



ALABAMA MEDICAID AGENCY REQUEST FOR PROPOSALS

RFP Number: 2024-PMO-01	RFP Title: PMO Services RFP
RFP Due Date and Time: 05/30/2024 by 5:00pm Central Time	Number of Pages: #189
PROCUREMENT INFORMATION	
Project Director: Anthony W. Daniel	Issue Date: 02/14/2024
E-mail Address: PMO@medicaid.alabama.gov Website: http://www.medicaid.alabama.gov	Issuing Division: Medicaid Enterprise System
INSTRUCTIONS TO VENDORS	
Return Proposal to: Alabama Medicaid Agency Attn: Anthony W. Daniel Lurleen B. Wallace Building 501 Dexter Avenue PO Box 5624 Montgomery, AL 36103-5624	Mark Face of Envelope/Package: Alabama Medicaid Agency Program Management Office RFP RFP Number: 2024-PMO-01 RFP Due Date: 05/30/2024 by 5:00 pm CST
	Firm and Fixed Price:
VENDOR INFORMATION (Vendor must complete the following and return with RFP response)	
Vendor Name/Address:	Authorized Vendor Signatory: (Please print name and sign in ink)
Vendor Phone Number:	Vendor FAX Number:
Vendor Federal I.D. Number:	Vendor E-mail Address:

Section A. RFP Checklist

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 (i.e., contract performance security, insurance requirements, performance and/or reporting requirements, etc.).
2. ____ **Note the project director’s name, address, phone numbers and e-mail address.** This is the only person you are allowed to communicate with regarding the RFP and is an excellent source of information for any questions you may have.
3. ____ **Take advantage of the “question and answer” period.** Submit your questions to the project director by the due date(s) listed in the Schedule of Events and view the answers as posted on the WEB. All addenda issued for an RFP are posted on the State’s website and will include all questions asked and answered concerning the RFP.
4. ____ **Use the forms provided,** i.e., cover page, disclosure statement, etc.
5. ____ **Check the State’s website for RFP addenda.** It is the Vendor’s responsibility to check the State’s website at https://medicaid.alabama.gov/content/2.0_Newsroom/2.4_Procurement.aspx 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 your RFP response.
6. ____ **Review and read the RFP document again** to make sure that you have addressed all requirements. Your original response and the requested copies must be identical and be complete. The copies are provided to the evaluation committee members and will be used to score your response.
7. ____ **Submit your response on time.** Note all the dates and times listed in the Schedule of Events and within the document, and be sure to submit all required items on time. Late proposal responses are *never* accepted.
8. ____ **Prepare to sign and return the Contract, Contract Review Report, Business Associate Agreement and other documents** to expedite the contract approval process. The selected vendor’s contract will have to be reviewed by the State’s Contract Review Committee which has strict deadlines for document submission. Failure to submit the signed contract can delay the project start date but will not affect the deliverable date.

This checklist is provided for assistance only and should not be submitted with Vendor’s Response.

Section B. Schedule of Events

The following RFP Schedule of Events represents the State's best estimate of the schedule that shall be followed. Except for the deadlines associated with the vendor question and answer periods and the proposal due date, the other dates provided in the schedule are estimates and will be impacted by the number of proposals received. The State reserves the right, at its sole discretion, to adjust this schedule as it deems necessary. Notification of any adjustment to the Schedule of Events shall be posted on the RFP website at www.medicaid.alabama.gov.

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EVENT	DATE
RFP Issued	02/14/2024
Round 1 Questions Due by 5pm CT	03/12/2024
Round 1 Posting of Questions and Answers	04/16/2024
Proposals Due by 5 pm CT	05/30/2024
Evaluation Period	06/26/2024 – 07/16/2024
Contract Intent to Award Notification	07/26/2024
**Contract Review Committee	11/15/2024
Official Contract Award/Begin Work	01/01/2025

* *By State law, this contract must be reviewed by the Legislative Contract Review Oversight Committee. The Committee meets monthly and can, at its discretion, hold a contract for up to forty-five (45) calendar days. The “Vendor Begins Work” date 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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I. Background

The Alabama Medicaid Agency is requesting proposals from vendors with expertise for a plan to provide Program Management Office (PMO) services. The services required are outlined through this Request for Proposal (RFP). The Vendor shall provide services related to procurement, requirement development and maintenance, and program management services. The Vendor will be required by the State to operate under all provisions of the Omnibus Budget Reconciliation Act (OBRA) 1990, the Social Security Act, and all applicable state and federal laws. State regulatory authority is derived from Alabama Act No. 2003-297 and Alabama Medicaid Agency Administrative Code Chapter One. The projected implementation date of the RFP is January 01, 2025.

Currently, Alabama Medicaid uses a contractor to provide these services. Specific information can be found on the Alabama Medicaid Procurement website https://medicaid.alabama.gov/content/2.0_Newsroom/2.4_Procurement.aspx.

The selected Vendor to whom the contract is awarded shall be responsible for the performance of all duties contained within this RFP for the firm and fixed price quoted in the Vendor's proposal to this RFP. All proposals must state a firm and fixed price for the services described.

All information and amendments contained in this RFP reflect the best and most accurate information available to Medicaid at the time of the RFP preparation. No inaccuracies in such data shall constitute a basis for change of the payments to the Vendor or a basis for legal recovery of damages, actual, consequential, or punitive.

II. Scope of Work

A. Overview

This document outlines the services to be provided by, and the qualifications that must be met in order for an entity to serve as the Alabama Medicaid Enterprise Systems (MES) Modernization Program (AMMP) PMO Contractor. It is imperative that potential Contractors describe **in detail** how they intend to approach the Scope of Work (SOW) specified in this RFP. The ability to perform these services or how the respondent proposes to satisfy the specifications and scope must be carefully documented, even if the Contractor has been or is currently participating in a Medicaid Program. Proposals will be evaluated and scored based on the written information that is presented in the response. This requirement emphasizes the importance and the necessity of providing in-depth information in the proposal with all supporting documentation.

The Contractor shall provide PMO services for all the modules and services detailed in Section II. B. Alabama Medicaid Enterprise System Modernization Program (AMMP).

Entities that are currently excluded under federal and/or state laws from participation in Medicare/Medicaid or any state's health care programs are prohibited from submitting bids.

B. Alabama Medicaid Enterprise Systems Modernization Program (AMMP)

The Agency has embarked on a multi-module, multi-contractor enterprise project that requires data to be transferred amongst these modules in a secure and accurate manner. The overarching goal of the AMMP project is to move away from a monolithic system approach and instead implement a modular MES with the information, infrastructure, tools, and services necessary to efficiently administer Alabama Medicaid programs. The AMMP modules and services are also described in section II.2.2 Envisioned Future State of Maturity. This will be accomplished using a combination of technology-based procurements, related services, and business process outsourcing.

2.1 Overview of Alabama's Roadmap to AMMP

The Agency is moving forward with the modernization of the Alabama Medicaid program by replacing the Alabama Medicaid Management Information System (AMMIS). This modernization will be accomplished through the use of loosely coupled modules as required by the Centers for Medicare & Medicaid Services (CMS). The Agency has organized the program to achieve the end-state MES in a proposed project timeline that aligns with the existing AMMIS architecture, and the constraints imposed through the existing contract term.

The Agency will use a modular approach that complies with CMS, promotes the use of industry standards for information exchange and interoperability, provides a seamless business services environment for users. Project oversight will be conducted by the Agency's Project Quality Assurance (PQA) group. See Section II.C.3.2 Project Quality Assurance (PQA) for more information.

This large-scale, high-complexity systems project will be implemented using a phased approach, with consideration of agency, program and business area requirements and Centers for Medicare and Medicaid (CMS) funding requirements specified under 42 CFR § 433.112.

The AMMP is expected to be completed over the course of several years and multiple projects. Figure II-1 represents the current AMMP roadmap.

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MES modules will be implemented in a timeline that most effectively meets the needs of the AMMP and poses the least amount of risk to current operations. This initial timeline presents the Agency’s expected timeline and sequencing of implementing MES modules. The Agency expects that this timeline and roadmap will evolve and change; therefore, actual modules’ start and end dates will be subject to final Agency approval. However, it is imperative the current AMMIS be replaced by the future EDS, CPMS, and PM Contractor Systems by the end of Q1 2027. This approach also considers the inclusion of the existing Centralized Alabama Recipient Eligibility System (CARES) and Modular Electronic Visit Verification (MEVV) systems being integrated with the System Integration Services (SIS).

2.2 Envisioned Future State of Maturity

The move towards maturing Alabama’s Medicaid processes will be addressed through completing planned module procurements for new technology and services combined with leveraging both existing systems and ancillary applications. A list of the planned and existing MES systems and services (including summary descriptions) is provided below and are part of AMMP.

2.2.1 Alabama Medicaid Management Information System

The Alabama Medicaid Management Information System (AMMIS) is feature-rich and is composed of different software components which are based on Medicaid business processes. The components can operate on different networked computers, and the data is organized to support the business processes in a Medicaid-specific relational data model. This arrangement of different architectural patterns allows for flexibility and scalability, and enables ease of use, development, and maintainability. Below is a high-level listing of the components and functionality currently provided by the AMMIS, though these are subject to change. A more complete description may be found in the MMIS Concept of Operations available in the Procurement Library.

1. Claims (Fee for Service & Encounter)	2. Dental Management	3. Decision Support System (DSS)
4. Recipient Accounts Receivable (RAR)	5. Managed Care/Case Management (MC/CM)	6. Management and Administrative Reporting System (MARS)
7. Surveillance and Utilization Review (SUR) and Program Integrity (PI)	8. Pharmacy Management	9. Transformed Medicaid Statistical Information System (T-MSIS)
10. Financial	11. Third Party Liability (TPL)	12. Drug Rebate (DR)
13. Recipient (Long Term Care, Early and Periodic Screening, Diagnosis and Treatment)	14. Drug Utilization Review (DUR)	15. Provider Management
16. Medical Services (MS)	17. Prior Authorization (PA)	18. Reference
19. Document & Workflow management	20. Interactive Voice Response (IVR)	21. Buy-In

2.2.2 Enterprise Data Services

The Enterprise Data Services (EDS) is a module within the MES. The Agency will procure an EDS inclusive of application support and an analytics team that fully replaces existing AMMIS functionality and meets the specific CMS requirements for the DSS, SURS, PI, T-MSIS, MARS, and Payment Error Rate Measurement (PERM), as well as any additional State and Federal reporting. The EDS solution will provide the necessary functions, system capabilities, and user features to support the Agency in efficiently delivering and promoting better data management and analytics. Interfaces with systems external to the MES, which are necessary for EDS to deliver services to the Agency, are expected to be maintained by the EDS Contractor. As a result, the EDS will provide insight into the data and allow Agency personnel to:

1. Analyze data to assist the Agency in providing a higher quality of care.
2. Provide the data needed to assist the Agency in managing costs and cost saving provisions.
3. Support data verification programs and quality assurance initiatives.
4. Provide the data needed to help detect and reduce waste, fraud, and abuse.

2.2.3 Claims Processing Management Services

The Claims Processing Management Services (CPMS) is a module within the MES. The Agency will procure a CPMS solution and services. The CPMS will support the receipt, adjudication and editing, pricing (using Alabama-approved reimbursement methodologies), and payment for health care claim types, including but not limited to physician, pharmacy, hospital, outpatient, nursing home, dental, vision, transportation, disability services, mental health, and waiver services. During claims adjudication, this system will also process service authorizations and third-party insurance liability, as well as calculate member liabilities. Claims will be adjudicated with the payments and remittance advice processed at an interval determined by the Agency.

2.2.4 Provider Management

The Provider Management (PM) is a module within the MES. The Agency will procure a PM solution and services that provide a modern, web-based self-service solution allowing health care providers (which includes but is not limited to physicians, hospitals, nursing homes, pharmacies, home health agencies, personal care workers and durable medical equipment providers) to enroll with the Alabama Medicaid Agency to provide health care services to Alabama recipients. The solution will also allow providers to view and maintain their information on file (e.g., address, licensure, and group affiliations) and revalidate their enrollment details online.

2.2.5 Modular Electronic Visit Verification

The Modular Electronic Visit Verification (MEVV) is a module within the MES. Alabama has awarded a contract for the implementation of a MEVV solution. The MEVV solution will provide a front-end application for capturing related EVV data. The MEVV solution will also aggregate EVV data from third-party systems. Providers will be required to submit standardized visit-related data as defined by the Alabama Medicaid Agency and the MEVV Contractor to the MEVV solution.

2.2.6 Testing Center of Excellence (TCOE)

Through the oversight of the EQP, the Agency has a contractor to manage testing efforts across projects by creating a Testing Center of Excellence (TCOE). The PMO Contractor shall support and collaborate with the TCOE Contractor. The TCOE Contractor's responsibilities include:

1. Oversight of AMMP/MES Contractor's planned test activities
2. Monitoring of contractor actionized test activities
3. Coordination and support of test bed data and environments coupled with oversight and support of System Integration Testing (SIT), End to End testing (E2E), and User Acceptance Testing (UAT)
4. Creation and maintenance of program test plans and templates
5. Receiving a weekly extract/export of test related activities showing traceability to requirement from module contractor's test management tool as specified in the Test Phase Acceptance (TPA) document.

2.2.7 System Integration

The System Integration Platform (SIP) exchanges data among MES Contractor Systems and integrates the various MES modules into a seamless, functional system. The System Integration Services Contractor will be responsible to integrate the MES Contractor Systems and provide technical integration assistance to the Agency and MES Contractors, including managing, upgrading, and supporting integration architecture, integration standards, interfaces, processes, and testing. Additionally, the System Integration Services Contractor will work closely with all MES Contractors to host a range of centralized services across the enterprise that enables the user community to be identified uniquely across MES, supports Contractor/system communication, and support MES system change and incident management capabilities in this modular environment. Among the hallmarks of the integration platform are flexibility, reliability, scalability, and high availability. Therefore, the Agency requires that the SIP be highly configurable and include high fault tolerance, with rapid provisioning of computing, storage, and network capabilities.

The SIP is meant to be the single integration point between all MES Modules. All MES Contractor Systems will exchange data with each other via the SIP and not directly between systems. The interfaces can be real-time, as in web services, or batch, as in Secure File Transfer Protocol (SFTP) services. Additionally, the SIP allows replacing a module with another external module providing similar functionality without affecting others.

The Agency requires all Medicaid Enterprise Systems to participate in the SIS Single Sign-On (SSO) solution. Each Module Contractor shall be responsible for making sure all their applications are accessible through the SSO ID. The Agency defines the user base as Agency Users, Contractors, Vendors, Providers, and Recipients. The Agency requires the SIP to include the capability to capture and measure health and performance data across all modules. By working with the Agency and MES Contractors, the SI Contractor will capture MES health and performance data and monitor against established standards.

2.2.8 Centralized Alabama Recipient Eligibility System (CARES)

The Centralized Alabama Recipient Eligibility System (CARES) is a statewide software solution supporting Eligibility and Enrollment (E&E) for the Medicaid and Children's Health Insurance (CHIP) programs and is a module within the MES. It provides case workers and citizens easy access to submit, analyze, and manage eligibility and enrollment information. CARES provides a

modern customer and partner experience, as well as seamless coordination between Medicaid and CHIP programs. CARES also provides the same customer experience to all individuals seeking coverage, regardless of their qualifications, or the ‘door’ through which they enter. CARES applies business rules to support real-time eligibility determination, routing and enrollment, and a timely and responsive resolution process. It provides an integrated system that avoids duplication of costs, processes, data and effort on the part of the State and beneficiaries. CARES also leverages the federal approach provided by the Federal Hub for verification from federal agencies such as the Internal Revenue Service, Department of Health and Human Services, Social Security Administration and Department of Homeland Security to avoid the independent establishment of those interfaces and connections at the State level.

2.3 Stakeholder Engagement

The Agency, the Contractor PMO, AMMIS, and Module Contractors, as well as other Agency stakeholders, will work collaboratively in support of the AMMP. The AMMP Contractors, with the Agency’s approval, shall have access to documents and meetings related to the project. The information outlined below includes currently identified AMMP entities that will work with existing and future entities as identified by the Agency.

2.4 Alabama Medicaid Organization Chart

The Alabama Medicaid Agency Organization Chart can be found on the Alabama Medicaid Public website located here: [Medicaid Organization Chart](#)

C. AMMP Entities

The PMO Contractor must include the MES team with any correspondence with the entities below. Any meeting scheduled with the entities below must be scheduled by the MES team.

3.1 Project Portfolio Management Office (PPMO)

The PPMO is a separate division within the Department of Information Systems and Technology, independent from the MES division. The PPMO is responsible for defining, monitoring, and enforcing the Agency’s project management policies, governance, standards, processes, and procedures.

The PMO Contractor shall follow the AMMP project management plans, governance, standards, processes, and procedures developed in conjunction with the PPMO and include the PPMO in project meetings. The PMO Contractor shall provide the PPMO with any project-related information requested within the timeframes established in the AMMP-Program Communication Management Plan (COM-11).

3.2 Project Quality Assurance (PQA)

The purpose of the Project Quality Assurance (PQA) group is to define, validate and control quality assurance for programs and projects that have CMS 90/10 FFP funding at the Agency. The PQA group which is part of PPMO focuses on project oversight to align with Agency policies, procedures, and standards and ensures that programs and projects follow best practices, including the Project Management Life Cycle (PMLC). The PQA group performs Project Quality Assurance activities (e.g., reviews the templates, attends project meetings, and reviews project processes and documents for governance). PQA uses a process of reviewing and assessing the

programs and projects (that are in scope) in order to improve their quality. PQA and PPMO focus on the project-level – not module level. The PQA group reports on the quality assurance status of programs and projects to the CIO and Directors monthly and to the Executive Oversight Committee (EOC) quarterly.

3.3 Information Security Office (ISO)

The Alabama Medicaid Agency Information Security Office establishes MES Security Policy, ensuring security requirements are integrated into the planning, budgeting, acquisition, and management of Medicaid information, information resources, supporting infrastructures, personnel, equipment, and services. The ISO also maintains the Security Program Management Plan, which provides the structure that will consume, retain, distribute, and report security documentation to aid Medicaid in clearly understanding the risk provided to its mission by its information resources.

3.4 Data Governance Office (DGO)

The Data Governance Office (DGO) serves to enable and enhance Agency effectiveness by formalizing behavior around the definition, production, usage, storage, and destruction of data that safeguards the Agency’s data as a valued asset. The DGO is responsible for the overall Medicaid strategic data governance plan and sponsoring collaborative relationships between program areas and the Information System and Technology division with six objectives:

1. Data Management
2. Data Quality
3. Data Access
4. Analytic Prioritization
5. Data Content
6. Data Literacy

3.5 Medicaid Enterprise Systems (MES) Division

The MES is a division of the Alabama Medicaid Agency’s Department of Information Systems and Technology, responsible for managing the AMMP. The MES Division’s primary mission is to modernize the Agency’s Medicaid management information systems with the goal of improving its business processes and the services provided to Alabama’s recipients and providers. The MES team reports to the Agency CIO and is led by a Division Director. Associate Directors or Consultants reporting to the MES Director are individually responsible for the following teams.

3.5.1 Enterprise Quality Program (EQP)

The EQP provides a structure for assessment, monitoring, and continuous improvement of quality measurements as well as oversight of testing activities. The EQP ensures quality standards and good practices are incorporated in the Testing and Quality framework established by the TCOE. The EQP collaborates with testers and subject matter experts (SMEs) from the AMMP modules, the AMMIS and CARES (operations and maintenance) to ensure enterprise quality. The TCOE contractor is part of the EQP.

Testing Center of Excellence (TCOE)

Through the oversight from the EQP, the Agency has procured the services of a contractor to manage testing efforts across projects by creating a Testing Center of Excellence (TCOE). The PMO Contractor shall collaborate with the TCOE Contractor.

3.6 Fiscal Agent (FA) Policy and System Management

The Agency has a Fiscal Agent (FA) that supports all Alabama Medicaid Management Information Systems (AMMIS) related tasks. The FA falls under another group identified as the Medicaid MMIS Operations Team. Any interaction between the FA and the PMO Contractor must include the Medicaid MMIS Operations Team, Agency Program Manager, and the Contractor PMO. The FA time and availability is limited and planned well in advance. Any FA support requested by the PMO Contractor must be requested through the MES PMO. This support must be requested well in advance of the actual need. A thirty (30) day advance notice is required. Any request with a less than thirty (30) day advance notice must be directed through the MES PMO with a request for expedited processing.

3.7 Centers for Medicare & Medicaid Services (CMS)

CMS is the Federal Agency responsible for the review and approval of Alabama's Medicaid planning and solicitation documents, release of enhanced Federal Financial Participation, and the Certification of new modules or components of the Medicaid Enterprise.

CMS is the government entity responsible for authorizing enhanced federal funding for the design, development and installation or enhancement of a state's MMIS. The Mechanized Claims Processing and Information Retrieval Systems (90/10) Final Rule, effective January 1, 2016, expanded the definition of mechanized claims processing and information retrieval systems to include a "System of Systems." This "System of Systems" allows enhanced federal funding for installation or enhancement of open-source software, proprietary software, services, shared services, module, Commercial-off-the-Shelf (COTS) software, and Software as a Service (SaaS) that comprise a State's MMIS enterprise. The PMO Contractor and Agency will work with CMS and comply with all regulations to ensure the combination of solutions are certified and meet all federal reporting requirements necessary to ensure CMS authorization of enhanced federal funding.

D. RFP TERMINOLOGY

The use of the terms "shall", "will" or "must" in the RFP constitutes a "required" or "mandatory" requirement and mandates a response from the vendor. Failure by the Vendor to respond to any of these requirements in the entire RFP may be considered non-responsive. Non-responsive submissions are subject to rejection of the Vendor submission by the Agency. Where a section asks a question or requests information (e.g.: "The Vendor **shall** provide..."), the Vendor must respond with the specific answer or information requested. The use of the term "may" in the RFP constitutes something that is not "required" or "mandatory" but is up to the Vendor's discretion whether to submit or comply with what is asked for. Not answering something that is stated with "may" will not be considered non-responsive.

"PMO Contractor" and "Contractor" may be used interchangeably throughout this document and should be interpreted as the respondent to this RFP. "Module Contractor" is excluded from this context.

"Module Contractor" refers to procured Contractors for one or more specific modules within the AMMP. The System Integrator and service contractors are also included in the term "Module Contractors".

"Deliverable" is used to describe paid deliverables, unpaid deliverables, plans, documents, artifacts, etc.

E. INTRODUCTION

The Contractor shall meet all the requirements specified in each section and subsection narrative and shall be responsible for delivery and maintenance of services, activities, artifacts and/or other deliverables to Agency's expectations specified within this RFP.

All PMO Contractor responsibilities defined in this RFP related to the modules/services, will remain in place until ninety (90) calendar days after the module receives Federal certification. This includes any delays that may occur after the ORR prior to CR. This does not apply to the SI module which will be addressed in Section II. K. Project Phase.

All PMO Contractor responsibilities defined in this RFP related to the System Integration Services shall remain for the term of the contract.

All times used in this RFP or AMMP are central time.

Failure to comply with delivery, timeliness, requirements, specifications, or Agency expectations may result in a Statement of Concern (SOC) or Corrective Action Plan (CAP). See Section II. F. Common Processes. 6.20 AMMP Statement of Concern (SOC) and Corrective Action Plan (CAP).

F. COMMON PROCESSES

Common processes include activities that the contractor is expected to perform throughout the life of the contract. The following subsections define the contractor responsibilities related to Common Processes:

1. AMMP Contractor Specifications
2. AMMP Software and Data
3. AMMP Hardware
4. AMMP Attestation
5. AMMP Onboarding, Offboarding and Vendor Start-Up
6. AMMP Planning
7. AMMP Schedules
8. AMMP Governance
9. AMMP Meeting Protocols
10. AMMP Kick-off Meetings
11. AMMP Contract Discovery Sessions
12. AMMP Deliverables and Artifacts
13. AMMP Communications
14. AMMP Status Reporting and Updates
15. AMMP Dashboards
16. AMMP Risks, Issues, Action Items and Decisions
17. AMMP Quality Management
18. AMMP Scope Management
19. AMMP Project Change Request (PCR)
20. AMMP Statements of Concern (SOC) and Corrective Action Plans (CAP)
21. AMMP Contract Monitoring
22. AMMP Resource Management

- 23. AMMP Federal Meetings and Communications
- 24. AMMP Tool Maintenance and Configuration
- 25. AMMP Security
- 26. AMMP Data Conversion
- 27. AMMP PMO Turnover

6.1 AMMP Contractor Specifications

6.1.1 Physical Location

The Agency shall provide workspace and meeting spaces for the PMO Contractor. The PMO Contractor shall be required to adhere to all applicable Agency policies and procedures. The Agency has strict procedures for things such as badge use, exiting and entering the building, and elevator access. All PMO Contractor personnel having access to an Alabama Medicaid Agency building or office shall be subject to background checks at the contractor's expense. The PMO Contractor shall be responsible for their own parking.

The PMO Contractor's access to certain state properties requires escort by an authorized State employee or contractor. It is the responsibility of the PMO Contractor to coordinate escorted access through the Medicaid Service Desk. Escort requests shall include the business name and contact information, location being visited, reason for visit, date, time, and duration of visit, and name of person escorting. Unescorted access requires a state and national fingerprint-based background check performed by ALEA and completion of appropriate security awareness training, the costs for which shall be borne by the PMO Contractor.

Services required of the Contractor for the AMMP may be performed onsite, remote or a combination of both. *Remote work by the Contractor for the AMMP must be performed within the Continental United States.*

6.1.2 Conflict of Interest

All prospective, experienced Vendors interested in the PMO or future AMMP procurements as depicted in Figure II-2 are encouraged to bid on the AMMP Procurements when released by the Agency. There are, however, some restrictions regarding future contract awards, that are important to note.

1. The awarded PMO Contractor, including any and all subcontractors, are precluded from being awarded the PMO, TCOE, or SIS contracts.
2. Any Contractor, including any and all subcontractors, who has a current contractual engagement with the Agency for PMO Services, Testing Services, or SI Services is precluded from being awarded any module contract solution (e.g., EDS, CPMS, PM, MEVV, and/or CARES), either as the prime contractor or a subcontractor.

All contract awards remain subject to the restrictions placed on actual or potential organizational conflicts of interest as described in Chapter 48 Code of Federal Regulation (CFR) and Alabama Procurement regulations. See **Section VIII. General Terms and Conditions, P. Conflict of Interest**

Figure II-2: Vendor Procurement Restrictions

Procurement	PMO	TCOE	SIS	EDS	CPMS	PM	MEVV	CARES
Program Management Office (PMO)	Open	Precluded	Precluded	Precluded	Precluded	Precluded	Precluded	Precluded
Testing Center of Excellence (TCOE)	Precluded	Open	Precluded	Precluded	Precluded	Precluded	Precluded	Precluded
System Integration Services (SIS)	Precluded	Precluded	Open	Precluded	Precluded	Precluded	Precluded	Precluded
Enterprise Data Services (EDS)	Precluded	Precluded	Precluded	Open	Open	Open	Open	Open
Claims Processing Management Services (CPMS)	Precluded	Precluded	Precluded	Open	Open	Open	Open	Open
Provider Management (PM)	Precluded	Precluded	Precluded	Open	Open	Open	Open	Open
Modular Electronic Visit Verification (MEVV)	Precluded	Precluded	Precluded	Open	Open	Open	Open	Open
Centralized Alabama Recipient Eligibility System (CARES)	Precluded	Precluded	Precluded	Open	Open	Open	Open	Open
Precluded: Awarded Contractor(s) are precluded from bidding on subsequent modules within the overall program.								
Open: Awarded Contractor(s) are not precluded from bidding on subsequent modules within the overall program.								

6.1.3 Personnel

The State expects that the PMO Contractor personnel shall have relevant knowledge required for the assigned job classification. The PMO Contractor’s personnel must be qualified, allocated, present, focused and fully engaged in supporting their assigned tasks and deliverables. The PMO Contractor’s personnel must be professional and work well with the Agency, other State Agencies, and other contractors. The PMO Contractor must receive Agency approval to change an individual’s job classification at any time during the life of this contract. The PMO Contractor’s personnel for this contract shall not work on this contract when they are outside the continental United States.

The PMO Contractor shall provide the personnel in sufficient quantity to provide consistent and high-quality artifacts/deliverables and to support the work products even during periods when multiple projects are active. The Agency will consider suggestions for alternative alignment of duties within the submitted proposal or additional positions. Changes to the proposed positions, staff and responsibilities shall be allowed only with prior written permission from the Agency and with the PMO Contractor’s assurance that the changes shall not increase the cost, cause project delays, or negatively impact the project in any way. The PMO Contractor shall maintain a staffing level necessary to perform all the specifications, functions, requirements, roles and duties defined in this Statement of Work regardless of the level of staffing included in this RFP. Failure to meet the specifications/requirements below shall result in the request for a Corrective Action Plan (CAP). See Section II.F.6.20 AMMP Statements of Concern (SOC) and Corrective Action Plans (CAP) for the detail concerning this.

For the purpose of this contract, the term “Key Personnel” refers to contract personnel deemed by the Agency to be essential to the satisfactory performance of this contract. All key personnel shall be employed by the PMO Contractor. Any changes to this must be approved by the Agency. The key personnel must be one hundred percent (100%) dedicated to this contract unless the Agency approves them as part time. The Agency shall reserve the right to conduct a personal interview with any key personnel prior to the start of the contract and request replacement of personnel at any time during the contract. Key personnel resumes and three (3) professional references must be submitted within the response. The professional references must be from a project administrator or service official who is directly familiar with and has first-hand knowledge of the employee’s performance, work products and responsibilities that has occurred in the last five (5) years. The reference may not be someone that is currently working for the PMO Contractor or their subcontractors. The reference must contain the Agency or company name, contact name, current telephone number, e-mail address and a brief description of the engagement and associated dates. The Agency retains the right to approve or disapprove key personnel or replacements for key personnel.

All Project Personnel shall have workspace provided by the Agency. The PMO Contractor shall provide adequate coverage for all business areas during the Agency normal work hours of 8:00 A.M to 5:00 P.M Central time, Monday through Friday. The Program Manager and Senior Business Analyst must be full-time, dedicated solely to the AMMP and must be available as needed to fulfill responsibilities that meet the Agency's needs. See Section II. L. Staffing for more information. The PMO Contractor must propose key personnel who will, to the best of their knowledge, be available for the duration of the project. These individuals shall be the primary contacts for the Agency on a day-to-day basis. The PMO Contractor's staff, including the Program Manager and Senior Business Analyst, shall be available for in-person meetings as needed.

In the occasion, any staff is not available, they will notify the Agency and mark their calendar as out of office. The Agency's Microsoft Outlook calendar is used for all availability and out of office notifications. The PMO Contractors must be logged into their Agency accounts to receive communications and respond in a timely manner.

The PMO Contractor's Program Manager, one (1) Project Analyst and one (1) OCM Communication Lead will be required to be onsite Monday through Friday from 8:00 AM to 5:00 PM except for scheduled time off and holidays.

The PMO Contractor shall have its off-site staff travel to the Agency at a minimum of six (6) trips per month with the option to add or subtract trips based on project needs. For example, requirements sessions which require direct interaction with stakeholders. The PMO Contractor shall maintain a calendar which identifies by name the scheduled on-site visits. These visits shall be identified at least three (3) months in advance of the visit. The Agency does not pay for travel time, travel expenses, meals or lodging.

During the first eighteen (18) months of the contract, the Agency shall not allow substitutions of key personnel except when a substitution is necessitated by an individual's illness, death, termination, resignation, or as requested by the Agency. In the event it becomes necessary to replace key personnel, the PMO Contractor shall notify the Agency as soon as possible and when possible, allow a two (2) week period for knowledge transfer from the key personnel to the replacement personnel at no additional charge to the Agency.

The Agency has identified the contract required personnel in Section II. L. Staffing. Within six (6) weeks of contract start, the PMO Contractor shall have eighty percent (80%) percent of the contract required personnel dedicated to the project. The PMO Contractor shall have one hundred percent (100%) of all personnel dedicated to the project within three (3) months of contract start. If the PMO Contractor falls below eighty percent (80%) of the contract required personnel at any time after the first three (3) months of the contract, it will result in a Corrective Action Plan (CAP).

6.2 AMMP Software and Data

6.2.1 Common (Project) Software

The PMO Contractor shall use products compatible with Microsoft Windows 10 and Office 365 or later. This includes software compatible with Microsoft Project 2016 or later as a scheduling software. Any common software used for the AMMP project must be approved by the Agency. The PMO Contractor shall provide the Agency with ten (10) licenses for the scheduling software used by the PMO Contractor.

6.2.2 Commercial Off-The-Shelf (COTS) Software

Any software used for AMMP shall be Commercial Off-The-Shelf (COTS) software and not a custom software owned and/or designed by the PMO Contractor. The COTS software shall have the capability to import data in a common, industry standard file format such as comma delimited. It shall also have the capability to export all data that is maintained or housed in the COTS into a common, Agency approved file format.

All software used shall require Agency approval before it may be used for AMMP. Whenever the Agency determines that a COTS product is needed, the Agency shall request the PMO Contractor to provide a recommendation for software to support AMMP. The PMO Contractor shall conduct requirements sessions to determine the Agency's requirements for the product and provide a finalized set of requirements to the Agency. These finalized requirements shall be the responsibility of the PMO Contractor and shall be stored and maintained in the requirement repository tool. The PMO Contractor shall use the Agency's requirements to determine the COTS products they recommend and submit a minimum of three (3) recommendations within 2 months of the Agency request. The cost shall be defined in detail and shall be provided to the Agency with the COTS software recommendation. Each COTS software recommendation request shall include the following:

- Software information including literature.
- Contact information for software references (States preferred if possible)
- Software cost
 - Initial cost
 - Yearly maintenance cost
 - Update/release/patch cost
 - Any additional cost
 - Configuration cost assessment
- Map of AMMP requirements to software features with additional details if needed
- Software assumptions, risks and constraints

The PMO Contractor shall plan on one COTS software recommendation product request per year. If COTS software recommendation is not needed for a specific year, then the line item in the pricing schedule will not be paid.

If configuration costs are not part of the initial software install, the PMO Contractor shall provide a Configuration cost assessment that identifies the tasks, roles and hours required for the software configuration. The Agency will utilize the Project Change Request process to request the COTS software configuration, implementation, and maintenance. Documentation such as Detail Product Design, Software Operation Manual, Software User Manual and updates to other AMMP tool documents will be part of the PCR if the Agency proceeds with COTS software recommended. Detail Product Design, Software Operations Manual and Software User Manual are grouped as COTS implementation deliverables and will only be required if the Agency decide to proceed with implementation of new COTS product. See Section II.F.6.19 AMMP Project Change Request (PCR).

Any PMO Contractor recommended COTS software must allow the Agency and any other contractors on the modularity project free full access and rights to the product. Any functional

limitations or exclusions must be approved by the Agency prior to the limitation or exclusion being applied. The Agency shall have the same administration/configuration rights as the PMO Contractor and shall be included in all training provided on the software. The PMO Contractor shall be responsible for maintaining the software and the data in the software as well as ensuring it stays current on patches/releases/updates. The PMO Contractor shall apply patches, releases and/or updates within thirty (30) calendar days of the release. The Agency must approve the delay of any patch, release and/or update that is delayed more than thirty (30) calendar days. If there are known problems with the patch, release or update, these should be documented and presented to the Agency with a request to delay the application of the release or update.

Once the software is installed and system configured by the software vendor, the PMO Contractor shall conduct software configuration sessions with the Agency and document the results of the sessions in a Detail Product Design document. The PMO Contractor shall provide a software operations manual that defines the day-to-day activities required to maintain the software. The PMO Contractor must also produce a software user manual that defines how to use the software as the Agency has it configured. Agency approval will be required for all these documents. The PMO Contractor shall update these manuals for the term of the contract.

6.2.3 Data Storage

The PMO Contractor may store data related to this project outside of the state of Alabama, but it must be within the continental United States. Data includes data stored in software and tool, and documents used for AMMP.

6.3 AMMP Hardware

6.3.1 PMO Contractor Supplied Hardware

The PMO Contractor shall be responsible for providing the hardware and software needed by their personnel for non-Alabama Medicaid activities. If the PMO Contractor supplied hardware is used for Agency activities or connects to the Agency network then it must comply with all Agency configuration and security policies, this may include periodic scanning by the Agency of the individual notebook/laptop computers. Contractor provided hardware will not be allowed to connect to the state network, unless specifically authorized in writing by the Agency. Some software used in the AMMP may require the use of Agency hardware.

The PMO Contractor's hardware and software shall be protected by industry standard virus protection software which is automatically updated on a regular schedule. The PMO Contractor shall also install security patches which are relevant to the operating system and any other system software. The Contractor shall use full disk encryption protection.

6.3.2 Agency Supplied Hardware

The PMO Contractor shall use Agency supplied hardware and software when working on-site at the Agency full time. The PMO Contractor shall attach to the Agency network for all updates and access to selected network locations. The PMO Contractor shall also have access to the printers and copiers. Contractor personnel assigned Agency hardware will be required to hand sign receipts and be fully responsible for the items under their responsibility. This includes reimbursing the Agency for any lost, stolen, or damaged hardware.

Note: All data residing on Contractor or Agency supplied hardware used to conduct business for the Agency shall be considered Agency property and must be turned over to the Agency upon request or termination of the employee or contract.

6.4 AMMP Attestations

The Agency has also developed several AMMP plans and guides that must be followed by all contractors. The PMO Contractor will assume the responsibility of maintaining and updating these AMMP plans and guides as well as the deliverables identified in this RFP. These plans and guides provide project structure without defining a specific software development methodology. The procurement library contains the PL23 AMMP Plans and Templates, which lists all AMMP plans, artifacts and guides. See Appendix F: Procurement Library Contents for more information.

During onboarding, the Contractor will be provided the most current version of the AMMP Management Plans and Protocol Guides listed within this Contract. The PMO Contractor will sign the AMA-01 AMA Attestation and Agreement Document that states they understand the PL23 AMMP Plans and Templates and the PMO Contractor agrees to create, update, maintain and follow them. Any concerns by the Contractor, must be documented and addressed during Contract Discovery Sessions (see Section II.F.6.11 AMMP Discovery Sessions for more information). During the term of contract, the Contractor shall be required to review the plans periodically and update the plans as needed. As plans are updated and approved by the Agency, they become the expectations and guidelines for the AMMP moving forward.

6.5 AMMP Onboarding, Offboarding and Vendor Contract Start-Up

To facilitate a seamless contractor on-boarding the MES PMO has created the PMO-2-b: Onboarding Offboarding Plan, PMO-2-b-01: Onboarding Offboarding Checklist, PMO-2-o: Vendor Start Up Guide and PMO-2-o-02: Vendor Start Up Checklist. The PMO Contractor shall maintain these documents and update as needed to ensure each member joining the AMMP team becomes productive in the shortest time possible. These guides and checklist describe the processes and procedures required of all contractors brought onboard to the AMMP. This also includes the program structure as well as descriptions and locations of various documentation, templates, and any other information needed by a new contractor starting on the AMMP. The PMO Contractor will initiate and facilitate the onboarding activity until the new contractor is productive and fully engaged in the Program. The PMO Contractor shall maintain the key activities of these plans, checklist and guides include, but are not limited to:

1. Kick-Off Meetings
2. Contract Discovery Sessions
3. Establishing recurring PMO status and Touchpoint meetings
4. Establishing Contractor representation on AMMP Governance Boards
 - a. Change Control Board (CCB)
 - b. Change Advisory Board (CAB)
 - c. Enterprise Architecture Board (EAB)
 - d. Business Review Board (BRB)
5. Identifying Contractor Coordinators for facilitating AMMP Processes/Procedures, including:

- a. Scope Coordinator
 - b. Schedule Coordinator
 - c. Deliverable Coordinator
 - d. Invoice Coordinator
 - e. Action Item and Decision Coordinator
 - f. Employee Onboarding Coordinator
 - g. PMO Metrics and Dashboard Coordinator.
6. Establishing relationship with Medicaid Entities
 7. Project Schedule
 8. PMO Artifact Software and Storage
 9. Statements of Concern (SOC) and Corrective Action Plans (CAP)

6.5.1 AMMP Onboarding

Initial onboarding will begin about two (2) weeks prior to the individual's start date with the overall process scheduled to end approximately one (1) month after the individual's start date. This will address all the steps required to bring an individual into the AMMP. The PMO Contractor shall maintain and use the PMO-2-b-01 Onboarding Offboarding checklist to onboard all new AMMP resources.

6.5.2 AMMP Offboarding

When team members leave the AMMP, there are defined steps that must occur. These steps start with about two (2) weeks prior to team member leaving and is scheduled to end on their last workday. This will address all the steps required to transfer knowledge and duties to another team member. The PMO Contractor shall do a monthly audit of AMMP personnel and report it in the Monthly Status meeting. The PMO Contractor shall maintain and use the PMO-2-b-01 Onboarding Offboarding checklist to onboard all new AMMP resources.

6.5.3 AMMP Vendor Contract Start-up

The PMO Contractor shall be required to maintain the contract vendor start-up guide. This will provide PMO processes and procedures required to bring new vendors on-board after the start of their contract. This shall include things such as kick-off meetings, preparing for and conducting contract discovery sessions, the onboarding checklist, document templates, project status meeting requirements, RTM format, schedule management format, schedule specifications, responsibility assignment matrix (RAM) and any other information needed by a new vendor starting to work on the project. As part of the overall onboarding process, the Agency requires a collaborative review of the approved guide, resulting in the PMO Contractor's attestation for the usage of this guide. The PMO Contractor must address any concerns during the onboarding activities.

6.6 AMMP Planning

The Agency has created AMMP Roadmap as referenced in Section II.A. Overview of Alabama's Roadmap to AMMP. The AMMP Roadmap provides a strategic view of procurements and implementations milestones. It is used to provide clarity and direction to the teams and stakeholder. The current AMMP Roadmap has been created in an Excel spreadsheet. The PMO contractor shall recommend a tool that will allow dynamic updates to the events, duration, and dependency that impacts the AMMP Roadmap, and have the capability of generating a visual/graphical

representation of the AMMP Roadmap that includes indicating version, for Agency review and approval. The PMO Contractor's recommended tool shall have version control and maintain previous versions of the AMMP Roadmap. The AMMP Phasing Plan provides tactical steps by breaking down AMMP Roadmap into phases. It provides the current state and the TO BE state of MES. The PMO Contractor shall regularly update and maintain the AMMP Roadmap and the AMMP Phasing Plan through the term of the contract. These documents should accurately reflect the status of AMMP so that the stakeholders will have a clear understanding of the progress and direction of AMMP. The PMO Contractor shall collaborate with the Agency to develop effective strategies that enable the Agency to meet its objectives and achieve the desired outcomes. The PMO Contractor shall meet with the Agency on a quarterly basis for AMMP strategic planning and future AMMP strategy discussion. The PMO Contractor shall provide the Agency insight on market trend, federal policy upcoming changes and changes that can help AMMP better. The PMO Contractor shall produce a quarterly strategic planning document that provides summary of the above, recommendation and record decision based on discussion with the Agency.

6.7 AMMP Schedules

The Agency places a high emphasis on project oversight. A key component of the oversight is the Contractor's project schedule. The Contractor is required to update the schedule weekly and this will be used to monitor the Contractor project status. The project status related to the schedule will be included in the executive dashboard, as well as the project status reports. For this reason, the Contractor's detail project schedule must be submitted to the Agency within 12 calendar weeks of contract start. If the schedule has not been approved two (2) weeks after submission, the Contractor shall facilitate daily meetings until the schedule is approved. The meetings will have a minimum of a 2-hour duration and must include the Contractor personnel required for schedule modification and approval. The Contractor must provide a high-level project schedule with the Request for Proposal (RFP) response. Until the project schedule is approved, the Contractor will be held to the high-level project schedule submitted with the response.

When the Agency request major change to a schedule or for a schedule to be re-baselined, the Contractor must complete the modifications in 3 weeks. The Contractor will allow 2 weeks for Agency approval and if the schedule has not been approved at that time, daily meetings will be held until the re-baselined schedule is approved.

The PMO Contractor shall be responsible for a truly integrated, resource loaded AMMP schedule. The PMO Contractor shall monitor the AMMP integrated schedule and notify the Agency of any concerns, constraints or impacts to critical path. Any slippage, concerns, constraints, or impacts must be documented in a Weekly AMMP Summary. The PMO Contractor shall provide a 2-week look ahead, 4-week look ahead, 2-month look-ahead and a 6-month look-ahead for the projects and the IMS. This Weekly AMMP Summary shall be sent to the Agency by noon on Friday or the last working day of the week or on a day agreed upon by the Agency. The AMMP PMO-2-q_Integrated Master Schedule Management Plan and the AMMP PMO-2-q-02 Integrated Master Schedule Template will provide the schedule expectations and template.

The PMO Contractor shall also be responsible for contributing to, reviewing, and reporting on each module/service detail project schedule. The PMO Contractor shall manage and report on all contractor activities based on the module/service detail project schedule. The PMO Contractor will be required to work with the module contractors to keep activities on schedule whenever possible. The PMO must provide schedule updates to the module contractor for assigned activities by close

of business every Thursday. This will allow the module/service contractor to meet the schedule publication requirements of noon every Friday. The Agency reserves the right to change the publication schedule.

Failure to comply with the processes and procedures defined for schedules will result in a Statement of Concern (SOC) and/or a Corrective Action Plan (CAP).

