



STATE OF ALABAMA

**Alabama Department of Insurance
Office of the Alabama Health Insurance Exchange (HIX)**

Request for Proposal for the Alabama Health Insurance Exchange System

**Deliverable
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PREFACE AND PROJECT TIMETABLE

The following Table 1 represents the State's best estimate of the schedule that must be followed. The deadlines associated with the Vendor question and answer periods, and the proposal due date and the proposal opening date are firm, while the other dates provided in the schedule are estimates and will be impacted by the number of proposals received. Note that if addendums or oral presentations are determined to be required, the dates in Table 1 may need to be updated. The State reserves the right, at its sole discretion, to adjust this schedule as it deems necessary. Notification of any adjustment to Table 1 will be posted under the "health reform link" on the Department of Insurance (DOI) web site at: www.aldoi.gov.

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Table 1: Project Timetable

| Activity | Completion | Central Time |
|--|--------------------|----------------|
| Request for Proposal is Issued | May 9, 2012 | By 5:00 PM CDT |
| Deadline for Submitting Questions to be Answered at the Pre-Proposal Conference | May 16, 2012 | By 5:00 PM CDT |
| Deadline for Submitting Intent to Attend Pre-Proposal Conference Notification | May 16, 2012 | By 5:00 PM CDT |
| Mandatory Pre-Proposal Conference | May 25, 2012 | 10:00 AM CDT |
| Deadline for Submitting Questions after Pre-Proposal Conference | May 31, 2012 | By 5:00 PM CDT |
| Answers to Questions to be posted on web site | June 7, 2012 | By 5:00 PM CDT |
| Proposal Submission Date | June 11, 2012 | By 5:00 PM CDT |
| Opening of Proposal Responses | June 12, 2012 | 9:00 AM CDT |
| Selection of Apparent Winning Vendor (Estimated) | July 11, 2012 | 5:00 PM CDT |
| Centers for Medicare & Medicaid Services (CMS) Approval of Contract (Estimated) | July 20, 2012 | 5:00 PM CDT |
| **Legislative Oversight Committee Review and Governor's Approval of Contract (Estimated) | August 2, 2012 | 5:00 PM CDT |
| Proposal Award Milestone | August 10, 2012 | 5:00 PM CDT |
| Project Phase 1: Finalization of project plans and preliminary detailed design for the entire project | -- | -- |
| Contractor Begins Work (Estimated) | August 13, 2012 | 8:00 AM CDT |
| Project Plan Upgrade Milestone | Vendor to Propose | |
| Preliminary Design Review Milestone | Vendor to Propose | |
| CMS: Provide preliminary detailed design documentation to CMS for review and approval | September 28, 2012 | 5:00 PM CDT |
| Project Phase 2: Build phase for Phase 2 System components, with iterative detailed design development for each new component in the proposed solution as given in Section 3.3. | -- | -- |
| CMS: Conditional Certification to Operate Exchange | February 28, 2013 | TBD |
| Detailed Design and Operational Review Milestone | Vendor to Propose | |
| Receive submissions via Portal from issuers seeking to sell products on the HIX System | July 1, 2013 | 8:00 AM CDT |
| Implementation Readiness Milestone for Phase 3 | Vendor to Propose | |
| Project Phase 3: Pilot operation of all the components developed in Phase 2 | -- | -- |
| CMS: Full Certification to Operate Exchange | September 30, 2013 | TBD |
| Allow open enrollment for individuals and small businesses | October 1, 2013 | 12:00 AM CDT |
| Implementation Readiness Milestone for Phase 4 | Vendor to Propose | |
| Project Phase 4: Completion and stabilization of the entire HIX System | January 1, 2014 | 12:00 AM CDT |
| CMS: Fully operational HIX System | January 1, 2014 | 12:00 AM CDT |
| Project Phase 5: Operation of the completed System (Warranty Period) | January 1, 2015 | 12:00 AM CDT |
| Operational Readiness Review (ORR) Milestone | Vendor to Propose | |
| Project Phase 6: Operation of the completed System (Post-warranty Period includes annual renewal options) | January 1, 2019 | 12:00 AM CDT |

* By State law, this contract must be reviewed by the Legislative Contract Review Oversight Committee. This committee meets monthly and can, at its discretion, hold a contract for up to 45 days. The "Contractor Begins Work" date, as shown in the table above, may be impacted by the timing of the contract submission to the committee for review and/or by action of the committee itself.

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FORWARD – RFP ORGANIZATION

This Request for Proposal (RFP) is organized in the following manner:

Section 1: Purpose and Background: Contains an explanation of the RFP purpose and background information concerning the Alabama Health Insurance Exchange (HIX) and other items of interest to the Vendor.

Section 2: Project Scope and Approach: Contains information about the project goals, key stakeholders, project organization, and a summary of the scope of work.

Section 3: Project Requirements: Contains information regarding the specific requirements for the system and expectations of the selected Vendor.

Section 4: General Administrative Information: Contains mandatory Vendor qualifications, the Procurement Schedule, and general Vendor instructions. Resources, facilities, and equipment to be provided by the State are also discussed.

Section 5: Proposal Response Specifications and Format: Contains mandatory proposal submission information, and instructions concerning how Vendors are to structure and format their proposals. Detailed preparation instructions are given for each section of both the Technical Proposal and the Cost Proposal.

Section 6: Contract Terms and Conditions: Contains contract information along with several specific terms and conditions under which the Vendor must perform the contract.

Section 7: Project Activities, Tasks and Deliverables: Contains a detailed list of activities, tasks, and deliverables.

Appendices: Contains documents referenced from the body of the RFP that are needed to respond to the RFP. Appendix K: Contains the various forms that support the procurement process and the submission of a proposal.

Additional Documentation: A mandatory Requirements Response Matrix is provided as a separate document accompanying this RFP. It is described on Form D in Appendix K, and it is extensively referenced in Sections 2, 3 and 5.

1 PURPOSE AND BACKGROUND

1.1 Purpose

The Office of the Alabama Health Insurance Exchange (HIX) is issuing this Request for Proposal (RFP) to obtain competitive responses from qualified organizations to provide and implement the Alabama Health Insurance Exchange System (System), a state-of-the-art automated system that supports HIX in providing all of the functionality described in this RFP.

It is the intent of HIX to provide prospective Vendors with sufficient information to enable them to prepare and submit proposals to Alabama HIX, especially information that is specific to Alabama versus general information available from the Federal Government.

The Vendor may use this information to demonstrate why the Vendor's proposal should be chosen by HIX. It is expected that the Vendor will propose a combination of software and services that together constitute the best "Proposed Solution." As a portion of the Proposed Solution, it is expected that the Vendor will propose (1) the use of Commercial Off-The-Shelf (COTS) components, whether proprietary or open source and/or (2) the design, development and testing of new software components specifically for HIX.

It is the state's desire to obtain a SOA solution that will allow other state agencies to consume centrally hosted services. The vendor selected will not be responsible for integrating services beyond the scope outlined in this RFP. However, licensing costs for components that have broad applicability across agencies – e.g. eligibility engine, address validation tools, business intelligence software, user administration, etc. – should be priced in such a way to allow for extensibility beyond the Exchange System.

1.2 Health Benefit Exchange Background Specific to Alabama

General Terminology for this RFP is contained in the Appendix A: Glossary. However, some terms are determined to represent important Alabama background information.

"Exchange" (when capitalized and not otherwise qualified) means the Alabama implementation of the "American Health Benefit Exchange," including the "Small Business Health Options Program" or "SHOP Exchange," described in Section 1311 of the ACA, to be planned for, created, and implemented by Alabama based, in part, on the Services to be performed under this Contract. The word "Exchange" (capitalized) will be used to emphasize the functionality of the Alabama Health Insurance Exchange, as opposed to its administration, which will be referenced by the HIX acronym. Generally "Exchange" and "HIX System" can be used interchangeably.

"HIX" means the Governor's Office of the Health Insurance Exchange or any similar successor entity created by Executive Order of the Governor or legislation. HIX is not a division or unit within the Alabama Department of Insurance, but HIX is designated by the Department of Insurance to act as its representative for purposes of this RFP.

"System" (when capitalized and not otherwise qualified) is the target product of this RFP. For emphasis, it will often be qualified as the "HIX System." However, "System" and "HIX System" are synonymous.

Under Alabama law, only licensed insurance producers can actually provide advice on selecting a specific insurance product.

In Alabama, the HIX System exists within an ecosystem of organizations and other electronic systems that services about 4 million Alabama residents. The HIX System will be most heavily used during initial implementation and annual enrollment periods. Some additional information regarding some of the most important elements of this ecosystem is provided below for the:

- Office of the Alabama Health Insurance Exchange (HIX)
 - HIX Organizational Status
- Alabama MAGI Eligibility Determination System
- MyAlabama.gov Portal
- Alabama Health Information Exchange (AHIE)
- Federal Data Services Hub
- System for Electronic Rate and Form Filing (SERFF)

1.2.1 Office of the Alabama Health Insurance Exchange

The Patient Protection and Affordable Care Act of 2010 (ACA) provides for the creation of State-based Health Insurance Exchanges that will allow consumers to access and evaluate health insurance coverage options from commercial insurers, determine eligibility for federal subsidies, and enroll in health insurance coverage of their choice.

Reference: <http://www.healthcare.gov/law/about/index.html>

The Office of the Alabama Health Insurance Exchange is operating through the Alabama Department of Insurance (DOI) to solicit Proposals from interested, qualified vendors (Vendors) in order for HIX to implement the Alabama Insurance Exchange System (HIX System).

HIX Organizational Status

HIX is a newly created organization within the state of Alabama. Recruitment of new staff by HIX for the implementation of the Exchange is currently in progress. Staff from the Vendor chosen to implement the Exchange will work with new staff recruited by HIX as well as existing staff from multiple agencies within the state of Alabama, especially those related to HIX System integration with other agency systems.

1.2.2 Alabama MAGI Eligibility Determination System

At this time, it is anticipated that Alabama will procure a new system which will supply the eligibility determination functionality for HIX, Medicaid and CHIP (ALL Kids). A requirement is included (see Section 3) that specifies a HIX System to provide the MAGI (income-based) eligibility functionality for HIX, Medicaid and CHIP. The MAGI based eligibility decision would then be passed to Medicaid and CHIP. ***OTE: It has now been determined that the proposed HIX System must include an Eligibility Determination System capable of making MAGI determinations for HIX, Medicaid and CHIP programs. Vendors must proceed with the under-***

standing that the proposal must include cost estimates for the entire eligibility function, and that none of this functionality will be provided by the Medicaid Eligibility Determination System. Vendors must not present proposals that assume that another agency will provide this functionality. In the proposed budget, vendors must present a line item price for purchasing and writing the business rules to support the MAGI eligibility determination. The price quoted must also include ongoing operations, maintenance and support costs on an annual basis for the first five years of operation. The price for the up-front and ongoing MAGI eligibility determination component must be included on Form N.

Section 3 provides more detail regarding the HIX procurement. Alabama agencies are coordinating closely to ensure that:

- A consumer-friendly application process is developed for all health subsidy programs
- Seamless transition is coordinated across health subsidy programs
- Application and renewal processes are minimized by accessing data from other sources
- Transfer of consumer eligibility, enrollment, and disenrollment information between Medicaid and other insurance coverage options, including CHIP, public/private health plans, and other HHS programs, is facilitated

1.2.3 MyAlabama.gov Portal

MyAlabama.gov is the online portal for services provided to Alabama residents from the state of Alabama. MyAlabama.gov Portal puts the power of the state of Alabama government at the fingertips of Alabama residents, 24/7.

The MyAlabama.gov Portal is a result of the My Alabama Project. The Project's focus is to increase health and human service (HHS) outcomes for children and families by building an integrated HHS infrastructure to coordinate technology and business processes of multiple systems that provide services to Alabama clients and families. Initial implementations of MyAlabama.gov Portal included Medicaid and Public Health (e.g., ALLKids, CHIP). Other agencies participating in the Project are the Department of Human Resources (Food Stamps and Temporary Assistance for Needy Families (TANF)), Mental Health (e.g., Mental Retardation Services), and Rehabilitation Services.

In the same way that MyAlabama.gov Portal is an entry point for the stakeholders of the Alabama MAGI Eligibility Determination System, MyAlabama.gov Portal will be an entry point for stakeholders of the Alabama Health Insurance Exchange System. Section 3 provides more detail regarding the HIX procurement.

NOTE: It has now been determined that the proposed HIX System must include an Eligibility Determination component capable of making MAGI determinations for HIX, Medicaid and CHIP programs. Vendors must proceed with the understanding that the proposal must include cost estimates for the entire eligibility function. Vendors must not present proposals that assume that another agency will provide this functionality.

1.2.4 Alabama Health Information Exchange

The statewide Alabama Health Information Exchange (AHIE) system infrastructure for physicians, hospitals, mental health providers, other health care organizations, and consumers may carry health information required by consumers and their representatives during their interactions with the HIX System. AHIE is funded by ONC to implement the same standards-based communication interfaces as other states' Health Information Exchanges have implemented. Section 3 provides more detail regarding the HIX procurement.

1.2.5 Federal Data Services Hub

To ensure reliable, standardized service to Exchanges, Medicaid, and CHIP programs, and in recognition that it is inefficient for State Exchanges and other coverage programs to organize a multiplicity of point-to-point interfaces for the exchange of data and routing of queries, HHS will establish a data services hub. Section 3 provides more detail regarding the HIX procurement.

If this new Federal Hub is ready for the HIX integration in time to meet the timelines in Table 1, optimal integration with the HIX System would occur in the normal sequence of HIX System implementation. However, as a portion of this Alabama background section, the risk of a "two-step implementation" that includes a "temporary solution" and then an "optimized" integration solution with the Federal Hub is highlighted.

1.2.6 System for Electronic Rate and Form Filing (SERFF)

The original concept for SERFF was developed in the early 1990s by the National Association of Insurance Commissioners (NAIC). The Electronic Filing Submission's intent was to provide a cost-effective method for handling insurance policy rate and form filings between regulators and insurance companies in order for the states to receive, comment on, and approve or reject insurance industry rate and form filings. The SERFF Consortium, an unincorporated group of interested states and companies has been an open, cooperative partnership with the mission to fund and oversee the development of the SERFF application. This partnership has allowed the states and companies to jointly exert a measure of control over a mission-critical function that otherwise could overwhelm either party's capability to respond to changing process requirements.

SERFF offers a decentralized point-to-point, web-based electronic filing system. SERFF facilitates communication, management, analysis and electronic storage of documents and supporting information. The system is designed to improve the efficiency of the rate and form filing and approval process and to reduce the time and cost involved in making regulatory filings.

Alabama Department of Insurance (DOI) requires all rate and policy submissions from insurance companies of all types to be submitted to the State via SERFF; that is, Alabama DOI does not contain a data system that will act as a data source to HIX. Consequently, all insurance company and health plan information displayed in the HIX System will come either automatically from SERFF or perhaps the Federal Hub. See Section 3 of this RFP document for information related to this HIX System procurement.

448 If new interfaces from SERFF or the Federal Hub are ready for the HIX integration in time to
449 meet the timelines in Table 1, optimal integration with the HIX System would occur in the normal
450 sequence of HIX System implementation. However, as a portion of this Alabama background
451 section, the risk of a "two-step implementation" that includes a "temporary solution" and then an
452 "optimized" integration solution with SERFF or the Federal Hub is highlighted.

2 PROJECT SCOPE AND APPROACH

2.1 Project Scope

HIX has described the scope of this project at a detailed level in this RFP in Section 7: Activities, Tasks, and Deliverables. Section 7 also references the detailed functional system requirements described by HIX in the Requirements Response Matrix. Higher preference will be given to software components that comply with guidance from the Centers for Medicare & Medicaid Services (CMS):

http://cciio.cms.gov/resources/files/exchange_medicaid_it_guidance_05312011.pdf

The web services and other communication standards specified by the Federal Government for use by Health Insurance Exchanges as well as those specified by the state of Alabama for health information communications are requirements within this project scope, whether specified explicitly within this RFP or are specified by the Federal Government or the state of Alabama during the operation of the HIX system by the selected Vendor. The selected Vendor must meet all Service Level Agreements (SLAs) defined for the HIX System. COTS products that support the adaptive, web service oriented architecture (SOA) design of the system are preferred for the desktop virtualization tier (when appropriate for security), presentation tier, middle tiers, relational database tier, and the server virtualization tier of the HIX System (see Sections 3.2.4, 3.5, 5.2.2.16, 5.2.2.17 and Appendix B of this document).

HIX is seeking a System that will initially be hosted in a private data center by the selected Vendor, but which is able to be subsequently moved to other data centers (e.g., hosted in Alabama data centers or other data centers selected by Alabama and operated by other vendors). For this reason, a rational exit strategy from the Vendor's data center must be described in this RFP response including the movement of existing data and existing software from the Vendor's data center to another data center operated by the state of Alabama or other vendor. The Vendor must describe this hosting exit strategy along with other hosting details in Tab 10 (see Section 5.2.2.15).

The HIX System must include core functionality to allow for adaptation and expanded use of the System to other eligibility programs and insurance exchange services, including those managed and administered outside of HIX. The System must be flexible enough to support a large number of programs and services, each with unique program-level requirements. The System must allow for some shared functionality, such as a common user-interface and database structure, but also serve the unique needs of individual programs. Any web services implemented may/will be used by other programs. Other agencies will be able to build on the System platform to administer means-tested programs. Although the scope of this RFP does not include the additional functionality needed to support other programs, the Vendor's solution must be built with a flexible architecture to support such expansions.

Through this RFP, HIX seeks to buy the best services and products at the most favorable competitive prices, and to give all qualified business entities an opportunity to bid to provide the desired products and services.

2.2 Project Organization

The Vendor must use Tabs 5, 6, 7, 8, and 9 to create an integrated view of both the System Solution and the Project Organization for the implementation of the System Solution. In addition, a tight trace-ability matrix must be created within these tabs by the Vendor to-and-from HIX Section 7 and the Requirements Response Matrix. The Requirement Response Matrix is contained within an Excel file that is an integral part of the RFP, and should have been downloaded along with the RFP PDF. This document will be henceforth referenced as the Requirements Response Matrix, understanding that it is contained within a separate Excel file.

HIX has described the project scope at the detailed level in this RFP in Section 7: Activities, Tasks and Deliverables. In Tab 6 (see Section 5.2.2.11) and Tab 7 (see Section 5.2.2.12), the Vendor must describe the recommended project organization. In Tab 8 (see Section 5.2.2.13) and Tab 9 (see Section 5.2.2.14), the Vendor must numerically identify and describe the specific step in the Project sequence that implements each functional requirement described by HIX in this RFP in the mandatory Requirements Response Matrix document. In addition, the appropriate numeric section in these response tabs must be referenced in the mandatory Requirements Response Matrix.

The Vendor's System Solution for each Functional Requirement must be described by the Vendor in Tab 5 and structured into a logical set of numerically identified sections. The appropriate numeric section in the Tab 5 response must be referenced in the mandatory Requirements Response Matrix. (see Section 5.2.2.10).

2.3 General Scope of Work

2.3.1 HIX Approach to Development

HIX views the development effort holistically, as a system-of-components involving software, hardware, people and processes oriented toward achieving its business needs and service delivery mission. HIX expects the Vendor to regard this development effort in the same way – as a completely integrated and relatively seamless delivery that fully addresses HIX core needs as expressed in the requirements.

HIX recognizes the broad and diverse nature of its System, and the complicating impact that the new technology and applications that are being introduced brings to the development effort. Much of the development will involve low risk workflow and web page development. Some, however, will involve the development of high risk, critically reliable and structurally significant components. HIX wishes to benefit from an iterative, agile-based development approach focused on the delivery of working components, while retaining the ability to address high risk items with a greater level of process discipline when needed. It needs a quality assurance and testing approach that exhibits the same flexible range of rigor in addressing risk. HIX requires that the Vendor provide a system development lifecycle that can accommodate all these needs by balancing agility with traditional process discipline.

At a minimum, HIX is expecting the Vendor's lifecycle development approach to use the CMS Guidance for Exchange and Medicaid Information Technology (IT) Systems v.2.0 and as a basic

System Development Life Cycle (SDLC) process. This model includes life-cycle stages and transition point gate reviews for such items as business service descriptions/definitions, requirements specifications, system design specifications, data models, interface control documents, and integration test cases. Over time, it is expected that the level of integration testing will increase with each iteration until entire subsystems are tested. System testing must verify that system requirements have been satisfied. User Acceptance Testing of the entire System will validate that the expectations of HIX have been met.

Vendor should provide Independent Verification & Validation (IV&V) for system design, with minimal IV&V performed at major release points, with the requirement of a IV&V before every release to the production environment. The IV&V must not be performed by a group that is designing, building nor supporting the Exchange system build.

2.3.2 Deliverable Review Process

While the complete process for review of all the System Project deliverables and documents will be developed and agreed upon by HIX and the successful Vendor at the beginning of the project, it is subject to change at the discretion of HIX if the situation warrants. The Vendor proposal document will form the basis for negotiations related to the review process. At a minimum, the Vendor must deliver a draft template with an annotated table of contents that will cover the acceptance criteria for each deliverable. All deliverables submitted to HIX must have, at a minimum, a cover letter outlining contents for delivery approval and a copy of the deliverables in electronic form, as directed by the HIX Project Manager.

Upon receipt of a deliverable, HIX staff will convene, as necessary, a review panel to assess the deliverable. The HIX Project Manager may also request a walkthrough of any deliverable submitted by the Vendor.

The deliverable will be reviewed within an agreed-upon set number working days after the receipt date. **Additional review time may be required at the discretion of the HIX Project Manager, who will notify the Vendor if that is the case.** If the deliverable is determined to be in need of modification, the HIX Project Manager will send written notification to the Vendor outlining the changes and reasons for the changes. The Vendor will make the corrections within 10 working days and resubmit the deliverable to the HIX Project Manager for additional review.

Once sufficient changes have been incorporated and the deliverable is both ready for use and compliant with content requirements, the deliverable will be submitted to HIX for formal acceptance and written approval. An acceptance letter, signed by HIX, will be submitted to the Vendor through the HIX Project Manager.

The Change Control Board for the System Project or its delegated representative must approve all identified deliverables due under this RFP. "Approved deliverables" means that the deliverable is of acceptable quality and content, without any further HIX reviewer recommended changes or unacceptable comments. The HIX Project Manager will be responsible for recording, tracking, and marking HIX accepted deliverables as "APPROVED." **HIX will only pay the Vendor for approved deliverables.**

Please note that HIX reserves the right to negotiate with the Vendor to reasonably change the deliverable due dates or timeframes as appropriate to assure timely completion of the project without any changes in the Vendor's contracted bid prices.

2.3.3 Deliverable Acceptance Criteria

The following criteria will be used by HIX to determine acceptance of the services and/or deliverables provided by the Vendor under this RFP:

- All Project Plans must be executed according to a standard dictated by the HIX Project Manager
- All deliverables must document the validity of the requested development process relative to current industry standards
- All documentation and deliverables must conform to the acceptance criteria specified for each of the activities given in Section 7
- All required documentation, as specified by the HIX Project Manager, will be delivered within mutually agreed-upon timeframes
- All required documentation will meet minimum standards for quality as specified by the HIX Project Manager

2.3.4 HIX System Project Major Milestones

This section is set forth to provide Vendors with a concept of the initial thinking of HIX with regard to System Project Major Milestones. **However, it is the Vendor's responsibility to modify or otherwise elaborate on these preliminary milestones in developing their plans.** The following are sections where Milestones are mentioned as requirements of the proposal process:

- Table 1: Project Timetable
- Section 5.2.2.11, response Tab 6, SDLC Approach and Methodology
- Section 5.2.2.13, response Tab 8, Project Plan
- Activity 1 in Section 7, Project Planning, especially Management Approach and Project Schedule

The term 'Milestone' is used for the control points that will apply regardless of the development approach adopted. The Vendor will place these control points into its schedule and incorporate them into its life cycle proposal according to the time constraints of Table 1. Payment will be contingent, in part, upon the approved completion of each of the Milestones. The remainder of this section provides a discussion for each of the preliminary project major Milestones.

Proposal Award Milestone

HIX selection of a winning proposal, which must address both the requirements of this RFP and the associated deliverables, constitutes the first Vendor milestone. The winning proposal will address as much of the criteria of the Project Plan Upgrade Milestone defined below as possible with the information available prior to contract award. Contract award will signify HIX approval

to proceed to Phase 1 of the project. This Phase of the project and its deliverables are described in Activity 1, Section 7. The planning documentation requirements covered in the proposal must be modified by the Vendor as the result of a deeper understanding of HIX needs and environment at that time as well as the additional time during Phase 1 to accomplish these upgrades.

Project Plan Upgrade Milestone at End of Phase 1

The requirements given in this RFP are as current as they could be as of its distribution date. A number of changes might become apparent in the interim between this date and the proposal award date. In addition, HIX expects the successful Vendor to bring experience, ideas and concepts to the project that may not be within this current RFP document. For this reason a Phase 1 deliverables have been established that will be the result of the Vendor performing systems analysis, requirements refinement, planning and, to the extent possible, detailed design. The expected deliverable for this phase will consist of the several documents that are described in Activity 1 of Section 7.

Preliminary Design Review Milestone

The Preliminary Design Review is a major System Project control milestone that is intended to address the system's lifecycle objectives once the requirements are refined and resolved in Phase 1. This milestone will establish that: (1) core operational concepts will be supported, and (2) core requirements will be satisfied. If prototypes are used for demonstration, the approach to be applied to the rest of the Project must either be faithful to the prototypes or an adequate reason for the departure must be documented. The system must be buildable within the budgets and schedules established by the Vendor and approved by HIX, and the design must demonstrate ultimate satisfaction of all requirements.

At this milestone, at a minimum the following will have been accomplished:

- Key validated usage scenarios will be exercised through prototyping or simulation. Critical conceptual risks will be identified and resolved
- An assessment of alternative feasible system concepts and solutions will be completed that will consider the satisfaction of both business and technical stakeholder objectives; Business objectives will be further analyzed for requirements and feasible architectures
- Top-level functions, interfaces, quality attribute levels will be defined, including system growth and priorities, prototypes, and stakeholder concurrence on essentials will be resolved
- The identification and initial specification of the services needed from enabling systems throughout the lifecycle will be accomplished
- The top-level definition of one or more feasible architectures will be determined, including physical and logical relationships, choices of COTS and reusable software components, and the identification of infeasible architecture options
- The top-level lifecycle process model stages and increments will be identified, including the identification and refinement of concepts for execution for each stage
- Risks will be identified and assessed, and mitigation plans will be established for subsequent stages of the lifecycle

- Plans and exit criteria for the Development Phase will be defined and approved by HIX.
- HIX must agree that satisfaction of the criteria for this phase has been accomplished before continuing to the next major milestone

Detailed Design Review Milestone

The Detailed Design Review is a major System control milestone for the project that is intended to address the system development lifecycle and the system architecture. This milestone is intended to demonstrate the following:

- The elaborated operational concept and system requirements are supported for the agreed upon architecture
- Either the development will be consistent with all previously approved prototypes, or sufficient explanations for deviation will be approved
- The system is buildable within the budgets and schedules established by HIX
- All major risks have been resolved or covered by the risk management plan
- Key stakeholders are committed to support the full lifecycle
- The initial operational requirements can be implemented
- System operation and support plans have been prepared
- Implementation planning has occurred to assure that site preparation and system implementation will be successful
- Plans exist for users, operators, and maintainers to be trained

As the result of the approval of the Detailed Design Review, the Vendor will move on to address the next major milestone.

Detailed Design and Operational Review Milestone

This milestone will include an Operational Readiness Review, which addresses the system's initial operational capability. At this milestone, at a minimum the following will have been accomplished:

- The system's objectives and operational concepts have been incrementally elaborated. System requirements, budget and schedule baselines, and lifecycle ownership estimates have been evaluated and refined
- A prototype or partial system is built
- Top-level functions, interfaces, quality attributes, and prototypes have been incrementally elaborated. Items not yet addressed are identified
- Stakeholder concurrence on priority concerns is accomplished
- Requirements for enabling systems are refined and base lined. It is confirmed that the system meets all stakeholder and system requirements and is producible, operable, supportable, and is cost effective for stakeholders
- The system and software architecture has been incrementally elaborated. A system architecture comprised of hardware, software and manual business processes and their interfaces (internal and external) exists. Physical and logical components, connectors, configurations, and constraints are identified. COTS and reuse choices are made. Do-

main architecture and architectural styles are determined. Architectural evolution parameters are defined. Technical information exists, including but not limited to:

- Hardware diagrams and models
 - Software design documentation
 - Interface specifications
 - Production plans
 - Operating instructions
 - Training manuals
 - Maintenance procedures
 - Retirement considerations
 - Definition of the enabling services required in subsequent lifecycle stages
- Consistency is assured and has been verified and validated among all elements. Major risks are resolved or covered by a risk management plan. Current risks are identified and mitigated
 - Exit criteria for this stage have been satisfied. Plans and exit criteria for the next stage are approved
 - Approval is obtained to proceed to the next phase

Implementation Readiness Milestone for Phase 3

The Implementation Readiness Milestone is a control milestone that marks the Initial Operating Capability (IOC) of the subsystem (e.g., in this case the deliverables of Phase 2 (see Section 3.3) utilized in Phase 3). It will be used to determine when these components are operationally capable. This milestone will occur prior to the subsystem being deployed operationally for System testing. HIX will expect a staged implementation of the overall system, culminating with an Operational Readiness Review (ORR); see the ORR Milestone below.

The IOC will reflect the earliest time at which the Phase 2 System components are operational, not the time at which it has assumed processing responsibility for the entire Exchange.

The key elements of this milestone for the project are when the following are completed:

- Software preparation, including both operational and support with appropriate documentation
- Data preparation, access, import and conversion (as appropriate)
- The necessary licenses and rights for COTS or reusable software, and appropriate qualification and compliance testing are satisfactorily complete
- The site preparation, including facilities, equipment, supplies, and COTS Vendor support arrangements are ready
- The user, operator, and maintainer preparation (including selection, teambuilding, training, and qualification for familiarization, usage, operations, or maintenance) have been completed, and the system is ready for operation

At this milestone, as a minimum, the following will have been accomplished (the word "system" in the immediate context below refers to the components that were required to be developed during Phase 2 as described in Section 3.3):

- The system capability will be qualified through testing
- Resources, material, services, and system elements have been acquired to support production
- System outcomes are produced according to approved and qualified production information
- Concepts for execution of all succeeding lifecycle stages are updated
- Current risks and mitigating actions are identified
- Experienced personnel competent to operate the system and provide operational services exist
- Trained personnel exist who will maintain and provide support services
- Organizational interfaces between the operating and production organization exist that ensure problem resolution and corrective actions
- System products and services are ready to be maintained through support services, including logistics to operational sites
- All required logistical support, including spare parts inventory capable of satisfying operational availability goals exist
- The system is installed and is capable of being operated and of providing sustainable operational services
- The system is ready to be maintained and to correct design deficiencies as they are identified
- The system has been installed so as to allow the collection of performance and cost monitoring and assessment to confirm conformance to service objectives
- The system has been installed so as to facilitate the identification of problems or deficiencies, informing appropriate organizations (user, development, production, or support) of the need for corrective action
- The system has been installed so as to facilitate system enhancement through stakeholder feedback
- End of stage exit criteria have been satisfied
- Certification is obtained from CMS to operate the Exchange
(see https://www.cms.gov/MMIS/09_MECT.asp)
- Approval is granted by the state of Alabama to proceed to the Operations and Maintenance stages

Implementation Readiness Milestone for Phase 5

This milestone contains all of the requirements of the Phase 3 Implementation Readiness Milestone; however it applies to the deliverables of Phase 4, opposed to Phase 2 as previously described.

Operational Readiness Review (ORR) Milestone

The ORR is completed near the end of the first year of full operation of the HIX System (the Warranty Period). All of the Implementation Readiness Milestone criteria will be updated as a result of the first year experience with the HIX System and applied to achieve this milestone. These updates to the operational criteria are intended to optimize the support of the HIX System

771 as the Warranty Period transitions to standard maintenance of the HIX System after the first
772 year of operation.

3 REQUIREMENTS

The selected Vendor must be responsible for performance of *all duties specified* within this RFP for the amount of compensation quoted in its response to this RFP.

3.1 Functional Requirements

The Functional Requirements known at the time of this publication are listed in a separate Excel spreadsheet accompanying this RFP. The spreadsheet is titled “Requirements Response Matrix” and is organized into “Business Area” sheets within the spreadsheet file. Vendor responses are required for each row in each of the following sheets:

- Individ (Individual) Eligibility
- Individ (Individual) Enrollment
- Plan Management
- SHOP
- Financial Management
- Web Portal
- Administrative

For background information, this Excel spreadsheet collects and reproduces requirements from multiple sheets onto separate summary sheets that organize the duplicated requirements into specific topic areas as “views.” Vendors should only use these summary sheets as a reference. The Vendor should not enter any data on the following sheets:

- Summarized Reporting Reqs (Requirements)
- Summarized Notices Reqs (Requirements)
- Summarized NIEM Reqs (Requirements)

For every row on the business area sheets, the Vendor must enter data in each cell as if the proposed solution were currently (at the time of proposal submission) meeting each requirement in an operational production environment. Detailed **Response Definitions** are included on the first tab of the requirements spreadsheet. **This matrix must be completed and returned as the Vendor’s RFP Response: Appendix C – Requirements Response Matrix. See Section 5.2.2.23.**

3.2 System Solution

A great amount of background material related to the HIX System and the project scope was presented in Section 1 and 2 of this RFP. Section 3.2 contains additional specification details for the response required under Tab 5 (reference Section 5.2.2.10). It is presented here to provide an overview of the system proposal expectations.

While the State is requesting a Systems solution to support HIX, the Vendor is reminded again that there are unknown aspects of the scope of work due to, among other things, the lack of finalized regulations and guidance from CMS regarding ACA implementation. The Vendor must

813 be nimble enough technically within the adaptive web service oriented architecture to incorpo-
814 rate changes required as related regulations and guidance are received from the Federal Gov-
815 ernment at the lowest possible cost.

816
817 The selected Vendor will contract with the state of Alabama to provide and implement the Sys-
818 tem Solution supporting the following stakeholders:

- 819 • Individuals seeking insurance coverage who may or may not be eligible for tax credits
820 and cost sharing; and
- 821 • Small employers (50 or less) and their eligible employees who are seeking group cover-
822 age through the Exchange.

823
824 Wherever possible, the new HIX System must leverage and reuse systems and standards from
825 within the state of Alabama, other states, and the Federal Government. HIX acknowledges that
826 it can benefit substantially from the experience and investments of other states and the Federal-
827 ly Facilitated Exchange through the reuse of components and technologies already developed,
828 consistent with web service oriented architecture, from publicly available, federal data services
829 hub-available or commercially sold components and products, and from the use of cloud tech-
830 nologies to share infrastructure and applications. Throughout this response, the Vendor must
831 identify those components of the solution that are to be reused in the System. Additional credit
832 will be given to such reuse.

833
834 For these reasons, Vendors are encouraged to provide solutions incorporating adaptive, com-
835 mercially or publicly available off-the-shelf or open source solutions, and discuss considerations
836 and plans for cloud computing. Vendors must identify any ground-up development activity within
837 their solution and why this approach has been proposed. HIX prefers a solution requiring as little
838 customization and maintenance cost as possible while still meeting all the requirements identi-
839 fied in this RFP or identified subsequently by the Federal Government.

840 Vendors must be aware that the following subsections are a specification for the contents of
841 their response under Tab 5, and any departure from the content and **especially the ordering**
842 given immediately below will be considered non-responsive. The numbers in parenthesis after
843 each of the sections below indicate the subdivision number for the Vendor's response under
844 Tab 5.

845 **3.2.1 Introduction and/or Overview (Section 1 of Response Tab 5)**

846 This section will consist of any introductory information that the vendor may choose to include
847 that does not have a more logical location in the categories listed below.

848 **3.2.2 Business Areas (Section 2 of Response Tab 5)**

849 This section of the response references the "Business Areas" noted in Section 3.1, and de-
850 scribed as the various "sheets" in the mandatory "Requirements Response Matrix." Each re-
851 sponse should create a subsection in Section 2 for each business area, and cross-reference
852 with the identifiers used in the "Requirements Response Matrix." Any special features or innova-

tions that are unique to the solution should be emphasized at this point. Broader support areas addressed in this response may require discussion that crosses multiple business areas. Additional response subsections in Section 2 may be created to include:

- **Consumer and Small Business Support and associated Operational Services:**

The Consumer and Small Business Support area requires HIX to act as the first point of contact, and provide consumer and small business support through multiple, secure channels and mechanisms and includes:

- Operating a call center
- Providing online help and educational materials
- Allowing consumers to seek help through a range of modalities including telephone with Interactive Voice Recognition (IVR) support, email, online chat, text messaging, social media, walk ins, mail and other mechanisms
- Establishing and operating a notification management system that allows electronic and paper notifications to consumers through multiple channels
- Allowing consumers to provide feedback to HIX through multiple mechanisms

- **Complaints, Grievances and Appeals Management:** The Complaints, Grievances and Appeals Management area establishes a process for customers to submit their complaints, grievances or appeals regarding eligibility decisions and other activities related to HIX. This process includes the following components:

- Being the first point of contact for consumers, employers and assistors (Community Assistors, Navigators, Insurance Producers to log their complaints, grievances and appeals
- Providing multiple mechanisms to log complaints
- Providing mechanisms to track the life cycle of complaints and their outcomes
- Providing the ability to attach associated documents, voice, and video recordings related to the complaints in the system
- Establishing notification mechanisms to the appellants through multiple channels such as paper, email, text messaging and more
- Other complaints, grievances and appeals management features as required

- **Master Data Management, Alabama Shared Services and associated HIX Operational Services:** The HIX Master Data Management solution will allow Alabama Shared Services, including those from the HIX System, AHIE, and Medicaid to be reused and enable HIX to uniquely identify data records from multiple systems and provide a single view of data records. (see Section 7.1.13) This solution will allow HIX and its supporting solutions to:

- Consolidate and provide a single view of data across the Exchange and all other solutions HIX will connect to
- Provide standardization and de-duplication of data across the solutions

- Resolve data discrepancies across multiple solutions through the rules set by the State
- Allow easier search and identification of data records with probabilistic and partial match mechanisms
- Manage data through effective and efficient
 - Data Collection
 - Data Aggregation
 - Data Matching
 - Data Transformation and Standardization
 - Data Checking (Quality Assurance)
 - Data Storing
 - Data Sharing
 - Data Imports
- **Reporting and Data Warehouse and associated Operational Services:** The Data Warehouse solution area will allow the State to have the required business intelligence for analyzing the operational impacts and improvements of HIX as well as satisfying the various stakeholders (e.g., federal and state) reporting requirements. The solution will allow HIX to:
 - Consolidate data across the Exchange, and with all other solutions HIX will connect to, for reporting and management purposes
 - Support federal and State reporting requirements and needs
 - Resolve data discrepancies across multiple solutions through the rules set by the State
 - Provide multiple views and dimensions for looking into the data and querying against it
 - Leverage Master Data Management so that the data warehouse can be a data store that is effective and efficient
 - Provide the ability to generate predefined and ad-hoc reports
- **eLearning and associated Operational Services:** The e-Learning solution area will allow the State to support the training and meet educational needs for various HIX users (e.g. consumers, community assistors, employers, navigators and insurance producers) through customized online e-Learning solutions that will provide, at a minimum, online videos tailored to the functions and features of HIX and its supporting solutions.

3.2.3 Conformity with National Standards (Section 3 of Tab 5)

HIX has determined that any solution must fully conform to all national standards named in health-related federal regulation and administrative rule. So that standards-related Vendor documentation only needs to be written and included in this RFP response once, architectural conformance for this section can be documented in Section 3.2.4; references from this Section 3.2.3 to specific functional requirements documented in the Requirements Response Matrix by

the Vendor in other response sections of this RFP is allowed. Specifically indicate how your solution will conform to the following:

- National Information Exchange Model (NIEM), including the use of Information Exchange Package Documentation (IEPD) and plans for conformance testing. NIEM conformance is defined as follows:
 - XML schemas must conform to the NIEM Naming and Design Rules (NDR). XML instances must correctly validate to NIEM-conforming XML schemas, with additional conformance rules specified by the NIEM NDR.
 - <http://reference.niem.gov/niem/specification/naming-and-design-rules/1.3/niem-ndr-1.3.pdf>
 - NIEM IEPDs must conform to the NIEM IEPD specification
 - http://tools.niem.gov/niemtools/download/org.gtri.niem.web.niemtools/NIEM_IEPD_Reqs_v2-1.doc
 - or the newer Model Package Description (MPD) <http://reference.niem.gov/niem/specification/model-package-description/1.0/model-package-description-1.0.pdf>
- Exchange Reference Architecture as defined in the Guidance for Exchange and Medicaid Information Technology (IT) Systems
http://cciio.cms.gov/resources/files/exchange_medicaid_it_guidance_05312011.pdf
 - Collaborative Life Cycle and Governance - Exchange Reference Architecture Document
- Guidance for Exchange and Medicaid Information Technology (IT) System, Version 2.0 http://cciio.cms.gov/resources/files/exchange_medicaid_it_guidance_05312011.pdf
 - Financial Management Blueprint – Exchange Business Architecture Supplement
 - Eligibility and Enrollment Blueprint – Exchange Business Architecture Supplement
 - Plan Management Blueprint – Exchange Business Architecture Supplement
- Enhanced Funding Requirements: Seven Conditions and Standards: Medicaid IT Supplement (MITS11-01-v.1.0), April 2011
 - Modularity – the use of modular, flexible approaches to systems development, including the use of open interfaces and exposed application programming interfaces (API)
 - Alignment with the Medicaid Information Technology Architecture (MITA)
 - Alignment with industry standards
 - Leverage – seek the sharing, leverage, and reuse of Medicaid technology systems within and among states
 - Business Results – accurate and timely results from highly automated, customer-service focused processes

- Reporting – systems should produce transaction data, reports, and performance information that contribute to program evaluation, continuous improvement, transparency, and accountability
- Interoperability – solutions must ensure seamless coordination and integration across programs and systems
- Role-based access and authentication through Global Federated Identity and Privilege Management (GFIPM)
<http://it.ojp.gov/gfipm>
- IRS Publication 1075 – Tax Information Security Guidelines for Federal, State and Local Agencies
 - IRS rules and regulations for safeguarding FTI, such as Safeguard Procedures Report (SPR),
 - Safeguard Activities Report (SAR), Corrective Action Plan (CAP), Compliance with updates and reporting, logging, secure storage, restricting access, Employee Awareness and Internal Inspections, Computer Security and Disposal
 - Completion and compliance with the latest revisions of the CMS comprehensive system security control requirements for state Exchanges, especially the CMS System Security Plan (SSP), System Security Plan Workbook (SSP Workbook) and Safeguard Procedures Report (SPR). The SSP is a comprehensive system security control requirements for state Exchanges. These information security control requirements have been defined within a comprehensive framework, based off other federal standards and common security standards. This new set of documents is a refined collection of all the federal security requirements that state Exchanges must meet. The new control requirements are documented within the System Security Plan (SSP), System Security Plan Workbook (SSP Workbook) and Safeguard Procedures Report (SPR).
- HIT Standards Section 1561 of ACA, Eligibility and Enrollment Blueprint-Exchange Business Architecture Supplement draft, Version 0.5, March 10, 2011
- Health Insurance Portability and Accountability Act of 1996 (HIPAA)
- National Institute of Standards and Technology (NIST) publications pertaining to account security standards and controls
- UX 2014 specifications
- “Consumer Choice of Health Plan Decision Support Rules for the Exchanges,” a project operated by the Pacific Business Group on Health (PBGH)
- CMS Technical Reference Architecture, Version 2.1 (TRA)
 - Harmonized Security and Privacy Framework – Exchange TRA Supplement
 - CMS TRA – Catalog of Minimum Security Controls for States Supplement
- NIST 800-53 Latest Version
- Web Service Oriented Architecture
 - <http://www.w3.org/>
 - <http://www.oasis-open.org>
 - <http://www.ihe.net>

1021
1022
1023

1024 **3.2.4 Architecture (Section 4 of Response Tab 5)**

1025 The Vendor must provide both a detailed text description and the associated diagrams for the
1026 technical architecture of their System Solution, highlighting networks, infrastructure, servers,
1027 and security designs. The relationship of Vendor's architecture to the adaptive, standards-based
1028 SOA and other standards referenced in Section 3.2.3 must also be included. The architectural
1029 diagrams may be provided as an addendum to Tab 5; however, all diagrams must be identified
1030 by number and referenced by this number in the narrative portion of the response.

1031

1032 **General System Architecture**

1033 HIX System must provide a web portal for HIX consumers, HIX SHOP users, HIX Navigators
1034 and HIX Insurance Producers. The HIX web portal must integrate with an Identity Proofing ser-
1035 vice. The HIX system must consist of two primary components. The HIX system must be modu-
1036 lar and utilize the HIX Common Data Store as the authoritative user source and utilize the HIX
1037 Common Data Store for access control to HIX and other interfacing systems as in the following
1038 diagram:

1039

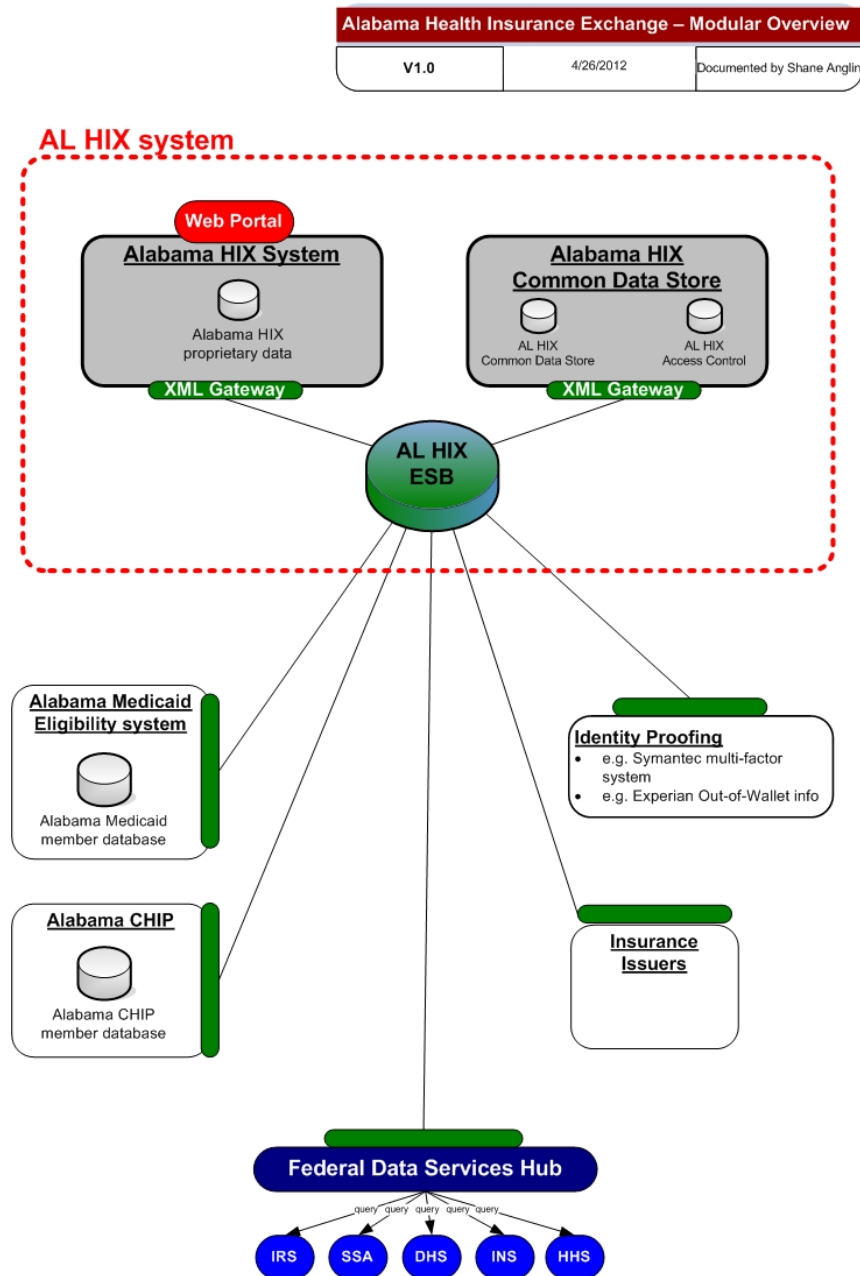


Figure 1: HIX and Other Interfacing Systems

1) The HIX Common Data Store must:

- Contain demographic data (e.g. name, address, etc) as a unique master record for each user
- Be NIEM-compliant
- Contain access control data for controlling access to other modular state, federal, and other external data sources that HIX will need to access on behalf of the user. For example, the HIX common data store must contain identifiable elements that match the

HIX user with a AL Medicaid, AL CHIP, or AL HIX user and define users access levels to those data sources

2) The HIX System must:

- Be HHS NIEM compliant
- Contain proprietary HIX member data, with member record references to HIX Common Data Store
- Service the HIX Exchange using applications and business logic
- Be GFIPM compliant to interface with other systems such as Medicaid, CHIP, etc using the AL HIX Common Data Store as the Authoritative access control system

3) Alabama HHS systems that must be integrated first with the AL HIX are:

- AL Medicaid
- AL CHIP

4) Alabama HIX Enterprise Service Bus (AL HIX ESB) must:

- Be Service-Oriented Architecture (SOA)
- Be GFIPM compliant, using NIEM conformant data

5) The Eligibility engine, MyAlabama.gov, Insurance Carriers, Federal Data Services Hub, etc must communicate with the HIX system using the Alabama HIX Enterprise Service Bus (AL HIX ESB).

6) XML data traversing the AL HIX ESB must be implemented national and state standards for security to ensure confidentiality and integrity.

7) MyAlabama.gov portal must interface via the AL HIX ESB to utilize the unique master records in the AL HIX Common Data Store.

8) The vendor must describe the “Security Blueprint” for the HIX System using controls included within the “CMS Guidance for Exchange and Medicaid IT Systems” document.

9) The vendor must describe the vendor’s Configuration Management Process.

10) The vendor must describe the vendor’s operational event logging procedures.

11) The vendor must describe the vendor’s security event correlation and management procedures.

12) Where Service Oriented Architecture (SOA) is implemented within the HIX solution, the technical solution must meet or exceed the following capabilities for supporting SOA web services:

- SOA endpoint devices
 - SOA XML gateway/endpoint must be FIPS 140-2 certified
 - PKI private keys used for SOA XML transmissions, digital signing, and XML encryption must be protected
 - Support SSL termination and SSL initiation on the SOA endpoint device
 - Support administrative logins using username + password minimally for managing the SOA endpoint devices configurations
- Authentication and Authorization
 - Support server-side and client-side SSL authentication
 - Support HTTP Basic Authentication and HTTP Digest Authentication
 - Support SSL X.509 Certificate Authentication
 - Support Security Assertion Markup Language (SAML)
 - Support WS-Security, such as User Name Token, X.509 Certificates and SAML
 - Support WSDL message level Access Control
 - Support an Internet Protocol (IP) Access Control List (ACL) for ingress client connectivity
- Secure communications
 - SSL transmissions using Public Key Infrastructure (PKI)
- Network level communications
 - Support for HTTP, Tibco EMS, IBM MQ, JMS and FTP
- Message level policies
 - WSDL Operations
 - URI filtering
- XML Web Service specifications
 - Support WSDL, SOAP, XML, XSLT, XSD Schema, DTD, XPath, UDDI
 - XML Digital Signature, XML Encryption, WS-Encryption, WS-Digital Signature; In whole or in part for XML messages
- High Availability capabilities
 - The SOA solution must be fault-tolerant for maximum uptime, using load balancing or active-active clustering to maintain high availability
- Logging and alerting
 - Logging operational and transactional events, specific to the SOA operations
 - Able to alerting of critical operation events

3.2.5 Integration and Implementation Services

The relationship between integration services and all implementation services should be established in Sections 5.2.2.13 (Tab 8) and 5.2.2.14 (Tab 9).

Each vendor must propose a detailed implementation strategy with implementation step identifiers that include the integration of all the system components.

The Vendor must use the term “external integration” to refer to interfaces with other systems outside of the HIX System. The term “internal integration” must be used to describe interfaces between the components of the HIX system.

Vendors must use the information provided throughout this document to help them formulate their integration and implementation strategies. Important aspects of the integration and implementation services strategy and approach include but are not limited to:

- An integration and implementation strategy that maximizes end user productivity and minimizes disruption of work
- A solution where all system users are mentored, building their capacity to utilize and oversee the system
- Demonstration of how User Support staffing will be bolstered during each stage of deployment to provide the extra help needed to facilitate the work to be accomplished
- Software product configuration activity must be completed with HIX personnel actively involved in configuring the system to ensure that knowledge transfer is maximized

3.2.6 Operations and Hardware Hosting

Response to this requirement is discussed in Section 5.2.2.15 (Tab 10).

HIX Performance Expectations and Service Level Agreements (SLA), including liquidated damages are described in Appendix I.

Based upon the vendor’s proposed technical solution, the vendor must provide their own performance expectations and service level agreements (SLA) for the various system components for the HIX system as Vendor appendices referenced from this section.

Areas to include at a minimum are:

- network
- server
- infrastructure
- applications
- telephony
- print services

The statements must address the consumer and hosting provider experience.

Additional Vendor appendices must be referenced from this section and include:

- Samples of existing SLAs for other systems hosted by the hosting Vendor
- The transition plan for the Exit Strategy from the Vendor’s data center should the State of Alabama assume the hosting responsibility for the HIX System
- The number of staff and skill sets that will be necessary to support this proposed HIX System if the state of Alabama assumes hosting responsibility for the HIX System

3.3 Requirements by Project Phases

1170 The following table presents the six phases of the project:

| Phase | Phase Definition |
|-------|---|
| 1 | Finalization of project plans and preliminary detailed design for the entire project |
| 2 | Build phase for HIX System with iterative detailed design development for each new component in the proposed solution |
| 3 | Pilot operation of all the components developed in Phase 2 as described in Section 3.3 |
| 4 | Completion and stabilization of the entire System |
| 5 | Operation of the completed System (Warranty Period) |
| 6 | Operation of the completed System (Post-warranty Period includes annual renewal options) |

1171 **Table 2: Project Phases**

1172 The time constraints for each phase are given in Table 1. Vendors must use Table 1 in all se-
1173 quence and plan responses. The remainder of this section describes general deliverables that
1174 must be available at the end of each of the phases. Note that Phase 1 is more detailed since
1175 these deliverables are mandated by CMS as required artifacts for the continuation of funding.

1176
1177 **Phase 1:** Finalization of project plans and preliminary detailed design for the entire project

1178
1179 Phase 1 is an early detailed design and project planning phase to take many of the design and
1180 planning items that are required in the proposal and refine them based on the information that
1181 will be available at project initiation. As part of the detailed design, the following documents are
1182 required at the end of Phase 1 (see Section 7, Task 1.1):

- 1183
- 1184 • Concept of Operations, including (but not limited to):
 - 1185 ○ High level and technical architectural diagrams
 - 1186 ○ Business Process Model Notation diagrams
 - 1187 • Project Management Plan, including (but not limited to)
 - 1188 ○ Project Organization and Staff Management Plan
 - 1189 ○ Management Approach and Project Schedule
 - 1190 ○ Communications Matrix
 - 1191 ○ Performance Measures
 - 1192 • Quality Management Plan
 - 1193 • Configuration Management Plan
 - 1194 • Issue and Risk Management Plan (including the System Risk Register)
 - 1195 • Training Plan

1196 • Release Plan

1197 • Preliminary Detailed Design

1198 General descriptions of these documents are given in Section 7, Activity 1.1. Specific templates
1199 for most of the items above will be provided to the successful Vendor at project initiation. All
1200 plans should be considered as living documents that will be updated throughout the project as
1201 more information comes to light.

1202

1203 **Phase 2:** Build phase for Phase 2 System components, with iterative detailed design develop-
1204 ment for each new component in the proposed solution. These components must consist of the
1205 following:

1206

- 1207 • Components that provide the basic HIX portal capability;
- 1208 • All COTS components that are either available without modification or require minor con-
1209 figuration;
- 1210 • All components that require minor development that can be feasibly completed within the
1211 time limitations of Phase 2 in Table 1.

1212

1213 Vendors must provide specific component definitions for those components that will be accom-
1214 plished during Phase 2.

1215

1216 **Phase 3:** Pilot operation of all the components developed in Phase 2

1217

1218 Pilot operations are designed to provide a friendly, proactive environment for solving early-
1219 adopter user issues before a large number of users are exposed to the HIX System. Some fea-
1220 tures may be rolled out incrementally during this period.

1221

1222 **Phase 4:** Completion and stabilization of the entire System

1223

1224 Optimization of the entire HIX System must be completed during Phase 4. Full user loads and
1225 other stressors on the HIX System are expected to be present during this phase.

1226

1227 **Phase 5:** Operation of the completed System (Warranty Period)

1228

1229 The Warranty Period represents a period when the HIX System is operated in a mode that
1230 maintains existing function and in a manner that allows HIX to predict the kind of management
1231 skills needed to keep the HIX System running for many years.

1232

1233 **Phase 6:** Operation of the completed System (e.g., Post-warranty Period includes annual re-
1234 newal options)

1235

1236 HIX has no reason to predict that any changes will occur regarding operations of the HIX Sys-
1237 tem as Phase 5 evolves into Phase 6. However, HIX cannot guarantee that changes will not oc-
1238 cur during these years.

3.4 Vendor Requirements

The State is seeking a Vendor that will be responsible for providing a complete software solution and all requested services required for a successful implementation, plus post-implementation (e.g., operations and maintenance) support. The Vendor may team with multiple firms in its proposal, but there can be only one Vendor that will execute the Contract expected to result from this RFP. This does not preclude the State from executing a separate contract with a Software Provider for software licenses and software maintenance. However, the Vendor must be responsible contractually for all services, including those services performed by a subcontracted Software Provider.

The Vendor will coordinate, integrate, and be accountable for all products and services proposed. This excludes an arrangement between vendors of joint venturing or joint response to this RFP as such arrangements will not be allowed. Generally the Vendor may only appear in one proposal submitted in response to this RFP. Subcontractors may be included in more than one proposal. Multiple submissions from a firm that is a Vendor in a proposal or submission of alternative proposals will be grounds for disqualification of such proposals.

This restriction does not apply to products or software. This means that a Software Provider may also offer its services as a Vendor, serving as its own integrator, and another Vendor can offer the same software in another proposal. In this latter case, the affected Software Provider cannot also serve as a Service Provider in any proposal other than the one in which it is the Vendor.

At the sole discretion of the State, submitting multiple proposals in different forms may result in the disqualification of all Vendors knowingly involved.

The Vendor must demonstrate that their company has the relevant experience providing the services defined in this RFP, and that the staff proposed for positions on this Project has the appropriate knowledge and experience obtained on Projects of similar nature, size, and scope. HIX may require substitution/replacement of any key personnel assigned to the Project if it determines that person does not possess the skills necessary to satisfactorily complete the tasks assigned.

The successful Vendor must have a minimum of five prior years of experience in the delivery of services on projects involving the design, development, and implementation of large systems. Experience preferably will be within the last five years, although earlier experience may be submitted if it demonstrates continuity of services over a broad span of years.

Preference will be given to vendors with experience implementing the solution they are proposing. Preference will be given to vendors with experience implementing and/or operating health insurance exchange systems in State government.

Vendors must provide an assurance that they have the staff to produce the Project deliverables. The Vendor will provide an organizational chart and staffing plan of the individuals proposed to work on this Project and provide resumes as detailed in Section 3.5.3.

3.5 Vendor Staffing Requirements

1278 Response to the requirements in this section is discussed in Section in Section 5.2.2.16 (Tab
1279 11).

1280 **General Personnel Information**

1281 This subsection describes Vendor staffing requirements applicable to the Design, Development,
1282 and Implementation (DDI) task. These staffing requirements will cover the time period from
1283 Contract signing through one year after the system is implemented. The Vendor must provide
1284 qualified staff necessary to provide DDI services required for the successful implementation of
1285 the System.

1286 The Vendor's response to this RFP must include a staffing plan that details the organization of
1287 Project staff, location of Project staff (e.g., onsite or offsite), and clearly defines the strategy for
1288 managing communication between local and remote staff. The staffing plan must indicate staff-
1289 ing levels during all phases of the Project.

1290 At a minimum, the Vendor will provide an Account Manager and a Vendor Project Manager who
1291 will interact directly with the HIX Project Manager on a regular basis. The Vendor Project Man-
1292 ager will be expected to participate in weekly status meetings with the HIX Project Manager and
1293 HIX project team members.

1294 It is strongly believed that a competency in sound project management principles is critical to
1295 the success of any project awarded by the State. Therefore, the successful Vendor will demon-
1296 strate a competency in this area, including project management methodology, supporting tools,
1297 and qualified resources. Vendors must propose staff with experience in projects developing
1298 health insurance exchange system components using SOAP and Restful web services, web
1299 service orchestrators, enterprise service bus, SOA, SQL, and rules engines.

1300 **3.5.1 Organizational Structure**

1301 The proposal must clearly describe the vendor's overall organizational structure and how the
1302 System Project will fit into the existing organization of the company. The proposal must also ad-
1303 dress how the vendor will utilize its existing staff throughout the term of the contract.

