

**Puerto Rico Eligibility and
Enrollment Vendor Response
Template**



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Submission Cover Sheet

The Vendor must include this Submission Cover Sheet and the Cover Letter described in Section 2.0 below with its quotation. Section 1.0 identifies the individual authorized to legally bind the Vendor and must sign the Submission Cover Sheet and Cover Letter in ink and include it in the Quotation copy labeled "Original Quotation."

This section 1.0 with the legally binding signature, only applies to the "Original Quotation" and not to the remaining copies of the quotation being submitted. However, all other sections in this Template, from Section 2.0 to Section 6.0 must be provided both with the "Original Quotation" as well as with all other quotation copies.

Instructions: Provide the following information regarding the person responsible for the completion of the Vendor response and who is authorized to legally bind the Vendor. This person should also be the person PR Medicaid Program will contact for questions and/or clarifications.

Name:	_____	Phone:	_____
Address:	_____	Fax:	_____
	_____	E-mail:	_____
	_____		_____

Subject to acceptance by PR Medicaid Program, the Vendor acknowledges that by submitting a response AND signing in the space indicated below, the Vendor is submitting a formal offer to meet the requirements and intent of the RFQ. In addition, should a Contract result from this RFQ with said Vendor, the Vendor shall be contractually obligated to comply with all items in this RFQ. While the Vendor is directed to list clarifications on appropriate templates, all such clarifications shall be subject to the acceptance and/or further negotiation by PR Medicaid Program.

If no clarifications are noted, none will apply. The Vendor agrees that it will not later take an exception to any item agreed to by this signature. Failure to sign the Submission Cover Sheet or signing it with a false statement shall void the submitted response and any resulting Contract(s).

_____/_____
Original signature of individual authorized to legally bind the Company / **Date**

Name (typed or printed):

Title: _____

Company name: _____

Physical address: _____

State of Incorporation: _____

By signature hereon, the Vendor certifies that:



1. All statements and information prepared and submitted in the response to this RFQ are current, complete and accurate.
2. The proposed Solution meets all the requirements of this RFQ and the stated intentions of the Project.
3. The Vendor will comply with all Federal and Government of Puerto Rico laws, rules, and regulations that are in force currently or anytime during the term of a resulting Contract.
4. The company or companies represented here is/are authorized dealer(s) in good standing of the products / services included in this response.
5. The Vendor and its principals are eligible to participate in this transaction and the Vendor:
 - Has not been subjected to suspension, debarment, or similar ineligibility determined by any Federal, Government of Puerto Rico or local governmental entity, and
 - Is in compliance with the Government of Puerto Rico statutes and rules relating to procurement, and
 - Is not listed on the Federal government's terrorism watch list as described in Executive Order 13224. Entities ineligible for Federal procurement are listed at <http://www.epls.gov>.

Submission Cover Letter

The Vendor must provide the following information as part of the Submission Cover Letter:

- A statement regarding the Vendor's legal structure, federal tax identification number, and principal place of business
- Applicable W-9 forms (<http://www.irs.gov/pub/irs-pdf/fw9.pdf>)
- A list of the people who prepared the Vendor's Quotation, including their titles
- A list of all subcontractors, if any, that the Vendor will use on the Project, if DHS selects to contract with the Vendor
 - For each proposed subcontractor, the Vendor should attach a letter from the subcontractor, signed by an individual that is authorized to legally bind the subcontractor, with the following included in the letter:
 - The subcontractor's legal status, tax identification 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 do
 - A commitment statement by the subcontractor to do the work if the Vendor is selected
 - A statement that the subcontractor has read and understands the RFQ and will comply with the requirements of the RFQ
 - A statement that the subcontractor will maintain any permits, licenses and certifications required to perform its portion of the work

Instructions: Provide a Cover Letter that includes the information required above.

<Response>



Table of Contents

Instructions: Provide a Table of Contents for the Quotation. This must include all parts of the Quotation, including response forms and attachments, and must be identified by volume and page number. The structure of the Quotation must match the structure of the Response Templates for ease of Quotation evaluation. The Table of Contents should identify all sections, figures, charts, graphs, etc.

<Response>

1.0 Executive Summary

Instructions: Provide a brief (three [3] to five [5] page) summary of the key aspects of the Vendor's Technical Quotation. The Executive Summary should include an overview of the Vendor's qualifications, approach to deliver the services described in the RFQ, time frame to deliver the services, proposed team and advantage of this Quotation to PR Medicaid Program.

<Response>

1.1 Vendor Contact Information

Instructions: Complete the following information regarding the Vendor's headquarters and primary contact for any questions pertaining to the Vendor's responses to this RFQ. Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Quotation.

Table 1. Vendor Contact Information

COMPANY HEADQUARTERS INFORMATION:		
Company Name:		
Address:		
City, State & Zip Code:		
Company Type (Check One):	<input type="checkbox"/> Private <input type="checkbox"/> Public	
Company Size:	(Total Number of Employees)	
Annual Revenue:		
PRIMARY CONTACT INFORMATION:		
Name:		Title:
Address:		



City, State & Zip Code:		
Phone:		Fax:
E-mail:		
REGIONAL OR LOCAL OFFICE INFORMATION:		
Company Name:		
Region Name:		
Address:		
City, State & Zip Code:		
Primary Contact:		
Phone:		Fax:
E-mail:		

1.2 Subcontractor Contact Information (If applicable)

Instructions: Complete the following information regarding the subcontractor's contact information. If more than one subcontractor is proposed, add tables, as necessary. Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Quotation.

Table 2. Subcontractor Contact Information

COMPANY INFORMATION:	
Company Name:	
Address:	
City, State & Zip Code:	
Company Type (Check One):	<input type="checkbox"/> Private <input type="checkbox"/> Public
Company Size:	(Total Number of Employees)
Annual Revenue:	



PRIMARY CONTACT INFORMATION:		
Name:		Title:
Address:		
City, State & Zip Code:		
Phone:		Fax:
E-mail:		

1.3 Minimum Mandatory Qualifications

The Vendor must provide clear, compelling justification that it meets all of the Minimum Mandatory Qualifications. The Vendor is encouraged to provide ample references to information contained in the Quotation that supports its attestation. Vendors that fail to provide clear, sufficient evidence that they meet the Minimum Mandatory Qualifications may be subject to disqualification. PR Medicaid Program may ask for additional clarifications relating to the Minimum Mandatory Qualifications prior to determination of compliance.

Instructions: Complete the following information regarding the Vendor's ability to meet the Minimum Mandatory Qualifications. Select Yes/No for each item, and then provide the specific references to Quotation locations that support the Vendor's assertions that it meets the Minimum Mandatory Qualifications. Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Quotation.

Table 3. Minimum Mandatory Qualifications

#	QUALIFICATION ITEM	DOES THE VENDOR MEET QUALIFICATION ITEM?		REFERENCE TO QUOTATION RESPONSE SECTION
1	The Vendor (Prime only) must have experience with two (2) engagements similar in size, complexity and scope to this procurement in the last five (5) years. (Vendor responses to the Vendor References Template will be used to confirm this.)	YES <input type="checkbox"/>	NO <input type="checkbox"/>	
2	The Vendor's team (Prime only) must have proven experience implementing and maintaining State human services systems, with at least three (3) implementations in the past five (5) years. (Vendor responses to the Vendor References Template shall be used to confirm this.)	YES <input type="checkbox"/>	NO <input type="checkbox"/>	
3	The Vendor (Prime only) must have successfully received CMS authority to operate for two Eligibility and Enrollment systems in the past five (5) years. (Vendor responses to the Vendor References Template will be used to confirm this.)	YES <input type="checkbox"/>	NO <input type="checkbox"/>	



2.0 Functional Requirements Approach

The Vendor must provide a narrative overview of how the System will meet the Puerto Rico Eligibility and Enrollment (PREE) RFQ Functional requirements. The following questions pertaining to Functional Requirements are a required portion of the RFQ response and will be evaluated by PR Medicaid Program.

While responding, the Vendor must reference the PREE RFQ, and all other documentation provided as part of the Procurement Library, to gain an overall understanding of the required scope and functionality, as well as the future PR Medicaid Program vision.

Please use these response sections to provide specific details of the proposed approach to meeting PR Medicaid Program requirements in each area. Responses must, when necessary, reference requirements using the appropriate RFQ Requirement Numbers from Section 3.2 Functional Requirements.

Responses for the Functional Requirements Approach are strongly preferred to be highly focused on the specific requirements and should not simply provide generic or marketing descriptions of technology and/or product capabilities. Vendors should indicate how their proposed phased implementation may or may not impact functionality. Additionally, the Vendor should indicate exception handling processes, where appropriate, and any dependencies on existing systems or components for the new System to enable it to provide the specified functionality.

2.1 Approach to Addressing Puerto Rico's Vision for PREE

The PR Medicaid Program has established a clear vision for the future PREE System. This includes new approaches to technology and moving from stand-alone silos to shared technology components and services. This Vision provides the PR Medicaid Program with key benefits:

- Leverages IT Best Practices and National HIT standards/initiatives and technology trends including:
 - ☐ Service-Oriented Architecture (SOA)
 - ☐ Modularity
 - ☐ Reusability (Build Once, Use Many Times)
 - ☐ Multi-channel Access
 - ☐ Cloud and Software-defined Infrastructure
 - ☐ Social Networking and Collaboration
- Improves both the organization user, consumer and trading partners' experience
- Provides for improved data quality, standards and stewardship
- Strengthens Master Data Management — Identity Access Management, Master Index Capabilities (Providers and Consumers), Consent Management, etc.
- Enhances Enterprise Content Management - Logical Data Warehouse, Business Intelligence and Shared Analytics (Performance and Predictive)

Instructions: Discuss how this System will provide the functionality required to deliver the business benefits outlined in the RFQ, including:

- **Application and Enrollment/Redetermination:** Web-based, real-time eligibility determination through an integrated application that supports multiple programs (when possible).
- **Intake:** Collection, verification, and processing of eligibility applications and redeterminations from multiple external users through phone (inbound and outbound), mail, fax, email, and through a Member portal, Partner portal and Worker portal.
- **Eligibility Determination:** Scheduling appointments for interviews and making recommendation



based upon information collected during an interview.

- **Benefits Issuance:** Issuance of the correct benefits, tracking benefits, and investigating, as well as rectifying potential discrepancies in benefits issued.
- **Client Changes:** Managing changes or events affecting a Client's eligibility to receive benefits that may result in immediate suspension, termination of benefits, or require the Client to go through the redetermination process.
- **Client Look-Up and Query:** Summarizing a listing of unique Clients and demographic information, identification of program enrollment and current services for Clients, as well as a Consent Registry that controls, based upon privacy and confidentiality rules, what information can be shared, when, and with whom.
- **Reporting and Business Intelligence:** A combination of standard, parameter-driven and ad hoc reports, as well as complex analytic tools supporting "what if" analysis, alerts/notifications and other capabilities.

<Response>

2.2 Approach to General Requirements

The Vendor should ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Functional Requirements Section 3.2.1 General.

Significant System capabilities in this area include:

- Determining cost sharing based on MAGI or Non-MAGI income/household for Medicaid
- Providing multi-lingual capabilities
- Providing a user interface that allows for PR Medicaid Program employees to perform their tasks efficiently
- Providing Clients and Applicants access to all self-service functionality in Spanish and English
- Providing context sensitive help information and decision-support tools
- Conforming to Government and industry-recognized user interface standards for all System screens and reports

Instructions: The Vendor must describe its approach to addressing General requirements.

<Response>

2.3 Approach to Intake Requirements

The Vendor should ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Functional Requirements Section 3.2.2 Intake.

Significant System capabilities in this area include:

- Providing a Single Streamline Application (SSA)
- Providing real-time data verification
- Tracking all activities and interactions with external and internal users
- Making all applicable forms available for users to download and are pre-populated with the Client's information that has been previously provided to any Program



- Supporting Client access through multiple on-line channels, including computers and mobile devices (e.g. tablets and smart phones)

Instructions: The Vendor must describe its approach to addressing Intake requirements. The Vendor's response should include a discussion regarding access through multiple on-line channels (i.e. PR Medicaid Program employees should be able to access the system from PCs and tablets, and the citizen's portal should be able to access the system from PCs, tablets and mobile phones).

<Response>

2.4 Document Scanning

The Vendor should ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Functional Requirements Section 3.2.3 Document Scanning.

Significant System capabilities in this area include:

- Allowing the scanning and storing of document images
- Offering configure recognition thresholds with Optical Character Recognition (OCR)
- Interfacing with the Electronic Document/Content Management system(s) (EDMS)
- Allowing user roles to be defined by PR Medicaid Program

Instructions: The Vendor must describe its approach to addressing Document Scanning requirements.

<Response>

2.5 Approach to Eligibility Determination

The Vendor should ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Functional Requirements Section 3.2.4 Eligibility Determination.

Significant System capabilities in this area include:

- Providing data validation through interfaces with Puerto Rico data sources and/or Federal data services, and doing so in hierarchical order
- Maximizing the volume of case actions that can be completed without review by a PR Medicaid Program Case Worker
- Determining eligibility for a specific program when verifications are complete
- Continuously reviewing all submitted applications and redeterminations to determine if all the required documents and information for a Program-specific application or redetermination have been submitted
- Notifying the Case Worker that there are applications or redeterminations that require Case Worker review
- Calculating the benefit amount
- Incorporating existing overpayments information and any flags to the Client/Applicant's eligibility into the eligibility determination, and updating overpayments information
- Providing the Program-specific eligibility determinations and benefit amounts for each Program applied
- Monitoring deadlines on a continuous basis, and notifying the Client/Applicant and Eligibility



Worker of any missing information/documentation

- Re-running eligibility for Clients when the rules change

Instructions: The Vendor must describe its approach to addressing Eligibility Determination requirements.

<Response>

2.6 Approach to Enrollment, Denial, and Termination

The Vendor should ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Functional Requirements Section 3.2.5 Enrollment, Denial and Termination.

Significant System capabilities in this area include:

- Providing an enrollment-related workflow to determine eligibility
- Providing a denial/termination workflow to determine ineligibility
- Maximizing the volume of case actions that can be completed without review by an Eligibility Worker
- Generating eligibility determination notices in multiple languages
- Transmitting eligibility enrollment information to PRMMIS

Instructions: The Vendor must describe its approach to addressing Eligibility Determination requirements.

<Response>

2.7 Approach to Alerts

The Vendor should ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Functional Requirements Section 3.2.6 Alerts.

Significant System capabilities in this area include:

- Providing the ability to manually and/or automatically generate alerts and notifications
- Sending global alerts/notifications
- Sending notifications based on the user's preferred method of communication
- Providing the capability to consolidate multiple, mandated communications into a single mailing

Instructions: The Vendor must describe its approach to addressing Alerts requirements.

<Response>

2.8 Approach to Case Maintenance

The Vendor should ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Functional Requirements Section 3.2.7 Case Maintenance.

Significant System capabilities in this area include:

- Tracking Managed Care Organization (MCO) preference, based on geographic region or



Applicant's choice

- Allowing user access to information on a need-to-know basis
- Providing fraud and appeals functions
- Performing automatic eligibility re-determinations based on a notification of change of circumstances
- Performing periodic matching of Applicant data with external data sources on a configurable frequency
- Exchanging eligibility information with PRMMIS

Instructions: The Vendor must describe its approach to addressing Case Maintenance requirements.

<Response>

2.9 Notices

The Vendor should ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Functional Requirements Section 3.2.8 Notices.