6.7.1 Integrated Master Schedule Reviews

The PMO Contractor shall schedule weekly meetings to review the Integrated Master Schedule with all module Project Managers and the Agency Program managers. Prior to the meeting, the PMO Contractor shall distribute an agenda that includes but is not limited to:

- Delays
- Constraints
- Accelerated tasks
- Impacts to module critical path
- Impacts to the IMS critical path

During the meeting the team will do a deep dive into the schedule and discuss ways to address items from the agenda or any other items identified during the meeting. The PMO Contractor will be responsible for monitoring all action items and ensuring the Module Project Managers follow up on their assigned action items. All IMS related open action items will be discussed in the Integrated Master Schedule Reviews.

6.8 AMMP Governance

The AMMP Governance has been established to support AMMP in being a nimble, fluid organization. Effective and efficient governance helps streamline program/project decisions by reducing bureaucracy or unnecessary scrutiny. The AMMP Governance Framework provides enough visibility and oversight so that the AMMP understands the governance structure, its roles, authority, communication, and decision-making processes. The PMO Contractor shall have representation on the Governance boards, as well as the workgroups that support these boards. This will require the PMO Contractor to review selected AMMP artifacts including but not limited to requirements, architectural diagrams, project/system change request (including request from module contractors), and/or other Contractor artifacts. This review will be all-inclusive with a focus on impacts or interfaces with the MES system or platform.

The PMO Contractor will work closely with the Agency and support in scheduling the governance board meeting cadence. The PMO Contractor shall perform supporting task such as creating, compiling, and distributing all materials for board meetings, preparing agenda and minutes, attending board meetings, and ensuring the required quorum exists for passing resolutions. The PMO Contractor shall also maintain all documentation related to the governance board meetings such as action items, decisions, voting, and periodic updates of the board charters. The information below reflects the current AMMP governance but this is subject to change as the program grows and matures.

Medicaid Project Portfolio Management Office (PPMO)

The PMO Contractor will work closely with the Medicaid Project Portfolio Management Office (PPMO) which is responsible for the overall Agency project management governance. The PPMO

defines the project governance processes and procedures. The PMO Contractor will be required to follow the governance as defined by the AMMP Program and by the PPMO.

Data Governance Office (DGO)

The PMO Contractor will work closely with the Data Governance Office (DGO), which is responsible for the overall Agency strategic data governance plan and sponsoring collaborative relationships between program areas and Information System and Technology (IST) division to enhance the Agency's data practices. The DGO defines the data management policies, monitors the data usage, ensures data is compliant with applicable Federal and State policies and standards, and increases data consistencies across Agency programs. Any document or task that involves data will need DGO participation.

Medicaid Information Security Office (ISO)

The Medicaid Information Security Office (ISO) has defined the Alabama Medicaid Agency Minimum Protection Requirements and the Alabama Medicaid Agency Information Security Privacy Program. The PMO Contractor shall work with the Agency to define the architecture, standards, processes, and procedures needed to implement the policies defined by Medicaid ISO. The PMO Contractor shall also work with Medicaid ISO to define the methods that will be used to monitor and ensure Agency-defined policies are followed.

Project Quality Assurance (PQA)

The PMO Contractor will work with the PPMO's PQA group, which focus is on how well projects are in alignment with the Agency's policies, procedures, standards, templates, and best practices. The PMO Contractor should be prepared to receive and respond to issues, risks, and recommendations reported by the PQA. PQA reports on the quality assurance governance status to Program Directors, CIO, and Executive Oversight Committee.

Executive Oversight Committee (EOC)

The Executive Oversight Committee (EOC), chaired by the Alabama Medicaid Commissioner, provides strategic guidance concerning future realization of the Agency's investment projects. It controls realization of projects at the strategic level by monitoring long-term projects, verifying project's adherence with established goals, scope, costs, and deadlines.

Change Control Board (CCB)

The Change Control Board (CCB), chaired by the MES Director, provides the MES program and each module project a standardized approach for identifying, documenting, analyzing, approving/rejecting, and effectively communicating, all substantial changes to the project. The CCB also serves as management authority, providing senior management leadership for the successful and timely completion of projects supporting the overall MES Program to meet the business needs.

The CCB has been developed to include representatives from the Agency, PMO Contractor, Module Contractors, as well as many layers from within the business, technical, and operational teams. As such, the CCB is well positioned to effectively guide the review of Project Change Requests (PCR), and then after careful evaluation either; approve, reject, request clarification of the change, postpone the decision until a later time, or in some cases escalate to the MES Executive Oversight Committee (EOC).

Business Review Board (BRB)

The Business Review Board (BRB), chaired by the MES Lead Business Analyst (BA), provides the MES program and each module project a standardized approach for identifying, documenting, analyzing, and effectively communicating, all substantial changes to the program.

The BRB has been developed to include representatives from the Agency, PMO Contractor, Module Contractors, as well as many layers from within the business and technical teams. As such, the BRB is well positioned to effectively guide the review of requirements and functional area system designs, functional area deliverables, as well as recommend Project Change Requests (PCR) to the Change Control Board (CCB).

Enterprise Architecture Board (EAB)

The Enterprise Architecture Board (EAB), chaired by the MES Enterprise Architect (EA), promotes consistent alignment between business stakeholders and objectives, and the teams and technology used to meet these stated goals. The EAB is made up of representatives of the four foundational disciplines plus enterprise architects. The four foundational disciplines are business, data, technology, and security.

The Board is not a change approval body but, rather, it is a deliberative body charged with creating direction and standards for MES. The EAB is supported by the Enterprise Architecture team. The Enterprise Architecture team is responsible for maintaining and enhancing EA deliverables and artifacts based on EAB standards and direction.

Technical Review Board (TRB)

The Technical Review Board (TRB), chaired by the MES Enterprise Architect (EA), reviews the modules contractors' technical artifacts (architecture, plans, and designs of their technical solutions), for new implementations or for changes, to ensure the solutions and artifacts are in compliance with, and compatible with, the Technical Reference Architecture (TRA) (see Section II.I AMMP Technical Advice and Assistance).

The TRB reviews will be requested by owning stakeholders, and the TRB will not exert governance over projects. It is not a change approval body but, rather, it is a deliberative body charged with providing expert opinion on technology-related topics, and with recommending direction and standards for the TRA. The TRB is supported by the Senior Technical Advisor (STA) (see Section II.I AMMP Technical Advice and Assistance) and the Enterprise Architecture team. The Enterprise Architects are responsible for maintaining the TRA based on TRB recommendations.

Change Advisory Board (CAB)

The Change Advisory Board is established to promote consistent alignment of all participating stakeholders to changes in the MES production environment, and the teams and technology used that may affect the production environment. The CAB is made up of representatives of the Agency and Module Contractors meeting regularly to protect the operational integrity of the MES.

The CAB will determine the processes, procedures, and workflows for change management inclusive of release and configuration management for environments designated as "production".

6.9 AMMP Meeting Protocols

The Agency will provide a Meeting Protocols Reference Guide (COM-8) to all Contractors at the start of the contract. This Meeting Protocols Reference Guide will provide the guidelines for all meeting facilitators, scribes, and attendees so that meetings are efficient, have a clear purpose, meet objectives, and are productive.

All meetings with Agency staff require an invitation and attached agenda, as well as any documents associated with the meeting, to be distributed three (3) business days before the meeting. The agenda must include a web conference line/link and a list of required attendees. The meeting facilitator/scheduler must ensure all applicable Agency-designated staff are included for all meetings. If there is not a three (3) day notice, all meeting invitees must be contacted to assess and report on their availability. The meeting invitation must be scheduled using the Agency's standard calendar application. Meeting minutes with clearly defined action items and decisions must be distributed within five (5) business days after the meeting. If the PMO Contractor requests to have a meeting without meeting minutes, then a written request (e-mail is acceptable) must be approved by the MES Director, MES Associate Director or the assigned Program Manager three (3) business days prior to the meeting. Meeting minutes require the Agency's review and approval. For recurring meetings, the PMO Contractor is still expected to send out an agenda three (3) business days in advance of the meeting. This agenda must include the relevant completed meeting minutes and action items from the previous meeting.

The PMO Contractor is responsible for scheduling any multi-contractor meetings as well as all meetings between the PMO Contractor and the Agency. The Module Contractors are responsible for coordinating and scheduling their project-oriented meetings. Each Module Contractor is also responsible for their agendas, meeting minutes, as well as reporting on and tracking to completion all action items and parking lot items from the meetings. The MES team must be included in any meeting scheduled by the PMO Contractor.

The Agency strongly encourages all Contractors to schedule meetings early to ensure the needed attendees are available. Scheduling meetings two (2) weeks in advance is strongly encouraged. If the PMO Contractor is unable to schedule a meeting in a timely manner, then the attendees must be contacted with possible meeting times. This will allow the Agency to adjust their schedule as needed.

The PMO Contractor shall review all meeting minutes (e.g., from other contractors) for quality and completeness (e.g., action items, decisions, etc.). If there are problems with the meeting minutes, they will be returned to the owner for corrections prior to being delivered to the Agency. The PMO Contractor shall have two (2) business days to review the meeting minutes which will leave the remaining three (3) business days of the review cycle for Agency review.

6.10 AMMP Kick-off Meetings

The PMO Contractor shall be responsible for scheduling, developing, and coordinating all Kick-off meetings for the AMMP project. The Contractor shall use PMO-2-c-01 Kick-off Presentation template for kick-off meetings. The first kick-off shall be for the start of the PMO Contractor project within the first two (2) weeks after contract start and shall include areas such as DGO, ISO and PPMO. The PMO Contractor shall be responsible for an initial kick-off for each module that joins the project and also OCM kickoffs with various business areas See Section II.J.10.3 OCM Kick-off Meetings. The PMO Contractor shall perform kick-off activities as a service. These kick-

off meetings will define the purpose of the contractor as well as contain the project timeline, the upcoming task and the actions required of the business areas. The PMO Contractor shall be responsible for scheduling, developing, and coordinating a kick-off meeting for each phase of a module's contract. The Agency has found a benefit to phase level kick-off meetings. The purpose of the phase level kick-off will be to inform the business area of the phase timeline, project contact list, task and the actions required of the business areas. Other kick-off meetings may be needed. The PMO Contractor, the Module Contractor and the Agency shall work together to define the Kick-off schedule and content.

6.11 AMMP Contract Discovery Sessions

The PMO Contractor shall participate in a Contract Discovery Session to ensure the project team clearly understands the scope of the project including the PMO Contractor's underlying drivers and proposed solution. The focus of the sessions is to increase the likelihood of project success by ensuring the project team understands the objectives of the project. A discovery phase provides a context for decisions that happen daily during the project. The Contractor Discovery Sessions will begin within two (2) weeks after the Project Kick-off Meetings.

The PMO Contractor must use the Contract Discovery Template to document any questions or concerns related to the contract. The Agency must receive the PMO Contractor's version of the Contract Discovery document five (5) business days before the first contract discovery session. The Agency will also develop a Contract Discovery document that contains the questions and concerns identified by the MES team. The Agency will provide their contract discovery document to the PMO Contractor three (3) business days before the first contract discovery session. The PMO Contractor document and the MES document will be merged to provide the agenda for the Contract Discovery sessions. This process will ensure everyone on the project understands the contract and identifies concerns/blockers/risk that need to be addressed.

These sessions will be used to discuss differences between the solicitation documents and the proposal submitted by the PMO Contractor. The sessions will walk through each area of the contract to ensure both sides have the same understanding of what is required for the Contract to be a success. During the sessions, all relevant stakeholders will review AMMP-Program plans and guides, deliverable templates, invoicing process, and other topics critical to the success of the project.

The AMMP plans and guides will be covered in detail during these discovery sessions. Once these meetings conclude, the PMO Contractor will sign the AMA-01 AMA Attestation and Agreement Document that states they understand the PL23 AMMP Plans and Templates and the PMO Contractor agrees to follow them. The PL23 AMMP Plans and Templates is in the procurement library (See Appendix F: Procurement Library Contents for more information) and provides a high-level understanding of the following AMMP plans:

- Scope Change Management Plan
- Risk Management Plan
- Issue Management Plan
- Communication Management Plan
- Integrated Master Schedule Management Plan
- Corrective Action Plan (CAP)

- Requirements Management Plan
- AMMP- Program Certification Support Management Plan
- Kick-Off Meetings Protocol Guide
- Quality Management Plan
- Configuration Management and Document Validation (deliverable and artifact related)
- Contract Monitoring Plan

The following Protocol Guides are also listed within the PL23 AMMP Plans and Templates:

- Meeting Protocols Reference Guide
- Action Items Protocol Reference Guide
- Decisions Protocol Reference Guide
- Invoice Protocols Reference Guide

The PMO Contractor will perform these same tasks when they coordinate and facilitate the Contract Discovery sessions for all new AMMP contracts.

6.12 AMMP Deliverables and Artifacts

The Agency holds utmost regard for the quality of writing. The Agency recognizes that well-crafted content is the foundation of effective communication and engagement. The Agency requires the writing for all documents to be engaging, concise, and tailored to the intended audience to ensure effective communication of ideas. The PMO Contractor must ensure that all resources demonstrate a high standard of writing proficiency, including but not limited to grammar, punctuation, and clarity.

All work should adhere to industry-recognized writing conventions and be free from errors that could impede comprehension. The PMO Contractor shall conduct regular performance evaluations that measures adherence to writing standards and report findings in Program Improvement Report. When recurring inconsistencies are discovered, the Agency will issue a Statement of Concern (SOC) and the PMO Contractor will create a Performance Improvement Plan to address these inconsistencies.

This RFP will refer to deliverables as anything developed and submitted by the PMO Contractor, the previous PMO Contractor, EQP, TCOE, and Module Contractors. The PMO Contractor shall not use any deliverables that the contractor produces for the Agency, whether individually invoiced or not, for any other purposes without prior written permission from the Agency. All project deliverables, artifacts and resulting systems documentation, including all versions of these documents, shall be stored in an electronic format in the Agency's Document Repository Tool. The PMO Contractor shall maintain and update the deliverables and artifacts created by the previous PMO Contractor as well as create any new deliverables or artifacts defined in this RFP. The Agency utilizes Deliverables Tracking and Management tool for submitting, reviewing, and approving deliverables and artifacts. The documents created by the previous contractor and new documents are defined in the PL23 AMMP Plans and Templates documents located in the Procurement Library. The PMO Contractor is responsible for creating, updating, and maintaining all deliverables, documents and artifacts listed in the PL23 AMMP Plans and Templates. PL23 AMMP Plans and Templates include all areas included in the II. Scope of Work. Additional documents if any will be provided during contract start.

The PMO Contractor shall depict the deliverables, artifacts, and activities in a Responsibility Assignment Matrix (RAM) chart with duties, responsibilities, and relationships. The RAM shall include all deliverables defined in this RFP as well as the deliverables, artifacts, and activities for the other AMMP modules. The PMO Contractor shall work with the Agency to establish document numeration process for all deliverables and update the Configuration Management and Document Validation (PMO-2-r). The PMO Contractor shall reassign document ID based on the approved process. There shall be module specific RAM charts developed for each module. The Module specific RAM shall address DDI responsibilities as well as deliverables. The PMO Contractor shall be responsible for ensuring all RAM charts are created, maintained, and updated within 2 weeks of a change in personnel or responsibilities. This RAM charts will be part of the AMMP-Program Responsibility Assignment Matrix (RAM) (COM-6-A).

All deliverable needs to adhere to the AMMP Style Guide (PMO-2-k-02) and shall be the property of the Alabama Medicaid Agency and shall become a permanent Agency asset. Each deliverable shall be approved by the individuals identified in the RAM. The Agency retains final approval authority over all deliverables. The Agency pays service contracts or module Design, Develop and Implementation (DDI) on a per deliverable basis. The Agency shall only pay for deliverables that have been approved.

The PMO Contractor shall be responsible for creating Deliverable Expectation Documents (DED). This includes deliverables needed to support a module specific methodology. The template must be submitted to the Agency for approval at least ten (10) business days prior to any contractor starting work on the deliverable. In many cases, one template can be used for multiple modules. The PMO Contractor shall indicate this when the template is submitted for approval. All deliverables shall also contain the criteria identified in the RFP or agreed upon by the Agency and Contractor. The Agency will accept electronic copies of all deliverables unless otherwise requested. The master version of all artifacts will be retained in an on-line document repository such as SharePoint.

Each deliverable including the deliverables created by other contractors, will be reviewed by the PMO Contractor prior to submission to the Agency. The PMO Contractor shall validate the content of the document is complete, covers all topics and purpose of the document, and aligns with the Agency's defined objectives and goals. The PMO will be given three (3) business days to review the deliverable. Any problems or concerns with the deliverable must be documented and returned to the submitting entity for correction before the deliverable is sent to the Agency for review. See Section II.F.6.17 AMMP Quality Management for quality expectation. The PMO Contractor will be responsible for receiving all deliverables and moving them through a defined approval process. The PMO Contractor must create and maintain COM-7 Artifact Development and Approval tracking spreadsheet that reports on each step of the deliverable review and approval process. This Artifact Development and Approval Spreadsheet shall be part of the PMO monthly status report and shall be reviewed during the weekly PMO update meetings for the term of the Contract. Once the PMO approves the deliverable, the deliverable will be passed to the Agency for an AMMP deliverable review:

- AMMP Review: The Agency may request a walk-through of the deliverable before the submission up to two (2) business days after the deliverable is submitted for Agency review. If the Agency determines a walk-through is not required, the Agency shall have

ten (10) business days to review the deliverable and submit comments. Any deliverable submitted after 9:00 am will be considered as delivered the next business day. There may be comments from multiple reviewers. The deliverable submitter shall have an additional five (5) business days to respond to the Agency comments and submit an updated deliverable. The Agency shall have an additional five (5) business days to review the responses provided by the contractor. If the deliverable is not approved with the updated submission, a meeting for all commenters must be scheduled within three (3) business days. This may also be called a 10-5-5 review.

Formal approval of the deliverable from the Agency may be by e-mail or documented within a Deliverables Tracking and Management tool.

6.13 AMMP Communications

The Agency has created an AMMP - Program Communication Management Plan (COM-11), as well as the AMMP-Program Responsibility Assignment Matrix (COM-6-A). During onboarding, the PMO Contractor shall review, understand, and attest to adhering to the latest version of the AMMP - Program Communication Management Plan. The PMO Contractor will review and update the AMMP - Program Communication Management Plan every six (6) months or as needed to address project conditions, client input or contract changes. The PMO Contractor shall also work with the module contractors to develop a module-specific Communication Management Plan and a Responsibility Assignment Matrix. These items will work together to provide detailed communication activities and responsibilities for the AMMP.

The PMO Contractor shall use the format approved by the Agency in both COM-11 and COM-6-A to guide the module specific deliverables. The module-specific Communications Management Plan shall define the communication requirements for the project, which set the communications framework for conducting an AMMP project. The PMO Contractor shall ensure module-specific Communications Management Plans and all communication standards within it are followed by all members of AMMP. Additionally, it serves as a guide for communications throughout the term of the Contract, which includes, but is not limited to:

- Communication Requirements
- Communication Response Expectations
- Communication Process and Procedures
- Communication Matrix
- AMMP- Program Responsibility Assignment Matrix, (RAM) (COM-6-A)
- Communication (Stakeholder) Register
- Project Meetings
- Project Status Reporting
- Other Communication Methods
- Storage, Retrieval, and Disposition

The PMO Contractors must be logged into their Agency accounts to receive communications and respond in a timely manner. The Contractor shall respond to all enquires and request with an acknowledgement as soon as it is received. The Contractor shall respond with preliminary information that includes timeframe in which details will be available within 1 business day of receiving the request.

6.14 AMMP Status Reporting and Updates

The PMO Contractor management team and the MES management team shall meet weekly for a PMO touchpoint. This meeting will focus on concerns and activities from the previous week and the current week, as well as any hot topics identified by the group.

The PMO Contractor shall also conduct weekly touchpoints with each module contractor and the MES Program Manager for that module. The PMO Contractor will meet with the Agency prior to each module contractor touchpoint to identify and discuss any concerns or issues.

The Agency will closely monitor the PMO Contractor's activities as well as all other contractors on the project. This is accomplished by monitoring the schedule, reviewing status reports, and attending status meetings. The PMO Contractor shall work with the Agency to define the content of the status reports. The format and content of the status report may vary based on the module activities (e.g., procurement, DDI, operations, etc.). The PMO Contractor shall review the status report template (COM-12-01) and recommend changes to the Agency prior to the first status report submission. If newly onboarded contractors necessitate modifications to the status report, the PMO Contractor shall update, finalize, and submit the modified template to the Agency prior to the first required module status report. The updated template shall be distributed to all contractors on the project with an effective date for when the template should be used.

The PMO Contractor shall meet with the Agency monthly to review their project status report. The PMO Contractor shall deliver their written project status reports and updated project schedules by 9:00 a.m. three (3) business days before the status meeting. The PMO Contractor's project status report shall address all areas of their contract and identify accomplishments, risk, issues, decisions, and blockers/concerns, etc. for the reporting period. The PMO Contractor shall identify task(s) behind schedule, tasks ahead of schedule, tasks completed, tasks in work, tasks scheduled for the next 4 weeks and highlights from the Contract Monitoring report such as Service Level Agreements/Key Performance Indicators (SLA/KPI). The project status report shall use color indicators to provide a quick view of the health of the project. The project status report shall also address CAPs, action items, any outstanding deliverables, contract expenses utilized, expenses remaining, etc.

The module Contractors shall schedule all module status meetings the same week as the PMO status meeting. All module Contractor status meetings shall occur every month. The PMO Contractor shall review the module contractor project status reports for quality control, comments, questions, and concerns to be address prior to the module contractor's status meeting. The PMO Contractor shall participate in the status meetings with module Contractors.

The PMO Contractor shall assist the Agency in identifying any issues, following up on action items and providing insight to trouble areas. The PMO Contractor shall schedule a meeting with the Agency and all module contractors to provide an AMMP Status Report monthly. The PMO Contractor shall also be responsible for creating a consolidated status report that includes an overall status report to address the PMO and module contractor issues, action items, trouble areas, etc. The AMMP status report due date and meeting cadence shall be defined by the PMO Contractor and the Agency working together. All status reports shall use color indicators to provide a quick view of the health of the project and it shall be reviewed during a meeting with the Agency. The consolidated report and project status report shall be reviewed with the Agency every

month during a regularly scheduled meeting. The Project metrics and status report shall also be available on a dashboard.

6.15 AMMP Dashboards

The AMMP currently has a dashboard that has an overall program status with limited drill downs for each module. This current dashboard must be maintained and improved by the PMO Contractor for the life of the contract. The PMO contractor shall review the current dashboard and make recommendations for changes to automate the dashboard and make it aesthetically pleasing. The recommended changes to the dashboard shall provide filtering and drill down capabilities for all applicable areas. The filtering and drill down capabilities will provide the AMMP team with the tools needed to research the dashboard items down to the detail level.

There shall be a single dashboard with drill downs to each module that provides a single place to view the AMMP Program status. The drill down for each module shall contain the information related to the phase of the module. Each module's dashboard shall address the different phases such as procurement, Design Develop and Implementation (DDI) and Operations. The dashboards shall include but not be limited to the schedule, risks, issues, action items, CAPs, Key Performance Indicators (KPIs), Service Level Agreements (SLAs) and any other metric identified by the Agency or recommended by the PMO Contractor.

The PMO Contractor shall consult with the Agency to identify, assess, and develop dashboards that are tailored to fulfill the Agency's needs, are automated and clearly reflect the status of the program. The Agency will make the final decision on what to include in the dashboard. The dashboard shall use tools such as graphs and provide links to other documents, folders or tools. The PMO Contractor shall make modifications or changes to the dashboard content or structure quarterly or as requested by the Agency. One week prior to moving the dashboard updates to the user test environment, the PMO Contractor shall provide release notes that identify all changes made to the dashboard. The PMO Contractor shall plan for one (1) week of user testing.

The Agency requires the dashboard to be automatically updated. Any manual updates must be approved by the Agency and made daily. This will ensure the AMMP receives the most current project information.

The PMO contractor shall develop and maintain a user guide and training material for the AMMP Dashboard. This user guide shall be updated quarterly to reflect any changes that are made to the AMMP dashboards.

6.16 AMMP Risks, Issues, Action Items and Decisions

6.16.1 Risk Management Process

Throughout the course of the contract, the PMO Contractor shall be responsible for assisting the Agency with managing project risks at both the project level and the module/solution level. Management of module level risks includes both the DDI phase and the operations phase for each module/solution. The PMO Contractor's risk management responsibilities shall include but not be limited to:

- Identification

- Documentation
- Risk Rating
- Assignment
- Tracking
- Mitigation
- Resolution
- Reporting

The PMO Contractor shall be responsible for managing all project risks, including those identified by other parties (i.e. Module Contractors).

The Agency is currently using SharePoint as the risk management tool for AMMP. The PMO Contractor shall be responsible for recommending options for an alternative tool. Any risk management tool used shall require Agency approval. Regardless of the tool used for managing risks, the PMO Contractor shall be responsible for entering and maintaining the risks in the tool throughout the life of the project.

The PMO Contractor should understand that AMMP has created a program-wide Risk Management Plan (PMO-2-i). As part of the overall onboarding process, the Agency requires a collaborative review of the approved plan, resulting in the PMO Contractor's attestation for the usage of this Risk Management Plan. The PMO Contractor must address any concerns during the onboarding activities. The PMO Contractor will review and update the Risk Management Plan every six (6) months or as needed to address project conditions, client input, or contract changes. The Risk Management Plan standards and supporting processes are used by the entire Program/Project team for the proactive planning, identification, analysis, response, and management of risks that could have an impact on project progress or, ultimately, the success of the AMMP. The PMO Contractor shall identify and document all information related to risks and track the risks throughout the project. Prior to Agency status meetings, the PMO Contractor shall review all open risks with the appropriate Module/Solution Contractor and update the risk management tool as necessary. In the Agency status meetings, the PMO Contractor shall review the open risks, provide any updates to the risks and indicate the risks that have been closed since the last meeting. Depending on the specific status meeting, risk reporting will be required at either the project level or at the modular level, as appropriate.

6.16.2 Issue Management Process

The PMO Contractor shall be responsible for managing all issues at the program/project level and at the module/solution level. Management of module level issues includes all phases of the module from planning to post implementation support. The PMO Contractor issue management responsibilities shall include but not be limited to:

- Identification
- Documentation
- Criticality Rating
- Assignment
- Ensuring an impact analysis is completed and action items are resolved timely
- Tracking

- Resolution
- Reporting

The Agency is currently using SharePoint as the issue management tool for AMMP. The tool tracks all issues including but not limited to contractor issues, multi-contractor issues, project issues, critical path issues, high priority issues, and other information essential to issue management. If needed, the PMO Contractor shall be responsible for recommending options for an alternative tool. Any issue management tool used shall require Agency approval. Regardless of the tool used for managing issues, the PMO Contractor shall be responsible for entering and maintaining the issues in the tool throughout the life of the project.

The PMO Contractor should understand that AMMP has created a program-wide Issue Management Plan (PMO-2-j). As part of the overall onboarding process, the Agency requires a collaborative review of the approved plan, resulting in the PMO Contractor's attestation for the usage of this Issue Management Plan. The PMO Contractor must address any concerns during the onboarding activities. The PMO Contractor will review and update the Issue Management Plan every six (6) months or as needed to address project conditions, client input, or contract changes. The Issue Management Plan standards and supporting processes are used by the entire Program/Project team for proactive planning, identification, analysis, response, and management of issues that could have an impact on project progress or, ultimately, the success of the AMMP. The PMO Contractor shall identify and document all information related to issues and track the issues throughout the project. Prior to Agency status meetings, the PMO Contractor shall review all open issues with the appropriate module contractor and update the issue management tool as necessary. In the Agency status meetings, the PMO Contractor shall review the open issues, provide any updates to the issues, and indicate the issues that have been closed since the last meeting. Depending on the specific status meeting, issue reporting will be required at either the project level or at the modular level, as appropriate.

6.16.3 Action Item Process

The PMO Contractor shall be responsible for managing and reporting on all action items for AMMP. Action items can be identified in many ways so anyone can identify or open an action item. The PMO Contractor shall work with the Agency and other modules to ensure the Action Items are resolved in a timely manner based on their due date and priority.

The Agency is currently using SharePoint as the Action Item management tool for AMMP. The tool tracks all action items including but not limited to contractor action items, multi-contractor action items, project action items, high priority action items, and other information essential to action item management. If needed, the PMO Contractor shall be responsible for recommending options for an alternative tool. Any action items management tool used shall require Agency approval. Regardless of the tool used for managing action items, the PMO Contractor shall be responsible for entering and maintaining the action items in the tool throughout the life of the project.

The PMO Contractor should understand that AMMP has created a program-wide Action Item Protocol Reference Guide (PMO-2-n-02). The PMO Contractor will review and update the Action Item Protocol Reference Guide every six (6) months or as needed to address project conditions,

client input, or contract changes. The Action Item Protocol Reference Guide standards and supporting processes are used by the entire Program/Project team.

6.16.4 Decision Process

The PMO Contractor shall be responsible for managing and reporting on all decisions for AMMP. Decisions can be identified in many ways, but they must always be documented and approved. The PMO Contractor shall work with the Agency and other modules to ensure the decisions are clearly defined and publicized to ensure all AMMP is aware of them and follows them.

The Agency is currently using SharePoint as the decision management tool for AMMP. The tool tracks all decisions from identification to approval. If needed, the PMO Contractor shall be responsible for recommending options for an alternative tool. Any decision management tool used shall require Agency approval and will be used by all areas of AMMP. Regardless of the tool used for managing decisions, the PMO Contractor shall be responsible for entering and maintaining the decisions in the tool throughout the life of the project.

The PMO Contractor should understand that AMMP has created a program-wide Decisions Protocol Reference Guide (PMO-2-n-03). The PMO Contractor will review and update the Decisions Protocol Reference Guide every six (6) months or as needed to address project conditions, client input, or contract changes. The decisions Protocol Reference Guide standards and supporting processes are used by the entire Program/Project team.

6.17 AMMP Quality Management

The PMO Contractor should understand that AMMP has created a program-wide Quality Management Plan (PMO-2-k). As part of the overall onboarding process, the Agency requires a collaborative review of the approved plan, resulting in the Contractor's attestation for the usage of this Quality Management Plan. The PMO Contractor must address any concerns during the Contract Discovery Sessions. The PMO Contractor will review the Quality Management Plan every six (6) months or as needed to address project conditions, client input or contract changes. The Contractor shall be given the opportunity to review and comment on any changes to the plans/templates as they occur. The Quality Management Plan describes the methodologies, tools, standards, tasks/activities, reports, templates, deliverables, and schedule for conducting Quality Assurance (QA) assessments and reviews. The PMO Contractor is expected to collaborate with EQP and TCOE to ensure the Quality Management Plan meet Agency's standards.

The PMO Contractor shall collaborate with EQP to provide quality assurance for AMMP. The PMO Contractor shall also provide support services to AMMP for the duration of the contract. The PMO Contractor shall monitor all defined processes throughout all project phases to verify that process definitions and standards are complete, clear, up-to-date, consistent in format and easily accessible by all project personnel. Since this project involves multiple contractors, the PMO Contractor shall ensure that processes and standards are compatible with each other. When processes and standards are not compatible, the PMO Contractor shall make recommendations to align the processes and standards and shall take the necessary actions to oversee implementation of approved changes.

While successful Quality Management requires the active participation of all AMMP stakeholders, including Module Contractors and Agency personnel, the PMO Contractor is responsible for the oversight of quality management activities including but not limited to:

- Review and provide comments on deliverables, meeting minutes, schedules, and other project documentation for all module/solution contractors.
- Create and/or update quality checklists for deliverables, meeting minutes, schedules, and other project documentation.
- Perform peer reviews.
- Conduct lessons learned sessions and take actions to apply changes as necessary.
- Collaborate with EQP and TCOE for any updates and changes to the quality management plans and activities.

The Agency expects the PMO Contractor to possess a Kaizen mind-set that promotes continuous improvement and encourages the PMO Contractor to adopt continuous process improvement methodologies such as LEAN, Lean Six Sigma, Business Process Management, and any other methodologies that could assist in delivery quality for AMMP. To that end, on a semi-annual basis, the PMO Contractor shall examine and identify where the program can be improved to create a culture of continuous improvement and an enhanced stakeholder experience. The PMO Contractor shall provide a Program Improvement Report every six (6) months which shall contain the PMO Contractor's recommended changes to improve AMMP business processes or services, improve technology, or to propose other innovative ideas. For those improvements approved by the Agency, the PMO Contractor shall seek to implement these improvements within the scope and ceiling value of the contract. Prior to any development efforts, the PMO Contractor shall submit a plan of action to implement the in-scope changes for Agency approval.

The PMO Contractor shall continuously gather and maintain all lessons learned during the DDI phase. This information must be located in an easily accessible document for the MES team to utilize. There should be periodic sessions scheduled to review lessons learned to reduce future risk. As the project evolves, the PMO Contractor shall be proactive in identifying areas that can be improved or updated so that processes and deliverables are meeting the needs of the Agency.

The PMO Contractor shall review all deliverables/artifacts submitted by module contractors prior to Agency review and approval. The PMO Contractor shall ensure the deliverables and artifacts comply with PMO-2-K Quality Management Plan and PMO-2-K-01 Quality Control Checklist.

The PMO Contractor shall use the Quality Control Checklist for each deliverable/artifact submitted by module contractors and update it based on its review prior to submitting the deliverable/artifact to the Agency for review. If the PMO Contractor, after its review, identifies that the deliverable(s)/artifact(s) that do not meet the Quality Control Checklist, they shall reject and return to the module contractor for making the necessary corrections. The PMO Contractor shall report in the artifact development and approval report, to the Agency, the deficiencies of the submitted deliverables/artifacts. Multiple rejections will result in a Statement of Concern (SOC) to be issued to the module contractor by the Agency. Non-compliance of SOC within the timeframe provided shall result in a CAP.

Examples of deliverables/artifacts failures contained in PMO-2-K-01 are listed hereunder. The list does not preclude a document from being rejected for other reasons.

Figure II-3

QC Pass Criteria Applicable to All Work Products Checklist
Is the artifact branded as Alabama Medicaid?
Does the artifact reflect the correct date?
Does the artifact conform to the approved document template?
Has the artifact been spell-checked?
Does the artifact meet the criteria defined and contain everything required?
Does the artifact spell the Agency Name & personnel names correctly?
Have the meanings of acronyms been supplied on the first use of the acronym?
Is there a statement referring the reader to a public Glossary and Acronyms listing?
Are the page numbers expressed as "Page 53" or "Page 53 of 205"?
Is there another state's name anywhere in the product (including properties)?
Is the versioning correct (version number is present and correct, product history is updated and correct)? Note: Some artifacts (e.g., Meeting minutes and Meeting agendas, diagrams) are exempt from this
Has the amendment history been updated and is it accurate?
Do all WORD documents except meeting minutes have track changes turned on?

Once a document is approved by the Agency, all changes must be accepted, track changes must be turned off and comments logs will be cleared. After the artifact has been finalized it will be moved to its production location. Production artifacts must be in a finalized state otherwise the contractor may be subject to a SOC that could lead to a CAP.

6.17.1 AMMP Audit of Module Project Management

The PMO Contractor shall develop a PMO Module Audit Plan, the purpose of this PMO Module Audit Plan is to define the processes and procedures that will be used to audit the Module Project Managers. The plan will include a report template and associated rankings. The PMO Contractor will conduct audits on a quarterly basis. The audits will be scheduled in advance with the Module Project Managers. The PMO Contractor will prepare a report for each audit. The report will include the following information:

- Findings
- Recommendations

- Action items

The PMO Contractor will share the audit reports with the Module Project Managers and the MES PMO. The PMO Contractor will work with the Module Project Managers to improve any processes and procedures that are not being followed as defined in the AMMP Plans. The PMO Contractor will also provide training and support to the Module Project Managers to help them improve their project management skills.

The PMO Module Audit Plan is a valuable tool that can be used to assess the effectiveness of the Module Project Managers in following the processes and procedures defined in the AMMP Plans. The audit report will provide valuable information that can be used to improve the performance of the Module Project Managers and ensure that projects are delivered on time, on budget, and to the required quality standards.

6.18 AMMP Scope Management

The PMO Contractor should understand that AMMP has created a program-wide Scope Management Plan (COM-10). As part of the overall onboarding process, the Agency requires a collaborative review of the approved plan, resulting in the Contractor's attestation for the usage of this Scope Management Plan. The Contractor must address any concerns during the Contract Discovery Sessions. The PMO Contractor will review the Scope Management Plan every six (6) months or as needed to address project conditions, client input or contract changes. The Contractor shall be given the opportunity to review and comment on any changes to the plans/templates as they occur.

The Scope Management Plan outlines the scope management approach, methodology, and tools used to define, develop, verify, monitor, control and report scope-related work and components that could impact the Agency program and/or projects in the portfolio. The approved scope management process ensures a defined, documented, repeatable and measurable process exists for successful scope management.

The Scope Management Plan provides standard terminology, clear roles and responsibilities, a high-level scope management process, and the standard templates and tools used in the scope management process. It is designed to guide the program team, project teams and stakeholders for consistent scope management activities, including scope change control.

6.19 AMMP Project Change Request (PCR)

Any changes to the Scope of Work for this contract will require a Project Change Request to be completed using COM-10-01 Project Change Request template. When a PCR is requested, the Contractor will have ten (10) business days to complete the PCR and submit it to the Agency for approval. Once the Contractor submits the PCR, a meeting will be held to review the PCR.

6.20 AMMP Statements of Concern (SOC) and Corrective Action Plans (CAP)

The Agency will closely monitor the timely and adequate performance of the PMO Contractor during each phase. Should the PMO Contractor's performance, communications, behaviors, or actions suggest or imply problems, concerns, or issues that may be forthcoming, the standard AMMP escalation processes shall be followed.

6.20.1 Statement of Concern

The Agency will provide a statement of concern (SOC) to the PMO Contractor to identify concerns. This SOC will identify the concern(s), reference applicable guidelines or industry standards, and describe the reason for concern. The PMO Contractor must respond to the written statement of concern within three (3) business days and submit the response to the Agency. The response must address the concern, identify how they are resolving the concern, reference applicable guidelines or industry standards, and/or provide alternate suggestions. The Agency will provide a written response to the PMO Contractor within five (5) business days of their submission. The PMO Contractor or the Agency may request a meeting to discuss the concern at any time. All concern(s) identified by the Agency must be resolved within ten (10) business days of identification or the PMO Contractor must receive Agency approval to delay or bypass the concern.

The PMO Contractor shall also recommend, review, and monitor statements of concern for module contractors.

6.20.2 Corrective Action Plans (CAP)

When the Agency identifies a problem with PMO Contractor performance, a Corrective Action Plan (CAP) will be requested. CAPs are not included in the planned and scheduled work to the benefit of the Agency, and therefore, CAPs will result in deliverables that are not separately priced or payable. Performance problems that can result in a CAP include but limited to:

- Schedule delays of more than two (2) weeks without Agency prior approval. A CAP will not be required for Agency-approved schedule delays.
- Documentation that is out of date more than one (1) month
- Requirements that are not being met
- SLAs that are not met consistently.

The CAP must be submitted to the Agency within five (5) business days of the Agency request. The Agency will have five (5) business days to review and approve the CAP. If the Agency does not approve the CAP, a meeting will be scheduled to discuss and finalize the CAP. The desired results of the meeting will be an approved CAP. The CAP must identify the issue and state how the PMO Contractor will correct the issue. It will provide details on the corrections, as well as a schedule of events to achieve the corrections. The details and status of the CAP will be discussed in depth during status meetings. The PMO Contractor must begin execution of the CAP within five (5) business days of Agency approval. If the PMO Contractor fails to successfully execute the CAP, liquidated damages can be assessed as defined in Section VIII.MM. Contract Liquidated Damages.

The PMO Contractor shall also recommend, review, and monitor Corrective Action Plans (CAP) for module contractors.

6.21 AMMP Contract Monitoring

The PMO Contractor shall work with the Agency to develop and update the Contract Monitoring Plan (PMO-2-X) for each module. The Contract Monitoring Plan shall develop and submitted to the Agency for review and approval thirty (30) business days prior to the start of the module contract. The plan shall contain the processes and procedures that will be used by the PMO Contractor to monitor each Module's contract during DDI and Operations. The PMO Contractor shall review all existing Contract Monitoring Plans and make updates in accordance with the current phase of the module project. The Contract Monitoring processes and procedures must be

automated as much as possible. The PMO Contractor will review all new and existing contract monitoring plans every 6 months.

The PMO Contractor shall work with the Agency to identify the performance metrics and define the method that shall be used to verify that each Module Contractor's performance meets the requirements defined in the RFP/ITB. After the PMO Contractor defines the performance metrics, they shall work with the Agency to develop a set of report cards. The PMO Contractor shall develop one or more report cards for each Module Contractor and a report card that consolidates the information from all Module Contractors and solutions. The PMO Contractor shall provide module and consolidated report cards every two weeks to the Agency.

6.21.1 PMO Contractor Invoicing

The PMO Contractor shall submit to the Agency a detailed monthly invoice for compensation for the deliverable and/or work performed. Invoices should be submitted to the MES Project Director. Payments are dependent upon successful completion and acceptance of described work and delivery of required documentation. The PMO Contractor shall follow the guidelines defined in the Invoice Protocols Reference Guide (PMO-2-n-04) which will be made available as part of the Contract Discovery sessions.

6.21.2 Module Contractor Invoicing

The PMO Contractor shall review all Module Contractor invoices and supplemental documentation submitted to the Agency for approval and payment. Prior to recommending invoices for approval, the PMO Contractor shall ensure all documentation is complete and accurate and that all questions related to the invoice and supplemental documentation have been addressed to the satisfaction of the Agency. No Module Contractor invoices will be approved or recommended for payment without review and approval by the PMO Contractor. The PMO Contractor shall transfer the responsibility of validating invoices to the module operations team after the Post Implementation Support phase.

6.22 AMMP Resource Management

The PMO Contractor shall submit a PMO Resource Management Plan to the Agency within eight (8) weeks after contract start date. At a minimum, this plan must include the following:

- Roles and responsibilities matrix with names of specific staff designated as key personnel
- High-level project organization chart including names of key personnel
- High-level onsite/offsite schedule listing name, role, and percentage of time onsite/offsite
- Description of the process for notifying the Agency of staff turn-over, filling vacancies, and requests for Agency approval for offsite work
- Constraints related to resource management

This PMO Resource Management Plan must be updated every 6 months through the term of the contract.

PMO Contractor staff shall adhere to all privacy and security requirements. This includes but is not limited to timely completion of Agency-required training courses, strict adherence to building security measures, and protection and secure handling of Agency hardware, software, and data throughout the term of the contract.

6.23 AMMP Federal Meetings and Communications

Support all Federal meetings, communications and certification requirements which may include but not be limited the Centers for Medicare and Medicaid (CMS) and the Social Security Administration (SSA).

The PMO Contractor shall be responsible for preparing for all meetings with Federal agencies. This includes, but is not limited to, developing status reports, presentations, documentation, or other materials necessary for reporting to or required by the Federal agencies. All materials must be approved by the Agency prior to submission. (See Section II.F.6.9 AMMP Meeting Protocols for meeting specifics).

The PMO Contractor shall create a meeting agenda and verify the accuracy and completeness of all materials to be shared with the Federal agencies, regardless of the owner/creator of the material. Any questions concerning the material shall be discussed with the Agency before scheduling any meeting. The agenda and any meeting materials to be reviewed shall be attached to the meeting invitation and provided to the Agency three (3) business days prior to the meeting. The PMO Contractor shall be responsible for scheduling the meeting room and ensuring all required parties are in attendance, as well as any other task associated with the meeting preparations. The PMO Contractor shall take detailed meeting minutes, identify and assign action items, and log decisions. The PMO Contractor shall also be responsible for following up with the appropriate staff to ensure all action items are completed by the required due dates and that the Federal agency receives all information requested.

The Contractor shall, within three (3) business days of receipt of a request from the State/Federal government or Agency, make all requested data available to the requestor in the format, media type, and quantities designated, at no additional charge.

6.24 AMMP Tool Maintenance and Configuration

The Agency has established enterprise project management tools used for capturing requirements, testing details, diagramming business processes, recording action items, risks, issues, decisions and change requests for the AMMP. The PMO Contractor shall also be responsible for administering, configuring, and implementing the changes in the AMMP tools. Access to appropriate AMMP Tools artifacts will be given to the Contractor. See Appendix F: Procurement Library Contents for more information.

The PMO Contractor shall create and maintain training materials on any configured tools used for AMMP and use them to provide training to users of the tools. The PMO Contractor shall be responsible for training Agency and module users for all AMMP tools. The PMO Contractor shall also create and maintain other supporting tool documentation such as but not limited to user guides and tools requirements. The PMO Contractor shall maintain bi-monthly touch point sessions until user becomes familiar with the tool. The PMO Contractor shall coordinate with the Agency to update and maintain these tools including but not limited to applying patches, version updates, backup, and recovery. The PMO Contractor shall document configuration, administration, and maintenance processes in AMMP Tools Maintenance and Configuration Guide. This document shall be kept current as changes occur. The Agency currently has documents for some of these

tools. The Contractor shall combine these documents into the AMMP Tools Maintenance and Configuration Guide. The Contractor shall develop guides for those tools that do not have an existing documentation. These guides shall be part of this AMMP Tools Maintenance and Configuration Guide as well.

The PMO Contractor will provide EQP with tool requirements, acceptance criteria, any needed documentation, testing environments, admin and user access, data and any others supporting information to perform UAT on Agency's internal tools requiring user acceptance. The time needed to complete user testing will be based on the tool and requirements and available resources

6.24.1 SharePoint Sites

The PMO Contractor shall be responsible for creating and maintaining document repositories (e.g., SharePoint) for multiple AMMP areas and modules (e.g., CARES, AMMP, SI, Provider Management, Program Management Office, EDS, CPMS, EQP, TCOE, MES, MEVV, Program wide). This shall be the PMO Contractor's responsibility for the term of the contract.