1304 Each proposal must also include:

- 1305 1. A functional organization chart of the System Project, showing main departments and
1306 number of staff members with their titles in these departments. The chart must also pro-
1307 vide total staffing and Full Time Equivalent (FTE) figures. If the Vendor's organizational
1308 structure should change for the different implementation phases, then show the different
1309 organizations for each phase.
- 1310 2. Position Descriptions for positions assigned to this project and the percentage of time
1311 these individuals will be dedicated to this contract.
- 1312 3. A description of how the Vendor's staff will work with HIX staff, both during the develop-
1313 ment and implementation phases, as well as during the stabilization period. This will in-
1314 clude a specification of the proposed HIX staffing requirements for the various phases of
1315 the project.

3.5.2 Staffing

The Vendor must provide staff to perform all tasks specified in this RFP. The Vendor is responsible for maintaining a level of staffing necessary to perform and carry out all of the functions, requirements, roles, and duties as contained herein, regardless of the level of staffing included in the vendor's proposal. In the event that the Vendor does not maintain a level of staffing sufficient to fully perform the functions, requirements, roles, and duties, the State may impose liquidated damages (see Section 6.9.1). Following is a list of items to be addressed in this section of the proposal:

- The Vendor must describe its staffing plan for the System Project. The proposal must outline how the staffing plan will achieve consistent, dependable service regardless of changes that may directly influence work volume.
- The Vendor must provide a general description of its proposed staff with number of years of experience in the IT field and number of years of experience in developing health insurance exchange systems.
- The Vendor must identify a minimum staffing level defined over time, and maintain that defined minimum staffing level at all times during designated business hours.
- Letters of commitment are required signed by the proposed Vendor Project Manager and other key personnel stating their commitment to work for the Vendor or appropriate sub-contractor on this project contingent on award of the bid.
- The Vendor staff must be available after hours as required by HIX Project Management.
- Individuals in key positions may not be assigned new or additional contract assignments outside the state of Alabama contract, reassigned, replaced, or added during the project without the prior written consent of the HIX Project Manager.
- HIX must have the right to approve or disapprove any key personnel assigned to the project (both primary Vendor and/or subcontractor personnel), to approve or disapprove any proposed changes in key personnel, or to require the removal or reassignment of any key personnel found unacceptable by HIX. HIX must approve, in advance, potential replacements for key staff. HIX must also be offered the opportunity to interview potential replacements for key staff by the Vendor.
- The Vendor must notify the HIX Project Manager in writing of any proposed change in key personnel at least 30 calendar days prior to the change or as soon as change is known. The Vendor will have 30 calendar days in which to fill vacancies of key staff with another employee of acceptable technical experience and skills subject to prior written approval of HIX, such approval not to be unreasonably withheld. Failure to fill vacancies of key staff with another employee of acceptable experience skills may result in damages as defined in Section 6.9.1. The Vendor must at all times maintain the performance standards and meet all functional requirements of the Contracts.

- All Vendor-initiated changes in key personnel must be approved by HIX.
- Each proposal must describe its back up personnel plan, including a discussion of the staffing contingency plan for:
 - The process for replacement of personnel in the event of the loss of key personnel or other personnel before or after signing a contract.
 - Allocation of additional resources to this contract in the event of inability to meet a performance standard.
 - Replacement of staff with key qualifications and experience and new staff with similar qualifications and experience.
 - Method of bringing replacements or additions up-to-date regarding the System Project.

3.5.3 Key Personnel

As noted under the “General Personnel” section above, the Vendor will provide an Account Manager and a Vendor Project Manager. Other Vendor personnel must be proposed by the Vendor in this RFP response.

3.5.4 Resumes

- Vendor Project Manager: The Vendor must provide a resume not to exceed five pages in length for the Vendor Project Manager candidate that must address the stated minimum qualifications, the amount of time the candidate has been employed by the Vendor, and the following:
 - The individual’s project management experience, including project type, size and scope of project types, project role, and duration of assignment
 - Health insurance related experience and experience managing any part of a Medicaid or comparable development project
 - Description of extent of familiarity with systems similar to the HIX solution described above
 - Education and training
- Other Key Personnel: The Vendor must provide a resume not to exceed three pages for each of the other key personnel on the project team. The Vendor is required to demonstrate that their Vendor(s) or employee(s) will have the skills necessary to meet the objectives of this project. Each resume must address at a minimum:
 - Proposed role on project
 - Education and training
 - The individual’s project experience, including project type, project role and the duration of assignment

- 1390 ○ Recent relevant experience directly related to the key position for which the indi-
1391 vidual is proposed (include start and end dates)
- 1392 ○ Size and scope of projects supported
- 1393 ○ Description of extent of familiarity with the proposed solution and ancillary pro-
1394 cessing systems
- 1395 ○ Experience in the design, development, testing, and implementation of an MMIS,
1396 other medical claims processing, eligibility system or any health insurance ex-
1397 change system components
- 1398 ○ Amount of time the individual has been employed by the Vendor
- 1399 • Resumes for all key staff must include the information needed for typical employment
1400 reference and background checks

1401 If any staff member from the Vendor's team requires special accommodations for a disability or
1402 work limitation, please note such in this section.

1403 **3.5.5 Other Personnel**

1404 The proposal must also include a description of the numbers and types of other staff. The Ven-
1405 dor must propose other personnel staffing positions.

1406 **3.6 Vendor Location and Facility Requirements**

1407 HIX requires a strong Vendor presence in Montgomery, Alabama until the system has been fully
1408 implemented and accepted following the "Final System Turnover Assessment" deliverable.

1409 HIX requires that the Vendor maintain a facility within an hour's drive time to the city limits of
1410 Montgomery, Alabama in a location approved by HIX. The Vendor must provide adequate work-
1411 ing space, conference space, and free parking at the local vendor site to accomplish all of the
1412 project tasks in an efficient and professional manner. Specifically, a large well-equipped confer-
1413 ence room will be required to accommodate HIX users, consultant staff, and Vendor staff during
1414 meetings, training sessions, group product reviews, work sessions, test reviews, and other ac-
1415 tivities during the project.

1416 The Vendor Project Manager and Deputy Vendor Project Manager are required to be onsite at
1417 the Vendor's facility, full time through the Final System Turnover Assessment. The Vendor Pro-
1418 ject Manager must remain onsite until the system has become operational and approved by
1419 CMS.

1420 The Implementation Manager will stay on the project until the end of the Warranty Period
1421 (Phase 5, see Table 1). Other Key Personnel must be onsite through the Final System Turno-
1422 ver Assessment. Those individuals who work off-site must be available for onsite tasks when
1423 contact with HIX is required, such as meetings.

1424 A weekly Work Schedule will be posted on the project portal indicating individuals working for
1425 that week along with their location. The Vendor must provide sufficient staff to cover the func-

1426 tional areas of data conversion, system testing, quality assurance, and other requirements of
1427 the RFP through the Warranty Period (Phase 5).

4 GENERAL ADMINISTRATIVE INFORMATION

4.1 Introduction

This Request for Proposal (RFP) provides prospective Vendors with sufficient information to enable them to prepare and submit proposals for consideration by the Alabama Department of Insurance (“Department”)/Governor’s Office of the Health Insurance Exchange (“HIX”) to satisfy the need for expert assistance in the completion of the goals and requirements of this RFP. Instructions governing proposal submission and the material to be included therein, mandatory and other requirements, which shall be met, by the Vendor and their proposal in order to be eligible for consideration are included in this RFP.

The Awarded Vendor shall be solely responsible for the performance of all tasks, meeting all requirements and delivering all deliverables contained or identified within this RFP.

For the purposes of this document

- “ACA” means the Patient Protection and Affordable Care Act, P.L. 11-148, as amended by the Health Care and Education Reconciliation Act of 2010, P.L. 111-152 and any other amendments.
- “Department” is the Alabama Department of Insurance, an agency of the State of Alabama. “Department” is also deemed to include the HIX. The Department designates the HIX as its representative for purposes of facilitating, directing, and monitoring the Vendor’s performance of the Services for contractual purposes.
- “HIX” means the Governor’s Office of the Health Insurance Exchange or any similar successor entity created by Legislation or Executive Order of the Governor. HIX is not a division or unit of the Department but is designated by the Department to act as the Department’s representative for the purposes of this RFP and contract, if any.
- “HIX System” is the Alabama Health Insurance Exchange System, a state-of-the-art automated system that supports HIX in providing all of the functionality described herein.
- “Exchange” is the Alabama Health Insurance Exchange which is the organization and automation necessary to enable individuals or companies to purchase health insurance from a set of state-regulated and standardized health care plans that is eligible for Federal subsidies or small business tax credits. Health insurance exchanges are authorized and funded as part of implementing key elements of the ACA.

4.2 Issuing Office

This RFP is issued under the authority of Ala. Code §§41-16-20 through 41-16-72. The RFP process is a procurement option allowing the award to be based on stated evaluation criteria. The RFP states the relative importance of all evaluation criteria. No other evaluation criteria, other than as outlined in the RFP, will be used. The Department solicits sealed proposals to acquire the professional services of an application systems developer and/or systems integrator for design, development, and implementation (DDI) of a system to support the implementation of the HIX System compliant with federal and state law and regulations.

4.3 Invitation to Submit Proposals

All interested Vendors are invited to submit a proposal in accordance with the rules, procedures and dates set forth herein.

The State encourages free and open competition among Vendors. Whenever possible, the State will design specifications, proposal requests, and conditions to accomplish this objective, consistent with the necessity to satisfy the State's need to procure technically sound, cost-effective services.

4.4 Inquiries

From the date this RFP is issued until a Vendor is selected and the selection is announced by the Department, all communication must be directed to the HIX Executive Director who is designated to be in charge of this solicitation. Unless otherwise noted, prospective Vendors may make written inquiries concerning this RFP to obtain clarification of requirements. **Telephone or fax inquiries will not be accepted.** No inquiries will be accepted after the deadline for questions as specified in the Table 1 Procurement Timetable in the Preface section of this RFP.

Send all inquiries to: Richard Fiore at the Alabama Health Insurance Exchange at one of the following:

By U. S. Postal Service: Post Office Box 303351, Montgomery, AL 36130-3351

By hand or **commercial** courier: RSA Tower Suite 502, 201 Monroe Street, Montgomery, AL 36104.

Please note: All deliveries by the United States Postal Service are made to an off-site central state government mail facility. Forms of USPS expedited delivery may not be expedited.

We encourage the use of email. The email address for inquiries regarding this RFP shall be directed to: responses@myalabama.gov.

Vendors shall mark envelope/email subject line "RFP#: 2012-HIX-101".

Specific timelines for submitting questions and responses are identified in Table 1 Procurement Timetable. Questions submitted prior to specified deadlines will be responded to as quickly as possible within five work days.

Any attempt by a Vendor to contact any employee of the Department or HIX regarding this RFP prior to proposal award, other than as specified in this RFP, shall be deemed to be a violation of proposal requirements and shall result in the Vendor's proposal being rejected.

Vendors shall not rely on verbal statements that alter any specifications or other terms or conditions of the RFP.

4.5 The Department Proposal Questions and Contacts

Subsequent to the opening of the sealed proposals, discussions may be conducted by the Department and the Project Manager with Vendors for the purpose of clarification to assure full understanding of and responsiveness to the solicitation requirements. Vendors shall be accorded fair and equal treatment with respect to any opportunity for discussion. In conducting any such discussions, there shall be no disclosure of any information derived from proposals submitted by competing Vendors.

Any questions regarding solicitation requirements for this RFP must be written and submitted by the designated due date and time specified in Table 1 Procurement Timetable to the Project Manager of the HIX System Development Project at the address shown above. Questions will not be addressed over the telephone. Responses to Vendor's questions shall be made available to all Vendors attending the Mandatory Pre-Proposal Conference on the date and time designated in Table 1 Procurement Timetable.

4.6 Addendum or Supplement to RFP

In the event that it becomes necessary to revise any part of this RFP before the mandatory Pre-Proposal conference, an addendum shall be posted to the Department website. It is the responsibility of prospective Vendors to check for any addendum which may be posted. In the event that it becomes necessary to revise any part of this RFP after the mandatory Pre-Proposal Conference, an addendum shall be provided to each Vendor who registered at the Pre-Proposal Conference as well as posted to the website.

A copy of all Addenda, if any, must be signed and returned with the Vendor response.

4.7 Mandatory Pre-Proposal Conference

A mandatory Pre-Proposal Conference will be held on the date and time specified in the Table 1 *Procurement Timetable (refer to the Preface Procurement Timetable)*, at RSA Union Building, 1st Floor Auditorium, 100 North Union Street, Montgomery, Alabama. **Attendance at the Pre-Proposal Conference is mandatory for all Vendors who plan to submit proposals. A Vendor's failure to attend the Pre-Proposal Conference will cause its proposal to be rejected.** *Vendors who plan to attend the Pre-Proposal Conference must complete and return the Intent to Attend Pre-Proposal Conference Notification form found in Form C by the date listed in the Table 1 Procurement Timetable (refer to Preface –Procurement Timetable).*

The Pre-Proposal Conference is intended to be an interactive exchange of information. Since impromptu questions shall be permitted and spontaneous answers may be provided, Vendors shall clearly understand that oral answers given at the conference are not binding, but are good faith efforts to give correct useful information. No further questions will be permitted after the date specified in the Table 1 Procurement Timetable. Final and binding answers to all questions whether submitted via email or asked at the Pre-Proposal Conference will be distributed to all conference attendees on the date specified in the Table 1 Procurement Timetable. All answers to questions will be distributed by email to those Vendors in attendance of the Pre-Proposal Conference.

Answers to written questions received by the Project Manager before the Pre-Proposal Conference by the deadline specified in the Table 1 Procurement Timetable shall be distributed at the Pre-Proposal Conference and posted on the website. Prospective Vendors will be given time to review the written questions and answers during the Mandatory Pre-Proposal Conference. An opportunity will be given to ask questions to clarify any uncertainties that may exist.

4.8 Proposal Submission Requirements

This RFP contains numerous instructions governing proposal submission requirements and the material to be included therein. These are mandatory submission and proposal completion requirements that must be met to be eligible for consideration. Proposal responses shall be submitted consistent with the format and content specified in **Section 5 – Proposal Response Format**.

Failure, in whole or in part, to respond to a specific mandatory requirement shall result in rejection of the Vendor's proposal as non-compliant with the RFP requirements during the evaluation process or at any time that such deficiency is discovered. The Department at its sole discretion reserves the right to waive minor irregularities.

4.9 Proposal Prices

Vendor shall submit a firm and fixed price for the services described in the RFP. Vendor shall propose a price that reflects any business risk it perceives in the way the proposal specifications are stated. ***Vendor shall not anticipate nor rely on clarifications, discussions, redefinition, or further negotiations with the Department after the contract award to adjust the price that is contained in its proposal for the work required by the RFP. Any efforts by a Vendor to limit, qualify, caveat, restrict, or place conditions upon the price being proposed shall be considered to be a violation of the firm and fixed price submission requirement and shall result in the proposal being rejected as non-responsive.***

4.10 Certification of Independent Price Determination

The following certifications must be provided by the Vendor:

1. By submission of this proposal each Vendor certifies and in the case of a joint proposal each party thereto certifies as to its own organization that in connection with this procurement the following:
 - a.) The prices in this proposal have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition as to any material relating to such prices with any other Vendor or with any Competitor.
 - b.) Unless otherwise required by law, the prices which have been quoted in this RFP have not been knowingly disclosed by the Vendor and shall not knowingly be disclosed by the Vendor, directly or indirectly, to any other Vendor or to any competitor prior to opening.

c.) No attempt has been made or shall be made by the Vendor to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

2. Each person signing the proposal form certifies that:

a.) He/she is the person in the Vendor's organization responsible within that organization for the decision as to the prices being offered herein and that he/she has not participated, and shall not participate, in any action contrary to 1(a) through 1(c) above: or

b.) He/she is not the person in the Vendor's organization for the decision as to the prices being offered herein but that he/she has been authorized in writing to act as agent for the person(s) responsible for such decision in certifying that such persons including said agents have not and shall not participate in any action contrary to 1(a) through 1(c) above.

3. The certification must include an acknowledgement of Sections 1 and 2 above and include the following language:

"The representations and information in this proposal are true and correct as of the date of this proposal. The submitting person or entity represents that it is ready and able to execute a contract if a contract is awarded based on this proposal. This proposal shall remain firm and be valid through the date of the contract resulting from this RFP if awarded. The submitting person or entity understands that the Department reserves the right to add provisions consistent with the successful Vendor's offer and to negotiate with the successful Vendor other additions to or deletions from, and/or changes in the language in the contract, provided that no such addition, deletion, or change in contract language shall alter the scope of work required and/or the evaluation criteria set forth in the RFP. Additions to, deletions from and/or changes in language of the contract shall not result in additional compensation over and above that proposal by the successful Vendor for the scope of work specified in the RFP, the amendments thereto, the written answers to questions or any clarifications requested during the evaluation process.

"The undersigned represents that the only person or persons, entities, or parties interested in the proposal as principals are named in this proposal. This proposal is made without collusion with any other person, persons, company or parties submitting a proposal. This proposal is in all respects fair and made in good faith without collusion or fraud. If the submitting party is a business entity, the undersigned has full authority to bind the entity in a contract with the Department.

"The submitting person or entity acknowledges that a material false statement in or omission from this proposal and all material submitted with this proposal may cause rejection of the proposal or the withholding of a contract, or may constitute a breach of an awarded contract."

4.11 Parent Company

If a Vendor is owned and controlled by a parent company, the main office address and parent company's tax identification number (TIN) shall be provided in the proposal response.

4.12 Vendor's Submission

Proposals must be received on or before the deadline in the Table 1 Procurement Timetable. Late proposals shall not be accepted. It is the responsibility of the Vendor to ensure that the proposal is received by the Project Manager in accordance with the Table 1 Procurement Timetable.

The response should be addressed to Richard Fiore at the Alabama Health Insurance Exchange at one of the following:

By U. S. Postal Service: Post Office Box 303351, Montgomery, AL 36130-3351

By hand or commercial courier: RSA Tower Suite 502, 201 Monroe Street, Montgomery, AL 36104.

Please note: All deliveries by the United States Postal Service are made to an off-site central state government mail facility. Forms of USPS expedited delivery may not be expedited.

The State of Alabama RFP Proposal Sheet and all Addenda, if any, must be signed in ink by the Vendor or other entity that is legally authorized to bind the Vendor to the proposal. ***The RFP Proposal Sheet must also be notarized.***

Proposals not meeting these requirements shall not be accepted.

4.13 Public Opening of Proposals

A public opening of the proposal will be held as specified in the Table 1 Procurement Timetable, at the Department's offices located at 201 Monroe Street, Montgomery, Alabama. A register of proposals consisting of the names and addresses of Vendors will be prepared and made available for public inspection.

4.14 Oral Presentations

The Department reserves the right to request oral presentations during the Evaluation Phase. The purpose of the oral presentation is to allow for interchange between the Vendor, HIX staff and the Evaluation Committee. It shall be HIX's option to determine the schedule and format for oral presentations/demonstrations. Vendors will be notified in advance of the time and location and selected items of any such presentations. Oral presentations are at the option of HIX and not all Vendors may be requested to present.

The oral presentations and demonstrations will provide an opportunity to 1) provide an overview of the merits of the Proposal, 2) answer questions raised by evaluators in the course of reviewing the Proposals, and 3) assist the Evaluation Committee in verifying the capabilities and functionality of the proposed system. The Evaluation Committee shall have the opportunity to ask for

clarification of information in the proposal. No written supplementation of the proposal will be permitted. Responsiveness will be determined on the written proposal.

During the oral presentations, Vendors shall not discuss the merits or qualifications of other Vendors. Failure to observe this proposal requirement shall result in the proposal being rejected as non-compliant.

The Department may, at its discretion, establish such procedures and rules of conduct as it may deem appropriate, and may enforce such procedures and rules of conduct. Failure to observe these procedures and rules of conduct shall result in the proposal being rejected as non-compliant.

4.15 Selection of Proposal

After review of the Evaluation Committee's recommendation for award, the Commissioner of Insurance in consultation with the HIX Executive Director shall make the final decision on the award of any contract. After selection is made, the Department shall issue a notice of award to the successful Vendor. Contract execution is contingent upon CMS approval of the award, Information Services Division of the Department of Finance approval of the award, review by the Legislative Contract Review Oversight Committee and approval by the Governor.

The Department reserves the right to reject any and all proposals submitted in response to this RFP.

4.16 Granting of Contract

The contract awarded under this RFP will be made to the Vendor having the highest overall proposal evaluation score indicating value to the State of Alabama.

The Department reserves the right to add provisions consistent with the successful Vendor's offer and to negotiate with the successful Vendor other additions to or deletions from, and/or changes in the language in the contract, provided that no such addition, deletion, or change in contract language shall alter the scope of work required and/or the evaluation criteria set forth herein. Additions to, deletions from and/or changes in language of the contracts shall not result in additional compensation over and above that proposal by the successful Vendor for the scope of work specified in the RFP, the amendments thereto, the written answers to questions or any clarifications requested by the Vendor during the evaluation process.

Prior to finalization of award, the selected Vendor may be required to enter into discussions with the Department to resolve any contractual differences before an award is made. These discussions must be finalized and all exceptions resolved within ten working days of notification of award; if not, the proposal will be rejected and discussions initiated with the Vendor having the next highest proposal evaluation score.

4.17 Acceptance of RFP Terms

A proposal submitted in response to this RFP shall constitute a binding proposal response. The provisions of this RFP and all attachments constitute contractual terms and conditions. These

provisions, as amended, shall supersede any contradictory or inconsistent language in the successful Vendor's response. In the event of inconsistencies or contradictions between language contained in the RFP and a Vendor's response, the language contained in the RFP will prevail. If the State issues addenda to the original RFP, then said addenda, being more recently issued, would prevail against both the original RFP and the Vendor's proposal in the event of an inconsistency, ambiguity, or conflict.

A submission in response to this RFP acknowledges acceptance by the Vendor of all terms and conditions, including performance and compensation, as set forth in this RFP. The Vendor, by signing the proposal sheet (Form E), certifies that it accepts all of the terms and conditions, including performance and compensation of this RFP in full, without reservations, limitations, assumptions, restrictions, caveats, or any other type of qualification. A response that fails to comply with this condition shall be disqualified as nonresponsive. Further, any amendment to this RFP shall be signed and returned with the proposal or the proposal shall not be considered.

All proposals become the property of the State of Alabama, and may not be returned to the Vendor. Only proposals that conform to the requirements of this solicitation shall be acceptable. The State reserves the right to reject any or all proposals. There is no guarantee a contract shall result from this solicitation. The State accepts no obligation for costs incurred by any Vendor in the preparation of a proposal in response to this RFP.

4.18 Offer in Effect for 90 Days

A proposal may not be modified, withdrawn or canceled by the Vendor for a 90-day period following the deadline for proposal submission as defined in the Table 1 Procurement Timetable.

4.19 RFP Response Material Ownership

All products/services produced in response to the contracts resulting from this RFP, including the executed contracts, RFP, and any amendments thereto, shall be the sole property of the Department. Vendor's response to the RFP, HIX's written responses to prospective Vendors' questions, and Vendor's clarifications as requested by HIX during the evaluation process shall become contractual obligations.

Proposal responses may be reviewed by contacting the HIX General Counsel after the contract has been fully executed by the State. To the extent a Vendor deems any specific portion of its response to include a "trade secret" as defined in Ala. Code § 8-27-2(1), a second electronic copy shall be provided to the Department with such information redacted. The Vendor response which may be made public must be clearly marked as "Public Response" in the Vendor submission. Said designation of a "trade secret" shall not be binding on the Department but the Department will review and consider the designation. Wholesale designation of a response or substantial parts of a response as "trade secrets" shall not be accepted by the Department.

4.20 Incurring Costs

The State of Alabama is not liable for any cost incurred by Vendors prior to issuance of a fully executed contract.

4.21 Payment

The Department will provide payment to the Vendor according to *Section 6 – Contract Terms and Conditions – Section 6.8 – Method of Payment and Invoicing*.

4.22 Performance Bond

Please refer to Section 6 – Contract Terms and Conditions, Section 6.5.17 – Performance Bond.

4.23 Bid Guarantee

Each bid must include an individual bid guarantee in the amount of \$5,000 payable to the Commissioner of Insurance-State of Alabama. This bid guarantee ensures a firm bid for contracting purposes for 90 calendar days after the bid due date. Bid guarantees provided by unsuccessful bidders will be returned after 90 calendar days. The form of the bid guarantee shall be one of the following:

- Cashier's check (personal or company checks are not acceptable)
- Other type of bank or certified check
- Money Order
- Surety guarantee issued by a company authorized to do business in the State of Alabama.
- An irrevocable letter of credit

4.24 Vendor's Facility and Equipment Requirements

The Department requires that the Vendor maintain a facility within an hour's drive time to the city limits of Montgomery, Alabama in a location approved by HIX. The Vendor shall provide adequate working space, conference space, and free parking at the local vendor site to accomplish all of the project tasks in an efficient and professional manner. Specifically, a large well-equipped conference room will be required to accommodate Department and HIX users, consultant staff, and Vendor staff during meetings, training sessions, group product reviews, work sessions, test reviews, and other activities during the project. Additional requirements can be found in Section 3.6.

These facilities, equipment, and supplies the Vendor provides for their staff are provided at the Vendor's expense and ***are not*** expenses chargeable to the Department as part of this RFP.

4.25 Publicity and Promotion

The Vendor shall not advertise, promote or publish information for commercial benefit concerning this RFP or any subsequent award without prior written approval of the Department.

4.26 State's Rights Reserved

While the State has every intention to award a contract as a result of this RFP, issuance of the RFP in no way constitutes a commitment by the State to award and execute a contract. Upon a determination such actions would be in its best interest, the State, in its sole discretion, reserves the right to:

- Cancel or terminate this RFP at any time, without penalty
- Reject any or all of the proposals submitted in response to this RFP
- Change its decision with respect to the selection and to select another proposal
- Waive any minor irregularity in an otherwise valid proposal which would not jeopardize the overall program and to award a contract on the basis of such a waiver (minor irregularities are those which will not have a significant adverse effect on overall project cost or performance)
- Negotiate with any Vendor whose proposal is within the competitive range with respect to technical plan and cost
- Adopt to its use all, or any part, of a Vendor's proposal and to use any idea or all ideas presented in a proposal
- Amend the RFP (amendments to the RFP will be made by written addendum issued by the State and will be posted on the Department website)
- Not award any contract

4.27 Disclaimer

All statistical and fiscal information contained in the RFP and its exhibits, including amendments and modifications thereto, reflect the best and most accurate information available to the Department at the time of RFP preparation. No inaccuracies in such data shall constitute a basis for an increase in payments to the Vendor, a basis for delay in performance, or a basis for legal recovery of any damages.

Note: That if required, prior to plugging a non-Alabama HIX (e.g., Vendor) computer/laptop into the Alabama HIX network the computer user will have to sign a computer use agreement similar to the sample provided in Appendix C of this document. This is to ensure the Alabama HIX network is safe from harmful computer malware.

This individual may also be asked to sign a standard Health Insurance Portability and Accountability Act (HIPAA) agreement similar to the sample provided in Appendix H.

4.28 Financial Interests

Vendor shall represent and warrant that neither Vendor nor any person or entity that will participate financially in the contract has received compensation from the Department for participation in preparation of the RFP or other specifications for this RFP and any resulting contract. In re-

1793 sponding to this RFP, all Vendors must complete the disclosure statement required pursuant to
1794 Sections 41-16-80, *et seq.*, Code of Alabama, 1975 (Alabama Act 2001-955), which can be ac-
1795 cessed from the Attorney General's web site at the following address:

1796 <http://www.ago.state.al.us/Page-Vendor-Disclosure-Statement-Information-and-Instructions>

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5 PROPOSAL RESPONSE SPECIFICATIONS AND FORMAT

5.1 Introduction

This section describes the format and other requirements for the Vendors' proposal submissions. Vendors must build their proposal responses according to the formats, requirements and the order of items as defined in each section below. Each Vendor's proposal response must be divided into two parts as described in Section 5.2.1 Proposal Response General in addition to providing the required number of copies as specified in Section 5.2.2 Technical Response Format.

Because of the diverse requirements and specifications of this RFP, HIX encourages prospective Vendors to subcontract or partner with other professional entities to acquire additional expertise and resources necessary to successfully address all requirements, specifications, and deliverables of this RFP. HIX seeks to receive as many proposals as possible while ensuring open competition among Vendors.

In the event of a proposal submitted jointly by more than one organization, one organization must be designated as the prime Vendor and must have responsibility for project management and not less than 60 percent of the work to be performed (as measured by price). All other participants must be designated as subcontractors.

Disclaimer – Any information or discussion regarding a particular subject that is not included in that subject's section may not be credited during the proposal evaluation; e.g. a description of the "project management approach" in the "proposed solution" section will not be counted toward the project management approach points.

5.2 Proposal Submission Requirements

Proposals submitted, in whole or in part, by modem or fax will be rejected. Late responses will not be accepted.

Proposals must be received by the Project Administrator no later than the date and time specified in Table 1 (see the Preface – Procurement Timetable). **It is the responsibility of the Vendor to ensure the proposal is delivered by the time specified.** Delays in mail delivery or any other means of transmittal will not excuse late proposal submissions.

Proposals received after that time will not be considered. At the State's option, late proposals will be retained unopened in the file or will be destroyed at the State's expense.

Proposals received prior to the Proposal Submission date will be kept secured and sealed until the official Proposal Opening date.

5.2.1 Proposal Response General

Proposal Responses are submitted by the Vendor in two parts:

- Part 1—Technical Proposal
- Part 2—Cost Proposal

Proposals will be evaluated based on the written information that is presented in the response. This requirement underscores the importance and the necessity of providing in-depth information in the proposal with all supporting documentation necessary. The Vendor must demonstrate in the proposal a thorough working knowledge of HIX program policy and System requirements as described herein.

Entities that are currently excluded under federal and/or State laws from participation in Medicare/Medicaid or any State's healthcare programs are prohibited from submitting proposals.

The Proposal Response must present a complete and detailed description of the Vendor's qualifications to perform and its approach to carry out the requirements of this RFP. Any deviations in the Vendor's Proposal Response from the outline described below could disqualify that proposal.

Other requirements for the Proposal include the use of:

- 8.5 x 11-inch paper with one inch margins all the way around
- Single-spaced narrative text with a space between paragraphs
- Font size of 11 points or larger must be used, except in tables and charts where a font size of 10 points is acceptable
- Clearly page-numbered on the bottom (center or right) of each page
- Brochures or other presentations, beyond that sufficient to present a complete and effective response, are not desired. Audio and/or videotapes are not allowed. Elaborate artwork or expensive paper is not necessary or desired. While the appearance of proposals and professional presentation is important, the use of non-recyclable or non-recycled glossy paper is discouraged.

A maximum page limit has been set for some sections of the Proposal Response. Vendors are required to respect these page limits to facilitate a timely and responsive evaluation. Pages in excess of these limits will be removed during the Proposal Evaluation Process in the evaluation of Mandatory Requirements.

Vendors must submit one original and 15 hard-copy versions of the Technical Proposal Response in binder form plus four electronic versions on Compact Disc (CD or DVD), jump drive, or disk. Vendor submission content ownership is discussed in Section 4.19. **The Requirements Response Matrix must be submitted in electronic form in the identical Excel spreadsheet that was part of the RFP.**

Vendors must submit one original and one hard-copy version of the Cost Proposal in binder form plus two electronic versions on a separate CD from the Technical Proposal.

All copies must be clearly labeled with the Vendor name. The original hard-copy version must be identified as such and must include the transmittal letter with the original signature; the Pricing Sheets, and the RFP proposal sheet (refer to Form E and Forms F through Form M in Appendix K). Electronic versions must be submitted in MS Word 2007 or Adobe Portable Document Format (PDF) version 7 or higher.

The original and each copy of the Vendor's proposal response package must be marked in accordance with the specifications below. Each proposal must be submitted in two parts:

- Technical Proposal and
- Cost Proposal, the format and content of which are specified in the following subsections. Each part (Technical and Cost) must be identified with the cover pages as provided in the following subsections.

The Cost Proposal including Price Sheets must be in a separately sealed envelope from the Technical Proposal (see Section 5.2.3).

The Cost Proposal should be on a separate CD from the Technical Proposal.

Section 5.2.2 and its subsections specify the format details of the Technical Proposal, while Section 5.2.3 does the same thing for the Cost Proposal.

5.2.2 Part 1: Technical Proposal Format

The first group of documents in the proposal response package must be marked as the “**Technical Proposal.**” Each Vendor's proposal response package submitted for the **Technical Proposal** must contain the items listed below in the order listed and divided using tabs as indicated (A, B, C, D, 1, 2, 3, etc.):

- Cover Page for Technical Proposal
- TAB A – RFP Proposal Sheet
- TAB B –Transmittal Letter
- TAB C – RFP Addenda
- TAB D – Table of Contents
- TAB 1 – Executive Summary
- TAB 2 – Company Overview
- TAB 3 – Use of Subcontractors
- TAB 4 – Relevant Business Experience
- TAB 5 – Proposed Solution
- TAB 6 – System Development Lifecycle Approach and Methodology
- TAB 7 – Project Management Approach

- 1901 • TAB 8 – Project Plan
- 1902 • TAB 9 – Integration and Implementation Services
- 1903 • TAB 10 – Stabilization and Operations
- 1904 • TAB 11 – Proposed Staffing
- 1905 • TAB 12 – Relevant Technical Experience
- 1906 • TAB 13 – HIX Responsibilities
- 1907 • TAB 14 – Vendor Assumptions
- 1908 • TAB 15 – Lessons Learned
- 1909 • Appendix A – Financial Status
- 1910 • Appendix B – Certificate of Authority
- 1911 • Appendix C – Requirements Response Matrix

1912 The following sections provide a description of each of the bulleted items above.

1913 **5.2.2.1 Cover Page for Technical Proposal**

1914 The cover page for the **Technical Proposal** must be a single page formatted and marked ac-
1915 cording to the technical proposal example provided on the next page. This page must be used
1916 to identify the Vendor's **Technical Proposal** section of their proposal.

1917 The cover page for the **Technical Proposal** must be a single page and the first page of this
1918 section marked as follows:

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Office of the Alabama Health Insurance Exchange

Alabama Health Insurance Exchange System

TECHNICAL PROPOSAL

RFP #: 2012-HIX-101

Opening Date: June 8, 2012

Company Submitting the Proposal: _____

Proposal Submitted By (Company Representative): _____

Contact Information for Company Representative: _____

(Address, Phone, Fax and E-mail)

5.2.2.2 TAB A – RFP Proposal Sheet

The Technical Proposal must include the proposal sheet (e.g., Form E in Appendix K) signed in blue ink, notarized, and completed per the Office of the Alabama Health Insurance Exchange specifications and included as the first document of the **original Technical Proposal**. The notary can appear at the bottom of the page. The section for the “Firm and Fixed Priced” must be left blank when accompanying the Technical Proposal. A copy of the original completed Office of the Alabama Health Insurance Exchange RFP Sheet must be included in each required copy in the specified order.

5.2.2.3 TAB B – Transmittal Letter

The Transmittal Letter must be submitted on official business letterhead by the prime Vendor and must be signed by an individual authorized to commit the company to the scope of work proposed.

The Transmittal Letter must contain all of the following:

- Brief statement of the Vendor’s understanding of the scope of software and services associated with this RFP.
- Identification of all materials and enclosures being submitted collectively as a response to this RFP.
- Identification of the Vendor who will be the prime Vendor and the name of the corporation or other legal entity submitting the proposal.
- The name, title, address, email address and telephone number of the individual who will function as the main contact for the Vendor.
- A statement identifying any and all subcontractors, if any, who are needed in order to satisfy the requirements of this RFP. The percentage of work, as measured by percentage of total contract price, to be performed by the prime Vendor must be provided. Subcontracted work must not collectively exceed 40 percent of the total contract price. The Vendor must assume sole and exclusive responsibility for all of the Vendor Responsibilities and work indicated in the RFP (including any and all addenda). If no subcontractor is proposed, a statement must be made identifying that fact.
- A statement that the prices proposed were arrived at independently without consultation, communication, or agreement with any other Vendor or competitor for this procurement and that the prices are binding for 90 days.
- A statement that the person signing this proposal is authorized to make decisions on behalf of the Vendor’s organization as to the prices quoted.
- A Disclosure Statement completed and submitted with the proposal required pursuant to Alabama Act 2001-955, located in Form P (Appendix K) – Disclosure Statement or on the Attorney General’s web site at the following address: http://www.ago.state.al.us/ag_items.cfm?Item=70

1990 Note: Any Subcontractors bid in this proposal must also complete a Disclosure Statement which
1991 is to be submitted with the proposal and within this tab.

1992 The Transmittal Letter must be signed by an individual authorized to commit the company to the
1993 work proposed. No reference is to be made to any pricing information or elements of cost. ***If***
1994 ***any element of cost is referred to in the Transmittal Letter, the Vendor will be disquali-***
1995 ***fied. Note: Inclusion of the percentage of work, as measured by percentage of total con-***
1996 ***tract price, to be performed by the prime Vendor (see bullet 2 above) without reference to***
1997 ***any monetary price will not violate the element of cost provision.***

1998 **5.2.2.4 TAB C – RFP Addenda**

1999 Vendors must acknowledge receipt of all RFP addenda by listing the addenda and including a
2000 signed copy of the front page of each addendum. The signature must be the same as on the
2001 Transmittal Letter.

2002 **5.2.2.5 TAB D – Table of Contents**

2003 The Technical Proposal must be submitted with a table of contents that clearly identifies and
2004 denotes the location of each section and sub-section of the proposal. The electronic copies
2005 must have hyperlinks to corresponding sections from the Table of Contents. Each page of the
2006 response must be clearly and uniquely numbered. Additionally, the Table of Contents must
2007 clearly identify and denote the location of all enclosures and attachments to the proposal.

2008 Title this section as “**Table of Contents**” in the Technical Proposal.

2009 Most of the sections given below have a maximum page limit that will be given in parenthesis
2010 within the section title.

2011 **5.2.2.6 TAB 1 – Executive Summary (4 pages)**

2012 The Executive Summary will condense and highlight the contents of the Technical Proposal in
2013 such a way as to provide the proposal evaluators with an overall understanding of the proposal.
2014 Vendors must provide a concise summarization of the proposed products and services, and
2015 how these proposed products and services solve the problems presented in the RFP. Vendors
2016 must present their planned approach to providing the proposed products and services, and their
2017 understanding of the objectives and intended results of the project and the scope of work.

2018 Title this section as “**Executive Summary**” in the Technical Proposal.

2019 **5.2.2.7 TAB 2 – Company Overview (8 pages)**

2020 Provide information about the Vendor’s company capabilities to satisfy the requirements of this
2021 RFP and why the company should be selected for this project. The overview must describe the
2022 kinds of projects the firm typically performs.

2023 The overview must provide a description of the Vendor’s company information including:

- 2024 • Date established.

- 2025 • Ownership (public company, partnership, subsidiary, etc.): If a Vendor is owned or controlled by a parent company, the name, main office address, and parent company's tax identification number must be provided in the proposal.
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- 2027
- 2028 • Organizational chart depicting the Vendor's organization in relation to any parent, subsidiary, or related organization.
- 2029
- 2030 • Identification of whether or not the company is a) a partnership, b) a non-profit corporation, c) Alabama Corporation, d) Non-Alabama Corporation, or e) some other structure.
- 2031
- 2032 • State in which the Vendor is incorporated.
- 2033 • Number of employees and resources.
- 2034 • Organizational staffing chart.
- 2035 • Names and resumes of Senior Managers and Partners in regards to this contract.
- 2036 • Office location(s) responsible for the proposed tasks.
- 2037 • Evidence that the Vendor is financially stable and that it has the necessary infrastructure to complete this contract as described in the Vendor's proposal. The Vendor must provide audited financial statements for the last three years, or similar evidence of financial stability for the last three years in Appendix A of the proposal.
- 2038
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- 2041 • Vendor's acknowledgment that the State will not reimburse the Vendor until: (a) the State HIX Project Manager has approved the invoice; and (b) HIX has received and approved all deliverables covered by the invoice.
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- 2044 • Disclosure of any contracts terminated for cause or convenience in the past five years.
- 2045 • Disclosure of any conflict of interest.
- 2046 • Indication if the Vendor is minority-owned.
- 2047 • Number of jobs the Vendor will be creating in the state of Alabama during the project duration.
- 2048
- 2049 • Details of any pertinent judgment, criminal conviction, investigation, or litigation pending against the Vendor or any of its officers, directors, employees, agents, or subcontractors within the last five (5) years related to this RFP, the State or federal government, Medicaid, Department of Insurance, any oversight agencies such as Health and Human Services, Center for Medicare and Medicaid Services and Office of Inspector General, and eligibility enrollment, of which the Vendor has knowledge, or a statement that there are none. HIX reserves the right to reject a proposal solely on the basis of this information. It is recognized that such details may be lengthy, and therefore, this part of the response may go into an addendum that will not be counted against the page limit.
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- 2057
- 2058 **While the Company Overview must not exceed eight pages, senior staff resumes may be included in an addendum.**
- 2059
- 2060 Title this section "**Company Overview**" in the Technical Proposal.
-

The company must have all necessary business licenses, registrations, and professional certifications at the time of the contracting to be able to do business in Alabama. Alabama law provides that a foreign corporation (an out-of-state company/firm) may not transact business in the state of Alabama until it obtains a Certificate of Authority from the Secretary of State, § 10-2B-17.01, et seq., Code of Alabama 1975. To obtain forms for a Certificate of Authority, contact the Secretary of State, Corporations Division, (334) 242-5324, <http://www.sos.state.al.us>. The Certificate of Authority or a letter/form showing application has been made for a Certificate of Authority must be submitted in the proposal in Appendix B.

5.2.2.8 TAB 3 – Use of Subcontractors (4 pages per subcontractor)

For each proposed subcontractor, provide overview information about the company's plans to use a subcontractor or subcontractors to meet the requirements of this project. The overview must describe what functions or tasks the Subcontractor(s) would perform under this RFP. The same company information listed in the previous section must be provided for each subcontractor.

If subcontractors will not be used on this project, include statements in this section to specify the company's intentions not to use subcontractors.

The Use of Subcontractors section must not exceed four pages for each subcontractor proposed.

Title this section as “**Use of Subcontractors**” in the Technical Proposal.

5.2.2.9 TAB 4 – Relevant Business Experience

Provide a Business Experience Matrix (Form Q in Appendix K) that summarizes relevant projects completed by the company, or the specific organizational unit of the company that will be responsible for work performed in this contract. If Subcontractors are to be used on the project, a Business Experience Matrix must be completed for each Subcontractor proposed. List the 5 most recent projects performed that demonstrate the Vendor's ability to perform the requirements expressed in the RFP. All projects must be listed if the company has less than 5 relevant projects. The matrix must provide all of the information described below. Columns must be used as follows:

Column A: Provide the name of the client and a short project name and description.

Column B: Indicate if work was performed relative to consulting support and technical assistance for State Government Medicaid Management/Eligibility Information Systems. Indicate Yes or No in the box.

Column C: Summary of DDI activities performed on the project. Leave blank if not performed.

Column D: For each project, indicate the starting date of the project using Month/Day/Year (MM/DD/YY) format.

Column E: For each project, indicate the ending date of the project using Month/Day/Year (MM/DD/YY) format.

2098 *Column F:* Provide a checkmark in this column if the project was completed within the original
2099 timeframe. Leave blank if not.

2100 *Column G:* Provide a checkmark in this column if the project was completed within the original
2101 budget. Leave blank if not.

2102 *Column H:* Provide a checkmark in this column if the company was involved in any litigation re-
2103 lated to this project.

2104 *Column I:* For each project, list names (or initials) of all staff members proposed for the System
2105 Project that participated on the project referenced in the table.

2106 *Column J:* Provide the name of one client the Proposal Evaluation team may contact about the
2107 project, with verified telephone numbers (please include fax number and email address if avail-
2108 able).

| |
|---|
| <p>HIX reserves the right to contact any former client or employer with which the Vendor is known to have done business, whether or not provided as a reference.</p> |
|---|

2109 ***Provide details for each project not completed on time or within budget. Also, provide***
2110 ***the details of any litigation related to the project.***

2111 In addition to this Matrix, the Vendor may provide any additional information about the projects
2112 listed, such as the purpose, scope, the company's involvement, and the outcome or status of
2113 the project.

2114 **5.2.2.10 TAB 5 – Proposed Solution (50 pages)**

2115 The Vendor must provide a detailed description of its proposed solution to meet the RFP re-
2116 quirements, including numerical identifiers for each detailed section, as explained in Section
2117 3.2.2. These detailed section numbers must be cross-referenced to the appropriate require-
2118 ment(s) in the mandatory Requirements Response Matrix.

2119 The Vendor must provide convincing evidence that all the requirements in this RFP will be met
2120 by the proposed solution. The Vendor must identify all known issues with the proposed solution.

2121 For all identifiable COTS or custom-built business applications technology products that are part
2122 of the solution, provide details including:

- 2123 • Provider
2124 • Products
2125 • Release level of the products to be used
2126 • Next release / version level to be released
2127 • Planned release date of the next release / version

2128
2129 A discussion of the Software Provider's Product Maintenance approach must be included in this
2130 section.

REMINDER: Licensing and ongoing cost information must be reflected only in the separate Cost Proposal.

The Vendor must provide general information of the current overall performance of the proposed solution, including transaction processing times, and average and worst case response times. The Vendor must describe the future direction of the technology and functionality of the proposed products.

Note: As previously indicated in Section 2.1, Vendors must refrain from proposing a software solution that will create a proprietary dependency unless approved by the State. For purposes of transparency, all Vendors are requested to include in their bid a complete list of all software, including COTS products that will be proposed in support of the System. In cases where a software solution could potentially meet the criteria of a proprietary dependency, the Vendor is requested to describe the reason for the need, substitutions that are possible (if any), additional cost if not used and if a substitution is used instead, and if no substitution is available to describe the extent of the dependency.

Title this section of the Technical Proposal as “**Proposed Solution.**”

5.2.2.11 TAB 6 – System Development Lifecycle Approach and Methodology (10 pages)

Describe the Vendor’s proposed System Development Lifecycle Approach and Methodology toward this project including the phases, objectives, recommended tasks, and a summary of related control objectives for effective management. The Vendor must identify projects where it has been previously successful using the proposed methodology. A description of the Work Breakdown Structure (WBS) necessary to capture and schedule the work, including the milestones and proposed baselines of the project, must be addressed. In addition, an overview of the full scope and timeline of the project must be described. Also to be included in this section are identified risks associated with the proposed lifecycle along with potential mitigation activities.

The proposal must identify certifications the Vendor has received, such as SEI CMMI assessments, ISO 900x certifications, or any other pertinent certifications.

This section must be titled as “**System Development Lifecycle Approach and Methodology**” in the Technical Proposal.

5.2.2.12 TAB 7 – Project Management Approach (6 pages)

The Vendor must describe its approach to managing the project, including the provision for a full-time, experienced Vendor Project Manager who will be accountable for all services and deliverables provided under the contract resulting from this RFP, and who will work to ensure the on-time delivery and successful deployment of a functioning system that meets HIX’s requirements and the successful ongoing operation of the solution. As part of its project management approach, the Vendor must describe the project management tools, standards, controls, and procedures that will be utilized to create a proven, reliable process to deploy the system

2169 statewide. This section must also include a brief description of the Vendor's approach for man-
2170 aging the project on a daily basis.

2171 This section must be titled "**Project Management Approach**" in the Technical Proposal.

2172 **5.2.2.13 TAB 8 – Project Plan (40 pages)**

2173 The Vendor must present the Project Plan to be used in completing the project. See the re-
2174 quirements listed in Phase 1 of Section 3.3, and Section 7, Task 1.1. It is of critical importance
2175 that the Vendor show competence by completing as much of these planning functions as possi-
2176 ble since it will be expected that the Vendor will build on these proposal plans to generate the
2177 deliverables of Phase 1. The time allowed for Phase 1 is one month, and the artifacts of Phase
2178 1 are essential for CMS approval.

2179 The project plan must effectively synthesize requirements from the Requirements Response
2180 Matrix, the Activities of Section 7, and the Milestones given in Section 2.3.4. Table 1 must also
2181 be considered in scheduling and sequencing of activities and tasks.

2182 The Vendor must provide a detailed description of its implementation plan to meet the RFP re-
2183 quirements, including numerical identifiers for each detailed section within each Project Phase,
2184 as explained in Section 3.3. These detailed section numbers must be cross-referenced to the
2185 appropriate requirement(s) in the mandatory Requirements Response Matrix.

2186 The description of the Project Plan must cover the items listed below but are not limited to these
2187 items.

- 2188 • Proposed Project Plan to include:
 - 2189 ○ List and descriptions of each activity and task of the project.
 - 2190 ○ Overall plan for the completion of each activity and task of the project.
 - 2191 ○ Overall plan for Vendor services.
 - 2192 ○ Project Schedule (Gantt chart) that includes all deliverables listed in Section 7
 - 2193 Work Activities, Tasks, and Deliverables, as well as the requirements given in the
 - 2194 Requirements Response Matrix.
 - 2195 ○ Dependencies, critical paths, estimated work effort, and resources (e.g., vendor
 - 2196 and State).
- 2197 • Description of necessary relationships between the Vendor, subcontractors, and HIX
2198 personnel to include:
 - 2199 ○ Estimated time requirements for all HIX employees corresponding to the Project
 - 2200 Schedule.
 - 2201 ○ Estimated time requirements of subcontractors corresponding to the Project
 - 2202 Schedule.
- 2203 • Project timelines and milestones, including incidental items, such as
 - 2204 ○ Status Reporting.
 - 2205 ○ Issue Resolution.

- 2206 ○ Action Item Tracking.
- 2207 ○ Project Controls, standards and procedures.
- 2208 • Detailed description of the office automation needed to support the proposed Project
2209 Team (e.g., computer connections, configuration, etc.).
- 2210 • The response must maintain separation of responsibilities by clearly stating those re-
2211 sponsibilities of the Vendor and those responsibilities expected of State personnel. HIX
2212 will expect this section to describe how the Vendor proposed staffing in response to Sec-
2213 tion 3.5 will be adequate to perform each task.
- 2214 The Vendor must provide the Project Schedule in Microsoft Project in the electronic version.
2215 Printed copies must include a high-level timeline in Gantt chart format.
- 2216 **The Project Plan section must not exceed 40 pages, not including the Project Schedule**
2217 **(Gantt chart).**
- 2218 This section must be titled as “**Project Plan**” in the Technical Proposal.
- 2219 **5.2.2.14 TAB 9 – Integration and Implementation Services (20 pages)**
- 2220 The requirements for this tab were described in Section 3.2.5.
- 2221 Describe the Vendor’s approach, methodology, skills, knowledge, ability, and any specialized
2222 tools that will be used to complete or address the items listed in the Integration and Implementa-
2223 tion Services section (Section 3.2.5). **The State does not want a "rewrite" of the RFP re-**
2224 **quirements, since signing and returning the RFP signifies acceptance of the terms and**
2225 **conditions contained therein.**
- 2226 The following list of items, corresponding to the Integration and Implementation activities and
2227 tasks identified in Section 7, must be considered in the response:
- 2228 • Task 15.1, System Integration Strategy
- 2229 • Task 15.2, System Integration Plan
- 2230 • Tasks 16.1-16.4, Implementation Activity
- 2231 • Task 17.2, Unit and Integration Test Plan and Documentation
- 2232
- 2233 **The Integration and Implementation Services section must not exceed 20 pages.**
- 2234 Title this section of the Technical Proposal as “**Integration and Implementation Services.**”
- 2235 **5.2.2.15 TAB 10 – Operations and Hardware Hosting (10 pages)**
- 2236 The requirements for this tab were described in Section 3.2.6 and Appendix I: Service Level
2237 Agreements.
- 2238 The Vendor must provide a description of its strategy and approach for conducting post imple-
2239 mentation support; including stabilization and ongoing operations once the system has been
2240 placed into production. This description must include detailed information about the level of
2241 staffing, the staffing roles, and all activities that are proposed to be conducted by the Vendor.

2242 The description must be comprehensive in nature. Vendors must bear in mind that the bid in this
2243 area is both comprehensive and fixed price in nature. Therefore, if any necessary service or
2244 other item or piece of equipment is left out of the proposal, and this service, item, or piece of
2245 equipment is later deemed by HIX to be necessary and essential to the performance of ongoing
2246 operations support, then the Vendor will be responsible for providing that service, item, or piece
2247 of equipment at no additional charge to HIX.

2248 The Vendor response must include consideration for two periods of Stabilization and Operations
2249 support: one after the end of the Phase 2, and one after the end of Phase 4 (e.g., Phases 3 and
2250 5, respectively).

2251 Turnover processes are critical to the initial procurement process. Each Vendor must address
2252 procedures related to turnover at contract end. Recommendations for HIX staffing necessary to
2253 assume support responsibilities must be identified in this section. The staffing recommendation
2254 must include a recommendation for staffing levels by position, an organizational chart, and roles
2255 and responsibilities descriptions for each position.

2256 Each proposal must address any experience the Vendor has with the turnover of a major sys-
2257 tem to another Vendor or to the client. The Vendor is expected to be a full partner in the turno-
2258 ver process and has a responsibility to ensure that the HIX System continues to operate
2259 smoothly during and after the turnover process. As part of this procurement, the Vendor must
2260 have at least one staff member available to HIX for at least six months following the official turn-
2261 over date to address concerns.

2262 **This section must not exceed ten pages.**

2263 Title this section of the Technical Proposal as “**Operations and Hardware Hosting.**”

2264 **5.2.2.16 TAB 11 – Proposed Staffing (30 pages)**

2265 The requirements for this tab were described in Section 3.5.

2266 The awarded Vendor must furnish experienced, qualified professionals to ensure the success of
2267 the project. Accordingly, Vendors must provide a detailed listing of the individuals proposed to
2268 serve HIX on this assignment, along with a complete description of their roles and responsibili-
2269 ties and an indication of their planned level of effort.

2270 The Vendor must address each of the requirements listed in Section 3.5. This RFP has provid-
2271 ed some specific staffing requirements in Section 3.5, but Vendors may propose the number of
2272 staff positions they need to meet the requirements for each task or deliverable. It is also allow-
2273 able for the Vendor to submit staff positions equivalent to the staff positions described in Section
2274 3.5. If equivalent positions are submitted by the Vendor, the proposal must describe in detail
2275 the staff responsibilities and relevant experience as it relates to their role in the project. HIX will
2276 expect this section to clearly explain how the proposed staffing will be adequate to fully perform
2277 each activity/task required in Section 7.

2278 Resumes must be provided for each key individual, and his/her role in the project must be iden-
2279 tified. Resumes must describe each individual's educational background, experience, other per-
2280 tinent professional data, and must be sufficiently detailed to demonstrate an individual's qualifi-

2281 cations and experience and must include references. Vendors must furnish staff with experience
2282 in similar projects (e.g., using SOA, SQL, and rules engines). **HIX retains the right of approv-**
2283 **al over all proposed personnel, including potential substitutions to those proposed in**
2284 **response to this RFP.**

2285 It is expected that personnel proposed for the project will be committed and truly engaged with
2286 the project, and that inexperienced personnel will not be exchanged for them. Should specific
2287 personnel proposed by the Vendor not be available, or if HIX determines that key personnel are
2288 not providing an adequate amount of time onsite, HIX reserves the right to cancel the project
2289 and all prior agreements with the Vendor or make appropriate adjustments to any work plan and
2290 prices to be paid herein under.

2291 Section 3.6 provides details on offsite facility space and equipment for Vendor and HIX staff.
2292 This response section must contain acknowledgement that the Vendor understands its obliga-
2293 tion regarding the establishment of an offsite facility and equipment.

2294 **Additionally, HIX reserves the right to impose liquidated damages of up to 10 percent of**
2295 **the total project price should specific personnel proposed by the Vendor or HIX ap-**
2296 **proved substitutions not be available, or become materially absent during the course of**
2297 **the project.**

2298 **The Proposed Staffing section must not exceed 30 pages. Resumes and Letters of Intent**
2299 **may be included in an Addendum to this section that will not be counted against the**
2300 **page limit.**

2301 Title this section of the Technical Proposal as the “**Proposed Staffing.**”

2302 **5.2.2.17 TAB 12 – Relevant Technical Experience (10 pages)**

2303 The requirements for this tab were described in Section 3.4.

2304 Provide the following general metrics:

- 2305 • Total years of experience of key personnel.
- 2306 • Average years of experience per person.
- 2307 • Maximum and minimum years of experience for those included.
- 2308 • Organize the response subsections within this Tab according to the following five clearly
2309 identified subsections:
 - 2310 • General considerations (that do not map specifically to any of the other subsections).
 - 2311 • Direct experience in implementing a Health Insurance Exchange.
 - 2312 • Direct experience in implementing an Insurance Portal.
 - 2313 • Any related experience with Medicaid, Medicare, CHIP, or any other closely related
2314 health service or health insurance function.
 - 2315 • Any other direct or indirect experience on other non-health related functions that would
2316 contribute to the project.

2317 Within each of the above subsections, describe the Vendor’s proposed project team’s experi-
2318 ence with:

- 2319 • Contracts with other State health insurance exchange (or similar) agencies relative to
2320 system design, development, integration, and implementation.
- 2321 • Working with other Alabama state agencies.
- 2322 • Analysis of comparable “Recipient Subsystems” (e.g., Recipient data, eligibility verifica-
2323 tion, interfaces, etc.).
- 2324 • Implementation of information systems using database management systems.
- 2325 • Cooperative/distributed processing and client/server architecture.
- 2326 • Web-based development including a list of tools used.
- 2327 • SOA –based distributed, web service processing with Enterprise Application Integration
2328 (EAI), and ESB, and other middle tier architectures.
- 2329 • Rules engines.
- 2330 • Visio Pro.

2331 Title this section of the Technical Proposal “**Relevant Technical Experience.**”

2332 **5.2.2.18 TAB 13 – HIX Responsibilities (4 pages)**

2333 It is important that there is a clear understanding between HIX and the successful Vendor at the
2334 outset as to the distinction between the Vendor and HIX responsibilities. This Tab within the
2335 response must provide the Vendors’ understandings of that distinction. Vendors may use broad
2336 categories in their description. However, the description must be detailed enough to ultimately
2337 be translated into contract requirements so as to provide the basis for negotiations to this effect.

2338 HIX reserves the right to accept or reject any requirements identified by the Vendor.

2339 Title this section of the Technical Proposal as the “**HIX Responsibilities.**”

2340 **5.2.2.19 TAB 14 – Vendor Assumptions (4 pages)**

2341 The Vendor must document any Vendor assumptions associated with the Technical Proposal.
2342 While these may have been made in the various sections already documented above, this tab
2343 will serve as a summary of these assumptions. Reference these assumptions to the particular
2344 section of the Technical Proposal to which they relate.

2345 **The Vendor Assumptions section must not exceed four pages.**

2346 Title this section of the Technical Proposal as the “**Vendor Assumptions.**”

2347 **5.2.2.20 TAB 15 – Lessons Learned (6 pages)**

2348 The Vendor must provide a discussion of the significant lessons learned from experience at
2349 previous eligibility projects of similar size and scope, and how the Vendor will apply those les-
2350 sons to the System Project. “Lessons learned” necessarily implies that some mistakes were
2351 made either by the Vendor or the Sponsor in a previous project. If this is not the case, then it

2352 should not be documented in this section. The Vendor need not identify the project or the spon-
2353 sor in this response, but can merely state the lesson learned as advice that will be of benefit to
2354 the proposed project.

2355 **The Lessons Learned section must not exceed six pages.**

2356 Title this section of the Technical Proposal as the “**Lessons Learned.**”

2357 **5.2.2.21 Appendix A – Financial Status**

2358 Vendors must submit copies of their most recent audited financial statements and report of au-
2359 dit. These must include at least a balance sheet and income statement. Vendors must also in-
2360 clude a statement of the Vendor's other contractual obligations which might have an influence
2361 on the capabilities of the Vendor to perform the conditions of the contract (e.g., shared person-
2362 nel).

2363 Title this section of the Technical Proposal as the “**Financial Status.**”

2364 **5.2.2.22 Appendix B – Certificate of Authority**

2365 The company must have all necessary business licenses, registrations, and professional certifi-
2366 cations at the time of the contracting to be able to do business in Alabama. Alabama law pro-
2367 vides that a foreign corporation (an out-of-state company/firm) may not transact business in the
2368 state of Alabama until it obtains a Certificate of Authority from the Secretary of State, § 10-2B-
2369 17.01, et seq., Code of Alabama 1975. To obtain forms for a Certificate of Authority, contact the
2370 Secretary of State, Corporations Division, (334) 242-5324, <http://www.sos.state.al.us>. The Certif-
2371 icate of Authority or a letter/form showing application has been made for a Certificate of Authori-
2372 ty must be placed in this section.

2373 Title this section of the Technical Proposal as the “**Certificate of Authority.**”

2374 **5.2.2.23 Appendix C – Requirements Response Matrix**

2375 In the Requirements Response Matrix, the Vendor must note the degree to which its proposed
2376 solution currently (at the time of proposal submission) meets each requirement in an operational
2377 production environment. This matrix must be completed and returned in electronically readable
2378 form as part of the proposal response. Refer to Appendix K – Form D: Requirements Response
2379 Matrix for additional details and instructions. Additional requirements for this appendix are de-
2380 scribed in Section 3.1.

2381 The completed Requirements Response Matrix, provide as a separate document, must be
2382 placed in this section (e.g., Appendix C) of the Technical Proposal titled “**Requirements Re-**
2383 **sponse Matrix.**”

5.2.3 Part 2: Cost Proposal

The second part of the documents that make up the Vendor's proposal response must be marked "**Cost Proposal**" per specifications in Section 5.2.1. Each Vendor's proposal response package submitted must contain as part of its "**Cost Proposal**" the items listed below in the order listed:

- Cover Page for Cost Proposal, formatted as indicated in Section 5.2.3.1
- TAB A – Table of Contents
- TAB B – Executive Summary
- TAB 1 – Price Schedule I (See Form F)
- TAB 2 – Price Schedule II (See Form G)
- TAB 3 – Price Schedule III (See Form H)
- TAB 4 – Price Schedule IV (see Form I)
- TAB 5 – Price Schedule V (see Form J)
- TAB 6 – Price Schedule VI (see Form K)
- TAB 7 – Price Schedule VII (see Form L)
- TAB 8 – Price Schedule VIII (see Form M)

Note all of the forms listed above are found in Appendix K. This current section (Section 5.2.3) as well as Section 5.2.3.1 through Section 5.2.3.7 provide a description of each of the above bullet items.