Significant System capabilities in this area include:

- Providing all notices in required languages
- Providing USPS bar-coding to all mailed documents
- Generating a copy of a notice to multiple mailing addresses
- Posting electronic notices for citizens
- Generating electronic communication alerts, when notices are posted

Instructions: The Vendor must describe its approach to addressing Notices requirements.

<Response>

2.10 Appeals

The Vendor should ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Functional Requirements Section 3.2.9 Appeals.

Significant System capabilities in this area include:

- Allowing appeals interactions with internal and external users through phone, mail, fax, and email.
- Providing an appeals workflow
- Providing workflow management of an appeals request
- Supporting task management with the ability to assign a task owner, and automatically reviewing routing with email alert to assignee.
- Allowing management of multiple appeals
- Providing document management and notice generation for the appeals process

Instructions: The Vendor must describe its approach to addressing Appeals requirements.



<Response>

2.11 Audit & Quality Management

The Vendor should ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Requirements Section 3.2.10 Audit & Quality Management.

Significant System capabilities in this area include:

- Storing and maintaining a detailed audit log of all system activities
- Keeping track of “who did what and when and where” and how the action was performed (user/batch/etc.)
- Maintaining an audit log of changes made per Applicant/member
- Maintaining an audit log of changes to business rules
- Supporting the PR Medicaid Program’s quality assurance process
- Supporting the PR Medicaid Program’s audit process
- Supporting the PR Medicaid Program’s quality control process for Payment Error Rate Measurement (PERM) and Medicaid Eligibility Quality Control (MEQC)

Instructions: The Vendor must describe its approach to addressing Audit & Quality Management requirements.

<Response>

2.12 Workflow Management

The Vendor should ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Functional Requirements Section 3.2.12 Workflow Management.

Significant System capabilities in this area include:

- Providing a flexible and configurable workflow engine
- Allowing for flexibility to maintain a workflow based on user role with multi-steps to manage the execution, priority, implementation and tracking of workflows
- Providing appeals workflow for the hearing process
- Establishing an escalation process for tasks and alerts based on workflow parameters, user roles and program rules
- Allowing the ability to link workflows
- Enabling BAM (Business Activity Monitoring) and event-based notifications
- Providing the ability to prioritize and automate task assignment

Instructions: The Vendor must describe its approach to addressing Workflow Management requirements.

<Response>



2.13 Reports

The Vendor should ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Functional Requirements Section 3.2.13 Reports.

Significant System capabilities in this area include:

- Providing static, parameter-driven, dashboards, statistical and ad hoc reports
- Creating and saving reports in different file formats
- Providing a process to enable reports to be delivered by email
- Providing the capability for reports to be automatically generated based on a predefined schedule, and distributed to subscribed users on a periodic basis
- Providing the ability to generate a listing of all standard on-line reports
- Providing printer friendly versions of generated reports
- Providing different dashboards and reports by user type
- Providing the ability to generate Federally/Government of Puerto Rico required reports

Instructions: The Vendor must describe its approach to addressing Reports requirements.

<Response>

2.14 Value Added Services and Benefits

The Vendor may describe any services or deliverables that are not required by the RFQ, and thus at no additional cost to PR Medicaid Program, but that the Vendor proposes to provide that will add value to the Project and further differentiate the Vendor from other bidders. The Vendor is not required to propose value-added benefits, but inclusion of such services may impact the Vendor's overall evaluation.

Instructions: Please describe any value-added services or deliverables the Vendor is including as part of its Proposal that are at no additional cost to PR Medicaid Program.

<Response>

2.15 Functional Requirements Approach Assumptions

Instructions: The Vendor must document all assumptions related to this Response Template in the following Table. Add rows, as necessary. Do not change any of the cells in the header row. Any changes to the header row cells could lead to the disqualification of the Proposal.

Table 4. Functional Requirements Assumptions

ITEM #	REFERENCE (RFQ Section, Page, Paragraph)	ASSMPTUION DESCRIPTION	RATIONALE
1.			
2.			
3.			



3.0 Technical Requirements Approach

The Vendor must provide a narrative overview of how their proposed System will meet the Puerto Rico Eligibility and Enrollment (PREE) project technical requirements. The following questions pertaining to technology and application architecture requirements and policy are a required portion of the RFQ response and will be evaluated by PR Medicaid Program.

While responding, the Vendor must reference the RFQ Section 2 Technology Standards, Section 3.3 Technical Requirements and other technical and infrastructure documentation provided as part of the Procurement Library, to gain an overall understanding of the current application and infrastructure environment and future PR Medicaid Program vision.

Please use these response sections to provide specific details of the proposed approach to meeting PR Medicaid Program requirements in each area. Responses must, when necessary, reference requirements using the appropriate RFQ Requirement Numbers from Section 3.3 of the RFQ.

3.1 General Technical Solution Approach

Responses for the Technical Requirements Approach must be highly focused on the specific requirements and must not simply provide generic or marketing descriptions of technology or product capabilities. Also, include one (1) or more diagrams where necessary that detail the proposed design and the relationships between key technical components.

Instructions: Describe in detail the overall technical approach and proposed System architecture/design. At a minimum, please describe how the:

- Technical design/architecture will meet the technical requirements
- Technical design/architecture will deliver the business objective, focusing on delivering PR Medicaid Program vision
- Technical design will ensure sharing of data and information across the PREE Solution
- Technical design aligns with PR Medicaid Program technology standards (including SOA compliance) and justification for any deviations from the standards, and technology component mandates and preferences
- Proposed iPaaS / COTS solution components will be used to fulfill the Solution design

Additionally, describe in detail how the Vendor's approach to the technical requirements will leverage iPaaS / COTS solutions and tools to minimize custom development. If custom development is required, include a detailed description of where and how customization would be undertaken to fulfill specific functionality that cannot be fulfilled by COTS or delivered as part of the COTS future software roadmap.

<Response>

3.2 General System Behavior Requirements Approach

The Vendor must ensure the responses to this section are in alignment with the RFQ requirements set forth in Section 3.3 Technical Requirements.

3.2.1 Usability

The Vendors proposed solution is expected to be used by a broad spectrum of Puerto Rico citizens with varying access to technology. Access to technology and usage patterns must be taken into consideration in your proposed response.

Instructions: Describe the design approach and the characteristics of the user interface for the System.



The System must be:

- Be designed to utilize a browser based or a Rich Internet Application
- Provide feature rich applications that can be updated over the WAN and the Internet
- Provide a consistent user experience to the various user groups.

At a minimum, please describe how the:

- User interface will support different types of users (e.g. end users (citizens) who log in very infrequently and Intake Workers who log in daily) using fixed location and mobile devices
- System will allow the users to easily navigate to a variety of functions available to them without having to move sequentially through excessive menus and screens
- System will allow incomplete data sets to be saved for completion of the workflow at a later time
- System will have the capability to push messages to the intended workers without requiring them to specifically inquire for the data
- System will maintain compatibility with the three (3) most current versions of each browser (Chrome, IE and Safari), provide data over a web browser interface (i.e., HTML over HTTP) and will include the capability to encrypt the data communicated over the network via SSL (HTML over HTTPS)
- System will support smart devices; smart phones and tablets.

<Response>

3.2.2 Audit and Compliance

Instructions: Describe the Vendor's approach for the System to meet Audit and Compliance requirements. At a minimum, please describe the Vendor's approach to providing the:

- Capability to audit records in a manner suitable for the user to interpret the information
- Capability to generate reports based on ranges of System date and time that audit records were collected
- Capability to integrate consent audit trails and data access audit trails in a consolidated searchable system for search/report to support consent rule enforcement or investigation, including audit trails based on deprecated rules or policies
- Audit trail of all pertinent events, giving due consideration to storage space and performance constraints. Examples of these events include:
 - ☐ System start-up and shutdown
 - ☐ Successful and unsuccessful login attempts
 - ☐ User actions to access files or applications (successful and unsuccessful)
 - ☐ Actions taken by System administrators and security personnel
 - ☐ All administrative actions performed on the System (e.g. adding users)
 - ☐ Permission changes
 - ☐ Creation of users and objects
 - ☐ Deletion and modification of System files
 - ☐ Registry key / kernel changes
 - ☐ Skipped or rejected alerts
 - ☐ Changes, additions or deletions to data (including operational and security data) sets identified by management



- ☐ Out of normal System operations usage or user access
- ☐ Session timeout and account lockouts
- ☐ Backup and restores

<Response>

3.2.3 Performance and Availability

3.2.3.1 System Performance Requirements Approach

Instructions: Describe the Vendor's approach for the System to meet performance **standards** and how the data will be measured and reported. At a minimum, describe the ability of the Vendor's System architecture to support:

- PR Medicaid Program, regional and local office staff, and external participants with their use of the System
- Mission-critical services/SLAs
- Ease of management
- Ability to upgrade (ease and compatibility)
- Meeting System response time requirements

<Response>

3.2.3.2 System Availability Requirements Approach

Instructions: The Vendor is responsible for delivering a cost-effective, high-availability environment that minimizes the frequency and impact of System failures, reduces downtime, and minimizes recovery time in the event of catastrophic failure. At a minimum, describe the Vendor's approach to providing a highly available System, and how the System will have the ability to support session replication and transparent failover using high-availability architectural options:

- System will be designed to support the planned Federally-compliant Solution and any anticipated expansion in scope of connectivity
- System will allow access for 24x7x365 with a 99.99% uptime SLR, with the exception of scheduled downtime
- System will leverage virtualization to expedite disaster recovery. Virtualization design must enable PR Medicaid Program quickly reconfigure system platforms without having to acquire additional hardware.

<Response>

3.2.4 Interoperability/Interfaces

Instructions: Describe the interoperability features and capabilities of the Vendor's System, specifically in providing support for integrating various applications with SOA and event-driven architectures in a manner that supports the following implementation strategies:

- Web Services: Web Services Interoperability (WS-I) Organization-compliant implementation of basic Web services standards, including
 - ☐ SOAP



- ☐ WSDL
- ☐ Universal Description
- ☐ Discovery and Integration (UDDI) as well as
- ☐ Higher-level Web services standards, such as WS-Security
- Representational State Transfer: Support for XML-based messages, processing and HTTP, and XHTML

<Response>

3.2.5 Scalability and Extensibility

Instructions: Describe the Vendor's approach to the scalability and extensibility of the System. Describe Vendor's System would scale for multiple business units with different missions. For example, if Department 'x' and Department 'y' both want to take advantage of automated case management, how will the System handle increasing users while maintaining responsiveness and ensuring **security**, privacy and compliance. At a minimum, describe the ability of the Vendor's System architecture to support:

- Ability to meet future growth
- Configurability
- Flexibility to keep up with changing technology and regulatory needs
- Ease of maintenance

<Response>

3.2.6 Regulatory and Security

3.2.6.1 Regulatory and Security

Instructions: Describe the Vendor's approach to harmonizing the regulatory requirements, audit compliance and security needs of the System. At a minimum, describe the ability of the Vendor's System architecture to support:

- Adhering to, harmonizing, and enabling the listed Federal, Puerto Rico, and local municipal regulations
- Protecting and securing the information assets within the System
- Enabling Identity and Access Management

PR Medicaid Program data may include personally identifiable information, tax information or HIPAA protected information. The Vendors must explain the architecture and the security model to ensure:

- Data is isolated and protected
- An architecture and security model are in place to protect PHI (Personal Health Information) and PII (Personally Identifiable Information)

<Response>

3.2.6.2 Security Architecture and Design

Instructions: Describe the Vendor's approach to support technical controls and technology solutions that



must be secured to ensure the overall security of the System including, but not limited to:

- Providing security-related input into IT infrastructure, system and application design
- Leveraging published industry and Federal government standards and models to apply security best practices
- Supporting, enabling and extending the security policy by providing specific security-related guidance to decision makers
- Addressing the capability to provide user and site authentication
- Supporting VPN access
- Recovering from a failure of any single element
- Easily serviceable
- Supporting the establishment and active management of data sensitivity levels
- Application and system hardening processes

<Response>

3.2.6.3 Database Security

Instructions: Describe the Vendor's approach to ensure the confidentiality, integrity and availability of the Database Management Systems responsible for managing data related to the proposed System.

<Response>

3.2.6.4 Software and Hardware Security

Instructions: Describe the Vendor's approach to development and implementation of security measures that will provide security and protection for the System including, but not limited to:

- Server OS Security
- Client OS Security
- Mobile Devices Security
- Web Server Security
- Browser Security

<Response>

3.2.7 Interface List

Instructions: Describe the Vendor's approach and any experiences the Vendor has in integrating with external data sources similar to those listed in Technical Requirements Interface List, the technical challenges faced and how these challenges were overcome.

<Response>

3.2.8 Solution Administration and Management

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the Technical Requirements G8-SM.



3.2.8.1 Solution Administration

Instructions: Describe the Solution Administration tools and procedures that are included in the Solution to ease the administration of the System, including any required customizations and third-party tools, and how these would be integrated into the PR Medicaid Program Platform environment. Describe the proposed overall management framework, including:

- Application management and monitoring
- Web services management
- Systems management and monitoring
- Event management
- Identity and Access Management
- Network management and monitoring
- Performance monitoring
- Print Prioritization & Management
- Workload Management

<Response>

3.2.8.2 Transaction Monitoring and Logging

Instructions: Describe any Transaction Monitoring and Logging capabilities of the Vendor's System. The Vendor's response, at a minimum, must take the following topics into consideration while providing the details:

- Fault Monitoring
- Performance Monitoring
- Configuration Monitoring
- Security Monitoring
- Management and Reporting
- Root Cause Analysis

<Response>

3.2.8.3 Data Archival

Instructions: Describe the processes used to retrieve data from operational databases, near online, and offline data archives.

<Response>

3.2.8.4 Data Backup

Instructions: Describe the Vendor's approach to support Data Backup including, but not limited to:

- Database and application backup procedures must be updated to include backups for the System
- Full online data backups must occur, as well as offline backups using tape storage



<Response>

3.2.8.5 Disaster Recovery

Instructions: Describe the Vendor's approach to reestablishing operations in the event of a catastrophe, as well as its envisioned approach to developing a disaster recovery plan for PR Medicaid Program. Include the required components, configurations and procedures to enable a recovery.

<Response>

3.2.8.6 Technical Documentation

Instructions: Describe the technical documentation that comes delivered with the Vendor's Solution, including, but not limited to:

- Design Documentation
- Test Reports Documentation
- Installation Documentation
- System Operations Documentation
- Other Proposed Technical Documents

<Response>

3.2.8.7 Performance Monitoring and Management

The Vendor will be responsible for establishing the capabilities to monitor the performance of the system.

Instructions: Describe the Vendor's methodology for monitoring and reporting System performance, as well as the Vendor's approach to technology management. This includes the methods for centrally managing System resources such as servers, backup, archiving, and recovery equipment, databases and applications. Address methods for auditing, tracing and scanning the System. Provide details on the use of specialized tools the Vendor will use to automate and track monitoring and management activities.

- The Vendor's response, at a minimum, must take the following topics into consideration while providing the details:
 - ☐ System and Platform activities, components and configurations monitored and logged
 - ☐ Monitoring metrics provided as reports, dashboards and alerts
 - ☐ Catering for a variety of Performance Monitoring stakeholder roles
- The response must include a discussion of the tools proposed, how they will integrate into the Vendor's approach to technology management and the appropriate justification if the Vendor is proposing tools other than PR Medicaid Program preferred tools.