6.24.2 Document Repository Tool

The Agency is currently using a document repository tool to store all documents which includes but is not limited to meeting minutes, deliverables, artifacts, schedules, and other documents. The PMO Contractor shall assume responsibility to manage, update, and maintain the documents in the repository tool. The PMO Contractor shall also adhere to all the processes and procedures that have been established for document maintenance and update.

6.24.3 Project Management Tool

The Agency is utilizing SharePoint to log, edit, and track action items, risks, issues, decisions, and change request for the AMMP at the program and project level. The PMO Contractor shall manage and maintain all these items in the SharePoint sites established for AMMP. The PMO Contractor shall be responsible for logging, managing, monitoring, updating these items in the project management tool. The PMO Contractor shall also adhere to all processes and procedures that have been established for creating, updating, monitoring, and managing all these items for AMMP.

6.24.4 Requirements Management Tool

The Agency has selected and is utilizing enterprise requirements management tools used for capturing requirements, testing details, business processes, producing metrics for the AMMP. This tool has been configured to meet the Agency's current needs. Throughout the course of the project, the Agency shall need additional information captured in the tool. The PMO Contractor shall work with the Agency to identify updates that are needed in the tool for capturing the information, reporting metrics, and impacts to the tool once the updates are made. The PMO Contractor shall also be responsible for configuring and implementing the changes in the requirements management tool. The PMO Contractor shall have the capability and ability to manage and update the RMT dashboard based on Agency's needs. Requirements in the RMT are traceable to MEA objects and models in the EA tool through application programming interfaces (APIs). At the release of this RFP, requirements are traceable to their respective Business Process objects and Systems objects. The PMO Contractor shall ensure traceability is maintained, and shall recommend additional EA objects to trace to requirements, and implement Agency-approved APIs.

6.24.5 Enterprise Architecture Tool

The Agency purchased licenses for a commercially available EA tool. The Agency has the option to purchase consulting hours from the tool provider in case additional configuration is required for functionality that is not included out-of-the-box in the latest version of the tool. The tool is hosted in the Agency's Azure government cloud, and the equipment and software are administered by the Agency's Infrastructure and Operations division personnel. The EA tool has been configured for the Medicaid Enterprise Architecture Framework (MEAF) and populated with modeled objects and views. MEA objects and models in the EA tool are traceable to requirements in the RMT through application programming interfaces (APIs). At the release of this RFP, Business Process objects and Systems objects are traceable to their respective requirements. The PMO Contractor shall ensure traceability is maintained, and shall recommend additional objects to trace to requirements, and implement Agency-approved APIs. The EA tool includes a web-based portal that presents an EA dashboard. The PMO Contractor shall have the capability and ability to manage and update the EA tool portal and the EA dashboard, based on Agency's needs. The PMO Contractor shall arrange with the Agency to receive initial training available from the tool's manufacturer. The PMO Contractor shall maintain and update the MEAF configuration in the MEA tool. The PMO Contractor shall administer the users and roles in the MEA tool. The PMO Contractor shall create and maintain the MEA model objects and views in the MEA tool. The PMO Contractor shall maintain the established version control process for MEA models and objects, and ensure it is being adhered to in the MEA tool. Over time, as business processes and systems and their models evolve, the PMO Contractor shall track and maintain traceability from key decisions through the established governance processes, to the applicable model version. The PMO Contractor shall maintain and ensure the established quality control process is being adhered to. The PMO Contractor shall work with the Agency to identify updates that are needed in the tool for capturing the information, reporting metrics, and impacts to the tool once the updates are made.

6.24.6 Testing Management Tool

The Agency will be selecting an enterprise testing management tool used for capturing testing details. This tool will capture testing related information, such as but not limited to test cases, test steps, testing phase, defects, and severity for the AMMP. This tool has been configured to meet the Agency's current needs. Throughout the course of the project, the Agency shall need additional information captured in the tool. The PMO Contractor shall work with the Agency and TCOE to identify updates that are needed in the tool for capturing the information, reporting metrics, and impacts to the tool once the updates are made. The PMO Contractor shall also be responsible for configuring and implementing the changes in the testing management tool. The PMO Contractor shall have the capability and ability to manage and update the Testing dashboard based on Agency's needs.

6.24.7 Deliverables Tracking and Management Tool

The Agency is utilizing a deliverable tracking and management tool to track documents during the review and approval process. The PMO Contractor shall support, monitor, and maintain the Deliverables Tracking and Management Tool for the deliverables and artifacts from all module contracts for the life of the contract. The PMO Contractor will be responsible for loading documents, configuring frequencies, defining, and adding reviewers, approver in the deliverables tracking and management tool for module contractors. The PMO Contractor shall produce reports that are required by the Agency for invoicing and tracking.

6.24.8 Training Tool

The Agency is planning to select a training tool for AMMP training effort. The PMO Contractor shall have all the OCM personnel obtain training on this tool within 3 months from the personnel start date.

6.25 AMMP Security

The PMO Contractor shall comply with the program Physical and Data Security Plan that ensures all projects under AMMP shall follow applicable technical standards for physical and data security for AMMP as prescribed by the State and Federal agencies. These standards are defined in the HIPAA Security Rule located at 45 CFR Part 160 and Subparts A and C of Part 164 and the National Institute of Standards and Technology (NIST) Special Publication 800-53 Security Controls and Assessment Procedures for Federal Information Systems and Organizations, as well as, additional standards based on Federal policies, procedures, and guidance, other federal and non-federal guidance resources, and industry leading security practices. The Agency has also defined the AMA Minimum Protection Requirements and the AMA Information Security Privacy Program. The Contractor shall create and submit Physical and Data Security Plan (COM-4) that is in alignment with the Agency Physical and Data Security Plan for agency review and approval. Once approved, the contractor shall follow the plan.

The PMO Contractor shall be required to sign a Business Associate Agreement (BAA) form that attests that Alabama Medicaid data will be protected as required by applicable law, the State and Federal law such as the HIPAA Privacy Rule, that includes the establishment of appropriate administrative, technical, and physical safeguards to protect the integrity, security, and confidentiality of the data, and to prevent unauthorized use or access to it.

It is the Agency's expectation that the PMO Contractor ensures the comprehensive solution meets the Security Specifications as described in the Medicaid Enterprise Security Policy, which is based on Federal Office of management and Budget (OMB) Circular A-130, National Institute for Standards and Technology (NIST) Federal Information Processing Standard (FIPS) 200, NIST Special Publication 800-53: Security and Privacy Controls for Federal Information Systems and Organizations, and other applicable NIST Special Publications.

The PMO Contractor must ensure all solution components and necessary environments comply with the security specifications as described in the Medicaid Enterprise Security Policy (available from the Alabama Medicaid Procurement document library).

The PMO Contractor shall further affirm that such safeguards will provide a level and scope of security that is not less than the level and scope of security requirements established for federal agencies by the Office of Management and Budget (OMB) in OMB Circular No. A-130, Appendix III--Security of Federal Automated Information Systems, as well as Federal Information Processing Standard (FIPS) 200 entitled "Minimum Security Requirements for Federal Information and Information Systems" and NIST Special Publication 800-53 "Recommended Security Controls for Federal Information Systems".

Further, the PMO Contractor shall agree that the data must not be physically moved, transmitted or disclosed in any way from or by the PMO Contractor without written approval from the Agency unless such movement, transmission or disclosure is required by a law.

If the PMO Contractor does not follow the security standards outlined, it will result in liquidated damages as defined in Section VIII. General Terms and Conditions and MM. Contract Liquidated Damages.

6.26 AMMP Data Conversion

The PMO Contractor shall develop an AMMP Conversion Strategy document (COM-15) that defines the AMMP approach to conversion that all module contractors must follow. This conversion strategy shall define the PMO Contractor's responsibilities related to monitoring and reporting on the module contractor's conversion activities. The PMO Contractor shall support the stakeholders and monitor, report any errors or anomalies related to converted data. This includes problem data and records that are not converted. The AMMP Conversion Strategy document shall also define the minimum conversion requirements that the module contractor must follow.

The PMO Contractor shall create a Conversion Management Report template (COM-15-01) that the module contractors shall use to report the metrics for each mock and real conversion. The PMO Contractor shall also create a Conversion Management Plan Template that will be used by the module contractors to define their conversion management.

The AMMP Conversion Strategy and the Conversion Management Report template needs to align with DGO's vision, goals and expectations. The PMO Contractor shall collaborate with the DGO and these documents must be reviewed and approved by DGO prior to distributing it to all module contractors.

6.27 AMMP PMO Turnover

6.27.1 AMMP PMO Contractor Turnover of the Current Contract

The PMO Contractor shall work with the existing PMO contractor for a smooth turnover of the AMMP PMO support. Within two (2) weeks after start of the contract, the PMO Contractor shall hold the turnover kick-off meeting with the existing PMO contractor and the MES PMO. The process will begin by reviewing the End of Contract Turnover artifacts that were created by the existing PMO contractor. The PMO Contractor shall create a template for the Turnover Management Plan which includes but it not limited to:

- A Transition Schedule, tasks and activities with resource assignment and allocation
- On-boarding and Off-boarding of transitioning resources
- An inventory of data that will be transferred, including software, artifacts, documents, etc.
- A calendar of regularly scheduled meetings

The PMO Contractor shall update the Turnover Schedule with their tasks and use the schedule to manage the turnover activities. The PMO Contractor shall update the schedule and all other transition artifacts with any new or additional information. These updated documents will be a draft of the PMO Contractor's turnover artifacts and must be approved by the Agency. The PMO Contractor shall report to the Agency on the execution of the Turnover Management Plan as part of the weekly PMO touchpoint defined in Section II.F. 6.14 AMMP Status Reporting and Updates.

6.27.2 AMMP Turnover of the PMO Contract

The PMO Contractor shall begin Turnover activities six (6) months before the end of their contract. The turnover activities shall begin with a series of meetings between the Agency and the PMO Contractor. These meetings will begin by reviewing the draft turnover artifacts defined in this RFP and identify any changes or additions required based on the status or maturity of the program. The turnover artifacts shall include but not be limited to:

- Turnover Management Plan
 - An approved Transition and Transition Responsibility Assignment Matrix (RAM)
 - A Transition Schedule, tasks and activities with resource assignment and allocation
 - On-boarding and Off-boarding plan and schedule for transitioning resources.
 - A detail list of responsibilities and Transition and Transition training needs by contract role
 - An inventory of data that will be transferred, including software, artifacts, documents, etc.
 - A clear description of the needs and expectations for the PMO Contractor, the new contractor and the Agency
 - A calendar of regularly scheduled meetings with their owners
- Verification and validation of all artifacts/deliverables produced and maintained by the PMO Contractor
- Identification of assumptions, constraints, and risk associated with the turnover and recommended solutions
- A mechanism and timeframe for transmitting records, data, and artifacts to the Agency
- Identification of and due date for regularly scheduled task that will be due in the next three (3) months
- Identify any outstanding issues with recommended resolutions and due dates
- Perform Financial reconciliation

The PMO Contractor shall ensure they have the required staff to support the project through the end of the contract. The PMO Contractor shall provide the Agency and/or the incoming contractor staff the training and knowledge necessary to support AMMP going forward.

The PMO Contractor shall hold a meeting with the Agency and the incoming Contractor to walkthrough the Turnover Management Plan and receive Agency approval after the kick-off meeting. Comments and issues will be resolved during the meeting with the Agency, if possible. Any outstanding comments and issues must be handled through remediation to the plan within five (5) calendar days.

The PMO Contractor shall deliver to the Agency all contract related records and data in a format specified by the Agency within sixty (60) calendar days from the expiration or termination of the resulting contract. This obligation survives termination of the contract.

At the termination of the contract, or upon Agency request, whichever occurs first, the PMO Contractor shall return or destroy (at the option of the Agency) all Protected Health Information (PHI) received or created by the PMO Contractor that the PMO Contractor still maintains in any form and retain no copies of such information; or if such return or destruction is not feasible, the PMO Contractor shall extend the confidentiality protections of the contract to the information and limit further uses and disclosure. The destruction of PHI shall comply with all applicable Federal

and Agency protocols and requirements. The PMO Contractor shall certify in writing that these actions have been completed within a maximum of thirty (30) calendar days of the termination of the contract or within seven (7) calendar days of a request by the Agency, whichever comes first. The PMO Contractor shall report to the Agency on the execution of the Turnover Management Plan as part of the weekly PMO touchpoint defined in Section II.F.6.14 AMMP Status Reporting and Updates.

6.27.3 AMMP PMO Contractor Support of Module Turnover

The PMO Contractor shall facilitate, monitor, and report module turnover activities between the existing module contractor and the new module contractor. The PMO Contractor shall provide oversight through the entire turnover process. The PMO Contractor shall schedule an initial meeting between the Agency, the PMO Contractor, the existing module contractor and the new module contractor within six (6) weeks of the start of the new contract. The PMO Contractor shall continue to facilitate these meeting until all details of the turnover have been worked out and the existing module contractor’s Turnover Management Plan has been completed and approved. The Turnover Management Plan shall include but not be limited to the same criteria defined in Section II.F.6.30.2 AMMP Turnover of the PMO Contractor.

Once the plan is approved, the PMO Contractor shall monitor and oversee the plan and the module contractors to ensure the plan is executed as approved or update it if needed. If updates are required to the Turnover Management Plan, the template must be updated prior to the next module turnover. The PMO Contractor shall report to the Agency on the execution of the Turnover Management Plan as part of the weekly PMO touchpoint defined in Section II.F.6.14 AMMP Status Reporting and Updates.

6.28 Common Processes Requirements

Master ID	Requirement Description
1	The Contractor shall have all personnel and ancillary personnel adhere to all applicable policies, procedures, and training requirement through the term of the contract.
2	The Contractor shall provide a staffing solution that will only include staff performing AMMP work to be located within the continental United States (CONUS).
3	The Contractor shall maintain a staffing level necessary to perform all the specifications, functions, requirements, roles, and duties defined in this Statement of Work regardless of the level of staffing included in this RFP.
4	The Contractor shall have all key personnel employed by the PMO Contractor.
5	The Contractor shall have personnel available and reachable during Agency normal business hours 8:00 am to 5:00pm CST, Monday through Friday excluding state holidays and emergency closures.
6	The Contractor shall have the Program Manager and one (1) Project Analyst to be onsite Monday through Friday from 8:00 AM to 5:00 PM except for scheduled time off and holidays.

7	The Contractor shall have the off-site staff travel to the Agency at a minimum of six (6) trips per month with the option to add or subtract trips based on project needs
8	The Contractor shall maintain a calendar which identifies by name the scheduled on-site visits. These visits shall be identified at least 3 months in advance of the visit.
9	The Contractor shall notify the Agency as soon as possible and when possible, allow a two (2) week period for knowledge transfer from the personnel to the replacement personnel at no additional charge to the Agency.
10	The Contractor shall have one hundred percent (100%) of all personnel dedicated to the project within three (3) months of contract start.
11	The Contractor shall have all personnel and ancillary personal working offsite equipped with hardwired broadband internet connection either through DSL, cable or fiber to home (FiOS or FiberOptic) with minimum internet speed of 25 mbps download and 10 mbps upload contracted speed.
12	The Contractor shall have all personnel and ancillary personal working offsite work in an environment that is private and free of distractions and be able to devote full attention to their job during work hours.
13	The Contractors must be logged into their Agency accounts to receive communications and respond in a timely manner.
14	The Contractor shall use products or tools that are compatible with Microsoft Windows 10, Microsoft Office 365 and Microsoft Project 2016 or later that is still supported by Microsoft.
15	The Contractor shall upon request from the Agency conduct requirement session with the Agency to determine the COTS product needed for the AMMP. The Contractor shall use the Agency's requirements to determine the COTS products they recommend and submit a minimum of three (3) recommendations within 2 months of the Agency request.
16	The Contractor shall be responsible for maintaining the software and the data in the software as well as ensure it stays current on patches/releases/updates. The Contractor shall apply patches, releases and/or updates within thirty (30) calendar days of the release.
17	The Contractor shall restrict all stored data to be located within the continental United States (CONUS).
18	The Contractor shall possess all necessary technology, software, hardware, and equipment, to facilitate project work, activities, and meetings via a remote/offsite location, as required by the Agency.
19	The Contractor shall remain compliant with security requirements for Agency and Contractor-provided hardware used to perform AMMP work for the term of the contract.
20	The Contractor shall be compliant with all Agency configuration and security policies, this may include periodic scanning by the Agency of the individual notebook/laptop computers that are connected to the onsite Medicaid network.
21	The Contractor shall install virus protection software that is compliant to Agency, state and federal security and confidentiality regulations. The contractor shall keep all virus protection software updated at all times. The Contractor shall also install security patches which are relevant to the operating system and any other system software. The Contractor shall use full disk encryption protection.

22	The Contractor shall use Agency supplied hardware and software when working on-site at the Agency full time for the term of the contract.
23	The Contractor will sign and submit the AMA Attestation and Agreement Document that states they understand the AMMP plans, guides and templates and they agree to follow them within the four (4) weeks from contract start date.
24	The Contractor shall review and follow established AMMP program processes, plans and protocols throughout the term of the contract. During the term of contract, the contractor shall be given the opportunity to review and comment on any changes to the plans as they occur.
25	The Contractor shall maintain, provide recommendation and comments for all existing AMMP program plans, deliverables and artifacts to the Agency following the established program deliverable management process as stated in the Configuration Management and Document Validation (PMO-2-r).
26	The Contractor shall be responsible for onboarding and offboarding AMMP team members which includes but not limited to training, transition of task as defined in the PMO-2-b Onboarding Offboarding Plan for the term of the contract.
27	The Contractor shall recommend a tool that will allow dynamic updates to the events, duration, and dependency that impacts the AMMP Roadmap, and have the capability of generating a visual/graphical representation of the AMMP Roadmap that includes indicating version, for Agency review and approval.
28	The Contractor shall regularly update and maintain the AMMP Roadmap and the AMMP Phasing Plan through the term of the contract.
29	The Contractor shall collaborate with the Agency to develop effective strategies that enable the Agency to meet its objective and achieve the desired outcomes.
30	The Contractor shall meet with the Agency on a quarterly basis for AMMP strategic planning and future AMMP strategy discussion for the term of the contract.
31	The Contractor shall produce a quarterly strategic planning document that includes market insight, trends and recommendation for AMMP
32	The Contractor shall provide a Project Schedule that uses the approved AMMP Integrated Master Schedule Template (PMO-2-q-02) and follows the expectations defined within the Integrated Master Schedule Management Plan (PMO-2-q) to be submitted to the Agency twelve (12) weeks from the contract start date. If the schedule is not approved within 2 weeks after submission, then daily meetings will occur until the project schedule is approved.
33	The Contractor shall complete modification to the schedule within 3 weeks when requested by the Agency.
34	The Contractor shall provide a 2-week look ahead, 4-week look ahead, 2-month look-ahead and a 6-month look-ahead for the projects and the IMS for the term of the contract.
35	The Contractor shall submit weekly (on Friday) schedule update to the Agency utilizing the Agency approved Document Repository Tool (e.g. SharePoint).
36	The Contractor shall be responsible for reviewing and providing feedback on the schedule submitted by each module contractor to the Agency. During the term of contract, the contractor shall be given the opportunity to review and comment on any changes to the plans as they occur.

37	The Contractor shall manage, report and keep track on all contractor activities based on the module's detail project schedule.
38	The Contractor shall provide schedule updates to the module contractor for assigned activities by close of business every Thursday.
39	The Contractor shall comply with all applicable data governance, privacy office and information security requirements as defined by federal and state policies and regulations.
40	The Contractor shall have representation on the governance boards as well as workgroups that support these boards for the term of the contract.
41	The Contractor shall schedule governance board meeting cadence, perform supporting task such as creating, compiling, and distributing all materials for board meetings, preparing agenda and minutes, attending, and ensuring required quorum exists for passing resolutions.
42	The Contractor shall maintain all documentation related to the governance board such as action items, decision, voting and periodic update of the board charters for the term of the contract.
43	The Contractor shall follow established program meeting protocol as stated in the Meeting Protocols Reference Guide (COM-8) for meeting invites, agendas and meeting minutes for the term of the contract.
44	The Contractor shall schedule any multi-contractor meetings as well as all meetings between the PMO Contractor and the Agency.
45	The Contractor shall participate in module contractor's meetings such as but not limited to; requirement validation, project status, software configuration and testing.
46	The Contractor shall review all meeting minutes within two (2) business days (e.g., from other contractors) for quality and completeness (e.g., action items, decisions, etc.).
47	The Contractor shall follow the Kick-off Meetings Protocol Guide (PMO-2-c1) and work with the Agency and the MES PMO to conduct a kick-off meeting within two (2) weeks of the contract start date and shall use the program kick-off template.
48	The Contractor shall be responsible for an initial kick-off for each module contractor that joins AMMP for the term of the contract.
49	The Contractor shall be responsible for scheduling, developing, and coordinating a kick-off meeting for each phase of a module's contract for the term of the contract.
50	The Contractor shall participate in a series of Discovery Session meetings scheduled by the Agency to begin within two (2) weeks from the last PMO Kick-off session.
51	The Contractor shall document any contract or RFP questions using the AMMP Contract Discovery Template (PMO-2-w-02) and submit to the Agency a minimum of three (3) business days before the first session date.
52	The Contractor shall be responsible for scheduling, coordinating, and facilitating contract discovery sessions and project kick-off meetings when a new module contract starts according to AMMP processes and procedures.

53	The Contractor shall maintain and update the deliverables and artifacts created by the PMO Contractor, the previous PMO Contractor, EQP, TCOE and Module Contractors for the term of the contract.
54	The Contractor shall be responsible for creating templates for all deliverable needed in the AMMP for the term of the contract.
55	The Contractor shall review, update, and maintain the AMMP- Program Responsibility Assignment Matrix (COM-6-A). The contractor shall submit the AMMP Responsibility Assignment Matrix to the Agency for review and approval every 6 months through the term of the contract.
56	The Contractor shall develop and maintain a chart depicting the deliverables, artifacts, activities and DDI responsibilities in a RAM (Responsibility Assignment Matrix) chart with duties, responsibilities, and relationships for each module for the term of the contract.
57	The Contractor shall follow the AMMP Style Guide (PMO-2-k-02) for all deliverables submitted to the Agency for review and approval.
58	The Contractor shall submit a Deliverable Expectation Document to the Agency for review and approval at least ten (10) business days prior starting work on a deliverable when a template is not provided by AMMP.
59	The Contractor shall review and provide constructive feedback and recommendation to each document submitted by the module contractors prior to Agency approval through the term of the contract.
60	The Contractor shall follow the established program deliverable management process as stated in the Configuration Management and Document Validation (PMO-2-r) for document development, review, and formal submission to the Agency for approval.
61	The Contractor shall review, provide recommendation and comments for AMMP program plans, deliverables and artifacts submitted by module contractor following the established program deliverable management process as stated in the Configuration Management and Document Validation (PMO-2-r)
62	The Contractor shall create and maintain a Deliverable Tracking Spreadsheet that reports on each step of the deliverable review and approval process.
63	The Contractor shall schedule a meeting for all applicable reviewers within three (3) business days to review deliverables not approved at the end of the deliverable review.
64	The Contractor shall ensure all documentation is readily available online and electronically maintained, retained, archived, and restored in accordance with Agency policies.
65	The Contractor shall maintain a complete and accurate version control of all changes made to previously approved documentation. Version Control records will cover the complete life cycle of the documentation from inception to retirement.
66	The contractor shall validate the content of the document is complete, covers all topics and purpose of the document and aligns with the Agency’s objectives and goals defined for each of the modules prior to Agency approval through the term of the contract.
67	The Contractor shall provide input and collaborate with module contractor to develop a module specific Communication Management Plan. During the term of contract, the contractor shall be given the opportunity to review and comment on any changes to the plans as they occur.
68	The Contractor shall conduct weekly PMO Contractor management team touchpoints with the MES management team to provide updates on but not limited to metrics, activities, issues, hot topics for the term of the contract.

69	The Contractor shall conduct weekly touchpoints with each module contractor PMO and the MES Program Manager for that module for the term of the contract.
70	The Contractor shall create a cadence, schedule, and facilitate a Project Status Report monthly to begin within the first month after contract start up for the term of the contract.
71	The Contractor shall use the AMMP Status Report Template (COM-12-1) for Project Status Report. The Contractor shall work with the Agency to define the content of the status reports.
72	The Contractor shall review all module contractors' project status reports, provide constructive feedback, and participate in all module project status meetings for the term of the contract. The Contractor shall meet with the Agency prior to each module contractor meeting.
73	The Contractor shall create a cadence, schedule, and facilitate a AMMP Status Report monthly to begin within the first month after contract start up for the term of the contract.
74	The Contractor shall use the AMMP Status Report Template (COM-12-1) for AMMP Status reporting. The Contractor shall work with the Agency to define the content of the AMMP Status Report.
75	The Contractor shall develop multiple automated and interactive dashboards that provides AMMP Project Status. Type of dashboards includes but not limited to procurement, DDI phase, operations phase for each module. The contractor shall consult with the Agency to identify, assess, and develop dashboards that are tailored to fulfill the Agency's need.
76	The Contractor shall make modifications or changes to the dashboard content or structure quarterly or as requested by the Agency for the term of the contract.
77	The Contractor shall provide release notes that identify all changes made to the dashboard one (1) week prior to test environment release.
78	The Contractor shall develop and maintain a user guide and training material for the AMMP Dashboard. This user guide shall be updated quarterly to reflect any changes that are made to the AMMP dashboards.
79	The Contractor shall be responsible for recording, updating, reporting, and managing all AMMP risks identified at the project level and module level in the AMMP Risk Management Tool for the term of the contract.
80	The Contractor shall review all open risks with the appropriate Module Contractor and update the Risk Management Tool as necessary.
81	The Contractor shall review and provide update on all open risks and indicate the risks that have been closed since the last reporting period for the term of the contract.
82	The Contractor shall be responsible for recording, updating, reporting, and managing all AMMP issues identified at the project level and module level in the AMMP Issue Management Tool for the term of the contract.
83	The Contractor shall review all open issues with the appropriate Module Contractor and update the Issue Management Tool as necessary.
84	The Contractor shall review and provide update on all open issues and indicate the issues that have been closed since the last reporting period for the term of the contract.

85	The Contractor shall be responsible for managing and reporting on all action items for AMMP for the term of the contract. The Contractor shall work with the Agency and other modules to ensure the Action Items are resolved in a timely manner based on their due date and priority.
86	The Contractor shall be responsible for managing and reporting on all decisions for AMMP for the term of the contract. The Contractor shall work with the Agency and other modules to ensure the decisions are clearly defined and publicized to ensure all AMMP is aware of them and follows them.
87	The Contractor shall follow established quality management process as stated in the Quality Management Process (PMO-2-k) and Quality Management and Artifact Deliverable (PMO-2-k1) for document standards, guidelines, checklist, and quality review process prior to submission to the Agency.
88	The Contractor shall monitor all defined processes throughout all project phases to verify that process definitions and standards are complete, clear, up-to-date, consistent in format and easily accessible by all project personnel.
89	The Contractor shall report analysis and improvement recommendations to the Agency as part of a Program Improvement Report. The Contractor shall update and submit Program Improvement Report to the Agency for review and approval annually for the term of the contract.
90	The Contractor shall continuously gather and maintain all lessons learned for the AMMP project in the AMMP document repository for the term of the contract.
91	The Contractor shall review and validate it against Quality Checklist all deliverables and artifacts submitted by module contractors. Deliverables and artifacts that fail quality checklist shall be returned to the creator contractor with all deficiencies identified.
92	The Contractor shall respond to the written statement of concern within three (3) business days and submit the response to the Agency. The Agency shall provide a written response to the Contractor within five (5) business days of their submission. All concern(s) identified by the Agency must be resolved within ten (10) business days of identification or the Contractor must receive Agency approval to delay or bypass the concern.
93	The Contractor shall monitor each of the AMMP contracts and recommend Statements of Concern (SOC) and/or Corrective Action Plans (CAP) as needed for the term of the contract.
94	The Contractor shall submit a Corrective Action Plan (CAP) within five (5) business upon request to the Agency for review and approval. If the CAP is not approved by the Agency a meeting will be scheduled to discuss and finalize the CAP.
95	The Contractor shall begin execution of the CAP within five (5) business days of Medicaid approval. If the contractor fails to successfully execute the CAP, liquidated damages may be assessed.
96	The Contractor shall work with the Agency to develop a Contract Monitoring plan for each Module Contractor. The Contractor shall review and update all existing and new Contract Monitoring Plans (COM-10) every six (6) months for the term of the contract.
97	The Contractor shall work with the Agency to create performance metrics report for each module contractor and a consolidated report card of all module contractor performance metrics.
98	The Contractor shall provide module and consolidated report cards every two weeks to the Agency for the term of the contract.

99	The Contractor shall follow the guidelines defined in the AMMP Invoicing Guide when submitting invoices to the Agency.
100	The Contractor shall review all module contractor invoices and supplemental documentation for accuracy and completeness that are submitted to the Agency for approval and payment. The Contractor shall provide recommendation to the Agency for approval for the term of the contract.
101	The Contractor shall develop and submit Resource Management Plan to the Agency for review and approval within eight (8) weeks from contract start date. The contractor shall update the Resource Management Plan every 6 months for the term of the contract.
102	The Contractor shall be responsible for preparing AMMP Federal status report, creating meeting agenda, verifying the accuracy and completeness of all AMMP materials to be shared with Federal agencies and assist the Agency in Federal presentation for the term of the contract.
103	The Contractor shall be responsible for scheduling the meeting room and ensuring all required parties are in attendance, as well as any other task associated with the meeting preparations for the term of the contract.
104	The Contractor shall be responsible for taking detailed meeting minutes, identify, assign and track action items, log decisions for all Federal agencies' meetings for the term of the contract.
105	The Contractor shall, within three (3) business days of receipt of a request from the State/Federal government or Agency, make all requested data available to the requestor in the format, media type, and quantities designated, at no additional charge.
106	The Contractor shall document configuration, administration, and maintenance processes in AMMP Tools Maintenance and Configuration Guide and keep it current for the term of the contract
107	The Contractor shall combine existing tools documentation into the AMMP Tools Maintenance and Configuration Guide.
108	The Contractor shall develop guides for those tools that do not have an existing documentation and these guides needs to be included in the AMMP Tools Maintenance and Configuration Guide.
109	The Contractor shall create and maintain training materials on any configured tools used for AMMP for the term of the contract.
110	The Contractor shall provide user training for any configured tools used for AMMP for the term of the contract.
111	The Contractor shall create and maintain other supporting tool documentation such as but not limited to user guides and tools requirements
112	The Contractor shall provide EQP and TCOE access to test environment with roles and data required to perform UAT Testing on Agency's internal tools. The Contractor shall also provide EQP complete documentation which includes but not limited to tool requirements and use cases.
113	The Contractor shall be responsible for creating and maintaining document repositories (e.g. SharePoint) for multiple AMMP areas and modules for the term of the contract.

114	The Contractor shall be responsible to manage, update and maintain the documents in the repository tool which includes but not limited to establishing library, configuration, and permission for the term of the contract.
115	The Contractor shall follow the governance process to track and maintain traceability of key decisions impacting Enterprise Architecture and models for the term of the contract.
116	The Contractor shall be responsible for recording, updating, and maintaining action items, risks, issues, decisions, and change requests in the SharePoint sites established for AMMP program and project level for the term of the contract.
117	The Contractor shall use the Agency's Requirements Management tool and shall be responsible for managing, configuring, and implementing the changes in the requirement management tool for the term of the contract.
118	The Contractor shall work with the Agency to identify updates that are needed in the MEA tool for capturing the information, reporting metrics, and impacts to the tool once the updates are made for the term of the contract.
119	The Contractor shall have the capability and resources to create, manage and update the MEA dashboard based on Agency's needs.
120	The Contractor shall have the capability and ability to manage and update the EA tool portal and the EA dashboard, based on Agency's needs for the term of the contract.
121	The Contractor shall use the Agency's Testing Management tool and shall be responsible for managing, configuring, and implementing the changes in the testing management tool for the term of the contract.
122	The Contractor shall utilize Agency's Deliverables Tracking and Management Tool for recording activities, tracking, routing, and archiving documentation/deliverables for the term of the contract.
123	The Contractor will be responsible for loading documents, configuring frequencies, defining and adding reviewers, approver in the deliverables tracking and management tool for module contractors.
124	The Contractor shall produce reports that are required by the Agency for invoicing and tracking.
125	The Contractor shall comply with the Agency Physical and Data Security Plan for physical and data security technical standards required for AMMP across all modules for quarterly updates to the plan.
126	The Contractor shall meet the Security Specifications as described in the Medicaid Enterprise Security Policy, which is based on Federal Office of Management and Budget (OMB) Circular A-130, National Institute for Standards and Technology (NIST) Federal Information Processing Standard (FIPS) 200, NIST Special Publication 800-53: Security and Privacy Controls for Federal Information Systems and Organizations, and other applicable NIST Special Publications.
127	The Contractor shall maintain compliance with the Medicaid Enterprise Security Policy, based on federal standards such as NIST Special Publication 800-53 and subject to changes and updates as the agency Information Security Program matures, or as legislation, regulations, policies, publications, or practices change. Medicaid shall reserve the right to revoke contractor's access to information that it shares with the contractor in the event an audit finds the contractor has not met the security requirements specified in the Medicaid Enterprise Security Policy.

128	The Contractor shall hold the turnover kick-off meeting with the MES PMO and existing PMO contractor within two (2) weeks after the contract start date.
129	The Contractor shall update the turnover schedule and turnover artifacts with their tasks and use the schedule to manage the turnover activities. The Contractor shall submit the turnover schedule and turnover artifact for the Agency to review and approval.
130	The Contractor shall report to the Agency on the execution of the Turnover Management Plan as part of the weekly PMO touchpoint.
131	The Contractor shall, within two (2) weeks after the contract start date of the incoming Contractor, hold the turnover kick-off meeting with the incoming contractor, MES PMO and existing PMO contractor
132	The Contractor shall hold a meeting with the Agency and the incoming Contractor to walkthrough the Turnover Management Plan and receive Agency approval after the kick-off meeting.
133	The Contractor shall develop and submit Turnover Management Plan to the Agency for review and approval six (6) months before the end of their contract. The Contractor shall begin turnover activities six (6) months before the end of their contract.
134	The Contractor shall, if requested, allow the Agency or Agency specified resource, to work side-by-side to facilitate knowledge transfer.
135	The Contractor shall turnover, in a format approved by the Agency, all records, data, manuals, training materials, plans, and deliverables to the Agency in accordance with the Agency approved Turnover Management Plan.
136	The Contractor shall return all documents, which refers to any outstanding documentation after the completion of turnover activities with the incoming contractor, to Medicaid within three (3) business days following expiration or termination of the contract. This includes but is not limited to: 1. Final records 2. Checklists 3. Data dumps
137	The Contractor shall upon the expiration of the contract term or the termination date, remove/delete and sanitize all Medicaid data from all Contractor storage devices and media in accordance with the Medicaid Enterprise Security Policy and submit an attestation of those actions to the Agency upon the expiration of the Contract term or the termination date.
138	The contractor shall maintain all software and production data files used in the performance of the contract for at least one hundred twenty (120) calendar days after the expiration or termination of the contract and shall maintain such at a readily accessible place and shall make them available to the Agency on demand in the format and media requested.
139	The Contractor shall facilitate, monitor, and report module turnover activities between the existing module contractor and the new module contractor.
140	The Contractor shall, within six (6) weeks of the contract start date of the incoming Module Contractor, hold the turnover kick-off meeting with the Agency, PMO, existing Module Contractors, and the incoming Module Contractor.
141	The Contractor shall facilitate meetings with existing Module Contractor, incoming module contractor, and the Agency until the Module Contractor's Turnover Management Plan is approved by the Agency.
142	The Contractor shall monitor and oversee the plan and the module contractors to ensure the plan is executed as approved or update it when needed.

6.29 Common Processes Deliverables

The PMO Deliverable Schedule document located in the procurement library list the project services, deliverables, and templates.

6.30 Common Processes Vendor Response

Vendors must answer each narrative question or statement clearly, completely, and in the format designated in Section VI. Submission Requirements, subsection N, Tab 6 – Scope of Work and Narrative Response and in alignment with example provided below. Each narrative question response must address the applicable specification(s) and should include any Vendor-specific knowledge, creativity, or innovation that shows how the topic will support the Agency’s goals and objectives. All questions must have a detailed response. An unclear or incomplete response to a question will result in a lower score. Any question that does not have a response will be regarded as non-responsive and may cause the submission to be rejected.

As a part of the response to this Proposal, the PMO Vendor must describe how they plan to perform each of the following in a max of 20 pages (10 pages front and back) as listed in this Common Processes Section.

As part of the proposal submission the Vendor must: -

Q- 1. Provide a high-level project schedule that indicates how you will manage tasks and responsibilities. This high-level project schedule will be used until the detail project schedule is approved.

Q- 2. Define how the integrated project schedule will be developed and maintained. This must include how the integrated project schedule will be used to identify critical path as well as concerns.

Q- 3. Define your approach for learning and understanding the AMMP process and procedures.

Q- 4. Describe your approach to working with both the Agency and all MES Module Contractors to achieve the following:

- Ensure effective communications amongst all modules to implement AMMP program goals and objectives.*
- Proactively identify schedule task and other activities that will impact multiple modules.*
- Manage module contract to meet project milestones on time.*
- Establish a program and project team to work cohesively amongst one another.*
- Collaborate amongst other module contract project teams to ensure there is alignment with all task and activities.*

Q- 5. Describe your approach to onboard and provide orientation to new personnel joining the program.

Q- 6. Describe your approach on embedding your team to continue following established processes, plan, and protocols to ensure seamless continuations of modularization of AMMP.

Q- 7. Describe your approach to ensure all project team, module contractor, stakeholder and executive management are fully informed on the program and project progress.

Q- 8. Describe your experience and approach to working with state/governmental agencies embarking on modular solutions.

Q- 9. Describe and provide examples of dashboards that provide a high-level project status, milestones, metrics, SLA, KPIs, auto update and drill down capabilities.

Q- 10. Describe your approach to ensure program and project documentation, deliverables and artifacts are following the established AMMP standards.

Q- 11. Describe your approach on monitoring and report conversion activities performed by each module contractor.

Q- 12. Describe in detail and provide examples of your approach in recording, updating, and following up on risks, issues, action items, and decisions for previous contract(s).

Q- 13. Describe the challenges you had to overcome with other engagements and the lessons you learned that will help your engagement with Alabama.

G. AMMP Requirements

The Agency's approach to Modularity includes focus on improving Agency business processes using technology to provide value to its users. The Agency has various functional areas that perform specific tasks and functions. Many of the tasks and functions will be written as requirements for the module procurements. There are also many instances where these tasks and functions will intersect with other functional areas within the Agency or externally. In a multi-contractor environment, these business processes may span out to different modules thus making it crucial that the PMO Contractor reviews each business process to ensure it is optimized efficiently.

In order for the new systems, technologies, and contracted tasks and functions to improve business processes, AMMP will need to update existing legacy requirements and identify new requirements. The PMO Contractor shall provide a robust approach to analysis of Agency business needs. The PMO Contractor shall gather, define, and document business and system requirements for all MES modules and the business processes they support.

7.1 Requirements Gathering and Analysis

The PMO Contractor shall schedule meetings with various Agency divisions and functional areas to gain an understanding of the business areas, gather requirements, gain further understanding of Agency policies and procedures, and capture business processes and functions of each area and division.

The PMO Contractor shall document all information gathered during business requirements gathering sessions. The PMO Contractor shall complete a gap analysis comparing current system requirements and business processes to the planned system requirements and business processes.

Documentation of all gaps shall be in a format that clearly identifies and defines the gaps in requirements and business processes, as well as provides a requirement roadmap for transitioning from an AS-IS state to a TO-BE state as modules will be onboarding at various times. The PMO Contractor shall document all information gathered and analyzed in a Functional Area Analysis document for each area.

7.2 Business Process Management

It is very critical to AMMP that the PMO Contractor understand all the Agency's business processes that are supported by the MES. This includes how information is exchanged during the business processes, and how the business processes were supported by the MES, are planned to be supported as a result of AMMP, and potentially can be supported through technology opportunities. The PMO Contractor will leverage all existing business process artifacts in the Medicaid Enterprise Architecture to gain and then document this understanding. The PMO Contractor must analyze the completeness and accuracy of all AS-IS business process models, and their associated systems, business services, and information exchanges. When analyzing the AS-IS processes, details on tasks performed such as inputs, outputs, length of time, the reason the process is done, and all applicable policy needs are to be captured and documented in the Functional Area Analysis documents. To capture and document all information, the PMO Contractor shall schedule meetings with each functional area business owner to gather detailed information on requirements and business processes. The PMO Contractor shall update the AS-IS business process models and any related diagrams and artifacts to be compliant with the Medicaid Enterprise Architecture Framework. It may be necessary to reuse existing MEA models and objects or create new ones, even to create entirely new AS-IS business process models. The PMO Contractor will document all changes made to AS-IS models and notate in the tool the reason for change.

The Agency has created TO-BE business process models and enterprise architecture artifacts for some of the functional areas. The PMO Contractor shall review and identify gaps in the existing TO-BE business process models and enterprise architecture artifacts to ensure all functionality and system support of the functional area have been captured and defined clearly. The PMO Contractor shall update and correct the existing TO-BE business process models and shall create new TO-BE business process models and enterprise architecture artifacts where required. The PMO Contractor shall document the roadmap for transitioning business processes from the AS-IS state to the TO-BE state in the Functional Area Analysis documents.

The PMO Contractor shall review and understand Agency and Federal policies, guidelines, goals, and objectives, and shall provide recommendations to the Agency on how to make business processes more efficient and effective. The PMO Contractor shall use the AMMP Medicaid Enterprise Architecture to analyze changes in these policies, etc., as well as opportunities for new technologies, for the impact on business processes and AMMP requirements, and shall provide the results to the Agency. The PMO Contractor shall document this in the Business Process Improvement Report, which will be made available in the governance meeting to be defined by the Agency.

7.3 Requirements Management

The Agency has a compilation of AS-IS and TO-BE requirements of MES in the Requirements Management Tool. The PMO Contractor must have a good understanding of the existing requirements and shall also analyze, identify, and define new requirements needed for upcoming module procurements or operations. The PMO Contractor shall use its industry knowledge and

expertise to craft new or updated requirements that align with the TO-BE business processes for the MES. The CMS objective for modularity is to allow states to easily upgrade one system without affecting other systems. The PMO Contractor shall be responsible for understanding, evaluating the scope and complexity of the module requirements, and assigning the necessary resources for requirements gathering to ensure adherence to project needs, policies, and procedures. The Requirements Management Tool has been configured to capture detailed information of the requirement. The PMO Contractor shall identify and add all information needed for each requirement such as requirement attribute, requirement owner, contractor, modules impacted. The Agency has established standards on writing requirements for MES. The PMO Contractor shall review and update TO-BE requirements according to the processes and standards established.

7.4 Maintenance of Requirements

The PMO Contractor shall maintain and update requirements for MES. As the project progresses, there could be updates needed for the requirements. The PMO Contractor needs to keep these requirements updated according to the processes and procedures defined in the Requirements Management Plan (REQ-2-c). The PMO Contractor shall input notes and/or supporting documentation for the changes that are made to the requirements. In some cases, with a transition to modularity, there are multiple steps needed to achieve the desired results. The PMO Contractor shall define the requirements for each step with notes, associations, and sequencing to document the required process. The PMO Contractor will utilize the AMMP documents such as the AMMP Roadmap and AMMP phasing plan to track the progress to the desired results.

7.5 Requirements Traceability Matrix and Metrics

The Agency is utilizing a Requirements Management Tool (RMT) as a requirement repository. This tool has been configured to produce a requirements traceability matrix (RTM) and provide metrics on requirements. The Agency RTM contains more information than a typical matrix such as but not limited to functional area of the Agency, vendor name, module, vendor requirement status, test case ID and MITA business process. Requirements in the RTM are traceable to the Agency's business processes, and the requirements in the RMT are linked to Business Process objects and System objects in the MEA tool.. This RTM will be used for validating that all module specifications are met by requirements and identification of functional areas and modules associated with the requirements. The RTM will also be used by other AMMP contractors for tracking requirement and testing progress. The RTM will be used as a source to create Requirements Response Matrix (RRM) that will be included as an Appendix to solicit proposals for upcoming modules. Any requirements that apply to multiple contractors or multiple functional areas shall identify each associated contractor or functional area in the RTM. Requirements that apply to all contractors shall be identified as general system wide.

The Agency has created a dashboard in the RMT that provides metrics on requirements overall for the MES as well as per module. The PMO Contractor shall assess the information that is currently being reported and provide the Agency insight on other valuable metrics that could provide value for the project and team. The PMO Contractor shall have the capability and ability to manage and update the RMT dashboard based on the Agency's needs.

7.5.1 Verify RTM

The PMO Contractor shall administer and monitor the Requirements Traceability Matrix (RTM) updates provided by the Module Contractor. The PMO Contractor shall report and track progress of requirements the Module Contractor must complete through the term of the contract. The Module Contractor will provide weekly extracts of requirements in the Agency approved Module Requirements Traceability Matrix (RTM) Update template (REQ-2-a3-4-01) for the term of the contract. The PMO Contractor shall use this extract to update the AMMP Requirements Traceability Matrix (RTM) in the Requirements Management Tool (RMT). The Module Contractor shall start submitting the weekly module RTM update files three (3) weeks after the completion of the RMT Overview meeting.