The **Cost Proposal** must be submitted in a separately sealed envelope from the Technical Response and provided with the original proposal. The Vendor's name(s) must be clearly identified on the envelope and on the Price Schedules.

Cover Page for Cost Proposal

The cover page for the **Cost Proposal** must be a single page, formatted and marked according to the response example provided on the next page. This page must be used to identify the beginning of the Vendor's Cost Proposal section.

The cover page for the **Cost Proposal** must be a full and first page of this section marked as follows:

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Office of the Alabama Health Insurance Exchange
System

COST PROPOSAL
2012-HIX-RFP-01

Opening Date: June 8,2012

Company Submitting the Proposal: _____
Proposal Submitted By (Company Representative): _____

2441 Tab A – Table of Contents

2442 The Cost Proposal must be submitted with a table of contents that clearly identifies and denotes
2443 the location of each section and sub-section of the Cost Proposal. The electronic copy must
2444 have hyperlinks to the corresponding sections from the Table of Contents. Each page of the re-
2445 sponse must be clearly and uniquely numbered. Additionally, the Table of Contents must clearly
2446 identify and denote the location of all enclosures and attachments to the proposal.

2447 Tab B – Executive Summary

2448 The Vendor must provide an overview of the Cost Proposal that describes any pricing ap-
2449 proaches, discounts, and reasons why the Vendor's combined technical and cost approach is
2450 the best value to HIX.

2451 The Annual Costs to the State of Alabama to be paid to the Vendor must be included in the Ex-
2452 ecutive Summary for EACH year listed in Table 1, and each Annual Cost must be able to be
2453 derived by the State of Alabama from the detailed costs in the Price Schedules provided by the
2454 Vendor. In addition, these Annual Costs, when added together, must equal the Vendor's contri-
2455 bution to the Total Cost of Ownership for the HIX System included in the Executive Summary.
2456 As noted in 5.2.4, the State of Alabama, at its option, may request a "Best and Final Offer."

2457 As part of the Executive Summary, Tables A and B must be completed to partially satisfy the
2458 requirement stated above.

2459 Cost Executive Summary Response Table A – No Transition

| 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|------|------|------|------|------|------|------|
| | | | | | | |

2460
2461 The content of the Cost Executive Summary Response Table A will be the Vendor's total cost to
2462 be charged to HIX for all products and services during the respective year. The 2014 year is the
2463 warranty year in which the successful vendor will operate the Exchange. The costs for years
2464 2015-2018 represent the per year costs to HIX of the Vendor continuing to be renewed to oper-
2465 ate the Exchange.

2466 Cost Executive Summary Response Table B below is similar in all respects to the definitions
2467 given for the table above with the exception that the costs to be entered into this table are to be
2468 the annual costs that will accrue to HIX if a decision is made sufficiently early in Year 2015 that
2469 HIX intends to either assume all operational costs or to place this responsibility on another con-
2470 tractor. This cost must then assume that the Vendor will not only operate the Exchange during
2471 2015 but will also make all provisions for the transition of the system over to another organiza-
2472 tion. These costs much include all personnel costs, including transition costs, and all software
2473 costs. However, hardware costs will be excluded, i.e., no assumptions will need to be made as
2474 far as hardware hosting is concerned.

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2476

Cost Executive Summary Response Table B – Transition

| 2012 | 2013 | 2014 | 2015 |
|------|------|------|------|
| | | | |

2477

2478 The executive summary must provide adequate narrative to explain all assumptions made in the
 2479 required tables. In addition, it is imperative that the cost figures given in these tables harmonize
 2480 with the price sheets required as described in the sections below, and any deviation from this or
 2481 explanations of the harmonization must be explained.

2482 **The Executive Summary section may be no longer than four pages.**

2483 **5.2.3.1 Tabs 1-8 – Price Sheets**

2484 The Pricing Schedules reflect the State precedent of costing labor separately from deliverables.
 2485 Price Schedule I is intended to reflect labor hours and Price Schedule II is intended to reflect the
 2486 cost of deliverables themselves. While the two are clearly related, the State recommends that
 2487 each Vendor apply a sizing factor to determine the deliverables costs. Vendors must account for
 2488 labor hours as labor, and determine a cost for deliverables using some factor to distribute a por-
 2489 tion of overall costs to the deliverables.

2490 The Office of the Alabama Health Insurance Exchange RFP Proposal Sheet(s) must be signed
 2491 and completed per the proposal sheets instructions. The RFP Proposal Sheet must be submit-
 2492 ted in the separately sealed package with the Pricing Schedules and be notarized as stated in
 2493 Section 5.2.2.2. The “Firm and Fixed Price for Contract” section on the Proposal Sheet that ac-
 2494 companies the Pricing Schedules must be completed.

2495 **5.2.3.1.1 Tab 1 – Price Schedule I – DDI Labor**

2496 Vendors are to complete this price schedule by entering the following related to Design, Devel-
 2497 opment and Implementation (DDI):

- 2498 • Staff by Title (Vendor Project Manager, Business Architect, Systems Architect, etc.)
- 2499 • Number of Staff
- 2500 • Rate per Hour
- 2501 • Estimated Hours (project)
- 2502 • Extended Price
- 2503 • Grand Total Staff
- 2504 • Grand Total Hours
- 2505 • Grand Total Price

2506 The Extended Price must be calculated for each line item listed as the Rate Per Hour times the
 2507 Estimated Hours (Extended Price = Rate Per Hour * Estimated Hours). The Grand Total Staff is

the summed total of all staff listed under the # of Staff column. The Grand Total Hours is the summed total of all hours listed under the Estimated Hours column. The Grand Total Price is the summed total of all prices listed in the Extended Price column. The Grand Total Price must be transferred to Price Schedule II and recorded on the proper line as indicted on Schedule II (bottom of schedule). The Rate per Hour listed on this schedule must be the Rate per Hour charged by the Awarded Vendor for the specified staff based on job title. The Awarded Vendor's staff Rate per Hour charges must be based on the proposal response "Rate per Hour" in Price Schedule I as part of the awarded contract.

This Pricing Schedule must be consistent with the costs given the Executive Summary; replicate forms as needed.

Price Schedule I must be signed and dated by a person in the Vendor's organization who can legally obligate the Vendor to the conditions of this contract. (See Form F Price Schedule I in Appendix K).

5.2.3.1.2 Tab 2 – Price Schedule II – Deliverables

Price Schedule II must be completed by the Vendor to list the Fixed Total Price the Vendor must charge to deliver HIX approved deliverables along with execution as listed on Price Schedule II. After the proposal award, this schedule must be used to determine the amount due for each approved deliverable based on the contracted proposal Fixed Total Price. Vendors are to complete this pricing schedule by entering their prices for each deliverable listed. Vendors may add additional pertinent tasks/deliverables/requirements based on the Vendor's Health Insurance Exchange components or DDI knowledge and experience within each stage of **Price Schedule II** as applicable. Should Vendors add to or modify this list with, for instance, deliverables they deem necessary, overlooked or innovated, they may make such recommendations in their proposal by adding the line item(s) to Pricing Schedule II where applicable and assigning an appropriate line item number based on the schema used in Price Schedule II. The Vendor must also provide a clear explanation of the requirements and purpose of any added or modified deliverable in a separate attachment. HIX must determine if any line items added or modified on Schedule II by the proposing Vendor are acceptable deliverables under the RFP (see Form G Price Schedule II in Appendix K). Payments will only be made on the successful completion and approval of a deliverable by HIX as itemized in Price Schedule II under the contract.

Each Vendor must calculate their Fixed Proposal Price for a line item to cover their cost for the deliverable to include the use of subcontractors. Elements of price applicable to the contract such as travel, clerical support, subsistence, training, etc., must also be considered in calculating a deliverable's Fixed Proposal Price. Proposing Vendor staff hours expended to produce a deliverable must not be used in the overall calculation of the Fixed Proposal Price for a deliverable since staff time is billable at a stated Rate per Hour and can be billed as a separate line item.

This Pricing Schedule must be consistent with the costs given the Executive Summary; replicate forms as needed.

Price Schedule II must be signed and dated by a person in the Vendor's organization who can legally obligate the Vendor to the conditions of this contract. The Vendor must fully define any commitment of HIX resources not included in the price of the proposal but are necessary to fulfill the requirements of the System Project.

5.2.3.1.3 Tab 3 – Price Schedule III – Hardware and Software

All third-party products (middleware, database management software, operating system software, compilers, job schedulers, security-related packages, etc.) required to successfully install and operate the proposed solution must be identified, describing the cost, quantities, release levels, etc., of each of these products.

The Vendor must also list the itemized costs associated with providing the required hardware and systems software needed, specifying the required cache servers, web servers, application servers, database servers, and all other associated devices and applicable systems software. The Contractor is responsible for obtaining and retaining licenses of current HIX-used products necessary to complete the scope of work and requirements of this RFP.

This Pricing Schedule must be consistent with the costs given the Executive Summary; replicate forms as needed.

Price Schedule III must be signed and dated by a person in the Vendor's organization who can legally obligate the Vendor to the conditions of this contract.

5.2.3.1.4 Tab 4 – Price Schedule IV – Software Licenses

The Price Schedule IV must include pricing for any fees related to the licensing of the proposed System software product.

- The Vendor must provide the licensing cost for each individual application module and third-party tool included as part of the proposed software solution. Software components that are necessary to operate and maintain the proposed COTS software, State transfer system, or combination hybrid, must be included. The costs for each item are to be quoted separately unless bundled pricing is offered.
- The Vendor is responsible for obtaining and retaining appropriate licenses of any current HIX-used products necessary to support the proposed software solution.
- The State will pay any required business and technology software license fees separately.

This Pricing Schedule must be consistent with the costs given the Executive Summary; replicate forms as needed.

Price Schedule IV must be signed and dated by a person in the Vendor's organization who can legally obligate the Vendor to the conditions of this contract.

5.2.3.1.5 Tab 5 – Price Schedule V – Software Maintenance Support

2584 The Price Schedule V must include pricing for the ongoing software annual maintenance fees.

2585 • Any fees related to ongoing maintenance of any included software must be provided, as
2586 well as any discounts offered. The initial basis for annual maintenance fees must be
2587 based on the negotiated purchase price for the licensed products

2588 • The State will pay any ongoing software maintenance support fees separately.

2589 This Pricing Schedule must be consistent with the costs given the Executive Summary; replicate
2590 forms as needed.

2591 Price Schedule V must be signed and dated by a person in the Vendor's organization who can
2592 legally obligate the Vendor to the conditions of this contract.

2593 **5.2.3.1.6 Tab 6 – Price Schedule VI – Stabilization and Ongoing Operations**

2594 The Price Schedule VI must provide pricing for Stabilization and Ongoing Operations for the an-
2595 ticipated year following implementation.

2596 This Pricing Schedule must be consistent with the costs given the Executive Summary; replicate
2597 forms as needed.

2598 Price Schedule VI must be signed and dated by a person in the Vendor's organization who can
2599 legally obligate the Vendor to the conditions of this contract.

2600 **5.2.3.1.7 Tab 7 – Price Schedule VII – Other Implementation Costs**

2601 The Price Schedule VII must provide pricing for Other Implementation Costs by contract year
2602 (see Table 1).

2603 This Pricing Schedule must be consistent with the costs given the Executive Summary; replicate
2604 forms as needed.

2605 Price Schedule VII must be signed and dated by a person in the Vendor's organization who can
2606 legally obligate the Vendor to the conditions of this contract.

2607 **5.2.3.1.8 Tab 8 – Price Schedule VIII – Pricing Sheet Summary**

2608 All total costs from the previous pricing sheets must be transferred to Pricing Sheet VIII to de-
2609 termine the final fixed bid price. The Vendor must ensure that all totals match.

2610 This Pricing Schedule must be consistent with the costs given the Executive Summary; replicate
2611 forms as needed.

2612 Price Schedule VIII must be signed and dated by a person in the Vendor's organization who can
2613 legally obligate the Vendor to the conditions of this contract.

2614 **5.2.4 Best and Final Offer**

2615 The "Best and Final Offer" is an option available to the State under the RFP process, which
2616 permits the State to request a "best and final offer" from one or more Vendors if additional in-

2617 formation is required to make a final decision. Vendors may be contacted asking that they sub-
2618 mit their “best and final offer,” which must include any and all discussed and/or negotiated
2619 changes. The State reserves the right to request a “best and final offer” for this RFP, based on
2620 price/cost alone.

2621 **5.2.5 Freedom of Information and Privacy Acts**

2622 Vendors must be aware that all materials associated with the procurement are subject to the
2623 terms of the Freedom of Information Act (FOIA) and all rules, regulations, and interpretations
2624 resulting there from including those from the Offices of the Attorney General of the United
2625 States (US), Health and Human Services (HHS), and Centers for Medicare and Medicaid Ser-
2626 vices (CMS).

2627 By submission of a proposal, the Vendor agrees that the Privacy Act of 1974, Public Law 93-
2628 579, and the Regulations and General Instructions issued pursuant thereto are applicable to this
2629 contract, and to all subcontracts hereunder to the extent that the design, development, opera-
2630 tion, or maintenance of a system of records as defined in the Privacy Act is involved.

5.3 Proposal Evaluation Criteria

5.3.1 Introduction

The objective of the proposal evaluation process is to determine the Vendor that will provide the most value and functionality in effectively meeting the HIX goals and the requirements of this RFP. A comprehensive, fair, and impartial evaluation of proposals received in response to this procurement effort will be conducted. Award must be made in the best interest of the State as determined by the Proposal Evaluation Committee. Consideration may focus on, but is not limited to:

- Cost. Vendors are not to inflate prices in the initial proposal as cost is a factor in determining who may receive an award or be invited to formal negotiations. The State reserves the right to award to the lowest responsive bid without conducting formal negotiations.
- Adequacy and completeness of proposal
- Vendors' demonstrated understanding of the project
- Compliance with the terms and conditions of the RFP
- Experience in providing like services
- Qualified staff
- Response format as required by this RFP

Proposal Evaluation Committees will conduct the evaluation generally in the following sequence:

1. Receipt of Proposals
2. Removal of non-responsive proposals
3. Review of Mandatory Requirements
4. Committee evaluation and scoring of responsive Technical Proposals
5. Oral Presentations – at the option of HIX
6. Rank Ordering of Vendors based on Technical Proposal Scoring
7. Statistical identification of Top Scoring Vendor Group ($p < 0.5$)
8. Auditing of Cost Proposals
9. Application of Cost Ranking to Top Scoring Vendors
10. Reference Checks
11. RFP Apparently Successful Vendor Award Recommendation

5.3.2 Initial Classification of Proposals as Responsive or Non-Responsive

All proposals will initially be classified as either “responsive” or “non-responsive.” Proposals may be found non-responsive at any time during the evaluation process or contract negotiation if:

- Any of the required information is not provided;
- The submitted price is found to be excessive or inadequate as measured by criteria stated in the RFP; or
- The proposal is not within the plans and specifications described and required in the RFP. If a proposal is found to be non-responsive, it will not be considered further.

Proposals failing to demonstrate that the Vendor meets the mandatory requirements identified in Appendix J - Mandatory Proposal Requirements will be deemed non-responsive and not considered further in the evaluation process.

5.3.3 Determination of Responsibility

The Evaluation Committee will determine whether or not a Vendor has met the standards of responsibility. In determining responsibility, the committee may consider factors such as, but not limited to, the Vendor’s specialized expertise, ability to perform the work, experience, and past performance. Such a determination may be made at any time during the evaluation process and through contract negotiation if information surfaces that would result in a determination of non-responsibility.

5.3.4 Evaluation of Proposals

All responsive proposals will be evaluated based on stated evaluation criteria as well as a scored comparative evaluation of all other qualified RFP responses in terms of differing price, quality, and contractual factors. These scores will be used by the Department to determine the most advantageous offering to the State.

5.3.5 Completeness of Proposals

Selection and award will be based on the Vendor’s proposal and other items outlined in this RFP. Submitted responses may not include references to information located elsewhere, such as Internet web sites or libraries, unless specifically requested by the State in this RFP. Information or materials presented by Vendors outside the formal response will not be considered, will have no bearing on any award, and may result in the Vendor being disqualified from further consideration.

5.3.6 Opportunity for Additional Information

The State reserves the right to contact any Vendor submitting a proposal for the purpose of clarifying issues in that Vendor’s proposal. Vendors must clearly designate in their proposal a point-of-contact for questions or issues that arise in the State’s review of a Vendor’s proposal. Upon

receipt of all proposals, the State will conduct a comprehensive review and evaluation process resulting in a subset of the proposals being designated as “reasonably likely to award.” Vendors whose proposals are determined “reasonably likely to award” may also be required to make an oral presentation in Montgomery, Alabama, to clarify their RFP response or to further define their offer. Oral presentations, if requested, must be at the Vendor’s expense. The State’s intent with regard to the oral presentation is to, among other things; gauge the level of competence of proposed staff. Thus, the presentation must be conducted by the key staff proposed in the Vendor’s proposal.

Those Vendors that have been eliminated for any reason will be notified accordingly in a timely manner.

5.3.7 Scoring

The evaluation process is designed to award the contract to the Vendor that, in the Department’s sole determination, has the necessary combination of attributes based upon the evaluation criteria including, but not limited to, solution, experience, cost, implementation methodology, and staffing. The Vendor’s response will be assessed in two parts: 1) Technical Proposal and 2) Cost Proposal. The Evaluation Committees will first review and evaluate all the Technical Proposals and assign points to each response.

Table 3: Technical Review Categories and RFP Section References

| Category | Sections of The RFP | Subsections of 5.3.7 |
|--|--------------------------|----------------------|
| Mandatory Proposal Requirements (including Financial) | 5 (5.2.2.21) | 5.3.7.2 |
| References | 5.2.2.9 | 5.3.7.1 |
| Business Overview and Experience | 5.2.2.6 – 5.2.2.9 | 5.3.7.3 |
| Proposed Solution | 5.2.2.10 | 5.3.7.4.1 |
| System Development Lifecycle Methodology | 5.2.2.11 | 5.3.7.4.2 |
| Project Management Approach | 5.2.2.12 | 5.3.7.4.3 |
| Project Plan/Schedule | 5.2.2.13 | 5.3.7.4.4 |
| Integration and Implementation Services | 5.2.2.14 | 5.3.7.4.5 |
| Operations and Hardware Hosting Services | 5.2.2.15 | 5.3.7.4.6 |
| Proposed Staffing | 5.2.2.16 | 5.3.7.4.7 |
| Technical Experience | 5.2.2.17 | 5.3.7.4.8 |
| Requirements Response Matrix | 5.2.2.23 | 5.3.7.4.9 |

2717 Following the selection of qualifying Vendors based on the Technical Proposal scoring, the Cost
2718 Proposals will be used to make the final selection for the Proposal Award.

2719 Table 3 presents the various categories that will organize the proposal technical review process.
2720 These are discussed further in the subsections below.

2721 **5.3.7.1 References**

2722 Vendors' Technical and Business Experience score will be partially determined by the strength
2723 of the references provided.

2724 These references may be contacted to verify Vendor's ability to perform the contract. The State
2725 reserves the right to use any information or additional references deemed necessary to establish
2726 the ability of the Vendor to perform the conditions of the contract. Negative references may be
2727 grounds for proposal disqualification.

2728 **5.3.7.2 Mandatory Proposal Requirements (Including Financial)**

2729 The proposal reviewers will determine if a proposal is sufficiently responsive to the RFP's re-
2730 quirements as stated in Section 5.2.2 and 5.2.3 of the RFP. Appendix J also contains a sum-
2731 mary listing of Mandatory Proposal Requirements. HIX reserves the right to waive minor vari-
2732 ances, to reject any and all proposals, and to request clarifications from all Vendors.

2733 The preliminary evaluation will also consider the company's financial stability and the degree of
2734 corporate, financial, and technical resources at the company's disposal to be drawn upon in
2735 meeting the objectives of this engagement.

2736 **5.3.7.3 Business Overview and Experience**

2737 Reviewers will be considering the Vendors' responses as given in Section 5.2.2.6 through Sec-
2738 tion 5.2.2.9 in assessing the following aspects of the response:

- 2739 • The overall summary approach to the project as given in the Executive Summary
- 2740 • The potential for success as given in the Company Overview
- 2741 • The prime contractors use of subcontractors and their specialized expertise
- 2742 • The relevant business experience of the proposed project team.

2743 **5.3.7.4 Technical Proposal Documentation Evaluation**

2744 **5.3.7.4.1 Proposed Solution Documentation**

2745 The Vendor's response to the Proposed Solution will be evaluated based on how well the Ven-
2746 dor documents information that justifies the Vendor assertions made in the mandatory Require-
2747 ments Response Matrix. Narrative information provided in this section must be complete and
2748 comply with industry technical documentation quality standards.

2749

2750

2751 **5.3.7.4.2 System Development Lifecycle Approach and Methodology**

2752 Each Vendor's response to the System Development Lifecycle Methodology RFP requirements
2753 will be evaluated on the SDLC models and methodology proposed, and the management con-
2754 trols identified. The definitions of these words in the current context follow.

2755 **Methodology** – Delineates a logical, clear, and detailed procedure for providing design, devel-
2756 opment, integration and implementation services for all aspects of the System Project to assure
2757 that the requirements for all HIX deliverables are met. Approaches that emphasize thorough
2758 analysis and detailed documentation will generally yield additional points. Examples of suc-
2759 cessful implementation of proposed methodology will be reviewed; as will the potential risks and
2760 mitigation activities associated with proposed lifecycle. The timing of the test completion step
2761 during the implementation sequence for each requirement listed in the Requirements Response
2762 Matrix must be identified and cross-referenced between the Requirements Matrix and the pro-
2763 ject management plan.

2764 **Controls** – Management controls that are sufficient to ensure successful completion of all re-
2765 quirements. Reviewers will be looking for clear objectives, measurement against those objec-
2766 tives, and corrective actions that will be taken if the measurements indicate that the objectives
2767 are not being met in accordance with the project time line. Assumptions and constraints must
2768 be openly revealed as well as a discussion of the flexibility to adapt to a changing environment.

2769 **5.3.7.4.3 Project Management Approach**

2770 The Vendor's response to the Project Management RFP requirements will be evaluated on the
2771 degree of understanding of the project and the separation of responsibilities and its demonstrat-
2772 ed ability to manage large, complex enterprise software projects in a manner that ensures quali-
2773 ty, project success, long-term viability, and lowest cost of ownership. The following provides
2774 more specific discussion of terms:

2775 **Understanding of Project** – The degree to which proposals demonstrate an understanding and
2776 awareness of the needs and objectives of the State during the System Project and after imple-
2777 mentation. The proposal must establish a clear understanding of the scope and complexity of
2778 the Project and lay out a strategy for managing the volume of work that will be required to pro-
2779 vide DDI services for the Project.

2780 **Responsibilities** – The degree to which proposals demonstrate a clear understanding of Ven-
2781 dor responsibilities as well as the delineation between HIX and Vendor (and subcontractor if ap-
2782 plicable) responsibilities.

2783 **5.3.7.4.4 Project Plan/Schedule**

2784 The Vendor's project plan will be evaluated on both the thoroughness/completeness of the plan
2785 as well as the quality.

2786 **Completeness** – The degree to which the proposal completely covers the Vendor's project plan
2787 for completing project initiation, execution, management control, etc. The project plan must
2788 cover the Vendor's overall intent to provide integration and implementation services for the Sys-

tem. The plan must reflect all of the deliverables and project requirements identified within the RFP within the timeframes identified. The Plan/Schedule must include timeframes, staff assignments, and deliverable review periods. Reviewers will be looking for all items identified in Section 5.2.2.12.

Quality – An assessment as to whether or not the plan completely addresses all activities, tasks, deliverables, and phases of the project from initiation through project closeout and turnover to the State. The project plan will also be evaluated based on how realistic the estimated level of effort and timeframes appear.

5.3.7.4.5 Integration and Implementation Services

The Vendor must address all the activities and tasks referenced in Section 5.2.2.14.

5.3.7.4.6 Operations and Hardware Hosting Services

The Vendor's response to Operations and Hardware Hosting Services will be evaluated on how well it meets the needs identified in Sections 3.2.6, 5.2.2.15 and 7.1.26.

5.3.7.4.7 Project Staffing

The Vendor's response to Project Staffing will be evaluated based on requirements identified in Section 3.5. Staff qualifications and experience as well as the organizational structure will be reviewed. The following definitions apply:

Qualifications and Experience – An assessment of the Vendor's proposed staff in the areas of education, certifications, and training background will be conducted. Included in the assessment will be a review of Vendor's staff members' recent and sustained design, development, and implementation experience in projects of similar scope. Proposals will be reviewed for instances of project staff member's knowledge and experience with large-scale projects, especially programs and systems with components similar or identical to those required.

Structure – An evaluation of the Vendor's approach to project organization and staffing. The quantity and quality of staff proposed will be assessed as well as the appropriateness and value of the role/responsibilities that each staff member is assigned on the project team.

5.3.7.4.8 Technical Experience

The Vendor's relevant business and technical experience will be evaluated to determine whether or not the Vendor requirements identified in Section 3.4 have been met. This experience will be reviewed regarding the relevance, extent, and qualifications as explained further below:

- **Relevance** – Evaluation of the Vendor's technical experience and its relevance and applicability to the provision of services as described in this RFP.
- **Extent** – Evaluation of the depth of the Vendor's technical experience in the areas described in this RFP.

- **Qualifications** – Evaluation of the Vendor’s technical experience and capability to deliver the quality and timeliness of the performance needed to successfully develop, design, and implement the project as described in this RFP.

5.3.7.4.9 Requirements Response Matrix

The completed Requirements Response Matrix (reference Form D in Appendix K) will be evaluated as part of this section. The response will be reviewed along with other areas of the proposal to determine the ability of the Vendor to meet all the system requirements identified by the State.

5.3.7.5 Cost Evaluation

Once those Vendors who demonstrate their superiority in the Part 1: Technical Proposal, a Cost Evaluation step will determine the Vendor that can perform the project in the most cost-effective manner. In order to pass this Cost Evaluation step, the Vendor must meet the cost proposal documentation requirements described within Section 5.2.3 of the Part 2: Cost Proposal.

5.3.8 RFP Award Recommendation

The RFP Evaluation Committee shall provide a written recommendation to the Commissioner of Insurance on the Vendor whose proposal has been determined to be by the Evaluation Committee the most advantageous to the State. The Commissioner will make the final decision to award the contract based on the recommendations of the Evaluation Committee. If the Vendor selected is unwilling or unable to perform, the performance bond will be forfeited and HIX may award to the next lowest responsible and responsive Vendor most advantageous to the State.

5.3.9 State and Federal Approvals

State and federal approvals are required before HIX may award a contract. Appendix D contains a copy of the Contract Review Report for Submission to Oversight Committee form that must be signed by the selected Vendor. Other required documents that must be signed by the selected Vendor are located in Appendices.

6 CONTRACT TERMS AND CONDITIONS

6.1 General Contract Terms

This contract is made pursuant to and under the authority of §27-2-10(c), Code of Alabama, 1975.

6.1.1 Terms

- “ACA” means the Patient Protection and Affordable Care Act, P.L. 11-148, as amended by the Health Care and Education Reconciliation Act of 2010, P.L. 111-152 and any other amendments.
- “Department” is the Alabama Department of Insurance, an agency of the State of Alabama. “Department” is also deemed to include the HIX. The Department designates the HIX as its representative for purposes of facilitating, directing, and monitoring the Vendor’s performance of the Services for the contract.
- “HIX” means the Governor’s Office of the Health Insurance Exchange or any similar successor entity created by Legislation or Executive Order of the Governor. HIX is not a division or unit of the Department but is designated by the Department to act as the Department’s representative for the purposes of this RFP and contract, if any.
- “HIX System” is the Alabama Health Insurance Exchange System, a state-of-the-art automated system that supports HIX in providing all of the functionality described herein.
- “Exchange” is the Alabama Health Insurance Exchange which is the organization and automation necessary to enable individuals or companies to purchase health insurance from a set of state-regulated and standardized health care plans that is eligible for Federal subsidies or small business tax credits. Health insurance exchanges are authorized and funded as part of implementing key elements of the ACA.

6.1.2 Entire Agreement

This RFP and the Vendor's response thereto shall be incorporated into a contract by the execution of a formal agreement. No alteration or variation of the terms of these contracts shall be valid unless made in writing and duly signed by the parties thereto. Oral understandings of this agreement are not incorporated therein and no alterations or variations of the terms thereof shall be binding on any of the parties unless made in writing between the parties. The contract shall be amended by written agreement duly executed by the parties; every such amendment shall specify the date of its provisions and shall be effective as agreed to by the parties. The contracts and amendments, if any, are subject to approval by the CMS, approval by the Information Services Division of the Department of Finance, review by the Legislative Contract Review Oversight Committee, and approval by the Governor of the State of Alabama.

Execution of the contract and posting of the performance bond shall authorize the Vendor to undertake performance of the contract and shall entitle Vendor to be reimbursed for costs incurred in such performance, subject to all terms and conditions of the contract.

2885 6.1.3 Notice to Parties

2886 Any notice to the Department under the contract shall be sufficient when mailed to the Commis-
2887 sioner of Insurance c/o Legal Division, Post Office Box 303351, Montgomery, AL 36130-3351.
2888 Any notice to the Vendor shall be sufficient when mailed to the Vendor at the address given on
2889 the return receipt from this RFP or on the contract after signing. All notices shall be given by
2890 certified mail, return receipt requested.

2891 6.1.4 Headings and Titles

2892 Any headings or titles used to help identify any part of this RFP or any contract upon which it is
2893 based are for reference purposes only and shall not be deemed as controlling the interpretation
2894 or meaning of any provision of this RFP or any contract upon which it shall be based.

2895 6.1.5 Compliance with Federal and State Requirements

2896 The Vendor shall perform all services under these contracts in accordance with applicable Fed-
2897 eral and State statutes, regulations and other guidance issued. HIX retains full operational and
2898 administrative authority and responsibility over the Alabama Exchange in accordance with the
2899 requirements of the Federal and State statutes and regulations.

2900 6.1.6 Contract a Public Record; Public Information

2901 Once fully executed, this contract shall become a public record under Alabama state law.
2902 All information received in response to this RFP, including copyrighted material, is deemed pub-
2903 lic information and become a public record subject to review and copying. The sole exceptions
2904 are trade secrets as defined in Ala. Code § 8-27-2(1), that have been properly marked, separat-
2905 ed, and documented.

2906 6.1.7 Beginning Work under Contract

2907 The effective date of this contract is the date on which it has been fully executed by signature of
2908 the Governor of Alabama. The Vendor shall not commence work under this contract until such
2909 time and agrees that it cannot claim, and shall not be entitled to, payment for the services per-
2910 formed or expenses incurred before the effective date.

2911 6.1.8 Cooperation with Other Contractors/Vendors

2912 The State may award other contracts for additional work related to this contract and Vendor
2913 shall fully cooperate with such other contractors and State employees or designated agents,
2914 and fit its own work to such other contractor's work. Vendor shall not commit or permit any act
2915 which will interfere with the performance of work by any other contractor or by State employees
2916 or designated agents.

2917

6.1.9 Term of the Contract

This contract shall begin on the date of award and shall terminate upon December 31, 2014, contingent upon the continued availability of federal funding and the exercise of any renewal options. As part of the contract, the Department shall have three one-year renewal options to address tasks such as remaining design, development and implementation (DDI) phases, a one-year period for stabilization following the initial operational capability (IOC) and additional optional maintenance support. Within ninety (90) days prior to the end of the initial contract period, the Department may at its discretion, exercise the extension option and allow the period of performance to be extended at the rate indicated on the price sheet contained in the RFP. The Vendor will provide pricing for each year of the contract, including any extensions. The Vendor agrees that if the Department exercises the renewal options that the Vendor is required to perform the services pursuant to this RFP for the renewal period for the rate indicated on the price sheet of the RFP.

6.1.10 Contract Content and Other Priority Documents

This RFP and the Vendor's response shall be incorporated into a contract by the execution of a formal agreement. The contract and amendments, if any, are subject to approval by CMS, approval by the Information Services Division of the Department of Finance, review by the Legislative Contract Review Oversight Committee and approval by the Governor of the State of Alabama.

The contract shall include the following:

- Executed contract
- RFP, and any addenda or amendments thereto
- Vendor's response to the RFP

The contracts shall be construed in accordance with and in the order of the applicable provisions of:

- Applicable Federal statutes and regulations, including the ACA, subsequent regulations and guidance
- Alabama state law and applicable regulations
- The statutory and case law of the State of Alabama
- HIX's written responses to prospective Vendors' questions

6.1.11 Contract Amendments

The contract shall be deemed to include all applicable provisions of the ACA and of all State and Federal laws and regulations applicable to the Exchange, as they may be amended. In the event of any change in the ACA, laws, or regulations, which materially affect the operation of the Exchange, or the costs of administering such program, either party, after written notice and before performance of any related work, may apply in writing to the other for an equitable adjust-

ment in compensation caused by such material change. In no event shall the contract be amended unless it is in writing and signed by duly authorized representatives of the Vendor and the Department.

6.1.12 Changes to the Statement of Work

During the contract period, if the Vendor considers any written or oral communication, including any order, direction, instruction, interpretation, or determination, received from the Project Manager or any other authorized Department representative, or any other act or omission of the Department (an "Event") constitutes a change to the scope of the Statement of Work of this RFP but is not plainly identified, labeled, or titled as such, the Vendor shall advise the designated Department contact person in writing within 10 business days of the Event and shall request written confirmation of the Event. The notice shall state:

- The nature and pertinent circumstances of the communication, act, or omission regarded as a change in scope of the Statement of Work by the Vendor
- The date of the communication, act, or omission, and the identification of each individual involved in such communication, act, or omission, listing his or her name and function
- The identification of the documents involved
- The substance of any oral communications
- The particular technical requirements or contract requirements regarded as changed
- The direct and foreseeable consequential effect of the communication, act, or omission regarded as a change to the scope of the Statement of Work, including the number of hours required from the staff to accomplish the change and the manner and sequence of performance or delivery of supplies or services, identifying which supplies or services are or shall be affected

The Department shall respond within 10 days of receipt of the Vendor's notice, either:

- To countermand the action or communications regarded as an Event
- To deny that the Event is a change in the scope of the Statement of Work
- To confirm that the Event is a change to the scope of the Statement of Work by issuance of a written notice
- If the information in the Vendor's notice is inadequate to permit a decision to be made, advise the Vendor as to what additional information is required and establish the date by which this information shall be furnished

If the Vendor complies with any order, direction, interpretation, or determination, written or oral, without providing the notice, in accordance with this section, the Department shall not be liable for any increased price, delay in performance, or contract nonconformance by the Vendor.

If the Vendor does not agree with the decision of the Department designee, the Vendor has 30 days to appeal the decision to the Commissioner of Insurance.

2990 6.1.13 Additions to Permanent Staff

2991 Both the Vendor and the Department must agree upon additions to contract-required staff or key
2992 personnel. The reimbursement of the staff cannot exceed the current Vendor rate being paid for
2993 equivalent staff.

2994 6.1.14 Force Majeure

2995 Neither party to this contract shall be responsible for delays or failures in performance resulting
2996 from acts beyond the control of such party. Such acts shall include, but not be limited to, acts of
2997 God, strikes, riots, lockouts, and acts of war, epidemics, fire, earthquakes, or other disasters
2998 natural or man-made.

2999 6.1.15 Not a Debt of the State

3000 It is agreed that the terms and commitments contained herein shall not be constituted as a debt
3001 of the State of Alabama in violation of Art. XI, § 213, Ala. Const. 1901 (Recomp.). It is further
3002 agreed that if any provision of this contract shall contravene any statute or Constitutional provi-
3003 sion or amendment, either now in effect or which may, during the course of these contracts, be
3004 enacted, then that conflicting provision in the contract shall be deemed null and void. The Ven-
3005 dor's sole remedy for the settlement of any and all disputes arising under the terms of these
3006 contracts shall be limited to the filing of a claim with the Board of Adjustment for the State of Al-
3007 abama as provided in Ala. Code §§ 41-9-60 *et seq.*

3008 6.1.16 Use of Federal Cost Principles

3009 For any terms of the contract which allow reimbursement for the cost of procuring goods, mate-
3010 rials, supplies, equipment, or services, such procurement shall be made on a competitive basis
3011 (including the use of competitive bidding procedures) where practicable, and reimbursement for
3012 such cost under these contracts shall be in accordance with federal cost principles. If such re-
3013 imbursement is to be made with funds derived wholly or partially from Federal sources, such
3014 reimbursement shall be subject to Vendor's compliance with applicable Federal procurement
3015 requirements, Office of Management and Budget (OMB) Circular A-87, and the determination of
3016 costs shall be governed by Federal cost principles.

3017 6.1.17 Non-assignment

3018 Vendor may not assign its interest in or obligations under this contract without the express writ-
3019 ten consent of the Department, which consent will be granted or withheld in the sole discretion
3020 of the Department. The Department reserves the right to assign its rights and obligations under
3021 the contract to the HIX should it become a legal entity by legislation or executive order of the
3022 Governor.

3023

6.1.18 Subcontracts

The Vendor may subcontract for any services necessary to the completion and maintenance of this contract and to the performance of its duties under this contract with advance written approval by the Department of both the subcontracted function and the subcontractor. Subcontractors include those whose services shall be purchased or software licensed by the Vendor, and any business partnerships between the Vendor and others. Subcontractors shall demonstrate the capability to perform the function to be subcontracted at a level equal or superior to that of the Vendor. All subcontracts shall be in writing, with the subcontractor functions and duties clearly identified, and shall require the subcontractor to comply with all applicable provisions of this RFP. The Vendor shall at all times remain responsible for the performance by any subcontractors approved by the Department. The Vendor's performance bond and Vendor's responsibility for damages shall apply whether performance or nonperformance was by the Vendor or one of its subcontractors. The Department shall not release the Vendor from any claims or defaults of this contract, which are predicated upon any action or inaction or default by any subcontractor of the Vendor, even if such subcontractor was approved by HIX as provided above. The Vendor shall give the Department notice in writing by certified or registered mail of any action or suit filed against it by any subcontractor. The Vendor shall give the Department immediate written notice of any claim made against the Vendor by any subcontractor or Vendor, which in the opinion of the Vendor, may result in litigation related in any way to this contract with the State of Alabama.

Payments to any subcontractor for the performance of this contract, including, without limitation, expenses or disbursements incurred by the subcontractor, is strictly between Vendor and subcontractor, and subcontractor shall have no claim as against the Department for any payments for work performed and expenses or disbursement incurred by Subcontractor relative to this contract. If requested by the Department, Vendor will provide the Department with appropriate documentation that all amounts due to subcontractor have been paid by Vendor.

In the event of a proposal submitted jointly by more than one organization, one organization must be designated as the prime Vendor and must have responsibility for the project management and not less than 60 percent of the work to be performed (as measured by price). All other participants shall be designated as subcontractors. The State encourages Vendors to consider the use of minority and small business firms as subcontractors.

6.1.19 Ownership

The State of Alabama shall have all rights of ownership in software, any modifications thereof, and all associated documentation designed, developed, or enhanced by the Vendor for the HIX System in the performance of its duties under this agreement. The Vendor shall obtain for the Department any necessary licenses for all commercial or proprietary software not owned by the Vendor that are necessary for the performance of the duties and obligations expressed in this agreement. Federal funds through a cooperative agreement to support the establishment of a state-operated health insurance exchange are the source of funding for this contract. Under 45 CFR 92.34 and the terms of the cooperative agreement, HHS retains a royalty-free, nonexclu-

sive, irrevocable license to reproduce, publish or otherwise use, for Federal Government purposes, the copyright in any work developed under the grant, or a subgrant or subcontract, and in any rights to a copyright purchased with grant support. HHS shall be provided with a working electronic copy of the software (including object source and code) with the right to distribute it to others for Federal purposes consistent with and throughout the execution of the Cooperative Agreement.

6.1.20 Firm and Fixed Price

Refer to Section 4.9 Proposal Prices.

6.1.21 Relationship of Parties

The relationship created by the contract is strictly that of independent contractor and not a relationship of employer/employee, principal/agent, partnership or joint venture. Under no circumstances shall the Vendor or any subcontractor be entitled to receive the benefits guaranteed to State employees under the Merit System Act.

6.1.22 Conservation of Resources

To the extent practicable and economically feasible, the Vendor shall utilize products and services that conserve natural resources and protect the environment and are energy efficient.

6.2 Termination

This Contract may be terminated by the Department for any and all of the following reasons:

- In the event of the insolvency of or declaration of bankruptcy by the Vendor
- For any default by the Vendor
- In the event sufficient appropriated, obligated funds from either State or Federal sources are withheld, reduced or are otherwise unavailable for use in whole or in part in connection with this contract, whether as a result of Congressional or state legislative action or otherwise
- For the convenience of the Department

Each of these is described in the following subsections.

6.2.1 Termination for Bankruptcy

The filing of a petition for voluntary or involuntary bankruptcy or a company or corporate reorganization pursuant to the Bankruptcy Act shall, at the option of the Department, constitute default by the Vendor effective the date of such filing. The Vendor shall inform the Department in writing of any such action(s) immediately upon occurrence.

6.2.2 Termination for Default

The Department may, by written notice, terminate performance under the contract, in whole or in part, for failure of the Vendor to perform any of the material contract provisions. In the event the Vendor defaults in the performance of any of the Vendor's material duties and obligations, written notice shall be given to the Vendor specifying the default. A copy of the written notice shall be sent to the Surety for the Vendor's Performance Bond.

The Vendor shall have ten (10) calendar days, or such additional time as agreed to in writing by the Department, after the mailing of such notice to cure any default. In the event the Vendor does not cure a default within ten (10) calendar days, or such additional time allowed by the Department, the Department at its option may notify the Vendor in writing that performance under the contract is terminated and proceed to seek appropriate relief from the Vendor and Surety. If it is determined, after notice of termination for default, that the Vendor's failure was due to causes beyond the control of and without error or negligence of the Vendor, the termination shall be deemed a termination for convenience under Section 6.2.4.

6.2.3 Termination for Unavailability of Funds

The source of payment for this contract is federal funds awarded through a cooperative agreement to support establishment of a state-operated health insurance exchange. This contract shall be cancelled or the scope of services modified by the Department by written notice provided thirty (30) days before the cancellation or modification effective date, within such lesser time as may be required by the circumstances, in the event Federal funds designated for this contract are withheld or reduced or are otherwise unavailable for use in whole or in part in connection with this contract, whether as a result of congressional or state legislative action or otherwise. In the event of termination or modification due to lack of funds, the Department shall not be liable to Vendor for any claimed loss or damage resulting from or relating to the termination or modification, provided, however, that Vendor shall be paid for services performed before the termination or modification date.

6.2.4 Termination for Convenience

The Department may terminate performance of work under the Contract in whole or in part whenever, for any reason, the Department, in its sole discretion determines that such termination is in the best interest of the State. In the event that the Department elects to terminate the contract pursuant to this provision, it shall so notify the Vendor by certified or registered mail, return receipt requested. The termination shall be effective as of the date specified in the notice. In such event, the Vendor will be entitled only to payment for all work satisfactorily completed and for reasonable, documented costs incurred in good faith for work in progress. The Vendor will not be entitled to payment for uncompleted work, or for anticipated profit, unabsorbed overhead, or any other costs.

6.3 The Vendor's Duties Upon Expiration/Termination

6.3.1 Procedure for Termination

Prior to the conclusion of the contract, the Vendor shall provide, at no extra charge, full support and assistance in turning over the complete and current deliverables to the Department or its agent. Specific objectives are to provide for an orderly, complete, and controlled transition to a successor Vendor and to minimize any disruption of processing and services provided.

The Vendor must:

- Stop work under the contract on the date and to the extent specified in the notice of termination
- Place no further orders or subcontracts for materials or services, except as may be necessary for completion of such portion of work under the contract as is not terminated
- Terminate all orders and subcontracts to the extent that they relate to the performance of work terminated by the notice of termination
- Assign to the Department, in the manner and to the extent directed by the Department, all of the rights, title, and interest of the Vendor under the orders or subcontracts so terminated, in which case the Department shall have the right, in its discretion, to settle, pay, or deny any or all claims arising out of the termination of such orders and subcontracts
- With the prior approval or ratification of the Department, settle all outstanding liabilities and all claims arising out of such termination of orders and subcontracts, the cost of which would be reimbursable in whole or in part, in accordance with the provisions of these contracts. Failure to obtain prior approval shall result in loss of the Department reimbursement.
- Complete the performance of such part of the work as shall not have been terminated by the notice of termination
- Take such action as shall be necessary, or as the Department shall direct, for the protection and preservation of any and all property or information related to these contracts which is in the possession of the Vendor and in which the Department has or shall acquire an interest

6.3.2 Termination Claims

After receipt of a notice of termination, Vendor must submit to the Project Manager and the Department any termination claim in the form and with the certification prescribed by the Project Manager and the Department. In no event shall such claim be submitted later than sixty (60) days from the effective date of termination. Upon failure of the Vendor to submit its termination claim within the time allowed, the Project Manager and the Commissioner of Insurance may, subject to any review required by the State procedures in effect as of the date of execution of the contract, determine, on the basis of information available, the amount, if any, due to the

3170 Vendor by reason of the termination and shall thereupon cause to be paid to the Vendor the
3171 amount so determined.

3172 Upon receipt of notice of termination, Vendor must have no entitlement to receive any amount
3173 for lost revenues or anticipated profits or for expenditures associated with this or in any other
3174 contract. Vendor shall be paid only by the following upon termination:

3175 • At the contract price(s) for completed deliverables and services delivered to and accept-
3176 ed by the Department

3177 • At a price mutually agreed upon by the Vendor and the Department for partially complet-
3178 ed deliverables

3179 In the event of the failure of the Vendor and the Department to agree in whole or in part as to
3180 the amounts with respect to costs to be paid to the Vendor in connection with the total or partial
3181 termination of work pursuant to this article, the Department shall determine on the basis of in-
3182 formation available the amount, if any, due to the Vendor by reason of termination and shall pay
3183 to the Vendor the amount so determined.

3184 **6.4 Employment**

3185 **6.4.1 Nondiscrimination Compliance**

3186 The Vendor shall comply with Title VII of the Civil Rights Act of 1964, Section 504 of the Reha-
3187 bilitation Act of 1973, the Age Discrimination Act of 1975, Executive Order No. 11246, as
3188 amended by Executive Order No. 11375, both issued by the President of the United States, the
3189 Americans with Disabilities Act of 1990, and with all applicable Federal and State laws, rules
3190 and regulations implementing the foregoing statutes with respect to nondiscrimination in em-
3191 ployment. The Vendor shall not discriminate against any employee or applicant for employment
3192 because of a physical or mental disability in regard to any position for which the employee or
3193 applicant is qualified. The Vendor agrees to take affirmative action to employ, advance in em-
3194 ployment, and otherwise treat qualified disabled individuals without discrimination based on their
3195 physical or mental disability in all employment practices.

3196 **6.4.2 Immigration**

3197 Vendor shall comply with the requirements of the Immigration Reform and Control Act of 1986
3198 regarding employment verification and retention of verification forms for any individuals hired on
3199 or after November 6, 1986, who will perform any labor or services under this contract. Vendor
3200 further agrees to provide affidavit(s) and furnish documentation that Vendor has enrolled in the
3201 E-Verify program operated by the U.S. Department of Homeland Security as required by Sec-
3202 tion 9 of the Beason-Hammon Alabama Taxpayer and Citizen Protection Act (Ala. Act 2011-
3203 535) and any amendments, and to otherwise comply with the applicable requirements of said
3204 act during the term of this contract. Vendor shall be responsible for all subcontractor compliance
3205 with said act and shall provide documentation of said compliance to the Department.

6.4.3 Small Businesses, Minority-Owned Firms, and Women's Business Enterprises Utilization

In accordance with the provisions of 45 CFR Part 74 and Office of Management and Budget (OMB) Circular A-102, affirmative steps shall be taken to assure that small businesses, minority-owned firms and women's business enterprises are utilized when possible as sources of supplies, equipment, construction, and services.

6.4.4 Worker's Compensation

At all times during the contract, the Vendor shall at its sole costs and expense maintain in force worker's compensation insurance for those employees of Vendor performing work under this contract who are subject to workers compensation laws. In the event any work is subcontracted, the Vendor must require any subcontractor similarly to provide worker's compensation insurance for all the latter's employees working as a part of this contract. Upon the Department request, Vendor shall provide a certificate of insurance evidencing such insurance is in effect.

6.4.5 Other Insurance

Vendor shall provide coverage with limits of liability not less than those stated below.

6.4.5.1 Commercial General Liability – Occurrence Form. Policy shall include bodily injury, property damage, personal injury and broad form contractual liability coverage. Each Occurrence: \$1,000,000; General Aggregate: \$2,000,000; Products - Completed Operations Aggregate: \$2,000,000; Personal and Advertising Injury: \$1,000,000; Blanket Contractual Liability - Written and Oral: \$1,000,000; and Fire Legal Liability: \$50,000. The policy shall be endorsed to include the following additional insured language: "The State of Alabama, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Vendor." Policy shall contain a waiver of subrogation against the State of Alabama, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Vendor except in instances of liability caused by the State of Alabama, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees.

6.4.5.2 Automobile Liability. Bodily Injury and Property Damage for any owned, hired, and/or non-owned vehicles used in the performance of this contract. Combined Single Limit (CSL): \$1,000,000. The policy shall be endorsed to include the following additional insured language: "The State of Alabama, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Vendor, involving automobiles owned, leased, hired or borrowed by the Vendor."

6.4.5.3 Umbrella/Excess Liability. Umbrella/Excess liability in the minimum amount of \$10,000,000 (\$5,000,000 for Subcontractors) excess of Commercial General Liability, Auto-

bile Liability and Employers' Liability. The policy shall be endorsed to include the following additional insured language: "The State of Alabama, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Vendor." Policy shall contain a waiver of subrogation against the State of Alabama, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Vendor.

6.4.5.4 Professional Liability (Errors and Omissions Liability). Each Claim Minimum Limit: \$5,000,000; Annual Aggregate Minimum Limit: \$5,000,000 (\$1,000,000/\$2,000,000 Aggregate for subcontractors). In the event that the professional liability insurance required by this contract is written on a claims-made basis, Vendor warrants that any retroactive date under the policy shall precede the effective date of this contract; and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of two (2) years beginning at the time work under this contract is completed. The policy shall cover errors or omissions and shall not include an exclusion for professional misconduct or lack of ordinary skill for those positions defined in the Scope of Work of this contract.

If the Vendor is providing hosting or other network support, they must provide the following insurance coverage:

Technology/Network Errors and Omissions Insurance.

Each Claim \$5,000,000

Annual Aggregate \$5,000,000

Coverage to include:

- Hostile action or a threat of hostile action with the intent to affect, alter, copy, corrupt, destroy, disrupt, damage, or provide unauthorized access/unauthorized use of a computer system including exposing or publicizing confidential electronic data or causing electronic data to be inaccessible;
- Computer viruses, Trojan horses, worms and any other type of malicious or damaging code;
- Dishonest, fraudulent, malicious, or criminal use of a computer system by a person, whether identified or not, and whether acting alone or in collusion with other persons, to affect, alter, copy corrupt, delete, disrupt, or destroy a computer system or obtain financial benefit for any party or to steal or take electronic data;
- Denial of service for which the insured is responsible that results in the degradation of or loss of access to internet or network activities or normal use of a computer system;

- 3277 • Loss of service for which the insured is responsible that results in the inability of a third
3278 party, who is authorized to do so, to gain access to a computer system and conduct
3279 normal internet or network activities;
- 3280 • Access to a computer system or computer system resources by an unauthorized person
3281 or an authorized person in an unauthorized manner;
- 3282 • Loss or disclosure of confidential information no matter how it occurs;
- 3283 • Systems analysis;
- 3284 • Software Design;
- 3285 • Systems programming;
- 3286 • Data processing;
- 3287 • Systems integration;
- 3288 • Outsourcing including outsourcing development and design;
- 3289 • Systems design, consulting, development and modification;
- 3290 • Training services relating to computer software or hardware;
- 3291 • Management, repair and maintenance of computer products, networks and systems;
- 3292 • Marketing, selling, servicing, distributing, installing and maintaining computer hardware
3293 or software; and
- 3294 • In the event that the professional liability insurance required by this contract is written on
3295 a claims-made basis, Vendor warrants that any retroactive date under the policy shall
3296 precede the effective date of this contract; and that either continuous coverage will be
3297 maintained or an extended discovery period will be exercised for a period of two (2)
3298 years beginning at the time work under this contract is completed. The policy shall cover
3299 professional misconduct or lack of ordinary skill for those positions defined in the Scope
3300 of Work of this contract.

3301 **6.4.5.5 Fidelity Bond or Crime Insurance.** Fidelity Bond or Crime Insurance in the min-
3302 imum amount of \$2,000,000. The bond or policy shall include coverage for third party fidelity.
3303 The bond or policy shall include coverage for theft and mysterious disappearance. The bond or
3304 policy shall contain no requirement for arrest and conviction. The bond or policy shall cover loss
3305 outside the premises of the Named Insured.

3306 **6.4.5.6 Property Coverage.** Property Coverage to insure property under the care custo-
3307 dy and control of the Vendor for this contract for full replacement value on an all risk basis.

3308 **6.4.5.7 Builders Risk.** Builders Risk to insure all equipment and installations under this
3309 contract for 100% of value of the installation.

3310 **6.4.5.8 Additional Insurance Requirements.** The policies shall include, or be endorsed
3311 to include, the following provisions: The State of Alabama, its departments, agencies, boards,
3312 commissions, universities and its officers, officials, agents, and employees wherever additional
3313 insured status is required such additional insured shall be covered to the full limits of liability
3314 purchased by the Vendor, even if those limits of liability are in excess of those required by this
3315 contract. The Vendor's insurance coverage shall be primary insurance with respect to all other
3316 available sources. Coverage provided by the Vendor shall not be limited to the liability assumed
3317 under the indemnification provisions of this contract.

3318 **6.4.5.9 Notice of Cancellation.** Each insurance policy required by the insurance provi-
3319 sions of this contract shall provide the required coverage and shall not be suspended, voided,
3320 canceled, or reduced in coverage or in limits below the amounts set forth herein except after
3321 thirty (30) days prior written notice has been given to the State of Alabama. Such notice shall be
3322 sent directly to the Department and shall be sent by certified mail, return receipt requested.

3323 **6.4.5.10 Acceptability of Insurers.** Insurance is to be placed with admitted or approved
3324 non-admitted insurers in the state of Alabama with an "A.M. Best" rating of not less than A- VII.
3325 The State of Alabama in no way warrants that the above-required minimum insurer rating is suf-
3326 ficient to protect the Vendor from potential insurer insolvency.

3327 **6.4.5.11 Verification of Coverage.** Vendor shall furnish the State of Alabama with certifi-
3328 cates of insurance (ACORD form or equivalent) as required by this contract. The certificates for
3329 each insurance policy are to be signed by a person authorized by that insurer to bind coverage
3330 on its behalf. All certificates and endorsements are to be received and approved by the Depart-
3331 ment before work commences. Each insurance policy required by this contract must be in effect
3332 at or prior to commencement of work under this contract and remain in effect for the duration of
3333 the project. Failure to maintain the insurance policies as required by this contract, or to provide
3334 evidence of renewal, is a material breach of contract. All certificates required by this contract
3335 shall be sent directly to the Department. The State of Alabama project/contract number and pro-
3336 ject description shall be noted on the certificate of insurance. The Department reserves the right
3337 to require complete, certified copies of all insurance policies required by this contract. Certifi-
3338 cates of Insurance shall not be sent to the State of Alabama's Risk Management Section.

3339 **6.4.5.12 Subcontractors.** Vendors' certificate(s) shall include all subcontractors as in-
3340 sureds under its policies or Vendor shall furnish to the State of Alabama separate certificates
3341 and endorsements for each subcontractor. All coverages for subcontractors shall be subject to
3342 the minimum requirements identified above, except for the provisions pertaining to umbrella
3343 coverage and fidelity bond or crime insurance.

3344 **6.4.5.13 Approval.** Any modification or variation from the insurance requirements in this
3345 contract shall be made by the State of Alabama Risk Management Section, whose decision

3346 shall be final. Such action will not require a formal contract amendment, but may be made by
3347 administrative action.

3348 **6.4.5.14 Exceptions.** If the Vendor or sub-contractor(s) is/are a State of Alabama agency,
3349 board, commission, or university, none of the above shall apply.

3350 **6.4.6 Employment of State Staff**

3351 To ensure compliance with the Alabama Code of Ethics, Ala. Code §36-25-1, et seq. the Vendor
3352 shall not knowingly engage on a full-time, part-time, or other basis during the period of these
3353 contracts, any professional or technical personnel who is or has been in the employ of the State
3354 of Alabama during the previous 24 months, without first acquiring an Ethics Opinion from the
3355 Alabama Ethics Commission. The web site for the Ethics Commission
3356 is: <http://ethics.alabama.gov/default2.aspx>

3357 **6.4.7 Additional Terms and Conditions For Vendor's Personnel**

3358 The Vendor warrants and represents that all persons including independent Vendors and Ven-
3359 dors assigned by it to the performance of this contract shall be agents of the Vendor and shall
3360 be fully qualified to perform the work required herein. The Vendor must include a similar provi-
3361 sion in any contract with any subcontractor selected to perform work there under.

3362 The Department shall have the absolute right to approve or disapprove Vendor's staff assigned
3363 to this contract, to approve or disapprove any proposed changes in staff, and to require the re-
3364 moval or reassignment of any Vendor employee or subcontractor employee found unacceptable
3365 by the Department. The Vendor may terminate any of its personnel assigned to the project for a
3366 violation of law or company policy without the Department prior approval. Upon request, Vendor
3367 must provide the Department with a resume of any member of its staff or its subcontractor's staff
3368 assigned to or proposed to be assigned to any aspect of the performance of this contract.

3369 Personnel commitments made in Vendor's proposal shall not be changed except as here-
3370 inabove provided, or due to a resignation of any named individual. Vendor staffing will include
3371 the named individuals at the levels of effort proposed in the Vendor's proposal. Replacement of
3372 any personnel will be with personnel of equal ability and qualifications as determined by the De-
3373 partment. No diversion of staffing will be made by the Vendor without prior written consent of the
3374 Department.

3375 The Vendor must provide staff to perform all tasks specified as the Vendor's responsibilities in
3376 this RFP. The staff level must be maintained at the level stated in the proposal or as authorized
3377 in writing by the Department for the duration of the contract.

3378 Failure of the Vendor to provide staffing at the contracted and Department approved level may
3379 result in liquidated damages.

3380 The Vendor will commit all personnel specified in its proposal to this contract unless the De-
3381 partment exercises its option to have a staff person removed. The Department will be provided
3382 unrestricted access to appropriate Vendor personnel for discussion of problems or concerns.

6.4.8 Federal Involvement Practices Requirements

The Vendor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, age, marital status, political affiliation, or disability. The Vendor will take affirmative action to employ and treat employees during employment without discrimination due to their race, color, religion, sex, national origin, age, marital status, political affiliation, or disability. Such action will include, but will not be limited to, the following:

- Employment
- Upgrade
- Promotion
- Demotion
- Transfer
- Recruitment
- Advertisement for Recruitment
- Layoff
- Termination
- Rates of pay or other compensation
- Selection for training (including apprenticeship)

The Vendor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth these provisions.

The Vendor will in all solicitations or advertisements for employees, placed by or on behalf of the Vendor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, marital status, political affiliation, or disability except where it relates to a bona fide occupational qualification.

6.5 Guarantees, Warranties, and Certifications**6.5.1 Taxes**

Vendor shall account for and remit all taxes relating to its performance under this contract, including but not limited to, state, federal, foreign or local taxes, including income tax, withholding tax, Social Security tax, pension contributions, and any other form of payroll or other taxes, for all Vendor employees. Vendor is solely responsible for any benefit plans Vendor may provide for its employees.

6.5.2 Licenses

Vendor shall maintain in current status all federal, state, and local licenses and permits required for the operation of a business conducted by Vendor.

3416 6.5.3 Lobbying

3417 No funds paid to the Vendor shall be used for the purpose of influencing or attempting to influ-
3418 ence an officer or employee of any federal or state agency, a member of the United States
3419 Congress or State legislature in connection with the awarding of any state or federal contract,
3420 the making of any state or federal grant, the making of any state or federal loan, the entering
3421 into of any cooperative agreement, and the extension, continuation, renewal, amendment or
3422 modification of any state or federal contract, grant, loan, or cooperative agreement. Vendor shall
3423 disclose if any funds other than those paid to Vendor by the Department have been used or will
3424 be used to influence the persons and entities above and will assist in making such disclosures
3425 to the U.S. Department of Health and Human Services.

3426 6.5.4 No Guaranteed Quantities/Non-exclusive Contract

3427 The Department does not guarantee Vendor any minimum or maximum quantity of services or
3428 goods to be provided under this contract.

3429 Any contract resulting from the RFP shall be awarded with the understanding and agreement
3430 that it is for the sole convenience of the State of Alabama. The Department reserves the right to
3431 obtain like goods or services from another source when necessary.