<Response>

3.2.8.8 Performance Metrics

Instructions: Describe the Vendor's approach to capture and monitor performance metrics and take appropriate action to improve performance. The Vendor's response, at a minimum, must take the



following topics into consideration while providing the details:

- Capturing system performance metrics and take timely action
- Logging System transactions.
- Detecting performance issues as well as any major errors related to one or more components
- Monitoring critical performance parameters such as response time, resource availability, CPU Utilization, etc.
- Role Based Access
- Providing useful information and both real-time and snapshot views.
- PR Medicaid Program has not yet identified a preference for a performance management toolset. The Vendor must propose one or more monitoring tool(s) to proactively monitor the performance of key infrastructure components of the proposed System as well as the overall end user experience.

<Response>

3.3 PREE Solution Alignment

Instructions: The PREE Solution preferred approach is for solutions that are constructed on a iPaaS architecture that use multiple COTS applications and iSaaS infrastructure technologies.

- PR Medicaid Program has defined a series of mandatory and preferred technology components and services, and it would like to leverage these investments (to the extent the Vendor's proposed design allows for it) as the foundation of the technology approach and architecture for the PR Medicaid Program Eligibility and Enrollment (PREE) Platform.
- PR Medicaid Program preferences and investments in the existing technology components have been captured in Technical Requirements Section 3.3 in the RFQ.
- In this section, describe the Vendor's proposed Solution's architecture, its alignment to PR Medicaid Program Enterprise Standards and preferences, while providing the details of how it will meet or exceed the Components and Software Products Technology Requirements set forth in the Technology Platform Requirements
- If the Vendor is proposing to use alternative technologies (in variance with PR Medicaid Program preferences), for any of the technology components (except those components which are marked mandatory), the Vendor must provide the rationale and detailed justification for using the alternative technology component as part of their Solution design. Include a justification of the proposed alternative would serve to be a better fit than what was stated as a PR Medicaid Program preference. This only applies to Technology products that PR Medicaid Program has stated their preference and is not mandatory.
- The following definitions apply in specifying PR Medicaid Program preferences for each of the Technology Products:
 - ☐ **Mandatory** – This is a PR Medicaid Program mandated technology product. This product has been deployed at the Enterprise level as part of other implementations. This technology product **must** be built into the proposed solution architecture.
 - ☐ **Preferred** – PR Medicaid Program has made significant investments in this technology product. This product has been deployed as part of one or more Systems. This technology product is preferred to be built into the proposed solution architecture, unless the Vendor can justify a more suitable alternative product providing detailed justification.
 - ☐ **No Preference** – PR Medicaid Program has zero or minimal investments in this technology product. Vendor can either leverage the existing investment (If any) or must propose an



alternate technology product that fits the overall solution architecture.

Instructions: The Vendor must provide the complete list of their technology component stack that will be used to design and develop the PREE solution across each of the architecture domains.

<Response>

3.3.1 Presentation Layer

3.3.1.1 Portals

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Technical Requirements section 3.3.9.2 Presentation Layer.

Instructions: Describe the Vendor's approach to using Portal technologies to enable access for the variety of internal and external end users of the System. The Vendor's response, at a minimum, must take the following topics into consideration while providing the details:

- Multiple channel support
- Single Sign-on to all required resources
- Search capabilities
- Accessibility considerations
- Personalization
- Usability best practices and Federal guidance

For portal technologies PR Medicaid Program "does not have a preference". For this technical component; Vendors are encouraged to consider leveraging the investment made in proposing the best value solutions, focused on total cost of ownership and timeliness of the implementation. The vendor may propose a suitable technology with a compelling justification which it deems to be the best value approach to addressing PR Medicaid Program needs and requirements, with the lowest total cost of ownership and is suitable within the overall solution architecture being requested.

<Response>

3.3.2 Business Component Layer

3.3.2.1 CRM/Case Management Solution

The Vendor must ensure that the responses to this section address the requirements set forth in the RFQ section 3.2 Functional Requirements.

Instructions: Describe the Vendor's approach to leveraging Case Management technologies that will enable and support PR Medicaid Program strategic objectives and seamlessly integrate with the PREE Solution. At a minimum, PR Medicaid Program expects that the Case Management Solution component shall provide the following capabilities –

- More modern, user-friendly user interface with easy access to required data to aid in decision support
- Shared capabilities for tracking life of the case of a Client
- Improved search capabilities



- Enhanced scheduling and alert functionality
- Improved employee efficiency through an improved process flow
- Improved processes, data, and collaboration in support of case work
- Ability to perform investigations, service requests, handling incidents, and taking streamlining processes to support decision across the life of the case
- Provide a holistic view into all data, files, tasks, actions, collaborations regarding a case
- For Case Management technologies, PR Medicaid Program has “No Preference”.
- The Vendor must provide appropriate rationale and justification for the proposed technology component and approach.

<Response>

3.3.2.2 Notifications and Alerts Functionality

Instructions: Describe the Vendor’s approach to providing an enterprise approach to managing notifications and alerts which will enable PR Medicaid Program vision for communicating with clients through multiple channels and becoming person/family centric (integrating programs). At a minimum, the response must include a discussion regarding:

- Multi-channel communications
- Compliance with federal regulations
- Communications rules management
- Integration with other components in the solution
- Integration of communications from multiple federal programs (e.g. Medicaid, SNAP)
- Archiving/logging of communications
- PR Medicaid Program has no preference for Notification and Alerts functionality.

The Vendor must provide appropriate rationale and justification for the proposed technology component and approach.

<Response>

3.3.3 Application Infrastructure Services Layer

3.3.3.1 Business Rules Management Engine

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in Technical Requirements section 3.3.9.3 Business Component Layer.

Instructions: Describe the Vendor’s approach to leveraging Business Rules Engine technologies that will enable and support PR Medicaid Program strategic objectives and seamlessly integrate with the PREEPREE Solution. The Vendor’s response, at a minimum, must take the following topics into consideration while providing the details:

- Rules engine architecture
- Rules validation, calculation, decision and generation
- Performance tuning and debugging
- Rule storage and versioning



- For Rules Engine technologies, PR Medicaid Program has “No Preference”.
- The Vendor must provide appropriate rationale and justification for the proposed technology component and approach.

<Response>

3.3.3.2 Workflow, Business Process Management / BPM

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ section 3.2.12 Workflow Management.

Instructions: Describe the Workflow and Business Process Management technologies and design approach supporting the PREE Solution. The Vendor’s response, at a minimum, must take the following topics into consideration while providing the details:

- Process and System Integration in support of Case Management, Collaboration and Scheduling
- Business Activity Monitoring
- Process Modeling
- Workflow Engine Configuration and Execution

For Business Process Workflow technologies PR Medicaid Program has “No Preference”.

The Vendor must describe how PR Medicaid Program requirements will be satisfied by the technologies included in the proposed solution design. The Vendor must provide appropriate rationale and justification for the proposed technology component and approach.

<Response>

3.3.3.3 Enterprise Content Management / ECM

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ section 3.3.9.3 Business Component Layer.

Instructions: Describe the Vendor’s approach to leveraging the preferred Enterprise Content Management technologies for the new PREE solution. The Vendor’s response, at a minimum, must take the following topics into consideration while providing the necessary details:

- Store electronic forms
- Scan and store imaged documents
- Searching of documents
- Digital rights management capabilities
- Sharing of documents between programs
- For ECM and Document Management technologies, PR Medicaid Program has no “Preference.”
- The Vendor must describe how PR Medicaid Program requirements will be satisfied by the technologies included in the proposed solution design.

<Response>



3.3.3.4 Application Server

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in RFQ section 3.3 Technical Requirements.

Instructions: Describe the Application Server technology and design approach for supporting the new PREE Solution and future PREE Solution supported Systems. The Vendor's response, at a minimum, must take the following topics into consideration while providing the details:

- Enterprise ready and scalable
- Clustering
- Administration
- Security
- For Application Server technologies, PR Medicaid Program has no "Preference."

The Vendor must describe how PR Medicaid Program requirements will be satisfied by the technologies included in the proposed solution design. The Vendor must, provide appropriate rationale and justification for the proposed technology component and approach.

<Response>

3.3.4 Integration Services Layer

3.3.4.1 Application Integration and Enterprise Service Bus (ESB)

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ section 3.3.9.5 Integration Service Layer.

Instructions: Describe the Vendor's approach to leveraging the application and data integration hub technologies and services for the PREE Solution. The Vendor's response, at a minimum, must take the following topics into consideration while providing the details:

- Application integration within PR Medicaid Program and across other Agencies
- Data integration, integrity and performance
- Messaging and standards support
- Workflow Engine Configuration and Execution
- For Data Integration technologies PR Medicaid Program "Preference" is the Microsoft Azure Data Factory. Puerto Rico has a "Preference" for iPaaS (Integration Platform as a Service). For ESB, PR Medicaid Program a "Preference" is for the Microsoft Azure Service Bus. The Vendor is free to suggest suitable ESB and Integration technologies that can meet the requirements specified in the RFQ along with appropriate rationale and justification.
- The Vendor must describe how PR Medicaid Program requirements will be satisfied by the technologies included in the proposed solution design. If the Vendor is proposing to use alternative products, provide appropriate rationale and justification for the proposed technology component and approach.

<Response>

Instructions: Describe the Vendor's approach to SOA Governance for the PREE Solution. The Vendor's response, at a minimum, must take the following topics into consideration while providing the details:



- Use of Metadata Repository and Service Registry
- SOA governance approach
- For Enterprise Service Bus and Application Integration technologies, PR Medicaid Program's preference is for Azure Service Bus.
- For Data Integration technologies, Azure Data Factory.
- Puerto Rico has a "Preference" for a Hybrid Integration Platform that combines traditional on premise ESB capabilities and the emerging iPaaS (Integration Platform as a Service). The Vendor is free to suggest suitable ESB and Integration technologies that can meet the requirements specified in the RFQ along with appropriate rationale and justification.

<Response>

3.3.4.2 Data Integration, Quality and ETL (Extraction, Transformation and Load)

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ section 3.3.9.6 Data Services Layer – Data Integration/ETL.

Instructions: Describe the Vendor's approach to Data Integration and supporting technologies for Data Extraction, Transformation and Load (ETL) into appropriate reporting and analytics target systems. The Vendor's response, at a minimum, must take the following topics into consideration while providing the details:

- Connectivity/adaptor capabilities (data source and target support)
- Data delivery capabilities
- Data transformation capabilities
- Metadata and data modeling capabilities
- Commonality, consistency and interoperability between components of the toolset
- Design and development environment capabilities
- Data governance capabilities (interoperation with data quality, profiling and mining capabilities)
- Deployment options and runtime platform capabilities
- Operations and administration capabilities
- Service enablement capabilities
- For ETL technologies, PR Medicaid Program has a "Preference" to use Azure Data Factory or Microsoft standard tools for data integration functionality.
- If the Vendor is proposing to use an alternative product, provide appropriate rationale and justification for the proposed technology component and approach.

<Response>

Instructions: Describe the Vendor's approach to leveraging the preferred Data Quality technologies for the PREE Solution. The Vendor's response, at a minimum, must take the following topics into consideration while providing the details:

- Data Formats catered for
- Profiling capabilities



- Parsing
- Standardization, Cleansing and Enriching
- Stewardship Support
- Deduplication

For Data Quality and ETL technologies, PR Medicaid Program has no “Preference” for standard tools for data quality functionality.

- If the Vendor is proposing to use a product, provide appropriate rationale and justification for the proposed technology component and approach.

<Response>

3.3.4.3 Master Data Management

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ section 3.3.9.6 Data Services Layer – Data Integration/ETL.

Instructions: Describe the Vendor’s approach to leveraging the MDM technologies and/or services that will integrate with and support the Enterprise Master Person Index and Enterprise Master Provider Index strategy for the PREE Solution. The Vendor’s response, at a minimum, must take the following topics into consideration while providing the details:

- Intra enterprise EMPI
- Probabilistic record matching
- Tunable record matching
- Configurable interface capability
- Master Data Governance Support

There is currently no MDM deployment for the PREE solution.

If the Vendor is proposing to use a product, provide appropriate rationale and justification for the proposed technology component and approach.

<Response>

3.3.5 Data Services Layer

3.3.5.1 Database Management Systems

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ section 3.3.9.6 Data Services Layer – Data Integration/ETL.

Instructions: Describe the Vendor’s approach to transactional and analytical “persistent” Database Management. The Database Management approach for the System must take into account the following four major types of data repositories:

- Online Transaction Processing databases shall be the read-write stores of PR Medicaid Program transactional services and systems, and must be the primary source of transactional data management within the System
- Operational Data Store databases shall be used to support operational and tactical data consolidation and data access needs of PR Medicaid Program. The data contained in an Operational Data Store must originate in one or more of the Online Transaction Processing



databases.

- Data Warehouse databases shall primarily support managerial and strategic decision making for PR Medicaid Program. A data warehouse may contain de-normalized and/or summarized data rather than detailed data as in an Operational Data Store.
- Data Mart databases shall support departmental decision-making for PR Medicaid Program. The scope of information stored within the data mart data stores will generally be much smaller than within the data warehouse, and is focused on the needs of its unique stakeholders.

PRDoH OIAT has “Preference” for Microsoft SQL Server, and Azure SQL Database as its transactional RDBMS and Azure SQL Data Warehouse as its data warehouse.

Describe whether the Vendor can leverage PR Medicaid Program preferred RDBMS technologies and how they intend to do so.

- If the Vendor is proposing to use alternative DBMS technology platform, provide appropriate rationale and justification for the proposed technology component and approach.

<Response>

3.3.5.2 Business Intelligence and Reporting Infrastructure

The Vendor must ensure that the responses to this section are in alignment with the RFQ section 3.3.9.6 Data Services Layer – Data Integration/ETL.

Instructions: Describe the Vendor’s approach to support the BI functions that must deliver a balanced set of capabilities to PR Medicaid Program users across the three areas of data integration, information delivery and analysis. Additionally, discuss the Vendor’s approach on proposed BI Component design will provide a list of Out -of-Box standard set of Reports, Dashboards and visualizations that serve most of expected Reporting needs.

- The Vendor’s response, at a minimum, must take the following topics into consideration while providing the details:
 - BI Infrastructure
 - Reporting approach for both canned, ad-hoc reports, discovery and dashboards
 - Scalable Data Architecture
 - Data Integration Tools

PRDoH OIAT “Preferred” technology for BI and reporting is Business Objects

If the Vendor is proposing to use an alternative product, provide appropriate rationale and justification for the proposed technology component and approach.

<Response>

3.3.6 Security and Privacy Services Layer

3.3.6.1 Security - Identity and Access Management (IAM)

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ section 3.3.9.7 Security Privacy Layer.

Instructions: Describe the Vendor’s approach to leveraging the Identity and Access Management technologies and services that are available through the PREE Solution. The Vendor’s response, at a minimum, must take the following topics into consideration while providing the details:

- Enabling PR Medicaid Program to identify users in different contexts so that PR Medicaid



Program policies and user preferences can be applied consistently

- Delivering an integrated login experience for users across PRDoH systems and channels
- Enabling coherent audit trails and chain of custody records needed for security forensics and compliance requirements
- Supporting the proactive management of user access to PR Medicaid Program resources including de-provisioning when needed
- Enable PR Medicaid Program to consistently identify external users so that customer service can be made more effective

For IAM technologies, PRDoH has a “Preference” to use Microsoft Azure Active Directory.

If the Vendor is proposing to use an alternative product, provide appropriate rationale and justification for the proposed technology component and approach.

<Response>

3.3.6.2 Privacy & Consent

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ section 3.3.9.7 Security Privacy Layer.