7.6 Deliverables and Artifacts

7.6.1 Requirements Management Plan

The PMO Contractor shall update and maintain a Requirements Management Plan (REQ-2-c) that defines approach, processes, and procedures to gather, document, analyze, trace, prioritize, and communicate requirements to relevant stakeholders. This is a continuous process throughout the project. The Requirements Management Plan shall define metrics and measures associated with requirements to be used to ensure all contractors are fulfilling the business requirements. As part of the Requirements Management Plan, the PMO Contractor shall update and maintain the Requirements Traceability Matrix Template (REQ-2-a3-4), Requirements Response Matrix Template, Module RTM Update Template (REQ-2-a3-4-01), Weekly Module Update Guide, Functional Area Analysis Template, and Requirements Writing Guide. The PMO Contractor shall provide input and recommendations on improving the template and supporting documentation to fit the AMMP as it evolves.

- **Requirements Traceability Matrix Template**

The Agency has created an RTM template (REQ-2-a3-4) for AMMP that provides a list of all requirements for MES. The RTM is generated from the RMT tool and contains more information than a typical matrix.

- **Requirements Response Matrix Template**

The Agency has created an RRM template to be included in the RFP/ITB. The vendors will utilize the RRM as part of the proposal response.

- **Module RTM Update Template**

To update the Agency's RMT with requirement updates from Module Contractors, the Agency has created a Module RTM Update Template.

- **Weekly Module Update Guide**

The Weekly Module Update Guide has been created to provide instruction on how the weekly RTM updates need to be sent.

- **Functional Area Analysis Template**

The PMO Contractor shall create, update, and maintain the Functional Area Analysis template. The Agency currently is documenting requirements and business processes for each functional area in Requirements Analysis and Business Analysis documents. The PMO Contractor shall analyze these documents and provide the Agency with

recommendations to merge these documents into a single document to capture all information for each functional area.

- **Requirements Writing Guide**

The Agency has created a Requirements Writing Guide that provides guidelines and standards to use while writing requirements.

7.6.2 Business Process Improvement Report

The PMO Contractor shall create a Business Process Improvement Report monthly prior to the relevant governance meeting. This report should contain recommendation on how to make business processes more efficient and effective.

7.6.3 Functional Area Analysis Documents

The Agency has Requirements Analysis documents and Business Process Analysis documents created for some of the existing functional area. The PMO Contractor shall combine these documents and create a Functional Area Analysis document for each functional area. The PMO Contractor shall review, update, and maintain existing documents to ensure the documents are current as AMMP progresses. The PMO Contractor shall create, update, and maintain Functional Area Analysis documents for each functional area in the Agency that does not have an existing document. These documents need to include all information gathered and analyzed for each functional area. The current and future requirements, gaps, and elimination of inefficient tasks are to be documented in the functional area deliverables. These documents shall also contain details of each business process associated with the functional area. Tasks and activities needed to transition from the current AS-IS business processes to the TO-BE business processes for all areas of the MES, need to be identified and listed in sequential order. These documents must be kept updated at all times through the term of the contract.

7.7 AMMP Requirements

Master ID	Requirement Description
143	The Contractor shall gather, analyze, define, and document business processes, business, and system requirements for all areas of AMMP.
144	The Contractor shall schedule meetings with various agency division and functional area to gain an understanding of the business area, gather requirements, gain further understanding on Alabama policies and procedures, capture business process and functions of each area and division.
145	The Contractor shall document all the information gathered for each functional area in a Functional Area Analysis document which includes but not limited to current and future requirements, gaps, elimination of inefficient task, task and activities need to transition from current state to the future state.
146	The Contractor shall submit the completed Functional Area Analysis documents within 4 weeks after the functional analysis is completed. The Contractor shall keep current the Functional Area Analysis document as needed for the term of the contract.

147	The Contractor shall update and standardize the AS IS business models with the Medicaid Enterprise Architecture Framework to depict the MES environment and process accurately.
148	The Contractor shall review and understand the existing TO-BE business models to ensure all functionality of the functional area has been captured and defined clearly. The Contractor shall create TO-BE models for gaps identified in business process according to the standards defined by the Agency
149	The Contractor shall produce a Business Process Improvement Report monthly prior to relevant governance meeting for the term of the contract.
150	The Contractor shall familiarize with the existing requirements and shall also analyze, identify, and define new requirements needed for module procurement or operations.
151	The Contractor shall craft new or update requirements that align with the TO-BE business processes for the MES. The Contractor shall identify and add all information needed for each requirement such as requirement attribute, requirement owner, contractor owner, modules impacted.
152	The Contractor shall be responsible for understanding, evaluating the scope and complexity of the module requirements and assign the necessary resources for requirements gathering to ensure adherence to project needs, policies, and procedures.
153	The Contractor shall keep requirements updated according to the process and procedure defined in Requirements Management Plan (REQ-2-C) for the term of the contract.
154	The Contractor shall define the requirements for each phasing step with notes, associations, and sequencing to document the required process.
155	The Contractor shall assess the information that is currently being reported and provide the Agency insight on other valuable metrics that could provide value for the project and team on a quarterly basis.
156	The Contractor shall have the capability and ability to manage and update the RMT Tool dashboard based on the Agency's needs.
157	The Contractor shall update the AMMP-Program Requirements Traceability Matrix (RTM) in the Requirements Management Tool (RMT) on a weekly basis through the term of the contract. The contractor will use RTM extract submitted by module contractor for the update.
158	The Contractor shall administer and monitor the Requirements Traceability Matrix (RTM) updates provided by the module contractor through the term of the contract.
159	The Contractor shall track and report progress of requirements the module contractor needs to complete to the Agency through the term of the contract.
160	The Contractor shall review, update, and maintain the Requirements Traceability Matrix (RTM)(REQ-2-a3-4) template, Requirements Response Matrix Template, Module RTM Update Template (REQ-2-a3-4-01), Weekly Module Update Guide, Functional Area Analysis Template and Requirements Writing Guide as part of the Requirements Management Plan (REQ-2-c) for the term of the contract.

161	The Contractor shall review and analyze the Requirements Analysis and Business Process Analysis documents and provide the Agency with recommendations to merge these documents into a single document. This document will be used to document requirements and business process for each functional area.
162	The Contractor shall review, update, and maintain existing Functional Area Analysis documents to ensure the documents are current as AMMP progress.
163	The Contractor shall create, update, and maintain Functional Area Analysis documents for each functional area in the Agency for the term of the contract.

7.8 AMMP Requirements Deliverables

The PMO Deliverable Schedule document located in the procurement library list the project services, deliverables, and templates.

7.9 AMMP Requirements Vendor Response

Vendors must answer each narrative question or statement clearly, completely, and in the format designated in Section VI. Submission Requirements, subsection N, Tab 6 – Scope of Work and Narrative Response and in alignment with example provided below. Each narrative question response must address the applicable specification(s) and should include any Vendor-specific knowledge, creativity, or innovation that shows how the topic will support the Agency’s goals and objectives. All questions must have a detailed response. An unclear or incomplete response to a question will result in a lower score. Any question that does not have a response will be regarded as non-responsive and may cause the submission to be rejected.

As a part of the response to this Proposal, the PMO Vendor must describe how they plan to perform each of the following in a max of 10 pages (5 pages front and back) as listed in this AMMP Requirement Section.

As part of the proposal submission the Vendor must: -

Q- 14. Describe your approach for learning and understanding the Alabama Medicaid business processes and requirements.

Q- 15. Describe your approach in identifying new requirements or upgrading existing requirements that aligns with new technology available in the industry.

Q- 16. Describe your experience and approach to managing requirements for the AMMP program when there are potential impacts on one or more modules. Provide details on how you handle the following scenarios: newly identified requirements, updates to existing requirements, and archival of requirements.

Q- 17. Describe your experience on previous contracts in identifying gaps in current processes and applying continuous process improvement to gain efficiencies.

H. AMMP Medicaid Enterprise Architecture (MEA)

For purposes of describing the Medicaid Enterprise Architecture in this RFP, the Medicaid Enterprise is defined as the systems of the MES, the Agency's business processes that are supported by the MES, and the information exchanged and managed in conducting the business processes. Business processes and applications that only support the Agency internally are generally not included as part of the Medicaid Enterprise. Other exchanges of resources, such as funding, may also be included in the Medicaid Enterprise when they are closely tied to the exchanges of information resources.

The PMO Contractor shall be responsible for the MEA, which has three aspects. These three aspects are briefly described here, while the following paragraphs provide the Contractor's specific responsibilities. First, the MEA is a way of understanding the Medicaid Enterprise in disciplined, structured terms, which are described and documented in our MEA Framework (Section II.F.8.1). Second, it is the processes for using that understanding of the Medicaid Enterprise to make informed decisions for business process improvements and information technology investments; processes that are a part of our MEA Management and Operations (Section II.F.8.2). And third, it is the set of MEA Models and Objects (Section II.F.8.3) that describe Medicaid Enterprise. The PMO Contractor will staff a dedicated Enterprise Architecture team but will also support the MEA with resources from any discipline necessary.

8.1 MEA Framework (MEAF)

The MEA framework (MEAF) provides the disciplined structure for understanding the Medicaid Enterprise and how it is to be modeled as individual objects and depicted in prescribed or as-needed views. To be relatable and recognizable outside of AMMP, the MEAF borrows aspects of The Open Group Architecture Framework (TOGAF), aligns with the Medicaid Information Technology Architecture (MITA), and makes use of elements of Business Process Modeling Notation (BPMN). Like MITA 3.0, the MEA has three architecture viewpoints: Business Architecture, Technical Architecture, and Information Architecture. The three architecture viewpoints are not separate enterprises but are distinct ways to look at the one Medicaid Enterprise. The PMO Contractor shall maintain and update the MEAF configuration in the MEA tool described in Section II.F.6.24.5 Enterprise Architecture Tool, and the PMO Contractor shall continue using this tool. The MEAF is currently described in EA-a - Detailed Approach to Enterprise Architecture. The PMO Contractor shall combine the deliverables EA-a - Detailed Approach to Enterprise Architecture, EA-e-a - Approach to Information Architecture, EA-d-a - Approach to Technical Architecture, and EA-o - MITA Approach to Business Architecture into one deliverable known as EA-a- Approach to Medicaid Enterprise Architecture. In the Approach to Medicaid Enterprise Architecture, the PMO Contractor shall document the MEAF, and the procedures used to draft, review, approve, and manage configuration of the MEA model objects and views, to include all three architecture viewpoints. The PMO Contractor shall then update and maintain the Approach to Medicaid Enterprise Architecture. The PMO Contractor shall analyze impacts to the MEAF as AMMP progresses and collaborate with the Agency to continuously update the MEAF, under the guidance of the EAB.

8.2 MEA Management and Operations

The PMO Contractor shall create, manage, update, and support the MEA model objects and artifacts. Existing models have been created in the MEA tool. Renderings of the models and views may be exported to MS Office products for stakeholder review, and for inclusion in other AMMP

artifacts. The PMO Contractor shall maintain and update the MEA model objects and artifacts as changes are made to the AMMP. Any time there is any change to any AMMP baseline, the PMO Contractor shall assess the impact of those changes to any of the modeled business processes, and systems and business services, whether they depict the AS-IS or TO-BE states and make updates to the affected models as required. The PMO Contractor must also promptly analyze any changes to the AMMP to identify potential changes to requirements. The PMO Contractor shall create standards and metrics that effectively track the success of the MEA effort to meet the needs of AMMP. The PMO Contractor shall analyze metrics and take appropriate actions to bring the MEA efforts in line with standards. The PMO Contractor shall effectively communicate capabilities of MEA tools, artifacts, documents, and information; and shall demonstrate the value of MEA, and train others on how to use the tools, views, documents, etc. The PMO Contractor shall include MEA metrics in the AMMP Dashboard.

The PMO Contractor shall collaborate with the Agency to produce and deliver an MEA Management and Operations Plan. The plan will describe the models, model objects, views, and artifacts to be created, modified, or archived for each month. This plan shall be created on a yearly basis and provided to the Agency for review and approval. The plan will ensure that artifacts are produced on a timeline to support activities such as, but not limited to: Agency strategic and phase planning, requirements gathering and definition, procurement documentation, module certification efforts, change analysis, technology refresh and insertion, business process improvement and any MES analyses requiring MEA support. During the AMMP DDI phases, the PMO Contractor shall update the modules' models and artifacts with changes as the project progresses. The contractor shall create and submit the MEA Management and Operations Plan thirty (30) calendar days after the start of each contract term for Agency review and approval. The PMO Contractor shall update and formally submit the MEA Management and Operations Plan every 6 months. As part of the monthly report on PMO Contractor activities the PMO Contractor shall report on monthly progress, successes, roadblocks, and changes in the plan for next month's activities for MEA management and operations.

8.3 MEA Models and Objects

The PMO Contractor shall establish MEA processes that are designed with the output in mind; such that the processes will result in MEA models, model objects, views, and artifacts that are effective and useable by the Agency.

The PMO Contractor shall deliver monthly a finalized, updated, and completed MEA Package of the model objects and artifacts of the Business, Technical, and Information Architecture viewpoints for each MES module for Agency approval. The PMO Contractor shall collaborate with the Agency to document the structure, format, and content of an MEA Package in the Approach to Medicaid Enterprise Architecture. The order of the modules for each month's package will be documented in the MEA Management and Operations Plan. The PMO Contractor shall deliver a module's MEA Package as the monthly deliverable within three months of that module's integration with the MES; and the PMO Contractor shall ensure that the deliveries of MEA Packages include one for each module at least yearly.

The PMO Contractor shall create and maintain the MEA Capability Matrix, which will contain a section each for a Business Capability Matrix, a Technical Capability Matrix, and an Information Capability Matrix. The PMO Contractor shall research and monitor the latest CMS guidance regarding the requirements for states to produce and/or provide any Capability Matrix and ensure

that the Agency is in compliance. The MEA Capability Matrix will be updated and published as required to support any procurement or reporting need. At a minimum, the MEA Capability Matrix shall be published every six months for formal review and acceptance for payment. A recently delivered 'as required' document may be submitted for the formal six-month delivery.

Currently, the Agency maintains an MMIS Concept of Operations and a MITA Concept of Operations (the 'legacy CONOPS documents'). The PMO Contractor shall develop, produce, and deliver an MES Concept of Operations document, based on the MMIS Concept of Operations and the MITA Concept of Operations. Initial deliveries of the MES Concept of Operations shall include both legacy CONOPS documents. The PMO Contractor shall research and monitor the latest CMS guidance regarding the requirements for states to produce and/or provide any legacy Concept of Operations documents or their replacement documents and ensure that the Agency is in compliance. In the event CMS changes or eliminates the need for either or both legacy CONOPS documents and any replacement documents, the PMO Contractor shall continue to deliver the MES Concept of Operations but shall recommend to the Agency any revisions to the format, content and purpose for the MES Concept of Operations. The MES Concept of Operations will be expanded each time a module integrates with the MMIS or CPMS through the System Integration Platform, to include coverage of the MMIS or CPMS and of the integrated modules. The MES Concept of Operations will be based on the MEA and will include MEA artifacts.

8.4 AMMP Medicaid Enterprise Architecture (MEA) Requirements

Master ID	Requirement Description
164	The Contractor shall understand, review, update and maintain the MEA Framework (MEAF) configuration in the MEA tool for the term of the contract.
165	The Contractor shall document the MEAF, and the procedures used to draft, review, approve, and manage configuration of the MEA model objects and views, to include all three architecture viewpoints in the Approach to Medicaid Enterprise Architecture.
166	The Contractor shall combine the deliverables EA-a - Detailed Approach to Enterprise Architecture, EA-e-a - Approach to Information Architecture EA-d-a - Approach to Technical Architecture, and EA - o - MITA Approach to Business Architecture into one deliverable known as EA-a- Approach to Medicaid Enterprise Architecture deliverable
167	The Contractor shall create, maintain and update the MEA model objects and views in the MEA tool and shall analyze impacts to MEAF as AMMP progresses for the term of the contract. The Contractor shall have and maintain version control of all changes.
168	The Contractor shall create standards and metrics that effectively track the success of the MEA effort to meet the needs of AMMP for the term of the contract.
169	The Contractor shall analyze metrics and take appropriate actions to bring the MEA efforts in line with standards.
170	The Contractor shall effectively communicate capabilities of MEA tools, artifacts, documents, and information; and shall demonstrate the value of MEA, and train others on how to use the tools, views, documents, etc.
171	The Contractor shall include MEA metrics in the AMMP Dashboard for the term of the contract.

172	The Contractor shall collaborate with the Agency to produce a monthly description of the models, model objects, views, and artifacts to be created, modified, or archived each month, as part of an annual MEA Management and Operations Plan. This plan shall be created annually to be submitted for Agency review and approval thirty (30) calendar days after the start of each contract term. The Contractor shall update and formally submit the MEA Management and Operations Plan every 6 months.
173	The Contractor shall update the annual MEA Management and Operations Plan monthly in collaboration with the Agency and for Agency approval.
174	The Contractor shall report on monthly progress, successes, roadblocks, and changes in the plan for next month's activities defined in MEA Management and Operations Plan.
175	The Contractor shall establish MEA processes that are designed with the output in mind; such that the processes will result in MEA models, model objects, views, and artifacts that are effective and useable by the Agency.
176	The Contractor shall deliver a monthly finalized, updated, and completed MEA Package of the model objects and artifacts of the Business, Technical, and Information Architecture viewpoints for each MES module for Agency approval within three months of that module's integration with the MES.
177	The Contractor shall collaborate with the Agency to document the structure, format, and content of an MEA Package in the Approach to Medicaid Enterprise Architecture.
178	The Contractor shall create and maintain the MEA Capability Matrix, which will contain a section each for a Business Capability Matrix, a Technical Capability Matrix, and an Information Capability Matrix.
179	The Contractor shall research and monitor the latest CMS guidance regarding the requirements for states to produce and/or provide any Capability Matrix and ensure that the Agency is in compliance.
180	The Contractor shall develop, produce, and deliver a MES Concept of Operations document, based on the MMIS Concept of Operations and the MITA Concept of Operations.
181	The Contractor shall research and monitor the latest CMS guidance in regard to the requirements for states to produce and/or provide any legacy Concept of Operations documents or their replacement documents and ensure that the Agency is in compliance.

8.5 AMMP Medicaid Enterprise Architecture (MEA) Deliverables

The PMO Deliverable Schedule document located in the procurement library list the project services, deliverables, and templates.

8.6 AMMP Medicaid Enterprise Architecture (MEA) Vendor Response

Vendors must answer each narrative question or statement clearly, completely, and in the format designated in Section VI. Submission Requirements, subsection N, Tab 6 – Scope of Work and Narrative Response and in alignment with example provided below. Each narrative question response must address the applicable specification(s) and should include any Vendor-specific knowledge, creativity, or innovation that shows how the topic will support the Agency's goals and objectives. All questions must have a detailed response. An unclear or incomplete response to a

question will result in a lower score. Any question that does not have a response will be regarded as non-responsive and may cause the submission to be rejected.

As a part of the response to this Proposal, the PMO Vendor must describe how they plan to perform each of the following in a max of 4 pages (2 pages front and back) as listed in this AMMP Medicaid Enterprise Architecture Section.

As part of the proposal submission the Vendor must: -

Q- 18. Describe your experience with Enterprise Architecture, and your approach to producing a program wide Enterprise Architecture to support AMMP, with an emphasis on staffing (EAs and BAs) and their utilization, software tools, scope management, capabilities, viewpoints, artifacts, and methods used to communicate/present the EA.

Q- 19. Describe your experience with business process modeling, and your approach to creating business process models, AS IS and TO BE diagrams and related documentation.

I. AMMP Technical Advice and Assistance

The PMO Contractor shall provide a Senior Technical Advisor (STA) responsible for providing technical leadership to the MES and PMO Contractor. The STA shall be the AMMP's point of contact for reach-back to the PMO Contractor's enterprise technical expertise and other states' modularity experience. The STA must remain current and up to date on the latest Federal technical strategies and guidance, including but not limited to, being current on Medicaid Information Technology Architecture (MITA), and any guidance that may replace it. The STA shall remain current on technical aspects and requirements for Streamlined Modular Certification, and any subsequent technology-related Federal strategies for certification. Through the STA, the PMO Contractor shall advise the Agency on recommended successful strategies or technologies that will enable the Medicaid Enterprise to transition to a modular enterprise that standardizes data exchanges, and a Service Oriented Architecture (SOA) that supports interoperability of services. The STA shall review AMMP modules' technical requirements and module contractors' technical deliverables and provide feedback to the Agency. The PMO Contractor's STA will be a member of the Enterprise Architecture Board and participate in the DGO's data governance Request for Comment (RFC) process.

The PMO Contractor, will be responsible for maintaining the AMMP Technical Reference Architecture (TRA). The PMO Contractor shall research Federal guidance and other states' experience to recommend what the TRA shall consist of, and how it will be used to support AMMP. In general, the TRA will consist of a list or library of guidance and references to AMMP members and module contractors on AMMP topics that involve solutions and not business procedures. Applicable guidance and references in the TRA will be reflected in the Technology Architecture of the MEA. The Technical Reference Architecture and its updates and changes are to be reviewed and approved at each TRB as applicable.

The PMO Contractor shall maintain templates that will be used by module contractors. The STA needs to create, update, review and maintain these technically oriented templates:

- Incident Management Plan Template
- Business Continuity Plan Template

- Disaster Recovery Plan Template
- Interface Control Document Template

The PMO Contractor, shall be responsible for providing recommendations for technical solutions to be used for the implementation and management of AMMP. The recommendations are to be provided after collecting the requirements and conducting technical feasibility assessment of these requirements.

The PMO Contractor shall deliver a Technical Advice and Assistance Plan describing how the PMO Contractor will support the AMMP by listing and describing the projects and activities with goals and desired outcomes for each month for the current term (e.g. base period and option years) of the contract. The Technical Advice and Assistance Plan shall be created by STA in consultation with the PMO Contractor’s enterprise senior technical staff and in collaboration with the Agency staff. The PMO Contractor shall create and submit the Technical Advice and Assistance Plan thirty (30) calendar days after the start of each contract term for Agency review and approval. The PMO Contractor shall update and formally submit the Technical Advice and Assistance Plan every 6 months. As part of the monthly report on PMO Contractor activities, the PMO Contractor shall report on monthly progress, successes, roadblocks, and changes in the plan for next month’s activities for Technical Advice and Assistance. The Technical Advice and Assistance Plan shall be updated as required as part of each monthly status review and report.

9.1 AMMP Technical Advice and Assistance Requirements

Master ID	Requirement Description
182	The Contractor shall provide a Senior Technical Advisor (STA) responsible for providing technical leadership to the MES and PMO Contractor.
183	The Contractor shall advise the Agency on recommended successful strategies or technologies that will enable the Medicaid Enterprise to transition to a modular enterprise that standardizes data exchanges, and a Service Oriented Architecture (SOA) that supports interoperability of services.
184	The Contractor shall have the STA be a member of the Enterprise Architecture Board and participate in the DGO’s data governance request for comment (RFC) process.
185	The Contractor shall be responsible for maintaining the AMMP Technical Reference Architecture (TRA), including what the TRA shall consist of, and how it will be used to support AMMP. The Contractor shall research Federal guidance and other states’ experience to recommend TRA that will support AMMP.
186	<p>The Contractor shall maintain templates that will be used by module contractors. The STA needs to create, update, review and maintain these technically oriented templates:</p> <ul style="list-style-type: none"> • Incident Management Plan Template • Business Continuity Plan Template • Disaster Recovery Plan Template • Interface Control Document Template
187	The Contractor, shall be responsible for providing recommendations for technical solutions to be used for the implementation and management of the AMMP.

188	The Contractor shall deliver a Technical Advice and Assistance Plan describing how the PMO Contractor will support the AMMP projects and activities for the term of the contract. The contractor shall create and submit the Technical Advice and Assistance Plan thirty (30) calendar days after contract start for Agency review and approval. This plan shall be updated every 6 months.
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9.2 AMMP Technical Advice and Assistance Deliverables

The PMO Deliverable Schedule document located in the procurement library list the project services, deliverables, and templates.

9.3 AMMP Technical Advice and Assistance Vendor Response

Vendors must answer each narrative question or statement clearly, completely, and in the format designated in Section VI. Submission Requirements, subsection N, Tab 6 – Scope of Work and Narrative Response and in alignment with example provided below. Each narrative question response must address the applicable specification(s) and should include any Vendor-specific knowledge, creativity, or innovation that shows how the topic will support the Agency’s goals and objectives. All questions must have a detailed response. An unclear or incomplete response to a question will result in a lower score. Any question that does not have a response will be regarded as non-responsive and may cause the submission to be rejected.

As a part of the response to this Proposal, the PMO Vendor must describe how they plan to perform each of the following in a max of 4 pages (2 pages front and back) as listed in this AMMP Technical Advice and Assistance Section.

As part of the proposal submission the Vendor must: -

Q- 20. Describe your experience with creating and following a Technical Advice and Assistance Plan. Provide an outline of your approach which describes your ability to be flexible to adjust to changes in AMMP priority, and your company’s network of technical expertise and your ability to leverage it for this project.

J. Organizational Change Management (OCM)

The Transition to Modularity Project requires the Agency to make many changes to the business and work processes. These business changes need to be in step with the system changes throughout the life of the project. In many ways, the business changes must be managed more carefully than the system changes because they involve people and feelings. These organizational changes will force many people outside their comfort zone. The PMO Contractor must advocate and gain the Agency’s Medicaid management decisions at key milestones or touchpoints. It will be the responsibility of the PMO Contractor to ensure these changes are approved by the Agency management, anticipated, planned, and well received. The PMO Contractor shall look ahead to identify the impacts and define plans to make this transition as easy as possible for all parties involved. The PMO Contractor shall only use materials that are approved by the Agency for any OCM activities. The PMO Contractor in collaboration with the module contractors will identify the stakeholders that require training, the type of training, and when the training is needed per each

module implementation. The PMO Contractor shall review and recommend approval on training material as part of the AMMP review process. The PMO Contractor shall review and provide feedback on all training material at both the module and enterprise level for AMMP. When the PMO Contractor completes the business transition, they shall leave the business users with the knowledge and artifacts to support the modified business functions.

10.1 OCM Approach

The PMO Contractor shall create an Organizational Change Management Approach document for the MMIS Transition to AMMP. Because the AMMP is a multi-year endeavor and the transition to modularity has already begun, many of the OCM processes and procedures are already in place. Therefore, when creating the OCM Approach document, the PMO Contractor shall be responsible for reviewing the existing OCM approach and incorporating existing processes and procedures into their approach and methodology. Any changes to the existing OCM approach must be impactful and must be approved by the Agency. Additions to the OCM approach are anticipated. This OCM Approach document shall focus on proven methods that have been used in the past. This must not be a “one size fits all” approach. The Agency expects the PMO Contractor to continue to prepare the business areas for the coming changes. The business areas should anticipate the changes, be prepared for them and actually use the modified processes and procedures. The PMO Contractor shall present multiple ways to accomplish the OCM goals.

The OCM Approach document shall include but not be limited to the following:

- Summary/Overview
 - Background
 - Scope
 - Goals
 - Definition of OCM Success
- Organization and Governance
 - Reporting Framework
- OCM Identification Tools, Processes and Procedures
- Stakeholder Identification
- OCM Responsibility Assignment Matrix (RACI)
- Communication Methods
- Defining and managing
 - Assumptions
 - Dependencies
 - Constrains
 - Risks
 - Controls
 - Metrics
- Training Approach identifying training methods
 - Benefits and constraints for each method
 - Possible uses for each method.
 - Tools that may be used
- Business Transition Artifacts (Operational Readiness)
 - Transition Roadmap
 - Business Process Flow
 - Business Production Responsibility Assignment Matrix (RACI Chart)
 - Business Reporting and Monitoring

The PMO Contractor shall review proposed changes to the current approach with the Agency prior to finalizing the draft OCM Approach document. This will allow for discussion and approval of the proposed changes and additions prior to finalizing the approach and the deliverable.

10.2 Organizational Change Management Effectiveness Evaluation Plan (OCM EE)

The PMO Contractor shall define an Organizational Change Management Effectiveness Evaluation Plan (OCM EE). The OCM EE must occur throughout the project. There will be no time or opportunity for plan modifications or corrections if the evaluation only occurs at the end of the transition. The OCM EE plan shall include but not be limited to:

- Method used to measure the effectiveness of the OCM
- Effectiveness review tools with samples
- Schedule or plan for conducting EE indicating tool used.
- Effectiveness Areas Evaluated
- Industry Standard levels of Effectiveness (desired level of effectiveness)
- Acceptable levels of effectiveness
- Unacceptable levels of effectiveness (level for corrective action)
- Dashboard reporting for EE

This effectiveness evaluation task shall be performed by someone OUTSIDE of the OCM Team independently. The PMO Contractor shall conduct the effectiveness evaluations and produce a summary report which includes the Effectiveness level. The detail information shall be maintained and available to the Agency within three (3) days of a request for the information.

10.3 OCM Kick-off Meetings

The PMO Contractor shall be responsible for scheduling, developing presentations and/or handouts and coordinating all OCM Kick-off meetings for the implementation of each module throughout the life of the project. These kick-off meetings shall introduce the business areas to the processes, procedures, artifacts, tasks, and the actions required of the business areas.

10.4 OCM Strategic Plan

The PMO Contractor shall create and maintain an Organizational Change Management Strategic Plan. Because the AMMP is a multi-year endeavor and the transition to modularity has already begun, many of the OCM processes and procedures are already in place. Therefore, when creating the OCM Strategic Plan document, the PMO Contractor shall be responsible for reviewing the existing OCM Strategic Plan and incorporating existing processes and procedures into the plan. Any changes to the existing OCM Strategic Plan must be impactful and must be approved by the Agency. Additions to the OCM Strategic Plan are anticipated. The Plan shall define the standards, goals, processes, and procedures to be used. The Strategic Plan shall provide the “Play Book” for the specific OCM changes that follow. The Strategic Plan shall include but not be limited to:

- Introduction
- OCM Scope
- Stakeholder
 - Identification
 - Objectives
 - Roles and Responsibilities
 - Stakeholder Responsibility Assignment Matrix (RACI Chart)

- Governance and Reporting
 - Governance
 - Organization
 - OCM Team Responsibility Assignment Matrix (RACI)
 - Reporting Framework
- OCM impact Identification
 - Tools
 - Processes
 - Procedures
- Transition Plan
 - Approach
 - Transition Plan
 - Current State
 - Future State
 - Transition Roadmap
 - Potential Impacts with severity rating
- OCM Effectiveness
 - OCM Effectiveness Monitoring Plan
 - OCM Effectiveness Metrics
- Templates
 - Transition Plan
 - Current State to Future State road map of Business Processes
 - Training Plan,
 - Training Schedule
 - Documentation updates or creation
 - Knowledge Transfer Plan
 - Production Turn-over documents (for Operations)
 - Business Production Responsibility Assignment Matrix (RACI Chart)
 - Production personnel requirement
 - New positions
 - New skills inventories
 - Transitioned positions
 - Transitioned skills
 - Production Reporting Metrics
 - Production Monitoring Metrics
 - Updated Business Processes
 - Business Process Flow

The OCM Effectiveness standards, metrics and reporting will be defined by the Agency. The PMO Contractor shall incorporate the existing standards, metrics and reporting as required by the Agency. If the OCM Effectiveness standards are not met, then a corrective action plan will be required to define the OCM actions related to additional communication and training.

10.5 OCM Communication Plan

The PMO Contractor shall provide an OCM Communication Plan that defines the OCM communication processes for the project. Because the AMMP is a multi-year endeavor and the transition to modularity has already begun, many of the OCM processes and procedures are already in place. Therefore, when creating the OCM Communication Plan document, the PMO Contractor shall be responsible for reviewing the existing OCM Communication Plan and incorporating existing processes and procedures into the plan. Any changes to the existing OCM Communication

Plan must be impactful and must be approved by the Agency. Additions to the OCM Communication Plan are anticipated. It shall serve as a framework for the OCM communication throughout the project. This is a working document and shall be updated as communication needs change. This plan identifies the stakeholders with whom it is critical to communicate and contains a Communication Matrix which maps specific messages to stakeholders or stakeholder groups. The items captured in the Communications Matrix are then built into the Project Schedule. See Section II.F.6.13 AMMP Communications for more information on the Communication Matrix. The Plan shall focus on communication between the AMMP Team, the PMO Team, and the Module Contractor(s). Module Contractor or PMO Team to Agency communication will be addressed at a high Level. A Specialized Communication Plan will be required for each module. These specialized communication plans shall be included in the Module Specific OCM Plan. These module specific OCM Plans will be part of the project services rendered under modules plans and documentation. See Section II.J.10.5 OCM Module Specific Plan.

10.6 OCM Training Plan

The PMO Contractor shall provide an OCM Training Plan that defines the OCM training methods to be used during the project and incorporates existing training methodologies as required by the Agency. The OCM Training Plan shall serve as a framework for the OCM training throughout the project. This is a working document and shall be updated as training needs change. This plan identifies and defines the stakeholders that require training to easily transition to the new Modular MMIS. The Plan shall define the criteria for each type of training to indicate when it will be used. It also contains a Training Matrix which identifies the training required for stakeholders or stakeholder groups. The items captured on the Training Matrix are then built into the AMMP Schedule. A Specialized Training Plan will be required for each module. These specialized training plans shall be included in the Module Specific OCM Plan. See Section II.J.10.5 OCM Module Specific Plan.

10.7 OCM Module Specific Plan

Prior to the implementation of a specific module, the PMO Contractor shall develop and maintain a specialized OCM Focus plan and checklist for that module. The original plan and checklist shall be based on the information in the RFP and identify the current and future business processes. The plan and checklist shall be updated every two (2) weeks and the changes reviewed during the status meeting. The OCM Focus Documents shall provide a road map from the current business process to achieve the future business processes. It shall identify each step or task related to the transition. The OCM Module Specific Document shall include but not be limited to:

- Introduction
- OCM Scope
- Stakeholder
 - Identification
 - Objectives
 - Roles and Responsibilities
 - Stakeholder Responsibility Assignment Matrix (RACI Chart)
 - PMO Team and Stakeholder Resource Utilization Estimates and Actuals
- Governance and Reporting
 - Governance
 - Organization
 - PMO Team Responsibility Assignment Matrix (RACI)
 - Reporting Framework

- OCM Impact Identification
 - Tools
 - Processes
 - Procedures
- Transition Plan
 - Approach
 - Transition Plan
 - Current State
 - Future State
 - Transition Roadmap of Business Processes
 - Impacts with severity rating
 - Training Plan
 - Training Schedule
 - Documentation updates or creation
 - Knowledge Transfer Plan
 - Communication Plan
 - Stakeholder Communications
 - Policy, Standards and Regulations
 - Communication Schedule
 - Production Turn-over documents
 - Policy, Standards and Regulation updates
 - Service Level Agreements
 - Business Production Responsibility Assignment Matrix
 - Production Reporting Metrics
 - Production Monitoring Metrics
 - Updated Business Processes
 - Business Process Flow
- OCM Effectiveness
 - OCM Effectiveness Monitoring Plan
 - OCM Effectiveness Metrics

10.8 OCM Tracking Matrix

The PMO Contractor shall create a tracking matrix for each module and a master tracking matrix that addresses the entire modularity project. This Tracking Matrix will function much like a Requirements Traceability Matrix (RTM) and it will be business user friendly. This matrix will provide the business user with a method to quickly identify all actions associated with an OCM impact. The PMO Team and the Agency will work together to define this OCM Tracking Matrix. The PMO Contractor shall be responsible for reviewing the existing OCM Tracking Matrix and incorporating existing updates into the matrix.

10.9 AMMP Organizational Change Management Requirements

Master ID	Requirement Description
189	The Contractor shall identify type of changes that are anticipated, evaluate the impacts to users and categorize the impact level for each module implementation for the term of the contract.
190	The Contractor shall create and define detailed plans to help the Agency and the users transition into new AMMP processes smoothly for the term of the contract.

191	The Contractor shall collaborate with module contractors and the Agency to identify stakeholders that require training, type of training and when the training is needed for each module implementation for the term of the contract.
192	The Contractor shall review, provide feedback, and ensure training materials submitted by the module contractor align with the OCM Training Plan. The Contractor shall recommend approval of all training material submitted by the module contractor as part of the AMMP review process for the term of the contract.
193	The Contractor shall review, provide feedback, and ensure training materials for AMMP enterprise level align with OCM Training Plan as part of the AMMP review process for the term of the contract.
194	The Contractor shall review and follow all existing OCM documents such as existing plans, approach, processes, and procedures as defined in AMMP Plans and Templates. The PMO Contractor shall provide recommendation or updates required to the OCM plans, approach, processes and methodology as AMMP progresses for the term of the contract.
195	The Contractor shall collaborate with the Agency and work with the business area to continuously prepare the users in each business areas on changes that are anticipated for AMMP through the term of the contract.
196	The Contractor shall conduct the effectiveness evaluations and produce a summary report which includes the level of effectiveness for each functional area and/or module users. The Contractor shall maintain and provide detail information to the Agency within three (3) days of the evaluations for the term of the contract.
197	The Contractor shall be responsible for scheduling, developing presentations and/or handouts and coordinating all OCM Kick-off meetings for the implementation of each module for the term of the contract.
198	The Contractor shall incorporate all existing standards, metrics and reporting as required by the Agency. When the OCM effectiveness standards are not met, a corrective action plan will be required. This plan shall include all OCM task, communication and training that will be needed to achieve.
199	The Contractor shall update the OCM plans, materials, training plans and standards to meet AMMP's needs as requested by the Agency for the term of the contract.
200	The Contractor shall update the OCM Module Specific Plan every two (2) weeks and the updates shall be reviewed during the OCM status meeting.
201	The Contractor shall create OCM Tracking Matrix for each module that will provide business users a method to quickly identify all OCM actions required.

10.10 AMMP Organizational Change Management Deliverables

The PMO Deliverable Schedule document located in the procurement library list the project services, deliverables, and templates.

10.11 AMMP Organizational Change Management Vendor Response

Vendors must answer each narrative question or statement clearly, completely, and in the format designated in Section VI. Submission Requirements, subsection N, Tab 6 – Scope of Work and Narrative Response and in alignment with example provided below. Each narrative question response must address the applicable specification(s) and should include any Vendor-specific knowledge, creativity, or innovation that shows how the topic will support the Agency’s goals and

objectives. All questions must have a detailed response. An unclear or incomplete response to a question will result in a lower score. Any question that does not have a response will be regarded as non-responsive and may cause the submission to be rejected.

As a part of the response to this Proposal, the PMO Vendor must describe how they plan to perform each of the following in a max of 10 pages (5 pages front and back) as listed in this AMMP Organizational Change Management Section.

As part of the proposal submission the Vendor must: -

Q- 21. Describe your experience on previous contracts on implementing organizational change management (OCM) effort on an enterprise level.

Q- 22. Describe your experience leading an enterprise level organizational change management effort where you coordinated the OCM efforts of multiple contractors with their application implementations.

Q- 23. Describe the OCM activities performed on other contracts and their success or drawbacks.

Q- 24. Describe your approach in creating and distributing AMMP OCM materials. What type of tools or software will be used? Are the tools or software COTS product or proprietary tools?

Q- 25. Describe your experience and approach in assessing impacts to the user due to solution or process changes.

K. PROJECT PHASE MANAGEMENT SUPPORT

The PMO Contractor shall manage the project and provide oversight for all modules and services in the phases defined below. It shall be the responsibility of the PMO Contractor to develop the schedule for their procurement activities and ensure the procurement meets the schedule developed. The PMO Contractor shall review and keep track of the module contractors' schedules, tasks, activities during design, development, and implementation (DDI) phase to ensure they meet the AMMP processes and procedures as well as the module contractor requirements.

11.1 AMMP Procurements

The PMO Contractor must understand the Alabama Medicaid procurement process and follow all procurement requirements. The PMO Contractor will be responsible for providing procurement specialist and project managers to manage the entire procurement process.

11.1.1 Advance Planning Document (APD)

The PMO Contractor shall be required to create and update multiple Advance Planning Documents (APDs) for the transition to modularity. These include APD, Implementation Advance Planning Document (IAPD), Implementation Advance Planning Document Update (IAPDU), Operations Advance Planning Document (OAPD), Operations Advance Planning Document Update

(OAPDU), and As Needed IAPDU. The PMO Contractor shall be responsible for all APDs related to the transition to modularity, except the APD that covers the PMO Contract associated with this RFP. The PMO Contractor must create the APDs on an Agency-defined schedule which follows the CMS guidelines. The IAPDU and OAPDU must be submitted to the Agency for review no later than 30 calendar days before the CMS due date. The PMO Contractor shall also be responsible for drafting responses to questions from CMS regarding APDs, as well as making updates to all AMMP APDs that are required by CMS. The PMO Contractor will review information from other states to develop a cost estimate to be included in the APD. This cost estimate will be reviewed with the Agency and modified as requested. The APDs shall require sign-off from the PMO Contractor management verifying the APD meets their approval and is ready for submission to the Agency.

CMS requires all State Agencies to consider any MMIS related open source modules available such as the Provider Screening module available at <http://projectpsm.org/> or MMIS modules offered by National Association of State Procurement Officials (NASPO) or any other resource available. The APD shall map the Agency requirements to the Open-Source module or NASPO requirements and present this to the Agency with a recommendation. The APD will include these mappings and recommendations if requested by the Agency. The completed APDs will be submitted to the Agency for review before submission to CMS.

11.1.2 Project Scope Statement (PSS)

The PMO Contractor shall identify the scope of the procurement in a Project Scope Statement (PSS). The PSS shall contain the scope and cost estimate for the project. It shall identify the research, comparison, and cost from other states as well as recommended automation of manual processes, changes, and improvements. This is a high-level document that should not be more than 5 pages of core content. The Agency shall review and approve the automation, improvements, and enhancements prior to inclusion in the final RFP. The PSS shall identify the PMO Contractor recommendations as well as the cost estimate and source. The Agency may also express an interest in an automation, change or improvement and request a cost benefit analysis. The PMO Contractor shall meet with the Agency to review the automations, changes, improvements, cost benefit analysis, and the estimated cost of the RFIs, RFPs/ITBs.

11.1.3 Request for Information (RFI), Request for Proposal (RFP) and Invitation to Bid (ITB)

The PMO Contractor shall be responsible for the creation of multiple RFIs/RFPs and/or ITBs required to support the transition to modularity. The PMO Contractor should be prepared to assume responsibility for the CPMS RFP immediately following contract onboarding. The PMO Contractor shall assume all CPMS existing meeting and swiftly get up to speed to provide effective delivery.

The PMO Contractor shall identify requirements and industry best practices to be included in the RFIs/RFPs/ITBs. The U.S. Digital Services Play Book, as well as Federal and State statutes must be followed when writing the RFP/ITB. The PMO Contractor shall develop a lean process and ensure all steps of the process are transparent to the Agency.

The PMO Contractor shall meet with the Agency weekly to review completed sections and discuss issues or questions. The PMO Contractor shall ensure the RFIs/RFPs/ITBs meet the Agency's

needs by verifying all applicable requirements are included. The completed RFIs/RFPs/ITBs will be reviewed with the Agency during a meeting. Once complete, the RFI/RFP/ITB will be submitted to the Agency for review. The PMO Contractor will be responsible for changes requested by the Agency. The PMO Contractor shall update the requirements tool to indicate the requirements included in the RFP/ITB and any updates to the requirements that result from vendor questions, amendments, the winning proposal, or the signed contract.

The PMO Contractor shall also work with the Agency to respond to questions, update associated artifacts, modify requirements, and amend the RFI/RFP/ITB as needed. The PMO Contractor shall work with the Agency to develop the RFP/ITB and evaluation criteria and evaluation manual when requested. The Agency will be responsible for the identification of RFP/ITB evaluators. Because the evaluators are from all areas of the Agency, the PMO Contractor shall include detailed evaluation instructions. For each RFP/ITB evaluation item, the PMO Contractor shall provide guidance that will allow a non-technical business orientated person to accurately rate the response.

The PMO Contractor shall also be responsible for all items related to the RFI/RFP/ITB including but not limited to:

- Analyze RFI responses and provide a summary to the Agency
- Developing the procurement library and pricing spreadsheet
- Facilitating multiple review of each document
- Vendor Question organization, draft responses, finalizing responses, amendments and posting the responses to vendor questions and amendments
- Preparing for, coordinating, and attending the mandatory bidders conference
- Preparing all documents required for RFI/RFP/ITB submission to Agency management and CMS

The RFIs/RFPs/ITBs shall require sign-off from the PMO Contractor management verifying each meets their approval and is ready for submission to the Agency.

The PMO Contractor shall plan on one RFP deliverables request per year. If an RFP deliverables request is not needed for a specific year, then the line items in the pricing schedule will not be paid.

11.2 AMMP Project Management

The PMO Contractor shall help to create a positive work environment based on transparent and open communication. Areas of the AMMP shall work together as one team and follow standard Project Management practices, such as the Project Management Book of Knowledge – PMBOK, as well as industry best practices. We also require defined, repeatable, and approved processes and procedures to be documented and used throughout the program. The PMO Contractor shall have at least one dedicated Module Project Manager per module with multiple Module Project Managers to support the System Integration Services and Claims Processing Management Services. A Module Project Manager may not manage multiple concurrent projects. If possible, the Module Project Manager shall be assigned to the module for the life of the project. The PMO Contractor shall develop a lean process and ensure all steps of the process are transparent to the Agency.