3432 6.5.5 Security and Release of Information

3433 The Vendor shall take all reasonable precautions to ensure the safety and security of all infor-
3434 mation, data, procedures, methods, and funds involved in the performance under these con-
3435 tracts, and shall require the same from all employees so involved. In compliance with 42 CFR
3436 §431.300 et seq., the Vendor shall conform to the requirements of Federal and State regulations
3437 regarding confidentiality of information about eligible beneficiaries. The Vendor shall not release
3438 any data or other information relating to the HIX System without prior written consent of HIX.
3439 This provision covers both general summary data as well as detailed, specific data. The Vendor
3440 shall not be entitled to use of HIX data in its other business dealings without prior written con-
3441 sent of HIX. All requests for program data shall be referred to the HIX Executive Director for re-
3442 sponse.

3443 The Vendor must treat all information, including that relating to beneficiaries and providers,
3444 which is obtained by the Vendor through his/her performance under the contract as confidential
3445 information, and shall not use any information so obtained in any manner except as necessary
3446 for the proper discharge of its obligations and securement of its rights herein, or as otherwise
3447 provided for herein. The Department, the Attorney General, Federal officials as authorized by
3448 Federal law or regulations, or the authorized representatives of these parties shall have access
3449 to all confidential information in accordance with the requirements of State and Federal laws
3450 and regulations. Any other party will be granted access to confidential information only after
3451 complying with requirements of State and Federal laws and regulations pertaining to such ac-
3452 cess. The Department shall have absolute authority to determine if any other party has properly
3453 obtained the right to have access to this confidential information.

6.5.6 Federal Nondisclosure Requirements

Each officer or employee of any person to whom Social Security information is or may be disclosed shall be notified in writing by such person that Social Security information disclosed to such officer or employee can be only used for authorized purposes and to that extent and any other unauthorized use herein constitutes a felony punishable upon conviction by a fine of as much as five thousand dollars (\$5,000.00) or imprisonment for as long as five years, or both, together with the cost of prosecution. Such person shall also notify each such officer or employee that any such unauthorized further disclosure of Social Security information may also result in an award of civil damages against the officer or employee in an amount not less than one thousand dollars (\$1,000.00) with respect to each instance of unauthorized disclosure. These penalties are prescribed by IRC Sections 7213 and 7431 and set forth at 26 CFR 301.6103(n).

Additionally, it is incumbent upon the Vendor to inform its officers and employees of penalties for improper disclosure implied by the Privacy Act of 1974, 5 USC 552a. Specifically, 5 USC 552a (1) (1), which is made applicable to the Vendors by 5 USC 552a (m) (1), provides that any officer or employee of the Vendor who, by virtue of his/her employment or official position, has possession of or access to Agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established there under, and who knowing that disclosure of the specific material is prohibited, willfully discloses that material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than five thousand dollars (\$5,000.00).

6.5.7 Health Insurance Portability and Accountability Act of 1996 Requirements

All parties shall comply with the provisions of the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and any implementing regulations as adopted.

6.5.8 Share of Contract

No official or employee of the State of Alabama shall be permitted any share of these contracts or any benefit that may arise there from.

6.5.9 Provision of Gratuities

Neither the Vendor nor any person, firm, or corporation employed by the Vendor in the performance of these contracts shall offer or give, directly or indirectly, to any employee or agent of the State, any gift, money or anything of value, or any promise, obligation or contract for future reward or compensation at any time during the term of these contracts.

6.5.10 Conflict of Interest

The Vendor covenants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of its services hinder the contract. The Vendor further covenants that in the performance of these contracts no person having any such known interests shall be employed by the Vendor.

6.5.11 Debarment

The Vendor certifies that neither it nor its principals (officers, directors, owners, subcontractors, partners) are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in federal programs or programs support in whole or in part by federal funds.

6.5.12 Performance Bond

In order to assure full performance of all obligations imposed on a Vendor contracting with the State of Alabama, the Vendor will be required to provide a performance bond in the amount of fifteen (15) percent of the total contract value as a guarantee for the delivery and acceptance of the services in accordance with the specifications and requirements of this RFP and contract. The performance bond must be submitted by the Vendor at least ten (10) calendar days prior to the start of the contract date. The form of security guarantee shall be one of the following:

- Cashier's check (personal or company checks are not acceptable);
- Other type of bank certified check;
- Money order;
- Surety bond issued by a company authorized to do business in the State of Alabama.

The bond shall be in force from that date through the term of operations contract and ninety (90) calendar days beyond and shall be condition on faithful performance of all contractual obligations. Failure of the Vendor to perform satisfactorily shall cause the performance bond to become due and payable to the State of Alabama. The Commissioner of Insurance shall be custodian of the performance bond which shall be made payable to the Commissioner of Insurance. Said bond shall be extended in the event the Department exercises its option to extend the operational contract. In the event the Vendor fails to deliver or perform to the satisfaction of the Department, the Department reserves the right to proceed against the performance bond and to terminate any contracts without any resulting liability to the State.

6.5.13 Indemnification

Vendor shall indemnify and hold the Department harmless from all claims, losses, expenses, fees (including attorney's fees and litigation costs), costs and judgments that may be asserted against the Department resulting from any acts or omissions of the Vendor, the Vendor's employees, the Vendor's subcontractors and the Vendor's agents.

Without limiting the foregoing paragraph, Vendor shall indemnify and hold the Department harmless from all claims, losses, expenses, fees (including attorney's fees and litigation costs), costs and judgments that may be asserted against the Department for the infringement of any patents, trademark, copyright, proprietary right, or right of privacy arising from the Vendor's or State's use of any equipment, materials, or information prepared or developed in conjunction with performance of the contract. The Vendor shall, in any such suit, satisfy any final judgment for infringement. Any Federal sanction or damages, other than those specified herein, imposed

upon the State due to the Vendor's failure to perform its responsibilities under the contract shall be paid by the Vendor.

This entire indemnification section applies whether or not: 1) the activities involve third-parties or employees, subcontractors or agents of the Vendor or Department, or 2) a claim results in a monetary obligation that exceeds any contractual commitment.

This entire indemnification section extends to the successors and assigns of the Vendor, and this indemnification and release survives the termination of this contract and the dissolution or, to the extent allowed by law, the bankruptcy of the Vendor.

In the event the Department is named as a defendant in, or made the subject of, a suit or other form of action, the Department has the sole discretion exercisable at any time while the suit or matter is pending to either (1) tender defense of the Department to Vendor, in which case, Vendor shall engage counsel to represent the Department at Vendor's cost and expense, or (2) separately engage counsel for the Department, in which case the cost and expense for such legal representation shall be paid by Vendor upon the Department's demand. No settlement or compromise of any claim, loss, or damage asserted against the Department shall be binding upon the Department unless expressly approved by the Department.

6.5.14 Compliance with Environmental Standards

The Vendor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act, 42 U.S.C. 7401 et seq. and the Federal Water Pollution Control Act, as amended 33 U.S.C. 1251 et seq., Executive Order 11738, and other Environmental Protection Agency (EPA) regulations.

6.5.15 Waiver

No covenant, condition, duty, obligation, or undertaking contained in or made a part of the contract shall be waived except by written agreement of the parties expressly acknowledging this waiver as a modification of the contract.

6.5.16 Warranties Against Broker's Fees

The Vendor warrants that no person or selling agency has been employed or retained to solicit or secure the contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee except bona fide employees. For breach of this warranty, the Department shall have the right to terminate the contract without liability to the Department.

6.5.17 Novation

In the event of a change in the corporate or company ownership of the Vendor, the Department may, subject to approval by HHS and a determination by the Department that the successor can meet the needs of the Department, recognize the successor's interest in the transfer of the contract. The new corporate or company entity shall agree to the terms of the original contract and any amendments thereto. During the interim between legal recognition of the new entity and the

Department's execution of the novation agreement, a valid contract shall continue to exist between the Department and the original Vendor. When the Department, in its sole discretion determines sufficient assets necessary for the performance of these contracts have been transferred from the original Vendor, the Department shall approve the novation agreement.

6.6 Disputes and Litigation

6.6.1 Attorney's Fees

In the event that the State shall prevail in any legal action arising out of the performance or non-performance of this Contract, the Vendor must pay, in addition to any damages, all expenses of such action including reasonable attorney's fees and costs. This requirement applies regardless of whether the Department is represented by staff counsel or outside counsel. Fees and costs of defense shall be deemed to include administrative proceedings of all kinds, as well as all actions at law or equity.

6.6.2 Disputes

Except in those cases where the proposal response exceeds the requirements of the RFP, any conflict between the proposal response of the Vendor and the RFP shall be controlled by the provisions of the RFP.

Vendor acknowledges that, as a department of State government, the Department is immune from being made a defendant in any court of law or equity by operation of Art. I, § 14, Ala. Const. 1901 (Official Recompilation), which immunity is not waivable.

For any and all disputes arising under the terms of this contract, the Vendor and the Department agree to first utilize appropriate forms of non-binding alternative dispute resolution, including, but not limited to, mediation.

The Vendor's sole remedy for the settlement of any and all disputes arising under the terms of this contract concerning compensation claimed to be due and payable to the Vendor, or any aspect of the performance of duties by the Vendor shall be limited to the filing of a claim with the Board of Adjustment for the State of Alabama.

6.6.3 Litigation

Any litigation brought by the Department or the Vendor regarding any provision of the contract shall be brought in either the Circuit Court of Montgomery County, Alabama, or the United States District Court for the Middle District of Alabama, Northern Division, according to the jurisdictions of these courts. This provision is not intended to, nor shall it operate to, enlarge the jurisdiction of either of said courts, but is merely an agreement and stipulation as to venue.

3597 6.7 Records**3598 6.7.1 Records Retention and Storage**

3599 The Vendor will maintain all books, documents, payroll papers, financial records, statistical rec-
3600 ords, accounting records and other evidence pertaining to amounts invoiced to the Department
3601 under this contract for inspection by any authorized representative of the state or the federal
3602 government and make them available at reasonable times during the period of the contract and
3603 for three years after the date of the final payment by the Department to the Vendor under this
3604 contract. If any litigation, claim, or audit is commenced before the expiration of the three year
3605 period, the records shall be retained until all litigation, claims or audit findings involved the rec-
3606 ords have been resolved.

3607 6.7.2 Inspection of Records

3608 The Vendor agrees that representatives of the Comptroller General, HHS, the General Account-
3609 ing Office, the State of Alabama Department of Examiners of Public Accounts, The Department,
3610 and their authorized representatives shall have the right during business hours to inspect and
3611 copy the Vendor's books and records pertaining to contract performance and costs thereof. The
3612 Vendor shall cooperate fully with requests from any of the agencies listed above and shall fur-
3613 nish free of charge copies of all requested records. The Vendor may require that a receipt be
3614 given for any original record removed from the Vendor's premises.

3615 The Vendor agrees to make available at its central business office at all reasonable times during
3616 the period set forth below any of the records of the contracted work for inspection or audit by
3617 any authorized representative of the Department or their duly authorized representative.

3618 A file and report retention schedule shall be developed by the Vendor and approved by the De-
3619 partment. The Vendor shall maintain the schedule and the Department will approve all changes.

3620 6.7.3 System Documentation

3621 The awarded Vendor shall establish and utilize documentation update procedures, including
3622 status report meetings with HIX, to ensure that the HIX System documentation remains current
3623 at all times. The Vendor shall maintain the master copy of all HIX System documentation and
3624 shall furnish the Department with one complete copy by start of operations, and one copy of
3625 each update. The Vendor shall provide the Project Manager with a complete copy of all system
3626 documentation (e.g., all detailed system designs, data element dictionary, systems manuals,
3627 user manuals, provider manuals, etc.) prior to going live. The Vendor shall incorporate any re-
3628 quirement change into all necessary documentation within five days of implementation.

3629 6.8 Method of Payment and Invoicing

3630 The Department shall provide payment to the Vendor in accordance with the Vendor's proposal
3631 sheet and the Pricing Schedules in Forms F through M in Appendix K of this RFP.

Payment shall be made monthly for the Department-approved Vendor staff hours worked and tasks/deliverables/requirements received and approved (as specified in Price Schedule II).

The Vendor shall submit one invoice to the Project Manager and one invoice to Tisha Johnson, Department Accountant, on a monthly basis for approved services and deliverables rendered to the Department in the previous month. Each monthly invoice shall have a cover letter/memo addressed to the Project Manager printed on the Vendor's company letterhead. Attached to the Vendor's letter/memo shall be the Vendor's invoice. The invoice shall contain summary level descriptions of each invoiced line item. All Vendor staff signed timesheets for the billing period must be attached to the invoice. The Vendor's staff resource and the Vendor's Project Lead must sign each Vendor staff's timesheet. Items appearing on the monthly Vendor's invoice must be line items identified as part of this contract, invoiced according to the Vendor's fixed quoted price for deliverables and a computed summary level cost for the Vendor's staff hours worked based upon the Vendor's quoted Rate Per Hour for each staff member multiplied by the actual hours worked. ***The total accumulated hours for each Vendor staff resource must not exceed the total hours quoted for each staff resource by the Vendor in their proposal response.*** One full copy of the invoice documentation (cover letter, invoice, and timesheets) shall also be provided to the Project Manager.

During the life of the Contract for this RFP, payment of 90 percent of the amount proposal per task/deliverable/requirement will be paid to the Vendor following HIX's approval of tasks/deliverables/requirements for services rendered with the exceptions noted below. The Department will retain an amount equal to 10 percent of each task/deliverable/requirement cost (withholding) which will be paid to the Vendor at the successful completion of all tasks. The Awarded Vendor's monthly invoices must show the 10 percent withholding amount for task/deliverables/requirements deducted from the total amount of the invoice. The 10 percent withholding is payable upon HIX's acceptance of the system. ***The total amount billed under this RFP by the Vendor, including the 10 percent withholding, shall and cannot exceed the total fixed price agreed to under this contract.***

6.9 Damages

6.9.1 Liquidated Damages

Vendor understands that the U.S. Department of Health and Human Services has placed strict time constraints on the Department in implementing this project. The firm, critical deadlines that currently exist are set out within in the following sections:

- Table 1: Project Timetable
- Section 5.2.2.11, response Tab 6, SDLC Approach and Methodology
- Section 5.2.2.13, response Tab 8, Project Plan
- Staffing requirements as outlined Section 3.5.2, Staffing

Vendor understands that meeting deadlines are crucial, and that failing to meet these deadlines will cause the State substantial monetary and non-monetary damages. It is agreed by the De-

partment and the Vendor that, in the event of a failure to meet the contract requirements, damage shall be sustained by the Department, and that it is and shall be impractical and extremely difficult to ascertain and determine the actual damages which the Department shall sustain in the event of, and by reason of, such failure. Due to the unknown nature of the acts necessary to be undertaken in the event a deadline is not met, the exact cost of such a contingency is impossible to calculate with mathematical exactness. The Department estimates that any such delay will result in daily damages that will exceed \$10,000.00 As a result, Vendor agrees that liquidated damages of \$10,000.00 shall be deducted from Vendor's compensation for each and every day that the work contemplated in the sections outlined below continues uncompleted beyond those dates:

- Table 1: Project Timetable
- Section 5.2.2.11, response Tab 6, SDLC Approach and Methodology
- Section 5.2.2.13, response Tab 8, Project Plan
- Staffing requirements as outlined in Section 3.5.2, Staffing

Vendor understands that the Department has outlined requirements of performance expectations and service level agreements in Appendix I. Liquidated damages shall also be assessed at the rates in Appendix I for such performance expectations and service level agreements.

The imposition of liquidated damages is not in lieu of any other remedy available to the Department. The Department shall withhold from the Vendor reimbursements amounts necessary to satisfy any damages imposed.

A decision by the Department not to exercise this damage clause in a particular instance shall not be construed as a waiver of the Department's right to pursue future assessment of that performance requirement and associated damages. The Department may, at its sole discretion, return all or a portion of any liquidated damages collected, as an incentive to the Vendor for prompt and lasting correction of performance problems.

6.9.2 Payment of Damages

Amounts owed the Department due to liquidated damages shall be deducted by the Department from any money payable to the Vendor pursuant to this Contract. These amounts may be deducted from any actual damages claimed by the Department in the event of litigation for non-compliance and default.

6.9.3 Right of Offset

The Department shall be entitled to offset against any amounts due the Vendor any expenses or costs incurred by the Department concerning the Vendor's nonconforming performance or failure to perform the contract, including expenses, costs and damages described in this contract.

6.9.4 Right to Assurance

3705 If the Department, in good faith, has reason to believe that the Vendor does not intend to per-
3706 form or continue performing this contract, the Department may demand in writing that the Ven-
3707 dor give a written assurance of intent to perform. The demand shall be sent to the Vendor by
3708 certified mail, return receipt requested. Failure by the Vendor to provide written assurance within
3709 the number of days specified in the demand may, solely at the Department's option, be the ba-
3710 sis for terminating the contract.

3711

3712 **6.10 Delivery**

3713 **6.10.1 Acceptance**

3714 Materials and deliverables under this contract shall not be deemed accepted by Vendor upon
3715 delivery. The Department shall notify Vendor whether such deliverable and/or material have
3716 been accepted pursuant to Sections 2.3.2 and 2.3.3.

3717 **6.10.2 Inspection/Testing**

3718 The Vendor agrees to permit access to its facilities and subcontractor facilities, at reasonable
3719 times for inspection of the deliverables under this contract. The Department shall have the right
3720 to test at its own cost the deliverables to be supplied under this contract. Testing shall not con-
3721 stitute final acceptance of the deliverables. If the Department determines non-compliance of the
3722 deliverables, the Vendor shall be responsible for the payment of all costs incurred by the State
3723 for testing and inspection.

3724 **6.10.3 Liens**

3725 The Vendor warrants that the materials and/or deliverables supplied under this contract are free
3726 of liens.

3727 **6.10.4 Fitness**

3728 The Vendor warrants that any deliverable supplied to the Department shall fully conform to all
3729 requirements of the contract and all representations of the Vendor, and shall be fit for all pur-
3730 poses and uses required by the contract.

3731 **6.10.5 Delivery/Risk of Loss**

3732 Unless stated otherwise in this contract, all prices shall be F.O.B. Destination and shall include
3733 all delivery and unloading at destination. The Vendor shall bear all loss of conforming materials
3734 and/or deliverables covered under this contract until received by authorized personnel at the
3735 Department. Mere receipt does not constitute acceptance. The risk of loss for nonconforming
3736 materials shall remain with the Vendor regardless of receipt.

3737 **6.10.6 Nonconforming Tender**

Materials and/or deliverables supplied under this contract shall fully comply with the contract. The delivery of materials or a portion of materials in an installment that do not fully comply constitutes a breach of contract. On delivery of nonconforming materials and/or deliverables, the Department may terminate the contract for default under applicable termination clauses in the contract, exercise any of its rights and remedies or pursue any other right or remedy available to it.

6.10.7 Warranty of Services

The Vendor warrants that all services provided under this contract will conform to the requirements stated herein for the duration of the contract. The Department's acceptance of services provided by the Vendor shall not relieve the Vendor from its obligations under this warranty. In addition to its other remedies, the Project Manager may, at the Vendor's expense, require prompt correction of any services failing to meet Vendor's warranty herein. Services corrected by Vendor shall be subject to all of the provisions of this contract in the manner and to the same extent as the services originally furnished.

6.10.8 Exclusions

Except as otherwise set forth in this contract, there are no express or implied warranties of merchantability or fitness.

6.11 Other Requirements

6.11.1 The Vendor's Liaison

The Vendor's Account Manager shall serve as liaison and shall be available and responsible, as the need arises, for consultation and assistance with the Department personnel; he/she shall attend, upon request, Department meetings, meetings and hearings of legislative committees and interested governmental bodies, agencies, and officers; and he/she shall provide timely and informed responses to operational and administrative problems whenever arising in administration of the HIX System. Whenever the Account Manager is not available, the Vendor shall provide a designated alternate that is fully capable of meeting the requirements of this section.

6.11.2 HIX System Project Manager

The Department's Project Manager shall be responsible for coordination of implementation activities with the Vendor. Said Project Manager, his/her designee(s), and Department HIX implementation personnel shall have reasonable access to the Vendor's project personnel, facilities, and records for evaluating the quality, appropriateness, and timeliness of deliverables. The Project Manager shall have authority on a reasonable basis to call meetings with the Vendor's Account Manager or designee and project personnel, as required, and to assign appropriate technical personnel of HIX to work with designated staff of the Vendor.

3773 **6.11.3 Financial Disclosure Statement**

3774 The successful Vendor shall be required to complete a financial disclosure statement with the
3775 executed contract.

3776 **6.11.4 Inspection of Work Performed**

3777 The Department or its authorized representative shall have the right to enter into the premises
3778 of the Vendor and all subcontractors, or such other places where duties under the contract are
3779 being performed, to inspect, monitor or otherwise the work being performed. All inspections and
3780 evaluations shall be performed in such a manner as will not unduly delay work.

3781 **6.11.5 Survival**

3782 The terms, provisions, representatives, and warranties contained in the contract shall survive
3783 the development and submission of all required deliverables and the payment of the purchase
3784 price thereof.

3785 **6.11.6 Amendments in Writing**

3786 After the award of the contract, no amendment to this contract shall be effective unless it is in
3787 writing and signed by duly authorized representatives of the Vendor and the Department.

3788 **6.11.7 Severability**

3789 If any provision of the contract (including terms incorporated by reference) is declared or found
3790 to be illegal, unenforceable, or void, then both the Department and the Vendor must be relieved
3791 of all obligations arising under such provision; if the remainder of the contract is capable of per-
3792 formance, it shall not, at the sole option of the Department, be affected by such declaration or
3793 finding and shall be fully performed.

3794 **6.11.8 Choice of Law**

3795 The construction, interpretation, and enforcement of this contract shall be governed by the sub-
3796 stantive contract law of the State of Alabama without regard to its conflict of law provisions. In
3797 the event any provision of this contract is unenforceable as a matter of law, the remaining provi-
3798 sions will remain in full force and effect.

3799 **6.11.9 Effective Date**

3800 Vendor acknowledges and understands that this contract is not effective until it has received all
3801 requisite State and Federal government approvals and Vendor shall not begin performing work
3802 under this contract until notified to do so by the Department. Vendor is entitled to no compensa-
3803 tion for work performed prior to the effective date of this contract.

3804 **6.11.10 Authority**

3805 Each party has full power and authority to enter into and perform this contract, and the person
3806 signing this agreement has been properly authorized and empowered to enter into this contract.

3807 Each party further acknowledges that it has read this contract, understands it, and agrees to be
3808 bound by it.

3809

7 PROJECT ACTIVITIES, TASKS AND DELIVERABLES

7.1 Work Activities, Tasks and Deliverables

This section is referenced in Sections 3.2.5, 5.2.2.13, 5.2.2.14, 5.2.2.16, and 5.2.2.18.

This section is presented as a mandatory guide that assists Vendors in responding to the above sections of the RFP. Generally, the following tasks and deliverables are required in all accepted software engineering methodologies for large software development projects. **However, Vendors are encouraged to propose a plan (see Section 5.2.2.13) that they feel might improve upon that given in this appendix.** These work activities apply as well to configuring COTS components for the purpose of constructing sophisticated systems.

While the activities, tasks and deliverables given below are presented in the general chronological order in which they are normally applied, Vendors are reminded that they must conform to the project phasing that has been imposed upon HIX by HHS. The time constraints for each phase are given in Table 1 (Project Timetable) and described in detail following Table 2 (Project Phases). Vendors must use Table 1 in all sequence and plan responses. More detail on project phases is presented in Section 3.3 and Table 2.

Vendors must map the activities, tasks and deliverables discussed in the respective subsections of this section to the time and activities described in Table 1. A sequential performance of the activities will not satisfy this requirement. For example, only one month is given for the completion of Phase 1. Vendors should take into consideration the time and content constraints that are imposed by the project phases in developing their plans.

This project consists of many activities, and for each activity there are several tasks that need to be performed or completed by the selected Vendor. Generally, these tasks have deliverables closely associated with them, and thus the two words are often used interchangeably, since the task name is often a descriptor for the deliverable associated with that task. A summary of the activities and related tasks to be completed appears in Table 4.

Once the project is underway, the accomplishment of the tasks, as given in the approved Vendor's plan, will be the basis against which the Vendor's performance will be measured and reimbursement for services will be made.

Each task listed in the table (and corresponding sections) below describes a project requirement that must be addressed in the Vendor's proposed Project Work Plan. A comprehensive initial Project Work Plan is a major required component for responding to Section 5.2.2.13 of the RFP. The task specifications given in the following subsections do not need to be replicated by Vendors in their proposals. Instead, when a Vendor references a given task by name (including number), this will imply that the vendor agrees with the specification given. Any deviation from these specifications, including additions and omissions of particular tasks, must be noted in the Vendor's project plan. In order to receive scoring credit, Vendors must cross-reference the numeric project requirement

3852 **identifier from the vendor project plan back to the System requirement row(s) in the**
3853 **mandatory Requirements Response Matrix provide in a separate document.**

3854 **Table 4: Project Activities, Tasks and Deliverables**

| Activities | Tasks and Deliverables |
|--------------------------------------|--|
| Project Planning | 1.1: Project Plan V1 Review |
| Project Planning | 1.2: Updated Project Plan |
| Project Assessment and Control | 2.1: Weekly Project Status Reports |
| Project Assessment and Control | 2.2: Corrective Action Plan Methodology |
| Decision Management | 3.1: Decision Management Plan |
| Decision Management | 3.2: Decision Outcomes |
| Risk Management | 4.1: Risk Management Plan |
| Risk Management | 4.2: Lessons Learned |
| Configuration Management | 5.1: Configuration Management Plan |
| Requirements Analysis and Management | 6.1: Requirements Documentation |
| Requirements Analysis and Management | 6.2: Requirements Validation and Traceability Plan |
| Requirements Analysis and Management | 6.3 Requirement Change Control Plan |
| Conceptual Architectural Design | 7.1: Conceptual Architectural Design Methodology |
| Conceptual Architectural Design | 7.2: Conceptual Architectural System Design |
| Conceptual Architectural Design | 7.3: Business Rules Plan |
| Conceptual Architectural Design | 7.4: Workflow Plan |
| Detail Design | 8.1: Detail System Design Session Plan |
| Detail Design | 8.2: Detail System Design Document |
| Detail Design | 8.3: Business Rules Design |
| Detail Design | 8.4: Interface Detail Design |
| Detail Design | 8.5: Forms, Templates, and Notices Detail Design |
| Detail Design | 8.6: Alerts Detail Design |
| Detail Design | 8.7: Reports Detail Design |
| Security | 9.1: Security Design Document |
| Security | 9.2: User Access Security Plan |
| Continuity of Operations | 10.1: Disaster Recovery Plan |
| Knowledge Management | 11.1: Knowledge Management Strategy |
| Knowledge Management | 11.2: Comprehensive Knowledge Management Plan |
| Knowledge Management | 11.3: End User Environment(s) |
| Knowledge Management | 11.4: Instructional Materials V1 and *V2 |
| Knowledge Management | 11.5: Online User Aids |
| Knowledge Management | 11.6: Knowledge Management Progress Report |
| Knowledge Management | 11.7: Knowledge Management Final Report |
| Knowledge Management | 11.8: Project Staff Preparation Plan |

| Activities | Tasks and Deliverables |
|-------------------------------------|---|
| Implementation Management | 12.1 Comprehensive Implementation Management and Communication Plan |
| Data Import | 13.1: Data Import Strategy |
| Data Import | 13.2: Data Import Plan |
| Data Import | 13.3: Data Cleanup Plan |
| Data Import | 13.4: Data Import |
| Development | 14.1: Software Development Plan including coding standard |
| Development | 14.2: Weekly Construction Summary Report |
| Development | 14.3: Development Library |
| System Integration | 15.1: System Integration Strategy |
| System Integration | 15.2: System Integration Plan |
| System Implementation | 16.1: Hardware and Software Plan |
| System Implementation | 16.2: Statewide Implementation Plan |
| System Implementation | 16.3: Network, Desktop and Production Requirements |
| System Implementation | 16.4: Final Readiness Assessment |
| Testing | 17.1: Master Test Plan |
| Testing | 17.2: Unit and Integration Test Plan and Documentation |
| Testing | 17.3: System Test Plan |
| Testing | 17.4: Interface Test Plan |
| Testing | 17.5: Performance, Volume and Stress Test Plan |
| Testing | 17.6: Import Test Plan |
| Testing | 17.7: System Test Scripts |
| Testing | 17.8: Import Test Results Report |
| Testing | 17.9: Performance Monitoring Plan and Weekly Report |
| Testing | 17.10: Operational Readiness Report |
| Quality Assurance | 18.1: Quality Assurance Plan |
| Quality Assurance | 18.2: Quality Assurance Reviews |
| Software Verification | 19.0: No associated deliverable |
| Software Validation | 20.0: No associated deliverable |
| Software Reviews | 21.0: Completion of successful security review |
| Software Problem Resolution Process | 22.1: Software Resolution Plan |
| User Acceptance Testing (UAT) | 23.1: UAT Test Environment and Tools |
| User Acceptance Testing | 23.2: Weekly UAT Status Reports |
| User Acceptance Testing | 23.3: Operational Readiness Report |
| Transition to Operations | 24.1: Transition Plan |
| Transition to Operations | 24.2: Post-Implementation Evaluations |
| Transition to Operations | 24.3: Updated System Documentation |
| Documentation Management | 25.1: Document Management Plan |

| Activities | Tasks and Deliverables |
|----------------------------------|--|
| Operations | 26.1: Operating Procedures |
| Operations | 26.2: Help Desk Transition Plan |
| Operations | 26.3: Help Desk Plan, Public Facing Help Desk Plan |
| Operations | 26.4: Help Desk Procedures Manual |
| Federal Review and Certification | 27.1: Assist with Federal Review |

3855

3856 **Proposal Response for Specific Components and COTS**

3857 During project planning (starting with the planning done for the proposal), the Vendor must sub-
 3858 divide each of the Phases into the specific functional components required within each phase.
 3859 The Vendor will generally propose to develop some of these components from scratch, while
 3860 others might be satisfied by COTS with very little configuration. For COTS components, the
 3861 Vendor must provide a brief narrative/justification relative to how the COTS component is suited
 3862 to support Alabama's HIX System. It is recognized that anything in between is also possible,
 3863 e.g., COTS with major configurations. Multiple COTS products may be installed at one time in
 3864 order to support a given requirement. In this case, the multiple COTS products can be defined
 3865 as a "component aggregation." The plan should describe the major component breakdown of
 3866 the System by *component aggregations* as organized by what the Vendor considers to be an
 3867 optimal sequence of tasks within each Phase. A *component aggregation* is a set of components
 3868 that can be described collectively in the planning process. Thus, the detailed plan does not
 3869 have to be broken down to the specific component level, but to the component aggregate level,
 3870 and each component aggregate must be assigned a name and a list of included components.
 3871 The component aggregates must also trace to the functional requirement in the Requirements
 3872 Response matrix, in order to facilitate tracking of the requirements. Finally, the degree to which
 3873 any component aggregate will require design/development as opposed to being implemented by
 3874 an individual COTS component must be described.

3875 **HIX Role in the Project**

3876 HIX is to be considered as a full partner throughout the entire project, including both the system
 3877 development and implementation lifecycles. HIX reserves the right to augment Vendor project
 3878 efforts with HIX staff personnel or other contract personnel. In addition, the accomplishment all
 3879 Activities, Tasks and Deliverables described in this appendix must be approved by HIX prior to
 3880 reimbursement for their accomplishment.

3881 **"Plan" Deliverables and Task Action Implications**

3882 All deliverables below that are described as *plans* must be considered "living documents" in the
 3883 sense that they are not just developed and used for implementation as is true of many plan
 3884 documents. In many cases, these plan document deliverables require actions that are beyond
 3885 just updating the documents themselves as the project progresses. In all cases, both the de-
 3886 termination of the content for updates and the execution of the plans are required. The refer-
 3887 ence of any of these (or any other) tasks/deliverables in the Vendor proposal necessarily implies

that the Vendor accepts the complete specification of the task and the deliverables contained below. Any deviation of this must be documented as indicated in the response described in Section 5.2.2.13.

7.1.1 Activity 1: Project Planning

Objective

The objective of project planning is to ensure that the HIX System meets Alabama's specific requirements within the specified time and budget constraints. This task will update the approved Version 1 (V1) project plan contained in the successful proposal.

Description

This process determines the scope of the project management and technical activities; identifies process outputs, project tasks, and deliverables; and establishes schedules for project tasks, including achievement criteria and required resources to accomplish project tasks.

As a result of successful implementation of the project planning process:

- The scope of the work of the project is defined
- The feasibility of achieving the goals of the project with available resources and constraints is evaluated
- The documentation required is identified
- The tasks and resources necessary to complete the work are sized and estimated
- Interfaces between components in the project, and with other project and organizational units, are defined
- Plans for the execution of the project are developed
- Plans for the execution of the project are activated

The project planning activity must make provisions to ensure that the project progresses according to the Project Plan that is approved. The project management activity spans the duration of the project and the Project Plan is a primary control element of the project. Once the Project Plan is approved by HIX, the selected Vendor must maintain and modify the approved Project Plan throughout the project, with the approval of HIX, by updating it to reflect the evolving schedule, priorities, and resources (i.e., it is a "living document"). This Project Plan must also include a high-level description of other activities, tasks, and deliverables such as project assessment and control, configuration management, risk management, etc. that are defined later in this appendix, each of which will have a separate plan. All of the tasks and deliverables in this activity contribute to the effective management of the project.

The Vendor plans for the execution of the project must contain descriptions of the associated activities and tasks that include, but are not limited to, the following:

- Schedules for the timely completion of tasks

- 3923 • Estimation of effort
- 3924 • Resources needed to adequately execute the tasks
- 3925 • Allocation of tasks
- 3926 • Assignment of responsibilities
- 3927 • Quantifications of risks associated with tasks or the process itself
- 3928 • Quality assurance measures to be employed throughout the project
- 3929 • Costs or resource hours associated with process execution
- 3930 • Provision of environment and infrastructure
- 3931 • Definition and maintenance of a lifecycle model that is comprised of stages using the
- 3932 Vendor's defined lifecycle model(s), and which includes the tasks organized by the
- 3933 Phases given above.

3934 • **Deliverables**

3935 The following lists the deliverables for the Project Planning activity:

- 3936 • 1.1: Project Plan Review V1 Review and Augmentation
- 3937 • 1.2: Updated Project Plan

3938 The V1 indicator in the name of the Project Plan designates the first version of the Project Plan;
3939 **Project Plan V1 must be included in the proposal.** The selected Vendor will continue to up-
3940 date the Project Plan throughout the life of the project.

3941 **Task 1.1: Project Plan V1 Review and Augmentation**

3942 The Project Plan task is for development and execution of the Work Breakdown Structure
3943 (WBS) and Schedule that describe the Vendor's plans for managing the project. The Project
3944 Plan creates a consistent, coherent document that is used to guide both Project execution and
3945 Project control. It will be identified as the baseline plan for future use in comparing current plans
3946 throughout the life of the project to assess progress. This task will review the V1 plan that was
3947 provided in the proposal and correct any deficiencies in it that have come to light subsequent to
3948 its creation. It will also augment the Plan to assure that the documents described below are of
3949 adequate completeness and quality to be submitted to CMS for approval of continued funding.

3950 At a minimum, the Project Plan must include a high level description of the Vendor's:

- 3951 • Concept of Operations (CONOPS), including (but not limited to):
 - 3952 ○ High level and technical architectural diagrams
 - 3953 ○ Business Process Model Notation (BPMN) diagrams
- 3954 • Project Management Plan (PMP), including (but not limited to):
 - 3955 ○ Project Organization and Staff Management Plan

- 3956 ○ Management Approach and Project Schedule
- 3957 ○ Communications Matrix
- 3958 ○ Performance Measures
- 3959 • Quality Management Plan
- 3960 • Configuration Management Plan
- 3961 • Issue and Risk Management Plan (including the System Risk Register)
- 3962 • Training Plan
- 3963 • Release Plan
- 3964 • Preliminary Detailed Design including the GUI design

3965 More details of these plans are identified later in this document as separate deliverables below.

3966 The following provides an initial working definition of the terms used above:

- 3967 • **Concept of Operations (CONOPS)** must provide a high level view of the system opera-
3968 tions, its target environment and the Vendor's approach toward bringing the System into
3969 existence. This is documented by a statement of System goals, objectives and rational
3970 for developing the System. It must contain a general statement of the system scope, the
3971 *business process models* (see below), and the high level functional requirements. Any
3972 significant dependencies or constraints must be enumerated. Various levels of *architec-*
3973 *tural diagrams* (see below) must be included. It must also contain any operational or or-
3974 ganizational impacts that the project or its end result will have. Issues and risks may be
3975 enumerated or referenced to the *Issue and Risk Management Plan* (see below).
- 3976 • **Architectural Diagrams** must be included in the CONOPS document. These will tell
3977 how the system will satisfy its functional requirements. Suggested levels for the dia-
3978 grams include overview, application, information, interface, technology and security and
3979 privacy levels.
- 3980 • **Business Process Models** must be included in the CONOPS document, and contain a
3981 sufficient number of Business Process Model Notation diagrams to cover the various
3982 business processes that will be performed or supported by the System. Generally dia-
3983 grams of the business process are more informative than text in modeling the target sys-
3984 tem and its interactions with its environment (including other systems).
- 3985 • **Project Management Plan (PMP)** must describe plans for the management of multiple
3986 aspects of the project. In addition to the four items described immediately below, plans
3987 for the management of the following must be included: schedules, personnel, finances,
3988 performance, risk, quality, change requirements, records, procurement, subcontractors,
3989 and any other aspect of the project that requires management.
- 3990 • **Project Organization and Staff Management Plan** must be included in the PMP to de-
3991 scribe the organizational structure, roles, and responsibilities of personnel, staffing lev-
3992 els, and other resources that will be utilized to provide successful project management.

A description of the criteria and process used to develop the staffing estimates, criteria, and process used to determine staffing qualifications, detailed organizational charts, and a resource-loading chart must be included. The organizational structure must identify key personnel by name, title and job function, the percentage of time onsite, and whether each position will be filled by a Vendor employee or a subcontractor to the Vendor.

- **Management Approach and Project Schedule** must be included in the PMP to describe the Vendor's approach to management and provide a preliminary list of assumptions, list of required documentation, and master schedule of milestone activities, tasks, and deliverables.
- **Communications Matrix** must be included in the PMP to summarize the communications planning effort. It can apply to either meetings (e.g., team progress updates, monthly project status summary, project status updates, all-hands meeting, etc.) or to written documents (monthly updates, e-mail postings, SharePoint access, etc.). The particular communication vehicles are listed in the first column, and a number of aspects of the event or document are documented in their appropriate columns (e.g., target audience, message objective, timing, media to be used, responsible sender, feedback mechanisms, etc.). The initial matrix set-up is the result of the communications planning process; however, versions of the matrix provide living documentation of communications as the project proceeds.
- **Performance Measurement** considerations must be included in the PMP to reflect the overall control of the project in reaching its intermediate objectives and its ultimate goal. Measures must be established that adequately provide one of the three essential elements of any control process: (1) objectives, (2) measurement against these objectives, and (3) an effective correction capability when the measurements indicate that there is deviation from the timely accomplishment of the objectives. This part of the PMP should not just state that a control process is in effect, it must also describe the data that will be collected, where it will be stored, and the approach for analyzing the data. Include a description of the approach for reporting metrics and for identifying and addressing deficiencies.
- **Quality Management Plan** must describe the Vendor's internal quality processes.
- **Configuration Management Plan** must describe the administrative and technical procedures to be used throughout the project lifecycle to control system and project artifacts. The Vendor must specify a tool for monitoring the processes to be followed for change and version control, the methods and tools to be used, and the approach to be followed. At a minimum, the plan shall describe the approach and scope. The approach includes explaining the methodology, integration and configuration management. The scope will describe the tasks and activities that will be performed as part of project configuration management, including configuration identification, system release management, version control, audit control, and roles and responsibilities of personnel/resources.

- 4033 • **Issue and Risk Management Plan** must describe the approach for issue/problem and
4034 risk/mitigation identification, tracking, reporting, assignment, resolution, and escalation.
4035 The plan must include a description of the automated tracking and management sys-
4036 tem(s) for capturing and tracking all issues/problems, action items, and risk/mitigation in-
4037 formation.
- 4038 • **Risk Register** is a required part of the Issue and Risk Management Plan, and should be
4039 populated with all known risks to the extent that they are recognized at any stage of the
4040 project. Typically it is in tabular format showing for each risk the following: risk category,
4041 risk description, an assigned unique number, estimated relative probability of occur-
4042 rence, estimated relative impact if it occurs, risk score (product of the former two esti-
4043 mates), mitigation, and responsible individual for any actions requiring decisions.
- 4044 • **Training Plan** is required to augment the Staff Management Plan and to provide essen-
4045 tial information on the training of system users. Identify the staff (government and con-
4046 tractor) needing training and the specific training that is needed to close any skill gap to
4047 bring personnel to an appropriate competency level to perform their duties on the pro-
4048 ject. For example, this may include technical training in a specific development tool.
4049 Similarly, training of non-technical users of the system will require similar documentation.
4050 Identify the timeframe when the required training is needed, the method for providing the
4051 training, potential vendors or sources for the training, the anticipated cost for the training,
4052 and if there are any prerequisites.
- 4053 • **Release Plan** details the events that need to take place for various system releases.
4054 Two major releases are required, one at the end of Phase 2 and the other at the end of
4055 Phase 4 (see Table 1). However, there may be other releases that are expedient as the
4056 project progresses for system enhancement. The Release Plan must provide an overall
4057 explanation as to the release approach. This will consist of a rationale and a strategy.
4058 The rationale provides the justification for the strategy to be employed. The strategy ex-
4059 plains the release content, schedule, impacts and notifications.
- 4060 • **Preliminary Detailed Design** – See Task 8 for specifications of the Detailed Design
4061 task. This document will be the first draft of the ultimate Detailed Design that will be the
4062 deliverable of Task 8. The Detailed Design must provide the information needed for a
4063 system development team to actually build and integrate the hardware components,
4064 code and integrate the software components, and integrate the hardware and software
4065 segments into a functional product. Additionally, the detailed procedures for combining
4066 separate COTS packages into a single system must be addressed.

4067 HIX has developed an initial set of project time constraints given in Table 1. These are rigid
4068 constraints imposed by ACA and all planning must conform to these constraints.

4069 **Vendor Responsibility**

- 4070 • Create and submit Project Plan V1 as part of the proposal
- 4071 • Correct any issues identified by HIX or discovered by the Vendor prior to initiating the
4072 general Project Plan Update (Task 1.2)

- Augment the Plan for approval as indicated in Section 3.3

- Review State policies prior to creating the updated plan

Acceptance Criteria

- 1.1: Project Plan V1

- Documentation of the Project Plan V1 as described in this RFP

- Inclusion of a WBS that details each deliverable in this RFP and other tasks and products needed for successful design development and implementation of the HIX System

Task 1.2: Updated Project Plan

This task addresses subsequent versions of the Project Plan. As stated previously, an initial Project Plan must be submitted with the Proposal. At a minimum, on a weekly basis, the Vendor must submit updates to the Project Schedule. Updates to the Project Plan will be made as needed with a formal review at least quarterly. Updates to the Project Plan and/or Schedule must be made on and posted to a centralized location to be defined by HIX. HIX considers the Project Plan to be a living document and requires it to be current and immediately accessible. When updates are made the Vendor must post a summary or explanation of changes for historical purposes.

Vendor Responsibility

- Update plan as needed to accommodate changes in scope
- At a minimum, present changes to the plan on a quarterly basis

Acceptance Criteria

- 1.2: Updated Project Plan

- Documentation of the Project Plan as described in this RFP

- Inclusion of a WBS that details each deliverable in this RFP and other tasks and products needed for successful design, development and implementation of the HIX System

- Clear description of what was changed in the plan including GUI updates

7.1.2 Activity 2: Project Assessment and Control

Objective

The objective of project assessment and control is to monitor the status of project activities and take corrective action when required in order to ensure successful delivery of the HIX System.

Description

The purposes of project assessment control processes are to determine the status of the project and ensure that the project progresses according to plans, schedules, and projected budgets, and that it satisfies all technical objectives. This process includes redirecting the project activi-

4107 ties, as appropriate, to correct identified deviations and variations. Redirection may include re-
4108 planning as appropriate.

4109 As a result of the successful implementation of the project assessment and control process:

- 4110 • Progress of the project is monitored and reported
- 4111 • Interfaces between project elements and with other project and organizational units are
4112 monitored
- 4113 • Actions to correct deviations from the plan and to prevent reoccurrence of problems
4114 identified in the project are taken when project targets are not achieved
- 4115 • Project objectives are achieved and recorded
- 4116 • The Vendor Project Manager (VPM) must monitor the execution of the project, providing
4117 both internal reporting of the project progress and external reporting to HIX
- 4118 • The VPM must investigate, analyze, and resolve problems discovered during the execu-
4119 tion of the project. The resolution of problems may result in changes to plans. It is the
4120 VPM's responsibility to ensure that the impact of any change is determined, controlled,
4121 and monitored. Problems and their resolution must be documented. The VPM must re-
4122 port, at agreed points, the progress of the project, declaring adherence to the plans and
4123 resolving instances where progress lags. This includes internal and external reporting as
4124 required by the organizational procedures and the contract.
- 4125 • The VPM must ensure that the software products and plans are evaluated for satisfac-
4126 tion of requirements. The VPM must assist the evaluation of the results of software
4127 products, activities, and tasks completed during the execution of the project for
4128 achievement of the objectives and completion of the plans.

4129 To accomplish the necessary control in the project, measurement processes will be used to col-
4130 lect, analyze, and report data relating to the products developed and processes implemented
4131 within the organizational unit, to support effective management of processes, and to objectively
4132 demonstrate the quality of the products.

4133 As a result of successful implementation of the measurement process:

- 4134 • The information needs of technical and management processes are identified
- 4135 • An appropriate set of measures, driven by the information needs, are identified and/or
4136 developed
- 4137 • Measurement activities are defined in the plan
- 4138 • The required data is collected, stored, analyzed and the results interpreted
- 4139 • Information products are used to support decisions and provide an objective basis for
4140 communication
- 4141 • The measurement processes and measures are evaluated
- 4142 • Improvements are communicated to the measurement process owner

4143 Deliverables

4144 The following lists the deliverables for the Project Assessment and Control activity:

- 4145 • 2.1: Weekly Project Status Reports
- 4146 • 2.2: Corrective Action Plan Methodology

4147 Task 2.1: Weekly Project Status Reports

4148 This task covers the production of the Weekly Project Status Reports by the Vendor. At a mini-
4149 mum, the Project Status Report will include accomplishments, critical issues, personnel utilized,
4150 activity, tasks, defect reporting (as appropriate during the testing and validation tasks) and de-
4151 liverable status, budget status, and items planned for the next reporting period. It will also sum-
4152 marize schedule performance and budget performance to compare actual project performance
4153 with plan(s).

4154 Vendor Responsibility

- 4155 • Obtain approval for report format
- 4156 • Complete Weekly Project Status Report
- 4157 • Acceptance Criteria
- 4158 • 2.1: Weekly Project Status Reports
- 4159 • Use of approved format
- 4160 • Inclusion of accomplishments, critical issues, personnel utilized, and items planned for
4161 the next reporting period
- 4162 • Reporting of identified issues, risks, defects and associated mitigation strategies
- 4163 • Comparison of schedule and budget performance to actual project plan
- 4164 • Provide input and clarifications to the Vendor as needed
- 4165 • Obtain final approval from HIX on all tools that Vendor will use on the project

4166 Task 2.2 Corrective Action Plan Methodology

4167 Corrective action plans must address a practical strategy to resolve any impediments, the action
4168 to be taken, and how it will be carried out. The plan must be organized, purposeful, accountable,
4169 and measurable. The methodology must provide a template of how the item in need of correc-
4170 tion will be documented. The template must include a description of the problem to correct, the
4171 owner accountable for the problem and specify what will be the outcome and how it can be
4172 measured.

4173 Vendor Responsibility

- 4174 • Obtain consensus of corrective action plan template
- 4175 • Use approved corrective action plan template

- 4176 • Conduct analysis of impediment in need of corrective action
- 4177 • Monitor, document and report on status of corrective action
- 4178 • Participate in resolution, and when applicable, involve HIX in the resolution

4179 **Acceptance Criteria**

- 4180 • Task 2.2: Corrective Action Plan Methodology
- 4181 • Inclusion of a corrective action plan template that is acceptable to HIX
- 4182 • Inclusion of measurable actions to gauge success
- 4183 • Inclusion of specific steps to manage the corrective action plan process to acceptable
- 4184 resolution

4185 **7.1.3 Activity 3: Decision Management**

4186 **Objective**

4187 To promote effective decision-making in a timely fashion that considers all of the variables that
4188 may be impacted.

4189 **Description**

4190 The Vendor must define a decision making strategy that is capable of addressing complex deci-
4191 sions expected to be required during development. This strategy must be part of the overall
4192 project management approach. The Vendor must involve relevant parties in decision-making in
4193 order to draw on experience and knowledge. Circumstances requiring a decision must be iden-
4194 tified. The Vendor must select and declare the decision making strategy for each decision situa-
4195 tion. The Vendor must identify desired outcomes and measurable success criteria.

4196 The Vendor must evaluate and balance the consequences of alternative actions, using the de-
4197 fined decision-making strategy, to arrive at an optimization of, or improvement in, an identified
4198 decision situation.

4199 The Vendor must record, track, evaluate and report decision-making outcomes to confirm that
4200 problems have been effectively resolved, adverse trends have been reversed, and advantage
4201 has been taken of opportunities. The Vendor must maintain records of problems and opportuni-
4202 ties and their disposition in a manner that permits auditing and learning from experience.

4203 **Deliverables**

4204 The following lists the deliverables for the Decision Management activity:

- 4205 • 3.1: Decision Management Plan
- 4206 • 3.2: Decision Outcomes

4207 Task 3.1: Decision Management Plan

4208 Decision management plans must address a practical strategy for decision-making, actions to
4209 be taken, and implementation approaches. The plan must be organized, purposeful, accounta-
4210 ble, and measurable. The plan must provide a template of how the item in need of a decision
4211 will be documented. The template must include a description of the decision to be made,
4212 stakeholders, pros and cons to each decision considered, actions, deadlines, and must specify
4213 what will be the outcome and who is responsible. The plan must also address how the decision
4214 outcomes will be maintained and traced to other decisions that have been made.

4215 Vendor Responsibility

- 4216 • Obtain consensus on decision management plan template
- 4217 • Use approved decision management plan template
- 4218 • Conduct analysis of decisions to be made
- 4219 • Monitor, document, and report on status of decision-making
- 4220 • Own or participate in resolution when applicable
- 4221 • Widely communicate decisions made unless a decision is made to restrict communica-
4222 tion of outcome by the System Project Manager

4223 Acceptance Criteria

- 4224 • Task 3.1: Decision Management Plan
- 4225 • Inclusion of a decision management plan that is acceptable to HIX
- 4226 • Inclusion of measurable actions to gauge timeliness of decision making
- 4227 • Inclusion of specific steps to manage the decision management process to acceptable
4228 resolution

4229 Task 3.2: Decision Outcomes

4230 Decision outcomes must be documented and maintained in a central location for easy access.
4231 The Vendor must describe how they plan to document and communicate decisions.

4232 Vendor Responsibility

- 4233 • Obtain consensus of decision outcomes plan
- 4234 • Follow decision outcomes process

4235 Acceptance Criteria

- 4236 • Task 3.2: Decision Outcomes
- 4237 • Inclusion of a decision outcomes plan that is acceptable to HIX

4238

7.1.4 Activity 4: Risk Management

Objective

To identify, analyze, treat, and monitor risks continuously in order to systematically address risk throughout the lifecycle of the System, software product, or service. It is inclusive of risks related to the acquisition, development, maintenance, and operation of all components within the System.

Description

As a result of successful implementation of the risk management process:

- The scope of risk management to be performed is determined
- Appropriate risk management strategies are defined and implemented
- Risks are identified as they develop during the course of the project
- Risks are analyzed to determine the priority in which to apply resources to address risk abatement
- Appropriate treatment is taken to correct or avoid the risk of impact based on its priority, probability, and consequence or other defined risk threshold
- Risk metrics are defined, applied, and assessed to determine changes in the risk status and the progress of the appropriate treatment
- Serious risks are identified and mitigated as early in the life cycle as possible. This may involve prototyping or limited development as early as the start of the project.

The context of the risk management process must be defined and documented, including a description of stakeholder perspective, risk categories, and a description (perhaps by reference) of the technical and managerial objectives, assumptions and constraints. Risk thresholds, defining the conditions under which a level of risk may be accepted, must be documented. A risk profile must be established and maintained. The relevant risk profile must be communicated periodically to stakeholders based on their needs.

The risks must be identified by categories defined by the Vendor and approved by HIX. The probability of occurrence and consequences of each risk must be estimated. Each risk must be evaluated against a set risk threshold for that category. For each risk that is above its risk threshold, a recommended treatment strategy must be defined and documented. Measures indicating the effectiveness of the treatment strategy applied must also be defined and documented. (Risk treatment strategies include, but are not limited to, eliminating the risk, reducing its probability of occurrence or severity of consequence, or accepting the risk).

The Vendor must provide HIX with alternatives for risk treatment and risk action requests. If HIX determines that actions must be taken to make a risk acceptable, the appropriate risk treatment alternative must be implemented. If HIX accepts the risk that exceeds a threshold, it must be considered a high priority and monitored continuously to determine if any further risk treatment actions are necessary.

4276 All risks and the risk management process must be continuously monitored for changes. Risks
4277 whose status has changed must undergo risk evaluation. Measures must be implemented and
4278 monitored to evaluate the effectiveness of risk treatments. The Vendor must continuously moni-
4279 tor for new risks throughout the project lifecycle.

4280 Information must be collected throughout the project lifecycle for purposes of improving the risk
4281 management process and generating lessons learned. The risk management process must be
4282 periodically reviewed for its effectiveness and efficiency. Information on the risks identified, their
4283 treatment, and the success of treatments must be reviewed periodically for the purpose of iden-
4284 tifying systemic project and organizational risks.

4285 **Deliverables**

- 4286 • 4.1: Risk Management Plan
- 4287 • 4.2: Lessons Learned

4288 **Task 4.1 Risk Management Plan**

4289 The Risk Management Plan documents the Vendor's approach to administering the risk man-
4290 agement process to include identification, evaluation methodology, treatment, monitoring, and
4291 evaluation of the risk management process. The plan must include any software tools that the
4292 Vendor will use to log risks and track them to resolution. The plan must include:

- 4293 • Risk management policies describing the guidelines under which risk management is to
4294 be performed
- 4295 • Risk management process to be implemented
- 4296 • Responsible parties
- 4297 • Continuous improvement process for risk avoidance
- 4298 • Risk categories and profiles
- 4299 • Risk analysis to include probability and consequences
- 4300 • Treatment and monitoring

4301 **Vendor Responsibility**

- 4302 • Document the Risk Management Plan
- 4303 • Implement the Risk Management Plan
- 4304 • Conduct analysis of risks
- 4305 • Monitor, document and report on status of risks
- 4306 • Own or participate in the risk management process when applicable
- 4307 • Involve HIX personnel at the appropriate level in the risk management process so that
4308 they are totally aware of and able to participate in the response to all risks encountered

4309 Acceptance Criteria

- 4310 • Task 4.1: Risk Management Plan
- 4311 • Scope of risk management is determined
- 4312 • Appropriate risk management strategies are defined and implemented
- 4313 • Steps to identify risks that develop during the project are documented
- 4314 • Methods to analyze and determine priority of risks are included.
- 4315 • Identification of what resources must be applied to the process
- 4316 • Risk measures are defined as to how they will be applied, and assessed in order to de-
- 4317 termine whether or not there is a change in the status of risk and the progress of the on-
- 4318 going treatment activities

4319 Task 4.2 Lessons Learned

4320 For this task, the Vendor must collect information regarding Lessons Learned from stakeholders
4321 after each major milestone. Information collected must be documented in a database and re-
4322 ported. The report must evaluate the lessons learned; evaluate and describe ways to improve in
4323 future tasks; and identify responsible parties for implementation of the future improvements.

4324 Vendor Responsibility

- 4325 • Provide Vendor documented perspective of lessons learned
- 4326 • Continually integrate lessons learned into future project activities

4327 Acceptance Criteria

- 4328 • 4.2 Lessons Learned
- 4329 • Incorporation of lessons learned at each major milestone into a report for HIX distribution
- 4330 • Evaluation of lessons learned, including suggestions for improvement
- 4331 • Suggestions for improvement are implemented when there is a general consensus as to
- 4332 their value

4333 7.1.5 Activity 5: Configuration Management**4334 Objective**

4335 The objective of Configuration Management is to establish and maintain the integrity of all iden-
4336 tified versions of the System (i.e., all component) artifacts throughout the lifecycle of the project,
4337 and to make them available for reference purposes (e.g., for system backup, rollback and re-
4338 covery, and problem identification and resolution).

4339 Description

4340 As a result of the successful implementation of the configuration management process:

- 4341 • Configuration management strategies are defined
 - 4342 • Roles and responsibilities are defined
 - 4343 • Items requiring configuration management are defined
 - 4344 • Configuration baselines are established
 - 4345 • Changes to items under configuration management are controlled
 - 4346 • Configuration of released items is controlled
 - 4347 • Status of items under configuration management is made available throughout the
 - 4348 lifecycle
 - 4349 • Information on configurations is maintained with an appropriate level of integrity and se-
 - 4350 curity
 - 4351 • Changes to configuration baselines are properly identified, recorded, evaluated, ap-
 - 4352 proved, incorporated and verified
- 4353 The configuration management plan must describe the configuration management activities;
4354 procedures and schedule for performing these activities; the organizations responsible for per-
4355 forming these activities; and relationship with other organizations such as software development
4356 or maintenance. A scheme must be established for the evolution of improved software compo-
4357 nents and their versions to be controlled for the project. For each software component and its
4358 versions, the following must be identified: the documentation that establishes a baseline, the
4359 version references, and any other identification details.
- 4360 The following must be performed:
- 4361 • Identification and recording of change requests
 - 4362 • Analysis and evaluation of the changes
 - 4363 • Approval or disapproval of the request
 - 4364 • Implementation, verification, and release of the modified software component
 - 4365 • An audit trail must exist, whereby each modification, the reason for the modification, and
 - 4366 authorization for the modification can be traced. Control and audit of all processes to
 - 4367 software controlled items that handle safety- or security-critical functions must be per-
 - 4368 formed.
- 4369 Management records and status reports that show the status and history of controlled software
4370 components, including baselines, must be prepared. Status reports must include the number of
4371 changes for project, the software component versions, release identifiers, the number of releas-
4372 es, and comparison of releases.
- 4373 The functional completeness of the software components against their requirements must be
4374 assured. This includes an assurance of the physical completeness of the software components
4375 (e.g., whether their design and code reflect an up-to-date technical description).

4376 The release and delivery of software products and documentation must be formally controlled.
4377 Master copies of code and documentation must be maintained for the life of the System.

4378 **Deliverables**

4379 The following lists the deliverables for the Configuration Management activity:

- 4380
 - 5.1: Configuration Management Plan

4381 **Task 5.1 Configuration Management Plan**

4382 The configuration management plan must define a strategy for the disposition, access, release
4383 and control of changes to the items that are subject to configuration control. Although ad-
4384 dressed at a high level in the project plan deliverable, the Vendor must provide the specifics of
4385 the strategy in its Configuration Management Plan. Items must be identified that are subject to
4386 configuration control and ensure that the execution is recorded, evaluated, approved, incorpo-
4387 rated, and verified.

4388 **Vendor Responsibility**

- 4389
 - Document Configuration Management Plan
 - 4390 • Implement Configuration Management Plan
 - 4391 • Internally audit adherence to Configuration Management Plan and report findings to HIX

4392 **Acceptance Criteria**

- 4393
 - 5.1: Configuration Management Plan
 - 4394 • A configuration management strategy is defined
 - 4395 • Items requiring configuration management are defined
 - 4396 • Configuration baselines are established
 - 4397 • Changes to items under configuration management are controlled
 - 4398 • The configuration of released items is controlled
 - 4399 • Environments are defined including, at a minimum, development, test, UAT, training,
4400 staging and production environments
 - 4401 • The status of items under configuration management are made available throughout the
4402 System lifecycle

4403 **7.1.6 Activity 6: Requirements Analysis and Management**

4404 **Objective**

4405 To define, analyze, and maintain traceability of system requirements throughout the lifecycle of
4406 the System.

4407 **Description**

4408 The purpose of the Requirements Analysis and Management process is to ensure that require-
4409 ments for the System are validated through user acceptance testing by stakeholders.

4410 The vendor must define a representative set of activity sequences to identify all required ser-
4411 vices that correspond to anticipated operational and support scenarios and environment. The
4412 vendor must identify the interaction between users and the System, taking into account human
4413 capabilities and skill limitations. The vendor must analyze the complete set of requirements. The
4414 vendor, in conjunction with the project's governance system, must resolve requirement prob-
4415 lems.