Instructions: Describe the Vendor’s approach to leveraging Privacy & Consent technologies and services made available through the PREE Solution. The Vendor’s response, at a minimum, must take the following topics into consideration while providing the details:

- Consent Management capabilities will support privacy
- Seamlessness of the approach
- Integration of Consent Services and role-based security

The current EEF implementation doesn’t have a Privacy and Consent management technology component. PR Medicaid Program has not yet identified a standard technology component for Consent Management nor has a preference.

<Response>

3.3.7 Infrastructure Services Layer

The Vendor must ensure that the responses to this section are in alignment with the PR Medicaid Program preferences set forth in the RFQ section 3.3.9.8 Infrastructure.

3.3.7.1 Technical Environments

Instructions: Describe the Vendor’s detailed approach to establishing the various technical environments for PREE Solution:

- Multiple environments (e.g., development, testing, training, staging, and production)
- Procedures used to migrate software from one environment to another
- Steps needed to maintain the synchronization between environments, as appropriate

<Response>



3.3.7.2 Server Architecture

Instructions: Describe the supported OS platforms and Server Configurations for the Vendor's System. Include minimum recommended specifications to support the System in all required environments (e.g., development, testing, training, and production).

<Response>

3.3.7.3 Client Architecture

Instructions: Describe the Client (desktop) Architecture for the Vendor's System. Include minimum recommended specifications (e.g., RAM, video RAM, disk space, processor speed) to support the System, as well virtualized configurations to improve manageability and reduce operational costs.

<Response>

3.3.7.4 Data Storage Architecture

Instructions: Provide details on the Data Storage software and hardware components the Vendor proposes to use in its proposed Solution architecture.

<Response>

3.3.7.5 Network Architecture

Instructions: Describe the Vendor's System approach to network topology and hardware required to achieve the desired architecture (e.g., load balancing utilizing hardware and software based load balancers ahead of the Web servers, Virtual Private Networks (VPNs), creation of DMZs by firewalls).

<Response>

3.3.7.6 Peripheral Architecture

Instructions: Describe the architecture of other devices such as printers, scanners and electronic signature pads etc., which are necessary for the Vendor's proposed Solution. Include minimum and recommended specifications to support the Solution.

<Response>

3.3.7.7 Design, Build and Operational Support Tools

PR Medicaid Program expects the Vendor to leverage tools to support their activities and, as the vendor needs to integrate into the broader PR Medicaid Program environment, will require the vendor to leverage some of the PR Medicaid Program standard tools.

The following tools are installed at OIAT and the vendor is encouraged to leverage these tools:

- PRDoH's Help Desk system
- SharePoint for document management

If the vendor recommends the use of other tools, the software license for these tools will be transferred to PR Medicaid Program. The tools will be installed in the PR Medicaid Program environment. The Vendor's Quotation must also include the migration to PRDoH' standards during the transition of maintenance and



operations to PRDoH.

Instructions: Describe in detail the tools the Vendor plans to leverage to design, build, test, deploy, report, monitor and operate the proposed Solution.

The response must include a discussion of the capabilities the Vendor plans to leverage for each tool, why the Vendor plans to leverage PR Medicaid Program standard tools or the justification for implementing different tools. The response must also include a discussion of any additional tools which will provide capabilities which currently are not supported by PR Medicaid Program current tools.

- The Vendor response must also include a discussion of the challenges and risks associated with migrating all PREE related materials to the PR Medicaid Program tools at the end of the contract. The Vendor should describe how their proposed approach will mitigate those challenges and risks.

<Response>



3.4 Software Components

Instructions: The Quotation may include the acquisition of COTS software to support the project. PR Medicaid Program anticipates the Vendor may leverage some of the software components already within PRDoH Enterprise and install additional software as required.

The following questions pertaining to Software components must be answered. Please refer to the General System Design (GSD) and other reference documents in the Procurement Library for additional details.

- The Vendor must use Table 5 if they intend to leverage any existing licenses that PR Medicaid Program owns within their enterprise as part of their current deployments. The list of all currently owned PRDoH software licenses is provided as part of the Procurement Library.
- The Vendor must use Table 6 to list all the new COTS packages the Vendor is proposing as part of their solution design that are not currently owned by PRDoH.
- The Vendor can add rows as needed; each row must correlate with a PREE Solution technology component captured in the RFQ Cost workbook. Add rows as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Quotation.

Table 5. Existing PRDoH COTS Software

SOFTWARE ITEM #	SOFTWARE ITEM	ENVIRONMENT (E.G., Development, Test, Training, Production)	MANUFACTURER	LICENSE TYPE (E.G., Enterprise, Per User, Per Server)	BRAND NAME	MODULE NAME	VERSION NUMBER	UTILITY/ SYSTEMS MGMT SOFTWARE, DBMS, DATA WAREHOUSE, OTHER	DETAILED DESCRIPTION (E.G., Functionality, Purpose)	OS	EARLIEST PROPOSED PURCHASE DATE
1.	Item 1										
2.	Item 2										
3.	Item 3										



Table 6. Proposed New Packaged Software

SOFTWARE ITEM #	SOFTWARE ITEM	ENVIRONMENT (E.G. Development, Test, Training, Production)	MANUFACTURER	LICENSE TYPE (E.G., Enterprise, Per User, Per Server)	BRAND NAME	MODULE NAME	VERSION #	Type of Software (E.g. RDBMS, Rules Engine etc.)	DETAILED DESCRIPTION [E.g. Functionality, Purpose]	OS	Proposed Time line [E.g. 30 days after project Planning Phase completes]
1.	Item 1										
2.	Item 2										
3.	Item 3										

- If the PREE solution will include software to be licensed from the Vendor, Vendors must include software licensing requirements and anticipated volume. The Vendor must propose the licensing options available and recommend the advantages of those various options. For example, licensing options may include:
- ☐ Per transaction
 - ☐ Per hour
 - ☐ User
 - ☐ Per server
 - ☐ Per work team
 - ☐ Concurrent User
 - ☐ Enterprise (unrestricted)



3.5 Proposed Hardware Technical Specifications

The Contract may include the acquisition of additional hardware in support of the PREE solution. PR Medicaid Program has a preference that the solution be built using the established PR Medicaid Program standards. However, PR Medicaid Program understands hardware that does not conform to its standards may be required.

Please refer to the RFQ and General System Design and other reference documents in the Procurement Library for additional details.

Instructions: Please list all the specifications of the proposed Hardware in the Tables below. Add rows as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Quotation.

**Table 7. Leveraged PRDoH
Hardware/Infrastructure**

HARDWARE ITEM #	HARDWARE ITEM	ENVIRONMENT (E.G., Development, Test Training, Production)	MANUFACTURER	DETAILED DESCRIPTION (E.G., Number of processors, Amount and type of storage and memory, Type of network card)	OS	Proposed Time line (E.g. 30 days after project Planning Phase completes)
1.	Item 1					
2.	Item 2					
3.	Item 3					



Table 8. Proposed New Hardware/Infrastructure

HARDWARE ITEM #	HARDWARE ITEM	ENVIRONMENT (E.G., Development, Test, Training, Production)	MANUFACTURER	DETAILED DESCRIPTION (E.G., Number of processors, Amount and type of storage and memory, Type of network card)	OS	Proposed Time line (E.g. 30 days after project Planning Phase completes)
1.	Item 1					
2.	Item 2					
3.	Item 3					

3.6 Technical Requirements Assumptions

Instructions: Document the assumptions related to the Technical Requirements in the below Table. Add rows as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Quotation.

Table 9. Technical Requirement Assumptions

ITEM #	REFERENCE (RFQ Section, Page, Paragraph)	DESCRIPTION	RATIONALE
1.			
2.			
3.			

4.0 Implementation Requirements Approach

The Vendor must provide a narrative overview of how the System will meet the Puerto Rico Eligibility and Enrollment (PREE) Implementation (SDLC) requirements. Please follow the instructions for each section and provide your response in the response section of the template.

While responding, the Vendor should reference the PREE RFQ, as well as all other documentation provided as part of the Procurement Library, to gain an overall understanding of the current application and infrastructure environment and future PR Medicaid Program vision.

The Vendor must use the following response sections to provide specific details of the proposed approach to meeting PR Medicaid Program requirements in each area. Responses must reference



requirements using the appropriate RFQ Requirement Numbers from Section 3.4 Implementation Scope, and Deliverables as applicable.

Responses for the Implementation Requirements Approach must be highly focused on the specific requirements and must not provide generic or marketing descriptions of technology or product capabilities. The Vendor must also include at least one (1) diagram, or more if needed, that details the proposed design and the relationships between key technical components.

4.1 Approach to Managing the Project

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Implementation Requirements Section 3.4.1 Project Management and Monitoring.

4.1.1 Project Management

The Vendor must agree to follow project management methodologies that are consistent with the PMI's PMBOK Guide. The Vendor Project Manager will be held responsible for establishing and managing to these standards throughout the project.

The PR Medicaid Program Manager Director or delegate shall supervise the Vendor's performance to the extent necessary to ensure that the Vendor meets performance expectations and standards as they relate to effective project management.

The Vendor must provide a narrative overview of how the proposed System will meet the PR Medicaid Program project management requirements. The following information pertaining to project management methodology must be provided.

This section must include sufficient detail to give PR Medicaid Program an understanding of how the Vendor's Project Management knowledge and approach will assist it to effectively:

- Manage the project
- Guide project execution
- Document planning assumptions and decisions
- Facilitate communication among stakeholders
- Define key management review as to content, scope and schedule

Instructions: Describe the Vendor's project management methodology, tools and techniques, that will be used to support the project from initiation through M&O, and that address the PR Medicaid Program business needs, including deployment of the new System and support of the System throughout its lifecycle. Describe policies and procedures employed to ensure the timely completion of tasks to a level of quality expected of a professional firm.

<Response>

4.1.2 Risks and Issues Management

Throughout the project and M&O phases, PR Medicaid Program will rely upon the identification and mitigation / resolution of risks and issues to manage potential and realized problems. The Vendor must actively contribute to this process in every aspect of its work to anticipate and identify these risks and issues, as well as contribute to their Solution. The Vendor must provide a description of the Vendor's internal project issue resolution process, including an escalation plan. The escalation plan must include, but is not limited to, contact information for each person identified in the proposed problem reporting and escalation procedure, and describe the amount of time elapsed before a problem is escalated within its organization



Instructions: Describe the Vendor's risk and issues management approach, including interactions between the Vendor and PR Medicaid Program in this process. Describe any expected risk areas and initial mitigation plans. Include references to the use of any specific methodologies, as well as any specific tools being used.

<Response>

4.1.3 Project Data and Document Management

The Vendor must provide the tools and processes to manage the project data and documents.

Instructions: Describe the Vendor's approach to managing the project lifecycle and M&O documentation.

This must include, at a minimum:

- A description of the project repository that will be used to store and share project and M&O documentation
- The approach to ensuring project team members use the repository and maintain documents.
- The approach to document security, repository back-up, and transition of ownership at the end of the Contract period.

<Response>

4.1.4 Quality Management

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Functional Requirements Section 3.2.10 Audit & Quality Management.

A quality solution is the result of a focus on quality throughout the design, development, and implementation process to ensure quality work products are produced, including the:

- Approach to managing the quality of the Solution as it relates to the requirements. This includes the identification of inconsistencies between the requirements and the detailed design/work products.
- Practices and procedures the Vendor will leverage to ensure the detailed design results in a System that addresses the business goals, including a discussion of the techniques to solicit user input.
- Practices and procedures the Vendor will follow for reporting, tracking, and resolving problems or issues identified in software design, development, System transition, and System maintenance.
- Processes to ensure high quality work products are developed, delivered and maintained by the Vendor and Vendor's subcontractors/partners.
- Approach to identification and management of business process and policy changes.
- Configuration management activities that include baseline control and monitoring the software library. Approved changes to baseline software and/or documentation must be made properly and consistently in all products, and no unauthorized changes are allowed.
- Vendor's approach to tracking quality metrics throughout the project. This must describe how measurements will be identified, collected, and analyzed to ensure quality goals are being met, including management and the PR Medicaid Program project goals. It must also describe the types of project metrics the Vendor will use.



- Vendor's organizational structure, and the roles and responsibilities of Vendor staff.
- Vendor's approach to internal QA processes and policies.
- Description of the processes and management of the Defect and Issue Tracking Solution for resolution of items and, if applicable, how corrective action plans will be developed to address more significant issues.

Instructions: Describe the Vendor's approach to ensure the quality of the project and System, and include details on: management of requirements through the traceability matrices, change readiness, metrics to analyze quality goals, and management of defect and issue tracking.

<Response>

4.1.5 Team/Resource Management

PR Medicaid Program views resources as one of the most important success factors of this project. The Vendor must provide a compelling approach to managing resources, from identification of the resource needs, through onboarding and retention. This must include the processes the Vendor will use to identify the required skills/resources the project requires and identifying, selecting, and onboarding team members, and to address any project team member performance issues.

Instructions: Describe the process the Vendor will establish to manage the Vendor's project team composition, as well as the coordination approach with other project entities, including PR Medicaid Program/OIAT staff and PR Medicaid Program's contractors.

<Response>

4.1.6 Project Team Security Requirement

Ensuring security of project information is critical to the success of the Project. The Vendor must ensure that all members of its project team receive and successfully complete annual information security training on securing HIPPA and PII information.

Instructions: Describe how the Vendor will ensure the project team will conform to the PR Medicaid Program staff security requirements. This must also include any other required training the Vendor's employees and Vendor's subcontractors complete as required by company policy

<Response>

4.1.7 Relationship Management

The Vendor will need to effectively manage relationships with other entities, including at PR Medicaid Program, OIAT, and any PR Medicaid Program subcontractors that manage the PMO and QA, and the Vendor's own subcontractors, partner vendors, and suppliers (e.g. software and hardware).

Instructions: Describe how the Vendor organization will manage relationships with other entities. This must include a discussion of the treatment of account management, status reporting, performance review meetings, contract management, audits, quality assurance, planning, priority setting and service request management, and issue escalation processes.

<Response>



4.1.8 Relationships with Third Parties

The Vendor will need to disclose any third party financial relationships and incentive programs.

Instructions: Describe any financial relationship between the Vendor and any third-party hardware, software, or other vendors that may be used to provide services or products in connection with any phase of the project, and whether such third-party will be used by the Vendor as a subcontractor or contracted directly by PR Medicaid Program. The Vendor must also disclose any known or perceived conflicts of interest it or its leadership may have that would impact the project and/or M&O.

<Response>

4.2 Approach to Planning the Software Development Life Cycle (SDLC)

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth the RFQ Requirements Section 3.4.4 Project Planning.

PR Medicaid Program plans to have the project follow the Vendor's SDLC and expects this to be comprehensive. PR Medicaid Program's prefers a Scaled Agile Framework (SAFe) methodology. PR Medicaid Program does not envision a pure waterfall (with one phase and a big bang go-live) nor extreme Agile methodologies with high number of release cycles, but does envision adopting certain best practices such as:

- Breaking the project into smaller releases, but within manageable range
- Not waiting until development is complete before testing – PR Medicaid Program anticipates testing completed functionality while other functionality is being developed
- Leveraging automated testing tools to support regression testing and help ensure functionality built/tested early on does not break with latter releases
- Including user validation/usability testing as an integral part of the development methodology and iterate on the user interface design
- Co-locating PR Medicaid Program functional staff for the duration of the project to resolve: ambiguous items real-time, usability, policy decisions/changes and ongoing testing
- Continually/frequently consolidating code to support ongoing testing
- Leveraging application life-cycle management tool

Instructions: Describe the Vendor's SDLC methodology. Include in the response a description of what the Vendor believes will be an effective SDLC methodology (e.g., Waterfall model, Rapid Application Development, etc.) during the implementation of the proposed System for both the Vendor and PR Medicaid Program. This must focus on how the different phases interrelate to ensure the requirements and Use Cases are further defined and result in a tested Solution that addresses the PR Medicaid Program business objectives.

