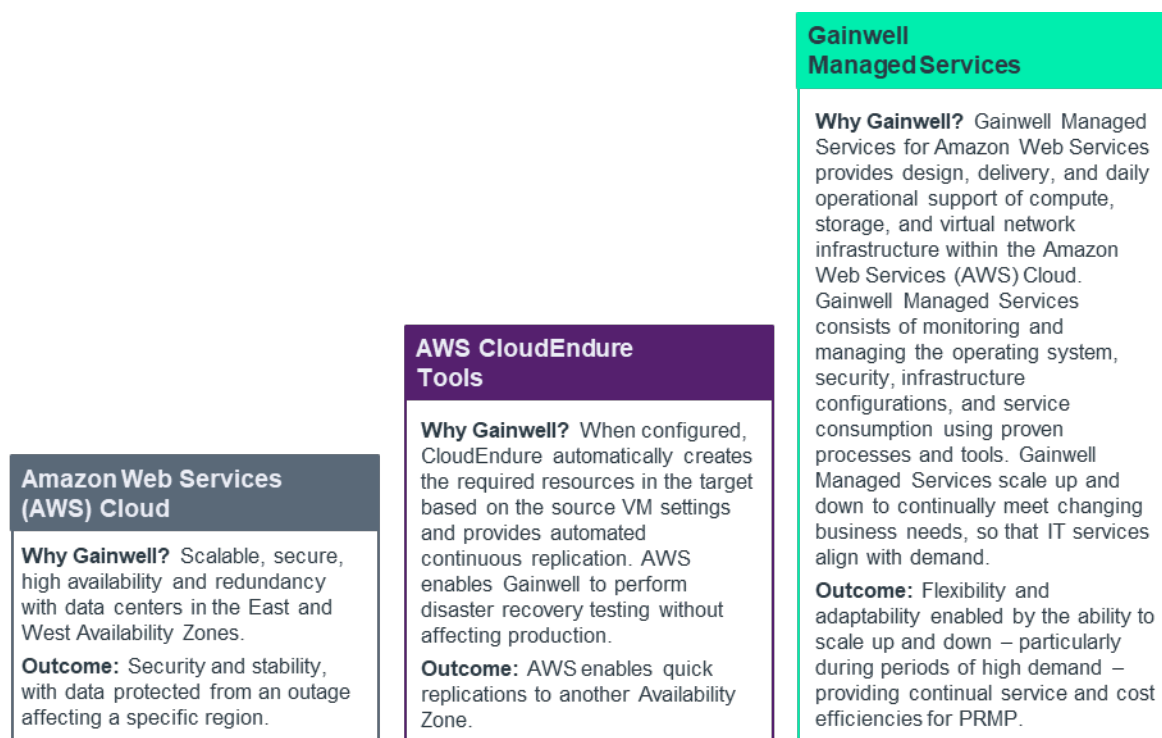
The solution should leverage virtualization in conjunction with replication to expedite disaster recovery, to enable system owners to quickly reconfigure system platforms without having to acquire additional hardware.

Response

Gainwell will leverage virtualization in conjunction with replication to expedite disaster recovery, to enable system owners to quickly reconfigure system platforms.

The AWS Cloud solution is configurable to address PRMP disaster recovery requirements through the enablement of CloudEndure Services. Availability Zones (AZs) are interconnected with high-bandwidth, fully redundant, dedicated metro fibers that provide high-throughput and low-latency networking. Traffic between AZs is encrypted and network performance is sufficient to accomplish synchronous replication. AZs also make partitioning applications for high availability easier. By partitioning our solution across AZs, the Phase III solution is better protected from issues such as power outages, lightning strikes, tornadoes, and earthquakes. The following figure demonstrates how ESC proposes to manage disaster recovery functions for the Phase III project using the AWS Cloud solution.

Figure 35. Highlights of our Gainwell Disaster Recovery Approach



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TC-043

The solution should have the ability to recover from data loss due to end-user error and end-application error.

Response

The ESC Phase III solution provides the ability to recover from data loss through backups and restores in a full, incremental, and differential manner.

Database and application backups are taken as a part of normal infrastructure system backups and will confirm that should the application have to be restored; system data also can be restored as near as possible to the point in time during which the system became unavailable.

The primary Phase III solution application database is an Oracle database operated on Amazon RDS, with Microsoft SQL Server as the secondary database. The architecture is designed with multiple Amazon RDS servers in two different zones. Those database servers replicate the data in real time.

Amazon RDS also automatically backs up database transaction logs every five minutes. These automated backups will be retained for a configurable number of days. The database instance can be recovered to a specific point in time within that retention period. The closest recoverable time is the time at which the nearest automated transaction log backup was taken.

We provide additional detail regarding the AWS snapshot process and advantages in our following response to requirement TC-044.

TC-044

The solution should have the ability to perform archival and incremental backups, and support

open and closed database backups.

Response

The ESC team will use the latest technology to perform archival and incremental backups in the cloud with AWS snapshots and automation using Resource Tags. This technology has proven more effective than previous open and closed database backups. Setting a backup tag value to True triggers a nightly Lambda script that performs a weekly full backup snapshot and a daily snapshot.

The primary Phase III solution application database is an Oracle database operated on Amazon RDS, with Microsoft SQL Server as the secondary database. Amazon RDS automates time-consuming administration tasks such as hardware provisioning, database setup, patching, and backups.



Amazon automatically creates a storage volume snapshot of the database instance nightly. This backs up the database instance and not just individual databases. Amazon RDS also automatically backs up database transaction logs every five minutes. These automated backups will be retained for a configurable number of days. The database instance can be recovered to a specific point in time within that retention period. The closest recoverable time is the time at which the nearest automated transaction log backup was taken.

ESC will take nightly incremental Amazon RDS instance snapshots. The database snapshots, along with the previously mentioned front-end web and application server snapshots, provide PRMP with a reliable and tailored backup and recovery solution.

Backups are stored in a separate, geographically disparate AWS data centers to prevent backup data loss from a single disruption event. Backups are stored in the Oregon AWS Region data center facility, which is rated to conform with HIPAA, providing the necessary security and encryption standards in accordance with NIST.

The AWS snapshot process does not interrupt production. PRMP will see the following advantages of using AWS Snapshot:

- **Comprehensive backup** — Having a solid system for backing up data is critical. EBS snapshots allow us to restore data to a point in time when a snapshot was taken and enables us to delete old snapshots without worrying about data loss for valid data.
- **Reliability of Amazon S3** — Amazon's S3 is an industry-leading cloud storage service. It is Nine Eleven (99.999999999%) durable.
- **Time savings** — Because EBS snapshots are an incremental back-up system, backing up will be a quick process. Once the block-level data is saved to S3, only changes on the block level will be recorded. This is much quicker than a full back-up.

ESC will perform a daily, a weekly, and monthly backup. Our default backup retention is seven daily backups, four weekly backups, six monthly backups, two semi-annual (every six months), and two yearly backups.

TC-045

The solution should provide all necessary functionalities to ensure data integrity, including, but not limited to:

- a. Transactional processing
- b. Database back-out capabilities
- c. Backup and restore capabilities

d. Transaction log database restores

Response

The ESC Phase III solution will provide the functionalities necessary for data integrity, including:

- Transactional processing
- Database back-out capabilities
- Backup and restore capabilities
- Transaction log database restores

We will use Oracle DBMS, as we do today, to verify the integrity of PRMP data.

TC-046

The solution architecture should support replication of the virtual machines to a secondary site so the System Integrator (SI) can recover the environment within Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO).

Response

The solution architecture will support data replication to secondary sites through AWS Replication Services. The Phase III solution will provide consistent service with the current PRMMIS RTO and RPO requirements supporting an RTO of 36 hours and an RPO of 24 hours.

TC-047

The solution should support all batch processes and back-ups between the hours of 11 PM and 7 AM Atlantic Standard Time (AST) seven (7) days a week, or as approved by the Puerto Rico Medicaid Program (PRMP).

Response

Batch processes that affect the key or major database tables or require several hours to complete are normally scheduled to run during off hours between 11 p.m. and 7 a.m. AST, seven days a week or as approved by PRMP. As noted earlier, we will perform a daily, a weekly, and monthly backup, and will verify these will also be performed during the hours of 11 p.m. and 7 a.m. AST each day.

Scalability

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Scalability, please refer to Attachment F Requirements MR-019—MITA Alignment, MR-020—Modularity, and MR-024—Technical Support Center Location(s).

TC-048

The solution should be designed for ease of maintenance and readily allow future functional enhancements, using modern design principles for service-oriented architecture (SOA), applying principles of modularity, interface abstraction, and loose coupling.

Response

The proposed Phase III solution will be delivered on an AWS platform for ease of maintenance, functional enhancement, and scalability. The application delivered on the cloud gives PRMP the flexibility to expand or contract services quickly and to integrate the open system components with new technology in the future.

The solution architecture has a core focus on SOA and MITA, delivering drastically improved adaptability and flexibility to support the PRMP in addressing Medicaid program changes over time.

TC-049

The solution should be scalable and adaptable to meet future growth and expansion and/or contraction needs such that the solution can be expanded on demand and have the ability to retain its performance levels when adding additional lines of business, new authorized solution users, functions, data, and connectivity.

Response

The Phase III solution provides a scalable and adaptable solution that can meet future growth and expansion. Hosted in the cloud, the Phase III solution architecture will be elastic to meet dynamic workloads smoothly, offering ongoing performance levels without degradation.

Even with cloud hosting, which is scalable on demand, ESC conducts continuous infrastructure capacity planning to assure that performance standards are being met and to define infrastructure process improvements or expansions.

Solution Management and Administration

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Solution Management and Administration, please refer to Attachment F Requirements MR-008—Compliance with Service Level Agreements and MR-024—Technical Support Center Location(s).

TC-050

The solution should move all historical, expired, and/or unnecessary data to offline storage, according to a set of business rules and on a schedule according to criteria to be defined by the Puerto Rico Medicaid Program (PRMP).

Response

The Phase III solution will archive and move the historical, expired, and unnecessary data offline, according to PRMP-defined business rules and schedule. Data is archived and moved into offline storage in AWS as needed to keep the solution operating at peak performance. Additionally, configuration of rules and reference data is end dated versus archived or purged.

TC-051

The solution should protect all communications with at least 256-bit encryption.

Response

ESC protects communications and only allows data transmission (inbound/outbound) to take place using industry-standard secure protocols (HTTPS and SFTP) over TLSv1.3 that adhere to NIST Special Publications 800-52 Guidelines and are FIPS 140-2 validated. The Phase III solution architecture also makes sure the sensitive data at rest (stored on EBS, EFS, S3, and S3 Glacier) is encrypted using AES-256 bit symmetric encryption keys adhering to NIST Special Publications 800-52 Guidelines and are maintained in FIPS 140-2 validated AWS Key Management Service (KMS).

TC-052

The solution should be supported by public and/or private key encryption Secure Socket Layer (SSL) certificates.

Response

The Phase III solution uses the AWS Certificate Manager (ACM) to provision, manage, and deploy public and private Secure Sockets Layer/Transport Layer Security (SSL/TLS) certificates for use with AWS services and their internal connected resources. SSL/TLS certificates are used to secure network communications and establish the identity of websites over the Internet as well as resources on private networks.

TC-053

The solution should allow an authorized solution user to recover archived data based on security access level.

Response

In the Phase III solution, the authorized user can access and reopen archived information as needed. ESC will provide for the search and retrieval of historical data for each type of data. Data retrieved will include only the targeted files and documents. The solution provides authentication and RBAC to facilitate security and fine-grained access control for sensitive data consistent with role-based workflow. Users and systems are assigned roles, and those roles grant access to functions.

At the application level, the ID and password are used to identify the user, assign business and functional roles, and authenticate what data the user can access. The solution also determines if the user can only view the data or if the user can change or delete the data.

TC-054

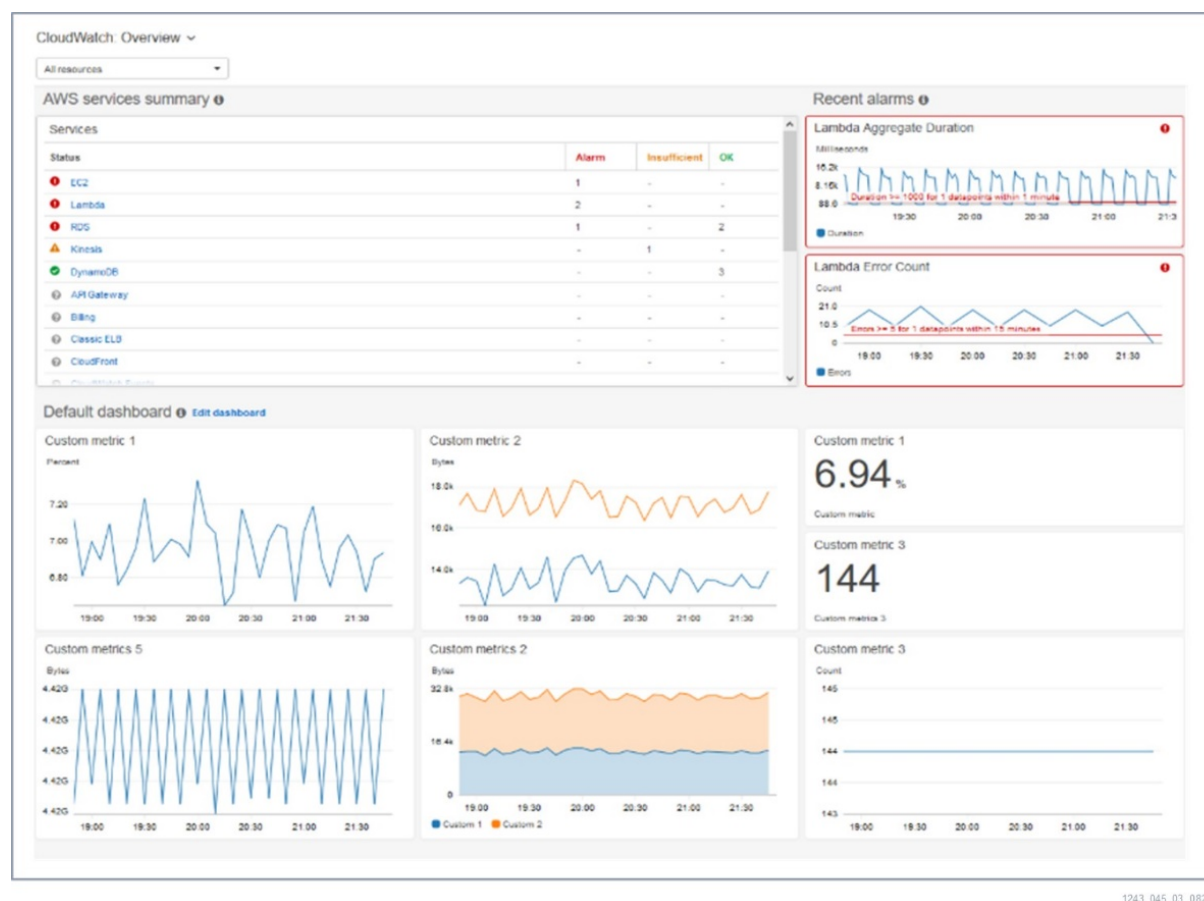
The solution should have the ability to generate administrative alerts and warnings when statistics indicate an impact or potential limits on solution component performance and availability.

Response

The ESC Phase III solution will monitor and report on critical system performance parameters such as resource availability and CPU utilization. Our team will employ best practices for monitoring AWS service offerings and processes.

AWS CloudWatch adds the monitoring and observability service with data and actionable insights to monitor the applications, respond to system-wide performance changes, optimize resource utilization, and get a unified view of operational health. The following figure provides an example of the CloudWatch Overview.

Figure 36. AWS CloudWatch Monitoring Overview Example



CloudWatch aggregates monitoring and operational data at the various levels of the technology stack in the form of logs, metrics, and events, providing PRMP with a unified view of AWS resources, applications, and services running on AWS. It allows creation of alarms based on metric value thresholds specified, or alarms that can watch for anomalous metric behavior based on machine learning algorithms. If an alarm is triggered, CloudWatch can act automatically to enable Amazon EC2 Auto Scaling or stop an instance, for example, which eventually helps to automate capacity and the resource planning process.

TC-055

The solution should securely support the Puerto Rico Medicaid Program's (PRMP's) existing remote control capabilities deployed for any type of client workstation, including, but not limited to:

- Support personnel's ability to take over the authorized solution user device for troubleshooting and support

Response

In response to Vendor questions 101 and 102, PRMP noted “This will be discussed further as a part of the solution’s design phase.” Using the existing change management process, ESC will work with PRMP to securely support the existing remote control capabilities.

TC-056

The solution should provide event management and monitoring functionality according to best

practices in alignment with the Puerto Rico Medicaid Program's (PRMP's) Enterprise Standards and the Incident Management Plan.

Response

The Phase III solution event management software monitors events and takes action to prevent service interruption. The event management process manages deviations or faults from standard operations of business applications in alignment with the PRMP's Enterprise Standards and Incident Management Plan.

Our AWS hosted solution monitors and manages the entire hosting environment at the account level, including logging, monitoring, alerting, and reporting. The Security Information Event Management (SIEM) platform provides extensive logging of system activity and enables authorized personnel to examine system activity in accordance with written audit policies and procedures. The system records the system activity to a specific user or entity to enable auditing and review at a detail level.

TC-057

The solution should provide Application Performance Monitoring and Management capabilities, including but not limited to:

- a. Transaction monitoring
- b. Synthetic transactions
- c. Component root cause analysis including, Application Server Management, in alignment with the Puerto Rico Medicaid Program (PRMP) Enterprise Standards

Response

The ESC Phase III solution will provide the necessary application management and monitoring capabilities. This AWS hosted solution uses a suite of applications to monitor and manage the entire hosting environment at the account level, including logging, monitoring, alerting, and reporting.

We will provide tools for comprehensive performance monitoring and reporting through the dashboard reporting tool or other reporting mechanisms for the RFP-requested reports and SLAs related to the scope of work in our Phase III solution.

As it did in PRMMIS Phase I and Phase II, ESC will employ tools to generate synthetic transactions to emulate peak loads of hundreds or thousands of concurrent virtual users incorporating virtual network conditions that accurately simulate real-world conditions for an accurate analysis of user response time and throughput.

ESC employs root cause analysis in all areas of remediation to address the problem with the aim of formulating corrective actions to at least mitigate, if not eliminate, those causes and so produce significant long-term performance improvement.

Constantly working in a quality improvement mindset, the metrics provided by today's design in inSight Analytics give us the ability to analyze processes and monitor performance. The inSight performance dashboards provide graphical views of PRMP business measures. Additional metrics and measures can be added using the Change Request process. The following list of measures are available and in use today:

- Dashboards-Systems and Products Status
- Dashboards-Participation and Payment Trends
- Health Quality Analytics-Managed Care Analysis
- Performance Metrics-Claims Management Dashboard

- Performance Metrics-Claims Throughput Management Dashboard
- Performance Metrics-Contact Management Dashboard
- Performance Metrics-Product Delivery Scorecard Dashboard
- Performance Metrics-Provider Enrollment Dashboard
- Performance Metrics-Suspense Management Dashboard
- Performance Metrics-System Status Dashboard
- Program Analytics-Claim Error Analysis
- Program Analytics-Comparison Analysis
- Program Analytics-Managed Care Network Analysis
- Program Analytics-Member Analysis
- Program Analytics-Program Payment Analysis
- Program Analytics-Provider Analysis
- Program Analytics-Service Category Analysis

TC-058

The solution should be designed to support a performance management toolset that integrates with the Puerto Rico Medicaid Program's (PRMP's) Enterprise Standards performance management approach to provide an end-to-end solution. The vendor should propose, implement, and manage one or more monitoring tool(s) to proactively monitor the performance of the application.

Response

The Phase III solution will be designed to support a performance management toolset that integrates with the PRMP's Enterprise Standards performance management approach.

We will use AWS Managed Services to provide design, delivery, and daily operational support of native services within the AWS public cloud. This service offering consists of monitoring and managing system software, infrastructure configurations, and monitored service consumption using proven native AWS processes and tools. AWS has a suite of tools under Operations Management; we will use CloudWatch as a primary monitoring and alert management tool for AWS-hosted elements, including first-level application monitoring.

AWS CloudWatch adds the monitoring and observability service with data and actionable insights to monitor the applications, respond to system-wide performance changes, optimize resource utilization, and obtain a unified view of operational health. CloudWatch aggregates monitoring and operational data at each level of the technology stack in the form of logs, metrics, and events, providing a unified view of AWS resources, applications, and services running on AWS. CloudWatch helps to visualize using automated dashboards with a unified view of AWS resources, applications, and services that run in AWS.

TC-059

The solution should be instrumented and have tools to allow end-to-end transaction response time across multiple modules of the Puerto Rico Medicaid Program (PRMP's) Enterprise Standards and report against Service-Level Agreements (SLAs).

Response

The Phase III solution will allow end-to-end transaction response time reporting across PRMP's Enterprise Standards modules to report against SLAs. ESC will leverage our inSight dashboard reporting capability along with AWS CloudWatch. inSight reporting is used today with PRMMIS monitoring, to report ESC solution performance against SLAs. For the PRMMIS, we currently

monitor on-time status for selected cycles, on-time delivery for selected external interfaces, and total uptime status per month for selected PRMMIS systems.

TC-060

The solution should detect and report errors related to one or more system components in conformance with service-level agreement (SLA) requirements, including, but not limited to:

- a. Loss of network connectivity
- b. Database server going offline
- c. The application suffers an out-of-memory situation

Response

The ESC Phase III solution will detect and report errors related to system components in relation to established SLA requirements.

CloudWatch will enable our team to correlate the metrics and logs to better understand the health and performance of resources in relation to established SLAs. It allows alarms to be created based on metric value thresholds specified or alarms for anomalous metric behavior based on machine learning algorithms. If an alarm is triggered, CloudWatch can act automatically to enable Amazon EC2 Auto Scaling or stop an instance, for example, which eventually helps automate capacity and the resource planning process.

Advanced Technology

CloudWatch will serve as the primary monitoring and alert management tool for AWS-hosted elements, including application monitoring.

TC-061

The solution should detect and report less than desirable application performance, including, but not limited to:

- a. Degraded servlet
- b. Database
- c. Other back end resource response times

Response

The Phase III solution will detect and report application performance that is less than desirable. We will monitor and report on critical system performance parameters. We use AWS CloudWatch to collect and track metrics, collect and monitor log files, and set alarms. Almost all the AWS services — EC2, EBS, and Relational Database Service (RDS) — provide metrics for CloudWatch. Additionally, custom metrics can be created. CloudWatch will enable us to correlate the metrics and logs to better understand the health and performance of resources. Amazon CloudWatch's metrics and alarms can work together with auto scaling and elastic load balancing to dynamically deploy new instances on demand.

TC-062

The solution should have safeguards designed to ensure that configuration variables affecting the application and the back-end resources remain at some predetermined configuration settings.

Response

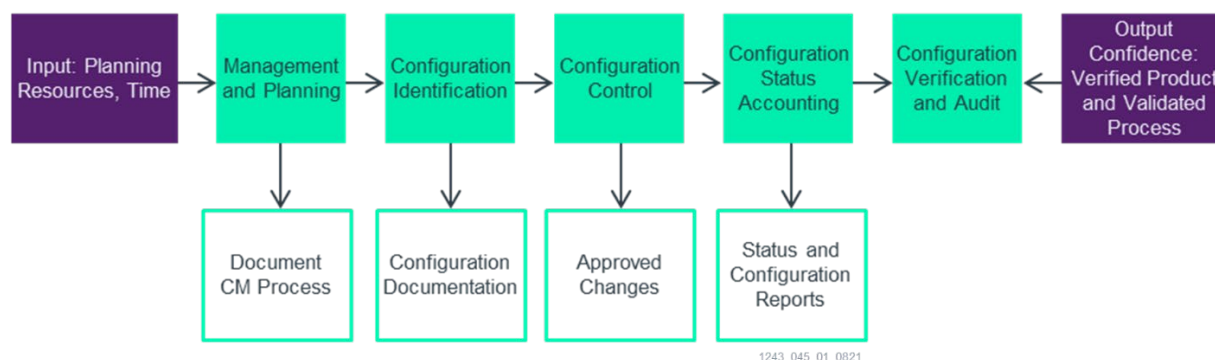
The ESC Phase III solution will have safeguards to verify configuration variables affecting the application and the back-end resources remain at some predetermined configuration settings.

Our configuration management methodology outlines the process and tools used to control project assets and work products and support a formal change control process that is required

when there is a change to a configuration item. This methodology makes certain that configuration variables that affect the application and the back-end resources remain at predetermined configuration settings. The configuration management process includes activities to plan, identify, control, report, and perform baseline verification for the system throughout the life of the contract.

The following figure shows the process we use for configuration management.

Figure 37. Configuration Change Process



The first step in the process is management and planning. After that, we use configuration identification, configuration control, configuration status accounting, and configuration audits to maintain the integrity of work products.

TC-063

The solution should report on capacity management.

Response

The ESC Phase III solution will report on capacity management. We will employ best practices for the monitoring AWS service offerings and processes to report on critical system performance parameters. The intent of this monitoring is to make certain that adequate capacity is available, and that the application is tuned to meet the user demands at agreed operational levels. We accomplish this by collecting, analyzing, and reporting capacity and performance statistics while assessing the effect on PRMP critical business functions.

Standards Compliance

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Standards Compliance, please refer to Attachment F Requirements MR-001—Audit and Inspection, MR-002—Audit Compliance Support and Deliverables, MR-006—Compatibility, MR-007—Compliance with Rehabilitation Act of 1973, MR-016—HIPAA, MR-017—HIPAA Compliance Officer, MR-019—MITA Alignment, MR-024—Technical Support Center Location(s), MR-025 Third-party Audit, and MR-029 Viewing Human Services Program Information.

SC-025

The solution should be configurable to prevent corruption or loss of data already accepted into the solution in the event of a solution failure, including, but not limited to:

- a. Integrating with a Uninterruptible Power Supply (UPS)
- b. Backup and restore functionality
- c. Data protector

Response

The ESC Phase III solution provides configurability to prevent corruption or loss of data in the event of solution failure by leveraging physical security controls at AWS FedRAMP compliant data centers and providing the ability to perform backups and restores.

The Phase III solution leverages redundant hardware infrastructure that is designed to eliminate a single point of failure on the hardware device, such as redundant power supplies, fans, and network interface cards. This includes redundant power supplies and feeds into the AWS Data Centers. The AWS Cloud Solution provides redundancy and fault tolerance using AZs, which are discrete data centers with redundant power, networking, and connectivity. As a result, the solution features more highly available, fault tolerant, and scalable production applications and databases than offered from a single data center.

Database and application backups are taken as a part of normal infrastructure system backups and will confirm that should the application have to be restored; system data also can be restored as near as possible to the point in time during which the system became unavailable. We also will employ McAfee File Integrity Monitoring to track activity performed on system files.

SC-026

The vendor should provide a Security Operations Center (SOC) for system security to monitor, alert, and protect the Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) against web application attacks of internet-facing applications.

Response

Working with W@tchTower® cybersecurity, we will provide the SOC system security to monitor, alert, and protect, the Commonwealth, PRDoH, and PRMP against web application attacks of internet-facing applications.

SC-027

The solution should only allow access for authorized solution users located within the United States (U.S.) and its respective territories.

Response

The Phase III solution will use flow control in accordance with NIST Special Publication 800-53 Control AC-4, Flow Control, allowing only access to authorized users located within the U.S. and territories. This flow control blocks access from unauthorized users and also IP addresses from outside the U.S. and its respective territories.

SC-028

The solution should be in compliance with all applicable government and federal laws and regulations, including 42 Code of Federal Regulation (CFR) Part 2 and Health Insurance Portability and Accountability Act (HIPAA), including privacy and client consent for release requirements.

Response

ESC currently complies with applicable government and federal laws and regulations, including 42 CFR Part 2 and HIPAA, including but not limited to 45 CFR Parts 160, 162, and 164, for our support of the PRMMIS, including the privacy and client consent for release requirements. We will continue to apply the same controls, processes, and techniques with the ESC Phase III solution to verify ongoing compliance with privacy and security regulations and requirements.

SC-029

The solution should conform to the sub-parts of Section 508 of the Americans with Disabilities Act (ADA), and any other appropriate Commonwealth or federal disability legislation.

Response

ESC currently complies with sub-parts of Section 508 of the ADA and other appropriate Commonwealth or federal disability legislation in our support of the PRMMIS. We will continue to follow these controls, processes, and techniques with the Phase III solution.

SC-030

The solution should comply with all applicable Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) security policies and adhere to all legal, statutory, and regulatory requirements.

Response

ESC will continue to comply with the applicable Commonwealth, PRDoH, and PRMP security policies and adhere to the legal, statutory, and regulatory requirements as we do in our PRMMIS support. We will continue to deliver the same level of commitment and attention to detail for the ESC Phase III solution, supporting PRMP in its goal to improve the healthcare outcome of Puerto Rico citizens.

SC-031

The solution should comply with accessibility requirements described in 45 Code of Regulation (CFR) 85 and the Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) accessibility requirements.

Response

The ESC team currently complies with 45 CFR 85 and the Commonwealth, PRDoH, and PRMP accessibility requirements. Our Phase III solution will remain in compliance with the required accessibility regulations, prohibiting discrimination on the basis of handicap.

SC-032

The software used to install and update the solution, independent of the mode or method of conveyance, should be certified free of malevolent software. The vendor should self-certify compliance with this standard. The vendor should specify malware software and provide procedures and results that make use of commercial malware scanning software. The vendor should report and resolve any issues identified during independent certification of compliance.

Response

We use Trend Micro Deep Security antivirus scanning software, and the virus signatures are updated daily as part of our procedures to verify the ESC Phase III solution remains free of malevolent software. The software employs a combination of eradication and quarantine processes to isolate and disable malware. Should there be any issues identified during independent compliance certification, ESC will report these issues to PRMP and verify resolution of the findings.

SC-033

The solution should not transmit or store any Personally Identifiable Information (PII) using publicly available storage over the internet or any wireless communication device, unless:

- a. The PII is “de-identified” in accordance with 45 Code of Federal Regulation (CFR) § 164.514(b)(2)
- b. Encrypted in accordance with applicable law, including the American Recovery and Reinvestment Act of 2009 and as required by policies and procedures established by the Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP)

Response

The ESC Phase III solution will not transmit or store PII unless it is deidentified per 45 CFR § 164.514(b)(2) or encrypted in accordance to applicable laws and as required by the Commonwealth, PRDoH, and PRMP. We verify the encryption of data at rest and encrypts information in transit using Secure Sockets Layer (SSL) and Transport Layer Security (TLS) incorporating algorithms that are FIPS 140-2 compliant. Our encryption is in accordance with the American Recovery and Reinvestment Act (ARRA) and the requirements of the Commonwealth, PRDoH, and PRMP.

SC-034

The solution should include the same security provisions for the development, system test, acceptance test, and training environment, as those used in the production environment except those provisions implemented specifically to protect confidential information, including, but not limited to:

- a. Personally Identifiable Information (PII)

Response

ESC will include the same high level of security provisions for the development, system test, acceptance test, and training environment, as those used in the production environment for the Phase III solution as we do today with the PRMMIS. These provisions include those in place specifically for protecting confidential information, including PII.

SC-035

The solution should be capable of operating within a RBAC infrastructure conforming to American National Standard for Information Technology (ANSI) InterNational Committee for Information Technology Standards (INCITS) 359-2004, American National Standard for Information Technology – RBAC.

Response

We currently operate within an RBAC infrastructure conforming to ANSI INCITS 359-2004, American National Standard for Information Technology – RBAC in the PRMMIS. We will continue this level of security coverage for the ESC Phase III solution implementation verifying we continue our protection of PRMP data.

Role-Based Data Access

Passwords, combined with role-based access, enforce permission to use data on a need-to-know basis.

SC-036

The solution should work in conjunction with system requirements to restore and recover session information following logout and re-authentication.

Response

Users in the PRMMIS are able to restore and recover session information following a logout and re-authentication and we will apply the same technology in the Phase III solution. The solution is configured to lock out the user account automatically after three invalid login attempts through either a local or network connection during a 15-minute time period. It will also require the lockout to persist for a minimum of 30 minutes of invalid access attempts per user, to protect against further user authentication attempts, and delay the next login prompt according to a configurable delay algorithm. We use Microsoft's Active Directory to configure password complexity, history, lockout attempts, and lockout time period.

SC-037

The solution should provide the ability to perform solution administration functions, including, but not limited to:

- a. Reference table maintenance
- b. Adding and removing authorized solution users from the solution

Response

The ESC Phase III solution administration functions allow for an authorized user to maintain reference tables along with adding and removing authorized users from the solution. The solution uses Microsoft SQL Server and Oracle databases that provide tools to perform reference table maintenance. The solution employs Microsoft Active Directory for access control and identification and authorization management, allowing administrators to add and remove users.

SC-038

The solution should provide the capability to integrate with existing Commonwealth, Puerto Rico Department of Health (PRDoH), and Puerto Rico Medicaid Program (PRMP) enterprise authentication and authorization mechanisms, including, but not limited to:

- a. Active Directory
- b. Identity Management Solution(s)

Response

The ESC solution will have the ability to integrate with existing Commonwealth, PRDoH, and PRMP enterprise authentication and authorization mechanisms. The Phase III solution employs Microsoft Active Directory and we can implement other identity management solutions, as required, through our established change order process.

SC-039

The vendor should cooperate with any privacy and security audit or review conducted by authorized federal or Puerto Rico Medicaid Program (PRMP) entities, including, but not limited to:

- a. Providing requested policies and documentation
- b. Knowledgeable personnel to participate in reviews
- c. Script execution
- d. Dynamic application security scans for the solution

Response

ESC will continue to cooperate with privacy and/or security audits or reviews conducted by authorized federal or PRMP entities, including:

- Providing requested policies and documentation
- Knowledgeable personnel to participate in reviews

- Script execution
- Dynamic application security scans for the solution

We understand the importance of transparency in demonstrating PRMP's maintenance and use of a beneficiary's confidential and protected information. Retaining the trust of Puerto Rico's citizens, through the confirmation of a privacy and security audit or review, is a crucial component of healthcare services delivery.

SC-040

The solution should, at a minimum, provide a mechanism to comply with security requirements and safeguard requirements of the following federal agencies / entities, including, but not limited to:

- Health and Human Services (HHS) Centers for Medicare & Medicaid Services (CMS)
- Guidance from CMS including Medicaid Information Technology Architecture (MITA) Framework 3.0 and Harmonized Security and Privacy Framework
- Administration for Children and Families (ACF)
- National Institute of Standards and Technology (NIST) 800-53 r5, Minimum Acceptable Risk Standards for Exchanges (MARS-E) and Department of Defense (DOD) 8500.2
- IRS pub 1075, which points back to NIST 800-53 rev 5
- Federal Information Security Management Act (FISMA) of 2002
- Health Insurance Portability and Accountability Act (HIPAA) of 1996
- Health Information Technology for Economic and Clinical Health Act (HITECH) of 2009
- Privacy Act of 1974
- Patient Protection and Affordable Care Act of 2010, Section 1561 Recommendations
- Section 471(a)(8) of the Social Security Act
- Section 106(b)(2)(B)(viii) of the Child Abuse Prevention and Treatment Act
- Section 508 of the Americans with Disabilities Act (ADA)
- CMS Conditions and Standards

Response

ESC will verify the Phase III solution complies with security and safeguard requirements of federal agencies and entities, as demonstrated in the following table.

Table 33. Security and Safeguard Requirements

PRMP Requirement	How ESC meets
HHS CMS	From day one of our work with Medicare and Medicaid programs, we have remained in line with CMS' commitment to the delivery of healthcare and to the security and confidentiality of the information related to these services.
CMS MITA Framework 3.0 and Harmonized Security and Privacy Framework	Our team designs and verifies our solutions comply with the MITA 3.0 Framework and with the security and privacy requirements required for systems administering ACA provisions.
ACF	In our legacy of working with State healthcare and human service programs across the U.S. for more than five decades, we understand and abide by the requirements necessary to support programs relating to children and families.
NIST 800-53 r5, MARS-E, and DOD 8500.2	We use the NIST-800 guidelines as control standards to meet or exceed compliance with security, confidentiality, and audit controls. Annual updates to security policies, controls processes, and documentation are based on the current NIST SP 800-53, MARS-E

PRMP Requirement	How ESC meets
	2.0 Framework, and other relevant state and federal regulations. Our team understands and, as appropriate, complies with the requirements under DOD 8500.2 Information Assurance Implementation.
IRS pub 1075	We follow the regulations in IRS publication 1075, <i>Safeguards for Protecting Federal Tax Returns and Return Information</i> , in our Medicaid accounts where we conduct business processes and data exchanges for the annual 1099 process.
FISMA of 2002	Our team protects government information, operations, and assets against natural or man-made threats in line with FISMA regulations. To comply with FISMA, we conduct annual reviews of our information security programs.
HIPAA of 1996	We comply with the Administrative Simplification provisions under HIPAA regarding the confidentiality, integrity, and availability of Protected Health Information (PHI), including transactions and code sets, privacy, and security provisions. Our team provides safeguards to protect the confidentiality and availability of the data while making it available for processing. We also enforce the privacy rule tenets across each of our Medicaid accounts.
HITECH of 2009	Our solution meets these regulations that outline privacy and security for the adoption and meaningful use of health IT. These privacy and security standards are applied in our solutions whether the electronic health information is at rest, in transit, or in use.
Privacy Act of 1974	We fully support and comply with the Privacy Act that allows U.S. citizens and lawfully admitted aliens to request copies of General Services Administration (GSA) records that are about themselves and are maintained in a "system of records," as defined in the Privacy Act. We also follow the Act's requirements concerning the use of administrative, technical, and physical safeguards to protect personal information contained in our systems of records.
Patient Protection and Affordable Care Act (ACA) of 2010, Section 1561 Recommendations	We understand and include the recommended interoperable and secure standards and protocols facilitating an individual's electronic enrollment in federal and state health and human services programs.
Section 471(a)(8) of the Social Security Act	We understand and provide the safeguards necessary to restrict the use or disclosure of beneficiary information as defined.
Section 106(b)(2)(B)(viii) of the Child Abuse Prevention and Treatment Act	We understand and comply with the requirements to preserve the confidentiality of records to protect the rights of the child and of the child's parents or guardians.
Section 508 of the ADA	The ESC solution conforms to accessibility standards established under Section 508 of the ADA and Federal Civil Rights laws. We apply the accessibility standards in the design and development of user interfaces.
CMS Conditions and Standards	Our team creates and maintains software development and testing in compliance with the CMS Conditions and Standards, embedding its vision into our solution features and design.

ESC continually maintains the security and safeguard requirements necessary to guard an individual's healthcare information. As the requirements have matured, so has our technology,

solutions, business processes, and steadfast adherence to the privacy and confidentiality of a beneficiary's information.

SC-041

The solution should allow for controlled access to records. Authorized solution users should be able to view data within the solution at the Puerto Rico Medicaid Program (PRMP)-defined levels of access based on user security privileges.

Response

ESC uses Microsoft Active Directory for managing Phase III solution access, allowing for controlled access to records. The solution employs Oracle and Microsoft SQL Server databases that provide row and column level access. Authorized users can view data within the solution at the PRMP-defined levels of access based on user security privileges.

Aligning Business Requirements to Security Roles

Role-based security allows PRMP and ESC to align business requirements to security roles.

Access to the data within the ESC Phase III solution will be role-based and assigned individually. Verified users will access the system through a unique Single Sign-On (SSO) (ID and password), which will authenticate the user's identity before granting access to applications. This gives authorized users the "minimum necessary" when accessing, using, or disclosing confidential or sensitive information—including PHI and PII or other sensitive information—for job performance.

SC-042

The solution should provide the ability to limit access at the solution's record and field level based on the roles and privileges that been assigned and in alignment with the Puerto Rico Medicaid Program (PRMP)-defined Role-Based Access Controls (RBAC).

Response

The Phase III solution employs Microsoft SQL Server and Oracle databases that limit access at the solution's record- and field-level based on the roles and privileges that have been assigned and in alignment with the PRMP-defined RBAC. Through role-based security, the ESC Phase III solution will make certain only authorized users have access to systems and data and that those activities are logged.

SC-043

The solution should, when access to an authorized solution user's account is restricted, provide a means for appropriately authorized users to obtain immediate access for emergency situations, as defined by the Puerto Rico Medicaid Program (PRMP) policy.

Response

ESC will provide a means for authorized users to obtain access for PRMP-defined emergency situations. The Phase III solution uses Microsoft Active directory to manage user access. Emergency access is granted manually by an administrator. The request for emergency access is entered and tracked in the ticketing system. The ticket includes time and date stamp, level of access, and duration of access. Once the access is granted, a notation is made to close the ticket. Revoking access is managed the same way.

SC-044

The solution should be certified to meet Web Content Accessibility Guidelines (WCAG) 2.0 and Section 508 Refresh Information and Communication Technologies (ICT) Final Standard.

Response

The ESC Phase III solution complies with WCAG 2.0 and Section 508 ICT Final Standard. The solution is tested using a screen reader during the ADA Section 508 compliancy testing. We test system pages to verify ADA Section 508 compliancy. We also use a COTS accessibility tool to validate that our user interface pages conform to WCAG 2.0 standards, helping us make web content more accessible to individuals with disabilities. We use these testing tools to identify accessibility errors and also to facilitate the “human evaluation” of web content.

Usability

Refer to the relevant business requirements located in **Supplement Two: Detailed Requirements** and pertinent narrative in **Supplement One: Project Requirements, Section 3: Scope of Work** in this RFP to cover solution capabilities in this area. The vendor should describe its approach towards fulfilling the business and functional requirements below. The narrative response for this category should be organized using the appropriate subcategory as per **Supplement Two: Detailed Requirements**.

In addition to the requirements below related to Usability, please refer to Attachment F Requirement MR-006—Compatibility.

TC-064

The solution should generate reports and files in formats that include, but are not limited to:

- a. jpg
- b. pdf
- c. doc
- d. xls
- e. csv
- f. tiff

Response

The Phase III solution offers PRMP the flexibility to generate reports and files in a variety of formats, including jpg, pdf, doc, xls, csv, and tiff through OnBase and BusinessObjects.

TC-065

The solution should allow for reports and files to be printed in various formats that include, but are not limited to:

- a. jpg
- b. pdf
- c. doc
- d. xls
- e. csv
- f. tiff

Response

PRMP will have the ability to print and email reports and files in a variety of formats, including jpg, pdf, doc, xls, csv, and tiff through OnBase and BusinessObjects.

TC-066

The solution should support report generation and file import and export in multiple file types, as applicable. File formats include, but are not limited to:

- a. jpg

b.pdf
c. doc
d.xls
e. csv
f. tiff

Response

The ESC Phase III solution supports report generation, along with file import and export, in multiple file types, including jpg, pdf, doc, xls, csv, and tiff through OnBase and BusinessObjects.

TC-067

The solution should accommodate diverse populations of authorized solution users, including those with Limited English Proficiency (LEP) as per the Commonwealth, Puerto Rico Department of Health (PRDoH), the Puerto Rico Medicaid Program (PRMP), and federal regulations, subject to independent verification for compliance.

Response

The Phase III solution will support diverse populations of authorized users, including those with LEP. ESC understands and incorporates Spanish translation of panels with the current solution, and will extend this capability to support these enhanced functionalities. The solution will support Spanish and English-proficient authorized users. As per the Phase III requirements, new panels will be implemented in both English and Spanish (for user preference selection). Training materials, both in-person and online, will be in English and Spanish to support the RFP requirements and the PRDoH, PRMP, and federal regulations.

TC-068

The solution should utilize standard web browser-based Thin-Client Technology that supports centralized software distribution and implementation and should be available with encryption capability on the three most recent versions of commonly used browsers, including, but not limited to:

- a. Chrome
- b. Safari
- c. Firefox
- d. Microsoft Internet Explorer 11 and above

Response

ESC will continue to offer PRMP standard, web browser-based, thin-client technology providing the required capabilities on the three most recent versions of the following popular web browsers, including: Chrome, Safari, Firefox, and Internet Explorer 11 and above.

TC-069

The solution should provide the capability for remote access in compliance with existing Puerto Rico Medicaid Program (PRMP), federal, Commonwealth, and/or Puerto Rico Department of Health (PRDoH) policies.

Response

ESC uses Pulse Secure and Open VPN to provide remote access, for authorized users, which complies with PRMP, federal, Commonwealth, and PRDoH policies.

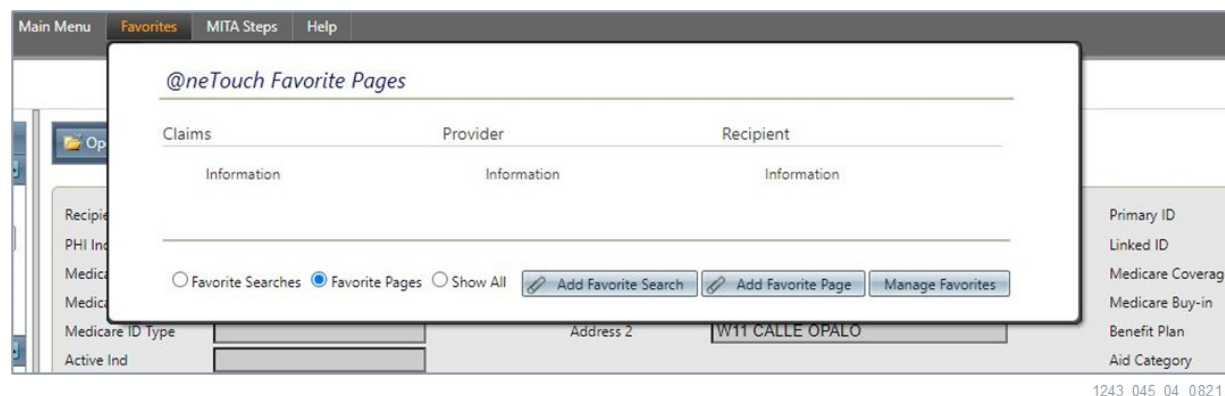
TC-070

The solution should provide an authorized solution user friendly graphical user interface (GUI) that is consistent throughout all areas and functions of the solution that supports flexible navigation to other parts of the solution and then allows the user to return.

Response

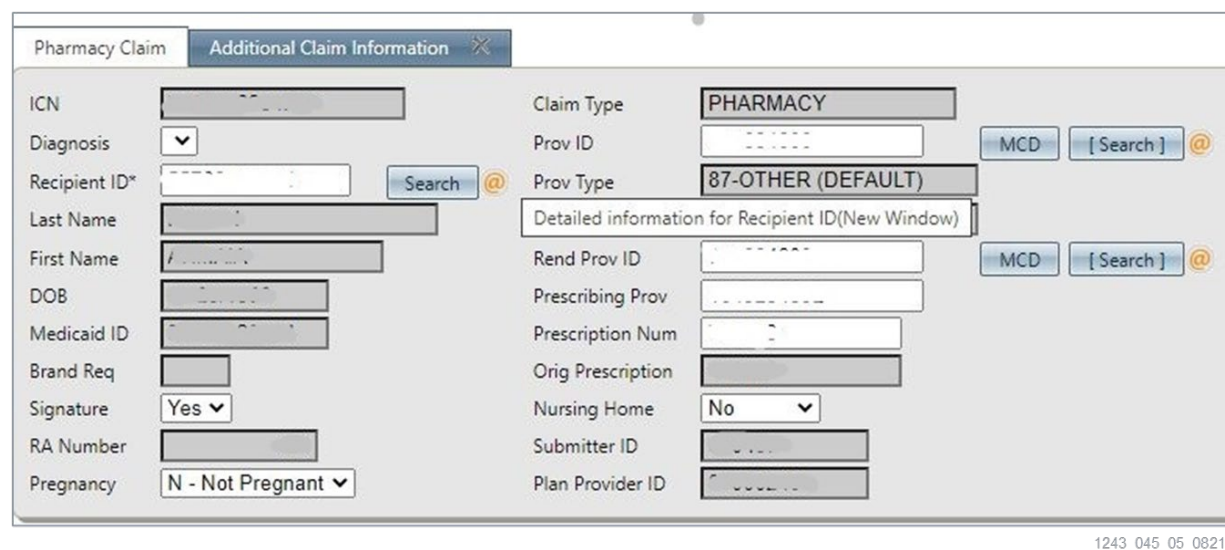
The ESC Phase III solution @neTouch GUI family of features, consistent throughout the areas and functions, provides quick and timely access to a variety of features, including business-related panels and consolidated content for printing or viewing. As seen in the following figure, the user can configure their personal Favorite Search or Favorite Page.

Figure 38. @neTouch Favorite Pages Example



The following figure illustrates the Hot Links to the Recipient ID, Prov ID, and Rend Prov ID that offer the user a quick connection to encounter or claim information.

Figure 39. Hot Links to Key Values Example



The @neTouch feature also offers single click navigation, for the user, to recent and relevant panels.

TC-071

The solution should eliminate error-prone conditions or check for them and present authorized solution users with a confirmation option before they commit and provide an "emergency exit"

when mistakes occur.

Response

The benefit of field-level edits in the ESC Phase III solution offers the user the ability to immediately know of errors during their interface with the solution and allow the user to remedy their entry. Should any remaining errors be in place, the user will not have the ability to save the entry. Additionally, the solution offers the Cancel feature, giving an emergency exit if required by the user.

TC-072

The solution should have an alert function to express its error messages in plain language, precisely indicate the problem, and constructively suggest a solution and notify the authorized solution user when available information may be out of date because of system issues.

Response

The Phase III solution user-entered error is present in a concise location on the UI along with suggested options for remediation.

The @neTouch notification offers a pop-up feature that allows the user to enter a notice that will display to other users as seen in the following figure.

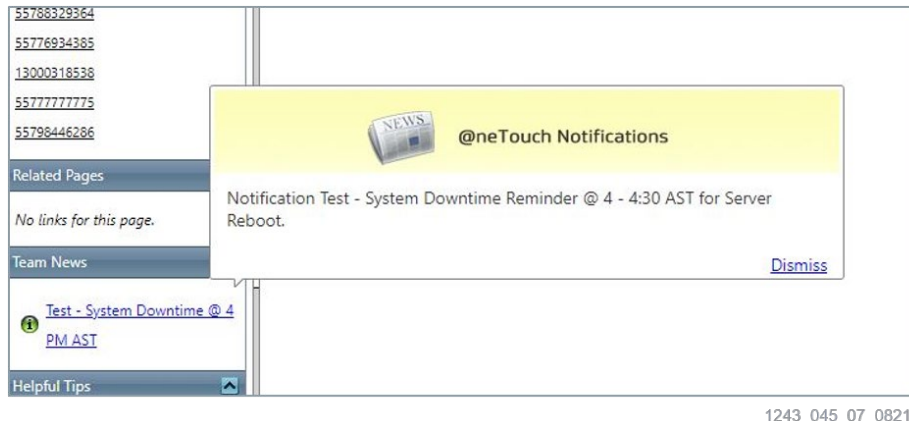
Figure 40. @neTouch Notification Setup Panel Example

The screenshot displays the '@neTouch Notification Setup Panel'. It features several input fields and dropdown menus for configuring a notification. The fields are: Title (Test - System Downtime @ 4), Start Date (08/26/2021), End Date (08/26/2021), Page (All Pages), Notification Type (News), PopUp? (Yes), and Notification Template (Yellow Sticky Note). Below these fields is a large preview window showing a notification message: 'Notification [Test - System Downtime Reminder @ 4 - 4:30 AST for Server Reboot.' The preview window includes a toolbar with various icons and buttons for Design, HTML, and Preview. The panel also has a Message section and a footer with the text '1243_045_06_0821'.

1243_045_06_0821

This capability allows for communication among users in an immediate and efficient manner should there be issue with the solution that displays to other users, as seen in the following figure.

Figure 41. @neTouch Notification Pop-up Display Panel Example



The @neTouch notification offers users an easy and efficient route of communication.

TC-073

The solution should allow secure multitasking and multiple windows capability and support closure of all sessions when an authorized solution user logs offs or times out.

Response

The web-based ESC Phase III solution provides the user the ability to multitask with multiple tabs and pages open for easy access. When the user signs out of the solution, the web pages will close and close out access to the solution.

TC-074

The solution should include only necessary information and functionality on screens, including, but not limited to:

- Hiding unnecessary or prohibited fields based on the authorized solution user's access level and configuration

Response

The solution provides authentication and RBAC to facilitate security and fine-grained access control for sensitive data consistent with the user's defined work role. Users and systems are assigned roles, and those roles grant access to functions, panels, and fields. ESC currently operates within an RBAC infrastructure conforming to ANSI INCITS 359-2004, American National Standard for Information Technology – RBAC in the PRMMIS. We will continue this level of security coverage for the Phase III solution implementation verifying we continue our protection of PRMP data.

TC-075

The solution should use English as the primary language for all user interfaces, notifications, and messages.

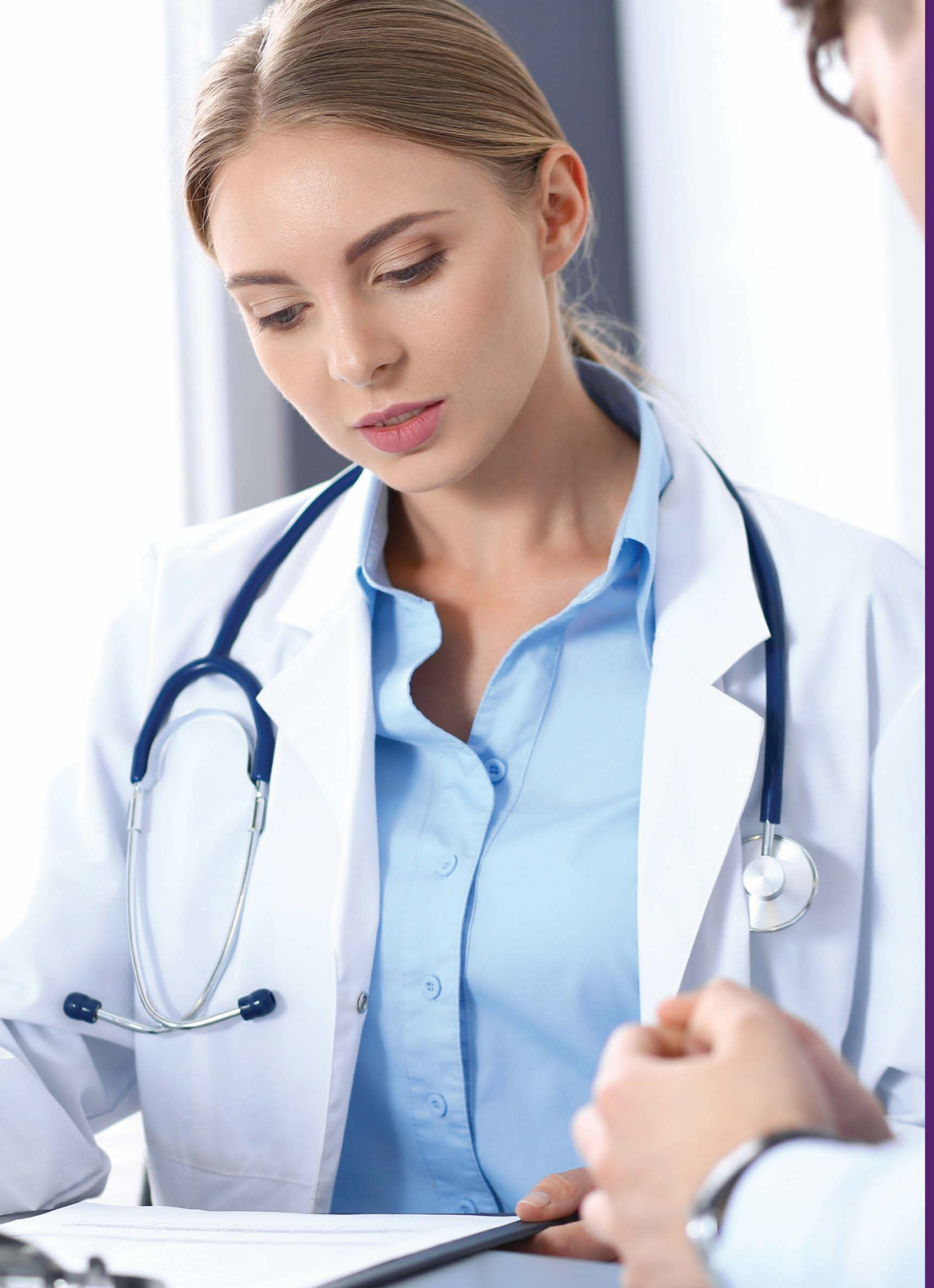
Response

While the additional web panels in PRMMIS for Phase III work will be available in English and Spanish translations, English will be the primary language for user interfaces, notifications, and messages.

Assumptions

In developing our response to Attachment H, ESC incorporated the following assumptions:

1. ESC will implement the modular Managed Care subsystem into the existing PRMMIS.
2. ESC will leverage and extend the current PRMMIS functionality and is not replicating functionality to transfer data to and from the Phase III solution.
3. ESC assumes the current PRMMIS will be migrated to AWS prior to the Phase III go-live.
4. ESC assumes the site-to-site tunnel setup for communications with PRMP, that is currently in place for the PRMMIS, will be used for Phase III.



ATTACHMENT I: IMPLEMENTATION REQUIREMENTS APPROACH

This section will provide instructions to vendors to provide a narrative overview of the proposed system and each subcategory of the implementation requirements and the relevant mandatory requirements.

Instructions: The vendor should provide a narrative overview of how the proposed system will meet the requirements and narrative in this RFP. Use these response sections to provide specific details of the proposed approach to meeting the implementation requirements in each process area. Be advised, while some sections only require narrative around requirements and specifications, other sections may also contain pointed questions. Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from **Supplement Two: Detailed Requirements** and **Attachment F: Mandatory Requirements**.

Responses in the sections below should be focused on PRMP business processes and requirements. PRMP also expects the vendor to propose its approach for meeting the narrative included in this RFP.

The vendor is required to respond to the headings below to provide detail regarding their methodology for each project management component.

Subsections will list the category with the following:

- Certification
- Data Conversion
- Deployment
- Project Management, Planning, Organization, and Staffing
- Testing (System and Functional Method of Procedures [MoPs]/Features)
- Training

Proposed Solution



Enterprise Services Caribe (ESC) will respond to the functions below and provide detail regarding our methodology for each project management component.

Certification

Centers for Medicare and Medicaid Services (CMS) has been making significant changes in the certification process, and ESC has been intimately involved in piloting and applying the new criteria in active MMIS certifications. We continue to adapt our proven MMIS certification processes to support the new criteria and will be well positioned to support PRMP in applying the latest criteria to achieve MMIS certification. ESC leverages the lessons learned in our previous certification efforts to establish processes and tools to reduce certification effort for future implementations. This will allow ESC to provide PRMP the right information and documentation sooner in support of their MMIS certification. ESC will develop a detailed Certification

Requirements Met 100%

As detailed in Attachment F: Mandatory Requirements and Supplement Two: Detailed Requirements, the ESC's proposed Phase III solution meets 100 percent of PRMP requirements.

Management Plan for PRMP's review and approval. The Certification Management Plan includes the approach and methodology for certification activities, outlines the scope of responsibilities for interaction with stakeholders, and is based on ESC's successful MMIS Certification experience. This is the same methodology we used in obtaining certification for the PRMMIS Phase I and Phase II.

Data Conversion

The overall approach and goal of the ESC data conversion team is to thoroughly test and validate the converted data and resolve identified conversion issues prior to final conversion and go-live. This is accomplished by coordinating conversion planning with PRMP and the implementation team and by making converted data available for testing and verification. This approach provides multiple opportunities to review converted data during conversion team testing, application system testing, and UAT review. The goal is that conversion issues will be identified and resolved well before final conversion making for a seamless transition to go-live.

Deployment

ESC will meet deployment requirements by authenticating and verifying that our Phase III solution is fully functional and performs optimally. We will provide the necessary maintenance, administration, and support to perform software upgrades and other maintenance updates in an accurate and timely manner. In addition, we will provide technical support coverage to PRMP users based on RFP-defined service levels.



We build continuous improvement and functional enhancement into our planning and release schedules. Our solution includes component-by-component checkpoints through which PRMP can contribute input to shape the future of our Phase III solution.

Project Management, Planning, Organization, and Staffing

ESC applies proven project management to deliver on each of our Medicaid contracts bringing knowledgeable leaders and staff to each project. We listen carefully to our clients, while leveraging what we have learned over the years, along with a fresh perspective. We do not remain stagnant, but instead are always innovating. We have met the challenges of innovation many times before and have a clear and confident vision for PRMP to help you navigate the future.

This begins with the formal Project Management Plan, project schedule, and other project planning documents we submit, and continues throughout the term of the contract. Our approach promotes consistent use of repeatable processes and documentation developed over four decades of managing Medicaid solution projects.

Our Staffing Plan will describe the types, quantity, and timing of human resources needed for the life of the contract. It also will describe the processes and procedures for managing and developing these resources.

Testing

Testing success relies on using a comprehensive strategy that defines an overall testing approach. To give guidance and establish a framework for defining, planning, executing, and managing the testing activities, ESC will work with PRMP and other stakeholders to document the levels of testing, scope of each level, and the testing life cycle that meets the implementation needs. We will test scenarios and cases based on the project requirements.

ESC will work collaboratively with PRMP to develop test strategies with a focus on specifying and facilitating an efficient and cost-effective approach to the testing activities that supports the following:

- Achieving PRMP business goals
- Defining how the project's modular approach applies to testing activities
- Meeting the approved requirements
- Making informed decisions

Training

Experience has taught us that successful training relies on relevant and updated course content, delivery methods tailored to the audiences' learning styles, and adequate time for both instruction and learning. ESC will develop training that matches organization learning objectives, addresses core competencies, meets the needs of the diverse audiences, and provides the functional knowledge required for users to integrate our Phase III solutions capabilities into their daily business routines.

Certification

In addition to the following requirements related to Certification, please refer to Attachment F Requirements MR-003 and MR-004—Certification and MR-005—CMS RFP Checklist.

IM-001

The vendor should participate in the development and execution of certification-related Corrective Action Plans (CAPs).

Response

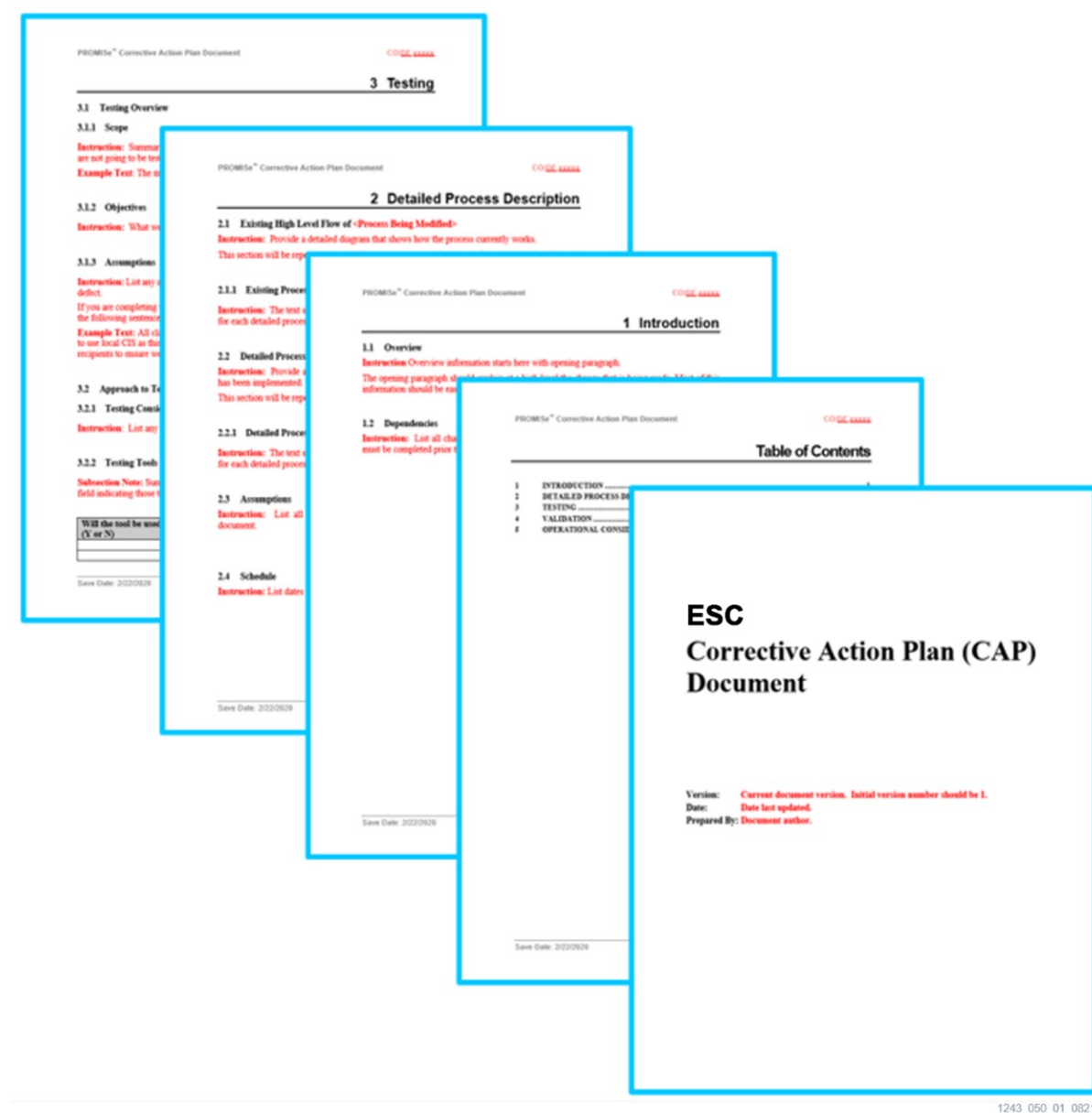
ESC will participate in the development and execution of certification-related Corrective Action Plans (CAPs).

Throughout the corrective action plan process, we will keep PRMP informed from the moment the defect or issue is identified through resolution. Our detailed corrective action plan provides for effective resolution of issues.

For each issue requiring corrective action, we will outline the steps already taken and the steps remaining. PRMP will have complete transparency to the issues and the remediation. Additionally, each corrective action narrative will contain a timeline for resolution of the specific issue.

The following figure displays the current Corrective Action Plan template used on one of our Medicaid accounts. We will modify this template for the PRMP contract needs.

Figure 42. Sample CAP Template



1243_050_01_0821

IM-002

The vendor should achieve federal certification of their solution in accordance with the Puerto Rico Medicaid Program (PRMP)-identified approach to Centers for Medicare & Medicaid Services (CMS) certification, including, but not limited to:

- CMS Medicaid Enterprise Certification Life Cycle (MECL)
- Medicaid Enterprise Certification Toolkit (MECT)
- PRMP-identified MECT checklist criteria
- Outcomes-Based Certification (OBC)
- Other certification approaches as defined by CMS

Response

ESC will achieve federal MMIS certification of our Phase III solution in accordance with the PRMP-identified approach to CMS certification, including, but not limited to:

- a. CMS Medicaid Enterprise Certification Life Cycle (MECL)
- b. Medicaid Enterprise Certification Toolkit (MECT)
- c. PRMP-identified MECT checklist criteria
- d. Outcomes-Based Certification (OBC)
- e. Other certification approaches as defined by CMS

Since 2010, Gainwell has achieved 17 CMS-certified states —more than all other vendors have achieved within the same time period.

ESC is experienced with the CMS Medicaid Enterprise Certification Life Cycle (MECL), Medicaid Enterprise Certification Toolkit (MECT), Outcomes-Based Certification (OBC), and Streamlined Modular Certification (SMC). We have built tasks into our draft workplan for certification. Gainwell has certified 17 states or territories using MECT or OBC pilot back to day one of operations, including the PRMMIS Phase I and II. Additionally, Gainwell is working with states and CMS on the SMC pilot in three additional MMIS implementation projects.

IM-003

The vendor should provide documentation in a Puerto Rico Medicaid Program (PRMP) and Centers for Medicare & Medicaid Services (CMS)-prescribed format in support of CMS certification activities.

Response

ESC will provide documentation in a PRMP and CMS-prescribed format in support of CMS certification activities.

In working with PRMP and CMS in past MMIS certifications under the OBC pilot, there was no need for evidence to be in a prescribed format. If there is a need for a prescribed format, ESC will provide the documentation in support of CMS MMIS certification activities. As we design, develop, and test the Phase III solution, the ESC team will be gathering the documentation needed to support MMIS certification.

IM-004

The vendor should correct solution deficiencies identified during certification until certification is achieved at no additional cost to the Puerto Rico Medicaid Program (PRMP).

Response

ESC will correct Phase III solution deficiencies identified during certification until certification is achieved at no additional cost to PRMP.

For deficiencies identified, we will provide an overview of the deficiencies found and define the associated root causes. The detailed process description will first define the current state and then will describe the changes that are to be made to correct the deficiency. Assumptions will be defined, and a schedule will be provided that outlines the milestones to be met.

To reduce potential deficiencies being introduced in the environment, as part of our testing methodology, ESC will conduct impact and risk analysis and identify the test cases that need to be executed to validate defect fixes. Regression testing will be conducted to confirm the defect fixes have not impacted other functional transactions. Regression test results are stored in the rTrace repository. End-to-end testing with testing scenarios covering the entire functional

transactions will be performed for the defect fixes at the end of the testing cycle as applicable. The results will be stored and shared through the rTrace repository.

We will communicate the progress of the testing effort through a regular progress report. This report will address test case status, current progress, and estimated date to complete testing.

ESC will work collaboratively with PRMP to review solutions for potential and detected issues before implementing a fix.

IM-005

The vendor should maintain federal and Commonwealth certification of their solution by complying with ongoing evaluations and reporting requirements as required by Centers for Medicare & Medicaid Services (CMS).

Response

ESC will maintain federal and Commonwealth certification of the Phase III solution by complying with ongoing evaluation and reporting requirements as required by CMS.

This includes the ability to report on the metrics or Key Performance Indicators (KPI) that will be a part of the Streamlined Modular Certification (SMC) in the future and required by CMS ongoing.

Data Conversion

IM-006

As part of project initiation, the vendor should describe in the Detailed System Design (DSD) documents the approach and methodology for developing and maintaining system environments.

Response

As part of project initiation, ESC will describe in the Detailed System Design (DSD) documents the approach and methodology for developing and maintaining system environments.

ESC has an established model for developing, implementing, and operating the Phase III solution that includes the creation of multiple environments to support development, conversion, testing, training, and production deployment.

Our Phase III solution will use multiple environments to facilitate effective development, training, and uninterrupted testing. Formal release management governs how data, source code, and configurations are propagated from environment to environment, verifying the integrity of system components as they move their way from development to production.

ESC is continually assessing and implementing upgrades and technology refreshes (both hardware and software) to provide continued high-performance functionality of the system. ESC will schedule and conduct weekly system maintenance to keep the systems executing in accordance with required service levels.

IM-007

The vendor should perform an analysis of existing data from the legacy solutions trading partners and identify the assumptions, constraints, risks, and prerequisites associated with data conversion.

Response

ESC will perform an analysis of existing data from the legacy solutions trading partners and identify the assumptions, constraints, risks, and prerequisites associated with data conversion.

Our Data Conversion Plan will detail our strategy and approach for supporting data migrating to and from our Phase III solution. We will work closely with PRMP to develop a repeatable process and methodology for the efficient transfer of quality data to and from our solution. We already have a detailed understanding of PRMP data and business functions. This will help mitigate risk and speed up the conversion process. Our Conversion Plan will detail our conversion approach as follows:

- **Planning:** Our data conversion methodology, including data analysis techniques and processes, as well as checks and balances for verifying data quality and accuracy, will be applied to the planning. This methodology can be adapted easily to the PRMP conversion plan.
- **Data Documentation Assessment:** Early in the data conversion process, ESC obtains source system documentation. Documentation includes systems documentation, copybooks, lists of master files, data edit criteria, and other materials relevant to the source system data. ESC performs a detailed assessment of the materials obtained to gain an in-depth understanding of how data is structured in the source system.
- **Determine Data Sources:** Based on documentation reviewed and meetings with the PRMP, ESC identifies the required data sources for the conversion activities. As part of identifying and documenting information related to conversion data elements, ESC determines data sources and documents them in detail, including the separation of what is required for each component. ESC develops procedures and playbooks for executing conversion programs, including conducting requisite manual conversion activities whenever data cannot be converted automatically. The primary artifact from this step of the conversion process is a Data Conversion Master List.
- **Request Data Files:** Using the list of data sources, ESC requests source data from the appropriate sources. ESC works with the PRMP and other involved parties to set up a regular schedule of obtaining copies of files at a minimum of monthly if not more frequently. This confirms we are working with current data as it moves forward with the conversion.
- **Assess Data Quality:** As ESC receives the source data from each identified source, we begin a thorough and detailed automated assessment of the presence, quality, format, validity, and consistency of the data we receive.
- **Update Data Conversion Planning:** Use of our proven baseline data conversion planning greatly reduces data conversion risk for the project as it is a proven, comprehensive plan specifically tailored for migration of source data.
- **Develop Data Edit and Validation Processes:** ESC develops the necessary editing and validation processes to edit incoming data for presence, format, validity, and consistency and move the cleansed data to staging tables.
- **Develop High-Level Technical Specifications:** ESC data analysts create conversion specification documents for each MITA business area that identify the data source files, corresponding Module targets, identification of configuration component dependencies, and data conversion sequencing within the business area.
- **Develop Data Mappings and Data Transformation Processes:** ESC data specialists create data mapping workbooks that show, column by column, how to map the source data to the ESC Phase III solution schema. As part of developing the data mapping workbooks, ESC

develops required data transformation processes. This may be as simple as taking a source code and transforming it to an equivalent module code, and then loading the converted data as required. Alternatively, it may involve complex logic of reading multiple source data values and performing an assessment of those values to determine the ESC Operations Module data value to be loaded.

- **Develop Data Migration Packages to Convert Source Data:** ESC has established a proven best practices-based conversion methodology using MapTool to perform ETL functionality between source systems and the MMIS Oracle DB. MapTool, SQL Developer, and SQL plus are used to construct conversion programs for extracting source data, transforming it as required, and loading it to the Phase III solution databases. The conversion development environment is specifically provisioned for these types of processes and facilitates the overall conversion effort. ESC works with the Commonwealth to identify additional data elements required for operation of the Phase III solution that are not available from the current operating environment. Default data values are agreed on and assigned to those additional data elements.
- **Test and Validate Data Conversion Processes:** During data mappings and data transformation, ESC tests and validates data conversion routines. This is an iterative process, with a repeated cycle of conversion test runs, validation of the runs, correction of identified errors, and rerunning tests. This process continues until the data management team is satisfied that the data conversion routines are ready to run.
- **Perform Data Conversion Acceptance Testing:** Once the conversion processes have been validated and approved internally, ESC uses the converted data to support functional testing and UAT. We will work closely with PRMP to receive acceptance and approval of the data conversion results. If issues are identified, we will work with PRMP to resolve the issues and rerun the tests. This process continues until approval is obtained for the conversion results.
- **Perform Final Data Conversion and Data Loads:** Once PRMP approval is obtained on the data conversion routines, ESC executes the file conversions and data loads.

IM-008

The vendor should develop the data conversion specifications for each data element, including, but not limited to:

- a. Data source information
- b. Target data information
- c. Data cleansing rules
- d. Data conversion rules

Response

ESC will develop the data conversion specifications for each data element, including, but not limited to:

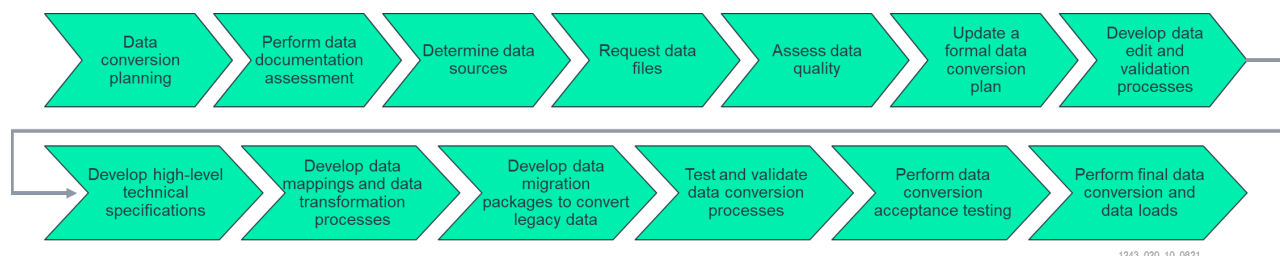
- Data source information
- Target data information
- Data cleansing rules
- Data conversion rules

The conversion of data is one of the most critical tasks in the development phase; the data must be accurate and complete. ESC brings the experience, the approaches, and the lessons learned based on conversions in 29 state Medicaid programs over the past 50 years.

We offer PRMP our proven data conversion approach that can be adapted and customized based on PRMP-defined preferences. Our goal with this approach is to thoroughly test and validate the converted data result and resolve identified conversion issues before final conversion and go-live. This is accomplished by making converted data available for testing and verification during the various project testing phases.

ESC's data conversion approach involves planning, identifying, and analyzing conversion requirements; preparing conversion specifications; developing and testing conversion programs; and converting the data. The identification of data conversion tasks, the schedules for accomplishing the tasks, and the identification of the responsible party for each task are included in the Project Work Plan. The following figure depicts our data conversion process

Figure 43. Data Conversion Process



IM-009

The vendor should retain data from the legacy solutions subsequent to data conversion.

Response

ESC will retain data from the legacy solutions subsequent to data conversion. We will work with PRMP to define what data is to be retained and for how long.

ESC will work with PRMP to develop a Data Retention Schedule for the legacy converted data. The schedule will include the length of time the data is to be retained as well as the format.

IM-010

The vendor should run all existing data from the current database tables and/or files through data quality checks and all data quality issues should be reported to the Puerto Rico Medicaid Program (PRMP).

Response

ESC will run existing data from the current database tables and/or files through data quality checks and data quality issues will be reported to PRMP.

ESC's conversion team maps identified data source components to the new Phase III solution. This activity includes defining any data cleansing or transformation rules, identifying redundant data, determining default values, and identifying data transformations required.

Throughout the design, construction, and conversion, a random selection of records is traced from the source to the target data and the target to the source data to verify data integrity is maintained.

IM-011

The vendor should perform any necessary corrective action under the supervision of the Puerto Rico Medicaid Program (PRMP), before final data conversion takes place in the new data

integration and Extract, Transform, Load (ETL) component.

Response

ESC will perform necessary corrective action under the supervision of PRMP before final data conversion takes place in the new data integration and ETL component.

Each functional area conversion is a stand-alone conversion in terms of verifying the results and resolving any discrepancies found. The conversion functional area results are generated for each functional area. The Functional Area Status Report includes summary conversion run statistics such as how many input records, how many output records, how many records had errors and were not converted, and how many records were bypassed per agreed-on business rules.

The reporting also includes field level error and informational message reporting. These detail level reports will be reviewed with PRMP. The review result will determine what type of corrective action is to be taken and modifications to the conversion process and/or common reporting parameters may be necessary.

Deployment

IM-012

The vendor should be prepared to participate and provide documentation for planning discussions with all stakeholders impacted by the solution's implementation. These planning discussions should include, but not be limited to topics including:

- a. Deployment planning
- b. Interface testing
- c. Conversion and cutover
- d. Implementation plan and checklists
- e. Operational readiness plan
- f. Training, training materials, and desk level procedures
- g. Post go-live monitoring and support
- h. Disaster recovery and business continuity planning
- i. Others as defined within the Deployment Plan and by the Puerto Rico Medicaid Program (PRMP)

Response

ESC will be prepared to participate and provide documentation for planning discussions with stakeholders impacted by the Phase III solution's implementation. These planning discussions will include, but not be limited to topics including:

- Deployment planning
- Interface testing
- Conversion and cutover
- Implementation plan and checklists
- Operational readiness plan
- Training, training materials, and desk level procedures
- Post go-live monitoring and support
- Disaster recovery and business continuity planning
- Others as defined within the Deployment Plan and by PRMP

Effective communication is a key element of any successful project in a modular world with multiple stakeholders. At ESC, we emphasize frequent, effective communication –

communication that is clear, understandable, and appropriately focused at each management level. Upon careful collaboration with other stakeholders and in consultation with PRMP, ESC's focus will be on communicating plans and options. Our goal is to state precisely what we are planning to do and when we are going to do it, and then to clearly communicate what we have done. We will make our staff available to PRMP and its contractors to address questions or concerns and will provide easy access to our reporting tools, which communicate immediate, accurate information about project status and progress.

We will continuously provide real-time communication through reports, status meetings, and steering committee meetings as defined in the governance model that we established during project start-up. We will communicate with the stakeholders as needed to facilitate accuracy of project work plan inputs.

ESC will instill a disciplined approach to project management communication as part of overall governance across the organization. As we implement our philosophy of open communication, PRMP will receive timely, accurate communication of the PRMP project's status and overall results.

IM-013

The vendor should be prepared to support the resolution of issues or the mitigation of risks associated with Operational Readiness Review (ORR) activities.

Response

ESC will support the resolution of issues or the mitigation of risks associated with Operational Readiness Review (ORR) activities.

Our Software Development Life Cycle (SDLC) methodology delivers a comprehensive framework that supports waterfall, iterative, and agility-based methodologies and provides a road map for the project from requirements validation to implementation readiness, culminating in operational readiness review and MMIS certification and can be tailored to the specific needs of the component being developed.

Our Operational Readiness Plan will detail our process to conduct an overall validation and evaluation of the project. The plan also describes the operational readiness assessments that we will conduct to demonstrate that the operational areas are ready.

We will prepare an Operational Readiness Assessment (ORA) document that describes the series of events, principals, and documents that will comprise the Operational Readiness Assessment. The ORA will demonstrate that the system—its functional areas, processes, procedures, people, hardware, software, network, and telecommunications—are in place and ready for full operations. Our approach to the ORA is to complete the Operational Readiness (OR) checklists. The checklists will be provided in the Operational Readiness Plan. For each task demonstrated, reviewers will determine completion, percent of completion, and document comments and issues. The assessments will be included in the ORA document and will demonstrate the effectiveness of the operational processes and procedures to support PRMP business objectives and meet requirements.

Project Management, Planning, Organization, and Staffing

In addition to the following requirements related to Project Management, Planning, Organization and Staffing, please refer to Attachment F Requirements MR-010 and MR-011—Deliverable Updates and MR-021- Project Management.

IM-014

The vendor should collaborate with the Puerto Rico Medicaid Program's (PRMP's) Medicaid Enterprise Solution (MES) vendors as is necessary to support the solution's implementation, operation, and certification efforts.

Response

ESC will collaborate with PRMP's MES vendors as is necessary to support the Phase III solution's implementation, operation, and certification efforts.



Communication and work will flow seamlessly between ESC and the PRMP stakeholders and other contractors throughout the life of the contract. Our approach is based on the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK®) Guide Project Management processes. These foundations provide clear standards, automated processes, and measured controls to manage activities, tasks, deliverables, work plans, budgets, staffing, issues, risks, and milestones for individual projects in an enterprise context.

Our Communications Plan describes our processes, tools, and methods for delivering transparent communication to the right parties at the right time. Our team strives for open, accurate, timely, and respectful communication in numerous project endeavors ranging from collaboration to reporting.

We will collaborate and contribute to project management activities such as status reporting, meetings, risk/issue management, and project planning. We will use PRMP-approved monthly status reporting to communicate with stakeholders the status of completed tasks and remaining tasks. Our integrated approach reduces project risk by reinforcing agreed-on project standards and disciplines. Our methodologies and processes promote a common language, effective communication, efficient linkages, and information sharing. This approach yields timely, comprehensive project management communication and reporting.

IM-015

The vendor should provide technology and equipment for vendor staff necessary to support and complete the scope of work and meet contractual obligations.

Response

ESC will provide technology and equipment for our staff necessary to support and complete the project scope of work and meet contractual obligations and will include such items as:



- PCs and workstations with appropriate software applications
- Office furniture
- Telephone and telephone lines
- Email and internet service
- Mail service
- Printer and copier service
- Office/workspaces and meeting/conference rooms in Gainwell locations as needed
- Projectors in conference rooms, portable to other meetings

IM-016

The vendor should develop deliverables identified in the Request for Proposal (RFP) deliverable dictionary and make available to the Puerto Rico Medicaid Program (PRMP).

Response

ESC will develop deliverables identified in the RFP deliverable dictionary and make them available to PRMP.

Each deliverable in the deliverable dictionary will include a section that describes how that deliverable will be maintained throughout the life of the contract. Whenever possible, deliverables will align with PMI PMBOK® best practices. Each deliverable will be included in the ESC project workplan and delivered to PRMP according to the time frames indicated in the RFP. The following is a sample of what each deliverable will look like:

- Purpose
- Scope
- Overall approach
- Roles and responsibilities
- References
- Acronyms
- Document maintenance
- Deliverable plan

ESC will address PRMP's feedback of our deliverables by making the requested changes and providing a deliverable walkthrough following a five-day review period of the deliverable by the PRMP Project Manager.

IM-017

The vendor should develop the following documents in support of each deliverable, including, but not limited to:

- a. Deliverable Expectations Document (DED)
- b. Acceptance criteria
- c. Outline of project deliverable
- d. Draft deliverable
- e. Final deliverable

Response

ESC will develop the following documents in support of each deliverable, including, but not limited to:

- **Deliverable Expectations Document (DED)** – ESC will develop a DED for each deliverable identified by PRMP, including an outline of the deliverable, as well as preliminary draft content. The DED will provide the opportunity for PRMP and ESC to collaborate and define expectations for each deliverable before actual delivery. This practice speeds up the deliverable submission, review, and approval process, allowing for deliverables to progress more quickly toward approval.
- **Acceptance criteria** – Acceptance of a deliverable depends on the successful completion of tasks associated with the development of a complete and comprehensive deliverable consistent with the applicable Service Level Agreement (SLA).
- **Outline of project deliverable** – Each project deliverable will contain an outline of what will be included in the deliverable.
- **Draft deliverable** – ESC will submit a draft of each project deliverable for PRMP review and comment. After PRMP review, ESC will address PRMP comments before submitting the final deliverable

- **Final deliverable** – Once PRMP comments are addressed and agreed on from the draft deliverable, ESC will submit the final deliverable for PRMP approval.

IM-018

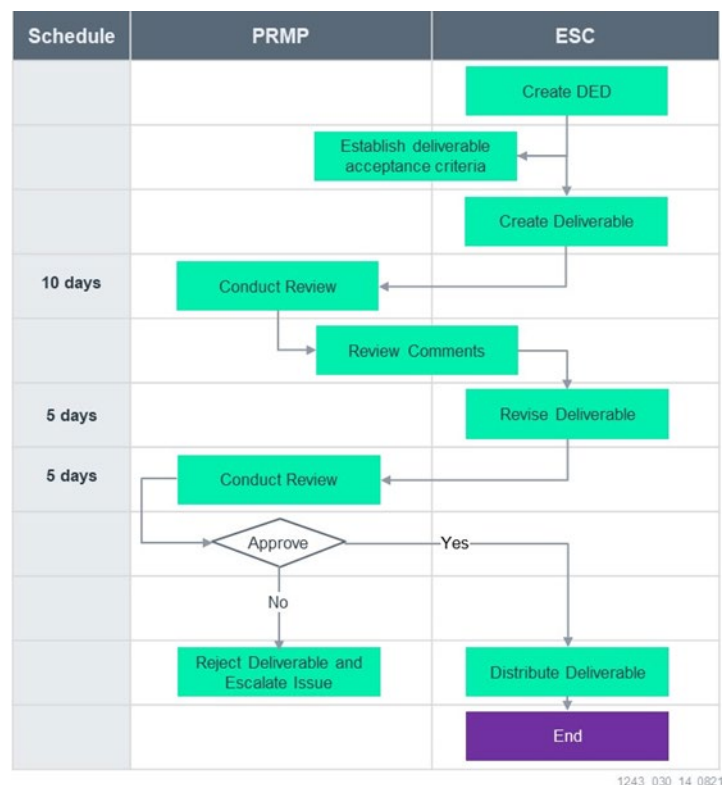
Following a ten (10) business day review period of the deliverable by the Puerto Rico Medicaid Program (PRMP), the vendor should address the PRMP's feedback and make requested changes within five (5) business days unless otherwise agreed to by the PRMP. Updated deliverables are subject to final acceptance by the PRMP within ten (10) business days after resubmission.

Response

Following a ten (10) business day review period of the deliverable by PRMP, ESC will address the PRMP's feedback and make requested changes within five (5) business days unless otherwise agreed to by the PRMP. We understand that updated deliverables are subject to final acceptance by the PRMP within ten (10) business days after resubmission.

ESC has provided rigor to the deliverable process by building a process workflow that supports each aspect of delivery management, from initial creation through final approval and storage for retention purposes. As part of this workflow process, we require internal work product reviews, client walkthroughs, and a revision or update process to expedite the flow while promoting quality in the products delivered. ESC will use the Comment Information Matrix (CIM) document to track the comments received from PRMP as well as responses from ESC's Implementation Team. The following figure depicts our deliverable submission process.

Figure 44. Deliverable Submission Process



IM-019

The vendor should maintain project deliverables throughout the life of the contract.

Response

ESC will maintain project deliverables throughout the life of the contract.

ESC will continue using the rTrace repository to provide a collaborative and coordinated document management environment. This tool facilitates unfettered access to key project artifacts and deliverables, including end user documentation, to authorized users. The repository is available to authorized users 24x7, and we tailor it to meet the needs of the project. It provides a powerful mechanism by which PRMP and ESC can collaborate and stay well informed on the project.

rTrace facilitates the effective management of project documentation and maintains consistency in the collaborative production and delivery of information, deliverables, and artifacts. It provides project management personnel with top-down visibility into the project. It also enables versioning and archiving of documents and artifacts.

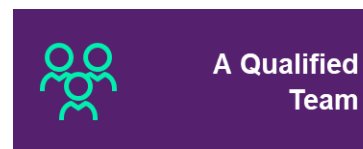
rTrace will be used during the implementation and will be maintained and used throughout the implementation and operations phases. ESC also will use our defined Deliverables Process to manage essential user documentation and prepare and deliver quality deliverables that meet agreed-on specifications.

IM-020

The vendor should provide and maintain a project governance structure that identifies vendor and Puerto Rico Medicaid Program (PRMP) resources required to implement and operate the project

Response

ESC will provide and maintain a project governance structure that identifies vendor and PRMP resources required to implement and operate the project.



An integrated, holistic review of project management change control and operations will be achieved with a small, joint governance group. Weekly status deliverables, strong change control processes, and transparent operations reporting will be leveraged for a robust governance approach. We will work with PRMP to align an agreed-on governance structure to PRMP's overall governance approach and to align with the needs of other PRMP contractors.

Our governance approach is successful because the foundation fosters frequent and consistent collaboration and communication. The governance committee will oversee configuration and any project work arising from the changing business need. This committee will oversee processes outlined in the approved Change Management Plan. Similarly, members of the governance committee will oversee issues related to system performance, maintenance and operations policies, and resolution of service incidents. We will provide transparency into implementation phases and maintenance and operations from the start and throughout the life of the contract and will focus on joint decision making for critical issues.

IM-021

The vendor should identify key positions with specific descriptions of roles and responsibilities, time devoted to the project during project phases, and the percentage of time the project staff members should work on-site.

Response

ESC will identify key positions with specific descriptions of roles and responsibilities, time devoted to the project during project phases, and the percentage of time the project staff members should work on-site.

ESC's Staffing Plan determines the appropriate mix of positions and people to meet PRMP requirements; addresses the selection, assignment, roles, and responsibilities of the staff, and defines our recruitment, retention, and termination processes.

We called on experienced ESC leaders to analyze the requirements of the RFP, assess the scope of work across the project phases, and apply our own front-line experience with Medicaid healthcare module projects to determine our proposed key personnel and develop a preliminary staffing plan for the correct organization, mix of skills, and staff numbers.

Our team will prepare the Staffing Plan that will describe the types, quantity, and timing of human resources needed for the life of the contract. It also will describe the processes and procedures for managing and developing these resources. We will document the assignment of the right resources with the necessary skills and experience to administer and execute required project activities.

For further discussion of ESC's proposed staffing please refer to Attachment D, Project Organization and Staffing.

IM-022

The vendor should provide ongoing administration support required to manage software updates, patches, and data management.

Response

ESC will provide ongoing administration support required to manage software updates, patches, and data management.

The Maintenance and Operations team will maintain the environments with timely implementation of the latest version of releases. The releases will include product enhancements, new features, and federally mandated updates. Releases will be applied to specified environments on a communicated and agreed-on schedule. Third-party Commercial Off the Shelf (COTS) products also will be maintained to current versions.

ESC develops, maintains, and tests procedures consistent with PRMP policies for handling system upgrades, updates, and patches as well as any other necessary software patches and updates. We have defined SDLC, Information Technology Infrastructure Library (ITIL), and Capability Maturity Model Integration (CMMI) processes for change control that also applies to software version changes and patches. A change control request must be completed before a computer system or network component is changed; such changes include the following:

- Adding or changing software
- Adding or changing hardware
- Installing network cabling
- Upgrading or replacing database or application software
- Applying patches to systems

IM-023

The vendor should remove any personnel if requested by the Puerto Rico Medicaid Program (PRMP). The key personnel should be replaced within 15 business days after the position is vacant unless a longer period is approved by the PRMP.

Response

ESC will remove any personnel if requested by PRMP. Key personnel will be replaced within 15 business days after the position is vacated unless a longer period is approved by the PRMP.

If key personnel are removed, regardless of the reason, we will immediately initiate a search for a qualified replacement within the Gainwell organization or from our staffing contractors. When an appropriate candidate is found, we will submit the candidate's resume to PRMP for review and approval. We understand PRMP has the right of approval for replacement of ESC key personnel regardless of the reason for replacement.

If a PRMP-requested vacancy occurs that threatens the timely completion of work, ESC will take the following actions to fill that vacancy in a timely fashion:

- Request existing staff to handle additional workloads for short periods of time
- Obtain additional contingency staff from within our organization such as the following:
 - Staff members involved in other local accounts
 - Staff members rotated from other healthcare accounts
- Obtain additional temporary staff from our staffing subcontractor partners who can provide qualified personnel on short notice to supplement our staff

IM-024

The vendor should provide a deliverable walkthrough within five (5) business days of the first ten (10) business days review period.

Response

ESC will provide a deliverable walkthrough within five (5) business days of the first ten (10) business days review period.

ESC understands that walkthroughs help the reviewer refresh his/her expectations for the deliverable content. Our project manager will schedule the walkthrough meeting with the reviewers on the first day of the review period if the reviewers are available. A review of the deliverable and a walkthrough of the deliverable establishes shared expectations and streamlines the review. Should a second review be required we will provide a second walkthrough, focusing on the requested changes.

Testing (System and Functional Method of Procedures [MoPs]/Features)

IM-025

The vendor should provide solution environments as appropriate for test phases and test environments that should nearly mirror the production environment.

Response

ESC will provide solution environments as appropriate for test phases and test environments that will nearly mirror the production environment.

We will provide a mutually agreed-on number of testing environments for testing purposes. During Test Planning, we will assess each testing level, the scope and approach, and the current environments in place used for these testing levels as well as additional environments (and data therein) needed to support the systems development. The environment planning will

be reviewed with PRMP, discussing the plan and ESC's recommendations. PRMP will then be able to review the approach and discuss the proposed plan or alternative solutions to meet the needs of the testing levels. ESC will collaborate with PRMP throughout the process to foster transparency.

IM-026

The vendor should provide authorized users access to necessary testing environments as required for testing on-site from the Puerto Rico Medicaid Program (PRMP) offices and remotely throughout the life of the contract.

Response

ESC will provide authorized users access to necessary testing environments as required for testing on-site from PRMP offices and remotely throughout the life of the contract.

The ESC Test Plan describes the environments and process for obtaining environment access. Access to these environments is requested and revoked by the Test Manager. Roles are granted and assigned in support of specific test scenarios. ESC will review the requests and grant access (or revoke) based on receiving the appropriate approvals from PRMP.

IM-027

The vendor should integrate version control in each solution environment. The vendor should provide the Puerto Rico Medicaid Program (PRMP) with access to each version of the solution environment.

Response

ESC will integrate version control in each Phase III solution environment. We will provide PRMP with access to each version of the Phase III solution environment.

ESC will integrate version control in our environments. Version control will be implemented through Microsoft Azure DevOps. The ESC release team assigns a unique release identification for releases to each environment with an accounting of what is included in each release. ESC provides PRMP with access to each version of the Phase III solution environment.

IM-028

The vendor should help ensure that the test environment(s) are scalable in their size, files, databases, processing, and reporting, as appropriate for the implementation activity being completed in that environment.

Response

ESC will verify the test environment(s) are scalable in their size, files, databases, processing, and reporting, as appropriate for the implementation activity being completed in that environment.