4416 The purpose of system requirements analysis is to transform the defined requirements into a set
4417 of desired system technical requirements that will guide the design of the System to meet the
4418 needs of stakeholders. It is recognized that the final System description will include functional
4419 contributions from both aggregated COTS components and custom components. As a result of
4420 successful implementation of system requirements analysis:

- 4421 • A defined set of system requirements describing the System to be developed are estab-
4422 lished
- 4423 • The appropriate techniques are performed to optimize the preferred project solution
- 4424 • System requirements are analyzed for correctness and testability
- 4425 • The impact of system requirements on the operating environment are understood
- 4426 • The requirements are prioritized, sequenced, approved and updated as needed
- 4427 • Consistency and traceability are established between system requirements and re-
4428 quirements baseline of HIX
- 4429 • Changes to the baseline are evaluated for cost, schedule and technical impact
- 4430 • The system requirements are communicated to all affected parties and baselined

4431 The specific intended use of the System to be developed must be analyzed to specify system
4432 requirements. The documented system requirement specification must include:

- 4433 • Functions and capabilities of the System
- 4434 • Business, organizational and user requirements
- 4435 • Safety, security, human-factors engineering (ergonomics), interface, operations, and
4436 maintenance requirements
- 4437 • Design constraints and qualification requirements

4438 The system requirements must be evaluated considering the criteria listed below. The results of
4439 evaluations must be documented:

- 4440 • Traceability to HIX needs
- 4441 • Consistency with HIX needs
- 4442 • Testability

4443 Software Requirements must be established for the software components of the System. As a
4444 result:

- 4445 • Requirements allocated to the software components of the System and their interfaces
4446 are defined
- 4447 • Software requirements are analyzed for correctness and testability
- 4448 • Impacts of software requirements on the operating environment are understood
- 4449 • Consistency and traceability are established between the software requirements and
4450 system requirements
- 4451 • Prioritization for implementing the software requirements is defined
- 4452 • Software requirements are approved and updated as needed
- 4453 • Changes to the software requirements are evaluated for cost, schedule and technical
4454 impact
- 4455 • Software requirements are base-lined and communicated to all affected parties

4456 For each software component the Vendor must establish and document software requirements
4457 (including the quality characteristics specifications) described below:

- 4458 • Functional capability specifications, including performance, physical characteristics, and
4459 environmental conditions under which the software component is to perform
- 4460 • Interfaces between software components within the HIX System
- 4461 • Interfaces external to the HIX System representing communications to and from the
4462 software systems of other organizations
- 4463 • Qualification requirements
- 4464 • Safety specifications, including those related to methods of operation and maintenance,
4465 environmental influences, and stakeholder risk
- 4466 • Security specifications, including those related to compromise of sensitive information
- 4467 • Human factor engineering (ergonomics) specifications, including those related to manual
4468 operations, human equipment interactions, constraints on personnel, and areas needing
4469 concentrated human attention, that are sensitive to human errors and training
- 4470 • Data definition and database requirements
- 4471 • Communication specifications, such as web service interface specifications and stand-
4472 ards-based communication content specifications
- 4473 • Installation and acceptance requirements of the delivered software product at the opera-
4474 tion and maintenance side
- 4475 • User documentation requirements
- 4476 • User operation and execution requirements

- 4477 • User maintenance requirements

4478 The Vendor must evaluate the software requirements according to the criteria listed below:

- 4479 • Bi-directional traceability (to and from) of system requirements to/from design and
4480 to/from test scripts
- 4481 • External consistency with system requirements
- 4482 • Internal consistency
- 4483 • Testability, including testing of both user-based scenarios and standards-based transac-
4484 tion testing with other software Systems
- 4485 • Feasibility of software design
- 4486 • Feasibility of operation and maintenance
- 4487 • The results of the evaluation must be documented.

4488 **Deliverables**

4489 The following lists the deliverables for the Requirements Management activity:

- 4490 • 6.1: Requirements Documentation
- 4491 • 6.2: Requirements Validation and Traceability Plan
- 4492 • 6.3: Requirement Change Control Plan

4493 **Task 6.1: Requirements Documentation**

4494 An initial set of HIX System requirements are referenced in Section 3 and in the Requirements
4495 Response Matrix (reference Form D in Appendix K).

4496 This activity requires the Vendor to analyze and refine the baseline requirements previously
4497 identified, and to finalize the functional and technical specifications that will be included in the
4498 HIX System. The validated set of requirements will be updated as subsequent tasks are com-
4499 pleted. Additionally, the requirements will be used to build test scripts and scenarios, and will be
4500 fully tested during user acceptance testing. This task must include at a minimum:

- 4501 • Identification and understanding of all requirements
- 4502 • Facilitation of design meetings to confirm and capture all requirements
- 4503 • Validated set of final requirements that are unique, verifiable (testable), bounded and
4504 where all relationships and interfaces are defined

4505 **Vendor Responsibility**

- 4506 • Review documentation provided by the State pertaining to the HIX System
- 4507 • Conduct in-depth analysis of existing business, system, and user requirements
- 4508 • Plan, schedule, and conduct requirements analysis meetings with appropriate HIX staff

- 4509 • Document findings of these meetings and prepare draft reports for review and comment
- 4510 by HIX staff
- 4511 • Document a final set of requirements in narrative format
- 4512 • Conduct a walkthrough of the final set of requirements with appropriate HIX staff
- 4513 • Prepare a detailed requirements deliverable that must be used to guide work to be per-
- 4514 formed in subsequent project tasks
- 4515 • Participate in the Requirements Change Control Board process as needed

4516 **Acceptance Criteria**

- 4517 • 6.1: Requirements Documentation
- 4518 • Plan addresses the identification and understanding of requirements throughout the
- 4519 conceptual architectural design, detail design, and testing documentation activities
- 4520 • Inclusion of changes to requirements that HIX approves
- 4521 • Documentation of the Requirements as described in this RFP
- 4522 • Resolution of all outstanding issues related to the requirements

4523 **Task 6.2: Requirements Validation and Traceability Plan**

4524 The Requirements Validation and Traceability Plan documents the Vendor's approach to ensur-
4525 ing that all requirements are captured and met. The purpose of this task is to describe the Ven-
4526 dor's approach to review, analyze, and validate requirements throughout the life of the project.
4527 This task must include at a minimum:

- 4528 • Approach to review and analyze all requirements during design sessions
- 4529 • Approach to validate a common understanding of all requirements during conceptual ar-
- 4530 chitectural design sessions
- 4531 • Strategy for maintaining requirement traceability in all documentation

4532 **Vendor Responsibility**

- 4533 • Validate an approach to obtain common understanding of the requirements in this RFP
- 4534 • Document the process to add and remove requirements that HIX approves via the
- 4535 change control process
- 4536 • Collaborate with HIX for the tool that will create traceability from RFP through operations

4537 **Acceptance Criteria**

- 4538 • 6.2: Requirements Validation and Traceability Plan
- 4539 • Plan addresses the validation of requirements throughout the architectural design, detail
- 4540 design, and testing documentation activities

- 4541 • Inclusion of requirement changes that HIX approves in the change control process
- 4542 • Documentation of the Requirements Validation and Traceability Plan as described in this
- 4543 RFP
- 4544 • Documentation of the tool for tracking requirements

4545 **Task 6.3: Requirement Change Control Plan**

4546 The Requirement Change Control Plan describes the Vendor's approach to requirement change
4547 control, including the tracking of requirements, software used to track all requirements, reporting
4548 of requirements, assignment, resolution, and escalation of requirement change control requests.
4549 This plan will be consistent with the vendor's configuration control approach.

4550 **Vendor Responsibility**

- 4551 • Create Requirement Change Control Plan
- 4552 • Apply changes as requested
- 4553 • Collaborate with HIX on the tool's user access and reporting requirements

4554 **Acceptance Criteria**

- 4555 • 6.3: Requirement Change Control Plan
- 4556 • Provision of a change request form for project staff to complete when a change to a re-
- 4557 quirement is identified
- 4558 • Documentation of the methodology for change requests, review and approval of the re-
- 4559 quests, committee for acceptance or denial of the request, costs associated with the re-
- 4560 quest, resolution, and escalation of the request

4561 **7.1.7 Activity 7: Conceptual Architectural Design**

4562 **Objective**

4563 To build the basic foundation that defines the structure of the HIX System, including the func-
4564 tional components, their relationships and interfaces, and the system behavior.

4565 **Description**

4566 The system conceptual architectural design activity will identify which system requirement must
4567 be allocated to which components of the system. As a result of the successful implementation of
4568 the system conceptual architectural design process:

- 4569 • System architecture design is defined that identifies component aggregations, compo-
- 4570 nents, and subcomponents of the HIX System that meets the defined requirements
- 4571 • The System requirements are addressed
- 4572 • The requirements are allocated to the components of the System
- 4573 • Internal and external interfaces of each system component are defined

- 4574 • Verification is performed between the system requirements and the system architectures
 - 4575 • The requirements allocated to the system components and their interfaces are traceable
 - 4576 to the requirement baseline of HIX
 - 4577 • Consistency and traceability between system requirements and system architecture de-
 - 4578 sign are maintained
 - 4579 • The system requirements, the system architecture design, and their relationships are
 - 4580 base-lined and communicated to all affected parties
 - 4581 • Interfaces with other systems are defined
 - 4582 • Human factors and ergonomics knowledge and techniques are incorporated in the sys-
 - 4583 tem design
 - 4584 • Human centered design activities are identified and performed
- 4585 A top-level architecture of the System must be established. The architecture must identify items
- 4586 of hardware, software, operating systems, memory, service packs, product keys and manual
- 4587 operations. Hardware configuration items, software configuration items, and manual operations
- 4588 must be subsequently identified from these items. The system architecture and system require-
- 4589 ments allocated to the items must be documented.
- 4590 The system architecture and the requirements for the items must be evaluated considering the
- 4591 criteria listed below. The results of the evaluations must be documented:
- 4592 • Traceability to system requirements
 - 4593 • Consistency with system requirements
 - 4594 • Appropriateness of design standards and methods used
 - 4595 • Feasibility of the software components to fill their allocated requirements
 - 4596 • Feasibility of operations and maintenance
- 4597 The purpose of the software conceptual architectural design process is to provide a design for
- 4598 the software that implements the software component and can be verified against the require-
- 4599 ments. As a result of successful implementation of the software conceptual architectural design
- 4600 process:
- 4601 • A software conceptual architectural design is developed and base-lined that describes
 - 4602 the software components that will implement the software requirements
 - 4603 • Internal and external interfaces of each software component are defined
 - 4604 • Consistency and traceability are established between software requirements and soft-
 - 4605 ware design
 - 4606 • The requirements for the HIX System have been transformed into an architecture that
 - 4607 describes the System's top level structure and identifies the software components to en-
 - 4608 sure that all requirements for the software component are allocated to its software sub-

4609 components and further refined to facilitate detailed design. The architecture of the soft-
4610 ware design must be documented.

4611 • A top-level design is developed and documented for the interfaces external to the HIX
4612 System and between the software components of the System

4613 • A top-level design is developed and documented for the database(s)

4614 • Preliminary versions of user documentation are developed and documented

4615 • Preliminary test requirements and the schedule must be defined and documented for
4616 software integration

4617 The Vendor must evaluate the architecture of the software component and the interface and
4618 designs considering the criteria listed below:

4619 • Traceability to the requirements of software component

4620 • External consistency with the requirements of the HIX System

4621 • Internal consistency between the software components of the component aggregation

4622 • Appropriateness of design methods and standards used

4623 • Feasibility of detail design

4624 • Feasibility of operation and maintenance

4625 • The results of the evaluations must be documented.

4626 Conceptual design is the vital stage of the product creation that defines the success or failure of
4627 the product usability. In this activity, the Vendor performs tasks including defining the method-
4628 ology for conceptual design with an approach to the design sessions, and the specifications for
4629 the conceptual design.

4630 **Deliverables**

4631 • 7.1: Conceptual Architectural Design Methodology

4632 • 7.2: Conceptual Architectural system Design

4633 • 7.3: Business Rules Plan

4634 • 7.4: Workflow Plan

4635 **Task 7.1: Conceptual Architectural Design Methodology**

4636 The Conceptual Architectural Design Methodology describes the Vendor's approach to design
4637 sessions and validation of the design specifications for the HIX System. The outcomes of this
4638 task must include at a minimum:

4639 • The methodology that will be used for sessions

4640 • Schedule, topics, location, and participants for each design session

- 4641 • The requirements that each session will address, including the strategy to maintain
- 4642 traceability of all requirements during each session
- 4643 • The business process that will be addressed for each design session
- 4644 • The strategy to ensure a final integrated design
- 4645 • A style guide that describes what will be included in the conceptual design specifications
- 4646 that Vendor analysts will use for design layouts
- 4647 • The strategy for design session results and validation of these results
- 4648 • The participant training that will take place prior to the start of design session

4649 Vendor Responsibility

- 4650 • Prepare and create a methodology that will be used for conceptual architectural design
- 4651 sessions
- 4652 • Create a schedule, topics, location, and participants for conceptual architectural design
- 4653 sessions
- 4654 • Develop a strategy to ensure a final integrated design
- 4655 • Collaborate with HIX on a style guide for design layouts, staffing, schedule, and busi-
- 4656 ness process
- 4657 • Prepare and develop a strategy for design session results and validation of these results
- 4658 • Create training materials for session participants

4659 Acceptance Criteria

- 4660 • 7.1: Conceptual Architectural Design Methodology
- 4661 • Compliance with all the requirements
- 4662 • Completion of participant training sessions prior to the start of the conceptual architec-
- 4663 tural design sessions
- 4664 • Documentation of a comprehensive design style guide
- 4665 • Documentation of the schedule, topics, locations, and participants for each session

4666 Task 7.2: Conceptual Architectural System Design

- 4667 • As a result of the design sessions, the Vendor will produce a Conceptual Architectural De-
- 4668 sign incorporating the items identified in the Description above. The design must implement
- 4669 the software component, be verified against the System requirements and:
 - 4670 • The design must be base-lined describing the software components that will implement
 - 4671 the software requirements
 - 4672 • Internal and external interfaces of each software component must be defined

- 4673 • Consistency and traceability must be established between software requirements and
4674 software design
- 4675 • The Vendor must transform the requirements for the software into an architecture that de-
4676 scribes its top level structure and identifies the software components. The Vendor must
4677 ensure that all requirements for the software component are allocated to its software sub-
4678 components and further refined to facilitate detailed design. The architecture of the software
4679 design must be documented.
- 4680 • The Vendor must develop and document a top-level design for the interfaces external to the
4681 HIX System and between the software components of any component aggregation
- 4682 • The Vendor must develop and document a top-level design for the database(s)
- 4683 • The Vendor must develop and document preliminary versions of user documentation
- 4684 • The Vendor must define and document preliminary test requirements and the schedule for
4685 software integration
- 4686 The Vendor must evaluate the architecture of the software component and their interfaces with-
4687 in the overall design of the HIX System. The results of the evaluations must be documented.

4688 **Vendor Responsibility**

- 4689 • Arrange and facilitate Joint Application Development (JAD) sessions and provide
4690 minutes to participants for review
- 4691 • Prepare the Conceptual System Design, meeting the requirements as defined in this
4692 RFP and as defined through the JAD sessions
- 4693 • Document a preliminary set of business rules and workflows
- 4694 • Conduct ongoing presentation of window, screen, business rules, and other layouts and
4695 obtain HIX subject matter expert approval
- 4696 • Conduct walkthroughs and demonstrations during the Conceptual Architectural System
4697 Design to enhance HIX understanding and to facilitate the approval process
- 4698 • Facilitate presentation for HIX approval to move to the detail design task of the project

4699 **Acceptance Criteria**

- 4700 • 7.2: Conceptual Architectural System Design
- 4701 • Compliance with all the requirements
- 4702 • Documentation of preliminary business rules and workflows
- 4703 • Design specifications meet the agreed upon style guide
- 4704 • Documentation of the completion of all sessions
- 4705 • Inclusion of steps that allow for review and approval of design specifications by HIX (i.e.,
4706 decision point)

4707 **Task 7.3: Business Rules Plan**

4708 The Business Rules Plan includes the Vendor's approach to identification and documentation of
4709 the business rules. The purpose of this task is for the Vendor to identify the approach used to
4710 facilitate business rules development with the HIX project team; and to analyze, identify, com-
4711 pare, validate, refine, and document the HIX business rules related to the HIX System during
4712 conceptual and detail design. This task must include at a minimum:

- 4713 • Approach to review and analyze all business rules during design sessions
- 4714 • Approach to validate a common understanding of all business rules during design ses-
4715 sions
- 4716 • Identification of tools that will be used to diagram, present and confirm business rules
4717 (e.g., decision trees, decision tables, etc.)

4718 **Vendor Responsibility**

- 4719 • Identify and analyze business rules needed by the HIX System
- 4720 • Arrange for and facilitate business rules sessions
- 4721 • Validate an approach to obtain common understanding of the business rules
- 4722 • Document the methodology to identify, diagram and present business rules to HIX for
4723 approval during conceptual and detail design
- 4724 • Document the process to add and remove business rules that are approved by HIX dur-
4725 ing the life of the project
- 4726 • Document rules set in human-readable form so that it may be submitted to an HHS re-
4727 pository

4728 **Acceptance Criteria**

- 4729 • 7.3: Business Rules Plan
- 4730 • Addresses the validation of business rules throughout the conceptual design, detail de-
4731 sign, and testing documentation activities
- 4732 • Inclusion of changes to business rules that HIX approves
- 4733 • Documentation of the Business Rules

4734 **Task 7.4: Workflow Plan**

4735 The Workflow Plan includes the Vendor's approach to documentation of the System's work-
4736 flows. The purpose of this task is for the Vendor to identify the approach used to facilitate work-
4737 flow refinement sessions with the HIX project team to analyze, validate, refine, and document
4738 the HIX workflows related to the HIX System during conceptual and detail design. HIX will pro-
4739 vide the Vendor with the workflow templates provided by CMS, or templates already modified

for Alabama if available, as a starting point for this task. These workflows will be modified as necessary to meet the HIX business needs. This task must include at a minimum:

- Approach to review and analyze all workflows during design sessions
- Approach to validate a common understanding of all workflows during design sessions
- Approach to workflow and workflow rules

Vendor Responsibility

- Identify all workflows of the System
- Facilitate workflow sessions
- Validate an approach to obtain common understanding of the workflows
- Document the methodology to identify, diagram and present workflows to HIX for approval during conceptual and detail design
- Document the process to add and remove workflows that are approved by HIX during the life of the project

Acceptance Criteria

- 7.3: Workflow Plan
- Addressing the validation of workflows throughout the conceptual design, detail design, and testing documentation activities
- Inclusion of changes to workflows that HIX approves
- Documentation of the Workflow Rules

7.1.8 Activity 8: Detailed Design

Objective

To create system architecture and design documents that incorporate the System requirements.

Description

The activities associated with detail design include specifications for all system objects, such as programs, screens, interfaces, reports, templates, and forms. The Vendor's responsibilities include documentation of the detail design methodology, as well as training for all of the participants in the design sessions.

The purpose of the software detailed design activity is to provide a design for the software that implements and can be verified against requirements in the software architecture and that is sufficiently detailed to permit coding and testing. As a result of successful implementation of the software detailed design process:

- A detailed design of each software component aggregation, describing the software components to be built, is developed

- 4774
 - External interfaces of each software component are defined
- 4775
 - Consistency and traceability are established between the detailed design and the re-
- 4776
 - quirements and the Conceptual Architectural design
- 4777 The Vendor must develop the detailed design for each software component of the HIX System.
- 4778 The software components must be refined into lower levels containing software subcomponents
- 4779 that can be coded, compiled, and tested, as appropriate. The detailed design must ensure that
- 4780 all the software requirements are allocated from the software component aggregations to the
- 4781 software components. As part of this task, the Vendor must develop and document the de-
- 4782 tailed design for the database(s).
- 4783 The Vendor must develop and document a detailed design for the interfaces external to the HIX
- 4784 System, between the software component aggregations, and between the software components
- 4785 within the component aggregations. The detailed design of the interfaces must permit coding
- 4786 without the need for further information.
- 4787 The Vendor must define and document test requirements and a schedule for testing software
- 4788 components. The test requirements must include stressing the software component at the limits
- 4789 of its requirements. Testing requirements must also include compliance testing against accept-
- 4790 ed industry standards and Section 508 of the U.S. code (regarding handicap access). The
- 4791 Vendor must update the test requirements and the schedule testing as needed for software in-
- 4792 tegration.
- 4793 The Vendor must evaluate the software detailed design and test requirements considering the
- 4794 criteria listed below. The results of the evaluation must be documented.
- 4795
 - Traceability to the requirements of the software component
- 4796
 - External consistency with Conceptual Architectural design
- 4797
 - Internal consistency between software components of a software component aggrega-
- 4798
 - tion
- 4799
 - Appropriateness of design methods and standards used
- 4800
 - Feasibility of testing
- 4801
 - Feasibility of operations and maintenance
- 4802 **Deliverables**
- 4803
 - 8.1: Detail System Design Session Plan
- 4804
 - 8.2: Detail System Design Document
- 4805
 - 8.3: Business Rules Design
- 4806
 - 8.4: Interface Design
- 4807
 - 8.5: Forms, Templates, and Notices Detail Design
- 4808
 - 8.6: Alerts Detail Design

- 8.7: Reports Detail Design

Task 8.1: Detail System Design Session Plan

In the Detail System Design Session Plan task, the Vendor develops and documents the approach to design sessions and validation of the design specifications. The outcomes of this task must include at a minimum:

- The methodology that will be used for design sessions
- Schedule, topics, location, and participants for each design session
- The requirements that will be addressed for each session including a bi-directional strategy to maintain traceability of all requirements during session
- The business process that will be addressed for each design session
- The strategy to ensure a final integrated design
- A style guide that describes the design specifications that Vendor analysts will use for design layouts
- The strategy for design session results and validation of these results
- The participant training that will take place prior to the start of design

Vendor Responsibility

- Prepare and create a methodology that will be used for detail system design sessions
- Create a schedule, topics, location, and participants for each detail system design session
- Develop a strategy to ensure a final integrated design
- Collaborate with HIX on a style guide for design layouts, staffing, schedule, and business process
- Prepare and develop a strategy for compiling design session results and validating these results
- Create training materials for session participants
- Conducting training for session participants

Acceptance Criteria

- 8.1: Detail System Design Session Plan
- Documentation of the Detail System Design Plan as described in this RFP
- Completion of participant training sessions prior to the start of design sessions
- Documentation of a comprehensive design style guide
- Documentation of the schedule, topics, locations, and participants for each session

4841 Task 8.2: Detail System Design Document

4842 The Vendor develops and validates the Detail System Design (DSD) document in this task. The
4843 detail system design will describe the system architecture and design at the detailed level and
4844 provides the programmers sufficient information to develop the HIX System.

4845 At a minimum, the task must include:

- 4846 • Final logical and physical data models
- 4847 • Final data model with all relationships, business rules, definitions, and table domains in-
4848 cluding look up tables
- 4849 • Final application infrastructure rules including rules to handle data inserts to maintain
4850 logical consistency between records
- 4851 • Final detailed comprehensive data element dictionary including, at a minimum:
 - 4852 ○ A description of all tables used in the HIX System
 - 4853 ○ A description of each data element within each table
 - 4854 ○ A unique data element number and standard data element name
 - 4855 ○ A narrative description and definition of the data element based on the Alabama
4856 database naming standards
 - 4857 ○ A table of values for each data element when there is a fixed set of values
 - 4858 ○ The source of each data element
 - 4859 ○ Valid values with definitions
 - 4860 ○ Lists from the data element dictionary in using multiple sorting and filtering meth-
4861 ods
- 4862 • Final Business Process Model Notation diagram that shows the relationship between
4863 business processes, input, and outputs
- 4864 • Final network topology diagram including configuration alternatives and all hardware and
4865 software detail
- 4866 • Final business rules
- 4867 • Final detailed system architecture
- 4868 • Detailed narrative of the entire System and the flow of data through the System including
4869 diagrams
- 4870 • Detailed narrative of navigation, describing inputs, features, and processes
- 4871 • Final screen/window layout
- 4872 • Final screen narratives with screen/field mapping
- 4873 • Identification of all requirements that are met with the proposed conceptual design

- 4874 • Detailed program logic descriptions and edit logic including, at a minimum, the sources
4875 of all input data, each process, all editing criteria, all decision points, and associated cri-
4876 teria, interactions with other programs, and all outputs
- 4877 • Final layouts for all inputs to include, at a minimum, input names and numbers; data el-
4878 ement names, numbers, and sources for each input field and examples of each input
- 4879 • Final layouts for all outputs to include, at a minimum, output names and numbers; data
4880 element names, numbers, and sources for each output field; and examples of each out-
4881 put
- 4882 • Final layouts for all files to include, at a minimum, file names and numbers; data element
4883 names, numbers, number of occurrences, length and type; record names and numbers,
4884 and file maintenance data such as number of records, file space, and so forth

4885 **Vendor Responsibility**

- 4886 • Develop the final version of the DSD specifications
- 4887 • Conduct walkthroughs and demonstrations during the detail system design to enhance
4888 HIX understanding and to facilitate the approval process
- 4889 • Conduct ongoing presentations of screen/window, and other layouts and obtaining HIX
4890 approval during the detail system design development to facilitate overall HIX approval
- 4891 • Facilitate presentation for committee approval to move to the development task of the
4892 project

4893 **Acceptance Criteria**

- 4894 • 8.2: Detail System Design Document
- 4895 • Documentation of the detail system design according to the requirements of this RFP,
4896 and those added through the change control process
- 4897 • Documentation of a complete, comprehensive design that is ready for development
- 4898 • Resolution of all outstanding issues related to the design
- 4899 • Inclusion of steps that allow for review and approval of redesign specifications by HIX
4900 (i.e., decision point)

4901 **Task 8.3: Business Rules Design**

4902 The purpose of this task is for the Vendor to facilitate JAD sessions with the HIX project team to
4903 analyze, identify, validate, refine, and document the HIX business rules related to the HIX Sys-
4904 tem. The Vendor must summarize the results of the business rules in narrative format. Included
4905 in this task will be the identification of decision tables, appropriate parameters, and reference
4906 tables utilized by the business rules. This task must include at a minimum:

- 4907 • Identification and analysis of all business rules to ensure there is a common understand-
4908 ing of all rules

- 4909 • Conducting business rule sessions to obtain confirmation of rules, decision tables, refer-
4910 ence tables, and parameters
- 4911 • Documenting business rules and decision tables
- 4912 • Development of a strategy for tracking rules changes in all documentation

4913 **Vendor Responsibility**

- 4914 • Identify and analyze business rules required by the HIX System
- 4915 • Facilitate business rules design sessions
- 4916 • Ensure common understanding of the business rules
- 4917 • Diagram and present business rules to HIX staff for approval during detail design
- 4918 • Document the process to add and remove business rules approved by HIX during the
4919 life of the project
- 4920 • Develop the final business rules design

4921 **Acceptance Criteria**

- 4922 • 8.3: Business Rules Design
- 4923 • Addresses the validation of business rules throughout the conceptual design, detail de-
4924 sign, and testing documentation activities
- 4925 • Inclusion of changes to business rules upon HIX approval
- 4926 • Documentation of the Business Rules Design as described in this RFP

4927 **Task 8.4: Interface Detail Design**

4928 The Interface Detail Design task consists of the Vendor's design and documentation of all Sys-
4929 tem interfaces. The interface design must include at a minimum:

- 4930 • System configuration diagram showing all HIX System interfaces
- 4931 • Interface design descriptions, including:
 - 4932 ○ Interface identification, including type of interface (such as real-time data trans-
4933 fer, storage-and-retrieval of data, etc.) to be implemented
 - 4934 ○ Characteristics of individual data elements and data element assemblies (rec-
4935 ords, messages, files, arrays, displays, reports, etc.) that the interfacing entity(s)
4936 will provide, store, send, access, receive, etc.
 - 4937 ○ Characteristics of communication methods and protocols that the interfacing enti-
4938 ty(s) will use for the interface
 - 4939 ○ Characteristics of processing including processing time requirements
 - 4940 ○ Other characteristics, such as physical compatibility of the interfacing entity(s)
4941 (dimensions, tolerances, loads, plug compatibility, etc.)

- 4942 ○ Traceability to requirements addressed by the interfaces
- 4943 • Any specifications required of other systems to ensure an effective interface with the HIX
- 4944 System

4945 The documentation for each interface must include:

- 4946 • Detailed interface descriptions including, at a minimum, data elements, editing criteria,
- 4947 business rules, HIX, State, and Federal policy requirements driving the informational
- 4948 need for the interface, and all decision points and associated criteria, interactions with
- 4949 other programs, and all inputs and outputs
- 4950 • Layouts for all interfaces including, at a minimum, file/database names and other identi-
- 4951 fiers, number and direction of transmittals, record names, numbers, length and type, as
- 4952 well as interface and file maintenance data such as, but not limited to: number of records
- 4953 during routine operations, required disk space, file retention, and backup (all of which
- 4954 can be the same layouts used in the detail system design so long as they meet all re-
- 4955 quirements for both deliverables)
- 4956 • System narratives and module narratives (including structure charts), identifying the pro-
- 4957 cess associated with each interface, the purpose of the interface, and interrelationships
- 4958 between the program modules involved in the interface
- 4959 • Detailed comprehensive interface description dictionary, including, at a minimum, data
- 4960 element names, numbers, descriptions, and definitions (including length and type); valid
- 4961 values with definitions; sources for all identified data elements and information transmit-
- 4962 tals
- 4963 • Interface and process descriptions showing the flow of major processes and data in
- 4964 each of the subsystems and across subsystems
- 4965 • Subsystem name and identification and subsystem data flows
- 4966 • Security implications

4967 **Vendor Responsibility**

- 4968 • Prepare and develop an approach to Interface sessions and validation of interface de-
- 4969 sign specifications
- 4970 • Prepare and develop a schedule, topics, location, and participants for each DSD session
- 4971 • Facilitate the Interface detail system design sessions
- 4972 • Prepare the final detailed Interface Design as described in this RFP and as defined
- 4973 through the JAD sessions

4974 **Acceptance Criteria**

- 4975 • 8.4: Interface Detail Design
- 4976 • Documentation of a final interface design that integrates in the detail system design doc-
- 4977 ument

- 4978 • Documentation of the Interface Design task according to the requirements of this RFP
- 4979 and those added through the change control process
- 4980 • Documentation of a complete, comprehensive design that is ready for development
- 4981 • Resolution of all outstanding issues related to the design

4982 **Task 8.5: Forms, Templates, and Notices Detail Design**

4983 Concurrently with detail design sessions, the Vendor will create the design specifications for
4984 all forms, templates, and notices. The design must include at a minimum:

- 4985 • Each template that will be generated with pre-filled data from the HIX System including
- 4986 forms and notices
- 4987 • Each form and notice that will be generated by the HIX System
- 4988 • Any form or notice that will be stored in the Document Management System
- 4989 • Data map sourcing for all prefilled templates

4990 **Vendor Responsibility**

- 4991 • Collaborate with HIX on the final detailed design of the layout, narratives, and data map-
- 4992 ping source for each:
 - 4993 ○ Standardized form or notice generated from the HIX System
 - 4994 ○ Template that will be generated with prefilled data from the HIX System
- 4995 • Facilitate the Forms, Templates, and Notices detail system design sessions
- 4996 • Conduct walkthroughs and demonstrations during the detail system design to enhance
- 4997 HIX understanding and to facilitate the approval process
- 4998 • Develop the final detailed design of the layout and narratives for each form and notice
- 4999 that will be stored in the Document Management System

5000 **Acceptance Criteria**

- 5001 • 8.5: Forms, Templates and Notices Detail Design
- 5002 • Documentation of tools related to document management and template creation
- 5003 • Identification of all forms, templates, and notices
- 5004 • Identification of source of all data that pre-fills templates
- 5005 • Resolution of all outstanding issues related to the design
- 5006 • Documentation of the Forms, Templates, and Notices design as described in this RFP
- 5007 and as defined through the JAD sessions

5008 Task 8.6: Alerts Detail Design

5009 Concurrently with detail design sessions, the Vendor will create the design specifications for all
5010 alerts. The design must include at a minimum:

- 5011 • Each alert required from the HIX System
- 5012 • Description of resolution of alerts

5013 Vendor Responsibility

- 5014 • Collaborate with HIX on the final detailed design of the alerts generated by the HIX Sys-
5015 tem
- 5016 • Facilitate the alerts detail system design sessions
- 5017 • Conduct walkthroughs and demonstrations during the detail system design to enhance
5018 HIX understanding and to facilitate the approval process
- 5019 • Develop the final detailed design of the Alerts process

5020 Acceptance Criteria

- 5021 • 8.6: Alerts Detail Design
- 5022 • Identification and documentation of all alerts generated by the HIX System
- 5023 • Identification of source of all data that is used to generate each alert
- 5024 • Identification of what triggers an alert, when the alert is generated, and how the alert is
5025 resolved
- 5026 • Resolution of all outstanding issues related to the design
- 5027 • Documentation of Alerts Detail Design as described in this RFP and as defined through
5028 the JAD sessions

5029 Task 8.7: Reports Detail Design

5030 Concurrently with detail design sessions, the Vendor will create the design specifications for all
5031 reports. The design must include at a minimum:

- 5032 • Each standardized report generated from the HIX System
- 5033 • Data map sourcing for all reports

5034 Vendor Responsibility

- 5035 • Collaborate with HIX on the final detailed design of the layout and data mapping source
5036 for each standardized report generated from the HIX System,
- 5037 • Facilitate the reports detail system design sessions
- 5038 • Conduct walkthroughs and demonstrations during the detail system design to enhance
5039 HIX understanding and to facilitate the approval process

- 5040 • Collaborate and identify which reports, if any, that will be created by HIX and which re-
5041 ports will be developed by the Vendor

- 5042 • Develop the final detailed design of the reports generated by the System

5043 **Acceptance Criteria**

- 5044 • 8.7: Reports Detail Design
- 5045 • Documentation of tools related to reports development
- 5046 • Identification of all reports generated by the HIX System
- 5047 • Identification of HIX or Vendor responsibility for the completion of each report
- 5048 • Identification of source of all data that generates reports
- 5049 • Resolution of all outstanding issues related to the design
- 5050 • Documentation of the Report Detail Design as described in this RFP and as defined
5051 through the JAD sessions

5052 **7.1.9 Activity 9: Security**

5053 **Objective**

5054 To create system security design documents that incorporate State and Federal regulations and
5055 publications, and to assure that these provisions are incorporated into the System requirements
5056 created for the HIX System.

5057 **Description**

5058 The detail design activities will provide a methodology for processing, capture, storage, trans-
5059 formation, and dissemination of information during the development of the security design. Doc-
5060 umenting this information facilitates the successful design, development, and implementation of
5061 the security for the HIX System. The activities associated with the security design include speci-
5062 fications for access for all roles and their related security levels.

5063 **Deliverables**

5064 The following lists the deliverables for the Security activity:

- 5065 • 9.1: Security Design Document
- 5066 • 9.2: User Access Security Plan

5067 **Task 9.1: Security Design Document**

5068 Through the Security Design Document, the Vendor describes the approach to security design.
5069 The design must conform to the State and Federal regulations and publications related to sys-
5070 tem security requirements and password usage.

5071 This task must also result in a description of the Vendor's approach to ensure the security of the
5072 HIX System and the data throughout the project lifecycle. At a minimum, the outcomes of this
5073 task must include information on:

- 5074 • Accountability, which includes the approach to establishing and maintaining security re-
5075 responsibility and accountability
- 5076 • Granting or restricting access to all the applications (including Web-enabled applica-
5077 tions) and data, auditing security events, auditing security configurations and changes,
5078 generating security reports, and monitoring the System for vulnerabilities and intrusions
- 5079 • Managing user creation, assignment of new User ID (User Identifica-
5080 tion)/password/personal identification numbers (PINs), role assignments, and activity
5081 monitoring
- 5082 • Compliance, including the approach to maintaining compliance with law, standards, and
5083 best practices
- 5084 • Technical security must include, at a minimum, the approach to each of the following:
 - 5085 ○ Network segmentation
 - 5086 ○ Perimeter security
 - 5087 ○ Application security and data sensitivity classification
 - 5088 ○ Protected Health Information (PHI) and Personally Identifiable Information (PII)
5089 data elements
 - 5090 ○ Intrusion management
 - 5091 ○ Monitoring and reporting
 - 5092 ○ Host hardening
 - 5093 ○ Remote access
 - 5094 ○ Encryption (128-bit minimum)
 - 5095 ○ Statewide active directory services for authentication
 - 5096 ○ Interface security
 - 5097 ○ Security test procedures
 - 5098 ○ management of network security devices
 - 5099 ○ Security patch management
 - 5100 ○ Defending against viruses and mobile code
 - 5101 ○ Secure Sockets Layer (SSL) for providing communications security over the in-
5102 ternet
- 5103 • Detailed diagrams must be produced that depict all security-related devices and subsys-
5104 tems and their relationships with other systems for which they provide controls

5105 **Vendor Responsibility**

- 5106 • Develop a security design that ensures all systems, procedures, and practices are fully
- 5107 secured and protected
- 5108 • Review relevant State and Federal regulations and publications
- 5109 • Document how State policies and procedures will be adhered to
- 5110 • Perform compliance testing

5111 **Acceptance Criteria**

- 5112 • 9.1: Security Design Document
- 5113 • Compliance with all the requirements
- 5114 • Completion of walkthroughs and demonstrations of the Security Design to enhance HIX
- 5115 understanding and to facilitate the approval process
- 5116 • Completion of Security Design Document according to the System requirements as de-
- 5117 fined in this RFP and as defined through the JAD sessions
- 5118 • Provision of references to State and Federal policies within the design document

5119 **Task 9.2: User Access Security Plan**

5120 The Vendor defines the approach to user access security during this task in the User Access
5121 Security Plan. At a minimum, the plan must include a description of the following:

- 5122 • Types and relationships between the HIX System security elements, e.g., users, groups,
- 5123 and roles
- 5124 • Categorization of access into different security levels that will be defined by HIX to in-
- 5125 clude, at a minimum, users, groups, and roles
- 5126 • Matrix of roles and privileges
- 5127 • Screen/Window level security
- 5128 • Level of authorization/security for specific functions by individual user including module
- 5129 level security for grouping of screens/pages
- 5130 • Field level security including links that route to interfaces
- 5131 • Restrictions on modifying or overriding system edits and audits or altering system func-
- 5132 tionality
- 5133 • Types of online security checks, including security by individual, HIX defined role, loca-
- 5134 tion, files, and fields before allowing access to any files including data, software, code,
- 5135 resources, or any other files resident with or accessed by HIX
- 5136 • Types of Privacy Policy statements such as:
 - 5137 ○ Privacy Policy for External users, e.g., Providers

- 5138
 - Privacy Policy for Internal users, e.g., HIX
- 5139
 - Types of events that require logging in response to specific situations such as:
- 5140
 - Start up and shut down of audit functions
- 5141
 - Successful and unsuccessful logons and logoffs
- 5142
 - Successful and unsuccessful attempts to access security relevant files and utilities,
- 5143
 - including user authentication information
- 5144
 - Log information on read, modify, or destroy operations
- 5145
 - Configuration changes made during auditing operations
- 5146
 - Unsuccessful usage of user identification or authentication mechanisms
- 5147
 - Changes to the time or any other sensitive field value
- 5148
 - Activities that modify, bypass, or negate system security controls
- 5149
 - Use of privileged accounts
- 5150
 - Administrator logons, changes to the administrator group, and account lockouts
- 5151
 - Actions following log storage failure or exceeding threshold levels
- 5152
 - Unsuccessful security attribute revocations
- 5153
 - Modifications to user groups within a role
- 5154
 - Key recovery requests and associated responses
- 5155
 - Access denials resulting from excessive numbers of logon attempts
- 5156
 - Blocking or blacklisting of user ID, terminal, or access port
- 5157
 - Detected replay attacks
- 5158
 - Rejections of new sessions based on limits to number of concurrent sessions
- 5159
 - System software installations

5160 **Vendor Responsibility**

- 5161
 - Conduct walkthroughs and demonstrations during the User Access Security Plan devel-
- 5162
 - opment to enhance HIX understanding and to facilitate the approval process
- 5163
 - Collaborate with HIX prior to completing the plan
- 5164
 - Prepare the User Access Security Plan, meeting the requirements as defined in this RFP
- 5165
 - and as defined through the JAD sessions

5166 **Acceptance Criteria**

- 5167
 - 9.2: User Access Security Plan
- 5168
 - Compliance with all the requirements
- 5169
 - Documentation of the method used to collaborate with HIX

5170 **7.1.10 Activity 10: Continuity of Operations**

5171 **Objective**

5172 The objective of Continuity of Operations is to ensure no losses or to minimize losses in the
5173 event of a disruptive event.

5174 **Description**

5175 In this activity the Vendor must provide a methodology for resumption of applications, data,
5176 hardware, communications (such as networking) and other IT infrastructure in the event of a
5177 disaster. The methodology must also address activities for the prevention and detection of an
5178 event and the regular testing of these controls and strategies to ensure the protection of data.

5179 **Deliverables**

5180 The following lists the deliverables for the Continuity of Operations activity:

- 5181
 - 10.1: Disaster Recovery Plan

5182 **Task 10.1: Disaster Recovery Plan**

5183 The Vendor must develop a Disaster Recovery Plan that provides for adequate backup and re-
5184 recovery for all HIX System Operations, both manual and automated, including all functions re-
5185 quired to meet the backup and recovery. The plan must conform to the following State and Fed-
5186 eral guidelines and standards related to disaster recovery and backup:

- 5187
 - Disaster Recovery Plan in accordance to the "45 CFR 95.621(f)" Federal guideline
 - 5188 • Disaster Recovery Plan in accordance to the State of Alabama policy entitled, "Policy
5189 700-00: Disaster Recovery"
 - 5190 • State of Alabama – Standard 670-07S1: Backup and Recovery

5191 In the Disaster Recovery Plan, the Vendor must identify every resource that requires backup
5192 and to what extent backup is required. In addition, the Vendor must identify the software and
5193 data backup requirements. The plan must include at a minimum the following:

- 5194
 - Recovery procedures from all events ranging from a minor malfunction to a major disas-
5195 ter
 - 5196 • For offsite environments, roles and responsibilities of Vendor, State and outsourcer staff
 - 5197 • Checkpoint/restart capabilities
 - 5198 • Retention and storage of backup files and software
 - 5199 • Hardware backup for the main processor
 - 5200 • Application and operating system software libraries, including related documentation
 - 5201 • Identification of the core business processes involved in the HIX System
 - 5202 • Documentation of contingency plans

- 5203 • Definition of triggers for activating contingency plans

- 5204 • Plan for replacement of hardware and software

5205 **Vendor Responsibility**

- 5206 • Review all Alabama State policies and procedures and current recovery plans

- 5207 • Collaborate with HIX to create Disaster Recovery Plan

- 5208 • Identify process of maintaining a current plan throughout the life of the project

- 5209 • Create inventories

- 5210 • Create step to step instructions on business continuity and recovery

5211 **Acceptance Criteria**

- 5212 • 10.1: Disaster Recovery Plan

- 5213 • Compliance with all the requirements

- 5214 • Documentation of the method used to collaborate with HIX

- 5215 • Documentation of how the plan meets Alabama State policies

- 5216 • Documentation of the procedures on how the HIX System and the HIX System related
5217 documents are protected and how they can be recovered during development and oper-
5218 ations

- 5219 • Description of how inventory will be tracked in case recovery procedures are implement-
5220 ed

- 5221 • Documentation of step-by-step procedures for business continuity and system recovery

- 5222 • Documentation of the roles and responsibilities during recovery

- 5223 • Documentation of how plan will be accessed in an emergency scenario and how the
5224 plan is secured

5225 **7.1.11 Activity 11: Knowledge Management**

5226 **Objectives**

5227 To ensure that: (1) All end users from both State and private agencies receive knowledge trans-
5228 fer on both new procedures and the HIX System during and after the Warranty Period; (2) All
5229 end users receive knowledge transfer on new procedures during and after the Warranty Period;
5230 and (3) Sufficient HIX technical staff receives hands-on and classroom training to maintain and
5231 enhance the HIX System during and after the Warranty Period. Note that the Warranty Period
5232 is synonymous with Phase 5.

5233 HIX faces a special challenge due to the novelty of the System and thus the inexperience of an-
5234 yone who will be employed to operate it. Because of this, HIX views knowledge management
5235 as a key means to mitigate this risk. HIX wishes to not simply have training delivered, but to

5236 have the required knowledge incorporated into its overall organizational environment, including
5237 on-going availability of innovative training materials, and the delivery such role-based items
5238 such as skill competency lists, job role descriptions, and job evaluation criteria that will help in-
5239 stitutionalize the competencies that are being introduced to the organization. These things will
5240 be used to facilitate the expected transition to new staff and a greater level of organizational ma-
5241 turity in this area.

5242 **Description**

5243 This activity enables the Vendor to demonstrate an understanding of knowledge management
5244 and knowledge transfer, the Vendor's role in the training-related tasks that are needed to sup-
5245 port the user, Data Import, Acceptance Testing, and Implementation Tasks of the Project. A
5246 discussion of the methods proposed to develop and deliver knowledge transfer necessary to
5247 ensure effective use and reliable operation of the HIX System must be included. Material must
5248 be used during acceptance testing to verify accuracy, comprehensiveness, understandability,
5249 and usability. The State will assist in the identification of specific individuals to be included in the
5250 types of knowledge transfer based on the Vendor's strategy.

5251 The transfer of knowledge to HIX technical support staff will be a key Vendor responsibility as
5252 the State of Alabama intends to have HIX staff ultimately assume a greater responsibility for the
5253 operations and maintenance of the HIX System. To prepare for this responsibility, HIX technical
5254 staff must be adequately integrated with the Vendor's technical team and thoroughly trained.

5255 HIX expects that all training and knowledge management material will be tested to ensure it ad-
5256 equately fulfills its requirements.

5257 **Deliverables**

- 5258 • 11.1: Knowledge Management Strategy
- 5259 • 11.2: Comprehensive Knowledge Management Plan
- 5260 • 11.3: End User Environment(s)
- 5261 • 11.4: Instructional Materials V1 and *V2 (defined in Task 11.4)
- 5262 • 11.5: Online User Aids
- 5263 • 11.6: Knowledge Management Progress Report
- 5264 • 11.7: Knowledge Management Final Report
- 5265 • 11.8 Project Staff Preparation Plan

5266 **Task 11.1: Knowledge Management Strategy**

5267 In this task, the Vendor develops the Knowledge Management Strategy, which includes a de-
5268 scription of the Vendor's proposed approach to develop and deliver knowledge transfer to end
5269 users and IT staff.

5270 The Knowledge Management Strategy must describe the proposed methods to develop and
5271 deliver both knowledge transfer and related documentation and must include a discussion of the

5272 Vendor's understanding of HIX knowledge transfer requirements and high-level knowledge
5273 management strategy. The strategy must also include training the trainers and creation of pow-
5274 er users to assist with training. The approach must include 17 to 20 training participants per
5275 class and two (2) trainers per delivery, with the 2nd trainer being from HIX.

5276 The Knowledge Management Strategy must describe the methods proposed to integrate the
5277 development team, and to develop and deliver both classroom and hands-on development ap-
5278 proaches. The strategy will address, at a minimum, the knowledge transfer requirements for
5279 technical staff for both pre- and post-implementation periods including a description of how the
5280 Vendor plans to transfer the knowledge necessary to further develop, maintain, and support the
5281 applications to State or other private company IT staff.

5282 The outcomes of this task will include, at a minimum:

- 5283 • General approach to user knowledge management strategy using Vendor staff as leads
- 5284 • Identification of timeframe in which knowledge transfer must be accomplished
- 5285 • Methods for knowledge transfer already identified by HIX and any additional methods
5286 recommended:
 - 5287 ○ Joint facilitated classroom knowledge transfer
 - 5288 ○ Computer Based Training (CBT)
 - 5289 ○ Database and environment(s) for practical, hands-on exercises
- 5290 • Identification of audience/groups, which will include, as a minimum, the public, HIX em-
5291 ployees, and its technical support staff
- 5292 • Identification of knowledge transfer resources and materials including:
 - 5293 ○ Integration of the Vendor and HIX team trainers
 - 5294 ○ Space, i.e., training facilities
 - 5295 ○ Equipment
- 5296 • General content and proposed courses for the knowledge transfer, which must include,
5297 at a minimum, end user's manual, and online policy documentation (e.g., help)
- 5298 • General approach to evaluating the effectiveness of knowledge transfer and an im-
5299 provement plan, specifically identifying threshold points which must be achieved prior to
5300 the user having access to the System
- 5301 • Method of technical knowledge transfer delivery
- 5302 • Day-to-day hands-on technical knowledge transfer approach
- 5303 • Class synopsis
- 5304 • Class schedule
- 5305 • Class duration

- 5306
 - Number of hours
- 5307
 - Locations
- 5308
 - Vendor Responsibility
- 5309
 - Develop a comprehensive strategy for ensuring all appropriate staff receive knowledge
- 5310
 - transfer
- 5311
 - Develop a strategy to address the knowledge transfer requirements for technical staff for
- 5312
 - both pre- and post-implementation periods
- 5313
 - Plan, schedule, and conduct meetings with appropriate HIX staff to collaborate on strat-
- 5314
 - egies for resources and materials. Training will be scheduled at the earliest opportunity
- 5315
 - to ensure the longest possible HIX notification time.
- 5316
 - Present roles and responsibilities for the integrated development team. Develop a strat-
- 5317
 - egy to address the knowledge transfer to develop, maintain, and support the applications
- 5318
 - to State IT staff such as pre-requisite skills required to receive knowledge transfer,
- 5319
 - method of training delivery, day-to-day hands-on training approach, class synopsis,
- 5320
 - class schedule, class duration, number of hours, and training location.

5321 **Acceptance Criteria**

- 5322
 - 11.1: Knowledge Management Strategy
- 5323
 - Documentation of the Knowledge Management Strategy as described in this RFP
- 5324
 - Provision of the proposed approach and methods for knowledge transfer inclusive of de-
- 5325
 - livery of both classroom and hands-on knowledge
- 5326
 - Documentation of the timeframes for knowledge transfer
- 5327
 - Identification of the resources and materials/equipment to be used
- 5328
 - Identification of the audience/group targeted for knowledge transfer
- 5329
 - Documentation of the approach for evaluating the effectiveness of the knowledge trans-
- 5330
 - fer and improvement plan
- 5331
 - Inclusion of regular reporting to HIX management regarding the skill sets of HIX person-
- 5332
 - nel added to the development team
- 5333
 - Documentation of the train-the-trainer strategy

5334 **Task 11.2: Comprehensive Knowledge Management Plan**

5335 The Vendor will create the Comprehensive Knowledge Management Plan to document the plan
5336 to train all staff, which includes both State and private agency staff. This plan must include at a
5337 minimum:

- 5338
 - Description of the group(s) who will receive knowledge transfer and objectives/expected
- 5339
 - results of the knowledge transfer

- 5340 • Overview of the knowledge transfer curriculum
- 5341 • Approach to providing knowledge transfer across the State (localized knowledge trans-
5342 fer, train-the-trainer, etc.) and to the pairing and integrating of selected State technical
5343 personnel with Vendor staff to facilitate the knowledge transfer during the development,
5344 system integration testing, user acceptance testing, and implementation tasks of the pro-
5345 ject. Methods of training for State technical staff must include, at a minimum, the follow-
5346 ing:
 - 5347 ○ Job shadowing, learning tasks by first hand observation of Vendor's development
5348 staff by HIX employees
 - 5349 ○ Supervised and independent design
 - 5350 ○ Comprehensive knowledge transfer of the structure and architecture of the HIX
5351 System
 - 5352 ○ In-depth knowledge transfer on base code or the base framework that must be
5353 used for the design and development of the HIX System including detailed train-
5354 ing sessions on the proposed database design and the various database objects
5355 such as packages, procedures, functions, etc.
 - 5356 ○ Participation in the unit, functional, end-to-end, acceptance, and regression test-
5357 ing
- 5358 • Description of the logistics including schedule, location, duration and dates, roles and
5359 responsibilities, and identification of persons/groups who will serve as trainers
- 5360 • Written methodology for resolving system problems, including troubleshooting tech-
5361 niques, problem identification and tracking, and problem resolution
- 5362 • Description of the logistics and the skills required for HIX technical staff. This will include
5363 schedule, location, duration and dates, roles and responsibilities, and identification of
5364 persons/groups who will serve as trainers.
- 5365 • System documentation and other resources required to familiarize HIX technical staff
5366 with the System, produce training materials, and provide the actual knowledge transfer
- 5367 • Description and format of the types of materials that will be developed for training
- 5368 • Identification of threshold points which must be achieved prior to the user having access
5369 to the System

5370 *Note: The Vendor must provide knowledge transfer, not only on the HIX System, but also on
5371 any additional software products required to support the HIX System. The Vendor must also
5372 provide knowledge transfer, as necessary, on the various hardware and network components
5373 used during operations (i.e., scanners, Online User Aids, and policies), and the installation of
5374 the equipment. The Vendor will provide all resources necessary for knowledge transfer to in-
5375 clude facilities and equipment.

5376 **Vendor Responsibility**

- 5377 • Create a comprehensive plan to ensure all staff are trained prior to implementation

- 5378 • Plan, schedule and conduct meetings with appropriate HIX staff to collaborate on
5379 knowledge transfer curriculum audience, schedule, locations, duration, dates, and
5380 knowledge transfer materials
- 5381 • Develop a knowledge transfer plan that describes the group(s) who will receive
5382 knowledge transfer, objectives or expected results of the knowledge transfer, overview
5383 of the knowledge transfer curriculum, and approach to the pairing and integrating of se-
5384 lected State technical personnel with Vendor staff
- 5385 • Develop a hands-on knowledge transfer program and classroom training materials
- 5386 • Create prototypes of the types of knowledge transfer materials that will be developed for
5387 knowledge transfer
- 5388 • Provide environment(s) and resources including facilities, projectors, hardware, and
5389 software
- 5390 • Provide system documentation, onsite support, and other resources to familiarize trainer
5391 with the System and post-implementation training staffing

5392 **Acceptance Criteria**

- 5393 • 11.2: Comprehensive Knowledge Management Plan
- 5394 • Documentation of the Comprehensive Knowledge Management Plan as described in this
5395 RFP
- 5396 • Inclusion of a description of the group(s) who will receive knowledge transfer
- 5397 • Provision of an overview of the knowledge transfer curriculum, objectives and approach
5398 to providing knowledge transfer across the State (on-line training, localized training,
5399 train-the-trainer, etc.)
- 5400 • Description of the logistics including schedule, location, duration and dates, roles and
5401 responsibilities and identify persons/groups who will serve as trainers
- 5402 • Inclusion of organizational charts to show mentoring and assignment of developers that
5403 will be integrated in the Vendor's team
- 5404 • Documentation of the environment(s) and resources including facilities, hardware, soft-
5405 ware, system documentation, onsite support, and other resources
- 5406 • Inclusion of the description and format of the types of knowledge transfer materials that
5407 will be developed for knowledge transfer
- 5408 • Identification of threshold points which must be achieved prior to the user having access
5409 to the System
- 5410 • Documentation of the collaborative process and the outcome of these meetings

5411 Task 11.3: End User Environment(s)

5412 In this task, the Vendor will document and establish the End User Environment(s) and related
5413 knowledge transfer tools. At least one separate Training Environment must be provided to avoid
5414 disruption of other production and implementation activities. The Training Environment(s) must
5415 include a database that replicates (or sufficiently emulates) the Production Environment, includ-
5416 ing copies of all software, databases, tables, and files loaded with sanitized training data.

5417 The Training Environment(s) must be available from the HIX network and appropriately config-
5418 ured to adequately emulate real world Web system use. Documentation must include an inven-
5419 tory of all software and data stores that will be duplicated in the Training Environment(s). Note:
5420 The hardware and software required to support this task must be documented in the Compre-
5421 hensive Knowledge Management Plan.

5422 Vendor Responsibility

- 5423 • Build the End User Environment(s)
- 5424 • Provide specifications required for HIX to add the environment(s) to the Network
- 5425 • Conduct walkthrough and training of the End User Environment(s)
- 5426 • Add sanitized data to the environment(s) that emulates production data
- 5427 • Reset training data as needed

5428 Acceptance Criteria

- 5429 • 11.3: End User Environment(s)
- 5430 • Documentation of the necessary hardware and software to support the efficient ongoing
5431 operation and maintenance of the Environment(s)
- 5432 • Provision of Environment(s) that mirrors the production environment
- 5433 • Provision of enough equipment for each individual to work independently on the com-
5434 puter (without sharing)
- 5435 • Documentation of trainers' ability to refresh training data and environment without IT in-
5436 tervention

5437 Task 11.4: Instructional Materials V1 and *V2

5438 The symbol *V2 is used in this document to indicate a continuum of updates throughout the
5439 System lifecycle. V1 is the initial version; *V2 are subsequent continuously updated versions.
5440 In this case, all instructional materials must be updated with lessons learned from instructional
5441 sessions and any system enhancements and must be delivered to, and become the property of,
5442 the HIX upon the completion of the implementation period (Phase 5).

5443 In this task, the Vendor delivers the materials for Technical Knowledge transfer. The knowledge
5444 transfer materials must be designed for hands-on use in a classroom, lab situation, and com-
5445 puter based training for future reference by users and technical staff when the HIX System is

operational. The Vendor is responsible for creating an instructor's manual and a student manual to be used during all classroom sessions. The Vendor must provide an electronic version of all end user instructional material, as well as hard copies of this material for review purposes and for classroom sessions. The user manual must include additional practical exercises in the back of the manual that the end user can complete upon return to their work location. Both manuals must include curriculum by functionality, with sufficient examples and exercises to accomplish the stated objective of assuring that end users gain the skills necessary to perform their job functions in the HIX System framework.

The Vendor must also create any other necessary instructional aides such as presentation outlines and audiovisual materials. In addition to classroom instructional materials, the Vendor must create web-based Computer Based Training (CBT) that provides the same level of detail as classroom instruction; however, the CBT will guide the user through each function of the System and provide direct entry and practice. The most effective instructional materials for HIX System and user training must be used, including the consideration of Web Based Tutorials (WBTs), videos, and virtual classrooms. An introduction to these items must be provided during the classroom instruction, with the intent that these materials supplement the instruction received by students upon their return to their work location.

As instructional material is developed, corresponding skill competency lists, job descriptions, and performance evaluation criteria will also be developed with the aim of integrating the system's human requirements into the HIX Human Resources infrastructure. All instructional material must be compatible with the HIX technical environment.

The vendor must incorporate a means by which instructional materials are effectively tested to ensure they fulfill their requirements and are suitable to their intended audience.

Vendor Responsibility

- Create instructor's manual and a student user manual to be used during all classroom sessions
- Develop CBT for testing
- Demonstrate the CBT
- Train staff on the use and maintenance of the CBT
- Design instructional materials for hands-on use in a classroom, lab situation, or future reference by technical staff when the System is operational
- Update/revise instructional materials to remain current with system enhancements and as a result of lessons learned

Acceptance Criteria

- 11.4: Instructional Materials V1 and *V2
- Documentation and delivery of materials listed in the RFP requirements and the Knowledge Management Strategy and Plan

- 5483 • Provision of sufficient number of copies of Instructor and Student Instructional Manuals
- 5484 • Materials that support end user and instructor needs written on a 7th grade level
- 5485 • Delivery of an electronic version of all end user instructional material, as well as hard
- 5486 copies of this material for review purposes and for classroom sessions
- 5487 • Delivery of necessary instructional aides such as presentation outlines and audiovisual
- 5488 materials and include WBTs, videos, and virtual classrooms
- 5489 • Delivery of CBT for testing
- 5490 • Demonstration of the CBT
- 5491 • Documentation of maintenance and change procedures for the CBT
- 5492 • Delivery of revised materials based on lessons learned and system enhancements (*V2)

5493 **Task 11.5: Online User Aids**

5494 This task requires the Vendor to produce online policy and user aids, including web page and
5495 field help, an Online User Interface Guide, and an industry standard Electronic Performance
5496 Support System (EPSS), all functioning as an integral part of the HIX System . The Online User
5497 Interface Guide and EPSS may be delivered in electronic format only, but also be printable by
5498 the end user if desired.

5499 The Vendor must design and develop the Online User Interface Guide and EPSS to include:

- 5500 • Features most used in the HIX System
- 5501 • Features hardest to understand
- 5502 • Problems most significant to the end user
- 5503 • Features that cause the most calls to a help desk
- 5504 • Features that would potentially result in less instruction required, supplementing the in-
- 5505 struction already received
- 5506 • Simulations to help the user do a task

5507 The EPSS must address the usage of the System from a business process (workflow) perspec-
5508 tive, describing how to accomplish business processes associated with the System. It must be
5509 easy to use by enabling users to quickly locate the particular help they need with options such
5510 as “How do I...?” and step-by-step procedures. The Online User Interface Guide must link to
5511 HIX Policy Manuals to allow the user to identify the policy or regulation directing or yielding an
5512 eligibility outcome.

5513 **Vendor Responsibility**

- 5514 • Incorporate online aids in system test scripts and end user instructional manuals
- 5515 • Demonstrate Online User Aids

- 5516 • Collaborate with HIX on content

- 5517 • Revise as needed

5518 **Acceptance Criteria**

- 5519 • 11.5: Online User Aids

- 5520 • Delivery of Online User Aids as described in this RFP

- 5521 • Delivery of an electronic version of all online policy, user aids, and Electronic Performance Support System that is customized to the job task as an integral part of the HIX System
- 5522
- 5523

5524 **Task 11.6: Knowledge Management Progress Report**

5525 In this task, the Vendor will provide a Knowledge Management Progress Report on a weekly
5526 basis upon the commencement of knowledge transfer. The report must describe the method for
5527 reporting, reviewing, and improving knowledge transfer and must include the following at a minimum:
5528

- 5529 • Names of persons receiving knowledge transfer
- 5530 • Dates of instruction
- 5531 • Length of instruction
- 5532 • Vendor comments regarding the instructional session
- 5533 • List of persons who were scheduled for training who did not attend
- 5534 • Identify knowledge transfer issues and plans to address them
- 5535 • Technical staff-specific recommendations for additional knowledge transfer based on
5536 roles and responsibilities
- 5537 • Detailed report that will outline the strengths and weaknesses of individual participants
5538 with regards to the skills and expertise required for the design, development, maintenance,
5539 and operations of the HIX System

5540 The outcomes of this task must also include a description of the evaluation techniques to gauge
5541 the effectiveness of knowledge transfer, preferably using a standard four-level evaluation approach:
5542

- 5543 • Level 1 – Trainee Satisfaction, collected at completion of knowledge transfer
- 5544 • Level 2 – Pre-Test and Post-Test skills evaluated at the point of knowledge transfer
- 5545 • Level 3 – Impact on Job Performance, evaluated randomly based on on-the-job-training
5546 (OJT) evaluations when the trainee is back on the job
- 5547 • Level 4 – Organizational Knowledge transfer Impact, sampled randomly, and measured
5548 throughout the life of the contract (if feasible)

5549 This evaluation process may yield updates and modifications to improve the knowledge transfer
5550 approach, curriculum, and materials to ensure knowledge transfer goals are met.