The PMO Contractor will provide management and oversight for all aspects of the module from procurement to operations. They shall plan, coordinate, execute, and monitor the work on AMMP through the planning, development, utilization, and maintenance of comprehensive AMMP and module specific Project Management Plans (PMPs). The PMO Contractor Module Project Manager shall review and comment on all deliverables for the module to which they are assigned. The PMO Contractor Module Project Manager shall be actively involved and provide support on all task and activities defined in the phasing plan. These task and activities may include collaborating with multiple module contractor including AMMIS Contractor. They shall monitor the module contractor's Project Manager during DDI and through Post Implementation Support which extends ninety (90) calendar days after CMS Certification is awarded.

The PMO Contractor shall monitor the module activities and module contractor's Project Manager to ensure they follow all AMMP and RFP requirements, processes, and procedures. The PMO Contractor shall notify the Agency whenever a discrepancy is identified and recommend a statement of concern, corrective action plan, risk, or issue.

11.3 AMMP Design, Development, and Implementation (DDI)

The PMO Contractor will be responsible for monitoring, managing, and updating the Agency on progress made by all Module Contractors during the DDI phase(s). There will be concurrent module implementations in motion as referenced in the AMMP Roadmap. The PMO Contractor shall play the central role to ensure there is full collaboration between modules. To achieve this coordination, all PMO Contractor resources needs to have an understanding and knowledge of AMMP.

11.3.1 Design

The PMO Contractor needs to have a solid understanding of the AMMP to schedule resources and tasks that are needed to ensure all the implementation tasks are on track. Project managers assigned must be accountable for activities required for each module DDI phase. Apart from the project manager, the PMO Contractor must assign resources to perform tasks, manage, monitor, and report on module progress. The PMO Contractor team that is supporting the module must have a full understanding and be proficient with the entire module RFP to ensure that the Module Contractor is fulfilling the scope of work on time and accurately. The PMO Contractor shall include cross functional resources on the module team to support each project phase. Due to concurrent module onboarding and implementation, it is crucial for the PMO Contractor resources to evaluate impacts on other modules during the design phase. The PMO Contractor shall work with the module contractor to review, perform quality check, and participate in producing Detailed Product Design (DPD) and/or Sub Detailed Product Design (Sub-DPD) documents. The PMO Contractor shall collaborate and work with other AMMP Contractors that are supporting the module The PMO Contractor module team will be responsible for coordinating and prioritizing tasks associated with requirements that impact multiple modules.

The PMO Contractor module assigned Module Project Manager will be responsible for working with module contractor to create a baselined project schedule. The PMO Contractor assigned Module Project Manager will review the schedule weekly and provide updates to the Agency. These reviews would include items such as, but not limited to risk, issues, constraints, tasks, or time frames that have not been considered. The schedule provided should align with the AMMP Roadmap and phasing plan. The PMO Contractor shall create and provide status reports to the Agency in the Monthly Project Status Meeting. The PMO Contractor is responsible for capturing

minutes for all meetings involving multiple contractors and the Agency as defined in Section II.F.6.9 AMMP Meeting Protocols, establishing, updating, and maintaining the risk and issue register in the AMMP project management tools.

In an event there are changes to the requirements or the business process, the PMO Contractor shall coordinate with the module contractor and the Agency to update requirements and business process in compliance with the AMMP governance process. The PMO Contractor must monitor and verify module contractors are keeping the DPD and Sub DPD document current which includes but not limited to updated workflow, use cases, configuration, and discovery sessions discussion.

11.3.2 Development

AMMP is a multi-contractor program hence, during the DDI phase, the PMO Contractor will need to utilize its extensive experience to efficiently and effectively support the Agency to ensure execution of all tasks by all Module Contractors are being done timely and completely.

The Module Contractors will deliver multiple module-related artifacts, plans, and packages for the Agency to review. The PMO Contractor shall take the lead in tracking all Module Contractors' submissions during each stage of project and phase. The PMO Contractor shall review and provide constructive feedback and recommendations on each document submitted by the Module Contractors prior to Agency approval through the term of the contract. The PMO Contractor shall validate the content of the document is complete, covers all topics and purpose of the document, and aligns with the Agency's objectives and goals defined for each of the modules. Many of these documents will be technical in nature and may require technical expertise or subject matter expertise to review the document. The PMO Contractor will be responsible and accountable for assigning the appropriate resources to review, provide feedback and recommendations within the timeframe established in the AMMP Review Process. The PMO Contractor shall review all deliverables submitted by the module contractor. The PMO Contractor shall follow the process of reviewing deliverables as defined in Section II.F.6.12 AMMP Deliverables and Artifacts.

The PMO Contractor shall collaborate with the Module Contractor to ensure all required updates are made in the documents. When there is a need to coordinate with internal and external stakeholders within the Agency or with other Module Contractors, the PMO Contractor will need to ensure each required group has been engaged to receive the required feedback.

11.3.3 Implementation

The PMO Contractor shall develop an Implementation Plan template for the module contractors. The PMO Contractor shall review, recommend for approval, and monitor the implementation management plan of each module prior to the start of the implementation phase. The PMO Contractor shall ensure the module implementation management plan is comprehensive, logical, and complete. They shall provide recommendations that align with the AMMP roadmap to the Agency. The PMO Contractor shall ensure that the established plans, processes, and policies are followed by the module Contractors.

Prior to implementation, the PMO Contractor shall provide their expert evaluation and recommendations to the Agency for the module go/no go decision. This shall include a status and recommendation for each area of the project, such as testing, security, training, user documentation, conversion, data governance, etc.

During the implementation phase, the PMO Contractor shall monitor the implementation process and it is following the module implementation management plan. The PMO Contractor shall provide reports to the Agency when module Contractors tasks are late, issues arise, or the contractors are not able to follow the established plans.

11.3.4 Testing

The PMO Contractor shall collaborate with the Agency, EQP and the TCOE contractor for all testing related activities. The PMO Contractor shall keep abreast of the progress of testing and provide insight to the Agency on Module Contractor and TCOE contractor performance. The PMO Contractor shall review the TPA packages submitted by the module contractor provide feedback to the Agency. The Contractor shall coordinate and collaborate with EQP and the TCOE contractor to ensure documented requirements are validated by the TCOE contractor before the product or solution is released to the production environment. The PMO Contractor shall review the findings and recommendations report submitted by the TCOE contractor for each module and provide the Agency constructive feedback.

11.4 AMMP Certification

The PMO Contractor shall work with the module contractor to create and update Certification Support Management Plan (COM-16) for each module that requires certification. The PMO Contractor shall be responsible for the certification process and the module contractor shall be responsible for the certification of the solution. This will include CMS certification as well as other certification such as Social Security Administration Certification. These will be referenced as federal certification. This plan shall define all activities related to the certification of the module as well as the schedule for these activities. The PMO Contractor shall be responsible for management and oversight of the module certification activities. This includes but is not limited to:

- Reporting on certification status and tasks
- Coordinating and setting up meetings
- Understanding the latest certification requirements
- Ensuring the appropriate directives and process are being followed
- Producing required reporting
- Ensuring all activities are completed
- Following the approved schedule
- Identifying issues or concerns with the certification activities

The PMO Contactor shall report on this in the weekly PMO touchpoint defined in Section II.F. 6.14 AMMP Status Reporting and Updates.

This is particularly significant in situations when the federal government updates policies and processes for certification and operations for the modules. The Agency and module contractors will rely on the PMO Contractor's expertise and real-world experience in the industry to provide Alabama with valuable lessons learned and best practices related to certification preparation and execution.

The PMO Contractor shall be responsible for producing all the certification artifacts that would normally be the Agency's responsibility. The PMO Contractor shall also be responsible for tracking, monitoring, and validating the content of the certification artifacts that are created by the

module contractor. The PMO Contractor shall ensure the module contractor follows the applicable federal certification protocol in preparing the artifacts required to achieve a maximum benefit for Alabama Medicaid. The PMO Contractor shall be responsible for an initial assessment of all certification artifacts and, once the PMO Contractor approves the artifacts, the PMO Contractor shall schedule a meeting with the Agency to review the artifacts prior to submission for federal certification review.

The PMO Contractor shall also be responsible for maintaining and tracking any finding, issue or action item identified in the federal certification meetings. The PMO Contractor shall validate those responses to findings, issues or action items are correct and complete, including the validation of any necessary supporting artifacts, before submitting the response to the Agency. The PMO Contractor shall ensure the responses and any necessary supporting artifacts or materials are submitted to the Agency for federal review within the time frame assigned.

11.5 AMMP Transition to Operations

The PMO Contractor shall be responsible for assisting the Agency with the transition to operations for each module implemented. This includes ensuring that coordination and cooperation with other modules continues following implementation. The PMO Contractor shall be responsible for ensuring all operations deliverables are approved prior to implementation.

The PMO Contractor shall ensure the processes and procedures defined in the operations deliverables are adhered to by all parties and that the deliverables are kept up to date.

Post Implementation Support

The PMO Contractor shall provide post implementation support for each contractor or module through all certification activities and for ninety-days (90 calendar days) after Federal certification has been received. At the end of certification plus the ninety-days (90 calendar days), the PMO Contractor shall conduct a survey of parties involved to determine satisfaction and identify areas of concern and possible improvements. If possible, these areas of concerns and possible improvements shall be addressed in future RFPs/ITBs. The PMO Contractor shall provide continued support for the System Integration contract for the term of the PMO contract.

As part of the Post Implementation support task, the PMO Contractor shall develop a Post Implementation Support Monitoring Strategy that will define the AMMP approach to post implementation support. The module contractor's Post Implementation Support Plan will be required to follow the Post Implementation Support Strategy document defined by the PMO Contractor.

The PMO Contractor's Post Implementation Support Monitoring Plan shall be created for each module after the Operational Readiness Review and include but not be limited to:

- Status reporting
- Communications
- Meeting coordination and set-up
- Enhanced defect resolution
- Enhanced user support
- Help desk call tracking, resolution, coordination, and reports
- Transition of contract monitoring responsibilities
- Transition to Operations (for Agency module support team and users)
- Release management
- Defect management
- Compliance management
- Key Performance Indicator (KPI) reporting and monitoring
- Service Level Agreement (SLA) reporting and monitoring
- Module operations Responsibility Assignment Matrix (RAM) chart
- All activities required to support the module during the operations phase
- Other tasks or concerns identified during the monitoring process

The PMO Contractor shall also develop a Transition to Operations Plan for each module that will include a RAM chart as well as the processes and procedures needed by the Agency to assume the monitoring responsibilities. The Transition to Operations Plan with an associated RAM shall be sent out to the Agency five (5) business days before a meeting scheduled by the PMO Contractor to review the documents.

The PMO Contractor shall monitor the module contractor's post implementation monitoring plan and transition to operations plan. The PMO Contractor shall report their findings from post implementation monitoring plan and transition to operations as part of module support, monitoring and reporting service.

For the System Integration contract, the PMO Contractor is responsible for post implementation support for ninety (90) calendar days after Federal certification after the last module. The PMO Contractor is also responsible for providing enterprise-level support throughout the term of the PMO Services Contract. For example, if a member of the PMO Contractor's team identifies a risk with a module that occurs during operations, it is the responsibility of the PMO team to report this risk to the Agency.

11.6 AMMP Module Close-out Activities

The PMO Contractor shall develop a Module Close-out Plan for each module project. The plan shall define how the PMO Contractor shall oversee and manage all project closeout activities. Closeout shall occur after the post-implementation support phase, and it shall include finalizing activities across PMO processes to formally complete the project. The purpose of the closeout activities is to assess the project, ensure completion, and derive any lessons learned and best practices to be applied to future projects.

The PMO Contractor shall be responsible for project closeout activities that shall include, but not be limited to:

- Review the requirements from the module RFP/ITB and identify any requirements not met.

- Create a Final Scope Statement
- Review each Contractor’s contract deliverables and verify.
 - All deliverables have been received.
 - Contain current information.
 - Have been approved by the Agency.
 - Any exceptions must be documented and presented to the Agency.
- Track, coordinate and manage all project closeout related activities based on the specific contract.
- Assist the Agency in identifying any concerns pertaining to closeout and provide assistance in resolving concerns in a timely manner and in compliance with the requirement terms and conditions of the contractor’s RFP/ITB
- Verify that all parts of the project have been completed, per Federal requirements, and an explanation for any exceptions with approval by the Agency
- Verify that all final project artifacts and records have been accepted by the Agency and stored in the applicable document repository for future reference
- Verify that documentation, training and knowledge transfer activities have been completed
- Compile a summary of final project cost
- Verify that operational transition plans have been completed. The PMO Contractor shall ensure that operations deliverables are in place and functioning to support the contractor’s product in production. The PMO Contractor shall also ensure that the Agency’s plans to fund the maintenance and operations of the contractor’s product is in place
- Identify any outstanding issues, defects or change request. This shall also include any recommended enhancements or updates. The report shall provide details of the issue/defect/change/enhancement/update as well as estimated levels of effort, estimated cost, identify all impacts and any proposed work-around.

The PMO Contractor shall coordinate and facilitate lessons learned sessions with the Agency and other contractors. The lessons learned report shall contain at a minimum:

- Category
- Description
- Problem/Success
- Impact
- Recommendation

11.7 AMMP End of Contract Turnover

Each module contractor is required to create a Turnover Management Plan. The initial plan is created six (6) months from the start of the module contract. The PMO contractor shall review the module Turnover Management Plan for completeness and to ensure it follows the standard AMMP processes and procedures. The PMO Contractor shall work with the Agency and the module contractor to ensure the module contractor’s Turnover Management Plan addresses all areas required by AMMP. See Section II.F.6.30 AMMP PMO Turnover for more information. Any concerns with the module contractor’s Turnover Management Plan shall be addressed through comments or a meeting shall be scheduled to resolve outstanding concerns.

The module Turnover and Closeout Phase is defined as the last twelve (12) months prior to the end of the Contract. One quarter prior to the start of the Turnover and Closeout Phase the module contractor shall update the Turnover Management plan and shall continue to update it quarterly or

as needed throughout the turnover and closeout phase. The PMO Contractor shall review and comment on each iteration of the Turnover Management Plan. The PMO Contractor shall also monitor the module contractor activities to ensure the Turnover Management plan is followed as defined. The module contractor shall also produce a Turnover schedule and Turnover Status Report which shall be updated weekly and monitored by the PMO Contractor. If there are problems with the report, schedule, or the module contractor gets more than 2 weeks behind on the turnover schedule then the PMO Contractor shall work with the module contractor to get the turnover activities back on track. If this does not happen the PMO contractor shall follow the AMMP escalation procedures as defined in Section II.F.6.20 AMMP Statement of Concern (SOC) and Corrective Action Plan (CAP). The PMO Contractor shall monitor the Turnover schedule and weekly report to identify and address any concerns or issues as early as possible.

11.8 Project Phase Requirements

Master ID	Requirements Description
202	The Contractor shall be required to create new and update multiple existing Advance Planning Documents (APD, IAPD, IAPDU, OAPD, OAPDU and As Needed IAPDU) for the transition to modularity as required by CMS for the term of the contract. The Contractor shall obtain sign-off from the contractor's management team prior submitting the APDs to the Agency for review.
203	The Contractor shall also be responsible for drafting responses for questions regarding APDs from CMS for Agency review and updating all AMMP APDs as requested by CMS for the term of the contract.
204	The Contractor shall create and submit a Project Scope Statement (PSS) that provide scope of the project, research analysis, cost comparison, automation, improvement, and enhancement for the Agency to review and approve prior including it in the RFP for the term of the contract.
205	The Contractor shall be responsible for the creation of multiple RFI, RFPs and/or ITBs required to support the transition to modularity for the Agency to review and approve for the term of the contract.
206	The Contractor shall schedule a weekly checkpoint meeting with the Agency to provide progress update, review completed sections and address questions on the RFI, RFP and ITB that are under development for the term of the contract.
207	The Contractor shall work with the Agency to respond to RFI, RFP and ITB vendor questions, create amendment documents and update requirements as requested by the Agency.
208	The Contractor shall work with the Agency to develop the RFP/ITB and evaluation criteria, evaluation manual and RFP/ITB review instruction when requested.
209	The Contractor shall also be responsible for all items related to the RFI/RFP/ITB including but not limited to: <ul style="list-style-type: none"> • Developing the procurement library and pricing spreadsheet • Facilitating multiple review of each document • Vendor Question organization, draft responses, finalizing responses, amendments and posting the responses to vendor questions and amendments • Preparing for and attending the mandatory bidders conference • Preparing all documents required for RFI/RFP/ITB submission to Agency management and CMS
210	The Contractor shall provide oversight, plan, execute and monitor work on AMMP through development, utilization, and maintenance of a comprehensive AMMP and module specific Project Management Plan (PMP).

211	The Contractor shall monitor the module Project Manager during DDI and through Post Implementation Support which extends ninety (90) calendar days after CMS Certification is awarded.
212	The Contractor shall ensure that the established plans, processes, and policies are followed by the module contractors through the term of the contract. The contractor shall provide reports to the Agency when any module contractor is not able to follow the established plans.
213	The Contractor shall monitor, support and coordinate activities executed by each module contractor across multiple AMMP project in accordance with the AMMP process and procedures for the term of the contract.
214	The Contractor shall be responsible for monitoring, managing, and updating the Agency on progress made by all the module contractors during design, development, and implementation phase to the Agency for the term of the contract.
215	The Contractor shall assign resources that have a full understanding and are proficient with the entire module RFP in order to support, provide feedback and oversee that the module contractors are fulfilling the scope of work on time and accurately.
216	The Contractor shall be responsible for evaluating module activities/task impacts on other module, coordination and prioritization of task that stretch across multiple modules for the term of the contract.
217	The Contractor shall work with the module contractors to review and participate in producing Detailed Product Design (DPD) and/or Sub Detailed Product Design (Sub-DPD) documents.
218	The Contractor shall create and provide status report to the Agency in the Monthly Project Status Meeting through the term of the contract
219	The Contractor shall be responsible for capturing minutes for all meetings, establishing, updating and maintaining the risk and issue register in the AMMP project management tools through the term of the contract.
220	The Contractor shall track and report progress of requirements the module contractor needs to complete to the Agency through the term of the contract.
221	The Contractor shall track all module contractor's submissions that need to occur during each stage of project and phase through the term of the contract.
222	The Contractor shall review, recommend for approval, and monitor the implementation management plan of each module prior to the start of the implementation phase.
223	The Contractor shall guide, coordinate, and monitor implementation task of each module contractor through the term of the contract.
224	The Contractor shall provide their expert evaluation and recommendation to the Agency for the module go/no go decision.
225	The Contractor shall collaborate with the Agency, EQP and the TCOE contractor for all testing related activities for the term of the contract.
226	The Contractor shall keep abreast with the progress of testing, validate completeness of testing reports, test plans and provide insight to the Agency on module and TCOE contractor performance for the term of the contract.

227	The Contractor shall coordinate and collaborate with EQP and TCOE contractor to ensure documented requirements are validated before the product or solution is released to the production environment.
228	The Contractor shall review findings and recommendation report submitted by TCOE contractor for each module and provide the Agency constructive feedback.
229	The Contractor shall track, review, and monitor activities in the Test Phase Acceptance (TPA) package submitted by module Contractor and provide comments for the term of the contract.
230	The Contractor shall collaborate with each module contractor that requires certification to create and review AMMP Certification Management Plan for the term of the contract.
231	The Contractor shall assist the Agency with certification support that shall include, but not be limited to, ensuring module contractors are adhering to the defined process, status reporting, communications, meeting coordination and set-up, issue tracking and coordination, and other project support as requested by the Agency.
232	The Contractor shall be responsible for providing updates and Agency required artifacts for all CMS certification activities for all modules for the term of the contract
233	The Contractor shall be responsible for tracking, monitoring, and validating the content of the certification artifacts that are created by all the module contractors for term of the contract.
234	The Contractor shall be responsible for an initial assessment of all certification artifacts and, once the Contractor approves the artifacts, the Contractor shall schedule a meeting with the Agency to review the artifacts prior to submission to Federal agencies.
235	The Contractor shall be responsible for assisting the Agency with the transition to operations for each module and solution implementation which includes but not limited to ensuring all operational deliverables are approved and module contractors are adhering to process and procedures defined by the Agency.
236	The Contractor shall provide post implementation support for each contractor or module through all certification activities and for ninety-days (90 calendar days) after Federal certification has been received.
237	The Contractor shall conduct a survey to determine satisfaction and identify area of concern and possible improvements ninety (90) calendar days after end of certification.
238	The Contractor shall provide continued support for the System Integration contract for the term of the PMO contract.
239	The Contractor shall develop a Post Implementation Support Strategy that will define the AMMP approach to post implementation support.
240	The Contractor shall work with each module contractor to develop and submit a Post Implementation Support Monitoring Plan for Agency review and approval 3 months prior to go live for each module.
241	The Contractor shall work with each module contractor to develop and submit a Transition to Operations Plan for Agency review and approval 3 months prior to go live for each module.
242	The Contractor shall develop a Module Closeout plan for each module project.

243	The Contractor shall be responsible for all program and project close-out activities and task and to provide weekly status update to the Agency.
244	The Contractor shall be responsible for monitoring and ensuring the module contractor's maintenance and operation plans are functional to support production.
245	The Contractor shall coordinate and facilitate lessons learned sessions with the Agency and other contractors.
246	The Contractor shall review and provide feedback on module contractors Turnover Management Plan. The Contractor shall ensure the plan is complete and adhere to AMMP standards and processes.
247	The Contractor shall also monitor the module contractor activities to ensure the Turnover Management plan and schedule is followed as defined.

11.9 Project Phase Deliverables

The PMO Deliverable Schedule document located in the procurement library list the project services, deliverables, and templates.

11.10 Project Phase Vendor Response

Vendors must answer each narrative question or statement clearly, completely, and in the format designated in Section VI. Submission Requirements, subsection N, Tab 6 – Scope of Work and Narrative Response and in alignment with example provided below. Each narrative question response must address the applicable specification(s) and should include any Vendor-specific knowledge, creativity, or innovation that shows how the topic will support the Agency’s goals and objectives. All questions must have a detailed response. An unclear or incomplete response to a question will result in a lower score. Any question that does not have a response will be regarded as non-responsive and may cause the submission to be rejected.

As a part of the response to this Proposal, the PMO Vendor must describe how they plan to perform each of the following in a max of 20 pages (10 pages front and back) as listed in this Project Phase Section.

As part of the proposal submission the Vendor must: -

Q- 26. Define how you plan to structure your project team for the AMMP Program.

Q- 27. Provide your approach on how you plan to be ready to take over the existing PMO contract.

Q- 28. Define your approach to monitor the module contractors through all the project phases.

Q- 29. Describe your approach to managing and monitoring requirement updates as changes occurs.

Q- 30. Define how you plan to utilize your corporate enterprise level resources and expertise to

support the AMMP program and projects.

Q- 31. Provide an example of your workflow for creating APDs and RFPs.

Q- 32. Provide the most recent RFP outline that you have created. (Outline can be included in the Appendix and will not be included in the page count) .

Q- 33. Describe your experience in managing and providing oversight to a single program, one with multiple vendors and multiple projects. How will you apply this in your engagement with Alabama?

Q- 34. Describe your experience in providing oversight for all project phases.

Q- 35. Describe your experience in providing reporting to stakeholders, executive leadership and State and Federal agencies.

Q- 36. Describe your experience and approach in handling transition of a project into operations mode.

Q- 37. Describe your experience in managing and coordinating certification efforts for multiple projects concurrently.

Q- 38. Describe your experience in monitoring data conversion activities of a large project. Provide details on issues encountered and how they were mitigated.

Q- 39. Describe your experience in monitoring and reporting module integration efforts that are occurring concurrently. Provide details on lessons were learned and how will this help your engagement with Alabama.

Q- 40. Describe your experience in ensuring the project is on track and meeting milestones. Provide details on lessons learned and how will this help your engagement with Alabama.

Q- 41. Describe your experience and approach on taking over project management services from an existing contractor. Provide details on steps taken and outcome of the takeover.

Q- 42. Define how you will ensure that there are enough resources to manage each project and what mitigation steps will be taken when a project is delayed, or tasks are not completed as expected.

L. STAFFING

The Agency has identified the contract required personnel positions listed below. The Agency requires all positions stated below to be filled by senior-level experienced staff. The Agency reserves the right to request resumes and conduct interview of all personnel. The Agency will request a replacement of any personnel on the project that do not meet the Agency's expectation. The PMO Contractor shall find a replacement that meets the Agency's expectation within 2 weeks. The Agency realizes that the PMO Contractor may have other positions that are needed to complete the assigned tasks. The Agency is open to additional positions being provided by the PMO Contractor. The Contractor must receive Agency approval to change an individual's job classification within this contract at any time during the life of this contract. The Contactor shall

provide a plan to the agency and obtain its approval prior to moving a resource to another project or another account. The Contractor shall not reassign the resources until a suitable replacement resource has been identified and approved by the Agency, and adequate training as been provided. State resources will partner with the PMO Contractor’s staff; however, the PMO Contractor should expect to be the driver and manager of all project activities to assure that schedule, cost, and project deliverables are met.

12.1 Program Manager

There will be one Program Manager for AMMP, and this is a key position. The Agency requires an interview with the PMO program manager prior to joining the project.

Responsibilities and Skills	Qualifications
<ul style="list-style-type: none"> • Responsible for the PMO contract • Manage and allocate all PMO resources. • Excellent verbal and written communications and presentation skills • Ability to adapt and work in a fast-paced and dynamic group environment. • Must be a team player that is able to work in a multi-contractor collaborative environment. • Responsible for recommending process improvements based on industry best practices and trends. • Responsible for reviewing and approving documents as defined in the Common Processes section. • Ability to recommend and resolve enterprise level issues. • Responsible for ensuring there is a well-defined team to meet the program goals. • Responsible for providing teams of individuals with necessary skills and capabilities to achieve program goals • Responsible for ensuring that the program team has the resources and support they need to complete their tasks successfully 	<ul style="list-style-type: none"> • 10+ years of experience managing multiple concurrent projects. • 8+ years of experience managing implementation and operations of Medicaid or Major Health Care Payer projects. • 6+ years of experience managing multi-contractor projects, or similar complex integration efforts. • 4+ years of experience with Medicaid Enterprise Certification Toolkit, Outcomes Based Certification, or other Certification efforts. • Working knowledge of Medicaid Transformation Initiative, Medicaid Information Technology Architecture (MITA) 3.0, and the CMS Seven Standards and Conditions • Bachelor’s degree in computer science, information systems, business, or a related field; or equivalent work experience.

12.2 Project Management Office (PMO) Manager

There will be one Project Management Office Manager for AMMP, and this is a key position. The Agency requires an interview with any the PMO manager prior to joining the project.

Responsibilities and Skills	Qualifications
<ul style="list-style-type: none"> • Provide oversight of the AMMP PMO 	<ul style="list-style-type: none"> • 8+ years of experience managing multiple

<ul style="list-style-type: none"> • Must be 100% dedicated to the AMMP PMO Manager responsibilities defined in this RFP. • Clear understanding of a multi-contractor program • Lead innovation • Manage and monitor module project managers to ensure they follow AMMP defined processes and procedures. • Strong knowledge in project schedules • Ability to identify, articulate and fully document risks and issues. • Excellent verbal and written communications and presentation skills • Ability to adapt and work in a fast-paced and dynamic group environment. • Must be a team player that is able to work in a multi-contractor collaborative environment . • Ability to recommend process improvements based on industry best practices and trends 	<p>concurrent projects.</p> <ul style="list-style-type: none"> • 6+ years of experience managing implementation and operations of Medicaid or Major Health Care Payer projects. • 6+ years of experience managing multi-contractor projects, or similar complex integration efforts. • Bachelor’s degree in computer science, information systems, business, or a related field; or equivalent work experience • Project Management Institute (PMI) Project Management Professional (PMP) or equivalent certification.
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12.3 Module Project Manager

There will be a Project Manager for each module in AMMP except the CPMS and SI modules which will have 3 project managers each. These are key positions. The Agency requires an interview with any module project manager prior to joining the project.

Responsibilities and Skills	Qualifications
<ul style="list-style-type: none"> • Experience monitoring procurement, DDI and day-to-day operations of an MMIS module and software/-system maintenance and changes. • Ability to identify, articulate and fully document risks and issues. • Expert level knowledge in creating, managing, and maintaining project schedules. • Must be forward-thinking while managing the project. • Analytical skills required to review operations reports to detect inconsistencies or errors and to ensure SLAs, KPIs and metrics are being met. • Excellent verbal and written communications and presentation skills 	<ul style="list-style-type: none"> • 8+ years of experience managing multiple concurrent projects. • 6+ years of experience managing implementation and operations of Medicaid or Major Health Care Payer projects. • 6+ years of experience managing multi-contractor projects, or similar complex integration efforts. • 4+ years of experience managing projects in their respective modules/services. • Bachelor’s degree in computer science, information systems, business, or a related field; or equivalent work experience. • Project Management Institute (PMI) Project Management Professional (PMP) or equivalent certification

<ul style="list-style-type: none"> • Ability to adapt and work in a fast-paced and dynamic group environment. • Must be a team player that is able to work in a multi-contractor collaborative environment. • Ability to recommend process improvements based on industry best practices and trends. • Familiar with CMS guidelines for certification 	
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12.4 Certification Lead

The PMO Contractor shall have one full time Certification Lead for each module while the certification is active. The Agency shall have the option to interview all candidates prior to assignment to the project. The PMO Contractor must have Agency approval prior to a Certification Lead being assigned to a module and the Agency may request a replacement at any time. Depending on the module, the Certification Lead will onboard twelve (12) months prior to the first Operational Readiness Review (ORR) required for certification. The initial focus of the Certification Lead will be understanding the processes and procedures for managing the certification of the specific module and supporting the preparation efforts for the ORR. The Certification Lead must have extensive knowledge of OCB/SMC certification and remain current on any Federal changes or updates. Skills and qualifications are included in the table below and are not all-inclusive.

Responsibilities and Skills	Qualifications
<ul style="list-style-type: none"> • Strong facilitation skills • Ability to identify, articulate and fully document risks and issues. • Analytical skills required to review certification artifacts to detect inconsistencies or errors and to ensure SLAs, KPIs and metrics are being met. • Excellent verbal and written communications and presentation skills • Ability to adapt and work in a fast-paced and dynamic group environment • Ability to collaborate with others to craft new and modify existing requirements and processes. • Must be a team player that is able to work in a multi-contractor collaborative environment . • Ability to recommend process improvements based on experience in other states. • Define the certification processes and 	<ul style="list-style-type: none"> • 4+ years of experience MMIS Certification • 2+ years of experience in OBC/SMC certification • 3+ years of experience managing Medicaid or Major Health Care Payer Projects • Experience with Medicaid Information Technology Architecture (MITA) 3.0 including the maturity matrix and the Seven Conditions and Standards • Working knowledge of Medicaid Transformation Initiative • Bachelor’s degree in computer science, information systems or similar field or equivalent work experience

procedures to be used in AMMP. <ul style="list-style-type: none"> • Update and maintain the Certification Support Management Plan • Review and monitor Module Certification Management Plans 	
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12.5 Senior Technical Advisor

There will be one Senior Technical Advisor for AMMP, and it is a key position. The Agency requires an interview prior to joining the project. The PMO Contractor shall provide a dedicated a Senior Technical advisor throughout the project who will act as the primary technical point of contact for AMMP and will provide Technical Advice and Assistance described in Section II.F. 6.28 AMMP Technical Advice and Assistance.

Responsibilities and Skills	Qualifications
<ul style="list-style-type: none"> • Excellent technical management, trouble-shooting and analytical skills • Must have a deep understanding of the technical aspects of Medicaid modularity, including the latest trends and technologies. • Must be able to analyze complex problems, identify potential solutions, and make recommendation based on data and analysis. • Experience in data conversion activities. • Must be able to communicate effectively with stakeholders and understand their needs, requirements, and concerns to ensure that their expectations are met. • Serve as a technical advisor to the AMMP governance boards to provide technical advice. • Provide input to the MEA Technical Architecture. • Ability to adapt and work in a fast-paced and dynamic group environment. • Ability to collaborate with others • Excellent verbal and written communication skills • Must be a team player that is able to work in a multi-contractor collaborative environment 	<ul style="list-style-type: none"> • 10+ years of experience in managing the design, implementation and operations of large-scale systems, datacenters, or networks. • 5+ years of recent technical experience with MMIS or similar health information systems. • Working knowledge of Medicaid Transformation Initiative • Bachelor’s degree in computer science, information systems or similar field, or equivalent work experience

12.6 Communication Manager

There will be one dedicated Communication Manager for AMMP, and this is a key position. The Agency requires an interview with the Communication Manager prior to joining the project. The

PMO Contractor must have Agency approval prior to a Communication Manager being assigned to AMMP and the Agency may request a replacement at any time. The Communication Manager will be responsible for all communications within the Agency and communications with entities outside of the Agency. The Communication Manager must work with the Module Contractors to define the type of communication required, the content, and the timing of that communication. This person will also be responsible for maintaining any communication implemented by the previous contractor such as the AMMP SharePoint site.

Responsibilities and Skills	Qualifications
<ul style="list-style-type: none"> • Ability to communicate effectively and clearly in both verbal and written formats • Ability to think strategically and plan communications that align with the organization's goals • Ability to come up with creative solutions and ideas for communicating messages • Ability to manage relationships with stakeholders, including clients, employees, and external partners • Coordinate with stakeholders to gather information to be communicated within and outside the program • Adapt quickly to changing situations and priorities • Exhibit strong leadership skills and facilitate key communication decision • Develop and promote branding initiatives consistent with AMMP goals and objectives. • Collaborate with all areas of AMMP to identify internal and external customers' communication needs. • Monitor, evaluate, and report on other states; make recommendations based on findings/opportunities discovered • Develop and execute all communications strategies for the AMMP Program • Evaluate the success of various communication strategies; and provide and implement recommendations for improvement. • Ensure that all materials are developed and distributed according to an appropriate timeline. • Ensure all AMMP communication is 	<ul style="list-style-type: none"> • 5+ years of experience in communications • 3+ years of experience in training • 3+ years of experience on Medicaid or Major Health Care Payer projects • Working knowledge of Medicaid Transformation Initiative • Bachelor's degree in journalism, technical writing, business administration or similar field or equivalent work experience

appropriate for the intended audience and projects a positive image.	
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12.7 Procurement/Contract/RFP/ITB Lead

There will be one Procurement/Contract/RFP/ITB Lead for each active procurement. The Agency considers an active procurement from the planning of the procurement to the award of the contract.

Responsibilities and Skills	Qualifications
<ul style="list-style-type: none"> • Lead procurement activities for RFP/ITB creation • Ability to write RFP/ITB documents • Ability to understand, document and follow Alabama procurement process • Excellent technical writing, management, trouble-shooting and analytical skills • Ability to consolidate information from multiple sources and present the information in a consistent manner • Ability to adapt and work in a fast-paced and dynamic group environment • Ability to collaborate with others • Excellent verbal and written communication skills • Must be a team player that is able to work in a multi-contractor collaborative environment 	<ul style="list-style-type: none"> • 5+ years of experience in Medicaid IT solutions and services • 3+ years of experience in managing the procurement process. • 5+ years of experience in procurement writing RFP/ITB • 4+ years of experience in MMIS • Working knowledge of Medicaid Transformation Initiative • Bachelor’s degree in business, marketing, communications or similar field or equivalent work experience

12.8 APD Specialist

There will be one dedicated APD Specialist for AMMP.

Responsibilities and Skills	Qualifications
<ul style="list-style-type: none"> • Lead procurement activities for APD creation • Ability to write APD documents • Ability to understand and stay current with CMS APD requirements • Excellent analytical skills • Experience with cost benefit analysis • Excellent MS EXCEL and MS Office suite experience. • Ability to adapt and work in a fast-paced and dynamic group environment • Ability to collaborate with others • Excellent verbal and written communication skills • Must be a team player that is able to work in a multi-contractor collaborative 	<ul style="list-style-type: none"> • 5 years of experience in APDs • Working knowledge of Medicaid Transformation Initiative • Bachelor’s degree in business or similar field or equivalent work experience

environment	
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12.9 MS Project Scheduler

There will be one MS Project Scheduler responsible for integrating all AMMP schedules into the integrated master schedule. The MS Project Scheduler will also be monitoring the PMO and all module schedules.

Responsibilities and Skills	Qualifications
<ul style="list-style-type: none"> • Expert level experience in creating and managing schedules in MS Project 2016 or newer. • Experience in multi-schedule integration • Define schedule specifications for module contractors. • Ability to adapt and work in a fast-paced and dynamic group environment. • Ability to collaborate with others. • Review all schedules weekly to ensure updates have been made. • Perform QC on the weekly submission of all schedules. • Must be a team player that is able to work in a multi-contractor collaborative environment 	<ul style="list-style-type: none"> • 5 years of experience creating IT schedules in MS Project 2016 or newer • 5 years of experience in creating and integrating multiple schedules into one master schedule • Working knowledge of Medicaid Transformation Initiative • Bachelor’s degree in information systems or similar field or equivalent work experience

12.10 Project Analyst/Coordinator

There will be one Project Analyst/Coordinator coordinating the PMO administrative tasks and activities. This person must be on-site at Alabama Medicaid 100% of their time and needs to be filled from contract onboarding.

Responsibilities and Skills	Qualifications
<ul style="list-style-type: none"> • Strong organizational skills • Excellent verbal and written communication skills • Ability to adapt and work in a fast-paced and dynamic group environment. • Ability to collaborate with others. • Must be a team player that is able to work in a multi-contractor collaborative environment 	<ul style="list-style-type: none"> • 3 years of experience as a Project Analyst • 2 years of experience with multi-contractor projects • Expert/Advanced knowledge of all Microsoft Office products • Working knowledge of Medicaid Transformation Initiative • Bachelor’s degree business administration or other related field. Or equivalent work experience

12.11 Lead Business Analyst

Lead Business Analyst positions needs to be filled from contract onboarding and is a key position. The Agency requires an interview with the Lead Business Analyst prior to joining the project. This

person will be responsible monitor and manage requirement processes and procedures for AMMP. Will provide overview to all contractor on writing and documenting requirements. The Lead Business Analyst shall ensure that all requirements’ processes are being adhered by all contractors. The Lead Business Analyst shall also report to the program manager and support the project managers of each module.

Responsibilities and Skills	Qualification
<ul style="list-style-type: none"> • Experience and can manage and supervise a team of senior business analyst. • Excellent and effective stakeholder management skills - comfortable speaking and discussing requirements and scope with users and senior stakeholders. • Excellent written and verbal communications and presentation skills. • Strong analytical, problem solving, data and business process analysis and design skills. • Ability to adapt and work in a fast- paced and dynamic group environment. • Collaborating with prospective users and stakeholders to understand and anticipate their needs and translate them into requirements. • Ability to manage complexity well and demonstrated experience managing across functions to accomplish large scale goals. • A result-driven, independent thinker and initiative individual that is detail oriented, meticulous, and able to handle loads of information. • A team player that can work in a multi-contractor collaborative environment 	<ul style="list-style-type: none"> • Minimum 8 years of experience as a Senior Business Analyst with 3 years working on business process modelling and management. • 5+ years of experience in MMIS or domain knowledge of Medicare, Medicaid or with a major health care payer • Bachelor's degree or equivalent work experience • 5+ years of experience at large multi contractor organizations, including leading centralized or matrixed teams • Experience in using Visio, MS Project, Office 365

12.12 Senior Business Analyst

Senior Business Analyst positions needs to be filled from contract onboarding. These personnel shall be involved from start of the contract to the end of contract. The PMO Contractor shall have at the minimum one (1) dedicated senior business analyst assigned to each module except for CPMS where at the minimum five (5) dedicated senior business analysts must be assigned at any given time. The PMO Contractor shall not assign the dedicated senior business analyst with multiple modules. Where required, the PMO Contractor can add business analyst resources to complete the tasks. The Senior Business Analyst will be responsible for many tasks such as gathering and documenting requirements, use cases in deliverables, artifacts, and tools for AMMP. The Senior Business Analyst shall have strong analytical and interpersonal skills to analyze impacts of changes in the system, ability to understand and relay information to various groups within the Agency and to other module contractors.

Responsibilities and Skills	Qualification
<ul style="list-style-type: none"> • Excellent and effective stakeholder management skills - comfortable speaking and discussing requirements and scope with users and senior stakeholders. • Excellent written and verbal communications and presentation skills. • Excellent research capabilities • Strong analytical, problem solving, data and business process analysis and design skills. • Experience in data conversion activities • Ability to adapt and work in a fast- paced and dynamic group environment • Collaborating with prospective users and stakeholders to understand and anticipate their needs and translate them into requirements. • Ability to manage complexity well and demonstrated experience managing across functions to accomplish large scale goals. • A result-driven, independent thinker and initiative individual that is detail oriented, meticulous, and able to handle loads of information. • A team player that can work in a multi-contractor collaborative environment 	<ul style="list-style-type: none"> • 8+ years of experience as a Senior Business Analyst with 3 years working on business process modelling and management. • 5+ years of experience in MMIS or domain knowledge of Medicare, Medicaid or with a major health care payer • Bachelor's degree or equivalent work experience • 5+ years of experience at large multi contractor organizations, including leading centralized or matrixed teams. • Experience in using Visio, MS Project, Office 365

12.13 Lead Enterprise Architect

There will be one Lead Enterprise Architect that needs to be filled from contract onboarding and is a key position. The Agency requires an interview with the Lead Enterprise Architect prior to joining the project. The Lead Enterprise Architect shall provide senior-level expertise, management, and leadership to the PMO contractor’s Enterprise Architecture team; manage EA resource utilization and team integration; provide regular project updates, and performance and status reports; and manage the EA schedule and deliverables.

Responsibilities and Skills	Qualifications
<ul style="list-style-type: none"> • Establish and implement standards, processes and procedures for the MEA Framework and the MEA tool • Create and facilitate enterprise governance structure for the MEA. • Provides guidance to the AMMP on the use of the MEA for requirements 	<ul style="list-style-type: none"> • 10+ years of experience creating, editing, and/or reviewing enterprise architecture • 6 + years of experience managing multiple enterprise architects involved in creating, editing, and/or reviewing enterprise architecture. • 6 + years of experience leading efforts that

<p>analysis, process improvement or technology opportunities as appropriate.</p> <ul style="list-style-type: none"> • Track industry trends and maintain knowledge of new technologies to make recommendations for the MEA. • Must have a keen eye for detail to ensure the highest standard and quality control measures are in place. • Must be able to lead and manage teams, prioritize tasks, and delegate responsibilities to ensure that projects are completed on time and within budget. 	<p>include working with customers, stakeholders, and business SMEs, to interpret their needs and capturing it in enterprise architecture.</p> <ul style="list-style-type: none"> • 4+ years of experience using of The Open Group Architecture Framework (TOGAF), Business Process Modeling Notation (BPMN), or similar frameworks and modeling standards. • Working knowledge of Medicaid Information Technology Architecture (MITA) 3.0, and the CMS Seven Standards and Conditions • Working knowledge of Medicaid Transformation Initiative, • Bachelor’s degree in computer science, information systems, business, or a related field; or equivalent work experience.
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12.14 Enterprise Architect

There will be two Enterprise Architects to complete the MEA tasks described in Section II.H.8.0 AMMP Medicaid Enterprise Architecture (MEA). These personnel shall be involved from the start of the contract to the end of contract. Where required, the PMO Contractor can add enterprise architect or business analyst resources to complete the MEA.

Responsibilities and Skills	Qualifications
<ul style="list-style-type: none"> • Strong analytical, problem solving, data and business process analysis and design skills. • Excellent written and verbal communications and presentation skills. • Strong organizational skills • Ability to adapt and work in a fast-paced and dynamic group environment. • Ability to collaborate with others. • Must be a team player that is able to work in a multi-contractor collaborative environment 	<ul style="list-style-type: none"> • Expert/Advanced knowledge of all Microsoft Office products • Working knowledge of Medicaid Transformation Initiative • 3+ years of experience working with business SMEs and analyzing business processes to understand process, actor, task, information input & output, etc. • 3+ years of experience creating, editing, and/or reviewing enterprise architecture models and artifacts using of The Open Group Architecture Framework (TOGAF), Business Process Modeling Notation (BPMN), or similar frameworks and modeling standards. • 3+ years of experience managing, creating, editing, reviewing, and reporting on enterprise architecture using an industry standard enterprise architecture tool. • Working knowledge of Medicaid Information Technology Architecture (MITA) 3.0, and the CMS Seven Standards and Conditions • Bachelor’s degree in computer science, information systems, business, or a related

	field; or equivalent work experience.
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12.15 Technical Writer

Technical Writer positions need to be filled from contract onboarding. At the minimum there needs to be two (2) Technical Writers at any given time. These personnel shall be involved in all aspects of AMMP. The Technical Writers need the ability to analyze the Agency needs for documentation and coordinate all aspects of documentation needs. The Technical Writers are responsible for the creation and production of documents, including editing to establish format, correcting errors, and ensuring overall quality, legibility, and compliance with AMMP standards. The Technical Writers will also review and comment on other module contractor documents.

Responsibilities and Skills	Qualification
<ul style="list-style-type: none"> • Excellent grammar, style, writing, verbal communications, and presentation skills. • Ability to adapt and work in a fast- paced and dynamic group environment. • Ability to collaborate with others to craft new and improve content. • Ability to handle multiple projects with conflicting priorities. • Experience in researching, writing, editing, proof and developing technical material for publication. • A result-driven, independent thinker and initiative individual that is detail oriented, meticulous, and able to handle loads of information. • Ability to quickly understand the technology, features, and products. • A team player that can work in a multi-contractor collaborative environment 	<ul style="list-style-type: none"> • Minimum 6 years of experience in writing IT project documents and proposals • Bachelor's degree with 5+ years or equivalent experience • 5+ years of experience at large multi contractor organizations • Experience in using Visio, MS Project, Office 365 •

12.16 OCM Project Lead

There will be one OCM Project Lead for AMMP, and this is a key position. The Agency requires an interview with the OCM Project Lead prior to joining the project.