<Response>

4.3 Approach to Managing the Environments

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in RFQ Implementation Requirements Section 3.4.5 Technical Environment Setup and Management.



4.3.1 Environment Specification

It is the PR Medicaid Program's intention to provision the production, non-production and disaster recovery environments/infrastructure to the PREE project on the Microsoft Azure Cloud. This will include the core technology infrastructure (e.g., servers, storage, and network). The PR Medicaid Program expects the Vendor to propose to leverage the existing iPaaS and COTS software and/or provide COTS software for the PREE Solution, as well as non-production type environments using the PRDoH's architecture guidance documented in Section 2.2 of the RFQ.

PR Medicaid Program anticipates at least six (6) types of environments (development, integration test, user acceptance testing, staging (sub-production), production, and disaster recovery). However, the Vendor can combine and/or include other environments, as it deems appropriate.

Instructions: Describe the environments the Vendor requires to complete this project and the necessary hardware, software and tools needed for the required environments. This must include all environments being proposed. This description must include all hardware and software items that will be required to make the environments functional and how the environments will leveraged/can be leveraged by other PREE Solution-related efforts.

<Response>

4.3.2 Integration with Operational Processes

As the PREE is a critical foundation to the future of PR Medicaid Program, the PREE project will need to drive the maturation of some of the existing operational processes across the PRDoH enterprise, as PR Medicaid Program embarks on maturing its alignment with ITIL v3 processes (e.g., Change/Release, Configuration, and Incident Management).

Instructions: Describe the Vendor's approach to integrating a major implementation project with PR Medicaid Program's existing operational processes, as well as with the PR Medicaid Program's continuous improvement goal to align with ITIL v3 processes. Detail any experience the Vendor has in a similar environment and situation, the challenges faced, and how these challenges were overcome.

<Response>

4.3.3 Environment Coordination

The PREE Solution will be installed and maintained on a SaaS cloud by PRDoH OIAT resources and/or another Vendor acting on behalf of the PR Medicaid Program to perform some of the tasks. The Vendor must collaborate with PR Medicaid Program resources and/or Infrastructure Vendor to identify, mitigate and resolve any issues arising from ongoing implementation.

Instructions: Describe the approach to deploying Solution components to minimize the potential for issues resulting from concurrent development (e.g., ensuring the development environment has the most current versions) and how these activities should be coordinated.

<Response>

4.3.4 Security and Regulatory Management

The Vendor must provide policies and practices to prevent, detect and resolve security breaches. In addition, the Vendor must demonstrate experience and ability to meet all regulatory requirements.

Instructions: Describe how the Vendor intends to maintain physical and logical security of the PREE



technology stack and its implementation relative to the services it provides as part of the proposed Solution.

<Response>

4.4 Approach to Solution Design, Development and Implementation (DDI)

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Implementation Requirements Section 3.4.6 Solution Design, Development & Implementation (DDI).

4.4.1 Requirements Validation and System Design Methodology

The Vendor is responsible for leading the System design process that is critical to developing a Solution that meets PR Medicaid Program's needs.

Instructions: Describe the Vendor's System Design methodology. This must include a description of what the Vendor believes will be an effective approach to validating the requirements and developing detailed designs (e.g., JAD sessions, usability studies, managing policy changes), and must refer to relevant items in the project Work Plan. Provide details regarding how these design sessions will be planned and facilitated, and how this approach will translate business requirements into System architecture and design specifications for the PREE Solution.

<Response>

4.4.2 System Development and Configuration Methodology

The Vendor must provide the processes and approach for managing the custom development and configurations to ensure high quality code and documentation required for supportability.

Instructions: Describe the Vendor's System development and configuration methodology.

<Response>

4.5 End-to-End Integration Approach (Services Hub)

The Vendor must lead the effort to conduct end-to-end integration to support the person-centered model of practice envisioned by PR Medicaid Program by building a "Services Hub". The Vendor must lead the effort to integrate with systems external to the PREE System, and the Vendors that support these systems, through a combination of an Enterprise Service Bus (ESB), Master Data Management (MDM) functionality and Data Integration/ETL. Puerto Rico's preference for Integration is to use the Microsoft Azure Service Bus, Microsoft Data Factory and Azure SQL.

Instructions: Describe the Vendor's approach to integration, including a description of how it will interface via the PREE Solution and approach, to supporting the enablement of common shared technology components and services and shared business functionality.

<Response>



4.6 Approach to Data Conversion

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Implementation Requirements Section 3.4.7 Data Conversion and Migration.

4.6.1 Data Conversion Strategy, Approach and Timeline

The Vendor must describe their approach in detail around mapping of data elements between the source and target systems, extraction, transformation and load. The Vendor must provide details on how it intends to achieve the desired data conversion rate, as required by SLAs, and how that transforms into providing the expected benefits to every one of the participants who will transfer from the old system to the new system.

The Vendor must be responsible for all activities involving data mapping, transformation and conversion. The Vendor will support the PR Medicaid Program during source system data cleansing. Providing a clean source system data extract will be the responsibility of PR Medicaid Program.

Instructions: Describe the Vendor's approach to Data Conversion that will optimize the level of automated conversions, including the tools that will be used. Describe how the Vendor will ensure data integrity and consistency through all releases of the project.

<Response>

4.6.2 Data Governance

Ensuring strong Data Governance will be the responsibility of the Vendor during DDI and the initial operational period.

Instructions: Describe the Vendor's experience establishing data standards and coordinating with other projects/solutions that have shared data standards. This is an important step in achieving the vision of establishing a Services Hub, a combination of a true Enterprise Service Bus (ESB) coupled with Master Data Management (MDM) functionality.

<Response>

4.7 Approach to Testing

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Implementation Requirements Section 3.4.8 Testing Requirements.

The Vendor will be responsible for all test activities throughout the SDLC. The Vendor will be responsible for planning and execution of all test activities with the exception of UAT. During UAT, the Vendor will be required to support PR Medicaid Program's acceptance testing.

Instructions: Describe what the Vendor believes to be an effective Testing approach to ensure that the System is functioning and processing the data correctly. This plan must include the testing approach from unit testing through UAT. This must also include a discussion regarding the anticipated level of automated testing scripts and how these will be handed off to the M&O team for ongoing regression testing, as well as a thorough description of how the Vendor will work with PREE project-related Federal mandates to ensure proper compliance for testing guidance and requirements.

<Response>



4.8 Approach to Managing Organizational Change, Training and Knowledge Transfer

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Implementation Requirements Section 3.4.9 Organizational Change Management, Training and Knowledge Transfer.

4.8.1 Organizational Change Management

The implementation of the PREE System for PR Medicaid Program will introduce significant business and process changes.

Instructions: Describe what the Vendor believes to be an effective Organizational Change Management approach, including providing details for a stakeholder analysis, change readiness assessment, gap analysis, and recommendations for organizational and process changes.

<Response>

4.8.2 Knowledge Transfer

To ensure ongoing successful operations the Vendor will need to provide training to PRDoH OIAT technical staff.

Instructions: Describe what the Vendor believes to be an effective approach to Knowledge Transfer, including a description of the approach to ensuring super users and technical personnel have an appropriate level of understanding of the System. Describe how PRDoH Staff will be provided the required technical training.

<Response>

4.9 End-User Training

PR Medicaid Program would like to encourage Vendors to develop a business relationship with local companies. Preference will be given to Vendors who partner with local businesses to deliver system training.

Instructions: Describe what the Vendor believes to be an effective approach to training all end-users who will use the System, including executives. Include different classifications of users, the proposed method of training for each of these classifications of individuals, estimated duration of each component of the training program, and the method to be used to ensure that the training was successful. Include the tools and techniques the Vendor plans to use in training.

<Response>

4.10 Approach to System Pilot, Roll-out and Go-Live

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Implementation Requirements Section 3.4.10 Pilot, Roll-Out and Go-Live.

4.10.1 Pilot and Roll-out Planning

The Vendor is required to undertake a successful operational pilot to a representative sample of PR



Medicaid Offices. Following a successful pilot, the Vendor will be required to manage the deployment and rollout to the remaining offices.

Instructions: Describe the Vendor's methodology, tools, and techniques for piloting and rolling out the System. Describe what specific staging, readiness and deployment techniques the Vendor will use to determine the proper sequencing of deployment processes and functions required for successful implementation. Describe how the planned pilot approach will be in compliance with Title 7 for 277.18(g)(2)(ii).

<Response>

4.10.2 Roll-Out Approach and Timeline

Following a successful pilot, the Vendor will be required to manage the deployment and rollout to the remaining offices.

Instructions: Describe what the Vendor believes to be the most effective roll-out and deployment strategy, including any recommendations regarding implementing/deploying functionality in separate releases and a phased roll-out, as well as a high-level timeline to ensure continuity of existing service, while deploying to each of the seventy-three local offices, seven regional offices and central office locations. If proposing a multi-release strategy (i.e., some of the required functionality is not part of the System in the first release), include a description of the proposed phases and the approach to providing all required functionality in the interim (e.g. interfaces to the legacy system). Provide references to the Vendor's proposed Work Plan and WBS in the required Microsoft Project® Work Plan submission. Describe the Vendor's approach to ensuring a successful incremental deployment strategy, considering geographically remote locations that may require an extended period of time for roll-out preparation.

<Response>

4.11 Approach to Steady State (System Warranty)

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in the RFQ Implementation Section 3.4.11 Warranty Support.

The warranty period commences when the PREE system is successfully operationally deployed.

Instructions: Describe how the Vendor plans to identify, classify and manage any required warranty fixes and how this will integrate with the M&O processes.

<Response>

4.12 Design, Development and Implementation (DDI) Service Levels

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in RFQ Section 7.4 Service Level Agreements and Guarantees.

To ensure acceptable project performance during the both DDI and subsequent operations the Vendor is asked to describe its approach to meeting the SLR's documented in the RFQ.

Instructions: Describe the Vendor's approach to meeting the various SLRs, including, but not limited to:

- Deliverable Schedule
- Deliverable Quality



<Response>

4.13 Approach to Supporting Federal Review

The Vendor must define its approach to completing the Federal review.

Instructions: Describe how the Vendor plans to support the Federal review process to ensure the System is compliant with all Federally mandated (CMS, FNS, etc.) guidance and rules. The approach must address, at a minimum, supporting PRDoH with on-site Federal review visits and addressing identified gaps/deficiencies in order to meet Federal requirements.

<Response>

4.14 Tool Usage

PR Medicaid Program expects the Vendor to leverage tools that increase project performance during the DDI project.

Instructions: Describe the Vendor's approach to leveraging tools to increase the project team's performance. The response must include a discussion of how the tools will help the project team efficiency, improve the quality of the Solution and help produce the materials required to efficiently provide M&O (e.g. documentation, automated test scripts). The Vendor must also discuss the benefits and costs/risks of taking this approach

<Response>

4.15 Statement of Work

4.15.1 Implementation Deliverables

The Vendor must provide a Statement of Work (SOW) that details the work to be performed consistent with the requested SOW and requirements detailed in the RFQ for the System. The narrative for the SOW must include a detailed description of each project deliverable. The SOW must also clearly define the scope of the project and provide assumptions on which the Work Plan and SOW were developed. The Vendor must NOT include any pricing or pricing assumptions in this section.

For each Deliverable, the Vendor must provide the following information:

- **Deliverable Description** – Provide an overview of the Deliverable
- **Vendor Responsibilities** – Provide a clear and concise narrative of Vendor responsibilities to perform the work for this Deliverable
- **PRDoH Responsibilities** – Provide a clear and concise narrative of what the Vendor expects from PRDoH to perform the work for this Deliverable
- **Deliverable Timeline** – Please include start and end dates
- **Deliverable Duration** – Total duration of the Deliverable in working days
- **WBS ID Number** – Provide the reference to the project WBS ID number related to this Deliverable
- **Reference** – Indicate the section, page and paragraph where referenced

Instructions: Provide a SOW with the Deliverables in Table 1 and add any additional Vendor-



proposed deliverables. Each Deliverable must include at least the items listed in Table 2 -Deliverable Response Template. Replicate the template for each Deliverable. Change only the cells containing "<Insert>" in Table 2. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Quotation.

Table 10. List of Deliverables

Task	Deliverable Number	Deliverable/Work Product Name	Frequency	Constraints/ Dependencies
I.1 - Project Management and Monitoring	I.1.1	Completed Project Establishment Checklist	Once	Within 1 month of contract signing
	I.1.2	Integrated Project Management Plan	Once for Initial Release and updated for all subsequent Releases	Within 1 month of Task I.1.1
	I.1.3	Project Schedule	Once for Initial Release and updated for all subsequent Releases	30 days prior to starting work on any release
	I.1.4	Project Reporting Artifacts (Weekly, Monthly Reports, and Risk, Issue and Decision-Making Logs)	Weekly and Monthly from project Initiation to Project Close	Within 3 days of reporting period
	I.1.5	Release/ Project Closeout Check-List	Once for Every Release and Final Project Close-Out	1 month prior to each Release/project Closeout
I.2 - Planning	I.2.1	Overall SDLC approach plan	Once (with updates only if required during subsequent releases)	Within 1 month after Task I.1.1
	I.2.2	System Architecture	Once (with updates only if required during subsequent releases)	Within 1 month after Task I.2.1
	I.2.3	System Security Plan	Once for Initial Release and updated for all subsequent Releases	Within 1 month after Task I.2.2
	I.2.4	Technology Environment Specifications and Infrastructure plan	Once for Initial Release and updated for all subsequent Releases	Within 1 month after Task I.2.2
	I.2.5	Organizational Change Management Plan	Once for Initial Release and Updated for all subsequent Releases	Within 3 months after Task I.2.1
	I.2.6	Data Conversion Plan	Once for Initial Release and Updated for all subsequent Releases	2 months before start of Task I.5 (Data Conversion Tasks)



Task	Deliverable Number	Deliverable/Work Product Name	Frequency	Constraints/Dependencies
	I.2.7	Master Test Plan	Once for Initial Release and updated for all subsequent Releases	2 months before start of Task I.6 (Testing Tasks)
	I.2.8	Training and Knowledge Transfer Plan	Once for Initial Release and updated for all subsequent Releases	2 months before start of Task I.7 (Training Tasks)
	I.2.9	Roll-Out Plan (Pilot and Full Roll-Out)	Once for Initial Release and updated for all subsequent Releases	2 months before start of Task I.8 (Pilot and Deployment Tasks)
	I.2.10	Deployment Plan (Pilot and Full Deployment)	Once for Initial Release and updated for all subsequent Releases	3 months before start of Task I.8 (Pilot and Deployment Tasks)
	I.2.11	System Operations, Support and Transition Plan	Once for Initial Release and updated for all subsequent Releases	3 months before End of Task I.8 (Pilot and Deployment Tasks)
I.3 - Technical Environment Specification	I.3.1	Technical Environment Specifications Plan	Once (updated on as-needed basis)	Within 30 days after Task I.2.1
I.4 - Design, Development and Implementation (DDI)	I.4.1	Requirements Validation and updates to RTM, BPA and Use Cases	Once for Initial Release and updated for all subsequent Releases	Cannot start before Task I.2.1
	I.4.2	Functional Design Document (FDD)	Once for Initial Release and updated for all subsequent Releases	Cannot start before Task I.4.1
	I.4.3	Technical Design Document (TDD)	Once for Initial Release and updated for all subsequent Releases	Cannot start before Task I.4.2
	I.4.4	Data Integration and Interface Control Documents (ICD)	Once for the initial release and updated for subsequent releases	Cannot start before Task I.4.3
	I.4.5	Updated and Completed Functional and Technical Requirements Traceability Matrix	Once for the initial release and updated for subsequent releases	Cannot start before Task I.4.3
I.5 - Data Conversion	I.5.1	Data Conversion Testing Report and Results	Once for every Release	Cannot start before Task I.2.6
I.6 - Testing	I.6.1	Completed SIT	Once for every Release	Cannot start