5551 **Vendor Responsibility**

- 5552 • Develop a methodology for reporting, reviewing, and improving knowledge transfer
- 5553 • Provide knowledge transfer and track attendance
- 5554 • Evaluate knowledge transfer effectiveness using the four-level evaluation approach
- 5555 • Design a method to collect information from trainees and their supervisors to evaluate
5556 the effectiveness of the technical knowledge transfer
- 5557 • Identify knowledge transfer issues and collaborate on possible modifications to resolve
5558 issues
- 5559 • Survey State employees following completion of knowledge transfer and deliver results
5560 to State but unseen by instructors

5561 **Acceptance Criteria**

- 5562 • 11.6: Knowledge Management Progress Report
- 5563 • Documentation of the Knowledge Management Progress Report as described in this
5564 RFP
- 5565 • Provision of recommendations for improvement to the knowledge management ap-
5566 proach, curriculum, and materials and any short term solutions to improve the following
5567 week's instructional sessions

5568 **Task 11.7: Knowledge Management Final Report**

5569 The Vendor must provide the Knowledge Management Final Report after completion of class-
5570 room training. The report must cover aspects of the knowledge transfer activity, including at a
5571 minimum:

- 5572 • Final classroom training report
- 5573 • Demonstration that all knowledge transfer sessions were held, and that knowledge
5574 transfer covered all areas required in the approved Comprehensive Knowledge Man-
5575 agement Plan
- 5576 • Gap analysis of the difference between the pre-training state and desired state of worker
5577 proficiency in using the System to perform their daily responsibilities
- 5578 • Evaluation of the readiness of trained staff to make the best use of the HIX System
- 5579 • Evaluation of impact on job performance and organizational training impact
- 5580 • Updated Instructional Materials (*V2)

5581 **Vendor Responsibility**

- 5582 • Evaluation of impact on job performance and organizational training impact
- 5583 • After training sessions are complete, plan, schedule, and conduct meetings with appropriate HIX staff to collaborate on changes needed for updating Instructional Materials
- 5584 (*V2)
- 5585

5586 **Acceptance Criteria**

- 5587 • 11.7: Knowledge Management Final Report
- 5588 • Provision of a final report Provision of documentation on all sessions that were held
- 5589 • Provision of documentation that all end users were trained
- 5590 • Provision of a gap analysis of the difference between the pre-training state and desired
- 5591 state of worker proficiency in using the System to perform their daily responsibilities
- 5592 • Provision of the final recommended changes that will be made for the Instructional Mate-
- 5593 rials (*V2)

5594 **Task 11.8: Project Staff Preparation Plan**

5595 In this task, the Vendor will create the Project Staff Preparation Plan, which describes the Ven-
5596 dor's approach to preparing project staff for each task of the project. This plan must address, at
5597 a minimum, training prior to the start of each activity, such as how users will be trained and pre-
5598 pared for design sessions, requirements validation, testing, Federal review, and others as
5599 needed.

5600 **Vendor Responsibility**

- 5601 • Develop a plan to prepare project staff for each task of the project
- 5602 • Evaluate project team needs by conducting interviews, reviewing current State practices
- 5603 and by reviewing lessons learned on other similar projects

5604 **Acceptance Criteria**

- 5605 • 11.12: Project Staff Preparation Plan
- 5606 • Documentation of the Project Staffing Preparation Plan as described in this RFP
- 5607 • Inclusion of all knowledge transfer that will be required to start each activity including
- 5608 timeframes, attendee suggestions, and materials that will be used
- 5609 • Identification of the methodology used to create this plan

5610 **7.1.12 Activity 12: Implementation Management**

5611 The scope of the Implementation Management effort will be directed toward the initiation of the
5612 HIX System, with special concentration on the management of the operational and Information
5613 Technology components.

5614 **Description**

5615 The Implementation Management activity is directed at maximizing positive response to the HIX
5616 System by effectively managing stakeholder expectations and helping to ensure smooth adop-
5617 tion of the System.

5618 **Deliverables**

- 5619
 - 12.1: Comprehensive Implementation Management and Communication Plan

5620 **Task 12.1: Comprehensive Implementation Management and Communication Plan**

5621 In this task, the Vendor will develop a Comprehensive Implementation Management and Com-
5622 munication Plan that describes the Vendor's approach to integrating HIX and Vendor Project
5623 staffing teams, and a plan to manage the expectations of varying groups of stakeholders who
5624 have different information needs. At a minimum, the plan must include:

- 5625
 - Awareness of the branding and marketing strategies for the HIX System to prepare end
 - 5626 users for the open enrollment period beginning October 2, 2013
 - 5627 • The objectives, goals, and tasks to be completed as well as the timeframe for completion
 - 5628 • Needs, expectations, and roles and responsibilities of stakeholders
 - 5629 • Schedule for "road show" staff

5630 **Vendor Responsibility**

- 5631
 - Plan, schedule and conduct meetings with appropriate HIX staff to collaborate on strate-
 - 5632 gies for communication with all stakeholders, which includes internal project staff

5633 **Acceptance Criteria**

- 5634
 - 12.1: Comprehensive Implementation Management and Communication Plan
 - 5635 • Documentation of the Implementation Management and Communication Plan as de-
 - 5636 scribed in this RFP
 - 5637 • Inclusion of organizational charts to integrate the HIX and Vendor team
 - 5638 • Creation of a map of the locations for the "road show"

5639 **7.1.13 Activity 13: Master Data Management and Alabama Shared Services**

5640 **Objective**

5641 In this task, the Vendor will develop a Master Data Management Plan that includes the identifi-
5642 cation of potentially shared services from the Federal Hub or other Alabama software systems
5643 such as the MyAlabama.gov Portal, Alabama Health Information Exchange, and Medicaid. In
5644 addition, potentially shared services offered by the Alabama HIX to other State entities must be
5645 identified. At a minimum, the plan must include evaluation for the reuse of:

- 5646
 - Portal services

- 5647 • Identity and Access Management services
- 5648 • Person matching services such as Enterprise Master Person Index systems
- 5649 • Provider directories
- 5650 • Employee directories
- 5651 • Organizational directories
- 5652 • Data dictionary services
- 5653 • Eligibility services
- 5654 • Residency services
- 5655 • Citizenship services
- 5656 • Employment services
- 5657 • Plan information services, e.g. Federal Hub
- 5658 • Financial services
- 5659 • Communication services
- 5660 • Auditing services
- 5661 • Security services
- 5662 **Vendor Responsibility**
- 5663 • Plan, schedule and conduct meetings with appropriate HIX staff and other State staff to
- 5664 collaborate on strategies for maximum reuse of software services available from the
- 5665 Federal or within the State of Alabama.
- 5666 • Assist the State and State-designated third parties in performing security reviews and
- 5667 testing of the HIX System and HIX System operations according to State and Federal
- 5668 best practices including vulnerability assessment and penetration testing, at State
- 5669 scheduled times with minimum effect on production System availability.
- 5670 • Provide monthly patching and security compliance reports and monthly reports of user
- 5671 concurrency, system performance, hardware allocations, and system operational status
- 5672 to the State within 24 hours, Monday to Friday.
- 5673 • Assist the State and State-designated third parties in performing security reviews and
- 5674 testing of the HIX System and HIX System operations according to State and Federal
- 5675 best practices including vulnerability assessment and penetration testing, at State
- 5676 scheduled times with minimum effect on production System availability.
- 5677 • Provide monthly patching and security compliance reports and monthly reports of user
- 5678 concurrency, system performance, hardware allocations, and system operational status
- 5679 to the State within 24 hours, Monday to Friday.
- 5680

- 5681 • Vendor will provide descriptions of infrastructure which support the HIX operations quar-
- 5682 terly. This will include, but not be limited to:
- 5683 ○ Operational components, such as server counts with server
- 5684 ○ Specifications, network storage needs, load balancers, logging
- 5685 ○ Systems, network bandwidth needs, resource pools, etc.
- 5686 ○ Security components, such as network firewalls, web application
- 5687 ○ Firewalls, XML gateways, intrusion detection/prevention systems, etc.
- 5688 • Apply COTS application security patching and other application patching to the produc-
- 5689 tion environment systems within a month of release to the general public. The vendor
- 5690 will ensure testing, compatibility and validation of the patches. Any patches that the
- 5691 vendor advises against that would affect production adversely will be reviewed with the
- 5692 State for determination of installation or delay.

5693 **Deliverables and Acceptance Criteria**

- 5694 • 13.1 Master Data Management Plan
- 5695 • 13.2 Enterprise Architecture Viewpoint documentation and diagrams
- 5696 • 13.3 Interoperability and Integration Interface Development Schedule
- 5697 • 13.4 Interoperability and Integration Testing and Implementation Plan
- 5698 • 13.5 Alabama Security Assessment Compliance Plan
- 5699 • 13.6 Final Set of Data Center Service Level Agreements (SLA)
- 5700 • Data integrity, data consistency, data standardization and data concurrency evaluations
- 5701 • Data security evaluations
- 5702 • Plans for security incidents, maintenance outages, unplanned outages, patches, up-
- 5703 grades, and incident handling

5704 **7.1.14 Activity 14: Development**

5705 **Objective**

5706 To develop and document the HIX System to achieve the System requirements established in

5707 detail design.

5708 The word “development” usually refers to the coding of a system or component that is not al-

5709 ready in existence, e.g., starting from scratch. In the context here, it refers to all of the following:

- 5710 • Vendor coding a component that has not been in existence in any form whatsoever
- 5711 • Vendor migrating a component (e.g., from another state or from a similar functional
- 5712 component to which the Vendor has access) and making whatever modifications might
- 5713 be required to apply it to the HIX System

5714 • Vendor configuring an existing component that performs a near identical function to the
5715 target component

5716 • Vendor integrating a COTS product with configuration or significant modification

5717 • Vendor integrating a COTS product without modification

5718 In other words, the word “development” is being used in a broad sense to refer to bringing the
5719 System components into a state of functionality regardless of how this is done.

5720 **Description**

5721 The purpose of the development activity is to produce executable software components that
5722 properly reflect the software design. As a result of successful implementation of the software
5723 construction process:

5724 • Verification criteria are defined for all software components against their requirements

5725 • Software components defined by the design are produced

5726 • Consistency and traceability are established between software components and re-
5727 quirements and design

5728 • Verification of the software components against the requirements and the design is ac-
5729 complished

5730 • Documentation has been developed for the following:

5731 ○ Each software component and database

5732 ○ Test procedures and data for testing each software component and database

5733 • Each software component and database has been tested to ensure that requirements
5734 have been satisfied. The test results must be documented. The Vendor must update the
5735 user documentation as necessary.

5736 • Test requirements and schedule have been updated for software integration

5737 • Software coding test results have been evaluated based on the criteria listed below. The
5738 results of the evaluations must be documented:

5739 ○ Traceability to the requirements and the design of the software component

5740 ○ External consistency with the requirements and design of the software compo-
5741 nent

5742 ○ Internal consistency between software component requirements

5743 ○ Test coverage of software components

5744 ○ Appropriateness of coding methods and standards used

5745 • Feasibility of software integration and testing has been verified

5746 • Feasibility of operation and maintenance has been verified

5747 Deliverables

- 5748 • 14.1: Software Development Plan
- 5749 • 14.2: Weekly Construction Summary Report
- 5750 • 14.3: Development Library

5751 Task 14.1: Software Development Plan

5752 The Vendor will create the Software Development Plan, which must describe the Vendor's
5753 methods and processes for a systematic, documented approach for all software development
5754 activities and the environment in which this work will be accomplished.

5755 This task must address the following elements:

- 5756 • Software Development Methods – Description of the software development methods that
5757 will be used in the project, including descriptions of manual and automated tools and
5758 procedures that will be used in support of these methods
- 5759 • Standards for Software Products – Description of the standards to be followed for de-
5760 sign, code, and testing
- 5761 • Coding Standards – Description of each programming language used and, at a mini-
5762 mum, format for, header and other comments, naming conventions, use of program-
5763 ming language constructs or features, and the approach and methodology to construc-
5764 tion
- 5765 • Quality Assurance - Activities that ensure adherence to design and development re-
5766 quirements

5767 Vendor Responsibility

- 5768 • Document the software development methods
- 5769 • Document the standards for software products
- 5770 • Document the coding standards in compliance with the following State of Alabama Med-
5771 icaid guidelines and standards such as:
 - 5772 ○ Database Coding Guidelines
 - 5773 ○ Development and Maintenance of Database
 - 5774 ○ Handling Special Request
 - 5775 ○ Handling Database Objects
 - 5776 ○ Development and Maintenance of Web Application
 - 5777 ○ Framework Programming Language
 - 5778 ○ Document the quality assurance activities
 - 5779 ○ Identify the qualifications necessary for State development staff

5780 Acceptance Criteria

- 5781 • 14.1: Software Development Plan
- 5782 • Use of a proven software development methodology
- 5783 • Documentation of the Software Development Plan as described in this RFP
- 5784 • Documentation of how HIX staff will be integrated into the Vendor's team for software
- 5785 development

5786 Task 14.2: Weekly Construction Summary Report

5787 In the task, the Vendor will create the Weekly Construction Summary Report, which summarizes
5788 the work carried out during Construction. The report will contain, at a minimum:

- 5789 • Introduction covering Construction objectives and outcomes
- 5790 • Major products developed, delivered, or updated by Construction
- 5791 • Identification of all issues that have arisen during these tasks and resolutions (identifica-
5792 tion of issues/risks that may impact future tasks)
- 5793 • Confirmation of quality assurance/product assurance review (identification of review
5794 standards for future tasks)
- 5795 • Confirmation of walkthrough and transfer of knowledge
- 5796 • Final report that confirms that the stage is complete

5797 Vendor Responsibility

- 5798 • Conduct the construction tasks
- 5799 • Provide additional support to State developers
- 5800 • Prepare a Weekly Construction Summary Report to HIX

5801 Acceptance Criteria

- 5802 • 14.2: Weekly Construction Summary Report
- 5803 • Documentation of the Weekly Construction Summary Report according to the require-
5804 ments of this RFP
- 5805 • Accessibility of reports to project staff
- 5806 • Provision of comprehensive reports and identification of all tests performed (failures and
5807 successes)
- 5808 • Documentation of solutions and assurances that all issues and risks that may impact fu-
5809 ture tasks have been identified and resolved
- 5810 • Documentation of the major products and deliverables developed, delivered, or updated
5811 in the Development Activity

5812 Task 14.3: Development Library

5813 The Vendor will create the Development Library, which consists of the program source code,
5814 code documentation, executable software, and associated artifacts to build and operate the HIX
5815 System. HIX has standardized on the Team Foundation Server as the repository for software
5816 source code, and this must be used as the source code library. At a minimum, the outcomes of
5817 this task must include detailed descriptions of the following:

- 5818 • Tools (CASE and configuration management) and business processes to control soft-
5819 ware development, including check-in/check-out procedures and a responsibility audit
5820 trail
- 5821 • Business processes and procedures for controlling migration of code from design
5822 through coding and testing as well as promotion into production
- 5823 • Organization structure to control all system development and maintenance
- 5824 • Structure and maintenance of non-production environments (e.g., system integration
5825 test, user acceptance testing, knowledge transfer, and other environments), including
5826 the timing of the promotion of changes to the non-production environments
- 5827 • Software development management process including the migration of code from design
5828 to production and including diagrams and other graphical devices to communicate the
5829 processes
- 5830 • Assessment of existing HIX environments and recommendations of any changes neces-
5831 sary to accomplish system installation, operations and maintenance

5832 Vendor Responsibility

- 5833 • Create the Development Library
- 5834 • Maintain a change control process to document discrepancies and their resolution, and
5835 to manage changes to programs and libraries
- 5836 • Support the review of the Development Library

5837 Acceptance Criteria

- 5838 • 14.3: Development Library
- 5839 • Creation and management of a Development Library as described in this RFP
- 5840 • Documentation of the Development Library as described in this RFP
- 5841 • Documentation of the tools used to create and maintain the library
- 5842 • Documentation of the procedures, roles, and responsibility for the creation and mainte-
5843 nance of the library
- 5844 • Audit trail for the Development Library

5845

7.1.15 Activity 15: System Integration**Objective**

To bring together the components into one system that meets all System requirements.

Description

The Vendor will perform the process of bringing together component subsystems, while ensuring that those subsystems function as a whole.

The purpose of the system integration activity is to integrate the system components (including software components, hardware components, manual operations, and other components, as necessary) to produce a complete system that will satisfy the System design expressed in the HIX System requirements. As a result of successful implementation of the system integration process:

- Strategies are developed to integrate the System according to the priorities of the system requirements
- Criteria are developed to verify compliance with the system requirements allocated to the system components, including the interfaces between system components
- The system integration is verified using the defined criteria
- Regression strategies are developed and applied to retesting the System when changes are made
- Consistency and traceability are established between the system design and the integrated system components
- An integrated system is constructed that demonstrates compliance with the system design
- An integrated system is constructed that demonstrates a complete set of usable deliverable system components
- The configured software components are integrated, with configured hardware components, manual operations, and other components as necessary, into the HIX System. The component aggregates must be tested, as they are developed, against their requirements. The integration and test results must be documented.

For each qualification requirement of the System, a set of tests, test cases (inputs, outputs, test criteria), and test procedures for conducting system qualification testing must be developed and documented. The integrated system must be evaluated based on the criteria listed below. The results of the evaluations must be documented.

- Test coverage of system requirements
- Appropriateness of test methods and standards used
- Conformance to expected results

- 5881 • Feasibility of system qualification testing
- 5882 • Feasibility of operation and maintenance
- 5883 The software integration process combines software components, consistent with the software
5884 design, that demonstrate that the System software requirements are satisfied on a complete
5885 operational platform (which may be emulated as long as assurance is given that there will be no
5886 recognizable differences in function or performance to actual live implementation). As a result
5887 of successful implementation of the software integration process:
- 5888 • Integration strategies are consistent with the software design and prioritized software re-
5889 quirements
- 5890 • Verification criteria for software components are developed that ensure compliance with
5891 the software requirements allocated to the items
- 5892 • Software components are verified using the defined criteria
- 5893 • Software components as defined by the integration strategy are produced
- 5894 • The results of integration testing are recorded
- 5895 • Consistency and traceability are established between software design and software
5896 components
- 5897 • A regression testing strategy is developed and applied for re-verifying software compo-
5898 nents when a change (including fault correction, associative requirement modification,
5899 re-design and re-coding) occurs
- 5900 The Vendor must develop an integration plan to integrate the software components and soft-
5901 ware component aggregations into the HIX System. The plan must include test requirements,
5902 procedures, data, responsibilities, and schedule. The plan must be documented.
- 5903 The Vendor must integrate all the software components and test as the component aggregates
5904 are developed in accordance with the integration plan. It must be ensured that each component
5905 aggregate satisfies the requirements of the HIX System and that the software component ag-
5906 gregate is integrated at the conclusion of the integration activity. The integration and test results
5907 must be documented.
- 5908 The Vendor must update the user documentation as necessary.
- 5909 The Vendor must develop and document for each qualification requirement of the software
5910 component, a set of tests, test cases (inputs, outputs, test criteria), and test procedures for con-
5911 ducting software qualification testing. The Vendor must ensure that the integrated software
5912 component is ready for software qualification testing.
- 5913 The Vendor must evaluate the integration plan, design, code, test, test results, and end-user
5914 documentation according to the criteria listed below. The results of the evaluations must be
5915 documented.
- 5916 • Traceability to system requirements
-

- 5917 • External consistency with system requirements
- 5918 • Internal consistency
- 5919 • Test coverage of the requirements of the software component
- 5920 • Appropriateness of test and method used
- 5921 • Conformance to expected results
- 5922 • Feasibility of software qualification testing
- 5923 • Feasibility of operation and maintenance

5924 **Deliverables**

- 5925 • 15.1 System Integration Strategy
- 5926 • 15.2: System Integration Plan

5927 **Task 15.1: System Integration Strategy**

5928 The System Integration Strategy will describe the Vendor's approach to integrating the graphical
5929 user interface, the business layer, and the data layer correctly. The strategy must address all
5930 integration tasks, regardless of whether an automated or manual method is recommended and
5931 must include the following:

- 5932 • The general approach to be used to integrate the System in an iterative and progressive
5933 manner
- 5934 • Description of how previous project activities and tasks support system integration
- 5935 • Description of the integration of hardware and software
- 5936 • Description of the various components to be integrated (e.g., code, COTS)
- 5937 • Description of the tools and processes to be used
- 5938 • Quality assurance activities to ensure adherence to design and development require-
5939 ments
- 5940 • Description of monitoring and tracking of modules that fail testing and are sent back for
5941 debugging and modification
- 5942 • Description of involvement of State resources in system integration

5943 **Vendor Responsibility**

- 5944 • Collaborate with HIX on the System Integration Strategy
- 5945 • Document the System Integration Strategy
- 5946 • Document controls for error handling

5947 Acceptance Criteria

- 5948 • 15.1 System Integration Strategy
- 5949 • Documentation of the System Integration Strategy as described in this RFP
- 5950 • Documentation of the risks and mitigation strategies for integration
- 5951 • Documentation of the approach to verification and validation

5952 Task 15.2: System Integration Plan

5953 In the System Integration Plan task, the Vendor will describe in detail the plans to execute the
5954 strategy and any changes that need to be made to the strategy. At a minimum, the outcomes of
5955 this task must include:

- 5956 • Method for determining the order of system integration
- 5957 • System integration tasks that identify in detail the tasks and subtasks that must be per-
5958 formed to complete system integration
- 5959 • Tasks listed in order of required occurrence, and including work schedules, timeframes,
5960 and all task dependencies
- 5961 • Resource requirements that identify the required personnel and equipment needed to
5962 perform each identified task and subtask

5963 Vendor Responsibility

- 5964 • Collaborate with HIX on the System Integration Plan
- 5965 • Document the System Integration Plan

5966 Acceptance Criteria

- 5967 • 15.2 System Integration Plan
- 5968 • Documentation of the System Integration Plan as described in this RFP
- 5969 • Documentation of the risks and mitigation strategies for integration
- 5970 • Documentation of the approach to verification and validation

5971 7.1.16 Activity 16: System Implementation**5972 Objectives**

- 5973 • To provide the environments to support efficient and effective design, development, test-
5974 ing, knowledge transfer, operation, and maintenance of the HIX System.
- 5975 • To put into production a tested and operational HIX System with minimal disruption to
5976 applicant/beneficiaries and State personnel.
- 5977 • To provide Help Desk Support during the implementation phase period.

- 5978 • To certify the System meets contract requirements and validate the statewide implemen-
5979 tation process.

5980 **Description**

5981 The Vendor must specify all Hardware and Software necessary to design, develop, test, oper-
5982 ate, and maintain the HIX System based on an analysis of what is already available to HIX. Any
5983 technology solution must adhere to Alabama standards and the Vendor must ensure that all
5984 software applications that support the operation of the HIX System also:

- 5985 • Support interfaces with other applicable systems
5986 • Enable workflow, document imaging and management and e-forms

5987 The activity includes identification of all hardware, software, and licensing necessary for all en-
5988 vironments for design, development, testing, knowledge transfer, implementation, operation,
5989 and maintenance of the HIX System. Specification of each hardware, software and licensing
5990 recommended must be provided to ensure proper evaluation. Timeframes must be provided for
5991 each recommendation as to when it must be available in relation to the project plan.

5992

5993 The Vendor must implement all HIX System functionality. The HIX System must satisfy busi-
5994 ness and technical requirements specified in this document. All functions must work correctly
5995 and efficiently according to the approved Implementation Plan.

5996

5997 **Deliverables**

- 5998 • 16.1: Hardware and Software Plan
5999 • 16.2: Statewide Implementation Plan
6000 • 16.3: Network, Desktop and Production Requirements
6001 • 16.4: Final Readiness Assessment

6002 **Task 16.1: Hardware and Software Plan**

6003 The Vendor must produce a Hardware and Software Plan to describe all hardware and software
6004 necessary to support an efficient and effective design, development, testing, knowledge trans-
6005 fer, and production environment for the HIX System. It will address the following:

6006 Production Hardware and Software:

- 6007 • An inventory of all hardware and software necessary for the HIX System to support the
6008 production environment
6009 • An inventory of all hardware and software necessary for efficient ongoing operation and
6010 maintenance of the HIX System

- 6011 • Disaster recovery provisions to include hardware and software necessary to standup a
6012 Disaster Recovery site that can assume all of the functions of the production environ-
6013 ment

6014 Non-production Hardware and Software:

- 6015 • An inventory of all hardware and software necessary to support design, development,
6016 testing, staging and knowledge transfer environments
- 6017 • An inventory of all hardware and software necessary for the efficient design, develop-
6018 ment, testing, staging, knowledge transfer, and implementation of the HIX System
- 6019 • An inventory of any other hardware or software identified by the Vendor as being neces-
6020 sary to support the HIX System

6021 **Vendor Responsibility**

- 6022 • Collaborate with State on the necessary hardware, software and disaster recovery provi-
6023 sions
- 6024 • Collaborate with State to identify procurement, licensing and other requirements for the
6025 specified software
- 6026 • Conduct ongoing reviews of the hardware and software performance and reliability to
6027 determine if hardware requires additional capacity
- 6028 • Ensure that hardware and software requirements identified in the plan meet or exceed
6029 the service level agreements located in Appendix I.
- 6030 • Ensure that all software applications that support the operation of the HIX System are
6031 capable of supporting interfaces with other related systems
- 6032 • Ensure that all software applications that support the operation of the HIX System are
6033 supported in all environments such as production, development, staging, and test envi-
6034 ronments

6035 **Acceptance Criteria**

- 6036 • 16.1: Hardware and Software Plan
- 6037 • Description of the methodology used for identifying the capacity for the HIX System
6038 hardware and software and the support of the entire project, including at a minimum the
6039 file sizes, transaction volumes, computer loads, and response
- 6040 • Documentation of the inventory for hardware and software and their use
- 6041 • Inclusion of hardware and software specifications that meet all the requirements of this
6042 RFP

6043 **Task 16.2: Statewide Implementation Plan**

6044 The Vendor will create the Implementation Plan, which describes the plan for implementation
6045 and how the objectives of the plan will be achieved. At a minimum, the outcomes of this task
6046 must include:

- 6047 • A description of the activities needed immediately prior to implementation such as identi-
6048 fication of the number, type, skill level, and roles of the personnel needed, and a defini-
6049 tion of the issue management process
- 6050 • A description that communicates the plan for implementation, including a description of
6051 the pre-implementation dry run of all associated procedures and processes
- 6052 • A description of the implementation activities, including a description of each task and
6053 inclusion of the schedule, including timelines and dependencies such as completion of
6054 knowledge transfer
- 6055 • Checklist of all items that must be verified prior to onset of production operations
- 6056 • Checklists of work to be performed and/or outputs to be produced on the first day and at
6057 the end of the first week, month, quarter, and year of operation
- 6058 • A roll back plan to include in detail what will be done if the implementation does not suc-
6059 ceed. This plan must include risks (decision points and triggers), identification of individ-
6060 ual decision makers and recovery actions to be taken.

6061 **Vendor Responsibility**

- 6062 • Develop implementation strategy
- 6063 • Collaborate on checklists of items to verify prior to the onset of operations, on the first
6064 day of operations, and at the ends of the first week, month, quarter, and year of opera-
6065 tions
- 6066 • Collaborate with HIX on decision points and triggers that may require roll-back
- 6067 • Create procedures and processes for implementation
- 6068 • Discuss with HIX the benefits and disadvantages of the “big bang” implementation strat-
6069 egy, and update the implementation strategy accordingly

6070 **Acceptance Criteria**

- 6071 • 16.2: Statewide Implementation Plan
- 6072 • Documentation of the Statewide Implementation Plan as described in this RFP
- 6073 • Documentation of the activities that must occur immediately, prior to, during, and after
6074 implementation
- 6075 • Documentation of a dry run of all associated procedures and processes
- 6076 • Use of a proven methodology for Statewide implementation

- 6077 • Identification of the lessons learned, risks, and mitigation plans for Implementation
- 6078 • Inclusion of a comprehensive roll-back plan and the decision points and triggers for
- 6079 when this action may need to be taken
- 6080 • Inclusion of comprehensive checklists and the methodology used to collaborate with HIX

6081 **Task 16.3: Network, Desktop and Production Requirements**

6082 The Vendor must create the Network, Desktop, and Production Requirements, which must de-
6083 tail the needed enhancements to the State network and HIX desktops to support the HIX Sys-
6084 tem. At a minimum, the outcomes of this task must include:

- 6085 • Network Requirements Specification which will present the network configuration and
- 6086 identify the components needed to operate the HIX System
- 6087 • An inventory of the network, communication and data storage components necessary to
- 6088 support the HIX System and its users
- 6089 • An inventory of all components that need to be purchased, and when they need to be
- 6090 purchased
- 6091 • An outline of how the Vendor will ensure that all components of the architecture are
- 6092 compatible and can handle the specified capacity requirements

6093 The Production Environment must be able to support all interfaces with external entities and
6094 must integrate into the existing HIX technical architecture. The requirements document must
6095 contain a platform architecture schematic that illustrates the technology components of the HIX
6096 System and how State employees, providers and others accomplish access to the System.
6097 Desktop specifications will define the minimum desktop configuration required for the HIX Sys-
6098 tem and identify HIX desktops requiring upgrades or replacement.

6099 **Vendor Responsibility**

- 6100 • Evaluate the network and desktop production needs for a statewide system which must
- 6101 address the needs of all stakeholders
- 6102 • Provide adequate time for the HIX to ensure infrastructure is in place
- 6103 • Review current network configuration and desktops to identify needs

6104 **Acceptance Criteria**

- 6105 • 16.3: Network, Desktop and Production Requirements
- 6106 • Documentation of the Network Requirements Specification
- 6107 • Inclusion of an inventory to operate the HIX System , identification of all items required
- 6108 for purchase, and specification of timeframe for each purchase
- 6109 • Documentation of plans (including all schematics) for operational capacity management
- 6110 that assures architectural compatibility and support of all interfaces within the HIX re-
- 6111 quired architecture

- 6112 • Documentation of desktop configuration and identification of variances in inventory for
- 6113 HIX equipment

6114 **Task 16.4: Final Readiness Assessment**

6115 The Vendor will create the Final Readiness Assessment to assist in the determination of final
6116 implementation readiness. At a minimum, the assessment must address the following:

- 6117 • Status of data import efforts
- 6118 • Disaster Recovery is documented and ready
- 6119 • User acceptance testing approval including documentation of completion of testing and
- 6120 HIX acceptance of results
- 6121 • Knowledge transfer sign-off, documenting that technical, user and super-user knowledge
- 6122 transfer has been completed and approved by HIX
- 6123 • An Assessment Summary that includes the analysis completed, risks, and mitigation as-
- 6124 sociated with implementation and a recommendation for proceeding
- 6125 • Readiness that all locations, System users, and security profiles have been identified
- 6126 and set up in the HIX System
- 6127 • System Reliability and Performance is operating and ready for deployment
- 6128 • Help Desk is ready and staffed for deployment
- 6129 • Power-users available and ready to assist at various sites for initial deployment

6130 **Vendor Responsibility**

- 6131 • Certify that the HIX System , its domains, functions, data, processes, operational proce-
- 6132 dures, staffing, telecommunications, and all other associated support are in operation
- 6133 • Ensure all contingency plans are in order
- 6134 • Co-facilitate presentation for committee approval to move to the Implementation phase
- 6135 of the project

6136 **Acceptance Criteria**

- 6137 • 16.4: Final Readiness Assessment
- 6138 • Documentation of the Final Readiness Assessment as described in this RFP
- 6139 • Documentation of all status of operational inception and performance as of assessment
- 6140 preparation date
- 6141 • Delivery and acceptance of all other required deliverables
- 6142 • Resolution of all issues
- 6143 • Receipt of the HIX agreement to proceed to Transition to Operations

7.1.17 Activity 17: Testing**Objective**

To ensure that the operations and hardware/software/network aspects of the HIX System are functioning as designed so that all System requirements and related System functions are complete and accurate, and that all requirements have been satisfied.

Description

Testing will ensure the operations, hardware/software and telecommunications aspects of the HIX System are functioning as designed. The activity begins with development of the Vendor's strategy to manage the testing, followed by plans for each form of testing. Continuing deliveries of test result reports ensures appropriate communication of the actual status of the testing.

HIX defines software as the code artifacts necessary to make the application function, as well as all of the documentation necessary to produce and deliver the System. In this view, document objects (Plans, schedules, etc.) are controlled for the same purposes throughout the life cycle as code objects are, even if in a different configuration management application.

HIX regards testing in a holistic fashion throughout the entire life cycle involving both static testing (reviews, simulation, analysis) and the dynamic testing (code execution and test qualification). In each case, the Vendor and HIX have to choose and apply the appropriate level of test rigor to the tests being run. This choice will be guided by the level of risk involved. So, for example, while not every system feature will undergo every possible test, those features determined to have a high level of risk (for example, new interfaces) must have a higher level of test rigor applied from the start of their life cycle (requirements) all the way through their User Acceptance Testing. Ideally these risk-based test activities would occur as soon in the life cycle as possible.

HIX expects the same level of professional training and experience in the Vendor's testers as it finds in its developers and other staff. HIX expects that testing is not simply a demonstration that the System works, but in addition, the effort necessary to discover the conditions in which it does not.

The purpose of the system qualification testing processes is to ensure that the implementation of each system requirement is tested for compliance and that the System is ready for delivery. As a result of successful implementation of the systems qualification testing process:

- Criteria for evaluating compliance with system requirements are developed
- The integrated system is tested using the defined criteria
- Test results are recorded
- Readiness of the System for delivery is assured

System qualification testing must be conducted in accordance with the qualification requirements specified for the System. It must be ensured that the implementation of each system requirement is tested for compliance and that the System is ready for delivery. The qualification testing results must be documented.

6182 The System must be evaluated considering the criteria listed below. The results of the evalua-
6183 tions must be documented.

- 6184 • Test coverage of system requirements
- 6185 • Conformance to expected results
- 6186 • Feasibility of operation and maintenance

6187 The Vendor must support audits. The results of the audits must be documented. Upon success-
6188 ful completion of the audits, the Vendor must update and prepare the deliverable software prod-
6189 uct or software installation and software acceptance support.

6190 **Software Qualification Testing Process**

6191 The purpose of the software qualification testing process is to confirm that the integrated soft-
6192 ware product meets its defined requirements. As a result of the successful implementation of
6193 the software qualification testing process:

- 6194 • Criteria for the integrated software are developed that demonstrate compliance with the
6195 software requirements
- 6196 • Integrated software is verified using the defined criteria
- 6197 • Test results are recorded
- 6198 • A regression testing strategy is developed and applied for retesting the integrated soft-
6199 ware when a change to software components is made

6200 The Vendor must conduct qualification testing in accordance with the qualification requirements
6201 for the software component. It must be ensured that the implementation of each software re-
6202 quirement is tested for compliance. The qualification testing results must be documented.

6203 The Vendor must update the user documentation as necessary.

6204 The Vendor must evaluate the design, code, test, test results, and user documentation consid-
6205 ering the criteria listed below. The results of the evaluations must be documented.

- 6206 • Test coverage of the requirements of software component
- 6207 • Conformance to expected results
- 6208 • Feasibility of system integration testing, if conducted
- 6209 • Feasibility of operation and maintenance

6210 The Vendor must support audits. The results of the audit must be documented. If both hardware
6211 and software are under development or integration, the audits may be postponed until the sys-
6212 tem qualification testing.

6213 Upon successful completion of the audits, the Vendor must update and prepare the deliverable
6214 software product for system integration, system qualification, software installation, or software
6215 acceptance support as applicable.

6216 **Deliverables**

- 6217 • 17.1: Master Test Plan
- 6218 • 17.2: Unit and Integration Test Plan and Documentation
- 6219 • 17.3: System Test Plan
- 6220 • 17.4: Interface Test Plan
- 6221 • 17.5: Performance, Volume and Stress Test Plan
- 6222 • 17.6: Import Test Plan
- 6223 • 17.7: System Test Scripts
- 6224 • 17.8: Import Test Results Report
- 6225 • 17.9: Performance Monitoring Plan & Weekly Report
- 6226 • 17.10: Operational Readiness Report

6227 **Task 17.1: Master Test Plan**

6228 The Master Test Plan must address the Vendor's test strategy and outline the plan for all levels
6229 of testing. The Vendor must address, at a minimum, the following:

- 6230 • Approach to testing including testing philosophy, test data, test standards, verification
6231 approach, approach to non-testable requirements, test tasks, test techniques and meth-
6232 ods, etc.
- 6233 • Testing processes including test preparations, orientation and kickoff, test execution, test
6234 monitoring, test status meetings and reporting, closure evaluation criteria, etc.
- 6235 • Approach to creating the test environments needed

6236 For each type of testing, the Vendor must use an appropriate mix and volume of transactions
6237 and data to represent an appropriate mix of work for that type of testing.

6238 In addition, the Vendor must incorporate into the test strategies and plans any Alabama proce-
6239 dures that provide guidance for information systems engineering related project management
6240 activities and quality assurance practices and procedures.

6241 **Vendor Responsibility**

- 6242 • Develop a strategy for testing the System processes and creating test environments for
6243 all levels of testing

6244 **Acceptance Criteria**

- 6245 • 17.1: Master Test Plan
- 6246 • Documentation of the Test Management Strategy as described in this RFP using proven
6247 methodologies and best practices

- 6248 • Documentation of the knowledge transfer materials that will be used to provide orienta-
6249 tion and kickoff for testing
- 6250 • Identification of the tools and reports that will be used to support all testing efforts

6251 **Task 17.2: Unit and Integration Test Plan and Documentation**

6252 The Vendor will develop the Unit and Integration Test Plan to ensure that the various objects
6253 that make up the application are individually tested. This plan will document the Vendor's plan to
6254 execute and document the results of unit and integration testing, which must include at a mini-
6255 mum:

- 6256 • User Interface Unit Test: verifies the graphical user interface (GUI) is usable and works
6257 as specified. Testing addresses navigational standards, font size, page margins, and
6258 validation that all the data fields are present. It also includes testing navigational paths,
6259 such as ensuring that using the tab key takes the user to the next appropriate field.
- 6260 • Business Layer Unit Test: ensures that both valid and invalid data are processed cor-
6261 rectly. This occurs by testing the process as expected (valid data) or by performing "pre-
6262 scribed error handling" (invalid data).
- 6263 • Data Layer Unit Test: ensures that both data queries and updates are being performed
6264 correctly
- 6265 • Unit Integration Test: validates that the graphical user interface, the business layer, and
6266 the data layer integrate correctly

6267 **Vendor Responsibility**

- 6268 • Coordinate with HIX on questions and problems relating to unit testing of the HIX Sys-
6269 tem
- 6270 • Document detailed steps required to conduct the unit test, including expected results
- 6271 • Develop the criteria for promotion from unit to integration test
- 6272 • Provide tool for tracking the test to be conducted and the results of the test
- 6273 • Identify mechanisms to prove results

6274 **Acceptance Criteria**

- 6275 • 17.2: Unit and Integration Test Plan and Documentation
- 6276 • Unit and Integration Test Plan and Documentation meeting the requirements as defined
6277 in this RFP
- 6278 • Description of the concept for testing and HIX approval throughout the lifecycle for unit
6279 and integration testing
- 6280 • Documentation of a summary of the status of unit and integration testing, including num-
6281 bers of problems identified by type of problem, numbers of problems corrected, any sig-

6282 nificant outstanding issues, the effect of any findings on the Implementation schedule,
6283 and so forth

6284 • Documentation of corrective actions taken and retest documentation for all problems
6285 identified in the initial unit and integration tests as well as all regression test efforts

6286 • Assurance that unit and integration testing have been performed and that software pro-
6287 grams function correctly

6288 **Task 17.3: System Test Plan**

6289 In the System Test Plan task, the Vendor documents an agreed upon plan to test all the busi-
6290 ness processes and business edits described in the detail system design sessions and in the
6291 requirements. System test confirms that the System performs properly, both from a functional
6292 and technical perspective. The plan must include a schedule for system test. This plan must al-
6293 so include:

6294 • Format that will be used for system test scripts which includes the approach to ensure
6295 end to end test scenarios will map bi-directionally to business processes and require-
6296 ments

6297 • How testing of all batch processes and reports generation will be incorporated in the test
6298 scripts

6299 • Identification of any automated tools that will be used for testing (HIX expects the Ven-
6300 dor to have the capability to automate regression testing, and will evaluate this capability
6301 in the proposal.)

6302 • Regression testing procedures to ensure previously tested scripts are retested to ensure
6303 modifications to the System have not created new defects

6304 • Testing defect management and prioritization of defects including the role of the Vendor
6305 and HIX teams and also including at a minimum:

6306 ○ Reporting

6307 ○ Defect Classification

6308 ○ Priority of the defect and how this is assigned

6309 ○ When a defect is a not currently part of the agreed to requirements – the escala-
6310 tion process

6311 ○ Closing a defect once fixed and tested

6312 **Vendor Responsibility**

6313 • Identify functionality being tested, based on the Detail System Design Document (DSD)
6314 and JAD requirement sessions

6315 • Conduct knowledge transfer sessions to the appropriate State personnel

6316 • Identify tools to be used and reports to be created

6317 **Acceptance Criteria**

- 6318
 - 17.3: System Test Plan
- 6319
 - Documentation of the System Test Plan, meeting the requirements as defined in this
- 6320
 - RFP
- 6321
 - Finalization of the System Test Plan and securing of HIX approval prior to beginning the
- 6322
 - systems test task
- 6323
 - Documentation of the plan to communicate the summary of the status of system testing,
- 6324
 - including numbers of problems identified by type of problem, numbers of problems cor-
- 6325
 - rected, any significant outstanding issues, and the effect of any findings on the Imple-
- 6326
 - mentation schedule
- 6327
 - Documentation of the tool(s) to be used for system test
- 6328
 - Documentation of the roles and responsibilities for system test, defect prioritization, es-
- 6329
 - calation of issues, and regression test
- 6330
 - Documentation of the timelines for system test

6331 **Task 17.4: Interface Test Plan**

6332 This task results in the Vendor's development of the Interface Test Plan to facilitate the suc-
6333 cessful testing of each interface in each task of testing, to ensure validation of the data ex-
6334 changes and to validate that the requirements have been implemented as designed. The scope
6335 of this task includes all middleware, and testing through the middleware and through the partner
6336 systems components. In the Interface Test Plan, the Vendor must also include how interface
6337 testing will be incorporated in the system test scripts.

6338 **Vendor Responsibility**

- 6339
 - Coordinate with HIX on questions and problems relating to interface testing of the HIX
- 6340
 - System
- 6341
 - Identify functionality being tested, based on the DSD and JAD requirement sessions
- 6342
 - Identify HIX or outside resources required
- 6343
 - Conduct transfer of transfer sessions for the appropriate State personnel
- 6344
 - Identify tools to be used and reports to be created

6345 **Acceptance Criteria**

- 6346
 - 17.4: Interface Test Plan
- 6347
 - Documentation of the Interface Test Plan, meeting the requirements as defined in this
- 6348
 - RFP
- 6349
 - Documentation of the timelines for interface testing

- 6350 • Finalization of the Interface Test Plan and securing of HIX approval prior to beginning
6351 the interface test task

6352 **Task 17.5: Performance, Volume and Stress Test Plan**

6353 In the Performance, Volume and Stress Test Plan, the Vendor documents the plan to verify that
6354 the application performs within the agreed to performance requirements when under production
6355 loading. The Vendor must document the plan to ensure performance and volume, and stress
6356 testing will be executed and documented. The plan must include at a minimum the following:

- 6357 • Identification of any automated tools that will be used in performance and stress testing
- 6358 • How performance testing will check for the availability and capability of system re-
6359 sources including items such as Central Processing Unit (CPU), memory, network, etc.
- 6360 • How the Vendor will measure response times, transaction rates, and other time-sensitive
6361 requirements
- 6362 • Volume testing to verify that the application performs correctly and is usable with produc-
6363 tion volumes of data
- 6364 • Stress testing to verify the applications behavior under conditions that overload its re-
6365 sources
- 6366 • The results of this test must be provided for validation and verification of the tests per-
6367 formed

6368 **Vendor Responsibility**

- 6369 • Coordinate with HIX on questions and problems relating to performance and stress test-
6370 ing of the HIX System
- 6371 • Prepare test specifications and environments in which the tests will be performed
- 6372 • Document description of the performance and stress being tested, based on the DSD
6373 and JAD requirement sessions
- 6374 • Conduct knowledge transfer sessions to the appropriate HIX personnel
- 6375 • Collaborate with HIX on performance expectations

6376 **Acceptance Criteria**

- 6377 • 17.5: Performance, Volume and Stress Test Plan
- 6378 • Documentation of the Performance, Volume and Stress Test Plan according to the re-
6379 quirements in this RFP
- 6380 • Provision of a test tracking system and the plan for each test type
- 6381 • Documentation of detailed steps required to conduct the performance and stress test,
6382 including expected results
- 6383 • Description of the data that will be used for the various tests

- 6384 • Description of how each test will be performed and the types of tests to be performed
- 6385 • Description of the validation process of each test to ensure proof of the results and ac-
- 6386 tion taken
- 6387 • Description of the corrective action steps that will be taken to ensure performance meets
- 6388 HIX expectations
- 6389 • Test specifications that include, at a minimum, types of tests to be performed, how the
- 6390 tests will be performed, the roles and responsibilities of personnel performing the tests
- 6391 and validating the results, and tools used to perform the tests

6392 **Task 17.6: Import Test Plan**

6393 In this task, the Vendor must develop the Import Test Plan to facilitate the successful testing of
6394 data import procedures. At a minimum, this testing will address the following:

- 6395 • Test scripts
- 6396 • Test environment
- 6397 • Test data
- 6398 • Schedule

6399 **Vendor Responsibility**

- 6400 • Coordinate with HIX on questions and problems relating to the import test plan
- 6401 • Create the detailed scripts required to conduct the import test, including expected results
- 6402 • Identify the approach to ensure data will not be lost during import process
- 6403 • Identify the test environment to be used and take steps to ensure the test will not inter-
- 6404 fere with other testing

6405 **Acceptance Criteria**

- 6406 • 17.6: Import Test Plan
- 6407 • Documentation of the Import Test Plan according to the requirements in this RFP
- 6408 • Documentation of detailed steps, dependencies, and how each test will be performed
- 6409 • Description of the validation process of each test to ensure proof of the results
- 6410 • Description of the corrective actions that will be taken to prevent data loss and data in-
- 6411 tegrity issues
- 6412 • Test specifications that include at a minimum types of tests to be performed, test scripts,
- 6413 how the tests will be performed, the roles and responsibilities of personnel performing
- 6414 the tests, validation of the results, and tools used to perform the tests

- 6415 • Documentation of the plan to provide a summary of the status of import testing, including
- 6416 numbers of problems identified by type of problem, numbers of problems corrected, any
- 6417 significant outstanding issues, and the effect of any findings on the schedule

6418 **Task 17.7: System Test Scripts**

6419 The Vendor's System Test Scripts are provided prior to commencement of system testing. The
6420 Vendor's test scripts must include at a minimum:

- 6421 • A description or identifier for the requirement being tested
- 6422 • Unique identifier and name for each script created
- 6423 • A place to enter the tester's name for future reference
- 6424 • Start and End Date field to provide documentation on when the script was initially exe-
- 6425 cuted and when it was completed
- 6426 • Dependency Data that must be loaded in the System prior to execution of the script
- 6427 • Step number and detailed instructions on what the tester must perform
- 6428 • Expected results documented in detail to provide the tester with the exact results they
- 6429 must view when completing each test step
- 6430 • Actual results to document the results of each step and document any associated defect
- 6431 number (when a defect is identified)
- 6432 • Place for the System version to be documented

6433 **Vendor Responsibility**

- 6434 • Coordinate with HIX on questions and problems relating to the test scripts
- 6435 • Coordinate with HIX to identify "real practices" to ensure end to end testing reflects how
- 6436 end users will interface with the System
- 6437 • Create tests scripts based on comprehensive detail design documentation

6438 **Acceptance Criteria**

- 6439 • 17.7: System Test Scripts
- 6440 • Documentation of the System Test Scripts according to the requirements in this RFP
- 6441 and defined through the JAD sessions
- 6442 • Steps to ensure any design changes are reflected in the system test scripts
- 6443 • Finalization of the System Test Scripts and HIX approval prior to beginning the system
- 6444 test task
- 6445 • Receipt of approval of changes during testing to system test scripts in advance of exe-
- 6446 cuting the test script
- 6447 • Provision of sufficient detail in the scripts to allow HIX System users to perform testing

- 6448 • Inclusion of interface testing in test scripts
- 6449 • Provision of comprehensive scripts that test all features of the System from end to end

6450 **Task 17.8: Import Test Results Report**

6451 The Vendor must create the Import Test Results in this task. The report will include, at a mini-
6452 mum:

- 6453 • A status report as demonstrated by test results, identification of any remaining deficien-
6454 cies, limitations, or constraints that were detected by the testing performed and a de-
6455 scription of its impact on import software performance, an assessment of how any differ-
6456 ences between the test environment and the production environment affects test results,
6457 and recommended improvements in the design, operation, or testing of the import soft-
6458 ware
- 6459 • Detailed results of the import and interface testing including information such as a de-
6460 scription of the test data set, results of the testing, completion status of each test case,
6461 identification of the test case with an explanation of the problem(s) that occurred (if ap-
6462 plicable), and the test procedure step(s) in which the problems occurred, documentation
6463 of the number of times the procedure or step was repeated in attempting to correct the
6464 problem(s) and the outcome of each attempt
- 6465 • A test log containing a chronological record of the testing covered by the report including
6466 dates, times, and locations of tests performed, hardware and software configurations
6467 used for each test and the individuals who performed the activity

6468 **Vendor Responsibility**

- 6469 • Creation of a test log containing a chronological record of the testing covered by the re-
6470 port including dates, times, and locations of tests performed, hardware and software
6471 configurations used for each test and the individuals who performed the activity
- 6472 • Collaboration with HIX to determine if import plan requires modifications to ensure no
6473 data loss

6474 **Acceptance Criteria**

- 6475 • 17.8 Import Test Results Report
- 6476 • Submission of a final data import report to HIX which includes everything documented in
6477 the import plan and what is listed in the RFP requirements
- 6478 • Documentation of tests performed
- 6479 • Inclusion of documentation of data import issues, data integrity problems, and mitigation
6480 recommendations
- 6481 • Inclusion of any problems with the testing environment and mitigation to correct prob-
6482 lems

- 6483 • Documentation of the detailed results of the import test such as description of the im-
6484 ported files, results of the import, explanation of the problem(s) that occurred (if applica-
6485 ble) with resolutions, and a log of data that was imported.

6486 **Task 17.9: Performance Monitoring Plan and Weekly Report**

6487 In this task, the Vendor creates the Performance Monitoring Plan, which encompasses planning
6488 for, managing, and executing the monitoring, trouble-shooting, and fine-tuning of system per-
6489 formance prior to full implementation of the HIX System. The Vendor must conduct performance
6490 monitoring and testing throughout system test and user acceptance, period to ensure that the
6491 HIX System performance requirements are met and that there is satisfactory user performance
6492 and interactive response time.

6493 The plan's methodology for monitoring performance or achieving improved efficiency within the
6494 HIX System must include at a minimum:

- 6495 • Identification of performance monitoring tools, their purpose, and use
- 6496 • Areas to be monitored for performance, at a minimum, this must include network load,
6497 response time, query retrieval response, stress load response, database normalization
6498 impact, and screen navigation response time.

6499 All performance monitoring results and summaries must be made available for review on a
6500 weekly basis. At a minimum, the weekly report must include:

- 6501 • Performance summaries
- 6502 • Identification of problem performance areas
- 6503 • Activities underway to correct performance issues
- 6504 • Performance issues resolved from the previous reporting period (final report)

6505 **Vendor Responsibility**

- 6506 • Prepare and submit the Performance Monitoring Plan and Weekly Reports to HIX
- 6507 • Make recommendations for changes to hardware or software requirements to improve
6508 performance
- 6509 • Perform tests
- 6510 • Make the necessary changes to ensure performance standards are met

6511 **Acceptance Criteria**

- 6512 • 17.9: Performance Monitoring Plan and Weekly Reports
- 6513 • Documentation of a Performance Monitoring Plan and Weekly Reports to HIX according
6514 to the requirements in this RFP
- 6515 • Documentation of performance monitoring tools and areas to be monitored for perfor-
6516 mance

- 6517 • Documentation of performance monitoring weekly results and summaries including per-
6518 formance summaries, identification of problem performance areas, and activities under-
6519 way to correct performance areas

- 6520 • Documentation of performance issues resolved in the last reporting period

- 6521 • Documentation of weekly tests performed

- 6522 • Documentation of tests to be performed the following week

6523 **Task 17.10: Operational Readiness Report**

6524 The Vendor will produce the Operational Readiness Report, which certifies that the HIX System,
6525 its domains, functions, data, processes, operational procedures, staffing, telecommunications,
6526 and all other associated support are in place and ready for operation. This readiness report will
6527 identify if the System is ready for UAT.

6528 **Vendor Responsibility**

- 6529 • Demonstrate readiness for UAT
- 6530 • Validate that all system test is complete
- 6531 • Facilitate presentation for committee approval to move to the UAT task of the project

6532 **Acceptance Criteria**

- 6533 • 17.10: Operational Readiness Report
- 6534 • Documentation that the HIX System , its domains, functions, data, processes, operation-
6535 al procedures, staffing, telecommunications, hardware, network, and all other associated
6536 support are in place and ready for operation
- 6537 • Validation that user test environment is operational
- 6538 • Validation that user testing stations are operational
- 6539 • Resolution of all issues identified as design issues
- 6540 • Resolution of all defects that prevent completion of test scripts
- 6541 • Inclusion of steps that allow for review and approval of UAT readiness by HIX (i.e., deci-
6542 sion point)

6543 **7.1.18 Activity 18: Quality Assurance**

6544 **Objective**

6545 To provide assurance that work products and processes comply with predefined provisions and
6546 plans.

6547 **Description**

6548 As a result of the successful implementation of the software quality assurance process:

- 6549 • A strategy for conducting quality assurance is developed
- 6550 • Evidence of software quality assurance is produced and maintained
- 6551 • Problems and/or non-conformance with requirements are identified and recorded
- 6552 • Adherence of products, processes and activities to the applicable standards, procedures
6553 and requirements are verified
- 6554 Software quality assurance process implementation consists of the following tasks:
- 6555 • A quality assurance process suitable to the project must be established
- 6556 • The objectives of the quality assurance process ensure that the software products and
6557 processes employed for providing those software products comply with their established
6558 requirements and adhere to their established plans
- 6559 • The quality assurance process must be coordinated with the related software verifica-
6560 tion, software validation, software review, and software audit processes to ensure the
6561 standards for each are implemented. Scheduled and ongoing assurance activities and
6562 tasks must be executed. When problems or non-conformance with contract require-
6563 ments are detected, they must be documented and serve as input to the problem resolu-
6564 tion process. Records of these activities and tasks, their execution, problems, and prob-
6565 lem resolutions must be prepared and maintained. Records of quality assurance activi-
6566 ties and tasks must be made available to HIX as specified in the contract.
- 6567 • The Vendor must ensure that HIX project management staff responsible for assuring
6568 compliance with contract requirements have the freedom, resources, and authority to
6569 permit objective evaluations and to initiate, effect, resolve, and verify problem resolu-
6570 tions.
- 6571 Product assurance will be obtained through the following tasks:
- 6572 • All plans required by the contract are documented, comply with the contract, are mutual-
6573 ly consistent, and are being executed as required
- 6574 • Software products and related documentation comply with the contract and adhere to
6575 the plans
- 6576 • Deliveries of software products have fully satisfy their contractual requirements and are
6577 acceptable to HIX
- 6578 Process Assurance consists of the following tasks.
- 6579 • Lifecycle processes (supply, development, operations, maintenance, and support pro-
6580 cesses, including quality assurance) employed for the project comply with the contract
6581 and adhere to the plans
- 6582 • Internal software engineering practices, development environment, test environment,
6583 and libraries comply with the contract

- 6584 • Applicable prime-contract requirements are passed down to the subcontractor, if used
6585 and that and that the subcontractor software products satisfy prime-contract require-
6586 ments
- 6587 • HIX and other parties are provided the required support and cooperation in accordance
6588 with the contract, negotiations, and plans
- 6589 • Software product and process measurements are in accordance with established stand-
6590 ards and procedures
- 6591 • Staff assigned has the skill and knowledge needed to meet the requirements of the pro-
6592 ject and receive any necessary knowledge transfer

6593 The Vendor must provide a plan to monitor Quality Assurance throughout the life of the project.
6594 The Vendor will ensure that this plan will assess the Vendor's internal organization standards
6595 and methodologies. It is the desire of HIX that strong internal controls will assure that products,
6596 services, and implementations of lifecycle processes meet enterprise quality goals and achieve
6597 HIX satisfaction.

6598 Quality Assurance will further ensure the operations and hardware/software and telecommuni-
6599 cations aspects of the HIX System are functioning as designed. The activity begins with devel-
6600 opment of the Vendor's strategy to manage quality assurance, followed by a plan for conducting
6601 Quality Assurance throughout the System lifecycle. Quality Assurance results reports ensure
6602 appropriate communication of the actual status of level of the Vendor's quality and must be
6603 based on verification and validation tasks, interviews, audits, predictive analysis, project re-
6604 views, staff reviews, etc.

6605 **Deliverables**

- 6606 • 18.1: Quality Assurance Plan
- 6607 • 18.2 Quality Assurance Reviews

6608 **Task 18.1 Quality Assurance Plan**

6609 The Vendor will create the Quality Assurance Plan for the purposes of describing its approach
6610 to maintain high-quality standards, achieve HIX satisfaction, and ensure internal quality controls
6611 of product and processes throughout the life of the project. It will include topics such as:

- 6612 • Quality standards, methodologies, procedures, and tools to be monitored
- 6613 • Issue documentation, reporting and resolution
- 6614 • Measurement of HIX satisfaction
- 6615 • Documentation and publication with HIX of internal review or audit findings
- 6616 • Staff assigned to implementing the Quality Assurance Plan and the extent of the staff's
6617 autonomy

6618 A plan for conducting quality assurance process activities and tasks must be developed, docu-
6619 mented, implemented, and maintained for the life of the System. The plan must include the fol-
6620 lowing:

- 6621 • Quality standards, methodologies, procedures, and tools for performing the quality as-
6622 surance activities
- 6623 • Procedures for contract review and coordination thereof
- 6624 • Procedures for identification, collection, filing, maintenance, and disposition of quality
6625 records
- 6626 • Resources, schedule, and responsibilities for conducting quality assurance activities
- 6627 • Selected activities and tasks from supporting processes, such as software verification,
6628 software validation, software review, software audit, and software problem resolution

6629 **Vendor Responsibility**

- 6630 • Develop an approach and collaborate with HIX to create the Quality Assurance Plan
- 6631 • Communicate to Vendor staff Quality Assurance standards and the organization's ap-
6632 proach to monitoring

6633 **Acceptance Criteria**

- 6634 • 18.1: Quality Assurance Plan
- 6635 • Documentation of the Quality Assurance Plan as described in this RFP
- 6636 • Inclusion of methodology for developing the plan
- 6637 • Use of industry standards (e.g., ISO/IEC, IEEE)
- 6638 • Inclusion of enough detail to implement the Quality Assurance Plan

6639 **Task 18.2: Quality Assurance Reviews**

6640 During this task the Vendor conducts, documents and communicates Quality Assurance Re-
6641 views as outlined in the plan. All areas that are identified in the Quality Assurance Plan must be
6642 addressed at each review and an explanation as to why an area is 'not applicable' at the time of
6643 review must be provided. Quality Assurance Reviews must at a minimum:

- 6644 • Be ongoing, but formally reported monthly, at each milestone, and at the special request
6645 of HIX
- 6646 • Include lessons learned at each milestone review
- 6647 • Specify activities monitored, reviewed, audited, etc.
- 6648 • Contain corrective actions to be taken when applicable
- 6649 • Contain assessment of HIX satisfaction
- 6650 • Reflect the implementation of the Quality Assurance Plan

6651 Vendor Responsibility

- 6652 • Conduct Quality Assurance reviews
- 6653 • Prepare reports on Quality Assurance Reviews

6654 Acceptance Criteria

- 6655 • 18.2: Quality Assurance Reviews
- 6656 • Transparency to the review process
- 6657 • Adherence of products, processes and activities to the applicable standards, procedures
6658 and requirements
- 6659 • Supports the Quality Assurance Plan
- 6660 • Predictive rather than reactive to project quality issues
- 6661 • HIX satisfaction level is higher than average

6662 7.1.19 Activity 19: Software Verification**6663 Objective**

6664 The objective of Software Validation is to confirm that each software work product and/or ser-
6665 vice of the process or project properly reflects the specified requirements, i.e., that the software
6666 was built according to the specified requirements. Verification activities can occur in the Quality
6667 Assurance or testing project processes. They are included here to elaborate the nature and im-
6668 portance of verification activities.