ESC's Phase III solution will be hosted in Amazon Web Services (AWS). AWS provides a powerful hosting approach and technology. With AWS, ESC will deliver a test environment capable of mirroring the production system in size, files, databases, processing, and reporting. AWS provides flexibility to produce test environments that will contain full functional capabilities and match production in size. Test environments can be scaled up or down as needed.

IM-029

The vendor should provide a process for masking, sanitizing, scrambling, or de-sensitizing sensitive data when extracting data from the production environment into the Puerto Rico

Medicaid Program (PRMP)-specified non-production environments for purposes such as training, including, but not limited to:

- Protected Health Information (PHI)
- Personally Identifiable Information (PII)
- Supplemental Security Income (SSI)

Response

ESC will provide a process for masking, sanitizing, scrambling, or de-sensitizing sensitive data when extracting data from the production environment into PRMP-specified non-production environments for purposes such as training, including, but not limited to:



- PHI
- PII
- SSI

The PRMMIS de-identification process is in place to make sure PHI/PII/SSI does not exist in the lower testing environments. The process has identified data elements across tables that are scrubbed. Prior to data being loaded, each element is passed through a scrubbing function. Names and addresses are replaced from a sanitized list of canned names and addresses.

Data is encrypted at rest and in transit as it is hosted in the AWS cloud.

IM-030

The vendor should make test environments available to support testing activities of the other Puerto Rico Medicaid Program (PRMP) modules.

Response

ESC will make test environments available to support testing activities of other PRMP modules interfacing with the Phase III solution.

ESC's solution is hosted in AWS. AWS provides a powerful hosting approach and technology. With AWS, ESC will deliver test environments capable of mirroring the production system in size, files, databases, processing, and reporting.

The AWS Cloud Solution allows for the rapid deployment of additional servers, memory, and disk space when needed, which allows us to continually meet logical environment requirements.

IM-031

The vendor should develop comprehensive positive and negative test cases for each testing phase.

Response

ESC will develop comprehensive positive and negative test cases for each testing phase. ESC's testing is structured by progression testing (targeted execution of new or modified functionality) and targeted regression testing (verification of existing or previously passed functionality) with an emphasis on both positive and negative scenarios.

IM-032

The vendor should provide the Puerto Rico Medicaid Program (PRMP) and its authorized solution users access to test cases to facilitate execution of applicable testing cycles.

Response

ESC will provide PRMP and its authorized Phase III solution users access to test cases to facilitate execution of applicable testing cycles.

Secure Data Access

Access to the data within the PRMP solution will be role-based and assigned individually.

ESC appreciates the importance of keeping sensitive member, health, Commonwealth, provider, and financial information confidential. For that reason, we follow a role-based access mechanism that is fine-grained and flexible to users who require access to information.

IM-033

The vendor should perform end-to-end regression testing for defects and retail regression testing results as is necessary.

Response

ESC will perform end-to-end regression testing for defects and retail regression testing results as is necessary.

Regression testing allows a consistent, repeatable validation of each new release of the PRMP Solution components. This testing validates that reported defects have been corrected for each new release and that no new quality problems were introduced in the maintenance process.

IM-034

The vendor should track and report on solution findings and defects, including, but not limited to:

- a. Progress made towards resolution
- b. Number of tests completed
- c. Number of tests deferred or cancelled
- d. Results of the tests executed
- e. Defects identified by severity
- f. Corrections undertaken

Response

ESC will track and report on Phase III solution findings and defects, including:

- Progress made towards resolution
- Number of tests completed
- Number of tests deferred or cancelled
- Results of the tests executed
- Defects identified by severity
- Corrections undertaken

ESC will confirm that PRMP reviews the Phase III solution for the potential and detected issues before implementing a fix. We perform regression and end-to-end testing for critical projects and use rTrace to log issues found during testing. We also will seek PRMP approval on the test results after the solution is in place to facilitate quality and customer satisfaction. rTrace will be updated with details of the Phase III solution, its current status, and its deployment through other environments.

ESC will track and report through our normal status reporting on the defects identified and the progress made toward resolution of defects, including metrics on number of tests completed, number deferred or cancelled, results of the tests executed, defects identified by severity, and corrections undertaken.

IM-035

The vendor should prepare, deliver to the Puerto Rico Medicaid Program (PRMP), and maintain a Requirements Traceability Matrix (RTM) throughout the design, testing, implementation, and certification efforts.

Response

ESC will prepare, deliver to PRMP, and maintain an RTM throughout the design, testing, implementation, and certification efforts.

Our RTM links requirements throughout the requirements validation process showing how system requirements, user stories, and use cases will be certified as functional and complete during Phase III solution configuration.

IM-036

The vendor should ensure that User Acceptance Testing (UAT) is conducted on a fully tested and production-ready module component that includes all solution features.

Response

ESC will verify UAT is conducted on a fully tested and production-ready module component that includes the Phase III solution features.

ESC will provide a UAT test environment that will operate in parallel with the production environment. The UAT environment will mirror the production environment to make sure of accuracy and consistency in UAT test results as compared to the production environment.

The ESC Phase III solution is tested completely in the system integration environment (SIT) before the start of the UAT phase. The SIT testing team also will run Integration, Regression, and Performance Testing activities in the SIT environment as part of the comprehensive testing solution used on the product. A defect free system (critical or high) with at least one round of complete system integration test will be deployed into the UAT environment for the UAT phase to commence.

IM-037

The vendor should propose solutions for risks, issues, findings, and/or defects identified throughout the solutions implementation, operation, and related certification efforts.

Response

ESC will propose solutions for risks, issues, findings, and/or defects identified throughout the solutions implementation, operation, and related certification efforts.

We will confirm that PRMP reviews the solution for the potential and detected issues before implementing a fix. We perform regression and end-to-end testing for critical projects and use rTrace to log issues found during testing. ESC also will seek PRMP's approval on the test results after the solution is in place to facilitate quality and customer satisfaction. rTrace will be updated with details of the solution, its current status, and its deployment date.

IM-038

The vendor should provide demonstration of end-to-end business scenarios prior to User Acceptance Testing (UAT).

Response

ESC will provide a demonstration of end-to-end business scenarios prior to UAT.

ESC will provide a functional demonstration of the planned Phase III solution prior to UAT that will lay the groundwork for testing. We will demonstrate each component and COTS tool that makes up the Phase III solution, walking through the ease and simplicity of use for PRMP testers. By the time UAT testing begins, users will feel confident in their ability to perform the necessary testing. ESC will provide additional support as needed to designated PRMP testers to successfully complete their UAT efforts.

IM-039

The vendor should provide User Acceptance Testing (UAT) training.

Response

ESC will provide UAT training to the PRMP staff that are responsible for UAT prior to their scheduled testing efforts. The training will consist of a blend of media, including user documentation, computer-based training, and in-person training sessions as needed.

IM-040

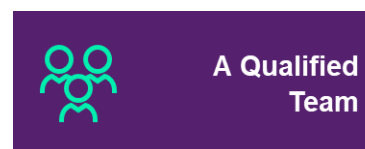
The vendor should provide Subject Matter Expert (SME) support to assist with User Acceptance Testing (UAT).

Response

ESC will provide SME support to assist with UAT.

UAT's primary purpose is to allow users to test the system in a production-like environment to verify that it is performing to established specifications. The UAT allows users to validate the business needs have been satisfied through the performance of daily activities in a controlled, production-like environment.

PRMP staff will perform UAT. ESC will support PRMP's ability to perform UAT by providing Subject-Matter Experts (SMEs) as needed. These SMEs will be knowledgeable in the proposed Phase III solution and our testing methodology.



IM-041

The vendor should provide test data as is necessary to support the User Acceptance Testing (UAT) effort.

Response

ESC will provide de-identified test data as is necessary to support the UAT effort.

Test data will be derived from a combination of data sources such as production data, conversion data, interface data from external entities, and Commonwealth-created data. Production data used includes reference values such as system parameters, system lists, reference tables, edits, dispositions, and security tables.

IM-042

The vendor should support the Puerto Rico Medicaid Program (PRMP) as is necessary with the documentation of User Acceptance Testing (UAT) findings and defects, and the retesting of resolved UAT findings and defects as is necessary.

Response

ESC will support PRMP as is necessary with documentation of UAT findings and defects, and retesting resolved UAT findings and defects as is necessary.

ESC will support PRMP's ability to perform UAT. UAT is performed after the testing team has concluded their System Integrated Testing (SIT) testing efforts. UAT occurs before the Phase III solution components are implemented into the production environment.

ESC's Testing Unit releases the Module to the intended users at this point.

UAT's primary purpose is to allow users to test the system in a production-like environment to verify that it is performing to established specifications. Performing UAT allows users to validate the business needs have been satisfied through the performance of daily activities in a controlled, production-like environment. The UAT includes testing interfaces, transport protocols, production-like activities, and execution of operational procedures across major components and interfaces. This is the time to make certain the infrastructure works within the defined constraints.

ESC performs regression and end-to-end testing for critical projects and uses rTrace to log issues found during testing. We also will seek PRMP approval on the test results after the Phase III solution is in place to facilitate quality and customer satisfaction. rTrace will be updated with details of the Phase III solution, its current status, and its deployment through other environments.

IM-043

The vendor should be prepared to conduct regression testing throughout User Acceptance Testing (UAT).

Response

ESC will be prepared to conduct regression testing throughout UAT.

Regression testing allows a consistent, repeatable validation of each new release of the PRMP Phase III solution components. This testing validates that reported defects have been corrected for each new release and that no new quality problems were introduced in the maintenance process. Regression test results are stored in the rTrace repository.

IM-044

The vendor should prepare business scenarios to support User Acceptance Testing (UAT).

Response

ESC will prepare business scenarios to support UAT.

ESC will include test cases that expect positive outcomes, where results or consequences are expected to happen and negative outcomes, where the consequences are expected not to occur, or the system should take no action. ESC and PRMP authorized staff will work together closely during UAT. This will include test scenario preparation to execution of defect reporting and assisting with developing the positive and negative scenarios for testing.

IM-045

The vendor should draft User Acceptance Test (UAT) cases and support the Puerto Rico Medicaid Program (PRMP) in capturing UAT results as is necessary.

Response

ESC will draft UAT cases and support PRMP in capturing UAT results as is necessary.

ESC will develop UAT test cases that expect positive outcomes, where results or consequences are expected to happen and negative outcomes, where the consequences are expected not to occur, or the system should take no action. ESC and PRMP authorized staff will work together

closely during UAT testing activities. This will include test scenario preparation to execution defect reporting and assisting with developing the positive and negative scenarios for testing.

ESC will assist PRMP in capturing the UAT test results in rTrace and will provide test results reporting.

IM-046

The vendor should provide access to the Puerto Rico Medicaid Program (PRMP) as well as authorized solution users to the testing tool to support User Acceptance Testing (UAT) as well as other testing and project phases.

Response

ESC will provide access to PRMP as well as authorized Phase III solution users to the testing tool to support UAT as well as other testing and project phases.

ESC will provide access to test cases through the rTrace testing tool to facilitate execution of applicable testing cycles. rTrace is designed to provide access to features such as write/modify test cases, write/update defects, and other testing tasks. rTrace will enable users to access SIT and UAT test cases (including regression) throughout the testing life cycle.

Training

IM-047

The vendor should support both online and in-person training options for the requirements included within this Request for Proposal (RFP).

Response

ESC will support both online and in-person training options, as required by PRMP to make sure system users can be efficient and effective in the use and navigation of the Phase III solution. ESC will use a variety of training delivery methods, such as the following:

- **Instructor-Led Training (ILT)** – A primary instructor leads in-person instruction that is primarily a presentation using the training environment.
- **Webinar** – An online tool used to facilitate ILT to remote audiences. Training may be conducted as a webinar as needed, enabling participation in training or demonstration for staff members who are not able to attend in person. This type of training was used very effectively to replace in-person training of the Provider Enrollment Portal during the COVID lockdowns and may be an approach to use.
- **eLearning/computer-based training** – ESC will continue its use of the current Learning Management System (LMS) to deliver on-demand, self-paced video training.
- **Online help instructions** – The integrated online help features contain descriptions and procedures to execute functions.
- **User Reference Guide and User Navigational Guide** – Provides step-by-step instructions on how to view and execute ESC's system data and functions. These documents also will include screenshots, definitions, and tool navigation details and will not contain any PHI.

IM-048

The vendor should provide training materials in English and Puerto Rican Spanish for both in-person and online training options.

Response

ESC will provide written training materials in English and Puerto Rican Spanish for both in-person and online training options.

Well trained and knowledgeable staff members are fundamental to meeting the PRMP expectations, contract requirements, and performance standards. ESC's training staff is well-versed in developing course content and materials, verifying that the level of detail is appropriate and accurate, as well as confirming that the course fits user job functions. Training materials include the following:

- **Course Outline** – addresses course objectives and includes a detailed breakdown of topics to be covered during the training. The course outline also lists the specific user manuals that support course content long after the training was performed.
- **Course Agenda** – details the recommended time needed to deliver each course topic and the order in which the topics should be delivered.
- **Course Materials** – based on course, could include supplement supporting documents, or a list of training resources.

Our training materials provide step-by-step instructions on how to view and execute ESC system data and functions. Our documents also will include screenshots, definitions, and tool navigation details. ESC organizes the training materials for optimal navigation. The organization and depth of content found in each document facilitates the use of these documents as an in-class learning tool and a desktop reference following training. As a desktop reference, the material can be used as a self-paced study guide to assist users in further understanding the tasks or concepts presented during the formal training session. Superior to the traditional approach of creating materials that are quickly out of sync and awkward to reference, our documentation provides the most current version of training materials, and documentation is available to users online.

The LMS allows for a tailored learning experience for users. The LMS gives a detailed overview of curricula and courses available for users to enhance their knowledge and skills. A wide range of course formats and resources are available, including computer-based trainings (CBTs), ILTs, and learning paths. The LMS allows tracking and monitoring learner progress, managing certificates completion, and running a wide range of reports.

IM-049

The vendor should provide training materials in English and Puerto Rican Spanish in formats consistent with accessibility requirements of the Americans with Disabilities Act (ADA).

Response

ESC will provide training materials in English and Puerto Rican Spanish in formats consistent with accessibility requirements of the Americans with Disabilities Act (ADA).

We provide an LMS baseline library of 508-compliant eLearning/computer-based videos. We strive to make our videos accessible to people of differing abilities

As a Medicaid contractor, our Phase III solution complies with the requirements, and we account for them in building our solutions and products to support state Medicaid accounts. Our solution will deliver a secure and compliant platform that adheres to HIPAA and ADA Section 508 regulations.

IM-050

The vendor should review and update training curriculum and materials quarterly after solution changes.

Response

ESC will review and update training curriculum and materials quarterly after solution changes.

ESC also will review and update training curriculum and materials quarterly and upon system changes for relevance, accuracy, and consistency. ESC will continue to implement documentation updates according to our defined ESC change management process and do not consider a system or business process change complete and successful unless we have reviewed and updated the documentation. Our quality and change management process includes steps to confirm the training curriculum and material documentation reflects the most current system releases.

As releases are deployed, targeted training is developed to make sure stakeholders understand the enhancements included in the release. We will provide training on enhancements as well as updates to training materials such as, user manuals and user guides.

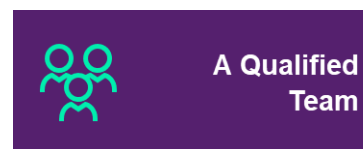
IM-051

The vendor should provide staff who are knowledgeable of the solution and supporting the Puerto Rico Medicaid Program (PRMP) business processes to perform training.

Response

ESC will provide staff that are knowledgeable on the Phase III solution and related components to perform training.

ESC's training staff is well-versed in developing course content, verifying that the level of detail is appropriate and accurate, as well as confirming the course structure fits user job functions. Training staff is also well-versed in the Phase III solution use and navigation.



IM-052

The vendor should provide training support for user groups in accessible locations and formats.

Response

ESC will provide training support for user groups, in accessible locations and formats, as defined by the PRMP. Working collaboratively with PRMP, the training plan will be crafted to include the optimal training delivery method based on the specific user group and accessibility constraints.

IM-053

The vendor should provide and maintain online tutorials for new users in English and Puerto Rican Spanish describing the operational and processing features of the solution.

Response

ESC will provide and maintain online tutorials for new users in English and Puerto Rican Spanish describing the operational and processing features of the Phase III solution.

A library of user reference guide and user navigational guide documentation will be loaded to a shared location. The documents provide step-by-step instructions on how to view and execute

the ESC system data and functions as well as including screenshots, definitions, and tool navigation details.

IM-054

The vendor should provide an assessment of the participants to determine the effectiveness of training and trainee competency.

Response

ESC will provide an assessment of the participants to determine the effectiveness of training and trainee competency.

Training effectiveness is carefully monitored throughout the life of the training program. The LMS allows tracking and reporting on course evaluations. These evaluations are used by our training team and PRMP to assess the effectiveness of the training and the associated training materials.

At the conclusion of each training session, attendees are emailed instructions to complete an evaluation form, which covers the effectiveness of the instructor; effectiveness of the instructional materials; the appropriateness of reference materials; and the level of training retention following training completion. The evaluation form provides feedback to determine the success of the training program and to identify areas for improvement.

ESC stores, tracks, and reports on class evaluations to determine the level of understanding and trainee estimation of course impact on their ability to perform job tasks and to gather trainee evaluation data. Results are compiled from the returned evaluation forms and are used to determine if additional changes are necessary to facilitate effective training.

IM-055

The vendor should use the solution's activity logs to assess training needs.

Response

ESC will use the solution's activity logs to assess training needs.

We will identify the user needs based on the activity logs of the system and provide appropriate training based on the information in the logs.

Assumptions

1. ESC assumes that CMS Certification requirements not accounted for in the Phase III RFP will be managed using the Change Management Process.
2. ESC assumes the CMS certification requirements will be available prior to the completion of the Phase III solutions design and development.
3. ESC assumes PRMP will define the existing data elements needed for data migration.
4. ESC assumes our Operational support responsibilities are limited to the requirements detailed in the RFP.
5. ESC assumes the existing environment structure is sufficient to meet and exceed the needs of the testing practices and activities for Phase III (Unit Testing, Model Office A/B, Operations, UAT A/B).
6. ESC assumes that PRMP will supply the end-to-end business scenarios and processes for the purposes of validating the Phase III solution meets PRMP's business needs and objectives.



ATTACHMENT J: MAINTENANCE AND OPERATIONS REQUIREMENTS APPROACH

This section will provide instructions to vendors to provide a narrative overview of the proposed system and the maintenance and operations requirements and the relevant mandatory requirements.

Maintenance and operations requirements ensure that the solution is fully functional and performing optimally until the end of the life cycle. The vendor's response should include a narrative overview describing its approach to maintenance of its proposed solution, including updates to new versions of the underlying Commercial Off-The-Shelf (COTS) products, and to configurations necessary to support changes in PRMP's business needs.

Use the response sections to provide specific details of the proposed approach to meeting the maintenance and operations requirements in each subcategories. Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from **Supplement Two: Detailed Requirements** and **Attachment F: Mandatory Requirements**. PRMP also expects the vendor to propose its approach for meeting any narrative in **Section 3: Scope of Work** of this RFP.

Proposed Solution

Gainwell is a leader in modular Medicaid solutions. We have successfully implemented 29 modular Medicaid systems for 16 Medicaid agencies. Our tools and significant Medicaid experience make ESC the optimal choice for meeting PRMP operational needs for implementing the Phase III solution with back-end systems.



Enterprise Services Caribe, LLC (ESC) uses established processes, defined roles and responsibilities, technology, and tools to support maintenance and operations (M&O).

ESC has the foundation necessary to

manage system maintenance and operations. ESC's Phase III focuses on

establishing a financial management module. The primary focus is the functionality and business processes necessary to support the production and distribution of premium payments to Managed Care Organizations (MCOs) and Medicare Advantage Organization (MAOs). This solution will be referred to as the "Phase III solution" within this attachment. As the current vendor for Phase I and II

operations, ESC will leverage a portion of our staff who is experienced and knowledgeable in PRMP business processes and systems to support the maintenance and operations of the Phase III solution. This will allow PRMP to realize cost savings and reduce risk. The following narrative provides an overview of the maintenance and operations requirements.

Requirements Met 100%

As detailed in Attachment F: Mandatory Requirements and Supplement Two: Detailed Requirements, the ESC's proposed Phase III solution meets 100 percent of PRMP requirements.



Hosting and Systems Maintenance

Technical Infrastructure

AWS Cloud

ESC Phase III solution will be delivered in the AWS Cloud. The AWS Cloud solution enables us to efficiently deliver a broad suite of services in support of the system. AWS provides redundancy and fault tolerance using Availability Zones (AZs), which are one or more discrete data centers with redundant power, networking, and connectivity in an AWS region. This redundant hardware infrastructure is designed to eliminate single points of failure. AWS Auto-Scaling Groups optimize server utilization to support high usage periods.

Disaster Recovery and Business Continuity

Backups and Restores

The ESC Phase III solution provides the ability to recover from data loss through backups and restores in a full, incremental, and differential manner. Database and application backups are taken as a part of normal infrastructure system backups and will confirm that should the application need to be restored, system data can be restored as near as possible to the point in time during which the system became unavailable. The primary Phase III solution application database is an Oracle database operated on Amazon RDS, with Microsoft SQL Server as the secondary database. Backups are stored in a separate, geographically disparate AWS data center to prevent backup data loss from a single disruption event. ESC will test application backup and restore procedures bi-annually as documented in our procedures and will provide the results of the test to PRMP.

Disaster Recovery (DR) and Business Continuity (BC) Plan

ESC uses the BC and DR (BC/DR) Plan to document procedures and continuously update them. The BC/DR Plan encompasses processes, methodologies, and procedures to keep operations and systems running during an incident. The plan describes the roles, responsibilities, and actions necessary to resume PRMMIS operations if a disaster event occurs. Policies and procedures related to backup and restore activities will be stored in rTrace.

Disaster Recovery Test

ESC will conduct a disaster recovery test in accordance with the approved Disaster Recovery Plan (DRP). Upon PRMP request, ESC will execute a DR test within a PRMP identified time frame. ESC will distribute the results of the tests and post them in rTrace where they can be viewed and commented on by PRMP staff. It is our standard practice to evaluate and update the DR Plan after a DR test.

Run and Maintain

Traditional Maintenance Activities

Traditional system maintenance activities include defect correction and minor coding changes, including maintaining web services associated with the integration between PRMMIS and the Phase Database and Application Backups.

Change Control

Configuration Management

ESC's configuration management methodology outlines the processes and tools used to control project assets and work products. ESC uses Azure DevOps as the configuration management tool. The configuration management process includes activities to plan, identify, control, report, and perform baseline verification for the system throughout the life of the contract.



Change Management Plan

ESC will document change requests (CRs) relating to implementation and M&O in accordance with the Change Management Plan. ESC will use the same processes and procedures currently in place. We will continue using our proven CR process that incorporates updates in rTrace to communicate status. rTrace allows ESC to insert attachments and add specific comments for transparency of ongoing CR activities.

ESC will continue CR status review meetings and reporting to discuss CR activities in the Phase III solution. Reporting is available for rTrace end-users to filter and review CRs in a specific status and/or functional area.

Configuration Management

ESC's configuration management methodology outlines the process and tools used to control project assets and work products. ESC uses Azure DevOps as the configuration management tool. The configuration management process includes activities to plan, identify, control, report, and perform baseline verification for the system throughout the life of the contract. The tool will limit access only to authorized users.

ESC will define the training needs and deliver the training to authorized solution users of the Azure DevOps change and configuration management tool.

Annual Technology Refresh

ESC will conduct annual planning for technology refresh in compliance with software vendor licensing, specifications, and upgrades. ESC has a continuous software review process to evaluate new or existing versions as they become available. Software will be maintained in accordance with NIST Special Publication 800-53 Control SA-22 *Unsupported System Components*. Systems are patched and maintained per software vendor recommendations based on patch criticality.

Data Quality

Monitoring data for quality issues is a key component to maintaining data integrity and decreasing risk that can result in consistent improvements in results. The Phase III solution provides new reports that will verify imported data is matched carefully against existing records. The new data error reports will be used to analyze and monitor the data and to verify the system matching criteria. Data quality issues found will be documented in rTrace and communicated to PRMP until resolution.



Performance Expectations

Incident Management

ESC has the expertise to manage and provide ownership for each phase of the incident management plan. We will provide the people and processes to escalate and manage system integrity. ESC defines an incident as an unplanned interruption to IT service, a reduction in the quality of IT service, and security threats. ESC uses proactive identification of system event patterns or inconsistencies. Alerts will be issued using the appropriate incident and problem management processes. ESC uses the incident management process to manage IT service disruptions to restore regular service operation as quickly as possible. The overall approach minimizes adverse effects on PRMP's business operations.

Root Cause Analysis (RCA)

Following an incident, ESC conducts a RCA. We use the problem management process to reduce the number of incidents and problems by identifying the underlying root causes and preventing their reoccurrence. The first step includes problem analysis activities. A status report for impacted stakeholders is provided based on the severity of the issue and time frames outlined in the risk management plan. RCA information is documented and available in rTrace for PRMP's continuous monitoring. ESC will continue to update the RCA until the issue is resolved.

Corrective Action Plan (CAP)

A CAP provides for effective issue resolution. The ESC Project Manager oversees CAP creation and delivery to PRMP. ESC documents the issue and researches the situation to identify its cause. Subsequently, documentation is created using a CAP template to maintain consistency throughout the process and this documentation will be stored in rTrace. ESC will provide monthly status updates for each CAP until the CAP is complete and the issue is resolved.

Privacy and Compliance Management

Industry Standards

The implementation of the ESC Phase III solution will focus on industry standards as well as those defined by PRMP. Gainwell corporate policy is to constantly monitor new and upcoming standards to determine their impact on our clients. We provide clients early notification and guidance concerning the impact on their operations that includes pre-planning as to how to address impacts. ESC currently complies with applicable government and federal laws and regulations including HIPAA. For the Phase III solution, we will continue to apply the same controls, processes, and techniques to verify ongoing compliance with privacy and security regulations and requirements.

MITA Support

The Phase III solution will assist PRMP in aligning the Medicaid Enterprise System (MES) from its current state to a future state. This is done by bringing a flexible and adaptable technical solution driven by the requirements supporting MITA maturity. This vision includes timeliness, accurate data access, efficient solutions, reduced effort and costs, and improved quality results.

Compliance Requirements

ESC will meet compliance requirements through a combination of operational controls, industry practice adherence, third-party audit verification, and certification activities. We have a long

history of successful compliance and audit success related to meeting the requirements of the CMS State Medicaid Manual, the Affordable Care Act, HIPAA/HITECH regulations, and other demanding rules and regulations. These rules and regulations protect the interests of patients, providers, Medicaid agencies, and other constituents served by our engagements. ESC will provide information PRMP requests to assess our compliance.

Certification

Certification preparation will begin in the early stages of the project's implementation phase. CMS certification requirements will be defined and documented in rTrace with traceability to the RFP requirements. Using this detailed documentation, the ESC M&O team will be knowledgeable of certification definitions to understand what needs to be maintained. CMS will incorporate outcomes based Key Performance Indicators (KPIs) for the Phase III solution. ESC will continuously document and maintain KPI's as is being done for Phase I and II. In addition to KPI reporting, ESC will evaluate each future potential system change against CMS certification requirements, as we do today, to verify changes are aligned with CMS requirements thus maintaining system certification status.

Security

ESC will adhere to security and audit controls applying to storage, backup, retrieval, and viewing of archive data records and will provide audit trails of accessed data.

ESC will review security patches relevant to the environment and classify the need and speed in which the security patches should be installed as defined by security policies. Patches are prioritized according to the Common Vulnerability Scoring System (CVSS) of the associated vulnerability. Patches that are identified as urgent are patched as soon as possible.

Operations Support

Operational Support

ESC understands the importance of having the right people in the right positions. ESC will provide a team to assist PRDoH in the ongoing operation of the Phase III solution. This will include business analysts, project managers, developers, testers, and trainers. Services covered include management of beneficiary assignments and rates, MCO and MAO's premium payment management, and PERM support based on the Phase III RFP requirements.

Knowledgeable resources will support the Phase III solution help desk services using the Avaya platform.

Training and Documentation

We will deliver necessary training and update the appropriate documentation as required by PRMP based on our training plan and customer requirements. ESC uses the LMS environment for training documentation. LMS support will address the day-to-day administration, user account management, course scheduling, relevant training material uploads, and reporting to make certain LMS is available to authorized PRMP users.

During Maintenance and Operations, ESC will use rTrace to maintain project documentation. The continued use of rTrace will extend existing processes, procedures, functionality, hardware, and software.

Termination Assistance and Transition Services

Execution of the Turnover and Closeout Management Plan

ESC will approach turnover for PRMP based on past successful takeover and turnover plans. ESC will use a project management toolset that demonstrates to our customers our ability to transition successfully. This includes our level of responsibility and professionalism during project turnover. If turnover is necessary, our team will provide proven plans and processes, and professional delivery of the turnover tasks, coordinating as necessary with our successor. We will accomplish this with minimal disruption of processing or interaction with services provided to members, providers, or PRMP staff and shareholders.

Requirements Crosswalk

In addition to the requirements responses that follow, ESC has cross walked the Attachment J. Maintenance and Operations (M&O) Approach Requirements to Attachment F Mandatory Requirements. Because Attachment J does not have subcategory designation in Supplement Two, we include the following table to denote the crosswalk.

Table 34. Attachment J. Maintenance and Operations (M&O) Approach Requirements to Attachment F Mandatory Requirements Cross-Reference Table

M&O Approach Requirements	Mandatory Requirements
MO-001	MR-024—Technical
MO-002	MR-024—Technical
MO-004	MR-024—Technical
MO-006	MR-024—Technical
MO-007	MR-024—Technical
MO-008	MR-024—Technical
MO-012	MR-024—Technical
MO-013	MR-024—Technical
MO-014	MR-001—Audit and Inspection, MR-017— HIPAA Compliance Officer
MO-021	MR-001—Compatibility
MO-022	MR-019—MITA Alignment, MR-020—Modularity
MO-023	MR-001—Audit and Inspection, MR-007—Compliance with Rehabilitation Act of 1973, MR-015— FMAP, MR-016— HIPAA, MR-029—Viewing Human Services Program Information
MO-024	MR-016—HIPAA, MR-017—HIPAA Compliance Officer
MO-025	MR-008—Compliance with Service Level Agreements, MR-029—Viewing Human Services Program Information
MO-025	MR-008—Compliance with Service Level Agreements
MO-026	MR-003—Certification
MO-029	MR-003—Certification, MR-009—COTS Waiver Documentation, MR-011—Deliverable Updates
MO-030	MR-003—Certification, MR-009—COTS Waiver Documentation,

M&O Approach Requirements	Mandatory Requirements
	MR-011—Deliverable Updates
MO-031	MR-017—HIPAA Compliance Officer
MO-032	MR-017—HIPAA Compliance Officer
MO-037	MR-003—Certification
MO-040	MR-019—MITA Alignment
MO-041	MR-028—Vendor Employee Confidentiality Statements
MO-042	MR-001—Audit and Inspection, MR-003—Certification, MR-011—Deliverable Updates, MR-017—HIPAA Compliance Officer
MO-043	MR-003—Certification, MR-017—HIPAA Compliance Officer
MO-044	MR-027—Turnover and Closeout Operations
MO-045	MR-027—Turnover and Closeout Operations
MO-046	MR-027—Turnover and Closeout Operations
MO-048	MR-027—Turnover and Closeout Operations
MO-049	MR-027—Turnover and Closeout Operations
MO-050	MR-027—Turnover and Closeout Operations
MO-052	MR-001—Audit and Inspection
MO-054	MR-006—Compatibility
MO-055	MR-003—Certification, MR-015— FMAP
MO-056	MR-003—Certification
MO-058	MR-017—HIPAA Compliance Officer, MR-024—Technical
MO-060	MR-019—MITA Alignment, MR-020—Modularity
MO-061	MR-019—MITA Alignment, MR-020—Modularity
MO-062	MR-021—Project Management, MR-017—HIPAA Compliance Officer

MO-001

The vendor should develop and implement data backup and restore procedures in accordance with Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) policies and procedures.

Response

ESC will develop and implement data backup and restore procedures in accordance with Commonwealth, PRDoH, and PRMP policies and procedures.

The ESC Phase III solution provides the ability to recover from data loss through backups and restores in a full, incremental, and differential manner.

Database and application backups are taken as a part of normal infrastructure system backups and will confirm that should the application have to be restored; system data also can be restored as near as possible to the point in time during which the system became unavailable.

The primary Phase III solution application database is an Oracle database operated on Amazon RDS, with Microsoft SQL Server as the secondary database. The architecture is designed with multiple Amazon RDS servers in two different zones. Those database servers replicate the data in real time.

Amazon RDS also automatically backs up database transaction logs every five minutes. These automated backups will be retained for a configurable number of days. The database instance can be recovered to a specific point in time within that retention period. The closest recoverable time is the time at which the nearest automated transaction log backup was taken. Policies and procedures related to backup and restore activities will be stored in rTrace.

MO-002

The vendor should create and maintain procedures and/or scripts to support backup and restore procedures.

Response

ESC will create and maintain procedures and/or scripts to support backup and restore procedures.

ESC uses the BC and DR (BC/DR) Plan to make certain procedures are documented and updated continuously. The BC/DR Plan encompasses processes, methodologies, and procedures to keep operations and systems running during an incident. The plan describes the roles, responsibilities, and actions necessary to resume PRMMIS operations if a disaster event occurs. Policies and procedures related to backup and restore activities will be stored in rTrace.

MO-003

The vendor should test central and remote application backups, restore procedures bi-annually, and provide the Puerto Rico Medicaid Program (PRMP) with the results of the test.

Response

ESC will test central and remote application backups, restore procedures bi-annually, and provide PRMP with the test results.

ESC will test application backup and restore procedures bi-annually as documented in our procedures and will provide the test results to PRMP.

MO-004

The vendor should verify backup integrity.

Response

ESC will verify backup integrity.

ESC will review the bi-annual test results from the bi-annual backup and restore tests to verify backup integrity.

MO-005

The vendor should encrypt all backups regardless of storage media.

Response

ESC will encrypt backups regardless of storage media.

ESC will adhere to security and audit controls applying to storage, backup, retrieval, and viewing of archive data records including secure and encrypted storage; encrypted backups; and audit trails. We will meet this requirement in the following ways:

- Secure and encrypted storage — We provide full storage encryption and higher levels of security controls to meet NIST standards that protect data at rest. Data in transit is protected over secure protocols such as SFTP and TLSv1.3.
- Encrypted backups — We provide encryption to protect data at rest, such as backups or snapshots.
- Audit trails — Audit trail data will be maintained. This data set will meet PRMP and federal requirements for security, privacy, backup, and retention.

Secure and Encrypted Storage

ESC provides full storage encryption and higher levels of security controls to meet NIST standards that protect data at rest. Data in transit is protected over secure protocols such as SFTP and TLSv1.3.

MO-006

The vendor should store copies of the backups in a fireproof, waterproof, and secure off-site facility.

Response

ESC will store copies of the backups in a fireproof, waterproof, and secure off-site facility.

Amazon automatically creates a storage volume snapshot of the Oracle Database Management System (DBMS) instance nightly. This backs up the database instance and not just individual databases. Amazon RDS also automatically backs up database transaction logs every five minutes. These automated backups will be retained for a configurable number of days. The database instance can be recovered to a specific point in time within that retention period. The closest recoverable time is the time at which the nearest automated transaction log backup was taken.

ESC will take nightly incremental Amazon RDS instance snapshots. The database snapshots, along with the previously mentioned front-end web and application server snapshots, provide PRMP with a reliable and tailored backup and recovery solution.

Backups are stored in a separate, geographically disparate AWS data center to prevent backup data loss from a single disruption event. Backups are stored in the AWS US West Region data center facility, which is rated to conform with HIPAA, providing the necessary security and encryption standards in accordance with NIST.

MO-007

The vendor should restore single and multiple objects from the application backup solution.

Response

ESC will restore single and multiple objects from the application backup solution.

In our solution, database and application backups are taken as a part of normal infrastructure system backups. Should the application have to be restored, system data will be restored as near as possible to the point in time during which the system became unavailable. ESC has the tools, people, and processes to manage and maintain the databases and restore stipulated single or multiple objects.

Automated Backups and Ease of Data Restoration

In ESC's solution, database and application backups are taken as a part of normal infrastructure system backups. Should the application have to be restored; system data also will be restored as near as possible to the point in time during which the system became unavailable.

MO-008

The vendor should restore complete, incremental, and transactional application backup as is necessary.

Response

ESC will restore complete, incremental, and transactional application backup as is necessary.

The ESC Phase III solution provides the ability to perform backups and restores in a full, incremental, and differential manner. Database and application backups are taken as a part of normal infrastructure system backups. These backups will confirm that should the application have to be restored, system data can also be restored as near as possible to the point in time during which the system became unavailable.

MO-009

The vendor should roll forward from the archive logs after a restore, including, but not limited to:

- a. Point in time recovery
- b. Others as defined by the Puerto Rico Medicaid Program (PRMP)

Response

ESC will roll forward from the archive logs after a restore, including, but not limited to:

- Point in time recovery
- Others as defined by the Puerto Rico Medicaid Program (PRMP)

The Phase III solution's architecture provides capabilities for restart and recovery procedures at multiple execution points for failed jobs. Each job will provide operational staff the ability to restart, resume, recover, bypass, or cancel, where appropriate.

The Phase III solution's architecture uses the Oracle DBMS tool and UNIX shell scripts to execute the processes. Processes are set up and executed using Autosys job scheduling software, which has the capability to start, pause, resume, recover, bypass, or cancel part of the jobs as required.

By adhering to a system backup schedule, storing geo-redundant copies of data backup, and maintaining comprehensive plans, we provide PRMP with complete system recovery capabilities should circumstances create such a need. ESC will take nightly incremental Amazon RDS instance snapshots. The database snapshots, along with the previously

Complete System Recovery Capabilities

By adhering to a system backup schedule, storing geo-redundant copies of data backup, and maintaining comprehensive plans, ESC provides PRMP complete system recovery capabilities.

mentioned front-end web and application server snapshots, provide PRMP with a reliable and tailored backup and recovery solution.

MO-010

The vendor should align its disaster recovery testing schedule with the overall Puerto Rico Medicaid Enterprise Solution (PR MES) disaster recovery testing schedule, as defined by the Puerto Rico Medicaid Program (PRMP).

Response

ESC will align its disaster recovery testing schedule with the overall PR MES disaster recovery testing schedule, as defined by PRMP.

ESC will conduct a DR test in accordance with the approved DR Plan that covers each phase of DR testing. This begins with the planning stage where ESC and PRMP collaboratively determine the optimum time to conduct the DR test to cause minimum disruption to the account's daily activities. In addition, PRMP and ESC will identify stakeholders involved in or impacted by the test. Next, the stakeholders will be informed of the DR test timing and schedule, the sequence of events, and their role in the testing process, if any. These activities will be described in detail in the PRMP DR Plan.

MO-011

The vendor should plan, coordinate, manage, and execute disaster recovery activities with Puerto Rico Medicaid Program (PRMP)-approved business partners.

Response

ESC will plan, coordinate, manage, and execute disaster recovery activities with PRMP-approved business partners.

ESC will conduct a DR test in accordance with the approved DR Plan that covers each phase of DR testing. This begins with the planning stage where ESC and PRMP collaboratively determine the optimum time to conduct the DR test to cause minimum disruption to the account's daily activities. In addition, PRMP and ESC will identify stakeholders and business partners involved in or impacted by the test. Next, the stakeholders will be informed of the DR test timing and schedule, the sequence of events, and their role in the testing process, if any. These activities will be described in detail in the PRMP DR Plan.

MO-012

The vendor should provide backup network connectivity to both the primary production and disaster recovery environments with the capacity to support the solution.



**Proven
Technical
Expertise**

Response

ESC will provide backup network connectivity to both the primary production and disaster recovery environments with the capacity to support the solution through the Gainwell Healthcare Network Cloud (HNC) and leveraging the AWS Direct Connect service to provide a redundant and resilient network connectivity solution.

Data stored in Amazon S3, Amazon EBS, or Amazon EFS is redundantly stored in multiple physical locations as part of normal operation of those services. Amazon EBS and S3 architecture offers reliability for mission-critical applications. EBS volumes are designed to protect against failures by replicating within the AZ, offering 99.99% availability.

Additionally, redundant network connectivity is provided between AWS US West and AWS US East regions through the Gainwell HNC network.

MO-013

The vendor should maintain or otherwise arrange for a disaster recovery environment for its system operations in the event a disaster renders the vendor's production environment inoperable.

Response

ESC will maintain a disaster recovery (DR) environment for its system operations in the event a disaster renders our production environment inoperable.

For the Phase III solution, ESC's AWS Cloud Solution provides redundancy and fault tolerance using Availability Zones (AZs), which are discrete data centers with redundant power, networking, and connectivity. As a result, the solution features more highly available, fault tolerant, and scalable production applications and databases than offered from a single data center.

The Phase III solution DR environment will run in a geographically disparate AWS data center to allow access to an alternate production environment if a disaster occurs.

MO-014

The vendor should perform an annual review of the disaster recovery backup environment procedures for offsite storage and validation of security procedures. The vendor should provide the results of their annual review to the Puerto Rico Medicaid Program (PRMP).

Response

ESC will perform an annual review of the disaster recovery backup environment procedures for offsite storage and validation of security procedures in conjunction with the annual disaster recovery test. ESC will provide the results of their annual review to PRMP.

For the DR exercise held last year (2020), ESC met the Recovery Time Objective (RTO) of 36 hours and Recovery Point Objectives (RPO) of 24 hours per the Phase I and II operations contracts. The next annual DR exercise is scheduled in September 2021. We will perform an annual review that will include the Phase III solution after it has been implemented.

ESC will distribute the results of the tests and post them in rTrace where they can be viewed and commented on by PRMP staff.

MO-015

The vendor should receive approval from the Puerto Rico Medicaid Program (PRMP) prior to returning to the original production environment from the disaster recovery environment.

Response

ESC will receive approval from PRMP prior to returning to the original production environment from the disaster recovery environment.

As part of our disaster recovery activities, ESC is in constant communication with assigned PRMP staff to verify PRMP is fully apprised of DR incidents. PRMP must give an approval prior to ESC returning to the original production environment from the disaster recovery environment.

MO-016

The vendor should continue to perform the disaster recovery test at no cost to the Puerto Rico

Medicaid Program (PRMP) until satisfactory results are received and approved by the PRMP.

Response

ESC will continue to perform the disaster recovery test at no cost to PRMP until satisfactory results are received and approved by the PRMP. Our DR plan includes a communications process that includes PRMP approval of receipt of satisfactory results.

MO-017

The vendor should provide the Puerto Rico Medicaid Program (PRMP) with a report summarizing disaster recovery test results no later than five (5) business days after the conclusion of the test. This report should include remediation steps taken to resolve any issues discovered during the test.

Response

ESC will provide PRMP with a report summarizing disaster recovery test results no later than five (5) business days after the conclusion of the test. This report should include remediation steps taken to resolve issues discovered during the test.

ESC will conduct a disaster recovery test in accordance with the approved Disaster Recovery Plan (DRP). Upon PRMP request, ESC will execute a DR test within a PRMP identified time frame. ESC would, as we do today, collaborate with PRMP to develop a test schedule that minimizes disruptions to in-flight technical projects or to the day-to-day operations. Included in this report will be a description of the remediation steps that were taken to resolve issues that arise, during the test.

It is our standard practice to evaluate and update the DR Plan after a DR test. We compare results to established measures and goals, address the action items developed because of the test, and assess recommendations on improving the recovery process.

MO-018

The vendor should perform regression on the solution in support of findings, defect resolution, releases, and related solution changes.

Response

ESC will perform regression on the solution in support of findings, defect resolution, releases, and related solution changes as we do currently.

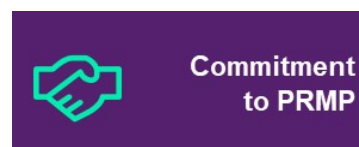
ESC's regression testing methodology will focus on verification of core functionality introduced through new releases and defect resolutions. This targeted regression testing activity will validate the integrity of the core system.

MO-019

The vendor should leverage a document management solution as a repository for system-related documentation. The Puerto Rico Medicaid Program (PRMP) prefers the vendor leverage its installation of SharePoint, although the vendor can leverage other technologies assuming the vendor received the PRMP's approval to do so.

Response

ESC will leverage a document management solution as a repository for system-related documentation. ESC understands PRMP prefers the selected vendor leverage its installation of SharePoint, although the vendor can leverage other technologies



assuming the vendor received the PRMP's approval to do so.

ESC proposes to continue to use rTrace as the complete system-related document repository that provides PRMP access to review and contribute to content. The continued use of rTrace will extend existing processes, procedures, functionality, hardware, and software. Because rTrace is used in Phase I and II, leveraging rTrace makes the solution more cost-effective and consistent with previous phases. In addition, staff will not have to be retrained on a new solution. This approach reduces multiple risk factors.

If PRMP decides to use SharePoint as the choice of technology for system-related document repository, ESC will work with PRMP to discuss alternate approaches.

MO-020

The vendor should propose other tools to be leveraged during the Maintenance and Operations phase of the engagement. The Puerto Rico Medicaid Program (PRMP) prefers the vendor leverages technologies already being leveraged by the PRMP, although the vendor can propose alternate technologies.

Response

ESC will propose other tools to be leveraged during the Maintenance and Operations phase of engagement. The PRMP prefers ESC to leverage technologies already being used by the PRMP. ESC understands it can also propose alternate technologies.

During the Maintenance and Operations Phase, ESC proposes the use of existing tools such as:

- Contact Center Management System (CCMS) – for incident management and to generate monthly client reports
- rTrace – for creation and hosting of system user documentation and visibility into defects and related findings
- inSight Analytics – for dashboard reporting
- OnBase – for operational batch report repository
- SAP BusinessObjects – for operational ad-hoc reporting
- Learning Management System (LMS) – for training documentation

MO-021

The vendor should document change requests relating to implementation and maintenance and operations in accordance with the Change Management Plan.

Response

ESC will document change requests (CR) relating to implementation and maintenance and operations in accordance with the Change Management Plan. ESC will use the same processes and procedures currently in place. The Change Management plan will incorporate the Phase III solution and includes documenting CRs as per the below summary steps:

- Identified – CR will be received from PRMP, or drafted by ESC, and will be recorded in rTrace
- Approved for Impact Analysis – Used to document the CR is suitable and will be estimated

- Ready for CCB – CR estimates are completed, and the CR is ready to be reviewed by the Change Control Board
- Approved for Work to Begin – CR has been approved by the CCB and ESC will commence documenting detailed Change Orders and work tasks to track the detailed work elements, ESC documents the estimated release date
- Completed – CRs are documented as completed once each of the relevant work items have been completed and/or deployed and verified in production

MO-022

The vendor should demonstrate and assist the Puerto Rico Medicaid Program (PRMP) as necessary in defining how its solution advances the Medicaid Information Technology Architecture (MITA) maturity of the Medicaid Enterprise Solution (MES).

Response

ESC will demonstrate and assist PRMP as necessary in defining how its solution advances the MITA maturity of the MES.

The Phase III solution will assist PRMP in aligning the Medicaid Enterprise System (MES) from its current state to a future state by bringing a flexible and adaptable technical solution driven by the requirements supporting the MITA maturity vision that includes timeliness, access to accurate data, efficient solutions, reduced efforts and costs, and quality results.

The Phase III solution contributes to the future maturity of MITA by implementing an efficient cost-effective Business Process Automation (BPA) Rules Engine enhancing the system's MITA Maturity Road Map. The BPA rules engine allows configurable rules to be established for applying policy to encounter claim adjudication to minimize inappropriate payments and drive quality reporting. The Phase III solution easily supports system enhancements for accuracy, access, and timeliness to operations management and reporting.

Starting a project with a detailed understanding of the current system brings tremendous value, based on knowledge of the infrastructure and data mapping built into it. The project will see benefit from hands-on experience, gained from implementation experience. This will allow the program to evaluate system impacts and enable an outline of steps to take functional capability from the as-is situation to the to-be state.

Our solution is a feature-rich system unsurpassed in meeting the CMS Standards and Conditions and advancing the MITA maturity level. The Phase III solution incorporates leading-edge, proven technology. It comes with fully operational capabilities that match PRMP's needs to support Medicaid, CHIP, and Commonwealth programs.

MO-023

The solution should comply with relevant standards, including, but not limited to:

- a. The National Information Exchange Model (NIEM)
- b. Council for Affordable Quality Healthcare - Committee on Operating Rules for Information Exchange (CAQH-CORE)
- c. Health Level Seven International (HL7)
- d. X12 (American National Standards Institute Accredited Standards Committee electronic data interchange standard)
- e. Electronic Data Exchange (EDI)
- f. Health Insurance Portability and Accountability Act (HIPAA)
- g. Others as defined by the Puerto Rico Medicaid Program (PRMP)

Response

The ESC solution will comply with relevant standards, including, but not limited to:

- The National Information Exchange Model (NIEM)
- Council for Affordable Quality Healthcare - Committee on Operating Rules for Information Exchange (CAQH-CORE)
- Health Level Seven International (HL7)
- X12 (American National Standards Institute Accredited Standards Committee electronic data interchange standard)
- Electronic Data Exchange (EDI)
- Health Insurance Portability and Accountability Act (HIPAA)
- Others as defined by PRMP



The implementation of the ESC Phase III solution will focus on these and other industry standards as well as those defined by PRMP. Gainwell's approach is to constantly monitor new and upcoming standards to determine their impact on our clients and provide these clients such as PRMP, early notification and guidance concerning the impact on their operations that includes pre-planning as to how to address them.

MO-024

The solution should comply with all current and future Health Insurance Portability and Accountability Act (HIPAA) standard Transactions and Code Sets (TCS) in place or mandated by the Commonwealth, Puerto Rico Department of Health (PRDoH), the Puerto Rico Medicaid Program (PRMP), and Centers for Medicare & Medicaid Services (CMS).



Response

The ESC solution will comply with current and future HIPAA standard Transactions and Code Sets (TCS) in place or mandated by the Commonwealth, PRDoH, PRMP, and CMS.

Gainwell is a leader in Medicaid solutions. We have successfully implemented 29 Medicaid systems for 16 Medicaid agencies. With the current and past client base, we are constantly monitoring laws and regulations at the federal and state level and keeping each of our clients aware of legislative impacts that affect their accounts and their clients' customers.

ESC currently complies with applicable government and federal laws and regulations including HIPAA and the privacy and client consent for release requirements. During the ESC Phase III solution we will continue to apply the same controls, processes, and techniques to verify ongoing compliance with privacy and security regulations and requirements.

MO-025

The vendor should provide any information requested by the Puerto Rico Medicaid Program (PRMP) to assess the vendor's compliance.

Response

ESC will provide information requested by PRMP to assess ESC's compliance.

ESC will meet compliance requirements through a combination of operational controls, industry practice adherence, third-party audit verification, and certification activities. We have a long history of successful compliance and audit success related to meeting the requirements of the CMS State Medicaid Manual, the Affordable Care Act, HIPAA/HITECH regulations, and other demanding rules and regulations that protect the interests of patients, providers, Medicaid agencies, and other constituents served by our engagements. ESC will provide any information requested by PRMP to assess our compliance.

MO-026

The vendor should provide the Puerto Rico Medicaid Program (PRMP) with responses and Corrective Action Plans (CAPs) for audits or findings that are not resolved within 15 calendar days of identification. The vendor should ensure that its subcontractors also comply. The vendor should provide monthly status updates for each CAP until the CAP is complete and the finding is resolved.

Response

ESC will provide PRMP with responses and Corrective Action Plan (CAPs) for audits or findings that are not resolved within 15 calendar days of identification.

ESC will provide monthly status updates for each CAP until the CAP is complete and the finding is resolved. A CAP provides for effective issue resolution. The ESC Project Manager oversees CAP creation and delivery to PRMP. ESC documents the issue or problem and researches the situation to identify its cause. Subsequently, documentation is created using a CAP template to maintain consistency throughout the process and will be stored in rTrace.

ESC carefully monitors and tracks the CAP to completion. ESC will provide PRMP with a status update for each CAP until the CAP is complete and the finding is remediated. ESC will work with the corresponding PRMP leaders to resolve issues and findings promptly.

ESC will not use subcontractors for the Phase III solution.

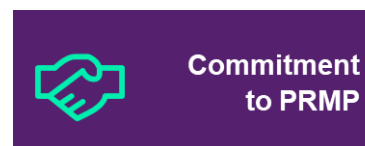
MO-027

The vendor should maintain the solution's software configuration in a configuration management tool.

Response

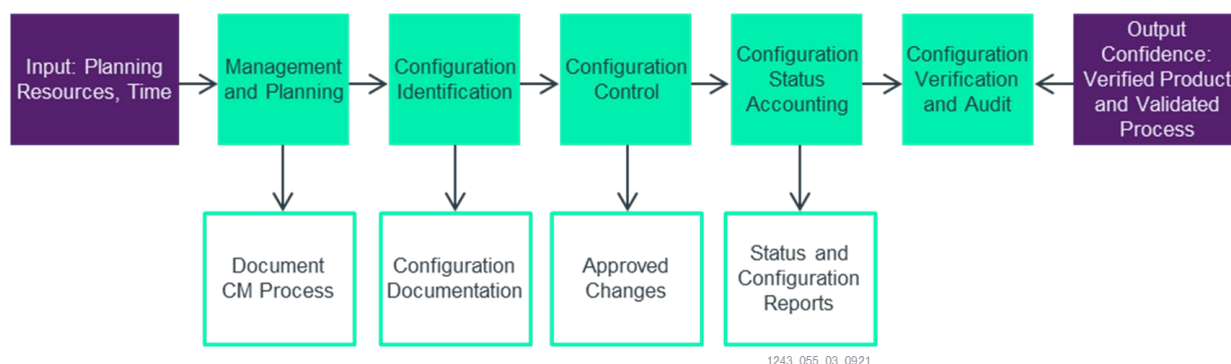
ESC will maintain the solution's software configuration in a configuration management tool.

ESC's configuration management methodology outlines the process and tools used to control project assets and work products. ESC uses Azure DevOps as the configuration management tool. The configuration management process includes activities to plan, identify, control, report, and perform baseline verification for the system throughout the life of the contract.



The following figure shows the process we use for configuration management. The first step is management and planning. After that, we use configuration identification, configuration control, configuration status accounting, and configuration audits to maintain the integrity of the PRMMIS.

Figure 45. ESC Configuration Change Process



MO-028

The vendor should provide user training documentation for solution enhancements and make the documentation available to the Puerto Rico Medicaid Program (PRMP).

Response

ESC will provide user training documentation for solution enhancements and make the documentation available to PRMP.

ESC uses the LMS environment and as new solution enhancements are added during M&O using the change request process, updated or additional training materials will be added. LMS support will address the day-to-day administration, user account management, course scheduling, relevant training material uploads, and reporting to make certain LMS is available to authorized PRMP users.

ESC uses rTrace as the central repository for documentation—such as files, plans, status reports, solution enhancements, documentation, and corrective actions. For the Phase III solution, authorized PRMP and ESC users will be able to access rTrace.

MO-029

The vendor should maintain overall accountability and responsibility for management and maintenance of technical and system documentation.

Response

ESC will maintain overall accountability and responsibility for management and maintenance of technical and system documentation.

ESC will maintain updated technical and system documentation in rTrace. We will continue to be accountable and responsible for the updates to the configuration that occur due to technical implementation details, change requests, or other factors that cause a deviation from the original design. We will work with PRMP to agree on the appropriate level of detail for documenting the design for each technical and system component.



MO-030

The vendor should develop and document a process for maintaining documentation in support of the solution's maintenance and operation phase.

Response

ESC will develop and document a process for maintaining documentation in support of the solution's maintenance and operation phase.

ESC will use our defined document management process to manage essential user documentation to prepare and deliver quality deliverables that meet PRMP agreed-on specifications.

During Maintenance and Operations, ESC will use rTrace to maintain project documentation. rTrace provides project management personnel with top-down visibility into the project, deliverables, and artifacts. It also enables versioning and archiving of documents and artifacts.

MO-031

The vendor should adhere to escalation procedures as defined in the Incident Management Plan.

Response

ESC will adhere to escalation procedures as defined in the Incident Management Plan.

ESC will have the people and processes in place to escalate and assure a managed level of system integrity. ESC uses proactive identification of system event patterns or event inconsistencies. Alerts will be issued using the appropriate incident and problem management processes.

MO-032

The vendor should provide solution expertise and be actively involved in incident resolution as defined in the Incident Management Plan.

Response

ESC will provide solution expertise and be actively involved in incident resolution as defined in the Incident Management Plan.

ESC defines an incident as an unplanned interruption to IT Service, a reduction in the quality of IT Service, and security threats. ESC uses the Incident Management process to manage IT service disruptions to restore regular service operation as quickly as possible. The overall goal is to minimize adverse effects on PRMP's business operations.

Incident Management includes the following seven sub processes:

- Incident Identification
- Incident Logging, Categorization, and Prioritization
- Incident Diagnosis
- Investigate and Diagnosis
- Resolution and Recover
- Management Review
- Incident Closure

Our account security officer provides the expertise to manage and provide ownership for each phase of the incident management plan.

MO-033

The vendor should provide helpdesk support, including, but not limited to:

- a. Product support
- b. Defect fixes
- c. Releases

- d. Upgrades
- e. Future functionality
- f. Enhancement requests
- g. Others as defined by the Puerto Rico Medicaid Program (PRMP)

Response

ESC will provide help desk support for the following list of items and will work with PRMP to define each item in more detail:

- Product support
- Defect fixes
- Releases
- Upgrades
- Future functionality
- Enhancement requests
- Others as defined by PRMP

ESC provides support today and describes below the Phase III solution help desk support proposed:

- Support for Phase I and II **Product support** and **Defect fixes** will continue to be managed using the “Findings and Defects Process” where rTrace is used to log, track, and assign requests to SMEs for resolution and communication back to the PRMP user. There is reporting and a weekly review call for overall status updates and discussion. The Phase III solution will include knowledgeable help desk staff and the Avaya call center tool to receive, manage, and accommodate requests related to the Phase III solution.
- Support for **Releases** is conducted today with communication mechanisms such as notifications to PRMP, weekly review calls, and formal reporting documenting detailed release components. The Phase III solution will include knowledgeable help desk staff and the Avaya call center tool to receive, manage, and accommodate requests for Release support.
- Support for **Upgrades** is managed today by communicating, jointly planning with PRMP, and documenting tool upgrades. The Phase III solution will include knowledgeable help desk staff and the Avaya call center tool to receive, manage, and accommodate requests for Upgrade support.
- Support for **Enhancement** requests is managed using the robust change request process including rTrace documentation, status reporting, and review meetings. Support for **Future Functionality** is managed today using meetings, agendas, and meeting minutes to document plans, action items, and next steps. The Phase III solution will include knowledgeable help desk staff and the Avaya call center tool to receive, manage, and accommodate requests for support related to enhancements and future functionality.
- Support for **Other** topics as requested by PRMP will be discussed with PRMP and will follow the change request process to clearly document and define the help desk support expectations and commitments.

The current EDI help desk will continue to be used to support MCO and MAO interface file technical support. The same Avaya platform the EDI help desk uses will be leveraged for additional Phase III solution help desk activities. Additional knowledgeable resources will be added to support the Phase III help desk services.

MO-034

The vendor should conduct root cause analysis and proactive trend analysis to identify recurring infrastructure problems.

Response

ESC will conduct root cause analysis and proactive trend analysis to identify recurring infrastructure problems.

Following an incident, ESC conducts a root cause analysis. We use our problem management process to reduce the number of incidents and problems by identifying the underlying root cause and preventing their reoccurrence. ESC monitors incidents to determine trends indicating the need for further analysis. This is done to determine if there are proactive measures that can be taken to prevent future incidents from occurring.

MO-035

The vendor should recommend solutions to address recurring solution issues.

Response

ESC will recommend solutions to address recurring solution issues. Once a recurring issue is identified ESC will:

- Document the recurring issue(s) in rTrace for complete tracking and history
- Assign subject-matter experts (SMEs) to research, conduct brainstorming sessions to address the issue, and determine and recommend optional solutions
- Conduct review meetings with PRMP to present the recommendations and jointly agree on a solution
- Document the decision, business impacts, and priority
- Conduct review meetings and/or provide periodic updates as deemed appropriate
- Incorporate the solution
- Track and measure the result of the solution's implementation

MO-036

The vendor should provide expertise and be an active participant in the process to resolve incidents as required, including, but not limited to:

- a. Participating in "all-hands-on-deck" meetings until incidents are resolved.

Response

ESC will provide expertise and be an active participant in the process to resolve incidents as required, including, but not limited to: participating in, but often scheduling, "all-hands-on-deck" meetings until incidents are resolved.

The ESC M&O leadership team will lead problem resolution calls with PRMP.

A technology incident (or outage) is managed following the Response to Operational Problem (rTOP) and includes an immediate "all hands-on deck" meeting for technical SMEs and leaders to join a conference line for real-time problem solving. The rTOP is followed through with communication until complete resolution.

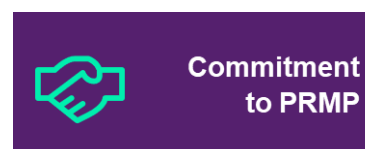
In the instance of a security incident, it will be managed following the robust “Incident Response Plan.” Our account security officer (ASO) has laid out comprehensive activities and communication plans that commence the moment a security incident is identified through closure and final incident report. The plan is based on 45 CFR §164.308(a)(6) and NIST Special Publication 800-61. Throughout our plan and its activities, we will communicate with PRMP to provide continuous awareness and status. This plan includes an “all hands-on deck” meeting, led by ESC and attended by experts to execute the activities.

MO-037

The vendor should provide a status report detailing the root cause of and procedure for correcting recurring problems until closure as determined by the Puerto Rico Medicaid Program (PRMP).

Response

ESC will provide a status report detailing the root cause of and procedure for correcting recurring problems until closure as determined and confirmed by PRMP.



Following an incident, we conduct a root cause analysis. We use the problem management process to reduce the number of incidents and problems by identifying the underlying root causes and preventing their reoccurrence. The first step includes problem analysis activities. A status report to impacted stakeholders is provided based on the severity of the issue and time frames outlined in the risk management plan.

In addition, ESC will perform the following activities:

- Recurring problems will be logged into rTrace.
- Ongoing updates will be logged into rTrace.
- Review meetings will be scheduled to review and discuss status.
- Additional status meetings will be scheduled as needed.

MO-038

The contractor should provide the Puerto Rico Medicaid Program (PRMP) with a Root Cause Analysis (RCA) document in a PRMP-approved format within five (5) business days of the discovery of a system or business process operational issue and/or problem. The RCA should be continually updated until the issue is completely resolved.

Response

ESC will provide PRMP with a Root Cause Analysis (RCA) document in a PRMP-approved format within five business days of the discovery of a system or business process operational issue and/or problem. The RCA will be continually updated until the issue is completely resolved.

ESC will document the RCA in rTrace within five (5) business days. This RCA information in rTrace is available to PRMP for continuous monitoring. ESC will continue to update the RCA until the issue is resolved.

MO-039

The vendor should review all security patches relevant to the environment and classify the need and speed in which the security patches should be installed as defined by security policies.

Response

ESC will review security patches relevant to the environment and classify the need and speed in which the security patches should be installed as defined by security policies.

Patches are prioritized according to the Common Vulnerability Scoring System (CVSS) of the associated vulnerability. Vulnerabilities that are scored at 7.0 or higher are patched within 30 days. Those vulnerabilities that score lower are patched within 60 days. Patches that are identified as urgent are patched as soon as possible.

MO-040

The vendor should continually monitor data quality and identify opportunities for improvement.

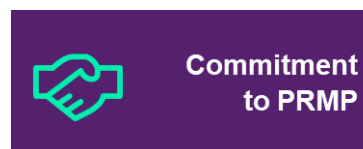
Response

ESC will continually monitor data quality and identify opportunities for improvement.

The Phase III solution provides new reports that will verify imported data is matched carefully against existing records. The new data error reports will be used to analyze and monitor the data, to verify the system matching criteria.

Data quality issues found will be documented in rTrace and communicated to PRMP until resolution.

Monitoring data for quality issues is a key component to maintaining data integrity and decreasing risk and can result in consistent improvements in results.



MO-041

The vendor should perform training and other related activities required to prepare the Maintenance and Operations team to support the solution, including, but not limited to:

- a. System technologies, configurations, and customizations
- b. Operational processes
- c. Tools use
- d. Existing documentation and documentation standards
- e. Others as is necessary to enable authorized solution users' success

Response

ESC will perform training and other related activities required to prepare the Maintenance and Operations team to support the solution, including, but not limited to:

- a. System technologies, configurations, and customizations
- b. Operational processes
- c. Tools use
- d. Existing documentation and documentation standards
- e. Others as is necessary to enable authorized solution users' success.

We will deliver necessary training and update the appropriate documentation as required by PRMP based on our training plan and customer requirements.

ESC's implementation team will work closely with the M&O team providing training materials (referred to in previous requirements) and will conduct knowledge sharing sessions for the continuity of support during the transition from implementation to M&O. ESC's Operations Manager and Account Delivery Leader will work closely with the implementation leader, business lead, and technical lead to verify operational readiness activities are scrutinized and accomplished. This is managed using an Operational Readiness Checklist.

ESC Training and Documentation

ESC will deliver necessary training and update the appropriate documentation for each product release and as required by PRMP based on our training plan and PRMP requirements.

MO-042

The vendor should update or develop documentation as is necessary after transition from the Implementation team to the Maintenance and Operations team, including, but not limited to:

- a. Contact information
- b. Updated procedures
- c. Responsibilities for the vendor staff

Response

ESC will update or develop documentation as is necessary after transition from the Implementation team to the Maintenance and Operations team, including, but not limited to:

- Contact information
- Updated procedures
- Responsibilities for the vendor staff

ESC's Phase III solution implementation team will be engaged with the ESC Operations Manager and appropriate M&O staff to prepare for a proper transition. The implementation quality manager will oversee updating relevant documentation for the M&O team. Updating documentation will be included in the Operational Readiness Checklist post go-live section. The checklist will include items to confirm that the M&O team has reviewed, validated, and understands the content. Both teams will work closely together to make any documentation modifications and make certain of alignment so that the M&O team is ready, prepared, and well positioned to continuously meet operational requirements and SLA expectations for PRMP.

MO-043

The vendor should develop weekly transition status reports detailing the status, risks, issues, and outstanding action items associated with the transition from the implementation phase to the Maintenance and Operations phase.

Response

ESC will develop weekly transition status reports detailing the status, risks, issues, and outstanding action items associated with the transition from the implementation phase to the Maintenance and Operations phase.

ESC's team has worked in conjunction with PRMP to drive to the successful implementations of Phases I and II of the PRMMIS. We will follow similar processes and procedures as we did for Phases I and II. We will continue to use the methodology and tools for each new release and

will incorporate status reports detailing the status, risks, issues, and outstanding action items in rTrace.

ESC will lead weekly transition status meetings and provide support for additional meetings mutually agreed on by PRMP and ESC. ESC will facilitate weekly project status meetings. At times, we recognize it may be necessary to bring subject-matter experts into our meetings, and we commit to making these people available as needed.

MO-044

The vendor should ensure the Turn-Over and Closeout Plan includes handing over the key assets in an agreed-to format. These assets include, but are not limited to:

- a. All hosting and subcontractor agreements that are required to provision the services
- b. Configuration information
- c. Databases
- d. Documentation
- e. Asset registers
- f. Programs
- g. Knowledge databases
- h. Fault databases
- i. Asset maintenance history and status
- j. Manuals
- k. Process and procedure documentation
- l. Any other similar items that the vendor used or produced during the course of, or for the purpose of, provisioning the services or relating to the configuration control of the services
- m. Source code
- n. Development tools and procedures
- o. Architecture and design documents

Response

ESC will make certain the Turn-Over and Closeout Plan includes handing over the key assets in an agreed-to format. These assets include, but are not limited to:

- Hosting and subcontractor agreements that are required to provision the services
- Configuration information
- Databases
- Documentation
- Asset registers
- Programs
- Knowledge databases
- Fault databases
- Asset maintenance history and status
- Manuals
- Process and procedure documentation
- Other similar items that the vendor used or produced during the course of, or for the purpose of, provisioning the services or relating to the configuration control of the services

- Source code
- Development tools and procedures
- Architecture and design documents

ESC will provide a turnover approach for the services required to transition operations, services, and transferrable module components to the new vendor or PRMP.

ESC will approach turnover for PRMP based on past successful takeover and turnover plans. Regardless of the location, we have followed a constant repeatable approach. ESC will use a project management toolset that demonstrates to our customers our ability to transition successfully. This includes our level of responsibility and professionalism during project turnover.

We have planned, executed, monitored, and controlled system turnovers for customers and technologies under varied circumstances. Our team thoughtfully approaches turnover and regards it as an important part of the project life cycle. If turnover is necessary, our team will provide proven plans and processes, and professional delivery of the turnover tasks, coordinating as necessary with our successor. We will accomplish this with minimal disruption of processing or interaction with services provided to members, providers, or PRMP staff and shareholders.

Professional Turnover Approach

ESC will approach turnover with the same professionalism and dedication to service excellence that we deliver throughout the other contract phases.

MO-045

The vendor should hold status meetings with the Puerto Rico Medicaid Program (PRMP) to discuss the status, issues, risks, and outstanding action items associated with the turnover phase of the contract.

Response

ESC will hold status meetings with PRMP to discuss the status, issues, risks, and outstanding action items associated with the turnover phase of the contract.

ESC will facilitate the turnover status meetings. A key part of the turnover status meetings is the status of action items and their resolution. This practice supports continuous monitoring of action items until final PRMP approval is obtained.

MO-046

The vendor should complete the knowledge transfer and/or transition of the services to the Puerto Rico Medicaid Program (PRMP) identified resources.

Response

ESC will complete the knowledge transfer and/or transition of the services to PRMP identified resources.

Our turnover approach is based on past successful takeover and turnover plans. Our approach will be modified for PRMP specific needs. ESC will use a project management toolset that demonstrates our ability to transition successfully. This includes our level of responsibility and professionalism during project turnover.

ESC activities to facilitate knowledge transfer and transition of services include the following:

- Meetings on various topics to include topics such as systems and account processes and procedures

- Detailed documentation stored in rTrace
- Comprehensive training materials

MO-047

The vendor should identify and complete the transition of software licensing and solution code to the Puerto Rico Medicaid Program (PRMP) prior to completion of the turnover phase.

Response

ESC will work with PRMP prior to completion of the turnover phase in regard to software licensing and solution code.

There are three types of software licenses included in the Phase III solution. ESC will discuss each type of software license with PRMP. This discussion will determine how each of these software licenses, listed below, will be handled during the turnover phase:

- interChange is public domain/government funded software and PRMP has the rights to the software.
- COTS licenses will be transitioned to PRMP who will need to continue paying licensing and maintenance of software.
- Software as a Service (SaaS) solutions such as OXi and inSight require continued payment of a monthly service fee.

MO-048

The vendor should be prepared to perform all tasks included in the Turnover and Closeout Management Plan.

Response

ESC will be prepared to perform tasks included in the Turnover and Closeout Management Plan.

Our turnover approach is based on past successful takeover and turnover plans. ESC will use a project management toolset that demonstrates our ability to transition successfully. This approach includes a level of responsibility and professionalism during project turnover. The turnover plan includes a checklist that will be monitored until completion.

MO-049

The vendor should participate in and/or manage regularly scheduled ad hoc meetings, as well as other communications, to address issues that might affect how involved parties perform their responsibilities in relation to the Turnover and Closeout Management Plan.

Response

ESC will participate in and/or manage regularly scheduled ad hoc meetings, as well as other communications, to address issues that might affect how involved parties perform their responsibilities in relation to the Turnover and Closeout Management Plan.

ESC will work with the PRMP designated point of contact as well as the designated point of contact for the Successor Contractor to develop, implement, and monitor a communications plan that includes meetings to support the turnover and closeout process.

MO-050

The vendor should introduce the new service provider to relevant information and training to

show the new service provider to leverage tools and services to operate within the multi-vendor environment, as required.

Response

ESC will introduce the new service provider to relevant information and training to show the new service provider how to leverage tools and services to operate within the multi-vendor environment, as required.

We will work with PRMP to define the tools and services necessary for the new service provider to operate within the multi-vendor environment.

MO-051

The vendor should develop and document the solution's user account maintenance procedures, including, but not limited to:

- a. Configuration of new authorized solution users, roles and responsibilities, and credentials
- b. Authorized solution users refresh, changes, and updates
- c. Authorized solution users deletion

Response

ESC will use the documentation in place and incorporate the Phase III solution's user account maintenance procedures, including, but not limited to:

- 1) Configuration of new authorized solution users, roles and responsibilities, and credentials
- 2) Authorized solution users refresh, changes, and updates
- 3) Authorized solution users deletion

This will be executed by following procedures and documentation in place such as:

- Item a is covered in our *New User Access Procedural Manual*.
- Items b and c are covered in our *PRMMIS Security Policy Manual*.

MO-052

The vendor should provide access to authorized solution users to tools used in support of change and configuration management.

Response

ESC will provide access to authorized solution users to tools used in support of change and configuration management.

We understand the critical nature of this system capability and will limit the access to Azure DevOps, the change and configuration management tool used in Phase III. Only authorized users will have access to support change and configuration management processes.

MO-053

The vendor should provide training for authorized solution users for the change and configuration management related tools.

Response

ESC will provide training for authorized solution users for the change and configuration management related tools.

ESC will define the training needs and deliver the training to authorized solution users of the change and configuration management tool, Azure DevOps.

MO-054

The vendor should ensure that all change request activity status is documented and reported on a regular basis as defined by the Puerto Rico Medicaid Program (PRMP).

Response

ESC will document and update change request (CR) activity and status on a regular basis as defined by PRMP.

We will continue using our proven CR process that incorporate updates in rTrace to communicate status. rTrace allows ESC to insert attachments and add specific comments for transparency of ongoing CR activities.

ESC will continue CR status review meetings and reporting to discuss CR activities in the Phase III solution. Reporting is available for rTrace end-users to filter and review CRs in a specific status and/or functional area.

Effective Change Management

Effective change management starts with a solid baseline and puts proven processes and rigorous review in place so changes will have the desired positive effects on the project.

MO-055

The vendor should be prepared to support in the production of information necessary to maintain the solution's certification.

Response

ESC will be prepared to support in the production of information necessary to maintain the solution's certification.

Certification preparation will begin in the early stages of the project's implementation phase. CMS certification requirements will be defined and documented in rTrace with traceability to the RFP requirements. Using this detailed documentation, the ESC M&O team will be knowledgeable of certification definitions to understand what needs to be maintained.

CMS will incorporate outcomes based KPIs for the Phase III solution. ESC will continuously document and maintain KPIs as is being done for Phase I and II.

In addition to KPI reporting, ESC will evaluate each future potential system change against CMS certification requirements, as we do today, to verify changes are aligned with CMS requirements thus maintaining system certification status.

MO-056

The vendor should be prepared to provide meeting agendas, minutes, and action item recaps throughout the life of the contract.

Response

ESC will be prepared to provide meeting agendas, minutes, and action item recaps throughout the life of the contract.

ESC will participate in scheduled meetings and provide support for additional meetings mutually agreed on by PRMP and ESC. As the primary liaison to PRMP, our team will facilitate the weekly project status meetings and will scribe the meeting minutes, including action items, and distribute documentation for review as appropriate.

The Phase III solution will leverage rTrace for documentation storage and action item tracking. rTrace allows authorized users easy access to action item recaps and resolution tracking throughout the life of the contract.

MO-057

The vendor should be prepared to facilitate status meetings with the Puerto Rico Medicaid Program (PRMP) on a weekly and/or monthly basis, as determined necessary by the PRMP.

Response

ESC is prepared to facilitate status meetings with PRMP on a weekly and/or monthly basis, as determined necessary by the PRMP.

ESC will lead scheduled meetings and provide support for additional meetings mutually agreed on by PRMP and ESC during Phase III Maintenance and Operations. Leveraging our current practices and sound relationship with PRMP, the ESC team will support ad-hoc meetings for operational activities that are underway as well as ongoing status meetings.

MO-058

The vendor should maintain backup infrastructure.

Response

The ESC Phase III solution will run in ESC's AWS Cloud Solution. The AWS environment provides redundancy and fault tolerance using Availability Zones (AZs), which are discrete data centers with redundant power, networking, and connectivity. As a result, the solution features more highly available, fault tolerant, and scalable production applications and databases than offered from a single data center.

The Phase III solution disaster recovery environment will run in a geographically disparate AWS data center to allow access to an alternate production environment if a disaster occurs.

MO-059

The vendor should produce documentation and/or perform outreach if similar issues are raised to the helpdesk.

Response

ESC will produce documentation and/or perform outreach if similar issues are raised to the help desk.

The ESC Phase III solution will use the CCMS tool and processes to support troubleshooting, ticket and incident requests, and business-to-business support requests for business partners and PRMP.

Often indications of issues are based on communications received by ESC's help desk. ESC will perform analysis, produce documentation, and conduct outreach if similar issues are raised to the help desk.

Incidents will be tracked and managed in the CCMS tool. Through a combination of email and phone calls, we will communicate and escalate issues for awareness and resolution as needed.

MO-060

The vendor should conduct annual planning for technology refresh in compliance with software vendor licensing, specifications, and upgrades.

Response

ESC will conduct annual planning for technology refresh in compliance with software vendor licensing, specifications, and upgrades.

ESC has a continuous software review process to evaluate new or existing versions as they become available. Software will be maintained in accordance with NIST Special Publication 800-53 Control SA-22 Unsupported System Components. Systems are patched and maintained per vendor recommendations based on patch criticality.

MO-061

The parent, affiliate, or subsidiary organization should conduct annual planning for technology refresh in compliance with software vendor licensing, specifications, and upgrades.

Response

ESC will conduct annual planning for technology refresh in compliance with software vendor licensing, specifications, and upgrades.

ESC has a continuous software review process to evaluate new or existing versions as they become available. Software will be maintained in accordance with NIST Special Publication 800-53 Control SA-22 *Unsupported System Components*. Systems are patched and maintained per vendor recommendations based on patch criticality.

MO-062

The vendor's risk mitigation and issue resolution approaches should take into account the probability and severity of the risk and issue.

Response

ESC's risk mitigation and issue resolution approaches will take into account the probability and severity of the risk and issue.

ESC uses rTrace to document and track risks and issues. As per the ESC Risk Procedures document and rTrace configuration, the following definitions are employed. The following tables define the probability and severity of risks and issues.

Table 35. Risk and Issues Probability Assessment Scale

Score	Description of Probability Assessment
Near Certainty	Very high probability of occurring in operations (about 90 percent probability)
Highly Likely	High probability of occurring in operational (about 70 percent probability)
Likely	Medium probability of occurring in operations (about 50 percent probability)
Low Likelihood	Low probability of occurring in operations (about 30 percent probability)
Not Likely	Very low probability of occurring in operations (about 10 percent probability)

Table 36. Risk and Issues Severity Impact Assessment Scale

Score	Description of Potential Impact
Catastrophic	The ability to support the required operational capabilities (functions and availability) is at risk of a very serious impact because of a major operations component not being available (about 80% probability)

Score	Description of Potential Impact
Very Serious	The ability to support the required operational capabilities (functions and availability) is at risk of a serious impact because of part of a major operations component not being available (about 40% probability)
Serious	The ability to support the required operational capabilities (functions and availability) is at risk of a medium impact because of a small part of a major operations component not being available (about 20% probability)
Significant	The ability to support the required operational capabilities (functions and availability) is at risk of a minor impact because of a small part of a major operations component not being available (about 10% probability)
Marginal	The risk has a very low or negligible impact on the operations or any functional area. Acceptance of the risk is valid (about 5% probability)

Assumptions

- ESC assumes the current PRMMIS will be migrated to AWS prior to the Phase III implementation.
- ESC assumes that during M&O partner agencies and vendors contracted with PRMP will continue to provide accurate information in a timely manner to support the requirements dependent on data and reporting.
- The inSight Analytic Reporting Dashboard is licensed for 50 management users.
- PRMP (and other PRMP vendors) will provide timely feedback and acceptance of documentation and deliverables (such as DDI Deliverables, Deliverables Walk-Through, DR Plan, System Documentation, and so forth) to support project milestones and SLA reporting such that ESC will not bear a financial penalty if delays outside of ESC's control do occur.
- ESC will work with PRMP to finalize the SLAs to meet PRMP's business objectives, such as:
 - ESC will support the System Availability SLA with the assumption that requested and/or scheduled maintenance time frames are excluded from available uptime.
 - ESC will work with PRMP to define "acceptable" levels as it relates to the Disaster Recovery Plan SLA, System Performance Reports SLA, System Turnover SLA, Change Request Management SLAs, Key Staff Replacement SLA, and the Weekly Status Reports SLA.
 - ESC will work with PRMP on further definitions related to "Email Triage and Acknowledgement SLA." An example is to define the types of emails that require triage (help desk mails versus everyday correspondence data sources to comply with accuracy/timely related SLAs (such as Capitation Payment Quality Assurance Service Level, Mandated Reporting, and Premium Payment Quality Assurance Service Level SLAs).



Attachment K : Terms and Conditions Response

ESC has read and reviewed the Terms and Conditions of the RFP, the PRMPs expectations of vendors, and compliance with federal procedures. The same is included on the following pages.

ATTACHMENT K: TERMS AND CONDITIONS RESPONSE

This section describes the Terms and Conditions of the RFP, the PRMPs expectations of vendors, and compliance with federal procedures.

1. Title Page

The vendor should review **Attachment K: Terms and Conditions Response** signing each provided signature block using blue ink in order to note the vendor's acknowledgement and intent of compliance. The vendor should identify any exceptions to the Terms and Conditions. If exceptions are not noted in **Attachment K: Terms and Conditions Response** of the RFP but raised during contract negotiations, PRMP reserves the right to cancel the negotiation if, at its sole discretion, it deems that to be in the best interests of PRMP.

2. RFP Terms and Conditions

RFP Terms and Conditions consist of provisions throughout this RFP. Moreover, these provisions encapsulate instructions, State and federal procedures, and PRMP's expectations of the vendor when submitting a proposal. The vendor should understand and strictly adhere to the RFP Terms and Conditions. Failure to follow any instructions within this RFP may, at PRMP's sole discretion, result in the disqualification of the vendor's proposal.

Please provide an authorized signature stipulating the vendor's acknowledgement, understanding, and acceptance of these RFP Terms and Conditions.

Paul Saleh



09/20/2021

Printed Name / Signature of Authorized Personnel

Date

3. Customary Terms and Conditions

The selected vendor will sign a contract with PRMP to provide the goods and services described in the vendor's response. The following documents shall be included in any contract(s) resulting from this RFP:

- **Appendix 3: Service Level Agreements and Performance Standards**
- **Appendix 6: IT Terms and Conditions**
- **Appendix 7: Proforma Contract Draft inclusive of HIPAA Business Associate Agreement**

Please provide a signature stipulating the vendor's acknowledgement and complete review of these documents.

Paul Saleh



09/20/2021

Printed Name / Signature of Authorized Personnel

Date

If the vendor is NOT taking exceptions to any of PRMP Customary Terms and Conditions, then the vendor needs to provide a binding signature stipulating its acceptance of these documents.

Not Applicable – ESC is taking exceptions

Printed Name / Signature of Authorized Personnel

Date

4. Mandatory Requirements and Terms

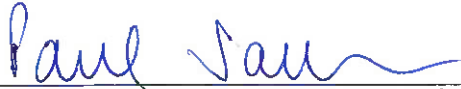
The following items are Mandatory Terms and Documents. Please be advised, the vendor should provide its affirmative acceptance of these items in order to move forward with consideration under this RFP.

- **Attachment F: Mandatory Requirements** (attached Microsoft Excel® file, **Attachment F – Mandatory Requirements**)
- Prior to the Contract resulting from this RFP is signed, the successful vendor must be registered with the “Registro Único de Proveedores de Servicios Profesionales” (RUP) from the Puerto Rico General Services Administration (ASG) and with the Puerto Rico Treasury Department (Hacienda) for the collection of sales and use tax (IVU) as a provider (if applicable) in the Internal Revenue Unified System (SURI). PRMP shall not award a contract, unless the vendor provides proof of such registration or provides documentation from the Puerto Rico Treasury Department that the Contractor is exempt from this registration requirement in the SURI system. The foregoing is a mandatory requirement of an award of a contract pursuant to this solicitation. For more information, please refer to the PR Treasury Department’s web site <http://www.hacienda.pr.gov> or www.suri.hacienda.pr.gov
- Prior to the Contract resulting from this RFP is signed, the successful vendor must provide a Certificate of Insurance issued by an insurance company licensed or authorized to provide insurance in Puerto Rico. Each Certificate of Insurance shall indicate current insurance coverages meeting minimum requirements as specified by this RFP. A failure to provide a current, Certificate of Insurance will be considered a material breach and grounds for contract termination. A list of the Insurance policies that may be included in this Contract are provided in **Appendix 7: Proforma Contract Draft**.
- A performance bond may be required for this RFP
- **Appendix 3: Service Level Agreements and Performance Standards**
- **Appendix 7: Proforma Contract Draft inclusive of HIPAA Business Associate Agreement**

Vendors that are not able to enter into a contract under these conditions should not submit a bid.

Please provide an authorized signature stipulating the vendor's acknowledgement, understanding, and acceptance of the Mandatory Requirements and Terms stipulated in this section.

Paul Saleh



09/20/2021

Printed Name / Signature of Authorized Personnel

Date

5. Commercial Materials

The vendor should list any commercial and proprietary materials it will deliver that are easily copied, such as Commercial Software, and in which PRMP will have less than full ownership ("Commercial Materials"). Generally, these will be from third parties and readily available in the open market. The vendor need not list patented parts of equipment.

Response

ESC will not use any new additional COTS Products in delivering the Phase III Solution.

6. Exceptions

The vendor should indicate exceptions to PRMP's Terms and Conditions in this RFP. Any exceptions should include an explanation for the vendor's inability to comply with such term or condition and, if applicable, alternative language the vendor would find acceptable. Rejection of PRMP's Terms and Conditions, in part or in whole, or without any explanation, may be cause for PRMP's rejection of a vendor's Proposal. If an exception concerning the Terms and Conditions is not noted in this response template, but raised during contract negotiations, PRMP reserves the right to cancel the negotiation, at its sole discretion, if it deems that to be in the best interests of PRMP.

The terms and conditions of a vendor's software license, maintenance support agreement, and SLA, if applicable, will be required for purposes of contract negotiations for this project. Failure to provide the applicable vendor terms, if any, as part of the RFP response may result in rejection of the vendor's proposal.

Instructions: Identify and explain any exceptions to PRMP's terms and conditions using the tables provided below, adding tables, as needed. If no changes are listed, the vendor is indicating that no changes to the Terms and Conditions are proposed, and that the vendor intends to accept them as written if the vendor's Proposal is selected. Mandatory Requirements and Terms noted in this RFP are non-negotiable.

- The vendor may add additional tables, as appropriate.
- Do not submit vendor's Standard Terms and Contracting Provisions in lieu of stipulating exceptions below.
- Making revisions to PRMP statutes and regulations is prohibited.
- PRMP has no obligation to accept any exception(s).

6.1 Exception #1 – Tax Waiver

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference to specific section of Vendor's Terms, If Any Provided As Part of the RFP Response
Appendix 7: Proforma Contract 6. INDEPENDENT CONTRACTOR: The FIRST PARTY may withhold from payment due to the SECOND PARTY for services rendered up to the 10% provided by act no. 257 of the year 2018 to amend section 1062.3 of the Internal Revenue Code (2011), as amended, in accordance with the regulations approved by the Secretary of the Treasury. In the case of partial relief provided in section (g) of section 1062.03 of the Code, the amendments introduced by act 257-2018 establish that the applicable retention shall be 6% percent.	Since PRDoH confirmed under Q&A ID 39, that Vendors were allowed to ask for exceptions to Appendix 7, ESC requests the right to provide a tax waiver certificate to avoid tax retentions in whole. For such purpose, ESC requests that the following language be added at the end of this clause.	To be added at the end of Proforma Contract, Clause 6. Independent Contractors If applicable the SECOND PARTY may provide a total waiver certificate issued by Department of Treasury to the FIRST PARTY to claim full exemption of this withholding tax from the payments made to the SECOND PARTY for services rendered.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

6.2 Exception #2 – Negligence, right to cure and compensation

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference to specific section of Vendor's Terms, If Any Provided As Part of the RFP Response
Appendix 7 : Proforma Contract 9. NEGLIGENCE OR ABANDONMENT The FIRST PARTY reserves the right to terminate this contract without prior notice or approval, in any case the FIRST PARTY deems that the SECOND PARTY has acted negligently and/or abandoned its duties and/or obligations under this contract. The SECOND PARTY'S negligence and abandonment would be considered just cause for the termination of this contract without being subject to this contract's RESOLUTION CLAUSE, and the SECOND PARTY'S actions or omissions will relieve the FIRST PARTY from any obligation to the SECOND PARTY or any other party affected by the SECOND PARTY'S actions. The SECOND PARTY will finish all pending matters and jobs at the time of the contract termination	Since PRDoH confirmed under Q&A ID 39, that Vendors were allowed to ask for exceptions to Appendix 7, ESC requests PRDoH the right to cure and be paid for completed work. For such purpose, ESC requests the proposed adjustments in red to the clause.	Proposed revised text for Appendix 7, Clause 9. Negligence or Abandonment. The FIRST PARTY reserves the right to terminate this contract without prior notice or approval, in any case the FIRST PARTY deems that the SECOND PARTY has abandoned its duties and/or obligations under this contract and fails substantially to cure the breach within thirty (30) days after receiving the FIRST PARTY's notice. The SECOND PARTY'S abandonment would be considered just cause for the termination of this contract without being subject to this contract's RESOLUTION CLAUSE, and the SECOND PARTY'S actions or omissions will relieve the FIRST PARTY from any obligation to the SECOND PARTY or any other party affected by the SECOND PARTY'S actions. The SECOND PARTY will finish all pending matters and jobs at the time of the contract termination if requested to do so by the FIRST PARTY with the FIRST PARTY being

without the FIRST PARTY incurring in any responsibility to pay for any additional amounts concerning pending matters or jobs.		obligated to pay or additionally compensate the SECOND PARTY for any amounts due for the Deliverables received and accepted by the FIRST PARTY.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

6.3 Exception #3 – Protection of Gainwell background IP, right to reuse work products for other Healthcare customers, and right to Proprietary Software.

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference to specific section of Vendor's Terms, If Any Provided As Part of the RFP Response
Appendix 7: Proforma Contract 11. INTELLECTUAL PROPERTY BOTH PARTIES agree that any work, report and/or product resulting from the services provided by the SECOND PARTY, including but not limited to studies, research, consultations, or any other shape or form that they may take, will always be the personal and intellectual property of the FIRST PARTY. The FIRST PARTY will not be obligated to pay any monetary amount in addition to the payment specified in the FOURTH CLAUSE of this contract nor it would be in any obligation to the SECOND PARTY as a result of any intellectual rights, services and work performed including, but not limited to studies, research, consultations, or any other shape or form that they may take. The FIRST PARTY is also authorized and has the full right to give the aforementioned work	Since PRDoH confirmed under Q&A ID 39, that Vendors were allowed to ask for exceptions to Appendix 7, and that in case of conflict, Appendix 7 would take precedence over Appendix 6, ESC wants to bring to PRDoH attention, that this requested change would need to take precedence over: 1) Appendix 6: IT Terms and Conditions, clause 2. INTELLECTUAL PROPERTY, Ownership of Work Product. ESC requests to replace this clause since it does not address ESC's right to pre-existing intellectual property, ESC is also seeking the right to re-use the Intellectual property developed under this Agreement for other Healthcare customers. And over: 2) Appendix 6. Clause 3. COMMERCIAL MATERIALS, LICENSES, WARRANTIES, AND MAINTENANCE, Software Licenses, sentence: "The vendor should provide or arrange Enterprise perpetual software licenses for all Commercial Software necessary to meet the specifications of the Contract.", since ESC cannot grant perpetual licenses. For such purpose, ESC requests to replace this clause with the	Proposed revised text for Appendix 7: Proforma Contract, clause 11. INTELLECTUAL PROPERTY The SECOND PARTY shall be the exclusive owner of all the intellectual property which already exists and is provided and used by the SECOND PARTY to fulfill its obligations under this Agreement. All Deliverables, software, designs, drawings, specifications, notes, electronically or magnetically recorded material and other work in whatever form not developed or licensed by the SECOND PARTY prior to the execution of this Agreement, but specifically paid for, Federally-funded, and first developed under this Agreement ("Materials") shall be considered "work for hire" (as that term is used in Section 101 of the United States Copyright Act, 17 U.S.C. § 101, or in analogous provisions of other applicable laws) and the SECOND PARTY transfers and assigns any ownership claim to the

product the official use it deems necessary. The SECOND PARTY may not use work, reports and/or products resulting from services rendered in this contract for any other purposes other than the ones stated in this contract or authorized by the FIRST PARTY.	following proposed language:	FIRST PARTY and all such Materials will be the property of the FIRST PARTY. Further, the FIRST PARTY reserves a royalty-free, exclusive, and irrevocable license to reproduce, publish, and otherwise use the copyright of any Materials. During the performance of this Agreement, the SECOND PARTY shall be responsible for any loss of or damage to these Materials developed for the FIRST PARTY and used to develop or assist in the Services provided while the Materials are in the possession of the SECOND PARTY. The SECOND PARTY shall provide the FIRST PARTY full, immediate, and unrestricted access to the Materials during the term of this Agreement. The FIRST PARTY grants SECOND PARTY a royalty free, sub-licensable, perpetual, worldwide license to the Materials for use with, copy for, make derivative works of, display for, perform for, and transmit to SECOND PARTY's other healthcare clients. The modifications to the MMIS interChange system for the FIRST PARTY will be transferred in accordance with 42 CFR § 495.360 Software and ownership rights, except for any third party or SECOND PARTY-proprietary software. With respect to any third party

		or SECOND PARTY-proprietary software accompanying or embedded in the MMIS interChange system, SECOND PARTY grants to the FIRST PARTY a non-exclusive, royalty-free right and license to use such third party or SECOND PARTY-proprietary software during the term of this Agreement as necessary for the FIRST PARTY's internal purposes. With respect to any third party or SECOND PARTY-proprietary software accompanying or embedded in the Work Product, SECOND PARTY grants to the FIRST PARTY a non-exclusive, royalty-free right and license to use such third party or SECOND PARTY-proprietary software during the term of this Agreement as necessary for the FIRST PARTY's internal purposes.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

6.4 Exception #4 – Responsibility for Tort damages

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference to specific section of Vendor's Terms, If Any Provided As Part of the RFP Response
Appendix 7: Proforma Contract 22.RESPONSIBILITY FOR TORT DAMAGES: The SECOND PARTY will be responsible for any damages and injuries caused by the negligent handling or the abandonment of the responsibilities under this contract, and will thus exempt the FIRST PARTY from any obligation or responsibility from such actions.	Since PRDoH confirmed under Q&A ID 39, that Vendors were allowed to ask for exceptions to Appendix 7, ESC requests to replace the title and content of this clause, with the proposed language, which includes additional scenarios not considered under this clause. Since PRDoH confirmed under Q&A ID 39, that Vendors were allowed to ask for exceptions to Appendix 7, and that in case of conflict, Appendix 7 would take precedence over Appendix 6, ESC wants to bring to PRDoH attention, that the proposed Liability cap on PII disclosure, would need to take precedence over: Appendix 6: IT Terms and Conditions 1. CONFIDENTIALITY, Confidential Information, in relation to the requested liabilities related to PII and PHI.	Proposed revised title and content of Appendix 7. Proforma Contract, Clause 22: 22. LIABILITY FOR DAMAGES OR INJURIES. Subject to the following paragraph, the SECOND PARTY will be liable for any damages caused by the negligent handling or the abandonment of the obligations it assumes under this Agreement. The aggregate liability of SECOND PARTY to the FIRST PARTY, for any and all Losses arising out of or relating to this Contract including the provision of any services and any time by any of the SECOND PARTY shall not exceed in the aggregate, the amounts payable by the FIRST PARTY to the SECOND PARTY for services rendered under this Contract during the first 2 years

		following the contract effective date or any additional renewal period. As an exception to the above, the aggregate liability of SECOND PARTY to the FIRST PARTY, for any and all Losses arising out of the disclosure of Personally Identifiable Information (PII), including, but not limited to, medical records, addresses, phone numbers, social security numbers, credit card information, federal or state tax information or Protected Health Information (PHI) as defined by the PRDoH Business Associate Agreement resulting from a breach of the SECOND PARTY's confidentiality obligations under the contract and its appendices shall not exceed in the aggregate, TWICE the amounts payable by the FIRST PARTY to the SECOND PARTY for services rendered under this Contract and its appendices during the first 2 years following the contract effective date or any additional

		renewal period. The SECOND PARTY shall have no liability for the acts of omissions of any third party (other than its subcontractors). In no event shall either party be liable in connection with this Agreement or any of the Services to the other party or any third party for any loss of profit, or incidental, consequential, indirect, special indirect, punitive, or similar damages. Both Parties will use reasonable efforts to mitigate damages for which the other Party may be responsible. The provisions of this clause shall apply to the fullest extent permitted by law. Nothing in this clause limiting the liability of a party shall apply to any liability that has been finally determined by a court to have been caused by the fraud of such party. For purposes of this Agreement, "Loss" or "Losses" means direct damages, liabilities, interest, costs and expenses, whether arising under any

		legal theory including, but not limited to, claims sounding in tort (such as for negligence, (excluding Gross Negligence and willful misconduct) misrepresentation or otherwise), contract claims seeking to apply any standard of liability such as negligence, statutory violation, arising out of an indemnification obligation or otherwise. For the avoidance of doubt, multiple claims arising out of or based upon the same act, error or omission, or series of continuous, interrelated, or repeated acts, errors or omissions shall be considered a single Loss. FIRST PARTY may not make a claim or bring proceedings relating to the services or otherwise under this Agreement against any other SECOND PARTY affiliate or SECOND PARTY's or its subcontractors', members, shareholders, directors, officers, partners, principals or employees. FIRST

		PARTY shall make any claim or bring proceedings only against SECOND PARTY. FIRST PARTY on the one hand and SECOND PARTY on the other hand acknowledge and agree that the allocation of risk and liability contained in this Agreement is reasonable in all the circumstances and will not be utilized for any future transactions between the Parties. The foregoing terms and conditions shall survive termination of the contract and continue in full force and effect. Each Party will be responsible for any property damages and personal injuries caused by the negligent handling or the abandonment of the responsibilities under this Agreement.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		



Appendix F – Mandatory Requirements



ESC will meet all the mandatory requirements in Appendix F of this RFP by providing a solid technology stack and a team of seasoned professionals. We have completed the workbook in Appendix F – Mandatory Requirements and include it as part of our response on the following pages

Instructions for Completion of Attachment F - Mandatory Requirements

1. The vendor must note compliance with each mandatory requirement listed in the ***Vendor's Disposition*** column of Tab 3 – Mandatory Reqs and Responses, using only the values that appear in the drop-down list.
2. **Vendor's Disposition** values are outlined below:
 - a. "Will Meet": The vendor agrees to meet the mandatory requirement.
 - b. "Will Not Meet": The vendor declines to meet the mandatory requirement.
3. All mandatory requirements must contain one of the values identified above. Any mandatory requirements without a **Vendor's Disposition** response value will be considered to be "Will Not Meet."
4. If appropriate, the vendor must provide the **Attachment**, **Section**, and **Page Number(s)** where their detailed narrative response for each mandatory requirement resides, providing PRPM with a crosswalk, and ensuring that each mandatory requirement is addressed. Be advised that the **Attachment** column has been pre-populated with the location that PRMP anticipates the narrative response to reside, however it is up to the vendor to update that column accordingly should the vendor respond to a mandatory requirements in a different location.