Responsibilities and Skills	Qualification
<ul style="list-style-type: none"> • Create the OCM Approach and Strategic plan. • Develop Implementation or module specific OCM Plans with Checklist for each module implementation. • Identify OCM Modularity Transition project impacts. • Create and Maintain the OCM Tracking Matrix 	<ul style="list-style-type: none"> • 5+ years of experience in Organizational Change Management • 3+ years of experience as a lead Organizational Change Management • 3+ years of experience on Medicaid or Major Health Care Payer projects • Working knowledge of Medicaid Transformation Initiative

<ul style="list-style-type: none"> • Create and maintain the OCM Project Schedule • Work with the team and Agency to develop OCM transition plan for each project impact. • Track and Resolve Action Items • Execute the Organizational Change Management plan. • Report every 2 weeks on OCM. • Manage the Organizational Change Management Team 	
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12.17 OCM Communication Lead

There will be one OCM Communication Lead for AMMP. This person shall be on site 75% of the time.

Responsibilities and Skills	Qualification
<ul style="list-style-type: none"> • Define the OCM Communication Plan • Report Monthly on OCM Communications • Face person for OCM • Outreach POC • Internal & External comm • Personality (Good listener, confident, observant, good judgment, consistent, proactive and cheerful) • On-site for this role (75%) 	<ul style="list-style-type: none"> • 3 – 5 years of experience in Communications • Obtain OCM training within 6 months of the OCM Communications Lead start date. • Working knowledge of Medicaid Transformation Initiative

12.18 OCM Training Lead

There will be one Training Lead for AMMP.

Responsibilities and Skills	Qualification
<ul style="list-style-type: none"> • Define the OCM Training Plan • Define a plan to measure the success of the OCM Training Plan • Measure the success of the OCM Training Plan • Report Monthly on OCM training 	<ul style="list-style-type: none"> • 3 – 5 years of experience in training • 1 – 2 years of experience in training as a lead • 3 – 5 years of experience on Medicaid or Major Health Care Payer projects • Obtain OCM training within 6 months of the OCM Training Lead start date. • Obtain training on the Agency’s Learning Experience Platform within 3 months of the OCM analyst start date. • Working knowledge of Medicaid Transformation Initiative

12.19 OCM Analyst

There will be multiple positions for the term of contract based on the work per the AMMP roadmap.

Responsibilities and Skills	Qualification
<ul style="list-style-type: none"> • Write, Update, and Review OCM documents. • Assist OCM Leads • Produce meeting minutes 	<ul style="list-style-type: none"> • 3 – 5 years of experience on Medicaid or Major Health Care Payer projects as a Senior Business Analyst • 3 – 5 years of experience reviewing and writing deliverables and training materials • 3 – 4 years of experience with requirements and business processes • Obtain OCM training within 6 months of the OCM analyst start date.

12.20 Staffing Requirements

Master ID	Requirements Description
248	The Contractor shall fill key position identified by the Agency from the contract start through the term of contract: <ol style="list-style-type: none"> 1. Program Manager 2. Project Management Office (PMO) Manager 3. Senior Technical Advisor 4. Communication Manager 5. Lead Business Analyst 6. Lead Enterprise Architect 7. OCM Project Lead
249	The Contractor shall fill key positions identified by the Agency one for each module from start of the contract through the term of the contract: - <ol style="list-style-type: none"> 1. Module Project Manager (all modules except CPMS and SI)
250	The Contractor shall fill three (3) Module Project Manager key positions for the System Integration (SI) at the start of the contract. The Contractor shall keep two (2) of the Module Project Manager key positions for the System Integration (SI) from ninety (90) calendar days after the last module certification until the end of contract.
251	The Contractor shall fill three (3) Module Project Manager key positions for the CPMS from start of the contract through the term of the contract.
252	The Contractor shall fill positions identified by the Agency one per each module from contract start through term of the contract: - <ol style="list-style-type: none"> 1. Senior Business Analyst (all modules except CPMS)
253	The Contractor shall fill five (5) senior business analyst positions for the CPMS module from start of the contract through the term of the contract.
254	The Contractor shall fill positions identified by the Agency one per each active module certification in the time frame defined by the Agency through the term of the contract: - <ol style="list-style-type: none"> 1. Certification Lead
255	The Contractor shall fill positions identified by the Agency one per each active procurement as requested by the Agency: - <ol style="list-style-type: none"> 1. Procurement/Contract/RFP/ITB Lead
256	The Contractor shall fill positions identified by the Agency from start of the contract through the term of the contract: - <ol style="list-style-type: none"> 1. APD Specialist 2. Microsoft Project Scheduler 3. Project Analyst/Coordinator 4. OCM Communication Lead 5. OCM Training Lead
257	The Contractor shall fill two (2) Enterprise Architect positions from start of the contract through the term of the contract.
258	The Contractor shall fill two (2) Technical Writer positions from start of the contract through the term of the contract.

259	The Contractor shall fill six (6) OCM Analyst position from the start of the contract through the term of the contract.
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12.21 Staffing Deliverables

The PMO Deliverable Schedule document located in the procurement library list the project services, deliverables, and templates.

12.22 Staffing Vendor Response

Vendors must answer each narrative question or statement clearly, completely, and in the format designated in Section VI. Submission Requirements, subsection N, Tab 6 – Scope of Work and Narrative Response and in alignment with example provided below. Each narrative question response must address the applicable specification(s) and should include any Vendor-specific knowledge, creativity, or innovation that shows how the topic will support the Agency’s goals and objectives. All questions must have a detailed response. An unclear or incomplete response to a question will result in a lower score. Any question that does not have a response will be regarded as non-responsive and may cause the submission to be rejected.

As a part of the response to this Proposal, the PMO Vendor must describe how they plan to perform each of the following in a max of 10 pages (5 pages front and back) as listed in this Staffing Section of the RFP.

As part of the proposal submission the Vendor must: -

- Q- 43. Describe your approach to staff the program with experienced and qualified personnel to meet the program needs on day 1 of the contract.*
- Q- 44. Provide as part of the proposal the employee qualification matrix. (Example in procurement library.*
- Q- 45. Describe your approach to fill position(s) that become vacant during the contract period*
- Q- 46. Describe your approach to provide program and project orientation to integrate your new personnel joining the program.*
- Q- 47. Describe your approach to plan for getting knowledge transfer from the other contractor.*
- Q- 48. Describe your approach to minimize personnel turnover.*
- Q- 49. Describe your experience in managing remote workforce to ensure high productivity.*

III. Pricing

Vendor’s response must specify a firm and fixed fee for all aspects of this RFP. The firm and fixed price of each year must be stated in the RFP Cover Sheet on the first page of this document and Appendix C. Pricing (Schedule).

Vendors must respond to this RFP by 1) utilizing the RFP Cover Sheet to indicate the firm and fixed price for the implementation and updating/operation phase to complete the scope of work, and 2) submitting a completed Appendix C: Pricing (Schedule) according to the instructions provided within Appendix C and including signed, printed copies of all Pricing Schedules. The Agency will only accept completed forms/worksheets, as presented, and only contained in Appendix C. Pricing (Schedule).

IV. General

The Alabama Medicaid Agency is responsible for the administration of the Alabama Medicaid Program under a Federally approved State Plan for Medical Assistance. Through teamwork, the Agency strives to enhance and operate a cost-efficient system of payment for health care services rendered to low income individuals through a partnership with health care providers and other health care insurers both public and private.

Medicaid's central office is located at 501 Dexter Avenue in Montgomery, Alabama. Central office personnel are responsible for data processing, program management, financial management, program integrity, general support services, professional services, and recipient eligibility services. For certain recipient categories, eligibility determination is made by Agency personnel located in eleven (11) district offices throughout the State and by one hundred forty (140) out-stationed workers in designated hospitals, health departments and clinics. Medicaid eligibility is also determined through established policies by the Alabama Department of Human Resources and the Social Security Administration. The Alabama Medicaid Agency serves approximately 1,000,000 Alabama citizens each year through a variety of programs.

Services covered by Medicaid include, but are not limited to, the following:

1. Physician Services
2. Inpatient and Outpatient Hospital Services
3. Rural Health Clinic Services
4. Laboratory and X-ray Services
5. Nursing Home Services
6. Early and Periodic Screening, Diagnosis and Treatment
7. Dental for children ages zero (0) to twenty (20)
8. Home Health Care Services and Durable Medical Equipment
9. Family Planning Services
10. Nurse-Midwife Services
11. Federally Qualified Health Center Services
12. Hospice Services
13. Prescription Drugs
14. Optometric Services
15. Transportation Services
16. Hearing Aids
17. Intermediate Care Facilities for Individuals with Intellectual Disabilities
18. Prosthetic Devices
19. Outpatient Surgical Services
20. Renal Dialysis Services
21. Home and Community Based Waiver Services
22. Prenatal Clinic Services

23. Mental Health Services

Additional Medicaid program information can be found at www.medicaid.alabama.gov.

This document outlines the qualifications which must be met in order for an entity to serve as a Contractor. It is imperative that potential Contractors describe, **in detail**, how they intend to approach the Scope of Work specified in Section II of the RFP. The ability to perform these services must be carefully documented, even if the Contractor has been or is currently participating in a Medicaid Program. 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 necessary supporting documentation.

The Vendor must demonstrate in the proposal a thorough working knowledge of program policy requirements as described, herein, including but not limited to the applicable Operational Manuals, State Plan for Medical Assistance, Administrative Code and Code of Federal Regulations (CFR) requirements.

Entities that are currently excluded under Federal and/or State laws from participation in Medicare/Medicaid or any State's health care programs are prohibited from submitting bids.

V. Corporate Background and References

Entities submitting proposals must:

1. Provide evidence that the Vendor possesses the qualifications required in this RFP. If a subcontractor is necessary, the Vendor must identify the percentage of work, as measured by the total Proposal price, to be performed by the subcontractor. The Vendor submitting the proposal must perform 51% or more of the work of this RFP. *All contractor and subcontractor employees must work in the continental United States.*
2. Provide a description of the Vendor's organization, including:
 - a. Date established.
 - b. Ownership (public company, partnership, subsidiary, etc.). Include an organizational chart depicting the Vendor's organization in relation to any parent, subsidiary or related organization.
 - c. Number of employees and resources.
 - d. Names and resumes of Senior Managers and Partners in regard to this contract.
 - e. A list of all similar projects the Vendor has completed within the last three years.
 - f. A detailed breakdown of proposed staffing for this project, including names, education background, experience and resumes of all key position that will be assigned to this project.
 - g. A list of all Medicaid agencies or other entities for which the Vendor currently performs similar work.
 - h. Have at a minimum five (5) years of experience and knowledge in MMIS Modularity multi-vendor projects in the areas as described above.
 - i. Have at a minimum five (5) years of experience in MMIS, CMS Seven Conditions and Standards, MITA and MMIS Certification.
3. Furnish three (3) references for projects of similar size and scope to support the experience requirements listed above, including contact name, title, telephone number, and address

using Appendix G: Corporate Reference Worksheet. Performance references should also include contract type, size, and duration of services rendered. **You may not use any Alabama Medicaid Agency contract as a reference. Two of the three references must be other State MMIS Modernization PMO contracts wherein the submitter is the primary vendor.**

4. 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.
5. Vendor's acknowledgment that the State will not reimburse the Contractor until: (a) the Project Director has approved the invoice; and (b) the Agency has received and approved all deliverables covered by the invoice.
6. Details of any pertinent judgment, criminal conviction, investigation or litigation pending against the Vendor or any of its officers, directors, employees, agents or subcontractors of which the Vendor has knowledge, or a statement that there are none. The Agency reserves the right to reject a proposal solely on the basis of this information.
7. The Vendor and sub-contractor(s) must have and submit as part of the proposal response, all necessary business licenses, registrations and professional certifications required at the time of the contracting to be able to do business in Alabama. All companies submitting proposals in response to this RFP must be qualified to transact business in the State of Alabama in accordance with to include, but not limited to, Code of Alabama 1975, 10A-1- 7.01 et seq., and shall have filed and possess a valid "Application for Registration" issued by the Secretary of State at the time of responding to this RFP. To obtain forms for the application, contact the Secretary of State, (334) 242-5324, <https://www.sos.alabama.gov>.

The State reserves the right to use any information or additional references deemed necessary to establish the ability of the Vendor to perform the conditions of the contract.

A. Experience Requirements

The Agency determined a minimum set of PMO Contractor qualifications and experience that any potential contractor must possess to fulfill the obligations of this RFP and resulting contract. Any Vendor responding to this RFP may be required to furnish additional information supporting their capability to comply with the conditions for submitting a response and fulfilling the contract if receiving an award. The Agency reserves the right to use any information or additional references deemed necessary to establish the ability of the Vendor to perform the conditions of the contract.

The Agency will accept experience and qualifications from any potential Contractor under either/both their current legal business name, as registered with the Agency, or experience and qualifications attained under a previous legal business name or business entity that has been consolidated, acquired, or merged under a different business, legal entity, so long as it is accompanied with a signed, executed, certificate of merger, as filed with the Agency. Before the award of any contract, the Agency shall be satisfied that the Vendor has sufficient qualified resources available for performing the work described in this RFP.

1. PMO Experience

The vendor shall provide evidence of a minimum of five (5) prior years of experience in MMIS Modularity multi-vendor procurement and DDI projects in the areas of Program Management,

Business Analysis and Enterprise Architecture. Provide evidence of a minimum five (5) years of experience in MMIS, CMS Seven Conditions and Standards, MITA and MMIS Certification. Furnish three (3) references for projects of similar size and scope to support the experience requirements listed above, including contact name, title, telephone number, and address. Performance references should also include contract type, size, and duration of services rendered. **You may not use any Alabama Medicaid Agency contract as a reference. Two of the three references must be other State MMIS contracts listed as the primary vendor. See Appendix G: Corporate Reference Worksheet.**

- The bidder must identify any Corrective Action Plan, penalties, or discounts incurred due to poor performance on a contract. The bidder must also identify instances that their solution resulted in delays with CMS certification or instances where their solution resulted in an impact to the state FFP.

VI. Submission Requirements

A. Authority

This RFP is issued under the authority of Section 41-4-110 et.seq of the Alabama Code and 45 CFR part 75. 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.

In accordance with 45 CFR part 75, 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 and supplies.

Information contained in the RFP and its exhibits, including amendments and modifications thereto, reflect the most accurate information available to the Agency at the time of RFP preparation. No inaccuracies in such data will constitute a basis for an increase in payments to the Contractor, nor a basis for delay in performance.

B. Single Point of Contact

From the date this RFP is issued until a Vendor is selected and the selection is announced by the Project Director, all communication must be directed to the Project Director in charge of this solicitation. **Vendors or their representatives must not communicate with any State staff or officials regarding this procurement with the exception of the Project Director.** Any unauthorized contact may disqualify the Vendor from further consideration. Contact information for the single point of contact is as follows:

Project Director:

Address:

E-Mail Address:

Shannon Crane

Alabama Medicaid Agency

Lurleen B. Wallace Bldg.

501 Dexter Avenue

PO Box 5624

Montgomery, Alabama 36103-5624

PMO@medicaid.alabama.gov

C. RFP Documentation

1. Procurement Library

The Agency established a Procurement Library that contains the necessary documents and artifacts needed for a Vendor to complete their proposal. The documents are available for downloading from the Alabama Medicaid Procurement website;

(https://medicaid.alabama.gov/content/2.0_Newsroom/2.4_Procurement.aspx)

See [Appendix F: RFP Documentation](#) for a complete list of contents.

2. Access Controlled SharePoint

The Agency maintains an access-controlled SharePoint site that contains Agency approved policies, procedures, and processes for the following:

- IT Project Governance
- Security Governance
- Data Governance

The Agency expects for Vendors to review artifacts contained in the access-controlled SharePoint for both Security Governance and Data Governance, as those specified items have significant relevance to the SOW for the PMO Contractor. Items and artifacts designated under the IT Project Governance category are superseded by the project management and program management processes, procedures, and deliverables ascribed within this RFP by the AMMP Program Management Office (PMO).

To gain access, Vendors are required to submit the Request for Access: PMO RFP Access Controlled SharePoint Form (PL16 AMA IST Governance SharePoint Site Access Request Form), one per Vendor, not per individual, via email to PMO@medicaid.alabama.gov. Once a request is received and approved, the RFP Coordinator will respond to the requestor with access instructions and the credentials necessary to logon to the access-controlled SharePoint site, for only the requestor listed. Requests received two (2) weeks prior (or less) to the proposal due date as listed in Section B Schedule of Events Table -1 will not be granted.

Do not send more than one request per Vendor. Subcontractors interested in bidding may also request access in the same manner as listed above. The Agency reserves the right to deny any request for access privilege to the Controlled SharePoint site. Access privileges will be terminated at the close of the proposal response due date and time, as listed in Table B-1: Schedule of Events.

See [Appendix F: RFP Documentation](#) for a complete list of Access Controlled SharePoint contents.

D. Questions Regarding the RFP

Vendors with questions requiring clarification or interpretation of any section within this RFP must submit questions and receive formal, written replies from the State. Each question must be submitted to the Project Director via email. Questions and answers will be posted on the website when available.

E. Acceptance of Standard Terms and Conditions

Vendors must submit a statement of attestation, as part of the Transmittal Letter, that the Vendor has an understanding of and will comply with the terms and conditions as set out in this RFP. Any

addition or exception to the terms and conditions are considered severed, null, and void and may result in the Vendor's proposal deemed non-responsive.

F. Adherence to Specifications and Requirements

Vendor must submit a statement stating that the Vendor has an understanding of and will comply with the specifications and requirements described in this RFP.

G. Order of Precedence

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. Should the State issue 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.

H. Vendor's Signature

The proposal must be accompanied by the RFP Cover Sheet signed in ink by an individual authorized to legally bind the Vendor. The Vendor's signature on a proposal in response to this RFP guarantees that the offer has been established without collusion and without effort to preclude the State from obtaining the best possible supply or service. Proof of authority of the person signing the RFP response must be furnished upon request.

I. 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 Schedule of Events, or receipt of best and final offer, if required, and Vendor so agrees in submitting the proposal.

J. State Not Responsible for Preparation Costs

The costs for developing and delivering responses to this RFP and any subsequent presentations of the proposal as requested by the State are entirely the responsibility of the Vendor. The State is not liable for any expense incurred by the Vendor in the preparation and presentation of their proposal, or any other costs incurred by the Vendor prior to execution of a contract.

K. 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;
- 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 RFP website);
- Not award any contract.

L. Price

Vendors must respond to this RFP by utilizing the RFP Cover Sheet to indicate the firm and fixed price for the implementation and updating/operation phase to complete the scope of work.

M. E-Verify Memorandum of Understanding

The proposal response must include an E-Verify Memorandum of Understanding with the Department of Homeland Security.

N. Proposal Format

1. Each proposal must be prepared on standard 8 ½" x 11" paper, using a font no smaller than 11-point with 1" margins, and must be bound. The Agency will only allow the following exceptions:
 - Graphics and tables may contain font no smaller than 8-point.
 - Detailed illustrations or graphics (on a limited basis) may be printed on no larger than 8 ½" x 14" paper and folded to fit within the binders.
 - Pre-printed documents (e.g., financial statements, required materials) may be included in their original, existing formats, margins, size, and fonts for the original and additional hard copies submitted.

The Vendor acknowledges and accepts full responsibility to ensure that no changes are made to the RFP. 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, as stated in Section VI.G. – Submission Requirements – Order of Precedence. Should Medicaid issue addenda to the original RFP, then said addenda, being more recently issued, would prevail against both the original RFP and the Vendor's proposal.

Responses will adhere to the page limits for each Tab (and/or Section) as notated in RFP Section VI.N. – Submission Requirements – Proposal Format, Item 1 – Proposal Structure. Economy in preparation is encouraged. Additional credit is not given for extra description beyond that which is necessary.

Proposals must not include references to information located elsewhere, such as Internet websites. Information or materials presented by the Vendor outside the formal response or subsequent discussion/negotiation, if requested, will not be considered, and will have no bearing on any award.

This RFP and its attachments are available on Medicaid's website. The Vendor acknowledges and accepts full responsibility to ensure that no changes are made to the RFP. 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. Should Medicaid issue addenda to the original RFP, then said addenda, being more recently issued, would prevail against both the original RFP and the Vendor's proposal.

1. Proposal Structure

Proposal Responses shall be in clear, concise language. This is defined as easy-to-understand, non-technical information unless describing technology and/or architecture requirements.

Proposals must demonstrate the ability to meet all RFP specifications. Failure to address any of the required specifications will result in the proposal not meeting the responsiveness requirement. See Section VII. Evaluation and Selection Process. Proposals deemed not responsive will not be considered. The Proposal must include the specifications with ten separate sections with named/labeled tabs presented in the following order:

a. Tab 1 – RFP Cover Sheet

The proposal response for this tab must ONLY contain a completed RFP Cover Sheet. The completed RFP Cover Sheet must identify a contact person for the proposal including full name, title, address, telephone number, e-mail address and fax number. All correspondence regarding the proposal will be directed to this individual.

b. Tab 2 – Proposal Compliance Checklist

The Proposal Response in this tab should ONLY contain a completed copy of [Appendix A: Proposal Compliance Checklist](#).

c. Tab 3 – Master Proposal Table of Contents

The proposal response for this tab does not have a page count requirement or limitation and must ONLY contain a Master Proposal Table of Contents (TOC) with titles for each Tab (starting with Tab 4), subsections (within each Tab), Narrative Question ID numbers, tables, figures, and appendices, including beginning page numbers. Page numbers must be labeled and sequential per tab (e.g., 4-1, 4-2); each new tab is expected to restart page counts.

d. Tab 4 – Transmittal Letter

The proposal response for this tab does not have a page count requirement or limitation and must ONLY contain the Transmittal Letter and all applicable enclosures as specified below. The Transmittal Letter is a cover letter addressed to the Project Director that includes the following:

1. Name of the corporation or other legal entity submitting the proposal. Vendor must use this section to state whether it is a partnership, non-profit corporation, Alabama Corporation, Non-Alabama Corporation, or some other structure.
2. A statement that the Vendor has an understanding of and will comply with the terms and conditions as set out in this RFP. Any addition or exception to the terms and conditions are considered severed, null, and void and may result in the Vendor's proposal deemed non-responsive.

- a. The Vendor understands and shall comply with all the specifications, requirements, and provisions of the RFP statement acknowledging and agreeing to all of the rights of the State contained in the provisions of this RFP.
 - b. A statement that the Vendor understands and will comply with the specifications and requirements described in this RFP.
3. A statement of compliance with Affirmative Action and Equal Employment Opportunity regulations.
4. A statement acknowledging and agreeing to all of the rights of the State contained in the provisions of this RFP.
5. A statement that, unless otherwise required by law, the prices quoted must not be knowingly disclosed by the Vendor, directly or indirectly, prior to award of the contract, to any other Vendor, competitor, or any other person or entity.
6. A statement that no person or agency has been employed or retained to solicit or secure the proposed contract based on an agreement or understanding for a commission, percentage, brokerage, or contingent fee.
7. A statement that any person submitted as a candidate, for any position defined in this RFP, will be exclusive to ONLY this Vendor proposal response and cannot be submitted as a candidate in another Vendor's proposal. Furthermore, any candidate submitted for any position defined in this RFP that is discovered to be submitted by more than one Vendor for potential work assigned as part of this engagement will be considered disqualified.
8. A statement that the Vendor and its subcontractors will maintain a drug-free workplace.
9. A statement acknowledging that the successful Vendor will be required to complete (RFP) Contract and Attachments listed as [Appendix B: Contracts Attachments](#) in this RFP, inclusive of the Alabama Medicaid Agency Business Associate Addendum and a State of Alabama Disclosure Statement with the executed contract. See [Appendix B: Contract Attachments](#) for all required forms.
10. A statement that the Vendor has reviewed PL14 AMMP Tools List and understands the number of accounts provided upon contract award to the successful Vendor.
11. A statement that the Vendor's Pricing Schedule includes all necessary solution components and services, as proposed, to meet the Agency's solution requirements and expectations as listed in this RFP.
12. The letter must include a statement identifying any and all subcontractors and percentage of work done by subcontractors, if any, who are needed in order to satisfy the requirements of this RFP.
13. The proposal includes a written confirmation that the Agency will not reimburse the Contractor until: (a) the Project Director has approved the invoice; and (b) the Agency has received and approved all deliverables covered by the invoice.
14. The proposal includes a written confirmation that the Contractor understands the Conflict-of-Interest Exclusion prohibiting the Contractor from responding to any other contracts related to this RFP.
15. A statement attesting that all Contractor and subcontractor employees must work in the continental United States.

16. Vendors will include all signed Amendments, as an enclosure, after their signed Transmittal Letter, within Tab 4.

e. Tab 5 – Pricing Schedule

The proposal response for this tab does not have a page count requirement or limitation and must ONLY contain the completed [Appendix C: Pricing](#). The pricing schedule must be complete, correct, each page printed, and each schedule signed (wet signature), and dated. Pricing schedules that do not meet all of the above criteria will be considered non-responsive and will not be evaluated any further. The total firm and fixed contract price from [Appendix C: Pricing](#), must be entered on the RFP Cover Sheet.

f. Tab 6 – Scope of Work and Narrative Response

This Tab must include narrative responses to all sub-sections within RFP Section II – Scope of Work and all section-specific narrative questions contained within this RFP. In this tab the Vendor will provide a response aligned to the following format:

- Tab 6 CANNOT exceed max 78 pages (39 pages front and back), in length.
- Vendors MUST provide a Narrative Response to all Section II – Scope of Work Narrative Questions
- The Narrative Response to the entire Section II – Scope of Work must be laid out, organized, and flowed in accordance with the order/manner and sequencing as it is presented and laid out, within this RFP.
- Vendors answers to Narrative Questions MUST follow sub-sectional Narrative Responses, as presented, laid out, and sequenced with the RFP
 - With each question and corresponding answer clearly marked/identified and referenced as listed/numbered within the RFP
- Duplicative/Repetitive answers can be cross referenced for brevity.
- The Vendor should identify and/or label any specific references to applicable requirements in-line with the text (e.g., “REQ – XXXX”)
- Unless specified otherwise Vendors are required to contain their response to the ENTIRE Section II – Scope of Work within Tab 6

Vendor Narrative Response to Section II. – Scope of Work –Narrative Questions

Vendor must describe their proposed approach, providing applicable examples of evidence supporting the proposed approach, to completing all of Section II – Scope of Work. The Vendor must also demonstrate a clear understanding of the services and support requested within Section II – Scope of Work. The Narrative Response to the entire SOW must be laid out, organized, and flowed in accordance with the order/manner as it is presented and laid out, within this RFP and the vendor must respond to all questions.

Example of Vendor Response to Agency Narrative Questions (as included within) Section II – Scope of Work.

Response to Narrative Questions – Common Processes

Vendor Response to Agency Narrative Questions (as included within) Section II – Scope of Work

Response to Narrative Questions – Common Processes

Q- 1. Provide a high-level project schedule that indicates how you will manage tasks and responsibilities. This high-level project schedule will be used until the detail project schedule is approved.

Vendor response to Question/Statement. Identify and/or label any specific references to applicable requirements in-line with the text (e.g., “REQ – XXXX”).

Q - 2. Define how the integrated project schedule will be developed and maintained. This must include how the integrated project schedule will be used to identify critical path as well as concerns.

Vendor response to Question/Statement. Identify and/or label any specific references to applicable requirements in-line with the text (e.g., “REQ – XXXX”).

Response to Narrative Questions – Project Phase

Q- 19. Define how you plan to structure your project team for AMMP Program

Vendor response to Question/Statement. Identify and/or label any specific references to applicable requirements in-line with the text (e.g., “REQ – XXXX”).

Response to Narrative Questions – Staffing

Q- 36. Describe your approach to staff the program with experienced and qualified personnel to meet the program needs on day 1 of the contract.

This format must be utilized for responding to question in the AMMP Requirements, AMMP Medicaid Enterprise Architecture (MEA), AMMP Technical Advice and Assistance and Organizational Change Management (OCM) sections as well.

g. Tab 7 – RRM and Deliverables (Requested for Submittal)

Provide the following items as part of Tab 7:

1. Completed, signed [Appendix E: Requirements Response Matrix](#) (RRM)
2. Draft high-level PMO Project Schedule
3. Draft sample, or example of a High-level Project Schedule
4. Comprehensive list of all proposed software components for the PMO, including a description and its purpose.

h. Tab 8 – Corporate Background, Experience, and Personnel

Entities submitting proposals must:

1. Provide evidence that the Vendor possesses the qualifications required in this RFP. If a subcontractor is necessary, the Contractor must identify the percentage of work, as measured by the total Proposal price, to be performed by the subcontractor. Any work

to be performed by a proposed subcontractor, cannot exceed 49% of the total Proposed price. *All contractor and subcontractor employees must work in the continental United States.*

2. Provide a description of the Vendor's organization, including:
 - a) Date established.
 - b) Ownership (public company, partnership, subsidiary, etc.). Include an organizational chart depicting the Vendor's organization in relation to any parent, subsidiary, or related organization.
 - c) Number of employees and resources.
 - d) Names and resumes of Senior Managers and Partners in regard to this contract.
 - e) A list of all similar projects the Vendor has completed within the last five years.
 - f) A detailed breakdown of proposed staffing for this project, including names, education background and resumes of all employees that will be assigned to this project.
 - g) A list of all Medicaid agencies or other entities for which the Vendor currently performs similar work.
 - h) Have at a minimum five (5) years of experience and knowledge in MMIS Modularity multi-vendor projects in the areas as described above.
 - i) Have at a minimum five (5) years of experience in MMIS, CMS Seven Conditions and Standards, MITA and MMIS Certification.
3. Furnish three (3) references for projects of similar size and scope to support the experience requirements listed above, including contact name, title, telephone number, and address using [Appendix G: Corporate Reference Worksheet](#). Performance references should also include contract type, size, and duration of services rendered. **You may not use any Alabama Medicaid Agency contract as a reference. Two of the three references must be other State MMIS Modernization PMO contracts wherein the submitter is the primary vendor.**
4. 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.
5. Vendor's acknowledgment that the State will not reimburse the Contractor until: (a) the Project Director has approved the invoice; and (b) the Agency has received and approved all deliverables covered by the invoice.
6. Details of any pertinent judgment, criminal conviction, investigation or litigation pending against the Vendor or any of its officers, directors, employees, agents or subcontractors of which the Vendor has knowledge, or a statement that there are none. The Agency reserves the right to reject a proposal solely on the basis of this information.
7. The Vendor and sub-contractor must have, and submit as part of their proposal, all necessary business licenses, registrations and professional certifications at the time of the contracting to be able to do business in Alabama. All companies submitting proposals in response to this RFP must be qualified to transact business in the State of Alabama in accordance with to include, but not limited to, Code of Alabama 1975, 10A-1- 7.01 et seq., and shall have filed and possess a valid "Application for Registration" issued by the Secretary of State at the time of responding to this RFP. To

obtain forms for the application, contact the Secretary of State, (334) 242-5324, www.sos.state.al.us.

8. Vendor Procurement Participation Restrictions

Provide a narrative response that describes and explains the Vendor's understanding of the Procurement Participation Restrictions as laid out in the RFP.

9. Experience Requirements

Provide a narrative response that describes and explains how the Vendor, and/or any proposed sub-contractors, meet and exceed the Experience Requirements as laid out in the Section V.A. – Experience Requirements.

10. Required Key Personnel

Provide résumés for all resources that are proposed to hold a Key Personnel position as denoted in RFP Section II.8 – Scope of Work, Staffing

i. Tab 9 – Corporate References

The proposal response for this tab does not have a page count requirement or limitation, and should include:

- All required (and any optional/additional and subcontractors) and completed [Appendix G: Corporate Reference Worksheet](#).
- Minimum of three (3) references ([Appendix G: Corporate Reference Worksheet](#)). Vendors are encouraged to submit additional references, beyond the three (3) required references to help illustrate additional experience with Project Management Office or the services required in this RFP.

j. Tab 10 – Additional Attachments

The proposal response for this tab does not have a page count requirement or limitation, and should include:

- Signed, Pricing Schedule A through F
- Additional, sample, draft, example Deliverables and/or Artifacts, Templates, supporting the responses in Tabs 6 – 8.

O. Proposal Withdrawal

Proposals shall be irrevocable until Contract award unless the proposal is withdrawn. Vendors may withdraw a response at any time up to the proposal due date and time, as listed in Table B-I-1: Schedule of Events. To accomplish this, the written request must be signed by an authorized representative of the Vendor and submitted to the Project Director, as listed in RFP Section VI.B. – Submission Requirements – Single Point of Contact. If a previously submitted response is withdrawn before the deadline, the Vendor may submit another response at any time up to the proposal due date and time, as listed in Table B-I-1: Schedule of Events.

P. Proposal Amendment

Medicaid will not accept any amendments, revisions, or alterations to proposals after the deadline for submitting proposals unless such is formally requested, in writing, by the Agency.

Q. Proposal Errors

The Vendor is liable for all errors or omissions contained in their proposals. The Vendor will not be allowed to alter proposal documents after the deadline for submitting proposals. If the Vendor needs to change a previously submitted proposal, the Vendor must withdraw the entire proposal and may submit the corrected proposal before the deadline for submitting proposals.

R. Disclosure of Proposal Contents

Proposals and supporting documents are kept confidential until the evaluation process is complete, a Vendor has been selected, and the contract has been signed by all required parties. Vendors should be aware that any information in a response may be subject to disclosure and/or reproduction under Alabama law. Designation as proprietary or confidential may not protect any materials included within the response from disclosure if required by law. Vendors should redact, mark, or otherwise designate any material that they believe is proprietary or otherwise confidential by labeling the page as “CONFIDENTIAL.” The Vendor must also state any legal authority as to why that material should not be subject to public disclosure under Alabama open records law and is marked as Proprietary Information. By way of illustration but not limitation, “Proprietary Information” may include trade secrets, inventions, mask works, ideas, processes, formulas, source and object codes, data, programs, other works of authorship, know how, improvements, discoveries, developments, designs, and techniques.

Information contained in the Pricing Section may not be marked confidential. It is the sole responsibility of the Vendor to indicate information that is to remain confidential. Medicaid assumes no liability for the disclosure of information not identified by the Vendor as confidential. If the Vendor identifies its entire proposal as confidential, Medicaid may deem the proposal as non-compliant and may reject it.

S. Submission of Proposals

Proposals must be sealed and labeled on the outside of the package to clearly indicate that they are in response to RFP Number: 2023-PMO-02. Proposals must be sent to the attention of the Project Director and received at the Agency as specified in the Schedule of Events. It is the responsibility of the Vendor to ensure receipt of the Proposal by the deadline specified in the Schedule of Events.

T. Copies Required

Vendors must submit the following in response to this RFP:

1. One (1) original Proposal with original signatures in ink, in a three-ring binder. Tab 6 – Scope of Work and Narrative Response shall be printed single-sided. Vender must identify the original hard copy clearly on the outside of the proposal. See Section VI.N – Submission Requirements – Proposal Structure.
1. Three (3) additional hard copies (of the original proposal) in binder form.
2. A jump drive clearly labeled with the Vendor name with the following content. The Agency must be able to read and copy files; Vendors must provide passwords for any encryption that they use.
3.
 - a) One single searchable PDF file containing the entire proposal (Tabs 1 through 10) that MUST be a complete version of the Vendor’s response.

- b) One single searchable PDF file containing the entire proposal (Tabs 1 through 10) that MUST have any information asserted as confidential or proprietary removed.
- c) One separate searchable PDF file for each Tab of the proposal that MUST be a complete version of the Vendor's response, and the filename shall include the Tab number and name.
- d) Where applicable, one separate searchable PDF file for each Tab of the proposal that has any information asserted as confidential or proprietary removed, and the filename shall include the Tab number and name and that is has been redacted.
- e) One MS Word file of Tab 6 – Scope of Work and Narrative Response, that MUST be a complete version of the Vendor's response.
- f) One MS Word file of Tab 6 – Scope of Work and Narrative Response, that MUST have any information asserted as confidential or proprietary removed.
- g) Completed copy of the Pricing Schedule MS Excel file as submitted in the Vendor's response.
- h) Completed copy of the Requirements Response Matrix (RRM) MS Excel file as submitted in the Vendor's response

U. Late Proposals

Regardless of cause, late proposals will not be accepted and will automatically be disqualified from further consideration. It shall solely be the Vendor's responsibility to ensure delivery at the Agency by the designated deadline. Late proposals will not be opened and may be returned to the Vendor at the expense of the Vendor or destroyed if requested.

V. Proposal Clarifications

The Agency reserves the right to request clarifications with any or all Vendors if they are necessary to properly clarify compliance with the requirements of this RFP. The Agency will not be liable for any costs associated with such clarifications. The purpose of any such clarifications will be to ensure full understanding of the proposal. Clarifications will be limited to specific sections of the proposal identified by the Agency. If the Agency requests clarifications, the Vendor must put such clarifications in writing within the specified time frame.

VII. Evaluation and Selection Process

Section II – Scope of Work outlines the Vendor capabilities, and Section V – Corporate Background and References – Experience Requirements outlines the requirement qualifications that are necessary and must be met for an entity to serve as PMO Contractor. It is imperative that Vendors describe, in detail, how they intend to approach the Scope of Work of this RFP in order for their response to be evaluated by the Evaluation Committee.

A. 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; 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 listed in [Appendix A: Proposal Compliance Checklist](#) will be deemed non-responsive and not considered further in the evaluation process (and thereby rejected).

B. Determination of Responsibility

The Project Director will determine whether a Vendor has met the standards of responsibility. In determining responsibility, the Project Director 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. If a Vendor is found non-responsible, a written determination will be made a part of the procurement file and mailed to the affected Vendor.

C. 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.

D. Evaluation Committee

An Evaluation Committee appointed by the Project Director will read the proposals, conduct corporate and personal reference checks, score the proposals, and make a written recommendation to the Commissioner of the Alabama Medicaid Agency. The Agency may change the size or composition of the Committee during the review in response to exigent circumstances.

E. Scoring

The Evaluation Committee will score the proposals using the scoring system shown in the Table 2: PMO RFP Evaluation Scoring Breakdown. The highest score that can be awarded to any proposal is 100 points.

Table 2: PMO RFP Evaluation Scoring Breakdown

Evaluation Factor	Highest Possible Score
Pricing Schedule	25
Scope of Work / Narrative Question Responses	25
RRM and Deliverables (Requested for Submittal)	20
Corporate Background and Experience	20
Corporate Reference	10
Total	100

F. Determination of Successful Proposal

The Vendor whose proposal is determined to be in the best interest of the State will be recommended as the successful Contractor. The Project Director will forward the Evaluation Committee’s recommendation, with documentation to justify the Committee’s recommendation, through the supervisory chain to the Commissioner.

The Commissioner will review the Committee's recommendation as well as the Vendor's past performance under previously awarded contracts, if applicable. The Vendor whose proposal is determined by the Commissioner to be in the best interests of the State will be recommended as the successful contractor. When the final approval is received, the State will notify the selected Vendor. If the State rejects all proposals, it will notify all Vendors.

VIII. General Terms and Conditions

A. General

This RFP and Contractor's response thereto shall be incorporated into a contract by the execution of a formal agreement. The contract and amendments, if any, are subject to approval by the Governor of the State of Alabama.

The contract shall include the following:

- Executed contract
- RFP, attachments, and any amendments thereto
- Contractor's response to the RFP, and shall be construed in accordance with and in the order of the applicable provisions of:
 - a) Title XIX of the Social Security Act, as amended and regulations promulgated hereunder by Health & Human Services (HHS) and any other applicable federal statutes and regulations
 - b) The statutory and case law of the State of Alabama
 - c) The Alabama State Plan for Medical Assistance under Title XIX of the Social Security Act, as amended
 - d) The Medicaid Administrative Code
 - e) Medicaid's written response to prospective Vendor questions

B. Compliance with State and Federal Regulations

Contractor shall perform all services under the contract in accordance with applicable federal and state statutes and regulations. Medicaid retains full operational and administrative authority and responsibility over the Alabama Medicaid Program in accordance with the requirements of the federal statutes and regulations as the same may be amended from time to time.

C. Term of Contract

The initial contract term shall be for two (2) years effective January 1, 2025, through January 31, 2027. Alabama Medicaid shall have three (3), one-year options for extending this contract if approved by the Legislative Contract Review Oversight Committee. At the end of the contract period Alabama Medicaid may at its discretion, exercise the extension option and allow the period of performance to be extended at the rate indicated on the RFP Cover Sheet. The Contractor will provide pricing for each year of the contract, including any extensions.

Contractor acknowledges and understands that this contract is not effective until it has received all requisite state government approvals, and Contractor shall not begin performing work under this

contract until notified to do so by Medicaid. Contractor is entitled to no compensation for work performed prior to the effective date of this contract.

D. Contract Amendments

No alteration or variation of the terms of the contract shall be valid unless made in writing and duly signed by the parties thereto. The contract may be amended by written agreement duly executed by the parties. Every such amendment shall specify the date its provisions shall be effective as agreed to by the parties.

The contract shall be deemed to include all applicable provisions of the State Plan and of all State and Federal laws and regulations applicable to the Alabama Medicaid Program, as they may be amended. In the event of any substantial change in such Plan, laws, or regulations that materially affects the operation of the Alabama Medicaid Program 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 adjustment in compensation caused by such substantial change.

E. Confidentiality

Contractor shall treat all information, and in particular information relating to individuals that is obtained by or through its performance under the contract, as confidential information to the extent confidential treatment is provided under State and Federal laws, including 45 CFR §160.101 – 164.534. Contractor shall not use any information so obtained in any manner except as necessary for the proper discharge of its obligations and rights under this contract.

Contractor shall ensure safeguards that restrict the use or disclosure of information concerning individuals to purposes directly connected with the administration of the Plan in accordance with 42 CFR Part 431, Subpart F, as specified in 42 CFR § 434.6(a)(8). Purposes directly related to the Plan administration include:

- Establishing eligibility;
- Determining the amount of medical assistance;
- Providing services for recipients; and
- Conducting or assisting an investigation, prosecution, or civil or criminal proceeding related to the administration of the Plan.

Pursuant to requirements of the Health Insurance Portability and Accountability Act (HIPAA) of 1996 (Public Law 104-191), the successful Contractor shall sign and comply with the terms of a Business Associate agreement with the Agency ([Appendix B: Contract Attachments](#)).

F. Security and Release of Information

Contractor shall take all reasonable precautions to ensure the safety and security of all information, data, procedures, methods, and funds involved in the performance under the contract and shall require the same from all employees so involved. Contractor shall not release any data or other information relating to the Alabama Medicaid Program without prior written consent of Medicaid. This provision covers both general summary data as well as detailed, specific data. Contractor shall not be entitled to use of Alabama Medicaid Program data in its other business dealings without prior written consent of Medicaid. All requests for program data shall be referred to Medicaid for response by the Commissioner only.

G. 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 \$5,000 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 \$1,000 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 Contractor 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 (i) (1), which is made applicable to contractors by 5 USC 552a (m) (1), provides that any officer or employee of a contractor, 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 thereunder, 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 \$5,000.

H. Contract a Public Record

Upon signing of this contract by all parties, the terms of the contract become available to the public pursuant to Alabama law. Contractor agrees to allow public access to all documents, papers, letters, or other materials subject to the current Alabama law on disclosure. It is expressly understood that substantial evidence of Contractor's refusal to comply with this provision shall constitute a material breach of contract.

I. Termination for Bankruptcy

The filing of a petition for voluntary or involuntary bankruptcy of a company or corporate reorganization pursuant to the Bankruptcy Act shall, at the option of Medicaid, constitute default by Contractor effective the date of such filing. Contractor shall inform Medicaid in writing of any such action(s) immediately upon occurrence by the most expeditious means possible. Medicaid may, at its option, declare default and notify Contractor in writing that performance under the contract is terminated and proceed to seek appropriate relief from Contractor.

J. Termination for Default

Medicaid may, by written notice, terminate performance under the contract, in whole or in part, for failure of Contractor to perform any of the contract provisions. In the event Contractor defaults in the performance of any of Contractor's material duties and obligations, written notice shall be given to Contractor specifying default. Contractor shall have 10 calendar days, or such additional time as agreed to in writing by Medicaid, after the mailing of such notice to cure any default. In the event Contractor does not cure a default within 10 calendar days, or such additional time allowed by Medicaid, Medicaid may, at its option, notify Contractor in writing that performance under the contract is terminated and proceed to seek appropriate relief from Contractor.

K. Termination for Unavailability of Funds

Performance by the State of Alabama of any of its obligations under the contract is subject to and contingent upon the availability of State and Federal monies lawfully applicable for such purposes. If Medicaid, in its sole discretion, deems at any time during the term of the contract that monies lawfully applicable to this agreement shall not be available for the remainder of the term, Medicaid shall promptly notify Contractor to that effect, whereupon the obligations of the parties hereto shall end as of the date of the receipt of such notice and the contract shall at such time be cancelled without penalty to Medicaid and/or the State or Federal Government.

L. Proration of Funds

In the event of proration of the funds from which payment under this contract is to be made, this contract will be subject to termination.

M. Termination for Convenience

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

N. Force Majeure

Contractor shall be excused from performance hereunder for any period Contractor is prevented from performing any services pursuant hereto in whole or in part as a result of an act of God, war, civil disturbance, epidemic, or court order; such nonperformance shall not be a ground for termination for default.

O. Nondiscriminatory Compliance

Contractor shall comply with Title VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Executive Order No. 11246, as amended by Executive Order No. 11375, both issued by the President of the United States and the Americans with Disabilities Act of 1990, and with all applicable Federal and State laws, rules, and regulations implementing the foregoing statutes with respect to nondiscrimination in employment.