6669 Validation ensures that 'you built the right thing'. Verification ensures that 'you built it right'. Vali-
6670 dation confirms that the product, as provided, will fulfill its intended use.

6671 Description

6672 As a result of successful implementation of the software verification process:

- 6673 • Software verification strategies developed and implemented
- 6674 • Criteria for verification of all required software work products is identified
- 6675 • Required verification activities are performed
- 6676 • Defects are identified and recorded
- 6677 • Results of the verification activities are made available to HIX and other involved parties

6678 A determination must be made if the project warns of verification effort and the degree of organ-
6679 izational independence of that effort needed. The project requirements must be analyzed for
6680 criticality. Criticality may be gauged in terms of:

- 6681 • The potential of an undetected error in the system or software requirement for causing
6682 death or personal injury, mission failure, or financial or catastrophic equipment loss or
6683 damage

6684 • Maturity of a risk associated with the software technology being used

6685 • Availability of funds and resources

6686 Based on the scope, magnitude, complexity, and criticality analysis above, target lifecycle activi-
6687 ties and products requiring verification must be determined. Verification activities and tasks, in-
6688 cluding associated methods, techniques and tools for performing the tasks, must be selected for
6689 the target lifecycle activities and software products.

6690 Based on the verification tasks determined, a verification plan must be developed and docu-
6691 mented. The plan for verification activities may be incorporated into the Quality Assurance or
6692 testing plans, or may stand alone. The plan must address the lifecycle activities and software
6693 product subject to verification, the required verification tasks for each lifecycle activity in soft-
6694 ware product, and related resources, responsibilities, and schedule. The plan must address
6695 procedures for forwarding verification reports to HIX and other involved organizations.

6696 The plan for verification activities must be implemented. Problems and non-conformance is de-
6697 tected by the verification effort must be entered into the software problem resolution process. All
6698 problems and non-conformances must be resolved. Results of the verification activity must be
6699 made available to HIX and other involved organizations.

6700 Verification activities consist of the following tasks:

6701 Requirement verification must be verified considering the criteria listed below:

6702 • The system requirements are consistent, feasible, and testable

6703 • The system requirements of inappropriately allocated to hardware items, software com-
6704 ponents, and manual operations according to the design criteria

6705 • The software requirements are consistent, feasible, testable, and accurately reflect sys-
6706 tem requirements

6707 • The software requirements related to safety, security, and criticality are correct as shown
6708 by suitably rigorous methods

6709 The Design verification must be verified considering the criteria listed below:

6710 • The design is correct and consistent with and traceable to requirements. The design im-
6711 plements proper sequence of events, inputs, outputs, interfaces, logic flow, allocation of
6712 timing and sizing of budgets, and error definition, isolation, and recovery.

6713 • Selected design can be derived from requirements

6714 • The design implements safety, security, and other critical requirements correctly as
6715 shown by suitably rigorous methods

6716 The Code verification must be verified considering the criteria listed below:

6717 • The code is traceable to design and requirements, testable, correct, and compliant with
6718 requirements and coding standards

6719 • The code implements proper event sequence, consistent interfaces, correct data and
6720 control flow, completeness, appropriate allocation of timing and sizing budgets, and error
6721 definition, isolation, and recovery

6722 • Selected code can be derived from design or requirements

6723 • The code implements safety, security, and other critical elements correctly as shown by
6724 suitably rigorous methods

6725 The Integration verification must be verified considering the criteria listed below:

6726 • The software components have been completely and correctly integrated into the HIX
6727 System

6728 • The hardware items, software components, and manual operations of the System have
6729 been completely and correctly integrated into the System

6730 • The integration tasks have been performed in accordance with and integration plan

6731 • The Documentation must be verified considering the criteria listed below:

6732 • The documentation is adequate, complete, and consistent

6733 • Documentation preparation is timely

6734 • Configuration management of documents follows specified procedures

6735 **Deliverables**

6736 No deliverable is required but the verification activity must be mapped and incorporated into
6737 Quality Assurance, Testing, or other project deliverables.

6738 **7.1.20 Activity 20: Software Validation**

6739 **Objective**

6740 To confirm that the intended use of a given software work product is fulfilled, i.e., that the soft-
6741 ware will fulfill its intended use. It goes beyond just assuring that the software meets the re-
6742 quirements; it assures that the requirements themselves were defined and interpreted properly.
6743 Validation activities can occur in the Quality Assurance project processes. They are included
6744 here to elaborate the nature and importance of validation activities.

6745 **Description**

6746 As a result of successful implementation of the software validation process:

6747 • Validation strategies are developed and implemented

6748 • Criteria for validation of all work products are identified

6749 • Required validation activities are performed

6750 • Problems are identified and recorded

- 6751 • Evidence is provided that the software products as developed are suitable for their in-
6752 tended use
- 6753 • Results of validation activities are available to HIX and other involved parties
- 6754 The software validation process consists of the following tasks:
- 6755 • Determination if a task or group of tasks warrants a validation effort, and the degree of
6756 organizational independence which that effort will require
- 6757 • If a task or groups of tasks warrants a validation effort, a validation process must be es-
6758 tablished to validate the System or software product. Validation tasks defined below, in-
6759 cluding associated methods, techniques, and tools for performing tasks, must be select-
6760 ed. If the project warrants an independent effort, a qualified organization responsible for
6761 conducting the effort must be selected. HIX must be assured of the independence and
6762 qualifications of the organization to perform the validation tasks. A validation plan must
6763 be developed and documented. Validation activities may be incorporate into the Quality
6764 Assurance plan or may stand alone. The plan must include, but is not limited to, the fol-
6765 lowing:
- 6766 ○ Items subject to validation
- 6767 ○ Validation tasks to be performed
- 6768 ○ Resources, responsibilities, and schedule for validation
- 6769 ○ Procedures for forwarding validation reports to HIX and other parties
- 6770 • Validation activities must be implemented. Problems and non-conformances detected by
6771 the validation effort must be entered into the problem resolution process. All problems
6772 and non-conformance must be resolved. Results of the validation activity must be made
6773 available to HIX and other involved organizations.
- 6774 • The validation activity (which could be testing, analysis, modeling, simulation, or other
6775 means) consists of the following tasks:
- 6776 ○ Prepare selected test requirements test cases and test specifications for analyz-
6777 ing test results
- 6778 ○ Ensure that these test requirements, test cases, and test specifications reflect the
6779 particular requirements for the specific intended use
- 6780 ○ Conduct selected tests, including:
- 6781 ○ Testing with stress, boundary, and singular input
- 6782 ○ Testing the software products for its ability to isolate and minimize the effect of
6783 errors, that is, graceful degradation. Upon failure, request for operator assistance
6784 upon stress, boundary, and singular condition.
- 6785 ○ Testing those representative users can successfully achieve their intended tasks
6786 using the software product

- 6787 ○ Validate that the software product satisfies its intended use, and test the software
6788 product as appropriate in selected areas of the target environment

6789 **Deliverables**

6790 No deliverable is required, but the validation activity may be mapped and incorporated into
6791 Quality Assurance deliverables.

6792 **7.1.21 Activity 21: Software Reviews**

6793 **Objectives**

6794 To maintain a common understanding with the stakeholders of the progress against objectives
6795 of the agreement and what must be done to help ensure the development of a product that sat-
6796 isfies the stakeholders. Software reviews are at both project management and technical levels
6797 and are held throughout the life of the project.

6798 **Description**

6799 As a result of the successful implementation of the software review process:

- 6800 • Management and technical reviews are held based on the needs of the project
- 6801 • The status and products of activity of the process are evaluated to review activities and
6802 progress
- 6803 • Review results are made known to all affected parties in a timely fashion
- 6804 • Action items resulting from reviews are tracked to closure
- 6805 • Risks and problems are identified and recorded

6806 Software review process implementation consists of the following tasks:

- 6807 • Periodic reviews are held at predetermined milestones as specified in the project plan.
6808 Stakeholders determine the need for any ad hoc reviews in which parties may partici-
6809 pate.
- 6810 • All resources required to conduct the reviews are provided. These resources include
6811 personnel, location, facilities, hardware, software, and tools.
- 6812 • The parties that participate in a review must agree on the following items of each review:
6813 meeting agenda, software products (result of an activity) and problems to be reviewed,
6814 scope and procedures, and entry and exit criteria for the review
- 6815 • Problems detected during the reviews must be recorded and entered into the problem
6816 resolution process
- 6817 • The review results must be documented and distributed. This communication includes
6818 adequacy of review (for example, approval, disapproval, or contingent approval) of the
6819 review results.

- 6820 • Participating parties must agree on the outcome of the review, and any action item(s),
6821 including responsibilities and closure criteria
- 6822 • Project management reviews must evaluate project status relative to the applicable pro-
6823 ject plans, schedules, standards, and guidelines. The outcome of the review must be consid-
6824 ered by appropriate management and must provide the following:
- 6825 • Activity progress compared to plan, based on an evaluation of the activity or software
6826 project status
- 6827 • Continued global control of the project to adequately allocate resources
- 6828 • Project direction changes or determination of the need for alternate planning
- 6829 • Evaluation and management of the risk issues that may jeopardize the success of the
6830 project
- 6831 Technical reviews consist of the following tasks and are held to evaluate software products or
6832 services under consideration and provide evidence that:
- 6833 • They are complete
- 6834 • They comply with their standards and specifications
- 6835 • Changes to them are properly implemented, and affect only those areas identified by the
6836 configuration management processes
- 6837 • They adhere to applicable schedules
- 6838 • They are ready for the next planned activity
- 6839 • The development, operation, or maintenance is being conducted according to the plans,
6840 schedules, standards, and guidelines of the project

6841 **Deliverables**

6842 The Software Review Plan must either be incorporated into the Quality Assurance Plan, or be a
6843 standalone plan.

6844 **7.1.22 Activity 22: Software Problem Resolution Process**

6845 **Objective**

6846 To ensure that all discovered problems are identified, analyzed, and managed, and that there is
6847 a controlled resolution.

6848 **Description**

6849 As a result of the successful implementation of the software problem resolution process:

- 6850 • A problem management strategy is developed
- 6851 • Problems are recorded, identified and classified
- 6852 • Problems are analyzed and assessed to identify acceptable solutions

- 6853 • Problem resolution is implemented
- 6854 • Problems are tracked to closure
- 6855 • The status of all problems reported is known

6856 Deliverables

- 6857 • 22.1: Software Resolution Plan

6858 Task 22.1: Software Resolution Plan

6859 A Software Resolution Plan must be established for handling all problems (including non-
6860 conformance). The process must comply with the following:

- 6861 • The process must be closed-loop, ensuring that all detected problems are reported and
6862 entered into the problem resolution process
- 6863 • Action is initiated on detected problems
- 6864 • Relevant parties are advised of the existence of the problem(s) as appropriate
- 6865 • Causes are identified, analyzed, and, where possible, eliminated
- 6866 • Resolution and disposition are achieved
- 6867 • Status is tracked and reported
- 6868 • Records of the problems are maintained

6869 The process must include a methodology for characterizing and prioritizing the problems. Each
6870 problem must be classified by the category and priority to facilitate trend analysis and problem
6871 resolution. Analysis must be performed to detect trends in the problems reported. Problem res-
6872 olutions and dispositions must be evaluated to ensure the problems have been resolved, ad-
6873 verse trends have been reversed, changes have been correctly implemented in the appropriate
6874 software products and activities, and to determine whether additional problems have been intro-
6875 duced.

6876 When problems (including non-conformances) have been detected in a software product or ac-
6877 tivity, a problem report must be prepared to describe each problem detected. The report must
6878 include the following:

- 6879 • How the problem was detected
- 6880 • Analysis of the problem
- 6881 • Resolution of the problem and its cause
- 6882 • Trend detection across problems.

6883 Vendor Responsibility

- 6884 • Prepare the Software Resolution Plan
- 6885 • Implement the Software Resolution Plan

- Participate in the resolution process when applicable

Acceptance Criteria

- 22.1 Software Resolution Plan
- Documentation of process to detect, document, and track software
- Criteria for resolution to include identification of individuals responsible

7.1.23 Activity 23: User Acceptance Testing

Objectives

The objective of User Acceptance Testing is to implement a vigorous UAT process in order to put into production a tested and operational system. HIX regards UAT to be an incremental process that may occur throughout the lifecycle, culminating with system-level acceptance.

Description

The Vendor is responsible for participating in and supporting HIX users in acceptance testing of the entire HIX System. UAT enables HIX to ensure that the System meets the functional, technical, and operational requirements. This activity includes preparation of the test environment, specification of dates and times for end users to conduct testing, knowledge transfer for any tools that will be used to assist end users during testing or for the production or viewing of results, and reporting of test results. Testing will ensure the operations, hardware/software and telecommunications aspects of the HIX System are functioning as designed, will certify the System meets contract requirements, and will validate the statewide implementation process.

Deliverables

- 23.1: UAT Test Environment and Tools
- 23.2: Weekly UAT Status Reports
- 23.3: Operational Readiness Report

Task 23.1: UAT Test Environment and Tools

In the UAT Test Environment and Tools task, the Vendor will create a test environment specifically for the purpose of user acceptance testing, an environment which must be a copy of the production environment. The Vendor will be responsible for the creation and maintenance of the UAT environment.

Vendor Responsibility

- Create test environment and make corrections as needed
- Ensure that all modifications to the HIX System software or files are thoroughly documented and System tested prior to transferring new versions to UAT
- Ensure that data is imported to the UAT test environment and data parameters are approved by HIX

- 6920 • Assist with the acceptance test schedule and procedures including such activities as
6921 running batch jobs
- 6922 • Provide the capability to roll back the test database to checkpoint status as well as the
6923 frequency of refresh
- 6924 • Assist HIX in implementation of the acceptance test with respect to generation of test
6925 transactions, data, and files, as well as analysis of reasons for unanticipated processing
6926 results
- 6927 • Provide appropriate staff in UAT facility to provide technical and/or business assistance
6928 to support HIX testing

6929 Acceptance Criteria

- 6930 • 23.1: UAT Test Environment and Tools
- 6931 • Creation and maintenance of a test environment specifically for the purposes of user ac-
6932 ceptance testing
- 6933 • Provision of knowledge transfer to the acceptance testing team and subject matter ex-
6934 perts to assist in understanding the HIX System, the defect tracking system, and the
6935 testing procedures
- 6936 • Provision of an acceptance test tracking system which will record scenarios, indicate sta-
6937 tus, track test results, and produce reports by functional area and status to be used for
6938 all testing tasks
- 6939 • Steps to ensure that UAT environment mirrors the production environment including both
6940 controlled test data and representative real production data.
- 6941 • Execution of acceptance test cycles according to an agreed upon schedule

6942 Task 23.2: Weekly UAT Status Reports

6943 The Vendor will provide a weekly report to document activities related to UAT and to identify
6944 issues and problems discovered during user acceptance testing for each week of testing. At a
6945 minimum, the report must include documentation of individual problems found including the
6946 problem statement, tester name, date, resolution provided, and name of the person providing
6947 resolution, plan for further testing, summary of problems found, and a graphic representation of
6948 problem resolution progress from week to week.

6949 Vendor Responsibility

- 6950 • Provide timely responses to discrepancy notices
- 6951 • Develop a HIX approved report

6952 Acceptance Criteria

- 6953 • 23.2: Weekly UAT Status Reports

- 6954 • Creation and distribution of the Weekly UAT Status Reports including a description of all
6955 problems/defects identified for each week of testing and the corrective steps taken
- 6956 • Correction, at no cost to the State, of any problems resulting from incorrect computer
6957 program code, incorrect data conversion, incorrect or inadequate documentation, or from
6958 any other failure to meet RFP specifications or performance standards

6959 **Task 23.3: Operational Readiness Report**

6960 In the Operational Readiness Report task, the Vendor will certify that the HIX System, its do-
6961 mains, functions, data, processes, operational procedures, staffing, telecommunications, and all
6962 other associated support are in place and ready for operation. This readiness report will identify
6963 if the System is ready for implementation.

6964 **Vendor Responsibility**

- 6965 • Certify that the HIX System, its domains, functions, data, processes, operational proce-
6966 dures, staffing, telecommunications, and all other associated support are in place and
6967 ready for operation
- 6968 • Secure documented HIX approval that the System is ready to go live

6969 **Acceptance Criteria**

- 6970 • 23.3: Operational Readiness Report
- 6971 • Documentation that the HIX System, its domains, functions, data, processes, operational
6972 procedures, staffing, telecommunications, hardware, network, and all other associated
6973 support are in place and ready for operation
- 6974 • Resolution of all issues identified as design issues
- 6975 • Resolution of all defects that prevent use in production
- 6976 • Inclusion of steps that allow for review and approval of UAT completion by HIX (i.e., de-
6977 cision point)
- 6978 • Completed documentation that the Disaster Recovery and Business Continuity support
6979 for the System

6980 **7.1.24 Activity 24: Transition to Operations**

6981 **Objective**

6982 To provide cost-effective support for the transition of a tested and approved software product to
6983 productive use by the System Stakeholders

6984 **Description**

6985 Pre-delivery software maintenance processes include planning for post-delivery operations,
6986 supportability, and logistics determination. Post-delivery activities include software modification
6987 and operational support, such as knowledge transfer or operation of a help desk. The Vendor

6988 must ensure that operational support and continuing maintenance of the HIX System is suc-
6989 cessfully transitioned to HIX.

6990 The word “maintainer” is used in this and other activity and task descriptions. Since mainte-
6991 nance during the one year implementation period (Phase 5) is the responsibility of the Vendor,
6992 the word Vendor is synonymous with the word “maintainer” in this context.

6993 As a result of successful implementation of this process:

- 6994 • Maintenance strategies are developed to manage modification and migration of products
6995 according to the release strategy
- 6996 • The impact of changes to the existing system on organization, operations or interfaces
6997 are identified
- 6998 • System and software documentation is updated as needed
- 6999 • Modified products are developed with associated tests that demonstrate their require-
7000 ments are not compromised
- 7001 • Product upgrades are migrated to the HIX environment
- 7002 • The System software modification information is communicated to all parties

7003 Process implementation requires the maintainer to develop, document, and execute plans and
7004 procedures for conducting the activities and tasks of the software maintenance process. The
7005 maintainer must establish procedures for receiving, recording, and tracking problem reports and
7006 modification requests from the users, and providing feedback to the user. Whenever problems
7007 are encountered, they must be recorded and entered into the problem resolution process. The
7008 maintainer must implement (or establish organizational interfaces with) the configuration man-
7009 agement process used to manage modifications to the existing System.

7010 The Problem and Modification Analysis Process consists of the following tasks:

- 7011 • The maintainer must analyze the problem report or modification request for its impact on
7012 the organization, the existing system, and the interfacing systems for the following:
 - 7013 ○ Type; for example, corrective, improvement, preventative, or adaptive to new en-
7014 vironment
 - 7015 ○ Scope; for example, size of modification, cost involved, time to modify
 - 7016 ○ Criticality; for example, impact on performance, safety, or security
- 7017 • The maintainer must replicate or verify the problem. Based on the analysis, the main-
7018 tainer must develop options for implementing the modification
- 7019 • The maintainer must document the problem/modification request, the analysis results,
7020 and implementation options
- 7021 • The maintainer must obtain approval for the selected modification option as selected in
7022 the contract

7023 In the Modification Implementation activity the maintainer must conduct analysis and determine
7024 which documentation, software components, and versions thereof need to be modified. They
7025 must be documented.

7026 Test evaluation criteria for testing and evaluating software components and their component
7027 aggregations within the HIX System must be defined and documented. The complete and cor-
7028 rect implementation of the new and modified requirements must be ensured. It must also be
7029 ensured that the original, unmodified requirements were not affected. The test results must be
7030 documented.

7031 The Maintenance Review/Acceptance activity consists of the following tasks:

- 7032 • The maintainer must conduct reviews with the organization authorizing the modification
7033 to determine the integrity of the modified System
- 7034 • The maintainer must obtain approval for the satisfactory completion of the modification
7035 as specified in the contract

7036 **Deliverables**

- 7037 • 24.1: Transition Plan
- 7038 • 24.2: Post-Implementation Evaluations
- 7039 • 24.3: Updated System Documentation

7040 **Task 24.1: Transition Plan**

7041 The Vendor will create the Transition Plan, which describes the activities and timelines neces-
7042 sary to transition the operations and maintenance of the HIX System to State staff, including
7043 knowledge transfer, mentoring, and hands-on experience, and identifying the components and
7044 criteria required to perform final transition to State staff.

7045 “State staff” in this context can either refer to employees of the State or to contract employees.
7046 At the conclusion of the one year System operation period (Phase 5), it is the intent of HIX to
7047 operate the System in the most expedient manner for the citizens of Alabama.

7048 The Transition Plan must include, at a minimum:

- 7049 • Transition planning information which defines the approach, activities and schedule for
7050 the transition including plans for the Vendor’s assistance in performing operations and
7051 maintenance prior to and during the one-year Warranty Period (i.e., Phase 5). The tran-
7052 sition planning section will include the readiness assessment approach and a transition
7053 activity matrix, which lists each State staff person to be included in transition activities,
7054 identifies the activity that each person will be involved in, and provides the schedule for
7055 each activity by person.
- 7056 • Final System turnover, which must include information such as system performance
7057 monitoring and tuning, all software used to operate the System, updated source code,
7058 production control and System operations, up-to-date documentation, etc.

- 7059 • Staffing recommendations for ongoing operations and maintenance of the HIX System.
7060 The staffing recommendation must include a recommendation for staffing levels by posi-
7061 tion, an organizational chart, and roles and responsibilities descriptions for each position.
- 7062 • Final System Turnover Assessment, which consists of two components:
- 7063 ○ An analysis of the System against any new Federal and State mandates, any
7064 outstanding design considerations not part of the current contract, and an as-
7065 sessment of staff readiness to support the System, including an identification of
7066 areas that present risk to the turnover
- 7067 ○ Turnover results report documenting completion and results of the turnover
7068 plans, as well as current System status information, outstanding problems, and
7069 recommendations for System enhancements, if any. This is completed upon
7070 successful turnover to HIX.

7071 **Vendor Responsibility**

- 7072 • Assess the readiness of State technical staff to assume full operations and maintenance
7073 of the System
- 7074 • Provide warranty support (i.e. fix all faults detected) during the Warranty Period including
7075 monitoring System processing and performance
- 7076 • Complete knowledge transfer and transition for State staff to support the System

7077 **Acceptance Criteria**

- 7078 • 24.1: Transition Plan
- 7079 • Documentation of the Transition Plan as described in this RFP
- 7080 • Inclusion of comprehensive detailed organization charts with roles and responsibilities
- 7081 • Provision of a final turnover result report
- 7082 • Correction of any outstanding defects in the System prior to transition

7083 **Task 24.2: Post-Implementation Evaluations**

7084 The Vendor will conduct post-implementation evaluations, report on the evaluations, and devel-
7085 op an improvement plan regarding the effectiveness of the implementation. The purpose of the
7086 Post-Implementation Evaluation is to assess:

- 7087 • Whether the implementation achieved the defined goals
- 7088 • Whether the System is operating efficiently and effectively
- 7089 • The level of acceptance of the System by users
- 7090 • Was the knowledge transfer effective
- 7091 • Are the users following the defined policies and processes

- 7092 • Are there areas for business improvement

7093 The Vendor will prepare and execute a plan to conduct two post-implementation evaluations,
7094 the first one scheduled for six months following implementation, and the second one after one
7095 year, at the end of the Post-Implementation Support Period.

7096 Following each post-implementation review, the Vendor will be required to prepare a written Im-
7097 plementation Review report recapping each review session and providing an assessment of the
7098 implementation status.

7099 In addition to the Implementation Review Report, the Vendor will submit an Implementation Im-
7100 provement Recommendation Report outlining recommendations for improvement to the HIX
7101 System implementation. The final Implementation Improvement Recommendation Report will
7102 summarize overall findings and project status, and identify recommended activities for im-
7103 provement to be undertaken in the medium and long-term. A comparison of actual performance
7104 to goals will be included.

7105 **Vendor Responsibility**

- 7106 • Develop evaluation format and content in conjunction with HIX
- 7107 • Obtain input for evaluations
- 7108 • Analyze and summarize results of post-implementation evaluations
- 7109 • Develop recommendations for improvement

7110 **Acceptance Criteria**

- 7111 • 24.2: Post-Implementation Evaluations
- 7112 • Documentation of the Post Implementation Evaluation as described in this RFP
- 7113 • Documentation of future enhancement recommendations based on the analysis con-
7114 ducted for final turnover
- 7115 • Inclusion of lessons learned

7116 **Task 24.3: Updated System Documentation**

7117 The Vendor must submit to HIX the current and complete versions of all HIX System documen-
7118 tation in a form consistent with all applicable State standards. This documentation will include,
7119 but is not limited to:

- 7120 • Requirements documents that document how each requirement was met
- 7121 • System architecture and design documents, which are updated with any changes that
7122 occurred during design, development, testing, and implementation
- 7123 • Development Library, which includes any changes made from the original documenta-
7124 tion (created in development)

- 7125 • Instructional materials, which include any changes necessary based on lessons learned
7126 during knowledge transfer and implementation

7127 **Vendor Responsibility**

- 7128 • Identify which deliverables require revisions
7129 • Discuss the identified deliverables with HIX to ensure there is a comprehensive list

7130 **Acceptance Criteria**

- 7131 • 24.3: Updated System Documentation
7132 • Updating and submission of all deliverables that required revision
7133 • Complete, accurate, and up-to-date documentation at transition

7134 **7.1.25 Activity 25: Documentation Management**

7135 **Objective**

7136 The objective of Documentation Management is to develop and maintain the recorded software
7137 information produced by the process.

7138 **Description**

7139 As a result of the successful implementation of the software documentation management pro-
7140 cess:

- 7141 • The strategy identifying the documentation to be produced during the lifecycle of the
7142 software product or services is developed
- 7143 • The standards to be applied for the development of the software documentation are
7144 identified
- 7145 • Document specification templates are used to establish agreed-upon outlines for each
7146 document type
- 7147 • Documentation to be produced by the process or project is identified
- 7148 • The content and purpose of all documentation is specified, reviewed, and approved
7149 through the use of document specification templates
- 7150 • Documentation is developed and made available in accordance with identified standards
- 7151 • Documentation is maintained in accordance with defined criteria

7152 During design and development each identified document must be designed in accordance with
7153 applicable documentation standards for medium, format, content description, page numbering,
7154 figure/table placement, proprietary/security, marketing, packaging, and other presentation items.
7155 The source and appropriateness of input data for the documents must be confirmed through the
7156 use of a document-specific documentation template approved by HIX not less than 30 days be-
7157 fore its intended use. Automated documentation support tools may be used. The prepared doc-
7158 uments must be reviewed and edited for format, technical content, and presentation style

7159 against their documentation standards. Documents must also be approved for adequacy by au-
7160 thorized personnel prior to use.

7161 The Production Activity consists of the following tasks and considerations:

- 7162 • The document specification template and completed document must be produced and
7163 provided in accordance with the plan
- 7164 • Production and distribution of documents may use paper, electronic, or other media
- 7165 • Master material must be stored in accordance with the requirements for record retention,
7166 security, maintenance, and backup
- 7167 • Control must be established in accordance with the software configuration management
7168 process

7169 The Maintenance activity consists of the following tasks:

- 7170 • Documentation must be updated as required based on the tasks performed during the
7171 software maintenance
- 7172 • For those documents that are under configuration management, modification must be
7173 managed in accordance with the software configuration management process

7174 **Deliverables**

- 7175 • 25.1: Document Management Plan

7176 **Task 25.1: Document Management Plan**

7177 The Vendor will document a plan that identifies the documentation to be produced during the
7178 lifecycle of the software product. The plan must be developed, documented, and implemented.
7179 For identified documentation, the following must be included:

- 7180 • Title or name
- 7181 • Purpose and content
- 7182 • Intended audience
- 7183 • Procedures and responsibilities for inputs, development, review, modification, approval,
7184 production, storage, distribution, maintenance, and configuration management
- 7185 • Schedule for intermediate and final versions

7186 **Vendor Responsibility**

- 7187 • Produce Document Management Plan
- 7188 • Implement Document Management Plan
- 7189 • Audit processes for conformity to the Document Management Plan

7190 **Acceptance Criteria**

- 7191 • 25.1 Document Management Plan

- 7192 • The strategy identifying the documentation to be produced during the lifecycle of the
7193 software product or services is developed
- 7194 • The standards to be applied for the development of the software documentation are
7195 identified
- 7196 • Documentation to be produced by the process or project is identified
- 7197 • The content and purpose of all documentation is specified, reviewed, and approved
- 7198 • Documentation is developed and made available in accordance with identified standards
- 7199 • Documentation is maintained in accordance with defined criteria

7200 **7.1.26 Activity 26: Operations**

7201 **Objective**

7202 The objective of operations is to operate the software product in its intended environment, and
7203 to provide support of the software product to HIX.

7204 **Description**

7205 The Vendor is expected to prepare HIX for its role as Operator of the System, and that opera-
7206 tional support and continuing maintenance of the HIX System is successfully transitioned to
7207 HIX.

7208 HIX expects that the System will be supported by two help desk systems – the first will be public
7209 facing and will receive and service calls from the recipients of benefits. This will be a Vendor
7210 responsibility to plan and implement. The Vendor will be required to produce a plan for this ca-
7211 pability and to implement it during Phase 5.

7212 The second call center capability is that of an HIX-internal help desk for functional or technical
7213 assistance with the HIX System. This will also be a Vendor responsibility to plan and imple-
7214 ment.

7215 The Vendor will put into production a tested and operational HIX System with minimal disruption
7216 to applicant/beneficiaries and HIX personnel through the provision of Help Desk Support during
7217 implementation.

7218 As a result of the successful implementation of the software operation process:

- 7219 • An operation strategy is defined
- 7220 • Conditions for the correct operation of the software in its intended environment are iden-
7221 tified and evaluated
- 7222 • Software is tested and determined to operate in its intended environment
- 7223 • The software is operational in its intended environment
- 7224 • Assistance and consultation is provided to HIX for the software product, in accordance
7225 with the contract

- 7226 The Preparation for Operation activity consists of the following:
- 7227 • The Vendor must develop a plan and set operational standards for performing activities
7228 and tasks of this process. The plan must be documented and executed.
 - 7229 • The Vendor must establish procedures for receiving, recording, resolving, tracking prob-
7230 lems, and providing feedback. Whenever problems are encountered, they must be rec-
7231 orded and entered into the software problem resolution process.
 - 7232 • The Vendor must establish procedures for testing the software product in its operational
7233 environment, for entering problem reports and modification requests to the software
7234 maintenance process, and for releasing the software product for operational use.
- 7235 Operation Activation and Checkout must be performed for each release of the software product,
7236 and the Vendor must perform this operational testing. Upon satisfying the specified criteria, the
7237 Vendor will release the software product for operational use. The Vendor must ensure that the
7238 software code and databases initialize, execute, and terminate as described in the plan. The
7239 Vendor must activate the System in its intended operational situation to deliver instances of ser-
7240 vice or continuous service according to its intended purpose.
- 7241 Continuous service capacity and quality must be maintained when the System replaces an ex-
7242 isting system that is being retired. During the specified period of changeover or concurrent op-
7243 eration, the Vendor must manage the transfer services so that the continuing conformance to
7244 persistent stakeholder needs is achieved.
- 7245 Operational Use is defined by the following tasks. The system must be operated in its intended
7246 environment according to the user documentation. Operating in the intended environment in-
7247 cludes developing criteria for operational use so that compliance with agreed requirements can
7248 be demonstrated. It also includes performing operational testing of each release of the product,
7249 and assessing adherence to specified criteria. Risks to product operation must be identified and
7250 monitored. The Vendor must monitor operational services on a regular basis, where appropri-
7251 ate, against defined criteria.
- 7252 Customer Support is defined as having the Vendor provide assistance and consultation to users
7253 as requested. These requests and subsequent actions must be recorded and monitored. Assis-
7254 tance and consultation includes the provision of knowledge transfer, documentation, and other
7255 support services required for effective use of the product. The Vendor must forward user re-
7256 quests as necessary to the software maintenance process for resolution. These requests must
7257 be addressed and the actions that are planned and taken must be reported to the originators of
7258 the requests. All resolutions must be monitored to conclusion. All resolutions must be held to a
7259 defined level of performance standards, such as length of wait times, speed of resolution, etc.
- 7260 In the Operational Problem Resolution activity the operator must submit identified problems to
7261 the software problem resolution process. If there is a temporary workaround available, the orig-
7262 inator of the problem report must be given the option to use it. Releases that include previously
7263 omitted functions or features, and systems improvements, must be applied to the operational
7264 software product using the defined software maintenance process.

7265 The Vendor is responsible for planning and preparing State staff to support the HIX System
7266 through training and knowledge transfer. Activities and timeframes for the transition to opera-
7267 tions and maintenance are defined in the plan. Evaluations and operating procedures must pro-
7268 vide information to keep the HIX System in use in the most effective manner possible. Updated
7269 documentation ensures that all affected personnel have the needed information to support and
7270 use the HIX System.

7271 The Vendor must provide written help desk procedures and the staff required to respond to user
7272 questions regarding the HIX System, including the deployment. The Vendor will ensure that,
7273 prior to deployment, a Help Desk support System is available and Help Desk staff is trained in
7274 the HIX System. The Help Desk Plan and the Help Desk Transition Plan must clearly state the
7275 roles and responsibilities through Implementation. The Procedure manual will specify the pro-
7276 cesses to follow to support the Help Desk.

7277 **Deliverables**

- 7278 • 26.1: Operating Procedures
- 7279 • 26.2: Help Desk Transition Plan
- 7280 • 26.3: Help Desk Plan; Public Facing Help Desk Plan
- 7281 • 26.4: Help Desk Procedures manual

7282 **Task 26.1: Operating Procedures**

7283 The Vendor will document the Operating Procedures to assist programmers and other technical
7284 staff in operation and maintenance of the System. These procedures help define and provide
7285 understanding of System operations and performance. The operations procedures will address
7286 all facets of the technical operation of the System including the following topics:

- 7287 • System troubleshooting and system tuning procedures
- 7288 • System administration procedures, such as file management and code management
- 7289 • System interface processing procedures
- 7290 • Online and batch processing procedures
- 7291 • System backup and recovery procedures
- 7292 • System password and user ID maintenance procedures
- 7293 • Unique processing procedures
- 7294 • Report generation procedures
- 7295 • Menu structures, chaining, and system command mode operations procedures
- 7296 • Job scheduling/dependencies procedures, if applicable
- 7297 • Job cycles (daily, weekly, monthly, quarterly, annually, and special) procedures, if appli-
7298 cable

- 7299 • System monitoring tool procedures

7300 **Vendor Responsibility**

- 7301 • Collaborate on the content and format of the Operating Procedures

- 7302 • Create manuals

7303 **Acceptance Criteria**

- 7304 • 26.1: Operating Procedures
- 7305 • Documentation of the Operating Procedures as described in this RFP
- 7306 • Provision of comprehensive manual that supports HIX System operations

7307 **Task 26.2: Help Desk Transition Plan**

7308 The Vendor will provide and execute a Help Desk Transition Plan, which outlines all activities
7309 necessary for an orderly turnover to HIX of all help desk activities including usage of scripts and
7310 decision trees.

7311 **Vendor Responsibility**

- 7312 • Review lessons learned from implementation
- 7313 • Incorporate best practices and lessons learned into the transition plan
- 7314 • Create a checklist of all the necessary activities for transition

7315 **Acceptance Criteria**

- 7316 • 26.2: Help Desk Transition Plan
- 7317 • Documentation of the Help Desk Transition Plan as described in this RFP and Help
7318 Desk Plans
- 7319 • Documentation of the necessary steps, resources, and activities that must be completed
7320 to transition the help desk

7321 **Task 26.3: Help Desk Plan, Public Facing Help Desk Plan**

7322 The Vendor will create a HIX-Internal Help Desk Plan for operations, including integrated Ven-
7323 dor and State staffing, communications, procedures, and reporting mechanisms. It will include
7324 topics, such as appropriate Vendor and State staffing levels, skills required, role of power-users,
7325 response times, and call routing.

7326 The Vendor will also create a Public Facing Help Desk Plan to address the need of HIX to re-
7327 spond to requests for help from the public. 100% call recording is required for the Public facing
7328 Help Desk. Recordings will be maintained a minimum of 12 months. Call recording must be
7329 included in the Disaster Recovery Plan. The Public Facing Help Desk Plan will include integrat-
7330 ed Vendor and State staffing, communications, procedures, and reporting mechanisms. It will

7331 include topics, such as appropriate Vendor and State staffing levels, skills required, role of pow-
7332 er-users, response times, and call routing.

7333 **Vendor Responsibility**

- 7334 • Develop an approach and collaborate with HIX to create HIX-Internal Help Desk Plan
- 7335 • Develop an approach and collaborate with HIX to create the Public Facing Help Desk
7336 Plan
- 7337 • Document qualifications of Help Desk staff
- 7338 • Provide Vendor staff (a minimum two Spanish speaking agents) to answer questions
7339 that HIX staff are unable to answer
- 7340 • Provide Vendor staffing plan to support Help Desk

7341 **Acceptance Criteria**

- 7342 • 26.3: Help Desk Plan
- 7343 • Documentation of the Help Desk Plan as described in this RFP
- 7344 • Inclusion of methodology for developing the plan
- 7345 • Inclusion of organization charts to document HIX and Vendor integrated team
- 7346 • Documentation of HIX versus Vendor roles and responsibilities
- 7347 • Identification of performance standards

7348 **Task 26.4: Help Desk Procedures Manual**

7349 The Vendor will create a Help Desk Procedures Manual, which defines and documents the help
7350 desk processes and procedures for both HIX-Internal Help Desk and the Public Facing Help
7351 Desk. These procedures will include at a minimum, problem identification and initial diagnosis,
7352 problem escalation procedures, problem ticketing, problem logging, assignment of priority, and
7353 ability to search through previous problems to find resolutions for new problems.

7354 **Vendor Responsibility**

- 7355 • Collaborate with staff on the procedures needed to support the Help Desks
- 7356 • Review State's current problem escalation, ticketing, logging, and assignment proce-
7357 dures
- 7358 • Make recommendations for improvement on current procedures

7359 **Acceptance Criteria**

- 7360 • 26.4: Help Desk Procedures Manual
- 7361 • Documentation of the Help Desk Procedure Manuals as described in this RFP
- 7362 • Inclusion of recommendations for improvement on current procedures

7.1.27 Activity 27: Federal Review and Certification

Objective

To have all information needed for CMS review and monitoring activities.

Description

At the earliest opportunity, HIX plans to request a Federal review in order to determine if the HIX System is federally compliant. The Vendor will assist HIX in preparing for and conducting these reviews.

Deliverables

- 27.1: Assist with Federal Review

Task 27.1: Assist with Federal Review

The Vendor must prepare documentation for submission to the Federal Government to support Federal review and approval of the HIX System. The Vendor will create the Federal Review and Monitoring Package, which documents the CMS Review and Monitoring activities that lead up to a final official review. The Review and Monitoring Package will be used to help assure a successful review of the HIX System post-implementation. The Federal Review and Monitoring Package will include at a minimum:

- Complete Review and Monitoring Activity Documentation
- Complete review of any deficiency found in interim review
- Any System documentation requested for the review, which may include:
 - System Documentation
 - User Manuals
 - Operating Procedures
 - Acceptance Test Results
 - Substantive and representative samples of reports

Vendor Responsibility

- Support monitoring activities as requested prior to completion of contract
- Create the necessary documentation needed for the CMS review
- Provide resources onsite to support HIX in the review process

Acceptance Criteria

- 27.1: Federal Review and Monitoring Package Interim and Final
- Documentation of the Federal Review and Monitoring Package Interim and Final as described in this RFP

- 7395 • Documentation of any corrective action plans or next steps necessary based on the re-
- 7396 view
- 7397 • Delivery of any additional materials requested by CMS

7398

APPENDIX A: GLOSSARY OF TERMS AND ACRONYMS

| Term/Acronym | Definition |
|----------------|---|
| 24/7 | This is an abbreviation for “24 hours a day and 7 days a week” which, in the context of its use in the requirements, refers to service availability as described by HIX-defined Service Level Agreements (see Appendix I) . Therefore, 24/7 does not necessarily mean availability of a service at all times without interruption. |
| ACA | Patient Protection and Affordable Care Act, P. L. 111-148, as amended by the Health Care and Education Reconciliation Act of 2010, P. L. 111-152 |
| ALLKids | ALL Kids is the Children’s Health Insurance Program offered by the Alabama Department of Public Health for children under age 19. ALL Kids is designed for children whose family earnings are too high to qualify for but not enough to purchase individual health insurance. |
| Business Hours | Generally, a reference to Monday through Friday, 8:00 AM to 5:00 PM CST/CDT, with the exception of Alabama State Holidays. |
| C32 | A type of CCD document standard published by the US Federal government |
| CCD | HL7 Continuity of Care Document, a type of templated CDA document for use as an electronic medical summary document |
| CD | Compact Disc |
| CDA | HL7 Clinical Document Architecture, a health record document standard |
| CFR | Code of Federal Regulations |
| CHIP | Children’s Health Insurance Program |
| CMMI | Capability Maturity Model Integration |
| CMS | Centers for Medicare & Medicaid Services |
| Contractor | Contractor and Vendor are generally used interchangeably within this document. The Contractor refers to the Vendor to whom HIX has awarded the contract for this RFP. |
| COTS | Commercially available Off-The-Shelf (COTS) is a Federal Acquisition Regulation (FAR) term defining a non-developmental item (NDI) of supply that is both commercial and sold in substantial quantities in the commercial marketplace, and that can be procured or utilized under government contract in the same precise form as available to the general public. Formally, the FAR Rule uses the following definition of "COTS" item, based on the definition found in 41 U.S.C. § 431(c): (1) . . . any item of supply (including construction material) that is-- (i) A commercial item . . . ; (ii) Sold in substantial quantities in the commercial marketplace; and (iii) Offered to the Government, under a contract or subcontract at any tier, without modification, in the same form in which it is sold in the commercial |

| Term/Acronym | Definition |
|--------------|--|
| | marketplace; and (2) Does not include bulk cargo . . . such as agricultural products and petroleum products. |
| CPU | Central Processing Unit |
| DDI | Design, Development, and Implementation |
| DOI | Department of Insurance |
| DSD | Detail System Design |
| DVD | Digital Video Disc |
| EPA | Environmental Protection Agency |
| EPSS | Electronic Performance Support System |
| ESB | Enterprise Service Bus |
| Exchange | Alabama implementation of the “American Heath Benefit Exchange,” including the “Small Business Health Options Program” or “SHOP Exchange,” described in Section 1311 of the ACA, to be planned for, created, and implemented by Alabama based, in part, on the Services to be performed under this Contract. The word “Exchange” (capitalized) will be used to emphasize the functionality of the Alabama Health Insurance Exchange, as opposed to its administration, which will be referenced by the HIX acronym. Generally “Exchange” and “HIX System” can be used interchangeably. |
| FFP | Federal Financial Participation |
| FIPS | Federal Information Processing Standards |
| FOIA | Freedom of Information Act |
| GFIPM | Global Federated Identity and Privilege Management program |
| GUI | Graphical User Interface |
| HBE | Health Benefit Exchange |
| HHS | United States Department of Health and Human Services |
| HIE | Health Information Exchange |
| HIPAA | Health Insurance Portability and Accountability Act of 1996 |
| HIX | Governor’s Office of the Health Insurance Exchange or any similar successor entity created by Executive Order of the Governor or legislation. HIX is not a division or department within the Alabama Department of Insurance, but HIX is designated by the Department of Insurance to act as its representative for purposes of this RFP. |
| HIX System | The Alabama implementation of the “American Heath Benefit Exchange,” including the “Small Business Health Options Program” or “SHOP Exchange,” described in Section 1311 of the ACA, to be planned for, created, and implemented by Alabama based, in part, on the Services to be performed under this Contract. The word “Exchange” (capitalized) will be used to emphasize the functionality of the Alabama Health Insurance Exchange, as opposed to its administration, which will be referenced by the HIX acronym. Generally “Exchange” and “HIX System” can be used interchangeably. |

| Term/Acronym | Definition |
|-------------------|--|
| HL7 | Health Level Seven, a Standards Development Organization |
| ID | Identification or Identifier |
| IEEE | Institute of Electrical and Electronics Engineers |
| IRC | Internal Revenue Code |
| IT | Information Technology |
| JAD | Joint Application Development |
| MITA | Medicaid Information Technology Architecture |
| MMIS | Medicaid Management Information System |
| NIEM | National Information Exchange Model |
| NIST | National Institute of Standards and Technology |
| Notification | A notice generated by the system to someone outside the system e.g., applicant/eligible, referral to another agency, etc. |
| OASIS | OASIS stands for Organization for the Advancement of Structured Information Standards. According the web site, http://www.oasis-open.org/home/index.php , “OASIS is a not-for-profit consortium that drives the development, convergence and adoption of open standards for the global information society. The consortium produces more Web services standards than any other organization along with standards for security, e-business, and standardization efforts in the public sector and for application-specific markets. Founded in 1993, OASIS has more than 5,000 participants representing over 600 organizations and individual members in 100 countries”. |
| OJT | On-The-Job-Training |
| PDF | Portable Document Format |
| PHI | Protected Health Information (PHI) is defined as individually identifiable health information that is transmitted by, or maintained in, electronic media or any other form or medium. Individually identifiable health information is information that is a subset of health information, including demographic information collected from an individual, and 1) is created or received by a healthcare provider, health plan, employer, or healthcare clearinghouse; and 2) related to the past, present, or future physical or mental health or condition of an individual; the provision of healthcare to an individual; or the past, present, or future payment for the provision of healthcare to an individual; (i) that identifies the individual; or (ii) with respect to which there is a reasonable basis to believe the information can be used to identify the individual. |
| PII | Personally Identifiable Information (PII) is defined as information: 1) that directly identifies an individual (e.g., name, address, social security number or other identifying number or code, telephone number, email, address, etc.), or 2) by which an agency intends to identify specific individuals in conjunction with other data elements, e.g., indirect identification. (These data elements may include a combination of gender, race, birth date, geographic indicator, and other descriptors.) |
| Presentation Tier | The presentation tier is responsible for providing the display and user interface. When multiple device support is required this layer may be split to include an integration layer that provides a framework to abstract device- |

| Term/Acronym | Definition |
|---------------|--|
| | specific functionality from the rest of the presentation tier. |
| RFP | Request for Proposal |
| Services | Those services, tasks, and responsibilities to be performed by Vendor as described in this RFP. Not to be confused with “web services” or other types of services within a Service Oriented Architecture |
| SOA | Web Service Oriented Architecture |
| SOAP | Simple Object Access Protocol |
| SOW | Statement of Work |
| SQL | Structured Query Language |
| State | State of Alabama |
| System | Alabama HIX System – the system for which this RFP was written |
| TANF | Temporary Assistance for Needy Families |
| TBD | To Be Determined |
| Templated CDA | A type of HL7 Clinical Document Architecture document that has “templateID” attribute values populated with unique instance identifiers, e.g. CCD, C32, etc. |
| Title XIX | Title 19 of the Social Security Act; this Act pertains to Medicaid. |
| UAT | User Acceptance Testing//also User Acceptance Test |
| USC | United States Code |
| User | A generic reference to a person who uses the HIX System including public employees, consumers, Insurance Producers, and other workers |
| V1, V2, etc | Version 1, Version 2, etc. |
| Validation | A check that the correct format is being used. |
| Vendor | Vendor and Contractor are generally used interchangeably within this document. Vendor refers to entities/companies that intend to bid on this RFP. The selected Vendor becomes the Contractor. |
| Verification | A check that the actual information is correct. |
| WBS | Work Breakdown Structure |
| WBT | Web Based Tutorial |
| XML | Extensible Markup Language |

APPENDIX B: HIX GUIDANCE ON HIGH QUALITY RFP RESPONSES

In order to provide HIX an overall understanding of the Proposed Solution, it may be useful for the Vendor to review the following points as the Vendor self-evaluates its own proposal prior to submission to HIX: :

- HIX intends to select a qualified Vendor to design, develop, and implement a System for HIX that conforms to the specifications of this RFP
- Ensure that the System conforms to the following general criteria (not a comprehensive list):
 - Leads to the same customer experience regardless of the portal from which it is accessed (no wrong door)
 - The Vendor's solution should address how the HIX would host an eligibility system that supports not only the HIX, but also requires integration with the current Medicaid and CHIP systems for the purpose of making a MAGI determination for eligibility.
 - ***NOTE: It has now been determined that the proposed HIX System must include an Eligibility Determination component capable of making MAGI determinations for HIX, Medicaid and CHIP programs. Vendors must proceed with the understanding that the proposal must include cost estimates for the entire eligibility function. Vendors must not present proposals that assume that another agency will provide this functionality.*** Seamlessly integrates the System with the CMS "Federal Hub", when (if) directed by the state of Alabama (assuming CMS is able to participate in integration activities within the Project Timeline requirements of the Alabama HIX implementation – See Table 1)
 - Seamlessly integrates the System with the System for Electronic Rate and Form Filing (SERFF), when (if) directed by the state of Alabama (assuming SERFF is able to participate in integration activities within the Project Timeline requirements of the Alabama HIX implementation – See Table 1)
 - Seamlessly integrates the System with the MyAlabama.gov citizen portal
 - Meets all requirements on interoperability standards
 - Meets or exceeds Federal certification and performance standards
 - Performs to the requirements of the ACA
 - Meets or exceeds all seven conditions and standards as defined in the CMS publication *Enhanced Funding Requirements: Seven Conditions and Standards* of April 2011 including:
 - Uses a modular, flexible approach to systems development, including the use of open interfaces and exposed application programming interfaces; the separation of business rules from core programming; and the

- 7438 availability of business rules in both human and machine readable for-
7439 mats
- 7440 ▪ Aligns to and advances increasingly in Medicaid Information Technolo-
7441 gy Architecture (MITA) maturity for business architecture, data, and the
7442 continuing evolution of the MITA initiative to facilitate ease of participa-
7443 tion in the exchange and interaction of data.
- 7444 ▪ Ensures alignment with, and incorporation of, industry standards: the
7445 Health Insurance Portability and Accountability Act of 1996 (HIPAA) se-
7446 curity, privacy and transaction standards; accessibility standards estab-
7447 lished under section 508 of the Rehabilitation Act, or standards that
7448 provide greater accessibility for individuals with disabilities, and compli-
7449 ance with Federal civil rights laws; standards adopted by the Secretary
7450 under Section 1104 of the ACA; and standards and protocols adopted
7451 by the Secretary under Section 1561 of the ACA
- 7452 ▪ Enforces “encryption in flight” and “encryption at rest” for all data subject
7453 to HIPAA privacy and security categories
- 7454 ▪ Promotes sharing, leveraging, and reuse of Medicaid technologies and
7455 systems within and among states
- 7456 ▪ Supports accurate and timely processing of claims of eligibility and ef-
7457 fective communications with providers, beneficiaries, and the public
- 7458 ▪ Produces transaction data, reports, and performance information that
7459 would contribute to program evaluation, continuous improvement in
7460 business operations, and transparency and accountability
- 7461 ▪ Ensures seamless coordination and integration with the Alabama Health
7462 Information Exchange (and allows interoperability with other health in-
7463 formation exchanges, public health agencies (including the Children’s
7464 Health Insurance Program (CHIP)), human services programs, and
7465 community organizations providing outreach and enrollment assistance
7466 services
- 7467 ○ Is built within the framework of an adaptive Web Service Oriented Architec-
7468 ture (SOA)
- 7469 ○ Features an adaptive enterprise service bus (ESB) and web service orches-
7470 trator that can federate with, adapt to, and/or allow other business process in-
7471 teractions between the HIX System and the Medicaid ESB
- 7472 ○ Provides web-based application accessible to potential enrollees and to
7473 community-based access points where enrollment may be facilitated
- 7474 ○ Capitalizes on cloud computing capabilities where they are applicable
- 7475 ○ Uses a relational database structure
-

- 7476 ○ Includes multiple security levels utilizing user and role based security and ap-
7477 plication access capabilities
- 7478 ○ Is (preferably) server based (no client-based software other than browser)
- 7479 ○ Uses electronic data and automated processes whenever possible
- 7480 ○ Creates a unique identifier for each user and small business subscribers to
7481 the SHOP Exchange
- 7482 ○ Includes on-site scanning of enrollment material and an interface to a docu-
7483 ment management system that provides electronic record retrieval
- 7484 ○ Provides both a member self-service web portal (for both SHOP and Individ-
7485 ual consumers) and a staff worker web portal
- 7486 ○ Provides a comprehensive automated workflow that navigates users from
7487 one area to another based on information entered by the user and/or HIX
7488 business processes
- 7489 ○ Provides tracking and quality assurance mechanism to ensure that infor-
7490 mation entered at any entry point is as clean as possible and is processed as
7491 efficiently as possible
- 7492 ○ Electively passes business process information through a configurable rules
7493 engine and validation mechanism that supports web service calls from the
7494 ESB, allowing for quick and accurate processing of applications including
7495 flexible validation of data, monitoring of data, changes to information, chang-
7496 es to workflow, and renewals
- 7497 ○ Consumes easily manageable sets of rules within the rules engine that are
7498 maintainable by non-technical staff, e.g., the do not require a level of exper-
7499 tise that would hinder the ability to implement, alter, and maintain current and
7500 new programs
- 7501 ○ Obtains verification information from the federal data services hub when (if)
7502 directed by the state of Alabama
- 7503 ○ Utilizes web services to enable remote identity proofing for new enrollees
- 7504 ○ Allows future changes in Alabama HIX programs to be implemented accu-
7505 rately, efficiently, and timely in an easily configurable manner
- 7506 ○ Offers a business intelligence capability including a comprehensive suite of
7507 built-in-reports
- 7508 ○ Includes a user-friendly ad hoc reporting system
- 7509 ○ Obtains plan information for create plan, update plan, and delete plan from
7510 the System for Electronic Rate and Form Filing (SERFF) when (if) directed by
7511 the state of Alabama

- 7512 ○ Maximizes the use of the Internet/Intranet as an operational tool to perform
7513 HIX and other related support functions; e.g., uses the Internet to enhance
7514 receipt and distribution of information to HIX staff, other state agencies, fed-
7515 eral agencies, private entities, and the recipient community
- 7516 ○ Is scalable to allow for increased enrollment in subsequent years
- 7517 ○ Is rigorously tested and properly installed prior to the start of operations or
7518 production implementation
- 7519 ○ Meets federally required timeframes as defined in the ACA
- 7520 ○ Meets timeframes required by the State in order to meet their business needs
7521 that are defined in Table 1
- 7522 It is expected that the selected Vendor will utilize automated design, development, and testing
7523 tools to the maximum extent possible to achieve these stated goals and to achieve cost and
7524 schedule efficiencies.

APPENDIX C: SAMPLE COMPUTER ACCEPTABLE USE AGREEMENT

In order to help keep the computer network environment safe, there are a few steps that need to occur prior to a non-Alabama HIX computer laptop plugging into the network. There are basically three parts to the process described in detail below.

Part I

If you, as an Alabama HIX staff member, have someone external scheduled for a visit, please check with him/her prior to his/her visit to inquire if he/she will need to plug in any computers/laptops to the network. If so, send the visitor the checklist in Part III of this document in advance of his/her visit to help ensure he/she prepares his/her computer/laptop with any required updates and anti-virus definitions. Also, inform your visitor to be sure to arrive with enough time before requiring network access to have his/her computer/laptop verified prior to plugging in.

If your visitor does not need access to any State of Alabama network, then none of this applies.

Part II

Upon check-in at the reception desk, the visitor (or Contractor/Vendor) will check on the sign in sheet whether or not he/she needs access to the State of Alabama network. If the visitor checks "Yes," he/she will be directed to a HIX staff member to have his/her computer/laptop verified for safety prior to plugging into the state network.

At that time, the visitor will provide his/her name and contact information on the Checklist Form. The HIX representative will then give the visitor (or Contractor/Vendor) an estimated time when the verification process is complete.

Part III (for HIX staff member)

Below is a list of items that need to be checked before attaching a non-HIX computer/laptop to the network.

Under NO circumstances should you install or uninstall anything on the computer/laptop. Only check for these items, document any missing items and give the visitor (or Contractor/Vendor) that information when his/her computer/laptop is returned. If the visitor (or Contractor/Vendor) is willing to update the computer/laptop and have it rechecked, that is acceptable. However, the visitor cannot plug into the network until the computer/laptop passes inspection.

Fill out the contact information at the bottom of this form first.

Check for any form of Anti-Virus program that will prevent the device from becoming infected.

Verify that the Anti-Virus program is enabled and is actively checking the system for suspicious programs and files.

7561 Check to see if there are any viruses that were detected by the software. Verify that the Anti-
7562 Virus definition is up to date.

7563 Make sure that the Operating System (OS) has the latest service pack.

7564 Check to see that Microsoft Critical Updates are installed to ensure that the Operating System is
7565 patched with security fixes. To do this:

- 7566 • Go to Control Panel
- 7567 • Add/Remove Programs
- 7568 • Check the box to Show Updates
- 7569 • Scroll to the bottom of the list to see the last date of the installed updates
- 7570 • If the last update was more than a month ago, there are probably updates that are
7571 needed, since Microsoft published updates normally every month

7572 Identify any applications that could be a security risk when connecting the device to the network.
7573 Some programs that are of concern are:

- 7574 • Zone Alarm
- 7575 • Bare share

7576 Document any items that are missing and return the computer/laptop with the information to the
7577 visitor or Contractor/Vendor. Inform the visitor that if he/she would like to perform the updates
7578 and resubmit it for approval, that is possible.

7579
7580

Contact Information:

Name: _____ Date and time: _____

7581

7582 Phone Number (where visitor or Contractor/Vendor can be reached if needed during the validation
7583 process): _____

7584 Company:

7585 Technician Information:

7586 Name of HIX staff member performing validation:

7587 Estimated time to complete validation:

7588

7589 ***This computer/laptop has been:***

7590 Approved ☐

7591 Denied ☐

7592 If the computer/laptop is **approved**, it has been validated and is allowed to connect to the Ala-
7593 bama state network. The visitor (or Contractor/Vendor) must please review the "S600-06 Com-
7594 puter Acceptable Use" and "S600-07 Mobile Computing Devices" policies and sign below.

7595 If the computer/laptop is **denied**, it is not allowed to connect to the Alabama state network until
7596 updates are installed and the computer/laptop is re-verified and approved.

7597 I, (print name) _____ have read and agree to the Alabama HIX
7598 Computer Acceptable Use policies.
7599

7600 Signature _____ Date _____

7601

7602 **PLEASE NOTE**

7603 Documents in the following Appendices must be signed AFTER contract award and prior to the meeting
7604 of the Legislative Contract Oversight Committee Meeting:

- 7605
- Appendix D: Contract Review Report for Submission to Oversight Committee
- 7606
- Appendix E: Immigration Status
- 7607
- Appendix F: Letter Regarding Reporting to Ethics Commission
- 7608
- Appendix G: Instructions for Certification Regarding Debarment, Suspension, Ineligibility
- 7609 and Voluntary Exclusion

7610

The following represents an example of a contract:

Sample Contract

KNOW ALL MEN BY THESE PRESENTS, that the Alabama Department of Insurance, an agency of the state of Alabama, and the undersigned Contractor agree as follows:

Contractor must furnish all labor, equipment, and materials and perform all of the work required under the Request for Proposal (RFP) Number 2012-HIX-101, dated XXXXX, 2012, strictly in accordance with the requirements thereof and Contractor's response thereto.

Contractor must be compensated for performance under this contract in accordance with the provisions of Section 6.8 and the price provided on the RFP Cover Sheet.

This contract specifically incorporates by reference the said RFP, any attachments and amendments thereto, and Contractor's response, including all attachments.

DEPARTMENT:

CONTRACTOR:

By: _____

By: _____

Jim L. Ridling
Commissioner

Alabama Department of Insurance

Taxpayer ID Number: _____

APPROVED AS TO FORM ONLY:

Legal Counsel
Alabama Department of Insurance

APPROVED:

Robert Bentley
Governor, State of Alabama

APPENDIX D: CONTRACT REVIEW REPORT FOR SUBMISSION TO OVERSIGHT COMMITTEE

Contract Review Permanent Legislative Oversight Committee
Alabama State House
Montgomery, Alabama 36130

CONTRACT REVIEW REPORT

(Separate review report required for each contract)

Name of State Agency: Alabama Department of Insurance

Name of Contractor:

Contractor's Physical Street Address(No. P.O. Box) City State

* Is Contractor organized as an Alabama Entity in Alabama? Yes _____ NO _____

* If not, has it qualified with the Alabama Secretary of State to do business in Alabama? Yes _____ No _____

Is Act 2001-955 Disclosure Form Included with this Contract? YES _____ NO _____

Does Contractor have current member of Legislature or family member of Legislator employed? Yes _____ No _____

Was a Lobbyist/Consultant Used to Secure this Contract OR affiliated with this contractor? YES _____ NO _____

If Yes, Give Name: _____

Contract Number: _____

Contract/Amendment Total: \$ _____ (estimate if necessary)

% of State Funds: _____ % of Federal Funds: _____ % Other Funds: _____

**Please Specify source of Other Funds (Fees, Grants, etc.) _____

Date Contract Effective: _____ Date Contract Ends: _____

Type of Contract: NEW: _____ RENEWAL: _____ AMENDMENT: _____

If renewal, was it originally Bid? Yes _____ No _____

If AMENDMENT, Complete A through C:

[A] Original contract total \$ _____

[B] Amended total prior to this amendment \$ _____

[C] Amended total after this amendment \$ _____

Was Contract secured through Bid Process? Yes _____ No _____ Was lowest Bid accepted? Yes _____ No _____

Was Contract secured through RFP Process? Yes _____ No _____ **Date RFP was awarded** _____

Summary of Contract Services to be Provided:

Why Contract Necessary AND why this service cannot be performed by merit employee:

I certify that the above information is correct.