Tabs in this spreadsheet			
1. Worksheet Instructions	Instructions for completion of this RFP supplement.		
2. Worksheet Information	This tab including the information about the contents of this workbook.		
3. Mandatory Reqs & Responses	Contains the mandatory requirements and all related data.		
4. Code Values	Contains coded values for use in the mandatory requirements tab, and explanations as appropriate.		
Columns on the specification Responses Tab			
Section	Column	Description	Corresponding Code Values
Mandatory Requirements	Req ID #	The unique ID of the mandatory requirement.	N/A
	Requirement Text	The text of the mandatory requirement.	N/A
Subcategory	N/A	How the requirement is categorized in the RFP.	N/A
Vendor Response Area	Vendor's Disposition	The vendor is expected to indicate their compliance with the requirement using one of the supplied values.	Vendor Response - Vendor's Disposition
	Attachment	The vendor is expected to provide a reference to the appropriate RFP attachment where more detailed information about the requirement can be found. The expected attachment is identified for the vendor and PRMP convenience.	Attachment
	Section and Page Reference	The vendor is expected to provide a reference to the appropriate Section and Page Number within the specified Attachment where more detailed information about the mandatory requirement can be found.	N/A

Mandatory Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
MR-001	The vendor must provide right of access to systems, facilities, data, and documentation to the Puerto Rico Medicaid Program (PRMP) or its designee to conduct audits and inspections as is necessary.	Audit and Inspection	Will Meet	Attachment F - Mandatory Requirements	1. Audit and Inspection	Page 112
MR-002	The vendor must support the Puerto Rico Medicaid Program's (PRMP's) requests for information in response to activities including, but not limited to: a. Compliance audits b. Investigations c. Legislative requests	Audit Compliance Support and Deliverables	Will Meet	Attachment F - Mandatory Requirements	2. Audit Compliance Support and Deliverables	Page 112
MR-003	The vendor must provide assistance as is necessary in support of the proposed solution's Centers for Medicare & Medicaid Services (CMS) certification efforts.	Certification	Will Meet	Attachment F - Mandatory Requirements	3. Certification	Page 113
MR-004	The vendor must warrant that the proposed and implemented solution will meet Centers for Medicare & Medicaid Services (CMS) certification requirements, and that certification will be available retroactive to the first day of operations to ensure full Federal Financial Participation (FFP).	Certification	Will Meet	Attachment F - Mandatory Requirements	3. Certification	Page 115
MR-005	The vendor must provide authorization from a parent, affiliate, or subsidiary organization for the Puerto Rico Medicaid Program (PRMP) to have access to its records if such a relationship exists that impacts the vendor's performance under the proposed contract.	CMS RFP Checklist	Will Meet	Attachment F - Mandatory Requirements	4. CMS RFP Checklist	Page 115
MR-006	The vendor must agree to comply with current and future Puerto Rico Medicaid Program (PRMP) and federal regulations as is necessary to support the proposed solution and this Request for Proposal (RFP).	Compatibility	Will Meet	Attachment F - Mandatory Requirements	5. Compatibility	Page 115
MR-007	The vendor must ensure that all applications inclusive of internet, intranet, and extranet applications associated with this contract are compliant with Section 508 of the Rehabilitation Act of 1973, as amended by 29 United States Code (U.S.C.) §794d, and 36 Code of Federal Regulation (CFR) 1194.21 and 36 CFR 1194.22.	Compliance with Rehabilitation Act of 1973	Will Meet	Attachment F - Mandatory Requirements	6. Compliance with Rehabilitation Act of 1973	Page 116
MR-008	The vendor must perform according to approved Service-Level Agreements (SLAs) and identified Key Performance Indicators (KPIs) with associated metrics in the areas listed in Appendix 4: Service-Level Agreements.	Compliance with Service Level Agreements	Will Meet	Attachment F - Mandatory Requirements	7. Compliance with Service Level Agreements	Page 116
MR-009	Vendors proposing Commercial off-the-Shelf (COTS) components must develop all documentation necessary to support the receipt of federal match related to the implementation of the component, upon request by the Puerto Rico Medicaid Program (PRMP).	COTS Waiver Documentation	Will Meet	Attachment F - Mandatory Requirements	8. COTS Waiver Documentation	Page 117
MR-010	The vendor must update deliverables as is detailed within the Request for Proposal (RFP), as is necessary for project success, and at the request of the Puerto Rico Medicaid Program (PRMP).	Deliverable Updates	Will Meet	Attachment F - Mandatory Requirements	9. Deliverable Updates	Page 117
MR-011	The vendor must submit updated deliverables for the Puerto Rico Medicaid Program's (PRMP's) approval based on the Project Schedule.	Deliverable Updates	Will Meet	Attachment F - Mandatory Requirements	9. Deliverable Updates	Page 118
MR-012	The vendor must provide a drug free workplace, and individuals must not engage in the unlawful manufacture, distribution, dispensation, possession, abuse, or use of a controlled substance in the performance of the contract.	Drug Free Workplace Act of 1988	Will Meet	Attachment F - Mandatory Requirements	10. Drug Free Workplace Act of 1988	Page 119
MR-013	The vendor must comply with federal Executive Order 11246 related to Equal Employment Opportunity Act, the Clean Air Act, and the Clean Water Act.	Equal Employment Opportunity, Clean Air Act, and Clean Water Act	Will Meet	Attachment F - Mandatory Requirements	11. Equal Employment Opportunity, Clean Air Act, and Clean Water Act	Page 119
MR-014	The vendor must perform all work associated with this contract within the continental United States (U.S.) or U.S. Territories.	Facility	Will Meet	Attachment F - Mandatory Requirements	12. Facility	Page 120
MR-015	The vendor must be responsible for any lost Federal Medical Assistance Percentages (FMAP) due to system deficiencies or deficiencies noted during federal reviews. The vendor will be responsible for only the portion of FMAP lost that is determined by the Puerto Rico Medicaid Program (PRMP) to be the fault of the vendor.	FMAP	Will Meet	Attachment F - Mandatory Requirements	13. FMAP	Page 120
MR-016	The solution must maintain full Health Insurance Portability and Accountability Act (HIPAA) compliance throughout the life of the contract at no additional cost to the Puerto Rico Medicaid Program (PRMP).	HIPAA	Will Meet	Attachment F - Mandatory Requirements	14. HIPAA	Page 120
MR-017	The vendor must designate one named individual in its proposal as the vendor organization's Health Insurance Portability and Accountability Act of 1996 (HIPAA) compliance officer.	HIPAA Compliance Officer	Will Meet	Attachment F - Mandatory Requirements	15. HIPAA Compliance Officer	Page 121
MR-018	The vendor must, at a minimum, include the standard invoice package contents for the Puerto Rico Medicaid Program (PRMP), including, but not limited to: a. An authorized representative of the contracted party must sign an itemized description of services rendered for the invoice period. Additionally, the vendor must include a written certification stating that no officer or employee of the PRMP, its subsidiaries, or affiliates, will derive or obtain any benefit or profit of any kind from this vendor's contract. Invoices that do not include this certification will not be paid b. Provide the PRMP with a summary, for time and materials related costs, of hours for services rendered inside and outside Puerto Rico as well as outside Puerto Rico for each vendor resource c. Provide the PRMP with a list of all deliverables and project services completed within an invoice period, as well as evidence that the PRMP has accepted and approved the work d. Provide the PRMP with four (4) physical and one (1) electronic invoice packages in support of the PRMP's review and approval of each invoice. Invoice Package #1 - Original Signature Invoice Packages #2 - #4 - Hard Copy Invoice Package #5 - Electronic	Invoice Package	Will Meet	Attachment F - Mandatory Requirements	16. Invoice Package	Page 122
MR-019	The vendor must implement a solution that supports the Puerto Rico Medicaid Program's (PRMP's) Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) vision, goals, and objectives.	MITA Alignment	Will Meet	Attachment F - Mandatory Requirements	17. MITA Alignment	Page 123
MR-020	The vendor must provide a solution that includes key functionality enablers to shared use and modularity to eliminate barriers between different applications and diverse data types. The vendor must share how the proposed solution will include modular components to meet the Centers for Medicare & Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA), and describe how the solution will lend itself to future reuse, including open interfaces and other architectural features to allow for integration into other solutions. This requires the use of a modular, flexible approach to systems including the use of open interfaces and exposed Application Programming Interfaces (API); the separation of standardized business rule definitions from core programming; and the availability of standardized business rule definitions in both human and machine-readable formats.	Modularity	Will Meet	Attachment F - Mandatory Requirements	18. Modularity	Page 123
MR-021	The vendor must use industry-standard project management standards, methodologies, and processes to ensure the project is delivered on time, within scope, within budget, and in accordance with the Puerto Rico Medicaid Program's (PRMP's) quality expectations. The PRMP utilizes the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) methodology.	Project Management	Will Meet	Attachment F - Mandatory Requirements	19. Project Management	Page 124
MR-022	The vendor must provide increased staffing levels if requirements, timelines, quality, or other standards are not being met, based solely on the discretion of and without additional cost to the Puerto Rico Medicaid Program (PRMP). In making this determination, the PRMP will evaluate whether the vendor is meeting deliverable dates, producing quality materials, consistently maintaining high quality and production rates, and meeting Request for Proposal (RFP) standards without significant rework or revision.	Staffing Levels	Will Meet	Attachment F - Mandatory Requirements	20. Staffing Levels	Page 125
MR-023	The vendor must agree that the Puerto Rico Medicaid Program (PRMP) retains ownership of all data, procedures, applications, licenses, and materials developed during design, development, and implementation (DDI), and Operations, as well as the licensing for installed Commercial-off-the-shelf (COTS) software in alignment with 45 Code of Federal Regulation (CFR) §95.615 and 45 CFR §95.617. Manufacturers' support and maintenance for the COTS software licensing subsequent to the initial install must be provided for the life of the contract. The PRMP is not responsible for costs associated with software releases.	State Ownership CFR	Will Meet	Attachment F - Mandatory Requirements	21. State Ownership CFR	Page 126
MR-024	The vendor Technical Support Center must be located within the continental United States, as established in requirements related to handling of Federal Tax Information (FTI) contained in Internal Revenue Service (IRS) Publication 1075, Section 5.3 Access to FTI via State Tax Files or through other agencies under the authority granted by United States Code §6013(p)(4)(C).	Technical Support Call Center Location(s)	Will Meet	Attachment F - Mandatory Requirements	22. Technical Support Center Location(s)	Page 127
MR-025	The vendor must make available to the Puerto Rico Medicaid Program (PRMP) the results of any third-party audit. The audit results must be delivered to PRMP at the same time as the vendor.	Third Party Audit	Will Meet	Attachment F - Mandatory Requirements	23. Third-party Audit	Page 127
MR-026	The vendor must notify the Puerto Rico Medicaid Program (PRMP) of any findings within a third party audit assessment that requires the vendor's or PRMP's immediate attention. The vendor will work with PRMP to identify the recipient of the third-party audit report(s).	Third Party Audit	Will Meet	Attachment F - Mandatory Requirements	23. Third-party Audit	Page 128
MR-027	The solution must perform all functions described in this Request for Proposal (RFP), and continue all operations from the date of acceptance of each release until each function is turned over to a successor at the end of the contract, including any optional additional periods or extensions.	Turnover and Closeout Operations	Will Meet	Attachment F - Mandatory Requirements	24. Turnover and Closeout Operations	Page 128
MR-028	The vendor must provide evidence that staff have completed all necessary forms prior to executing work for the contract.	Vendor Employee Confidentiality Statements	Will Meet	Attachment F - Mandatory Requirements	25. Vendor Employee Confidentiality Statements	Page 129
MR-029	The vendor staff must not have the capability to access, edit, and share personal information data, with unauthorized solution users, including but not limited to: a. Protected Health Information (PHI) b. Personally Identifiable Information (PII) c. Financial Transaction Information (FTI) d. Social Security Administration (SSA) data including, but not limited to: family, friends, and acquaintance information	Viewing Human Services Program Information	Will Meet	Attachment F - Mandatory Requirements	26. Viewing Human Services Program Information	Page 130

Vendor's should not edit this worksheet.

<i>Vendor Response - Vendor's Disposition</i>	
Vendor's Dispositions	Description
Will Meet	Mandatory requirement will be met by the vendor
Will Not Meet	Mandatory requirement will not be met by the vendor

<i>Attachments</i>	
Response Template	Description
Attachment A	Cost Proposal
Attachment B	Title Page, Vendor Information, Executive Summary, Subcontractor Letters, and Table of Contents
Attachment C	Vendor Qualifications and Experience
Attachment D	Project Organization and Staffing
Attachment E	Initial Project Schedule
Attachment F	Mandatory Requirements
Attachment G	Business Requirements Approach
Attachment H	Technical Requirements Approach
Attachment I	Implementation Requirements Approach
Attachment J	Maintenance and Operations Requirements Approach
Attachment K	Terms and Conditions Response



Supplement Two – Detailed Requirements



ESC will meet all the detailed requirements in Supplement Two : Detailed Requirements. ESC has provided the relevant Attachment, Section, and Page Number(s) where their detailed narrative response for each requirement resides, providing PRMP with a crosswalk, making certain that each requirement is addressed and included as part of our response on the following pages

Instructions for Completion of Supplement Two - Detailed Requirements

1. The vendor must note compliance with each requirement listed in the **Vendor's Disposition** column of Tab 3 – Detailed Reqs and Responses, using only the values that appear in the drop-down list.
2. **Vendor's Disposition** values are outlined below:
 - a. "Will Meet": The vendor agrees to meet the requirement.
 - b. "Will Not Meet": The vendor declines to meet the requirement.
3. All requirements must contain one of the values identified above. Any requirements without a **Vendor's Disposition** response value will be considered to be "Will Not Meet."
4. If appropriate, the vendor must provide the **Attachment**, **Section**, and **Page Number(s)** where their detailed narrative response for each requirement resides, providing PRPM with a crosswalk, and ensuring that each requirement is addressed. Be advised that the **Attachment** column has been pre-populated with the location that PRMP anticipates the narrative response to reside, however it is up to the vendor to update that column accordingly should the vendor respond to a requirement in a different location.

Tabs in this spreadsheet			
1. Worksheet Instructions	Instructions for completion of this RFP supplement.		
2. Worksheet Information	This tab including the information about the contents of this workbook.		
3. Detailed Reqs & Responses	Contains the detailed requirements and all related data.		
4. Code Values	Contains coded values for use in the detailed requirements tab, and explanations as appropriate.		
Columns on the specification Responses Tab			
Section	Column	Description	Corresponding Code Values
Requirements	Req ID #	The unique ID of the requirement.	N/A
	Requirement Text	The text of the requirement.	N/A
Subcategory	N/A	How the requirement is categorized in the RFP.	N/A
Vendor Response Area	Vendor's Disposition	The vendor is expected to indicate their compliance with the requirement using one of the supplied values.	Vendor Response - Vendor's Disposition
	Attachment	The vendor is expected to provide a reference to the appropriate RFP attachment where more detailed information about the requirement can be found. The expected attachment is identified for the vendor and PRMP convenience.	Attachment
	Section and Page Reference	The vendor is expected to provide a reference to the appropriate Section and Page Number within the specified Attachment where more detailed information about the requirement can be found.	N/A

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-001	The solution should provide the capability to access individual beneficiary claims and/or encounter histories to extract data needed to produce annual reports to Centers for Medicare & Medicaid Services (CMS) on services amount.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	Accounts Payable Information and Disbursement	Page 141
BF-002	The solution should support the Interface with Health Insurance Portability and Accountability Act (HIPAA) Version 5010 X12 835 claims payment and remittance advice business processing.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	Accounts Payable Information and Disbursement	Page 141
BF-003	The solution should be able to prepare and deliver an Electronic Funds Transfer (EFT) file to entities, including, but not limited to: a. Financial institutions b. Managed Care Organizations (MCOs) c. Providers	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	Accounts Payable Information and Disbursement	Page 142
BF-004	The solution should provide a workflow process supporting the Medicaid Information Technology Architecture (MITA) Price Claim and/or Value Encounter business process in accordance with program policy reflected in Puerto Rico Medicaid Program (PRMP)-defined business rules.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	Accounts Payable Information and Disbursement	Page 142
BF-005	The solution should support interfaces to support premium payment pricing.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	Accounts Payable Information and Disbursement	Page 144
BF-006	The solution should have the ability to process and report "\$0.00" payment claims and encounters and non-payment claims and encounters, including, but not limited to suppressed checks to: a. Providers b. Contractors c. Other Commonwealth agencies	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	Accounts Payable Information and Disbursement	Page 144
BF-007	The solution should have the ability to prioritize payment algorithms from funding sources.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	Accounts Payable Information and Disbursement	Page 144
BF-008	The solution should apply and store the appropriation code, funding source, and Centers for Medicare & Medicaid Services (CMS)-64 information on every priced encounter and financial transaction.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	Accounts Payable Information and Disbursement	Page 144
BF-009	The solution should have the ability to maintain pricing data according to Puerto Rico Medicaid Program (PRMP) retention standards and provide files to ingest in a PRMP specified data repository.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	Accounts Payable Information and Disbursement	Page 145
BF-010	The solution should support a beneficiary data set that contains data elements, including, but not limited to: a. Premium payment calculation b. Premium payments	Beneficiary Data	Will Meet	Attachment G - Business Requirements Approach	Beneficiary Data	Page 145
BF-011	The vendor should support the management of beneficiary information, including, but not limited to: a. Archives b. Reports c. Transactions d. Transaction error tracking	Beneficiary Data	Will Meet	Attachment G - Business Requirements Approach	Beneficiary Data	Page 146
BF-012	The solution should maintain a record of benefit assignment(s) for beneficiaries and retain the records according to the Puerto Rico Medicaid Program's (PRMPs) retention policy.	Beneficiary Data	Will Meet	Attachment G - Business Requirements Approach	Beneficiary Data	Page 147
BF-013	The solution should have the ability to edit and validate data, duplicate records, perform quality checks, and send error messages if appropriate.	Beneficiary Data	Will Meet	Attachment G - Business Requirements Approach	Beneficiary Data	Page 148
BF-014	The solution should have the ability to separate business rules from core programming and provide the business rules in both human and machine-readable formats.	Business Rules Management	Will Meet	Attachment G - Business Requirements Approach	Business Rules Management	Page 149
BF-015	The solution should provide a version-control mechanism to manage rule changes.	Business Rules Management	Will Meet	Attachment G - Business Requirements Approach	Business Rules Management	Page 150
BF-016	The solution should provide an auditing mechanism to track and report rules changes and usage.	Business Rules Management	Will Meet	Attachment G - Business Requirements Approach	Business Rules Management	Page 150

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-017	The solution should provide a Business Rules Engine (BRE) that supports multiple-date-based parameters. The solution should be able to maintain historical versions of the business rules and disposition rules in accordance with the Puerto Rico Medicaid Program (PRMP) specifications.	Business Rules Management	Will Meet	Attachment G - Business Requirements Approach	Business Rules Management	Page 150
BF-018	The vendor should produce and maintain documentation regarding all business rules, including, but not limited to: a. Exception handling rules b. Rule dependencies	Business Rules Management	Will Meet	Attachment G - Business Requirements Approach	Business Rules Management	Page 151
BF-019	The vendor should complete tests for high availability and failover prior to the release to User Acceptance Testing (UAT).	Business Rules Management	Will Meet	Attachment G - Business Requirements Approach	Business Rules Management	Page 151
BF-020	The solution should track federal and state match associated with all program and administration funding amounts.	Fund	Will Meet	Attachment G - Business Requirements Approach	Fund	Page 158
BF-021	The solution should provide detail and summary level reporting.	Fund	Will Meet	Attachment G - Business Requirements Approach	Fund	Page 158
BF-022	The solution should provide reports following payment cycles identifying all Commonwealth and federal revenue sources and expenditure amounts.	Fund	Will Meet	Attachment G - Business Requirements Approach	Fund	Page 159
BF-023	The solution should provide alert functionality as defined by the Puerto Rico Medicaid Program (PRMP), including, but not limited to: a. System error alerts b. Payment error alerts c. Data transmission alerts, including, but not limited to: success and failure	Fund	Will Meet	Attachment G - Business Requirements Approach	Fund	Page 160
BF-024	The solution should have the ability to create and submit accurate, timely Centers for Medicare & Medicaid Services (CMS)-21 reports, in the event federal requirements are modified and the Commonwealth is required to submit this report.	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	Generate Financial Report	Page 161
BF-025	The solution should have the ability to produce various financial reports to facilitate cost reporting and financial monitoring.	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	Generate Financial Report	Page 161
BF-027	The solution should create periodic reports required under Hacienda rule 49.	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	Generate Financial Report	Page 163
BF-028	The solution should create federal reports, including, but not limited to: a. Centers for Medicare & Medicaid Services (CMS)-64 b. CMS-37 c. Incurred but not reported (IBNR) d. Federal Financial Report (FFR)-425 e. Any additional reports as defined by Puerto Rico Medicaid Program (PRMP)	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	Generate Financial Report	Page 163
BF-029	The solution should have the infrastructure to import or export data to the Puerto Rico Medicaid Program's (PRMPs) data repository, including, but not limited to: a. Data warehouse b. Data hub c. Data mart	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	Generate Financial Report	Page 163
BF-030	The vendor should perform any necessary corrective action under the supervision of Puerto Rico Medicaid Program (PRMP), before final data conversion takes place in the New Data Integration and Extract, Translate, Load (ETL) component.	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	Generate Financial Report	Page 163
BF-031	The solution's messaging capabilities should have the ability to support a wide variety of Application to Application (A2A) patterns including, but not limited to: a. Data look-up and retrieval b. Data look-up with services provided by other applications c. Simple bulk data transfer to and/or from other solutions	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	Generate Financial Report	Page 164
BF-032	The solution should ensure carriers are not paid High Cost High Needs (HCHN) rates for ineligible beneficiaries, including, but not limited to: a. Dual eligibles b. Virtual region beneficiaries	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	Generate Financial Report	Page 164

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-033	The solution should maintain a High Cost High Needs (HCHN) registry of beneficiaries found eligible for inclusion using criteria defined by the Puerto Rico Medicaid Program (PRMP).	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	High Cost High Needs (HCHN) Premium	Page 165
BF-034	The solution should maintain a High Cost High Needs (HCHN) pre-registry of beneficiaries identified by carriers as potentially qualifying for inclusion using criteria defined by the Puerto Rico Medicaid Program (PRMP).	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	High Cost High Needs (HCHN) Premium	Page 166
BF-035	The solution should support movement of beneficiaries into and out of the High Cost High Needs (HCHN) pre-registry and registry using criteria defined by the Puerto Rico Medicaid Program (PRMP).	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	High Cost High Needs (HCHN) Premium	Page 167
BF-036	The solution should retroactively adjust premium payments to carriers when retrospective review indicates beneficiaries were not eligible to be considered High Cost High Needs (HCHN).	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	High Cost High Needs (HCHN) Premium	Page 167
BF-037	The solution should provide detailed and summary reports and the ability to query on High Cost High Needs (HCHN) beneficiaries and premium payments as required by the Puerto Rico Medicaid Program (PRMP).	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	High Cost High Needs (HCHN) Premium	Page 169
BF-038	The vendor should provide a workflow process and conceptual data diagram supporting the premium capitation business process, including High Cost High Needs (HCHN) payments.	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	High Cost High Needs (HCHN) Premium	Page 170
BF-039	The solution should capture and maintain data sets to support mandatory federal reporting, including, but not limited to: a. Transformed Medicaid Statistical Information System (T-MSIS) b. Centers for Medicare & Medicaid Services (CMS)-64 c. CMS-37	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	High Cost High Needs (HCHN) Premium	Page 172
BF-040	The solution should maintain diagnostic, clinical, utilization, and other indicators of High Cost High Needs (HCHN) status obtained from encounters and claims.	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	High Cost High Needs (HCHN) Premium	Page 173
BF-041	The solution should accept information from monthly Report 8 and/or any subsequent proprietary or standard file layout of a file sent by a carrier containing comparable information identifying potential High Cost High Needs (HCHN) beneficiaries.	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	High Cost High Needs (HCHN) Premium	Page 173
BF-042	The solution should identify beneficiaries who have terminated enrollment, disenrolled, or are deceased, and exclude those individuals from the monthly carrier payment, including assignment of High Cost High Needs (HCHN) rate cells.	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	High Cost High Needs (HCHN) Premium	Page 173
BF-043	The solution should support verification of the appropriateness of use of an High Cost High Needs (HCHN) rate cell for a beneficiary using encounter and claims data.	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	High Cost High Needs (HCHN) Premium	Page 173
BF-044	The vendor should compare the Payment Error Rate Measurement (PERM) universe data file with the Centers for Medicare & Medicaid Services (CMS)-64 reports to ensure consistency of data sources and the inclusion of all applicable data.	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 189
BF-045	The solution should have the ability to generate reports and files containing all capitation rates, rate cell assignments, and all non-capitation payments made for beneficiaries for a specified time period without requiring manual processes, including, but not limited to: a. Payments for prescription drugs b. Bundled payments	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 189
BF-046	The solution should have the ability to retrieve all premium rate cell assignments, for a beneficiary for a specified time period without requiring manual processes.	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 190

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-047	The solution should have the ability to retrieve all non-premium payments made to carriers for a beneficiary for a specified time period without requiring manual processes, including, but not limited to: a. Payments for prescription drugs b. Bundled payments	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 190
BF-048	The solution should have the ability to support and maintain compliance with routine Payment Error Rate Measurement (PERM) or PERM Plus requirements, as defined by Centers for Medicare & Medicaid Services (CMS).	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 190
BF-049	The solution should capture and maintain all data elements necessary for Payment Error Rate Measurement (PERM) submissions, including, but not limited to: a. Beneficiary eligibility and enrollment data b. Premium payment data c. All non-premium payments made to carriers, including, but not limited to: prescription and bundled payment data d. Beneficiary demographic data	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 190
BF-050	The solution should have the ability to accurately select transactions to be included in the submission of Payment Error Rate Measurement (PERM) universe data files, including, but not limited to: a. Relying on the original carrier paid date criteria b. Including zero dollar paid encounters and/or claims, denied encounters and/or claims, and excluding encounters and/or claims types specified in PERM documentation	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 191
BF-051	The solution should have the ability to link adjustments in premium payments to initial premium payments at the beneficiary level.	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 191
BF-052	The solution should have the ability to link adjustments and voids in prescription (NCPDP) and any other non-premium payments to initial payments at the beneficiary level.	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 191
BF-053	The vendor should provide the resources necessary to support Payment Error Rate Measurement (PERM) activities and requirements, including interaction with the Centers for Medicare & Medicaid Services (CMS) PERM team.	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 191
BF-054	The vendor should create comprehensive documentation related to the contents of the Payment Error Rate Measurement (PERM) universe data files submitted to Centers for Medicare & Medicaid Services (CMS), including, but not limited to: a. The content and data selection process, control totals, data dictionary, file layout and variable crosswalk as required in the PERM Manual	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 191
BF-055	The solution should have the ability to identify the premium and capitation payments that correspond to each carrier and beneficiary.	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 192
BF-056	The solution should have the ability to accommodate Puerto Rico-specific situations, as identified by Centers for Medicare & Medicaid Services (CMS) or its Payment Error Rate Measurement (PERM) contractors, including but not limited to: a. Federally Qualified Health Center (FQHC) wrap around payments b. Maternity kick payments c. Dual Eligible Special Needs Plans (D-SNPs) wrap around payments	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 192

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-057	The vendor should ensure timely submission of quarterly Payment Error Rate Measurement (PERM) universe data files to meet PERM cycle deadlines.	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 192
BF-058	The solution should identify federal and Commonwealth shares of claims paid in error.	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 193
BF-059	The solution should identify the federal and Commonwealth shares that should be recouped in the event that claims were paid in error.	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 193
BF-060	The vendor should provide the resources necessary to manually integrate information from non-Medicaid Management Information System (MMIS) solutions about possible financial adjustments that tie to payments selected for the sample, including, but not limited to: a. Third Party Liability (TPL) b. Provider recoupment	PERM	Will Meet	Attachment G - Business Requirements Approach	Payment Error Rate Measurement (PERM)	Page 193
BF-061	The solution should capture and maintain cost data and supporting documentation received from the carriers to provide capitation paid to Federally Qualified Health Centers (FQHC) and FQHC look alikes.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 193
BF-062	The solution should automatically generate wraparound payment authorizations based on a number of criteria, algorithms, and cohorts, including, but not limited to: a. Commonwealth-Only capitation b. Federally Qualified Health Center (FQHC) c. Rural Health Clinic (RHC) d. Beneficiary's program category of eligibility, benefit package, gender, age, date of death, geography, care management program algorithms, provider or beneficiary relationship, plan, rate table, retroactive eligibility, full risk, partial risk, specialty or ancillary service, premium payment, and time span	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 194
BF-063	The solution should have the ability to identify immunizations by providers to Early and Periodic Screening Diagnostic and Treatment (EPSDT) beneficiaries and generate an adjustment to the premium based on the Puerto Rico Medicaid Program (PRMP)-defined criteria.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 195
BF-064	The solution should take into account Medicaid's status as the payer of last resort and Third Party Liability (TPL) recoveries with respect to premium payment rate calculation.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 195
BF-065	The solution should have the ability to report Managed Care Organization (MCO) recoupment for inclusion in premium payment rate calculation.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 195
BF-066	The solution should have the ability to adjust premium payments due to factors that include, but are not limited to: a. Beneficiary enrollments b. Beneficiary disenrollments c. Beneficiary death d. Changes in rates e. Changes in beneficiary circumstances f. Change in or incorrect beneficiary rate cell assignment g. Changes in benefit plan h. Partial month enrollments i. Others as defined by the Puerto Rico Medicaid Program (PRMP)	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 196
BF-067	The solution should have the ability to calculate premium payments for any program administered or developed by the Puerto Rico Medicaid Program (PRMP).	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 197

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-068	The solution should have the ability to correct and reconcile the transfer of the premium payments when a beneficiary disenrolls from one Managed Care Organization (MCO) and enrolls in another plan or program.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 197
BF-069	The vendor should develop and provide the Puerto Rico Medicaid Program (PRMP) with an enrollment and premium payment reconciliation process that includes, but is not limited to: a. Newborns back to date of birth b. Deceased beneficiaries c. Double payments d. Maternity kick payments	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 198
BF-070	The vendor should maintain premium payment data according to the Puerto Rico Medicaid Program (PRMP) retention standards. The data file should be transferred, by PRMP specified media, for ingesting data into a PRMP specified data repository.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 198
BF-071	The solution should have the ability to perform mass voids and replacements to rates for premium payments as defined by Puerto Rico Medicaid Program (PRMP), including, but not limited to: a. Annual adjustment b. Negotiated rate change c. Court settlement	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 199
BF-072	The solution should have the ability to determine all premium rate cell assignments, including for high cost high needs (HCHN) beneficiaries.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 199
BF-073	The solution should have the ability to assign a beneficiary to a rate cell based on PRMP-defined criteria and hierarchy taking into account demographic characteristics and in support of programs that include, but are not limited to: a. High Cost High Needs (HCHN)	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	Premium Payment	Page 200
BF-074	The solution should have the ability to produce reports for audits as needed on accuracy and timeliness of encounter and claims data, including, but not limited to: a. Matching encounters and claims processed by the Medicaid Management Information System (MMIS) to carriers paid claims and to provider billing	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	Provider Capitation Verification	Page 201
BF-075	The solution should verify the transfer of the provider capitation payment when a beneficiary disenrolls from one carrier and enrolls in another plan or program.	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	Provider Capitation Verification	Page 201
BF-076	The solution should verify the transfer of the provider capitation payment when a beneficiary disenrolls from one provider receiving a capitation payment and enrolls with another eligible for that type of capitation payment.	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	Provider Capitation Verification	Page 202
BF-077	The solution should provide detailed and summary reports, as well as allow queries on provider capitation payments made by carriers, as required by the Puerto Rico Medicaid Program (PRMP).	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	Provider Capitation Verification	Page 203
BF-078	The vendor should provide a workflow process and conceptual data diagram supporting the verification of the provider capitation payments.	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	Provider Capitation Verification	Page 203
BF-079	The solution should accept information from the Per Member Per Month (PMPM) Payment Disbursement Report and/or any subsequent proprietary or standard file layout containing related information.	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	Provider Capitation Verification	Page 205
BF-080	The solution should verify capitation payment for the actual number of days of eligibility in a month in those instances where a beneficiary is not to be enrolled for a full month, if applicable, under carrier policy.	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	Provider Capitation Verification	Page 205
BF-081	The solution should verify that beneficiaries who have terminated enrollment, disenrolled, or are deceased are excluded from the monthly carrier capitation payments to providers.	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	Provider Capitation Verification	Page 205

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-082	The solution should verify that capitation payments are adjusted based on reconciliation of errors or corrections, including, but not limited to: a. Retroactive adjustments to a particular capitation payment based on more accurate data that the Medicaid Management Information System (MMIS) obtains retroactively on beneficiary enrollments, disenrollments, deaths, and terminations	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	Provider Capitation Verification	Page 206
BF-083	The solution should verify the accuracy of mass adjustments to rates according to carrier policy, including, but not limited to: a. Annual adjustment b. Negotiated rate change c. Court settlement	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	Provider Capitation Verification	Page 206
DM-001	The solution's data integration and Extract, Transform, Load (ETL) component should provide a number of parsing capabilities, including, but not limited to: a. Ability to split text fields based on delimiters, such as space or commas b. Ability to split text fields by matching character strings against packaged knowledge bases of terms, names, and more c. Facilities for adding to, or customizing terms in, packaged knowledge bases, and the ability to create new knowledge bases d. Ability to perform parsing operations using knowledge bases from third-party sources e. Facilities for configuring user-defined parsing rules	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	Data Integration	Page 151
DM-002	The solution's data integration and Extract, Transform, Load (ETL) component should include metadata capabilities, including, but not limited to: a. Automated discovery and acquisition of metadata from data sources, applications, and other tools b. Generation of lineage and impact analysis reports via graphical and tabular formats c. Open metadata repository with the ability to share metadata bi-directionally with other tools d. Automated synchronization of metadata across multiple instances of the tools e. Ability to extend metadata repository with customer-defined attributes and relationships f. Documentation of project and program delivery definitions and design principles that support requirements definitions g. Business analyst and end-user interfaces that view and work with metadata h. Capabilities that offer metadata management across unstructured data, including, but not limited to: using search, taxonomy management alongside structured data, and rules and data models that serve the needs for data quality across the entire enterprise information landscape	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	Data Integration	Page 152

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-003	The solution's data integration and Extract, Transform, Load (ETL) component should provide a number of matching and relationship identification capabilities, including, but not limited to: a. Predefined rules for performing exact value-based matching b. Predefined algorithms/rules for matching, based on mathematical models, rather than on exact data values c. Linguistic techniques and other types of matching algorithms d. Entity identification and resolution across data of differing linguistic and cultural nuances e. Ability to weight, prioritize and tune matching rules, including, but not limited to: to optimize the frequency and number of potential matches f. Facilities for implementing and customizing rules by which duplicate or related records can be merged into a single "survivor" g. Automatic removal of duplicate records based on rules for determining survival h. Ability to create logical groups of records by relating those with user-determined properties i. Ability for users to extend and/or customize the algorithms for matching, merging, linking and deleting duplications j. Ability to switch on and off data masking of records so that users are able to address data quality issues without compromising privacy and data security rules	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	Data Integration	Page 152
DM-004	The solution's data integration and Extract, Transform, Load (ETL) component should support location-related data standardization and cleansing, including, bu not limited to: a. Vendor-provided libraries certified by relevant postal authorities b. Support for address extensions, including, but not limited to: United States (U.S.) Postal Service's Zip+4 code look-up service, change of address notification, and delivery-point validation c. Ability to provide some degree of email address validation such as domain-level or user-level d. Frequency and mechanism by which updates to postal libraries are delivered and applied e. Ability to tag records with geocoding information, including, but not limited to: latitude and longitude f. Level of precision of geocoding data in relevant to Puerto Rico's geographical areas, including, but not limited to: street, block, or rooftop	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	Data Integration	Page 153

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-005	The solution's data integration and Extract, Transform, Load (ETL) component should include metadata capabilities, including, but not limited to: a. Automated discovery and acquisition of metadata from data sources, applications and other tools b. Generation of lineage and impact analysis reports via graphical and tabular formats c. Open metadata repository with the ability to share metadata bi-directionally with other tools d. Automated synchronization of metadata across multiple instances of the tools e. Ability to extend metadata repository with customer-defined attributes and relationships f. Documentation of project and program delivery definitions and design principles that support requirements definitions g. Business analyst and end-user interfaces that view and work with metadata h. Capabilities that offer metadata management across unstructured data, including, but not limited to: using search, taxonomy management alongside structured data, and rules and data models that serve the needs for data quality across the entire enterprise information landscape	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	Data Integration	Page 153
DM-006	The solution's data integration and Extract, Transform, Load (ETL) component should provide tools that enables the storage or retrieving of information from data stores, including, but not limited to: a. Distributed query functionality that parses incoming queries into subqueries and the execution of those subqueries, via the connectivity layer, against the respective sources where the desired data resides	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	Data Integration	Page 154
DM-007	The solution's data integration and Extract, Transform, Load (ETL) component should have the ability to present profiling results using third-party reporting or business intelligence tools, including, but not limited to: a. Graphically or in tabular form	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	Data Integration	Page 154
DM-008	The solution's data integration and Extract, Transform, Load (ETL) component should provide process flow and user interface capabilities to enable business users to perform data quality related tasks and fulfill stewardship functions, including, but not limited to: a. Packaged processes, including steps used to perform common quality tasks, including, but not limited to: providing values for incomplete data, resolving conflicts of duplicate records, specifying custom rules for merging records, profiling, and auditing b. User interface in which quality processes and issues are exposed to business users, stewards, and others c. Functionality to manage the data quality issue resolution process through the stewardship workflow, including, but not limited to: status tracking, escalation, and monitoring of the issue resolution process d. Ability to customize the user interface and workflow of the resolution process e. Ability to execute data quality resolution steps in the context of a process orchestrated by business process management (BPM) tools including, but not limited to: packaged integration or other ability to work with popular BPM suites	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	Data Integration	Page 154

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-009	The solution's data Integration and Extract, Transform, Load (ETL) component should provide content publication capabilities, including, but not limited to: a. Support in-context editing and the ability to preview rendered content in a staging area. b. Verifying content for hygiene, including, but not limited to: accessibility, spelling, format validation, privacy, security, and speed of deployment c. Publish to multiple locations and channels based on predefined attributes d. Rolling back content publication if unsuccessful e. Automatically publishing on a scheduled date f. Support dynamic and event-driven presentation of content	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	Data Integration	Page 155
DM-010	The solution's data integration and Extract, Transform, Load (ETL) component should include mechanisms for aiding the ongoing understanding and assurance of data quality, including, but not limited to: a. Ability to develop business rules that check for specific quality issues b. Ability to deploy monitoring rules within existing applications and data flows c. Ability to deploy monitoring rules as a stand-alone process d. Ability to generate alerts of various types, including, but not limited to: email, page, and error message if monitoring rules have been violated e. Prebuilt and customizable reports that show numbers and types of monitoring rule violations over time	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	Data Integration	Page 155
DM-011	The solution's Database Management System (DBMS) component design should provide the framework for naming conventions used in naming tables, views, columns, and indexes.	Database Management (DBMS)	Will Meet	Attachment G - Business Requirements Approach	Database Management	Page 156
DM-012	The solution's Business Intelligence (BI) component should provide the ability to impose graduated access to reports based on authorized solution user roles as defined by the Puerto Rico Medicaid Program (PRMP) to better analyze program data.	Database Management (DBMS)	Will Meet	Attachment G - Business Requirements Approach	Database Management	Page 156
DM-013	The solution's Database Management System (DBMS) component design should specify if the application code is database agnostic or tied to a specific database. If the code is partially database agnostic, the design should specify which modules are solution's DBMS specific.	Database Management (DBMS)	Will Meet	Attachment G - Business Requirements Approach	Database Management	Page 156
DM-014	The solution's Database Management System (DBMS) component should support geo-coded address data for the storage and retrieval of latitude and longitude coordinates.	Database Management (DBMS)	Will Meet	Attachment G - Business Requirements Approach	Database Management	Page 157
DM-015	The solution's Database Management System (DBMS) component design should provide the framework to assist the Puerto Rico Medicaid Program (PRMP) in developing procedures to ensure that specified data is archived and protected from loss, unauthorized access, and/or destruction.	Database Management (DBMS)	Will Meet	Attachment G - Business Requirements Approach	Database Management	Page 157
DM-016	The solution should provide the functionality that provides reliability for applications, services or message flows, including, but not limited to: a. Load balancing b. High availability c. Fault tolerance d. Failover e. In-order delivery f. Transaction support g. Execution prioritization h. Message prioritization	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 174

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-017	The solution's interfaces should secure and protect the data and the associated infrastructure from a confidentiality, integrity, and availability perspective.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 174
DM-018	The solution's components should be committed to an advanced approach to interoperability using web services and Service Oriented Architecture (SOA) aligned with the Puerto Rico Medicaid Program (PRMP), industry standards, and the PRMP's vision for interoperability.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 175
DM-019	The solution should interface with the existing the Puerto Rico Medicaid Program (PRMP) Data Warehouse, which includes, but is not limited to: a. Power Business Intelligence (BI) reporting b. Cognos c. Business Objects d. Tableau e. Structured Query Language (SQL) Server Analytic Services (SSAS) f. SQL Server Reporting Services (SSRS) g. SQL Server Integration Services (SSIS)	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 175
DM-020	The solution's services should be classified with one of the following values, including, but not limited to: a. Presentation b. Process c. Business d. Data e. Access f. Utility	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 176
DM-021	The solution's design should allow for the system to continue operating despite failure or unavailability of one or more individual technology solution components.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 178
DM-022	The following metadata attributes should be tracked for all services in the services catalog, including, but not limited: a. Name b. Lifecycle status c. Class, description d. Owner e. Version f. Revision history g. Release frequency h. Versioning policy i. Deprecation policy j. Message exchange patterns k. Compensating transaction support l. Availability requirements m. Volume n. Max message size o. Security attributes p. Service-Level Agreement (SLA) q. Logging requirements	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 178
DM-023	The solution should have the ability to support Application to Application (A2A) synchronous and asynchronous messaging using web services.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 178
DM-024	The solution should have message and data formats based on logical representations of business objects, rather than native application data structures.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 179
DM-025	The solution should have data transformations that should be to and from normalized formats to facilitate composition and reduce the number of transformations that must be created and maintained. A canonical data representation that spans the enterprise can be used but is not required, and a federated approach to data normalization can also be used.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 179

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-026	The solution should provide tools to support the Extract, Transform, Load (ETL) process to extract data into the Puerto Rico Medicaid Program's (PRMP's) data warehouse or other analytical environments.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 179
DM-027	The solution should implement, at a minimum, real-time and/or batch interfaces with the applications and data sources as specified by the Puerto Rico Medicaid Program (PRMP).	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 179
DM-028	All Web Services Description Languages (WSDLs) developed for the Puerto Rico Medicaid Program (PRMP) should conform to the WSDL development standards.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 180
DM-029	The solution should have the ability to implement synchronous and asynchronous program-to-program communication, moving messages between Service Oriented Architecture (SOA) service consumer modules and service provider modules at run-time. The Enterprise Service Bus (ESB) component may also move files, database rows, and other data.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 180
DM-030	The solution's Service Oriented Architecture (SOA)-related messages should be formally defined with Extensible Markup Language (XML), Schema Definition XML schema definitions (XSD), or Document Type Definition (DTDs). The solution should use a Service Oriented Architecture (SOA) Architecture Repository.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 180
DM-031	The solution's Service Oriented Architecture (SOA)-related services should be implemented on a framework to include, but not be limited to: a. Java b. .Net	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 180
DM-032	The solution should integrate with external solutions using a Service Oriented Architecture (SOA) by using an Enterprise Service Bus (ESB), responsible for, including, but not limited to: a. Monitoring and controlling routing message exchange between services b. Resolving contention between communicating service components c. Controlling deployment and versioning of services d. Marshalling use of redundant services	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 181
DM-033	The solution's Service Oriented Architecture (SOA) services should be attributed with one of the following SOA Lifecycle Status values: a. Candidate b. Justified c. Defined d. Designed e. Implemented f. Operational g. Retired	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 181
DM-034	The Service Oriented Architecture (SOA) Architecture Repository along with the Enterprise Repository should be hosted on the future Puerto Rico Medicaid Program (PRMP) Hub.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 181
DM-035	The solution should have the capability to integrate with Master Data Manager (MDM) technology for Enterprise Master Person Index (EMPI) implemented as part of the the Puerto Rico Medicaid Program (PRMP) Hub in a centralized or registry style implementation.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 182

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-036	The solution should provide support for integrating with applications with Service Oriented Architecture (SOA) and event-driven architectures in a manner that supports implementation strategies, including, but not limited to: a. Web Services: Web Services Interoperability (WS-I) Organization-compliant implementation of basic Web services standards, including Simple Object Access Protocol (SOAP), Web Services Description Language (WSDL) and Universal Description, Discovery, and Integration (UDDI), as well as higher-level Web services standards, such as Web Services (WS)-Security b. Representational Department Transfer (REST): Support for Extensible Markup Language (XML)-based messages, processing and Hypertext Transfer Protocol (HTTP), and Extensible HyperText Markup Language (XHTML) WSDL	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 182
DM-037	The solution should provide the technology that manages the metadata and provides the features needed to support the reliable operation of services including, but not limited to: a. Online catalog of services and associated artifacts such as Web Services Description Language (WSDL) files, XML Schema Definitions (XSDs), Business Process Execution Language (BPEL) files b. A single point of controlled access for cataloging, promoting, publishing, and searching for information about managed assets c. Metadata that enables an Enterprise Service Bus (ESB) to find, bind to, and invoke the execution of a service implementation d. Support for extending existing asset types and defining and populating custom asset types	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 182
DM-038	The solution should facilitate integration through an Enterprise Service Bus (ESB).	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 183
DM-039	The solution should have the ability to work with security policy manager for web services that allows for centrally defined security policies that govern web services operations, including, but not limited to: a. Access policy b. Logging policy c. Load balancing	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 183
DM-040	The solution should provide the capabilities for a real-time, or near real-time, integrated enterprise where common data elements about the members served and services rendered are easily shared across organizational units with appropriate adherence to Commonwealth, the Puerto Rico Medicaid Program (PRMP), the Puerto Rico Department of Health (PRDoH), and federal security and privacy restrictions.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 184
DM-041	The solution should have the capability to integrate with the Puerto Rico Medicaid Program (PRMP) Data Hub to perform syntactic and semantic hub-based transformation of messages, including, but not limited to: a. Support of taxonomy b. Support of ontology c. Reusable transformation maps d. Built-in transformation functions e. Extending the transformation function with custom-coded logic f. Support for business to business (B2B) project translation including, but not limited to Electronic Data Interchange (EDI), RosettaNet, and Health Level Seven (HL7)	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	Interoperability and Interfaces	Page 185
DM-042	The vendor should run all existing data from the current database tables and/or files through the data quality checks and all data quality issues should be reported to the Puerto Rico Medicaid Program (PRMP).	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	Master Data Management	Page 185

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-043	The solution's data integration and Master Data Management (MDM) component's data model should be capable of handling categories of elements for clients and providers, including, but not limited to: a. Identification b. Demographics c. Contact information d. Relationships with other entities and/or providers e. Interactions with other entities and/or providers	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	Master Data Management	Page 186
DM-044	The solution's data integration and Master Data Management (MDM) component should provide workflow services for remediation of quality issues in client and provider data.	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	Master Data Management	Page 187
DM-045	The solution's data integration/Master Data Management (MDM) component should protect and complement the data layer with a layer of business services for accessing and manipulating the client and provider data that is built for an service oriented architecture (SOA) environment, by exposing web services interfaces.	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	Master Data Management	Page 187
DM-046	The solution's data integration and Master Data Management (MDM) component should include integration middleware, including publishing and subscription mechanisms, to provide a communication backbone for the bidirectional flow of client and provider data between the central repository and the spoke data integration and MDM components, be they copies or subsets of the repository, or remote applications.	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	Master Data Management	Page 188
DM-047	The Master Data Management (MDM) component should have the capability to support the global identification, linking, and/or synchronization of client and provider information across heterogeneous data sources through semantic reconciliation of master client and master provider data.	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	Master Data Management	Page 188
DM-048	The Master Data Management (MDM) component should create and manage a central, database-based data integration and MDM component or index of record for master data.	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	Master Data Management	Page 188
DM-049	The solution's data integration and Master Data Management (MDM) component should have the ability to support in batch and real-time the profiling, cleansing, matching, linking, identifying, and semantically reconciling master data in different data sources to create and maintain the source of truth.	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	Master Data Management	Page 189

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Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-001	The solution's data integration and Extract, Transform, Load (ETL) component should have the ability to interact with a range of different data structure types including, but not limited to: a. Connectivity and native access data stored in relational database management system b. Connectivity to, and native access to, data stored in non-relational structures c. Support for access to and interpretation of a variety of flat-file formats d. Support for "interpret" and "create" XML structures e. Interfaces to common packaged applications via the standard application interfaces provided by a vendor f. Interfaces to common applications delivered off-premises via SaaS or cloud-based environments g. Interpretation and creation of industry-standard message formats h. Connectivity to message queues, including those provided by application integration middleware products and standards-based architectures i. Support for data structures such as graph-oriented, XML and other No SQL-style database management system j. Connectivity to data resident in popular mobile device operating data integration and ETL components and mobility platforms k. Connectivity to Application Programming Interfaces (APIs) l. Support for in-memory database management system and in-memory data grids m. Ability to access data in nontraditional source types, such as email, Web, office productivity tools and content repositories	API	Will Meet	Attachment H - Technical Requirements Approach	Application Programming Interface	Page 217
TC-002	The solution's Database Management System (DBMS) component should provide standard data extraction Application Programming Interfaces (APIs) to allow import and export of data.	API	Will Meet	Attachment H - Technical Requirements Approach	Application Programming Interface	Page 217
TC-003	The Enterprise Service Bus (ESB) and Application Integration component shall provide the technology that combines design tools and run-time software to implement programs, transforming among protocols, connecting to databases and linking pre-System Oriented Architecture (SOA) Application Programming Interfaces (APIs) to the SOA. To support Business to Business (B2B) projects, adapters also need to support SOA services using B2B protocols such as Applicability 1 (AS1)/Applicability 2 (AS2), Rosetta Net and Electronic Data Interchange for Administration, Commerce and Transportation (EDIFACT).	API	Will Meet	Attachment H - Technical Requirements Approach	Application Programming Interface	Page 217
TC-004	The Application Server must provide a standard set of user analytics and required Application Programming Interfaces (API) configuration to collect additional metrics and reporting.	API	Will Meet	Attachment H - Technical Requirements Approach	Application Programming Interface	Page 218
TC-005	The solution's Enterprise Content Management (ECM) and Document Management component should provide the ability to communicate with the document management Application Program Interface (API).	API	Will Meet	Attachment H - Technical Requirements Approach	Application Programming Interface	Page 218
TC-006	The solution should seamlessly work with the technology and programs transforming among protocols, connecting to databases, and linking pre-Service Oriented Architecture (SOA) Application Programming Interfaces (APIs) to the SOA backplane.	API	Will Meet	Attachment H - Technical Requirements Approach	Application Programming Interface	Page 218

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-007	The solution should possess the capacity and functionality to interface with the Puerto Rico Medicaid Program (PRMP) systems at various stages of maturity. Each interface should allow for a bidirectional data exchange if necessary. The PRMP anticipates that the searching and querying to identify records in the respective source system(s) as well as the ability to update information will be accomplished through an Application Programming Interface (API).	API	Will Meet	Attachment H - Technical Requirements Approach	Application Programming Interface	Page 218
TC-008	The solution should provide Application Programming Interfaces (APIs), web services, and/or other programmatic interfaces that expose the matching functionality to technical users.	API	Will Meet	Attachment H - Technical Requirements Approach	Application Programming Interface	Page 219
TC-009	The solution's Application Programming Interface (API) functionality should conform to all technical, documentation, and data access standards and requirements specified or referenced within 42 Code of Federal Regulation (CFR) §431.60(c)-(g).	API	Will Meet	Attachment H - Technical Requirements Approach	Application Programming Interface	Page 219
TC-010	The solution's information should be accessible to its current beneficiaries or the beneficiaries' personal representative through the Application Programming Interface (API), and include, but not limited to: a. All encounters data on the beneficiary, including encounters data from any network providers the health plan is compensating on the basis of capitation payments and adjudicated claims data from any subcontractors b. Encounters from providers compensated on the basis of capitation payments posted no later than one (1) business day after receiving the data from providers c. Data concerning claims data for payment decisions that may be appealed, were appealed, or are in the process of appeal, and provider remittances and member cost sharing pertaining to such claims, no later than one (1) business day after a claim is processed	API	Will Meet	Attachment H - Technical Requirements Approach	Application Programming Interface	Page 220
TC-011	The Application Server component should be a scalable, enterprise-ready application and should support the deployment of many types of distributed applications and provides an ideal foundation for building applications based on Service-Oriented Architectures (SOA).	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Application Infrastructure Service Layer	Page 220
TC-012	The Application Server should prioritize work based on pre-defined rules and on monitoring actual run-time performance statistics.	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Application Infrastructure Service Layer	Page 221
TC-013	The Application Server should provide store-and-forward services to enable the server to deliver messages reliably between applications that are distributed across many server instances.	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Application Infrastructure Service Layer	Page 221
TC-014	The Application Server component should enable deployment of mission-critical applications or components in a robust, secure, highly available, and scalable environment.	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Application Infrastructure Service Layer	Page 221
TC-015	The Application Server component clusters should provide scalability and reliability for applications by load balancing across the application clusters.	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Application Infrastructure Service Layer	Page 221
TC-016	The solution should include capacity and availability planning, and metrics to prevent overload conditions, including, but not limited to: a. Network transaction volume b. Authorized user volume	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Application Infrastructure Service Layer	Page 222
TC-017	The solution should include performance thresholds, metrics, and measurements consistent with the Puerto Rico Medicaid Program's (PRMP's) transaction volume and network traffic expectations during both normal and peak periods.	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Application Infrastructure Service Layer	Page 222

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-018	The solution's Enterprise Service Bus (ESB) and Application Integration component should have the ability to support varying message payloads, including, but not limited to: a. Individual transactions to files larger than 1GB containing multiple transactions	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 223
TC-019	The solution's Enterprise Service Bus (ESB) and Application Integration component should have features that enable in-flight message manipulation including, but not limited to: a. Transformation b. Intelligent routing c. Naming d. Addressing	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 223
TC-020	The solution's Enterprise Service Bus (ESB) and Application Integration component should have the ability to apply logic to the routing of messages, including, but not limited to support for the following file interaction styles: a. Store and forward: Ability to persist a message and then send it to destinations b. Publish and subscribe: Ability to distribute a message to multiple destinations based on a message attribute usually described as the subject area of the message c. Request and reply: Ability to correlate asynchronous messages so that the target's response is associated with the appropriate request made by the source d. Content-based: Ability to route a message based on a value(s) within a message including, but not limited to: the ability to route a referral message with a small target turnaround timely to a different set of targets than those of a referral message whose turnaround time is high	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 223
TC-021	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide for syntactic conversion and semantic transformation, including, but not limited to: a. Ease of use and reuse b. Number of built-in functions c. Ease of extending the transformation function with custom-coded logic and Extensible Markup Language (XML) support including, but not limited to: Schema and Extensible Stylesheet Language Transformations (XSLT)	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 224
TC-022	The solution's Enterprise Service Bus (ESB) and Application Integration component should have the capability during operations to assist service consumers by dynamically finding, binding to, and invoking the execution of service providers.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 224

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-023	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the technology that hosts the execution of process logic spanning multiple back-end services or applications - typically for short-term, seconds or minutes, processes that can occasionally also be long term, hours, days, weeks - with the aim of implementing composite services or automated ESB and Application Integration component-to-ESB and Application Integration component processes. Features should include, but not be limited to: a. Graphical design surface for specifying process flows b. Support for standard specification languages including, but not limited to: Business Process Modeling Notation (BPMN) c. Support for standard representations including, but not limited to: Business Process Execution Language (BPEL), Extensible Markup Language (XML) Process Definition Language (XPDL), Business Process Modeling Language (BPML), and Web Services Flow Language (WSFL) d. Ability to specify compensating transactions and execute those transactions upon failure of the process flow e. Integration with workflow	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 224
TC-024	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the functionality that provides reliability for applications, services, or message flows, including, but not limited to: a. Load balancing b. High availability c. Fault tolerance d. Failover e. In-order delivery f. Transaction support g. Execution prioritization h. Message prioritization i. Downstream throttling	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 225
TC-025	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the functionality used to monitor the operation of the overall ESB and Application Integration component, and to collect events and usage information aimed at populating technical key performance indicators (KPIs) of the deliverables supported by the service-oriented architecture (SOA) backplane and of the SOA backplane components by monitoring and collecting metrics including, but not limited to: a. Messaging traffic b. Process state and behavior c. Application and service parameters and behavior for all nodes in a local area network (LAN) or wide area network (WAN)	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 225
TC-026	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide for any combination of alert destinations, including, but not limited to: a. Email b. Java Message Service (JMS) c. Simple Network Management Protocol (SNMP) d. Reporting services e. Server logs	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 226

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-027	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the functionality to assist the Puerto Rico Medicaid Program's (PRMP's) operations personnel in keeping the resultant ESB and Application Integration component running at peak efficiency at all times, including, but not limited to: a. Establishing rules for automated ESB and Application Integration component monitoring b. Establishing network-alert-based management c. Supporting autonomous network behavior so local management and problem resolution can continue during an outage d. A console that enables domain-specific display for multiple devices	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 226
TC-028	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the technology that manages the metadata and provides the features needed to support the reliable operation of services, including, but not limited to: a. Online catalog of services and associated artifacts, including, but not limited to: web services description language (WSDL) files, XML schema definitions (XSDs), and business process execution language (BPEL) files b. A single point of controlled access for cataloging, promoting, publishing, and searching for information about managed assets c. Metadata that enables an ESB to find, bind to, and invoke the execution of a service implementation d. Support for extending existing asset types and defining and populating custom asset types	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 227
TC-029	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide support for building frameworks and extensible tools that enable the design, configuration, assembly, deployment, monitoring, and management of software designed around a service-oriented architecture (SOA).	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 227
TC-030	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the technology to implement processing logic that directly manipulates data values, and the representation of those values, for storage, transport, or presentation purposes. This processing logic is used to establish common access to data sources, improve data quality, or aggregate data from multiple sources.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 227
TC-031	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the data infrastructure tooling that enables authorized solution users to represent semantic models, identify model-to-model relationships, and execute the necessary translations to reconcile data with differing semantic models.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 228

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-032	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide optimization services that continuously read various types of metadata from across the architecture. The optimization verbs should use the semantic and logical services to reconcile context to data content and deliver against some aspect of the application service-level agreement, including, but not limited to: a. Requirements for data quality b. Data freshness c. Data volumes d. Throughput parameters e. Data-mining results f. On-demand data aggregation or summarization g. Data enrichment	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 228
TC-033	The solution's Enterprise Service Bus (ESB) and Application Integration component should incorporate the ability to undo changes, detect and resolve conflicts, test service connectivity with tracing information, easily enable and/or disable services, provide logging, and view all session activities and/or change history attributable to each logged-in authorized solution user.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 229
TC-034	The solution's Enterprise Service Bus (ESB) and Application Integration component should subscribe to new or modified assets.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 229
TC-035	The solution's Enterprise Service Bus (ESB) and Application Composite applications should discover updated endpoints and web services description language (WSDL) locations.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 229
TC-036	The solution's Enterprise Service Bus (ESB) and Application run-time monitoring tooling should publish metrics to the Service Registry, which serves as an integration point for run-time tooling.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 229
TC-037	The solution's Enterprise Service Bus (ESB) component should provide dynamic discovery and service-level monitoring of all artifacts deployed in the Application Server.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 229
TC-038	The solution's Enterprise Service Bus (ESB) and Application Integration component should support the industry standard messaging, data management, service coordination, and interfaces relevant to Health and Human Services (HHS) organizations, including, but not limited to: a. Health Level Seven (HL7) Versions 2.x, 3.x, and Continuity of Care Document (CCD) b. Integrating the Healthcare Enterprise (IHE) XD* ProfilesD c. National Information Exchange Model (NIEMS)-Core Health Information Exchange (HIX)	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 229
TC-039	The solution's Enterprise Service Bus (ESB) and Application Integration component alerts should be customizable with respect to the frequency of the alert, the ability to enable and/or disable an alert, rule expiration dates, starting and ending times for an alert, and customizable conditions for an alert.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	Integration Service Layer	Page 230
TC-040	The solution should integrate data with all required data sources as defined by the Puerto Rico Medicaid Program (PRMP).	Interoperability - Interfaces	Will Meet	Attachment H - Technical Requirements Approach	Attachment G - Business Requirements Approach - Section Interoperability and Interfaces	Page 185
TC-041	The solution should have the ability to support session replication and transparent failover using high-availability architectural options.	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	Performance and Availability	Page 236

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-042	The solution should leverage virtualization in conjunction with replication to expedite disaster recovery, to enable system owners to quickly reconfigure system platforms without having to acquire additional hardware.	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	Performance and Availability	Page 236
TC-043	The solution should have the ability to recover from data loss due to end-user error and end-application error.	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	Performance and Availability	Page 237
TC-044	The solution should have the ability to perform archival and incremental backups, and support open and closed database backups.	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	Performance and Availability	Page 237
TC-045	The solution should provide all necessary functionalities to ensure data integrity, including, but not limited to: a. Transactional processing b. Database back-out capabilities c. Backup and restore capabilities d. Transaction log database restores	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	Performance and Availability	Page 238
TC-046	The solution architecture should support replication of the virtual machines to a secondary site so the System Integrator (SI) can recover the environment within Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO).	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	Performance and Availability	Page 239
TC-047	The solution should support all batch processes and back-ups between the hours of 11 PM and 7 AM Atlantic Standard Time (AST) seven (7) days a week, or as approved by the Puerto Rico Medicaid Program (PRMP).	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	Performance and Availability	Page 239
TC-048	The solution should be designed for ease of maintenance and readily allow future functional enhancements, using modern design principles for service-oriented architecture (SOA), applying principles of modularity, interface abstraction, and loose coupling.	Scalability	Will Meet	Attachment H - Technical Requirements Approach	Scalability	Page 239
TC-049	The solution should be scalable and adaptable to meet future growth and expansion and/or contraction needs such that the solution can be expanded on demand and have the ability to retain its performance levels when adding additional lines of business, new authorized solution users, functions, data, and connectivity.	Scalability	Will Meet	Attachment H - Technical Requirements Approach	Scalability	Page 240
TC-050	The solution should move all historical, expired, and/or unnecessary data to offline storage, according to a set of business rules and on a schedule according to criteria to be defined by the Puerto Rico Medicaid Program (PRMP).	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 240
TC-051	The solution should protect all communications with at least 256-bit encryption.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 240
TC-052	The solution should be supported by public and/or private key encryption Secure Socket Layer (SSL) certificates.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 241
TC-053	The solution should allow an authorized solution user to recover archived data based on security access level.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 241
TC-054	The solution should have the ability to generate administrative alerts and warnings when statistics indicate an impact or potential limits on solution component performance and availability.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 241
TC-055	The solution should securely support the Puerto Rico Medicaid Program's (PRMP's) existing remote control capabilities deployed for any type of client workstation, including, but not limited to: a. Support personnel's ability to take over the authorized solution user device for troubleshooting and support	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 242
TC-056	The solution should provide event management and monitoring functionality according to best practices in alignment with the Puerto Rico Medicaid Program's (PRMP's) Enterprise Standards and the Incident Management Plan.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 242

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-057	The solution should provide Application Performance Monitoring and Management capabilities, including but not limited to: a. Transaction monitoring b. Synthetic transactions c. Component root cause analysis including, Application Server Management, in alignment with the Puerto Rico Medicaid Program (PRMP) Enterprise Standards	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 243
TC-058	The solution should be designed to support a performance management toolset that integrates with the Puerto Rico Medicaid Program's (PRMP's) Enterprise Standards performance management approach to provide an end-to-end solution. The vendor should propose, implement, and manage one or more monitoring tool(s) to proactively monitor the performance of the application.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 244
TC-059	The solution should be instrumented and have tools to allow end-to-end transaction response time across multiple modules of the Puerto Rico Medicaid Program (PRMP's) Enterprise Standards and report against Service-Level Agreements (SLAs).	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 244
TC-060	The solution should detect and report errors related to one or more system components in conformance with service-level agreement (SLA) requirements, including, but not limited to: a. Loss of network connectivity b. Database server going offline c. The application suffers an out-of-memory situation	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 245
TC-061	The solution should detect and report less than desirable application performance, including, but not limited to: a. Degraded servlet b. Database c. Other back end resource response times	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 245
TC-062	The solution should have safeguards designed to ensure that configuration variables affecting the application and the back-end resources remain at some predetermined configuration settings.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 245
TC-063	The solution should report on capacity management.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	Solution Management and Administration	Page 246
TC-064	The solution should generate reports and files in formats that include, but are not limited to: a. jpg b.pdf c. doc d.xls e. csv f. tiff	Usability	Will Meet	Attachment H - Technical Requirements Approach	Usability	Page 254
TC-065	The solution should allow for reports and files to be printed in various formats that include, but are not limited to: a. jpg b.pdf c. doc d.xls e. csv f. tiff	Usability	Will Meet	Attachment H - Technical Requirements Approach	Usability	Page 254
TC-066	The solution should support report generation and file import and export in multiple file types, as applicable. File formats include, but are not limited to: a. jpg b.pdf c. doc d.xls e. csv f. tiff	Usability	Will Meet	Attachment H - Technical Requirements Approach	Usability	Page 254

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TC-067	The solution should accommodate diverse populations of authorized solution users, including those with Limited English Proficiency (LEP) as per the Commonwealth, Puerto Rico Department of Health (PRDoH), the Puerto Rico Medicaid Program (PRMP), and federal regulations, subject to independent verification for compliance.	Usability	Will Meet	Attachment H - Technical Requirements Approach	Usability	Page 255
TC-068	The solution should utilize standard web browser-based Thin-Client Technology that supports centralized software distribution and implementation and should be available with encryption capability on the three most recent versions of commonly used browsers, including, but not limited to: a. Chrome b. Safari c. Firefox d. Microsoft Internet Explorer 11 and above	Usability	Will Meet	Attachment H - Technical Requirements Approach	Usability	Page 255
TC-069	The solution should provide the capability for remote access in compliance with existing Puerto Rico Medicaid Program (PRMP), federal, Commonwealth, and/or Puerto Rico Department of Health (PRDoH) policies.	Usability	Will Meet	Attachment H - Technical Requirements Approach	Usability	Page 255
TC-070	The solution should provide an authorized solution user friendly graphical user interface (GUI) that is consistent throughout all areas and functions of the solution that supports flexible navigation to other parts of the solution and then allows the user to return.	Usability	Will Meet	Attachment H - Technical Requirements Approach	Usability	Page 255
TC-071	The solution should eliminate error-prone conditions or check for them and present authorized solution users with a confirmation option before they commit and provide an "emergency exit" when mistakes occur.	Usability	Will Meet	Attachment H - Technical Requirements Approach	Usability	Page 256
TC-072	The solution should have an alert function to express its error messages in plain language, precisely indicate the problem, and constructively suggest a solution and notify the authorized solution user when available information may be out of date because of system issues.	Usability	Will Meet	Attachment H - Technical Requirements Approach	Usability	Page 257
TC-073	The solution should allow secure multitasking and multiple windows capability and support closure of all sessions when an authorized solution user logs offs or times out.	Usability	Will Meet	Attachment H - Technical Requirements Approach	Usability	Page 258
TC-074	The solution should include only necessary information and functionality on screens, including, but not limited to: a. Hiding unnecessary or prohibited fields based on the authorized solution user's access level and configuration	Usability	Will Meet	Attachment H - Technical Requirements Approach	Usability	Page 258
TC-075	The solution should use English as the primary language for all user interfaces, notifications, and messages.	Usability	Will Meet	Attachment H - Technical Requirements Approach	Usability	Page 258
SC-001	The solution should provide for security concepts, including, but not limited to: a. Virtual Private Network (VPN) b. Firewall technology c. Demilitarized Zone (DMZ) d. Virus and intrusion detection e. Mail and content filtering avoiding false positives f. Encryption g. Public Key Infrastructure (PKI)	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 230
SC-002	The solution should support security at the object level, including, but not limited to: a. Table b. View c. Index	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 231
SC-003	The solution should support security at the database row and column level.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 231

Detailed Requirements			Vendor Response			
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SC-004	The solution should support auditing at the database object level including, but not limited to: a. Table b. Column	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 231
SC-005	The solution should provide the ability for concurrent authorized solution users to simultaneously view the same record, documentation, and/or template.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 231
SC-006	The solution should provide protection to maintain the integrity of data during concurrent access.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 232
SC-007	The solution should be configurable to prevent corruption or loss of data already accepted into the solution in the event of any solution component failure.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 232
SC-008	The solution should enforce minimum password requirements compliant with the Puerto Rico Medicaid Program (PRMP) provided security policies.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 232
SC-009	The solution should prevent multiple concurrent sessions for any single authorized solution user.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 232
SC-010	The solution should support grouping authorized solution users by roles, functional departments, or other organization to simplify security maintenance.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 232
SC-011	The solution should, upon detection of inactivity of an interactive session, prevent further viewing and access to the solution by that session by terminating the session, or by initiating a session lock that remains in effect until the authorized solution user reestablishes access using appropriate identification and authentication procedures.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 233
SC-012	The solution should be able to perform time synchronization using Network Time Protocol (NTP), Simple Network Time Protocol (SNTP), and use this synchronized time in all security records of time.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 233
SC-013	The solution should have the ability to format for export recorded time stamps using Universal Time Coordinated (UTC) based on International Organization for Standardization (ISO) 8601.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 233
SC-014	The solution should protect the historical audit records from unauthorized deletion in accordance with the Puerto Rico Medicaid Program's (PRMP's) policies.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 233
SC-015	The solution should utilize network scanning tools, intrusion detection and prevention systems, and end-point protections to identify and prevent the use of prohibited functions, ports, protocols, and services.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 233
SC-016	The solution should provide logging, reporting, and accessing errors and exceptions in alignment with National Institute of Standards and Technology (NIST) and Centers for Medicare & Medicaid Services (CMS) standards.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 234
SC-017	The solution should enforce a limit of consecutive invalid access attempts by an authorized solution user. The Identity Access Management (IAM) component should protect against further, possibly malicious, authorized solution user authentication attempts using an appropriate mechanism, including, but not limited to: a. Locks the account until released by an administrator b. Locks the account for a configurable time period c. Delays the next login prompt according to a configurable delay algorithm	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 234
SC-018	The solution should provide immediate capability to override a role and restrict access to information by authorized solution user(s) or groups of authorized solution users.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 234
SC-019	The solution should allow an authorized solution user to change their password at any time and support self-service reset functionality in accordance with the Puerto Rico Medicaid Program (PRMP)-defined policies.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 234

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
SC-020	The solution should notify specified authorized solution users and provide an audit trail when emergency access is necessary.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 235
SC-021	The solution should provide the ability to maintain a directory of all personnel who currently use or access the solution.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 235
SC-022	The solution should, upon detection, be configurable for inactivity timeout(s).	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 235
SC-023	The vendor should support establishing a secure connection, such as Virtual Private Network (VPN), to any inter-system connections to the Puerto Rico Medicaid Program (PRMP) infrastructure required to support the solution. The secure connection shall be established following PRMP-defined standards.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 235
SC-024	The solution should maintain a historical directory of all personnel who have accessed the solution based on the Puerto Rico Medicaid Program (PRMP)-defined criteria.	Management	Will Meet	Attachment H - Technical Requirements Approach	Management	Page 235
SC-025	The solution should be configurable to prevent corruption or loss of data already accepted into the solution in the event of a solution failure, including, but not limited to: a. Integrating with a Uninterruptible Power Supply (UPS) b. Backup and restore functionality c. Data protector	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 246
SC-026	The vendor should provide a Security Operations Center (SOC) for system security to monitor, alert, and protect the Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) against web application attacks of internet-facing applications.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 247
SC-027	The solution should only allow access for authorized solution users located within the United States (U.S.) and its respective territories.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 247
SC-028	The solution should be in compliance with all applicable government and federal laws and regulations, including 42 Code of Federal Regulation (CFR) Part 2 and Health Insurance Portability and Accountability Act (HIPAA), including privacy and client consent for release requirements.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 247
SC-029	The solution should conform to the sub-parts of Section 508 of the Americans with Disabilities Act (ADA), and any other appropriate Commonwealth or federal disability legislation.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 248
SC-030	The solution should comply with all applicable Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) security policies and adhere to all legal, statutory, and regulatory requirements.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 248
SC-031	The solution should comply with accessibility requirements described in 45 Code of Regulation (CFR) 85 and the Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) accessibility requirements.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 248
SC-032	The software used to install and update the solution, independent of the mode or method of conveyance, should be certified free of malevolent software. The vendor should self-certify compliance with this standard. The vendor should specify malware software and provide procedures and results that make use of commercial malware scanning software. The vendor should report and resolve any issues identified during independent certification of compliance.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 248

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Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
SC-033	The solution should not transmit or store any Personally Identifiable Information (PII) using publicly available storage over the internet or any wireless communication device, unless: a. The PII is "de-identified" in accordance with 45 Code of Federal Regulation (CFR) § 164.514(b)(2) b. Encrypted in accordance with applicable law, including the American Recovery and Reinvestment Act of 2009 and as required by policies and procedures established by the Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP)	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 249
SC-034	The solution should include the same security provisions for the development, system test, acceptance test, and training environment, as those used in the production environment except those provisions implemented specifically to protect confidential information, including, but not limited to: a. Personally Identifiable Information (PII)	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 249
SC-035	The solution should be capable of operating within a Role-Based Access Control (RBAC) infrastructure conforming to American National Standard for Information Technology (ANSI) InterNational Committee for Information Technology Standards (INCITS) 359-2004, American National Standard for Information Technology – RBAC.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 249
SC-036	The solution should work in conjunction with system requirements to restore and recover session information following logout and re-authentication.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 249
SC-037	The solution should provide the ability to perform solution administration functions, including, but not limited to: a. Reference table maintenance b. Adding and removing authorized solution users from the solution	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 250
SC-038	The solution should provide the capability to integrate with existing Commonwealth, Puerto Rico Department of Health (PRDoH), and Puerto Rico Medicaid Program (PRMP) enterprise authentication and authorization mechanisms, including, but not limited to: a. Active Directory b. Identity Management Solution(s)	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 250
SC-039	The vendor should cooperate with any privacy and security audit or review conducted by authorized federal or Puerto Rico Medicaid Program (PRMP) entities, including, but not limited to: a. Providing requested policies and documentation b. Knowledgeable personnel to participate in reviews c. Script execution d. Dynamic application security scans for the solution	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 250

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
SC-040	The solution should, at a minimum, provide a mechanism to comply with security requirements and safeguard requirements of the following federal agencies / entities, including, but not limited to: a. Health and Human Services (HHS) Centers for Medicare & Medicaid Services (CMS) b. Guidance from CMS including Medicaid Information Technology Architecture (MITA) Framework 3.0 and Harmonized Security and Privacy Framework c. Administration for Children and Families (ACF) d. National Institute of Standards and Technology (NIST) 800-53 r5, Minimum Acceptable Risk Standards for Exchanges (MARS-E) and Department of Defense (DOD) 8500.2 e. IRS pub 1075, which points back to NIST 800-53 rev 5 f. Federal Information Security Management Act (FISMA) of 2002 g. Health Insurance Portability and Accountability Act (HIPAA) of 1996 h. Health Information Technology for Economic and Clinical Health Act (HITECH) of 2009 i. Privacy Act of 1974 j. Patient Protection and Affordable Care Act of 2010, Section 1561 Recommendations k. Section 471(a)(8) of the Social Security Act l. Section 106(b)(2)(B)(viii) of the Child Abuse Prevention and Treatment Act m. Section 508 of the Americans with Disabilities Act (ADA) n. CMS Conditions and Standards	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 251
SC-041	The solution should allow for controlled access to records. Authorized solution users should be able to view data within the solution at the Puerto Rico Medicaid Program (PRMP)-defined levels of access based on user security privileges.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 253
SC-042	The solution should provide the ability to limit access at the solution's record and field level based on the roles and privileges that been assigned and in alignment with the Puerto Rico Medicaid Program (PRMP)-defined Role-Based Access Controls (RBAC).	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 253
SC-043	The solution should, when access to an authorized solution user's account is restricted, provide a means for appropriately authorized users to obtain immediate access for emergency situations, as defined by the Puerto Rico Medicaid Program (PRMP) policy.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 253
SC-044	The solution should be certified to meet Web Content Accessibility Guidelines (WCAG) 2.0 and Section 508 Refresh Information and Communication Technologies (ICT) Final Standard.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	Standards Compliance	Page 253
IM-001	The vendor should participate in the development and execution of certification-related Corrective Action Plans (CAPs).	Certification	Will Meet	Attachment I - Implementation Requirements Approach	1.Certification	Page 263
IM-002	The vendor should achieve federal certification of their solution in accordance with the Puerto Rico Medicaid Program (PRMP)-identified approach to Centers for Medicare & Medicaid Services (CMS) certification, including, but not limited to: a. CMS Medicaid Enterprise Certification Life Cycle (MECL) b. Medicaid Enterprise Certification Toolkit (MECT) c. PRMP-identified MECT checklist criteria d. Outcomes-Based Certification (OBC) e. Other certification approaches as defined by CMS	Certification	Will Meet	Attachment I - Implementation Requirements Approach	1.Certification	Page 264

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
IM-003	The vendor should provide documentation in a Puerto Rico Medicaid Program (PRMP) and Centers for Medicare & Medicaid Services (CMS)-prescribed format in support of CMS certification activities.	Certification	Will Meet	Attachment I - Implementation Requirements Approach	1.Certification	Page 265
IM-004	The vendor should correct solution deficiencies identified during certification until certification is achieved at no additional cost to the Puerto Rico Medicaid Program (PRMP).	Certification	Will Meet	Attachment I - Implementation Requirements Approach	1.Certification	Page 265
IM-005	The vendor should maintain federal and Commonwealth certification of their solution by complying with ongoing evaluations and reporting requirements as required by Centers for Medicare & Medicaid Services (CMS).	Certification	Will Meet	Attachment I - Implementation Requirements Approach	1.Certification	Page 266
IM-006	As part of project initiation, the vendor should describe in the Detailed System Design (DSD) documents the approach and methodology for developing and maintaining system environments.	Data Conversion	Will Meet	Attachment I - Implementation Requirements Approach	2. Data Conversion	Page 266
IM-007	The vendor should perform an analysis of existing data from the legacy solutions trading partners and identify the assumptions, constraints, risks, and prerequisites associated with data conversion.	Data Conversion	Will Meet	Attachment I - Implementation Requirements Approach	2. Data Conversion	Page 266
IM-008	The vendor should develop the data conversion specifications for each data element, including, but not limited to: a. Data source information b. Target data information c. Data cleansing rules d. Data conversion rules	Data Conversion	Will Meet	Attachment I - Implementation Requirements Approach	2. Data Conversion	Page 268
IM-009	The vendor should retain data from the legacy solutions subsequent to data conversion.	Data Conversion	Will Meet	Attachment I - Implementation Requirements Approach	2. Data Conversion	Page 269
IM-010	The vendor should run all existing data from the current database tables and/or files through data quality checks and all data quality issues should be reported to the Puerto Rico Medicaid Program (PRMP).	Data Conversion	Will Meet	Attachment I - Implementation Requirements Approach	2. Data Conversion	Page 269
IM-011	The vendor should perform any necessary corrective action under the supervision of the Puerto Rico Medicaid Program (PRMP), before final data conversion takes place in the new data integration and Extract, Transform, Load (ETL) component.	Data Conversion	Will Meet	Attachment I - Implementation Requirements Approach	2. Data Conversion	Page 269
IM-012	The vendor should be prepared to participate and provide documentation for planning discussions with all stakeholders impacted by the solution's implementation. These planning discussions should include, but not be limited to topics including: a. Deployment planning b. Interface testing c. Conversion and cutover d. Implementation plan and checklists e. Operational readiness plan f. Training, training materials, and desk level procedures g. Post go-live monitoring and support h. Disaster recovery and business continuity planning i. Others as defined within the Deployment Plan and by the Puerto Rico Medicaid Program (PRMP)	Deployment	Will Meet	Attachment I - Implementation Requirements Approach	3. Deployment	Page 270
IM-013	The vendor should be prepared to support the resolution of issues or the mitigation of risks associated with Operational Readiness Review (ORR) activities.	Deployment	Will Meet	Attachment I - Implementation Requirements Approach	3. Deployment	Page 271
IM-014	The vendor should collaborate with the Puerto Rico Medicaid Program's (PRMP's) Medicaid Enterprise Solution (MES) vendors as is necessary to support the solution's implementation, operation, and certification efforts.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	4. Project Management, Planning, Organization, and Staffing	Page 271

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
IM-015	The vendor should provide technology and equipment for vendor staff necessary to support and complete the scope of work and meet contractual obligations.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	4. Project Management, Planning, Organization, and Staffing	Page 272
IM-016	The vendor should develop deliverables identified in the Request for Proposal (RFP) deliverable dictionary and make available to the Puerto Rico Medicaid Program (PRMP).	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	4. Project Management, Planning, Organization, and Staffing	Page 272
IM-017	The vendor should develop the following documents in support of each deliverable, including, but not limited to: a. Deliverable Expectations Document (DED) b. Acceptance criteria c. Outline of project deliverable d. Draft deliverable e. Final deliverable	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	4. Project Management, Planning, Organization, and Staffing	Page 273
IM-018	Following a ten (10) business day review period of the deliverable by the Puerto Rico Medicaid Program (PRMP), the vendor should address the PRMP's feedback and make requested changes within five (5) business days unless otherwise agreed to by the PRMP. Updated deliverables are subject to final acceptance by the PRMP within ten (10) business days after resubmission.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	4. Project Management, Planning, Organization, and Staffing	Page 274
IM-019	The vendor should maintain project deliverables throughout the life of the contract.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	4. Project Management, Planning, Organization, and Staffing	Page 274
IM-020	The vendor should provide and maintain a project governance structure that identifies vendor and Puerto Rico Medicaid Program (PRMP) resources required to implement and operate the project.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	4. Project Management, Planning, Organization, and Staffing	Page 275
IM-021	The vendor should identify key positions with specific descriptions of roles and responsibilities, time devoted to the project during project phases, and the percentage of time the project staff members should work on-site.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	4. Project Management, Planning, Organization, and Staffing	Page 275
IM-022	The vendor should provide ongoing administration support required to manage software updates, patches, and data management.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	4. Project Management, Planning, Organization, and Staffing	Page 276
IM-023	The vendor should remove any personnel if requested by the Puerto Rico Medicaid Program (PRMP). The key personnel should be replaced within 15 business days after the position is vacant unless a longer period is approved by the PRMP.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	4. Project Management, Planning, Organization, and Staffing	Page 276
IM-024	The vendor should provide a deliverable walkthrough within five (5) business days of the first ten (10) business days review period.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	4. Project Management, Planning, Organization, and Staffing	Page 277
IM-025	The vendor should provide solution environments as appropriate for test phases and test environments that should nearly mirror the production environment.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 277

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
IM-026	The vendor should provide authorized users access to necessary testing environments as required for testing on-site from the Puerto Rico Medicaid Program (PRMP) offices and remotely throughout the life of the contract.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 278
IM-027	The vendor should integrate version control in each solution environment. The vendor should provide the Puerto Rico Medicaid Program (PRMP) with access to each version of the solution environment.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 278
IM-028	The vendor should help ensure that the test environment(s) are scalable in their size, files, databases, processing, and reporting, as appropriate for the implementation activity being completed in that environment.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 278
IM-029	The vendor should provide a process for masking, sanitizing, scrambling, or de-sensitizing sensitive data when extracting data from the production environment into the Puerto Rico Medicaid Program (PRMP)-specified non-production environments for purposes such as training, including, but not limited to: a. Protected Health Information (PHI) b. Personally Identifiable Information (PII) c. Supplemental Security Income (SSI)	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 278
IM-030	The vendor should make test environments available to support testing activities of other the Puerto Rico Medicaid Program (PRMP) modules.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 279
IM-031	The vendor should develop comprehensive positive and negative test cases for each testing phase.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 279
IM-032	The vendor should provide the Puerto Rico Medicaid Program (PRMP) and its authorized solution users access to test cases to facilitate execution of applicable testing cycles.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 279
IM-033	The vendor should perform end-to-end regression testing for defects and retail regression testing results as is necessary.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 280
IM-034	The vendor should track and report on solution findings and defects, including, but not limited to: a. Progress made towards resolution b. Number of tests completed c. Number of tests deferred or cancelled d. Results of the tests executed e. Defects identified by severity f. Corrections undertaken	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 280
IM-035	The vendor should prepare, deliver to the Puerto Rico Medicaid Program (PRMP), and maintain a Requirements Traceability Matrix (RTM) throughout the design, testing, implementation, and certification efforts.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 281
IM-036	The vendor should ensure that User Acceptance Testing (UAT) is conducted on a fully tested and production-ready module component that includes all solution features.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 281

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
IM-037	The vendor should propose solutions for risks, issues, findings, and/or defects identified throughout the solutions implementation, operation, and related certification efforts.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 281
IM-038	The vendor should provide demonstration of end-to-end business scenarios prior to User Acceptance Testing (UAT).	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 281
IM-039	The vendor should provide User Acceptance Testing (UAT) training.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 282
IM-040	The vendor should provide Subject Matter Expert (SME) support to assist with User Acceptance Testing (UAT).	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 282
IM-041	The vendor should provide test data as is necessary to support the User Acceptance Testing (UAT) effort.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 282
IM-042	The vendor should support the Puerto Rico Medicaid Program (PRMP) as is necessary with the documentation of User Acceptance Testing (UAT) findings and defects, and the retesting of resolved UAT findings and defects as is necessary.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 282
IM-043	The vendor should be prepared to conduct regression testing throughout User Acceptance Testing (UAT).	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 283
IM-044	The vendor should prepare business scenarios to support User Acceptance Testing (UAT).	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 283
IM-045	The vendor should draft User Acceptance Test (UAT) cases and support the Puerto Rico Medicaid Program (PRMP) in capturing UAT results as is necessary.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 283
IM-046	The vendor should provide access to the Puerto Rico Medicaid Program (PRMP) as well as authorized solution users to the testing tool to support User Acceptance Testing (UAT) as well as other testing and project phases.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	5. Testing (System and Functional Method of Procedures [MoPs]/Features)	Page 284
IM-047	The vendor should support both online and in-person training options for the requirements included within this Request for Proposal (RFP).	Training	Will Meet	Attachment I - Implementation Requirements Approach	6. Training	Page 284
IM-048	The vendor should provide training materials in English and Puerto Rican Spanish for both in-person and online training options.	Training	Will Meet	Attachment I - Implementation Requirements Approach	6. Training	Page 284
IM-049	The vendor should provide training materials in English and Puerto Rican Spanish in formats consistent with accessibility requirements of the Americans with Disabilities Act (ADA).	Training	Will Meet	Attachment I - Implementation Requirements Approach	6. Training	Page 285
IM-050	The vendor should review and update training curriculum and materials quarterly after solution changes.	Training	Will Meet	Attachment I - Implementation Requirements Approach	6. Training	Page 286

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
IM-051	The vendor should provide staff who are knowledgeable of the solution and supporting the Puerto Rico Medicaid Program (PRMP) business processes to perform training.	Training	Will Meet	Attachment I - Implementation Requirements Approach	6. Training	Page 286
IM-052	The vendor should provide training support for user groups in accessible locations and formats.	Training	Will Meet	Attachment I - Implementation Requirements Approach	6. Training	Page 286
IM-053	The vendor should provide and maintain online tutorials for new users in English and Puerto Rican Spanish describing the operational and processing features of the solution.	Training	Will Meet	Attachment I - Implementation Requirements Approach	6. Training	Page 286
IM-054	The vendor should provide an assessment of the participants to determine the effectiveness of training and trainee competency.	Training	Will Meet	Attachment I - Implementation Requirements Approach	6. Training	Page 287
IM-055	The vendor should use the solution's activity logs to assess training needs.	Training	Will Meet	Attachment I - Implementation Requirements Approach	6. Training	Page 287
MO-001	The vendor should develop and implement data backup and restore procedures in accordance with Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) policies and procedures.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 296
MO-002	The vendor should create and maintain procedures and/or scripts to support backup and restore procedures.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 297
MO-003	The vendor should test central and remote application backups, restore procedures bi-annually, and provide the Puerto Rico Medicaid Program (PRMP) with the results of the test.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 297
MO-004	The vendor should verify backup integrity.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 297
MO-005	The vendor should encrypt all backups regardless of storage media.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 297
MO-006	The vendor should store copies of the backups in a fireproof, waterproof, and secure off site facility.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 298
MO-007	The vendor should restore single and multiple objects from the application backup solution.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 298
MO-008	The vendor should restore complete, incremental, and transactional application backup as is necessary.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 299
MO-009	The vendor should roll forward from the archive logs after a restore, including, but not limited to: a. Point in time recovery b. Others as defined by the Puerto Rico Medicaid Program (PRMP)	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 299
MO-010	The vendor should align its disaster recovery testing schedule with the overall Puerto Rico Medicaid Enterprise Solution (PR MES) disaster recovery testing schedule, as defined by the Puerto Rico Medicaid Program (PRMP).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 300
MO-011	The vendor should plan, coordinate, manage, and execute disaster recovery activities with Puerto Rico Medicaid Program (PRMP)-approved business partners.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 300
MO-012	The vendor should provide backup network connectivity to both the primary production and disaster recovery environments with the capacity to support the solution.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 300
MO-013	The vendor should maintain or otherwise arrange for a disaster recovery environment for its system operations in the event a disaster renders the vendor's production environment inoperable.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 301
MO-014	The vendor should perform an annual review of the disaster recovery backup environment procedures for offsite storage and validation of security procedures. The vendor should provide the results of their annual review to the Puerto Rico Medicaid Program (PRMP).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 301
MO-015	The vendor should receive approval from the Puerto Rico Medicaid Program (PRMP) prior to returning to the original production environment from the disaster recovery environment.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 301
MO-016	The vendor should continue to perform the disaster recovery test at no cost to the Puerto Rico Medicaid Program (PRMP) until satisfactory results are received and approved by the PRMP.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 301

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
MO-017	The vendor should provide the Puerto Rico Medicaid Program (PRMP) with a report summarizing disaster recovery test results no later than five (5) business days after the conclusion of the test. This report should include remediation steps taken to resolve any issues discovered during the test.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 302
MO-018	The vendor should perform regression testing on the solution in support of findings, defect resolution, releases, and related solution changes.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 302
MO-019	The vendor should leverage a document management solution as a repository for system-related documentation. The Puerto Rico Medicaid Program (PRMP) prefers the vendor leverage its installation of SharePoint, although the vendor can leverage other technologies assuming the vendor received the PRMP's approval to do so.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 302
MO-020	The vendor should propose other tools to be leveraged during the Maintenance and Operations phase of the engagement. The Puerto Rico Medicaid Program (PRMP) prefers the vendor leverages technologies already being leveraged by the PRMP, although the vendor can propose alternate technologies.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 303
MO-021	The vendor should document change requests relating to implementation and maintenance and operations in accordance with the Change Management Plan.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 303
MO-022	The vendor should demonstrate and assist the Puerto Rico Medicaid Program (PRMP) as necessary in defining how its solution advances the Medicaid Information Technology Architecture (MITA) maturity of the Medicaid Enterprise Solution (MES).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 304
MO-023	The solution should comply with relevant standards, including, but not limited to: a. The National Information Exchange Model (NIEM) b. Council for Affordable Quality Healthcare - Committee on Operating Rules for Information Exchange (CAQH-CORE) c. Health Level Seven International (HL7) d. X12 (American National Standards Institute Accredited Standards Committee electronic data interchange standard) e. Electronic Data Exchange (EDI) f. Health Insurance Portability and Accountability Act (HIPAA) g. Others as defined by the Puerto Rico Medicaid Program (PRMP)	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 304
MO-024	The solution should comply with all current and future Health Insurance Portability and Accountability Act (HIPAA) standard Transactions and Code Sets (TCS) in place or mandated by the Commonwealth, Puerto Rico Department of Health (PRDoH), the Puerto Rico Medicaid Program (PRMP), and Centers for Medicare & Medicaid Services (CMS).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 305
MO-025	The vendor should provide any information requested by the Puerto Rico Medicaid Program (PRMP) to assess the vendor's compliance.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 305
MO-026	The vendor should provide the Puerto Rico Medicaid Program (PRMP) with responses and Corrective Action Plans (CAPs) for audits or findings that are not resolved within 15 calendar days of identification. The vendor should ensure that its subcontractors also comply. The vendor should provide monthly status updates for each CAP until the CAP is complete and the finding is resolved.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 306
MO-027	The vendor should maintain the solution's software configuration in a configuration management tool.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 306
MO-028	The vendor should provide user training documentation for solution enhancements, and make the documentation available to the Puerto Rico Medicaid Program (PRMP).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 307

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
MO-029	The vendor should maintain overall accountability and responsibility for management and maintenance of technical and system documentation.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 307
MO-030	The vendor should develop and document a process for maintaining documentation in support of the solution's maintenance and operation phase.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 307
MO-031	The vendor should adhere to escalation procedures as defined in the Incident Management Plan.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 308
MO-032	The vendor should provide solution expertise and be actively involved in incident resolution as defined in the Incident Management Plan.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 308
MO-033	The vendor should provide helpdesk support, including, but not limited to: a. Product support b. Defect fixes c. Releases d. Upgrades e. Future functionality f. Enhancement requests g. Others as defined by the Puerto Rico Medicaid Program (PRMP)	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 308
MO-034	The vendor should conduct root cause analysis and proactive trend analysis to identify recurring infrastructure problems.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 310
MO-035	The vendor should recommend solutions to address recurring solution issues.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 310
MO-036	The vendor should provide expertise and be an active participant in the process to resolve incidents as required, including, but not limited to: a. Participating in "all-hands-on-deck" meetings until incidents are resolved	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 310
MO-037	The vendor should provide a status report detailing the root cause of and procedure for correcting recurring problems until closure as determined by the Puerto Rico Medicaid Program (PRMP).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 311
MO-038	The contractor should provide the Puerto Rico Medicaid Program (PRMP) with a Root Cause Analysis (RCA) document in a PRMP-approved format within five (5) business days of the discovery of a system or business process operational issue and/or problem. The RCA should be continually updated until the issue is completely resolved.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 311
MO-039	The vendor should review all security patches relevant to the environment and classify the need and speed in which the security patches should be installed as defined by security policies.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 311
MO-040	The vendor should continually monitor data quality and identify opportunities for improvement.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 312
MO-041	The vendor should perform training and other related activities required to prepare the Maintenance and Operations team to support the solution, including, but not limited to: a. System technologies, configurations, and customizations b. Operational processes c. Tools use d. Existing documentation and documentation standards e. Others as is necessary to enable authorized solution users' success	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 312
MO-042	The vendor should update or develop documentation as is necessary after transition from the Implementation team to the Maintenance and Operations team, including, but not limited to: a. Contact information b. Updated procedures c. Responsibilities for the vendor staff	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 313

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
MO-043	The vendor should develop weekly transition status reports detailing the status, risks, issues, and outstanding action items associated with the transition from the implementation phase to the Maintenance and Operations phase.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 313
MO-044	The vendor should ensure the Turn-Over and Closeout Plan includes handing over the key assets in an agreed-to format. These assets include, but are not limited to: a. All hosting and subcontractor agreements that are required to provision the services b. Configuration information c. Databases d. Documentation e. Asset registers f. Programs g. Knowledge databases h. Fault databases i. Asset maintenance history and status j. Manuals k. Process and procedure documentation l. Any other similar items that the vendor used or produced during the course of, or for the purpose of, provisioning the services or relating to the configuration control of the services m. Source code n. Development tools and procedures o. Architecture and design documents	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 314
MO-045	The vendor should hold status meetings with the Puerto Rico Medicaid Program (PRMP) to discuss the status, issues, risks, and outstanding action items associated with the turnover phase of the contract.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 315
MO-046	The vendor should complete the knowledge transfer and/or transition of the services to the Puerto Rico Medicaid Program (PRMP) identified resources.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 315
MO-047	The vendor should identify and complete the transition of software licensing and solution code to the Puerto Rico Medicaid Program (PRMP) prior to completion of the turnover phase.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 316
MO-048	The vendor should be prepared to perform all tasks included in the Turnover and Closeout Management Plan.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 316
MO-049	The vendor should participate in and/or manage regularly scheduled ad hoc meetings, as well as other communications, to address issues that might affect how involved parties perform their responsibilities in relation to the Turnover and Closeout Management Plan.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 316
MO-050	The vendor should introduce the new service provider to relevant information and training to show the new service provider to leverage tools and services to operate within the multi-vendor environment, as required.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 316
MO-051	The vendor should develop and document the solution's user account maintenance procedures, including, but not limited to: a. Configuration of new authorized solution users, roles and responsibilities, and credentials b. Authorized solution users refresh, changes, and updates c. Authorized solution users deletion	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 317
MO-052	The vendor should provide access to authorized solution users to tools used in support of change and configuration management.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 317
MO-053	The vendor should provide training for authorized solution users for the change and configuration management related tools.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 317
MO-054	The vendor should ensure that all change request activity status is documented and reported on a regular basis as defined by the Puerto Rico Medicaid Program (PRMP).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 318

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
MO-055	The vendor should be prepared to support in the production of information necessary to maintain the solution's certification.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 318
MO-056	The vendor should be prepared to provide meeting agendas, minutes, and action item recaps throughout the life of the contract.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 318
MO-057	The vendor should be prepared to facilitate status meetings with the Puerto Rico Medicaid Program (PRMP) on a weekly and/or monthly basis, as determined necessary by the PRMP.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 319
MO-058	The vendor should maintain backup infrastructure.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 319
MO-059	The vendor should produce documentation and/or perform outreach in the event that similar issues are raised to the helpdesk.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 319
MO-060	The vendor should conduct annual planning for technology refresh in compliance with software vendor licensing, specifications, and upgrades.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 319
MO-061	The parent, affiliate, or subsidiary organization should conduct annual planning for technology refresh in compliance with software vendor licensing, specifications, and upgrades.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 320
MO-062	The vendor's risk mitigation and issue resolution approaches should take into account the probability and severity of the risk and issue.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	Proposed Solution	Page 320

Vendor's should not edit this worksheet.