P. Conflict of Interest

The parties acknowledge and agree that the Contractor must be free of conflicts of interest in accordance with all Federal and State regulations while performing the duties within the contract and this amendment. The Contractor and Medicaid agree that each has no conflict of interest preventing the execution of this contract amendment or the requirements of the original contract, and said parties will abide by applicable State and Federal regulations, specifically those requirements found in the Office of Federal Procurement Policy Act. 41 U.S.C.A. 2101 through 2107.

Q. Open Trade

In compliance with Ala. Act No. 2023-409, Contractor provides written verification that Contractor, without violating controlling law or regulation, does not and will not, during the term of the contract engage in economic boycotts as the term “economic boycott” is defined in Section 1 of the Act.

In compliance with Section 41-16-5 Code of Alabama (1975), the contractor hereby certifies that it is not currently engaged in, and will not engage in, the boycott of a person or an entity based in or doing business with a jurisdiction with which this state can enjoy open trade.

R. Small and Minority Business Enterprise Utilization

In accordance with the provisions of 45 CFR Part 75.330 and OMB Circular A-102, affirmative steps shall be taken to ensure that small and minority businesses are utilized when possible as sources of supplies, equipment, construction, and services.

S. Worker’s Compensation

Contractor shall take out and maintain, during the life of this contract, Worker’s Compensation Insurance for all of its employees under the contract or any subcontract thereof, if required by State law.

T. Employment of State Staff

Contractor shall not knowingly engage on a full-time, part-time, or other basis during the period of the contract any professional or technical personnel, who are or have been in the employment of Medicaid during the previous twelve (12) months, except retired employees or contractual consultants, without the written consent of Medicaid. Certain Medicaid employees may be subject to more stringent employment restrictions under the Alabama Code of Ethics, §36-25-1 et seq., Code of Alabama 1975.

U. Immigration Compliance

Contractor will not knowingly employ, hire for employment, or continue to employ an unauthorized alien within the State of Alabama. Contractor shall comply with the requirements of the Immigration Reform and Control Act of 1986 and the Beason-Hammon Alabama Taxpayer and Citizen Protection Act (Ala, Act 2012- 491 and any amendments thereto) and certify its compliance by executing Attachment G. The Contractor will document that the Contractor is enrolled in the E-Verify Program operated by the US Department of Homeland Security as required by Section 9 of Act 2012-491. During the performance of the contract, the Contractor shall participate in the E-Verify program and shall verify every employee that is required to be verified according to the applicable Federal rules and regulations. Contractor further agrees that, should it employ or contract with any subcontractor(s) in connection with the performance of the services pursuant to this contract that the Contractor will secure from such subcontractor documentation that subcontractor is enrolled in the E-Verify program prior to performing any work on the project. The subcontractor shall verify every employee that is required to be verified according to the applicable Federal rules and regulations. This subsection shall only apply to subcontractors performing work on a project subject to the provisions of this section and not to collateral persons or business entities hired by the subcontractor. Contractor shall maintain the subcontractor documentation, which shall be available upon request by the Alabama Medicaid Agency.

Pursuant to Ala. Code §31-13-9(k), by signing this contract, the contracting parties affirm, for the duration of the agreement, that they will not violate Federal immigration law or knowingly employ, hire for employment, or continue to employ an unauthorized alien within the State of Alabama. Furthermore, a contracting party found to be in violation of this provision shall be deemed in breach of the agreement and shall be responsible for all damages resulting therefrom.

Failure to comply with these requirements may result in termination of the agreement or subcontract.

V. Share of Contract

No official or employee of the State of Alabama shall be admitted to any share of the contract or to any benefit that may arise therefrom.

W. Waivers

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.

X. Warranties Against Broker's Fees

Contractor warrants that no person or selling agent has been employed or retained to solicit or secure the contract upon an agreement or understanding for a commission percentage, brokerage, or contingency fee excepting bona fide employees. For breach of this warranty, Medicaid shall have the right to terminate the contract without liability.

Y. Novation

In the event of a change in the corporate or company ownership of Contractor, Medicaid shall retain the right to continue the contract with the new owner or terminate the contract. The new corporate or company entity must agree to the terms of the original contract and any amendments thereto. During the interim between legal recognition of the new entity and Medicaid execution of the novation agreement, a valid contract shall continue to exist between Medicaid and the original Contractor. When, to Medicaid's satisfaction, sufficient evidence has been presented of the new owner's ability to perform under the terms of the contract, Medicaid may approve the new owner and a novation agreement shall be executed.

Z. Employment Basis

It is expressly understood and agreed that Medicaid enters into this agreement with Contractor and any subcontractor as authorized under the provisions of this contract as an independent Contractor on a purchase of service basis and not on an employer-employee basis and not subject to State Merit System law.

AA. Disputes and Litigation

Except in those cases where the proposal response exceeds the requirements of the RFP, any conflict between the response of Contractor and the RFP shall be controlled by the provisions of the RFP. Any dispute concerning a question of fact arising under the contract which is not disposed of by agreement shall be decided by the Commissioner of Medicaid.

The Contractor's sole remedy for the settlement of any and all disputes arising under the terms of this contract shall be limited to the filing of a claim with the board of Adjustment for the State of

Alabama. Pending a final decision of a dispute hereunder, the Contractor must proceed diligently with the performance of the contract in accordance with the disputed decision.

In the event of any dispute between the parties, senior officials of both parties shall meet and engage in a good faith attempt to resolve the dispute. Should that effort fail, and the dispute involves the payment of money, a party's sole remedy is the filing of a claim with the Board of Adjustment of the State of Alabama.

For any and all other disputes arising under the terms of this contract that are not resolved by negotiation, the parties agree to utilize appropriate forms of non-binding alternative dispute resolution including, but not limited to, mediation. Such dispute resolution shall occur in Montgomery, Alabama, utilizing where appropriate, mediators selected from the roster of mediators maintained by the Center For Dispute Resolution of the Alabama State Bar.

Any litigation brought by Medicaid or the Contractor 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 shall not be deemed an attempt to confer any jurisdiction on these courts which they do not by law have, but is a stipulation and agreement as to forum and venue only.

BB. Records Retention and Storage

Contractor shall maintain financial records, supporting documents, statistical records, and all other records pertinent to the Alabama Medicaid Program for a period of three years from the date of the final payment made by Medicaid to Contractor under the contract. However, if audit, litigation, or other legal action by or on behalf of the State or Federal Government has begun but is not completed at the end of the three- year period, or if audit findings, litigation, or other legal action have not been resolved at the end of the three-year period, the records shall be retained until resolution.

Subsequent to the contract term, documents shall be returned to Medicaid within three (3) business days following expiration or termination of the contract. Micro media copies of source documents for storage may be used in lieu of paper source documents subject to Medicaid approval. Additionally, the Contractor shall perform backup and archive following the Agency SLAs and CMS, State, and industry standards.

CC. Inspection of Records

Contractor agrees that representatives of the Comptroller General, HHS, the General Accounting Office, the Alabama Department of Examiners of Public Accounts, and Medicaid and their authorized representatives shall have the right during business hours to inspect and copy Contractor's books and records pertaining to contract performance and costs thereof. Contractor agrees this includes authorization from any parent, affiliate, or subsidiary organization, for any of the agencies listed above to have access to pertinent records, if such a relationship exists as would impact upon the Contractor's performance under the proposed contract. Contractor shall cooperate fully with requests from any of the agencies listed above and shall furnish free of charge copies of all requested records. Contractor may require that a receipt be given for any original record removed from Contractor's premises.

DD. Use of Federal Cost Principles

For any terms of the contract which allow reimbursement for the cost of procuring goods, materials, supplies, equipment, or services, such procurement shall be made on a competitive basis (including the use of competitive bidding procedures) where practicable, and reimbursement for such cost under the contract shall be in accordance with 48 CFR, Chapter 1, Part 31. Further, if such reimbursement is to be made with funds derived wholly or partially from Federal sources, such reimbursement shall be subject to Contractor's compliance with applicable Federal procurement requirements, and the determination of costs shall be governed by Federal cost principles.

EE. Payment

Contractor shall submit a detailed invoice to Medicaid for compensation for the deliverable and/or work performed monthly. The invoice will be based on the amounts submitted in [Appendix C: Pricing](#). Each monthly invoice shall have a cover letter/memo addressed to the Medicaid Enterprise System (MES) Office Project Director and to be printed on the PMO Contractor's company letterhead. The invoice shall contain line items for each tab in the [Appendix C: Pricing](#) that is applicable for the invoice date submitted.

Payments to Contractor shall be dependent upon successful completion and acceptance of described work and delivery of required documentation. The Agency will not reimburse the Contractor until (a) the Project Director has approved the invoice; and (b) the Agency has reviewed and approved all deliverables covered by the invoice.

FF. Notice to Parties

Any notice to Medicaid under the contract shall be sufficient when mailed to the Project Director. Any notice to Contractor shall be sufficient when mailed to Contractor at the address given on the return receipt from this RFP or on the contract after signing. Notice shall be given by certified mail, return receipt requested.

GG. Disclosure Statement

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

HH. Debarment

Contractor hereby certifies that neither it nor its principals nor any subcontractor or its principals, is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this contract by any Federal department or agency.

II. Not to Constitute a Debt of the State

Under no circumstances shall any commitments by Medicaid constitute a debt of the State of Alabama as prohibited by Article XI, Section 213, [Constitution of Alabama of 1901](#), as amended by Amendment 26. It is further agreed that if any provision of this contract shall contravene any statute or Constitutional provision or amendment, whether now in effect or which may, during the course of this contract, be enacted, then that conflicting provision in the contract shall be deemed null and void. The Contractor's sole remedy for the settlement of any and all disputes arising under the terms of this agreement shall be limited to the filing of a claim against Medicaid with the Board of Adjustment for the State of Alabama.

JJ. Qualification to do Business in Alabama

Should a foreign corporation (a business corporation incorporated under a law other than the law of this state) be selected to provide professional services in accordance with this RFP, it must be qualified to transact business in the State of Alabama and possess a valid “Application of Registration” issued by the Secretary of State at the time a professional services contract is executed. To obtain forms for an “Application for Registration,” contact the Secretary of State at (334) 242-5324 or www.sos.state.al.us. The “Application for Registration” showing application has been made must be submitted with the proposal.

KK. Choice of Law

The construction, interpretation, and enforcement of this contract shall be governed by the substantive contract law of the State of Alabama without regard to its conflict of laws provisions. In the event any provision of this contract is unenforceable as a matter of law, the remaining provisions will remain in full force and effect.

LL. AMMIS Interface Standards

Contractor hereby certifies that any exchange of MMIS data with the Agency’s fiscal agent will be accomplished by following the AMMIS Interface Standards Document, which will be posted on the Alabama Medicaid Procurement website.

https://medicaid.alabama.gov/content/2.0_Newsroom/2.4_Procurement.aspx).

MM. Breach of Contract/Liquidated Damages

Contractor shall receive written notice from Medicaid upon a finding of failure to comply with contract requirements, which contains a description of the events that resulted in such a finding. Contractor shall be allowed to submit rebuttal information or testimony in opposition to such findings. Medicaid shall make a final decision regarding implementation of liquidated damages. The Contractor is responsible for meeting all terms of:

- 1) Executed contract;
- 2) RFP, and any amendments thereto;
- 3) Contractor’s response to the RFP;
- 4) Medicaid’s written responses to prospective bidders’ questions; and
- 5) Contractor’s clarifications as requested by Medicaid during the evaluation process.

In the event that Contractor fails to meet the RFP and contract requirements and damages are sustained by Medicaid, Contractor agrees to pay Medicaid the sums set forth below as liquidated damages unless these damages are waived by Medicaid.

A. Failure to deliver requisite reports/services/deliverables:

- 1) Failure to deliver requisite reports/services/deliverables as defined by the RFP by the date specified by Medicaid. - \$100 per day per report.
- 2) Failure to provide documentation as required by the RFP - \$500 per instance.
- 3) Failure to comply with any other requirement of the RFP - \$500 per instance.
- 4) Failure to perform tasks as specified in the RFP within the time specified by Medicaid - \$100 per instance.
- 5) Misrepresentation or falsification of information furnished to CMS, to the State - \$5,000 per instance.

6) Failure to meet technical requirements - \$500 per instance.

B. In addition:

- 1) Contractors shall be liable for any penalties or disallowance of Federal Financial Participation incurred by Medicaid due to Contractor's failure to comply with the terms of the contract. Total dollars may include State funds, as well as Federal funds.
- 2) Imposition of liquidated damages may be in addition to other contract remedies and does not waive Medicaid's right to terminate the contract.
- 3) Unauthorized use of information shall be subject to the imposition of liquidated damages plus any penalties incurred by Medicaid for said infractions.
- 4) Failure to safeguard confidential information of providers, recipients, or the Medicaid program shall be subject to the imposition of liquidated damages plus any penalties incurred by Medicaid for said infractions.
- 5) If an overpayment or duplicate payment is made and that payment is the result of a failure of the Vendor to either utilize available information or to process the claim for reimbursement in accordance with Agency requirements, the Vendor shall be liable for the amount paid, if the Agency cannot make full recovery using reasonable administrative procedures. The Vendor shall notify the Agency immediately upon discovery of any overpayments or duplicate payments, irrespective of cause. The Agency shall withhold from the Vendor reimbursements the amount necessary to satisfy damages resulting from overpayments or duplicate payments. With the prior written consent of the Agency, the Vendor may pursue recovery of these damages paid to the Agency from the providers who received the overpayments or duplicate payments.

Written notification of each failure to meet material contract requirements not specifically mentioned above shall be given to the Contractor. The Contractor shall have five (5) days from the date of receipt of written notification of a failure to perform to specifications to cure the failure. However, the Agency may, at its sole discretion, approve additional days if deemed necessary. If the Contractor does not resolve the failure within this warning/cure time period, damages shall be imposed retroactively to the date of failure to perform.

The Agency shall assess liquidated damages in the amount of one thousand dollars (\$1,000.00) per day for the first ten (10) days until the non-compliance is corrected. On the eleventh day, the Agency shall increase the amount assessed to one thousand five hundred dollars (\$1,500.00) per day for the next ten (10) days. The daily damages rate shall continue to increase by five hundred dollars (\$500.00) at each interval of ten (10) days until compliance is achieved.

Amounts owed the Agency due to liquidated damages shall be deducted by the Agency from any money payable to the Contractor pursuant to this contract. These amounts may be deducted from any actual damages claimed by the Agency in the event of litigation for non-compliance and default. The Contractor shall have an approved Corrective Action Plan (CAP) within five (5) business days of a Medicaid request. The Contractor shall be assessed liquidated damages in the amount of five hundred dollars (\$500) per business day until the plan is approved. The CAP must contain a schedule of events with a final resolution date that is no more than 30 calendar days from the plan approval date, or a final resolution date approved by Medicaid. If the Contractor does not

resolve the issue defined in the CAP, they shall be assessed liquidated damages in the amount of one thousand dollars (\$1,000.00) for each day after the final resolution date.

If Medicaid elects not to impose liquidated damages in a particular instance, this decision shall not be construed as a waiver of Medicaid's right to pursue future assessment of that performance requirement and associated liquidated damages.

NN. Software and Ownership

In accordance with Federal regulations, if the Agency is using CMS enhanced funding for COTS configuration or customization, those elements become subject to existing regulation at 45 CFR §96.617 regarding State and Federal ownership and royalty-free licensing. This regulation for royalty-free, non-exclusive, and irrevocable license to software applies only to software related to the customization and configuration of a COTS product for State use and does not apply to the core product.

The Contractor agrees that, whether or not the Services are considered "works made for hire" or an employment to invent, all Work Products discovered, created, or developed under this contract shall, upon payment therefore according to the mutually agreed upon milestone payment schedule and fixed payments, thereafter be and remain the sole property of the State and its assignees, except as specifically set forth in writing and signed by both Agency and Contractor. The Contractor agrees that the State shall have all rights with respect to any Work Product discovered, created, or developed under this contract without regard to the origin of the Work Product.

Additionally, in all instances, the State of Alabama owns any software designed, developed, installed, or enhanced with 90 % Federal Financial Participation (FFP). Upon payment as stated above, CMS has a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use and authorize others to use for Federal government purposes, software, modifications to software, and documentation that is designed developed, installed, or enhanced with 90% FFP.

The Contractor shall obtain for Medicaid any necessary licenses for all commercial software not owned by the Contractor that is necessary for the performance of the duties and obligations expressed in this agreement. HHS reserves a royalty free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use, and authorize others to do so, such software, modifications, and documentation.

1. COTS / Contractor Intellectual Property (IP)

COTS / Contractor IP products and Software as a Service (SaaS) solutions are designed, developed, and licensed by the Contractor, and the State is not entitled to ownership rights to the core program. In standard software agreements, COTS/Contractor IP can be transferrable as a license, and SaaS solution can be transferable as a subscription.

However, if and to the extent that any Contractor IP is embodied or reflected in the Work Product, Supplier hereby grants to the State the irrevocable, perpetual, nonexclusive, worldwide, royalty-free right and license to (i) use, execute, reproduce, display, perform, distribute copies of and prepare derivative works based upon such Contractor IP and any derivative works thereof, under this contract, and (ii) authorize others to do any or all of the foregoing on its behalf. It is expressly understood that "perpetual "Contract Number: license rights shall commence upon delivery of the

Work Product and shall exist in perpetuity unless otherwise terminated in accordance with the applicable provisions of the contract, except as otherwise agreed in this contract and its Exhibits.

The Agency is using CMS enhanced match funding for this solution and its configuration or customization, thereby enabling only those configured/customized elements to become subject to existing regulation at 45 CFR §96.617 regarding State and Federal ownership and royalty-free licensing. This regulation does not apply to the core work (COTS and/or SaaS) product. Additionally, Agency could freely share and re(use) the resulting COTS software elements/work products that are configured and customized for Agency with other states, subject to the licensing of the core COTS software products.

2. Solution Transferability

The Contractor shall, upon termination of contract, ensure associated licenses with ownership are transferred to the Agency. If and to the extent that Contractor may, under applicable law, be entitled to claim any ownership interest in the Work Product, Contractor hereby irrevocably transfers, grants, conveys, assigns, and relinquishes exclusively to the State any and all rights, title, and interest it now has or may hereafter acquire in and to the Work Product under patent, copyright, trade secret, and trademark law in perpetuity or for the longest period otherwise permitted by law. If any moral rights are created, Contractor waives such rights in the Work Product. Contractor further agrees as to the Work Product to assist the State in every reasonable way to obtain and, from time to time, enforce patents, copyrights, trade secrets, and other rights and protection relating to the Work Product, and to that end, Contractor and its employees shall execute all documents for use in applying for and obtaining such patents, copyrights, and other rights and protection, and in protecting trade secrets, with respect to such Work Product, as the State may reasonably request, together with any assignments thereof to the State or entities designated by the State.

OO. Limitation of Liability

Except as provided in the below paragraphs, in no event shall the aggregate liability arising out of, or related to, this Agreement, whether in contract, tort, or any other theory of liability, exceed the total value of the contract, regardless of amount paid or received under the contract at time the liability from which the cause of action arose. The foregoing shall apply regardless of the negligence or other fault of the Contractor and regardless of whether such liability arises from contract, negligence, tort, strict liability, or any other theory of legal liability, unless specifically mentioned herein.

This Limitation of Liability is only applicable to the damages between the Alabama Medicaid Agency and the Contractor. It shall not apply to claims under other Contractor responsibilities, even when those responsibilities exist because of, or directly relate to, the relationship created by this contract. These include but are not limited to any fees, damages, penalties, etc. which may arise due to rules and regulation of the Internal Revenue Service (IRS), Social Security Administration (SSA), Department of Health and Human Services (HHS), Center for Medicare & Medicaid Services (CMS) as a Business Associate for a Covered Entity, or other similar Federal or State agencies, or regulation. Likewise, this limitation of liability does not exist if the Contractor's actions cause damage to a third-party possessing standing to bring a cause of action against the

Contractor. This Limitation of Liability shall also not apply to the Contractor's bad faith, willful misconduct, intentional torts, criminal acts, or fraudulent conduct.

Nothing herein is intended nor shall be interpreted as waiving any claim or defense based on the principle of sovereign immunity or other State or Federal constitutional provision or principle that otherwise would be available to the Alabama Medicaid Agency under applicable law. This limitation does not create a debt of the State, does not grant a new cause of action against the Alabama Medicaid Agency, or modify existing procedures before the Board of Adjustment as provided for under state law, nor does it supersede any immunity provision existing within the RFP.

Appendix A: Proposal Compliance Checklist

NOTICE TO VENDOR:

It is highly encouraged that the following checklist be used to verify completeness of Proposal content.

Vendor Name

RFP Coordinator Review Date

Proposals for which **ALL** applicable items are marked by the RFP Coordinator are determined to be compliant for responsive proposals.

<input checked="" type="checkbox"/> IF CORRECT	BASIC PROPOSAL COMPLIANCE	PROPOSAL REFERENCE
Proposal Packet		
	1. Vendor’s original proposal received on time at correct location.	
	2. Vendor submitted the specified copies of proposal and in electronic format. <ul style="list-style-type: none"> • One (1) original Proposal with original signatures in ink, in a three-ring binder. Tab 6 shall be printed single-sided; see Section VI.N. for additional guidance. • Three (3) additional hard copies (of the original proposal) in binder form. • A jump drive with the following content: <ul style="list-style-type: none"> ○ One single searchable PDF file containing the entire proposal (Tabs 1 through 10) that MUST be a complete version of the Vendor’s response. ○ One single searchable PDF file containing the entire proposal (Tabs 1 through 10) that MUST have any information asserted as confidential or proprietary removed. ○ One separate searchable PDF file for each Tab of the proposal that MUST be a complete version of the Vendor’s response, and the filename shall include the Tab number and name. ○ Where applicable, one separate searchable PDF file for each Tab of the proposal that has any information asserted as confidential or proprietary removed, and the filename shall include the Tab number and name and that is has been redacted. ○ One MS Word file of Tab 6 – Scope of Work and 	

<input checked="" type="checkbox"/> IF CORRECT	BASIC PROPOSAL COMPLIANCE	PROPOSAL REFERENCE
	<p>Narrative Response, that MUST be a complete version of the Vendor's response.</p> <ul style="list-style-type: none"> ○ One MS Word file of Tab 6 – Scope of Work and Narrative Response, that MUST have any information asserted as confidential or proprietary removed. ○ Completed copy of the Pricing Schedule MS Excel file as submitted in the Vendor's response. ○ Completed copy of the Requirements Response Matrix (RRM) MS Excel file as submitted in the Vendor's response. 	
	3. Printed and Signed Pricing Schedule.	
	4. Vendor submitted signed acknowledgement and all amendments to the RFP.	
RFP Cover Sheet		
	5. The Proposal must include a completed and signed in ink RFP Cover Sheet by an individual authorized to legally bind the Vendor.	
	6. A Total Firm and Fixed Contract Price of all line items in the Pricing Schedule Template is entered on the RFP Proposal Sheet Firm and Fixed Total Price box. (The amount entered must match the amount in the Pricing Schedule.)	
RFP Checklist		
	<p>7. The Proposal is a complete and independent document.</p> <ul style="list-style-type: none"> ● Prepared in accordance with and meets the Proposal Format and Structure defined in RFP Section VI.N. – Submission Requirements – Proposal Format ● All pages are numbered ● All responses, as well as any reference material presented, must be written in English. ● Must not include references to information or documents located externally, such as Internet websites. ● Includes all defined Tabs in the Proposal Format and Structure section of the RFP. 	
Transmittal Letter (needs to have):		
	<p>8. Statement of attestation, as part of the Transmittal Letter, that indicates:</p> <ul style="list-style-type: none"> ● The Vendor has an understanding of and will comply with the terms and conditions as set out in this RFP. Any addition or exception to the terms and conditions are considered severed, null, and void and may result in the Vendor's proposal deemed non-responsive. ● The Vendor understands and shall comply with all the 	

<input checked="" type="checkbox"/> IF CORRECT	BASIC PROPOSAL COMPLIANCE	PROPOSAL REFERENCE
	specifications, requirements, and provisions of the RFP	
	9. A statement of compliance with Affirmative Action and Equal Employment Opportunity regulations.	
	10. A statement acknowledging and agreeing to all of the rights of the State contained in the provisions of this RFP.	
	11. A statement that, unless otherwise required by law, the prices quoted must not be knowingly disclosed by the Vendor, directly or indirectly, prior to award of the contract, to any other Vendor, competitor or any other person or entity.	
	12. A statement that no person or agency has been employed or retained to solicit or secure the proposed contract based on an agreement or understanding for a commission, percentage, brokerage, or contingent fee.	
	13. A statement that any person submitted as a candidate, for any position defined in this RFP, will be exclusive to ONLY this Vendor proposal response and cannot be submitted as a candidate in another Vendor's proposal. Furthermore, any candidate submitted for any position defined in this RFP that is discovered to be submitted by more than one Vendor for potential work assigned as part of this engagement will be considered disqualified.	
	14. A statement that the Vendor and its subcontractors will maintain a drug-free workplace.	
	15. A statement that the successful Vendor will be required to complete (RFP) Contract and Attachments listed as Appendix B in this RFP, inclusive of the Alabama Medicaid Agency Business Associate Addendum and a State of Alabama Disclosure Statement with the executed contract. See Appendix B – (RFP) Contract and Attachments for all required forms.	
	16. A statement that the Vendor has reviewed PL20_AMA Enterprise Software List and understands the number of accounts provided upon contract award to the successful Vendor.	
	17. A statement that the Vendor's Pricing Schedule includes all necessary solution components and services, as proposed, to meet the Agency's solution requirements and expectations as listed in this RFP.	
	18. The letter must include a statement identifying any and all subcontractors and percentage of work done by subcontractors, if any, who are needed in order to satisfy the requirements of this RFP.	
	19. The proposal includes a written confirmation that the	

<input checked="" type="checkbox"/> IF CORRECT	BASIC PROPOSAL COMPLIANCE	PROPOSAL REFERENCE
	Agency will not reimburse the Contractor until: (a) the Project Director has approved the invoice; and (b) the Agency has received and approved all deliverables covered by the invoice.	
	20. The proposal includes a written confirmation that the Contractor understands the Conflict-of-Interest Exclusion prohibiting the Contractor from responding to any other contracts related to this RFP.	
Corporate Background		
	<p>21. The Proposal includes a corporate background for Vendor and Subcontractor, that contains the following:</p> <ul style="list-style-type: none"> • Name of the corporation or other legal entity submitting the proposal. Vendor must use this section to state whether it is a partnership, non-profit corporation, Alabama Corporation, Non-Alabama Corporation, or some other structure. • Date established. • Ownership (public company, partnership, subsidiary, etc.). Include an organizational chart depicting the Vendor’s organization in relation to any parent, subsidiary, or related organization. • Number of employees and resources in regard to this contract. • All Contractor and subcontractor employees must work in the continental United States. 	
Corporate Reference		
	22. A list of all similar projects the Vendor and subcontractor(s) has completed within the last five (5) years.	
	<p>23. The Proposal includes required three (3) Corporate Reference Worksheets, one for each required experience, providing client references for contractor and/or subcontractor (with all identifying information in specified format and order).</p> <p><i>Note: You may not use any Alabama Medicaid Agency contract as a reference. Two of the three references must be other State MMIS Modernization PMO contracts wherein the submitter is the primary vendor.</i></p>	
	24. Names and resumes of Senior Managers and partners working on or overseeing this contract.	
	25. Details of any pertinent judgment, criminal conviction, investigation, or litigation pending against the Vendor or any of its officers, directors, employees, agents, or subcontractors of which the Vendor has knowledge, or a statement that there are none. The Agency reserves the right to reject a proposal solely on the basis of this	

<input checked="" type="checkbox"/> IF CORRECT	BASIC PROPOSAL COMPLIANCE	PROPOSAL REFERENCE
	information.	
Corporate Financial and Registration		
	26. The Vendor must provide audited financials for the last three (3) years, or similar evidence of financial stability for the last three (3) years.	
	27. The Vendor and subcontractor(s) includes all necessary business licenses, registration (or Application of Registration or letter/form showing application has been made with the Secretary of State) and professional certification (if applicable) at the time of the contracting to be able to do business in Alabama.	
	28. The response must include an E-Verify Memorandum of Understating with the Department of Homeland Security.	
Scope of Work		
	29. The proposal includes signed Key Personnel resumes, and three (3) professional references must be submitted within the response. Use Appendix H: Key Personnel Resume Sheet.	

Appendix B: Contract and Attachments

The following are the documents that must be signed **AFTER** contract award and prior to the meeting of the Legislative Contract Oversight Committee Meeting.

Sample Contract

Attachment A: Contract Review Report for Submission to Oversight Committee

Attachment B: Business Associate Agreement

Attachment C: Immigration Status

Attachment D: Instructions for Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion

Attachment E: Letter Regarding Reporting to Ethics Commission

Attachment F: Disclosure Statement

Attachment G: Beason-Hammon Certificate of Compliance

Attachment H: Governor's Additional Contract Questions

CONTRACT
BETWEEN
THE ALABAMA MEDICAID AGENCY
AND
Contractor's Name

KNOW ALL MEN BY THESE PRESENTS, that the Alabama Medicaid Agency, an Agency of the State of Alabama, and Contractor's Name, Contractor, agree as follows:

Contractor shall furnish all labor, equipment, and materials and perform all of the work required under the Enter Request for Proposal or Invitation to Bid (Enter Acronym for Contract Type) Number Enter RFP , dated Enter date of RFP strictly in accordance with the requirements thereof and Contractor's response thereto.

Contractor shall be compensated for performance under this contract in accordance with the provisions of the Enter Acronym for Contract Type and the price provided on the Enter Acronym for Contract Type Cover Sheet response, in an amount not to exceed Enter Not to Exceed Amount.

Contractor and the Alabama Medicaid Agency agree that the initial term of the contract is Enter Begin Date to Enter End Date.

This contract specifically incorporates by reference the Enter Acronym for Contract Type, any attachments and amendments thereto, and Contractor's response.

In the event of any dispute between the parties, senior officials of both parties shall meet and engage in a good faith attempt to resolve the dispute. Should that effort fail and the dispute involves the payment of money, a party's sole remedy is the filing of a claim with the Board of Adjustment of the State of Alabama.

For any and all other disputes arising under the terms of this contract which are not resolved by negotiation, the parties agree to utilize appropriate forms of non-binding alternative dispute resolution including, but not limited to, mediation. Such dispute resolution shall occur in Montgomery, Alabama, utilizing where appropriate, mediators selected from the roster of mediators maintained by the Center for Dispute Resolution of the Alabama State Bar.

All services rendered by Contractor shall be as an independent contractor and not as an employee (merit or otherwise) of the State of Alabama, and Contractor shall not be entitled to or receive Merit System benefits.

By signing this contract, the contracting parties affirm, for the duration of the agreement, that they will not violate federal immigration law or knowingly employ, hire for employment, or continue to employ an unauthorized alien within the state of Alabama. Furthermore, a contracting party found to be in violation of this provision shall be deemed in breach of the agreement and shall be responsible for all damages resulting therefrom.

In compliance with Act 2016-312, the contractor hereby certifies that it is not currently engaged in, and will not engage in, the boycott of a person or an entity based in or doing business with a jurisdiction with which this state can enjoy open trade.

In compliance with Ala. Act No. 2023-409, by signing this contract, Contractor provides written verification that Contractor, without violating controlling law or regulation, does not and will not, during the term of the contract engage in economic boycotts as the term “economic boycott” is defined in Section 1 of the Act.

Failure to comply with these requirements may result in termination of the agreement or subcontract.

Contractor Name

Alabama Medicaid Agency

This contract has been reviewed for and is approved as to content.

Contractor Signature

Stephanie McGee Azar
Commissioner

Tax ID: _____

Date Signed: _____

Date Signed: _____

This contract has been reviewed for legal form and complies with all applicable laws, rules, and regulations of the State of Alabama governing these matters.

Legal Counsel

Chief Procurement Officer
State Purchasing

APPROVED:

Kay Ivey
Governor, State of Alabama

Contract Review Permanent Legislative Oversight Committee
Alabama State House — Montgomery, Alabama 36130

CONTRACT REVIEW REPORT
(Separate review report required for each contract)

Contractor Information

Name of Governmental Body or Purchasing Agency: _____

Name of Contractor: _____

Contractor's Physical Street Address (No P.O. Box Accepted) _____ City _____ State _____

Is Contractor a Sole Source? YES _____ NO _____ (If Yes, Attach Sole Source Approval from the Chief Procurement Officer)

Is Contractor organized as an Alabama Entity in Alabama? YES _____ NO _____

If No, is Contractor Registered with Alabama Secretary of State to do Business in Alabama? YES _____ NO _____

List the Members/Owners (e.g. John Smith) of the Contracting Entity _____

Is Contractor a minority-owned business? YES _____ NO _____ Is Contractor a woman-owned business? YES _____ NO _____

Does Contractor have current member of Legislature or family member of Legislator employed? YES _____ NO _____

Is a Lobbyist/Consultant Affiliated with this Contractor OR Used to Secure this Contract? YES _____ NO _____

If Yes, Give Name: _____

Contract Information

Contract Number: _____ (See Fiscal Policies & Procedures Manual)

Contract Amount: \$ _____ (Put Amount You Are Asking For Today Only; See Fiscal Policies & Procedures Manual)

% State Funds: _____ % 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 AMENDMENT or RENEWAL, Complete A through C: IF AMENDMENT, will it extend time? YES _____ NO _____

[A] ORIGINAL contract amount total \$ _____

[B] Contract Amount Total prior to this amendment or renewal \$ _____

[C] Contract Amount Total after this amendment or renewal \$ _____

RFP:Was Contract Secured through RFP Process? YES _____ NO _____ **IF RFQ, Answer RFQ Questions Below.**

Date the RFP was solicited: _____ AND Date the RFP was awarded: _____

Was Contract Posted to Statewide RFP Database at <http://rfp.alabama.gov/Login.aspx>? YES _____ NO _____

IF NO, give a brief explanation, including any statutory exemption, as to why not: _____

RFQ:

Was Contract Secured through RFQ Process? YES _____ NO _____ Date RFQ was solicited: _____ Date RFQ awarded: _____

Posted to Division of Construction Management Website? http://dcm.alabama.gov/ao_qualifications.aspx YES _____ NO _____

IF NO, give a brief explanation as to why not: _____

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 Governmental or Agency Head_____
Signature of Contractor_____
Printed Name of Governmental or Agency Head_____
Printed Name of Contractor

Governmental or Agency Contact: _____ Phone: _____

Revised 12/28/2022

ALABAMA MEDICAID AGENCY
BUSINESS ASSOCIATE AGREEMENT

Revised 06/2019

This Agreement is made effective the _____ day of _____, 20____, by and between the Alabama Medicaid Agency (“Covered Entity”), an agency of the State of Alabama, and _____ (“Business Associate”) (collectively the “Parties”).

1. BACKGROUND

- 1.1. Business Associate agrees to perform the following services for or on behalf of Covered Entity: [Enter a description below of the service(s) to be provided with sufficient detail to ensure clarity. Delete this parenthetical guidance from the document prior to execution.]
-
-

- 1.2. 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 Rules (as defined below).
- 1.3. The Parties enter into this Business Associate Agreement with the intention of complying with the HIPAA Rules allowing a covered entity to disclose protected health information to a business associate, and allowing 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

2.1 General Definitions

The following terms used in this Agreement shall have the same meaning as those terms in the HIPAA Rules: Breach, Data Aggregation, Designated Record Set, Disclosure, Electronic Protected Health Information, Health Care Operations, Individual, Minimum Necessary, Notice of Privacy Practices, Protected Health Information, Required By Law, Secretary, Security Incident, Subcontractor, Unsecured Protected Health Information, and Use.

2.2 Specific Definitions

2.2.1 Business Associate. “Business Associate” shall generally have the same meaning as the term “business associate” at 45 C.F.R. § 160.103

2.2.2 Covered Entity. “Covered Entity” shall generally have the same meaning as the term “covered entity” at 45 C.F.R. § 160.103.

2.2.3 HIPAA Rules. “HIPAA Rules” shall mean the Privacy, Security, Breach Notification, and Enforcement Rules at 45 C.F.R. Part 160 and Part 164 of the Health Insurance Portability and Accountability Act of 1996, as amended by the Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009, and the implementing regulations promulgated thereunder from time to time by the U.S. Department of Health and Human Services (HHS).

3. OBLIGATIONS OF BUSINESS ASSOCIATE

Business Associate agrees to the following:

- 3.1 Use or disclose PHI only as permitted or required by this Agreement or as Required by Law.
- 3.2 Use appropriate safeguards to prevent use or disclosure of PHI other than as provided for by this Agreement. Further, Business Associate will implement administrative, physical and technical safeguards (including

written policies and procedures) that reasonably and appropriately protect the confidentiality, integrity and availability of electronic PHI that it creates, receives, maintains or transmits on behalf of Covered Entity as required by Subpart C of 45 C.F.R. Part 164.

- 3.3** Mitigate, to the extent practicable, any harmful effect that is known to Business Associate of a use or disclosure of PHI by Business Associate in violation of the requirements of this Agreement.
- 3.4** Report to Covered Entity within five (5) business days any use or disclosure of PHI not provided for by this Agreement of which it becomes aware.
- 3.5** Ensure that any subcontractors that create, receive, maintain, or transmit protected health information on behalf of the Business Associate agree to the same restrictions, conditions, and requirements that apply to the Business Associate with respect to such information in accordance with 45 C.F.R. § 164.502(e)(1)(ii) and § 164.308(b)(2), if applicable.
- 3.6** Provide Covered Entity with access to PHI within thirty (30) business days of a written request from Covered Entity, in order to allow Covered Entity to meet its requirements under 45 C.F.R. § 164.524, access to PHI maintained by Business Associate in a Designated Record Set.
- 3.7** Make amendment(s) to PHI maintained by Business Associate in a Designated Record Set that Covered Entity directs or agrees to, pursuant to 45 C.F.R. § 164.526 at the written request of Covered Entity, within thirty (30) calendar days after receiving the request.
- 3.8** Make internal practices, books, and records, including policies and procedures and PHI, relating to the use and disclosure of PHI received from, or created or received by the Business Associate on behalf of, Covered Entity, available to Covered Entity or to the Secretary within five (5) business days after receipt of written notice or as designated by the Secretary for purposes of determining compliance with the HIPAA Rules.
- 3.9** Maintain and make available the information required for Covered Entity to respond to a request by an individual for an accounting of disclosures of PHI as necessary to satisfy the Covered Entity's obligations under 45 C.F.R. § 164.528.
- 3.10** Provide to the Covered Entity, within thirty (30) days of receipt of a written request from Covered Entity, the information required for Covered Entity to respond to a request by an Individual or an authorized representative for an accounting of disclosures of PHI in accordance with 45 C.F.R. § 164.528.
- 3.11** Maintain a comprehensive security program appropriate to the size and complexity of the Business Associate's operations and the nature and scope of its activities as defined in the Security Rule.
- 3.12** Notify the Covered Entity within five (5) business days following the discovery of a breach of unsecured PHI on the part of the Contractor or any of its sub-contractors, and
 - 3.12.1** Provide the Covered Entity the following information:
 - 3.12.1(a)** The number of recipient records involved in the breach.
 - 3.12.1(b)** A description of what happened, including the date of the breach and the date of the discovery of the breach if known.
 - 3.12.1(c)** A description of the types of unsecure protected health information that were involved in the breach (such as whether full name, social security number, date of birth, home address, account number, diagnosis, disability code, or other type information were involved).
 - 3.12.1(d)** Any steps the individuals should take to protect themselves from potential harm resulting from the breach.
 - 3.12.1(e)** A description of what the Business Associate is doing to investigate the breach, to mitigate harm to individuals and to protect against any further breaches.
 - 3.12.1(f)** Contact procedures for individuals to ask questions or learn additional information, which shall include the Business Associate's toll-free number, email address, Web site, or postal address.
 - 3.12.1(g)** A proposed media release developed by the Business Associate.

- 3.12.2 Work with Covered Entity to ensure the necessary notices are provided to the recipient, prominent media outlet, or to report the breach to the Secretary of Health and Human Services (HHS) as required by 45 C.F.R. Part 164, Subpart D.;
- 3.12.3 Pay the costs of the notification for breaches that occur as a result of any act or failure to act on the part of any employee, officer, or agent of the Business Associate;
- 3.12.4 Co-ordinate with the Covered Entity in determining additional specific actions that will be required of the Business Associate for mitigation of the breach.

4. PERMITTED USES AND DISCLOSURES

Except as otherwise limited in this Agreement, Business Associate may

- 4.1.** Use or disclose PHI to perform functions, activities, or services for, or on behalf of, Covered Entity as agreed to, provided that such use or disclosure would not violate the Subpart E of 45 C.F.R. Part 164 if done by Covered Entity;
- 4.2.** Use PHI for the proper management and administration of the Business Associate or to carry out the legal responsibilities of the Business Associate.
- 4.3.** Disclose PHI for the proper management and administration of the Business Associate, provided that:
 - 4.3.1 Disclosures are Required by Law; or
 - 4.3.2 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.
- 4.4** Use PHI to provide data aggregation services to Covered Entity as permitted by 42 C.F.R. § 164.504(e)(2)(i)(B).

5. REPORTING IMPROPER USE OR DISCLOSURE

The Business Associate shall report to the Covered Entity within five (5) business days from the date the Business Associate becomes aware of:

- 5.1** Any use or disclosure of PHI not provided for by this agreement
- 5.2** Any Security Incident and/or breach of unsecured PHI

6. OBLIGATIONS OF COVERED ENTITY

The Covered Entity agrees to the following:

- 6.1** Notify the Business Associate of any limitation(s) in its notice of privacy practices in accordance with 45 C.F.R. §164.520, to the extent that such limitation may affect Business Associate's use or disclosure of PHI.
- 6.2** 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.
- 6.3** Notify the Business Associate of any restriction to the use or disclosure of PHI that Covered Entity has agreed to in accordance with 45 C.F.R. § 164.522, to the extent that such restriction may affect the Business Associate's use or disclosure of PHI.

- 6.4 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.
- 6.5 Provide Business Associate with only that PHI which is minimally necessary for Business Associate to provide the services to which this agreement pertains.

7. TERM AND TERMINATION

7.1 Term. The Term of this Agreement shall be effective as of the effective date stated above and shall terminate when the Business Associate no longer provides agreed upon services to the Covered Entity.

7.2 Termination for Cause. Upon Covered Entity's knowledge of a material breach by Business Associate, Covered Entity may, at its option:

7.2.1 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;

7.2.2 Immediately terminate this Agreement; or

7.2.3 If neither termination nor cure is feasible, report the violation to the Secretary as provided in the Privacy Rule.

7.3 Effect of Termination.

7.3.1 Except as provided in paragraph (2) of this section, upon termination of this Agreement, for any reason, Business Associate shall return or destroy all PHI received from Covered Entity, or created or received by Business Associate on behalf of Covered Entity. This provision shall apply to PHI that is in the possession of subcontractors or agents of Business Associate. Business Associate shall retain no copies of the PHI.

7.3.2 In the event that Business Associate determines that the PHI is needed for its own management and administration or to carry out legal responsibilities, and returning or destroying the PHI is not feasible, Business Associate shall provide to Covered Entity notification of the conditions that make return or destruction not feasible. Business Associate shall:

7.3.2(a) Retain only that PHI which is necessary for Business Associate to continue its proper management and administration or to carry out its legal responsibilities;

7.3.2(b) Return to Covered Entity or, if agreed to by Covered Entity, destroy the remaining PHI that the Business Associate still maintains in any form;

7.3.2(c) Continue to use appropriate safeguards and comply with Subpart C of 45 C.F.R. Part 164 with respect to electronic protected health information to prevent use or disclosure of the protected health information, other than as provided for in this Section, for as long as Business Associate retains the PHI;

7.3.2(d) Not use or disclose the PHI retained by Business Associate other than for the purposes for which such PHI was retained and subject to the same conditions set out at Section 4, "Permitted Uses and Disclosures" which applied prior to termination; and

7.3.2(e) Return to Covered Entity or, if agreed to by Covered Entity, destroy the PHI retained by Business Associate when it is no longer needed by Business Associate for its proper management and administration or to carry out its legal responsibilities.

7.4 Survival

The obligations of Business Associate under this Section shall survive the termination of this Agreement.

8. GENERAL TERMS AND CONDITIONS

8.1 Any ambiguity in this Agreement shall be resolved to permit Covered Entity to comply with the HIPAA Rules.

8.2 A breach of this Agreement by Business Associate shall be considered sufficient basis for Covered Entity to terminate the services of the Business Associate.

8.3 The Parties agree to take such action as is necessary to amend this Agreement from time to time for Covered Entity to comply with the requirements of the HIPAA Rules.

IN WITNESS WHEREOF, Covered Entity and Business Associate have executed this Agreement effective on the date as stated above

ALABAMA MEDICAID AGENCY

Signature

Date

Clay Gaddis

Printed Name

Privacy Officer

Title

BUSINESS ASSOCIATE

Signature

Date

Printed Name

Title

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

**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 Medicaid Agency (the Agency) may pursue available remedies, including suspension and/or debarment.

3. The prospective lower tier participant shall provide immediate written notice to the Agency 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 shall 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 Nonprocurement Programs.

8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR part 9, subpart 9.4, suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the Agency may pursue available remedies, including suspension and/or debarment.



KAY IVEY
Governor

Alabama Medicaid Agency

501 Dexter Avenue
P.O. Box 5624
Montgomery, Alabama 36103-5624

www.medicaid.alabama.gov
e-mail: almedicaid@medicaid.alabama.gov

Telecommunication for the Deaf: 1-800-253-0799

334-242-5000 1-800-362-1504



STEPHANIE MCGEE AZAR
Commissioner

MEMORANDUM

SUBJECT: Reporting to Ethics Commission by Persons Related to Agency 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 shall report to the State Ethics Commission the names of any adult child, parent, spouse, brother or sister employed by the agency.