Task	Deliverable Number	Deliverable/Work Product Name	Frequency	Constraints/ Dependencies
		Readiness Checklist		before Task I.2.7
	I.6.2	SIT Testing Report and Results	Once for every Release	Cannot start before Task I.6.1
	I.6.3	Completed UAT Readiness Checklist	Once for every Release	Cannot start before Task I.6.2
	I.6.4	UAT Testing Report and Results	Once for every Release	Cannot start before Task I.6.3
I.7 - OCM (Organizational Change Management), T (Training) and KT (Knowledge Transfer)	I.7.1	Training and Knowledge Transfer Materials	Once for every Release	Cannot start before Task I.2.8
	I.7.2	Training and Knowledge Transfer Completion report	Once for every Release	Cannot start before Task I.2.9
	I.7.3	Executive Briefing	Quarterly and as requested	Within 2 weeks of completion of OCM
I.8 - Pilot, Roll-Out and Go-Live	I.8.1	Pilot Deployment Report and signoff	Once for every Release	Cannot Start before Task I.6.4 for Each Release
	I.8.2	Formal System Acceptance and Final Go-Live Report	Once for every Release	Cannot Start before Task I.8.1 for Each Release
I.9 - Warranty Support	I.9.1	Completion of all Warranty Activities Report	Once for every Release	Cannot Start before Task I.8.2 for Each Release

Table 11. Deliverable Response Template

ID - 2	Project Status Report	
Deliverable Description	<Insert>	
Vendor Responsibilities	<Insert>	
Expectations for PRDoH' Responsibilities	<Insert>	
	Start	End
Timeline	<Insert>	<Insert>
Duration	<Insert>	
WBS ID#(s)	<Insert>	
Reference (Section, Page Paragraph)	<Insert>	

<Response>

4.15.2 Deliverables Expectations Document

The awarded Vendor will be required to prepare all deliverables based on a DED that will be written by the Vendor and approved by PR Medicaid Program, with guidance from at least the IV&V Vendor. The Vendor cannot start any work on the Deliverable until it receives PR Medicaid Program approval of the DED. Once approved by PR Medicaid Program, the DED will be a tool used to monitor the Vendor's work on the Deliverable and to discuss the Vendor's successful delivery of the Deliverable, as defined by the Deliverable acceptance criteria.

As each project Deliverable is submitted, the Vendor must include a copy of the DED as the cover sheet.

Submission of DEDs for these Deliverables will be evaluated as part of the Vendor's Quotation, but submission with a Quotation, or issuance of a Contract does not constitute acceptance of the DED.

Instructions: Provide DEDs for the following Deliverables (see the RFQ document for additional details), using the DED within the document embedded below. Replicate the template for each DED submitted.



DED Template

Attachment 1 DED Template

Table 12. List of Required DEDs

Deliverable #	Name of Deliverable
I.1.2	Integrated Project Management Plan
I.1.4	Project Status Reporting Artifacts
I.1.5	Release/Project Closeout Check-List
I.2.1	Overall SDLC Approach Plan
I.2.2	System Architecture
I.2.6	Data Conversion Plan
I.2.7	Master Test Plan
I.2.8	Training and Knowledge Transfer plan
I.2.9	Roll-Out Plan (Pilot and Full Roll-Out)
I.4.2	Functional Design Document
I.4.3	Technical Design Document
I.4.4	Data Integration and Interface Design Document
I.6.3	Completed UAT Readiness Checklist
I.7.1	Training and Knowledge Transfer Materials
I.8.2	Formal System Acceptance and Final Go-Live report



4.16 Value Added Services and Benefits

The Vendor may describe any services or deliverables that are not required by the RFQ, and are at no additional cost to PR Medicaid Program, but that the Vendor proposes to provide that will add value to the project and further differentiate the Vendor from other bidders. The Vendor is not required to propose value-added benefits, but inclusion of such services may impact the Vendor's overall evaluation.

Instructions: Please describe any value-added services or deliverables the Vendor is including as part of its Quotation and that are at no additional cost to PR Medicaid Program.

<Response>

4.16.1 Lessons Learned

PR Medicaid Program learns from the experiences of others. The Vendor must describe what it sees as the success factors and primary challenges in the implementation of similar systems.

Instructions: Please describe any lessons learned from the Vendor's relevant experience and how those lessons will impact the Vendor's approach to this project.

<Response>

4.16.2 Issues, Challenges and Potential Risks

PR Medicaid Program is interested in any information that may help to identify issues, clarify the requirements, reduce risk of the procurement, and identify issues and challenges of designing and implementing the proposed System.

Instructions: Describe the Vendor's primary concerns, risks, issues and recommendations for PR Medicaid Program, as it proceeds with this project.

<Response>

4.17 Implementation Requirements Approach Assumptions

Instructions: Document all assumptions related to this Response Template in the following Table. Add rows as necessary. Do not change the header row. Any changes to the header row could lead to the disqualification of the Quotation.

Table 13. Implementation Requirements Assumptions

ITEM #	REFERENCE (RFQ Section, Page, Paragraph)	ASSUMPTION DESCRIPTION	RATIONALE
1.			
2.			
3.			



5.0 Maintenance and Operations Requirements Approach

The Vendor must provide a narrative overview of how the System will meet the Puerto Rico Eligibility and Enrollment (PREE) Maintenance and Operations (M&O) requirements. The following questions pertaining to Maintenance, Support and Operations is a required portion of the RFQ response and will be evaluated by PR Medicaid Program.

While responding, the Vendor must reference the RFQ Section 3.5 Maintenance and Operations and other technical and infrastructure documentation provided as part of the Procurement Library, to gain an overall understanding of the current application and infrastructure environment and future PR Medicaid Program vision.

Please use these response sections to provide specific details of the proposed approach to meeting PR Medicaid Program requirements in each area. Responses must, when necessary, reference requirements using the appropriate RFQ Requirement Numbers from Section 3.0 Scope of Work (SOW), Section 7.0 Performance Standards.

Responses for the M&O Requirements Approach must be highly focused on the specific requirements and must not simply provide generic or marketing descriptions of technology or product capabilities. Also, include one (1) or more diagrams where necessary that detail the proposed design and the relationships between key technical components.

5.1 Approach to Application Maintenance and Operations

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in RFQ Section 3.5.1 – Maintenance and Operations.

During the M&O cycle, the Vendor will be required to support the PREE System components it implements. The Vendor must coordinate the delivery of M&O support with OIAT and/or other Infrastructure Vendor of PR Medicaid Program's choice.

Instructions: Describe how the Vendor will lead and perform these tasks and coordinate with the Government of Puerto Rico and/or infrastructure Vendor to ensure the PREE solution, as well as other solution components the Vendor's scope, meet SLRs, especially End-to-End performance. This must include a discussion of each of the following areas, and the approaches to overcome any challenges:

- Handling application maintenance operations, administration and support
- System monitoring
- Incident and problem management
 - Help desk and incident management (Tier 1/2/3)
 - Problem management services
 - Root Cause Analysis (RCA) as it relates to the PREE platform
- Scheduling and management of releases to help ensure minimal impact to users
- User account management
- Security administration
- Break-fix

<Response>

During the M&O cycle the Vendor will be asked to meet end to end performance SLRs for the PREE solution.



Instructions: Describe how the Vendor will provide support the Government of Puerto Rico in ensuring that system infrastructure requirements are adequate to meet the SLRs. Include a discussion of each of the following system areas, specifying how the Vendor intends to support the Government of Puerto Rico and Infrastructure Vendor, in overcoming some of the challenges in meeting end-to-end performance SLRs as the work is distributed across multiple entities:

- Network, hosting and data center services, so the Government of Puerto Rico and/or Infrastructure Vendor can manage the application more seamlessly
- Storage management
- Backup and recovery
- Remote access
- Batch-job control and scheduling
- Change and release management
- Configuration management
- Capacity management
- Performance management
- Disaster Recovery

<Response>

The RFQ captures the expectations regarding the Vendor's role and responsibilities for M&O activities for the PREE application as well as other transitioned applications under Vendor's scope. The Vendor must provide a team which has the skills required to perform M&O tasks and to effectively manage the relationship.

Instructions: Describe the Vendor's approach to managing the account to ensure quality services are provided and SLRs are met. At a minimum, this must include a discussion of the Vendor's approach to

- Client management including any processes, tools and documentation
- M&O staffing including the capabilities to identify staff with required skills for full time and part time roles, long and short-term roles required to address client needs
- PR Medicaid Program and Vendor M&O teams' roles and responsibilities and Key Personnel
- M&O team structure
- Roles and responsibilities of each team member and how these align with the tasks captured in the RFQ and RFQ Section 3.5.4.
- Expectations regarding on-site presence
- Process for identifying, proposing and transitioning to replacement personnel. This must include a discussion regarding the approach to addressing performance issues
- Staffing to ensure the Solution transitions smoothly from the project implementation to M&O staffing
- Previous experience with similar clients, the challenges faced and how these were overcome

<Response>



5.2 Approach to DDI to M&O Transition

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth RFQ Section 3.5.2 Design, Development and Implementation (DDI) to M&O Transition Req.# 02-DD-001 to 02-DD-009.

PR Medicaid Program expects key transition activities that need to happen between the DDI team and M&O team. The Vendor will be responsible for developing and managing the transition tasks between the DDI (Design, Development and Implementation teams) and M&O team.

Instructions: Describe the Vendor's approach to developing transitioning tasks for each release between the DDI team and M&O team, including planning activities, roles required, approach to communicating/interacting between the teams, the inherent challenges and how the Vendor has overcome these challenges in the past.

At a minimum, this must include a discussion of the following areas:

- Transition planning
- Knowledge transfer approach
- Coordination roles and responsibilities between both the teams
- Transition progress milestones/check-points
- Quantification the transition risk
- Readiness activities including checklists for completing transition

<Response>

5.3 Approach to System Modifications/Enhancements

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in RFQ Section 3.5.3 Modifications/Enhancements Req.# 03-DD-001 to 03-DD-022.

PR Medicaid Program anticipates modifications and/or enhancements will be required to the PREE application and associated applications transitioned under the Vendor's scope, during the M&O phase. These could range in priority and size. The Vendor will be responsible for managing the entire implementation lifecycle for these changes from receiving the request through successful deployment into the production environment (and training, if required).

Instructions: Describe the entire process required to convert a request into a deployed enhancement. Include a discussion regarding how the Vendor plans to schedule/bundle enhancements, how the process may change based on the size/complexity of any changes, staffing approach to support the potential for variable demand, any challenges envisioned and how the Vendor proposes overcoming these challenges. The response must include a description of the approach for the following:

- Estimating costs
- Defining/documenting the requirements
- Detailed design
- Configuration and development
- Documentation management
- Testing
- Training



- Deployment
- Coordination between the various teams during deployment including activities performed such as regression and performance testing and deployment scheduling

<Response>

5.4 Approach to M&O Turn-Over or Transition Services

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in RFQ Section 3.5.4 Maintenance and Operations Transition Requirements Req.# 04-TO-001 to 04-TO-014.

M&O of all applications under the Vendor's scope may be transitioned to a successor service provider or to the Government of Puerto Rico, after the contracted operational support period (through roll-out and steady-state) expires. The Vendor must provide assistance in this transition. The detailed roles/expectations are outlined in the RFQ Section 3.5 and Section 7.4. The expectation is for the Vendor to provide all the support required to transition the PR Medicaid Program PREE Solution to the new support organization without any adverse impact to PR Medicaid Program stakeholders during transition.

Instructions: Describe the Vendor's approach to providing transition support including planning activities, roles required, approach to communicating/interacting with the new support organization and PR Medicaid Program stakeholders, the inherent challenges and how the Vendor has overcome these challenges in the past.

<Response>

5.5 Tool Usage

PR Medicaid Program is driving to improve its approach to applications maintenance and operations and expects the Vendor to leverage tools to ensure M&O activities are efficient and effective including items such as the automation of tasks and tracking PREE related activities/information.

Instructions: Describe how the Vendor plans to leverage the tools outlined in RFQ Section 3.5 to make the M&O activities efficient and effective. The response must highlight the integration points with other PR Medicaid Program tools, tasks that will be automated and information/activities/processes that are tracked. This must also include a discussion of the benefits, cost, issues and risks of the approach recommended.

<Response>

5.6 Approach to Providing Hosted Private Cloud Services (PR Medicaid Program Optional)

The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in RFQ Section 3.6 Hosted Cloud Req.# 05-HC-001 to 05-HC-133.

The Government of Puerto Rico's preferred iSaaS is the Microsoft Azure Government Cloud. The Vendor must propose a solution that can be provisioned, deployed and managed on the Azure cloud. The Vendor shall provide an infrastructure as a service (iSaaS) solution to the applications team and provide the support associated with that infrastructure. This includes, but is not limited to, data center backbone network, servers, disk storage, archive, monitoring tools, security tools, and systems software that support the business application. PR Medicaid Program prefers a solution that is implemented as an



iPaaS (Integration Platform as a Service) where the services as well as the infrastructure are provisioned virtually. The Vendor does have the option to and may propose hosting services.

Instructions: Describe the Vendor's understanding of PR Medicaid Program's needs for hosted private cloud services and how it will cost effectively scale the infrastructure. The response must also discuss the role and responsibilities (Vendor vs. the Government of Puerto Rico), how it will provide the staff to support the infrastructure, meet the Service Levels, when the current infrastructure would be migrated, and its approach and the critical success factors required to coordinate with PR Medicaid Program and other applications.

Include a discussion of each of the following system areas, the challenges and approaches to overcome these challenges:

- Network, hosting and data center services
- Storage management services
- Operating system, application and database backup and recovery
- Remote access infrastructure management
- Capacity management
- System monitoring
- System Performance management
- System Change / release management
- System Configuration management
- System Infrastructure support
- System Infrastructure security
- System Disaster recovery
- Data Disaster recovery
- Batch-job control and scheduling

<Response>

5.7 Approach to meeting Operational and Performance Service Level Requirements

The Vendor is required to meet various Operational and Performance SLRs. The Vendor must ensure that the responses to this section are in alignment with the requirements set forth in RFQ Section 7.3 Maintenance, Operations and Support Services Level Req.# 07-1-Transition Execution to 7-2-Availability and RFQ Section 7.4 System Performance Service Level Req.# 07-3-Performance-Average Response Time to 07-4-Performance-Maximum Response Time.