Vendor Response - Vendor's Disposition	
Vendor's Dispositions	Description
Will Meet	Requirement will be met by the vendor
Will Not Meet	Requirement will not be met by the vendor

Attachments	
Response Template	Description
Attachment A	Cost Proposal
Attachment B	Title Page, Vendor Information, Executive Summary, Subcontractor Letters, and Table of Contents
Attachment C	Vendor Qualifications and Experience
Attachment D	Project Organization and Staffing
Attachment E	Initial Project Schedule
Attachment F	Mandatory Requirements
Attachment G	Business Requirements Approach
Attachment H	Technical Requirements Approach
Attachment I	Implementation Requirements Approach
Attachment J	Maintenance and Operations Requirements Approach
Attachment K	Terms and Conditions Response



Annexure 1 – D&B Report

Gainwell has included the D&B Supplier Qualifier Report as an official document to indicate a satisfactory credit score for Gainwell. We have included the report on the following page.

LIVE REPORT

ACTIVE

PARENT

D-U-N-S

12-588-4336

Number:

Phone:

+1 703-245-9700

Address:

355 LedgeLawn Dr, Conway, AR, 72034, United States Of America

Endorsement:

knobles@dnb.com

Tradestyle(s):

(SUBSIDIARY OF VERITAS CAPITAL FUND MANAGEMENT, L.L.C., NEW YORK, NY)

Summary

KEY DATA ELEMENTS (Formerly: SCORE BAR)		
KDE Name	Current Status	Details
PAYDEX®	63	20 days beyond terms
Delinquency Score	32	Moderate Risk of severe payment delinquency.
Failure Score	36	Moderate Risk of severe financial stress.
D&B Viability Rating	45CZ	View More Details
Bankruptcy Found	N	
D&B Rating	--	Unavailable.

ALL ACCOUNTS				
Totals	Total Outstanding	Approved Credit Limit	Credit Limit Utilization	Total Past Due
-	-	-	-	-
Account Level Detail				
Account Name	Total Outstanding	Approved Credit Limit	Credit Limit Utilization	Total Past Due
No data found				

ALL APPLICATIONS

Totals	Total Requested Amount	Total Credit Limit			
-	0	0			

Application Level Detail

Application Name	Application Status	Date Created	Date Decisioned	Requested Amount	Credit Limit
No data found					

COMPANY PROFILE ⓘ		
D-U-N-S 12-588-4336 Legal Form Corporation (US) History Record Clear Date Incorporated 12/17/2009 State of Incorporation CALIFORNIA Ownership Not publicly traded	Mailing Address UNITED STATES Telephone +1 703-245-9700 Present Control Succeeded 2009	Employees 10,600 Age (Year Started) 12 Years (2009) Named Principal Paul Saleh, CEO Line of Business Information retrieval services

CURRENT CREDIT TERMS ?

Credit Limit Utilization		Under Utilized (<90%) Fully Utilized (90% - 100%) Over Utilized (>100%) No Credit Limit
No Credit Limit		
Total Approved Credit Limit		Not Available
Total Outstanding		Not Set
Credit Limit Remaining		Not Available

OVERALL BUSINESS RISK ?

Dun & Bradstreet thinks...

HIGH

MODERATE-HIGH

MODERATE

LOW-MODERATE

LOW

Overall assessment of this organization over the next 12 months:

Stable Condition Due To Large Business Size

Based on the predicted risk of business discontinuation:

Likelihood-Of-Continued-Operations

Based on the predicted risk of severely delinquent payments:

Moderate Potential For Severely Delinquent Payments

D&B MAX CREDIT RECOMMENDATION ?

MAXIMUM CREDIT RECOMMENDATION

US\$ 3,000,000

The recommended limit is based on a moderate probability of severe delinquency.

FAILURE SCORE ? (Formerly Financial Stress Score)

Company's Risk Level

MODERATE

Probability of failure over the next 12 months

0.37 %

High Risk (1)

36

Low Risk (100)

Past 12 Months

Low Risk

High Risk

DELINQUENCY SCORE ? (Formerly Commercial Credit Score)

Company's Risk Level

MODERATE

Probability of delinquency over the next 12 months

7.93 %

High Risk (1)

32

Low Risk (100)

Past 12 Months

Low Risk

High Risk

VIABILITY RATING SUMMARY ?

Viability Score

High Risk (9)

4

Low Risk (1)

Data Depth Indicator

Descriptive (G)

C

Predictive (A)

Portfolio Comparison

High Risk (9)

5

Low Risk (1)

Financial Data

Unavailable

Trade Payments

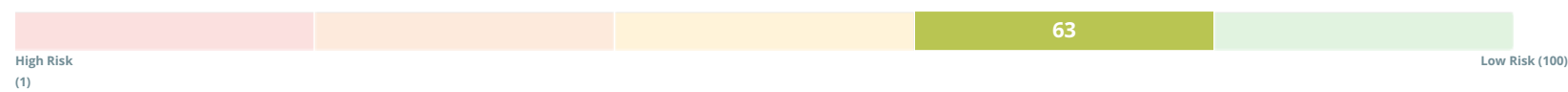
Company Size

-

Years in Business

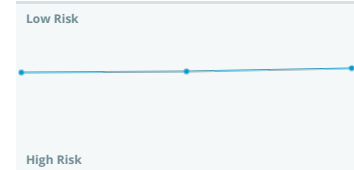
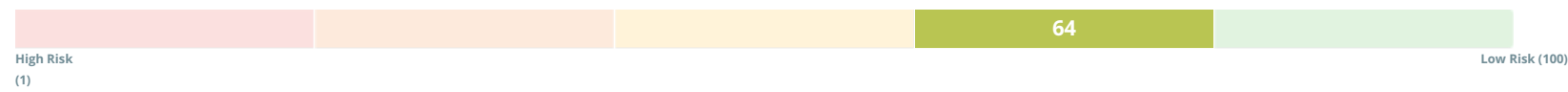
-

D&B PAYDEX® ⓘ



20 days beyond terms

Past 24 Months

D&B PAYDEX - 3 MONTHS 

19 days beyond terms

PAYDEX® TREND CHART ?

D&B RATING

Special Rating

-- : Undetermined

Current Rating as of 04/21/2021

FRAUD RISK SCORE INFORMATION



No Fraud Risk Score is Available

LEGAL EVENTS

Events	Occurrences	Last Filed
Bankruptcies	0	-
Judgements	0	-
Liens	0	-
Suits	0	-
UCC	0	-

FINANCIAL OVERVIEW - BALANCE SHEET



No Data Available

TRADE PAYMENTS

Highest Past Due:
700,000

Highest Now
Owing
2,000,000

Total Trade Experiences
10

Largest High Credit
2,000,000

FINANCIAL OVERVIEW - PROFIT AND LOSS



No Data Available

OWNERSHIP

Subsidiaries

1

Total Members

701

This company is a Parent, Subsidiary.

	Global Ultimate	Domestic Ultimate
Name	VERITAS CAPITAL FUND MANAGEMENT, L.L.C.	VERITAS CAPITAL FUND MANAGEMENT, L.L.C.
Country	UNITED STATES	UNITED STATES
D-U-N-S	07-862-8925	07-862-8925
Others	-	-

FINANCIAL OVERVIEW - KEY BUSINESS RATIOS

i

No Data Available

COUNTRY/REGIONAL INSIGHT

United States Of America

The overall risk rating is upgraded BY one quartile as output approaches pre-pandemic levels amid strong consumer spending and manufacturing gains.

Risk Category

LOW

High RiskLow Risk

STOCK PERFORMANCE

History

Daily High

52-Week High

Performance

P/E:

EPS:

Div/Yield

The scores and ratings included in this report are designed as a tool to assist the user in making their own credit related decisions, and should be used as part of a balanced and complete assessment relying on the knowledge and expertise of the reader, and where appropriate on other information sources. The score and rating models are developed using statistical analysis in order to generate a prediction of future events. Dun & Bradstreet monitors the performance of thousands of businesses in order to identify characteristics common to specific business events. These characteristics are weighted by significance to form rules within its models that identify other businesses with similar characteristics in order to provide a score or rating.

Dun & Bradstreet's scores and ratings are not a statement of what will happen, but an indication of what is more likely to happen based on previous experience. Though Dun & Bradstreet uses extensive procedures to maintain the quality of its information, Dun & Bradstreet cannot guarantee that it is accurate, complete or timely, and this may affect the included scores and ratings. Your use of this report is subject to applicable law, and to the terms of your agreement with Dun & Bradstreet.

Risk Assessment

D&B RISK ASSESSMENT

OVERALL BUSINESS RISK

HIGH

MODERATE-HIGH

MODERATE

LOW-MODERATE

LOW

MAXIMUM CREDIT RECOMMENDATION

US\$ 3,000,000

The recommended limit is based on a moderate probability of severe delinquency.

Dun & Bradstreet thinks...

Overall assessment of this organization over the next 12 months: **STABLE CONDITION DUE TO LARGE BUSINESS SIZE**

Based on the predicted risk of business discontinuation: **LIKELIHOOD-OF-CONTINUED-OPERATIONS**

Based on the predicted risk of severely delinquent payments: **MODERATE POTENTIAL FOR SEVERELY DELINQUENT PAYMENTS**

D&B VIABILITY RATING SUMMARY

Viability Score

Compared to All US Businesses within the D&B Database:

Level of Risk:Low Risk

Businesses ranked 4 have a probability of becoming no longer viable:5 %

Percentage of businesses ranked 4: 14 %

Across all US businesses, the average probability of becoming no longer viable:14 %

Portfolio Comparison

Compared to All US Businesses within the same MODEL SEGMENT:

Model Segment :Established Trade Payments

Level of Risk:Moderate Risk

Businesses ranked 5 within this model segment have a probability of becoming no longer viable: 5 %

Percentage of businesses ranked 5 with this model segment: 11 %

Within this model segment, the average probability of becoming no longer viable:5 %

4

Data Depth Indicator:

- Greater data depth can increase the precision of the D&B Viability Rating assessment.

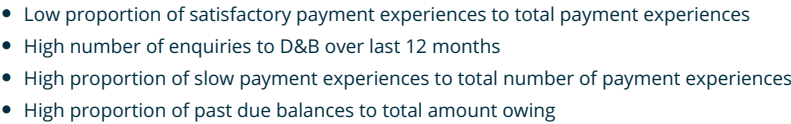
To help improve the current data depth of this company, you can ask D&B to make a personalized request to this company on your behalf to obtain its latest financial information. To make the request, click the link below. Note, the company must be saved to a folder before the request can be made.

Reference the FINANCIALS tab for this company to monitor the status of your request.

Company Profile Details:

- Z

Subsidiary

FAILURE SCORE FORMERLY FINANCIAL STRESS SCORE

Business and Industry Trends

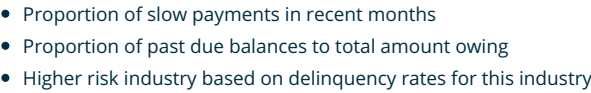
Business and Industry Trends



BUSINESS AND INDUSTRY COMPARISON

Selected Segments of Business Attributes

Norms	National %
This Business	36
Region:(WEST SOUTH CENTRAL)	44
Industry:BUSINESS, LEGAL AND ENGINEERING SERVICES	52
Employee range:(500+)	61
Years in Business:(11-25)	68

DELINQUENCY SCORE FORMERLY COMMERCIAL CREDIT SCORE

Business and Industry Trends

Business and Industry Trends



BUSINESS AND INDUSTRY COMPARISON

Selected Segments of Business Attributes

	Norms	National %
This Business	32	
Region:(WEST SOUTH CENTRAL)	52	
Industry:BUSINESS, LEGAL AND ENGINEERING SERVICES	43	
Employee range:(500-38527)	84	
Years in Business:(11-25)	66	

D&B PAYDEX



Business and Industry Trends



3 MONTHS - D&B PAYDEX



7375 - Information retrieval services

D&B RATING

Current Rating as of 04/21/2021

History since 11/02/2020

Special Rating	Date Applied	D&B Rating
-- : Undetermined	02/26/2021	1R3
	11/02/2020	--

Trade Payments

TRADE PAYMENTS SUMMARY (Based on 24 months of data)		
Overall Payment Behaviour 20 Days Beyond Terms	% of Trade Within Terms 43%	Highest Past Due US\$ 700,000
Highest Now Owing: US\$ 2,000,000	Total Trade Experiences: 10 Largest High Credit: US\$ 2,000,000 Average High Credit: US\$ 300,045	Total Unfavorable Comments : 0 Largest High Credit: US\$ 0 Total Placed in Collections: 0 Largest High Credit: US\$ 0

D&B PAYDEX	
63	High Risk (1) Low Risk (100)
When weighted by amount, Payments to suppliers average 20 days beyond terms	
High risk of late payment (Average 30 to 120 days beyond terms) Medium risk of late payment (Average 30 days or less beyond terms) Low risk of late payment (Average prompt to 30+ days sooner)	

BUSINESS AND INDUSTRY TRENDS	
Based on 24 months of data	
7375 - Information retrieval services	
PAYDEX	

TRADE PAYMENTS BY CREDIT EXTENDED (Based on 12 months of data)			
Range of Credit Extended (US\$)	Number of Payment Experiences	Total Value	% Within Terms
100,000 & over	4	US\$ 2,950,000	50
50,000 - 99,999	0	US\$ 0	0
15,000 - 49,999	1	US\$ 35,000	0
5,000 - 14,999	2	US\$ 15,000	0
1,000 - 4,999	0	US\$ 0	0
Less than 1,000	3	US\$ 450	78

TRADE PAYMENTS BY INDUSTRY (BASED ON 24 MONTHS OF DATA)							
Collapse All Expand All							
Industry Category▲	Number of Payment Experiences	Largest High Credit (US\$)	% Within Terms (Expand to View)	1 - 30 Days Late (%)	31 - 60 Days Late (%)	61 - 90 Days Late (%)	91 + Days Late (%)
▼45 - Transportation by Air	5	100,000					
4513 - Air courier service	5	100,000	0	86	0	14	0
▼47 - Transportation Services	1	10,000					
4731 - Arrange cargo transpt	1	10,000	0	0	50	50	0
▼48 - Communications	1	250					
4813 - Telephone communictns	1	250	100	0	0	0	0
▼50 - Wholesale Trade - Durable Goods	2	2,000,000					
5045 - Whol computers/softwr	2	2,000,000	50	36	14	0	0
▼73 - Business Services	1	100,000					
7372 - Prepackaged software	1	100,000	100	0	0	0	0

TRADE LINES						
Date of Experience	Payment Status	Selling Terms	High Credit (US\$)	Now Owes (US\$)	Past Due (US\$)	Months Since Last Sale
06/21	Pays Prompt to Slow 30+	-	2,000,000	2,000,000	400,000	1
06/21	Pays Prompt to Slow 60+	-	750,000	700,000	700,000	1
04/21	Pays Promptly	-	100,000	100,000	0	1

04/21	Pays Promptly	-	250	0	0	1
04/21	Pays Slow 60-90+	N30	10,000	10,000	7,500	1
02/21	Pays Prompt to Slow 30+	-	100	100	50	1
02/21	Pays Prompt to Slow 60+	-	100	0	0	Between 2 and 3 Months
02/21	Pays Slow 30+	-	100,000	20,000	2,500	1
02/21	Pays Slow 30-90+	-	35,000	5,000	1,000	1
02/21	Pays Slow 30-90+	-	5,000	500	500	1

OTHER PAYMENT CATEGORIES

Other Payment Categories	Experience	Total Amount
Cash experiences	0	US\$ 0
Payment record unknown	0	US\$ 0
Unfavorable comments	0	US\$ 0
Placed for collections	0	US\$ 0
Total in D&B's file	10	US\$ 3,000,450

Corporate Linkage

Increase your understanding of the links and risks between your customers and suppliers with D&B's Interactive Global Family Tree

PARENT

Company	City , State	D-U-N-S® NUMBER
VERITAS CAPITAL FUND MANAGEMENT, L.L.C.	NEW YORK , New York	07-862-8925

SUBSIDIARIES (DOMESTIC)

Company	City , State	D-U-N-S® NUMBER
HMS HOLDINGS LLC	IRVING , Texas	12-907-7280

AFFILIATES (DOMESTIC)

Company	City , State	D-U-N-S® NUMBER
ONSOLVE, LLC	ORMOND BEACH , Florida	80-123-7293
PERATON CORP.	HERNDON , Virginia	08-062-4890

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Legal Events

The following Public Filing data is for information purposes only and is not the official record. Certified copies can only be obtained from the official source.

Bankruptcies	Judgements	Liens	Suits	UCCs
No	0 Latest Filing: -	0 Latest Filing: -	0 Latest Filing: -	0 Latest Filing: -

D&B has not received any Public Filings for this company

Special Events

Date	Event Description
04/20/2021	OTHER SPECIAL EVENT: Business continue to operate as previously reported by D&B available sources.

Financials - D&B

D&B currently has no financial information on file for this company.

D&B currently has no financial information on file for this company.

D&B currently has no financial information on file for this company
D&B currently has no financial information on file for this company.
D&B currently has no financial information on file for this company
D&B currently has no financial information on file for this company

Company Profile

COMPANY OVERVIEW		
D-U-N-S 12-588-4336	Mailing Address UNITED STATES	Employees 10,600
Legal Form Corporation (US)	Telephone +1 703-245-9700	Age (Year Started) 12 Years (2009)
History Record Clear	Present Control Succeeded 2009	Named Principal Paul Saleh , CEO
Date Incorporated 12/17/2009		Line of Business Information retrieval services
State of Incorporation CALIFORNIA		
Ownership Not publicly traded		
BUSINESS REGISTRATION		
Corporate and business registrations reported by the secretary of state or other official source as of: 2021-05-29 This data is for informational purposes only, certification can only be obtained through the Office of the Secretary of State.		
Registered Name	GAINWELL TECHNOLOGIES LLC	
Corporation Type	Corporation (US)	
Business Commenced On	2009	
State of Incorporation	CALIFORNIA	
Registration ID	200935110099	
Registration Status	ACTIVE	
Filing Date	12/17/2009	
Where Filed	BUSINESS PROGRAMS DIVISION	
Registered Agent		
Name	C T CORPORATION SYSTEM (C0168406)	
Address	-	
Registered Principal		
Name	MILANO ACQUISITION CORP.	
Title	-	
Address	355 LEDGELAWN DRIVE, CONWAY, AR, 720340000	
PRINCIPALS		
Officers		
PAUL SALEH, CEO		
Directors		
DIRECTOR(S): THE OFFICER(S)		
COMPANY EVENTS		
The following information was reported on: 04/21/2021		
The California Secretary of States business registrations file showed that Gainwell Technologies LLC was registered as a Limited Liability Company on December 17, 2009, under file registration number 200935110099.		
Business started 2009.		
RECENT EVENT:.		
On April 21, 2021, sources stated that Gainwell Technologies LLC, Houston, TX, has acquired HMS Holdings Corp., Irving, TX, on April 1, 2021. With the acquisition, HMS Holdings Corp. will now operate as a subsidiary of Gainwell Technologies LLC. Employees and management were retained. Under the terms of the agreement, HMS shareholders will receive merger consideration in the amount of \$37.00 in cash for each share of HMS common stock they hold without interest and subject to any applicable withholding taxes or other amounts required to be withheld therefrom under applicable law. Further details are unavailable.		
On October 23, 2020, sources stated that Veritas Capital.		
Fund Management, L.L.C., New York, NY, through its newly formed entity, Gainwell Technologies, Washington, D.C., has acquired the U.S. State and Local Health and Human Services business of DXC Technology Company, Tysons, VA, on October 1, 2020. With the acquisition, DXC Technology Company has remained a separate legal entity and the acquired assets were integrated into Gainwell Technologies. The purchase price for this transaction was approximately \$5 billion. The new company has about 7,500 employees. Further details are unavailable.		
PAUL SALEH. Antecedents are undetermined.		
The following is related through management amd/or ownership:		
Veritas Captial Fund Management, L.L.C., New York, NY, D-U-N-S 07-862-8925.		
AFFILIATES: The following are related through common principals, management and/or ownership: MMIS TECHNOLOGY SERVICES PVT LTD, BANGALORE, INDIA DUNS #855539469. Operates as Affiliate.		
BUSINESS ACTIVITIES AND EMPLOYEES		
The following information was reported on: 04/21/2021		
Business Information		
Trade Names	(SUBSIDIARY OF VERITAS CAPITAL FUND MANAGEMENT, L.L.C., NEW YORK, NY)	

Description	Subsidiary of Veritas Capital Fund Management, L.L.C., New York, NY. As noted, this company is a subsidiary of Veritas Capital Fund Management, L.L.C., D-U-N-S Number 078628925, and reference is made to that report for background information on the parent and its management. Provides information retrieval services, specializing in on-line data base information (100%). Terms are undetermined. Sells to commercial concerns. Territory : United States.		
Employees	10,600 which includes officer(s). UNDETERMINED employed here.		
Financing Status	Unsecured		
Facilities	Occupies premises in a building.		
Related Concerns			
SIC/NAICS Information			
SIC Codes		SIC Description	Percentage of Business
7375		Information retrieval services	-
73759902		On-line data base information retrieval	-
NAICS Codes		NAICS Description	
519190		All Other Information Services	
GOVERNMENT ACTIVITY			
Activity Summary			
Borrower(Dir/Guar)	No		
Administrative Debt	No		
Contractor	No		
Grantee	No		
Party excluded from federal program(s)	No		

Your Information

Record additional information about this company to supplement the D&B information.

Note: Information entered in this section will not be added to D&B's central repository and will be kept private under your user ID. Only you will be able to view the information.

Account Number	Endorsement/Billing Reference *	Sales Representatives
	knobles@dnb.com	
Credit Limit	Total Outstanding	
0	0	

Activity Summary	
Borrower(Dir/Guar)	No
Administrative Debt	No
Contractor	No
Grantee	No
Party excluded from federal program(s)	No

Your Information

Record additional information about this company to supplement the D&B information.

Note: Information entered in this section will not be added to D&B's central repository and will be kept private under your user ID. Only you will be able to view the information.

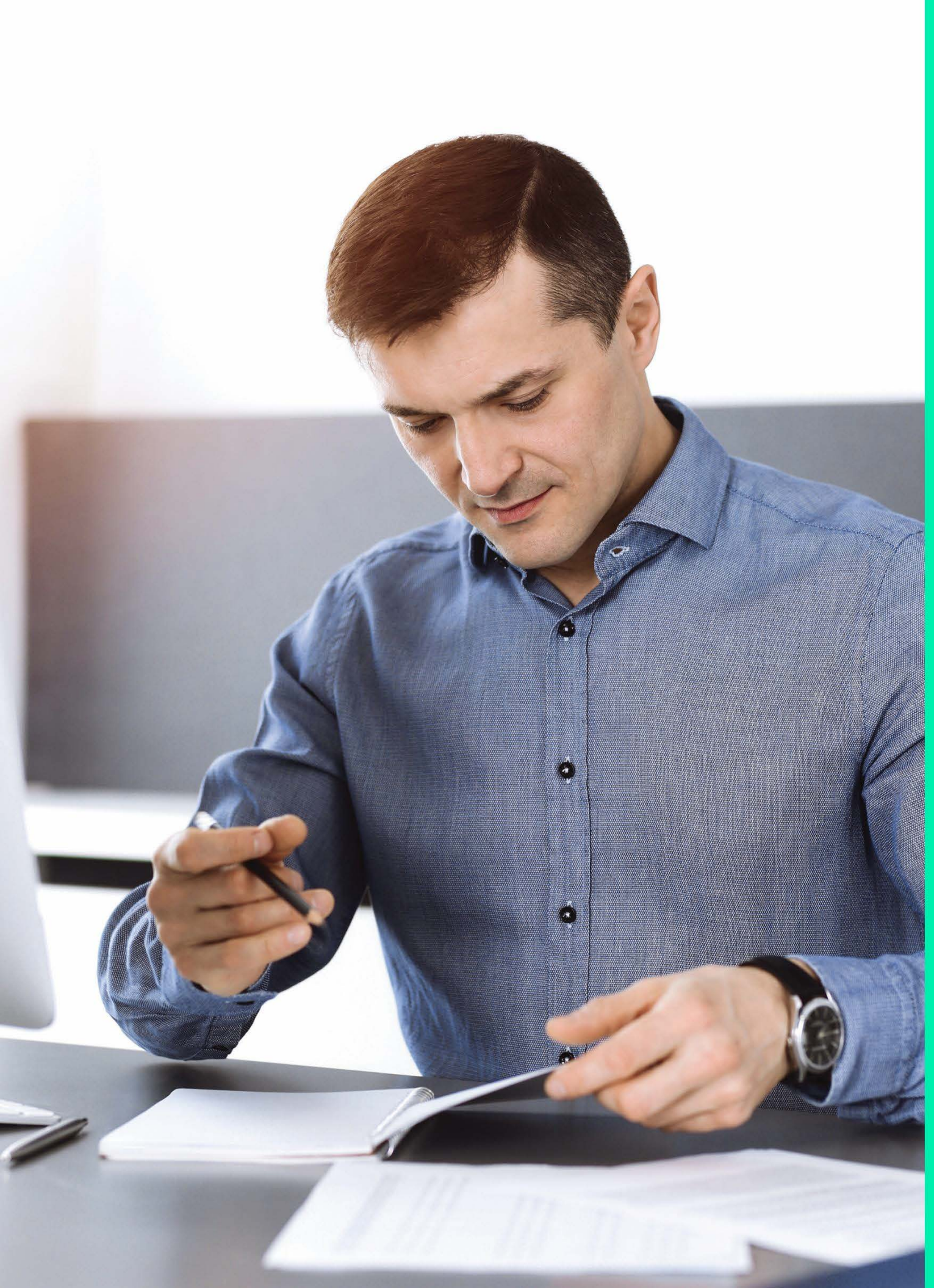
Account Number	Endorsement/Billing Reference *	Sales Representatives
	SmithDavid@DNB.com	
Credit Limit	Total Outstanding	
0	0	

Audit Trail ⓘ

From :	To :			
Date/Time of the Event	Event Name	Triggered By	Message	
03/03/2021 01:09 PM	Credit Report Pulled	SYSTEM	The credit report was pulled	
02/16/2021 07:14 AM	Report purchased	SYSTEM	The report was purchased	
02/16/2021 07:13 AM	Report purchased	SYSTEM	The report was purchased	
02/16/2021 07:02 AM	Report purchased	SYSTEM	The report was purchased	
02/05/2021 07:03 AM	Report purchased	SYSTEM	The report was purchased	
02/05/2021 07:03 AM	Report purchased	SYSTEM	The report was purchased	
12/09/2020 09:22 AM	Report purchased	SYSTEM	The report was purchased	
12/09/2020 09:22 AM	Report purchased	SYSTEM	The report was purchased	
12/09/2020 09:22 AM	Report purchased	SYSTEM	The report was purchased	

Federal Information

REPORTED U.S. GOVERNMENT CONTRACT ACTIONS
No government activity has been found in this section.
REPORTED FEDERAL LOANS AND LOAN GUARANTEES
No government activity has been found in this section.
CLAIMS, FEES, FINES, OVERPAYMENTS, PENALTIES AND OTHER MISC. REPORTED DEBTS TO FEDERAL AGENCIES
No government activity has been found in this section.
REPORTED PARTY EXCLUDED FROM FEDERAL PROGRAM(S)
No government activity has been found in this section.
REPORTED U.S. GOVERNMENT GRANT AWARDS
No government activity has been found in this section.



Annexure 2 – Credit References

Gainwell has provided our Fitch Credit Report, Moody's Credit report, and the Standard & Poor's Ratings Report. The reports are included on the following page.



RATING ACTION COMMENTARY

Fitch Assigns First-Time IDR of 'B' to Gainwell; Outlook Stable

Tue 02 Feb, 2021 - 8:12 AM ET

Fitch Ratings - New York - 02 Feb 2021: Fitch Ratings has assigned a Long-Term Issuer Default Rating (IDR) of 'B' with a Stable Outlook to Gainwell Acquisition Corp. Fitch has also assigned a senior secured first-lien term loan rating of 'BB-'/RR2'. Fitch's actions affect approximately \$4.2 billion of outstanding and to-be-issued debt. A complete list of rating actions follows at the end of this release.

Gainwell is a software and solutions provider that operates government Medicaid programs and other Health & Human Services (HHS) initiatives. Gainwell's Medicaid Management Information Systems (MMIS) operate as claims processing systems of record and analytics support systems for the administration of state Medicaid programs. The company's offerings span functions including, provider enrollment, pre-authorization, pharmacy drug rebates, recipient eligibility management, call center, print and mail services, and more.

Fitch is evaluating Gainwell pending its agreement to carve out and acquire certain assets of HMS Holdings Corp. that comprise the company's capabilities focused on the Medicaid market. The addition of HMS's products including, Coordination of Benefits (COB) and Payment Integrity (PI), compliments Gainwell's existing modular offerings and augments data analytics capabilities. The transaction, backed by private equity sponsor, Veritas Capital, values the carve-out at \$2.4 billion to be financed by an incremental \$1.8 billion first-lien term loan and an incremental \$659 million second-lien term loan.

Feedback

KEY RATING DRIVERS

Beneficial Tailwinds: Fitch expects Gainwell to benefit from strong secular trends propelling growth in Medicaid expenditures. The Centers for Medicare and Medicaid Services (CMS) forecasts Medicaid expenditure growth of 5.6% per annum, approaching \$1 trillion with 82 million beneficiaries by 2026, due to long-standing trends in medical procedure/drug cost inflation and utilization, as well as increased enrollment due to program expansions among states, an increasing share of the aged and disabled beneficiaries served, and the economic effects of the lockdowns.

In addition, CMS estimates \$57 billion of improper payments by Medicaid in 2019 due to complexity in determining eligibility and claims processing, lack of sufficient documentation, shifting regulatory requirements, fraud and waste. As a result, states, suffering from increasingly constrained budgets, are strongly incentivized to adopt Gainwell's software and data offerings in order to contain costs. Fitch believes the secular tailwinds provide for a dependable growth trajectory, benefiting the credit profile.

Leading, Defensible Market Position: Gainwell is the leading provider of software and services that enable Medicaid, serving as a primary MMIS vendor to 29 states and spanning 41 states when including adjacent offerings. The company covers 48 million beneficiaries out of the 73 million total under Medicaid. Fitch estimates a 20% share of the approximately \$7.5 billion MMIS services market is captured by the company, which is poised to expand upon the acquisition of HMS.

Fitch believes the company's market position is highly defensible, given the complexity and customization of an MMIS platform, as well as the considerable cost and risk of disruption to Medicaid services a state may face in replacing an MMIS provider. The durability of the company's market position is evidenced by its 100% retention rates achieved over 10 years.

Acquisition Enhances Growth Opportunity: The company's acquisition of HMS will add crucial capabilities in Coordination of Benefits (COB) and Payment Integrity (PI). COB services improve states' ability to adhere to the statutory requirement that Medicaid serve as the payer of last resort by matching beneficiaries against a database to identify other coverage, ensuring claims are allocated to the responsible party and thus reducing improper spend.

Similarly, PI reduces improper spend by reviewing claims to ensure that correct reimbursement rates are applied and that appropriate medical services are performed.

Fitch believes the addition of HMS's products compliments Gainwell's existing modular offerings and augments data analytics capabilities, strengthening the company's cross-selling opportunities and potential to increase client wallet share. In addition, HMS's relationship with 40 state agencies provides opportunities to leverage existing relationships in pursuit of new logo growth and additional cross-sales.

Low Cyclicality: Fitch expects Gainwell, which has generated accelerated bookings growth though the pandemic, to continue to exhibit low cyclical

ity for the foreseeable future. Fitch believes the company will exhibit strong correlation to overall Medicaid spending and enrollment, supported by the highly non-discretionary nature of health expenditures.

In addition, Fitch notes the countercyclical

ity of Medicaid enrollment, which typically experiences elevated growth during economic downturns as job losses increase the pool of eligible beneficiaries, in turn providing increased demand for the company's software and service offerings. As a result, we believe the company will demonstrate a stable credit profile with little sensitivity to macroeconomic cycles.

Regulatory Risks: Medicaid enrollment and expenditures growth are heavily influenced by the regulatory framework governing the program. As a result, Gainwell's growth may be meaningfully affected by future legislative or regulatory change to this framework, such as modifications to eligibility requirements, reimbursement rates, MMIS certification standards, federal financial participation (FFP) rates in MMIS implementations, or the implementation of a work requirement for beneficiaries.

While these risks are notable, Fitch believes current regulatory trends are constructive with 37 states adopting recent program expansions and the likelihood for continued supportive policies from the current administration. Any significant regulatory risk is likely to be outside of the rating horizon.

Evolving Marketplace: Gainwell faces risks in the continually evolving MMIS marketplace. MMIS implementations are overseen and certified by CMS, who released guidance in 2016 to promote modernization by encouraging states to construct and procure their MMIS as a series of modules with increased interoperability, rather than a single, rigid platform. Fitch believes these efforts stimulate increased competition by reducing switching costs and providing opportunities for the entry of additional vendors seeking to develop niche solutions, which may lead to share erosion over time.

In addition, the increased modular nature of MMIS enables collaboration in procurement and implementation among states, which may lead to a more competitive marketplace as

the number of addressable clients to sell into is effectively reduced. In its most recent procurement analysis report, the state of Colorado estimated the cost of design, development, implementation (DDI) at \$50 million - \$100 million.

Increasingly constrained state budgets encourage the engagement of organizations such as the National Association of State Procurement Officers (NASPO), that seek to enable greater collaboration through efforts such as its ValuePoint program. However, despite the potential for increased competition, Fitch believes the risk of lost wallet share is moderated by Gainwell's large installed base that positions it as an entrenched provider of the core, underlying platform.

High Leverage: Gainwell is acquiring certain assets of HMS in a deal valued at \$2.4 billion, financed with incremental term loans under the existing credit agreements. Fitch calculates initial pro forma leverage of 8.0x, well above the 6.25x and 5.6x median for technology issuers in the 'B' category and for Fitch-rated healthcare IT issuers, respectively.

We believe already actioned cost reduction efforts at the core Gainwell business, along with targeted synergies in the HMS acquisition provides the opportunity for a rapid step-down in leverage to 6.6x in FY 2023, with minimal further reduction thereafter. Fitch believes the leverage is supported by the company's dependable growth prospects, strong market position, low capital intensity and lack of cyclicalities.

DERIVATION SUMMARY

Fitch is evaluating Gainwell pending its acquisition of certain HMS assets that comprise the product areas dedicated to the administration of state Medicaid programs in a transaction backed by private equity sponsor, Veritas Capital. We believe the company benefits from favorable tailwinds as the underlying growth of Medicaid, constrained state budgets, constructive regulatory environment and long-standing trends in U.S. healthcare including, an aging demographic, medical procedure/drug cost inflation and utilization growth are supportive of adoption of the company's software and services.

The combination with HMS bolsters the company's modular offerings to generate significant cross-selling opportunities in the existing client base. Fitch believes growth is further ensured by the company's leading share, strong client retention rates, high switching costs and continued Medicaid program expansions among states.

Finally, as the company experienced accelerated bookings growth during the pandemic-led downturn, Fitch expects the company to demonstrate minimal cyclicalities and durable resistance to economic cycles due to the counter cyclical aspects of Medicaid enrollment. While we view the high visibility into revenue growth positively, the company faces longer-term risks from an evolving marketplace and the potential for future regulatory changes that may increase competition or reduce growth in Medicaid expenditures and enrollment over time.

The company profitability metrics score mostly in line in respect of peers with Fitch forecasting EBITDA margin expansion of 300bps over the ratings horizon to a level moderately above the 32% average for Fitch-rated healthcare IT peers. Fitch also expects consistent FCF margins in the low teens over the forecast horizon due to expanding EBITDA margins and low capital intensity, resulting in strong FCF conversion. We believe FCF will be sustainable due to the low cyclicalities and a supportive regulatory environment in the medium term.

Despite these favorable characteristics, Fitch calculated pro forma leverage of 8.0x is materially higher than the 6.25x median for technology issuers in the 'B' ratings category. However, Fitch expects a rapid one-time reduction in leverage to 6.6x in FY 2023 due to achievement of already actioned cost reduction programs in Gainwell and synergy opportunities from the acquisition of HMS.

While the company clearly benefits from beneficial secular tailwinds, a leading, defensible market position, and low cyclicalities, Fitch views leverage as the primary determinant of the 'B' rating. No Country Ceiling, parent/subsidiary or operating environment aspects had an impact on the rating.

KEY RECOVERY RATING ASSUMPTIONS

--The recovery analysis assumes that Gainwell would be reorganized as a going-concern in bankruptcy rather than liquidated.

--We have assumed a 10% administrative claim.

Going-Concern (GC) Approach

The GC EBITDA estimate reflects Fitch's view of a sustainable, post-reorganization EBITDA level upon which we base the enterprise valuation (EV). Fitch contemplates a scenario in which the increasing modularization of MMIS offerings results in elevated

competition and loss of share for Gainwell, leading to decreased revenue growth and higher investment into sales and R&D to address the challenges.

As a result, Fitch expects Gainwell would likely be reorganized with a similar product strategy and higher than planned levels of operating expenses as the company reinvests to develop competing products, ensure customer retention and defend against competition.

Under this scenario, Fitch believes EBITDA margins would decline such that the resulting GC EBITDA is approximately 15% below Fitch forecast FY 2022 pro forma EBITDA.

An EV multiple of 7.0x EBITDA is applied to the GC EBITDA to calculate a post-reorganization enterprise value.

The choice of this multiple considered the following factors:

Comparable Reorganizations: In Fitch's "Telecom, Media and Technology Bankruptcy Enterprise Values and Creditor Recoveries (2020 Fitch Case Studies)" case study, we note seven past reorganizations in the technology sector, where the median recovery multiple was 4.9x. Of these companies, only two were in the software subsector: Allen Systems Group, Inc. and Aspect Software Parent, Inc., which received recovery multiples of 8.4x and 5.5x, respectively. Fitch believes the Allen Systems Group, Inc. reorganization is highly supportive of the 7.0x multiple assumed for Gainwell given the mission critical nature of both companies' offerings.

M&A Multiples: A study of 168 precedent transactions in the healthcare IT industry during 2010-2017 established median EV/EBITDA transaction multiples ranging 10x to 16x, depending on the specific product area. In addition, HMS is being acquired at a 15.5x multiple, excluding synergies.

Fitch evaluated a number of qualitative and quantitative factors that are likely to influence the GC valuation:

--1) Secular trends and regulatory environment are highly supportive with Medicaid enrollment and expenditure growth resulting from program expansions, looser eligibility standards leading to a higher share of the aged and disabled beneficiaries served, and increased claims processing complexity. In addition, constrained state budgets encourages adoption of the company's products that reduce improper Medicaid spend;

- 2) Barriers to entry are high relative to software issuers, as deep domain and regulatory expertise are required to develop necessary solutions;
- 3) Gainwell is the leading provider of MMIS with the next largest commercial competitor covering roughly 95% fewer beneficiaries;
- 4) Revenue and cash flow outlook is favorable as long-standing secular trends are supportive of revenue growth, while moderate margin expansion and low capital intensity promote FCF margins in the low teens;
- 5) Revenue certainty is high as a result of the 92% recurring revenue profile, typical contract duration of 6 to 10 years, 100% client retention and the countercyclicality of Medicaid; and
- 6) Operating leverage is durable given a highly variable cost structure typical of software developers.

Fitch believes these factors reflect a particularly attractive business model that is likely to generate significant interest, resulting in a recovery multiple at the high-end of Fitch's range.

The recovery model implies a 'BB' and 'RR1' Recovery Rating for the company's first-lien senior secured facilities, reflecting Fitch's belief that lenders should expect to recover 91% or greater in a restructuring scenario.

KEY ASSUMPTIONS

Fitch's Key Assumptions Within Our Rating Case for the Issuer Include

- Transaction: Gainwell acquires HMS assets representing product offerings for administration of state Medicaid programs for \$2.4 billion, financed by an incremental \$1.8 billion 1L term loan and an incremental \$659 million 2L term loan.
- Revenue: FY 2021 - FY 2022 organic growth of 5% - 6%, consistent with recent trends and management forecasts, followed by FY 2023 organic growth of 13% due to elevated bookings during FY 2021, returning to 2% - 3% organic growth thereafter, consistent with Medicaid enrollment forecasts.

- Margins: EBITDA margin expansion of 300bps over the ratings horizon due to actioned margin improvement initiatives at Gainwell and partial achievement of synergies at HMS.
- Capex: Capital intensity of 2.5%, consistent with management forecasts and history.
- M&A: Bolt-on acquisitions of \$100 million per annum in FY 2023 and FY 2024.

RATING SENSITIVITIES

Factors that could, individually or collectively, lead to positive rating action/upgrade:

- (Cash flow from operations - capex)/total debt with equity credit sustained above 6.5%.
- Total debt with equity credit/operating EBITDA sustained below 5.5x.

Factors that could, individually or collectively, lead to negative rating action/downgrade:

- (Cash flow from operations - Capex)/total debt with equity credit sustained below 5%.
- Total debt with equity credit/operating EBITDA sustained above 7.5x.
- Erosion of the company's competitive advantage or market position.

BEST/WORST CASE RATING SCENARIO

International scale credit ratings of Non-Financial Corporate issuers have a best-case rating upgrade scenario (defined as the 99th percentile of rating transitions, measured in a positive direction) of three notches over a three-year rating horizon; and a worst-case rating downgrade scenario (defined as the 99th percentile of rating transitions, measured in a negative direction) of four notches over three years. The complete span of best- and worst-case scenario credit ratings for all rating categories ranges from 'AAA' to 'D'. Best- and worst-case scenario credit ratings are based on historical performance. For more information about the methodology used to determine sector-specific best- and worst-case scenario credit ratings, visit <https://www.fitchratings.com/site/re/10111579>.

LIQUIDITY AND DEBT STRUCTURE

Liquidity Supported by Strong FCF: Fitch expects Gainwell to build liquidity rapidly following the transaction given moderate EBITDA margin expansion, a highly variable cost structure, low capital intensity, supportive secular trends, and minimal sensitivity to macroeconomic cycles, which enable the company to generate consistently strong FCF.

Pro forma for the transaction, liquidity is expected to be comprised of nearly \$200 million in cash and an undrawn \$400 million revolving credit facility (RCF). Fitch forecasts steady growth in liquidity, approaching \$700 million by FY 2023 due to accumulation of FCF of nearly \$300 million per annum after the transaction is completed and the expectation for the RCF to remain undrawn.

SUMMARY OF FINANCIAL ADJUSTMENTS

Fitch made standard financial adjustments as described in the applicable ratings criteria.

DATE OF RELEVANT COMMITTEE

27 January 2021

SOURCES OF INFORMATION

The principal sources of information used in the analysis are described in the Applicable Criteria.

REFERENCES FOR SUBSTANTIALLY MATERIAL SOURCE CITED AS KEY DRIVER OF RATING

The principal sources of information used in the analysis are described in the Applicable Criteria.

ESG CONSIDERATIONS

Unless otherwise disclosed in this section, the highest level of Environmental, Social and Corporate Governance (ESG) Credit Relevance is a Score of '3'. This means ESG issues are credit-neutral or have only a minimal credit impact on the entity, either due to their nature

or the way in which they are being managed by the entity. For more information on Fitch's ESG Relevance Scores, visit www.fitchratings.com/esg.

RATING ACTIONS

ENTITY/DEBT	RATING		RECOVERY	
Gainwell Acquisition Corp.	LT	B Rating Outlook Stable	New Rating	
● senior secured	LT	BB-	New Rating	RR2

[VIEW ADDITIONAL RATING DETAILS](#)

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APPLICABLE CRITERIA

[Exposure Draft: Corporates Recovery Ratings and Instrument Ratings Criteria \(pub. 11 Dec 2020\) \(including rating assumption sensitivity\)](#)

[Corporate Rating Criteria \(pub. 21 Dec 2020\) \(including rating assumption sensitivity\)](#)

APPLICABLE MODELS

Numbers in parentheses accompanying applicable model(s) contain hyperlinks to criteria providing description of model(s).

Corporate Monitoring & Forecasting Model (COMFORT Model), v7.9.0 ([1](#))

ADDITIONAL DISCLOSURES

[Dodd-Frank Rating Information Disclosure Form](#)

[Solicitation Status](#)

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ENDORSEMENT STATUS

Gainwell Acquisition Corp.

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Feedback

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Technology, Media, and Telecom Corporate Finance North America United States

Feedback

Research Update:

Gainwell Holding Corp. 'B' Rating Affirmed On HMS Acquisition; Outlook Stable

February 1, 2021

Rating Action Overview

- Veritas Capital-backed Gainwell Holding Corp. is acquiring HMS Holdings Corp.'s operations focused on the Medicaid market, including solutions delivered to states and managed care organizations, in a debt-funded transaction of about \$2.367 billion.
- Gainwell will finance the acquisition with a \$1.827 billion incremental first-lien term loan and a \$659 million incremental second-lien term loan (privately placed). Given our expectations for significant cost synergies after the transaction, we expect adjusted leverage of 7.8x and 7.1x in fiscals 2021 and 2022, respectively.
- S&P Global Ratings is affirming its 'B' issuer credit rating on Gainwell Holding Corp. Our 'B+' issue-level and '2' recovery ratings on the company's first-lien debt at subsidiary Gainwell Acquisition Corp., indicating our expectation for substantial (70%-90%, rounded estimate: 70%) recovery, are unchanged. There is very little cushion for additional debt at this rating.
- The stable outlook reflects an expectation of a successful integration of acquired HMS operations, as well as Gainwell's continued success as a stand-alone entity, having only recently separated from DXC Technologies. We also expect Gainwell to generate steady annual single-digit organic sales growth, along with expanding EBITDA margins, solid cash flow generation, and leverage remaining above 5x in fiscal 2022-2023.

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Rating Action Rationale

The rating reflects Gainwell's leading market position and our expectation of material EBITDA expansion, solid cash flow generation, and leverage of about 7.8x in fiscal 2022. The company has significant market share in the fragmented Medicaid Management Information System (MMIS) market, high recurring revenue, strong EBITDA margins, and expected cash flow generation of about \$250 million in 2023, after transaction costs have worn out.

Gainwell is acquiring HMS' the coordination of benefits (COB) and payment integrity (PI) operations focused on the Medicaid market, which generates about \$470 million of revenue with greater than 30% EBITDA margins. HMS is organized into three segments: COB, which

ensures the correct payer pays for a healthcare claim and coordinates payment when there are multiple payers; PI, which ensures the correct amount is paid; and population health management, which provides organizations with reliable intelligence across member populations to improve outcomes. We expect the acquisition of COB and PI capabilities will strengthen the value proposition to MMIS customers, and allow the company to cross-sell the offerings, especially in the HMS states where Gainwell is not the MMIS vendor, though we believe there is a risk the company may face pricing pressure in states where Gainwell and HMS overlap.

We believe there is risk in the material back-to-back transactions of transitioning to a stand-alone entity from DXC Technology Co. and acquiring HMS capabilities.

The company, recently separated from DXC Technology Co., is focused on migrating to the cloud, and implementing several margin expansion initiatives such as automation and optimization of organization processes. With the acquisition of HMS, Gainwell will also have to initiate a cost-savings plan, including decreased third-party contracts and vendor pricing renegotiations. Although the company benefits from mostly fixed-priced contracts (resulting in stable revenues throughout the pandemic) largely reimbursed by the federal government, which mitigates risk from state budget shortfalls, we believe the market could become increasingly competitive, leading to greater price negotiation or contract losses.

Gainwell has a strong market share in an industry essential for states to run their Medicaid and other HHS programs.

All states must operate an MMIS in order to support Medicaid business functions and to maintain information in areas such as provider enrollment, client eligibility, benefit package maintenance, managed care enrollment, claims processing, and prior authorization. The essential nature of the ongoing service, along with the contract nature of the business, provides Gainwell with relatively high revenue and earnings visibility. Of the 53 states and territories that provide Medicaid services, 48 use an external provider as primary provider; Gainwell is the primary in 31 states and territories and has relationships with 42 (inclusive of other HHS business).

We view financial risk as highly leveraged given financial-sponsor ownership and very high levels of adjusted leverage.

Our base case assumes mid-single-digit-percent revenue growth driven by strong renewals, new contracts, and new cross-selling opportunities identified by the company. We expect margins to increase to mid-30% in 2022 as some of the earlier one-time costs wear off. We expect adjusted leverage of 7.8x in fiscal 2022 to decline to about 7x in 2023, as EBITDA expands because of several costly margin expansion initiatives and a migration to the cloud. However, we think material debt reduction is unlikely, given financial-sponsor ownership. We project minimal operating cash flow generation in 2022 given the transaction-related fees and costs to achieve cost savings, improving to over \$200 million annually.

Outlook

The stable outlook reflects our expectations of a successful integration of HMS capabilities, as Gainwell continues to establish itself as a standalone entity. It also reflects our expectation for steady organic sales growth in the mid-single-digit percents over the next several years, along with expanding EBITDA margins, solid cash flow generation, and leverage remaining above 5x in fiscal 2022-2023.

Downside scenario

Although unlikely, we could lower the rating if Gainwell could not achieve its cost synergies, faced increasing price pressure, or had trouble managing as a stand-alone company, resulting in customer attrition to rising competitors, price compression, and revenue growth materially below our base-case scenario. This would be exacerbated if the cost to achieve these savings were higher than anticipated, resulting in EBITDA margins substantially below our forecast.

Upside scenario

We consider an upgrade a longer-term prospect because we would first need to see Gainwell operate as a stand-alone company, integrate its new acquisition, and demonstrate its ability to increase revenue and EBITDA, continuing to find growth via cross-selling and up-selling solutions. The company could also achieve a higher rating by decreasing leverage to below 5x, but we would also need to believe that the financial sponsor would maintain leverage at this new, lower level.

Our Base-Case Scenario

- We expect Gainwell revenues to grow by 4%-5% mainly driven by new client wins and cross-selling opportunities. We expect HMS revenues to grow at a slightly faster rate driven by COB and PI spending from the Medicaid payers. After the transaction, we expect adjusted EBITDA margins to improve to about 35% for fiscal 2022 and improve to about 36% in fiscal 2023 as one-time costs related to the two transactions in fiscal 2021 and fiscal 2022 wear off.
- We expect capital expenditure of about \$50 million (including software development cost).
- We expect the company to generate minimal free cash flow of about \$25 million in fiscal 2022 (after \$219 million in transaction-related costs), increasing to about \$250 million in fiscal 2023.

Based on the above assumptions we expect:

- Adjusted leverage of about 7.8x in 2022 and 7.2x in 2023.
- Free operating cash flow to debt of about 5%

Liquidity

We continue to assess the company's liquidity as adequate. We expect sources of liquidity to exceed uses by 1.2x and net sources to be positive over the next 12 months, even with a 15% decline in EBITDA. There are no covenants on the term loan; the revolver is subject to a springing covenant. We believe the company has a generally satisfactory standing in the credit markets and maintains a sound relationship with banks. Our liquidity assessment is constrained at adequate because we do not believe the company could withstand a low-probability, high-impact event such as declining demand or change in regulation, without needing to refinance.

Principal liquidity sources

- Cash balance of \$200 million at transaction close;
- Full availability under the \$400 million revolver; and
- Funds from operations generation of about \$100 million expected over the next 12 months.

Principal liquidity uses

- Mandatory debt amortization of \$42 million each year;
- Working capital usage of about \$20 million each year; and
- Capital expenditure of about \$50 million each year (including software development expense).

Issue Ratings - Recovery Analysis

Key analytical factors

- Gainwell's capital structure consists of a \$400 million revolver maturing in 2025, \$4.227 billion first-lien term loan maturing in 2027, and a \$1.459 billion second-lien term loan (privately placed, unrated) maturing in 2028.
- We value the company as a going concern using a 6.5x multiple of our projected emergence EBITDA, which is in line with our base assumption for software companies.
- The valuation is consistent with that of similar smaller software companies operating in the healthcare information technology industry.
- Our simulated default scenario assumes a default in 2024 due to increased competition and a failure to retain customers, combined with service disruption.

Simulated default assumptions

- Simulated year of default: 2024
- Emergence EBITDA: \$543 million
- Multiple: 6.5x

Simplified waterfall

- Gross enterprise value: \$3.5 billion
- Net recovery value for waterfall after administrative expenses (5%): \$3.3 billion
- Obligor/nonobligor valuation split: 100%/0%
- Estimated priority claims: \$0
- Estimated first-lien claim: \$4.59 billion
- Value available for first-lien claim: \$3.3 billion
- --Recovery range: 70%-90% (rounded estimate: 70%)

Note: All debt consists of six months of prepetition interest.

Ratings Score Snapshot

Issuer Credit Rating

B/Stable/--

Business risk: Fair

Country risk: Very low

Industry risk: Intermediate

Competitive position: Fair

Financial risk: Highly leveraged

Cash flow/leverage: Highly leveraged

Anchor: b

Modifiers

Diversification/portfolio effect: Neutral

Capital structure: Neutral

Financial policy: FS-6 (no additional impact)

Liquidity: Adequate

Management and governance: Fair

Comparable rating analysis: Neutral

Related Criteria

- General Criteria: Group Rating Methodology, July 1, 2019
- Criteria | Corporates | General: Corporate Methodology: Ratios And Adjustments, April 1, 2019
- General Criteria: Methodology For Linking Long-Term And Short-Term Ratings, April 7, 2017
- Criteria | Corporates | General: Recovery Rating Criteria For Speculative-Grade Corporate Issuers, Dec. 7, 2016
- Criteria | Corporates | General: Methodology And Assumptions: Liquidity Descriptors For Global Corporate Issuers, Dec. 16, 2014
- Criteria | Corporates | General: Corporate Methodology, Nov. 19, 2013
- General Criteria: Country Risk Assessment Methodology And Assumptions, Nov. 19, 2013
- General Criteria: Methodology: Industry Risk, Nov. 19, 2013
- General Criteria: Methodology: Management And Governance Credit Factors For Corporate Entities, Nov. 13, 2012

Ratings List

Ratings Affirmed	
Gainwell Holding Corp.	
Issuer Credit Rating	B/Stable/--
Gainwell Acquisition Corp.	
Senior Secured	B+
Recovery Rating	2(70%)

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CREDIT OPINION

3 February 2021

Update

 Rate this Research

RATINGS

Gainwell Acquisition Corp.

Domicile	United States
Long Term Rating	B3
Type	LT Corporate Family Ratings
Outlook	Negative

Please see the [ratings section](#) at the end of this report for more information. The ratings and outlook shown reflect information as of the publication date.

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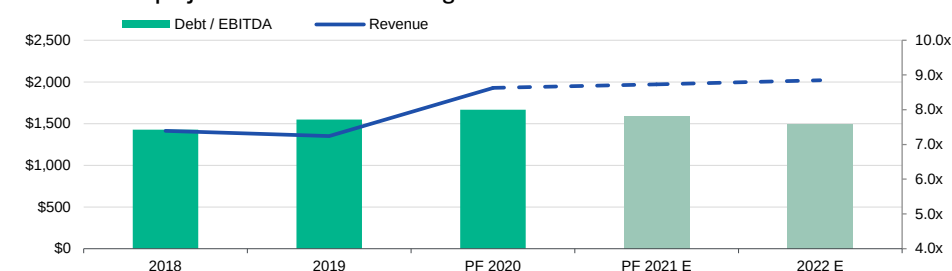
Gainwell Acquisition Corp.

Highly levered, leading provider of Medicaid IT systems and managed services

Gainwell's strategic, mostly debt-funded acquisition of HMS's complementary analytics capabilities in early 2021 will increase Moody's-adjusted, pro-forma opening debt-to-EBITDA leverage by nearly a full turn, to 8.0 times. As a result, our expectations for deleveraging that would position the company more solidly within the B3 CFR that Moody's assigned in August of last year, will be postponed. The factors that we had cited in August as weighing on the rating – aggressive financial strategy, poor quality of earnings given extensive addbacks, poor financial reporting, and the carve-out company's lack of an operating history – are all incrementally exacerbated by the HMS-assets acquisition. Over the intermediate term, we expect leverage to moderate to a level more appropriate for the B3 CFR, while free cash flow will be only minimally positive. We view liquidity as adequate. The HMS acquisition will enhance Gainwell's current, \$1.50 billion revenue base by nearly a third, expanding its reach into multiple states served by HMS where Gainwell has no presence and allowing for cross-selling. Management has ambitious cost-savings goals, but we note private-equity owner Veritas's successful profitability gains in other investments in the healthcare services industry. We consider Medicaid management information systems ("MMIS") to be a mature IT services segment with muted growth prospects, with potential gains coming from just such adjacencies as those provided from the HMS acquisition. Gainwell's outsourcing contracts ultimately rely on the federal government as the main payor, which elevates revenue concentration and which we believe could lead to pricing pressure. The rating is supported by a dominant position in the MMIS segment in which long-term contracts provide revenue stability and visibility.

Exhibit 1

Historical and projected revenue and leverage



Revenue in 2018 and 2019 is pro-forma for a full-year of Molina operations. PF 2020, PF 2021, and PF 2021 all pro forma for HMS deal close debt balance and include partial credit for expected cost savings.

Source: Company reports; Moody's Investors Service estimates

Credit strengths

- » Leading position as a long-standing provider of Medicaid management information systems
- » Complex MMIS requirements create barriers for entrants, competitors
- » Revenue stability provided by long-term contracts
- » Good margins and cash-flow-generation capacity; minimal capex requirements

Credit challenges

- » Very high financial leverage and aggressive financial policies
- » Modest growth expectations in mature MMIS segment and competitive characteristics of faster-growing HHS opportunities
- » Lack of history operating as a stand-alone entity; substandard financial reporting
- » Customer concentration with the federal government as the main payor

Rating outlook

The negative outlook reflects higher-than originally anticipated debt-to-EBITDA leverage and incrementally diminished quality of earnings given the HMS acquisition and the substantial profit addbacks associated with it. We expect low-single-digit-percentage revenue growth over the next 12 months, with possibly stronger growth upon successful expansion into adjacencies such as eligibility and enrollment ("E&E") and analytics, and an increase in Medicaid covered lives in the US. We also expect that the very high, roughly 8.0 times, Moody's-adjusted debt-to-EBITDA leverage will moderate towards 7.5 times over the next 12 to 18 months, driven by revenue and margin expansion. We anticipate weak but positive free cash flow over the next 12 months as one-time expenses to achieve cost reduction targets and a high interest expense burden keep FCF/debt at about 1%. Successful cost initiatives will support improving free cash flow metrics thereafter, in the absence of leveraging transactions.

Factors that could lead to an upgrade

The ratings could be upgraded if (all metrics Moody's-adjusted): i) Gainwell demonstrates stable growth, margins and cash flow generation capacity over time as a stand-alone company; ii) the company is able to diversify its revenue base beyond core MMIS projects, into new E&E, analytics and other adjacent opportunities, leading to revenue growth above low single-digits and increased scale; iii) debt/EBITDA decreases toward 6.0 times and free cash flow to debt approaches 5%; and iv) the company maintains good liquidity and exhibits prudent financial policies.

Factors that could lead to a downgrade

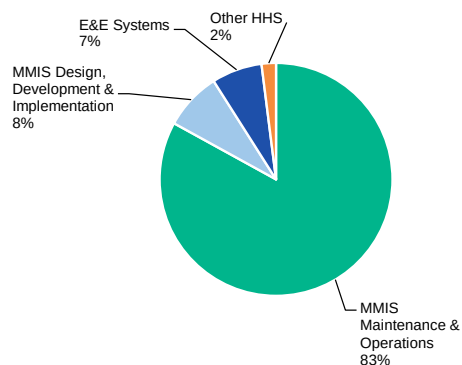
The ratings could be downgraded if: i) revenue or profitability as a stand-alone entity are lower than anticipated, or financial policies become more aggressive, leading to the expectation for debt/EBITDA sustained above 7.5 times or free-cash-flow-to-debt approaching break-even; ii) long-term contract renewal rates diminish, or the company experiences pricing pressure, indicative of increased competition in the core MMIS segment; iii) liquidity deteriorates; or iv) adverse regulatory changes challenge the viability of the current business model.

Profile

Gainwell Acquisition Corp. provides software and managed services to health and human services ("HHS") agencies in the US. The company generates the majority of its revenue from long-term contracts with Medicaid agencies that outsource the operation and management of their Medicaid Management Information System ("MMIS") to the company. Gainwell is the primary MMIS provider to 30 US states and territories. Including core MMIS and adjacent services, Gainwell serves a total of 42 US states and territories. Pro-forma assuming a full year's revenue contribution from the acquisition of certain HMS assets in early 2021, Moody's estimates the combined companies' fiscal 2021 (ending March 2021) revenue at just under \$2.0 billion.

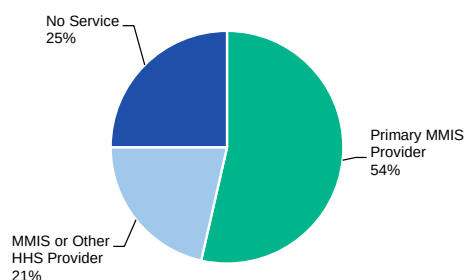
This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the ratings tab on the issuer/entity page on www.moody's.com for the most updated credit rating action information and rating history.

Exhibit 2

HHS historic total components of revenue

Source: Company reports

Exhibit 3

Medicaid agency coverage

Source: Company reports

Veritas Capital's carve-out of Gainwell out of publicly traded DXC Technology was completed in October 2020. Pro-forma as a standalone entity, Gainwell generated \$1.4 billion in revenue in the fiscal year ended March 2020.

Detailed credit considerations

Very high financial leverage and lack of history as a standalone entity

Gainwell's strategic, mostly debt-funded acquisition of additional MMIS capabilities will increase Moody's-adjusted, pro-forma opening debt-to-EBITDA leverage by nearly a full turn, to 8.0 times. Our EBITDA calculation, pro-forma for the addition of the acquired HMS assets, is more conservative than management's in our evaluation of both the costs to attain synergies and level of savings attained. We see leverage easing by the end of fiscal '22 (March 31, 2022) to only about 7.6 times. Thus our expectations, when we originally rated the company, for deleveraging that would position the company more solidly within the B3 CFR, are being postponed. Additionally, the factors that Moody's had cited in August as weighing on the rating – aggressive financial strategy and poor quality of earnings given extensive addbacks and the carve-out company's lack of an operating history – are incrementally exacerbated by the HMS-assets acquisition. Over the intermediate term, we expect leverage to moderate to a level more appropriate for the B3 CFR, while free cash flow will be only minimally positive.

Deleveraging will rely mostly on growth, which will be limited by Gainwell's mature revenue base. We consider MMIS to be a mature IT services segment with muted growth prospects. Incremental growth may arise from just such adjacencies as those provided from the HMS-assets acquisition. Gainwell's outsourcing contracts ultimately rely on the federal government as the main payor, which elevates revenue concentration and which we believe could lead to pricing pressure. And while we do not anticipate systemic changes to the Medicaid model in the near term, regulatory proposals influenced by social pressure to expand healthcare availability, such as a single-payer system, could lead to long-term disruption of Gainwell's business model.

Gainwell will acquire HMS's capabilities focused on states' and managed care organizations' Medicaid efforts in two primary products: coordination of benefits ("COB") and payment integrity ("PI"). The acquisition will enhance Gainwell's current, \$1.50 billion revenue base by nearly a third, expanding Gainwell's reach into multiple states served by HMS where Gainwell has no presence. In those new states where Gainwell is not the MMIS vendor, Gainwell expects to cross sell each company's solutions from their combined portfolio. Management envisions realizing more than \$100 million in cost savings by addressing duplicative costs, offshoring certain functions, eliminating HMS's public company expenses, and other efficiencies. These savings targets are ambitious relative to HMS's roughly \$150 million EBITDA base, although we note Veritas's track record in realizing profitability gains in other investments in the healthcare services industry.

Dominant position in mature MMIS market with barriers to entry, but growth opportunities in adjacent HHS markets will be more competitive

Gainwell's nearly \$2.0 scale and dominant position in the MMIS segment support the rating. Gainwell provides the primary delivery system for state and local Medicaid programs in 29 states, and supports 12 additional states with adjacent solutions. The company's

experience and successful track record providing complex outsourced Medicaid services create sticky relationships and a competitive advantage. Long-term outsourcing contracts provide stability, with over 95% of revenue expected in the next two years already in backlog. Gainwell's scale and competitive position yield healthy Moody's-adjusted EBITDA margins in the mid-30%, which, combined with low capex requirements result in good cash flow generation capacity. Decades-long relationships with Medicaid agencies facilitate opportunities to expand into fast growing adjacent services, beyond the mature MMIS segment.

Veritas Capital has experience acquiring other assets that had been separated from DXC in the past, such as the US Public sector business in 2018. The sponsor has a strong track record improving profitability after acquiring divested assets. Recent healthcare services transactions such as Cotiviti-Verscend or AthenaHealth-Virence exceeded initial savings expectations and support Veritas's case. Lastly, the sponsor's sizeable \$2.2 billion 2020 equity contribution to finance the \$5 billion carve-out acquisition highlights its confidence in the business and its ability to drive profitability improvement and growth.

As the primary provider of Medicaid management information systems (MMIS) and services to 30 states, Gainwell is the leader in the market, followed in a distant second place by [Conduent](#) (B1 negative). Some states choose to operate MMIS systems built by third parties, but the majority outsource the long-term maintenance and related business processes to providers like Gainwell or Conduent. Over the years under DXC's management, Gainwell gained market share organically and through acquisitions, such as the Molina Medicaid solutions purchase in 2018. Gainwell's leadership position in the MMIS market is supported by an impressive 100% recompetitiveness win rate over the last 10 years, and a 60% win rate for new projects over the last few years. The company's experience, technical expertise and decades-long established relationships across most Medicaid agencies create competitive advantages versus existing providers or new entrants. Gainwell's scale, with the largest share of the MMIS market, enables cost and resource sharing across a large base and creates difficulties for other providers trying to compete on price. The complexity and constantly changing requirements of Medicaid systems increase the value of Gainwell's experience and track record.

Centers for Medicare and Medicaid ("CMS") guidelines to increase modularity and reduce complexity across MMIS solutions could result in increased competition for Gainwell. CMS's instructions seek to break up current state MMIS solutions into smaller, less customized pieces, which could open the market for more targeted "off-the-shelf" point solutions. While this could lead to increased competition, we expect Gainwell to remain a dominant MMIS player.

US federal and local government health & human services programs create an attractive market for IT and managed services providers, including solutions such as MMIS, eligibility & enrollment (E&E), data analytics and other. The various HHS segments have differentiated growth and competitive profiles. Gainwell derives over 90% of revenue from MMIS projects, with roughly 82% from long-term maintenance and operations and 9% from design and implementation projects. Gainwell's dominant position in MMIS services is credit positive, but we consider this segment mature with limited growth opportunities, mainly linked to Medicaid enrollment growth, which is expected in the low single-digit range. MMIS revenue could be temporarily boosted by winning new states or modules from competitors, such as recent wins in California and Washington DC. Favorable regulatory updates that increase Medicaid enrollment or institute new technical requirements, such as the Affordable Care Act, could also provide temporary tailwinds but we expect limited long-term growth in the core MMIS segment.

To achieve top-line growth above low single-digit percentage rates, Gainwell seeks to diversify into adjacent HHS opportunities such as E&E solutions, data analytics, digital immunization registries/trackers and other. These market segments are expected to have much higher growth rates than MMIS, in the double-digit percentage range, but they are also more fragmented and we anticipate strong competition from a wider range of very large, well-capitalized, service providers, such as Deloitte, Conduent, [Accenture](#) (Aa3 stable) and others. Gainwell's long-term growth and credit profile improvement will depend on the company's ability to expand into these fast growing HHS segments, but the company will face stronger competition than in the core MMIS market.

Long-term recurring revenue, healthy margins and strong cash flow generation capacity support the credit profile

Gainwell derives about 92% of its revenue from long-term contracts to maintain and operate HHS systems (mainly Medicaid MMIS solutions) for US states and territories. Contract durations typically span 4-5 years (plus 2-5 year extension options) under fixed price structures, which provide revenue stability. The company's sizeable backlog covers 95% of expected revenue over the next two years. Gainwell's solutions are embedded in the agencies' business workflows and create a sticky relationship that results in recurring revenue and barriers to entry. Gainwell's 100% recompetitiveness renewal rate over the last 10 years reflects the sticky nature of the relationship with its customers. The company's scale, competitive position and experience managing Medicaid systems support strong margins. Despite

the fixed price structure, Gainwell has been able to generate incremental revenue from existing assignments due to the frequently changing nature of Medicaid program requirements, which lead to additional revenue opportunities from update requests.

We anticipate a stand-alone EBITDA margin around 30% (Moody's adjusted, with potential upside if the company is able to achieve its cost cutting targets), which is very healthy for the IT services industry. Minimal capex requirements result in strong cash flow generation capacity, which partially mitigates the high interest expense resulting from the sizeable debt burden in the capital structure.

Concentrated US state/territory client base, with federal government as payor

The US federal government requires states and territories to operate MMIS systems, which are regulated by the CMS. Gainwell's client base is limited to Medicaid agencies in the 50 states, five US territories and DC. The company derives roughly 32% of revenue from just 5 agencies, creating revenue concentration, but we note Gainwell is the largest player in the MMIS market and provides services to 42 states and territories, covering 75% of the prospective client base. The sticky nature of Gainwell's services and long-term contracts partially mitigate concentration risks. Replacing MMIS systems requires lengthy projects that take years to complete. However, we view the client base as ultimately concentrated in the US federal government as a single payor, which could create pricing risk. Through CMS, the federal government dictates guidelines for the individual state and territory programs, and reimburses the local agencies for 75% of the cost to operate and manage MMIS systems, and 90% of the cost to design and implement the solutions. This creates a dependency on the federal government's budget and cost appetite, which Moody's believes could lead to pricing pressure at the time of contract renewals. As a partially mitigating factor, we note the cost of MMIS systems is only a minimal fraction, roughly 5%, of the overall Medicaid budget. It is likely the focus of potential expense reduction initiatives would be centered around other sources of cost for Medicaid programs, but the federal government could seek to reduce MMIS pricing as well.

ESG considerations

Environmental considerations

Gainwell's exposure to environmental risks is low. It is entirely an IT software and services company and the primary environmental impact arises from the use of electricity to power its systems and use of water resources.

Social considerations

We believe Gainwell's software and services provide societal benefits in the context of their contribution to business processes that grant healthcare access to low income populations. MMIS systems support mission-critical functions to support Medicaid programs that enable healthcare to roughly 73 million low income enrollees in the US, including children. We expect existing income inequality social trends in the US will continue to support the need for government programs, such as Medicaid, that mitigate the lack of healthcare access for a large portion of the population. We do not anticipate the current US regulatory environment for healthcare services to change systemically after the next US election cycle in November 2020. However, growing social concerns regarding affordability and availability of healthcare in the US could lead to fundamental changes to the current system by future administrations, including Medicaid programs, which could disrupt Gainwell's business model and create uncertainty and long-term regulatory risks. For example, social concerns could push for regulatory proposals to adopt a single-payer system, also known as Medicare-for-all, in the US. While we currently consider this a low probability, the outcome of future political cycles and regulation in the US is uncertain. Such a proposal could dramatically alter the US healthcare industry and potentially make obsolete the Medicaid programs that Gainwell's software and services support.

Social trends linked to "consumerism" in healthcare, with consumers and HHS agencies demanding more transparency, better service, digital access to health information and more efficiency, will favor demand for Gainwell's technology solutions. However, electronic data privacy concerns pose a moderate risk. Society increasingly considers personal data privacy and cybersecurity as key priorities. Gainwell manages confidential information for its clients, such as health records, medical history and other sensitive data linked to the population covered by the HHS agency programs it serves. A data breach or loss of confidence in Gainwell's ability to keep its client data private could result in reputational risk, increased churn or regulatory issues. The company manages the threat by investing in systems and cybersecurity tools to defend against electronic data theft and hacking attacks.

Governance considerations, substandard financial reporting

Gainwell's corporate governance policy presents risks through the high financial leverage employed by the company. We expect that Gainwell, as a private-equity owned company, will place shareholder interests above those of creditors and pursue aggressive financial strategies, as it has demonstrated with the leveraging carve-out acquisition of HMS assets only a few months after effecting the DXC carve-out.

Gainwell is not yet required to deliver comprehensive quarterly financial statements, a lack that we cited in 2020 as weighing on our original ratings assignment. We have only the company's audited financial statements for the fiscal year ended March 31, 2020. Financial statements for the HMS assets have not been provided, an inadequacy that plainly limits an investor's ability to assess this latest transaction, which increases Gainwell's scale by a third, with confidence. Moreover, since the company's fiscal-year end is March 31st, investors are unlikely to see standard, robust reporting from the company until mid-2021.

Liquidity analysis

We consider Gainwell's liquidity to be adequate, with an early 2021 cash balance of nearly \$200 million, even after disbursing \$100 million for the HMS acquisition, and an undrawn \$400 million revolving credit facility. Free cash flow in fiscal year 2022 (ending March 2022) will be pressured by higher interest expense, one-time costs to achieve cost reduction targets and incremental expenses to build stand-alone corporate capabilities. We expect free cash flow will be minimally positive through fiscal 2022, and barely enough to cover mandatory debt amortization payments. The single financial covenant, for the benefit of revolving lenders only, is unusually loose: a static, net first-lien leverage maximum of 8.2 times, applicable only when over 35% of the revolving credit facility is drawn. We do not anticipate that the revolver will be drawn to the point (\$140 million) over the next twelve months at which the covenant becomes applicable.

Structural considerations

The individual debt instrument ratings are based on Gainwell's probability of default, as reflected in the B3-PD, and the loss given default expectations of the individual debt instruments. The B2 rating and LGD3 assessment on the first-lien senior secured facilities, including the \$400 million 5-year revolver and 7-year \$4,227 million term loan, reflect their senior position in the capital structure and loss absorption support provided by the \$1,459 million 8-year second-lien senior secured facility (unrated).

Rating methodology and scorecard factors

The principal methodology used in these ratings was the Business and Consumer Service Industry methodology, published in October 2016. The scorecard-indicated forward-looking outcome is B1, two notches above the assigned rating. The scorecard does not capture the company's reliance on the Federal government as a primary payor, which we believe poses pricing pressure and legislative risk. The actual CFR also reflects integration risks and the lack of operating history as a stand-alone entity, which could lead to lower than anticipated profitability and cash flow.

Exhibit 4

Gainwell Acquisition Corp.

Business and Consumer Service Industry Scorecard [1]

Factor 1 : Scale (20%)	
a) Revenue (USD Billion)	
Factor 2 : Business Profile (20%)	
a) Demand Characteristics	
b) Competitive Profile	
Factor 3 : Profitability (10%)	
a) EBITA Margin	
Factor 4 : Leverage and Coverage (40%)	
a) Debt / EBITDA	
b) EBITA / Interest	
c) RCF / Net Debt	
Factor 5 : Financial Policy (10%)	
a) Financial Policy	
Rating:	
a) Scorecard-Indicated Outcome	
b) Actual Rating Assigned	

Moody's 12-18 Month Forward View [2]

Measure	Score
\$2.0	Ba
B	B
Ba	Ba
35.8%	Aa
7.8x	Caa
2.0x	B
4.9%	Caa
B	B
	B1
	B3

[1] All ratios are based on 'Adjusted' financial data and incorporate Moody's Global Standard Adjustments for Non-Financial Corporations.

[2] This represents Moody's forward view; not the view of the issuer; and unless noted in the text, does not incorporate significant acquisitions or divestitures.

Source: Moody's Investors Service estimates

Ratings

Exhibit 5

Category	Moody's Rating
GAINWELL ACQUISITION CORP.	
Outlook	Negative
Corporate Family Rating	B3
Bkd Sr Sec Bank Credit Facility	B2/LGD3

Source: Moody's Investors Service

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REPORT NUMBER

1262821

CLIENT SERVICES

Americas	1-212-553-1653
Asia Pacific	852-3551-3077
Japan	81-3-5408-4100
EMEA	44-20-7772-5454



Annexure 3 – Initial Project Schedule

ESC has provided a detailed Project Schedule on the following pages.

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors
1	1		Puerto Rico Phase III Solution Project Work Plan & Schedule	48,185.51h	620.88d	Fri 11/19/21	Thu 4/18/24	
2	1.1		Key Project Dates	0h	620.88d	Fri 11/19/21	Thu 4/18/24	
3	1.1.1		KEY DATE - Project Contract Award Date	0h	0d	Fri 11/19/21	Fri 11/19/21	
4	1.1.2		KEY DATE - Project Start Date (Work Begins)	0h	0d	Mon 1/17/22	Mon 1/17/22	
5	1.1.3		KEY DATE - Requirements Validation Complete	0h	0d	Mon 8/22/22	Mon 8/22/22	923
6	1.1.4		KEY DATE - Design Complete	0h	0d	Mon 9/12/22	Mon 9/12/22	924
7	1.1.5		KEY DATE - Development Complete	0h	0d	Thu 12/15/22	Thu 12/15/22	832
8	1.1.6		KEY DATE - Integration Test Complete	0h	0d	Fri 2/3/23	Fri 2/3/23	1225
9	1.1.7		KEY DATE - System Test Complete	0h	0d	Fri 2/3/23	Fri 2/3/23	1249
10	1.1.8		KEY DATE - Regression Testing Complete	0h	0d	Mon 1/23/23	Mon 1/23/23	1274
11	1.1.9		KEY DATE - Load/ Stress Testing Complete	0h	0d	Thu 3/30/23	Thu 3/30/23	1316
12	1.1.10		KEY DATE - User Acceptance Test Complete	0h	0d	Fri 4/14/23	Fri 4/14/23	1359
13	1.1.11		KEY DATE - Client Staff Training Complete	0h	0d	Mon 4/24/23	Mon 4/24/23	1540
14	1.1.12		KEY DATE - Operational Readiness Review Complete	0h	0d	Mon 4/24/23	Mon 4/24/23	1580
15	1.1.13		KEY DATE - PR Go Live Operations	0h	0d	Fri 4/28/23	Fri 4/28/23	1909
16	1.1.14		KEY DATE - Warranty Period Complete	0h	0d	Thu 4/18/24	Thu 4/18/24	1922
17	1.2		Project Monitor and Control	4,855.68h	319d	Mon 1/17/22	Mon 4/17/23	
18	1.2.1		Recurring Tasks	427.75h	311.14d	Thu 1/27/22	Fri 4/14/23	
298	1.2.2		Management Oversight	2,204.93h	319d	Mon 1/17/22	Mon 4/17/23	
311	1.2.3		Technical Oversight	2,223h	319d	Mon 1/17/22	Mon 4/17/23	
314	1.3		Project Initiation and Planning	3,646.26h	156d	Mon 1/17/22	Wed 8/24/22	
315	1.3.1		Initial Project Team	11.52h	5d	Mon 1/17/22	Mon 1/24/22	
319	1.3.2		Project Personnel	25.2h	20d	Mon 1/24/22	Tue 2/22/22	
326	1.3.3		Project Status Report Meeting Agendas, Minutes Templates	23.47h	26d	Mon 1/24/22	Wed 3/2/22	
332	1.3.4		Project Kickoff Meeting	37.15h	6d	Mon 1/24/22	Tue 2/1/22	
341	1.3.5	Del 25	Project Management Plan	1,221.1h	74.74d	Mon 1/17/22	Tue 5/3/22	
342	1.3.5.1	Del 25a	Change Management Plan	138.1h	19.5d	Mon 1/17/22	Mon 2/14/22	
359	1.3.5.2	Del 25b	Communications Management Plan	71.44h	19.5d	Mon 1/17/22	Mon 2/14/22	
376	1.3.5.3	Del 25c	Cost Management Plan	108.58h	19.5d	Mon 1/17/22	Mon 2/14/22	
393	1.3.5.4	Del 25d	Document Management Plan	42.88h	19.5d	Mon 1/17/22	Mon 2/14/22	
410	1.3.5.5	Del 25e	Modularity and Reusability Plan	43.63h	19.5d	Mon 1/17/22	Mon 2/14/22	
427	1.3.5.6	Del 25f / Del 26	Project Work Plan and Schedule	178.2h	51.25d	Mon 1/17/22	Wed 3/30/22	
443	1.3.5.7	Del 25g	Quality Management Plan	42.88h	19.5d	Mon 1/17/22	Mon 2/14/22	
460	1.3.5.8	Del 25h	Risk and Issues Management Plan	42.88h	19.5d	Mon 1/17/22	Mon 2/14/22	
477	1.3.5.9	Del 25i	Schedule Management Plan	57.39h	19.5d	Mon 1/17/22	Mon 2/14/22	
494	1.3.5.10	Del 25j	Scope Management Plan	42.88h	19.5d	Mon 1/17/22	Mon 2/14/22	
511	1.3.5.11	Del 25k	Staffing Management Plan	42.88h	19.5d	Mon 1/17/22	Mon 2/14/22	
528	1.3.5.12	Del 25l	Stakeholder Management Plan	42.88h	19.5d	Mon 1/17/22	Mon 2/14/22	
545	1.3.5.13	Del 25l	Stakeholder Analysis	161.98h	51.78d	Fri 1/28/22	Wed 4/13/22	
561	1.3.5.14	Del 25	Assemble Project Management Plan	204.46h	42.78d	Thu 3/3/22	Tue 5/3/22	
575	1.3.6	Del 12	Incident Management Plan	178.94h	49.78d	Fri 1/28/22	Mon 4/11/22	
602	1.3.7	Del 17	Master Test Plan	438.4h	54.37d	Tue 2/22/22	Mon 5/9/22	
645	1.3.8	Del 32	Roadmap/Timeline	167.06h	51.74d	Tue 2/22/22	Thu 5/5/22	
672	1.3.9	Del 33	Security, Privacy, and Confidentiality Plan	178.94h	58.74d	Tue 2/22/22	Mon 5/16/22	
699	1.3.10	Del 1	Certification Plan	178.93h	58.74d	Tue 2/22/22	Mon 5/16/22	
726	1.3.11	Del 44	System Requirement Document/ Backlog of User Stories or Use Cases	225.74h	64.74d	Tue 2/22/22	Tue 5/24/22	
755	1.3.12	Del 31	Risk and Issue Register	167.06h	51.74d	Tue 2/22/22	Thu 5/5/22	
782	1.3.13	Del 34	Service Level Agreements (SLA) Report	180.73h	58.74d	Tue 2/1/22	Tue 4/26/22	

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors
809	1.3.14		Post the Processes and Plans	14.4h	2d	Mon 2/14/2	Thu 2/17/22	
815	1.3.15		Staff Onboarding / Staff Recruitment	597.6h	145d	Tue 2/1/22	Wed 8/24/22	
824	1.4		Development	13,223.14h	292.74d	Mon 1/17/2	Fri 3/10/23	
825	1.4.1		Set up Environments	185.76h	30d	Mon 1/17/2	Tue 3/1/22	
831	1.4.2		Requirements, Design, Development, Configuration	13,037.38h	281.74d	Tue 2/1/22	Fri 3/10/23	
832	1.4.2.1		Development	11,271.6h	223d	Tue 2/1/22	Thu 12/15/22	
833	1.4.2.1.1	2.2.1.1/ BF-061_BF-073	Premium Payments	1,656h	213d	Tue 2/1/22	Thu 12/1/22	
842	1.4.2.1.2	2.2.1.3/ BF-032_BF-043	HCHN Premium	1,656h	213d	Tue 2/1/22	Thu 12/1/22	
851	1.4.2.1.3	2.2.1.5/ BF-074_BF-083	Provider Capitation Verification	1,656h	213d	Wed 2/16/2	Thu 12/15/22	
860	1.4.2.1.4	2.2.1.2/ BF-010_BF-013	Beneficiary Data	1,116h	138d	Wed 2/23/2	Mon 9/5/22	
869	1.4.2.1.5	2.2.1.4/ BF-001_BF-009	Accounts Payable Info/Disbursement	1,116h	138d	Wed 2/23/2	Mon 9/5/22	
878	1.4.2.1.6	2.2.1.6/ BF-019_BF-023	Fund	1,116h	138d	Wed 4/13/2	Tue 10/25/22	
887	1.4.2.1.7	2.2.1.7/ BF-028_BF-031	Generate Financial Reports - Incl. CMS-64, CMS-37	1,116h	138d	Wed 6/1/22	Thu 12/15/22	
896	1.4.2.1.8	Del 23 / Del 35	PRMP-Specific Reports / Standard Output Reports	1,116h	138d	Wed 6/1/22	Thu 12/15/22	
905	1.4.2.1.9	1.2.1/ BF-039	T-MSIS	612h	78d	Thu 7/21/22	Tue 11/8/22	
914	1.4.2.1.10	2.2.1.8/ BF-044_BF-060	PERM	111.6h	138d	Wed 6/1/22	Thu 12/15/22	
923	1.4.2.2		CHECKPOINT - Requirements Validation Complete	0h	0d	Mon 8/22/2	Mon 8/22/22 846,837,864,91	
924	1.4.2.3		CHECKPOINT - System Design Complete	0h	0d	Mon 9/12/2	Mon 9/12/22 848,839,866,92	
925	1.4.2.4		CHECKPOINT - Development / Configuration Complete	0h	0d	Thu 12/15/2	Thu 12/15/22 850,841,868,92	
926	1.4.2.6		MILESTONE - Solution Configuration Design and Build Phase Complete	0h	0d	Thu 12/15/2	Thu 12/15/22 925	
927	1.4.2.5		Create/ Update Deliverables	1,765.78h	281.74d	Tue 2/1/22	Fri 3/10/23	
928	1.4.2.5.1	Del 30	Requirements Traceability Matrix - UPDATE after Requirements Validation	313.65h	45.23d	Mon 8/22/2	Tue 10/25/22	
944	1.4.2.5.3	Del 6	Database Design Document	178.93h	58.74d	Mon 8/29/2	Tue 11/22/22	
971	1.4.2.5.4	Del 8	Deployment Plan	178.93h	58.74d	Thu 12/15/2	Fri 3/10/23	
998	1.4.2.5.2	Del 9	Detailed System Design (DSD) Document	192.44h	58.74d	Mon 8/29/2	Tue 11/22/22	
1025	1.4.2.5.5	Del 10	Disaster Recovery and Business Continuity Plan (DRBCP)	337.68h	55.23d	Tue 2/1/22	Wed 4/20/22	
1041	1.4.2.5.6	Del 30	Requirements Traceability Matrix - UPDATE after Development / Configuration	301.68h	45.23d	Thu 12/15/2	Tue 2/21/23	
1057	1.4.2.5.7	Del 37	System Configuration Management Plan	167.06h	51.74d	Mon 9/12/2	Mon 11/28/22	
1084	1.4.2.5.8		Work Plan Updates - Post Configuration / Development	95.4h	32.75d	Thu 12/15/2	Wed 2/1/23	
1097	1.5	DM-001 - DM-049	Data Conversion	2,688.14h	316d	Tue 2/1/22	Thu 4/27/23	
1098	1.5.1	Del 3	Data Conversion Plan (DCP)	178.94h	58.74d	Tue 2/1/22	Tue 4/26/22	
1125	1.5.2		Data Migration/ Conversion Strategy	50.4h	16d	Tue 2/1/22	Thu 2/24/22	
1131	1.5.3		Conversion Specifications & Detailed Data Mapping	171h	40d	Tue 2/1/22	Wed 3/30/22	
1140	1.5.4		Create Conversion Development and Unit Testing Solution	72h	10d	Wed 3/30/2	Wed 4/13/22	
1141	1.5.4.1		Create the Conversion Development and Unit Test Solution	72h	10d	Wed 3/30/2	Wed 4/13/22 1139	
1142	1.5.5		Create Conversion Testing Solution	432h	30d	Wed 4/13/2	Wed 5/25/22	
1143	1.5.5.1	Del 4	Conversion & Reconciliation Test Cases/Scripts	432h	30d	Wed 4/13/2	Wed 5/25/22	
1150	1.5.6		PHASE 1 Data Conversion	426.6h	77d	Wed 3/30/2	Mon 7/18/22	
1164	1.5.7		PHASE 2 Data Conversion	318.6h	62d	Mon 7/18/2	Wed 10/12/22	
1178	1.5.10		PHASE 3 Data Conversion	318.6h	62d	Wed 10/12/2	Wed 1/11/23	
1192	1.5.8		TESTING - Conversion System Integration Testing	720h	75d	Wed 1/11/2	Thu 4/27/23	
1201	1.5.9		CHECKPOINT - Data Conversion Complete	0h	0d	Thu 4/27/22	Thu 4/27/23 1200	
1202	1.6		Testing	10,537.31h	199.25d	Mon 8/22/2	Fri 6/2/23	
1203	1.6.1		Integration Testing	1,114.92h	114.25d	Mon 8/22/2	Fri 2/3/23	
1204	1.6.1.1	Del 40	Integration Test Cases/Scripts	259.74h	34.25d	Mon 8/22/2	Fri 10/7/22	
1213	1.6.1.2		Integration Tests Execution	432h	50d	Mon 10/10/2	Thu 12/22/22	
1216	1.6.1.3	Del 41	Integration Tests Results	423.18h	77.25d	Thu 10/13/2	Fri 2/3/23	
1225	1.6.1.4		MILESTONE - Integration Testing Complete	0h	0d	Fri 2/3/23	Fri 2/3/23 1223	