Signature of Agency Head

Signature of Contractor

7708

7709

Printed Name

Printed Name

7710

7711

HIX Contact: _____ Phone: _____

7712

Revised: 04/11/2011

7713

GOVERNOR’S ADDITIONAL CONTRACT QUESTIONS FORM

(1) If this contract was not competitively **Bid**, explain why not:

(2) If this contract was not competitively **Bid** because the contractor is a sole source provider, please explain who made the sole source determination and on what basis: _____

(3) If contract was awarded by **RFP**, what process was used, was it competitive, how many vendors were contacted, and how many proposals were received?

(4) If contract was awarded by **RFP**, was it awarded to the person or company with the lowest monetary proposal?

If not, explain why not. _____

(5) If contract was awarded by **RFP**, how and by whom were the proposals evaluated?

(6) If this contract was not awarded through either **Bid** or **RFP** process, why not?

(7) If this contract was not awarded through either **Bid** or **RFP** process, how was it awarded?

(8) Did agency attempt to hire a **State Employee**? If so who from the State Personnel Department did you talk to?

7753

7754

7755

7756 (9) How many additional contracts does contractor have with the State of Alabama and which
7757 agencies are they with? _____

7758 _____

7759

7760

7761 _____

7762

Jim Ridling, Commissioner

7763

7764

7765

APPENDIX E: IMMIGRATION STATUS

IMMIGRATION STATUS

I hereby attest that all workers on this project are either citizens of the United States or are in a proper and legal immigration status that authorizes them to be employed for pay within the United States.

Signature of Contractor

Witness

APPENDIX F: LETTER REGARDING REPORTING TO ETHICS COMMISSION

MEMORANDUM

TO: All Persons Under Contract With DOI and All HIX Staff

FROM: Jim Ridling
Commissioner

SUBJECT: Reporting to Ethics Commission by Persons Related to HIX Employees

Section 36-25-16(b) Code of Alabama, 1975 provides that anyone who enters into a contract with a State agency for the sale of goods or services exceeding \$7500 must report to the State Ethics Commission the names of any adult child, parent, spouse, brother or sister employed by HIX.

Please review your situation for applicability of this statute. The address of the Alabama Ethics Commission is:

100 North Union Street
Montgomery, Alabama 36104

A copy of the statute is reproduced below for your information. If you have any questions, please feel free to contact Kathleen Healey, HIX General Counsel, at kathleen.healey@myalabama.gov

Section 36-25-16. Reports by persons who are related to public officials or public employees and who represent persons before regulatory body or contract with State.

- (a) When any citizen of the State or business with which he or she is associated represents for a fee any person before a regulatory body of the executive branch, he or she must report to the commission the name of any adult child, parent, spouse, brother, or sister who is a public official or a public employee of that regulatory body of the executive branch.
- (b) When any citizen of the State or business with which the person is associated enters into a contract for the sale of goods or services to the State of Alabama or any of its agencies or any county or municipality and any of their respective agencies in amounts exceeding seven thousand five hundred dollars (\$7500) he or she must report to the commission the names of any adult child, parent, spouse, brother, or sister who is a public official or public employee of HIX or department with whom the contract is made.
- (c) This section must not apply to any contract for the sale of goods or services awarded through a process of public notice and competitive bidding.
- (d) Each regulatory body of the executive branch, or any agency of the State of Alabama must be responsible for notifying citizens affected by this chapter of the requirements of this section. (Acts 1973, No. 1056, p. 1699, §15; Acts 1975, No. 130, §1; Acts 1995, No. 95-194, p. 269, §1.)



**Alabama Department of Insurance
201 Monroe Street, Suite 502
Montgomery, Alabama 36130**



MEMORANDUM

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Commissioner

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- (b) When any citizen of the State or business with which the person is associated enters into a contract for the sale of goods or services to the State of Alabama or any of its agencies or any county or municipality and any of their respective agencies in amounts exceeding seven thousand five hundred dollars (\$7500) he or she must report to the com-

7881 mission the names of any adult child, parent, spouse, brother, or sister who is a public
7882 official or public employee of HIX or department with whom the contract is made.
7883 (c) This section must not apply to any contract for the sale of goods or services awarded
7884 through a process of public notice and competitive bidding.
7885 (d) Each regulatory body of the executive branch, or any agency of the State of Alabama
7886 must be responsible for notifying citizens affected by this chapter of the requirements of
7887 this section. (Acts 1973, No. 1056, p. 1699, §15; Acts 1975, No. 130, §1; Acts 1995, No.
7888 95-194, p. 269, §

**APPENDIX G: INSTRUCTIONS FOR CERTIFICATION REGARDING
DEBARMENT, SUSPENSION, INELIGIBILITY, AND VOLUNTARY EX-
CLUSION**

**Instructions for Certification Regarding Debarment, Suspension,
Ineligibility and Voluntary Exclusion**

(Derived from Appendix B to 45 CFR Part 76--Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transactions)

1. By signing and submitting this contract, the prospective lower tier participant is providing the certification set out therein.

2. The certification in this clause is a material representation of fact upon which reliance was placed when this contract was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the Alabama Department of Insurance (DOI) may pursue available remedies, including suspension and/or debarment.

3. The prospective lower tier participant must provide immediate written notice to HIX if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or had become erroneous by reason of changed circumstances.

4. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participant, person, primary covered transaction, principal, and voluntarily excluded, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to which this contract is submitted for assistance in obtaining a copy of those regulations.

5. The prospective lower tier participant agrees by submitting this contract that, should the contract be entered into, it must not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 CFR part 9, subpart 9.4, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.

6. The prospective lower tier participant further agrees by submitting this contract that it will include this certification clause without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarment under 48 CFR part 9, subpart 9.4, debarred, suspended, ineligible, or voluntarily excluded from covered transactions, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-procurement Programs.

8. Nothing contained in the foregoing must be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The

7930 knowledge and information of a participant is not required to exceed that which is normally pos-
7931 sessed by a prudent person in the ordinary course of business dealings.

7932 9. Except for transactions authorized under paragraph 5 of these instructions, if a partici-
7933 pant in a covered transaction knowingly enters into a lower tier covered transaction with a per-
7934 son who is proposed for debarment under 48 CFR part 9, subpart 9.4, suspended, debarred,
7935 ineligible, or voluntarily excluded from participation in this transaction, in addition to other reme-
7936 dies available to the Federal Government, DOI may pursue available remedies, including sus-
7937 pension and/or debarment.

7938

APPENDIX H: DOI BUSINESS ASSOCIATE ADDENDUM

DOI Business Associate Addendum

(SAMPLE)

Alabama Department of Insurance BUSINESS ASSOCIATE ADDENDUM

This Business Associate Addendum (this "Agreement") is made effective the _____ day of _____, 20____, by and between the Office of the Alabama Health Insurance Exchange ("Covered Entity"), an agency of the State of Alabama, and _____ ("Business Associate") (collectively the "Parties").

1. BACKGROUND

- a. Covered Entity and Business Associate are parties to a contract entitled _____ (the "Contract"), whereby Business Associate agrees to perform certain services for or on behalf of Covered Entity.
- b. The relationship between Covered Entity and Business Associate is such that the Parties believe Business Associate is or may be a "business associate" within the meaning of the HIPAA Privacy Rule (as defined below).
- c. The Parties enter into this Business Associate Addendum to the Contract with the intention of complying with the HIPAA Privacy Rule provision that a covered entity may disclose protected health information to a business associate, and may allow a business associate to create or receive protected health information on its behalf, if the covered entity obtains satisfactory assurances that the business associate will appropriately safeguard the information.

2. DEFINITIONS

Unless otherwise clearly indicated by the context, the following terms must have the following meaning in this Agreement:

- a. "Breach" must mean the acquisition, access, use, or disclosure of protected health information which compromises the security or privacy of such information, except where an unauthorized person to whom such information is disclosed would not reasonably have been able to retain such information.
- b. "Electronic Health Record" must mean an electronic record of health-related information on an individual that is created, gathered, managed, and consulted by authorized healthcare clinicians and staff.
- c. "Electronic Protected Health Information" means Protected Health Information that is transmitted by Electronic Media (as defined in the Security and Privacy Rule) or maintained in Electronic Media.
- d. "HIPAA" means the Administrative Simplification Provisions, Sections 261 through 264, of the Federal Health Insurance Portability and Accountability Act of 1996, Public Law 104-191.

- 7980 e. “Individual” must have the same meaning as the term “individual” in 45 CFR 174.501
7981 and must include a person who qualifies as a personal representative in accordance with
7982 45 CFR 174.502(g).
- 7983 f. “Personal Health Record” must mean an electronic record of identifiable health infor-
7984 mation on an individual that can be drawn from multiple sources and that is managed,
7985 shared, and controlled by or primarily for the individual.
- 7986 g. “Privacy Rule” must mean the Standards for Privacy of Individually Identifiable Health In-
7987 formation at 45 CFR part 170 and part 174, subparts A and E.
- 7988 h. “Protected Health Information” (PHI) must have the same meaning as the term “protect-
7989 ed health information” in 45 CFR 174.501, limited to the information created or received
7990 by Business Associate from or on behalf of Covered Entity.
- 7991 i. “Required By Law” must have the same meaning as the term “required by law” in 45
7992 CFR 174.501.
- 7993 j. “Secretary” must mean the Secretary of the United States Department of Health and
7994 Human Services or his designee.
- 7995 k. “Security Incident” must mean the attempted or successful unauthorized access, use,
7996 disclosure, modification, or destruction of information or interference with system opera-
7997 tions in an information system.
- 7998 l. “Security Rule” must mean the Security Standards for the Protection of Electronic Pro-
7999 tected Health Information at 45 CFR Parts 170 and 172, and Parts 174, Subparts A and
8000 C. The application of Security provisions Sections 174.308; 174.310, 174.312, and
8001 174.317 of title 45, Code of Federal Regulations must apply to a business associate of a
8002 covered entity in the same manner that such sections apply to the covered entity.
- 8003 m. Unless otherwise defined in this Agreement, capitalized terms used herein must have
8004 the same meaning as those terms have in the Privacy Rule.
- 8005 n. “Unsecured Protected Health Information” is information that is not rendered unusable,
8006 unreadable, or indecipherable to unauthorized individuals by mean of technology or
8007 methodology specified by the Secretary of Health and Human Services in the guidance
8008 issued under Section 13402(h)(2) of Public Law 111–5.

8009 **3. OBLIGATIONS OF BUSINESS ASSOCIATE**

- 8010 a. Use and Disclosure of PHI. Business Associate agrees to not use or disclose PHI other
8011 than as permitted or required by this Agreement or as required by law.
- 8012 b. Appropriate Safeguards. Business Associate agrees to use appropriate safeguards to
8013 prevent use or disclosure of the PHI other than as provided for by this Agreement. The
8014 Business Associate agrees to take steps to safeguard, implement, and maintain PHI in
8015 accordance with the HIPAA Privacy Rule.

- 8016 c. Mitigation. Business Associate agrees to mitigate, to the extent practicable, any harmful
8017 effect that is known to Business Associate of a use or disclosure of PHI by Business As-
8018 sociate in violation of the requirements of this Agreement.
- 8019 d. Report Unauthorized Use or Disclosure. Business Associate agrees to promptly report to
8020 Covered Entity any use or disclosure of PHI not provided for by this Agreement of which
8021 it becomes aware.
- 8022 e. Applicability to Business Associate's Agents. Business Associate agrees to ensure that
8023 any agent, including a subcontractor, to whom it provides PHI received from, or created
8024 or received by the Business Associate on behalf of, Covered Entity agrees to the same
8025 restrictions and conditions that apply through this Agreement to Business Associate with
8026 respect to such information. The Business Associate agrees to have HIPAA-compliant
8027 Business Associate Agreements or equivalent contractual agreements with agents to
8028 whom the Business Associate discloses Covered Entity PHI.
- 8029 f. Access. Upon receipt of a written request from Covered Entity, Business Associate
8030 agrees to provide Covered Entity, in order to allow Covered Entity to meet its require-
8031 ments under 45 CFR 174.524, access to PHI maintained by Business Associate in a
8032 Designated Record Set within thirty (30) business days.
- 8033 g. Amendments to PHI. Business Associate agrees to make any amendment(s) to PHI
8034 maintained by Business Associate in a Designated Record Set that Covered Entity di-
8035 rects or agrees to, pursuant to 45 CFR 174.526 at the request of Covered Entity, within
8036 thirty (30) calendar days after receiving a written request for amendment from Covered
8037 Entity.
- 8038 h. Availability of Documents. Business Associate agrees to make internal practices, books,
8039 and records, including policies and procedures and PHI, relating to the use and disclo-
8040 sure of PHI received from, or created or received by the Business Associate on behalf
8041 of, Covered Entity, available to Covered Entity or to the Secretary for purposes of the
8042 Secretary determining Covered Entity's compliance with the Privacy and Security Rules,
8043 within five business days' after receipt of written notice.
- 8044 i. Documentation of PHI Disclosures. Business Associate agrees to keep records of dis-
8045 closures of PHI and information related to such disclosures as would be required for
8046 Covered Entity to respond to a request by an individual for an accounting of disclosures
8047 of PHI in accordance with 45 CFR 174.528.
- 8048 j. Accounting of Disclosures. The Business Associate agrees to provide to Covered Entity,
8049 within 30 days of receipt of a written request from Covered Entity, information collected
8050 in accordance with the documentation of PHI disclosure of this Agreement, to permit
8051 Covered Entity to respond to a request by an Individual or an authorized representative
8052 for an accounting of disclosures of PHI in accordance with 45 CFR 174.528.

- 8053 k. The Business Associate must maintain a comprehensive security program appropriate to
8054 the size and complexity of the Business Associate's operations and the nature and
8055 scope of its activities as defined in the Security Rule.
- 8056 l. The Business Associate must notify the Covered Entity immediately following the dis-
8057 covery of a breach of Protected Health Information (PHI).
- 8058 m. The Business Associate must provide the Covered Entity the following information when
8059 a breach of unsecured protected health information is discovered:
- 8060 1. The number of recipient records involved in the breach.
 - 8061 2. A description of what happened, including the date of the breach and the date of
8062 the discovery of the breach if known.
 - 8063 3. A description of the types of unsecure protected health information that were in-
8064 volved in the breach (such as whether full name, social security number, date of
8065 birth, home address, account number, diagnosis, disability code, or other type in-
8066 formation were involved).
 - 8067 4. Any steps the individuals should take to protect themselves from potential harm re-
8068 sulting from the breach.
 - 8069 5. A description of what the Business Associate is doing to investigate the breach, to
8070 mitigate harm to individuals and to protect against any further breaches.
 - 8071 6. Contact procedures for individuals to ask questions or learn additional information,
8072 which must include the Business Associate's toll-free number, email address, Web
8073 site, or postal address.
 - 8074 7. A proposed media release developed by the Business Associate.
- 8075 n. The Business Associate must obtain Covered Entity approval prior to reporting any
8076 breach required by 45 CFR Part 174, Subpart D.
- 8077 o. The Business Associate must, after receiving Covered Entity approval, provide the nec-
8078 essary notices to the recipient, prominent media outlet, or the Secretary of Health and
8079 Human Services (HHS) to report Business Associate breaches as required by 45 CFR
8080 Part 174, Subpart D.
- 8081 p. Covered Entity will coordinate with the Business Associate in the determination of addi-
8082 tional specific actions that will be required of the Business Associate for mitigation of the
8083 breach.
- 8084 q. If the Business Associate is a Vendor of personal health records, notification of the
8085 breach will need to be made with the Federal Trade Commission.
- 8086 r. The Business Associate must be responsible for any and all costs associated with the
8087 notification and mitigation of a breach that has occurred because of the negligence of
8088 the Business Associate.
- 8089 s. The Business Associate must pay all fines or penalties imposed by HHS under 45 CFR
8090 Part 170 HIPAA Administrative Simplification: Enforcement rule for breaches made by
8091 any employee, officer, or agent of the Business Associate.

- t. The Business Associate must be subject to prosecution by the Department of Justice for criminal violations of HIPAA if the Business Associate obtains or discloses individually identifiable health information without authorization, and must be responsible for any and all costs associated with prosecution.

4. PERMITTED USES AND DISCLOSURES

Except as otherwise limited in this Agreement, if the Contract permits, Business Associate may use or disclose PHI to perform functions, activities, or services for, or on behalf of, Covered Entity as specified in the Contract, provided that such use or disclosure would not violate the Privacy Rule if done by Covered Entity;

- a. Except as otherwise limited in this Agreement, if the Contract permits, Business Associate may use PHI for the proper management and administration of the Business Associate or to carry out the legal responsibilities of the Business Associate.
- b. Except as otherwise limited in this Agreement, if the Contract permits, Business Associate may disclose PHI for the proper management and administration of the Business Associate, provided that:
 1. Disclosures are required by Law; or.
 2. Business Associate obtains reasonable assurances from the person to whom the information is disclosed that it will remain confidential and used or further disclosed only as Required By Law or for the purpose for which it was disclosed to the person, and the person notifies the Business Associate of any instances of which it is aware in which the confidentiality of the information has been breached.
- c. Except as otherwise limited in this Agreement, if the Contract permits, Business Associate may use PHI to provide data aggregation services to Covered Entity as permitted by 42 CFR 174.504(e)(2)(i)(B).
- d. Notwithstanding the foregoing provisions, Business Associate may not use or disclose PHI if the use or disclosure would violate any term of the Contract.

5. REPORTING IMPROPER USE OR DISCLOSURE

- a. The Business Associate must report to the Covered Entity any use or disclosure of PHI not provided for by this agreement immediately from the time the Business Associate becomes aware of the use or disclosure.
- b. The Business Associate must report to the Covered Entity any Security Incident and/or breach immediately from the time the Business Associate becomes aware of the use or disclosure.

6. OBLIGATIONS OF COVERED ENTITY

- a. Covered Entity must notify the Business Associate of any limitation(s) in its notice of privacy practices in accordance with 45 CFR 174.520, to the extent that such limitation may affect Alabama DOI's use or disclosure of PHI.

- b. Covered Entity must notify the Business Associate of any changes in, or revocation of, permission by an Individual to use or disclose PHI, to the extent that such changes may affect the Business Associate's use or disclosure of PHI.
- c. Covered Entity must notify the Business Associate of any restriction to the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 CFR 174.522, to the extent that such restriction may affect the Business Associate's use or disclosure of PHI.
- d. Covered Entity must not request Business Associate to use or disclose PHI in any manner that would not be permissible under the Privacy Rule if done by Covered Entity.
- e. Covered Entity must provide Business Associate with only that PHI which is minimally necessary for Business Associate to provide the services.

7. TERM AND TERMINATION

- a. **Term.** The Term of this Agreement must be effective as of the effective date stated above and must terminate when the Contract terminates.
- b. **Termination for Cause.** Upon Covered Entity's knowledge of a material breach by Business Associate, Covered Entity may, at its option:
1. Provide an opportunity for Business Associate to cure the breach or end the violation, and terminate this Agreement if Business Associate does not cure the breach or end the violation within the time specified by Covered Entity;
 2. Immediately terminate this Agreement; or
 3. If neither termination nor cure is feasible, report the violation to the Secretary as provided in the Privacy Rule.
- c. **Effect of Termination.**
1. Except as provided in paragraph (2) of this section or in the Contract, upon termination of this Agreement, for any reason, Business Associate must return or destroy all PHI received from Covered Entity, or created or received by Business Associate on behalf of Covered Entity. This provision must apply to PHI that is in the possession of subcontractors or agents of Business Associate. Business Associate must retain no copies of the PHI.
 2. In the event that Business Associate determines that returning or destroying the PHI is not feasible, Business Associate must provide to Covered Entity notification of the conditions that make return or destruction not feasible. Business Associate must extend the protections of this Agreement to such PHI and limit further uses and disclosures of such PHI to those purposes that make the return or destruction infeasible, for so long as Business Associate maintains such PHI.

7. GENERAL TERMS AND CONDITIONS

- 8165 a. This Agreement amends and is part of the Contract.
- 8166 b. Except as provided in this Agreement, all terms and conditions of the Contract must re-
- 8167 main in force and must apply to this Agreement as if set forth fully herein. In the event of
- 8168 a conflict in terms between this Agreement and the Contract, the interpretation that is in
- 8169 accordance with the Privacy Rule must prevail. Any ambiguity in this Agreement must be
- 8170 resolved to permit Covered Entity to comply with the Privacy Rule.
- 8171 c. A breach of this Agreement by Business Associate must be considered sufficient basis
- 8172 for Covered Entity to terminate the Contract for cause.
- 8173 d. The Parties agree to take such action as is necessary to amend this Agreement from
- 8174 time to time for Covered Entity to comply with the requirements of the Privacy Rule and
- 8175 HIPAA.

8176 IN WITNESS WHEREOF, Covered Entity and Business Associate have executed this Agree-

8177 ment effective on the date as stated above.

8178 **Alabama Department of Insurance**

8179

8180 Signature:

8181

8182 Printed Name:

8183

8184 Title: Privacy Officer

8185

8186 Date:

8187

8188 **BUSINESS ASSOCIATE**

8189 Signature:

APPENDIX I: PERFORMANCE EXPECTATIONS AND SERVICE LEVEL AGREEMENTS

Preface statement: The following general requirement may apply to several Service Level Agreements (SLAs): Vendors must design for a steady-state minimum of at least 4000 concurrent users; however the system must be sufficiently robust to handle brief surges of up to twice this number. Vendors are encouraged to consider alternative minimum concurrent user estimates as long as they justify any assumptions made."

The following are the Service Level Agreement (SLA) level expectations of the Alabama HIX System:

Solution Availability:

The vendor's production application and hardware shall be available 24 hours a day and 7 days a week excluding the regular maintenance window unless otherwise coordinated with the State of Alabama. This also applies to failover and disaster recovery environments. The vendor will notify the State when the application performance is impacted and will notify the State at least 72 hours in advance of any other scheduled maintenance outside the regular solution maintenance window. The scheduled maintenance outside the regular maintenance window must be approved by the State. Unplanned emergency maintenance events must be reported to the State within 24 hours.

A liquidated damage shall be assessed at a rate of \$2,500 per hour (or any portion thereof) for any period if the production environment is not operational or available during the core hours of operation 6:00 AM to 24:00 PM CST time

A liquidated damage shall be assessed at a rate of \$1,200 per hour (or any portion thereof) for any period if the production environment is not operational or available outside the hours of operation listed above.

Consumer response time SLA measurements:

The response time shall be less than 2 seconds, 99.5% of time that includes both peak and non-peak hours. The response time shall be calculated based on a point to point connectivity between the Exchange and the vendor's proposed solution.

Liquidated damages:

Liquidated damages are \$500 per hour for any period in which the production environment does not meet the specification above.

Network response time SLA measurements:

8230 The network response time between components shall be less than 100ms seconds 99% of the
8231 time, with an average of 50ms. The response time shall be calculated based on a point to point
8232 connectivity between the Exchange and the vendor's proposed solution.
8233

8234 Liquidated damages:

8235 Liquidated damages are \$500 per hour for any period in which the production environment does
8236 not meet the specification above.
8237

8238 **Failover SLA measurements:**

8239 Failover processes shall be completed within 15 minutes from the time the production environ-
8240 ment becomes unresponsive or fails to meet responsiveness times.
8241

8242 Liquidated damages:

8243 Liquidated damages are \$500 per hour until the failover process is completed, past the initial 15
8244 minutes of not meeting the specification.
8245

8246 **Solution File restoration SLA measurements:**

8247 For 24x7x365 requests, file restoration services are to be 95% within 4 hours, and 100% within
8248 24 hours.
8249

8250 Liquidated damages:

8251 Liquidated damages are \$2,500 per occurrence of not meeting the SLA measurement.
8252

8253 **Backup strategy of data:**

8254 Daily and weekly backups will be executed. Backup data will be rotated to offsite storage, or
8255 otherwise duplicated at an offsite location. Backups should be able to be initiated within an hour
8256 of request, and completed within 4 hours.
8257

8258 Liquidated damages:

8259 Liquidated damages are \$2,500 per occurrence of not meeting the SLA measurement.
8260

8261 **Server, Network, Application, and Internet availability:**

8262 Server, Network, Application, and Internet will be available 99.9% of the time, outside of agreed
8263 upon regularly scheduled maintenance.
8264

8265 Liquidated damages:

8266 Liquidated damages are \$2,500 per hour for any period when this requirement is not met.
8267

8268 **Disaster recovery:**

8269 Disaster recovery processes shall be completed within 48 hours of a disaster, with less than 12
8270 hours of data loss.
8271

8272 Liquidated damages:

8273 Liquidated damages are \$100,000 per occurrence if the disaster recovery is not fully operational
8274 within 48 hours of a disaster.
8275

8276 APPENDIX J: MANDATORY PROPOSAL REQUIREMENTS

8277 The following is a check-list to assist Vendors in assuring that they have met the mandatory proposal re-
 8278 quirements. However, this may not include all of the legal requirements. Also, it must be regarded as a
 8279 tool for helping to meet all submission requirements, not as a comprehensive list.
 8280

| RFP Reference | Criteria to Meet Mandatory Proposal Submission Requirement |
|---------------|---|
| 4.7 | Vendor attended Mandatory Pre-Proposal Conference. |
| 5.2 | Proposal was received by the HIX Project Manager no later than the date and time specified in the Procurement Timetable. |
| 5.2.1 | Vendor submitted one original and 15 hard-copy versions of the Technical Proposal in binder form, plus four electronic versions on CD, jump drive, or disc. The Requirements Response Matrix must be submitted in electronic form in the identical Excel spreadsheet that was part of the RFP. |
| 5.2.1 | Vendor submitted one original and one hard-copy versions of the Cost Proposal in binder form, plus two electronic versions on a separate CD. |
| 5.2.1 | Original and copies of the proposal are marked as such, |
| 5.2.1 | The original proposal includes the transmittal letter with the original signature, |
| 5.2.1 | Each proposal is submitted in two parts: 1) Technical Proposal and 2) Cost Proposal. |
| 5.2.1 | The Cost Proposal is in a separately sealed envelope. |
| 5.2.2 | The Technical Proposal follows the format outlined in Section 5.2.2 |
| 5.2.2.1 | A Cover Page like the RFP example is included. |
| 5.2.2.2 | The RFP Proposal Sheet is included, signed in blue ink and notarized, and is the first page of the original proposal. Copies of this page are included in the proposal copies. |
| 5.2.2.3 | The transmittal letter is on business letterhead by prime Vendor and signed by authorized individual. |

| RFP Reference | Criteria to Meet Mandatory Proposal Submission Requirement |
|---------------|---|
| 5.2.2.3 | <p>The transmittal letter includes the following items:</p> <ul style="list-style-type: none"> • Brief statement of Vendor's understanding of the Scope of Work (SOW) • Identification of all materials and enclosures being submitted collectively as a response to this RFP • Identification of the Vendor who will be the prime Vendor and the name of the corporation or other legal entity submitting the proposal • The name, title, address, and phone number of the point of contact • A statement identifying any and all subcontractors, if any, who are needed in order to satisfy the requirements of this RFP. The percentage of work, as measured by percentage of total contract price to be performed by the prime Vendor, must be provided. If no subcontractor is proposed, a statement must be made identifying that fact. • A statement that the prices proposed were arrived at independently without consultation, communication, or agreement with any other Vendor or competitor for this procurement • A statement that the person signing this proposal is authorized to make decisions on behalf of the Vendor's organization as to the prices quoted |
| 5.2.2.3 | <p>A Disclosure Statement completed and submitted with the proposal required pursuant to Alabama Act 2001-955, located in Appendix K – Disclosure Statement or on the Attorney General's web site at the following address: http://www.ago.state.al.us/ag_items.cfm?Item=70</p> <p>If subcontractors are used, a Disclosure Statement for each of them is included.</p> |
| 5.2.2.4 | Acknowledgement of Receipt of all RFP addenda (if applicable) |
| 5.2.2.5 | Table of Contents identifies and denotes the location of each section and pages are clearly numbered. |
| 5.2.2.6 | Executive Summary is included and does not exceed its page limit. |
| 5.2.2.7 | Company Overview is included and does not exceed its page limit. |

| RFP Reference | Criteria to Meet Mandatory Proposal Submission Requirement |
|---------------|--|
| 5.2.2.7 | <p>Company overview contains the following:</p> <ul style="list-style-type: none">• Ownership (public, partnership, subsidiary, etc.)• Organization chart of Vendor's company in relation to parent or related organization• Identification of partnership, non-profit, Alabama corporation, etc.• State where Vendor is incorporated• Number of employees/resources• Organizational staffing chart• Names and resumes of senior managers and partners• Office locations responsible for proposed tasks• Vendor's acknowledgement regarding reimbursement until deliverable and invoice are approved• Details of any judgment, criminal conviction, investigation, or litigation• Disclosure of contracts terminated• Disclosure of conflict of interest• Identification if minority owned• Number of jobs being created in the State of Alabama for this project |
| 5.2.2.8 | Use of subcontractors section is included and is no more than four pages for each subcontractor. |
| 5.2.2.8 | The Vendor adequately describes how each subcontractor is to be used to meet the requirements of this project. |

| RFP Reference | Criteria to Meet Mandatory Proposal Submission Requirement |
|---------------|--|
| 5.2.2.8 | <p>For each subcontractor, the following is provided:</p> <ul style="list-style-type: none"> • Ownership (public, partnership, subsidiary, etc.) • Organization chart of subcontractor's company in relation to parent or related organization • Identification of partnership, non-profit, Alabama corporation, etc. • State where Subcontractor is incorporated • Number of employees/resources • Organizational staffing chart • Names and resumes of senior managers and partners • Office locations responsible for proposed tasks • Subcontractor's acknowledgement regarding reimbursement until deliverable and invoice are approved • Details of any judgment, criminal conviction, investigation, or litigation • Disclosure of contracts terminated • Disclosure of conflict of interest • Identification if minority owned • Number of jobs being created in the State of Alabama for this project |
| 5.2.2.9 | Business Experience Matrix is included listing 10 most recent projects performed demonstrating Vendor's abilities to perform requirements. If Subcontractors are to be used on the project, a Business Experience Matrix is completed for each subcontractor. |
| 5.2.2.10 | Proposed Business Solution is included and does not exceed its page limit. |
| 5.2.2.11 | System Development Lifecycle Approach and Methodology is included and does not exceed its page limit. |
| 5.2.2.12 | Project Management Approach is included and does not exceed its page limit. |
| 5.2.2.13 | Vendor included required deliverable Project Plan V1 and does not exceed its page limit. (not including Gantt chart). |
| 5.2.2.13 | Vendor responded to Section 7.1.1 Work Activities, Tasks and Deliverables, Activity 1: Project Planning requirements. |
| 5.2.2.13 | Vendor responded to Section 7.1.2 Work Activities, Tasks and Deliverables, Activity 2: Project Assessment and Control |
| 5.2.2.13 | Vendor responded to Section 7.1.3 Work Activities, Tasks and Deliverables, Activity 3: Decision Management. |
| 5.2.2.13 | Vendor responded to Section 7.1.4 Work Activities, Tasks and Deliverables, Activity 4: Risk Management |
| 5.2.2.13 | Vendor responded to Section 7.1.5 Work Activities, Tasks and Deliverables, Activity 5: Configuration Management. |

| RFP Reference | Criteria to Meet Mandatory Proposal Submission Requirement |
|---------------|---|
| 5.2.2.13 | Vendor responded to Section 7.1.6 Work Activities, Tasks and Deliverables, Activity 6: Requirements Analysis and Management |
| 5.2.2.13 | Vendor responded to Section 7.1.7 Work Activities, Tasks and Deliverables, Activity 7: Conceptual Architectural Design |
| 5.2.2.13 | Vendor responded to Section 7.1.8 Work Activities, Tasks and Deliverables, Activity 8: Detail Design. |
| 5.2.2.13 | Vendor responded to Section 7.1.9 Work Activities, Tasks and Deliverables, Activity 9: Security |
| 5.2.2.13 | Vendor responded to Section 7.1.10 Work Activities, Tasks and Deliverables, Activity 10: Continuity of Operations |
| 5.2.2.13 | Vendor responded to Section 7.1.11 Work Activities, Tasks and Deliverables, Activity 11: Knowledge Management |
| 5.2.2.13 | Vendor responded to Section 7.1.12 Work Activities, Tasks and Deliverables, Activity 12: Implementation Management |
| 5.2.2.13 | Vendor responded to Section 7.1.13 Work Activities, Tasks and Deliverables, Activity 13: Data Import |
| 5.2.2.13 | Vendor responded to Section 7.1.14 Work Activities, Tasks and Deliverables, Activity 14: Development |
| 5.2.2.13 | Vendor responded to Section 7.1.15 Work Activities, Tasks and Deliverables, Activity 15: System Integration |
| 5.2.2.13 | Vendor responded to Section 7.1.16 Work Activities, Tasks and Deliverables, Activity 16: System Implementation |
| 5.2.2.13 | Vendor responded to Section 7.1.17 Work Activities, Tasks and Deliverables, Activity 17: Testing |
| 5.2.2.13 | Vendor responded to Section 7.1.18 Work Activities, Tasks and Deliverables, Activity 18: Quality Assurance |
| 5.2.2.13 | Vendor responded to Section 7.1.19 Work Activities, Tasks and Deliverables, Activity 19: Software Verification |
| 5.2.2.13 | Vendor responded to Section 7.1.20 Work Activities, Tasks and Deliverables, Activity 20: Software Validation |
| 5.2.2.13 | Vendor responded to Section 7.1.21 Work Activities, Tasks and Deliverables, Activity 21: Software Reviews |
| 5.2.2.13 | Vendor responded to Section 7.1.22 Work Activities, Tasks and Deliverables, Activity 22: Software Problem Resolution |
| 5.2.2.13 | Vendor responded to Section 7.1.23 Work Activities, Tasks and Deliverables, Activity 23: User Acceptance Testing. |
| 5.2.2.13 | Vendor responded to Section 7.1.25 Work Activities, Tasks and Deliverables, Activity 24: Transition to Operations. |
| 5.2.2.13 | Vendor responded to Section 7.1.26 Work Activities, Tasks and Deliverables, Activity 25: Document Management |
| 5.2.2.13 | Vendor responded to Section 7.1.27 Work Activities, Tasks and Deliverables, Activity 26: Operations |
| 5.2.2.13 | Vendor responded to Section 7.1.28 Work Activities, Tasks and Deliverables, Activity 27: Federal Review and Certification |

| RFP Reference | Criteria to Meet Mandatory Proposal Submission Requirement |
|---------------|--|
| 5.2.2.14 | The Integration and Implementation Services Section is included does not exceed its page limit. |
| 5.2.2.15 | Operations and Hardware Hosting section is included and does not exceed its page limit. |
| 5.2.2.16 | Proposed Staffing section is included and does not exceed its page limit. |
| 5.2.2.16 | Proposed Staffing section includes acknowledgement that the Vendor understands its obligation to establish an offsite facility. |
| 5.2.2.17 | Relevant Technical Experience Section is included and does not exceed its page limit. |
| 5.2.2.18 | HIX Responsibilities section is included and does not exceed its page limit. |
| 5.2.2.19 | Vendor Assumptions section is included and does not exceed its page limit. |
| 5.2.2.20 | Lessons Learned section is included and does not exceed its page limit. |
| 5.2.2.21 | Financial Status section is included as Appendix A of the Vendor response. |
| 5.2.2.22 | Certificate of Authority or letter showing application is included as Appendix B of the Vendor response. |
| 5.2.2.23 | Requirements Response Matrix section is included by forwarding it as a separate Excel file in the exact format as the downloaded Requirement Response Matrix. |
| 5.2.3 | Cost Proposal follows the format indicated in 5.2.3. |
| 5.2.3.1 | Cost Proposal cover page formatted as indicated in 5.2.3.1. |
| 5.2.3.3 | Cost Proposal includes Table of Contents. |
| 5.2.3.4 | Cost Proposal includes Executive Summary. |
| 5.2.3.5.1 | Price Schedule I – Labor is included. |
| 5.2.3.5.2 | Price Schedule II – Deliverables is included. |
| 5.2.3.5.3 | Price Schedule III – Hardware and Software is included. |
| 5.2.3.5.4 | Price Schedule IV– Software Licenses is included. |
| 5.2.3.5.5 | Price Schedule V – Software Maintenance Support is included. |
| 5.2.3.5.6 | Price Schedule VI – Stabilization and ongoing Maintenance is included. |
| 5.2.3.5.7 | Price Schedule VII – Other Implementation Costs is included. |
| 5.2.3.5.8 | Price Schedule VIII – Pricing Sheet Summary is included. |
| 5.2.3.6 | Alternative Pricing Option 1 is included and does not exceed its page limit. |
| 5.2.3.7 | Alternative Pricing Option 2 is included. |

8282 **APPENDIX K: FORMS**

8283 The following forms support the procurement and submission of the proposal:

- 8284 • Form A – High Level RFP Checklist
- 8285 • Form B – Proposal Compliance Checklist
- 8286 • Form C – Intent to Attend Pre-Proposal Conference
- 8287 • Form D – Requirements Response Matrix
- 8288 • Form E – RFP Proposal Sheet
- 8289 • Form F – Price Schedule I
- 8290 • Form G – Price Schedule II
- 8291 • Form H – Price Schedule III
- 8292 • Form I – Price Schedule IV
- 8293 • Form J – Price Schedule V
- 8294 • Form K – Price Schedule VI
- 8295 • Form L – Price Schedule VII
- 8296 • Form M – Price Schedule VIII
- 8297 • Form N – MAGI Eligibility Determination System Cost
- 8298 • Form O – Reserved – intentionally blank
- 8299 • Form P - Disclosure Statement
- 8300 • Form Q – Business Experience Matrix

FORM A – HIGH LEVEL RFP CHECKLIST

The following items should be understood **before Vendors initiate their responses to the RFP**. This is provided for assistance only and is not to be considered a list of proposal submission requirements, which are provided elsewhere throughout the RFP.

1. ☐ **Read the entire document.** Note critical items such as: mandatory requirements; supplies/services required; submittal dates; number of copies required for submittal; licensing requirements; contract requirements (e.g. contract performance security, insurance requirements, performance and/or reporting requirements, etc.). Note the interactions among response and RFP sections; initiating the response before seeing the “big picture” can be very counterproductive.
2. ☐ **Note the HIX Project Administrator name, address, phone numbers, and email address.** This is the only person the Vendor is allowed to communicate with regarding the RFP and is an excellent source of information for any questions that arise.
3. ☐ **Take advantage of the “question and answer” period.** Submit questions to the HIX Project Administrator by the due date(s) listed in Table 1 and view the answers as posted on the Web (place link here when available). All addenda issued for the RFP are posted on the following web page: <http://www.aldoi.gov/Consumers/HealthInsReform.aspx> including all questions asked and answered concerning this RFP.
4. ☐ **Use the forms provided**, such as cover sheet, disclosure form, etc. Alternative forms will not be accepted.
5. ☐ **Check the State’s web site for RFP addenda.** It is the Vendor’s responsibility to check the web site given in Item 3 above for any addenda issued for this RFP, no further notification will be provided. Vendors must submit a signed cover sheet for each addendum issued along with the RFP response.
6. ☐ **Review and read the RFP document again** to make sure that all requirements have been addressed. The original response and the requested copies must be identical and be complete.
7. ☐ **Submit the response on time.** Note all the dates and times listed in Table 1 and within the document, and be sure to submit all required items on time. Late proposal responses will lead to disqualification.

This checklist is provided for assistance only and must not be submitted with Vendor’s Response.

FORM B – PROPOSAL COMPLIANCE CHECKLIST**NOTICE TO VENDOR:**

It is highly encouraged that the following checklist be used to verify completeness of Proposal content. **It is not required to submit this checklist with your proposal.**

Vendor Name

Project Director

Review Date

*Proposals for which **ALL** applicable items are marked by the Project Director are determined to be compliant for responsive proposals.*

| <input checked="" type="checkbox"/> IF CORRECT | BASIC PROPOSAL REQUIREMENTS |
|--|--|
| <input type="checkbox"/> | 1. Vendor's original proposal received on time at correct location. |
| <input type="checkbox"/> | 2. Vendor submitted the specified copies of proposal and in electronic format. |
| <input type="checkbox"/> | 3. The Proposal includes a completed and signed RFP Cover Sheet. |
| <input type="checkbox"/> | 4. The Proposal is a complete and independent document, with no references to external documents or resources. |
| <input type="checkbox"/> | 5. Vendor submitted signed acknowledgement of any and all addenda to RFP. |
| <input type="checkbox"/> | 6. The Proposal includes written confirmation that the Vendor understands and must comply with all of the provisions of the RFP. |
| <input type="checkbox"/> | 7. The Proposal includes required client references (with all identifying information in specified format and order). |
| <input type="checkbox"/> | 8. The Proposal includes a corporate background. |
| <input type="checkbox"/> | 9. The Proposal includes a detailed description of the plan to manage, re-design, develop, and implement the new System of the Alabama Health Insurance Exchange System (HIX System) as outlined in the request for proposal regarding each element listed in the scope of work. |
| <input type="checkbox"/> | 10. The response includes (if applicable) a Certificate of Authority or letter/form showing application has been made with the Secretary of State for a Certificate of Authority. |

FORM C – INTENT TO ATTEND PRE-PROPOSAL CONFERENCE NOTIFICATION

This form acknowledges that _____ (company name) intends to attend the Pre-Proposal Vendor's Conference for the System RFP. This conference is **mandatory** for all vendors that will be submitting a response to the RFP. This sheet must be received at least five (5) business days in advance of the conference.

COMPANY NAME

REPRESENTATIVE'S NAME (List all attending. HIX must be notified in advance of changes in representation)

COMPANY ADDRESS

Phone: _____

FAX: _____

Email: _____

Date: _____

FORM D – REQUIREMENTS RESPONSE MATRIX

This page briefly describes the mandatory Requirements Response Matrix referred to in this document.

The Requirements Response Matrix is an Excel spreadsheet that accompanies this document, and is available for download.

The Requirements Response Matrix contains a list of Functional Requirements known at the time of its publication.

The Requirements Response Matrix is a required element of the Vendor's Proposal Response. It is required by Section 5.2.1 of this document to be included in the Vendor's Proposal Response Appendix C – Requirements Response Matrix.

Instructions for completing this matrix are listed in Section 3.1 (Functional Requirements), Section 5.2.2.23 (Appendix C: Requirements Response Matrix), and on the first sheet of the Excel file.

The Requirements Response Matrix must be considered as a "form" for data entry, and, except for the three columns to be completed by the Vendor, cannot be edited or modified. The Vendor must enter the requested information in accordance with the instructions in this document, and save the document in an electronic, editable, machine-readable format. Failure to follow these instructions and saving the Requirements Response Matrix in a non-editable format will make the data unusable for evaluation purposes.

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FORM E – RFP PROPOSAL SHEET

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Department of Insurance

REQUEST FOR PROPOSALS

| | | | |
|--|--|--|--|
| RFP Number: 2012-HIX-101 | | RFP Title: | |
| RFP Due Date and Time: | | Number of Pages: | |
| PROCUREMENT INFORMATION | | | |
| Project Director: | | Issue Date: | |
| Phone: Email Address: Web site: http://www.insurance.alabama.gov | | Issuing Division: | |
| INSTRUCTIONS TO VENDOR System | | | |
| Return Proposal to: Office of the Alabama Health Insurance Exchange RSA Tower Suite 502 201 Monroe Street Montgomery, AL 36104 | | Mark Face of Envelope/Package: <i>RFP Number: 2012-HIX-101</i> RFP Due Date: Firm and Fixed Price for Contract | |
| VENDOR INFORMATION <i>(Vendor must complete the following and return with RFP response)</i> | | | |
| Vendor Name/Address: <hr/> <hr/> <hr/> | | Authorized Vendor Signatory: (Please print name and sign in ink) <hr/> <hr/> <hr/> | |
| Vendor Phone Number: <hr/> | | Vendor FAX Number: <hr/> | |
| Vendor Federal I.D. Number: <hr/> | | Vendor Email Address: <hr/> | |

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FORM F – PRICE SCHEDULE I

8430

DDI LABOR

| <u>Staff by Title</u> | <u># of Staff</u> | <u>Rate Per Hour</u> | <u>Est. Hours</u> | <u>Extended Price</u> |
|-----------------------|-------------------|----------------------|-------------------|-----------------------|
| | | | | |
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8431

Grand Total: Staff _____ Hours _____ Price _____ *

8432

8433 Grand Total Price from Schedule I must be transferred to and agree with Grand Total Price

8434 listed on line 1 of Price Schedule VIII.: _____ "

8435

NAME OF AUTHORIZED VENDOR REPRESENTED (Print- TITLE
ed)

SIGNATURE OF AUTHORIZED VENDOR REPRESENTED DATE

8436

8437

8438

FORM G – PRICE SCHEDULE II

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| ITEM # | DELIVERABLE NAME | FIXED TOTAL PRICE |
|--------|--|-------------------|
| | <p>All deliverables must be “Approved” by the HIX Project Manager and/or the Executive Steering Committee before payment is made to the awarded Vendor on a deliverable.</p> <p>Staff resource hours worked for startup, planning, meetings, training, research, and other ongoing project activities are computed separately based on the Vendor’s employee’s actual hours worked. See 6.8 for details on invoicing for employee hours.</p> <p>The deliverables below are to be priced based on the Vendor’s proposal for the final approved deliverable.</p> | |
| 1 | Project Planning | |
| 1.1 | Project Plan V1 | |
| 1.2 | Updated Project Plan | |
| 2 | Project Assessment and Control | |
| 2.1 | Weekly Project Status Reports | |
| 2.2 | Corrective Action Plan | |
| 3 | Decision Management | |
| 3.1 | Decision Management Plan | |
| 3.2 | Decision Outcomes | |
| 4 | Risk Management | |
| 4.1 | Risk Management Plan | |
| 4.2 | Lessons Learned | |
| 5 | Configuration Management | |
| 5.1 | Configuration Management Plan | |
| 6 | Requirements Analysis and Management | |
| 6.1 | Requirements Documentation | |
| 6.2 | Requirements Validation and Traceability Plan | |
| 6.3 | Requirement Change Control Plan | |

| ITEM # | DELIVERABLE NAME | FIXED TOTAL PRICE |
|--------|---|-------------------|
| 7 | Conceptual Architectural Design | |
| 7.1 | Conceptual Architectural Design Methodology | |
| 7.2 | Conceptual Architectural System Design | |
| 7.3 | Business Rules Plan | |
| 7.4 | Workflow Plan | |
| 8 | Detail Design | |
| 8.1 | Detail System Design Session Plan | |
| 8.2 | Detail System Design Document | |
| 8.3 | Business Rules Design | |
| 8.4 | Interface Detail Design | |
| 8.5 | Forms, Templates, and Notices Detail Design | |
| 8.6 | Alerts Detail Design | |
| 8.7 | Reports Detail Design | |
| 9 | Security | |
| 9.1 | Security Design Document | |
| 9.2 | User Access Security Plan | |
| 10 | Continuity of Operations | |
| 10.1 | Disaster Recovery Plan | |
| 11 | Knowledge Management | |
| 11.1 | Knowledge Management Strategy | |
| 11.2 | Comprehensive Knowledge Management Plan | |
| 11.3 | End User Environment(s) | |
| 11.4 | Instructional Materials V1 and *V2 | |
| 11.5 | Online User Aids | |
| 11.6 | Knowledge Management Progress Report | |
| 11.7 | Knowledge Management Final Report | |
| 11.8 | Project Staff Preparation Plan | |
| 12 | Implementation Management | |

| ITEM # | DELIVERABLE NAME | FIXED TOTAL PRICE |
|--------|--|-------------------|
| 12.1 | Comprehensive Change Management and Communication Plan | |
| 13 | Data Conversion | |
| 13.1 | Data Import Strategy | |
| 13.2 | Data Import Plan | |
| 13.3 | Data Cleanup Plan | |
| 13.4 | Data Import | |
| 14 | Development | |
| 14.1 | Software Development Plan | |
| 14.2 | Weekly Construction Summary Report | |
| 14.3 | Development Library | |
| 15 | System Integration | |
| 15.1 | System Integration Strategy | |
| 15.2 | System Integration Plan | |
| 16 | System Implementation | |
| 16.1 | Hardware and Software Plan | |
| 16.2 | Statewide Implementation Plan | |
| 16.3 | Network, Desktop and Production Requirements | |
| 16.4 | Final Readiness Assessment | |
| 17 | Testing | |
| 17.1 | Master Test Plan | |
| 17.2 | Unit and Integration Test Plan and Documentation | |
| 17.3 | System Test Plan | |
| 17.4 | Interface Test Plan | |
| 17.5 | Performance, Volume and Stress Test Plan | |
| 17.6 | Import Test Plan | |
| 17.7 | System Test Scripts | |
| 17.8 | Import Test Results Report | |

| ITEM # | DELIVERABLE NAME | FIXED TOTAL PRICE |
|--------|---|-------------------|
| 17.9 | Performance Monitoring Plan and Weekly Report | |
| 17.10 | Operational Readiness Report | |
| 18 | Quality Assurance | |
| 18.1 | Quality Assurance Plan | |
| 18.2 | Quality Assurance Reviews | |
| 19 | Software Verification | |
| | No associated deliverable | |
| 20 | Software Validation | |
| | No associated deliverable | |
| 21 | Software Reviews | |
| | No associated deliverable | |
| 22 | Software Problem Resolution Process | |
| 22.1 | Software Resolution Plan | |
| 23 | User Acceptance Testing | |
| 23.1 | UAT Test Environment and Tools | |
| 23.2 | Weekly UAT Status Reports | |
| 23.3 | Operational Readiness Report | |
| 24 | Transition to Operations | |
| 24.1 | Transition Plan | |
| 24.2 | Post-Implementation Evaluations | |
| 24.3 | Updated System Documentation | |
| 25 | Document Management | |
| 25.1 | Document Management Plan | |
| 26 | Operations | |
| 26.1 | Operating Procedures | |
| 26.2 | Help Desk Transition Plan | |
| 26.3 | Help Desk Plan, Public Facing Help Desk Plan | |

| ITEM # | DELIVERABLE NAME | FIXED TOTAL PRICE |
|--------|----------------------------------|-------------------|
| 26.4 | Help Desk Procedures Manual | |
| 27 | Federal Review and Certification | |
| 27.1 | Assist with Federal Review | |

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| |
|--------------------------------------|
| Grand Total: Deliverable Price_____* |
|--------------------------------------|

8441

8442 Grand Total Price on Schedule II must be transferred to and agree with Grand Total Price from
8443 Schedule listed on the bottom of Price Schedule VIII as RFP Line Item #2.

8444

| | |
|--|-------|
| NAME OF AUTHORIZED VENDOR REPRESENTED (Print- ed) | TITLE |
|--|-------|

| | |
|--|------|
| SIGNATURE OF AUTHORIZED VENDOR REPRESENTED | DATE |
|--|------|

8445

8446

8447

FORM H – PRICE SCHEDULE III

| Hardware/Software | | | | |
|-------------------|-------------|----------|------------|-------------|
| Contract Year | Description | Quantity | Unit Price | Total Price |
| | | | | |
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8448

Grand Total: Price _____ *

8449

8450 Grand Total Price on Schedule III must be transferred to and agree with Grand Total Price from
8451 Schedule listed on Price Schedule VIII as RFP Line Item #3.

8452

NAME OF AUTHORIZED VENDOR REPRESENTED (Print- TITLE
ed)

SIGNATURE OF AUTHORIZED VENDOR REPRESENTED DATE

8453

8454

FORM I – PRICE SCHEDULE IV

| Software Licensing | | | | |
|----------------------|---------------------------------------|----------|------------|-------------|
| Contract Year Needed | Description (specify terms & options) | Quantity | Unit Price | Total Price |
| | | | | |
| | | | | |
| | | | | |
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8455

Grand Total: Price _____*

8456

8457 Grand Total Price on Schedule IV must be transferred to and agree with Grand Total Price from
8458 Schedule listed on Price Schedule VIII as RFP Line Item 4.

8459

NAME OF AUTHORIZED VENDOR REPRESENTED (Print- TITLE
ed)

SIGNATURE OF AUTHORIZED VENDOR REPRESENTED DATE

8460

8461

FORM J – PRICE SCHEDULE V

| Software Maintenance Support | | | | |
|------------------------------|-----------|----------|------------|-------------|
| Description | Frequency | Quantity | Unit Price | Total Price |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

8462

Grand Total: Price _____*

8463

8464 Grand Total Price on Schedule V must be transferred to and agree with Grand Total Price from
8465 Schedule listed on the bottom of Price Schedule VIII as RFP Line Item #5.

8466

NAME OF AUTHORIZED VENDOR REPRESENTED (Print- TITLE
ed)

SIGNATURE OF AUTHORIZED VENDOR REPRESENTED DATE

8467

8468

8469

FORM K – PRICE SCHEDULE VI

| Stabilization Period | | | | | |
|-----------------------------|-----------------------|-------------------|----------------------|-------------------|-----------------------|
| <u>Contract Year Needed</u> | <u>Staff by Title</u> | <u># of Staff</u> | <u>Rate Per Hour</u> | <u>Est. Hours</u> | <u>Extended Price</u> |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| Total | | | | | |

8470

| Ongoing Operations Optional (per year) | | | | | |
|---|-----------------------|-------------------|----------------------|-------------------|-----------------------|
| <u>Contract Year Needed</u> | <u>Staff by Title</u> | <u># of Staff</u> | <u>Rate Per Hour</u> | <u>Est. Hours</u> | <u>Extended Price</u> |
| | | | | | |
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| | | | | | |
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| | | | | | |
| Total | | | | | |

8471

| |
|--|
| Grand Total: Staff _____ Hours _____ Price _____ * |
|--|

8472

8473 Grand Total Price on Schedule VI must be transferred to and agree with Grand Total Price from
 8474 Schedule listed on the bottom of Price Schedule VIII as RFP Line Item #6.

8475

8476

| | |
|--|-------|
| NAME OF AUTHORIZED VENDOR REPRESENTED (Print- ed) | TITLE |
|--|-------|

| | |
|--|------|
| SIGNATURE OF AUTHORIZED VENDOR REPRESENTED | DATE |
|--|------|

8477

8478

8479

FORM L – PRICE SCHEDULE VII

| Other Implementation Costs | | | | |
|----------------------------|-------------|----------|-----------|------------|
| Contract Year Needed | Description | Quantity | Unit Cost | Total Cost |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

8480

Grand Total: _____*

8481

8482 Grand Total Price on Schedule VII must be transferred to and agree with Grand Total Price from
8483 Schedule listed on the bottom of Price Schedule VIII as RFP Line Item #7.

NAME OF AUTHORIZED VENDOR REPRESENTED (Print- TITLE
ed)

SIGNATURE OF AUTHORIZED VENDOR REPRESENTED DATE

8484

8485

8486

FORM M – PRICE SCHEDULE VIII

| Pricing Schedule Summary | | |
|--------------------------|--------------------------------------|-------------------|
| Line # | Description | Grand Total Price |
| 1 | Labor | |
| 2 | Deliverables | |
| 3 | Hardware/Software | |
| 4 | Software Licenses | |
| 5 | Software maintenance Support | |
| 6 | Stabilization and Ongoing Operations | |
| 7 | Other Implementation Costs | |
| | Grand Total Cost | |

8487

Summary Grand Total: Price_____*

8488

8489

NAME OF AUTHORIZED VENDOR REPRESENTED (Print- TITLE
ed)

SIGNATURE OF AUTHORIZED VENDOR REPRESENTED DATE

8490

8491

FORM N: MAGI ELIGIBILITY DETERMINATION SYSTEM COST

| | |
|---|--|
| COST TO PURCHASE, INSTALL AND CONFIGURE* | |
| OPERATING YEAR 1 | |
| OPERATING YEAR 2 | |
| OPERATING YEAR 3 | |
| OPERATING YEAR 4 | |
| OPERATING YEAR 5 | |

***THIS COST SHOULD REFLECT ALL OF THE “UP-FRONT” COSTS TO PROCURE THE MAGI ELIGIBILITY DETERMINATION SYSTEM PRIOR TO THE “GO-LIVE” DATE OF OCTOBER 1, 2013.**

NOTE: OPERATING YEAR COSTS SHOULD REFLECT ALL LICENSING AND MAINTENANCE COSTS FOR EACH YEAR. IT MUST BE ASSUMED THAT AN ENTERPRISE LICENSE WILL BE PURCHASED THAT WOULD ALLOW OTHER STATE AGENCIES TO USE THE BUSINESS RULES ENGINE THAT SUPPORTS THE MAGI ELIGIBILITY DETERMINATION.

IN FORM N, VENDORS SHOULD NOT INCLUDE ANY CONFIGURATION, DEVELOPMENT OR INTEGRATION COSTS BEYOND THE SCOPE OF MAKING THE MAGI ELIGIBILITY DETERMINATION FOR HIX, MEDICAID AND CHIP.

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FORM O – INTENTIONALLY BLANK

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FORM P – DISCLOSURE STATEMENT

State of Alabama Disclosure Statement

(Required by Act 2001-955)

ENTITY COMPLETING FORM

ADDRESS

CITY, STATE, ZIP

TELEPHONE NUMBER

()

STATE AGENCY/DEPARTMENT THAT WILL RECEIVE GOODS, SERVICES, OR IS RESPONSIBLE FOR GRANT AWARD

ADDRESS

CITY, STATE, ZIP

TELEPHONE NUMBER

()

This form is provided with:

☐ Contract ☐ Proposal ☐ Request for Proposal ☐ Invitation to Bid ☐ Grant Proposal

Have you or any of your partners, divisions, or any related business units previously performed work or provided goods to any State Agency/Department in the current or last fiscal year?

☐ Yes ☐ No

If yes, identify below the State Agency/Department that received the goods or services, the type(s) of goods or services previously provided, and the amount received for the provision of such goods or services.

| STATE AGENCY/DEPARTMENT | TYPE OF GOODS/SERVICES | AMOUNT RECEIVED |
|-------------------------|------------------------|-----------------|
| | | |
| | | |
| | | |

Have you or any of your partners, divisions, or any related business units previously applied and received any grants from any State Agency/Department in the current or last fiscal year?

☐ Yes ☐ No

If yes, identify the State Agency/Department that awarded the grant, the date such grant was awarded, and the amount of the grant.

| STATE AGENCY/DEPARTMENT | DATE GRANT AWARDED | AMOUNT OF GRANT |
|-------------------------|--------------------|-----------------|
| | | |
| | | |
| | | |

1. List below the name(s) and address(es) of all public officials/public employees with whom you, members of your immediate family, or any of your employees have a family relationship and who may directly personally benefit financially from the proposed transaction. Identify the State Department/Agency for which the public officials/public employees work. (Attach additional sheets if necessary.)

| NAME OF PUBLIC OFFICIAL/EMPLOYEE | ADDRESS | STATE DEPARTMENT/AGENCY |
|----------------------------------|---------|-------------------------|
| | | |
| | | |
| | | |

OVER

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2. List below the name(s) and address(es) of all family members of public officials/public employees with whom you, members of your immediate family, or any of your employees have a family relationship and who may directly personally benefit financially from the proposed transaction. Identify the public officials/public employees and State Department/Agency for which the public officials/public employees work. (Attach additional sheets if necessary.)

| NAME OF FAMILY MEMBER | ADDRESS | NAME OF PUBLIC OFFICIAL/ PUBLIC EMPLOYEE | STATE DEPARTMENT/ AGENCY WHERE EMPLOYED |
|--------------------------|---------|---|--|
|--------------------------|---------|---|--|

If you identified individuals in items one and/or two above, describe in detail below the direct financial benefit to be gained by the public officials, public employees, and/or their family members as the result of the contract, proposal, request for proposal, invitation to bid, or grant proposal. (Attach additional sheets if necessary.)

Describe in detail below any indirect financial benefits to be gained by any public official, public employee, and/or family members of the public official or public employee as the result of the contract, proposal, request for proposal, invitation to bid, or grant proposal. (Attach additional sheets if necessary.)

List below the name(s) and address(es) of all paid consultants and/or lobbyists utilized to obtain the contract, proposal, request for proposal, invitation to bid, or grant proposal:

| NAME OF PAID CONSULTANT/LOBBYIST | ADDRESS |
|----------------------------------|---------|
|----------------------------------|---------|

By signing below, I certify under oath and penalty of perjury that all statements on or attached to this form are true and correct to the best of my knowledge. I further understand that a civil penalty of ten percent (10%) of the amount of the transaction, not to exceed \$10,000.00, is applied for knowingly providing incorrect or misleading information.

| | |
|-----------|------|
| Signature | Date |
|-----------|------|

| | | |
|--------------------|------|---------------------|
| Notary's Signature | Date | Date Notary Expires |
|--------------------|------|---------------------|

Act 2001-955 requires the disclosure statement to be completed and filed with all proposals, bids, contracts, or grant proposals to the State of Alabama in excess of \$5,000.

FORM Q – BUSINESS EXPERIENCE MATRIX

8518

8519 System Project
8520 Proposal Reference Summary

| A | B | C | D | E | F | G | H | I | J |
|--------------|-----------------|---------|---------------|-------------|------------|--------------|-----------------|-------|-----------------------------------|
| Project Name | Mgmt? Yes/No | Summary | Start Date | End Date | On Time | On Budget | Litiga- tion | Staff | Name, Title, Fax, Phone, Email |
| 1) | | | | | | | | | |
| 2) | | | | | | | | | |
| 3) | | | | | | | | | |
| 4) | | | | | | | | | |
| 5) | | | | | | | | | |
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| 7) | | | | | | | | | |
| 8) | | | | | | | | | |
| 9) | | | | | | | | | |
| 10) | | | | | | | | | |

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