Instructions: Describe the Vendor's approach to meeting the various SLRs some of which include:

- System Availability
- System Performance
- System Response time
- Incident Response time
- Security Incidents Response Time



<Response>

5.8 Statement of Work

5.8.1 M&O Deliverables

The Vendor must provide a Statement of Work that details the work to be performed during the M&O phase. The narrative for the Statement of Work must include a detailed description of each Phase deliverable. The Statement of Work must also clearly define the approach and provide assumptions on which the Statement of Work was developed. The Vendor must NOT include any pricing or pricing assumptions in this section.

For each Deliverable, described in **Error! Reference source not found.** the Vendor must provide the following information:

- **Deliverable Description** – Provide an overview of the Deliverable
- **Vendor Responsibilities** – Provide a clear and concise narrative of Vendor responsibilities to perform the work for this Deliverable
- **PR Medicaid Staff Responsibilities** – Provide a clear and concise narrative of what the Vendor expects from PR Medicaid Program to perform the work for this Deliverable
- **Deliverable Timeline** – Please include start and end dates
- **Deliverable Duration** – Total Duration of the Deliverable in working days
- **WBS ID Number** – Provide the reference to the Project WBS ID number related to this Deliverable
- **Reference** – Indicate the section, page and paragraph where referenced

Instructions: Provide a Statement of Work including each of the Deliverables in the following Table, and any additional Vendor-proposed deliverables. Each Deliverable must include at least the template in the Deliverable Response Template Table. Replicate the template for each Deliverable. Change only the cells containing “<Insert>”. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Quotation.

The Vendor must develop the following M&O deliverables using the PR Medicaid Program Delivery Expectation Document (DED) template provided as part of the procurement library.

Table 14. List of Deliverables

Grouping	#	Deliverable/ Work Product Name	Frequency
O.1- M&O Planning and Services	O.1.1	Application Maintenance and Operations Plan	Once
O.2 – Provide M&O Services, Status Reporting and Quality Assurance	O.2.1	M&O Status Report and Service Level Agreement Reporting	Monthly
O.3 – DDI to M&O Transition Services	O.3.1	PREE DDI team to M&O team Transition Plan	Once per release/ updated as needed or requested by PR Medicaid Program
	O.3.2	Updated Application Maintenance and	Once and updated for



Grouping	#	Deliverable/ Work Product Name	Frequency
		Operations Plan	each release
	O.3.3	Completed Transition Readiness Checklist	Once
O.4 – Enhancements and Modifications	O.4.1	Enhancement Requirements and Cost Estimates	Once per change request
	O.4.2	Completed Enhancement Check-List	Once per release
O.5 – M&O Turnover Services	O.5.1	M&O Turnover Plan	Once and updated as needed or requested by PR Medicaid Program
	O.5.2	M&O Turnover Assessment Report	Monthly during transition activities

Table 15. Deliverable Response Template

ID - 2	Deliverable Response Template	
Deliverable Description	<Insert>	
Vendor Responsibilities	<Insert>	
Expectations for the Government of Puerto Rico's Responsibilities	<Insert>	
	Start	End
Timeline	<Insert>	<Insert>
Duration	<Insert>	
WBS ID#(s)	<Insert>	
Reference (Section, Page Paragraph)	<Insert>	

<Response>

5.8.2 Deliverables Expectations Document (DED)

The awarded Vendor will be required to prepare all deliverables based on a DED that will be written by the Vendor and approved by PR Medicaid Program with guidance from at least the QA/IV&V Vendor prior to the Vendor starting any work on the Deliverable. Once approved by PR Medicaid Program, the DED will be a tool used to monitor the Vendor's work on the deliverable and to discuss the Vendor's successful delivery of the Deliverable as defined by the deliverable acceptance criteria.

No work may be performed on any deliverable until the associated DED has been approved in writing by PR Medicaid Program. As each Project Deliverable is submitted, the Vendor must include a copy of the DED as the cover sheet.

Submission of DEDs for these deliverables will be evaluated as part of the Vendor's Quotation. But submission with a Quotation or issuance of a Contract does not constitute acceptance of the DED.

Instructions: Provide DEDs for the following deliverables (see the RFQ document for additional details), using the Attachment 1 DED Template. Replicate the template for each DED submitted.



Table 16. List of Required DEDs

Deliverable #	Name of Deliverable
O.1.1	Application Maintenance and Operations Plan
O.2.1	M&O Status Report and Service Level Agreement Reporting
O.4.1	Enhancement Requirements and Cost Estimates
O.5.1	M&O Turnover Plan

<Response>

5.9 Value Added Services and Benefits

The Vendor may describe and clearly notate, any services or deliverables that are not required by the RFQ, and thus at no additional cost to PR Medicaid Program, but that the Vendor proposes to provide that will add value to the Phase and further differentiate the Vendor from other bidders. The Vendor is not required to propose value-added benefits, but inclusion of such services may impact the Vendor's overall evaluation.

Instructions: Please describe any value-added services or deliverables the Vendor is including as part of its Quotation that is at no additional cost to PR Medicaid Program.

<Response>

5.9.1 Lessons Learned

PR Medicaid Program learns from the experiences of others. The Vendor must describe what it sees as the success factors and primary challenges in managing and operating similar systems and Multi-Vendor environments.

Instructions: Please describe any "lessons learned" from the Vendor's relevant experience and how those lessons learned will impact the Vendor's approach to this Project.

<Response>

5.9.2 Issues, Challenges and Potential Risks

PR Medicaid Program is interested in any information that may help to identify issues, clarify the requirements, reduce risk of the procurement, and identify issues and challenges of managing and implementing the proposed System.

Instructions: Describe the primary concerns, risks, issues and recommendations for PR Medicaid Program as it proceeds with this Project.

<Response>



5.10 Maintenance and Operations Approach Assumptions

Instructions: Document all assumptions related to this Response Template in the following Table. Add rows as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Quotation.

Table 17. Maintenance and Operations Requirements Assumptions

ITEM #	REFERENCE (RFQ Section, Page, Paragraph)	DESCRIPTION	RATIONALE
1.			
2.			
3.			

<Response>

6.0 Engagement Organization and Staffing Plan

As described in section 3.4 Implementation Scope and Deliverables of the RFQ the Vendor should describe the integrated Project Organization and Staffing Plan required to execute the proposed approach and create the deliverables required for the Engagement. This section should include details of the Vendor's team, proposed use of subcontractors, and the Vendor's expectations of PR Medicaid Program resources. This section should include a visual representation of the Vendor engagement including the reporting structure. The Vendor should also describe the required staffing of business and technical resources PR Medicaid Program must provide to support the delivery of the services and creation of all deliverables. The Plan should include the number of resources (both business and technical), anticipated role and responsibilities, level of participation and necessary capabilities/skills for both PR Medicaid Program and Vendor resources. The Staffing Plan should highlight the staff performing the roles required to deliver the scope of services outlined in the RFQ.

Key Project Personnel identified in the Proposal for the engagement are considered to be the core Vendor resources and are therefore expected to be the major participants in all procurement activities (e.g. oral presentations) and services delivery activities. If the Vendor is selected, its Key Project Personnel cannot be replaced without prior PR Medicaid Program approval during the life cycle of the Project.

PR Medicaid Program has the right to require Vendor replacement of Key Personnel or any person in the Vendor's team (including subcontractors) for any reason not limited to inadequate skills, team work, and responsive attitude etc.

Instructions: Provide a Staffing Plan and associated organization chart detailing the number of personnel, level, roles and responsibilities, and team reporting relationships, and identify the approach to providing "shoulder-to-shoulder" links for key staff roles between Vendor staff and PR Medicaid Program staff. Show proposed Vendor personnel hours by phase, by personnel level, and by role for the entire engagement. Identify all Key Project Personnel for the Vendor, personnel for PR Medicaid Program and their proposed roles. Additionally, the response should include an assessment of PR Medicaid Program's current staffing.

<Response>



6.1 Vendor Key Personnel

The Vendor should identify Key Personnel for the Engagement, as described in the RFQ, including:

- Name
- Position in Vendor organization
- Proposed role on Engagement
- Focus of work effort
- % of time dedicated to the Engagement
- Experience in the proposed role
- Qualifications for the proposed role
- Role in the last three (3) projects

Instructions: Complete the following Table detailing the Key Personnel identified for this Engagement. Add rows as necessary. Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Proposal.

Table 18. Vendor Key Personnel

NAME	POSITION IN ORGANIZATION	PROPOSED ROLE ON ENGAGEMENT	FOCUS OF WORK EFFORT	% OF TIME PROPOSED ON ENGAGEMENT	EXPERIENCE IN PROPOSED ROLE (Years)	QUALIFICATIONS FOR PROPOSED ROLE	ROLE IN LAST 3 PROJECTS

<Response>

6.2 Subcontractor Key Personnel

The Vendor should identify the Subcontractor Key Personnel for the Engagement including:

- Name
- Position in subcontractor organization
- Proposed role on Engagement
- Focus of work effort
- % of time for that work effort
- Experience in the proposed role
- Qualifications for the proposed role
- Role in the last three (3) projects

This section should also detail the past engagements each listed person has had with the Vendor or their staff.

Instructions: Provide a listing of the Subcontractor Key Personnel. This Table should be replicated for each Subcontractor used. Add rows as necessary. Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Proposal.



Table 19. Subcontractor Key Personnel

NAME	POSITION IN ORGANIZATION	PROPOSED ROLE ON ENGAGEMENT	FOCUS OF WORK EFFORT	% OF TIME FOR THAT WORK EFFORT	EXPERIENCE IN PROPOSED ROLE (Years)	QUALIFICATIONS FOR PROPOSED ROLE	ROLE IN LAST 3 PROJECTS	PREVIOUS ENGAGEMENTS

<Response>

6.3 Staff Management

The Vendor should describe internal standards, policies and procedures regarding hiring, professional development and human resource management, including processes for ensuring that the Engagement will not be affected by fluctuations in Vendor staffing and other assignments. The response should also include a discussion of the Vendor's management of subcontractor staffing.

Instructions: Provide descriptions of the Vendor's Staff Management approach.

<Response>

6.4 Training Policies and Procedures

The Vendor should describe its policies and procedures for providing education and training for its personnel, both initially and ongoing.

Instructions: Describe Vendor's approach for training and ongoing education of its personnel.

<Response>

6.5 Staff Retention

The Vendor should provide assurances that it will retain the appropriate level of staff to complete the scope of this engagement throughout the contract period. The Vendor should describe its approach to staff retention, with specific attention to ensuring staff consistency throughout the duration of the engagement.

Instructions: Describe Vendor's process and methodology for retaining Vendor personnel and ensuring that Key Personnel are consistently engaged on this Engagement. The Vendor should also discuss steps they have/will take to minimize staff turn-over to avoid costly re-training of engagement resources.

<Response>

6.6 Engagement Organization and Staffing Assumptions

Instructions: Document all assumptions related to the response for Engagement Organization and Staffing in the following Table. Add rows to the Table as necessary. Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Proposal.



Table 20. Vendor Engagement

ITEM #	REFERENCE (Section, Page, Paragraph)	DESCRIPTION	RATIONALE
1.			
2.			

6.7 Staff Experience

The Vendor must provide a completed Staff Experience reference form (**Error! Reference source not found.**) for each proposed Key Personnel as indicated in the RFQ (includes both Vendor and subcontractor staff designated as Key Personnel).

Instructions: For each reference listed, indicate the client name and client contact information, whether the engagement was for a public-sector agency, project name, start and end dates the team member performed the role, duration of the experience, and an overview of the project scope that is focused on how it relates to the scope of this RFQ. Duplicate Table 1 in its entirety for each Key Personnel. Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Quotation.

Table 21. Vendor Key Personnel

Team Member Name:					
Description of Skill Sets and Experience:					
Proposed Key Project Role for RFQ #:				Subcontractor? (Yes/No)	
Years' Experience in Role:					
Linkedin Profile URL (if available)					
REFERENCES					
REFERENCE 1					
Client Name:					
Client Point of Contact:					
Client Address:					
Client Phone:					
Client Email:					
# of Employees:		Public Sector? (Yes/No)		Project Name/Description:	
Date/Duration of Staff Involvement	Start Date: (MM/YYYY)			End Date: (MM/YYYY)	
Project Scope:					
Staff Role on the Project:					



Team Member Name:					
REFERENCE 2					
Client Name:					
Client Point of Contact:					
Client Address:					
Client Phone:					
Client Email:					
# of Employees		Public Sector? (Yes/No)		Project Name/Description:	
Date/Duration of Staff Involvement	Start Date: (MM/YYYY)			End Date: (MM/YYYY)	
Project Scope:					
Staff Role on the Project:					
Linkedin Profile URL (if available)					
REFERENCE 3					
Client Name:					
Client Point of Contact:					
Client Address:					
Client Phone:					
Client Email:					
# of Employees:		Public Sector? (Yes/No)		Project Name and Description	
Date/Duration of Staff Involvement	Start Date: (MM/YYYY)			End Date: (MM/YYYY)	
Project Scope:					
Staff Role on the Project:					
INDIVIDUAL QUALIFICATIONS					
Certifications (if applicable) e.g IEEE					
PMI/PMP	Member ID#:				
	Earned Date:		Expiration Date:		
Other (Specify)	Member ID#:				
	Earned Date:		Expiration Date:		

<Response>

6.8 Resumes

The Vendor should attach professional resumes of all proposed Key Personnel to this section of the Quotation.



Each resume should demonstrate experience germane to the position proposed. The resume should include work on projects cited under the Vendor's corporate experience, and the specific functions performed on such projects.

Instructions: Provide a resume for each proposed Key Personnel.

<Response>

6.9 Collaboration

Instructions: Provide evidence that the Vendor's proposed team (including subcontractor(s), if proposed) has a proven track record of successfully collaborating in a similar environment to the environment outlined in the RFQ. This should include experiences working with a team to improve maintenance and operations efficiency and effectiveness. Describe how the Vendor (including subcontractor(s)) will ensure that the proposed team will achieve the required team dynamics.

<Response>

6.10 Vendor References

To realize the objectives stated as part of the RFQ, Puerto Rico Department of Health, Medicaid Program Office (PR Medicaid Program) is issuing this RFQ to award a contract to a Vendor that has experience implementing and managing complex integrated eligibility applications for major organizations. As such, PR Medicaid Program has established mandatory qualifications that a Vendor must meet to submit a Quotation as stated in Section 9 of the RFQ.

To satisfy the mandatory qualifications, include at least three (3) references (for the Prime Vendor) of projects that are of similar size, complexity, and scope to this engagement, and that have either completed within the last five (5) years or are current active projects. Additionally, include at least three (3) references (for the Prime Vendor), of projects implementing and maintaining health services systems that have been completed within the last five (5) years or are currently active projects. References may overlap if they meet qualifications for both requirements. Each reference chosen should clearly demonstrate the Vendor's ability to perform the Scope of Work described in the RFQ.

Instructions: Provide the information requested in the Tables below. The Tables may be replicated if the Vendor would like to include more than three (3) references. Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Quotation.