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors
1226	1.6.2		System Testing	1,351.08h	104.25d	Mon 9/5/22	Fri 2/3/23	
1227	1.6.2.1	Del 40	System Test Cases/Scripts	205.74h	34.25d	Mon 9/5/22	Mon 10/24/22	
1237	1.6.2.2		System Test - Execution	756h	30d	Wed 11/23/23	Fri 1/6/23	
1240	1.6.2.3		MILESTONE - System Testing Complete	0h	0d	Fri 1/6/23	Fri 1/6/23	1239
1241	1.6.2.4	Del 41	System Test Results	389.34h	49.25d	Wed 11/23/23	Fri 2/3/23	
1250	1.6.3		Regression Testing	2,510.28h	59.25d	Wed 11/23/23	Mon 2/20/23	
1251	1.6.3.1		Regression Test Environment Configuration	0h	0d	Wed 11/23/23	Wed 11/23/23	
1254	1.6.3.2	Del 27	Regression Test Cases/Scripts	596.34h	44.25d	Thu 12/8/23	Fri 2/10/23	
1265	1.6.3.3		Regression Test Prep - Load Data	72h	4d	Thu 12/1/23	Wed 12/7/22	
1268	1.6.3.4		Regression Test Execution and Rework	1,015.2h	30d	Thu 12/8/23	Mon 1/23/23	
1275	1.6.3.5	Del 28	Regression Testing Results	826.74h	44.25d	Thu 12/15/23	Mon 2/20/23	
1284	1.6.3.6		MILESTONE - Regression Testing Complete	0h	0d	Mon 2/20/23	Mon 2/20/23	1282
1285	1.6.4		Load/ Stress Testing	1,820.8h	69.5d	Tue 12/20/23	Thu 3/30/23	
1286	1.6.4.1		Load/ Stress Test Environment	0h	0d	Fri 1/6/23	Fri 1/6/23	
1288	1.6.4.2	Del 15	Load/ Stress Test Cases/Scripts	578.16h	32.5d	Fri 1/6/23	Thu 2/23/23	
1298	1.6.4.3		Load/ Stress Test Data	118.8h	11d	Tue 12/20/23	Thu 1/5/23	
1302	1.6.4.4		Load/ Stress Test Execution and Rework	599.68h	40d	Fri 1/6/23	Tue 3/7/23	
1307	1.6.4.5	Del 16	Load/ Stress Testing Results	524.16h	32.5d	Mon 2/13/23	Thu 3/30/23	
1316	1.6.4.6		MILESTONE - Load/ Stress Testing Complete	0h	0d	Thu 3/30/23	Thu 3/30/23	1315
1317	1.6.5		User Acceptance Testing	1,562.56h	68.25d	Fri 1/6/23	Fri 4/14/23	
1318	1.6.5.1		UAT Environment	0h	0d	Fri 1/6/23	Fri 1/6/23	
1320	1.6.5.2		User Acceptance Testing (UAT) Environment	0h	0d	Fri 1/6/23	Fri 1/6/23	
1322	1.6.5.3	Del 49	UAT Test Cases/Scripts	313.74h	34.25d	Mon 1/30/23	Mon 3/20/23	
1332	1.6.5.4		UAT Test Data	115.2h	9d	Fri 1/6/23	Fri 1/20/23	
1336	1.6.5.5		UAT Execution	406.8h	15d	Fri 2/3/23	Mon 2/27/23	
1341	1.6.5.6	Del 50	UAT Test Results	169.74h	29.25d	Fri 2/10/23	Fri 3/24/23	
1350	1.6.5.7		Critical UAT Findings	557.08h	28d	Tue 3/7/23	Fri 4/14/23	
1360	1.6.6	Del 7	Project Defect Resolution and Ongoing Testing Efforts	1,224h	85d	Fri 2/3/23	Fri 6/2/23	
1366	1.6.7		Create/Update Deliverables	953.67h	137.99d	Mon 9/26/23	Thu 4/13/23	
1367	1.6.7.1	Del 30	Requirements Traceability Matrix - UPDATE	301.68h	45.23d	Fri 1/6/23	Tue 3/14/23	
1383	1.6.7.2	Del 39	System Integration Plan	178.93h	58.74d	Mon 9/26/23	Wed 12/21/22	
1410	1.6.7.3	Del 22	Operations Schedule	178.93h	58.74d	Mon 12/5/22	Tue 2/28/23	
1437	1.6.7.4	Del 45	Training Plan (With Training Schedule)	178.93h	58.74d	Fri 1/20/23	Thu 4/13/23	
1464	1.6.7.5		Work Plan Updates - Post System Testing	115.2h	16d	Fri 1/6/23	Tue 1/31/23	
1472	1.7		Training	1,030.98h	312.5d	Tue 2/1/22	Mon 4/24/23	
1473	1.7.1	Del 47	Training Report	241.14h	53.52d	Tue 2/1/22	Tue 4/19/22	
1500	1.7.2	Del 46	Training Materials	187.2h	26d	Fri 12/16/22	Wed 1/25/23	
1506	1.7.3	Del 46	Instructor Training Materials	144h	20d	Fri 12/16/22	Mon 1/16/23	
1510	1.7.4	Del 46	Instructor Guides and Trainee Guides	180h	25d	Fri 12/16/22	Tue 1/24/23	
1515	1.7.5		Operational Training (Processes, Procedures etc....) (Account Personnel)	226.8h	41d	Wed 2/22/23	Thu 4/20/23	
1529	1.7.6		Client Staff Training	51.84h	11d	Fri 4/7/23	Mon 4/24/23	
1541	1.7.7		CHECKPOINT - Training Complete	0h	0d	Mon 4/24/23	Mon 4/24/23	1540,1515
1542	1.8		Operational Readiness	498.92h	72d	Wed 1/11/23	Tue 4/25/23	
1543	1.8.1		Operational Readiness Review (ORR)	498.92h	72d	Wed 1/11/23	Tue 4/25/23	
1544	1.8.1.1	Del 21	Operational Readiness Plan (ORP)	61.83h	39.25d	Wed 1/11/23	Thu 3/9/23	
1560	1.8.1.2	Del 21	Operational Readiness Checklists	54h	30d	Thu 2/2/23	Fri 3/17/23	
1566	1.8.1.3	Del 21	ORR Training	146.93h	20d	Fri 2/24/23	Fri 3/24/23	
1569	1.8.1.4	Del 21	Operational Readiness Test	3.6h	5d	Fri 3/24/23	Fri 3/31/23	

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors
1571	1.8.1.5	Del 21	ORR Findings	231.84h	21d	Fri 3/24/23	Mon 4/24/23	
1581	1.8.1.6	Del 24	Solution Readiness Certification for Deployment	0.72h	1d	Mon 4/24/23	Tue 4/25/23	
1584	1.9		Solution Deployment	4,492.48h	295.5d	Thu 3/3/22	Fri 4/28/23	
1585	1.9.1		Implementation - Readiness	4,251.08h	291.75d	Thu 3/3/22	Mon 4/24/23	
1586	1.9.1.1		Production Environment	2.16h	3d	Fri 1/6/23	Wed 1/11/23	
1587	1.9.1.1.1		Infrastructure CHECKPOINT - Validate Production Environment In Place	2.16h	3d	Fri 1/6/23	Wed 1/11/23	1319
1588	1.9.1.2	Del 11	HIPAA Statement	169.93h	53.52d	Tue 1/31/23	Mon 4/17/23	
1615	1.9.1.3	Del 14	Implementation Plan (Rollout Plan)	169.93h	53.52d	Tue 1/31/23	Mon 4/17/23	
1642	1.9.1.4	Del 13	Independent, Third-Party Security, and Privacy Controls Assessment Report	2,236.71h	108.25d	Fri 11/18/22	Mon 4/24/23	
1694	1.9.1.5	Del 18	MES Conditions of Enhanced Funding Template and Supporting Documentation	154.77h	45.56d	Fri 2/17/23	Fri 4/21/23	
1710	1.9.1.6	Del 19	Metrics Data Report	169.93h	53.52d	Thu 2/2/23	Wed 4/19/23	
1737	1.9.1.7	Del 29	Report Distribution Schedule	169.93h	53.52d	Thu 2/2/23	Wed 4/19/23	
1764	1.9.1.8	Del 36	System Acceptance Letter	154.77h	45.56d	Fri 2/17/23	Fri 4/21/23	
1780	1.9.1.9	Del 42	System Operations Plan	169.93h	53.52d	Thu 2/2/23	Wed 4/19/23	
1807	1.9.1.10	Del 38	System, User, and Product Documentation	337.68h	55.23d	Thu 1/26/23	Fri 4/14/23	
1823	1.9.1.11	Del 34	Service Level Agreements (SLA) Report - UPDATE	161.97h	49.78d	Thu 2/9/23	Fri 4/21/23	
1838	1.9.1.12	Del 37	System Performance Report	183.44h	53.52d	Thu 2/2/23	Wed 4/19/23	
1865	1.9.1.13	Del 48	Turnover and Closeout Management Plan	169.93h	53.52d	Thu 3/3/22	Tue 5/17/22	
1892	1.9.2		Implementation - Execution	216h	11d	Thu 4/13/23	Fri 4/28/23	
1893	1.9.2.1		Implementation Prep	72h	3.33d	Thu 4/20/23	Tue 4/25/23	
1896	1.9.2.2		Implementation Execute	144h	11d	Thu 4/13/23	Fri 4/28/23	
1899	1.9.3		Client Sign-off	0h	0d	Thu 4/27/23	Thu 4/27/23	
1901	1.9.4		Implementation Review - Client Approval	25.4h	3d	Tue 4/25/23	Fri 4/28/23	
1908	1.9.5		MILESTONE - PR Implementation GO LIVE	0h	0d	Fri 4/28/23	Fri 4/28/23	1907
1909	1.9.6		KEY MILESTONE - Start of PR Operations	0h	0d	Fri 4/28/23	Fri 4/28/23	1908
1910	1.10		Post Implementation Activities	16.2h	9d	Fri 5/12/23	Thu 5/25/23	
1911	1.10.1		Implementation Issues, Success and Lessons Learned	16.2h	9d	Fri 5/12/23	Thu 5/25/23	
1918	1.11		Warranty Period	2,275.2h	252d	Mon 5/1/23	Thu 4/18/24	
1919	1.11.1		Warranty Period (Post-implementation Support)	2,275.2h	252d	Mon 5/1/23	Thu 4/18/24	
1923	1.12		Certification Activities	4,921.2h	550.5d	Mon 1/17/23	Thu 3/7/24	
1924	1.12.1		MILESTONE - Start Certification Project - DDI Start	0h	0d	Mon 1/17/23	Mon 1/17/23	4
1925	1.12.2		MILESTONE - DDI GO LIVE Date	0h	0d	Fri 4/28/23	Fri 4/28/23	1908
1926	1.12.3	Del 2	Certification Request Letter	284.4h	39.25d	Fri 4/28/23	Thu 6/22/23	
1941	1.12.4		Certification Startup	1,382.4h	35d	Mon 1/17/23	Tue 3/8/22	
1948	1.12.5		R2 Activities	1,296h	129d	Mon 1/31/23	Tue 8/2/22	
1949	1.12.5.1	Del 24	Create and Review R2 Evidence Documents	907.2h	76d	Mon 1/31/23	Wed 5/18/22	
1950	1.12.5.1.1	Del 24	Populate R2 validation and artifacts in template	144h	20d	Mon 1/31/23	Tue 3/1/22	4,1944
1951	1.12.5.1.2	Del 24	Review R2 Evidence Documents	144h	20d	Mon 1/31/23	Tue 3/1/22	4,1944
1952	1.12.5.1.3	Del 24	DELIVERABLE - Production Screenshots, Reports, and Data for Certification	0h	0d	Tue 3/1/22	Tue 3/1/22	1951,1950
1953	1.12.5.1.4		Review / Update R2 Evidence Documentation	432h	30d	Tue 3/1/22	Tue 4/12/22	1951,1950
1954	1.12.5.1.5		Approval of R2 Evidence Documents	36h	5d	Tue 4/12/22	Tue 4/19/22	1953
1955	1.12.5.1.6		Create R2 Checklists	36h	5d	Tue 4/19/22	Tue 4/26/22	1954
1956	1.12.5.1.7		IV & V Review of R2 Checklists	108h	15d	Tue 4/26/22	Tue 5/17/22	1955
1957	1.12.5.1.8		IV & V Sends R2 Checklists	7.2h	1d	Tue 5/17/22	Wed 5/18/22	1956
1958	1.12.5.2		Complete R2 Milestone	259.2h	20d	Wed 5/18/22	Wed 6/15/22	
1963	1.12.5.3		MILESTONE - R2 Certification Meeting Complete	0h	0d	Wed 6/15/22	Wed 6/15/22	1962
1964	1.12.5.4		Complete R2 Corrective Action	129.6h	13d	Thu 7/14/22	Tue 8/2/22	
1965	1.12.5.4.1		Get R2 feedback from CMS/Client	7.2h	1d	Thu 7/14/22	Fri 7/15/22	1963FS+20d

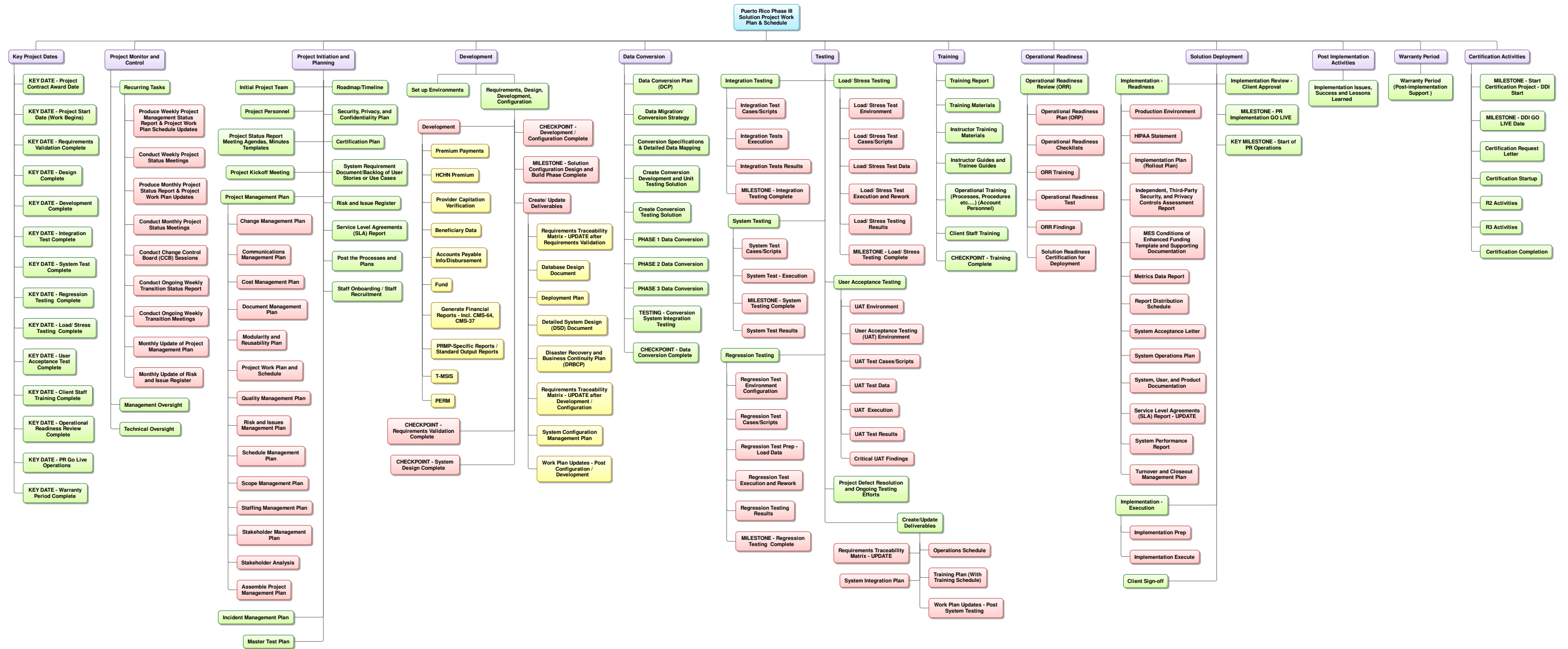


Puerto Rico Phase III solution Project Work Plan & Schedule

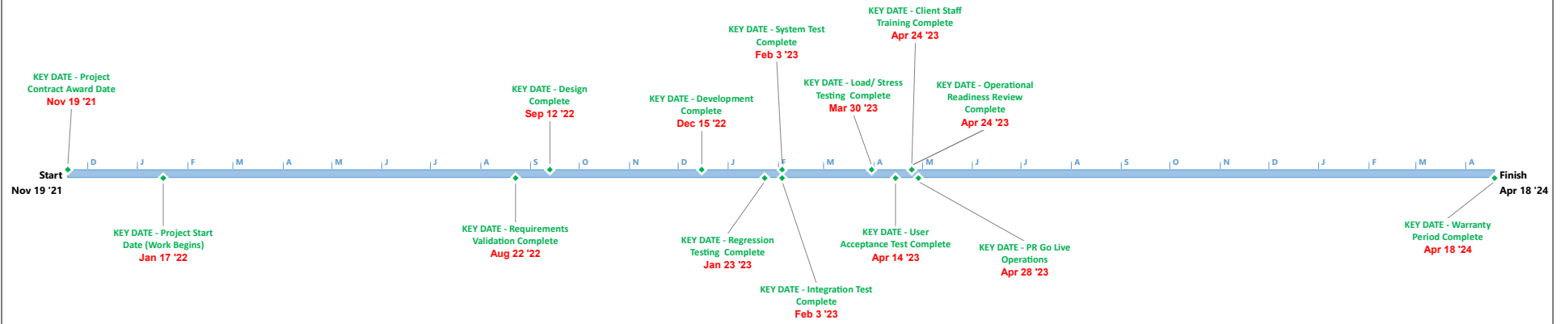
ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors
1966	1.12.5.4.2		Identify DXC R2 Corrective Action tasks	72h	5d	Fri 7/15/22	Fri 7/22/22	1965
1967	1.12.5.4.3		Complete DXC Corrective Action tasks	36h	5d	Fri 7/22/22	Fri 7/29/22	1966
1968	1.12.5.4.4		Approval for R2 Corrective Actions	14.4h	2d	Fri 7/29/22	Tue 8/2/22	1967
1969	1.12.6		R3 Activities	1,627.2h	107d	Fri 5/5/23	Tue 10/3/23	
1970	1.12.6.1	Del 24	Create and Review R3 Evidence Documents	1,051.2h	91d	Fri 5/5/23	Mon 9/11/23	
1979	1.12.6.2		Complete R3 Milestone	576h	37d	Fri 8/11/23	Tue 10/3/23	
1990	1.12.6.3		MILESTONE - R3 Certification Meeting Complete	0h	0d	Tue 10/3/23	Tue 10/3/23	1989
1991	1.12.7		Certification Completion	331.2h	111d	Tue 10/3/23	Thu 3/7/24	
1992	1.12.7.1		Certification Lessons Learned	36h	5d	Tue 10/3/23	Tue 10/10/23	
1994	1.12.7.2		Action Items and Follow Up Questions	144h	10d	Tue 10/3/23	Wed 10/18/23	
1996	1.12.7.3		Certification Report	151.2h	11d	Wed 2/21/24	Thu 3/7/24	
1999	1.12.7.4		MILESTONE - Certification Acceptance and Completion	0h	0d	Thu 3/7/24	Thu 3/7/24	1998



Puerto Rico Phase III Solution Project Work Plan & SchedulePlan & Schedule WBS Chart



Puerto Rico Phase III solution Project Work Plan & Schedule





Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1	1		Puerto Rico Phase III Solution Project Work Plan & Schedule	48,185.51h	620.88d	Fri 11/19/2	Thu 4/18/24		
2	1.1		Key Project Dates	0h	620.88d	Fri 11/19/2	Thu 4/18/24		
3	1.1.1		KEY DATE - Project Contract Award Date	0h	0d	Fri 11/19/2	Fri 11/19/21		
4	1.1.2		KEY DATE - Project Start Date (Work Begins)	0h	0d	Mon 1/17/2	Mon 1/17/22		
5	1.1.3		KEY DATE - Requirements Validation Complete	0h	0d	Mon 8/22/2	Mon 8/22/22 923		
6	1.1.4		KEY DATE - Design Complete	0h	0d	Mon 9/12/2	Mon 9/12/22 924		
7	1.1.5		KEY DATE - Development Complete	0h	0d	Thu 12/15/2	Thu 12/15/22 832		
8	1.1.6		KEY DATE - Integration Test Complete	0h	0d	Fri 2/3/23	Fri 2/3/23 1225		
9	1.1.7		KEY DATE - System Test Complete	0h	0d	Fri 2/3/23	Fri 2/3/23 1249		
10	1.1.8		KEY DATE - Regression Testing Complete	0h	0d	Mon 1/23/2	Mon 1/23/23 1274		
11	1.1.9		KEY DATE - Load/ Stress Testing Complete	0h	0d	Thu 3/30/2	Thu 3/30/23 1316		
12	1.1.10		KEY DATE - User Acceptance Test Complete	0h	0d	Fri 4/14/23	Fri 4/14/23 1359		
13	1.1.11		KEY DATE - Client Staff Training Complete	0h	0d	Mon 4/24/2	Mon 4/24/23 1540		
14	1.1.12		KEY DATE - Operational Readiness Review Complete	0h	0d	Mon 4/24/2	Mon 4/24/23 1580		
15	1.1.13		KEY DATE - PR Go Live Operations	0h	0d	Fri 4/28/23	Fri 4/28/23 1909		
16	1.1.14		KEY DATE - Warranty Period Complete	0h	0d	Thu 4/18/2	Thu 4/18/24 1922		
17	1.2		Project Monitor and Control	4,855.68h	319d	Mon 1/17/2	Mon 4/17/23		
18	1.2.1		Recurring Tasks	427.75h	311.14d	Thu 1/27/2	Fri 4/14/23		
19	1.2.1.1	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates	9.22h	311.13d	Thu 1/27/22	Fri 4/14/23		
20	1.2.1.1.1	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 1	0.14h	2d	Thu 1/27/22	Fri 1/28/22		Gainwell Project Manager[1%]
21	1.2.1.1.2	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 2	0.14h	2d	Thu 2/3/22	Fri 2/4/22		Gainwell Project Manager[1%]
22	1.2.1.1.3	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 3	0.14h	2d	Thu 2/10/22	Fri 2/11/22		Gainwell Project Manager[1%]
23	1.2.1.1.4	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 4	0.14h	2d	Thu 2/17/22	Fri 2/18/22		Gainwell Project Manager[1%]
24	1.2.1.1.5	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 5	0.14h	2d	Thu 2/24/22	Fri 2/25/22		Gainwell Project Manager[1%]
25	1.2.1.1.6	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 6	0.14h	2d	Thu 3/3/22	Fri 3/4/22		Gainwell Project Manager[1%]
26	1.2.1.1.7	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 7	0.14h	2d	Thu 3/10/22	Fri 3/11/22		Gainwell Project Manager[1%]
27	1.2.1.1.8	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 8	0.14h	2d	Thu 3/17/22	Fri 3/18/22		Gainwell Project Manager[1%]
28	1.2.1.1.9	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 9	0.14h	2d	Thu 3/24/22	Fri 3/25/22		Gainwell Project Manager[1%]
29	1.2.1.1.10	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 10	0.14h	2d	Thu 3/31/22	Fri 4/1/22		Gainwell Project Manager[1%]
30	1.2.1.1.11	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 11	0.14h	2d	Thu 4/7/22	Fri 4/8/22		Gainwell Project Manager[1%]
31	1.2.1.1.12	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 12	0.14h	2d	Thu 4/14/22	Fri 4/15/22		Gainwell Project Manager[1%]
32	1.2.1.1.13	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 13	0.14h	2d	Thu 4/21/22	Fri 4/22/22		Gainwell Project Manager[1%]
33	1.2.1.1.14	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 14	0.14h	2d	Thu 4/28/22	Fri 4/29/22		Gainwell Project Manager[1%]
34	1.2.1.1.15	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 15	0.14h	2d	Thu 5/5/22	Fri 5/6/22		Gainwell Project Manager[1%]
35	1.2.1.1.16	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 16	0.14h	2d	Thu 5/12/22	Fri 5/13/22		Gainwell Project Manager[1%]
36	1.2.1.1.17	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 17	0.14h	2d	Thu 5/19/22	Fri 5/20/22		Gainwell Project Manager[1%]
37	1.2.1.1.18	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 18	0.14h	2d	Thu 5/26/22	Fri 5/27/22		Gainwell Project Manager[1%]
38	1.2.1.1.19	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 19	0.14h	2d	Thu 6/2/22	Fri 6/3/22		Gainwell Project Manager[1%]

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
39	1.2.1.1.20	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 20	0.14h	2d	Thu 6/9/22	Fri 6/10/22		Gainwell Project Manager[1%]
40	1.2.1.1.21	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 21	0.14h	2d	Thu 6/16/22	Fri 6/17/22		Gainwell Project Manager[1%]
41	1.2.1.1.22	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 22	0.14h	2d	Thu 6/23/22	Fri 6/24/22		Gainwell Project Manager[1%]
42	1.2.1.1.23	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 23	0.14h	2d	Thu 6/30/22	Fri 7/1/22		Gainwell Project Manager[1%]
43	1.2.1.1.24	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 24	0.14h	2d	Thu 7/7/22	Fri 7/8/22		Gainwell Project Manager[1%]
44	1.2.1.1.25	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 25	0.14h	2d	Thu 7/14/22	Fri 7/15/22		Gainwell Project Manager[1%]
45	1.2.1.1.26	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 26	0.14h	2d	Thu 7/21/22	Fri 7/22/22		Gainwell Project Manager[1%]
46	1.2.1.1.27	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 27	0.14h	2d	Thu 7/28/22	Fri 7/29/22		Gainwell Project Manager[1%]
47	1.2.1.1.28	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 28	0.14h	2d	Thu 8/4/22	Fri 8/5/22		Gainwell Project Manager[1%]
48	1.2.1.1.29	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 29	0.14h	2d	Thu 8/11/22	Fri 8/12/22		Gainwell Project Manager[1%]
49	1.2.1.1.30	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 30	0.14h	2d	Thu 8/18/22	Fri 8/19/22		Gainwell Project Manager[1%]
50	1.2.1.1.31	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 31	0.14h	2d	Thu 8/25/22	Fri 8/26/22		Gainwell Project Manager[1%]
51	1.2.1.1.32	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 32	0.14h	2d	Thu 9/1/22	Fri 9/2/22		Gainwell Project Manager[1%]
52	1.2.1.1.33	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 33	0.14h	2d	Thu 9/8/22	Fri 9/9/22		Gainwell Project Manager[1%]
53	1.2.1.1.34	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 34	0.14h	2d	Thu 9/15/22	Fri 9/16/22		Gainwell Project Manager[1%]
54	1.2.1.1.35	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 35	0.14h	2d	Thu 9/22/22	Fri 9/23/22		Gainwell Project Manager[1%]
55	1.2.1.1.36	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 36	0.14h	2d	Thu 9/29/22	Fri 9/30/22		Gainwell Project Manager[1%]
56	1.2.1.1.37	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 37	0.14h	2d	Thu 10/6/22	Fri 10/7/22		Gainwell Project Manager[1%]
57	1.2.1.1.38	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 38	0.14h	2d	Thu 10/13/22	Fri 10/14/22		Gainwell Project Manager[1%]
58	1.2.1.1.39	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 39	0.14h	2d	Thu 10/20/22	Fri 10/21/22		Gainwell Project Manager[1%]
59	1.2.1.1.40	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 40	0.14h	2d	Thu 10/27/22	Fri 10/28/22		Gainwell Project Manager[1%]
60	1.2.1.1.41	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 41	0.14h	2d	Thu 11/3/22	Fri 11/4/22		Gainwell Project Manager[1%]
61	1.2.1.1.42	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 42	0.14h	2d	Thu 11/10/22	Mon 11/14/22		Gainwell Project Manager[1%]
62	1.2.1.1.43	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 43	0.14h	2d	Thu 11/17/22	Fri 11/18/22		Gainwell Project Manager[1%]
63	1.2.1.1.44	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 44	0.14h	2d	Thu 11/24/22	Mon 11/28/22		Gainwell Project Manager[1%]
64	1.2.1.1.45	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 45	0.14h	2d	Thu 12/1/22	Fri 12/2/22		Gainwell Project Manager[1%]
65	1.2.1.1.46	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 46	0.14h	2d	Thu 12/8/22	Fri 12/9/22		Gainwell Project Manager[1%]
66	1.2.1.1.47	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 47	0.14h	2d	Thu 12/15/22	Fri 12/16/22		Gainwell Project Manager[1%]
67	1.2.1.1.48	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 48	0.14h	2d	Thu 12/22/22	Fri 12/23/22		Gainwell Project Manager[1%]
68	1.2.1.1.49	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 49	0.14h	2d	Thu 12/29/22	Fri 12/30/22		Gainwell Project Manager[1%]
69	1.2.1.1.50	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 50	0.14h	2d	Thu 1/5/23	Fri 1/6/23		Gainwell Project Manager[1%]

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
70	1.2.1.1.51	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 51	0.14h	2d	Thu 1/12/23	Fri 1/13/23		Gainwell Project Manager[1%]
71	1.2.1.1.52	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 52	0.14h	2d	Thu 1/19/23	Fri 1/20/23		Gainwell Project Manager[1%]
72	1.2.1.1.53	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 53	0.14h	2d	Thu 1/26/23	Fri 1/27/23		Gainwell Project Manager[1%]
73	1.2.1.1.54	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 54	0.14h	2d	Thu 2/2/23	Fri 2/3/23		Gainwell Project Manager[1%]
74	1.2.1.1.55	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 55	0.14h	2d	Thu 2/9/23	Fri 2/10/23		Gainwell Project Manager[1%]
75	1.2.1.1.56	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 56	0.14h	2d	Thu 2/16/23	Fri 2/17/23		Gainwell Project Manager[1%]
76	1.2.1.1.57	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 57	0.14h	2d	Thu 2/23/23	Fri 2/24/23		Gainwell Project Manager[1%]
77	1.2.1.1.58	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 58	0.14h	2d	Thu 3/2/23	Fri 3/3/23		Gainwell Project Manager[1%]
78	1.2.1.1.59	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 59	0.14h	2d	Thu 3/9/23	Fri 3/10/23		Gainwell Project Manager[1%]
79	1.2.1.1.60	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 60	0.14h	2d	Thu 3/16/23	Fri 3/17/23		Gainwell Project Manager[1%]
80	1.2.1.1.61	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 61	0.14h	2d	Thu 3/23/23	Fri 3/24/23		Gainwell Project Manager[1%]
81	1.2.1.1.62	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 62	0.14h	2d	Thu 3/30/23	Fri 3/31/23		Gainwell Project Manager[1%]
82	1.2.1.1.63	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 63	0.14h	2d	Thu 4/6/23	Fri 4/7/23		Gainwell Project Manager[1%]
83	1.2.1.1.64	Del 51	Produce Weekly Project Management Status Report & Project Work Plan Schedule Updates 64	0.14h	2d	Thu 4/13/23	Fri 4/14/23		Gainwell Project Manager[1%]
84	1.2.1.2	Del 51	Conduct Weekly Project Status Meetings	9.22h	310.13d	Fri 1/28/22	Fri 4/14/23		
85	1.2.1.2.1	Del 51	Conduct Weekly Project Status Meetings 1	0.14h	1d	Fri 1/28/22	Fri 1/28/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
86	1.2.1.2.2	Del 51	Conduct Weekly Project Status Meetings 2	0.14h	1d	Fri 2/4/22	Fri 2/4/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
87	1.2.1.2.3	Del 51	Conduct Weekly Project Status Meetings 3	0.14h	1d	Fri 2/11/22	Fri 2/11/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
88	1.2.1.2.4	Del 51	Conduct Weekly Project Status Meetings 4	0.14h	1d	Fri 2/18/22	Fri 2/18/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
89	1.2.1.2.5	Del 51	Conduct Weekly Project Status Meetings 5	0.14h	1d	Fri 2/25/22	Fri 2/25/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
90	1.2.1.2.6	Del 51	Conduct Weekly Project Status Meetings 6	0.14h	1d	Fri 3/4/22	Fri 3/4/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
91	1.2.1.2.7	Del 51	Conduct Weekly Project Status Meetings 7	0.14h	1d	Fri 3/11/22	Fri 3/11/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
92	1.2.1.2.8	Del 51	Conduct Weekly Project Status Meetings 8	0.14h	1d	Fri 3/18/22	Fri 3/18/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
93	1.2.1.2.9	Del 51	Conduct Weekly Project Status Meetings 9	0.14h	1d	Fri 3/25/22	Fri 3/25/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
94	1.2.1.2.10	Del 51	Conduct Weekly Project Status Meetings 10	0.14h	1d	Fri 4/1/22	Fri 4/1/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
95	1.2.1.2.11	Del 51	Conduct Weekly Project Status Meetings 11	0.14h	1d	Fri 4/8/22	Fri 4/8/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
96	1.2.1.2.12	Del 51	Conduct Weekly Project Status Meetings 12	0.14h	1d	Fri 4/15/22	Fri 4/15/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
97	1.2.1.2.13	Del 51	Conduct Weekly Project Status Meetings 13	0.14h	1d	Fri 4/22/22	Fri 4/22/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
98	1.2.1.2.14	Del 51	Conduct Weekly Project Status Meetings 14	0.14h	1d	Fri 4/29/22	Fri 4/29/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
99	1.2.1.2.15	Del 51	Conduct Weekly Project Status Meetings 15	0.14h	1d	Fri 5/6/22	Fri 5/6/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
100	1.2.1.2.16	Del 51	Conduct Weekly Project Status Meetings 16	0.14h	1d	Fri 5/13/22	Fri 5/13/22		Gainwell Project Manager[1%], Client Project Mgr[1%]
101	1.2.1.2.17	Del 51	Conduct Weekly Project Status Meetings 17	0.14h	1d	Fri 5/20/22	Fri 5/20/22		Gainwell Project Manager[1%], Client Project Mgr[1%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
102	1.2.1.2.18	Del 51	Conduct Weekly Project Status Meetings 18	0.14h	1d	Fri 5/27/22	Fri 5/27/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
103	1.2.1.2.19	Del 51	Conduct Weekly Project Status Meetings 19	0.14h	1d	Fri 6/3/22	Fri 6/3/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
104	1.2.1.2.20	Del 51	Conduct Weekly Project Status Meetings 20	0.14h	1d	Fri 6/10/22	Fri 6/10/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
105	1.2.1.2.21	Del 51	Conduct Weekly Project Status Meetings 21	0.14h	1d	Fri 6/17/22	Fri 6/17/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
106	1.2.1.2.22	Del 51	Conduct Weekly Project Status Meetings 22	0.14h	1d	Fri 6/24/22	Fri 6/24/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
107	1.2.1.2.23	Del 51	Conduct Weekly Project Status Meetings 23	0.14h	1d	Fri 7/1/22	Fri 7/1/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
108	1.2.1.2.24	Del 51	Conduct Weekly Project Status Meetings 24	0.14h	1d	Fri 7/8/22	Fri 7/8/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
109	1.2.1.2.25	Del 51	Conduct Weekly Project Status Meetings 25	0.14h	1d	Fri 7/15/22	Fri 7/15/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
110	1.2.1.2.26	Del 51	Conduct Weekly Project Status Meetings 26	0.14h	1d	Fri 7/22/22	Fri 7/22/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
111	1.2.1.2.27	Del 51	Conduct Weekly Project Status Meetings 27	0.14h	1d	Fri 7/29/22	Fri 7/29/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
112	1.2.1.2.28	Del 51	Conduct Weekly Project Status Meetings 28	0.14h	1d	Fri 8/5/22	Fri 8/5/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
113	1.2.1.2.29	Del 51	Conduct Weekly Project Status Meetings 29	0.14h	1d	Fri 8/12/22	Fri 8/12/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
114	1.2.1.2.30	Del 51	Conduct Weekly Project Status Meetings 30	0.14h	1d	Fri 8/19/22	Fri 8/19/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
115	1.2.1.2.31	Del 51	Conduct Weekly Project Status Meetings 31	0.14h	1d	Fri 8/26/22	Fri 8/26/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
116	1.2.1.2.32	Del 51	Conduct Weekly Project Status Meetings 32	0.14h	1d	Fri 9/2/22	Fri 9/2/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
117	1.2.1.2.33	Del 51	Conduct Weekly Project Status Meetings 33	0.14h	1d	Fri 9/9/22	Fri 9/9/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
118	1.2.1.2.34	Del 51	Conduct Weekly Project Status Meetings 34	0.14h	1d	Fri 9/16/22	Fri 9/16/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
119	1.2.1.2.35	Del 51	Conduct Weekly Project Status Meetings 35	0.14h	1d	Fri 9/23/22	Fri 9/23/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
120	1.2.1.2.36	Del 51	Conduct Weekly Project Status Meetings 36	0.14h	1d	Fri 9/30/22	Fri 9/30/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
121	1.2.1.2.37	Del 51	Conduct Weekly Project Status Meetings 37	0.14h	1d	Fri 10/7/22	Fri 10/7/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
122	1.2.1.2.38	Del 51	Conduct Weekly Project Status Meetings 38	0.14h	1d	Fri 10/14/22	Fri 10/14/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
123	1.2.1.2.39	Del 51	Conduct Weekly Project Status Meetings 39	0.14h	1d	Fri 10/21/22	Fri 10/21/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
124	1.2.1.2.40	Del 51	Conduct Weekly Project Status Meetings 40	0.14h	1d	Fri 10/28/22	Fri 10/28/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
125	1.2.1.2.41	Del 51	Conduct Weekly Project Status Meetings 41	0.14h	1d	Fri 11/4/22	Fri 11/4/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
126	1.2.1.2.42	Del 51	Conduct Weekly Project Status Meetings 42	0.14h	1d	Mon 11/14/22	Mon 11/14/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
127	1.2.1.2.43	Del 51	Conduct Weekly Project Status Meetings 43	0.14h	1d	Fri 11/18/22	Fri 11/18/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
128	1.2.1.2.44	Del 51	Conduct Weekly Project Status Meetings 44	0.14h	1d	Mon 11/28/22	Mon 11/28/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
129	1.2.1.2.45	Del 51	Conduct Weekly Project Status Meetings 45	0.14h	1d	Fri 12/2/22	Fri 12/2/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
130	1.2.1.2.46	Del 51	Conduct Weekly Project Status Meetings 46	0.14h	1d	Fri 12/9/22	Fri 12/9/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
131	1.2.1.2.47	Del 51	Conduct Weekly Project Status Meetings 47	0.14h	1d	Fri 12/16/22	Fri 12/16/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
132	1.2.1.2.48	Del 51	Conduct Weekly Project Status Meetings 48	0.14h	1d	Fri 12/23/22	Fri 12/23/22		Gainwell Project Manager[1%],Client Project Mgr[1%]

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133	1.2.1.2.49	Del 51	Conduct Weekly Project Status Meetings 49	0.14h	1d	Fri 12/30/22	Fri 12/30/22		Gainwell Project Manager[1%],Client Project Mgr[1%]
134	1.2.1.2.50	Del 51	Conduct Weekly Project Status Meetings 50	0.14h	1d	Fri 1/6/23	Fri 1/6/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
135	1.2.1.2.51	Del 51	Conduct Weekly Project Status Meetings 51	0.14h	1d	Fri 1/13/23	Fri 1/13/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
136	1.2.1.2.52	Del 51	Conduct Weekly Project Status Meetings 52	0.14h	1d	Fri 1/20/23	Fri 1/20/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
137	1.2.1.2.53	Del 51	Conduct Weekly Project Status Meetings 53	0.14h	1d	Fri 1/27/23	Fri 1/27/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
138	1.2.1.2.54	Del 51	Conduct Weekly Project Status Meetings 54	0.14h	1d	Fri 2/3/23	Fri 2/3/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
139	1.2.1.2.55	Del 51	Conduct Weekly Project Status Meetings 55	0.14h	1d	Fri 2/10/23	Fri 2/10/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
140	1.2.1.2.56	Del 51	Conduct Weekly Project Status Meetings 56	0.14h	1d	Fri 2/17/23	Fri 2/17/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
141	1.2.1.2.57	Del 51	Conduct Weekly Project Status Meetings 57	0.14h	1d	Fri 2/24/23	Fri 2/24/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
142	1.2.1.2.58	Del 51	Conduct Weekly Project Status Meetings 58	0.14h	1d	Fri 3/3/23	Fri 3/3/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
143	1.2.1.2.59	Del 51	Conduct Weekly Project Status Meetings 59	0.14h	1d	Fri 3/10/23	Fri 3/10/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
144	1.2.1.2.60	Del 51	Conduct Weekly Project Status Meetings 60	0.14h	1d	Fri 3/17/23	Fri 3/17/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
145	1.2.1.2.61	Del 51	Conduct Weekly Project Status Meetings 61	0.14h	1d	Fri 3/24/23	Fri 3/24/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
146	1.2.1.2.62	Del 51	Conduct Weekly Project Status Meetings 62	0.14h	1d	Fri 3/31/23	Fri 3/31/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
147	1.2.1.2.63	Del 51	Conduct Weekly Project Status Meetings 63	0.14h	1d	Fri 4/7/23	Fri 4/7/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
148	1.2.1.2.64	Del 51	Conduct Weekly Project Status Meetings 64	0.14h	1d	Fri 4/14/23	Fri 4/14/23		Gainwell Project Manager[1%],Client Project Mgr[1%]
149	1.2.1.3	Del 20	Produce Monthly Project Status Report & Project Work Plan Updates	2.16h	301.06d	Fri 2/4/22	Mon 4/10/23		
150	1.2.1.3.1	Del 20	Produce Monthly Project Status Report & Project Work Plan Updates 1	0.14h	2d	Fri 2/4/22	Mon 2/7/22		Gainwell Project Manager[1%]
151	1.2.1.3.2	Del 20	Produce Monthly Project Status Report & Project Work Plan Updates 2	0.14h	2d	Fri 3/4/22	Mon 3/7/22		Gainwell Project Manager[1%]
152	1.2.1.3.3	Del 20	Produce Monthly Project Status Report & Project Work Plan Updates 3	0.14h	2d	Fri 4/1/22	Mon 4/4/22		Gainwell Project Manager[1%]
153	1.2.1.3.4	Del 20	Produce Monthly Project Status Report & Project Work Plan Updates 4	0.14h	2d	Fri 5/6/22	Mon 5/9/22		Gainwell Project Manager[1%]
154	1.2.1.3.5	Del 20	Produce Monthly Project Status Report & Project Work Plan Updates 5	0.14h	2d	Fri 6/3/22	Mon 6/6/22		Gainwell Project Manager[1%]
155	1.2.1.3.6	Del 20	Produce Monthly Project Status Report & Project Work Plan Updates 6	0.14h	2d	Fri 7/1/22	Tue 7/5/22		Gainwell Project Manager[1%]
156	1.2.1.3.7	Del 20	Produce Monthly Project Status Report & Project Work Plan Updates 7	0.14h	2d	Fri 8/5/22	Mon 8/8/22		Gainwell Project Manager[1%]
157	1.2.1.3.8	Del 20	Produce Monthly Project Status Report & Project Work Plan Updates 8	0.14h	2d	Fri 9/2/22	Mon 9/5/22		Gainwell Project Manager[1%]
158	1.2.1.3.9	Del 20	Produce Monthly Project Status Report & Project Work Plan Updates 9	0.14h	2d	Fri 10/7/22	Mon 10/10/22		Gainwell Project Manager[1%]
159	1.2.1.3.10	Del 20	Produce Monthly Project Status Report & Project Work Plan Updates 10	0.14h	2d	Fri 11/4/22	Mon 11/7/22		Gainwell Project Manager[1%]
160	1.2.1.3.11	Del 20	Produce Monthly Project Status Report & Project Work Plan Updates 11	0.14h	2d	Fri 12/2/22	Mon 12/5/22		Gainwell Project Manager[1%]
161	1.2.1.3.12		Produce Monthly Project Status Report & Project Work Plan Updates 12	0.14h	2d	Fri 1/6/23	Mon 1/9/23		Gainwell Project Manager[1%]
162	1.2.1.3.13		Produce Monthly Project Status Report & Project Work Plan Updates 13	0.14h	2d	Fri 2/3/23	Mon 2/6/23		Gainwell Project Manager[1%]
163	1.2.1.3.14		Produce Monthly Project Status Report & Project Work Plan Updates 14	0.14h	2d	Fri 3/3/23	Mon 3/6/23		Gainwell Project Manager[1%]
164	1.2.1.3.15		Produce Monthly Project Status Report & Project Work Plan Updates 15	0.14h	2d	Fri 4/7/23	Mon 4/10/23		Gainwell Project Manager[1%]
165	1.2.1.4	Del 20	Conduct Monthly Project Status Meetings	1.08h	300.06d	Fri 2/4/22	Fri 4/7/23		
166	1.2.1.4.1	Del 20	Conduct Monthly Project Status Meetings 1	0.07h	1d	Fri 2/4/22	Fri 2/4/22		Gainwell Project Manager[1%]
167	1.2.1.4.2	Del 20	Conduct Monthly Project Status Meetings 2	0.07h	1d	Fri 3/4/22	Fri 3/4/22		Gainwell Project Manager[1%]
168	1.2.1.4.3	Del 20	Conduct Monthly Project Status Meetings 3	0.07h	1d	Fri 4/1/22	Fri 4/1/22		Gainwell Project Manager[1%]
169	1.2.1.4.4	Del 20	Conduct Monthly Project Status Meetings 4	0.07h	1d	Fri 5/6/22	Fri 5/6/22		Gainwell Project Manager[1%]
170	1.2.1.4.5	Del 20	Conduct Monthly Project Status Meetings 5	0.07h	1d	Fri 6/3/22	Fri 6/3/22		Gainwell Project Manager[1%]
171	1.2.1.4.6	Del 20	Conduct Monthly Project Status Meetings 6	0.07h	1d	Fri 7/1/22	Fri 7/1/22		Gainwell Project Manager[1%]
172	1.2.1.4.7	Del 20	Conduct Monthly Project Status Meetings 7	0.07h	1d	Fri 8/5/22	Fri 8/5/22		Gainwell Project Manager[1%]

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173	1.2.1.4.8	Del 20	Conduct Monthly Project Status Meetings 8	0.07h	1d	Fri 9/2/22	Fri 9/2/22		Gainwell Project Manager[1%]
174	1.2.1.4.9	Del 20	Conduct Monthly Project Status Meetings 9	0.07h	1d	Fri 10/7/22	Fri 10/7/22		Gainwell Project Manager[1%]
175	1.2.1.4.10	Del 20	Conduct Monthly Project Status Meetings 10	0.07h	1d	Fri 11/4/22	Fri 11/4/22		Gainwell Project Manager[1%]
176	1.2.1.4.11	Del 20	Conduct Monthly Project Status Meetings 11	0.07h	1d	Fri 12/2/22	Fri 12/2/22		Gainwell Project Manager[1%]
177	1.2.1.4.12	Del 20	Conduct Monthly Project Status Meetings 12	0.07h	1d	Fri 1/6/23	Fri 1/6/23		Gainwell Project Manager[1%]
178	1.2.1.4.13	Del 20	Conduct Monthly Project Status Meetings 13	0.07h	1d	Fri 2/3/23	Fri 2/3/23		Gainwell Project Manager[1%]
179	1.2.1.4.14	Del 20	Conduct Monthly Project Status Meetings 14	0.07h	1d	Fri 3/3/23	Fri 3/3/23		Gainwell Project Manager[1%]
180	1.2.1.4.15	Del 20	Conduct Monthly Project Status Meetings 15	0.07h	1d	Fri 4/7/23	Fri 4/7/23		Gainwell Project Manager[1%]
181	1.2.1.5	Del 25a	Conduct Change Control Board (CCB) Sessions	1.15h	304.6d	Wed 2/2/22	Wed 4/12/23		
182	1.2.1.5.1	Del 25a	Conduct Change Control Board (CCB) Sessions 1	0.04h	0.5d	Wed 2/2/22	Wed 2/2/22		Gainwell Project Manager[1%]
183	1.2.1.5.2	Del 25a	Conduct Change Control Board (CCB) Sessions 2	0.04h	0.5d	Wed 2/16/22	Wed 2/16/22		Gainwell Project Manager[1%]
184	1.2.1.5.3	Del 25a	Conduct Change Control Board (CCB) Sessions 3	0.04h	0.5d	Wed 3/2/22	Wed 3/2/22		Gainwell Project Manager[1%]
185	1.2.1.5.4	Del 25a	Conduct Change Control Board (CCB) Sessions 4	0.04h	0.5d	Wed 3/16/22	Wed 3/16/22		Gainwell Project Manager[1%]
186	1.2.1.5.5	Del 25a	Conduct Change Control Board (CCB) Sessions 5	0.04h	0.5d	Wed 3/30/22	Wed 3/30/22		Gainwell Project Manager[1%]
187	1.2.1.5.6	Del 25a	Conduct Change Control Board (CCB) Sessions 6	0.04h	0.5d	Wed 4/13/22	Wed 4/13/22		Gainwell Project Manager[1%]
188	1.2.1.5.7	Del 25a	Conduct Change Control Board (CCB) Sessions 7	0.04h	0.5d	Wed 4/27/22	Wed 4/27/22		Gainwell Project Manager[1%]
189	1.2.1.5.8	Del 25a	Conduct Change Control Board (CCB) Sessions 8	0.04h	0.5d	Wed 5/11/22	Wed 5/11/22		Gainwell Project Manager[1%]
190	1.2.1.5.9	Del 25a	Conduct Change Control Board (CCB) Sessions 9	0.04h	0.5d	Wed 5/25/22	Wed 5/25/22		Gainwell Project Manager[1%]
191	1.2.1.5.10	Del 25a	Conduct Change Control Board (CCB) Sessions 10	0.04h	0.5d	Wed 6/8/22	Wed 6/8/22		Gainwell Project Manager[1%]
192	1.2.1.5.11	Del 25a	Conduct Change Control Board (CCB) Sessions 11	0.04h	0.5d	Wed 6/22/22	Wed 6/22/22		Gainwell Project Manager[1%]
193	1.2.1.5.12	Del 25a	Conduct Change Control Board (CCB) Sessions 12	0.04h	0.5d	Wed 7/6/22	Wed 7/6/22		Gainwell Project Manager[1%]
194	1.2.1.5.13	Del 25a	Conduct Change Control Board (CCB) Sessions 13	0.04h	0.5d	Wed 7/20/22	Wed 7/20/22		Gainwell Project Manager[1%]
195	1.2.1.5.14	Del 25a	Conduct Change Control Board (CCB) Sessions 14	0.04h	0.5d	Wed 8/3/22	Wed 8/3/22		Gainwell Project Manager[1%]
196	1.2.1.5.15	Del 25a	Conduct Change Control Board (CCB) Sessions 15	0.04h	0.5d	Wed 8/17/22	Wed 8/17/22		Gainwell Project Manager[1%]
197	1.2.1.5.16	Del 25a	Conduct Change Control Board (CCB) Sessions 16	0.04h	0.5d	Wed 8/31/22	Wed 8/31/22		Gainwell Project Manager[1%]
198	1.2.1.5.17	Del 25a	Conduct Change Control Board (CCB) Sessions 17	0.04h	0.5d	Wed 9/14/22	Wed 9/14/22		Gainwell Project Manager[1%]
199	1.2.1.5.18	Del 25a	Conduct Change Control Board (CCB) Sessions 18	0.04h	0.5d	Wed 9/28/22	Wed 9/28/22		Gainwell Project Manager[1%]
200	1.2.1.5.19	Del 25a	Conduct Change Control Board (CCB) Sessions 19	0.04h	0.5d	Wed 10/12/22	Wed 10/12/22		Gainwell Project Manager[1%]
201	1.2.1.5.20	Del 25a	Conduct Change Control Board (CCB) Sessions 20	0.04h	0.5d	Wed 10/26/22	Wed 10/26/22		Gainwell Project Manager[1%]
202	1.2.1.5.21	Del 25a	Conduct Change Control Board (CCB) Sessions 21	0.04h	0.5d	Wed 11/9/22	Wed 11/9/22		Gainwell Project Manager[1%]
203	1.2.1.5.22	Del 25a	Conduct Change Control Board (CCB) Sessions 22	0.04h	0.5d	Wed 11/23/22	Wed 11/23/22		Gainwell Project Manager[1%]
204	1.2.1.5.23	Del 25a	Conduct Change Control Board (CCB) Sessions 23	0.04h	0.5d	Wed 12/7/22	Wed 12/7/22		Gainwell Project Manager[1%]
205	1.2.1.5.24	Del 25a	Conduct Change Control Board (CCB) Sessions 24	0.04h	0.5d	Wed 12/21/22	Wed 12/21/22		Gainwell Project Manager[1%]
206	1.2.1.5.25	Del 25a	Conduct Change Control Board (CCB) Sessions 25	0.04h	0.5d	Wed 1/4/23	Wed 1/4/23		Gainwell Project Manager[1%]
207	1.2.1.5.26	Del 25a	Conduct Change Control Board (CCB) Sessions 26	0.04h	0.5d	Thu 1/19/23	Thu 1/19/23		Gainwell Project Manager[1%]
208	1.2.1.5.27	Del 25a	Conduct Change Control Board (CCB) Sessions 27	0.04h	0.5d	Wed 2/1/23	Wed 2/1/23		Gainwell Project Manager[1%]
209	1.2.1.5.28	Del 25a	Conduct Change Control Board (CCB) Sessions 28	0.04h	0.5d	Thu 2/16/23	Thu 2/16/23		Gainwell Project Manager[1%]
210	1.2.1.5.29	Del 25a	Conduct Change Control Board (CCB) Sessions 29	0.04h	0.5d	Wed 3/1/23	Wed 3/1/23		Gainwell Project Manager[1%]
211	1.2.1.5.30	Del 25a	Conduct Change Control Board (CCB) Sessions 30	0.04h	0.5d	Wed 3/15/23	Wed 3/15/23		Gainwell Project Manager[1%]
212	1.2.1.5.31	Del 25a	Conduct Change Control Board (CCB) Sessions 31	0.04h	0.5d	Wed 3/29/23	Wed 3/29/23		Gainwell Project Manager[1%]
213	1.2.1.5.32	Del 25a	Conduct Change Control Board (CCB) Sessions 32	0.04h	0.5d	Wed 4/12/23	Wed 4/12/23		Gainwell Project Manager[1%]
214	1.2.1.6	MO-043	Conduct Ongoing Weekly Transition Status Report	208.8h	275.9d	Tue 3/15/22	Tue 4/11/23		
215	1.2.1.6.1	MO-043	Conduct Ongoing Weekly Transition Status Report 1	7.2h	1d	Tue 3/15/22	Tue 3/15/22		Client Project Manager[25%].Incumbent Vendor [25%].Gainwell Project Manager[25%].Account Executive[25%]
216	1.2.1.6.2	MO-043	Conduct Ongoing Weekly Transition Status Report 2	7.2h	1d	Tue 3/29/22	Tue 3/29/22		Client Project Manager[25%].Incumbent Vendor [25%].Gainwell Project Manager[25%].Account Executive[25%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
217	1.2.1.6.3	MO-043	Conduct Ongoing Weekly Transition Status Report 3	7.2h	1d	Tue 4/12/22	Tue 4/12/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
218	1.2.1.6.4	MO-043	Conduct Ongoing Weekly Transition Status Report 4	7.2h	1d	Tue 4/26/22	Tue 4/26/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
219	1.2.1.6.5	MO-043	Conduct Ongoing Weekly Transition Status Report 5	7.2h	1d	Tue 5/10/22	Tue 5/10/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
220	1.2.1.6.6	MO-043	Conduct Ongoing Weekly Transition Status Report 6	7.2h	1d	Tue 5/24/22	Tue 5/24/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
221	1.2.1.6.7	MO-043	Conduct Ongoing Weekly Transition Status Report 7	7.2h	1d	Tue 6/7/22	Tue 6/7/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
222	1.2.1.6.8	MO-043	Conduct Ongoing Weekly Transition Status Report 8	7.2h	1d	Tue 6/21/22	Tue 6/21/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
223	1.2.1.6.9	MO-043	Conduct Ongoing Weekly Transition Status Report 9	7.2h	1d	Tue 7/5/22	Tue 7/5/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
224	1.2.1.6.10	MO-043	Conduct Ongoing Weekly Transition Status Report 10	7.2h	1d	Tue 7/19/22	Tue 7/19/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
225	1.2.1.6.11	MO-043	Conduct Ongoing Weekly Transition Status Report 11	7.2h	1d	Tue 8/2/22	Tue 8/2/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
226	1.2.1.6.12	MO-043	Conduct Ongoing Weekly Transition Status Report 12	7.2h	1d	Tue 8/16/22	Tue 8/16/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
227	1.2.1.6.13	MO-043	Conduct Ongoing Weekly Transition Status Report 13	7.2h	1d	Tue 8/30/22	Tue 8/30/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
228	1.2.1.6.14	MO-043	Conduct Ongoing Weekly Transition Status Report 14	7.2h	1d	Tue 9/13/22	Tue 9/13/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
229	1.2.1.6.15	MO-043	Conduct Ongoing Weekly Transition Status Report 15	7.2h	1d	Tue 9/27/22	Tue 9/27/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
230	1.2.1.6.16	MO-043	Conduct Ongoing Weekly Transition Status Report 16	7.2h	1d	Wed 10/12/22	Wed 10/12/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
231	1.2.1.6.17	MO-043	Conduct Ongoing Weekly Transition Status Report 17	7.2h	1d	Tue 10/25/22	Tue 10/25/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
232	1.2.1.6.18	MO-043	Conduct Ongoing Weekly Transition Status Report 18	7.2h	1d	Tue 11/8/22	Tue 11/8/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
233	1.2.1.6.19	MO-043	Conduct Ongoing Weekly Transition Status Report 19	7.2h	1d	Tue 11/22/22	Tue 11/22/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
234	1.2.1.6.20	MO-043	Conduct Ongoing Weekly Transition Status Report 20	7.2h	1d	Tue 12/6/22	Tue 12/6/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
235	1.2.1.6.21	MO-043	Conduct Ongoing Weekly Transition Status Report 21	7.2h	1d	Tue 12/20/22	Tue 12/20/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
236	1.2.1.6.22		Conduct Ongoing Weekly Transition Status Report 22	7.2h	1d	Tue 1/3/23	Tue 1/3/23		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
237	1.2.1.6.23		Conduct Ongoing Weekly Transition Status Report 23	7.2h	1d	Tue 1/17/23	Tue 1/17/23		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
238	1.2.1.6.24		Conduct Ongoing Weekly Transition Status Report 24	7.2h	1d	Tue 1/31/23	Tue 1/31/23		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
239	1.2.1.6.25		Conduct Ongoing Weekly Transition Status Report 25	7.2h	1d	Tue 2/14/23	Tue 2/14/23		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
240	1.2.1.6.26		Conduct Ongoing Weekly Transition Status Report 26	7.2h	1d	Tue 2/28/23	Tue 2/28/23		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
241	1.2.1.6.27		Conduct Ongoing Weekly Transition Status Report 27	7.2h	1d	Tue 3/14/23	Tue 3/14/23		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
242	1.2.1.6.28		Conduct Ongoing Weekly Transition Status Report 28	7.2h	1d	Tue 3/28/23	Tue 3/28/23		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
243	1.2.1.6.29		Conduct Ongoing Weekly Transition Status Report 29	7.2h	1d	Tue 4/11/23	Tue 4/11/23		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
244	1.2.1.7	MO-045	Conduct Ongoing Weekly Transition Meetings	194.4h	255.76d	Tue 4/12/22	Tue 4/11/23		
245	1.2.1.7.1	MO-045	Conduct Ongoing Transition Meetings 1	7.2h	1d	Tue 4/12/22	Tue 4/12/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
246	1.2.1.7.2	MO-045	Conduct Ongoing Transition Meetings 2	7.2h	1d	Tue 4/26/22	Tue 4/26/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
247	1.2.1.7.3	MO-045	Conduct Ongoing Transition Meetings 3	7.2h	1d	Tue 5/10/22	Tue 5/10/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
248	1.2.1.7.4	MO-045	Conduct Ongoing Transition Meetings 4	7.2h	1d	Tue 5/24/22	Tue 5/24/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
249	1.2.1.7.5	MO-045	Conduct Ongoing Transition Meetings 5	7.2h	1d	Tue 6/7/22	Tue 6/7/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
250	1.2.1.7.6	MO-045	Conduct Ongoing Transition Meetings 6	7.2h	1d	Tue 6/21/22	Tue 6/21/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
251	1.2.1.7.7	MO-045	Conduct Ongoing Transition Meetings 7	7.2h	1d	Tue 7/5/22	Tue 7/5/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
252	1.2.1.7.8	MO-045	Conduct Ongoing Transition Meetings 8	7.2h	1d	Tue 7/19/22	Tue 7/19/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
253	1.2.1.7.9	MO-045	Conduct Ongoing Transition Meetings 9	7.2h	1d	Tue 8/2/22	Tue 8/2/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
254	1.2.1.7.10	MO-045	Conduct Ongoing Transition Meetings 10	7.2h	1d	Tue 8/16/22	Tue 8/16/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
255	1.2.1.7.11	MO-045	Conduct Ongoing Transition Meetings 11	7.2h	1d	Tue 8/30/22	Tue 8/30/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
256	1.2.1.7.12	MO-045	Conduct Ongoing Transition Meetings 12	7.2h	1d	Tue 9/13/22	Tue 9/13/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
257	1.2.1.7.13	MO-045	Conduct Ongoing Transition Meetings 13	7.2h	1d	Tue 9/27/22	Tue 9/27/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
258	1.2.1.7.14	MO-045	Conduct Ongoing Transition Meetings 14	7.2h	1d	Wed 10/12/22	Wed 10/12/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
259	1.2.1.7.15	MO-045	Conduct Ongoing Transition Meetings 15	7.2h	1d	Tue 10/25/22	Tue 10/25/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
260	1.2.1.7.16	MO-045	Conduct Ongoing Transition Meetings 16	7.2h	1d	Tue 11/8/22	Tue 11/8/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
261	1.2.1.7.17	MO-045	Conduct Ongoing Transition Meetings 17	7.2h	1d	Tue 11/22/22	Tue 11/22/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
262	1.2.1.7.18	MO-045	Conduct Ongoing Transition Meetings 18	7.2h	1d	Tue 12/6/22	Tue 12/6/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
263	1.2.1.7.19	MO-045	Conduct Ongoing Transition Meetings 19	7.2h	1d	Tue 12/20/22	Tue 12/20/22		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]
264	1.2.1.7.20		Conduct Ongoing Weekly Transition Meetings 20	7.2h	1d	Tue 1/3/23	Tue 1/3/23		Client Project Manager[25%],Incumbent Vendor [25%], Gainwell Project Manager[25%],Account Executive[25%]

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265	1.2.1.7.21		Conduct Ongoing Weekly Transition Meetings 21	7.2h	1d	Tue 1/17/23	Tue 1/17/23		Client Project Manager[25%],Incumbent Vendor [25%],Gainwell Project Manager[25%],Account Executive[25%]
266	1.2.1.7.22		Conduct Ongoing Weekly Transition Meetings 22	7.2h	1d	Tue 1/31/23	Tue 1/31/23		Client Project Manager[25%],Incumbent Vendor [25%],Gainwell Project Manager[25%],Account Executive[25%]
267	1.2.1.7.23		Conduct Ongoing Weekly Transition Meetings 23	7.2h	1d	Tue 2/14/23	Tue 2/14/23		Client Project Manager[25%],Incumbent Vendor [25%],Gainwell Project Manager[25%],Account Executive[25%]
268	1.2.1.7.24		Conduct Ongoing Weekly Transition Meetings 24	7.2h	1d	Tue 2/28/23	Tue 2/28/23		Client Project Manager[25%],Incumbent Vendor [25%],Gainwell Project Manager[25%],Account Executive[25%]
269	1.2.1.7.25		Conduct Ongoing Weekly Transition Meetings 25	7.2h	1d	Tue 3/14/23	Tue 3/14/23		Client Project Manager[25%],Incumbent Vendor [25%],Gainwell Project Manager[25%],Account Executive[25%]
270	1.2.1.7.26		Conduct Ongoing Weekly Transition Meetings 26	7.2h	1d	Tue 3/28/23	Tue 3/28/23		Client Project Manager[25%],Incumbent Vendor [25%],Gainwell Project Manager[25%],Account Executive[25%]
271	1.2.1.7.27		Conduct Ongoing Weekly Transition Meetings 27	7.2h	1d	Tue 4/11/23	Tue 4/11/23		Client Project Manager[25%],Incumbent Vendor [25%],Gainwell Project Manager[25%],Account Executive[25%]
272	1.2.1.8	Del 25	Monthly Update of Project Management Plan	0.86h	235.62d	Wed 5/4/22	Wed 4/5/23		
273	1.2.1.8.1	Del 25	Monthly Update of Project Management Plan 1	0.07h	1d	Wed 5/4/22	Wed 5/4/22		Gainwell Project Manager[1%]
274	1.2.1.8.2	Del 25	Monthly Update of Project Management Plan 2	0.07h	1d	Wed 6/1/22	Wed 6/1/22		Gainwell Project Manager[1%]
275	1.2.1.8.3	Del 25	Monthly Update of Project Management Plan 3	0.07h	1d	Wed 7/6/22	Wed 7/6/22		Gainwell Project Manager[1%]
276	1.2.1.8.4	Del 25	Monthly Update of Project Management Plan 4	0.07h	1d	Wed 8/3/22	Wed 8/3/22		Gainwell Project Manager[1%]
277	1.2.1.8.5	Del 25	Monthly Update of Project Management Plan 5	0.07h	1d	Wed 9/7/22	Wed 9/7/22		Gainwell Project Manager[1%]
278	1.2.1.8.6	Del 25	Monthly Update of Project Management Plan 6	0.07h	1d	Wed 10/5/22	Wed 10/5/22		Gainwell Project Manager[1%]
279	1.2.1.8.7	Del 25	Monthly Update of Project Management Plan 7	0.07h	1d	Wed 11/2/22	Wed 11/2/22		Gainwell Project Manager[1%]
280	1.2.1.8.8	Del 25	Monthly Update of Project Management Plan 8	0.07h	1d	Wed 12/7/22	Wed 12/7/22		Gainwell Project Manager[1%]
281	1.2.1.8.9		Monthly Update of Project Management Plan 9	0.07h	1d	Wed 1/4/23	Wed 1/4/23		Gainwell Project Manager[1%]
282	1.2.1.8.10		Monthly Update of Project Management Plan 10	0.07h	1d	Wed 2/1/23	Wed 2/1/23		Gainwell Project Manager[1%]
283	1.2.1.8.11		Monthly Update of Project Management Plan 11	0.07h	1d	Wed 3/1/23	Wed 3/1/23		Gainwell Project Manager[1%]
284	1.2.1.8.12		Monthly Update of Project Management Plan 12	0.07h	1d	Wed 4/5/23	Wed 4/5/23		Gainwell Project Manager[1%]
285	1.2.1.9	Del 31	Monthly Update of Risk and Issue Register	0.86h	235.62d	Wed 5/4/22	Wed 4/5/23		
286	1.2.1.9.1	Del 31	Monthly Update of Risk and Issue Register 1	0.07h	1d	Wed 5/4/22	Wed 5/4/22		Gainwell Project Manager[1%]
287	1.2.1.9.2	Del 31	Monthly Update of Risk and Issue Register 2	0.07h	1d	Wed 6/1/22	Wed 6/1/22		Gainwell Project Manager[1%]
288	1.2.1.9.3	Del 31	Monthly Update of Risk and Issue Register 3	0.07h	1d	Wed 7/6/22	Wed 7/6/22		Gainwell Project Manager[1%]
289	1.2.1.9.4	Del 31	Monthly Update of Risk and Issue Register 4	0.07h	1d	Wed 8/3/22	Wed 8/3/22		Gainwell Project Manager[1%]
290	1.2.1.9.5	Del 31	Monthly Update of Risk and Issue Register 5	0.07h	1d	Wed 9/7/22	Wed 9/7/22		Gainwell Project Manager[1%]
291	1.2.1.9.6	Del 31	Monthly Update of Risk and Issue Register 6	0.07h	1d	Wed 10/5/22	Wed 10/5/22		Gainwell Project Manager[1%]
292	1.2.1.9.7	Del 31	Monthly Update of Risk and Issue Register 7	0.07h	1d	Wed 11/2/22	Wed 11/2/22		Gainwell Project Manager[1%]
293	1.2.1.9.8	Del 31	Monthly Update of Risk and Issue Register 8	0.07h	1d	Wed 12/7/22	Wed 12/7/22		Gainwell Project Manager[1%]
294	1.2.1.9.9		Monthly Update of Risk and Issue Register 9	0.07h	1d	Wed 1/4/23	Wed 1/4/23		Gainwell Project Manager[1%]
295	1.2.1.9.10		Monthly Update of Risk and Issue Register 10	0.07h	1d	Wed 2/1/23	Wed 2/1/23		Gainwell Project Manager[1%]
296	1.2.1.9.11		Monthly Update of Risk and Issue Register 11	0.07h	1d	Wed 3/1/23	Wed 3/1/23		Gainwell Project Manager[1%]
297	1.2.1.9.12		Monthly Update of Risk and Issue Register 12	0.07h	1d	Wed 4/5/23	Wed 4/5/23		Gainwell Project Manager[1%]
298	1.2.2		Management Oversight	2,204.93h	319d	Mon 1/17/2	Mon 4/17/23		

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299	1.2.2.1		Manage Risks	183.74h	319d	Mon 1/17/22	Mon 4/17/23	4	Account Oversight Staff[8%]
300	1.2.2.2		Manage Issues	183.74h	319d	Mon 1/17/22	Mon 4/17/23	4	Account Oversight Staff[8%]
301	1.2.2.3		Monitor Quality Management	183.74h	319d	Mon 1/17/22	Mon 4/17/23	4	Account Oversight Staff[8%]
302	1.2.2.4		Manage Scope	183.74h	319d	Mon 1/17/22	Mon 4/17/23	4	Account Oversight Staff[8%]
303	1.2.2.5		Manage Change Control	183.74h	319d	Mon 1/17/22	Mon 4/17/23	4	Account Oversight Staff[8%]
304	1.2.2.6		Manage Schedule	183.74h	319d	Mon 1/17/22	Mon 4/17/23	4	Account Oversight Staff[8%]
305	1.2.2.7		Manage Communications	183.74h	319d	Mon 1/17/22	Mon 4/17/23	4	Account Oversight Staff[8%]
306	1.2.2.8		Manage Metrics	183.74h	319d	Mon 1/17/22	Mon 4/17/23	4	Account Oversight Staff[8%]
307	1.2.2.9		Manage Human Resources	183.74h	319d	Mon 1/17/22	Mon 4/17/23	4	Account Oversight Staff[8%]
308	1.2.2.10		Manage Facilities and Resources	183.74h	319d	Mon 1/17/22	Mon 4/17/23	4	Account Oversight Staff[8%]
309	1.2.2.11		Manage Contract Requirements	183.74h	319d	Mon 1/17/22	Mon 4/17/23	4	Account Oversight Staff[8%]
310	1.2.2.12		Manage Governance/ Processes/ Deliverables/ Milestones	183.74h	319d	Mon 1/17/22	Mon 4/17/23	4	Account Oversight Staff[8%]
311	1.2.3		Technical Oversight	2,223h	319d	Mon 1/17/22	Mon 4/17/23		
312	1.2.3.1		Tech Support	574.2h	319d	Mon 1/17/22	Mon 4/17/23	4	Tech Support[25%]
313	1.2.3.2		Technical Writer Oversight Support	1,648.8h	229d	Tue 5/24/22	Mon 4/17/23	4FS+90d	Technical Writer
314	1.3		Project Initiation and Planning	3,646.26h	156d	Mon 1/17/22	Wed 8/24/22		
315	1.3.1		Initial Project Team	11.52h	5d	Mon 1/17/22	Mon 1/24/22		
316	1.3.1.1		Assemble Initial Project Leaders and Key Personnel Staff	5.04h	5d	Mon 1/17/22	Mon 1/24/22	4	Account Executive[7%], Account Technical Architect[7%]
317	1.3.1.2		Identify Project Stakeholders	6.48h	5d	Mon 1/17/22	Mon 1/24/22	4	Account Executive[9%], Client Project Mgr[9%]
318	1.3.1.3		CHECKPOINT - Initial Project Team Selected	0h	0d	Mon 1/24/22	Mon 1/24/22	317	
319	1.3.2		Project Personnel	25.2h	20d	Mon 1/24/22	Tue 2/22/22		
320	1.3.2.1		Review and Update Initial Roles and Responsibilities	4.68h	5d	Mon 1/24/22	Mon 1/31/22	318	Account Developer2[10%], Account Technical Architect[3%]
321	1.3.2.2		Review and Update Initial Skills and Experience Needs	5.4h	5d	Mon 1/24/22	Mon 1/31/22	320SS	Account Developer2[10%], Account Technical Architect[5%]
322	1.3.2.3		Review and Update Initial Resources	4.68h	5d	Mon 1/31/22	Mon 2/7/22	321	Account Developer2[10%], Account Technical Architect[3%]
323	1.3.2.4		Review and Update Organization Chart	5.4h	5d	Mon 2/7/22	Mon 2/14/22	320,321,322	Account Developer2[10%], Account Technical Architect[5%]
324	1.3.2.5		Communicate Roles and Responsibilities	5.04h	5d	Mon 2/14/22	Tue 2/22/22	323	Account Developer2[10%], Account Technical Architect[4%]
325	1.3.2.6		CHECKPOINT - Project Personnel Identified	0h	0d	Tue 2/22/22	Tue 2/22/22	324	
326	1.3.3		Project Status Report Meeting Agendas, Minutes Templates	23.47h	26d	Mon 1/24/22	Wed 3/2/22		
327	1.3.3.1		Review Project Status Report , Meeting Agendas, Minutes Templates RFP Requirements	1.8h	2.08d	Mon 1/24/22	Thu 1/27/22	316	Gainwell Project Manager[12%]
328	1.3.3.2		Develop Project Status Report , Meeting Agendas, Minutes Templates	18h	20.83d	Thu 1/27/22	Fri 2/25/22	327	Gainwell Project Manager[12%]
329	1.3.3.3		Conduct Internal Work Product Review of Project Status Report , Meeting Agendas, Minutes Templates	1.87h	1d	Fri 2/25/22	Mon 2/28/22	328	Account Executive[1%], Gainwell Project Manager[25%]
330	1.3.3.4		Revise Project Status Report , Meeting Agendas, Minutes Templates based on Internal Review	1.8h	2.08d	Mon 2/28/22	Wed 3/2/22	329	Gainwell Project Manager[12%]
331	1.3.3.5		CHECKPOINT - Project Status Report , Meeting Agendas, Minutes Templates Complete	0h	0d	Wed 3/2/22	Wed 3/2/22	330	
332	1.3.4		Project Kickoff Meeting	37.15h	6d	Mon 1/24/22	Tue 2/1/22		
333	1.3.4.1		Confirm Scope of Services	2.59h	3d	Mon 1/24/22	Thu 1/27/22	4SS+5d	Gainwell Project Manager[12%]
334	1.3.4.2		Determine the Format and Protocol for Ongoing Project	2.59h	3d	Mon 1/24/22	Thu 1/27/22	4SS+5d	Gainwell Project Manager[12%]
335	1.3.4.3		Review the Project Deliverable Schedule and Review	2.59h	3d	Mon 1/24/22	Thu 1/27/22	4SS+5d	Gainwell Project Manager[12%]
336	1.3.4.4		Establish Firm Baselines for All Plans	2.59h	3d	Mon 1/24/22	Thu 1/27/22	4SS+5d	Gainwell Project Manager[12%]
337	1.3.4.5		Discuss Project Risks and Mitigation Process	2.59h	3d	Mon 1/24/22	Thu 1/27/22	4SS+5d	Gainwell Project Manager[12%]
338	1.3.4.6		Communicate the Issue Identification and Risk Process	2.59h	3d	Mon 1/24/22	Thu 1/27/22	4SS+5d	Gainwell Project Manager[12%]
339	1.3.4.7		Conduct Combined Kick-off Meeting	21.6h	3d	Thu 1/27/22	Tue 2/1/22	4SS+5d,333,334	Gainwell Project Manager
340	1.3.4.8		CHECKPOINT - Project Kickoff Meeting Complete	0h	0d	Tue 2/1/22	Tue 2/1/22	339	
341	1.3.5	Del 25	Project Management Plan	1,221.1h	74.74d	Mon 1/17/22	Tue 5/3/22		

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
342	1.3.5.1	Del 25a	Change Management Plan	138.1h	19.5d	Mon 1/17/22	Mon 2/14/22		
343	1.3.5.1.1	Del 25a	DED	28.66h	8.96d	Mon 1/17/22	Fri 1/28/22		
344	1.3.5.1.1.1	Del 25a	Review Change Management Plan RFP Requirements	1.8h	0.5d	Mon 1/17/22	Mon 1/17/22	4	Account Operations Mgr[50%]
345	1.3.5.1.1.2	Del 25a	Create Change Management Plan Deliverable Expectations Documents (DED)	10.8h	3d	Mon 1/17/22	Fri 1/21/22	344	Account Operations Mgr[50%]
346	1.3.5.1.1.3	Del 25a	DXC Internal Review of Change Management Plan DED	0h	0.5d	Fri 1/21/22	Fri 1/21/22	345	Account Operations Mgr[25%]
347	1.3.5.1.1.4	Del 25a	Revise Change Management Plan DED Based on DXC Internal Review	0.9h	0.5d	Fri 1/21/22	Mon 1/24/22	346	Account Operations Mgr[25%]
348	1.3.5.1.1.5	Del 25a	DELIVERABLE - Change Management Plan - DED Complete	0h	0d	Mon 1/24/22	Mon 1/24/22	347	
349	1.3.5.1.1.6	Del 25a	Conduct Work Product Review with Client of Change Management Plan DED	1.99h	0.23d	Mon 1/24/22	Mon 1/24/22	348	Client Project Mgr Assistant, Account Operations Mgr[20%]
350	1.3.5.1.1.7	Del 25a	Client Conducts Review of Change Management Plan DED	10.8h	3d	Mon 1/24/22	Thu 1/27/22	349	Client Project Mgr Assistant[50%]
351	1.3.5.1.1.8	Del 25a	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 1/27/22	Thu 1/27/22	350	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]
352	1.3.5.1.1.9	Del 25a	Revise Change Management Plan DED based on Client Review	0.72h	1d	Thu 1/27/22	Fri 1/28/22	351	Account Operations Mgr[10%]
353	1.3.5.1.1.10	Del 25a	MILESTONE - Client Approves Change Management Plan - DED	0h	0d	Fri 1/28/22	Fri 1/28/22	352	
354	1.3.5.1.2	Del 25a	Plan	109.44h	15d	Mon 1/24/22	Mon 2/14/22		
355	1.3.5.1.2.1	Del 25a	Create Change Management Plan	72h	10d	Mon 1/24/22	Mon 2/7/22	348	Account Operations Mgr
356	1.3.5.1.2.2	Del 25a	Conduct Internal Review of Change Management Plan	15.84h	2d	Mon 2/7/22	Wed 2/9/22	355	Account Quality Mgr[10%], Account Operations Mgr
357	1.3.5.1.2.3	Del 25a	Revise Change Management Plan based on Internal Review	21.6h	3d	Wed 2/9/22	Mon 2/14/22	356	Account Operations Mgr
358	1.3.5.1.2.4	Del 25a	DELIVERABLE - Change Management Plan	0h	0d	Mon 2/14/22	Mon 2/14/22	357	
359	1.3.5.2	Del 25b	Communications Management Plan	71.44h	19.5d	Mon 1/17/22	Mon 2/14/22		
360	1.3.5.2.1	Del 25b	DED	29.56h	8.96d	Mon 1/17/22	Fri 1/28/22		
361	1.3.5.2.1.1	Del 25b	Review Communications Plan RFP Requirements	1.8h	0.5d	Mon 1/17/22	Mon 1/17/22	4	Gainwell Communication SME[50%]
362	1.3.5.2.1.2	Del 25b	Create Communications Plan Deliverable Expectations Documents (DED)	10.8h	3d	Mon 1/17/22	Fri 1/21/22	361	Gainwell Communication SME[50%]
363	1.3.5.2.1.3	Del 25b	DXC Internal Review of Communications Plan DED	0.9h	0.5d	Fri 1/21/22	Fri 1/21/22	362	Gainwell Communication SME[25%]
364	1.3.5.2.1.4	Del 25b	Revise Communications Plan DED Based on DXC Internal Review	0.9h	0.5d	Fri 1/21/22	Mon 1/24/22	363	Gainwell Communication SME[25%]
365	1.3.5.2.1.5	Del 25b	DELIVERABLE - Communications Management Plan DED Complete	0h	0d	Mon 1/24/22	Mon 1/24/22	364	
366	1.3.5.2.1.6	Del 25b	Conduct Work Product Review with Client of Communications Plan DED	1.99h	0.23d	Mon 1/24/22	Mon 1/24/22	365	Client Project Mgr Assistant, Gainwell Communication SME[20%]
367	1.3.5.2.1.7	Del 25b	Client Conducts Review of Communications Plan DED	10.8h	3d	Mon 1/24/22	Thu 1/27/22	366	Client Project Mgr Assistant[50%]
368	1.3.5.2.1.8	Del 25b	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 1/27/22	Thu 1/27/22	367	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]
369	1.3.5.2.1.9	Del 25b	Revise Communications Plan DED based on Client Review	0.72h	1d	Thu 1/27/22	Fri 1/28/22	368	Gainwell Communication SME[10%]
370	1.3.5.2.1.10	Del 25b	MILESTONE - Client Approves Communications Management Plan DED	0h	0d	Fri 1/28/22	Fri 1/28/22	369	
371	1.3.5.2.2	Del 25b	Plan	41.88h	15d	Mon 1/24/22	Mon 2/14/22		
372	1.3.5.2.2.1	Del 25b	Create Communications Plan	36h	10d	Mon 1/24/22	Mon 2/7/22	365	Gainwell Communication SME[50%]
373	1.3.5.2.2.2	Del 25b	Conduct Internal Work Product Review of Updated Communications Plan	0.48h	2d	Mon 2/7/22	Wed 2/9/22	372	Gainwell Communication SME[3%]
374	1.3.5.2.2.3	Del 25b	Revise Updated Communications Plan based on Internal Review	5.4h	3d	Wed 2/9/22	Mon 2/14/22	373	Gainwell Communication SME[25%]
375	1.3.5.2.2.4	Del 25b	DELIVERABLE - Communications Management Plan	0h	0d	Mon 2/14/22	Mon 2/14/22	374	
376	1.3.5.3	Del 25c	Cost Management Plan	108.58h	19.5d	Mon 1/17/22	Mon 2/14/22		
377	1.3.5.3.1	Del 25c	DED	51.77h	8.96d	Mon 1/17/22	Fri 1/28/22		
378	1.3.5.3.1.1	Del 25c	Review Cost Management Plan RFP Requirements	3.6h	0.5d	Mon 1/17/22	Mon 1/17/22	4	Account Deputy
379	1.3.5.3.1.2	Del 25c	Create Cost Management Plan Deliverable Expectations Documents (DED)	21.6h	3d	Mon 1/17/22	Fri 1/21/22	378	Account Deputy
380	1.3.5.3.1.3	Del 25c	DXC Internal Review of Cost Management Plan DED	3.6h	0.5d	Fri 1/21/22	Fri 1/21/22	379	Account Deputy
381	1.3.5.3.1.4	Del 25c	Revise Cost Management Plan DED Based on DXC Internal Review	3.6h	0.5d	Fri 1/21/22	Mon 1/24/22	380	Account Deputy
382	1.3.5.3.1.5	Del 25c	DELIVERABLE - Cost Management Plan DED Complete	0h	0d	Mon 1/24/22	Mon 1/24/22	381	
383	1.3.5.3.1.6	Del 25c	Conduct Work Product Review with Client of Cost Management Plan DED	3.31h	0.23d	Mon 1/24/22	Mon 1/24/22	382	Client Project Mgr Assistant, Account Deputy
384	1.3.5.3.1.7	Del 25c	Client Conducts Review of Cost Management Plan DED	10.8h	3d	Mon 1/24/22	Thu 1/27/22	383	Client Project Mgr Assistant[50%]
385	1.3.5.3.1.8	Del 25c	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 1/27/22	Thu 1/27/22	384	Client Project Mgr Assistant[50%], Account Deputy[50%]
386	1.3.5.3.1.9	Del 25c	Revise Cost Management Plan DED based on Client Review	3.6h	1d	Thu 1/27/22	Fri 1/28/22	385	Account Deputy[50%]

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
387	1.3.5.3.1.10	Del 25c	MILESTONE - Client Approves Cost Management Plan DED	0h	0d	Fri 1/28/22	Fri 1/28/22	386	
388	1.3.5.3.2	Del 25c	Plan	56.81h	15d	Mon 1/24/22	Mon 2/14/22		
389	1.3.5.3.2.1	Del 25c	Create Cost Management Plan	38.16h	10d	Mon 1/24/22	Mon 2/7/22	382	Account Deputy[50%], Gainwell Communication SME[3%]
390	1.3.5.3.2.2	Del 25c	Conduct Internal Work Product Review of Updated Cost Management Plan	7.2h	2d	Mon 2/7/22	Wed 2/9/22	389	Account Deputy[50%]
391	1.3.5.3.2.3	Del 25c	Revise Updated Cost Management Plan based on Internal Review	11.45h	3d	Wed 2/9/22	Mon 2/14/22	390	Gainwell Communication SME[3%], Account Deputy[50%]
392	1.3.5.3.2.4	Del 25c	DELIVERABLE - Cost Management Plan	0h	0d	Mon 2/14/22	Mon 2/14/22	391	
393	1.3.5.4	Del 25d	Document Management Plan	42.88h	19.5d	Mon 1/17/22	Mon 2/14/22		
394	1.3.5.4.1	Del 25d	DED	16.96h	8.96d	Mon 1/17/22	Fri 1/28/22		
395	1.3.5.4.1.1	Del 25d	Review Document Management Plan RFP Requirements	1.8h	0.5d	Mon 1/17/22	Mon 1/17/22	4	Account Deputy[50%]
396	1.3.5.4.1.2	Del 25d	Create Document Management Plan Deliverable Expectations Documents (DED)	0h	3d	Mon 1/17/22	Fri 1/21/22	395	Account Deputy[50%]
397	1.3.5.4.1.3	Del 25d	DXC Internal Review of Document Management Plan DED	0h	0.5d	Fri 1/21/22	Fri 1/21/22	396	Account Deputy[50%]
398	1.3.5.4.1.4	Del 25d	Revise Document Management Plan DED Based on DXC Internal Review	0h	0.5d	Fri 1/21/22	Mon 1/24/22	397	Account Deputy[25%]
399	1.3.5.4.1.5	Del 25d	DELIVERABLE - Document Management Plan DED Complete	0h	0d	Mon 1/24/22	Mon 1/24/22	398	
400	1.3.5.4.1.6	Del 25d	Conduct Work Product Review with Client of Document Management Plan DED	1.99h	0.23d	Mon 1/24/22	Mon 1/24/22	399	Client Project Mgr Assistant, Account Deputy[20%]
401	1.3.5.4.1.7	Del 25d	Client Conducts Review of Document Management Plan DED	10.8h	3d	Mon 1/24/22	Thu 1/27/22	400	Client Project Mgr Assistant[50%]
402	1.3.5.4.1.8	Del 25d	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 1/27/22	Thu 1/27/22	401	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]
403	1.3.5.4.1.9	Del 25d	Revise Document Management Plan DED based on Client Review	0.72h	1d	Thu 1/27/22	Fri 1/28/22	402	Account Deputy[10%]
404	1.3.5.4.1.10	Del 25d	MILESTONE - Client Approves Document Management Plan DED	0h	0d	Fri 1/28/22	Fri 1/28/22	403	
405	1.3.5.4.2	Del 25d	Plan	25.92h	15d	Mon 1/24/22	Mon 2/14/22		
406	1.3.5.4.2.1	Del 25d	Create Document Management Plan	18h	10d	Mon 1/24/22	Mon 2/7/22	399	Account Deputy[25%]
407	1.3.5.4.2.2	Del 25d	Conduct Internal Work Product Review of Updated Document Management Plan	3.6h	2d	Mon 2/7/22	Wed 2/9/22	406	Account Deputy[25%]
408	1.3.5.4.2.3	Del 25d	Revise Updated Document Management Plan based on Internal Review	4.32h	3d	Wed 2/9/22	Mon 2/14/22	407	Account Deputy[20%]
409	1.3.5.4.2.4	Del 25d	DELIVERABLE - Document Management Plan	0h	0d	Mon 2/14/22	Mon 2/14/22	408	
410	1.3.5.5	Del 25e	Modularity and Reusability Plan	43.63h	19.5d	Mon 1/17/22	Mon 2/14/22		
411	1.3.5.5.1	Del 25e	DED	16.63h	8.96d	Mon 1/17/22	Fri 1/28/22		
412	1.3.5.5.1.1	Del 25e	Review Modularity and Reusability Plan RFP Requirements	1.8h	0.5d	Mon 1/17/22	Mon 1/17/22	4	Gainwell Solution Architect[50%]
413	1.3.5.5.1.2	Del 25e	Create Modularity and Reusability Plan Deliverable Expectations Documents (DED)	0h	3d	Mon 1/17/22	Fri 1/21/22	412	Gainwell Solution Architect[50%]
414	1.3.5.5.1.3	Del 25e	DXC Internal Review of Modularity and Reusability Plan DED	0h	0.5d	Fri 1/21/22	Fri 1/21/22	413	Gainwell Solution Architect[50%]
415	1.3.5.5.1.4	Del 25e	Revise Modularity and Reusability Plan DED Based on DXC Internal Review	0h	0.5d	Fri 1/21/22	Mon 1/24/22	414	Gainwell Solution Architect[50%]
416	1.3.5.5.1.5	Del 25e	DELIVERABLE - Modularity and Reusability Plan DED Complete	0h	0d	Mon 1/24/22	Mon 1/24/22	415	
417	1.3.5.5.1.6	Del 25e	Conduct Work Product Review with Client of Modularity and Reusability Plan DED	1.66h	0.23d	Mon 1/24/22	Mon 1/24/22	416	Client Project Mgr Assistant[50%], Gainwell Solution Architect[50%]
418	1.3.5.5.1.7	Del 25e	Client Conducts Review of Modularity and Reusability Plan DED	10.8h	3d	Mon 1/24/22	Thu 1/27/22	417	Client Project Mgr Assistant[50%]
419	1.3.5.5.1.8	Del 25e	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 1/27/22	Thu 1/27/22	418	Client Project Mgr Assistant[50%], Gainwell Solution Architect[50%]
420	1.3.5.5.1.9	Del 25e	Revise Modularity and Reusability Plan DED based on Client Review	0.72h	1d	Thu 1/27/22	Fri 1/28/22	419	Gainwell Solution Architect[10%]
421	1.3.5.5.1.10	Del 25e	MILESTONE - Client Approves Modularity and Reusability Plan DED	0h	0d	Fri 1/28/22	Fri 1/28/22	420	
422	1.3.5.5.2	Del 25e	Plan	27h	15d	Mon 1/24/22	Mon 2/14/22		
423	1.3.5.5.2.1	Del 25e	Create Modularity and Reusability Plan	18h	10d	Mon 1/24/22	Mon 2/7/22	416	Gainwell Solution Architect[25%]
424	1.3.5.5.2.2	Del 25e	Conduct Internal Work Product Review of Updated Modularity and Reusability Plan	3.6h	2d	Mon 2/7/22	Wed 2/9/22	423	Gainwell Solution Architect[25%]
425	1.3.5.5.2.3	Del 25e	Revise Updated Modularity and Reusability Plan based on Internal Review	5.4h	3d	Wed 2/9/22	Mon 2/14/22	424	Gainwell Solution Architect[25%]
426	1.3.5.5.2.4	Del 25e	DELIVERABLE - Modularity and Reusability Plan	0h	0d	Mon 2/14/22	Mon 2/14/22	425	
427	1.3.5.6	Del 25f / I	Project Work Plan and Schedule	178.2h	51.25d	Mon 1/17/22	Wed 3/30/22		
428	1.3.5.6.1	Del 25f / I	Review and Update Proposal DRAFT Project Work Plan Schedule	54h	15d	Mon 1/17/22	Mon 2/7/22	4	Gainwell Project Manager[50%]
429	1.3.5.6.2	Del 25f / I	Conduct Internal Review of Updated Project Work Plan Schedule	7.2h	2d	Mon 2/7/22	Wed 2/9/22	428	Gainwell Project Manager[50%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
430	1.3.5.6.3	Del 25f / I	Revise Updated Project Work Plan Schedule based on Internal Review	18h	5d	Wed 2/9/22	Thu 2/17/22	429	Gainwell Project Manager[50%]
431	1.3.5.6.4	Del 25f / I	DELIVERABLE - Project Work Plan	0h	0d	Thu 2/17/22	Thu 2/17/22	430	
432	1.3.5.6.5	Del 25f / I Del 26	Conduct Work Product Review with The Client of Project Work Plan Schedule	1.8h	0.25d	Thu 2/17/22	Fri 2/18/22	431	Gainwell Project Manager[50%], Client Project Mgr Assistant[50%]
433	1.3.5.6.6	Del 25f / I	The Client Conducts Review of Project Work Plan Schedule Deliverables	36h	10d	Fri 2/18/22	Fri 3/4/22	432	Client Project Mgr Assistant[50%]
434	1.3.5.6.7	Del 25f / I	Walkthrough The Client Deliverable Review Comments	0.9h	0.25d	Fri 3/4/22	Fri 3/4/22	433	Gainwell Project Manager[50%]
435	1.3.5.6.8	Del 25f / I	Revise Project Work Plan Schedule based on Clients Review	18h	5d	Fri 3/4/22	Fri 3/11/22	434	Gainwell Project Manager[50%]
436	1.3.5.6.9	Del 25f / I	Distribute Project Work Plan Schedule to The Client for 2nd Review	0.9h	0.25d	Fri 3/11/22	Fri 3/11/22	435	Gainwell Project Manager[50%]
437	1.3.5.6.10	Del 25f / I	The Client Performs 2nd Review of Project Work Plan Schedule	18h	5d	Fri 3/11/22	Fri 3/18/22	436	Client Project Mgr Assistant[50%]
438	1.3.5.6.11	Del 25f / I	Walkthrough The Client Deliverable Review Comments	0.9h	0.25d	Fri 3/18/22	Fri 3/18/22	437	Gainwell Project Manager[50%]
439	1.3.5.6.12	Del 25f / I	Revise Project Work Plan Schedule based on 2nd Review Feedback	18h	5d	Fri 3/18/22	Fri 3/25/22	438	Gainwell Project Manager[50%]
440	1.3.5.6.13	Del 25f / I	Distribute Project Work Plan Schedule to The Client for Approval	0.9h	0.25d	Fri 3/25/22	Fri 3/25/22	439	Gainwell Project Manager[50%]
441	1.3.5.6.14	Del 25f / I	MILESTONE - The Client Approves Project Work Plan and Schedule	0h	0d	Tue 3/29/22	Tue 3/29/22	440FS+2d	
442	1.3.5.6.15	Del 25f / I	Baseline Updated Master Work Plan & Schedule Based on The Client Approval	3.6h	1d	Tue 3/29/22	Wed 3/30/22	441	Gainwell Project Manager[50%]
443	1.3.5.7	Del 25g	Quality Management Plan	42.88h	19.5d	Mon 1/17/2	Mon 2/14/22		
444	1.3.5.7.1	Del 25g	DED	16.96h	8.96d	Mon 1/17/2	Fri 1/28/22		
445	1.3.5.7.1.1	Del 25g	Review Quality Management Plan RFP Requirements	1.8h	0.5d	Mon 1/17/2	Mon 1/17/22	4	Account Quality Mgr[50%]
446	1.3.5.7.1.2	Del 25g	Create Quality Management Plan Deliverable Expectations Documents (DED)	0h	3d	Mon 1/17/2	Fri 1/21/22	445	Account Quality Mgr[50%]
447	1.3.5.7.1.3	Del 25g	DXC Internal Review of Quality Management Plan DED	0h	0.5d	Fri 1/21/22	Fri 1/21/22	446	Account Quality Mgr[50%]
448	1.3.5.7.1.4	Del 25g	Revise Quality Management Plan DED Based on DXC Internal Review	0h	0.5d	Fri 1/21/22	Mon 1/24/22	447	Account Quality Mgr[25%]
449	1.3.5.7.1.5	Del 25g	DELIVERABLE - Quality Management Plan DED Complete	0h	0d	Mon 1/24/2	Mon 1/24/22	448	
450	1.3.5.7.1.6	Del 25g	Conduct Work Product Review with Client of Quality Management Plan DED	1.99h	0.23d	Mon 1/24/22	Mon 1/24/22	449	Client Project Mgr Assistant, Account Quality Mgr[20%]
451	1.3.5.7.1.7	Del 25g	Client Conducts Review of Quality Management Plan DED	10.8h	3d	Mon 1/24/2	Thu 1/27/22	450	Client Project Mgr Assistant[50%]
452	1.3.5.7.1.8	Del 25g	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 1/27/22	Thu 1/27/22	451	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]
453	1.3.5.7.1.9	Del 25g	Revise Quality Management Plan DED based on Client Review	0.72h	1d	Thu 1/27/22	Fri 1/28/22	452	Account Quality Mgr[10%]
454	1.3.5.7.1.10	Del 25g	MILESTONE - Client Approves Quality Management Plan DED	0h	0d	Fri 1/28/22	Fri 1/28/22	453	
455	1.3.5.7.2	Del 25g	Plan	25.92h	15d	Mon 1/24/2	Mon 2/14/22		
456	1.3.5.7.2.1	Del 25g	Create Quality Management Plan	18h	10d	Mon 1/24/2	Mon 2/7/22	449	Account Quality Mgr[25%]
457	1.3.5.7.2.2	Del 25g	Conduct Internal Work Product Review of Updated Quality Management Plan	3.6h	2d	Mon 2/7/22	Wed 2/9/22	456	Account Quality Mgr[25%]
458	1.3.5.7.2.3	Del 25g	Revise Updated Quality Management Plan based on Internal Review	4.32h	3d	Wed 2/9/22	Mon 2/14/22	457	Account Quality Mgr[20%]
459	1.3.5.7.2.4	Del 25g	DELIVERABLE - Quality Management Plan	0h	0d	Mon 2/14/2	Mon 2/14/22	458	
460	1.3.5.8	Del 25h	Risk and Issues Management Plan	42.88h	19.5d	Mon 1/17/2	Mon 2/14/22		
461	1.3.5.8.1	Del 25h	DED	16.96h	8.96d	Mon 1/17/2	Fri 1/28/22		
462	1.3.5.8.1.1	Del 25h	Review Risk Management Plan RFP Requirements	1.8h	0.5d	Mon 1/17/2	Mon 1/17/22	4	Account Operations Mgr[50%]
463	1.3.5.8.1.2	Del 25h	Create Risk Management Plan Deliverable Expectations Documents (DED)	0h	3d	Mon 1/17/2	Fri 1/21/22	462	Account Operations Mgr[50%]
464	1.3.5.8.1.3	Del 25h	DXC Internal Review of Risk Management Plan DED	0h	0.5d	Fri 1/21/22	Fri 1/21/22	463	Account Operations Mgr[50%]
465	1.3.5.8.1.4	Del 25h	Revise Risk Management Plan DED Based on DXC Internal Review	0h	0.5d	Fri 1/21/22	Mon 1/24/22	464	Account Operations Mgr[25%]
466	1.3.5.8.1.5	Del 25h	DELIVERABLE - Risk Management Plan DED Complete	0h	0d	Mon 1/24/2	Mon 1/24/22	465	
467	1.3.5.8.1.6	Del 25h	Conduct Work Product Review with Client of Risk Management Plan DED	1.99h	0.23d	Mon 1/24/22	Mon 1/24/22	466	Client Project Mgr Assistant, Account Operations Mgr[20%]
468	1.3.5.8.1.7	Del 25h	Client Conducts Review of Risk Management Plan DED	10.8h	3d	Mon 1/24/2	Thu 1/27/22	467	Client Project Mgr Assistant[50%]
469	1.3.5.8.1.8	Del 25h	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 1/27/22	Thu 1/27/22	468	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]
470	1.3.5.8.1.9	Del 25h	Revise Risk Management Plan DED based on Client Review	0.72h	1d	Thu 1/27/22	Fri 1/28/22	469	Account Operations Mgr[10%]
471	1.3.5.8.1.10	Del 25h	MILESTONE - Client Approves Risk and Issues Management Plan DED	0h	0d	Fri 1/28/22	Fri 1/28/22	470	
472	1.3.5.8.2	Del 25h	Plan	25.92h	15d	Mon 1/24/2	Mon 2/14/22		
473	1.3.5.8.2.1	Del 25h	Create Risk Management Plan	18h	10d	Mon 1/24/2	Mon 2/7/22	466	Account Operations Mgr[25%]
474	1.3.5.8.2.2	Del 25h	Conduct Internal Work Product Review of Updated Risk Management Plan	3.6h	2d	Mon 2/7/22	Wed 2/9/22	473	Account Operations Mgr[25%]
475	1.3.5.8.2.3	Del 25h	Revise Updated Risk Management Plan based on Internal Review	4.32h	3d	Wed 2/9/22	Mon 2/14/22	474	Account Operations Mgr[20%]

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
476	1.3.5.8.2.4	Del 25h	DELIVERABLE - Risk and Issues Management Plan	0h	0d	Mon 2/14/22	Mon 2/14/22	475	
477	1.3.5.9	Del 25i	Schedule Management Plan	57.39h	19.5d	Mon 1/17/22	Mon 2/14/22		
478	1.3.5.9.1	Del 25i	DED	31.47h	8.96d	Mon 1/17/22	Fri 1/28/22		
479	1.3.5.9.1.1	Del 25i	Review Schedule Management Plan RFP Requirements	1.8h	0.5d	Mon 1/17/22	Mon 1/17/22	4	Gainwell Schedule Mgmt SME[50%]
480	1.3.5.9.1.2	Del 25i	Create Schedule Management Plan Deliverable Expectations Documents (DED)	0h	3d	Mon 1/17/22	Fri 1/21/22	479	Gainwell Schedule Mgmt SME[50%]
481	1.3.5.9.1.3	Del 25i	DXC Internal Review of Schedule Management Plan DED	0h	0.5d	Fri 1/21/22	Fri 1/21/22	480	Gainwell Schedule Mgmt SME[50%]
482	1.3.5.9.1.4	Del 25i	Revise Schedule Management Plan DED Based on DXC Internal Review	0h	0.5d	Fri 1/21/22	Mon 1/24/22	481	Gainwell Schedule Mgmt SME[25%]
483	1.3.5.9.1.5	Del 25i	DELIVERABLE - Schedule Management Plan DED Complete	0h	0d	Mon 1/24/22	Mon 1/24/22	482	
484	1.3.5.9.1.6	Del 25i	Conduct Work Product Review with Client of Schedule Management Plan DED	1.99h	0.23d	Mon 1/24/22	Mon 1/24/22	483	Client Project Mgr Assistant, Gainwell Schedule Mgmt SME[20%]
485	1.3.5.9.1.7	Del 25i	Client Conducts Review of Schedule Management Plan DED	21.6h	3d	Mon 1/24/22	Thu 1/27/22	484	Client Project Mgr Assistant
486	1.3.5.9.1.8	Del 25i	Walkthrough Client Deliverable Review Comments	2.49h	0.23d	Thu 1/27/22	Thu 1/27/22	485	Client Project Mgr Assistant[50%], Gainwell Schedule Mgmt SME
487	1.3.5.9.1.9	Del 25i	Revise Schedule Management Plan DED based on Client Review	3.6h	1d	Thu 1/27/22	Fri 1/28/22	486	Gainwell Schedule Mgmt SME[50%]
488	1.3.5.9.1.10	Del 25i	MILESTONE - Client Approves Schedule Management Plan DED	0h	0d	Fri 1/28/22	Fri 1/28/22	487	
489	1.3.5.9.2	Del 25i	Plan	25.92h	15d	Mon 1/24/22	Mon 2/14/22		
490	1.3.5.9.2.1	Del 25i	Create Schedule Management Plan	18h	10d	Mon 1/24/22	Mon 2/7/22	483	Gainwell Schedule Mgmt SME[25%]
491	1.3.5.9.2.2	Del 25i	Conduct Internal Work Product Review of Updated Schedule Management Plan	3.6h	2d	Mon 2/7/22	Wed 2/9/22	490	Gainwell Schedule Mgmt SME[25%]
492	1.3.5.9.2.3	Del 25i	Revise Updated Schedule Management Plan based on Internal Review	4.32h	3d	Wed 2/9/22	Mon 2/14/22	491	Gainwell Schedule Mgmt SME[20%]
493	1.3.5.9.2.4	Del 25i	DELIVERABLE - Schedule Management Plan	0h	0d	Mon 2/14/22	Mon 2/14/22	492	
494	1.3.5.10	Del 25j	Scope Management Plan	42.88h	19.5d	Mon 1/17/22	Mon 2/14/22		
495	1.3.5.10.1	Del 25j	DED	16.96h	8.96d	Mon 1/17/22	Fri 1/28/22		
496	1.3.5.10.1.1	Del 25j	Review Scope Management Plan RFP Requirements	1.8h	0.5d	Mon 1/17/22	Mon 1/17/22	4	Account Deputy[50%]
497	1.3.5.10.1.2	Del 25j	Create Scope Management Plan Deliverable Expectations Documents (DED)	0h	3d	Mon 1/17/22	Fri 1/21/22	496	Account Deputy[50%]
498	1.3.5.10.1.3	Del 25j	DXC Internal Review of Scope Management Plan DED	0h	0.5d	Fri 1/21/22	Fri 1/21/22	497	Account Deputy[50%]
499	1.3.5.10.1.4	Del 25j	Revise Scope Management Plan DED Based on DXC Internal Review	0h	0.5d	Fri 1/21/22	Mon 1/24/22	498	Account Deputy[25%]
500	1.3.5.10.1.5	Del 25j	DELIVERABLE - Scope Management Plan DED Complete	0h	0d	Mon 1/24/22	Mon 1/24/22	499	
501	1.3.5.10.1.6	Del 25j	Conduct Work Product Review with Client of Scope Management Plan DED	1.99h	0.23d	Mon 1/24/22	Mon 1/24/22	500	Client Project Mgr Assistant, Account Deputy[20%]
502	1.3.5.10.1.7	Del 25j	Client Conducts Review of Scope Management Plan DED	10.8h	3d	Mon 1/24/22	Thu 1/27/22	501	Client Project Mgr Assistant[50%]
503	1.3.5.10.1.8	Del 25j	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 1/27/22	Thu 1/27/22	502	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]
504	1.3.5.10.1.9	Del 25j	Revise Scope Management Plan DED based on Client Review	0.72h	1d	Thu 1/27/22	Fri 1/28/22	503	Account Deputy[10%]
505	1.3.5.10.1.10	Del 25j	MILESTONE - Client Approves Scope Management Plan DED	0h	0d	Fri 1/28/22	Fri 1/28/22	504	
506	1.3.5.10.2	Del 25j	Plan	25.92h	15d	Mon 1/24/22	Mon 2/14/22		
507	1.3.5.10.2.1	Del 25j	Create Scope Management Plan	18h	10d	Mon 1/24/22	Mon 2/7/22	500	Account Deputy[25%]
508	1.3.5.10.2.2	Del 25j	Conduct Internal Work Product Review of Updated Scope Management Plan	3.6h	2d	Mon 2/7/22	Wed 2/9/22	507	Account Deputy[25%]
509	1.3.5.10.2.3	Del 25j	Revise Updated Scope Management Plan based on Internal Review	4.32h	3d	Wed 2/9/22	Mon 2/14/22	508	Account Deputy[20%]
510	1.3.5.10.2.4	Del 25j	DELIVERABLE - Scope Management Plan	0h	0d	Mon 2/14/22	Mon 2/14/22	509	
511	1.3.5.11	Del 25k	Staffing Management Plan	42.88h	19.5d	Mon 1/17/22	Mon 2/14/22		
512	1.3.5.11.1	Del 25k	DED	16.96h	8.96d	Mon 1/17/22	Fri 1/28/22		
513	1.3.5.11.1.1	Del 25k	Review Staffing Management Plan RFP Requirements	1.8h	0.5d	Mon 1/17/22	Mon 1/17/22	4	Gainwell Lead Architect[50%]
514	1.3.5.11.1.2	Del 25k	Create Staffing Management Plan Deliverable Expectations Documents (DED)	0h	3d	Mon 1/17/22	Fri 1/21/22	513	Gainwell Lead Architect[50%]
515	1.3.5.11.1.3	Del 25k	DXC Internal Review of Staffing Management Plan DED	0h	0.5d	Fri 1/21/22	Fri 1/21/22	514	Gainwell Lead Architect[50%]
516	1.3.5.11.1.4	Del 25k	Revise Staffing Management Plan DED Based on DXC Internal Review	0h	0.5d	Fri 1/21/22	Mon 1/24/22	515	Gainwell Lead Architect[25%]
517	1.3.5.11.1.5	Del 25k	DELIVERABLE - Staffing Management Plan Format DED Complete	0h	0d	Mon 1/24/22	Mon 1/24/22	516	
518	1.3.5.11.1.6	Del 25k	Conduct Work Product Review with Client of Staffing Management Plan DED	1.99h	0.23d	Mon 1/24/22	Mon 1/24/22	517	Client Project Mgr Assistant, Gainwell Lead Architect[20%]
519	1.3.5.11.1.7	Del 25k	Client Conducts Review of Staffing Management Plan DED	10.8h	3d	Mon 1/24/22	Thu 1/27/22	518	Client Project Mgr Assistant[50%]
520	1.3.5.11.1.8	Del 25k	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 1/27/22	Thu 1/27/22	519	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
521	1.3.5.11.1.9	Del 25k	Revise Staffing Management Plan DED based on Client Review	0.72h	1d	Thu 1/27/22	Fri 1/28/22	520	Gainwell Lead Architect[10%]
522	1.3.5.11.1.10	Del 25k	MILESTONE - Client Approves Staffing Management Plan DED	0h	0d	Fri 1/28/22	Fri 1/28/22	521	
523	1.3.5.11.2	Del 25k	Plan	25.92h	15d	Mon 1/24/22	Mon 2/14/22		
524	1.3.5.11.2.1	Del 25k	Create Staffing Management Plan Submitted with Proposal	18h	10d	Mon 1/24/22	Mon 2/7/22	517	Gainwell Lead Architect[25%]
525	1.3.5.11.2.2	Del 25k	Conduct Internal Review of Staffing Management Plan	3.6h	2d	Mon 2/7/22	Wed 2/9/22	524	Gainwell Lead Architect[25%]
526	1.3.5.11.2.3	Del 25k	Revise Staffing Management Plan based on Internal Review	4.32h	3d	Wed 2/9/22	Mon 2/14/22	525	Gainwell Lead Architect[20%]
527	1.3.5.11.2.4	Del 25k	DELIVERABLE - Staffing Management Plan	0h	0d	Mon 2/14/22	Mon 2/14/22	526	
528	1.3.5.12	Del 25l	Stakeholder Management Plan	42.88h	19.5d	Mon 1/17/22	Mon 2/14/22		
529	1.3.5.12.1	Del 25l	DED	16.96h	8.96d	Mon 1/17/22	Fri 1/28/22		
530	1.3.5.12.1.1	Del 25l	Review Stakeholder Management Plan RFP Requirements	1.8h	0.5d	Mon 1/17/22	Mon 1/17/22	4	Account Operations Mgr[50%]
531	1.3.5.12.1.2	Del 25l	Create Stakeholder Management Plan Deliverable Expectations Documents (DED)	0h	3d	Mon 1/17/22	Fri 1/21/22	530	Account Operations Mgr[50%]
532	1.3.5.12.1.3	Del 25l	DXC Internal Review of Stakeholder Management Plan DED	0h	0.5d	Fri 1/21/22	Fri 1/21/22	531	Account Operations Mgr[50%]
533	1.3.5.12.1.4	Del 25l	Revise Stakeholder Management Plan DED Based on DXC Internal Review	0h	0.5d	Fri 1/21/22	Mon 1/24/22	532	Account Operations Mgr[25%]
534	1.3.5.12.1.5	Del 25l	DELIVERABLE - Stakeholder Management Plan DED Complete	0h	0d	Mon 1/24/22	Mon 1/24/22	533	
535	1.3.5.12.1.6	Del 25l	Conduct Work Product Review with Client of Stakeholder Management Plan DED	1.99h	0.23d	Mon 1/24/22	Mon 1/24/22	534	Client Project Mgr Assistant, Account Operations Mgr[20%]
536	1.3.5.12.1.7	Del 25l	Client Conducts Review of Stakeholder Management Plan DED	10.8h	3d	Mon 1/24/22	Thu 1/27/22	535	Client Project Mgr Assistant[50%]
537	1.3.5.12.1.8	Del 25l	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 1/27/22	Thu 1/27/22	536	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]
538	1.3.5.12.1.9	Del 25l	Revise Stakeholder Management Plan DED based on Client Review	0.72h	1d	Thu 1/27/22	Fri 1/28/22	537	Account Operations Mgr[10%]
539	1.3.5.12.1.10	Del 25l	MILESTONE - Client Approves Stakeholder Management Plan DED	0h	0d	Fri 1/28/22	Fri 1/28/22	538	
540	1.3.5.12.2	Del 25l	Plan	25.92h	15d	Mon 1/24/22	Mon 2/14/22		
541	1.3.5.12.2.1	Del 25l	Create Stakeholder Management Plan	18h	10d	Mon 1/24/22	Mon 2/7/22	534	Account Operations Mgr[25%]
542	1.3.5.12.2.2	Del 25l	Conduct Internal Work Product Review of Updated Stakeholder Management Plan	3.6h	2d	Mon 2/7/22	Wed 2/9/22	541	Account Operations Mgr[25%]
543	1.3.5.12.2.3	Del 25l	Revise Updated Stakeholder Management Plan based on Internal Review	4.32h	3d	Wed 2/9/22	Mon 2/14/22	542	Account Operations Mgr[20%]
544	1.3.5.12.2.4	Del 25l	DELIVERABLE - Stakeholder Management Plan	0h	0d	Mon 2/14/22	Mon 2/14/22	543	
545	1.3.5.13	Del 25l	Stakeholder Analysis	161.98h	51.78d	Fri 1/28/22	Wed 4/13/22		
546	1.3.5.13.1	Del 25l	Perform Stakeholder Analysis	27h	15d	Fri 1/28/22	Mon 2/21/22	539	Account Deputy[25%]
547	1.3.5.13.2	Del 25l	Document Stakeholder Analysis Results	0h	15d	Tue 2/1/22	Wed 2/23/22	546SS+2d	
548	1.3.5.13.3	Del 25l	Conduct Internal Work Product Review of Stakeholder Analysis	1.8h	1d	Wed 2/23/22	Thu 2/24/22	547	Account Deputy[25%]
549	1.3.5.13.4	Del 25l	Revise Stakeholder Analysis based on Internal Review	7.2h	5d	Thu 2/24/22	Thu 3/3/22	548	Account Deputy[20%]
550	1.3.5.13.5	Del 25l	DELIVERABLE - Stakeholder Analysis Complete	0h	0d	Thu 3/3/22	Thu 3/3/22	549	
551	1.3.5.13.6	Del 25l	Distribute Stakeholder Analysis Results to Client for Review	0.26h	0.35d	Thu 3/3/22	Fri 3/4/22	550	Account Business Analyst[10%]
552	1.3.5.13.7	Del 25l	Client Conducts Review of Stakeholder Analysis Results	72h	10d	Fri 3/4/22	Fri 3/18/22	551	Client Project Mgr
553	1.3.5.13.8	Del 25l	Walkthrough Client Deliverable Review Comments	0.64h	0.35d	Fri 3/18/22	Fri 3/18/22	552	Account Business Analyst[25%]
554	1.3.5.13.9	Del 25l	Revise Stakeholder Analysis Results based on Clients Review	7.2h	5d	Fri 3/18/22	Fri 3/25/22	553	Account Business Analyst[20%]
555	1.3.5.13.10	Del 25l	Distribute Stakeholder Analysis Results to Client for 2nd Review	0.26h	0.35d	Fri 3/25/22	Fri 3/25/22	554	Account Business Analyst[10%]
556	1.3.5.13.11	Del 25l	Client Performs 2nd Review of Stakeholder Analysis Results	36h	5d	Fri 3/25/22	Fri 4/1/22	555	Client Project Mgr
557	1.3.5.13.12	Del 25l	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Fri 4/1/22	Fri 4/1/22	556	Client Project Mgr, Account Business Analyst[25%]
558	1.3.5.13.13	Del 25l	Revise Stakeholder Analysis Results based on 2nd Review Feedback	7.2h	5d	Fri 4/1/22	Fri 4/8/22	557	Account Business Analyst[20%]
559	1.3.5.13.14	Del 25l	Distribute Stakeholder Analysis Results to Client for Approval	0.18h	0.25d	Fri 4/8/22	Mon 4/11/22	558	Account Business Analyst[10%]
560	1.3.5.13.15	Del 25l	MILESTONE - Client Approves Stakeholder Analysis Results	0h	0d	Wed 4/13/22	Wed 4/13/22	559FS+2.22d	Client Project Mgr
561	1.3.5.14	Del 25	Assemble Project Management Plan	204.46h	42.78d	Thu 3/3/22	Tue 5/3/22		
562	1.3.5.14.1	Del 25	Assemble Project Management Plan	3.6h	2d	Thu 3/3/22	Mon 3/7/22	358,375,392,49	Account Business Analyst[25%]
563	1.3.5.14.2	Del 25	Review & Revise Project Management Plan	2.88h	2d	Mon 3/7/22	Wed 3/9/22	562	Account Business Analyst[20%]
564	1.3.5.14.3	Del 25	DELIVERABLE - Project Management Plan (PMP)	0h	0d	Wed 3/9/22	Wed 3/9/22	563	
565	1.3.5.14.4	Del 25	Distribute Project Management Plan to Client for Review	0.26h	0.35d	Wed 3/9/22	Thu 3/10/22	564	Account Business Analyst[10%]
566	1.3.5.14.5	Del 25	Client Conducts Review of Project Management Plan	144h	20d	Thu 3/10/22	Wed 4/6/22	565	Client Project Mgr

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
567	1.3.5.14.6	Del 25	Walkthrough Client Deliverable Review Comments	0.64h	0.35d	Wed 4/6/22	Thu 4/7/22	566	Account Business Analyst[25%]
568	1.3.5.14.7	Del 25	Revise Project Management Plan based on Clients Review	7.2h	5d	Thu 4/7/22	Thu 4/14/22	567	Account Business Analyst[20%]
569	1.3.5.14.8	Del 25	Distribute Project Management Plan to Client for 2nd Review	0.26h	0.35d	Thu 4/14/22	Thu 4/14/22	568	Account Business Analyst[10%]
570	1.3.5.14.9	Del 25	Client Performs 2nd Review of Project Management Plan	36h	5d	Thu 4/14/22	Thu 4/21/22	569	Client Project Mgr
571	1.3.5.14.10	Del 25	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Thu 4/21/22	Thu 4/21/22	570	Client Project Mgr,Account Business Analyst[25%]
572	1.3.5.14.11	Del 25	Revise Project Management Plan based on 2nd Review Feedback	7.2h	5d	Thu 4/21/22	Thu 4/28/22	571	Account Business Analyst[20%]
573	1.3.5.14.12	Del 25	Distribute Project Management Plan to Client for Approval	0.18h	0.25d	Thu 4/28/22	Fri 4/29/22	572	Account Business Analyst[10%]
574	1.3.5.14.13	Del 25	MILESTONE - Client Approves Project Management Plan (PMP)	0h	0d	Tue 5/3/22	Tue 5/3/22	573FS+2.22d	Client Project Mgr
575	1.3.6	Del 12	Incident Management Plan	178.94h	49.78d	Fri 1/28/22	Mon 4/11/22		
576	1.3.6.1	Del 12	DED	16.96h	8.96d	Tue 2/22/22	Mon 3/7/22		
577	1.3.6.1.1	Del 12	Review Incident Management Plan RFP Requirements	1.8h	0.5d	Tue 2/22/22	Wed 2/23/22	319	Account Business Lead - SME[50%]
578	1.3.6.1.2	Del 12	Create Incident Management Plan Deliverable Expectations Documents (DED)	0h	3d	Wed 2/23/22	Mon 2/28/22	577	Account Business Lead - SME[50%]
579	1.3.6.1.3	Del 12	DXC Internal Review of Incident Management Plan DED	0h	0.5d	Mon 2/28/22	Mon 2/28/22	578	Account Business Lead - SME[50%]
580	1.3.6.1.4	Del 12	Revise Incident Management Plan DED Based on DXC Internal Review	0h	0.5d	Mon 2/28/22	Tue 3/1/22	579	Account Business Lead - SME[25%]
581	1.3.6.1.5	Del 12	DELIVERABLE - Incident Management Plan Format DED Complete	0h	0d	Tue 3/1/22	Tue 3/1/22	580	
582	1.3.6.1.6	Del 12	Conduct Work Product Review with Client of Incident Management Plan DED	1.99h	0.23d	Tue 3/1/22	Tue 3/1/22	581	Client Project Mgr Assistant,Account Business Lead - SME[20%]
583	1.3.6.1.7	Del 12	Client Conducts Review of Incident Management Plan DED	10.8h	3d	Tue 3/1/22	Fri 3/4/22	582	Client Project Mgr Assistant[50%]
584	1.3.6.1.8	Del 12	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Fri 3/4/22	Fri 3/4/22	583	Client Project Mgr Assistant[50%],Gainwell Project Manager[50%]
585	1.3.6.1.9	Del 12	Revise Incident Management Plan DED based on Client Review	0.72h	1d	Fri 3/4/22	Mon 3/7/22	584	Account Business Lead - SME[10%]
586	1.3.6.1.10	Del 12	MILESTONE - Client Approves Incident Management Plan DED	0h	0d	Mon 3/7/22	Mon 3/7/22	585	
587	1.3.6.2	Del 12	Plan	161.98h	49.78d	Fri 1/28/22	Mon 4/11/22		
588	1.3.6.2.1	Del 12	Create Incident Management Plan	27h	15d	Fri 1/28/22	Mon 2/21/22	539	Account Deputy[25%]
589	1.3.6.2.2	Del 12	Conduct Internal Work Product Review of Incident Management Plan	1.8h	1d	Mon 2/21/22	Tue 2/22/22	588	Account Deputy[25%]
590	1.3.6.2.3	Del 12	Revise Incident Management Plan based on Internal Review	7.2h	5d	Tue 2/22/22	Tue 3/1/22	589	Account Deputy[20%]
591	1.3.6.2.4	Del 12	DELIVERABLE - Incident Management Plan Complete	0h	0d	Tue 3/1/22	Tue 3/1/22	590	
592	1.3.6.2.5	Del 12	Distribute Incident Management Plan Results to Client for Review	0.26h	0.35d	Tue 3/1/22	Wed 3/2/22	591	Account Business Analyst[10%]
593	1.3.6.2.6	Del 12	Client Conducts Review of Incident Management Plan Results	72h	10d	Wed 3/2/22	Wed 3/16/22	592	Client Project Mgr
594	1.3.6.2.7	Del 12	Walkthrough Client Deliverable Review Comments	0.64h	0.35d	Wed 3/16/22	Wed 3/16/22	593	Account Business Analyst[25%]
595	1.3.6.2.8	Del 12	Revise Incident Management Plan Results based on Clients Review	7.2h	5d	Wed 3/16/22	Wed 3/23/22	594	Account Business Analyst[20%]
596	1.3.6.2.9	Del 12	Distribute Incident Management Plan Results to Client for 2nd Review	0.26h	0.35d	Wed 3/23/22	Wed 3/23/22	595	Account Business Analyst[10%]
597	1.3.6.2.10	Del 12	Client Performs 2nd Review of Incident Management Plan Results	36h	5d	Wed 3/23/22	Wed 3/30/22	596	Client Project Mgr
598	1.3.6.2.11	Del 12	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Wed 3/30/22	Wed 3/30/22	597	Client Project Mgr,Account Business Analyst[25%]
599	1.3.6.2.12	Del 12	Revise Incident Management Plan Results based on 2nd Review Feedback	7.2h	5d	Wed 3/30/22	Wed 4/6/22	598	Account Business Analyst[20%]
600	1.3.6.2.13	Del 12	Distribute Incident Management Plan Results to Client for Approval	0.18h	0.25d	Wed 4/6/22	Thu 4/7/22	599	Account Business Analyst[10%]
601	1.3.6.2.14	Del 12	MILESTONE - Client Approves Incident Management Plan Results	0h	0d	Mon 4/11/22	Mon 4/11/22	600FS+2.22d	Client Project Mgr
602	1.3.7	Del 17	Master Test Plan	438.4h	54.37d	Tue 2/22/22	Mon 5/9/22		
603	1.3.7.1	Del 17	DED	42.63h	8.96d	Tue 2/22/22	Mon 3/7/22		
604	1.3.7.1.1	Del 17	Review Master Test Plan RFP Requirements	0.36h	0.5d	Tue 2/22/22	Wed 2/23/22	319	Gainwell Test Mgr[10%]
605	1.3.7.1.2	Del 17	Create Master Test Plan Deliverable Expectations Documents (DED)	10.8h	3d	Wed 2/23/22	Mon 2/28/22	604	Gainwell Implementation Lead[50%],Gainwell Test Mgr[10%]
606	1.3.7.1.3	Del 17	DXC Internal Review of Master Test Plan DED	0.9h	0.5d	Mon 2/28/22	Mon 2/28/22	605	Gainwell Implementation Lead[25%],Gainwell Test Mgr[10%]
607	1.3.7.1.4	Del 17	Revise Master Test Plan DED Based on DXC Internal Review	0.9h	0.5d	Mon 2/28/22	Tue 3/1/22	606	Gainwell Implementation Lead[25%],Gainwell Test Mgr[10%]
608	1.3.7.1.5	Del 17	DELIVERABLE - Master Test Plan DED Complete	0h	0d	Tue 3/1/22	Tue 3/1/22	607	
609	1.3.7.1.6	Del 17	Conduct Work Product Review with Client of Master Test Plan DED	2.82h	0.23d	Tue 3/1/22	Tue 3/1/22	608	Gainwell Implementation Lead[20%],Client Project Mgr Assistant,Gainwell Test Mgr[50%]

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
610	1.3.7.1.7	Del 17	Client Conducts Review of Master Test Plan DED	21.6h	3d	Tue 3/1/22	Fri 3/4/22	609	Client Project Mgr Assistant[50%], Gainwell Test Mgr[50%]
611	1.3.7.1.8	Del 17	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Fri 3/4/22	Fri 3/4/22	610	Gainwell Project Manager[50%], Gainwell Test Mgr[50%]
612	1.3.7.1.9	Del 17	Revise Master Test Plan DED based on Client Review	3.6h	1d	Fri 3/4/22	Mon 3/7/22	611	Gainwell Test Mgr[50%]
613	1.3.7.1.10	Del 17	MILESTONE - Client Approves Master Test Plan DED	0h	0d	Mon 3/7/22	Mon 3/7/22	612	
614	1.3.7.2	Del 17	Plan	395.77h	54.37d	Tue 2/22/22	Mon 5/9/22		
615	1.3.7.2.1	Del 17	Testing Methodology	100.8h	15d	Tue 2/22/22	Tue 3/15/22		
616	1.3.7.2.1.1	Del 17	Develop Testing Methodology	72h	10d	Tue 2/22/22	Tue 3/8/22	604SS	Gainwell Test Mgr
617	1.3.7.2.1.2	Del 17	Conduct Internal Work Product Review of Testing Methodology	7.2h	2d	Tue 3/8/22	Thu 3/10/22	616	Gainwell Test Mgr[50%]
618	1.3.7.2.1.3	Del 17	Revise Testing Methodology based on Internal Review	21.6h	3d	Thu 3/10/22	Tue 3/15/22	617	Gainwell Test Mgr
619	1.3.7.2.1.4	Del 17	CHECKPOINT - Testing Methodology Complete	0h	0d	Tue 3/15/22	Tue 3/15/22	618	
620	1.3.7.2.2	Del 17	Test Processes and Procedures	151.2h	15d	Tue 2/22/22	Tue 3/15/22		
621	1.3.7.2.2.1	Del 17	Review and Revise Existing Test Process and Procedures	108h	10d	Tue 2/22/22	Tue 3/8/22	604SS	Gainwell Test Mgr, Gainwell Testing Lead[50%]
622	1.3.7.2.2.2	Del 17	Conduct Internal Work Product Review of Existing Test Process and Procedures	21.6h	2d	Tue 3/8/22	Thu 3/10/22	621	Gainwell Test Mgr, Gainwell Testing Lead[50%]
623	1.3.7.2.2.3	Del 17	Revise Existing Test Process and Procedures based on Internal Review	21.6h	3d	Thu 3/10/22	Tue 3/15/22	622	Gainwell Test Mgr
624	1.3.7.2.2.4	Del 17	CHECKPOINT - Test Process and Procedures Complete	0h	0d	Tue 3/15/22	Tue 3/15/22	623	
625	1.3.7.2.3	Del 17	Review Testing Principles	1.2h	5d	Tue 3/8/22	Tue 3/15/22	621	Gainwell Test Mgr[3%]
626	1.3.7.2.4	Del 17	Review Testing Approach	1.2h	5d	Tue 3/8/22	Tue 3/15/22	621	Gainwell Test Mgr[3%]
627	1.3.7.2.5	Del 17	Review Test Planning	1.2h	5d	Tue 3/8/22	Tue 3/15/22	621	Gainwell Test Mgr[3%]
628	1.3.7.2.6	Del 17	Review Test Management and Metrics	1.2h	5d	Tue 3/8/22	Tue 3/15/22	621	Gainwell Test Mgr[3%]
629	1.3.7.2.7	Del 17	Review Test Tools and Data	1.2h	5d	Tue 3/8/22	Tue 3/15/22	621	Gainwell Test Mgr[3%]
630	1.3.7.2.8	Del 17	Review Roles and Responsibilities	1.2h	5d	Tue 3/8/22	Tue 3/15/22	621	Gainwell Test Mgr[3%]
631	1.3.7.2.9	Del 17	Create Test Plan	36h	10d	Tue 3/15/22	Tue 3/29/22	630,629,628,62	Gainwell Test Mgr[50%]
632	1.3.7.2.10	Del 17	Conduct Internal Work Product Review of Updated Test Plan	0.48h	2d	Tue 3/29/22	Thu 3/31/22	631	Gainwell Test Mgr[3%]
633	1.3.7.2.11	Del 17	Revise Updated Test Plan based on Internal Review	5.4h	3d	Thu 3/31/22	Tue 4/5/22	632	Gainwell Test Mgr[25%]
634	1.3.7.2.12	Del 17	DELIVERABLE - Master Test Plan	0h	0d	Tue 4/5/22	Tue 4/5/22	633	
635	1.3.7.2.13	Del 17	Conduct Work Product Review with Client of Test Plan	1.66h	0.23d	Tue 4/5/22	Tue 4/5/22	634	Gainwell Test Mgr[33%], Client Project Mgr Assistant[33%], Client Project Mgr[33%]
636	1.3.7.2.14	Del 17	Client Conducts Review of Test Plan	72h	10d	Tue 4/5/22	Tue 4/19/22	635	Client Project Mgr Assistant[50%], Client Project Mgr[50%]
637	1.3.7.2.15	Del 17	Walkthrough Client Deliverable Review Comments	2.07h	0.23d	Tue 4/19/22	Wed 4/20/22	636	Gainwell Test Mgr[25%], Client Project Mgr Assistant[50%], Client Project Mgr[50%]
638	1.3.7.2.16	Del 17	Revise Test Plan based on Client Review	3.6h	5d	Wed 4/20/22	Tue 4/26/22	637	Gainwell Test Mgr[10%]
639	1.3.7.2.17	Del 17	Distribute Updated Test Plan to Client for 2nd Review	0.17h	0.23d	Tue 4/26/22	Wed 4/27/22	638	Gainwell Test Mgr[10%]
640	1.3.7.2.18	Del 17	Client Performs 2nd Review of Updated Test Plan	10.8h	3d	Wed 4/27/22	Mon 5/2/22	639	Client Project Mgr Assistant[25%], Client Project Mgr[25%]
641	1.3.7.2.19	Del 17	Walkthrough Client Deliverable Review Comments	2.07h	0.23d	Mon 5/2/22	Mon 5/2/22	640	Gainwell Test Mgr[25%], Client Project Mgr Assistant[50%], Client Project Mgr[50%]
642	1.3.7.2.20	Del 17	Revise Updated Test Plan based on 2nd Review Feedback	2.16h	3d	Mon 5/2/22	Thu 5/5/22	641	Gainwell Test Mgr[10%]
643	1.3.7.2.21	Del 17	Distribute Test Plan to Client for Final Approval	0.17h	0.23d	Thu 5/5/22	Thu 5/5/22	642	Gainwell Test Mgr[10%]
644	1.3.7.2.22	Del 17	MILESTONE - Client Approves Master Test Plan	0h	0d	Mon 5/9/22	Mon 5/9/22	643FS+2.22d	Client Project Mgr
645	1.3.8	Del 32	Roadmap/Timeline	167.06h	51.74d	Tue 2/22/22	Thu 5/5/22		
646	1.3.8.1	Del 32	DED	16.96h	8.96d	Tue 2/22/22	Mon 3/7/22		
647	1.3.8.1.1	Del 32	Review Roadmap/Timeline RFP Requirements	1.8h	0.5d	Tue 2/22/22	Wed 2/23/22	319	Account Business Lead - SME[50%]
648	1.3.8.1.2	Del 32	Create Roadmap/Timeline Deliverable Expectations Documents (DED)	0h	3d	Wed 2/23/22	Mon 2/28/22	647	Account Business Lead - SME[50%]
649	1.3.8.1.3	Del 32	DXC Internal Review of Roadmap/Timeline DED	0h	0.5d	Mon 2/28/22	Mon 2/28/22	648	Account Business Lead - SME[50%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
650	1.3.8.1.4	Del 32	Revise Roadmap/Timeline DED Based on DXC Internal Review	0h	0.5d	Mon 2/28/22	Tue 3/1/22	649	Account Business Lead - SME[25%]
651	1.3.8.1.5	Del 32	DELIVERABLE - Roadmap/Timeline Format DED Complete	0h	0d	Tue 3/1/22	Tue 3/1/22	650	
652	1.3.8.1.6	Del 32	Conduct Work Product Review with Client of Roadmap/Timeline DED	1.99h	0.23d	Tue 3/1/22	Tue 3/1/22	651	Client Project Mgr Assistant,Account Business Lead - SME[20%]
653	1.3.8.1.7	Del 32	Client Conducts Review of Roadmap/Timeline DED	10.8h	3d	Tue 3/1/22	Fri 3/4/22	652	Client Project Mgr Assistant[50%]
654	1.3.8.1.8	Del 32	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Fri 3/4/22	Fri 3/4/22	653	Client Project Mgr Assistant[50%],Gainwell Project Manager[50%]
655	1.3.8.1.9	Del 32	Revise Roadmap/Timeline DED based on Client Review	0.72h	1d	Fri 3/4/22	Mon 3/7/22	654	Account Business Lead - SME[10%]
656	1.3.8.1.10	Del 32	MILESTONE - Client Approves Roadmap/Timeline DED	0h	0d	Mon 3/7/22	Mon 3/7/22	655	
657	1.3.8.2	Del 32	Plan	150.1h	42.78d	Mon 3/7/22	Thu 5/5/22		
658	1.3.8.2.1	Del 32	Create Roadmap/Timeline	18h	10d	Mon 3/7/22	Mon 3/21/22	656	Account Deputy[25%]
659	1.3.8.2.2	Del 32	Conduct Internal Work Product Review of Roadmap/Timeline	1.8h	1d	Mon 3/21/22	Tue 3/22/22	658	Account Deputy[25%]
660	1.3.8.2.3	Del 32	Revise Roadmap/Timeline based on Internal Review	4.32h	3d	Tue 3/22/22	Fri 3/25/22	659	Account Deputy[20%]
661	1.3.8.2.4	Del 32	DELIVERABLE - Roadmap/Timeline Complete	0h	0d	Fri 3/25/22	Fri 3/25/22	660	
662	1.3.8.2.5	Del 32	Distribute Roadmap/Timeline Results to Client for Review	0.26h	0.35d	Fri 3/25/22	Fri 3/25/22	661	Account Business Analyst[10%]
663	1.3.8.2.6	Del 32	Client Conducts Review of Roadmap/Timeline Results	72h	10d	Fri 3/25/22	Fri 4/8/22	662	Client Project Mgr
664	1.3.8.2.7	Del 32	Walkthrough Client Deliverable Review Comments	0.64h	0.35d	Fri 4/8/22	Mon 4/11/22	663	Account Business Analyst[25%]
665	1.3.8.2.8	Del 32	Revise Roadmap/Timeline Results based on Clients Review	7.2h	5d	Mon 4/11/22	Mon 4/18/22	664	Account Business Analyst[20%]
666	1.3.8.2.9	Del 32	Distribute Roadmap/Timeline Results to Client for 2nd Review	0.26h	0.35d	Mon 4/18/22	Mon 4/18/22	665	Account Business Analyst[10%]
667	1.3.8.2.10	Del 32	Client Performs 2nd Review of Roadmap/Timeline Results	36h	5d	Mon 4/18/22	Mon 4/25/22	666	Client Project Mgr
668	1.3.8.2.11	Del 32	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Mon 4/25/22	Mon 4/25/22	667	Client Project Mgr,Account Business Analyst[25%]
669	1.3.8.2.12	Del 32	Revise Roadmap/Timeline Results based on 2nd Review Feedback	7.2h	5d	Mon 4/25/22	Mon 5/2/22	668	Account Business Analyst[20%]
670	1.3.8.2.13	Del 32	Distribute Roadmap/Timeline Results to Client for Approval	0.18h	0.25d	Mon 5/2/22	Tue 5/3/22	669	Account Business Analyst[10%]
671	1.3.8.2.14	Del 32	MILESTONE - Client Approves Roadmap/Timeline Results	0h	0d	Thu 5/5/22	Thu 5/5/22	670FS+2.22d	Client Project Mgr
672	1.3.9	Del 33	Security, Privacy, and Confidentiality Plan	178.94h	58.74d	Tue 2/22/22	Mon 5/16/22		
673	1.3.9.1	Del 33	DED	16.96h	8.96d	Tue 2/22/22	Mon 3/7/22		
674	1.3.9.1.1	Del 33	Review Security, Privacy, and Confidentiality Plan RFP Requirements	1.8h	0.5d	Tue 2/22/22	Wed 2/23/22	319	Account Business Lead - SME[50%]
675	1.3.9.1.2	Del 33	Create Security, Privacy, and Confidentiality Plan Deliverable Expectations Documents (DED)	0h	3d	Wed 2/23/22	Mon 2/28/22	674	Account Business Lead - SME[50%]
676	1.3.9.1.3	Del 33	DXC Internal Review of Security, Privacy, and Confidentiality Plan DED	0h	0.5d	Mon 2/28/22	Mon 2/28/22	675	Account Business Lead - SME[50%]
677	1.3.9.1.4	Del 33	Revise Security, Privacy, and Confidentiality Plan DED Based on DXC Internal Review	0h	0.5d	Mon 2/28/22	Tue 3/1/22	676	Account Business Lead - SME[25%]
678	1.3.9.1.5	Del 33	DELIVERABLE - Security, Privacy, and Confidentiality Plan Format DED Complete	0h	0d	Tue 3/1/22	Tue 3/1/22	677	
679	1.3.9.1.6	Del 33	Conduct Work Product Review with Client of Security, Privacy, and Confidentiality Plan DED	1.99h	0.23d	Tue 3/1/22	Tue 3/1/22	678	Client Project Mgr Assistant,Account Business Lead - SME[20%]
680	1.3.9.1.7	Del 33	Client Conducts Review of Security, Privacy, and Confidentiality Plan DED	10.8h	3d	Tue 3/1/22	Fri 3/4/22	679	Client Project Mgr Assistant[50%]
681	1.3.9.1.8	Del 33	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Fri 3/4/22	Fri 3/4/22	680	Client Project Mgr Assistant[50%],Gainwell Project Manager[50%]
682	1.3.9.1.9	Del 33	Revise Security, Privacy, and Confidentiality Plan DED based on Client Review	0.72h	1d	Fri 3/4/22	Mon 3/7/22	681	Account Business Lead - SME[10%]
683	1.3.9.1.10	Del 33	MILESTONE - Client Approves Security, Privacy, and Confidentiality Plan DED	0h	0d	Mon 3/7/22	Mon 3/7/22	682	
684	1.3.9.2	Del 33	Plan	161.98h	49.78d	Mon 3/7/22	Mon 5/16/22		
685	1.3.9.2.1	Del 33	Create Security, Privacy, and Confidentiality Plan	27h	15d	Mon 3/7/22	Mon 3/28/22	683	Account Deputy[25%]
686	1.3.9.2.2	Del 33	Conduct Internal Work Product Review of Security, Privacy, and Confidentiality Plan	1.8h	1d	Mon 3/28/22	Tue 3/29/22	685	Account Deputy[25%]
687	1.3.9.2.3	Del 33	Revise Security, Privacy, and Confidentiality Plan based on Internal Review	7.2h	5d	Tue 3/29/22	Tue 4/5/22	686	Account Deputy[20%]
688	1.3.9.2.4	Del 33	DELIVERABLE - Security, Privacy, and Confidentiality Plan Complete	0h	0d	Tue 4/5/22	Tue 4/5/22	687	
689	1.3.9.2.5	Del 33	Distribute Security, Privacy, and Confidentiality Plan Results to Client for Review	0.26h	0.35d	Tue 4/5/22	Tue 4/5/22	688	Account Business Analyst[10%]
690	1.3.9.2.6	Del 33	Client Conducts Review of Security, Privacy, and Confidentiality Plan Results	72h	10d	Tue 4/5/22	Tue 4/19/22	689	Client Project Mgr
691	1.3.9.2.7	Del 33	Walkthrough Client Deliverable Review Comments	0.64h	0.35d	Tue 4/19/22	Wed 4/20/22	690	Account Business Analyst[25%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
692	1.3.9.2.8	Del 33	Revise Security, Privacy, and Confidentiality Plan Results based on Clients Review	7.2h	5d	Wed 4/20/22	Wed 4/27/22	691	Account Business Analyst[20%]
693	1.3.9.2.9	Del 33	Distribute Security, Privacy, and Confidentiality Plan Results to Client for 2nd Review	0.26h	0.35d	Wed 4/27/22	Wed 4/27/22	692	Account Business Analyst[10%]
694	1.3.9.2.10	Del 33	Client Performs 2nd Review of Security, Privacy, and Confidentiality Plan Results	36h	5d	Wed 4/27/22	Wed 5/4/22	693	Client Project Mgr
695	1.3.9.2.11	Del 33	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Wed 5/4/22	Wed 5/4/22	694	Client Project Mgr, Account Business Analyst[25%]
696	1.3.9.2.12	Del 33	Revise Security, Privacy, and Confidentiality Plan Results based on 2nd Review Feedback	7.2h	5d	Wed 5/4/22	Wed 5/11/22	695	Account Business Analyst[20%]
697	1.3.9.2.13	Del 33	Distribute Security, Privacy, and Confidentiality Plan Results to Client for Approval	0.18h	0.25d	Wed 5/11/22	Wed 5/11/22	696	Account Business Analyst[10%]
698	1.3.9.2.14	Del 33	MILESTONE - Client Approves Security, Privacy, and Confidentiality Plan Results	0h	0d	Mon 5/16/22	Mon 5/16/22	697FS+2.22d	Client Project Mgr
699	1.3.10	Del 1	Certification Plan	178.93h	58.74d	Tue 2/22/22	Mon 5/16/22		
700	1.3.10.1	Del 1	DED	16.96h	8.96d	Tue 2/22/22	Mon 3/7/22		
701	1.3.10.1.1	Del 1	Review Certification Plan RFP Requirements	1.8h	0.5d	Tue 2/22/22	Wed 2/23/22	319	Account Certification Lead[50%]
702	1.3.10.1.2	Del 1	Create Certification Plan Deliverable Expectations Documents (DED)	0h	3d	Wed 2/23/22	Mon 2/28/22	701	Account Certification Lead[50%]
703	1.3.10.1.3	Del 1	DXC Internal Review of Certification Plan DED	0h	0.5d	Mon 2/28/22	Mon 2/28/22	702	Account Certification Lead[50%]
704	1.3.10.1.4	Del 1	Revise Certification Plan DED Based on DXC Internal Review	0h	0.5d	Mon 2/28/22	Tue 3/1/22	703	Account Certification Lead[25%]
705	1.3.10.1.5	Del 1	DELIVERABLE - Certification Plan Format DED Complete	0h	0d	Tue 3/1/22	Tue 3/1/22	704	
706	1.3.10.1.6	Del 1	Conduct Work Product Review with Client of Certification Plan DED	1.99h	0.23d	Tue 3/1/22	Tue 3/1/22	705	Client Project Mgr Assistant, Account Certification Lead[20%]
707	1.3.10.1.7	Del 1	Client Conducts Review of Certification Plan DED	10.8h	3d	Tue 3/1/22	Fri 3/4/22	706	Client Project Mgr Assistant[50%]
708	1.3.10.1.8	Del 1	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Fri 3/4/22	Fri 3/4/22	707	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]
709	1.3.10.1.9	Del 1	Revise Certification Plan DED based on Client Review	0.72h	1d	Fri 3/4/22	Mon 3/7/22	708	Account Certification Lead[10%]
710	1.3.10.1.10	Del 1	MILESTONE - Client Approves Certification Plan DED	0h	0d	Mon 3/7/22	Mon 3/7/22	709	
711	1.3.10.2	Del 1	Plan	161.97h	49.78d	Mon 3/7/22	Mon 5/16/22		
712	1.3.10.2.1	Del 1	Create Certification Plan	27h	15d	Mon 3/7/22	Mon 3/28/22	710	Account Deputy[25%]
713	1.3.10.2.2	Del 1	Conduct Internal Work Product Review of Certification Plan	1.8h	1d	Mon 3/28/22	Tue 3/29/22	712	Account Deputy[25%]
714	1.3.10.2.3	Del 1	Revise Certification Plan based on Internal Review	7.2h	5d	Tue 3/29/22	Tue 4/5/22	713	Account Deputy[20%]
715	1.3.10.2.4	Del 1	DELIVERABLE - Certification Plan Complete	0h	0d	Tue 4/5/22	Tue 4/5/22	714	
716	1.3.10.2.5	Del 1	Distribute Certification Plan Results to Client for Review	0.25h	0.35d	Tue 4/5/22	Tue 4/5/22	715	Account Certification Lead[10%]
717	1.3.10.2.6	Del 1	Client Conducts Review of Certification Plan Results	72h	10d	Tue 4/5/22	Tue 4/19/22	716	Client Project Mgr
718	1.3.10.2.7	Del 1	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Tue 4/19/22	Wed 4/20/22	717	Account Certification Lead[25%]
719	1.3.10.2.8	Del 1	Revise Certification Plan Results based on Clients Review	7.2h	5d	Wed 4/20/22	Wed 4/27/22	718	Account Certification Lead[20%]
720	1.3.10.2.9	Del 1	Distribute Certification Plan Results to Client for 2nd Review	0.25h	0.35d	Wed 4/27/22	Wed 4/27/22	719	Account Certification Lead[10%]
721	1.3.10.2.10	Del 1	Client Performs 2nd Review of Certification Plan Results	36h	5d	Wed 4/27/22	Wed 5/4/22	720	Client Project Mgr
722	1.3.10.2.11	Del 1	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Wed 5/4/22	Wed 5/4/22	721	Client Project Mgr, Account Certification Lead[25%]
723	1.3.10.2.12	Del 1	Revise Certification Plan Results based on 2nd Review Feedback	7.2h	5d	Wed 5/4/22	Wed 5/11/22	722	Account Certification Lead[20%]
724	1.3.10.2.13	Del 1	Distribute Certification Plan Results to Client for Approval	0.18h	0.25d	Wed 5/11/22	Wed 5/11/22	723	Account Certification Lead[10%]
725	1.3.10.2.14	Del 1	MILESTONE - Client Approves Certification Plan Results	0h	0d	Mon 5/16/22	Mon 5/16/22	724FS+2.22d	Client Project Mgr
726	1.3.11	Del 44	System Requirement Document/ Backlog of User Stories or Use Cases	225.74h	64.74d	Tue 2/22/22	Tue 5/24/22		
727	1.3.11.1	Del 44	DED	16.96h	8.96d	Tue 2/22/22	Mon 3/7/22		
728	1.3.11.1.1	Del 44	Review System Requirement Document/Backlog of User Stories or Use Cases RFP Requirements	1.8h	0.5d	Tue 2/22/22	Wed 2/23/22	319	Account Business Lead - SME[50%]
729	1.3.11.1.2	Del 44	Create System Requirement Document/Backlog of User Stories or Use Cases Deliverable Expectations Documents (DED)	0h	3d	Wed 2/23/22	Mon 2/28/22	728	Account Business Lead - SME[50%]
730	1.3.11.1.3	Del 44	DXC Internal Review of System Requirement Document/Backlog of User Stories or Use Cases DED	0h	0.5d	Mon 2/28/22	Mon 2/28/22	729	Account Business Lead - SME[50%]
731	1.3.11.1.4	Del 44	Revise System Requirement Document/Backlog of User Stories or Use Cases DED Based on DXC Internal Review	0h	0.5d	Mon 2/28/22	Tue 3/1/22	730	Account Business Lead - SME[25%]
732	1.3.11.1.5	Del 44	DELIVERABLE - System Requirement Document/Backlog of User Stories or Use Cases Format DED Complete	0h	0d	Tue 3/1/22	Tue 3/1/22	731	

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
733	1.3.11.1.6	Del 44	Conduct Work Product Review with Client of System Requirement Document/Backlog of User Stories or Use Cases DED	1.99h	0.23d	Tue 3/1/22	Tue 3/1/22	732	Client Project Mgr Assistant,Account Business Lead - SME[20%]
734	1.3.11.1.7	Del 44	Client Conducts Review of System Requirement Document/Backlog of User Stories or Use Cases DED	10.8h	3d	Tue 3/1/22	Fri 3/4/22	733	Client Project Mgr Assistant[50%]
735	1.3.11.1.8	Del 44	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Fri 3/4/22	Fri 3/4/22	734	Client Project Mgr Assistant[50%],Gainwell Project Manager[50%]
736	1.3.11.1.9	Del 44	Revise System Requirement Document/Backlog of User Stories or Use Cases DED based on Client Review	0.72h	1d	Fri 3/4/22	Mon 3/7/22	735	Account Business Lead - SME[10%]
737	1.3.11.1.10	Del 44	MILESTONE - Client Approves System Requirement Document/Backlog of User Stories or Use Cases DED	0h	0d	Mon 3/7/22	Mon 3/7/22	736	
738	1.3.11.2	Del 44	Plan	208.78h	55.78d	Mon 3/7/22	Tue 5/24/22		
739	1.3.11.2.1	Del 44	Review System Requirement Document/Backlog of User Stories Requirements	1.8h	1d	Mon 3/7/22	Tue 3/8/22	737	Account Deputy[25%]
740	1.3.11.2.2	Del 44	Work with PRMP to Identify any Additional Categories	45h	5d	Tue 3/8/22	Tue 3/15/22	739	Account Deputy[25%],Client Project Manager
741	1.3.11.2.3	Del 44	Create System Requirement Document/Backlog of User Stories or Use Cases	27h	15d	Tue 3/15/22	Tue 4/5/22	740	Account Deputy[25%]
742	1.3.11.2.4	Del 44	Conduct Internal Work Product Review of System Requirement Document/Backlog of User Stories or Use Cases	1.8h	1d	Tue 4/5/22	Wed 4/6/22	741	Account Deputy[25%]
743	1.3.11.2.5	Del 44	Revise System Requirement Document/Backlog of User Stories or Use Cases based on Internal Review	7.2h	5d	Wed 4/6/22	Wed 4/13/22	742	Account Deputy[20%]
744	1.3.11.2.6	Del 44	DELIVERABLE - System Requirement Document/Backlog of User Stories or Use Cases	0h	0d	Wed 4/13/22	Wed 4/13/22	743	
745	1.3.11.2.7	Del 44	Distribute System Requirement Document/Backlog of User Stories or Use Cases Results to Client for Review	0.26h	0.35d	Wed 4/13/22	Wed 4/13/22	744	Account Business Analyst[10%]
746	1.3.11.2.8	Del 44	Client Conducts Review of System Requirement Document/Backlog of User Stories or Use Cases Results	72h	10d	Wed 4/13/22	Wed 4/27/22	745	Client Project Mgr
747	1.3.11.2.9	Del 44	Walkthrough Client Deliverable Review Comments	0.64h	0.35d	Wed 4/27/22	Thu 4/28/22	746	Account Business Analyst[25%]
748	1.3.11.2.10	Del 44	Revise System Requirement Document/Backlog of User Stories or Use Cases Results based on Clients Review	7.2h	5d	Thu 4/28/22	Thu 5/5/22	747	Account Business Analyst[20%]
749	1.3.11.2.11	Del 44	Distribute System Requirement Document/Backlog of User Stories or Use Cases Results to Client for 2nd Review	0.26h	0.35d	Thu 5/5/22	Thu 5/5/22	748	Account Business Analyst[10%]
750	1.3.11.2.12	Del 44	Client Performs 2nd Review of System Requirement Document/Backlog of User Stories or Use Cases Results	36h	5d	Thu 5/5/22	Thu 5/12/22	749	Client Project Mgr
751	1.3.11.2.13	Del 44	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Thu 5/12/22	Thu 5/12/22	750	Client Project Mgr,Account Business Analyst[25%]
752	1.3.11.2.14	Del 44	Revise System Requirement Document/Backlog of User Stories or Use Cases Results based on 2nd Review Feedback	7.2h	5d	Thu 5/12/22	Thu 5/19/22	751	Account Business Analyst[20%]
753	1.3.11.2.15	Del 44	Distribute System Requirement Document/Backlog of User Stories or Use Cases Results to Client for Approval	0.18h	0.25d	Thu 5/19/22	Thu 5/19/22	752	Account Business Analyst[10%]
754	1.3.11.2.16	Del 44	MILESTONE - Client Approves System Requirement Document/Backlog of User Stories or Use Cases	0h	0d	Tue 5/24/22	Tue 5/24/22	753FS+2.22d	Client Project Mgr
755	1.3.12	Del 31	Risk and Issue Register	167.06h	51.74d	Tue 2/22/22	Thu 5/5/22		
756	1.3.12.1	Del 31	DED	16.96h	8.96d	Tue 2/22/22	Mon 3/7/22		
757	1.3.12.1.1	Del 31	Review Risk and Issue Register RFP Requirements	1.8h	0.5d	Tue 2/22/22	Wed 2/23/22	319	Account Business Lead - SME[50%]
758	1.3.12.1.2	Del 31	Create Risk and Issue Register Deliverable Expectations Documents (DED)	0h	3d	Wed 2/23/22	Mon 2/28/22	757	Account Business Lead - SME[50%]
759	1.3.12.1.3	Del 31	DXC Internal Review of Risk and Issue Register DED	0h	0.5d	Mon 2/28/22	Mon 2/28/22	758	Account Business Lead - SME[50%]
760	1.3.12.1.4	Del 31	Revise Risk and Issue Register DED Based on DXC Internal Review	0h	0.5d	Mon 2/28/22	Tue 3/1/22	759	Account Business Lead - SME[25%]
761	1.3.12.1.5	Del 31	DELIVERABLE - Risk and Issue Register Format DED Complete	0h	0d	Tue 3/1/22	Tue 3/1/22	760	
762	1.3.12.1.6	Del 31	Conduct Work Product Review with Client of Risk and Issue Register DED	1.99h	0.23d	Tue 3/1/22	Tue 3/1/22	761	Client Project Mgr Assistant,Account Business Lead - SME[20%]
763	1.3.12.1.7	Del 31	Client Conducts Review of Risk and Issue Register DED	10.8h	3d	Tue 3/1/22	Fri 3/4/22	762	Client Project Mgr Assistant[50%]
764	1.3.12.1.8	Del 31	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Fri 3/4/22	Fri 3/4/22	763	Gainwell Project Manager[50%],Client Project Mgr Assistant[50%]
765	1.3.12.1.9	Del 31	Revise Risk and Issue Register DED based on Client Review	0.72h	1d	Fri 3/4/22	Mon 3/7/22	764	Account Business Lead - SME[10%]
766	1.3.12.1.10	Del 31	MILESTONE - Client Approves Risk and Issue Register DED	0h	0d	Mon 3/7/22	Mon 3/7/22	765	
767	1.3.12.2	Del 31	Plan	150.1h	42.78d	Mon 3/7/22	Thu 5/5/22		
768	1.3.12.2.1	Del 31	Create Risk and Issue Register	18h	10d	Mon 3/7/22	Mon 3/21/22	766	Account Deputy[25%]
769	1.3.12.2.2	Del 31	Conduct Internal Work Product Review of Risk and Issue Register	1.8h	1d	Mon 3/21/22	Tue 3/22/22	768	Account Deputy[25%]
770	1.3.12.2.3	Del 31	Revise Risk and Issue Register based on Internal Review	4.32h	3d	Tue 3/22/22	Fri 3/25/22	769	Account Deputy[20%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
771	1.3.12.2.4	Del 31	DELIVERABLE - Risk and Issue Register Complete	0h	0d	Fri 3/25/22	Fri 3/25/22	770	
772	1.3.12.2.5	Del 31	Distribute Risk and Issue Register Results to Client for Review	0.26h	0.35d	Fri 3/25/22	Fri 3/25/22	771	Account Business Analyst[10%]
773	1.3.12.2.6	Del 31	Client Conducts Review of Risk and Issue Register Results	72h	10d	Fri 3/25/22	Fri 4/8/22	772	Client Project Mgr
774	1.3.12.2.7	Del 31	Walkthrough Client Deliverable Review Comments	0.64h	0.35d	Fri 4/8/22	Mon 4/11/22	773	Account Business Analyst[25%]
775	1.3.12.2.8	Del 31	Revise Risk and Issue Register Results based on Clients Review	7.2h	5d	Mon 4/11/22	Mon 4/18/22	774	Account Business Analyst[20%]
776	1.3.12.2.9	Del 31	Distribute Risk and Issue Register Results to Client for 2nd Review	0.26h	0.35d	Mon 4/18/22	Mon 4/18/22	775	Account Business Analyst[10%]
777	1.3.12.2.10	Del 31	Client Performs 2nd Review of Risk and Issue Register Results	36h	5d	Mon 4/18/22	Mon 4/25/22	776	Client Project Mgr
778	1.3.12.2.11	Del 31	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Mon 4/25/22	Mon 4/25/22	777	Client Project Mgr, Account Business Analyst[25%]
779	1.3.12.2.12	Del 31	Revise Risk and Issue Register Results based on 2nd Review Feedback	7.2h	5d	Mon 4/25/22	Mon 5/2/22	778	Account Business Analyst[20%]
780	1.3.12.2.13	Del 31	Distribute Risk and Issue Register Results to Client for Approval	0.18h	0.25d	Mon 5/2/22	Tue 5/3/22	779	Account Business Analyst[10%]
781	1.3.12.2.14	Del 31	MILESTONE - Client Approves Risk and Issue Register Results	0h	0d	Thu 5/5/22	Thu 5/5/22	780FS+2.22d	Client Project Mgr
782	1.3.13	Del 34	Service Level Agreements (SLA) Report	180.73h	58.74d	Tue 2/1/22	Tue 4/26/22		
783	1.3.13.1	Del 34	DED	16.96h	8.96d	Tue 2/1/22	Mon 2/14/22		
784	1.3.13.1.1	Del 34	Review Service Level Agreements (SLA) Report RFP Requirements	1.8h	0.5d	Tue 2/1/22	Wed 2/2/22	340	Gainwell Project Manager[50%]
785	1.3.13.1.2	Del 34	Create Service Level Agreements (SLA) Report Deliverable Expectations Documents (DED)	0h	3d	Wed 2/2/22	Mon 2/7/22	784	Gainwell Project Manager[50%]
786	1.3.13.1.3	Del 34	DXC Internal Review of Service Level Agreements (SLA) Report DED	0h	0.5d	Mon 2/7/22	Mon 2/7/22	785	Gainwell Project Manager[50%]
787	1.3.13.1.4	Del 34	Revise Service Level Agreements (SLA) Report DED Based on DXC Internal Review	0h	0.5d	Mon 2/7/22	Tue 2/8/22	786	Gainwell Project Manager[25%]
788	1.3.13.1.5	Del 34	DELIVERABLE - Service Level Agreements (SLA) Report Format DED Complete	0h	0d	Tue 2/8/22	Tue 2/8/22	787	
789	1.3.13.1.6	Del 34	Conduct Work Product Review with Client of Service Level Agreements (SLA) Report DED	1.99h	0.23d	Tue 2/8/22	Tue 2/8/22	788	Client Project Mgr Assistant, Gainwell Project Manager[20%]
790	1.3.13.1.7	Del 34	Client Conducts Review of Service Level Agreements (SLA) Report DED	10.8h	3d	Tue 2/8/22	Fri 2/11/22	789	Client Project Mgr Assistant[50%]
791	1.3.13.1.8	Del 34	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Fri 2/11/22	Fri 2/11/22	790	Gainwell Project Manager[50%], Client Project Mgr Assistant[50%]
792	1.3.13.1.9	Del 34	Revise Service Level Agreements (SLA) Report DED based on Client Review	0.72h	1d	Fri 2/11/22	Mon 2/14/22	791	Gainwell Project Manager[10%]
793	1.3.13.1.10	Del 34	MILESTONE - Client Approves Service Level Agreements (SLA) Report DED	0h	0d	Mon 2/14/22	Mon 2/14/22	792	
794	1.3.13.2	Del 34	Plan	163.77h	49.78d	Mon 2/14/22	Tue 4/26/22		
795	1.3.13.2.1	Del 34	Create Service Level Agreements (SLA) Report	27h	15d	Mon 2/14/22	Tue 3/8/22	793	Account Business Lead - SME[25%]
796	1.3.13.2.2	Del 34	Conduct Internal Work Product Review of Service Level Agreements (SLA) Report	1.8h	1d	Tue 3/8/22	Wed 3/9/22	795	Account Business Lead - SME[25%]
797	1.3.13.2.3	Del 34	Revise Service Level Agreements (SLA) Report based on Internal Review	9h	5d	Wed 3/9/22	Wed 3/16/22	796	Account Business Lead - SME[25%]
798	1.3.13.2.4	Del 34	DELIVERABLE - Service Level Agreements (SLA) Report Complete	0h	0d	Wed 3/16/22	Wed 3/16/22	797	
799	1.3.13.2.5	Del 34	Distribute Service Level Agreements (SLA) Report Results to Client for Review	0.25h	0.35d	Wed 3/16/22	Thu 3/17/22	798	Gainwell Project Manager[10%]
800	1.3.13.2.6	Del 34	Client Conducts Review of Service Level Agreements (SLA) Report Results	72h	10d	Thu 3/17/22	Wed 3/30/22	799	Client Project Mgr
801	1.3.13.2.7	Del 34	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Wed 3/30/22	Thu 3/31/22	800	Gainwell Project Manager[25%]
802	1.3.13.2.8	Del 34	Revise Service Level Agreements (SLA) Report Results based on Clients Review	7.2h	5d	Thu 3/31/22	Thu 4/7/22	801	Gainwell Project Manager[20%]
803	1.3.13.2.9	Del 34	Distribute Service Level Agreements (SLA) Report Results to Client for 2nd Review	0.25h	0.35d	Thu 4/7/22	Thu 4/7/22	802	Gainwell Project Manager[10%]
804	1.3.13.2.10	Del 34	Client Performs 2nd Review of Service Level Agreements (SLA) Report Results	36h	5d	Thu 4/7/22	Thu 4/14/22	803	Client Project Mgr
805	1.3.13.2.11	Del 34	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Thu 4/14/22	Thu 4/14/22	804	Client Project Mgr, Gainwell Project Manager[25%]
806	1.3.13.2.12	Del 34	Revise Service Level Agreements (SLA) Report Results based on 2nd Review Feedback	7.2h	5d	Thu 4/14/22	Thu 4/21/22	805	Gainwell Project Manager[20%]
807	1.3.13.2.13	Del 34	Distribute Service Level Agreements (SLA) Report Results to Client for Approval	0.18h	0.25d	Thu 4/21/22	Fri 4/22/22	806	Gainwell Project Manager[10%]
808	1.3.13.2.14	Del 34	MILESTONE - Client Approves Service Level Agreements (SLA) Report Results	0h	0d	Tue 4/26/22	Tue 4/26/22	807FS+2.22d	Client Project Mgr
809	1.3.14		Post the Processes and Plans	14.4h	2d	Mon 2/14/22	Thu 2/17/22		
810	1.3.14.1		Post Communications Management Plan	2.88h	2d	Mon 2/14/22	Thu 2/17/22	359	Account Quality Mgr[20%]
811	1.3.14.2		Post Risk Management Plan	2.88h	2d	Mon 2/14/22	Thu 2/17/22	460	Account Quality Mgr[20%]
812	1.3.14.3		Post Change Management Plan	2.88h	2d	Mon 2/14/22	Thu 2/17/22	342	Account Quality Mgr[20%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
813	1.3.14.4		Post Document Management Plan	2.88h	2d	Mon 2/14/22	Thu 2/17/22	393	Account Quality Mgr[20%]
814	1.3.14.5		Post Quality Management Plan	2.88h	2d	Mon 2/14/22	Thu 2/17/22	443	Account Quality Mgr[20%]
815	1.3.15		Staff Onboarding / Staff Recruitment	597.6h	145d	Tue 2/1/22	Wed 8/24/22		
816	1.3.15.1		Create Onboarding Staff Plan	7.2h	10d	Tue 2/1/22	Wed 2/16/22	340	Account Manager[10%]
817	1.3.15.2		Escalate Staffing Requests Through Approval Process	7.2h	10d	Wed 2/16/22	Wed 3/2/22	816	Account Manager[10%]
818	1.3.15.3		Create Staffing Requests	14.4h	20d	Wed 3/2/22	Wed 3/30/22	817	Account Manager[10%]
819	1.3.15.4		Apply for Positions	28.8h	40d	Wed 3/16/22	Wed 5/11/22	818SS+10d	Account Manager[10%]
820	1.3.15.5		Extend Offers to Candidates	32.4h	45d	Wed 3/30/22	Wed 6/1/22	819SS+10d	Account Manager[10%]
821	1.3.15.6		Conduct Onboarding Staff Process	216h	30d	Wed 6/1/22	Thu 7/14/22	820	Gainwell Training Mgr
822	1.3.15.7		Security Setup for New Employees	54h	30d	Wed 6/1/22	Thu 7/14/22	821SS	Gainwell Security Lead[25%]
823	1.3.15.8		Train Onboarded Staff (Tools, Processes etc....)	237.6h	30d	Thu 7/14/22	Wed 8/24/22	821SS,822	Gainwell Trainer, Gainwell Training Mgr[10%]
824	1.4		Development	13,223.14h	292.74d	Mon 1/17/22	Fri 3/10/23		
825	1.4.1		Set up Environments	185.76h	30d	Mon 1/17/22	Tue 3/1/22		
826	1.4.1.1		Set up Environments - Development, System Test, UAT, Training, Production	18h	10d	Mon 1/17/22	Mon 1/31/22	4	Account Technical Architect[25%]
827	1.4.1.2		Infrastructure CHECKPOINT - Validate DEV Environment In Place	5.76h	2d	Mon 1/31/22	Wed 2/2/22	826	Account Business Analyst[20%], Account Developer[20%]
828	1.4.1.3		Set up Environments - Testing	54h	30d	Mon 1/17/22	Tue 3/1/22	4	Account Technical Architect[25%]
829	1.4.1.4		Set up Environments - Training	54h	30d	Mon 1/17/22	Tue 3/1/22	4	Account Technical Architect[25%]
830	1.4.1.5		Set up Environments - Production	54h	30d	Mon 1/17/22	Tue 3/1/22	4	Account Technical Architect[25%]
831	1.4.2		Requirements, Design, Development, Configuration	13,037.38h	281.74d	Tue 2/1/22	Fri 3/10/23		
832	1.4.2.1		Development	11,271.6h	223d	Tue 2/1/22	Thu 12/15/22		
833	1.4.2.1.1	2.2.1.1/ B	Premium Payments	1,656h	213d	Tue 2/1/22	Thu 12/1/22		
834	1.4.2.1.1.1	2.2.1.1	Requirements	360h	33d	Tue 2/1/22	Mon 3/21/22		
835	1.4.2.1.1.1.1	2.2.1.1	Prepare for Requirements Validation Sessions	72h	10d	Tue 2/1/22	Wed 2/16/22	340	Premium Pay Bus Analyst
836	1.4.2.1.1.1.2	2.2.1.1	Conduct Requirements Validation Sessions	144h	20d	Wed 2/16/22	Wed 3/16/22	835	Premium Pay Bus Analyst
837	1.4.2.1.1.1.3	2.2.1.1	Document Requirements Validation Sessions	144h	20d	Mon 2/21/22	Mon 3/21/22	836SS+3d	Premium Pay Bus Analyst
838	1.4.2.1.1.2	2.2.1.1	Design	216h	30d	Mon 3/21/22	Mon 5/2/22		
839	1.4.2.1.1.2.1	2.2.1.1	Develop System Design	216h	30d	Mon 3/21/22	Mon 5/2/22	837	Premium Pay Solution Architect
840	1.4.2.1.1.3	2.2.1.1	Development / Configuration	1,080h	150d	Mon 5/2/22	Thu 12/1/22		
841	1.4.2.1.1.3.1	2.2.1.1	Develop Premium Payments	1,080h	150d	Mon 5/2/22	Thu 12/1/22	839	Premium Pay Developer
842	1.4.2.1.2	2.2.1.3/ B	HCHN Premium	1,656h	213d	Tue 2/1/22	Thu 12/1/22		
843	1.4.2.1.2.1	2.2.1.3	Requirements	360h	33d	Tue 2/1/22	Mon 3/21/22		
844	1.4.2.1.2.1.1	2.2.1.3	Prepare for Requirements Validation Sessions	72h	10d	Tue 2/1/22	Wed 2/16/22	340	HCHN Bus Analyst
845	1.4.2.1.2.1.2	2.2.1.3	Conduct Requirements Validation Sessions	144h	20d	Wed 2/16/22	Wed 3/16/22	844	HCHN Bus Analyst
846	1.4.2.1.2.1.3	2.2.1.3	Document Requirements Validation Sessions	144h	20d	Mon 2/21/22	Mon 3/21/22	845SS+3d	HCHN Bus Analyst
847	1.4.2.1.2.2	2.2.1.3	Design	216h	30d	Mon 3/21/22	Mon 5/2/22		
848	1.4.2.1.2.2.1	2.2.1.3	Develop System Design	216h	30d	Mon 3/21/22	Mon 5/2/22	846	HCHN Solution Architect
849	1.4.2.1.2.3	2.2.1.3	Development / Configuration	1,080h	150d	Mon 5/2/22	Thu 12/1/22		
850	1.4.2.1.2.3.1	2.2.1.3	Develop HCHN Premium	1,080h	150d	Mon 5/2/22	Thu 12/1/22	848	HCHN Developer
851	1.4.2.1.3	2.2.1.5/ B	Provider Capitation Verification	1,656h	213d	Wed 2/16/22	Thu 12/15/22		
852	1.4.2.1.3.1	2.2.1.5	Requirements	360h	33d	Wed 2/16/22	Mon 4/4/22		
853	1.4.2.1.3.1.1	2.2.1.5	Prepare for Requirements Validation Sessions	72h	10d	Wed 2/16/22	Wed 3/2/22	340FS+10d	Prov Capitation Ver Bus Analyst
854	1.4.2.1.3.1.2	2.2.1.5	Conduct Requirements Validation Sessions	144h	20d	Wed 3/2/22	Wed 3/30/22	853	Prov Capitation Ver Bus Analyst
855	1.4.2.1.3.1.3	2.2.1.5	Document Requirements Validation Sessions	144h	20d	Mon 3/7/22	Mon 4/4/22	854SS+3d	Prov Capitation Ver Bus Analyst
856	1.4.2.1.3.2	2.2.1.5	Design	216h	30d	Mon 4/4/22	Mon 5/16/22		
857	1.4.2.1.3.2.1	2.2.1.5	Develop System Design	216h	30d	Mon 4/4/22	Mon 5/16/22	855	Prov Capitation Ver Solution Architect
858	1.4.2.1.3.3	2.2.1.5	Development / Configuration	1,080h	150d	Mon 5/16/22	Thu 12/15/22		
859	1.4.2.1.3.3.1	2.2.1.5	Develop Capitation Verification	1,080h	150d	Mon 5/16/22	Thu 12/15/22	857	Prov Capitation Ver Developer
860	1.4.2.1.4	2.2.1.2/ B	Beneficiary Data	1,116h	138d	Wed 2/23/22	Mon 9/5/22		

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
861	1.4.2.1.4.1	2.2.1.2	Requirements	360h	33d	Wed 2/23/2	Mon 4/11/22		
862	1.4.2.1.4.1.1	2.2.1.2	Prepare for Requirements Validation Sessions	72h	10d	Wed 2/23/2	Wed 3/9/22	340FS+15d	Beneficiary Data Bus Analyst
863	1.4.2.1.4.1.2	2.2.1.2	Conduct Requirements Validation Sessions	144h	20d	Wed 3/9/22	Wed 4/6/22	862	Beneficiary Data Bus Analyst
864	1.4.2.1.4.1.3	2.2.1.2	Document Requirements Validation Sessions	144h	20d	Mon 3/14/2	Mon 4/11/22	863SS+3d	Beneficiary Data Bus Analyst
865	1.4.2.1.4.2	2.2.1.2	Design	216h	30d	Mon 4/11/2	Mon 5/23/22		
866	1.4.2.1.4.2.1	2.2.1.2	Develop System Design	216h	30d	Mon 4/11/2	Mon 5/23/22	864	Beneficiary Data Solution Architect
867	1.4.2.1.4.3	2.2.1.2	Development / Configuration	540h	75d	Mon 5/23/2	Mon 9/5/22		
868	1.4.2.1.4.3.1	2.2.1.2	Develop Beneficiary Data	540h	75d	Mon 5/23/2	Mon 9/5/22	866	Beneficiary Data Developer
869	1.4.2.1.5	2.2.1.4/ B	Accounts Payable Info/Disbursement	1,116h	138d	Wed 2/23/2	Mon 9/5/22		
870	1.4.2.1.5.1	2.2.1.4	Requirements	360h	33d	Wed 2/23/2	Mon 4/11/22		
871	1.4.2.1.5.1.1	2.2.1.4	Prepare for Requirements Validation Sessions	72h	10d	Wed 2/23/2	Wed 3/9/22	340FS+15d	Acct Pay Info-Disb Bus Analyst
872	1.4.2.1.5.1.2	2.2.1.4	Conduct Requirements Validation Sessions	144h	20d	Wed 3/9/22	Wed 4/6/22	871	Acct Pay Info-Disb Bus Analyst
873	1.4.2.1.5.1.3	2.2.1.4	Document Requirements Validation Sessions	144h	20d	Mon 3/14/2	Mon 4/11/22	872SS+3d	Acct Pay Info-Disb Bus Analyst
874	1.4.2.1.5.2	2.2.1.4	Design	216h	30d	Mon 4/11/2	Mon 5/23/22		
875	1.4.2.1.5.2.1	2.2.1.4	Develop System Design	216h	30d	Mon 4/11/2	Mon 5/23/22	873	Acct Pay Info-Disb Solution Architect
876	1.4.2.1.5.3	2.2.1.4	Development / Configuration	540h	75d	Mon 5/23/2	Mon 9/5/22		
877	1.4.2.1.5.3.1	2.2.1.4	Develop Accts Payable Info/Disbursement	540h	75d	Mon 5/23/2	Mon 9/5/22	875	Acct Pay Info-Disb Developer
878	1.4.2.1.6	2.2.1.6/ B	Fund	1,116h	138d	Wed 4/13/2	Tue 10/25/22		
879	1.4.2.1.6.1	2.2.1.6	Requirements	360h	33d	Wed 4/13/2	Mon 5/30/22		
880	1.4.2.1.6.1.1	2.2.1.6	Prepare for Requirements Validation Sessions	72h	10d	Wed 4/13/2	Wed 4/27/22	873FS+2d	Fund Bus Analyst
881	1.4.2.1.6.1.2	2.2.1.6	Conduct Requirements Validation Sessions	144h	20d	Wed 4/27/2	Wed 5/25/22	880	Fund Bus Analyst
882	1.4.2.1.6.1.3	2.2.1.6	Document Requirements Validation Sessions	144h	20d	Mon 5/2/22	Mon 5/30/22	881SS+3d	Fund Bus Analyst
883	1.4.2.1.6.2	2.2.1.6	Design	216h	30d	Mon 5/30/2	Tue 7/12/22		
884	1.4.2.1.6.2.1	2.2.1.6	Develop System Design	216h	30d	Mon 5/30/2	Tue 7/12/22	882	Fund Solution Architect
885	1.4.2.1.6.3	2.2.1.6	Development / Configuration	540h	75d	Tue 7/12/22	Tue 10/25/22		
886	1.4.2.1.6.3.1	2.2.1.6	Develop Fund	540h	75d	Tue 7/12/22	Tue 10/25/22	884	Fund Developer
887	1.4.2.1.7	2.2.1.7/ B	Generate Financial Reports - Incl. CMS-64, CMS-37	1,116h	138d	Wed 6/1/22	Thu 12/15/22		
888	1.4.2.1.7.1	2.2.1.7	Requirements	360h	33d	Wed 6/1/22	Tue 7/19/22		
889	1.4.2.1.7.1.1	2.2.1.7	Prepare for Requirements Validation Sessions	72h	10d	Wed 6/1/22	Wed 6/15/22	882FS+2d	Gen Fin Rpt Bus Analyst
890	1.4.2.1.7.1.2	2.2.1.7	Conduct Requirements Validation Sessions	144h	20d	Wed 6/15/2	Thu 7/14/22	889	Gen Fin Rpt Bus Analyst
891	1.4.2.1.7.1.3	2.2.1.7	Document Requirements Validation Sessions	144h	20d	Mon 6/20/2	Tue 7/19/22	890SS+3d	Gen Fin Rpt Bus Analyst
892	1.4.2.1.7.2	2.2.1.7	Design	216h	30d	Tue 7/19/22	Mon 8/29/22		
893	1.4.2.1.7.2.1	2.2.1.7	Develop System Design	216h	30d	Tue 7/19/22	Mon 8/29/22	891	Gen Fin Rpt Solution Architect
894	1.4.2.1.7.3	2.2.1.7	Development / Configuration	540h	75d	Mon 8/29/2	Thu 12/15/22		
895	1.4.2.1.7.3.1	2.2.1.7	Develop Financial Reports	540h	75d	Mon 8/29/2	Thu 12/15/22	893	Gen Fin Rpt Developer
896	1.4.2.1.8	Del 23 / C	PRMP-Specific Reports / Standard Output Reports	1,116h	138d	Wed 6/1/22	Thu 12/15/22		
897	1.4.2.1.8.1	Del 23 / C	Requirements	360h	33d	Wed 6/1/22	Tue 7/19/22		
898	1.4.2.1.8.1.1	Del 23 / C	Prepare for Requirements Validation Sessions	72h	10d	Wed 6/1/22	Wed 6/15/22	882FS+2d	PRMP-Spec-Stand Rpt Bus Analyst
899	1.4.2.1.8.1.2	Del 23 / C	Conduct Requirements Validation Sessions	144h	20d	Wed 6/15/2	Thu 7/14/22	898	PRMP-Spec-Stand Rpt Bus Analyst
900	1.4.2.1.8.1.3	Del 23 / C	Document Requirements Validation Sessions	144h	20d	Mon 6/20/2	Tue 7/19/22	899SS+3d	PRMP-Spec-Stand Rpt Bus Analyst
901	1.4.2.1.8.2	Del 23 / C	Design	216h	30d	Tue 7/19/22	Mon 8/29/22		
902	1.4.2.1.8.2.1	Del 23 / C	Develop System Design	216h	30d	Tue 7/19/22	Mon 8/29/22	900	PRMP-Spec-Stand Rpt Solution Architect
903	1.4.2.1.8.3	Del 23 / C	Development / Configuration	540h	75d	Mon 8/29/2	Thu 12/15/22		
904	1.4.2.1.8.3.1	Del 23 / C	Develop PRMP-Specific / Standard Output Reports	540h	75d	Mon 8/29/2	Thu 12/15/22	902	PRMP-Spec-Stand Rpt Developer
905	1.4.2.1.9	1.2.1/ BF	T-MSIS	612h	78d	Thu 7/21/22	Tue 11/8/22		
906	1.4.2.1.9.1	1.2.1/ BF	Requirements	216h	23d	Thu 7/21/22	Mon 8/22/22		
907	1.4.2.1.9.1.1	1.2.1/ BF	Prepare for Requirements Validation Sessions	72h	10d	Thu 7/21/22	Thu 8/4/22	900FS+2d	TMSIS Bus Analyst
908	1.4.2.1.9.1.2	1.2.1/ BF	Conduct Requirements Validation Sessions	72h	10d	Thu 8/4/22	Wed 8/17/22	907	TMSIS Bus Analyst

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
909	1.4.2.1.9.1.3	1.2.1/ BF-	Document Requirements Validation Sessions	72h	10d	Tue 8/9/22	Mon 8/22/22	908SS+3d	TMSIS Bus Analyst
910	1.4.2.1.9.2	1.2.1/ BF-	Design	108h	15d	Mon 8/22/22	Mon 9/12/22		
911	1.4.2.1.9.2.1	1.2.1/ BF-	Develop System Design	108h	15d	Mon 8/22/22	Mon 9/12/22	909	TMSIS Solution Architect
912	1.4.2.1.9.3	1.2.1/ BF-	Development / Configuration	288h	40d	Mon 9/12/22	Tue 11/8/22		
913	1.4.2.1.9.3.1	1.2.1/ BF-	Modify T-MSIS	288h	40d	Mon 9/12/22	Tue 11/8/22	911	TMSIS Developer
914	1.4.2.1.10	2.2.1.8/ B	PERM	111.6h	138d	Wed 6/1/22	Thu 12/15/22		
915	1.4.2.1.10.1	2.2.1.8	Requirements	36h	33d	Wed 6/1/22	Tue 7/19/22		
916	1.4.2.1.10.1.1	2.2.1.8	Prepare for Requirements Validation Sessions	7.2h	10d	Wed 6/1/22	Wed 6/15/22	882FS+2d	PERM Bus Analyst[10%]
917	1.4.2.1.10.1.2	2.2.1.8	Conduct Requirements Validation Sessions	14.4h	20d	Wed 6/15/22	Thu 7/14/22	916	PERM Bus Analyst[10%]
918	1.4.2.1.10.1.3	2.2.1.8	Document Requirements Validation Sessions	14.4h	20d	Mon 6/20/22	Tue 7/19/22	917SS+3d	PERM Bus Analyst[10%]
919	1.4.2.1.10.2	2.2.1.8	Design	21.6h	30d	Tue 7/19/22	Mon 8/29/22		
920	1.4.2.1.10.2.1	2.2.1.8	Develop System Design	21.6h	30d	Tue 7/19/22	Mon 8/29/22	918	PERM Solution Architect[10%]
921	1.4.2.1.10.3	2.2.1.8	Development / Configuration	54h	75d	Mon 8/29/22	Thu 12/15/22		
922	1.4.2.1.10.3.1	2.2.1.8	Develop PERM	54h	75d	Mon 8/29/22	Thu 12/15/22	920	PERM Developer[10%]
923	1.4.2.2		CHECKPOINT - Requirements Validation Complete	0h	0d	Mon 8/22/22	Mon 8/22/22	846,837,864,911	
924	1.4.2.3		CHECKPOINT - System Design Complete	0h	0d	Mon 9/12/22	Mon 9/12/22	848,839,866,921	
925	1.4.2.4		CHECKPOINT - Development / Configuration Complete	0h	0d	Thu 12/15/22	Thu 12/15/22	850,841,868,922	
926	1.4.2.6		MILESTONE - Solution Configuration Design and Build Phase Complete	0h	0d	Thu 12/15/22	Thu 12/15/22	925	
927	1.4.2.5		Create/ Update Deliverables	1,765.78h	281.74d	Tue 2/1/22	Fri 3/10/23		
928	1.4.2.5.1	Del 30	Requirements Traceability Matrix - UPDATE after Requirements Validation	313.65h	45.23d	Mon 8/22/22	Tue 10/25/22		
929	1.4.2.5.1.1	Del 30	Review Requirements Traceability Matrix Requirements	3.6h	1d	Mon 8/22/22	Tue 8/23/22	923	Account Business Lead - SME[50%]
930	1.4.2.5.1.2	Del 30	Update Requirements Traceability Matrix	36h	10d	Tue 8/23/22	Tue 9/6/22	929	Account Business Lead - SME[50%]
931	1.4.2.5.1.3	Del 30	Conduct Internal Work Product Review of Requirements Traceability Matrix	3.6h	1d	Tue 9/6/22	Wed 9/7/22	930	Account Business Lead - SME[50%]
932	1.4.2.5.1.4	Del 30	Revise Requirements Traceability Matrix based on Internal Review	18h	5d	Wed 9/7/22	Wed 9/14/22	931	Account Business Lead - SME[50%]
933	1.4.2.5.1.5	Del 30	DELIVERABLE - Requirements Traceability Matrix - UPDATE after Requirements Validation	0h	0d	Wed 9/14/22	Wed 9/14/22	932	
934	1.4.2.5.1.6	Del 30	Conduct Work Product Review with The Client of Requirements Traceability Matrix Schedule	4.5h	0.25d	Wed 9/14/22	Thu 9/15/22	933	Client Business SME, Client Project Mgr, Account Business Lead - SME[50%]
935	1.4.2.5.1.7	Del 30	The Client Conducts Review of Requirements Traceability Matrix Schedule Deliverables	144h	10d	Thu 9/15/22	Wed 9/28/22	934	Client Business SME, Client Project Mgr
936	1.4.2.5.1.8	Del 30	Walkthrough The Client Deliverable Review Comments	0.9h	0.25d	Thu 9/29/22	Thu 9/29/22	935	Account Business Lead - SME[50%]
937	1.4.2.5.1.9	Del 30	Revise Requirements Traceability Matrix Schedule based on Clients Review	3.6h	5d	Thu 9/29/22	Thu 10/6/22	936	Account Business Lead - SME[10%]
938	1.4.2.5.1.10	Del 30	Distribute Requirements Traceability Matrix Schedule to The Client for 2nd Review	0.45h	0.25d	Thu 10/6/22	Thu 10/6/22	937	Account Business Lead - SME[25%]
939	1.4.2.5.1.11	Del 30	The Client Performs 2nd Review of Requirements Traceability Matrix Schedule	72h	5d	Thu 10/6/22	Fri 10/14/22	938	Client Project Mgr, Client Business SME
940	1.4.2.5.1.12	Del 30	Walkthrough The Client Deliverable Review Comments	4.5h	0.25d	Fri 10/14/22	Fri 10/14/22	939	Client Project Mgr, Client Business SME, Account Business Lead - SME[50%]
941	1.4.2.5.1.13	Del 30	Revise Requirements Traceability Matrix Schedule based on 2nd Review Feedback	18h	5d	Fri 10/14/22	Fri 10/21/22	940	Account Business Lead - SME[50%]
942	1.4.2.5.1.14	Del 30	Distribute Requirements Traceability Matrix Schedule to The Client for Approval	4.5h	0.25d	Fri 10/21/22	Fri 10/21/22	941	Account Business Lead - SME[250%]
943	1.4.2.5.1.15	Del 30	MILESTONE - The Client Approves Requirements Traceability Matrix - UPDATE after Requirements Validation	0h	0d	Tue 10/25/22	Tue 10/25/22	942FS+1.98d	Client Project Mgr
944	1.4.2.5.3	Del 6	Database Design Document	178.93h	58.74d	Mon 8/29/22	Tue 11/22/22		
945	1.4.2.5.3.1	Del 6	DED	16.96h	8.96d	Mon 8/29/22	Fri 9/9/22		
946	1.4.2.5.3.1.1	Del 6	Review Database Design Document RFP Requirements	1.8h	0.5d	Mon 8/29/22	Tue 8/30/22	924SS-10d	Account Developer[50%]
947	1.4.2.5.3.1.2	Del 6	Create Database Design Document Deliverable Expectations Documents (DED)	0h	3d	Tue 8/30/22	Fri 9/2/22	946	Account Developer[50%]
948	1.4.2.5.3.1.3	Del 6	DXC Internal Review of Database Design Document DED	0h	0.5d	Fri 9/2/22	Fri 9/2/22	947	Account Developer[50%]
949	1.4.2.5.3.1.4	Del 6	Revise Database Design Document DED Based on DXC Internal Review	0h	0.5d	Fri 9/2/22	Mon 9/5/22	948	Account Developer[25%]
950	1.4.2.5.3.1.5	Del 6	DELIVERABLE - Database Design Document Format DED Complete	0h	0d	Mon 9/5/22	Mon 9/5/22	949	
951	1.4.2.5.3.1.6	Del 6	Conduct Work Product Review with Client of Database Design Document DED	1.99h	0.23d	Mon 9/5/22	Mon 9/5/22	950	Client Project Mgr Assistant, Account Developer[20%]

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
952	1.4.2.5.3.1.7	Del 6	Client Conducts Review of Database Design Document DED	10.8h	3d	Mon 9/5/22	Thu 9/8/22	951	Client Project Mgr Assistant[50%]
953	1.4.2.5.3.1.8	Del 6	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 9/8/22	Thu 9/8/22	952	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]
954	1.4.2.5.3.1.9	Del 6	Revise Database Design Document DED based on Client Review	0.72h	1d	Thu 9/8/22	Fri 9/9/22	953	Account Developer[10%]
955	1.4.2.5.3.1.10	Del 6	MILESTONE - Client Approves Database Design Document DED	0h	0d	Fri 9/9/22	Fri 9/9/22	954	
956	1.4.2.5.3.2	Del 6	Plan	161.97h	49.78d	Fri 9/9/22	Tue 11/22/22		
957	1.4.2.5.3.2.1	Del 6	Create Database Design Document	27h	15d	Fri 9/9/22	Fri 9/30/22	955	Account Business Lead - SME[25%]
958	1.4.2.5.3.2.2	Del 6	Conduct Internal Work Product Review of Database Design Document	1.8h	1d	Fri 9/30/22	Mon 10/3/22	957	Account Business Lead - SME[25%]
959	1.4.2.5.3.2.3	Del 6	Revise Database Design Document based on Internal Review	7.2h	5d	Mon 10/3/22	Mon 10/10/22	958	Account Business Lead - SME[20%]
960	1.4.2.5.3.2.4	Del 6	DELIVERABLE - Database Design Document Complete	0h	0d	Mon 10/10/22	Mon 10/10/22	959	
961	1.4.2.5.3.2.5	Del 6	Distribute Database Design Document Results to Client for Review	0.25h	0.35d	Mon 10/10/22	Wed 10/12/22	960	Account Developer[10%]
962	1.4.2.5.3.2.6	Del 6	Client Conducts Review of Database Design Document Results	72h	10d	Wed 10/12/22	Tue 10/25/22	961	Client Project Mgr
963	1.4.2.5.3.2.7	Del 6	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Tue 10/25/22	Wed 10/26/22	962	Account Developer[25%]
964	1.4.2.5.3.2.8	Del 6	Revise Database Design Document Results based on Clients Review	7.2h	5d	Wed 10/26/22	Wed 11/2/22	963	Account Developer[20%]
965	1.4.2.5.3.2.9	Del 6	Distribute Database Design Document Results to Client for 2nd Review	0.25h	0.35d	Wed 11/2/22	Wed 11/2/22	964	Account Developer[10%]
966	1.4.2.5.3.2.10	Del 6	Client Performs 2nd Review of Database Design Document Results	36h	5d	Wed 11/2/22	Wed 11/9/22	965	Client Project Mgr
967	1.4.2.5.3.2.11	Del 6	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Wed 11/9/22	Wed 11/9/22	966	Client Project Mgr, Account Developer[25%]
968	1.4.2.5.3.2.12	Del 6	Revise Database Design Document Results based on 2nd Review Feedback	7.2h	5d	Wed 11/9/22	Thu 11/17/22	967	Account Developer[20%]
969	1.4.2.5.3.2.13	Del 6	Distribute Database Design Document Results to Client for Approval	0.18h	0.25d	Thu 11/17/22	Fri 11/18/22	968	Account Developer[10%]
970	1.4.2.5.3.2.14	Del 6	MILESTONE - Client Approves Database Design Document Results	0h	0d	Tue 11/22/22	Tue 11/22/22	969FS+2.22d	Client Project Mgr
971	1.4.2.5.4	Del 8	Deployment Plan	178.93h	58.74d	Thu 12/15/22	Fri 3/10/23		
972	1.4.2.5.4.1	Del 8	DED	16.96h	8.96d	Thu 12/15/22	Wed 12/28/22		
973	1.4.2.5.4.1.1	Del 8	Review Deployment Plan RFP Requirements	1.8h	0.5d	Thu 12/15/22	Thu 12/15/22	972	Gainwell Project Manager[50%]
974	1.4.2.5.4.1.2	Del 8	Create Deployment Plan Deliverable Expectations Documents (DED)	0h	3d	Thu 12/15/22	Tue 12/20/22	973	Gainwell Project Manager[50%]
975	1.4.2.5.4.1.3	Del 8	DXC Internal Review of Deployment Plan DED	0h	0.5d	Tue 12/20/22	Wed 12/21/22	974	Gainwell Project Manager[50%]
976	1.4.2.5.4.1.4	Del 8	Revise Deployment Plan DED Based on DXC Internal Review	0h	0.5d	Wed 12/21/22	Wed 12/21/22	975	Gainwell Project Manager[25%]
977	1.4.2.5.4.1.5	Del 8	DELIVERABLE - Deployment Plan Format DED Complete	0h	0d	Wed 12/21/22	Wed 12/21/22	976	
978	1.4.2.5.4.1.6	Del 8	Conduct Work Product Review with Client of Deployment Plan DED	1.99h	0.23d	Wed 12/21/22	Thu 12/22/22	977	Client Project Mgr Assistant, Gainwell Project Manager[20%]
979	1.4.2.5.4.1.7	Del 8	Client Conducts Review of Deployment Plan DED	10.8h	3d	Thu 12/22/22	Tue 12/27/22	978	Client Project Mgr Assistant[50%]
980	1.4.2.5.4.1.8	Del 8	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Tue 12/27/22	Tue 12/27/22	979	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]
981	1.4.2.5.4.1.9	Del 8	Revise Deployment Plan DED based on Client Review	0.72h	1d	Tue 12/27/22	Wed 12/28/22	980	Gainwell Project Manager[10%]
982	1.4.2.5.4.1.10	Del 8	MILESTONE - Client Approves Deployment Plan DED	0h	0d	Wed 12/28/22	Wed 12/28/22	981	
983	1.4.2.5.4.2	Del 8	Plan	161.97h	49.78d	Wed 12/28/22	Fri 3/10/23		
984	1.4.2.5.4.2.1	Del 8	Create Deployment Plan	27h	15d	Wed 12/28/22	Fri 1/20/23	982	Account Business Lead - SME[25%]
985	1.4.2.5.4.2.2	Del 8	Conduct Internal Work Product Review of Deployment Plan	1.8h	1d	Fri 1/20/23	Mon 1/23/23	984	Account Business Lead - SME[25%]
986	1.4.2.5.4.2.3	Del 8	Revise Deployment Plan based on Internal Review	7.2h	5d	Mon 1/23/23	Mon 1/30/23	985	Account Business Lead - SME[20%]
987	1.4.2.5.4.2.4	Del 8	DELIVERABLE - Deployment Plan Complete	0h	0d	Mon 1/30/23	Mon 1/30/23	986	
988	1.4.2.5.4.2.5	Del 8	Distribute Deployment Plan Results to Client for Review	0.25h	0.35d	Mon 1/30/23	Mon 1/30/23	987	Gainwell Project Manager[10%]
989	1.4.2.5.4.2.6	Del 8	Client Conducts Review of Deployment Plan Results	72h	10d	Mon 1/30/23	Mon 2/13/23	988	Client Project Mgr
990	1.4.2.5.4.2.7	Del 8	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Mon 2/13/23	Mon 2/13/23	989	Gainwell Project Manager[25%]
991	1.4.2.5.4.2.8	Del 8	Revise Deployment Plan Results based on Clients Review	7.2h	5d	Mon 2/13/23	Tue 2/21/23	990	Gainwell Project Manager[20%]
992	1.4.2.5.4.2.9	Del 8	Distribute Deployment Plan Results to Client for 2nd Review	0.25h	0.35d	Tue 2/21/23	Wed 2/22/23	991	Gainwell Project Manager[10%]
993	1.4.2.5.4.2.10	Del 8	Client Performs 2nd Review of Deployment Plan Results	36h	5d	Wed 2/22/23	Wed 3/1/23	992	Client Project Mgr
994	1.4.2.5.4.2.11	Del 8	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Wed 3/1/23	Wed 3/1/23	993	Client Project Mgr, Gainwell Project Manager[25%]
995	1.4.2.5.4.2.12	Del 8	Revise Deployment Plan Results based on 2nd Review Feedback	7.2h	5d	Wed 3/1/23	Wed 3/8/23	994	Gainwell Project Manager[20%]
996	1.4.2.5.4.2.13	Del 8	Distribute Deployment Plan Results to Client for Approval	0.18h	0.25d	Wed 3/8/23	Wed 3/8/23	995	Gainwell Project Manager[10%]
997	1.4.2.5.4.2.14	Del 8	MILESTONE - Client Approves Deployment Plan Results	0h	0d	Fri 3/10/23	Fri 3/10/23	996FS+2.22d	Client Project Mgr