Table 22. Reference 1

VENDOR INFORMATION			
Vendor Name:		Vendor Contact Name:	
Project Dates:		Vendor Contact Phone:	
CLIENT INFORMATION			
Client Organization:		Client Contact Name:	
		Client Phone:	
Client Address:		Client Email:	
		Client Fax:	



PROJECT INFORMATION	
Total Vendor Staff:	
Project Objectives:	
Project Description:	
Vendor's Involvement (Role and Scope):	
Project Benefits:	
Summarize below any staffing issues that the Vendor may have had that impacted the project and what the impact(s) was.	
VENDOR KEY PERSONNEL ASSIGNED TO PROJECT (add more roles as needed)	
Name:	Role:



Name:		Role:	
PROJECT MEASUREMENTS			
Operating Budget of Organization:		# of Employees and External Users:	
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:			
Number of Change Requests:		Actual Total Costs of Change Requests:	
Reason(s) for Change Requests:			
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:			
Describe the project's billing and invoicing procedures and any special accommodations:			
Ability to attain and support CMS Certification / Authorization to Operate:			



Table 23. Reference 2

VENDOR INFORMATION			
Vendor Name:		Vendor Contact Name:	
Project Dates:		Vendor Contact Phone:	
CLIENT INFORMATION			
Client Organization:		Client Contact Name:	
		Client Phone:	
Client Address:		Client Email:	
		Client Fax:	
PROJECT INFORMATION			
Total Vendor Staff:			
Project Objectives:			
Project Description:			
Vendor's Involvement (Role and Scope):			
Project Benefits:			
Summarize below any staffing issues that the Vendor may have had that impacted the project and what the impact(s) was.			
VENDOR KEY PERSONNEL ASSIGNED TO PROJECT (add more roles as needed)			
Name:		Role:	



Name:		Role:	
PROJECT MEASUREMENTS			
Operating Budget of Organization:		# of Employees and External Users:	
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:			
Number of Change Requests:		Actual Total Costs of Change Requests:	
Reason(s) for Change Requests:			
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:			
Describe the project's billing and invoicing procedures and any special accommodations:			
Ability to attain and support CMS Certification / Authorization to Operate:			



Table 24. Reference 3

VENDOR INFORMATION			
Vendor Name:		Vendor Contact Name:	
Project Dates:		Vendor Contact Phone:	
CLIENT INFORMATION			
Client Organization:		Client Contact Name:	
		Client Phone:	
Client Address:		Client Email:	
		Client Fax:	
PROJECT INFORMATION			
Project Objectives:			
Project Description:			
Vendor's Involvement (Role and Scope):			
Project Benefits:			
Summarize below any staffing issues that the Vendor may have had that impacted the project and what the impact(s) was.			
VENDOR KEY PERSONNEL ASSIGNED TO PROJECT (add more roles as needed)			
Name:		Role:	
Name:		Role:	



PROJECT MEASUREMENTS				
Operating Budget of Organization:		# of Employees and External Users:		
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:				
Number of Change Requests:		Actual Total Costs of Change Requests:		
Reason(s) for Change Requests:				
Estimated Start & Completion Dates		From:		To: <input type="text"/>
Actual Start & Completion Dates		From:		To: <input type="text"/>
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:				
Describe the project's billing and invoicing procedures and any special accommodations:				
Ability to attain and support Certification /Authorization:				

6.11 Subcontractor References (If applicable)

If the Quotation includes the use of subcontractor(s), include at least three (3) references of projects that have been completed within the last five (5) years or are currently active projects. Section 1.2.1 of the



RFQ outlines the mandatory minimum qualifications.

Instructions: Provide the information requested in the tables below. Replicate the table if more than three (3) references are desired. Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Quotation.

Table 25. Subcontractor Reference 1

VENDOR INFORMATION			
Subcontractor Name:		Subcontractor Contact Name:	
Project Dates:		Subcontractor Contact Phone:	
CLIENT INFORMATION			
Client Organization:		Client Contact Name:	
		Client Phone:	
Client Address:		Client Email:	
		Client Fax:	
PROJECT INFORMATION			
Total Vendor Staff:			
Project Objectives:			
Project Description:			
Subcontractors Involvement (Role and Scope):			
Project Benefits:			
Summarize below any staffing issues that the Vendor may have had that impacted the project and what the impact(s) was.			



SUBCONTRACTOR KEY PERSONNEL ASSIGNED TO PROJECT (add more roles as needed)			
Name:		Role:	
Name:		Role:	
PROJECT MEASUREMENTS			
Operating Budget of Organization:		# of Employees and External Users:	
Estimated One-time Costs:		Actual One-time Costs:	
Reason(s) for Change in One-time Cost:			
Original Value of Sub-Contractor's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Number of Change Requests:		Actual Total Costs of Change Requests:	
Reason(s) for Change Requests:			
Estimated Start & Completion Dates	From:	To:	
Actual Start & Completion Dates	From:	To:	
Reason(s) for Difference Between Estimated and Actual Dates:			



Table 26. Subcontractor Reference 2

VENDOR INFORMATION			
Subcontractor Name:		Subcontractor Contact Name:	
Project Dates:		Subcontractor Contact Phone:	
CLIENT INFORMATION			
Client Organization:		Client Contact Name:	
		Client Phone:	
Client Address:		Client Email:	
		Client Fax:	
PROJECT INFORMATION			
Total Vendor Staff:			
Project Objectives:			
Project Description:			
Subcontractors Involvement (Role and Scope):			
Project Benefits:			
Summarize below any staffing issues that the Vendor may have had that impacted the project and what the impact(s) was.			



SUBCONTRACTOR KEY PERSONNEL ASSIGNED TO PROJECT (add more roles as needed)			
Name:		Role:	
Name:		Role:	
PROJECT MEASUREMENTS			
Operating Budget of Organization:		# of Employees and External Users:	
Estimated One-time Costs:		Actual One-time Costs:	
Reason(s) for Change in One-time Cost:			
Original Value of Sub-Contractor's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Number of Change Requests:		Actual Total Costs of Change Requests:	
Reason(s) for Change Requests:			
Estimated Start & Completion Dates	From:	To:	
Actual Start & Completion Dates	From:	To:	
Reason(s) for Difference Between Estimated and Actual Dates:			

Table 27. Subcontractor Reference 3

VENDOR INFORMATION			
Subcontractor Name:		Subcontractor Contact Name:	
Project Dates:		Subcontractor Contact Phone:	
CLIENT INFORMATION			
Client		Client Contact Name:	



Organization:		Client Phone:	
Client Address:		Client Email:	
		Client Fax:	
PROJECT INFORMATION			
Total Vendor Staff:			
Project Objectives:			
Project Description:			
Subcontractors Involvement (Role and Scope):			
Project Benefits:			
Summarize below any staffing issues that the Vendor may have had that impacted the project and what the impact(s) was.			
SUBCONTRACTOR KEY PERSONNEL ASSIGNED TO PROJECT (add more roles as needed)			
Name:		Role:	
Name:		Role:	
PROJECT MEASUREMENTS			
Operating Budget of Organization:		# of Employees and External Users:	



Estimated One-time Costs:		Actual One-time Costs:	
Reason(s) for Change in One-time Cost:			
Original Value of Sub-Contractor's Contract:		Actual Total Contract Value:	
Reason(s) for Change in Value:			
Number of Change Requests:		Actual Total Costs of Change Requests:	
Reason(s) for Change Requests:			
Estimated Start & Completion Dates	From:		To:
Actual Start & Completion Dates	From:		To:
Reason(s) for Difference Between Estimated and Actual Dates:			

6.12 Vendor Organization Overview

The Vendor should include details of the Vendor's Experience in this section. The details must include a Vendor organization overview, corporate background, Vendor's understanding of the relevant domain, and the Vendor's experience in the public sector.

Instructions: Provide all relevant information regarding the general profile of the Vendor. Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Quotation.

Table 28. Vendor Organization Profile

VENDOR ORGANIZATION PROFILE:	
Company Name:	
Name of Parent Company:	
Industry (NAICS): (North American Industry Classification System)	
Type of Legal Entity:	
Company Ownership: (i.e., Private/Public, Joint Venture)	



VENDOR ORGANIZATION PROFILE:	
Minority Business Number (if applicable):	
Number of Full Time Employees:	
Last Fiscal Year Company Revenue:	
Last Fiscal Year Company Net Income:	
% of Revenue from State and Local Government Clients in the United States:	
% of Revenue from IT Design/ Implementation, and Operations Support Services:	
Number of Years in Business:	
Number of Years Vendor has been Providing the Type of Services Specified in the RFQ:	
Number of Employees Providing the Type of Services Specified in the RFQ:	
Headquarters in the USA:	
Locations in the USA:	
Office Servicing this Account:	

6.13 Subcontractor Organization Overview (If applicable)

The Vendor should only complete this section if proposing subcontractors as part of the Quotation.

Instructions: Provide all relevant information regarding the profile of each subcontractor. This section must be duplicated in its entirety for each subcontractor included in the Quotation. Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Quotation.

Table 29. Subcontractor Organization Profile

SUBCONTRACTOR ORGANIZATION PROFILE	
Subcontractor Name:	
Type of Legal Entity:	
Company Ownership: (i.e., Private/Public, Joint Venture)	
Headquarters Location:	
Date Founded:	
Number of Employees:	



SUBCONTRACTOR ORGANIZATION PROFILE	
Last Fiscal Year Company Revenue:	
Last Fiscal Year Company Net Income:	
Services to be Provided:	
Experience of Subcontractor in Performing the Services to be Provided:	
Brief Description and Number of Projects Where Vendor has Partnered with this Subcontractor:	
Locations Where Work is to be Performed:	

6.14 Vendor Corporate Background and Experience

6.14.1 Vendor's Corporate Background

The Vendor must describe its corporate background to provide context of the organization that will be providing the products and services in this RFQ.

Instructions: Describe the Vendor's corporate background as it relates to projects similar in scope and complexity to the project described in this RFQ.

<Response>

6.14.2 Vendor's Understanding of Puerto Rico Eligibility & Enrollment (PREE)

Instructions: Describe the Vendor's understanding of PREE. Discuss the Vendor's strategies and areas of focus related to this service. Discuss key trends affecting Health Services in the next three (3) to five (5) years, with specific focus on how the Vendor will translate these trends in its solution to benefit the Puerto Rico Department of Health (PRDoH).

<Response>

6.14.3 Eligibility & Enrollment Engagements Completed in the Public Sector in the Last Five Years

The Vendor must list all engagements that were completed/finished or were active in the last 5 years in the Public Sector (in particular for Health Services and similar to the PREE). This includes all engagements where the Vendor was providing DDI and M&O support services and/or providing services to implement application enhancements.

Instructions: Provide a listing and contact information for all similar PREE engagements in the last five (5) years. Denote any that are pending litigation, or have been terminated for cause or convenience. Provide the same information for each subcontractor, associated company, consultant, and/or entity that will be involved in any phase of this engagement. **Duplicate the table for each entity in the Quotation.**



Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Quotation.

**Table 30. E&E Engagements
Completed/Active in the Last
Five (5)**

REF #	ENGAGEMENT NAME	CLIENT NAME	CLIENT CONTACT	PROJECT DURATION	BUSINESS DISPUTE?	
1					YES <input type="checkbox"/>	NO <input type="checkbox"/>
2					YES <input type="checkbox"/>	NO <input type="checkbox"/>
3					YES <input type="checkbox"/>	NO <input type="checkbox"/>
4					YES <input type="checkbox"/>	NO <input type="checkbox"/>
5					YES <input type="checkbox"/>	NO <input type="checkbox"/>

6.14.4 Vendor's Work Locations

The Vendor Key Project Personnel associated with the PREE engagement must be available to participate in project-related meetings in-person, as scheduled by PR Medicaid Program during normal business hours, Monday through Friday 8:00 a.m. to 5:00 p.m. AST, except Federal, Government of Puerto Rico, and local holidays.

At no time shall the Vendor maintain, use, transmit, or cause to be transmitted information governed by privacy laws and regulations outside of the United States and its territories.

Instructions: Describe the locations where the Vendor proposes to perform the work associated with this RFQ. Indicate the site(s) where the Vendor will perform the relevant tasks identified in this Quotation. If the Vendor proposes a site(s) for a specific task and it will change during the Contract term, provide a timeline reflecting where the task will be performed during each time period.

Specifically identify where the Key Project Personnel identified in the RFQ will be physically located for the duration of the Contract.

For each of the deliverables identified in the RFQ, provide the percentage of work to be done in Puerto Rico.

<Response>

6.14.5 Existing Business Relationships with Puerto Rico

Instructions: Describe any existing or recent (within the last five (5) years) business relationships the Vendor, any of its affiliates, and/or proposed subcontractors has with the Government of Puerto Rico.

<Response>



6.14.6 Business Disputes

Instructions: Provide details of any disciplinary actions that are pending litigation or Terminated for Cause or Convenience and denote the associated reasons. Also describe any other administrative actions taken by any jurisdiction or person against the Vendor. List and summarize all judicial or administrative proceedings involving sourcing activities, claims of unlawful employment discrimination, and anti-trust suits in which the Vendor has been a party within the last five (5) years. If the Vendor is a subsidiary, submit information for all parent companies. If the Vendor is proposing subcontractors, associated companies, and/or consultants that will be involved in any phase of this engagement, provide the same information described above for each of these entities.

<Response>

6.15 Financial Stability

6.15.1 Dun & Bradstreet Ratings

The Vendor must provide the industry standard Dun & Bradstreet (D&B) Ratings that indicates the firm's financial strength and creditworthiness that assigned to most US and Canadian firms (and some firms of other nationalities) by the US 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. Additional information may be requested regarding financial stability for the Vendor and any proposed subcontractors.

Instructions: Provide a D&B Ratings report.

<Response>

6.15.2 Financial Capacity

Vendors must submit an Independent Auditor's Report and audited financial statements, including any management letters associated with the Auditor's Report with the applicable notes, OMB A-133 Audit (if conducted) for the last three (3) fiscal years (an Audit Receipt Letter from Contract Support for each year is acceptable), balance sheet, statement of income and expense, statement of changes in financial position, cash flows, and capital expenditures.

Most current financial statements (may be unaudited) should be provided on a separate USB Memory Stick, labeled "Financial Capacity Information - Template Vendor Background" and provided as part of the Technical Proposal. If the Vendor has not had an audit conducted within the past three (3) fiscal years, then the Vendor must provide the following un-audited financial statements for the last three (3) fiscal years:

- a) State of Financial Position (Balance Sheet)
- b) Statement of Activities (Income Statement)
- c) Statement of Cash Flows

If the Vendor is a corporation that is required to report to the Securities and Exchange Commission (SEC), it must submit its two (2) most recent SEC Forms 10K, Annual Reports. If any change in ownership is anticipated during the twelve (12) months following the Quotation due date, the Vendor must describe the circumstances of such change and indicate when the change is likely to occur.

Additional information may be requested by the Government of Puerto Rico regarding financial stability of the Vendor and any proposed subcontractors.

Instructions: Supply evidence of finances sufficient to demonstrate reasonable stability and solvency



appropriate to the requirements of this procurement.

<Response>

6.15.3 Financial References

The Vendor must provide references that can verify the standing of the Vendor.

Instructions: List Vendor credit references. Do not change any of the pre-filled cells. Any changes to the pre-filled cells could lead to the disqualification of the Quotation.

Table 31. Credit References

INSTITUTION	ADDRESS	PHONE NUMBER	CONTACT

6.15.4 Corporate Guarantee

If the Vendor is substantially owned or controlled, in whole or in part, by one or more other legal entities, the Vendor must submit the information required under the "Financial Capacity" section above for each such entity, including the most recent financial statement for each such entity. The Vendor must also include a statement that the entity or entities will unconditionally guarantee performance by the Vendor for each and every obligation, warranty, covenant, term and condition of the Contract. If PR Medicaid Program determines that an entity does not have sufficient financial resources to guarantee the Vendor's performance, PR Medicaid Program may require the Vendor to obtain another acceptable financial instrument or resource from such entity, or to obtain an acceptable guarantee from another entity with sufficient financial resources to guarantee performance.

Instructions: Provide any additional information requested and the unconditional guarantee by the owning/controlling entities.

<Response>