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
998	1.4.2.5.2	Del 9	Detailed System Design (DSD) Document	192.44h	58.74d	Mon 8/29/22	Tue 11/22/22		
999	1.4.2.5.2.1	Del 9	DED	30.46h	8.96d	Mon 8/29/22	Fri 9/9/22		
1000	1.4.2.5.2.1.1	Del 9	Review Detailed System Design (DSD) Document RFP Requirements	1.8h	0.5d	Mon 8/29/22	Tue 8/30/22	924FS-10d	Account Developer[50%]
1001	1.4.2.5.2.1.2	Del 9	Create Detailed System Design (DSD) Document Deliverable Expectations Documents (DED)	10.8h	3d	Tue 8/30/22	Fri 9/2/22	1000	Account Developer[50%]
1002	1.4.2.5.2.1.3	Del 9	DXC Internal Review of Detailed System Design (DSD) Document DED	1.8h	0.5d	Fri 9/2/22	Fri 9/2/22	1001	Account Developer[50%]
1003	1.4.2.5.2.1.4	Del 9	Revise Detailed System Design (DSD) Document DED Based on DXC Internal Review	0.9h	0.5d	Fri 9/2/22	Mon 9/5/22	1002	Account Developer[25%]
1004	1.4.2.5.2.1.5	Del 9	DELIVERABLE - Detailed System Design (DSD) Document Format DED Complete	0h	0d	Mon 9/5/22	Mon 9/5/22	1003	
1005	1.4.2.5.2.1.6	Del 9	Conduct Work Product Review with Client of Detailed System Design (DSD) Document DED	1.99h	0.23d	Mon 9/5/22	Mon 9/5/22	1004	Client Project Mgr Assistant,Account Developer[20%]
1006	1.4.2.5.2.1.7	Del 9	Client Conducts Review of Detailed System Design (DSD) Document DED	10.8h	3d	Mon 9/5/22	Thu 9/8/22	1005	Client Project Mgr Assistant[50%]
1007	1.4.2.5.2.1.8	Del 9	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 9/8/22	Thu 9/8/22	1006	Client Project Mgr Assistant[50%],Gainwell Project Manager[50%]
1008	1.4.2.5.2.1.9	Del 9	Revise Detailed System Design (DSD) Document DED based on Client Review	0.72h	1d	Thu 9/8/22	Fri 9/9/22	1007	Account Developer[10%]
1009	1.4.2.5.2.1.10	Del 9	MILESTONE - Client Approves Detailed System Design (DSD) Document DED	0h	0d	Fri 9/9/22	Fri 9/9/22	1008	
1010	1.4.2.5.2.2	Del 9	Plan	161.98h	49.78d	Fri 9/9/22	Tue 11/22/22		
1011	1.4.2.5.2.2.1	Del 9	Create Detailed System Design (DSD) Document	27h	15d	Fri 9/9/22	Fri 9/30/22	1009	Account Business Lead - SME[25%]
1012	1.4.2.5.2.2.2	Del 9	Conduct Internal Work Product Review of Detailed System Design (DSD) Document	1.8h	1d	Fri 9/30/22	Mon 10/3/22	1011	Account Business Lead - SME[25%]
1013	1.4.2.5.2.2.3	Del 9	Revise Detailed System Design (DSD) Document based on Internal Review	7.2h	5d	Mon 10/3/22	Mon 10/10/22	1012	Account Business Lead - SME[20%]
1014	1.4.2.5.2.2.4	Del 9	DELIVERABLE - Detailed System Design (DSD) Document Complete	0h	0d	Mon 10/10/22	Mon 10/10/22	1013	
1015	1.4.2.5.2.2.5	Del 9	Distribute Detailed System Design (DSD) Document Results to Client for Review	0.26h	0.35d	Mon 10/10/22	Wed 10/12/22	1014	Account Developer[10%]
1016	1.4.2.5.2.2.6	Del 9	Client Conducts Review of Detailed System Design (DSD) Document Results	72h	10d	Wed 10/12/22	Tue 10/25/22	1015	Client Project Mgr
1017	1.4.2.5.2.2.7	Del 9	Walkthrough Client Deliverable Review Comments	0.64h	0.35d	Tue 10/25/22	Wed 10/26/22	1016	Account Developer[25%]
1018	1.4.2.5.2.2.8	Del 9	Revise Detailed System Design (DSD) Document Results based on Clients Review	7.2h	5d	Wed 10/26/22	Wed 11/2/22	1017	Account Developer[20%]
1019	1.4.2.5.2.2.9	Del 9	Distribute Detailed System Design (DSD) Document Results to Client for 2nd Review	0.26h	0.35d	Wed 11/2/22	Wed 11/2/22	1018	Account Developer[10%]
1020	1.4.2.5.2.2.10	Del 9	Client Performs 2nd Review of Detailed System Design (DSD) Document Results	36h	5d	Wed 11/2/22	Wed 11/9/22	1019	Client Project Mgr
1021	1.4.2.5.2.2.11	Del 9	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Wed 11/9/22	Wed 11/9/22	1020	Client Project Mgr,Account Developer[25%]
1022	1.4.2.5.2.2.12	Del 9	Revise Detailed System Design (DSD) Document Results based on 2nd Review Feedback	7.2h	5d	Wed 11/9/22	Thu 11/17/22	1021	Account Developer[20%]
1023	1.4.2.5.2.2.13	Del 9	Distribute Detailed System Design (DSD) Document Results to Client for Approval	0.18h	0.25d	Thu 11/17/22	Fri 11/18/22	1022	Account Developer[10%]
1024	1.4.2.5.2.2.14	Del 9	MILESTONE - Client Approves Detailed System Design (DSD) Document Results	0h	0d	Tue 11/22/22	Tue 11/22/22	1023FS+2.22d	Client Project Mgr
1025	1.4.2.5.5	Del 10	Disaster Recovery and Business Continuity Plan (DRBCP)	337.68h	55.23d	Tue 2/1/22	Wed 4/20/22		
1026	1.4.2.5.5.1	Del 10	Review Business Continuity Plan Requirements	3.6h	1d	Tue 2/1/22	Wed 2/2/22	340	Account Transfer Mgr[50%]
1027	1.4.2.5.5.2	Del 10	Create Business Continuity Plan	72h	20d	Wed 2/2/22	Thu 3/3/22	1026	Account Transfer Mgr[50%]
1028	1.4.2.5.5.3	Del 10	Conduct Internal Work Product Review of Business Continuity Plan	3.6h	1d	Thu 3/3/22	Fri 3/4/22	1027	Account Transfer Mgr[50%]
1029	1.4.2.5.5.4	Del 10	Revise Business Continuity Plan based on Internal Review	9h	5d	Fri 3/4/22	Fri 3/11/22	1028	Account Transfer Mgr[25%]
1030	1.4.2.5.5.5	Del 10	DELIVERABLE - Disaster Recovery and Business Continuity Plan (DRBCP)	0h	0d	Fri 3/11/22	Fri 3/11/22	1029	
1031	1.4.2.5.5.6	Del 10	Conduct Work Product Review with The Client of Business Continuity Plan Schedule	4.5h	0.25d	Fri 3/11/22	Fri 3/11/22	1030	Client Business SME,Client Project Mgr,Account Transfer Mgr[50%]
1032	1.4.2.5.5.7	Del 10	The Client Conducts Review of Business Continuity Plan Schedule Deliverables	144h	10d	Fri 3/11/22	Fri 3/25/22	1031	Client Business SME,Client Project Mgr
1033	1.4.2.5.5.8	Del 10	Walkthrough The Client Deliverable Review Comments	0.9h	0.25d	Fri 3/25/22	Mon 3/28/22	1032	Account Transfer Mgr[50%]
1034	1.4.2.5.5.9	Del 10	Revise Business Continuity Plan Schedule based on Clients Review	3.6h	5d	Mon 3/28/22	Mon 4/4/22	1033	Account Transfer Mgr[10%]
1035	1.4.2.5.5.10	Del 10	Distribute Business Continuity Plan Schedule to The Client for 2nd Review	1.8h	0.25d	Mon 4/4/22	Mon 4/4/22	1034	Account Transfer Mgr

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1036	1.4.2.5.5.11	Del 10	The Client Performs 2nd Review of Business Continuity Plan Schedule	72h	5d	Mon 4/4/22	Mon 4/11/22	1035	Client Project Mgr,Client Business SME
1037	1.4.2.5.5.12	Del 10	Walkthrough The Client Deliverable Review Comments	4.5h	0.25d	Mon 4/11/22	Mon 4/11/22	1036	Client Project Mgr,Client Business SME,Account Transfer Mgr[50%]
1038	1.4.2.5.5.13	Del 10	Revise Business Continuity Plan Schedule based on 2nd Review Feedback	18h	5d	Mon 4/11/2;Mon 4/18/22	1037	Account Transfer Mgr[50%]	
1039	1.4.2.5.5.14	Del 10	Distribute Business Continuity Plan Schedule to The Client for Approval	0.18h	0.25d	Mon 4/18/2;Mon 4/18/22	1038	Account Transfer Mgr[10%]	
1040	1.4.2.5.5.15	Del 10	MILESTONE - The Client Approves Disaster Recovery and Business Continuity Plan (DRBCP)	0h	0d	Wed 4/20/22	Wed 4/20/22	1039FS+1.98d	Client Project Mgr
1041	1.4.2.5.6	Del 30	Requirements Traceability Matrix - UPDATE after Development / Configuration	301.68h	45.23d	Thu 12/15/22	Tue 2/21/23		
1042	1.4.2.5.6.1	Del 30	Review Requirements Traceability Matrix Requirements	3.6h	1d	Thu 12/15/2;Fri 12/16/22	925	Account Business Lead - SME[50%]	
1043	1.4.2.5.6.2	Del 30	Update Requirements Traceability Matrix	36h	10d	Fri 12/16/22;Fri 12/30/22	1042	Account Business Lead - SME[50%]	
1044	1.4.2.5.6.3	Del 30	Conduct Internal Work Product Review of Requirements Traceability Matrix	3.6h	1d	Fri 12/30/22;Tue 1/3/23	1043	Account Business Lead - SME[50%]	
1045	1.4.2.5.6.4	Del 30	Revise Requirements Traceability Matrix based on Internal Review	9h	5d	Tue 1/3/23	Tue 1/10/23	1044	Account Business Lead - SME[25%]
1046	1.4.2.5.6.5	Del 30	DELIVERABLE - Requirements Traceability Matrix - UPDATE after Development / Configuration	0h	0d	Tue 1/10/23	Tue 1/10/23	1045	
1047	1.4.2.5.6.6	Del 30	Conduct Work Product Review with The Client of Requirements Traceability Matrix Schedule	4.5h	0.25d	Tue 1/10/23	Tue 1/10/23	1046	Client Business SME,Client Project Mgr,Account Business Lead - SME[50%]
1048	1.4.2.5.6.7	Del 30	The Client Conducts Review of Requirements Traceability Matrix Schedule Deliverables	144h	10d	Tue 1/10/23	Wed 1/25/23	1047	Client Business SME,Client Project Mgr
1049	1.4.2.5.6.8	Del 30	Walkthrough The Client Deliverable Review Comments	0.9h	0.25d	Wed 1/25/2;Wed 1/25/23	1048	Account Business Lead - SME[50%]	
1050	1.4.2.5.6.9	Del 30	Revise Requirements Traceability Matrix Schedule based on Clients Review	3.6h	5d	Wed 1/25/2;Wed 2/1/23	1049	Account Business Lead - SME[10%]	
1051	1.4.2.5.6.10	Del 30	Distribute Requirements Traceability Matrix Schedule to The Client for 2nd Review	1.8h	0.25d	Wed 2/1/23	Wed 2/1/23	1050	Account Business Lead - SME
1052	1.4.2.5.6.11	Del 30	The Client Performs 2nd Review of Requirements Traceability Matrix Schedule	72h	5d	Wed 2/1/23;Wed 2/8/23	1051	Client Project Mgr,Client Business SME	
1053	1.4.2.5.6.12	Del 30	Walkthrough The Client Deliverable Review Comments	4.5h	0.25d	Wed 2/8/23	Thu 2/9/23	1052	Client Project Mgr,Client Business SME,Account Business Lead - SME[50%]
1054	1.4.2.5.6.13	Del 30	Revise Requirements Traceability Matrix Schedule based on 2nd Review Feedback	18h	5d	Thu 2/9/23	Fri 2/17/23	1053	Account Business Lead - SME[50%]
1055	1.4.2.5.6.14	Del 30	Distribute Requirements Traceability Matrix Schedule to The Client for Approval	0.18h	0.25d	Fri 2/17/23	Fri 2/17/23	1054	Account Business Lead - SME[10%]
1056	1.4.2.5.6.15	Del 30	MILESTONE - The Client Approves Requirements Traceability Matrix - UPDATE after Development / Configuration	0h	0d	Tue 2/21/23	Tue 2/21/23	1055FS+1.98d	Client Project Mgr
1057	1.4.2.5.7	Del 37	System Configuration Management Plan	167.06h	51.74d	Mon 9/12/2;Mon 11/28/2			
1058	1.4.2.5.7.1	Del 37	DED	16.96h	8.96d	Mon 9/12/2;Fri 9/23/22			
1059	1.4.2.5.7.1.1	Del 37	Review System Configuration Management Plan RFP Requirements	1.8h	0.5d	Mon 9/12/2;Tue 9/13/22	924	Account Business Lead - SME[50%]	
1060	1.4.2.5.7.1.2	Del 37	Create System Configuration Management Plan Deliverable Expectations Documents (DED)	0h	3d	Tue 9/13/22	Fri 9/16/22	1059	Account Business Lead - SME[50%]
1061	1.4.2.5.7.1.3	Del 37	DXC Internal Review of System Configuration Management Plan DED	0h	0.5d	Fri 9/16/22	Fri 9/16/22	1060	Account Business Lead - SME[50%]
1062	1.4.2.5.7.1.4	Del 37	Revise System Configuration Management Plan DED Based on DXC Internal Review	0h	0.5d	Fri 9/16/22	Mon 9/19/22	1061	Account Business Lead - SME[25%]
1063	1.4.2.5.7.1.5	Del 37	DELIVERABLE - System Configuration Management Plan Format DED Complete	0h	0d	Mon 9/19/22	Mon 9/19/22	1062	
1064	1.4.2.5.7.1.6	Del 37	Conduct Work Product Review with Client of System Configuration Management Plan DED	1.99h	0.23d	Mon 9/19/22	Mon 9/19/22	1063	Client Project Mgr Assistant,Account Business Lead - SME[20%]
1065	1.4.2.5.7.1.7	Del 37	Client Conducts Review of System Configuration Management Plan DED	10.8h	3d	Mon 9/19/2;Thu 9/22/22	1064	Client Project Mgr Assistant[50%]	
1066	1.4.2.5.7.1.8	Del 37	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 9/22/22	Thu 9/22/22	1065	Gainwell Project Manager[50%],Client Project Mgr Assistant[50%]
1067	1.4.2.5.7.1.9	Del 37	Revise System Configuration Management Plan DED based on Client Review	0.72h	1d	Thu 9/22/22;Fri 9/23/22	1066	Account Business Lead - SME[10%]	
1068	1.4.2.5.7.1.10	Del 37	MILESTONE - Client Approves System Configuration Management Plan DED	0h	0d	Fri 9/23/22	Fri 9/23/22	1067	
1069	1.4.2.5.7.2	Del 37	Plan	150.1h	42.78d	Fri 9/23/22	Mon 11/28/2		
1070	1.4.2.5.7.2.1	Del 37	Create System Configuration Management Plan	18h	10d	Fri 9/23/22	Fri 10/7/22	1068	Account Deputy[25%]
1071	1.4.2.5.7.2.2	Del 37	Conduct Internal Work Product Review of System Configuration Management Plan	1.8h	1d	Fri 10/7/22	Mon 10/10/22	1070	Account Deputy[25%]
1072	1.4.2.5.7.2.3	Del 37	Revise System Configuration Management Plan based on Internal Review	4.32h	3d	Mon 10/10/2;Fri 10/14/22	1071	Account Deputy[20%]	
1073	1.4.2.5.7.2.4	Del 37	DELIVERABLE - System Configuration Management Plan Complete	0h	0d	Fri 10/14/22;Fri 10/14/22	1072		

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1074	1.4.2.5.7.2.5	Del 37	Distribute System Configuration Management Plan Results to Client for Review	0.26h	0.35d	Fri 10/14/22	Fri 10/14/22	1073	Account Business Analyst[10%]
1075	1.4.2.5.7.2.6	Del 37	Client Conducts Review of System Configuration Management Plan Results	72h	10d	Fri 10/14/22	Fri 10/28/22	1074	Client Project Mgr
1076	1.4.2.5.7.2.7	Del 37	Walkthrough Client Deliverable Review Comments	0.64h	0.35d	Fri 10/28/22	Mon 10/31/22	1075	Account Business Analyst[25%]
1077	1.4.2.5.7.2.8	Del 37	Revise System Configuration Management Plan Results based on Clients Review	7.2h	5d	Mon 10/31/22	Mon 11/7/22	1076	Account Business Analyst[20%]
1078	1.4.2.5.7.2.9	Del 37	Distribute System Configuration Management Plan Results to Client for 2nd Review	0.26h	0.35d	Mon 11/7/22	Mon 11/7/22	1077	Account Business Analyst[10%]
1079	1.4.2.5.7.2.10	Del 37	Client Performs 2nd Review of System Configuration Management Plan Results	36h	5d	Mon 11/7/22	Tue 11/15/22	1078	Client Project Mgr
1080	1.4.2.5.7.2.11	Del 37	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Tue 11/15/22	Tue 11/15/22	1079	Client Project Mgr, Account Business Analyst[25%]
1081	1.4.2.5.7.2.12	Del 37	Revise System Configuration Management Plan Results based on 2nd Review Feedback	7.2h	5d	Tue 11/15/22	Tue 11/22/22	1080	Account Business Analyst[20%]
1082	1.4.2.5.7.2.13	Del 37	Distribute System Configuration Management Plan Results to Client for Approval	0.18h	0.25d	Tue 11/22/22	Wed 11/23/22	1081	Account Business Analyst[10%]
1083	1.4.2.5.7.2.14	Del 37	MILESTONE - Client Approves System Configuration Management Plan Results	0h	0d	Mon 11/28/22	Mon 11/28/22	1082FS+2.22d	Client Project Mgr
1084	1.4.2.5.8		Work Plan Updates - Post Configuration / Development	95.4h	32.75d	Thu 12/15/22	Wed 2/1/23		
1085	1.4.2.5.8.1		Review Project Estimates	7.2h	5d	Thu 12/15/22	Thu 12/22/22	925	Gainwell Schedule Mgmt SME[20%]
1086	1.4.2.5.8.2		Update Project Work Plan based on Req Validation	14.4h	10d	Thu 12/22/22	Fri 1/6/23	1085	Gainwell Schedule Mgmt SME[20%]
1087	1.4.2.5.8.3		Conduct Review of Updated Detailed Project Work Plan	5.76h	2d	Fri 1/6/23	Tue 1/10/23	1086	Gainwell Project Manager[20%], Gainwell Schedule Mgmt SME[20%]
1088	1.4.2.5.8.4		Update Detailed Project Work Plan based on Review	7.2h	5d	Tue 1/10/23	Tue 1/17/23	1087	Gainwell Schedule Mgmt SME[20%]
1089	1.4.2.5.8.5		CHECKPOINT - Updated Detailed Project Work Plan - Configuration / Development	0h	0d	Tue 1/17/23	Tue 1/17/23	1088	
1090	1.4.2.5.8.6		Conduct Walkthrough with The Client of Updated Detailed Project Work Plan	4.32h	0.5d	Tue 1/17/23	Tue 1/17/23	1089	Client Project Manager[25%], Incumbent Vendor [25%], Gainwell Project Manager[25%], Account Executive[25%], Gainwell Schedule Mgmt SME[20%]
1091	1.4.2.5.8.7		The Client Conducts Review of Updated Detailed Project Work Plan	36h	5d	Tue 1/17/23	Wed 1/25/23	1090	Client Project Manager[50%], Incumbent Vendor [50%]
1092	1.4.2.5.8.8		Walkthrough The Client Deliverable Review Comments	0.36h	0.25d	Wed 1/25/23	Wed 1/25/23	1091	Gainwell Schedule Mgmt SME[20%]
1093	1.4.2.5.8.9		Revise Updated Detailed Project Work Plan based on The Client Review	2.88h	2d	Wed 1/25/23	Fri 1/27/23	1092	Gainwell Schedule Mgmt SME[20%]
1094	1.4.2.5.8.10		Conduct Final Review and Approval of Updated Detailed Project Work Plan	17.28h	2d	Fri 1/27/23	Tue 1/31/23	1093	Client Project Manager[25%], Incumbent Vendor [25%], Gainwell Project Manager[25%], Account Executive[25%], Gainwell Schedule Mgmt SME[20%]
1095	1.4.2.5.8.11		CHECKPOINT - The Client Approves Updated Detailed Project Work Plan - Configuration / Development	0h	0d	Tue 1/31/23	Tue 1/31/23	1094	
1096	1.4.2.5.8.12		CHECKPOINT - Baseline Detailed Project Work Plan Based on The Client Approval	0h	1d	Tue 1/31/23	Wed 2/1/23	1095	
1097	1.5	DM-001 -	Data Conversion	2,688.14h	316d	Tue 2/1/22	Thu 4/27/23		
1098	1.5.1	Del 3	Data Conversion Plan (DCP)	178.94h	58.74d	Tue 2/1/22	Tue 4/26/22		
1099	1.5.1.1	Del 3	DED	16.96h	8.96d	Tue 2/1/22	Mon 2/14/22		
1100	1.5.1.1.1	Del 3	Review Data Conversion Plan RFP Requirements	1.8h	0.5d	Tue 2/1/22	Wed 2/2/22	340	Account Business Lead - SME[50%]
1101	1.5.1.1.2	Del 3	Create Data Conversion Plan Deliverable Expectations Documents (DED)	0h	3d	Wed 2/2/22	Mon 2/7/22	1100	Account Business Lead - SME[50%]
1102	1.5.1.1.3	Del 3	DXC Internal Review of Data Conversion Plan DED	0h	0.5d	Mon 2/7/22	Mon 2/7/22	1101	Account Business Lead - SME[50%]
1103	1.5.1.1.4	Del 3	Revise Data Conversion Plan DED Based on DXC Internal Review	0h	0.5d	Mon 2/7/22	Tue 2/8/22	1102	Account Business Lead - SME[25%]
1104	1.5.1.1.5	Del 3	DELIVERABLE - Data Conversion Plan Format DED Complete	0h	0d	Tue 2/8/22	Tue 2/8/22	1103	
1105	1.5.1.1.6	Del 3	Conduct Work Product Review with Client of Data Conversion Plan DED	1.99h	0.23d	Tue 2/8/22	Tue 2/8/22	1104	Client Project Mgr Assistant, Account Business Lead - SME[20%]
1106	1.5.1.1.7	Del 3	Client Conducts Review of Data Conversion Plan DED	10.8h	3d	Tue 2/8/22	Fri 2/11/22	1105	Client Project Mgr Assistant[50%]
1107	1.5.1.1.8	Del 3	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Fri 2/11/22	Fri 2/11/22	1106	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]
1108	1.5.1.1.9	Del 3	Revise Data Conversion Plan DED based on Client Review	0.72h	1d	Fri 2/11/22	Mon 2/14/22	1107	Account Business Lead - SME[10%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1109	1.5.1.1.10	Del 3	MILESTONE - Client Approves Data Conversion Plan DED	0h	0d	Mon 2/14/22	Mon 2/14/22	1108	
1110	1.5.1.2	Del 3	Plan	161.98h	49.78d	Mon 2/14/22	Tue 4/26/22		
1111	1.5.1.2.1	Del 3	Create Data Conversion Plan	27h	15d	Mon 2/14/22	Tue 3/8/22	1109	Account Deputy[25%]
1112	1.5.1.2.2	Del 3	Conduct Internal Work Product Review of Data Conversion Plan	1.8h	1d	Tue 3/8/22	Wed 3/9/22	1111	Account Deputy[25%]
1113	1.5.1.2.3	Del 3	Revise Data Conversion Plan based on Internal Review	7.2h	5d	Wed 3/9/22	Wed 3/16/22	1112	Account Deputy[20%]
1114	1.5.1.2.4	Del 3	DELIVERABLE - Data Conversion Plan Complete	0h	0d	Wed 3/16/22	Wed 3/16/22	1113	
1115	1.5.1.2.5	Del 3	Distribute Data Conversion Plan Results to Client for Review	0.26h	0.35d	Wed 3/16/22	Thu 3/17/22	1114	Account Business Analyst[10%]
1116	1.5.1.2.6	Del 3	Client Conducts Review of Data Conversion Plan Results	72h	10d	Thu 3/17/22	Wed 3/30/22	1115	Client Project Mgr
1117	1.5.1.2.7	Del 3	Walkthrough Client Deliverable Review Comments	0.64h	0.35d	Wed 3/30/22	Thu 3/31/22	1116	Account Business Analyst[25%]
1118	1.5.1.2.8	Del 3	Revise Data Conversion Plan Results based on Clients Review	7.2h	5d	Thu 3/31/22	Thu 4/7/22	1117	Account Business Analyst[20%]
1119	1.5.1.2.9	Del 3	Distribute Data Conversion Plan Results to Client for 2nd Review	0.26h	0.35d	Thu 4/7/22	Thu 4/7/22	1118	Account Business Analyst[10%]
1120	1.5.1.2.10	Del 3	Client Performs 2nd Review of Data Conversion Plan Results	36h	5d	Thu 4/7/22	Thu 4/14/22	1119	Client Project Mgr
1121	1.5.1.2.11	Del 3	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Thu 4/14/22	Thu 4/14/22	1120	Client Project Mgr, Account Business Analyst[25%]
1122	1.5.1.2.12	Del 3	Revise Data Conversion Plan Results based on 2nd Review Feedback	7.2h	5d	Thu 4/14/22	Thu 4/21/22	1121	Account Business Analyst[20%]
1123	1.5.1.2.13	Del 3	Distribute Data Conversion Plan Results to Client for Approval	0.18h	0.25d	Thu 4/21/22	Fri 4/22/22	1122	Account Business Analyst[10%]
1124	1.5.1.2.14	Del 3	MILESTONE - Client Approves Data Conversion Plan Results	0h	0d	Tue 4/26/22	Tue 4/26/22	1123FS+2.22d	Client Project Mgr
1125	1.5.2		Data Migration/ Conversion Strategy	50.4h	16d	Tue 2/1/22	Thu 2/24/22		
1126	1.5.2.1		Review Data Migration/Conversion Strategy Requirements	3.6h	1d	Tue 2/1/22	Wed 2/2/22	340	Account Business Lead - SME[50%]
1127	1.5.2.2		Create Data Migration/Conversion Strategy	36h	10d	Wed 2/2/22	Thu 2/17/22	1126	Account Business Lead - SME[50%]
1128	1.5.2.3		Conduct Internal Review of Updated Data Migration/Conversion Strategy	7.2h	2d	Thu 2/17/22	Mon 2/21/22	1127	Gainwell Project Manager[50%]
1129	1.5.2.4		Revise Updated Data Migration/Conversion Strategy based on Internal Review	3.6h	5d	Thu 2/17/22	Thu 2/24/22	1128SS	Account Business Lead - SME[10%]
1130	1.5.2.5		CHECKPOINT - Data Migration/Conversion Strategy	0h	0d	Thu 2/24/22	Thu 2/24/22	1129	
1131	1.5.3		Conversion Specifications & Detailed Data Mapping	171h	40d	Tue 2/1/22	Wed 3/30/22		
1132	1.5.3.1		Request Source Data	36h	5d	Tue 2/1/22	Tue 2/8/22	340	Conv Business Analyst
1133	1.5.3.2		Prepare and Upload Source Data into CUST Database	18h	10d	Tue 2/8/22	Wed 2/23/22	1132	Conv Business Analyst[25%]
1134	1.5.3.3		Profile Source Data	46.8h	10d	Wed 2/23/22	Wed 3/9/22	1133	Conv Business Analyst[15%], Conv Developer[50%]
1135	1.5.3.4		Develop Detailed Data Mapping	46.8h	10d	Wed 3/9/22	Wed 3/23/22	1134	Conv Business Analyst[15%], Conv Developer[50%]
1136	1.5.3.5		Review Data Mapping with Client	23.4h	5d	Wed 3/23/22	Wed 3/30/22	1135	Conv Business Analyst[15%], Conv Developer[50%]
1137	1.5.3.6		MILESTONE - CLIENT APPROVES DATA MAPPING	0h	0d	Wed 3/30/22	Wed 3/30/22	1136	
1138	1.5.3.7		CHECKPOINT - Conversion Specifications & Detailed Data Mapping Complete	0h	0d	Wed 3/30/22	Wed 3/30/22	1137	
1139	1.5.3.8		CHECKPOINT - Conversion Design Activities Complete	0h	0d	Wed 3/30/22	Wed 3/30/22	1138	
1140	1.5.4		Create Conversion Development and Unit Testing Solution	72h	10d	Wed 3/30/22	Wed 4/13/22		
1141	1.5.4.1		Create the Conversion Development and Unit Test Solution	72h	10d	Wed 3/30/22	Wed 4/13/22	1139	Conv Developer
1142	1.5.5		Create Conversion Testing Solution	432h	30d	Wed 4/13/22	Wed 5/25/22		
1143	1.5.5.1	Del 4	Conversion & Reconciliation Test Cases/Scripts	432h	30d	Wed 4/13/22	Wed 5/25/22		
1144	1.5.5.1.1	Del 4	Identify Test Cases/Scripts for Data Conversion	108h	10d	Wed 4/13/22	Wed 4/27/22	1141	Conv Business Analyst[20%], Conv Developer[20%], Gainwell Conv Testing Team, Conv Mgr[10%]
1145	1.5.5.1.2	Del 4	Define Test Results for Data Conversion	108h	10d	Wed 4/27/22	Wed 5/11/22	1144	Conv Business Analyst[20%], Conv Developer[20%], Gainwell Conv Testing Team, Conv Mgr[10%]
1146	1.5.5.1.3	Del 4	Prepare Test Results for Data Conversion	108h	10d	Wed 4/27/22	Wed 5/11/22	1145SS	Conv Business Analyst[20%], Conv Developer[20%], Gainwell Conv Testing Team, Conv Mgr[10%]

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1147	1.5.5.1.4	Del 4	Conduct Internal Review of Test Results Data Conversion	54h	5d	Wed 5/11/22	Wed 5/18/22	1146	Conv Business Analyst[20%], Conv Developer[20%], Conv Mgr[10%], Gainwell Conv Testing Team
1148	1.5.5.1.5	Del 4	Revise Test Results Data Conversion based on Internal Review	54h	5d	Wed 5/18/22	Wed 5/25/22	1147	Conv Business Analyst[20%], Conv Developer[20%], Gainwell Conv Testing Team, Conv Mgr[10%]
1149	1.5.5.1.6	Del 4	DELIVERABLE - Conversion & Reconciliation Test Cases/Scripts	0h	0d	Wed 5/25/22	Wed 5/25/22	1148	
1150	1.5.6		PHASE 1 Data Conversion	426.6h	77d	Wed 3/30/22	Mon 7/18/22		
1151	1.5.6.1		Program Development and Unit Testing	324h	45d	Wed 3/30/22	Wed 6/1/22		
1152	1.5.6.1.1	DM-001 -	Develop and Unit Test Conversion Solution	324h	45d	Wed 3/30/22	Wed 6/1/22	1139	Conv Developer
1153	1.5.6.1.2		CHECKPOINT - Conversion Development and Unit Testing Complete - PHASE 1	0h	0d	Wed 6/1/22	Wed 6/1/22	1152	
1154	1.5.6.2		Load Converted Data	45h	22d	Wed 5/18/22	Fri 6/17/22		
1155	1.5.6.2.1		Plan for Converted Data Load	18h	10d	Wed 5/18/22	Wed 6/1/22	1152FF	Conv Business Analyst[25%]
1156	1.5.6.2.2		Load Converted Data	9h	5d	Wed 6/1/22	Wed 6/8/22	1155	Conv Business Analyst[25%]
1157	1.5.6.2.3		Validate Loaded Converted Data	18h	10d	Fri 6/3/22	Fri 6/17/22	1156SS+2d	Conv Business Analyst[25%]
1158	1.5.6.2.4		MILESTONE - Conversion Data Load to Test Environment Complete	0h	0d	Fri 6/17/22	Fri 6/17/22	1156,1157	
1159	1.5.6.3		Conversion Researches and Resolves Conversion Findings	57.6h	20d	Fri 6/17/22	Mon 7/18/22		
1160	1.5.6.3.1		Apply Conversion Data Base Changes	36h	10d	Fri 6/17/22	Fri 7/1/22	1158	Local DBA[30%], Conv TFAL[20%]
1161	1.5.6.3.2		Apply Corrections to Preliminary Conversion Results	21.6h	10d	Fri 7/1/22	Mon 7/18/22	1160	Conv TFAL[30%]
1162	1.5.6.4		CHECKPOINT - Preliminary Data Conversion Complete	0h	0d	Mon 7/18/22	Mon 7/18/22	1161	
1163	1.5.6.5		CHECKPOINT - Conversion Data Ready for Phase I Testing	0h	0d	Mon 7/18/22	Mon 7/18/22	1161	
1164	1.5.7		PHASE 2 Data Conversion	318.6h	62d	Mon 7/18/22	Wed 10/12/22		
1165	1.5.7.1		Program Development and Unit Testing	216h	30d	Mon 7/18/22	Fri 8/26/22		
1166	1.5.7.1.1		Develop and Unit Test Conversion Solution	216h	30d	Mon 7/18/22	Fri 8/26/22	1161	Conv Developer
1167	1.5.7.1.2		CHECKPOINT - Conversion Development and Unit Testing Complete - PHASE 2	0h	0d	Fri 8/26/22	Fri 8/26/22	1166	
1168	1.5.7.2		Load Converted Data	45h	22d	Fri 8/12/22	Tue 9/13/22		
1169	1.5.7.2.1		Plan for Converted Data Load	18h	10d	Fri 8/12/22	Fri 8/26/22	1166FF	Conv Business Analyst[25%]
1170	1.5.7.2.2		Load Converted Data	9h	5d	Fri 8/26/22	Fri 9/2/22	1169,1166	Conv Business Analyst[25%]
1171	1.5.7.2.3		Validate Loaded Converted Data	18h	10d	Tue 8/30/22	Tue 9/13/22	1170SS+2d	Conv Business Analyst[25%]
1172	1.5.7.2.4		MILESTONE - Conversion Data Load to Test Environment Complete	0h	0d	Tue 9/13/22	Tue 9/13/22	1170,1171	
1173	1.5.7.3		Conversion Researches and Resolves Conversion Findings	57.6h	20d	Tue 9/13/22	Wed 10/12/22		
1174	1.5.7.3.1		Apply Conversion Data Base Changes	36h	10d	Tue 9/13/22	Tue 9/27/22	1172	Local DBA[30%], Conv TFAL[20%]
1175	1.5.7.3.2		Apply Corrections to Conversion Results	21.6h	10d	Tue 9/27/22	Wed 10/12/22	1174	Conv TFAL[30%]
1176	1.5.7.4		CHECKPOINT - Conversion Development and Unit Testing Complete	0h	0d	Wed 10/12/22	Wed 10/12/22	1175	
1177	1.5.7.5		CHECKPOINT - Conversion Data Ready for Testing Efforts	0h	0d	Wed 10/12/22	Wed 10/12/22	1175	
1178	1.5.10		PHASE 3 Data Conversion	318.6h	62d	Wed 10/12/22	Wed 1/11/23		
1179	1.5.10.6		Program Development and Unit Testing	216h	30d	Wed 10/12/22	Thu 11/24/22		
1180	1.5.10.6.3		Develop and Unit Test Conversion Solution	216h	30d	Wed 10/12/22	Thu 11/24/22	1176	Conv Developer
1181	1.5.10.6.4		CHECKPOINT - Conversion Development and Unit Testing Complete - PHASE 3	0h	0d	Thu 11/24/22	Thu 11/24/22	1180	
1182	1.5.10.7		Load Converted Data	45h	22d	Wed 11/9/22	Tue 12/13/22		
1183	1.5.10.7.5		Plan for Converted Data Load	18h	10d	Wed 11/9/22	Thu 11/24/22	1180FF	Conv Business Analyst[25%]
1184	1.5.10.7.6		Load Converted Data	9h	5d	Thu 11/24/22	Fri 12/2/22	1180,1183	Conv Business Analyst[25%]
1185	1.5.10.7.7		Validate Loaded Converted Data	18h	10d	Tue 11/29/22	Tue 12/13/22	1184SS+2d	Conv Business Analyst[25%]
1186	1.5.10.7.8		MILESTONE - Conversion Data Load to Test Environment Complete	0h	0d	Tue 12/13/22	Tue 12/13/22	1184,1185	
1187	1.5.10.8		Conversion Researches and Resolves Conversion Findings	57.6h	20d	Tue 12/13/22	Wed 1/11/23		
1188	1.5.10.8.3		Apply Conversion Data Base Changes	36h	10d	Tue 12/13/22	Tue 12/27/22	1186	Local DBA[30%], Conv TFAL[20%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1189	1.5.10.8.4		Apply Corrections to Conversion Results	21.6h	10d	Tue 12/27/22	Wed 1/11/23	1188	Conv TFAL[30%]
1190	1.5.10.9		CHECKPOINT - Conversion Development and Unit Testing Complete	0h	0d	Wed 1/11/23	Wed 1/11/23	1189	
1191	1.5.10.10		CHECKPOINT - Conversion Data Ready for Testing Efforts	0h	0d	Wed 1/11/23	Wed 1/11/23	1190	
1192	1.5.8		TESTING - Conversion System Integration Testing	720h	75d	Wed 1/11/23	Thu 4/27/23		
1193	1.5.8.1		Conversion - Execute Conversion Testing	324h	45d	Wed 1/11/23	Thu 3/16/23	1141,1149,1163	Gainwell Conv Testing Team
1194	1.5.8.2	Del 5	Review Conversion Results	396h	50d	Fri 2/17/23	Thu 4/27/23		
1195	1.5.8.2.1	Del 5	Create Conversion Test Results Reports	144h	20d	Fri 2/17/23	Thu 3/16/23	1193FF	Gainwell Conv Testing Team
1196	1.5.8.2.2	Del 5	Revise Conversion Programs	108h	10d	Thu 3/16/23	Thu 3/30/23	1195	Conv Business Analyst[25%],Conv Developer[25%],Gainwell Conv Testing Team
1197	1.5.8.2.3	Del 5	Re-Execute Conversion System Test	36h	10d	Thu 3/30/23	Thu 4/13/23	1196	Conv Business Analyst[25%],Conv Developer[25%]
1198	1.5.8.2.4	Del 4	DELIVERABLE - Conversion Test Results Reports	0h	0d	Thu 4/13/23	Thu 4/13/23	1197	
1199	1.5.8.2.5	Del 5	Client Reviews Conversion Run Results	108h	10d	Thu 4/13/23	Thu 4/27/23	1198	Client Conversion SME,Client Project Manager[50%]
1200	1.5.8.2.6	Del 5	MILESTONE - Client Approves Conversion Run Results	0h	0d	Thu 4/27/23	Thu 4/27/23	1199	
1201	1.5.9		CHECKPOINT - Data Conversion Complete	0h	0d	Thu 4/27/23	Thu 4/27/23	1200	
1202	1.6		Testing	10,537.31h	199.25d	Mon 8/22/22	Fri 6/2/23		
1203	1.6.1		Integration Testing	1,114.92h	114.25d	Mon 8/22/22	Fri 2/3/23		
1204	1.6.1.1	Del 40	Integration Test Cases/Scripts	259.74h	34.25d	Mon 8/22/22	Fri 10/7/22		
1205	1.6.1.1.1	Del 40	Create Integration Test Cases/Scripts - Phase 1	72h	10d	Mon 8/22/22	Mon 9/5/22	923	Gainwell Integration Test Team
1206	1.6.1.1.2	Del 40	Create Integration Test Cases/Scripts - Phase 2	36h	5d	Mon 9/5/22	Mon 9/12/22	1205	Gainwell Integration Test Team
1207	1.6.1.1.3	Del 40	DELIVERABLE - Integration Test Cases/Scripts Completed	0h	0d	Mon 9/12/22	Mon 9/12/22	1206	
1208	1.6.1.1.4	Del 40	Conduct Walkthrough with Client of Integration Test Cases/Scripts	14.4h	1d	Mon 9/12/22	Tue 9/13/22	1207	Client Tester,Gainwell Integration Test Team
1209	1.6.1.1.5	Del 40	Client Conducts Review of Integration Test Cases/Scripts	72h	10d	Tue 9/13/22	Tue 9/27/22	1208	Client Tester
1210	1.6.1.1.6	Del 40	Walkthrough Client Deliverable Review Comments	6.3h	0.25d	Tue 9/27/22	Wed 9/28/22	1209	Client Project Manager[50%],Client Claims Lead[50%],Client Tester,Gainwell Integration Test Team
1211	1.6.1.1.7	Del 40	Revise Integration Testing Test Cases/Scripts based on Client Review	50.4h	5d	Wed 9/28/22	Tue 10/4/22	1210	Account Business Analyst2[40%],Gainwell Integration Test Team
1212	1.6.1.1.8	Del 40	Client Conduct Final Review and Approval of Integration Testing Test Cases/Scripts	8.64h	3d	Tue 10/4/22	Fri 10/7/22	1211	Client Project Manager[13%],Client Claims Lead[13%],Client Tester[13%]
1213	1.6.1.2		Integration Tests Execution	432h	50d	Mon 10/10/22	Thu 12/22/22		
1214	1.6.1.2.1		Migrate Code as Necessary for Integration Testing	36h	50d	Mon 10/10/22	Thu 12/22/22	925FS-45d,828	Account Business Lead - SME[10%]
1215	1.6.1.2.2		Conduct Integration Tests	396h	50d	Mon 10/10/22	Thu 12/22/22	1214SS	Gainwell Integration Test Team[110%]
1216	1.6.1.3	Del 41	Integration Tests Results	423.18h	77.25d	Thu 10/13/22	Fri 2/3/23		
1217	1.6.1.3.1	Del 41	Compile Integration Testing Results	271.44h	58d	Thu 10/13/22	Fri 1/6/23	1214SS+2d	Account Business Analyst[40%],Gainwell Integration Test Team[25%]
1218	1.6.1.3.2	Del 41	DELIVERABLE - Integration Testing Results (SIT)	0h	0d	Fri 1/6/23	Fri 1/6/23	1217	
1219	1.6.1.3.3	Del 41	Conduct Walkthrough with Client of Integration Testing Test Results	14.4h	1d	Fri 1/6/23	Mon 1/9/23	1218	Client Tester,Gainwell Integration Test Team
1220	1.6.1.3.4	Del 41	Client Conducts Review of Integration Testing Test Results	72h	10d	Mon 1/9/23	Tue 1/24/23	1219	Client Tester
1221	1.6.1.3.5	Del 41	Walkthrough Client Deliverable Review Comments	6.3h	0.25d	Tue 1/24/23	Tue 1/24/23	1220	Client Project Manager[50%],Client Claims Lead[50%],Client Tester,Gainwell Integration Test Team
1222	1.6.1.3.6	Del 41	Revise Integration Testing Test Results based on Client Review	50.4h	5d	Tue 1/24/23	Tue 1/31/23	1221	Account Business Analyst2[40%],Gainwell Integration Test Team
1223	1.6.1.3.7	Del 41	Client Conduct Final Review and Approval of Integration Testing Test Results	8.64h	3d	Tue 1/31/23	Fri 2/3/23	1222	Client Project Manager[13%],Client Claims Lead[13%],Client Tester[13%]
1224	1.6.1.3.8	Del 41	MILESTONE - Completion and Client Approval of Integration Testing	0h	0d	Fri 2/3/23	Fri 2/3/23	1223	Client Project Manager
1225	1.6.1.4		MILESTONE - Integration Testing Complete	0h	0d	Fri 2/3/23	Fri 2/3/23	1223	

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1226	1.6.2		System Testing	1,351.08h	104.25d	Mon 9/5/22	Fri 2/3/23		
1227	1.6.2.1	Del 40	System Test Cases/Scripts	205.74h	34.25d	Mon 9/5/22	Mon 10/24/22		
1228	1.6.2.1.1	Del 40	Create System Test Cases/Scripts - Part 1	36h	10d	Mon 9/5/22	Mon 9/19/22	1206SS	Gainwell System Test Team[50%]
1229	1.6.2.1.2	Del 40	Create System Test Cases/Scripts - Part 2	18h	5d	Mon 9/19/22	Mon 9/26/22	1228	Gainwell System Test Team[50%]
1230	1.6.2.1.3	Del 40	DELIVERABLE - System Test Cases/Scripts Completed	0h	0d	Mon 9/26/22	Mon 9/26/22	1229	
1231	1.6.2.1.4	Del 40	Conduct Walkthrough with Client of System Test Cases/Scripts	14.4h	1d	Mon 9/26/22	Tue 9/27/22	1230	Client Tester, Gainwell System Test Team
1232	1.6.2.1.5	Del 40	Client Conducts Review of System Test Cases/Scripts	72h	10d	Tue 9/27/22	Wed 10/12/22	1231	Client Tester
1233	1.6.2.1.6	Del 40	Walkthrough Client Deliverable Review Comments	6.3h	0.25d	Wed 10/12/22	Wed 10/12/22	1232	Client Project Manager[50%], Client Claims Lead[50%], Client Tester, Gainwell System Test Team
1234	1.6.2.1.7	Del 40	Revise System Testing Test Cases/Scripts based on Client Review	50.4h	5d	Wed 10/12/22	Wed 10/19/22	1233	Account Business Analyst2[40%], Gainwell System Test Team
1235	1.6.2.1.8	Del 40	Client Conduct Final Review and Approval of System Testing Test Cases/Scripts	8.64h	3d	Wed 10/19/22	Mon 10/24/22	1234	Client Project Manager[13%], Client Claims Lead[13%], Client Tester[13%]
1236	1.6.2.1.9	Del 40	MILESTONE - Completion and Client Approval of System Testing Test Cases/Scripts	0h	0d	Mon 10/24/22	Mon 10/24/22	1235	Client Project Manager
1237	1.6.2.2		System Test - Execution	756h	30d	Wed 11/23/22	Fri 1/6/23		
1238	1.6.2.2.1		Migrate Code as Necessary for System Testing	21.6h	30d	Wed 11/23/22	Fri 1/6/23	1215FS-20d	Account Business Lead - SME[10%]
1239	1.6.2.2.2		Conduct System Testing	734.4h	30d	Wed 11/23/22	Fri 1/6/23	1238SS, 1236	Gainwell System Test Team[240%], Account Business Analyst
1240	1.6.2.3		MILESTONE - System Testing Complete	0h	0d	Fri 1/6/23	Fri 1/6/23	1239	
1241	1.6.2.4	Del 41	System Test Results	389.34h	49.25d	Wed 11/23/22	Fri 2/3/23		
1242	1.6.2.4.1	Del 41	Compile System Testing Results	237.6h	30d	Wed 11/23/22	Fri 1/6/23	1239SS	Account Business Analyst, Gainwell System Test Team[10%]
1243	1.6.2.4.2	Del 41	DELIVERABLE - System Tests Results	0h	0d	Fri 1/6/23	Fri 1/6/23	1242	
1244	1.6.2.4.3	Del 41	Conduct Walkthrough with Client of System Testing Test Results	14.4h	1d	Fri 1/6/23	Mon 1/9/23	1243	Client Tester, Gainwell System Test Team
1245	1.6.2.4.4	Del 41	Client Conducts Review of System Testing Test Results	72h	10d	Mon 1/9/23	Tue 1/24/23	1244	Client Tester
1246	1.6.2.4.5	Del 41	Walkthrough Client Deliverable Review Comments	6.3h	0.25d	Tue 1/24/23	Tue 1/24/23	1245	Client Project Manager[50%], Client Claims Lead[50%], Client Tester, Gainwell System Test Team
1247	1.6.2.4.6	Del 41	Revise System Testing Test Results based on Client Review	50.4h	5d	Tue 1/24/23	Tue 1/31/23	1246	Account Business Analyst2[40%], Gainwell System Test Team
1248	1.6.2.4.7	Del 41	Client Conduct Final Review and Approval of System Testing Test Results	8.64h	3d	Tue 1/31/23	Fri 2/3/23	1247	Client Project Manager[13%], Client Claims Lead[13%], Client Tester[13%]
1249	1.6.2.4.8	Del 41	MILESTONE - Completion and Client Approval of System Testing	0h	0d	Fri 2/3/23	Fri 2/3/23	1248	Client Project Manager
1250	1.6.3		Regression Testing	2,510.28h	59.25d	Wed 11/23/22	Mon 2/20/23		
1251	1.6.3.1		Regression Test Environment Configuration	0h	0d	Wed 11/23/22	Wed 11/23/22		
1252	1.6.3.1.1		Infrastructure CHECKPOINT - Validate Regression Test Environment In Place	0h	0d	Wed 11/23/22	Wed 11/23/22	829, 1238SS	
1253	1.6.3.1.2		CHECKPOINT - Regression Test Environment is Ready	0h	0d	Wed 11/23/22	Wed 11/23/22	1252	
1254	1.6.3.2	Del 27	Regression Test Cases/Scripts	596.34h	44.25d	Thu 12/8/22	Fri 2/10/23		
1255	1.6.3.2.1	Del 27	Ensure Regression Test Case Repository is Ready	39.6h	5d	Thu 12/8/22	Thu 12/15/22	1252FS+10d	Gainwell Regression Test Leads[10%], Gainwell Regression Test Team
1256	1.6.3.2.2	Del 27	Create Regression Test Cases/Scripts - Part 1	180h	10d	Thu 12/15/22	Thu 12/29/22	1255	Gainwell Regression Test Team[200%], Gainwell Regression Test Team
1257	1.6.3.2.3	Del 27	Create Regression Test Cases/Scripts - Part 2	180h	10d	Thu 12/29/22	Fri 1/13/23	1255, 1256	Gainwell Regression Test Team[200%], Gainwell Regression Test Team
1258	1.6.3.2.4	Del 27	DELIVERABLE - Regression Test Cases/Scripts	0h	0d	Fri 1/13/23	Fri 1/13/23	1257	
1259	1.6.3.2.5	Del 28	Conduct Walkthrough with Client of Test Cases/Scripts	21.6h	1d	Fri 1/13/23	Mon 1/16/23	1258	Gainwell Regression Test Team, Client Tester, Gainwell Regression Test Leads
1260	1.6.3.2.6	Del 28	Client Conducts Review of Regression Test Cases/Scripts	72h	10d	Mon 1/16/23	Tue 1/31/23	1259	Client Tester

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1261	1.6.3.2.7	Del 28	Walkthrough Client Deliverable Review Comments	8.1h	0.25d	Tue 1/31/23	Tue 1/31/23	1260	Gainwell Regression Test Team, Client Project Manager[50%], Client Claims Lead[50%], Gainwell Regression Test Leads, Client Tester
1262	1.6.3.2.8	Del 28	Revise Regression Testing Test Cases/Scripts based on Client Review	86.4h	5d	Tue 1/31/23	Tue 2/7/23	1261	Gainwell Regression Test Team, Account Business Analyst2[40%], Gainwell Regression Test Leads
1263	1.6.3.2.9	Del 28	Client Conduct Final Review and Approval of Regression Testing Test Cases/Scripts	8.64h	3d	Tue 2/7/23	Fri 2/10/23	1262	Client Project Manager[13%], Client Claims Lead[13%], Client Tester[13%]
1264	1.6.3.2.10	Del 28	MILESTONE - Completion and Client Approval of Regression Testing Test Cases/Scripts	0h	0d	Fri 2/10/23	Fri 2/10/23	1263	Client Project Manager
1265	1.6.3.3		Regression Test Prep - Load Data	72h	4d	Thu 12/1/22	Wed 12/7/22		
1266	1.6.3.3.1		Load Data for Regression Test	28.8h	2d	Thu 12/1/22	Mon 12/5/22	1269SS-5d	Gainwell Regression Test Team[200%]
1267	1.6.3.3.2		Validate Loaded Data for Regression Test	43.2h	2d	Mon 12/5/22	Wed 12/7/22	1266	Gainwell Regression Test Team[200%], Gainwell Regression Test Leads
1268	1.6.3.4		Regression Test Execution and Rework	1,015.2h	30d	Thu 12/8/22	Mon 1/23/23		
1269	1.6.3.4.1		Migrate Code as Necessary for Regression Testing	21.6h	30d	Thu 12/8/22	Mon 1/23/23	1240FS-20d	Account Business Lead - SME[10%]
1270	1.6.3.4.2		Conduct Regression Testing Cycles - 1	151.2h	10d	Thu 12/8/22	Thu 12/22/22	1269SS	Gainwell Regression Test Team[200%], Gainwell Regression Test Leads
1271	1.6.3.4.3		Conduct Regression Testing Cycles - 2	151.2h	10d	Thu 12/22/22	Fri 1/6/23	1270	Gainwell Regression Test Team[200%], Gainwell Regression Test Leads
1272	1.6.3.4.4		Conduct Regression Testing Cycles - 3	151.2h	10d	Fri 1/6/23	Mon 1/23/23	1271	Gainwell Regression Test Team[200%], Gainwell Regression Test Leads
1273	1.6.3.4.5		Regression Test Support & Rework	540h	30d	Thu 12/8/22	Mon 1/23/23	1270SS	Gainwell Regression Test Team[200%], Gainwell Regression Test Leads
1274	1.6.3.4.6		MILESTONE - Completion of Regression Testing Execution	0h	0d	Mon 1/23/23	Mon 1/23/23	1273, 1272	Client Project Manager
1275	1.6.3.5	Del 28	Regression Testing Results	826.74h	44.25d	Thu 12/15/22	Mon 2/20/23		
1276	1.6.3.5.1	Del 28	Compile Regression Testing Results	630h	25d	Thu 12/15/22	Mon 1/23/23	1270SS+5d	Gainwell Regression Test Team[200%], Account Business Analyst2[50%], Gainwell Regression Test Leads
1277	1.6.3.5.2	Del 28	DELIVERABLE - Regression Testing Tests Results	0h	0d	Mon 1/23/23	Mon 1/23/23	1276, 1274	
1278	1.6.3.5.3	Del 28	Conduct Walkthrough with Client of Final Regression Testing Test Results	21.6h	1d	Mon 1/23/23	Tue 1/24/23	1277	Gainwell Regression Test Team, Client Tester, Gainwell Regression Test Leads
1279	1.6.3.5.4	Del 28	Client Conducts Review of Regression Testing Test Results	72h	10d	Tue 1/24/23	Tue 2/7/23	1278	Client Tester
1280	1.6.3.5.5	Del 28	Walkthrough Client Deliverable Review Comments	8.1h	0.25d	Tue 2/7/23	Tue 2/7/23	1279	Gainwell Regression Test Team, Client Project Manager[50%], Client Claims Lead[50%], Gainwell Regression Test Leads, Client Tester
1281	1.6.3.5.6	Del 28	Revise Regression Testing Test Results based on Client Review	86.4h	5d	Tue 2/7/23	Tue 2/14/23	1280	Gainwell Regression Test Team, Account Business Analyst2[40%], Gainwell Regression Test Leads
1282	1.6.3.5.7	Del 28	Client Conduct Final Review and Approval of Regression Testing Test Results	8.64h	3d	Tue 2/14/23	Mon 2/20/23	1281	Client Project Manager[13%], Client Claims Lead[13%], Client Tester[13%]
1283	1.6.3.5.8	Del 28	MILESTONE - Completion and Client Approval of Regression Testing	0h	0d	Mon 2/20/23	Mon 2/20/23	1282	Client Project Manager
1284	1.6.3.6		MILESTONE - Regression Testing Complete	0h	0d	Mon 2/20/23	Mon 2/20/23	1282	Client Project Manager
1285	1.6.4		Load/ Stress Testing	1,820.8h	69.5d	Tue 12/20/22	Thu 3/30/23		
1286	1.6.4.1		Load/ Stress Test Environment	0h	0d	Fri 1/6/23	Fri 1/6/23		
1287	1.6.4.1.1		Infrastructure CHECKPOINT - Validate Load/ Stress Test Environment In Place	0h	0d	Fri 1/6/23	Fri 1/6/23	1240, 829	
1288	1.6.4.2	Del 15	Load/ Stress Test Cases/Scripts	578.16h	32.5d	Fri 1/6/23	Thu 2/23/23		
1289	1.6.4.2.1	Del 15	Create Performance/Stress Test Cases/Scripts - Part 1	270h	10d	Fri 1/6/23	Mon 1/23/23	1287	Gainwell Performance Test Team[200%], Local Systems Admin[25%], Gainwell Performance Test Lead, Account Business Lead - SME[50%]

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1290	1.6.4.2.2	Del 15	Create Performance/Stress Test Cases/Scripts - Part 2	135h	5d	Mon 1/23/23	Mon 1/30/23	1289	Gainwell Performance Test Team[200%],Local Systems Admin[25%],Gainwell Performance Test Lead,Account Business Lead - SME[50%]
1291	1.6.4.2.3	Del 15	DELIVERABLE - Load/ Stress Test Cases/Scripts	0h	0d	Mon 1/30/23	Mon 1/30/23	1290	
1292	1.6.4.2.4	Del 15	Conduct Work Product Review with Client of Final Performance/Stress Results	2.16h	0.25d	Mon 1/30/23	Mon 1/30/23	1291	Gainwell Test Mgr[20%],Client Tester,Gainwell Performance Test Lead
1293	1.6.4.2.5	Del 15	Client Conducts Review of Test Cases/Scripts	72h	10d	Mon 1/30/23	Mon 2/13/23	1292	Client Tester
1294	1.6.4.2.6	Del 15	Walkthrough Client Feedback Review Comments	3.6h	0.25d	Mon 2/13/23	Mon 2/13/23	1293	Client Project Manager[50%],Gainwell Performance Test Lead[75%],Client Tester
1295	1.6.4.2.7	Del 15	Revise Test Cases/Scripts based on Client Review	79.56h	5d	Mon 2/13/23	Tue 2/21/23	1294	Account Business Analyst2[21%],Gainwell Performance Test Team,Gainwell Performance Test Lead
1296	1.6.4.2.8	Del 15	Client Conduct Final Review of Test Cases/Scripts	15.84h	2d	Tue 2/21/23	Thu 2/23/23	1295	Gainwell Test Mgr[10%],Client Tester
1297	1.6.4.2.9	Del 15	MILESTONE - Client Completes Load/ Stress Testing Test Cases/Scripts Review	0h	0d	Thu 2/23/23	Thu 2/23/23	1296	Client Project Manager
1298	1.6.4.3		Load/ Stress Test Data	118.8h	11d	Tue 12/20/22	Thu 1/5/23		
1299	1.6.4.3.1		Load Performance/Stress Environment with Converted Data/Files	36h	10d	Tue 12/20/22	Wed 1/4/23	1303SS-12d	Gainwell Performance Test Lead
1300	1.6.4.3.2		Validate Performance/Stress Environment with Converted Data/Files	82.8h	10d	Wed 12/21/22	Thu 1/5/23	1299SS+1d	Gainwell Performance Test Team[25%],Gainwell Performance Test Lead
1301	1.6.4.3.3		CHECKPOINT - Completed Converted Data Files Loaded to Load/ Stress Environment	0h	0d	Thu 1/5/23	Thu 1/5/23	1300	
1302	1.6.4.4		Load/ Stress Test Execution and Rework	599.68h	40d	Fri 1/6/23	Tue 3/7/23		
1303	1.6.4.4.1		Migrate Code as Necessary for Performance/Stress Testing	14.4h	20d	Fri 1/6/23	Mon 2/6/23	1240	Account Business Lead - SME[10%]
1304	1.6.4.4.2		Conduct Performance/Stress Testing	468h	20d	Mon 1/30/23	Tue 2/28/23	1303SS,1291	Gainwell Performance Test Team[125%],Gainwell Performance Test Lead
1305	1.6.4.4.3		Rework & Support Performance/Stress Testing	117.28h	20d	Mon 2/6/23	Tue 3/7/23	1304SS+5d	Gainwell Performance Test Team[40%],Gainwell Performance Test Lead
1306	1.6.4.4.4		CHECKPOINT - Load/ Stress Testing Complete	0h	0d	Tue 3/7/23	Tue 3/7/23	1305	
1307	1.6.4.5	Del 16	Load/ Stress Testing Results	524.16h	32.5d	Mon 2/13/23	Thu 3/30/23		
1308	1.6.4.5.1	Del 16	Compile Performance/Stress Testing Results	351h	15d	Mon 2/13/23	Tue 3/7/23	1304SS+10d	Account Business Analyst2[50%],Gainwell Performance Test Team[200%],Gainwell Performance Test Lead[75%]
1309	1.6.4.5.2	Del 16	DELIVERABLE - Load/ Stress Testing Results Complete	0h	0d	Tue 3/7/23	Tue 3/7/23	1308,1306	
1310	1.6.4.5.3	Del 16	Conduct Work Product Review with Client of Final Performance/Stress Results	2.16h	0.25d	Tue 3/7/23	Tue 3/7/23	1309	Gainwell Test Mgr[20%],Client Tester,Gainwell Performance Test Lead
1311	1.6.4.5.4	Del 16	Client Conducts Review of Final Performance/Stress Results	72h	10d	Tue 3/7/23	Tue 3/21/23	1310	Client Tester
1312	1.6.4.5.5	Del 16	Walkthrough Client Feedback Review Comments	3.6h	0.25d	Tue 3/21/23	Tue 3/21/23	1311	Client Project Manager[50%],Gainwell Performance Test Lead[75%],Client Tester
1313	1.6.4.5.6	Del 16	Revise Final Performance/Stress Results based on Client Review	79.56h	5d	Tue 3/21/23	Tue 3/28/23	1312	Account Business Analyst2[21%],Gainwell Performance Test Team,Gainwell Performance Test Lead
1314	1.6.4.5.7	Del 16	Client Conduct Final Review of Final Performance/Stress Results	15.84h	2d	Tue 3/28/23	Thu 3/30/23	1313	Gainwell Test Mgr[10%],Client Tester
1315	1.6.4.5.8	Del 16	MILESTONE - Client Completes Load/ Stress Testing Results Review	0h	0d	Thu 3/30/23	Thu 3/30/23	1314	Client Project Manager
1316	1.6.4.6		MILESTONE - Load/ Stress Testing Complete	0h	0d	Thu 3/30/23	Thu 3/30/23	1315	Client Project Manager
1317	1.6.5		User Acceptance Testing	1,562.56h	68.25d	Fri 1/6/23	Fri 4/14/23		
1318	1.6.5.1		UAT Environment	0h	0d	Fri 1/6/23	Fri 1/6/23		
1319	1.6.5.1.1		CHECKPOINT - Confirm Environment Readiness	0h	0d	Fri 1/6/23	Fri 1/6/23	829,830,1240	
1320	1.6.5.2		User Acceptance Testing (UAT) Environment	0h	0d	Fri 1/6/23	Fri 1/6/23		
1321	1.6.5.2.1		Infrastructure CHECKPOINT - Validate User Acceptance Testing (UAT) Environment In Place	0h	0d	Fri 1/6/23	Fri 1/6/23	829,1319	
1322	1.6.5.3	Del 49	UAT Test Cases/Scripts	313.74h	34.25d	Mon 1/30/23	Mon 3/20/23		
1323	1.6.5.3.1	Del 49	Create UAT Test Cases/Scripts - Part 1	108h	10d	Mon 1/30/23	Mon 2/13/23	1291	Client UAT Test Lead[50%],Client UAT Tester
1324	1.6.5.3.2	Del 49	Create UAT Test Cases/Scripts - Part 2	54h	5d	Mon 2/13/23	Tue 2/21/23	1323	Client UAT Test Lead[50%],Client UAT Tester

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1325	1.6.5.3.3	Del 49	DELIVERABLE - UAT Test Cases/Scripts Completed	0h	0d	Tue 2/21/23	Tue 2/21/23	1324	
1326	1.6.5.3.4	Del 49	Conduct Walkthrough with Client of UAT Test Cases/Scripts	14.4h	1d	Tue 2/21/23	Wed 2/22/23	1325	Client Tester, Gainwell UAT Test Teams
1327	1.6.5.3.5	Del 49	Client Conducts Review of UAT Test Cases/Scripts	72h	10d	Wed 2/22/23	Tue 3/7/23	1326	Client Tester
1328	1.6.5.3.6	Del 49	Walkthrough Client Deliverable Review Comments	6.3h	0.25d	Wed 3/8/23	Wed 3/8/23	1327	Client Project Manager[50%], Client Claims Lead[50%], Client Tester, Gainwell UAT Test Teams
1329	1.6.5.3.7	Del 49	Revise UAT Testing Test Cases/Scripts based on Client Review	50.4h	5d	Wed 3/8/23	Wed 3/15/23	1328	Account Business Analyst[240%], Gainwell UAT Test Teams
1330	1.6.5.3.8	Del 49	Client Conduct Final Review and Approval of UAT Testing Test Cases/Scripts	8.64h	3d	Wed 3/15/23	Mon 3/20/23	1329	Client Project Manager[13%], Client Claims Lead[13%], Client Tester[13%]
1331	1.6.5.3.9	Del 49	MILESTONE - Completion and Client Approval of UAT Testing Test Cases/Scripts	0h	0d	Mon 3/20/23	Mon 3/20/23	1330	Client Project Manager
1332	1.6.5.4		UAT Test Data	115.2h	9d	Fri 1/6/23	Fri 1/20/23		
1333	1.6.5.4.1		Load UAT Environment with Converted Data/Files	57.6h	8d	Fri 1/6/23	Thu 1/19/23	1321	Gainwell Test Mgr
1334	1.6.5.4.2		Validate UAT Environment with Converted Data/Files	57.6h	8d	Mon 1/9/23	Fri 1/20/23	1333SS+1d	Gainwell Test Mgr
1335	1.6.5.4.3		CHECKPOINT - Completed Converted Data/Files Load to UAT Environment	0h	0d	Fri 1/20/23	Fri 1/20/23	1334	
1336	1.6.5.5		UAT Execution	406.8h	15d	Fri 2/3/23	Mon 2/27/23		
1337	1.6.5.5.1		Migrate Code Necessary for User Acceptance Testing	72h	10d	Fri 2/3/23	Mon 2/20/23	1249	Gainwell Test Mgr
1338	1.6.5.5.2		Execute User Acceptance Test Cycles & Review Results	216h	15d	Fri 2/3/23	Mon 2/27/23	1337SS	Client UAT Test Lead, Client UAT Tester
1339	1.6.5.5.3		Support User Acceptance Test Cycles	118.8h	15d	Fri 2/3/23	Mon 2/27/23	1338SS	Account Business Lead - SME[110%]
1340	1.6.5.5.4		CHECKPOINT - UAT Test Execution Completed	0h	0d	Mon 2/27/23	Mon 2/27/23	1338, 1339	
1341	1.6.5.6	Del 50	UAT Test Results	169.74h	29.25d	Fri 2/10/23	Fri 3/24/23		
1342	1.6.5.6.1	Del 50	Compile UAT Test Results	54h	15d	Fri 2/10/23	Mon 3/6/23	1338FF+5d	Client UAT Test Lead[20%], Client UAT Tester[30%]
1343	1.6.5.6.2	Del 50	DELIVERABLE - UAT Test Results	0h	0d	Mon 3/6/23	Mon 3/6/23	1342, 1339	
1344	1.6.5.6.3	Del 50	Conduct Walkthrough with Client of UAT Testing Test Results	14.4h	1d	Mon 3/6/23	Tue 3/7/23	1343	Client Tester, Gainwell UAT Test Teams
1345	1.6.5.6.4	Del 50	Client Conducts Review of UAT Testing Test Results	36h	5d	Tue 3/7/23	Tue 3/14/23	1344	Client Tester
1346	1.6.5.6.5	Del 50	Walkthrough Client Deliverable Review Comments	6.3h	0.25d	Tue 3/14/23	Tue 3/14/23	1345	Client Project Manager[50%], Client Claims Lead[50%], Client Tester, Gainwell UAT Test Teams
1347	1.6.5.6.6	Del 50	Revise UAT Testing Test Results based on Client Review	50.4h	5d	Tue 3/14/23	Tue 3/21/23	1346	Account Business Analyst[240%], Gainwell UAT Test Teams
1348	1.6.5.6.7	Del 50	Client Conduct Final Review and Approval of UAT Testing Test Results	8.64h	3d	Tue 3/21/23	Fri 3/24/23	1347	Client Project Manager[13%], Client Claims Lead[13%], Client Tester[13%]
1349	1.6.5.6.8	Del 50	MILESTONE - Completion and Client Approval of UAT Testing	0h	0d	Fri 3/24/23	Fri 3/24/23	1348	Client Project Manager
1350	1.6.5.7		Critical UAT Findings	557.08h	28d	Tue 3/7/23	Fri 4/14/23		
1351	1.6.5.7.1		Document & Prioritize Critical UAT Prioritized Findings	93.6h	13d	Tue 3/7/23	Fri 3/24/23	1345SS	Gainwell Test Mgr
1352	1.6.5.7.2		CHECKPOINT - Documented Critical UAT Prioritized Findings	0h	0d	Fri 3/24/23	Fri 3/24/23	1351	
1353	1.6.5.7.3		Correct Critical UAT Prioritized Findings	216h	10d	Fri 3/24/23	Fri 4/7/23	1352	Gainwell UAT Test Teams[200%], Account Developer
1354	1.6.5.7.4		Review UAT Test Results of Critical Prioritized Findings	108h	5d	Mon 3/27/23	Mon 4/3/23	1353SS+1d	Client UAT Test Lead, Gainwell UAT Test Teams, Client UAT Tester
1355	1.6.5.7.5		Document Test Results of Critical Prioritized Findings	54h	5d	Mon 3/27/23	Mon 4/3/23	1353SS+1d	Account Business Analyst[50%], Gainwell UAT Test Teams
1356	1.6.5.7.6		The Client Conducts Review of UAT Test Results of Critical Prioritized Findings	14.4h	3d	Mon 4/3/23	Thu 4/6/23	1355, 1354	Client Project Manager[33%], Client Imp Planning SME[33%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1357	1.6.5.7.7		Retest UAT Test Results of Critical Prioritized Findings based on The Client Review	49.48h	3d	Thu 4/6/23	Tue 4/11/23	1356	Account Business Analyst[29%],Gainwell UAT Test Teams[200%]
1358	1.6.5.7.8		The Client Conduct Final Review and Approval UAT Test Results of Critical Prioritized Findings	21.6h	3d	Tue 4/11/23	Fri 4/14/23	1357	Client Imp Planning SME[50%],Client Project Manager[50%]
1359	1.6.5.7.9		MILESTONE - The Client Approves UAT Test Results of Critical Prioritized Findings	0h	0d	Fri 4/14/23	Fri 4/14/23	1358	Client Project Manager
1360	1.6.6	Del 7	Project Defect Resolution and Ongoing Testing Efforts	1,224h	85d	Fri 2/3/23	Fri 6/2/23		
1361	1.6.6.1	Del 7	Document & Schedule Corrections for Defects Found in Testing	306h	85d	Fri 2/3/23	Fri 6/2/23	1226,1249	Account Business Analyst[25%],Account Developer[25%]
1362	1.6.6.2	Del 7	DELIVERABLE - Defects List -- Defects Found in Testing	0h	0d	Fri 6/2/23	Fri 6/2/23	1361	
1363	1.6.6.3		Make Program/ Module Corrections for Defects Found in Testing	306h	85d	Fri 2/3/23	Fri 6/2/23	1226,1249	Account Business Analyst[25%],Account Developer[25%]
1364	1.6.6.4		System Test Program/ Module Corrections for Defects Found in Testing	306h	85d	Fri 2/3/23	Fri 6/2/23	1226,1249	Account Business Analyst[25%],Account Developer[25%]
1365	1.6.6.5		Integration Testing Corrections for Defects Found in Testing	306h	85d	Fri 2/3/23	Fri 6/2/23	1226,1249	Account Business Analyst[25%],Account Developer[25%]
1366	1.6.7		Create/Update Deliverables	953.67h	137.99d	Mon 9/26/2	Thu 4/13/23		
1367	1.6.7.1	Del 30	Requirements Traceability Matrix - UPDATE	301.68h	45.23d	Fri 1/6/23	Tue 3/14/23		
1368	1.6.7.1.1	Del 30	Review Requirements Traceability Matrix Requirements	3.6h	1d	Fri 1/6/23	Mon 1/9/23	1240	Account Business Lead - SME[50%]
1369	1.6.7.1.2	Del 30	Update Requirements Traceability Matrix	36h	10d	Mon 1/9/23	Tue 1/24/23	1368	Account Business Lead - SME[50%]
1370	1.6.7.1.3	Del 30	Conduct Internal Work Product Review of Requirements Traceability Matrix	3.6h	1d	Tue 1/24/23	Wed 1/25/23	1369	Account Business Lead - SME[50%]
1371	1.6.7.1.4	Del 30	Revise Requirements Traceability Matrix based on Internal Review	9h	5d	Wed 1/25/2	Wed 2/1/23	1370	Account Business Lead - SME[25%]
1372	1.6.7.1.5	Del 30	DELIVERABLE - Requirements Traceability Matrix - UPDATE	0h	0d	Wed 2/1/23	Wed 2/1/23	1371	
1373	1.6.7.1.6	Del 30	Conduct Work Product Review with The Client of Requirements Traceability Matrix Schedule	4.5h	0.25d	Wed 2/1/23	Wed 2/1/23	1372	Client Business SME,Client Project Mgr,Account Business Lead - SME[50%]
1374	1.6.7.1.7	Del 30	The Client Conducts Review of Requirements Traceability Matrix Schedule Deliverables	144h	10d	Wed 2/1/23	Thu 2/16/23	1373	Client Business SME,Client Project Mgr
1375	1.6.7.1.8	Del 30	Walkthrough The Client Deliverable Review Comments	0.9h	0.25d	Thu 2/16/23	Thu 2/16/23	1374	Account Business Lead - SME[50%]
1376	1.6.7.1.9	Del 30	Revise Requirements Traceability Matrix Schedule based on Clients Review	3.6h	5d	Thu 2/16/23	Thu 2/23/23	1375	Account Business Lead - SME[10%]
1377	1.6.7.1.10	Del 30	Distribute Requirements Traceability Matrix Schedule to The Client for 2nd Review	1.8h	0.25d	Thu 2/23/23	Thu 2/23/23	1376	Account Business Lead - SME
1378	1.6.7.1.11	Del 30	The Client Performs 2nd Review of Requirements Traceability Matrix Schedule	72h	5d	Thu 2/23/23	Thu 3/2/23	1377	Client Project Mgr,Client Business SME
1379	1.6.7.1.12	Del 30	Walkthrough The Client Deliverable Review Comments	4.5h	0.25d	Thu 3/2/23	Fri 3/3/23	1378	Client Project Mgr,Client Business SME,Account Business Lead - SME[50%]
1380	1.6.7.1.13	Del 30	Revise Requirements Traceability Matrix Schedule based on 2nd Review Feedback	18h	5d	Fri 3/3/23	Thu 3/9/23	1379	Account Business Lead - SME[50%]
1381	1.6.7.1.14	Del 30	Distribute Requirements Traceability Matrix Schedule to The Client for Approval	0.18h	0.25d	Thu 3/9/23	Fri 3/10/23	1380	Account Business Lead - SME[10%]
1382	1.6.7.1.15	Del 30	MILESTONE - The Client Approves Requirements Traceability Matrix - UPDATE	0h	0d	Tue 3/14/23	Tue 3/14/23	1381FS+1.98d	Client Project Mgr
1383	1.6.7.2	Del 39	System Integration Plan	178.93h	58.74d	Mon 9/26/2	Wed 12/21/2		
1384	1.6.7.2.1	Del 39	DED	16.96h	8.96d	Mon 9/26/2	Fri 10/7/22		
1385	1.6.7.2.1.1	Del 39	Review System Integration Plan RFP Requirements	1.8h	0.5d	Mon 9/26/2	Tue 9/27/22	1215SS-10d	Gainwell Test Mgr[50%]
1386	1.6.7.2.1.2	Del 39	Create System Integration Plan Deliverable Expectations Documents (DED)	0h	3d	Tue 9/27/22	Fri 9/30/22	1385	Gainwell Test Mgr[50%]
1387	1.6.7.2.1.3	Del 39	DXC Internal Review of System Integration Plan DED	0h	0.5d	Fri 9/30/22	Fri 9/30/22	1386	Gainwell Test Mgr[50%]
1388	1.6.7.2.1.4	Del 39	Revise System Integration Plan DED Based on DXC Internal Review	0h	0.5d	Fri 9/30/22	Mon 10/3/22	1387	Gainwell Test Mgr[25%]
1389	1.6.7.2.1.5	Del 39	DELIVERABLE - System Integration Plan Format DED Complete	0h	0d	Mon 10/3/2	Mon 10/3/22	1388	
1390	1.6.7.2.1.6	Del 39	Conduct Work Product Review with Client of System Integration Plan DED	1.99h	0.23d	Mon 10/3/2	Mon 10/3/22	1389	Gainwell Test Mgr[20%],Client Business SME
1391	1.6.7.2.1.7	Del 39	Client Conducts Review of System Integration Plan DED	10.8h	3d	Mon 10/3/2	Thu 10/6/22	1390	Client Business SME[50%]
1392	1.6.7.2.1.8	Del 39	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 10/6/22	Thu 10/6/22	1391	Gainwell Test Mgr[50%],Client Business SME[50%]
1393	1.6.7.2.1.9	Del 39	Revise System Integration Plan DED based on Client Review	0.72h	1d	Thu 10/6/22	Fri 10/7/22	1392	Gainwell Test Mgr[10%]
1394	1.6.7.2.1.10	Del 39	MILESTONE - Client Approves System Integration Plan DED	0h	0d	Fri 10/7/22	Fri 10/7/22	1393	
1395	1.6.7.2.2	Del 39	Plan	161.97h	49.78d	Fri 10/7/22	Wed 12/21/2		
1396	1.6.7.2.2.1	Del 39	Create System Integration Plan	27h	15d	Fri 10/7/22	Mon 10/31/2	1394	Gainwell Test Mgr[25%]
1397	1.6.7.2.2.2	Del 39	Conduct Internal Work Product Review of System Integration Plan	1.8h	1d	Mon 10/31/2	Tue 11/1/22	1396	Gainwell Test Mgr[25%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1398	1.6.7.2.2.3	Del 39	Revise System Integration Plan based on Internal Review	7.2h	5d	Tue 11/1/22	Tue 11/8/22	1397	Gainwell Test Mgr[20%]
1399	1.6.7.2.2.4	Del 39	DELIVERABLE - System Integration Plan Complete	0h	0d	Tue 11/8/22	Tue 11/8/22	1398	
1400	1.6.7.2.2.5	Del 39	Distribute System Integration Plan Results to Client for Review	0.25h	0.35d	Tue 11/8/22	Tue 11/8/22	1399	Gainwell Test Mgr[10%]
1401	1.6.7.2.2.6	Del 39	Client Conducts Review of System Integration Plan Results	72h	10d	Tue 11/8/22	Wed 11/23/22	1400	Client Project Mgr
1402	1.6.7.2.2.7	Del 39	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Wed 11/23/22	Thu 11/24/22	1401	Gainwell Test Mgr[25%]
1403	1.6.7.2.2.8	Del 39	Revise System Integration Plan Results based on Clients Review	7.2h	5d	Thu 11/24/22	Fri 12/2/22	1402	Gainwell Test Mgr[20%]
1404	1.6.7.2.2.9	Del 39	Distribute System Integration Plan Results to Client for 2nd Review	0.25h	0.35d	Fri 12/2/22	Fri 12/2/22	1403	Gainwell Test Mgr[10%]
1405	1.6.7.2.2.10	Del 39	Client Performs 2nd Review of System Integration Plan Results	36h	5d	Fri 12/2/22	Fri 12/9/22	1404	Client Project Mgr
1406	1.6.7.2.2.11	Del 39	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Fri 12/9/22	Fri 12/9/22	1405	Client Project Mgr, Gainwell Test Mgr[25%]
1407	1.6.7.2.2.12	Del 39	Revise System Integration Plan Results based on 2nd Review Feedback	7.2h	5d	Fri 12/9/22	Fri 12/16/22	1406	Gainwell Test Mgr[20%]
1408	1.6.7.2.2.13	Del 39	Distribute System Integration Plan Results to Client for Approval	0.18h	0.25d	Fri 12/16/22	Fri 12/16/22	1407	Account Operations Mgr[10%]
1409	1.6.7.2.2.14	Del 39	MILESTONE - Client Approves System Integration Plan Results	0h	0d	Wed 12/21/22	Wed 12/21/22	1408FS+2.22d	Client Project Mgr
1410	1.6.7.3	Del 22	Operations Schedule	178.93h	58.74d	Mon 12/5/22	Tue 2/28/23		
1411	1.6.7.3.1	Del 22	DED	16.96h	8.96d	Mon 12/5/22	Fri 12/16/22		
1412	1.6.7.3.1.1	Del 22	Review Operations Schedule RFP Requirements	1.8h	0.5d	Mon 12/5/22	Mon 12/5/22	1265SS, 1267SS	Account Operations Mgr[50%]
1413	1.6.7.3.1.2	Del 22	Create Operations Schedule Deliverable Expectations Documents (DED)	0h	3d	Mon 12/5/22	Thu 12/8/22	1412	Account Operations Mgr[50%]
1414	1.6.7.3.1.3	Del 22	DXC Internal Review of Operations Schedule DED	0h	0.5d	Thu 12/8/22	Fri 12/9/22	1413	Account Operations Mgr[50%]
1415	1.6.7.3.1.4	Del 22	Revise Operations Schedule DED Based on DXC Internal Review	0h	0.5d	Fri 12/9/22	Fri 12/9/22	1414	Account Operations Mgr[25%]
1416	1.6.7.3.1.5	Del 22	DELIVERABLE - Operations Schedule Format DED Complete	0h	0d	Fri 12/9/22	Fri 12/9/22	1415	
1417	1.6.7.3.1.6	Del 22	Conduct Work Product Review with Client of Operations Schedule DED	1.99h	0.23d	Fri 12/9/22	Mon 12/12/22	1416	Client Project Mgr Assistant, Account Operations Mgr[20%]
1418	1.6.7.3.1.7	Del 22	Client Conducts Review of Operations Schedule DED	10.8h	3d	Mon 12/12/22	Thu 12/15/22	1417	Client Project Mgr Assistant[50%]
1419	1.6.7.3.1.8	Del 22	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Thu 12/15/22	Thu 12/15/22	1418	Client Project Mgr Assistant[50%], Gainwell Project Manager[50%]
1420	1.6.7.3.1.9	Del 22	Revise Operations Schedule DED based on Client Review	0.72h	1d	Thu 12/15/22	Fri 12/16/22	1419	Account Operations Mgr[10%]
1421	1.6.7.3.1.10	Del 22	MILESTONE - Client Approves Operations Schedule DED	0h	0d	Fri 12/16/22	Fri 12/16/22	1420	
1422	1.6.7.3.2	Del 22	Plan	161.97h	49.78d	Fri 12/16/22	Tue 2/28/23		
1423	1.6.7.3.2.1	Del 22	Create Operations Schedule	27h	15d	Fri 12/16/22	Mon 1/9/23	1421	Account Operations Mgr[25%]
1424	1.6.7.3.2.2	Del 22	Conduct Internal Work Product Review of Operations Schedule	1.8h	1d	Mon 1/9/23	Tue 1/10/23	1423	Account Operations Mgr[25%]
1425	1.6.7.3.2.3	Del 22	Revise Operations Schedule based on Internal Review	7.2h	5d	Tue 1/10/23	Tue 1/17/23	1424	Account Operations Mgr[20%]
1426	1.6.7.3.2.4	Del 22	DELIVERABLE - Operations Schedule Complete	0h	0d	Tue 1/17/23	Tue 1/17/23	1425	
1427	1.6.7.3.2.5	Del 22	Distribute Operations Schedule Results to Client for Review	0.25h	0.35d	Tue 1/17/23	Tue 1/17/23	1426	Account Operations Mgr[10%]
1428	1.6.7.3.2.6	Del 22	Client Conducts Review of Operations Schedule Results	72h	10d	Tue 1/17/23	Wed 2/1/23	1427	Client Project Mgr
1429	1.6.7.3.2.7	Del 22	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Wed 2/1/23	Wed 2/1/23	1428	Account Operations Mgr[25%]
1430	1.6.7.3.2.8	Del 22	Revise Operations Schedule Results based on Clients Review	7.2h	5d	Wed 2/1/23	Wed 2/8/23	1429	Account Operations Mgr[20%]
1431	1.6.7.3.2.9	Del 22	Distribute Operations Schedule Results to Client for 2nd Review	0.25h	0.35d	Wed 2/8/23	Thu 2/9/23	1430	Account Operations Mgr[10%]
1432	1.6.7.3.2.10	Del 22	Client Performs 2nd Review of Operations Schedule Results	36h	5d	Thu 2/9/23	Fri 2/17/23	1431	Client Project Mgr
1433	1.6.7.3.2.11	Del 22	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Fri 2/17/23	Fri 2/17/23	1432	Client Project Mgr, Account Operations Mgr[25%]
1434	1.6.7.3.2.12	Del 22	Revise Operations Schedule Results based on 2nd Review Feedback	7.2h	5d	Fri 2/17/23	Fri 2/24/23	1433	Account Operations Mgr[20%]
1435	1.6.7.3.2.13	Del 22	Distribute Operations Schedule Results to Client for Approval	0.18h	0.25d	Fri 2/24/23	Fri 2/24/23	1434	Account Operations Mgr[10%]
1436	1.6.7.3.2.14	Del 22	MILESTONE - Client Approves Operations Schedule Results	0h	0d	Tue 2/28/23	Tue 2/28/23	1435FS+2.22d	Client Project Mgr
1437	1.6.7.4	Del 45	Training Plan (With Training Schedule)	178.93h	58.74d	Fri 1/20/23	Thu 4/13/23		
1438	1.6.7.4.1	Del 45	DED	16.96h	8.96d	Fri 1/20/23	Thu 2/2/23		
1439	1.6.7.4.1.1	Del 45	Review Training Plan RFP Requirements	1.8h	0.5d	Fri 1/20/23	Fri 1/20/23	1225SS-10d	Gainwell Training Mgr[50%]
1440	1.6.7.4.1.2	Del 45	Create Training Plan Deliverable Expectations Documents (DED)	0h	3d	Fri 1/20/23	Wed 1/25/23	1439	Gainwell Training Mgr[50%]
1441	1.6.7.4.1.3	Del 45	DXC Internal Review of Training Plan DED	0h	0.5d	Wed 1/25/23	Thu 1/26/23	1440	Gainwell Training Mgr[50%]
1442	1.6.7.4.1.4	Del 45	Revise Training Plan DED Based on DXC Internal Review	0h	0.5d	Thu 1/26/23	Thu 1/26/23	1441	Gainwell Training Mgr[25%]
1443	1.6.7.4.1.5	Del 45	DELIVERABLE - Training Plan Format DED Complete	0h	0d	Thu 1/26/23	Thu 1/26/23	1442	

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1444	1.6.7.4.1.6	Del 45	Conduct Work Product Review with Client of Training Plan DED	1.99h	0.23d	Thu 1/26/23	Fri 1/27/23	1443	Client Business SME, Gainwell Training Mgr[20%]
1445	1.6.7.4.1.7	Del 45	Client Conducts Review of Training Plan DED	10.8h	3d	Fri 1/27/23	Wed 2/1/23	1444	Client Business SME[50%]
1446	1.6.7.4.1.8	Del 45	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Wed 2/1/23	Wed 2/1/23	1445	Client Business SME[50%], Gainwell Trainer[50%]
1447	1.6.7.4.1.9	Del 45	Revise Training Plan DED based on Client Review	0.72h	1d	Wed 2/1/23	Thu 2/2/23	1446	Gainwell Training Mgr[10%]
1448	1.6.7.4.1.10	Del 45	MILESTONE - Client Approves Training Plan DED	0h	0d	Thu 2/2/23	Thu 2/2/23	1447	
1449	1.6.7.4.2	Del 45	Plan	161.97h	49.78d	Thu 2/2/23	Thu 4/13/23		
1450	1.6.7.4.2.1	Del 45	Create Training Plan	27h	15d	Thu 2/2/23	Fri 2/24/23	1448	Gainwell Training Mgr[25%]
1451	1.6.7.4.2.2	Del 45	Conduct Internal Work Product Review of Training Plan	1.8h	1d	Fri 2/24/23	Mon 2/27/23	1450	Gainwell Training Mgr[25%]
1452	1.6.7.4.2.3	Del 45	Revise Training Plan based on Internal Review	7.2h	5d	Mon 2/27/23	Mon 3/6/23	1451	Gainwell Training Mgr[20%]
1453	1.6.7.4.2.4	Del 45	DELIVERABLE - Training Plan Complete	0h	0d	Mon 3/6/23	Mon 3/6/23	1452	
1454	1.6.7.4.2.5	Del 45	Distribute Training Plan Results to Client for Review	0.25h	0.35d	Mon 3/6/23	Mon 3/6/23	1453	Gainwell Training Mgr[10%]
1455	1.6.7.4.2.6	Del 45	Client Conducts Review of Training Plan Results	72h	10d	Mon 3/6/23	Mon 3/20/23	1454	Client Project Mgr
1456	1.6.7.4.2.7	Del 45	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Mon 3/20/23	Mon 3/20/23	1455	Gainwell Training Mgr[25%]
1457	1.6.7.4.2.8	Del 45	Revise Training Plan Results based on Clients Review	7.2h	5d	Mon 3/20/23	Mon 3/27/23	1456	Gainwell Training Mgr[20%]
1458	1.6.7.4.2.9	Del 45	Distribute Training Plan Results to Client for 2nd Review	0.25h	0.35d	Mon 3/27/23	Tue 3/28/23	1457	Gainwell Training Mgr[10%]
1459	1.6.7.4.2.10	Del 45	Client Performs 2nd Review of Training Plan Results	36h	5d	Tue 3/28/23	Tue 4/4/23	1458	Client Project Mgr
1460	1.6.7.4.2.11	Del 45	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Tue 4/4/23	Tue 4/4/23	1459	Client Project Mgr, Gainwell Training Mgr[25%]
1461	1.6.7.4.2.12	Del 45	Revise Training Plan Results based on 2nd Review Feedback	7.2h	5d	Tue 4/4/23	Tue 4/11/23	1460	Gainwell Training Mgr[20%]
1462	1.6.7.4.2.13	Del 45	Distribute Training Plan Results to Client for Approval	0.18h	0.25d	Tue 4/11/23	Tue 4/11/23	1461	Account Operations Mgr[10%]
1463	1.6.7.4.2.14	Del 45	MILESTONE - Client Approves Training Plan Results	0h	0d	Thu 4/13/23	Thu 4/13/23	1462FS+2.22d	Client Project Mgr
1464	1.6.7.5		Work Plan Updates - Post System Testing	115.2h	16d	Fri 1/6/23	Tue 1/31/23		
1465	1.6.7.5.1		Review Project Estimates	14.4h	2d	Fri 1/6/23	Tue 1/10/23	1240	Gainwell Project Manager
1466	1.6.7.5.2		Update Project Work Plan based on Req Validation	36h	5d	Tue 1/10/23	Tue 1/17/23	1465	Gainwell Project Manager
1467	1.6.7.5.3		Conduct Review of Updated Detailed Project Work Plan	21.6h	3d	Tue 1/17/23	Mon 1/23/23	1466	Gainwell Project Manager
1468	1.6.7.5.4		Update Detailed Project Work Plan based on Review	28.8h	4d	Mon 1/23/23	Fri 1/27/23	1467	Gainwell Project Manager
1469	1.6.7.5.5		CHECKPOINT - Updated Detailed Project Work Plan - Post System Testing	0h	0d	Fri 1/27/23	Fri 1/27/23	1468	
1470	1.6.7.5.6		Conduct Walkthrough with The Client of Updated Detailed Project Work Plan	14.4h	1d	Fri 1/27/23	Mon 1/30/23	1469	Gainwell Project Manager, Client Project Mgr
1471	1.6.7.5.7		CHECKPOINT - Baseline Detailed Project Work Plan Based on The Client Approval	0h	1d	Mon 1/30/23	Tue 1/31/23	1470	
1472	1.7		Training	1,030.98h	312.5d	Tue 2/1/22	Mon 4/24/23		
1473	1.7.1	Del 47	Training Report	241.14h	53.52d	Tue 2/1/22	Tue 4/19/22		
1474	1.7.1.1	Del 47	DED	33.91h	8.96d	Tue 2/1/22	Mon 2/14/22		
1475	1.7.1.1.1	Del 47	Review Training Report RFP Requirements	1.8h	0.5d	Tue 2/1/22	Wed 2/2/22	340	Gainwell Training Mgr[50%]
1476	1.7.1.1.2	Del 47	Create Training Report Deliverable Expectations Documents (DED)	10.8h	3d	Wed 2/2/22	Mon 2/7/22	1475	Gainwell Training Mgr[50%]
1477	1.7.1.1.3	Del 47	DXC Internal Review of Training Report DED	1.8h	0.5d	Mon 2/7/22	Mon 2/7/22	1476	Gainwell Training Mgr[50%]
1478	1.7.1.1.4	Del 47	Revise Training Report DED Based on DXC Internal Review	1.8h	0.5d	Mon 2/7/22	Tue 2/8/22	1477	Gainwell Training Mgr[50%]
1479	1.7.1.1.5	Del 47	DELIVERABLE - Training Report Format DED Complete	0h	0d	Tue 2/8/22	Tue 2/8/22	1478	
1480	1.7.1.1.6	Del 47	Conduct Work Product Review with Client of Training Report DED	2.49h	0.23d	Tue 2/8/22	Tue 2/8/22	1479	Client Project Mgr Assistant, Gainwell Training Mgr[50%]
1481	1.7.1.1.7	Del 47	Client Conducts Review of Training Report DED	10.8h	3d	Tue 2/8/22	Fri 2/11/22	1480	Client Project Mgr Assistant[50%]
1482	1.7.1.1.8	Del 47	Walkthrough Client Deliverable Review Comments	0.83h	0.23d	Fri 2/11/22	Fri 2/11/22	1481	Gainwell Training Mgr[50%]
1483	1.7.1.1.9	Del 47	Revise Training Report DED based on Client Review	3.6h	1d	Fri 2/11/22	Mon 2/14/22	1482	Gainwell Training Mgr[50%]
1484	1.7.1.1.10	Del 47	MILESTONE - Client Approves Training Report DED	0h	0d	Mon 2/14/22	Mon 2/14/22	1483	
1485	1.7.1.2	Del 47	Plan	207.23h	44.56d	Mon 2/14/22	Tue 4/19/22		
1486	1.7.1.2.1	Del 47	Create Training Report	36h	10d	Mon 2/14/22	Tue 3/1/22	1484	Gainwell Training Mgr[50%]
1487	1.7.1.2.2	Del 47	Conduct Internal Work Product Review of Training Report	3.6h	1d	Tue 3/1/22	Wed 3/2/22	1486	Gainwell Training Mgr[50%]
1488	1.7.1.2.3	Del 47	Revise Training Report based on Internal Review	18h	5d	Wed 3/2/22	Wed 3/9/22	1487	Gainwell Training Mgr[50%]
1489	1.7.1.2.4	Del 47	DELIVERABLE - Training Report Complete	0h	0d	Wed 3/9/22	Wed 3/9/22	1488	

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1490	1.7.1.2.5	Del 47	Distribute Training Report Results to Client for Review	1.27h	0.35d	Wed 3/9/22	Thu 3/10/22	1489	Gainwell Training Mgr[50%]
1491	1.7.1.2.6	Del 47	Client Conducts Review of Training Report Results	72h	10d	Thu 3/10/22	Wed 3/23/22	1490	Client Project Mgr
1492	1.7.1.2.7	Del 47	Walkthrough Client Deliverable Review Comments	1.27h	0.35d	Wed 3/23/22	Thu 3/24/22	1491	Gainwell Training Mgr[50%]
1493	1.7.1.2.8	Del 47	Revise Training Report Results based on Clients Review	18h	5d	Thu 3/24/22	Thu 3/31/22	1492	Gainwell Training Mgr[50%]
1494	1.7.1.2.9	Del 47	Distribute Training Report Results to Client for 2nd Review	1.27h	0.35d	Thu 3/31/22	Thu 3/31/22	1493	Gainwell Training Mgr[50%]
1495	1.7.1.2.10	Del 47	Client Performs 2nd Review of Training Report Results	36h	5d	Thu 3/31/22	Thu 4/7/22	1494	Client Project Mgr
1496	1.7.1.2.11	Del 47	Walkthrough Client Deliverable Review Comments	0.9h	0.25d	Thu 4/7/22	Thu 4/7/22	1495	Gainwell Training Mgr[50%]
1497	1.7.1.2.12	Del 47	Revise Training Report Results based on 2nd Review Feedback	18h	5d	Thu 4/7/22	Thu 4/14/22	1496	Gainwell Training Mgr[50%]
1498	1.7.1.2.13	Del 47	Distribute Training Report Results to Client for Approval	0.9h	0.25d	Thu 4/14/22	Fri 4/15/22	1497	Gainwell Training Mgr[50%]
1499	1.7.1.2.14	Del 47	MILESTONE - Client Approves Training Report Results	0h	0d	Tue 4/19/22	Tue 4/19/22	1498FS+2d	Client Project Mgr
1500	1.7.2	Del 46	Training Materials	187.2h	26d	Fri 12/16/22	Wed 1/25/23		
1501	1.7.2.1	Del 46	Create Training Materials and Processes	72h	10d	Fri 12/16/22	Fri 12/30/22	1908SS-92d	Gainwell Training Mgr
1502	1.7.2.2	Del 46	Review Training Materials and Processes	28.8h	4d	Fri 12/30/22	Fri 1/6/23	1501	Gainwell Training Mgr
1503	1.7.2.3	Del 46	Produce Training Documentation	72h	10d	Fri 1/6/23	Mon 1/23/23	1502	Gainwell Training Mgr
1504	1.7.2.4	Del 46	DELIVERABLE - Training Materials	0h	0d	Mon 1/23/23	Mon 1/23/23	1503	
1505	1.7.2.5	Del 46	Post Training Materials to Project Repository	14.4h	2d	Mon 1/23/23	Wed 1/25/23	1504	Gainwell Training Mgr
1506	1.7.3	Del 46	Instructor Training Materials	144h	20d	Fri 12/16/22	Mon 1/16/23		
1507	1.7.3.1	Del 46	Create Instructor Training Materials	72h	10d	Fri 12/16/22	Fri 12/30/22	1908SS-92d	Gainwell Training Mgr
1508	1.7.3.2	Del 46	Produce Instructor Training Materials	72h	10d	Fri 12/30/22	Mon 1/16/23	1507	Gainwell Training Mgr
1509	1.7.3.3	Del 46	DELIVERABLE - Instructor Training Materials	0h	0d	Mon 1/16/23	Mon 1/16/23	1508	
1510	1.7.4	Del 46	Instructor Guides and Trainee Guides	180h	25d	Fri 12/16/22	Tue 1/24/23		
1511	1.7.4.1	Del 46	Create Instructor Guides and Trainee Guides	72h	10d	Fri 12/16/22	Fri 12/30/22	1908SS-92d	Gainwell Training Mgr
1512	1.7.4.2	Del 46	Review Instructor Guides and Trainee Guides	36h	5d	Fri 12/30/22	Mon 1/9/23	1511	Gainwell Training Mgr
1513	1.7.4.3	Del 46	Produce Instructor Guides and Trainee Guides	72h	10d	Mon 1/9/23	Tue 1/24/23	1512	Gainwell Training Mgr
1514	1.7.4.4	Del 46	DELIVERABLE - DRAFT Instructor Guides and Trainee Guides	0h	0d	Tue 1/24/23	Tue 1/24/23	1513	
1515	1.7.5		Operational Training (Processes, Procedures etc....) (Account Personnel)	226.8h	41d	Wed 2/22/23	Thu 4/20/23		
1516	1.7.5.1		Operational Training Prep	39.6h	9d	Wed 2/22/23	Tue 3/7/23		
1517	1.7.5.1.1		Verify Target Audience for Operational Training	18h	5d	Wed 2/22/23	Wed 3/1/23	1908SS-47d	Gainwell Training Mgr[50%]
1518	1.7.5.1.2		Confirm Classrooms and Training Sites	7.2h	2d	Wed 2/22/23	Fri 2/24/23	1517SS	Gainwell Training Mgr[50%]
1519	1.7.5.1.3		Register Users	14.4h	4d	Wed 3/1/23	Tue 3/7/23	1517	Gainwell Training Mgr[50%]
1520	1.7.5.2		Operational Training Execution	187.2h	32d	Tue 3/7/23	Thu 4/20/23		
1521	1.7.5.2.1		Conduct Internal Operational Training Review to Gather Feedback	18h	5d	Tue 3/7/23	Tue 3/14/23	1519	Gainwell Training Mgr[50%]
1522	1.7.5.2.2		Modify Operational Training Based on Feedback	7.2h	2d	Tue 3/14/23	Thu 3/16/23	1521	Gainwell Training Mgr[50%]
1523	1.7.5.2.3		Conduct Operational Training Session 1	36h	5d	Thu 3/16/23	Thu 3/23/23	1522	Gainwell Trainer
1524	1.7.5.2.4		Conduct Operational Training Session 2	36h	5d	Thu 3/23/23	Thu 3/30/23	1523	Gainwell Trainer
1525	1.7.5.2.5		Compile Operational Training Evaluation Data	18h	5d	Thu 3/30/23	Thu 4/6/23	1524	Gainwell Training Mgr[50%]
1526	1.7.5.2.6		Conduct Make Up Operational Training Session 1	36h	5d	Thu 4/6/23	Thu 4/13/23	1525	Gainwell Trainer
1527	1.7.5.2.7		Conduct Make Up Operational Training Session 2	36h	5d	Thu 4/13/23	Thu 4/20/23	1526	Gainwell Trainer
1528	1.7.5.3		CHECKPOINT - Operational Training Complete	0h	0d	Thu 4/20/23	Thu 4/20/23	1527	
1529	1.7.6		Client Staff Training	51.84h	11d	Fri 4/7/23	Mon 4/24/23		
1530	1.7.6.1		Client Staff Training Prep	36h	5d	Fri 4/7/23	Fri 4/14/23		
1531	1.7.6.1.1		Verify Target Audience for Client Staff Training	18h	5d	Fri 4/7/23	Fri 4/14/23	1908SS-15d	Gainwell Training Mgr[50%]
1532	1.7.6.1.2		Confirm Classrooms and Training Sites	7.2h	2d	Fri 4/7/23	Tue 4/11/23	1531SS	Gainwell Training Mgr[50%]
1533	1.7.6.1.3		Register Users	10.8h	3d	Tue 4/11/23	Fri 4/14/23	1532	Gainwell Training Mgr[50%]
1534	1.7.6.2		Client Staff Training Execution	15.84h	7d	Thu 4/13/23	Mon 4/24/23		
1535	1.7.6.2.1		Conduct Client Staff Training Session 1	2.88h	2d	Fri 4/14/23	Tue 4/18/23	1533	Gainwell Trainer[20%]
1536	1.7.6.2.2		Conduct Client Staff Training Session 1 - Gather Class Evaluation Forms	1.44h	1d	Thu 4/13/23	Fri 4/14/23	1535SS-1d	Gainwell Trainer[20%]
1537	1.7.6.2.3		Conduct Client Staff Training Session 2	2.88h	2d	Tue 4/18/23	Thu 4/20/23	1535	Gainwell Trainer[20%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1538	1.7.6.2.4		Conduct Client Staff Training Session 2 - Gather Class Evaluation Forms	1.44h	1d	Wed 4/19/23	Thu 4/20/23	1537FS-1d,1538	Gainwell Trainer[20%]
1539	1.7.6.2.5		Compile All Client Staff Training Evaluation Data	7.2h	2d	Thu 4/20/23	Mon 4/24/23	1538	Gainwell Training Mgr[50%]
1540	1.7.6.3		MILESTONE - Client Staff Training Complete	0h	0d	Mon 4/24/23	Mon 4/24/23	1539	
1541	1.7.7		CHECKPOINT - Training Complete	0h	0d	Mon 4/24/23	Mon 4/24/23	1540,1515	
1542	1.8		Operational Readiness	498.92h	72d	Wed 1/11/23	Tue 4/25/23		
1543	1.8.1		Operational Readiness Review (ORR)	498.92h	72d	Wed 1/11/23	Tue 4/25/23		
1544	1.8.1.1	Del 21	Operational Readiness Plan (ORP)	61.83h	39.25d	Wed 1/11/23	Thu 3/9/23		
1545	1.8.1.1.1	Del 21	Review Operational Readiness Review Plan Requirements	7.2h	1d	Wed 1/11/23	Thu 1/12/23	1569SS-50d	Gainwell ORR Test Lead
1546	1.8.1.1.2	Del 21	Create Operational Readiness Review Plan	21.6h	12d	Thu 1/12/23	Tue 1/31/23	1545	Gainwell ORR Test Lead[25%]
1547	1.8.1.1.3	Del 21	Conduct Internal Work Product Review of Operational Readiness Review Plan	3.6h	1d	Tue 1/31/23	Wed 2/1/23	1546	Gainwell ORR Test Lead[25%], Gainwell ORR Test Team[25%]
1548	1.8.1.1.4	Del 21	Revise Updated Operational Readiness Review Plan based on Internal Review	5.4h	3d	Wed 2/1/23	Mon 2/6/23	1547	Gainwell ORR Test Lead[25%]
1549	1.8.1.1.5	Del 21	DELIVERABLE - Operational Readiness Plan (ORP)	0h	0d	Mon 2/6/23	Mon 2/6/23	1548	
1550	1.8.1.1.6	Del 21	Conduct Work Product Review with The Client of Updated Operational Readiness Review Plan	0.63h	0.25d	Mon 2/6/23	Mon 2/6/23	1549	Gainwell ORR Test Lead[25%], Client Project Mgr[10%]
1551	1.8.1.1.7	Del 21	The Client Conducts Review of Updated Operational Readiness Review Plan	7.2h	10d	Mon 2/6/23	Tue 2/21/23	1550	Client Project Mgr Assistant[10%]
1552	1.8.1.1.8	Del 21	Walkthrough The Client Deliverable Review Comments	0.45h	0.25d	Tue 2/21/23	Wed 2/22/23	1551	Gainwell ORR Test Lead[25%]
1553	1.8.1.1.9	Del 21	Revise Updated Operational Readiness Review Plan based on The Client Review	5.4h	3d	Wed 2/22/23	Mon 2/27/23	1552	Gainwell ORR Test Lead[25%]
1554	1.8.1.1.10	Del 21	Distribute Updated Operational Readiness Review Plan to The Client for 2nd Review	0.45h	0.25d	Mon 2/27/23	Mon 2/27/23	1553	Gainwell ORR Test Lead[25%]
1555	1.8.1.1.11	Del 21	The Client Performs 2nd Review of Updated Operational Readiness Review Plan	3.6h	5d	Mon 2/27/23	Mon 3/6/23	1554	Client Project Mgr[10%]
1556	1.8.1.1.12	Del 21	Walkthrough The Client Deliverable Review Comments	0.45h	0.25d	Mon 3/6/23	Mon 3/6/23	1555	Gainwell ORR Test Lead[25%]
1557	1.8.1.1.13	Del 21	Revise Updated Operational Readiness Review Plan based on 2nd Review Feedback	5.4h	3d	Mon 3/6/23	Thu 3/9/23	1556	Gainwell ORR Test Lead[25%]
1558	1.8.1.1.14	Del 21	Distribute Final Operational Readiness Review Plan to The Client for Approval	0.45h	0.25d	Thu 3/9/23	Thu 3/9/23	1557	Gainwell ORR Test Lead[25%]
1559	1.8.1.1.15	Del 21	MILESTONE - The Client Approves Operational Readiness Plan (ORP)	0h	0d	Thu 3/9/23	Thu 3/9/23	1558	
1560	1.8.1.2	Del 21	Operational Readiness Checklists	54h	30d	Thu 2/2/23	Fri 3/17/23		
1561	1.8.1.2.1	Del 21	Develop ORR Checklists - Part 1	18h	10d	Thu 2/2/23	Fri 2/17/23	1570SS-35d	Gainwell ORR Test Lead[25%]
1562	1.8.1.2.2	Del 21	Develop ORR Checklists - Part 2	18h	10d	Fri 2/17/23	Fri 3/3/23	1561	Gainwell ORR Test Lead[25%]
1563	1.8.1.2.3	Del 21	Assemble Operational Readiness Checklists	9h	5d	Fri 3/3/23	Fri 3/10/23	1562	Gainwell ORR Test Lead[25%]
1564	1.8.1.2.4	Del 21	Review & Revise Operational Readiness Checklists based on Internal Review	9h	5d	Fri 3/10/23	Fri 3/17/23	1563	Gainwell ORR Test Lead[25%]
1565	1.8.1.2.5	Del 21	CHECKPOINT - Operational Readiness Checklists	0h	0d	Fri 3/17/23	Fri 3/17/23	1564	
1566	1.8.1.3	Del 21	ORR Training	146.93h	20d	Fri 2/24/23	Fri 3/24/23		
1567	1.8.1.3.1	Del 21	Identify ORR Trainees	74.93h	10d	Fri 2/24/23	Fri 3/10/23	1570SS-20d	Gainwell ORR Test Lead[25%], Gainwell ORR Test Team[25%], Gainwell Trainer[50%]
1568	1.8.1.3.2	Del 21	Execute ORR Training	72h	10d	Fri 3/10/23	Fri 3/24/23	1567	Client Business SME[50%], Client Project Manager[34%], Gainwell ORR Test Lead[25%], Gainwell ORR Test Team[25%], Gainwell Trainer[50%]
1569	1.8.1.4	Del 21	Operational Readiness Test	3.6h	5d	Fri 3/24/23	Fri 3/31/23		
1570	1.8.1.4.1	Del 21	Execute Checklist for Operational Readiness	3.6h	5d	Fri 3/24/23	Fri 3/31/23	1349,1309	Gainwell ORR Test Lead[10%]
1571	1.8.1.5	Del 21	ORR Findings	231.84h	21d	Fri 3/24/23	Mon 4/24/23		
1572	1.8.1.5.1	Del 21	Create ORR Findings	3.6h	5d	Fri 3/24/23	Fri 3/31/23	1570SS	Gainwell ORR Test Lead[10%]
1573	1.8.1.5.2	Del 21	CHECKPOINT - The Client Go/No-Go Decision	0h	0d	Fri 3/31/23	Fri 3/31/23	1572	Client Project Manager
1574	1.8.1.5.3	Del 21	Conduct Internal Review of ORR Findings	1.44h	1d	Fri 3/31/23	Mon 4/3/23	1572	Gainwell ORR Test Lead[10%], Gainwell Project Manager[10%]
1575	1.8.1.5.4	Del 21	Revise ORR Findings based on Internal Review	6.48h	3d	Mon 4/3/23	Thu 4/6/23	1574	Gainwell ORR Test Lead[10%], Account Developer2[10%], Account Business Analyst2[10%]
1576	1.8.1.5.5	Del 21	CHECKPOINT - ORR Findings	0h	0d	Thu 4/6/23	Thu 4/6/23	1575	

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1577	1.8.1.5.6	Del 21	Conduct Work Product Review with The Client of ORR Findings	2.16h	1d	Thu 4/6/23	Fri 4/7/23	1576,1568	Gainwell ORR Test Lead[10%],Client Project Manager[10%],Gainwell Project Manager[10%]
1578	1.8.1.5.7	Del 21	The Client Conducts Review of ORR Findings	216h	10d	Fri 4/7/23	Fri 4/21/23	1577	Client Project Manager,Client Business SME,Client Imp Planning SME
1579	1.8.1.5.8	Del 21	Revise/Correct ORR Findings based on The Client Review	2.16h	1d	Fri 4/21/23	Mon 4/24/23	1578	Gainwell ORR Test Lead[10%],Account Business Analyst2[10%],Account Developer2[10%]
1580	1.8.1.5.9	Del 21	CHECKPOINT - The Client Approves ORR Findings	0h	0d	Mon 4/24/23	Mon 4/24/23	1579	Client Project Manager
1581	1.8.1.6	Del 24	Solution Readiness Certification for Deployment	0.72h	1d	Mon 4/24/23	Tue 4/25/23		
1582	1.8.1.6.1	Del 24	Prepare Solution Readiness Certification for Deployment	0.72h	1d	Mon 4/24/23	Tue 4/25/23	1580,1349	Gainwell ORR Test Lead[10%]
1583	1.8.1.6.2	Del 24	CHECKPOINT - Solution Readiness Certification for Deployment	0h	0d	Tue 4/25/23	Tue 4/25/23	1582	
1584	1.9		Solution Deployment	4,492.48h	295.5d	Thu 3/3/22	Fri 4/28/23		
1585	1.9.1		Implementation - Readiness	4,251.08h	291.75d	Thu 3/3/22	Mon 4/24/23		
1586	1.9.1.1		Production Environment	2.16h	3d	Fri 1/6/23	Wed 1/11/23		
1587	1.9.1.1.1		Infrastructure CHECKPOINT - Validate Production Environment In Place	2.16h	3d	Fri 1/6/23	Wed 1/11/23	1319	Gainwell ORR Test Lead[10%]
1588	1.9.1.2	Del 11	HIPAA Statement	169.93h	53.52d	Tue 1/31/23	Mon 4/17/23		
1589	1.9.1.2.1	Del 11	DED	16.96h	8.96d	Tue 1/31/23	Mon 2/13/23		
1590	1.9.1.2.1.1	Del 11	Review HIPAA Statement RFP Requirements	1.8h	0.5d	Tue 1/31/23	Wed 2/1/23	1908SS-62d	Account Operations Mgr[50%]
1591	1.9.1.2.1.2	Del 11	Create HIPAA Statement Deliverable Expectations Documents (DED)	0h	3d	Wed 2/1/23	Mon 2/6/23	1590	Account Operations Mgr[50%]
1592	1.9.1.2.1.3	Del 11	DXC Internal Review of HIPAA Statement DED	0h	0.5d	Mon 2/6/23	Mon 2/6/23	1591	Account Operations Mgr[50%]
1593	1.9.1.2.1.4	Del 11	Revise HIPAA Statement DED Based on DXC Internal Review	0h	0.5d	Mon 2/6/23	Tue 2/7/23	1592	Account Operations Mgr[25%]
1594	1.9.1.2.1.5	Del 11	DELIVERABLE - HIPAA Statement Format DED Complete	0h	0d	Tue 2/7/23	Tue 2/7/23	1593	
1595	1.9.1.2.1.6	Del 11	Conduct Work Product Review with Client of HIPAA Statement DED	1.99h	0.23d	Tue 2/7/23	Tue 2/7/23	1594	Client Project Mgr Assistant,Account Operations Mgr[20%]
1596	1.9.1.2.1.7	Del 11	Client Conducts Review of HIPAA Statement DED	10.8h	3d	Tue 2/7/23	Fri 2/10/23	1595	Client Project Mgr Assistant[50%]
1597	1.9.1.2.1.8	Del 11	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Fri 2/10/23	Fri 2/10/23	1596	Gainwell Project Manager[50%],Client Project Mgr Assistant[50%]
1598	1.9.1.2.1.9	Del 11	Revise HIPAA Statement DED based on Client Review	0.72h	1d	Fri 2/10/23	Mon 2/13/23	1597	Account Operations Mgr[10%]
1599	1.9.1.2.1.10	Del 11	MILESTONE - Client Approves HIPAA Statement DED	0h	0d	Mon 2/13/23	Mon 2/13/23	1598	
1600	1.9.1.2.2	Del 11	Plan	152.97h	44.56d	Mon 2/13/23	Mon 4/17/23		
1601	1.9.1.2.2.1	Del 11	Create HIPAA Statement	18h	10d	Mon 2/13/23	Tue 2/28/23	1599	Account Operations Mgr[25%]
1602	1.9.1.2.2.2	Del 11	Conduct Internal Work Product Review of HIPAA Statement	1.8h	1d	Tue 2/28/23	Wed 3/1/23	1601	Account Operations Mgr[25%]
1603	1.9.1.2.2.3	Del 11	Revise HIPAA Statement based on Internal Review	7.2h	5d	Wed 3/1/23	Wed 3/8/23	1602	Account Operations Mgr[20%]
1604	1.9.1.2.2.4	Del 11	DELIVERABLE - HIPAA Statement Complete	0h	0d	Wed 3/8/23	Wed 3/8/23	1603	
1605	1.9.1.2.2.5	Del 11	Distribute HIPAA Statement Results to Client for Review	0.25h	0.35d	Wed 3/8/23	Wed 3/8/23	1604	Account Operations Mgr[10%]
1606	1.9.1.2.2.6	Del 11	Client Conducts Review of HIPAA Statement Results	72h	10d	Wed 3/8/23	Wed 3/22/23	1605	Client Project Mgr
1607	1.9.1.2.2.7	Del 11	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Wed 3/22/23	Thu 3/23/23	1606	Account Operations Mgr[25%]
1608	1.9.1.2.2.8	Del 11	Revise HIPAA Statement Results based on Clients Review	7.2h	5d	Thu 3/23/23	Thu 3/30/23	1607	Account Operations Mgr[20%]
1609	1.9.1.2.2.9	Del 11	Distribute HIPAA Statement Results to Client for 2nd Review	0.25h	0.35d	Thu 3/30/23	Thu 3/30/23	1608	Account Operations Mgr[10%]
1610	1.9.1.2.2.10	Del 11	Client Performs 2nd Review of HIPAA Statement Results	36h	5d	Thu 3/30/23	Thu 4/6/23	1609	Client Project Mgr
1611	1.9.1.2.2.11	Del 11	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Thu 4/6/23	Thu 4/6/23	1610	Client Project Mgr,Account Operations Mgr[25%]
1612	1.9.1.2.2.12	Del 11	Revise HIPAA Statement Results based on 2nd Review Feedback	7.2h	5d	Thu 4/6/23	Thu 4/13/23	1611	Account Operations Mgr[20%]
1613	1.9.1.2.2.13	Del 11	Distribute HIPAA Statement Results to Client for Approval	0.18h	0.25d	Thu 4/13/23	Thu 4/13/23	1612	Account Operations Mgr[10%]
1614	1.9.1.2.2.14	Del 11	MILESTONE - Client Approves HIPAA Statement Results	0h	0d	Mon 4/17/23	Mon 4/17/23	1613FS+2d	Client Project Mgr
1615	1.9.1.3	Del 14	Implementation Plan (Rollout Plan)	169.93h	53.52d	Tue 1/31/23	Mon 4/17/23		
1616	1.9.1.3.1	Del 14	DED	16.96h	8.96d	Tue 1/31/23	Mon 2/13/23		
1617	1.9.1.3.1.1	Del 14	Review Implementation Plan RFP Requirements	1.8h	0.5d	Tue 1/31/23	Wed 2/1/23	1908SS-62d	Account Operations Mgr[50%]
1618	1.9.1.3.1.2	Del 14	Create Implementation Plan Deliverable Expectations Documents (DED)	0h	3d	Wed 2/1/23	Mon 2/6/23	1617	Account Operations Mgr[50%]
1619	1.9.1.3.1.3	Del 14	DXC Internal Review of Implementation Plan DED	0h	0.5d	Mon 2/6/23	Mon 2/6/23	1618	Account Operations Mgr[50%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1620	1.9.1.3.1.4	Del 14	Revise Implementation Plan DED Based on DXC Internal Review	0h	0.5d	Mon 2/6/23	Tue 2/7/23	1619	Account Operations Mgr[25%]
1621	1.9.1.3.1.5	Del 14	DELIVERABLE - Implementation Plan Format DED Complete	0h	0d	Tue 2/7/23	Tue 2/7/23	1620	
1622	1.9.1.3.1.6	Del 14	Conduct Work Product Review with Client of Implementation Plan DED	1.99h	0.23d	Tue 2/7/23	Tue 2/7/23	1621	Client Project Mgr Assistant, Account Operations Mgr[20%]
1623	1.9.1.3.1.7	Del 14	Client Conducts Review of Implementation Plan DED	10.8h	3d	Tue 2/7/23	Fri 2/10/23	1622	Client Project Mgr Assistant[50%]
1624	1.9.1.3.1.8	Del 14	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Fri 2/10/23	Fri 2/10/23	1623	Gainwell Project Manager[50%], Client Project Mgr Assistant[50%]
1625	1.9.1.3.1.9	Del 14	Revise Implementation Plan DED based on Client Review	0.72h	1d	Fri 2/10/23	Mon 2/13/23	1624	Account Operations Mgr[10%]
1626	1.9.1.3.1.10	Del 14	MILESTONE - Client Approves Implementation Plan DED	0h	0d	Mon 2/13/23	Mon 2/13/23	1625	
1627	1.9.1.3.2	Del 14	Plan	152.97h	44.56d	Mon 2/13/23	Mon 4/17/23		
1628	1.9.1.3.2.1	Del 14	Create Implementation Plan	18h	10d	Mon 2/13/23	Tue 2/28/23	1626	Account Operations Mgr[25%]
1629	1.9.1.3.2.2	Del 14	Conduct Internal Work Product Review of Implementation Plan	1.8h	1d	Tue 2/28/23	Wed 3/1/23	1628	Account Operations Mgr[25%]
1630	1.9.1.3.2.3	Del 14	Revise Implementation Plan based on Internal Review	7.2h	5d	Wed 3/1/23	Wed 3/8/23	1629	Account Operations Mgr[20%]
1631	1.9.1.3.2.4	Del 14	DELIVERABLE - Implementation Plan (Rollout Plan)	0h	0d	Wed 3/8/23	Wed 3/8/23	1630	
1632	1.9.1.3.2.5	Del 14	Distribute Implementation Plan Results to Client for Review	0.25h	0.35d	Wed 3/8/23	Wed 3/8/23	1631	Account Operations Mgr[10%]
1633	1.9.1.3.2.6	Del 14	Client Conducts Review of Implementation Plan Results	72h	10d	Wed 3/8/23	Wed 3/22/23	1632	Client Project Mgr
1634	1.9.1.3.2.7	Del 14	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Wed 3/22/23	Thu 3/23/23	1633	Account Operations Mgr[25%]
1635	1.9.1.3.2.8	Del 14	Revise Implementation Plan Results based on Clients Review	7.2h	5d	Thu 3/23/23	Thu 3/30/23	1634	Account Operations Mgr[20%]
1636	1.9.1.3.2.9	Del 14	Distribute Implementation Plan Results to Client for 2nd Review	0.25h	0.35d	Thu 3/30/23	Thu 3/30/23	1635	Account Operations Mgr[10%]
1637	1.9.1.3.2.10	Del 14	Client Performs 2nd Review of Implementation Plan Results	36h	5d	Thu 3/30/23	Thu 4/6/23	1636	Client Project Mgr
1638	1.9.1.3.2.11	Del 14	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Thu 4/6/23	Thu 4/6/23	1637	Client Project Mgr, Account Operations Mgr[25%]
1639	1.9.1.3.2.12	Del 14	Revise Implementation Plan Results based on 2nd Review Feedback	7.2h	5d	Thu 4/6/23	Thu 4/13/23	1638	Account Operations Mgr[20%]
1640	1.9.1.3.2.13	Del 14	Distribute Implementation Plan Results to Client for Approval	0.18h	0.25d	Thu 4/13/23	Thu 4/13/23	1639	Account Operations Mgr[10%]
1641	1.9.1.3.2.14	Del 14	MILESTONE - Client Approves Implementation Plan (Rollout Plan)	0h	0d	Mon 4/17/23	Mon 4/17/23	1640FS+2d	Client Project Mgr
1642	1.9.1.4	Del 13	Independent, Third-Party Security, and Privacy Controls Assessment Report	2,236.71h	108.25d	Fri 11/18/22	Mon 4/24/23		
1643	1.9.1.4.1	Del 13	Penetration Testing	1,474.92h	76d	Fri 11/18/22	Thu 3/9/23		
1644	1.9.1.4.1.1	Del 13	Penetration Test Prep	432h	20d	Fri 11/18/22	Fri 12/16/22		
1645	1.9.1.4.1.1.1	Del 13	Establish Penetration Testing Parameters	216h	10d	Fri 11/18/22	Fri 12/2/22	1908SS-112d	Client Business SME, Gainwell Penetration Test Lead, Gainwell Penetration Tester
1646	1.9.1.4.1.1.2	Del 13	Establish Penetration Testing Review Process	216h	10d	Fri 12/2/22	Fri 12/16/22	1645	Client Business SME, Gainwell Penetration Test Lead, Gainwell Penetration Tester
1647	1.9.1.4.1.2	Del 13	Penetration Test Execution	778.32h	28d	Fri 12/16/22	Fri 1/27/23		
1648	1.9.1.4.1.2.1	Del 13	Migrate Code Necessary for Penetration Testing	14.4h	20d	Fri 12/16/22	Mon 1/16/23	1646	Local Systems Admin[10%]
1649	1.9.1.4.1.2.2	Del 13	Conduct Penetration Testing - Execution Part 1	144h	10d	Fri 12/16/22	Fri 12/30/22	1648SS	Gainwell Penetration Tester[200%]
1650	1.9.1.4.1.2.3	Del 13	Conduct Penetration Testing - Execution Part 2	144h	10d	Fri 12/30/22	Mon 1/16/23	1649	Gainwell Penetration Tester[200%]
1651	1.9.1.4.1.2.4	Del 13	Review Penetration Testing Results	407.52h	20d	Wed 12/21/22	Fri 1/20/23	1649SS+3d, 165	Gainwell Penetration Tester[200%], Gainwell Project Manager[33%], Gainwell Penetration Test Lead[50%]
1652	1.9.1.4.1.2.5	Del 13	Review Findings from Penetration Testing Results	68.4h	5d	Fri 1/20/23	Fri 1/27/23	1651	Gainwell Penetration Tester[120%], Gainwell Project Manager[20%], Gainwell Penetration Test Lead[50%]
1653	1.9.1.4.1.2.6	Del 13	DELIVERABLE - Penetration Testing Execution Complete	0h	0d	Fri 1/27/23	Fri 1/27/23	1652	
1654	1.9.1.4.1.3	Del 13	Critical Penetration Testing Findings	264.6h	28d	Fri 1/27/23	Thu 3/9/23		
1655	1.9.1.4.1.3.1	Del 13	Document & Prioritize Critical Penetration Testing Prioritized Findings	21.6h	5d	Fri 1/27/23	Fri 2/3/23	1653	Gainwell Penetration Test Lead[30%], Gainwell Penetration Tester[30%]
1656	1.9.1.4.1.3.2	Del 13	Schedule Changes for Findings from Penetration Testing Results	9h	5d	Fri 2/3/23	Fri 2/10/23	1655	Gainwell Project Manager[25%]
1657	1.9.1.4.1.3.3	Del 13	Correct Critical Penetration Testing Prioritized Findings	162h	10d	Fri 2/10/23	Mon 2/27/23	1656	Gainwell Project Manager[25%], Gainwell Penetration Test Lead[200%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1658	1.9.1.4.1.3.4	Del 13	Review Penetration Testing Results of Critical Prioritized Findings	54h	3d	Mon 2/27/23	Thu 3/2/23	1657	Gainwell Penetration Test Lead[50%], Client Business SME[50%], Client Project Mgr[50%], Gainwell Penetration
1659	1.9.1.4.1.3.5	Del 13	Document Test Results of Critical Prioritized Findings	18h	5d	Thu 3/2/23	Thu 3/9/23	1658	Gainwell Penetration Tester[25%], Gainwell Penetration Test Lead[25%]
1660	1.9.1.4.1.3.6	Del 13	MILESTONE - Penetration Testing Results of Critical Prioritized Findings Complete	0h	0d	Thu 3/9/23	Thu 3/9/23	1659	
1661	1.9.1.4.2	Del 13	Third-Party Security and Privacy Assessment	388.09h	61.25d	Wed 1/4/23	Mon 4/3/23		
1662	1.9.1.4.2.1	Del 13	Review Third-Party Security and Privacy Assessment Requirements	0.72h	1d	Wed 1/4/23	Thu 1/5/23	1909SS-80d	Third-Party Security Assessor[10%]
1663	1.9.1.4.2.2	Del 13	Conduct Third-Party Security and Privacy Assessment	14.4h	10d	Thu 1/5/23	Fri 1/20/23	1662	Third-Party Security Assessor[20%]
1664	1.9.1.4.2.3	Del 13	Create Third-Party Security and Privacy Assessment Results	14.4h	10d	Tue 1/10/23	Wed 1/25/23	1663SS+3d	Third-Party Security Assessor[20%]
1665	1.9.1.4.2.4	Del 13	Conduct Internal Work Product Review of Third-Party Security and Privacy Assessment	9h	1d	Wed 1/25/23	Thu 1/26/23	1664	Gainwell Project Manager[25%], Third-Party Security Assessor
1666	1.9.1.4.2.5	Del 13	Revise Third-Party Security and Privacy Assessment based on Internal Review	3.6h	5d	Thu 1/26/23	Thu 2/2/23	1665	Third-Party Security Assessor[10%]
1667	1.9.1.4.2.6	Del 13	DELIVERABLE - Third-Party Security and Privacy Assessment	0h	0d	Thu 2/2/23	Thu 2/2/23	1666	
1668	1.9.1.4.2.7	Del 13	Conduct Work Product Review with Client of Third-Party Security and Privacy Assessment	3.61h	0.25d	Thu 2/2/23	Thu 2/2/23	1667	Third-Party Security Assessor, Client Business SME, Client Project Manager[50%]
1669	1.9.1.4.2.8	Del 13	Client Conducts Review of Third-Party Security and Privacy Assessment	108h	10d	Thu 2/2/23	Fri 2/17/23	1668	Client Business SME, Client Project Manager[50%]
1670	1.9.1.4.2.9	Del 13	Walkthrough Client Deliverable Review Comments	5.4h	0.25d	Fri 2/17/23	Mon 2/20/23	1669	Third-Party Security Assessor, Client Business SME, Client Project Manager[50%], Gainwell Project Manager[50%]
1671	1.9.1.4.2.10	Del 13	Revise Third-Party Security and Privacy Assessment Based on Client Review	36h	5d	Mon 2/20/23	Mon 2/27/23	1670	Third-Party Security Assessor
1672	1.9.1.4.2.11	Del 13	Distribute Updated Third-Party Security and Privacy Assessment to Client for 2nd Review	0.36h	0.25d	Mon 2/27/23	Mon 2/27/23	1671	Third-Party Security Assessor[20%]
1673	1.9.1.4.2.12	Del 13	Client Performs 2nd Review of Updated Third-Party Security and Privacy Assessment	180h	20d	Mon 2/27/23	Mon 3/27/23	1672	Client Business SME, Client Project Manager[25%]
1674	1.9.1.4.2.13	Del 13	Walkthrough Client Deliverable Review Comments	3.6h	0.25d	Mon 3/27/23	Mon 3/27/23	1673	Client Business SME, Client Project Manager[50%], Gainwell Project Manager[50%]
1675	1.9.1.4.2.14	Del 13	Revise Updated Third-Party Security and Privacy Assessment based on 2nd Review Feedback	7.2h	5d	Mon 3/27/23	Mon 4/3/23	1674	Third-Party Security Assessor[20%]
1676	1.9.1.4.2.15	Del 13	Distribute Third-Party Security and Privacy Assessment to Client for Approval	1.8h	0.25d	Mon 4/3/23	Mon 4/3/23	1675	Third-Party Security Assessor
1677	1.9.1.4.2.16	Del 13	MILESTONE - Client Approves Third-Party Security and Privacy Assessment	0h	0d	Mon 4/3/23	Mon 4/3/23	1676	Client Project Manager
1678	1.9.1.4.3	Del 13	Independent, Third-Party Security, and Privacy Controls Assessment Report	373.69h	58.25d	Tue 1/31/23	Mon 4/24/23		
1679	1.9.1.4.3.1	Del 13	Review Security and Privacy Assessment Report Requirements	0.72h	1d	Tue 1/31/23	Wed 2/1/23	1667FS-2d	Third-Party Security Assessor[10%]
1680	1.9.1.4.3.2	Del 13	Create Security and Privacy Assessment Report Results	14.4h	10d	Wed 2/1/23	Thu 2/16/23	1679	Third-Party Security Assessor[20%]
1681	1.9.1.4.3.3	Del 13	Conduct Internal Work Product Review of Security and Privacy Assessment Report	9h	1d	Thu 2/16/23	Fri 2/17/23	1680	Gainwell Project Manager[25%], Third-Party Security Assessor
1682	1.9.1.4.3.4	Del 13	Revise Security and Privacy Assessment Report based on Internal Review	3.6h	5d	Fri 2/17/23	Fri 2/24/23	1681	Third-Party Security Assessor[10%]
1683	1.9.1.4.3.5	Del 13	DELIVERABLE - Security and Privacy Assessment Report	0h	0d	Fri 2/24/23	Fri 2/24/23	1682	
1684	1.9.1.4.3.6	Del 13	Conduct Work Product Review with Client of Security and Privacy Assessment Report	3.61h	0.25d	Fri 2/24/23	Fri 2/24/23	1683	Third-Party Security Assessor, Client Business SME, Client Project Manager[50%]
1685	1.9.1.4.3.7	Del 13	Client Conducts Review of Security and Privacy Assessment Report	108h	10d	Fri 2/24/23	Fri 3/10/23	1684	Client Business SME, Client Project Manager[50%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1686	1.9.1.4.3.8	Del 13	Walkthrough Client Deliverable Review Comments	5.4h	0.25d	Fri 3/10/23	Fri 3/10/23	1685	Third-Party Security Assessor, Client Business SME, Client Project Manager[50%], Gainwell Project Manager[50%]
1687	1.9.1.4.3.9	Del 13	Revise Security and Privacy Assessment Report Based on Client Review	36h	5d	Fri 3/10/23	Fri 3/17/23	1686	Third-Party Security Assessor
1688	1.9.1.4.3.10	Del 13	Distribute Updated Security and Privacy Assessment Report to Client for 2nd Review	0.36h	0.25d	Fri 3/17/23	Mon 3/20/23	1687	Third-Party Security Assessor[20%]
1689	1.9.1.4.3.11	Del 13	Client Performs 2nd Review of Updated Security and Privacy Assessment Report	180h	20d	Mon 3/20/23	Mon 4/17/23	1688	Client Business SME, Client Project Manager[25%]
1690	1.9.1.4.3.12	Del 13	Walkthrough Client Deliverable Review Comments	3.6h	0.25d	Mon 4/17/23	Mon 4/17/23	1689	Client Business SME, Client Project Manager[50%], Gainwell Project Manager[50%]
1691	1.9.1.4.3.13	Del 13	Revise Updated Security and Privacy Assessment Report based on 2nd Review Feedback	7.2h	5d	Mon 4/17/23	Mon 4/24/23	1690	Third-Party Security Assessor[20%]
1692	1.9.1.4.3.14	Del 13	Distribute Security and Privacy Assessment Report to Client for Approval	1.8h	0.25d	Mon 4/24/23	Mon 4/24/23	1691	Third-Party Security Assessor
1693	1.9.1.4.3.15	Del 13	1693 1.9.1.4.3.15 Del 13 1693 MILESTONE - Client Approves Independent, Third-Party Security, and Privacy Controls Assessment Report	0h	0d	Mon 4/24/23	Mon 4/24/23	1692	Client Project Manager
1694	1.9.1.5	Del 18	MES Conditions of Enhanced Funding Template and Supporting Documentation	154.77h	45.56d	Fri 2/17/23	Fri 4/21/23		
1695	1.9.1.5.1	Del 18	Review MES Conditions of Enhanced Funding Template and Supporting Documentation Requirements	1.8h	1d	Fri 2/17/23	Mon 2/20/23	1908SS-50d	Account Operations Mgr[25%]
1696	1.9.1.5.2	Del 18	Supply MES Conditions of Enhanced Funding Template and Supporting Documentation to Client	18h	10d	Mon 2/20/23	Mon 3/6/23	1695	Account Operations Mgr[25%]
1697	1.9.1.5.3	Del 18	Conduct Internal Work Product Review of MES Conditions of Enhanced Funding Template and Supporting Documentation	1.8h	1d	Mon 3/6/23	Tue 3/7/23	1696	Account Operations Mgr[25%]
1698	1.9.1.5.4	Del 18	Revise MES Conditions of Enhanced Funding Template and Supporting Documentation based on Internal Review	7.2h	5d	Tue 3/7/23	Tue 3/14/23	1697	Account Operations Mgr[20%]
1699	1.9.1.5.5	Del 18	DELIVERABLE - MES Conditions of Enhanced Funding Template and Supporting Documentation	0h	0d	Tue 3/14/23	Tue 3/14/23	1698	
1700	1.9.1.5.6	Del 18	Distribute MES Conditions of Enhanced Funding Template and Supporting Documentation Results to Client for Review	0.25h	0.35d	Tue 3/14/23	Tue 3/14/23	1699	Account Operations Mgr[10%]
1701	1.9.1.5.7	Del 18	Client Conducts Review of MES Conditions of Enhanced Funding Template and Supporting Documentation Results	72h	10d	Tue 3/14/23	Tue 3/28/23	1700	Client Project Mgr
1702	1.9.1.5.8	Del 18	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Tue 3/28/23	Wed 3/29/23	1701	Account Operations Mgr[25%]
1703	1.9.1.5.9	Del 18	Revise MES Conditions of Enhanced Funding Template and Supporting Documentation Results based on Clients Review	7.2h	5d	Wed 3/29/23	Wed 4/5/23	1702	Account Operations Mgr[20%]
1704	1.9.1.5.10	Del 18	Distribute MES Conditions of Enhanced Funding Template and Supporting Documentation Results to Client for 2nd Review	0.25h	0.35d	Wed 4/5/23	Wed 4/5/23	1703	Account Operations Mgr[10%]
1705	1.9.1.5.11	Del 18	Client Performs 2nd Review of MES Conditions of Enhanced Funding Template and Supporting Documentation Results	36h	5d	Wed 4/5/23	Wed 4/12/23	1704	Client Project Mgr
1706	1.9.1.5.12	Del 18	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Wed 4/12/23	Wed 4/12/23	1705	Client Project Mgr, Account Operations Mgr[25%]
1707	1.9.1.5.13	Del 18	Revise MES Conditions of Enhanced Funding Template and Supporting Documentation Results based on 2nd Review Feedback	7.2h	5d	Wed 4/12/23	Wed 4/19/23	1706	Account Operations Mgr[20%]
1708	1.9.1.5.14	Del 18	Distribute MES Conditions of Enhanced Funding Template and Supporting Documentation Results to Client for Approval	0.18h	0.25d	Wed 4/19/23	Wed 4/19/23	1707	Account Operations Mgr[10%]
1709	1.9.1.5.15	Del 18	MILESTONE - Client Approves MES Conditions of Enhanced Funding Template and Supporting Documentation	0h	0d	Fri 4/21/23	Fri 4/21/23	1708FS+2d	Client Project Mgr
1710	1.9.1.6	Del 19	Metrics Data Report	169.93h	53.52d	Thu 2/2/23	Wed 4/19/23		
1711	1.9.1.6.1	Del 19	DED	16.96h	8.96d	Thu 2/2/23	Thu 2/16/23		
1712	1.9.1.6.1.1	Del 19	Review Metrics Data Report RFP Requirements	1.8h	0.5d	Thu 2/2/23	Fri 2/3/23	1908SS-60d	Account Operations Mgr[50%]
1713	1.9.1.6.1.2	Del 19	Create Metrics Data Report Deliverable Expectations Documents (DED)	0h	3d	Fri 2/3/23	Wed 2/8/23	1712	Account Operations Mgr[50%]
1714	1.9.1.6.1.3	Del 19	DXC Internal Review of Metrics Data Report DED	0h	0.5d	Wed 2/8/23	Wed 2/8/23	1713	Account Operations Mgr[50%]
1715	1.9.1.6.1.4	Del 19	Revise Metrics Data Report DED Based on DXC Internal Review	0h	0.5d	Wed 2/8/23	Thu 2/9/23	1714	Account Operations Mgr[25%]
1716	1.9.1.6.1.5	Del 19	DELIVERABLE - Metrics Data Report Format DED Complete	0h	0d	Thu 2/9/23	Thu 2/9/23	1715	
1717	1.9.1.6.1.6	Del 19	Conduct Work Product Review with Client of Metrics Data Report DED	1.99h	0.23d	Thu 2/9/23	Thu 2/9/23	1716	Client Project Mgr Assistant, Account Operations Mgr[20%]
1718	1.9.1.6.1.7	Del 19	Client Conducts Review of Metrics Data Report DED	10.8h	3d	Thu 2/9/23	Tue 2/14/23	1717	Client Project Mgr Assistant[50%]

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1719	1.9.1.6.1.8	Del 19	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Tue 2/14/23	Tue 2/14/23	1718	Gainwell Project Manager[50%], Client Project Mgr Assistant[50%]
1720	1.9.1.6.1.9	Del 19	Revise Metrics Data Report DED based on Client Review	0.72h	1d	Tue 2/14/23	Thu 2/16/23	1719	Account Operations Mgr[10%]
1721	1.9.1.6.1.10	Del 19	MILESTONE - Client Approves Metrics Data Report DED	0h	0d	Thu 2/16/23	Thu 2/16/23	1720	
1722	1.9.1.6.2	Del 19	Plan	152.97h	44.56d	Thu 2/16/23	Wed 4/19/23		
1723	1.9.1.6.2.1	Del 19	Create Metrics Data Report	18h	10d	Thu 2/16/23	Thu 3/2/23	1721	Account Operations Mgr[25%]
1724	1.9.1.6.2.2	Del 19	Conduct Internal Work Product Review of Metrics Data Report	1.8h	1d	Thu 3/2/23	Fri 3/3/23	1723	Account Operations Mgr[25%]
1725	1.9.1.6.2.3	Del 19	Revise Metrics Data Report based on Internal Review	7.2h	5d	Fri 3/3/23	Fri 3/10/23	1724	Account Operations Mgr[20%]
1726	1.9.1.6.2.4	Del 19	DELIVERABLE - Metrics Data Report Complete	0h	0d	Fri 3/10/23	Fri 3/10/23	1725	
1727	1.9.1.6.2.5	Del 19	Distribute Metrics Data Report Results to Client for Review	0.25h	0.35d	Fri 3/10/23	Fri 3/10/23	1726	Account Operations Mgr[10%]
1728	1.9.1.6.2.6	Del 19	Client Conducts Review of Metrics Data Report Results	72h	10d	Fri 3/10/23	Fri 3/24/23	1727	Client Project Mgr
1729	1.9.1.6.2.7	Del 19	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Fri 3/24/23	Mon 3/27/23	1728	Account Operations Mgr[25%]
1730	1.9.1.6.2.8	Del 19	Revise Metrics Data Report Results based on Clients Review	7.2h	5d	Mon 3/27/23	Mon 4/3/23	1729	Account Operations Mgr[20%]
1731	1.9.1.6.2.9	Del 19	Distribute Metrics Data Report Results to Client for 2nd Review	0.25h	0.35d	Mon 4/3/23	Mon 4/3/23	1730	Account Operations Mgr[10%]
1732	1.9.1.6.2.10	Del 19	Client Performs 2nd Review of Metrics Data Report Results	36h	5d	Mon 4/3/23	Mon 4/10/23	1731	Client Project Mgr
1733	1.9.1.6.2.11	Del 19	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Mon 4/10/23	Mon 4/10/23	1732	Client Project Mgr, Account Operations Mgr[25%]
1734	1.9.1.6.2.12	Del 19	Revise Metrics Data Report Results based on 2nd Review Feedback	7.2h	5d	Mon 4/10/23	Mon 4/17/23	1733	Account Operations Mgr[20%]
1735	1.9.1.6.2.13	Del 19	Distribute Metrics Data Report Results to Client for Approval	0.18h	0.25d	Mon 4/17/23	Mon 4/17/23	1734	Account Operations Mgr[10%]
1736	1.9.1.6.2.14	Del 19	MILESTONE - Client Approves Metrics Data Report Results	0h	0d	Wed 4/19/23	Wed 4/19/23	1735FS+2d	Client Project Mgr
1737	1.9.1.7	Del 29	Report Distribution Schedule	169.93h	53.52d	Thu 2/2/23	Wed 4/19/23		
1738	1.9.1.7.1	Del 29	DED	16.96h	8.96d	Thu 2/2/23	Thu 2/16/23		
1739	1.9.1.7.1.1	Del 29	Review Report Distribution Schedule RFP Requirements	1.8h	0.5d	Thu 2/2/23	Fri 2/3/23	1908SS-60d	Account Operations Mgr[50%]
1740	1.9.1.7.1.2	Del 29	Create Report Distribution Schedule Deliverable Expectations Documents (DED)	0h	3d	Fri 2/3/23	Wed 2/8/23	1739	Account Operations Mgr[50%]
1741	1.9.1.7.1.3	Del 29	DXC Internal Review of Report Distribution Schedule DED	0h	0.5d	Wed 2/8/23	Wed 2/8/23	1740	Account Operations Mgr[50%]
1742	1.9.1.7.1.4	Del 29	Revise Report Distribution Schedule DED Based on DXC Internal Review	0h	0.5d	Wed 2/8/23	Thu 2/9/23	1741	Account Operations Mgr[25%]
1743	1.9.1.7.1.5	Del 29	DELIVERABLE - Report Distribution Schedule Format DED Complete	0h	0d	Thu 2/9/23	Thu 2/9/23	1742	
1744	1.9.1.7.1.6	Del 29	Conduct Work Product Review with Client of Report Distribution Schedule DED	1.99h	0.23d	Thu 2/9/23	Thu 2/9/23	1743	Client Project Mgr Assistant, Account Operations Mgr[20%]
1745	1.9.1.7.1.7	Del 29	Client Conducts Review of Report Distribution Schedule DED	10.8h	3d	Thu 2/9/23	Tue 2/14/23	1744	Client Project Mgr Assistant[50%]
1746	1.9.1.7.1.8	Del 29	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Tue 2/14/23	Tue 2/14/23	1745	Gainwell Project Manager[50%], Client Project Mgr Assistant[50%]
1747	1.9.1.7.1.9	Del 29	Revise Report Distribution Schedule DED based on Client Review	0.72h	1d	Tue 2/14/23	Thu 2/16/23	1746	Account Operations Mgr[10%]
1748	1.9.1.7.1.10	Del 29	MILESTONE - Client Approves Report Distribution Schedule DED	0h	0d	Thu 2/16/23	Thu 2/16/23	1747	
1749	1.9.1.7.2	Del 29	Plan	152.97h	44.56d	Thu 2/16/23	Wed 4/19/23		
1750	1.9.1.7.2.1	Del 29	Create Report Distribution Schedule	18h	10d	Thu 2/16/23	Thu 3/2/23	1748	Account Operations Mgr[25%]
1751	1.9.1.7.2.2	Del 29	Conduct Internal Work Product Review of Report Distribution Schedule	1.8h	1d	Thu 3/2/23	Fri 3/3/23	1750	Account Operations Mgr[25%]
1752	1.9.1.7.2.3	Del 29	Revise Report Distribution Schedule based on Internal Review	7.2h	5d	Fri 3/3/23	Fri 3/10/23	1751	Account Operations Mgr[20%]
1753	1.9.1.7.2.4	Del 29	DELIVERABLE - Report Distribution Schedule Complete	0h	0d	Fri 3/10/23	Fri 3/10/23	1752	
1754	1.9.1.7.2.5	Del 29	Distribute Report Distribution Schedule Results to Client for Review	0.25h	0.35d	Fri 3/10/23	Fri 3/10/23	1753	Account Operations Mgr[10%]
1755	1.9.1.7.2.6	Del 29	Client Conducts Review of Report Distribution Schedule Results	72h	10d	Fri 3/10/23	Fri 3/24/23	1754	Client Project Mgr
1756	1.9.1.7.2.7	Del 29	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Fri 3/24/23	Mon 3/27/23	1755	Account Operations Mgr[25%]
1757	1.9.1.7.2.8	Del 29	Revise Report Distribution Schedule Results based on Clients Review	7.2h	5d	Mon 3/27/23	Mon 4/3/23	1756	Account Operations Mgr[20%]
1758	1.9.1.7.2.9	Del 29	Distribute Report Distribution Schedule Results to Client for 2nd Review	0.25h	0.35d	Mon 4/3/23	Mon 4/3/23	1757	Account Operations Mgr[10%]
1759	1.9.1.7.2.10	Del 29	Client Performs 2nd Review of Report Distribution Schedule Results	36h	5d	Mon 4/3/23	Mon 4/10/23	1758	Client Project Mgr
1760	1.9.1.7.2.11	Del 29	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Mon 4/10/23	Mon 4/10/23	1759	Client Project Mgr, Account Operations Mgr[25%]
1761	1.9.1.7.2.12	Del 29	Revise Report Distribution Schedule Results based on 2nd Review Feedback	7.2h	5d	Mon 4/10/23	Mon 4/17/23	1760	Account Operations Mgr[20%]
1762	1.9.1.7.2.13	Del 29	Distribute Report Distribution Schedule Results to Client for Approval	0.18h	0.25d	Mon 4/17/23	Mon 4/17/23	1761	Account Operations Mgr[10%]
1763	1.9.1.7.2.14	Del 29	MILESTONE - Client Approves Report Distribution Schedule Results	0h	0d	Wed 4/19/23	Wed 4/19/23	1762FS+2d	Client Project Mgr

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1764	1.9.1.8	Del 36	System Acceptance Letter	154.77h	45.56d	Fri 2/17/23	Fri 4/21/23		
1765	1.9.1.8.1	Del 36	Review System Acceptance Letter Requirements	1.8h	1d	Fri 2/17/23	Mon 2/20/23	1908SS-50d	Account Operations Mgr[25%]
1766	1.9.1.8.2	Del 36	Supply Information for System Acceptance Letter to Client	18h	10d	Mon 2/20/23	Mon 3/6/23	1765	Account Operations Mgr[25%]
1767	1.9.1.8.3	Del 36	Conduct Internal Work Product Review of System Acceptance Letter	1.8h	1d	Mon 3/6/23	Tue 3/7/23	1766	Account Operations Mgr[25%]
1768	1.9.1.8.4	Del 36	Revise System Acceptance Letter based on Internal Review	7.2h	5d	Tue 3/7/23	Tue 3/14/23	1767	Account Operations Mgr[20%]
1769	1.9.1.8.5	Del 36	DELIVERABLE - System Acceptance Letter	0h	0d	Tue 3/14/23	Tue 3/14/23	1768	
1770	1.9.1.8.6	Del 36	Distribute System Acceptance Letter Results to Client for Review	0.25h	0.35d	Tue 3/14/23	Tue 3/14/23	1769	Account Operations Mgr[10%]
1771	1.9.1.8.7	Del 36	Client Conducts Review of System Acceptance Letter Results	72h	10d	Tue 3/14/23	Tue 3/28/23	1770	Client Project Mgr
1772	1.9.1.8.8	Del 36	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Tue 3/28/23	Wed 3/29/23	1771	Account Operations Mgr[25%]
1773	1.9.1.8.9	Del 36	Revise System Acceptance Letter Results based on Clients Review	7.2h	5d	Wed 3/29/23	Wed 4/5/23	1772	Account Operations Mgr[20%]
1774	1.9.1.8.10	Del 36	Distribute System Acceptance Letter Results to Client for 2nd Review	0.25h	0.35d	Wed 4/5/23	Wed 4/5/23	1773	Account Operations Mgr[10%]
1775	1.9.1.8.11	Del 36	Client Performs 2nd Review of System Acceptance Letter Results	36h	5d	Wed 4/5/23	Wed 4/12/23	1774	Client Project Mgr
1776	1.9.1.8.12	Del 36	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Wed 4/12/23	Wed 4/12/23	1775	Client Project Mgr,Account Operations Mgr[25%]
1777	1.9.1.8.13	Del 36	Revise System Acceptance Letter Results based on 2nd Review Feedback	7.2h	5d	Wed 4/12/23	Wed 4/19/23	1776	Account Operations Mgr[20%]
1778	1.9.1.8.14	Del 36	Distribute System Acceptance Letter Results to Client for Approval	0.18h	0.25d	Wed 4/19/23	Wed 4/19/23	1777	Account Operations Mgr[10%]
1779	1.9.1.8.15	Del 36	MILESTONE - Client Approves System Acceptance Letter	0h	0d	Fri 4/21/23	Fri 4/21/23	1778FS+2d	Client Project Mgr
1780	1.9.1.9	Del 42	System Operations Plan	169.93h	53.52d	Thu 2/2/23	Wed 4/19/23		
1781	1.9.1.9.1	Del 42	DED	16.96h	8.96d	Thu 2/2/23	Thu 2/16/23		
1782	1.9.1.9.1.1	Del 42	Review System Operations Plan RFP Requirements	1.8h	0.5d	Thu 2/2/23	Fri 2/3/23	1908SS-60d	Account Operations Mgr[50%]
1783	1.9.1.9.1.2	Del 42	Create System Operations Plan Deliverable Expectations Documents (DED)	0h	3d	Fri 2/3/23	Wed 2/8/23	1782	Account Operations Mgr[50%]
1784	1.9.1.9.1.3	Del 42	DXC Internal Review of System Operations Plan DED	0h	0.5d	Wed 2/8/23	Wed 2/8/23	1783	Account Operations Mgr[50%]
1785	1.9.1.9.1.4	Del 42	Revise System Operations Plan DED Based on DXC Internal Review	0h	0.5d	Wed 2/8/23	Thu 2/9/23	1784	Account Operations Mgr[25%]
1786	1.9.1.9.1.5	Del 42	DELIVERABLE - System Operations Plan Format DED Complete	0h	0d	Thu 2/9/23	Thu 2/9/23	1785	
1787	1.9.1.9.1.6	Del 42	Conduct Work Product Review with Client of System Operations Plan DED	1.99h	0.23d	Thu 2/9/23	Thu 2/9/23	1786	Client Project Mgr Assistant,Account Operations Mgr[20%]
1788	1.9.1.9.1.7	Del 42	Client Conducts Review of System Operations Plan DED	10.8h	3d	Thu 2/9/23	Tue 2/14/23	1787	Client Project Mgr Assistant[50%]
1789	1.9.1.9.1.8	Del 42	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Tue 2/14/23	Tue 2/14/23	1788	Gainwell Project Manager[50%],Client Project Mgr Assistant[50%]
1790	1.9.1.9.1.9	Del 42	Revise System Operations Plan DED based on Client Review	0.72h	1d	Tue 2/14/23	Thu 2/16/23	1789	Account Operations Mgr[10%]
1791	1.9.1.9.1.10	Del 42	MILESTONE - Client Approves System Operations Plan DED	0h	0d	Thu 2/16/23	Thu 2/16/23	1790	
1792	1.9.1.9.2	Del 42	Plan	152.97h	44.56d	Thu 2/16/23	Wed 4/19/23		
1793	1.9.1.9.2.1	Del 42	Create System Operations Plan	18h	10d	Thu 2/16/23	Thu 3/2/23	1791	Account Operations Mgr[25%]
1794	1.9.1.9.2.2	Del 42	Conduct Internal Work Product Review of System Operations Plan	1.8h	1d	Thu 3/2/23	Fri 3/3/23	1793	Account Operations Mgr[25%]
1795	1.9.1.9.2.3	Del 42	Revise System Operations Plan based on Internal Review	7.2h	5d	Fri 3/3/23	Fri 3/10/23	1794	Account Operations Mgr[20%]
1796	1.9.1.9.2.4	Del 42	DELIVERABLE - System Operations Plan Complete	0h	0d	Fri 3/10/23	Fri 3/10/23	1795	
1797	1.9.1.9.2.5	Del 42	Distribute System Operations Plan Results to Client for Review	0.25h	0.35d	Fri 3/10/23	Fri 3/10/23	1796	Account Operations Mgr[10%]
1798	1.9.1.9.2.6	Del 42	Client Conducts Review of System Operations Plan Results	72h	10d	Fri 3/10/23	Fri 3/24/23	1797	Client Project Mgr
1799	1.9.1.9.2.7	Del 42	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Fri 3/24/23	Mon 3/27/23	1798	Account Operations Mgr[25%]
1800	1.9.1.9.2.8	Del 42	Revise System Operations Plan Results based on Clients Review	7.2h	5d	Mon 3/27/23	Mon 4/3/23	1799	Account Operations Mgr[20%]
1801	1.9.1.9.2.9	Del 42	Distribute System Operations Plan Results to Client for 2nd Review	0.25h	0.35d	Mon 4/3/23	Mon 4/3/23	1800	Account Operations Mgr[10%]
1802	1.9.1.9.2.10	Del 42	Client Performs 2nd Review of System Operations Plan Results	36h	5d	Mon 4/3/23	Mon 4/10/23	1801	Client Project Mgr
1803	1.9.1.9.2.11	Del 42	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Mon 4/10/23	Mon 4/10/23	1802	Client Project Mgr,Account Operations Mgr[25%]
1804	1.9.1.9.2.12	Del 42	Revise System Operations Plan Results based on 2nd Review Feedback	7.2h	5d	Mon 4/10/23	Mon 4/17/23	1803	Account Operations Mgr[20%]
1805	1.9.1.9.2.13	Del 42	Distribute System Operations Plan Results to Client for Approval	0.18h	0.25d	Mon 4/17/23	Mon 4/17/23	1804	Account Operations Mgr[10%]
1806	1.9.1.9.2.14	Del 42	MILESTONE - Client Approves System Operations Plan Results	0h	0d	Wed 4/19/23	Wed 4/19/23	1805FS+2d	Client Project Mgr
1807	1.9.1.10	Del 38	System, User, and Product Documentation	337.68h	55.23d	Thu 1/26/23	Fri 4/14/23		
1808	1.9.1.10.1	Del 38	Review System, User, and Product Documentation Requirements	3.6h	1d	Thu 1/26/23	Fri 1/27/23	1908SS-65d	Account Developer2[50%]
1809	1.9.1.10.2	Del 38	Create System, User, and Product Documentation	72h	20d	Fri 1/27/23	Mon 2/27/23	1808	Account Developer2[50%]

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1810	1.9.1.10.3	Del 38	Conduct Internal Work Product Review of System, User, and Product Documentation	3.6h	1d	Mon 2/27/23	Tue 2/28/23	1809	Account Developer2[50%]
1811	1.9.1.10.4	Del 38	Revise System, User, and Product Documentation based on Internal Review	9h	5d	Tue 2/28/23	Tue 3/7/23	1810	Account Developer2[25%]
1812	1.9.1.10.5	Del 38	DELIVERABLE - System, User, and Product Documentation	0h	0d	Tue 3/7/23	Tue 3/7/23	1811	
1813	1.9.1.10.6	Del 38	Conduct Work Product Review with The Client of System, User, and Product Documentation Schedule	4.5h	0.25d	Tue 3/7/23	Tue 3/7/23	1812	Client Business SME,Client Project Mgr,Account Developer2[50%]
1814	1.9.1.10.7	Del 38	The Client Conducts Review of System, User, and Product Documentation Schedule Deliverables	144h	10d	Tue 3/7/23	Tue 3/21/23	1813	Client Business SME,Client Project Mgr
1815	1.9.1.10.8	Del 38	Walkthrough The Client Deliverable Review Comments	0.9h	0.25d	Tue 3/21/23	Tue 3/21/23	1814	Account Developer2[50%]
1816	1.9.1.10.9	Del 38	Revise System, User, and Product Documentation Schedule based on Clients Review	3.6h	5d	Tue 3/21/23	Tue 3/28/23	1815	Account Developer2[10%]
1817	1.9.1.10.10	Del 38	Distribute System, User, and Product Documentation Schedule to The Client for 2nd Review	1.8h	0.25d	Tue 3/28/23	Wed 3/29/23	1816	Account Developer2
1818	1.9.1.10.11	Del 38	The Client Performs 2nd Review of System, User, and Product Documentation Schedule	72h	5d	Wed 3/29/23	Wed 4/5/23	1817	Client Project Mgr,Client Business SME
1819	1.9.1.10.12	Del 38	Walkthrough The Client Deliverable Review Comments	4.5h	0.25d	Wed 4/5/23	Wed 4/5/23	1818	Client Project Mgr,Client Business SME,Account Developer2[50%]
1820	1.9.1.10.13	Del 38	Revise System, User, and Product Documentation Schedule based on 2nd Review Feedback	18h	5d	Wed 4/5/23	Wed 4/12/23	1819	Account Developer2[50%]
1821	1.9.1.10.14	Del 38	Distribute System, User, and Product Documentation Schedule to The Client for Approval	0.18h	0.25d	Wed 4/12/23	Wed 4/12/23	1820	Account Developer2[10%]
1822	1.9.1.10.15	Del 38	MILESTONE - The Client Approves System, User, and Product Documentation	0h	0d	Fri 4/14/23	Fri 4/14/23	1821FS+1.98d	Client Project Mgr
1823	1.9.1.11	Del 34	Service Level Agreements (SLA) Report - UPDATE	161.97h	49.78d	Thu 2/9/23	Fri 4/21/23		
1824	1.9.1.11.1	Del 34	Review and Revise Service Level Agreements (SLA) Report	27h	15d	Thu 2/9/23	Fri 3/3/23	1908SS-55d	Account Business Lead - SME[25%]
1825	1.9.1.11.2	Del 34	Conduct Internal Work Product Review of Service Level Agreements (SLA) Report	1.8h	1d	Fri 3/3/23	Mon 3/6/23	1824	Account Business Lead - SME[25%]
1826	1.9.1.11.3	Del 34	Revise Service Level Agreements (SLA) Report based on Internal Review	7.2h	5d	Mon 3/6/23	Mon 3/13/23	1825	Account Business Lead - SME[20%]
1827	1.9.1.11.4	Del 34	DELIVERABLE - Service Level Agreements (SLA) Report - UPDATE	0h	0d	Mon 3/13/23	Mon 3/13/23	1826	
1828	1.9.1.11.5	Del 34	Distribute Service Level Agreements (SLA) Report Results to Client for Review	0.25h	0.35d	Mon 3/13/23	Mon 3/13/23	1827	Gainwell Project Manager[10%]
1829	1.9.1.11.6	Del 34	Client Conducts Review of Service Level Agreements (SLA) Report Results	72h	10d	Mon 3/13/23	Mon 3/27/23	1828	Client Project Mgr
1830	1.9.1.11.7	Del 34	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Mon 3/27/23	Tue 3/28/23	1829	Gainwell Project Manager[25%]
1831	1.9.1.11.8	Del 34	Revise Service Level Agreements (SLA) Report Results based on Clients Review	7.2h	5d	Tue 3/28/23	Tue 4/4/23	1830	Gainwell Project Manager[20%]
1832	1.9.1.11.9	Del 34	Distribute Service Level Agreements (SLA) Report Results to Client for 2nd Review	0.25h	0.35d	Tue 4/4/23	Tue 4/4/23	1831	Gainwell Project Manager[10%]
1833	1.9.1.11.10	Del 34	Client Performs 2nd Review of Service Level Agreements (SLA) Report Results	36h	5d	Tue 4/4/23	Tue 4/11/23	1832	Client Project Mgr
1834	1.9.1.11.11	Del 34	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Tue 4/11/23	Tue 4/11/23	1833	Client Project Mgr,Gainwell Project Manager[25%]
1835	1.9.1.11.12	Del 34	Revise Service Level Agreements (SLA) Report Results based on 2nd Review Feedback	7.2h	5d	Tue 4/11/23	Tue 4/18/23	1834	Gainwell Project Manager[20%]
1836	1.9.1.11.13	Del 34	Distribute Service Level Agreements (SLA) Report Results to Client for Approval	0.18h	0.25d	Tue 4/18/23	Tue 4/18/23	1835	Gainwell Project Manager[10%]
1837	1.9.1.11.14	Del 34	MILESTONE - Client Approves Service Level Agreements (SLA) Report - UPDATE	0h	0d	Fri 4/21/23	Fri 4/21/23	1836FS+2.22d	Client Project Mgr
1838	1.9.1.12	Del 37	System Performance Report	183.44h	53.52d	Thu 2/2/23	Wed 4/19/23		
1839	1.9.1.12.1	Del 37	DED	30.46h	8.96d	Thu 2/2/23	Thu 2/16/23		
1840	1.9.1.12.1.1	Del 37	Review System Performance Report RFP Requirements	1.8h	0.5d	Thu 2/2/23	Fri 2/3/23	1908SS-60d	Account Business Lead - SME[50%]
1841	1.9.1.12.1.2	Del 37	Create System Performance Report Deliverable Expectations Documents (DED)	10.8h	3d	Fri 2/3/23	Wed 2/8/23	1840	Account Business Lead - SME[50%]
1842	1.9.1.12.1.3	Del 37	DXC Internal Review of System Performance Report DED	1.8h	0.5d	Wed 2/8/23	Wed 2/8/23	1841	Account Business Lead - SME[50%]
1843	1.9.1.12.1.4	Del 37	Revise System Performance Report DED Based on DXC Internal Review	0.9h	0.5d	Wed 2/8/23	Thu 2/9/23	1842	Account Business Lead - SME[25%]
1844	1.9.1.12.1.5	Del 37	DELIVERABLE - System Performance Report Format DED Complete	0h	0d	Thu 2/9/23	Thu 2/9/23	1843	
1845	1.9.1.12.1.6	Del 37	Conduct Work Product Review with Client of System Performance Report DED	1.99h	0.23d	Thu 2/9/23	Thu 2/9/23	1844	Client Project Mgr Assistant,Account Business Lead - SME[20%]
1846	1.9.1.12.1.7	Del 37	Client Conducts Review of System Performance Report DED	10.8h	3d	Thu 2/9/23	Tue 2/14/23	1845	Client Project Mgr Assistant[50%]
1847	1.9.1.12.1.8	Del 37	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Tue 2/14/23	Tue 2/14/23	1846	Gainwell Project Manager[50%],Client Project Mgr Assistant[50%]
1848	1.9.1.12.1.9	Del 37	Revise System Performance Report DED based on Client Review	0.72h	1d	Tue 2/14/23	Thu 2/16/23	1847	Account Business Lead - SME[10%]

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1849	1.9.1.12.1.10	Del 37	MILESTONE - Client Approves System Performance Report DED	0h	0d	Thu 2/16/23	Thu 2/16/23	1848	
1850	1.9.1.12.2	Del 37	Plan	152.98h	44.56d	Thu 2/16/23	Wed 4/19/23		
1851	1.9.1.12.2.1	Del 37	Create System Performance Report	18h	10d	Thu 2/16/23	Thu 3/2/23	1849	Account Business Lead - SME[25%]
1852	1.9.1.12.2.2	Del 37	Conduct Internal Work Product Review of System Performance Report	1.8h	1d	Thu 3/2/23	Fri 3/3/23	1851	Account Business Lead - SME[25%]
1853	1.9.1.12.2.3	Del 37	Revise System Performance Report based on Internal Review	7.2h	5d	Fri 3/3/23	Fri 3/10/23	1852	Account Business Lead - SME[20%]
1854	1.9.1.12.2.4	Del 37	DELIVERABLE - System Performance Report Complete	0h	0d	Fri 3/10/23	Fri 3/10/23	1853	
1855	1.9.1.12.2.5	Del 37	Distribute System Performance Report Results to Client for Review	0.26h	0.35d	Fri 3/10/23	Fri 3/10/23	1854	Account Business Lead - SME[10%]
1856	1.9.1.12.2.6	Del 37	Client Conducts Review of System Performance Report Results	72h	10d	Fri 3/10/23	Fri 3/24/23	1855	Client Project Mgr
1857	1.9.1.12.2.7	Del 37	Walkthrough Client Deliverable Review Comments	0.64h	0.35d	Fri 3/24/23	Mon 3/27/23	1856	Account Business Lead - SME[25%]
1858	1.9.1.12.2.8	Del 37	Revise System Performance Report Results based on Clients Review	7.2h	5d	Mon 3/27/23	Mon 4/3/23	1857	Account Business Lead - SME[20%]
1859	1.9.1.12.2.9	Del 37	Distribute System Performance Report Results to Client for 2nd Review	0.26h	0.35d	Mon 4/3/23	Mon 4/3/23	1858	Account Business Lead - SME[10%]
1860	1.9.1.12.2.10	Del 37	Client Performs 2nd Review of System Performance Report Results	36h	5d	Mon 4/3/23	Mon 4/10/23	1859	Client Project Mgr
1861	1.9.1.12.2.11	Del 37	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Mon 4/10/23	Mon 4/10/23	1860	Client Project Mgr, Account Business Lead - SME[25%]
1862	1.9.1.12.2.12	Del 37	Revise System Performance Report Results based on 2nd Review Feedback	7.2h	5d	Mon 4/10/23	Mon 4/17/23	1861	Account Business Lead - SME[20%]
1863	1.9.1.12.2.13	Del 37	Distribute System Performance Report Results to Client for Approval	0.18h	0.25d	Mon 4/17/23	Mon 4/17/23	1862	Account Business Lead - SME[10%]
1864	1.9.1.12.2.14	Del 37	MILESTONE - Client Approves System Performance Report Results	0h	0d	Wed 4/19/23	Wed 4/19/23	1863FS+2d	Client Project Mgr
1865	1.9.1.13	Del 48	Turnover and Closeout Management Plan	169.93h	53.52d	Thu 3/3/22	Tue 5/17/22		
1866	1.9.1.13.1	Del 48	DED	16.96h	8.96d	Thu 3/3/22	Wed 3/16/22		
1867	1.9.1.13.1.1	Del 48	Review Turnover and Closeout Management Plan RFP Requirements	1.8h	0.5d	Thu 3/3/22	Fri 3/4/22	340FS+21d	Account Operations Mgr[50%]
1868	1.9.1.13.1.2	Del 48	Create Turnover and Closeout Management Plan Deliverable Expectations Documents (DED)	0h	3d	Fri 3/4/22	Wed 3/9/22	1867	Account Operations Mgr[50%]
1869	1.9.1.13.1.3	Del 48	DXC Internal Review of Turnover and Closeout Management Plan DED	0h	0.5d	Wed 3/9/22	Wed 3/9/22	1868	Account Operations Mgr[50%]
1870	1.9.1.13.1.4	Del 48	Revise Turnover and Closeout Management Plan DED Based on DXC Internal Review	0h	0.5d	Wed 3/9/22	Thu 3/10/22	1869	Account Operations Mgr[25%]
1871	1.9.1.13.1.5	Del 48	DELIVERABLE - Turnover and Closeout Management Plan Format DED Complete	0h	0d	Thu 3/10/22	Thu 3/10/22	1870	
1872	1.9.1.13.1.6	Del 48	Conduct Work Product Review with Client of Turnover and Closeout Management Plan DED	1.99h	0.23d	Thu 3/10/22	Thu 3/10/22	1871	Client Project Mgr Assistant, Account Operations Mgr[20%]
1873	1.9.1.13.1.7	Del 48	Client Conducts Review of Turnover and Closeout Management Plan DED	10.8h	3d	Thu 3/10/22	Tue 3/15/22	1872	Client Project Mgr Assistant[50%]
1874	1.9.1.13.1.8	Del 48	Walkthrough Client Deliverable Review Comments	1.66h	0.23d	Tue 3/15/22	Tue 3/15/22	1873	Gainwell Project Manager[50%], Client Project Mgr Assistant[50%]
1875	1.9.1.13.1.9	Del 48	Revise Turnover and Closeout Management Plan DED based on Client Review	0.72h	1d	Tue 3/15/22	Wed 3/16/22	1874	Account Operations Mgr[10%]
1876	1.9.1.13.1.10	Del 48	MILESTONE - Client Approves Turnover and Closeout Management Plan DED	0h	0d	Wed 3/16/22	Wed 3/16/22	1875	
1877	1.9.1.13.2	Del 48	Plan	152.97h	44.56d	Wed 3/16/22	Tue 5/17/22		
1878	1.9.1.13.2.1	Del 48	Create Turnover and Closeout Management Plan	18h	10d	Wed 3/16/22	Wed 3/30/22	1876	Account Operations Mgr[25%]
1879	1.9.1.13.2.2	Del 48	Conduct Internal Work Product Review of Turnover and Closeout Management Plan	1.8h	1d	Wed 3/30/22	Thu 3/31/22	1878	Account Operations Mgr[25%]
1880	1.9.1.13.2.3	Del 48	Revise Turnover and Closeout Management Plan based on Internal Review	7.2h	5d	Thu 3/31/22	Thu 4/7/22	1879	Account Operations Mgr[20%]
1881	1.9.1.13.2.4	Del 48	DELIVERABLE - Turnover and Closeout Management Plan Complete	0h	0d	Thu 4/7/22	Thu 4/7/22	1880	
1882	1.9.1.13.2.5	Del 48	Distribute Turnover and Closeout Management Plan Results to Client for Review	0.25h	0.35d	Thu 4/7/22	Thu 4/7/22	1881	Account Operations Mgr[10%]
1883	1.9.1.13.2.6	Del 48	Client Conducts Review of Turnover and Closeout Management Plan Results	72h	10d	Thu 4/7/22	Thu 4/21/22	1882	Client Project Mgr
1884	1.9.1.13.2.7	Del 48	Walkthrough Client Deliverable Review Comments	0.63h	0.35d	Thu 4/21/22	Fri 4/22/22	1883	Account Operations Mgr[25%]
1885	1.9.1.13.2.8	Del 48	Revise Turnover and Closeout Management Plan Results based on Clients Review	7.2h	5d	Fri 4/22/22	Fri 4/29/22	1884	Account Operations Mgr[20%]
1886	1.9.1.13.2.9	Del 48	Distribute Turnover and Closeout Management Plan Results to Client for 2nd Review	0.25h	0.35d	Fri 4/29/22	Fri 4/29/22	1885	Account Operations Mgr[10%]
1887	1.9.1.13.2.10	Del 48	Client Performs 2nd Review of Turnover and Closeout Management Plan Results	36h	5d	Fri 4/29/22	Fri 5/6/22	1886	Client Project Mgr
1888	1.9.1.13.2.11	Del 48	Walkthrough Client Deliverable Review Comments	2.25h	0.25d	Fri 5/6/22	Fri 5/6/22	1887	Client Project Mgr, Account Operations Mgr[25%]
1889	1.9.1.13.2.12	Del 48	Revise Turnover and Closeout Management Plan Results based on 2nd Review Feedback	7.2h	5d	Fri 5/6/22	Fri 5/13/22	1888	Account Operations Mgr[20%]

Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1890	1.9.1.13.2.13	Del 48	Distribute Turnover and Closeout Management Plan Results to Client for Approval	0.18h	0.25d	Fri 5/13/22	Fri 5/13/22	1889	Account Operations Mgr[10%]
1891	1.9.1.13.2.14	Del 48	MILESTONE - Client Approves Turnover and Closeout Management Plan Results	0h	0d	Tue 5/17/22	Tue 5/17/22	1890FS+2d	Client Project Mgr
1892	1.9.2		Implementation - Execution	216h	11d	Thu 4/13/23	Fri 4/28/23		
1893	1.9.2.1		Implementation Prep	72h	3.33d	Thu 4/20/23	Tue 4/25/23		
1894	1.9.2.1.1		Promote Code and Maps to PROD	24h	3.33d	Thu 4/20/23	Tue 4/25/23	1582SS-2d	Gainwell Solution Architect
1895	1.9.2.1.2		Validate PROD Environment	48h	2d	Thu 4/20/23	Mon 4/24/23	1582SS-2d	Account Business Lead - SME
1896	1.9.2.2		Implementation Execute	144h	11d	Thu 4/13/23	Fri 4/28/23		
1897	1.9.2.2.1		Execute Transition Plan	144h	10d	Thu 4/13/23	Thu 4/27/23	1581FS-8d	Account Business Lead - SME, Account Developer
1898	1.9.2.2.2		Validate Data Conversion is Complete	0h	5d	Fri 4/21/23	Fri 4/28/23	1908SS-5d	
1899	1.9.3		Client Sign-off	0h	0d	Thu 4/27/23	Thu 4/27/23		
1900	1.9.3.1		CHECKPOINT - Notice to Client informing of Readiness to Start Operations	0h	0d	Thu 4/27/23	Thu 4/27/23	1897,1894,1895	Gainwell Project Manager[21%]
1901	1.9.4		Implementation Review - Client Approval	25.4h	3d	Tue 4/25/23	Fri 4/28/23		
1902	1.9.4.1		Prepare for Implementation Review Meeting	2h	1d	Tue 4/25/23	Wed 4/26/23	1897SS+8d	Account Quality Mgr[10%], Account Executive[25%], Client Project Manager[13%]
1903	1.9.4.2		Conduct Implementation Review Meeting	5.04h	1d	Wed 4/26/23	Thu 4/27/23	1902	Gainwell Project Manager[20%], Account Quality Mgr[10%], Account Executive[20%], Client Project Manager[20%]
1904	1.9.4.3		Document Findings of Implementation Review Meeting	5.04h	1d	Thu 4/27/23	Fri 4/28/23	1903	Gainwell Project Manager[20%], Account Quality Mgr[10%], Account Executive[20%], Client Project Manager[20%]
1905	1.9.4.4		Client Reviews and Approves Implementation is Complete	7.2h	1d	Thu 4/27/23	Fri 4/28/23	1903	Client Project Manager
1906	1.9.4.5		Obtain Client Formal Notice to Proceed	6.12h	1d	Thu 4/27/23	Fri 4/28/23	1903	Gainwell Project Manager[38%], Account Quality Mgr[10%], Account Executive[38%]
1907	1.9.4.6		MILESTONE - Completion and Client Approval of System Implementation	0h	0d	Fri 4/28/23	Fri 4/28/23	1906,1900,1904	
1908	1.9.5		MILESTONE - PR Implementation GO LIVE	0h	0d	Fri 4/28/23	Fri 4/28/23	1907	
1909	1.9.6		KEY MILESTONE - Start of PR Operations	0h	0d	Fri 4/28/23	Fri 4/28/23	1908	
1910	1.10		Post Implementation Activities	16.2h	9d	Fri 5/12/23	Thu 5/25/23		
1911	1.10.1		Implementation Issues, Success and Lessons Learned	16.2h	9d	Fri 5/12/23	Thu 5/25/23		
1912	1.10.1.1		Document Implementation Issues, Success and Lessons Learned	9h	5d	Fri 5/12/23	Fri 5/19/23	1909FS+10d	Account Operations Mgr[25%]
1913	1.10.1.2		Review & Revise Impl Issues, Success and Lessons Learned Document	3.6h	2d	Fri 5/19/23	Tue 5/23/23	1912	Account Operations Mgr[25%]
1914	1.10.1.3		CHECKPOINT - Implementation Issues, Success and Lessons Learned	0h	0d	Tue 5/23/23	Tue 5/23/23	1913	
1915	1.10.1.4		Conduct Work Product Review with The Client of Updated Impl Issues, Success and Lessons Learned	1.8h	1d	Tue 5/23/23	Wed 5/24/23	1914	Account Operations Mgr[25%]
1916	1.10.1.5		Revise Impl Issues, Success and Lessons Learned Based on The Client Review	1.8h	1d	Wed 5/24/23	Thu 5/25/23	1915	Account Operations Mgr[25%]
1917	1.10.1.6		CHECKPOINT - Final Impl Issues, Success and Lessons Learned Complete	0h	0d	Thu 5/25/23	Thu 5/25/23	1916	
1918	1.11		Warranty Period	2,275.2h	252d	Mon 5/1/23	Thu 4/18/24		
1919	1.11.1		Warranty Period (Post-implementation Support)	2,275.2h	252d	Mon 5/1/23	Thu 4/18/24		
1920	1.11.1.1		Monitor the Initial Operation	460.8h	64d	Mon 5/1/23	Fri 7/28/23	1909FS+1d	Account Prod Support
1921	1.11.1.2		Perform Warranty Period Activities	1,814.4h	12mons	Mon 5/1/23	Thu 4/18/24	1909FS+1d	Account Prod Support
1922	1.11.1.3		CHECKPOINT - Warranty Period Complete	0h	0d	Thu 4/18/24	Thu 4/18/24	1921,1920,1363	
1923	1.12		Certification Activities	4,921.2h	550.5d	Mon 1/17/24	Thu 3/7/24		
1924	1.12.1		MILESTONE - Start Certification Project - DDI Start	0h	0d	Mon 1/17/24	Mon 1/17/24		
1925	1.12.2		MILESTONE - DDI GO LIVE Date	0h	0d	Fri 4/28/23	Fri 4/28/23	1908	
1926	1.12.3	Del 2	Certification Request Letter	284.4h	39.25d	Fri 4/28/23	Thu 6/22/23		
1927	1.12.3.1	Del 2	Review Certification Request Letter Requirements	7.2h	1d	Fri 4/28/23	Mon 5/1/23	1909	Certification Lead

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ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1928	1.12.3.2	Del 2	Create Certification Request Letter	72h	10d	Mon 5/1/23	Mon 5/15/23	1927	Certification Lead
1929	1.12.3.3	Del 2	Review & Revise Certification Request Letter based on Internal Review	14.4h	2d	Mon 5/15/23	Wed 5/17/23	1928	Certification Lead
1930	1.12.3.4	Del 2	DELIVERABLE - Certification Request Letter	0h	0d	Wed 5/17/23	Wed 5/17/23	1929	
1931	1.12.3.5	Del 2	Conduct Work Product Review with The Client of Certification Request Letter	3.6h	0.25d	Wed 5/17/23	Wed 5/17/23	1930	Certification Lead, Client Project Manager
1932	1.12.3.6	Del 2	The Client Conducts Review of Certification Request Letter	72h	10d	Wed 5/17/23	Wed 5/31/23	1931	Client Project Manager
1933	1.12.3.7	Del 2	Walkthrough The Client Deliverable Review Comments	1.8h	0.25d	Wed 5/31/23	Wed 5/31/23	1932	Certification Lead
1934	1.12.3.8	Del 2	Revise Certification Request Letter based on The Client Review	36h	5d	Wed 5/31/23	Wed 6/7/23	1933	Certification Lead
1935	1.12.3.9	Del 2	Distribute Certification Request Letter to The Client for 2nd Review	1.8h	0.25d	Wed 6/7/23	Wed 6/7/23	1934	Certification Lead
1936	1.12.3.10	Del 2	The Client Performs 2nd Review of Certification Request Letter	36h	5d	Wed 6/7/23	Wed 6/14/23	1935	Client Project Manager
1937	1.12.3.11	Del 2	Walkthrough The Client Deliverable Review Comments	1.8h	0.25d	Wed 6/14/23	Thu 6/15/23	1936	Certification Lead
1938	1.12.3.12	Del 2	Revise Certification Request Letter based on 2nd Review Feedback	36h	5d	Thu 6/15/23	Wed 6/21/23	1937	Certification Lead
1939	1.12.3.13	Del 2	Distribute Certification Request Letter to The Client for Approval	1.8h	0.25d	Wed 6/21/23	Thu 6/22/23	1938	Certification Lead
1940	1.12.3.14	Del 2	MILESTONE - The Client Approves Certification Request Letter	0h	0d	Thu 6/22/23	Thu 6/22/23	1939	Client Project Manager
1941	1.12.4		Certification Startup	1,382.4h	35d	Mon 1/17/22	Tue 3/8/22		
1942	1.12.4.1		Determine which certification checklists and criteria are applicable (agree on "not applicable" wording)	432h	30d	Mon 1/17/22	Tue 3/1/22	1924	Certification Lead, Client
1943	1.12.4.2		Assign owners to each criteria & determine due dates (based on sprints)	648h	30d	Mon 1/24/22	Tue 3/8/22	1942SS+5d	Certification Lead, Gainwell Project Manager, Account Technical Architect
1944	1.12.4.3		Create template for evidence files	72h	10d	Mon 1/17/22	Mon 1/31/22	1924	Certification Lead
1945	1.12.4.4		Complete Repository	230.4h	12d	Mon 1/31/22	Thu 2/17/22		
1946	1.12.4.4.1		Setup DXC Certification Repository (Office 365 / not behind VPN)	216h	10d	Mon 1/31/22	Mon 2/14/22	1944	Certification Lead, Account Technical Architect, SharePoint Admin
1947	1.12.4.4.2		Provide access to DXC Certification Repository	14.4h	2d	Mon 2/14/22	Thu 2/17/22	1946	Certification Lead
1948	1.12.5		R2 Activities	1,296h	129d	Mon 1/31/22	Tue 8/2/22		
1949	1.12.5.1	Del 24	Create and Review R2 Evidence Documents	907.2h	76d	Mon 1/31/22	Wed 5/18/22		
1950	1.12.5.1.1	Del 24	Populate R2 validation and artifacts in template	144h	20d	Mon 1/31/22	Tue 3/1/22	4, 1944	Gainwell Assigned Owners
1951	1.12.5.1.2	Del 24	Review R2 Evidence Documents	144h	20d	Mon 1/31/22	Tue 3/1/22	4, 1944	Certification Lead
1952	1.12.5.1.3	Del 24	DELIVERABLE - Production Screenshots, Reports, and Data for Certification	0h	0d	Tue 3/1/22	Tue 3/1/22	1951, 1950	
1953	1.12.5.1.4		Review / Update R2 Evidence Documentation	432h	30d	Tue 3/1/22	Tue 4/12/22	1951, 1950	Gainwell Assigned Owners, Client
1954	1.12.5.1.5		Approval of R2 Evidence Documents	36h	5d	Tue 4/12/22	Tue 4/19/22	1953	Client
1955	1.12.5.1.6		Create R2 Checklists	36h	5d	Tue 4/19/22	Tue 4/26/22	1954	Certification Lead
1956	1.12.5.1.7		IV & V Review of R2 Checklists	108h	15d	Tue 4/26/22	Tue 5/17/22	1955	IV&V
1957	1.12.5.1.8		IV & V Sends R2 Checklists	7.2h	1d	Tue 5/17/22	Wed 5/18/22	1956	IV&V
1958	1.12.5.2		Complete R2 Milestone	259.2h	20d	Wed 5/18/22	Wed 6/15/22		
1959	1.12.5.2.1		Determine R2 Logistics	43.2h	3d	Wed 5/18/22	Mon 5/23/22	1957	Certification Lead, Client
1960	1.12.5.2.2		Create Presentations for R2	72h	5d	Mon 5/23/22	Mon 5/30/22	1959	Gainwell Assigned Owners, Client
1961	1.12.5.2.3		Practice R2 Presentation	72h	5d	Mon 5/30/22	Mon 6/6/22	1960	Gainwell Assigned Owners, Client
1962	1.12.5.2.4		Complete R2 Meeting(s)	72h	5d	Wed 6/8/22	Wed 6/15/22	1957FS+15d, 19	Gainwell Assigned Owners, Client
1963	1.12.5.3		MILESTONE - R2 Certification Meeting Complete	0h	0d	Wed 6/15/22	Wed 6/15/22	1962	
1964	1.12.5.4		Complete R2 Corrective Action	129.6h	13d	Thu 7/14/22	Tue 8/2/22		
1965	1.12.5.4.1		Get R2 feedback from CMS/Client	7.2h	1d	Thu 7/14/22	Fri 7/15/22	1963FS+20d	Client
1966	1.12.5.4.2		Identify DXC R2 Corrective Action tasks	72h	5d	Fri 7/15/22	Fri 7/22/22	1965	Certification Lead, Client
1967	1.12.5.4.3		Complete DXC Corrective Action tasks	36h	5d	Fri 7/22/22	Fri 7/29/22	1966	Gainwell Assigned Owners
1968	1.12.5.4.4		Approval for R2 Corrective Actions	14.4h	2d	Fri 7/29/22	Tue 8/2/22	1967	Client
1969	1.12.6		R3 Activities	1,627.2h	107d	Fri 5/5/23	Tue 10/3/23		
1970	1.12.6.1	Del 24	Create and Review R3 Evidence Documents	1,051.2h	91d	Fri 5/5/23	Mon 9/11/23		
1971	1.12.6.1.1	Del 24	Populate R3 validation and artifacts in template	216h	30d	Fri 5/5/23	Thu 6/15/23	1925SS+5d	Gainwell Assigned Owners
1972	1.12.6.1.2	Del 24	Review R3 Evidence Documents	216h	30d	Fri 5/12/23	Thu 6/22/23	1924SS+10d, 19	Certification Lead



Puerto Rico Phase III solution Project Work Plan & Schedule

ID	WBS	RFP XREF	Task Name	Work	Duration	Start	Finish	Predecessors	Resource Names
1973	1.12.6.1.3	Del 24	DELIVERABLE - Production Screenshots, Reports, and Data for Certification	0h	0d	Thu 6/22/23	Thu 6/22/23	1972,1971	
1974	1.12.6.1.4		Review / Update R3 Evidence Documentation	432h	30d	Thu 6/22/23	Fri 8/4/23	1972,1971	Gainwell Assigned Owners,Client
1975	1.12.6.1.5		Approval of R3 Evidence Documents	36h	5d	Fri 8/4/23	Fri 8/11/23	1974	Client
1976	1.12.6.1.6		Update Checklists for R3	36h	5d	Fri 8/11/23	Fri 8/18/23	1975	Certification Lead
1977	1.12.6.1.7		IV & V Review of R3 Checklists	108h	15d	Fri 8/18/23	Fri 9/8/23	1976	IV&V
1978	1.12.6.1.8		IV & V Sends R3 Checklists	7.2h	1d	Fri 9/8/23	Mon 9/11/23	1977	IV&V
1979	1.12.6.2		Complete R3 Milestone	576h	37d	Fri 8/11/23	Tue 10/3/23		
1980	1.12.6.2.1		Send Certification R3 request letter to CMS	7.2h	1d	Fri 9/8/23	Mon 9/11/23	1978SS	Client
1981	1.12.6.2.2		Determine R3 Logistics - Setup Meetings	43.2h	3d	Fri 8/18/23	Wed 8/23/23	1976	Certification Lead,Client
1982	1.12.6.2.3		Create Presentations for R3	14.4h	1d	Fri 8/11/23	Mon 8/14/23	1976SS	Gainwell Assigned Owners,Client
1983	1.12.6.2.4		Practice R3 Presentation	216h	15d	Mon 8/14/23	Mon 9/4/23	1982	Gainwell Assigned Owners,Client
1984	1.12.6.2.5		Dry Run #1	57.6h	4d	Mon 9/4/23	Fri 9/8/23	1983,1981	Gainwell Assigned Owners,Client
1985	1.12.6.2.6		Updates and Practice	57.6h	4d	Fri 9/8/23	Thu 9/14/23	1984	Gainwell Assigned Owners,Client
1986	1.12.6.2.7		Dry Run #2	57.6h	4d	Thu 9/14/23	Wed 9/20/23	1985	Gainwell Assigned Owners,Client
1987	1.12.6.2.8		Updates and Practice	57.6h	4d	Wed 9/20/23	Tue 9/26/23	1986	Gainwell Assigned Owners,Client
1988	1.12.6.2.9		Send R3 Material	7.2h	1d	Tue 9/26/23	Wed 9/27/23	1987,1980	Certification Lead
1989	1.12.6.2.10		Complete R3 Certification Meeting(s)	57.6h	4d	Wed 9/27/23	Tue 10/3/23	1988	Gainwell Assigned Owners,Client
1990	1.12.6.3		MILESTONE - R3 Certification Meeting Complete	0h	0d	Tue 10/3/23	Tue 10/3/23	1989	
1991	1.12.7		Certification Completion	331.2h	111d	Tue 10/3/23	Thu 3/7/24		
1992	1.12.7.1		Certification Lessons Learned	36h	5d	Tue 10/3/23	Tue 10/10/23		
1993	1.12.7.1.1		Document Lessons Learned for Certification	36h	5d	Tue 10/3/23	Tue 10/10/23	1990,1943,1947	Certification Lead
1994	1.12.7.2		Action Items and Follow Up Questions	144h	10d	Tue 10/3/23	Wed 10/18/23		
1995	1.12.7.2.1		Complete all action items and follow up questions from CMS	144h	10d	Tue 10/3/23	Wed 10/18/23	1990	Certification Lead,Client
1996	1.12.7.3		Certification Report	151.2h	11d	Wed 2/21/24	Thu 3/7/24		
1997	1.12.7.3.1		Send Certification Report to the Client	7.2h	1d	Wed 2/21/24	Thu 2/22/24	1995FS+90d,19	CMS
1998	1.12.7.3.2		Complete any requests/findings	144h	10d	Thu 2/22/24	Thu 3/7/24	1997	Certification Lead,Client
1999	1.12.7.4		MILESTONE - Certification Acceptance and Completion	0h	0d	Thu 3/7/24	Thu 3/7/24	1998	