Please review your situation for applicability of this statute. The address of the Alabama Ethics Commission is:

100 North Union Street
RSA Union Bldg.
Montgomery, Alabama 36104

A copy of the statute is reproduced below for your information. If you have any questions, please feel free to contact the Agency Office of General Counsel, at 242-5741.

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 shall 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 shall report to the commission the names of any adult child, parent, spouse, brother, or sister who is a public official or public employee of the agency or department with whom the contract is made.
- (c) This section shall 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 shall 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.)



State of Alabama Disclosure Statement

Required by Article 3B of Title 41, Code of Alabama 1975

ENTITY COMPLETING FORM

ADDRESS

CITY, STATE, ZIP

TELEPHONE NUMBER

STATE AGENCY/DEPARTMENT THAT WILL RECEIVE GOODS, SERVICES, OR IS RESPONSIBLE FOR GRANT AWARD

Alabama Medicaid Agency

ADDRESS

501 Dexter Avenue, Post Office Box 5624

CITY, STATE, ZIP

Montgomery, Alabama 36103-5624

TELEPHONE NUMBER

(334) 242-5833

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

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

STATE AGENCY/DEPARTMENT	DATE GRANT AWARDED	AMOUNT OF GRANT

- 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
DEPARTMENT/AGENCY

ADDRESS

STATE

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 EMPLOYED	ADDRESS	NAME OF PUBLIC OFFICIAL/PUBLIC EMPLOYEE	STATE DEPARTMENT/ AGENCY WHERE
--------------------------------	---------	---	--------------------------------

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
--------------------	------	---------------------

Article 3B of Title 41, Code of Alabama 1975 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.

State of _____)

County of _____)

CERTIFICATE OF COMPLIANCE WITH THE BEASON-HAMMON ALABAMA TAXPAYER AND CITIZEN PROTECTION ACT (ACT 2011-535, as amended by Act 2012-491)

DATE: _____

RE Contract/Grant/Incentive (describe by number or subject): Enter brief contract description by and between Enter Contractor Name (Contractor/Grantee) and Alabama Medicaid Agency (State Agency or Department or other Public Entity)

The undersigned hereby certifies to the State of Alabama as follows:

1. The undersigned holds the position of _____ with the Contractor/Grantee named above, and is authorized to provide representations set out in this Certificate as the official and binding act of that entity, and has knowledge of the provisions of THE BEASON-HAMMON ALABAMA TAXPAYER AND CITIZEN PROTECTION ACT (ACT 2011-535 of the Alabama Legislature, as amended by Act 2012-491) which is described herein as "the Act".
2. Using the following definitions from Section 3 of the Act, select and initial either (a) or (b), below, to describe the Contractor/Grantee's business structure.

BUSINESS ENTITY. Any person or group of persons employing one or more persons performing or engaging in any activity, enterprise, profession, or occupation for gain, benefit, advantage, or livelihood, whether for profit or not for profit. "Business entity" shall include, but not be limited to the following:

0 Self-employed individuals, business entities filing articles of incorporation, partnerships, limited partnerships, limited liability companies, foreign corporations, foreign limited partnerships, foreign limited liability companies authorized to transact business in this state, business trusts, and any business entity that registers with the Secretary of State.

1 Any business entity that possesses a business license, permit, certificate, approval, registration, charter, or similar form of authorization issued by the state, any business entity that is exempt by law from obtaining such a business license, and any business entity that is operating unlawfully without a business license.

EMPLOYER. Any person, firm, corporation, partnership, joint stock association, agent, manager, representative, foreman, or other person having control or custody of any employment, place of employment, or of any employee, including any person or entity employing any person for hire within the State of Alabama, including a public employer. This term shall not include the occupant of a household contracting with another person to perform casual domestic labor within the household.

_____(a) The Contractor/Grantee is a business entity or employer as those terms are defined in Section 3 of the Act.
 _____(b) The Contractor/Grantee is not a business entity or employer as those terms are defined in Section 3 of the Act.
3. As of the date of this Certificate, Contractor/Grantee does not knowingly employ an unauthorized alien within the State of Alabama and hereafter it will not knowingly employ, hire for employment, or continue to employ an unauthorized alien within the State of Alabama;
4. Contractor/Grantee is enrolled in E-Verify unless it is not eligible to enroll because of the rules of that program or other factors beyond its control.

Certified this _____ day of _____ 20_____.

 Name of Contractor/Grantee/Recipient

By: _____

Its _____

The above Certification was signed in my presence by the person whose name appears above, on

this _____ day of _____ 20_____.

WITNESS: _____

 Print Name of Witness

**GOVERNOR'S ADDITIONAL CONTRACT QUESTIONS
FOR PROFESSIONAL AND PERSONAL SERVICES CONTRACTS**

PART I. Procurement method. Mark boxes as appropriate.

- Competitive sealed bids/ITBs (§ 41-4-132)**
- This is a professional-services contract; CPO approval for use of ITB is attached.
Alabama Buys/STAARS solicitation number: _____
 - This is not a professional-services contract; no CPO approval for use of ITB required.
 - Adequate public notice of ITB was given for a reasonable time prior to bid opening.
 - Bids were opened publicly in the presence of one or more witnesses at time and place designated in the ITB.
- Competitive sealed proposals/RFPs (§ 41-4-133)**
- Number of providers the RFP was distributed to: _____
 - Number of responses/proposals the agency reviewed: _____
 - RFP was posted to online database as required by § 41-4-66
Alabama Buys/STAARS solicitation number: _____
 - A written determination was made that accepted proposal is "most advantageous to the state."
 - Public notice of award was given promptly after contract award.
 - This is a contract for services governed by a DCM fee schedule.
 - Contract fees are within the approved DCM fee schedule.
 - DCM Director's approval for exceeding DCM fee schedule is attached.
 - This is a contract for an architect, landscape architect, engineer, land surveyor, or geoscientist.
 - A competitive, qualifications-based process was used per § 41-4-133(j).
- Small purchases (§ 41-4-134)**
- Contract fees are below the small-purchase thresholds set forth in [Rule 355-4-3-.05](#).
 - Lowest acceptable quote chosen from three written quotes solicited.
Solicitation number in Alabama Buys/STAARS is: _____
 - Per [Rule 355-4-3-.05](#), no quotes required because: _____
- Sole-source procurement (§ 41-4-135)**
- Written determination by CPO that there is only one source for the required professional service is attached.
- Emergency procurements (§ 41-4-136)**
- Written determination for basis of the emergency and selection of the contractor attached.
 - Approval attached from CPO or agency head (not subject to delegation).
- Special procurements (§ 41-4-137)**
- Written determination for basis of the emergency and selection of the contractor attached.
 - Approval attached from CPO or agency head.
- Physicians (§ 41-4-125.01)** – provider selected from Medical Licensure Commission list.
- Attorneys (§ 41-4-125)**
- Litigation (Hourly)**
 - DAG appointment letter attached.
 - Governor's rate approval letter attached. (See [EO 726](#), ¶ 3.b.)
 - Litigation (Contingency Fee)**
 - DAG appointment letter attached.
 - Written determination attached as required by § 41-4-125(d)(1).
 - Fee within limits prescribed by § 41-4-125(d)(2)-(3) or AG/Governor written authorization for exceeding limits is attached as required by § 41-4-125(d)(5).
 - AG's standard contract addendum attached per § 41-4-125(d)(7).
 - Non-litigation**
 - Justification letter attached for not using in-house counsel or AG.

<input type="checkbox"/> Governor's approval attached. (See EO 726 , ¶ 3.b.) <input type="checkbox"/> Attorney's scope of services is described with particularity. (See EO 726 , ¶ 3.c.) <input type="checkbox"/> Litigation experts (§ 41-4-125(b)) – retained for litigation or avoidance of litigation. <input type="checkbox"/> Exempt Contract. Explanation of the exemption and citation to statutory authority: <hr/> <hr/>
PART II. IT (information technology) questions. <u>Check one.</u>
<input type="checkbox"/> Contract is for IT supplies or services and written approval of OIT attached per § 41-4-285. <input type="checkbox"/> Contract is not for IT supplies or services. <input type="checkbox"/> If exemption from OIT approval is claimed, please explain basis and provide citation to statutory authority: <hr/> <hr/>
PART III. Personal services (employer-employee relationship) questions. <u>Check one.</u>
<input type="checkbox"/> Approved by State Personnel Department or its Board in accordance with the Alabama Fiscal Policy and Procedures Manual . <input type="checkbox"/> Contract is not for personal services.
PART IV. Fiscal Policy and Procedures Manual requirements and additional questions. <u>Complete for all contracts.</u>
<input type="checkbox"/> Contract does not contain a waiver of sovereign immunity. <input type="checkbox"/> Contract does not require the state to indemnify. <input type="checkbox"/> Contract does not require a COVID-19 vaccination. (See EO 724 , ¶ 4.) <input type="checkbox"/> Contract contains all required clauses: <input type="checkbox"/> Early termination clause on page: _____ <input type="checkbox"/> Alternative Dispute Resolution clause on page: _____ <input type="checkbox"/> Merit System Exclusion clause on page: _____ <input type="checkbox"/> Beason-Hammon (immigration) clause on page: _____ <input type="checkbox"/> No-boycott (free trade) clause on page: _____ <input type="checkbox"/> Economic boycott clause (per § 8-1-251) on page: _____ <input type="checkbox"/> If exempt from economic boycott clause, explain and cite statutory authority: <hr/> <input type="checkbox"/> This contract is for administrative services. <input type="checkbox"/> Ethics/nepotism clause (per EO 726 , ¶ 4) on page: _____ <input type="checkbox"/> Disclosure statement required by § 41-16-82 is attached (or contract is for \$5,000 or less). <input type="checkbox"/> Immigration documentation attached (e.g., E-Verify/Certificate of Compliance). (See FPPM .) I certify that all the information provided on this form is true, correct, and complete to the best of my knowledge. <hr/> <div style="display: flex; justify-content: space-between;"> Agency/Department Head Signature Name of Agency/Department </div> <hr/> Name & Phone # of Agency Contact: _____

Please call the Governor's Legal Office at (334) 242-7120 for questions about this form.

Revised September 2023

Appendix C: Pricing

This section provides detailed instructions to completing the Appendix C – Pricing. **Appendix C – Pricing Schedule is available via the Alabama Medicaid Procurement website (https://medicaid.alabama.gov/content/2.0_Newsroom/2.4_Procurement.aspx)**

Inclusion of additional information not requested in Appendix C or alteration of the forms, in any way, may be grounds for Vendor proposal disqualification. Include all costs for furnishing the product(s) and/or service(s) included in this proposal. Failure to provide any requested information in the prescribed format may result in disqualification of the proposal. Appendix C must be signed (as designated on the Cover Page) and dated by an authorized Vendor signatory.

Vendors must enter in the Pricing Schedule, their firm fixed prices and rates representing the fixed, not estimated, prices and rates that the Vendor will charge to complete this project according to the requirements and parameters of the schedules. Estimated prices and rates responses will not be evaluated, will not be considered, and will be deemed non-responsive. The Vendor must enter all required price information in schedules A through F. A signature on a printed copy of each pricing schedule is required. The electronic, soft copy file must also be included with the Vendor's submission.

Pricing Schedules that do not meet all of the above criteria will be considered non-responsive and not evaluated any further. Payments will be based upon contracted services actually performed in accordance with the proposed Firm Fixed Prices and Rates as indicated in the following documents:

1. RFP Cover Sheet
2. Pricing Schedule A – Total Evaluated Price
3. Pricing Schedule B – Project Services Evaluated Price
4. Pricing Schedule C – Deliverables Evaluated Price
5. Pricing Schedule D – RFP Deliverables Evaluated Price
6. Pricing Schedule E – COTS Evaluated Price
7. Pricing Schedule F – Extra Contractual Services Price

The file PMO RFP Appendix C – Pricing Schedule.xlsx for this RFP is available for download with the RFP in Alabama Medicaid Procurement website. This workbook was created and tested using Microsoft Excel 2016, but Vendors are responsible for verifying all of their entries and their totals. These workbook forms must be completed, printed, and submitted in paper form to the Agency. Vendors must also save a copy of the workbook file to include identification in the filename (short or abbreviated name, for example: PMO RFP Appendix C – Pricing Schedules – Acme PMO.xlsx). This electronic, soft copy file must also be included with the Vendor's submission. Do not protect the file from reading, copying, or printing; unusable files will be considered non-responsible.

Where a signature block is indicated, the pricing schedule must be printed, complete, correct, signed, and dated by an appropriate corporate official.

Pricing Schedule A – Total Evaluated Price

To complete Schedule A, Vendors must adhere to the following Notes:

- Vendors must enter on Cost Proposal Schedule A the name of the corporation or other legal entity as entered on the Transmittal Letter, in cell D-H6
- The pricing data from schedules B through F will be auto filled into Schedule A.
- The sum of the values populated in cells D10 through H10 should equal the value displayed in cell H8. These five values in cells D10 through H10 must be used to populate the "Firm and Fixed Price" on the RFP Cover Sheet.
- The value displayed in cell H8, TOTAL EVALUATED PRICE, will be the maximum contract value. The contract cannot exceed this value.
- The TOTAL EVALUATED PRICE in cell H8 will be used to calculate the Cost Proposal score in RFP Section VII.E – Evaluation and Selection Process – Scoring.
- When the vendor has completed all schedules, verify that all entries are accurate and complete, and verify your totals. This pricing schedule workbook was created and tested only in Microsoft Excel 2016®.
- Print out Schedule A. A printed Schedule A must be signed and dated and returned with the proposal submission. The electronic "soft copy" file must also be included with the Vendor's submission.

Pricing Schedule B – Project Services Price

To complete Schedule B, Vendors must adhere to the following Notes:

- Pricing Schedule B must be completed by all vendors. The workbook will transfer values to Schedule A, but vendors must verify that the totals are correct.
- Enter data in green shaded cells.
- Enter the bid price for the required project services items.
- The project services amount will be split into a monthly equal amount for payment.
- The sum of each individual project services item will be added to the TOTAL EVALUATED PRICE on Schedule A.
- The TOTAL EVALUATED PRICE will be used to calculate the Pricing Schedule score in RFP Section VII.E. – Evaluation and Selection Process – Scoring.
- The winning vendor's prices on Schedule B will become part of the firm fixed contract price. The detailed timing and invoicing of individual project services, deliverables and template contract items will be agreed upon in the Initiation and Planning Phase.
- When Schedule B has been completed, verify that all entries are accurate and complete, and verify your totals. This pricing schedule workbook was created and tested only in Microsoft Excel 2016®.
- Print out Schedule B. A printed Schedule B must be signed and dated and returned with the bid submission.

Pricing Schedule C – Deliverable Price

To complete Schedule C, Vendors must adhere to the following Notes:

- Pricing Schedule C must be completed by all vendors. The workbook will transfer values to Schedule A, but vendors must verify that the totals are correct.
- Enter data in green shaded cells.
- Enter the bid price for the required deliverables and templates.
- The deliverables will be paid when approved by the Agency.
- The sum of each individual deliverables and template item will be added to the TOTAL EVALUATED PRICE on Schedule A.

- The TOTAL EVALUATED PRICE will be used to calculate the Pricing Schedule score in RFP Section VII.E. – Evaluation and Selection Process – Scoring.
- The winning vendor's prices on Schedule C will become part of the firm fixed contract price. The detailed timing and invoicing of individual project services, deliverables and template contract items will be agreed upon in the Initiation and Planning Phase.
- When Schedule C has been completed, verify that all entries are accurate and complete, and verify your totals. This pricing schedule workbook was created and tested only in Microsoft Excel 2016®.
- Print out Schedule C. A printed Schedule B must be signed and dated and returned with the bid submission.

Pricing Schedule D – RFP Deliverables Price

To complete Schedule D, Vendors must adhere to the following Notes:

- Cost Proposal Schedule D must be completed by all vendors. The workbook will transfer values to Schedule A, but vendors must verify that totals are correct.
- Enter data in green shaded cells.
- The Contractor shall plan on one RFP deliverables request per year. If RFP deliverable request is not needed for a specific year, then the line item in the pricing schedule will not be paid. All operational costs should be included in the firm and fixed price for RFP Deliverables (Schedule D).
- The price of each yearly RFP deliverables, which will be added to the Firm and Fixed Total Price on Schedule A.
- The Firm and Fixed Total Price will be used to calculate the Cost Proposal score in RFP Section VII.E. – Evaluation and Selection Process – Scoring.
- The winning vendor's prices on Schedule D will become part of the firm fixed contract price. The detailed timing and invoicing of RFP Deliverables will be agreed upon in the Initiation and Planning Phase.
- When Schedule D has been completed, verify that all entries are accurate and complete, and verify your totals. This pricing schedule workbook was created and tested only in Microsoft Excel 2016®.
- Print out Schedule D. A printed Schedule D must be signed and dated and returned with the proposal submission.

Pricing Schedule E – COTS Deliverable Price

To complete Schedule D, Vendors must adhere to the following Notes:

- Cost Proposal Schedule E must be completed by all vendors. The workbook will transfer values to Schedule A, but vendors must verify that totals are correct.
- Enter data in green shaded cells.
- The PMO Contractor shall plan on one COTS Deliverables request per year. If COTS Deliverables request is not needed for a specific year, then the line item in the pricing schedule will not be paid. COTS Implementation Deliverables will be paid if the Agency decide to proceed with implementation of a new COTS product. All COTS Deliverables costs should be included in the firm

and fixed price for COTS Deliverables (Schedule E).

- The price of each yearly COTS Deliverables, which will be added to the Firm and Fixed Total Price on Schedule A.
- The Firm and Fixed Total Price will be used to calculate the Cost Proposal score in RFP Section VII.E. – Evaluation and Selection Process – Scoring.
- The winning vendor’s prices on Schedule E will become part of the firm fixed contract price. The detailed timing and invoicing of operational components will be agreed upon in the Initiation and Planning Phase.
- When Schedule E has been completed, verify that all entries are accurate and complete, and verify your totals. This pricing schedule workbook was created and tested only in Microsoft Excel 2016®.
- Print out Schedule E. A printed Schedule E must be signed and dated and returned with the proposal submission.

Pricing Schedule D – Extra Contractual Services Price

To complete Schedule D, Vendors must adhere to the following Notes:

- Cost Proposal Schedule F must be completed by all vendors. The workbook will transfer values to Schedule A, but vendors must verify that totals are correct.
- Enter data in green shaded cells.
- Enter an Hourly Personnel Rate for Extra Contractual services --the single firm fixed aggregate hourly rate for personnel to develop and execute extra contractual services.
- For proposal evaluation only, the Agency will use 1000 personnel-hours expended in each year in contract years 1 through 5 to calculate the extra contractual services evaluated price. The extra contractual services evaluated price will be added to the Firm and Fixed Total Price on Schedule A.
- The Firm and Fixed Total Price will be used to calculate the Cost Proposal score in RFP Section VII.E. – Evaluation and Selection Process – Scoring.
- The number and scope of extra contractual services to be issued has not been determined by the Agency. The vendor's proposal is ceiling value, but not a guaranteed contract amount. The amount to be paid by the Agency--if any--will be determined as required for each extra contractual service that may be required in the future.
- When Schedule F has been completed, verify that all entries are accurate and complete, and verify your totals. This pricing schedule workbook was created and tested only in Microsoft Excel 2016®.
- Print out Schedule F. A printed Schedule F must be signed and dated and returned with the proposal submission.

Appendix D: Contract Deliverable Table

No.	Grouping	Deliverable ID	Deliverable Name	Deliverable Description	RFP Location	Initial Delivery Due Date	Updates/Frequency
1	PMO Project Onboarding	AMA_01	AMA Attestation and Agreement Document	Attest that contractor will follow AMMP plans and template. AMA-01 AMA Attestation and Agreement Document (in Procurement Library)	6.11	Two (2) weeks after the Contract Discovery	Once at start
2	PMO Project Onboarding	PMP_02	Contract Discovery	Contract Discovery Document (from template) Meeting minutes with risk, action items, issues and decisions identified.	7.1	Two (2) weeks after the Project Kick-off Meetings	Once at start of Contract
3	Project Service	PServ-1	Detail Project Schedule Update	Weekly schedule update to the Agency and module contractors	6.7	Twelve (12) weeks after contract start	Updated weekly
4	Project Service	PServ-2	Schedule look ahead	2-week look ahead, 4-week look ahead, 2-month look-ahead and a 6-month look-ahead for the projects and the IMS	6.7	Twelve (12) weeks after contract start	Weekly (noon on Friday or last working day of week)
5	Project Service	PServ-3	Project/Phase Kick-off	Kick-offs for module onboarding, OCM activities, phase level, and turnover kick off	6.1	Four (4) weeks after Contract Start	As needed
6	Project Service	PServ-4	RAM Charts Update	Updating and kept current all RAM charts such as RACI and RASCI for AMMP	6.12	Within two (2) weeks after contract start	As needed
7	Project Service	PServ-5	Artifact Development and Approval Report	Tracks deliverables, including each step in review and approval process	6.12	One (1) month after contract start	Weekly (PMO update meeting) and Monthly (part of monthly status report)
8	Project Service	PServ-6	Project Status Report	Address all contract areas; Identify accomplishments or blockers/concerns; status of tasks/schedule, deliverables; report on SLAs/KPIs; issues/risks, etc.	6.14	One (1) month after contract start	Monthly (delivered by 9:00 am three (3) business days before meeting)
9	Project Service	PServ-7	Consolidated AMMP Status Report	Overall status report for PMO and modules	6.14	One (1) month after contract start	Monthly

10	Project Service	PServ-8	Report Cards for each Module Contractor	Defined metrics for each module	6.21	One (1) month after contract start	Every two (2) weeks
11	Project Service	PServ-9	Consolidated Report Card for all Module	Defined metrics for all module	6.21	One (1) month after contract start	Every two (2) weeks
12	Project Service	PServ-10	Federal Reporting	Developing status reports, presentations, documentation, or other materials necessary for reporting to or required by the Federal agencies.	6.23	One (1) month after contract start	As needed
13	Project Service	PServ-11	AMMP Dashboard	Improvement, development, maintenance, and updating AMMP Dashboard	6.15	Two (2) months after contract start	As needed
14	Project Service	PServ-12	Requirements Management Tool (RMT) Dashboard	Manage and keep current RMT dashboard	6.25.4	One (1) month after contract start	As needed
15	Project Service	PServ-13	EA Tool Dashboard	Manage and keep current EA dashboard	6.25.5	One (1) month after contract start	As needed
16	Project Service	PServ-14	RTM and RRM Extract, Module RTM Upload	Generating RTM and RRM from the RMT tool. Uploading Module RTM extract in to the RMT tool	6.24.5	One (1) month after contract start	Weekly
17	Project Service	PServ-15	Advance Planning Documents (APDs) for AMMP	To create and update documents submitted to CMS to request Federal Financial Participation (FFP) which includes multiple Advance Planning Documents (APDs) for the transition to modularity these includes APD, IAPD, IAPDU, OAPD, OAPDU, and As Needed IAPDU	7.1	One (1) month after contract start	As needed
18	Project Service	PServ-16	Functional Analysis Documents	Details the AS IS and TO BE business process model diagrams and requirements, gap analysis, and roadmap for the business processes identified for each functional area.	6.24.1	Four (4) weeks after the functional analysis is completed	As needed
19	Project Service	PServ-17	Business Process Improvement Report	This report should contain recommendation on how to make business process more efficient and effective.	6.24.2	Twelve (12) weeks after contract start	Monthly Report
20	Project Service	PServ-18	Tools Training and Materials	Provide tools training and materials	6.25	Twelve (12) weeks after contract start	As needed
21	Project Service	PServ-19	Lesson Learned Session	Continuously gather and maintain all lessons learned. Conduct lessons learned sessions and take actions to apply changes as necessary	6.17	Twelve (12) weeks after contract start	As needed

22	Project Service	PServ-20	PMO Audit Report	Conduct and prepare a report for each audit. The report will include the following information including but not limited to findings, recommendations, and action items. This is required quarterly for each active module.	6.17.1	Twelve (12) weeks after contract start	Quarterly Update
23	Project Service	PServ-21	MEA Packages	A monthly delivery of updates to the enterprise architecture in a package structure to be described in the Approach to Medicaid Enterprise Architecture, and centered on a module and/or a viewpoint as documented in the approved MEA Management and Operations Plan	6.27.3	Thirty (30) calendar days after contract start	Monthly
24	Project Service	PServ-22	Satisfaction Surveys	Determine satisfaction and identify areas of concern and possible improvement	7.5	Sixty (60) calendar days after end of certification	As needed
25	Project Service	PServ-23	Modules support, monitoring and reporting	Includes all support activities needed for the module's contractor onboarding through DDI phases, OCM task and activities, certifications, post-implementation, and turnover to operations. Monitoring all schedules and task of modules contractors. Reporting all module activities and task such as data conversion, migration, SLA, etc.		One (1) month after contract start	Weekly or as needed
26	Project Service	PServ-24	Modules Plans and Documentation	Includes creation of Contract Monitoring Plan, Module Specific OCM Plan (OCM-2-f1), OCM Module Checklist (OCM-2-f2), Master OCM Tracking Matrix (OCM-2-g2), Module OCM Tracking Matrix (OCM-2-g1), Module Close-out Plan, Post Implementation Support Monitoring Plan and Transition to Operations Plan for each module.		One (1) week after contract start	Weekly or as needed
27	Project Service	PServ-25	Post Implementation Support Monitoring Plan	Created for each module after the Operational Readiness Review. Monitor and report on module contractor progress as module support, monitoring and reporting activity.	7.5	Within two (2) weeks after each module's ORR	As needed

28	Project Service	PServ-26	Transition to Operations Plan	Created for each module that will include a RAM chart as well as the processes and procedures needed by the Agency to assume the monitoring responsibilities. Monitor and report on module contractor's progress as module support, monitoring and reporting activity.	7.5	Six (6) months after each module's go live	As needed
29	Project Service	PServ-27	Module Close-out Plan	Created for each module. Defines the task and activities need to close-out module contract. Monitor and report on module contractor's progress as module support, monitoring and reporting activity	7.6	Nine (9) months after each module's go live or 90 calendar days after certification	As needed
30	Project Plans	COM-3 (renamed)	PMO Resource Management Plan	Define roles and responsibilities, organization charts, off/onsite resources and timing, turnover, vacancies etc. Includes Organization Chart and Stakeholder Registry (COM-3-02)	6.22	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
31	Project Plans	COM-4	Physical and Data Security Plan	Contains the Contractor's Security Plan to ensure state and federal statutes are met	6.26	Twelve (12) weeks after contract start	Update every 6 months throughout the term of the contract
32	Project Plans	COM-6-A (renamed)	AMMP- Program Responsibility Assignment Matrix (RAM)	This contains information by role who is responsible, approves, contributes, supports, and is informed for each process/activity for the program. Includes RAM charts	6.12	Within two (2) weeks after contract start	Update every 6 months throughout the term of the contract
33	Project Plans	COM-7	Artifact Development and Approval Document (Renamed)	This defines the process of artifact development and approval of all deliverables. Includes Artifact development and approval report.	6.12	Within eight (8) weeks from contract start date.	Update every 6 months throughout the term of the contract
34	Project Plans	COM-8	Meeting Protocols Reference Guide	This covers the necessary steps required to schedule, facilitate, scribe, create and distribute agendas/minutes, track action items, and obtain approval of meeting minutes. Includes Meeting Agenda and Minutes Template (COM-8a)	6.9	Within eight (8) weeks from contract start date.	Update every 6 months throughout the term of the contract

35	Project Plans	COM-9	Corrective Action Plan (CAP)	Addresses Corrective Action Plan processes and procedures. Includes Corrective Action Plan Template (COM-9-1)	6.5	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
36	Project Plans	COM-10	Scope Management Plan (Renamed)	This defines the standard processes for identifying, documenting, analyzing, approving/rejecting, and implementing changes to the baseline scope, schedule, contract, and if necessary, cost to the project. Includes Project Change request Template (COM-10-01).	6.18	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
37	Project Plans	COM-11	AMMP-Program Communication Management Plan (Renamed)	This overarching Communication Management Plan (CMP) addresses challenges that are magnified in modular projects. Includes COM-11-03: Communication Management Plan Template.	6.13	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
38	Project Plans	COM-13	CMS Reporting	This document used for CMS monthly reporting for AMMP	6.23	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
39	Project Plans	COM-15	AMMP Conversion Management Strategy (Renamed)	Provides information about how the Program Management Office (PMO) Services Vendor of the Agency's MES program will oversee data cleanup and conversion to ensure a successful migration. Includes Conversion Management Plan template (COM-15-02), Conversion Management Reporting Template (COM-15-01).	6.29	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
40	Project Plans	COM-16	AMMP - Program Certification Support Management Plan (Renamed)	Defines the scheduled activities related to the certification of each module or solution. Includes Certification Support and Turnover Plan Template (COM-16-01)	7.4	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
41	Project Plans	COM-16-A	Post Implementation Support Monitoring Strategy (Renamed)	This defines the strategy for supporting for each project, during Post Implementation and up to Project Close-out.	7.5	Twelve (12) weeks after contract start	Update every six (6) months or as needed

42	Project Plans	COM-17	Project Close-Out Strategy (Renamed)	This define how the PMO Contractor will oversee and manage all program and project close-out activities. Includes Project Close-Out Report Template (COM-17-01)		Twelve (12) weeks after contract start	Update every six (6) months or as needed
43	Project Plans	COM-18	Turnover Management Plan (Renamed)	This defines the turnover processes and activities that are required at the end of contract	6.3	Twelve (12) weeks after contract start	Update quarterly or as needed
44	Project Plans	COM-20-01	AMMP Dashboard - User Guide (Renamed)	User guide for AMMP Dashboards. This includes AMMP Dashboard Design Document (COM-20-2) and AMMP Dashboard - Training (COM-20-03)	6.15	Twelve (12) weeks after contract start	Quarterly Update
45	Project Plans	COM-New1	AMMP Roadmap	This document provides a strategic view of procurements and implementations milestones.	6.6	Within eight (8) weeks from contract start date.	Update every 6 months througho ut the term of the contract or upon Agency request
46	Project Plans	COM-New2	AMMP Phasing Plan	Provides tactical steps by breaking down AMMP Roadmap into phases	6.6	Within eight (8) weeks from contract start date.	Update every 6 months througho ut the term of the contract or upon Agency request
47	Project Plans	COM-New3	AMMP Strategic Planning	Strategic planning meeting and document that provides market insight, trends, upcoming policy updates and changes, recommendation for future AMMP plans, processes and procedures.	6.6	Three (3) months after Contract Start	Quarterly Update
48	Project Plans	COM-New4	Governance Board Charters	These documents provide the purpose, scope, authority, roles and responsibilities, operating procedures, and members of the respective boards. Includes COM-New3.1 Executive Oversight Committee Charter (EOC), COM-New3.2 Change Control Board Charter (CCB), COM-New3.3 Business Review Board Charter (BRB), COM-New3.4 Enterprise Architecture Board Charter	6.8	Within four (4) months from contract start date.	Update every 6 months througho ut the term of the contract

				(EAB), COM-New3.5 Change Advisory Board Charter (CAB)			
49	Project Plans	COM-New5	AMMP Tools Maintenance and Configurations Guide	Documents configuration, administration, and maintenance process for each tool	6.25	Within four (4) months from contract start date.	Update every six (6) months or as needed
50	Project Plans	PMO-2-b	Onboarding Offboarding Plan	Describes processes and procedures for onboarding to AMMP including Onboarding Offboarding Checklist (PMO-2-b-01) and Contract Discovery Template (PMO-2-w-02).	6.5	One (1) month after contract start	Update every 6 months throughout the term of the contract
51	Project Plans	PMO-2-c	Kick-off Meetings Protocol Guide	Includes Kick-off Presentation template (PMO-2-c-01)	6.1	Within four (4) months from contract start date.	Update every 6 months throughout the term of the contract
52	Project Plans	PMO-2-i	Risk Management Plan	Standards and supporting processes for risk management. Includes Risk and Issues Submission Form Template (PMO-2-i-01) and PMO-risk Questionnaire (PMO 2-i-02).	6.16.1	Twelve (12) weeks after contract start	Update every six (6) months or as needed
53	Project Plans	PMO-2-j	Issue Management Plan	This describes the standards and supporting processes for issue management.	6.16.2	Twelve (12) weeks after contract start	Update every six (6) months or as needed
54	Project Plans	PMO-2-k	Quality Management Plan	This describes the methodologies, tools, standards, tasks/activities, reports, templates, deliverables, and schedule for conducting the QA assessments/reviews. Includes Quality Control (QC) Checklist (PMO-2-k-01) and Quality Management Plan Template (PMO-2-k-02).	6.17	Twelve (12) weeks after contract start	Update every six (6) months or as needed

55	Project Plans	PMO-2-k-03	AMMP Style Guide	This guide defines styles and guidelines to be used when creating deliverables and artifacts. Includes AMMP Acronyms and Glossary.	6.12	Twelve (12) weeks after contract start	Update every six (6) months or as needed
56	Project Plans	PMO-2-n-02	Action Items Protocol Reference Guide	This addresses processes and procedures for Identifying, Classifying, Monitoring, Controlling, Execution, Closure, and Reporting, of Action Items	6.16.3	Twelve (12) weeks after contract start	Update every six (6) months or as needed
57	Project Plans	PMO-2-n-03	Decisions Protocol Reference Guide	This guide is to define a consistent process for the end-to-end life cycle of all Decisions	6.16.4	Twelve (12) weeks after contract start	Update every six (6) months or as needed
58	Project Plans	PMO-2-n-04	Invoice Protocols Reference Guide	outlines the steps used to identify, review, approve, and submit an invoice for payment to Medicaid. Includes Deliverable Acceptance File Template (PMO-2-n-04-01), Deliverable Verification File Template (PMO-2-n-04-02) and Deliverable Acceptance File Template (PMO-2-n-04-03)	6.21.1	Twelve (12) weeks after contract start	Update every six (6) months or as needed
59	Project Plans	PMO-2-n-05	Lessons Learned Protocol Reference Guide	outlines the activities used to review previously identified Lessons Learned, discover new Lessons Learned, apply corrective action early and document and disseminate the information	6.17	Twelve (12) weeks after contract start	Update every six (6) months or as needed
60	Project Plans	PMO-2-o	Vendor Start Up Guide	Vendor Start Up Guide describes the Program Management Office processes and procedures required by the new vendors brought on-board the AMMP program. Includes Vendor Start Up Checklist (PMO-2-O-02) and AMA_01 AMA Attestation and Agreement Document Template	6.5	Twelve (12) weeks after contract start	Update every 6 months throughout the term of the contract
61	Project Plans	PMO-2-o-01	Comprehensive Deliverable List	Contains catalog all required contractor templates are created for each of the AMMP Program procurements.		Twelve (12) weeks after contract start	Update every 6 months throughout the term of the contract

62	Project Plans	PMO-2-q	Integrated Master Schedule Management Plan	This document contains the details for Project Schedule Management, Integrated Master Project Schedule Management, and the Program/Integrated Schedule Specifications. Includes AMMP Integrated Master Schedule Template (PMO-2-q-02)	6.7	Twelve (12) weeks after contract start	Update every 6 months throughout the term of the contract
63	Project Plans	PMO-2-r	Configuration Management and Document Validation Plan	Describes the processes required to ensure that documentation configuration changes occur within an identifiable and controlled environment. Includes Configuration Management Plan Template (PMO-2-r-01)	6.11	Twelve (12) weeks after contract start	Update every 6 months throughout the term of the contract
64	Project Plans	PMO-2-x	Contract Monitoring Plan	The approach, methodology and evaluation techniques the project uses to monitor vendor contract performance throughout the life of a contractor's contract/project. Includes Contract Monitoring Report Card Template (PMO-2-x-01).	6.21	Within eight (8) weeks from contract start date.	Update every six (6) months or as needed
65	Project Plans	PMO-New1	PMO Module Audit Plan	This define the processes and procedures that will be used to audit the Module Project Managers.	6.17.1	Twelve (12) weeks after contract start	Update every six (6) months or as needed
66	Project Plans	REQ-2-c	Requirements Management Plan	This defines approach, processes, and procedures to gather, document, analyze, trace, prioritize, and communicate requirements to relevant stakeholders. This includes Requirements Writing Guide, Weekly Module Update Guide, Module RTM Update Template (REQ-2-a3-4-01), Requirements Traceability Matrix Template (REQ-2-a3-4), Requirements Response Matrix Template, and Functional Area Analysis Template	6.24.6	Twelve (12) weeks after contract start	Update every six (6) months or as needed
67	Project Plans	PMO-New2	Program Improvement Report	Recommendation of changes to improve AMMP business processes or services, improve technology, quality of documentation or to propose other innovative ideas.	6.17	Twelve (12) weeks after contract start	Update every six (6) months or as needed

68	Project Plans	EA-a	Approach to Medicaid Enterprise Architecture	Documents the approach to building the Enterprise Architecture to support MES and standards that the artifacts must meet.	6.27.1	Thirty (30) calendar days after contract start	Every six months,
69	Project Plans	EA-New1	MEA Management and Operations Plan	describes the models, model objects and views to be created, modified, or archived for each month for the current term	6.27.2	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
70	Project Plans	EA-New2	Technical Reference Architecture	Guidance and references to AMMP members and contractors on AMMP topics that are not business procedures. Library, list, etc. PMO contractor to help define what is included. Updates and changes are to be reviewed and approved at each EAB	6.28	Thirty (30) calendar days after contract start	As needed and Every six months,
71	Project Plans	EA-New3	MEA Capability Matrix	meets the needs of MITA Technical, Information, and Business Capability matrices	6.27.3	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
72	Project Plans	EA-New4	MES Concept of Operations	Replaces and includes former MMIS and MITA Conops; wherever CMS takes this/these. Combine EA-f MMIS Concept of Operations and EA-f1 MITA Concept of Operations	6.27.3	Sixty (60) calendar days after contract start	As needed and every six months after initial delivery,
73	Project Plans	EA-New5	Technical Advice and Assistance Plan	Describes how the PMO Contractor and the Senior Technical Advisor will support the AMMP projects and activities for the term of the contract	6.28	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
	Project Plans	OCM-2-a	Organizational Change Management Approach	Describes how the PMO Contractor will approach OCM task such as but not limited to stakeholder identification, communication, training and transition artifacts for operational readiness.	10.1	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
	Project Plans	OCM-New1	Organizational Change Management Effectiveness Evaluation Plan (OCM EE)	Describes how methods of measuring effectiveness of OCM, industry benchmarks and desired outcomes.	10.2	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,

	Project Plans	OCM-2-d1	OCM Communication Plans	Describes how communication will occur between AMMP Team, PMO team and module contractors. Includes OCM Communication Matrix (OCM-2d2)	10.5	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
	Project Plans	OCM-2-e1	OCM Training Plan	Defines the OCM training methods to be used during the project and incorporates existing training methodologies as required by the Agency. Includes OCM Training Matrix (OCM-2-e2).	10.6	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
	Project Plans	OCM-2-c-1	OCM Strategic Plan	Defines the OCM standards, goals, processes and procedures for AMMP that will be used by all module contractors. Includes Module Transition Plan (OCM-2-c2-01), Business Process Roadmap Template (OCM-2-c2-02), OCM Training Plan (OCM-2-e1), Production Turnover Document Template (OCM-2-c2-04),	10.4	Thirty (30) calendar days after contract start	As needed and every six months after initial delivery,
74	Project Template	COM-12-01	Status Reporting Template Module	Used by module contractor's Project Status Report	7.13	Twelve (12) weeks after contract start	Update every six (6) months or as needed
75	Project Template	PMO-2-a-01	Project Initiation and Approach Template (Renamed)	Used by each module contractor for documenting specific details for their own plan.		Twelve (12) weeks after contract start	Update every six (6) months or as needed
76	Project Template	PMO-2-w-01	Deliverable Template	This document will be used by the module contractor as a base for deliverable. It contains the standard format and section as a guidance for all contractor deliverables.		Twelve (12) weeks after contract start	Update every six (6) months or as needed
77	Project Template	PMO-New3	Implementation Plan Template	Used by module contractor's for creating implementation plan		Twelve (12) weeks after contract start	Update every six (6) months or as needed
78	Project Template	EA-k-2	Incident Management Plan Template	Used by module contractors to provide details on processes and procedures needed to manage incidents.	6.28	Ninety (90) calendar days after contract start	Every 6 months
79	Project Template	EA-k-3	Continuity of Operations Plan Template	Module contractor will use this to provide business continuity processes and procedures for the business functions provided by module contractors as part of Alabama MES.	6.28	Ninety (90) calendar days after contract start	Every 6 months

80	Project Template	EA-k-5	Disaster Recovery Plan Template	Used by module contractor to provide details regarding the tools, policies, and procedures associated to the recovery of contractor operations in the event of a disaster.	6.28	Ninety (90) calendar days after contract start	Every 6 months
81	Project Template	EA-k-7	Interface Control Document Template	Module contractor will use this to specifies the interface requirements the participating systems must meet.	6.28	Ninety (90) calendar days after contract start	Every 6 months
82	RFP Deliverables	RFP-New1	Preliminary Scope Statement	Identifies the scope and potential enhancements for procurements, as well as research, comparison, costs from other states. Procurement documentation for the module.	8.1	Four (4) weeks after Agency Request	As needed
83	RFP Deliverables	RFP-New2	Requests for Information (RFI)	Procurement documentation for each active procurement where this is the selected approach.	8.13	Twelve (12) weeks after Agency Request	As needed
84	RFP Deliverables	RFP-New3	Requests for Proposal (RFP)	Procurement documentation for each active procurement where RFP is the selected approach. Agency will select either RFP or ITB .	8.13	Twelve (12) months after Agency Request	As needed
85	RFP Deliverables	RFP-New4	Invitation To Bid (ITB)	Procurement documentation for each active procurement where ITB is the selected approach. Agency will select either RFP or ITB .	8.13	Twelve (12) months after Agency Request	As needed
86	RFP Deliverables	RFP-New5	Evaluation Criteria/Manuals	Procurement documentation for each active procurement when selected	8.13	Twelve (12) months after start of RFP/ITB	As needed
87	RFP Deliverables	RFP-New6	RFP/ITB Support Services	Services and task that needed for RFP or ITB	8.13	Twelve (12) months after start of RFP/ITB	As needed
88	COTS	COTS-New1	COTS Requirements Gathering	Gathering and documenting requirements for the COTS software	7.2.2	Two (2) weeks after Agency Request	As needed
89	COTS	COTS-New2	COTS Software Recommendation	Three (3) COTS product recommendation and details.	7.2.2	Two (2) months after Agency Request	As needed
90	COTS	COTS-New3	Detail Product Design	Documentation of configuration and design sessions with the Agency.	7.2.2	Six (6) months after installation of the new COTS software	As needed
91	COTS	COTS-New4	Software Operations Manual	Details on regular maintenance requirements	7.2.2	Six (6) months after installation of the new COTS software	As needed based on changes made to the software

92	COTS	COTS-New5	Software User Manual	Details on software usage based on configuration in accordance to the Agency's need.	7.2.2	Six (6) months after installation of the new COTS software	As needed based on changes made to the software
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Appendix E: Requirements Response Matrix (RRM)

Inclusion of additional information not requested in Appendix E, or alteration of the forms, in any way, may be grounds for Vendor proposal disqualification. Vendors must enter the name of the corporation or other legal entity as entered on the Transmittal Letter, in the green shaded cells in the cost proposal spreadsheet.

Download and save a copy of the Requirements Response Matrix (RRM) workbook as "RFP_AMMP_PMO_RRM_VENDOR NAME," inserting your organization's name in place of VENDOR NAME.

Requirements have been pre-loaded and numbered to align with the Agency's requirement management software, and cross referenced to the applicable RFP Section/Sub-Section.

Vendors are to make selections of pre-populated answers for columns F - I on the "Requirements Response Matrix" Tab within this Excel workbook, in accordance with the instructions below and as informed by the RFP narrative document.

INSERT VENDOR / ORGANIZATION NAME HERE
Instructions to Vendors
<ol style="list-style-type: none"> Vendors must enter on the name of the corporation or other legal entity as entered on the Bid Transmittal Letter, in the green shaded cells. Download and save a copy of this workbook as "PMO_RFP_AMMP_Requirements_Response_Matrix_(RRM)_VENDOR NAME", inserting your organization's name in place of VENDOR NAME. Requirements have been pre-loaded and numbered to align with the Agency's requirement management software, and cross referenced to the applicable RFP Narrative Section. Vendors are to make selections of pre-populated answers for columns F and G on the "Requirements Response Matrix" Tab within this excel workbook, in accordance with the instructions below and as informed by the RFP narrative document. Print out "Requirements Response Matrix" Tab (all pages) and must be signed and dated and returned with the bid submission.
Response Matrix Categorical Legend (Columns F - I):
Column F - Proposal Location (Tab, Section, Page #)
Reference the section in the vendor's proposal that reference this requirement
Column G - Vendor Experience
E1 - Have performed this in previous engagements with define procedures
E2 - Have performed this in previous engagements without define procedures
E3 - Have not performed this in previous engagements
Column H - Deliverables or Documentation
D1 - Currently exists will be customized for this engagement
D2 - Currently exists will require minor configuration for this engagement
D3 - Does not currently exist will need to be created for this engagement
Column I - Vendor Comments
Additional comments that vendor would like to include - Optional

Appendix F: Procurement Library Contents

Alabama Medicaid Procurement website

(https://medicaid.alabama.gov/content/2.0_Newsroom/2.4_Procurement.aspx)

1. PL01_2023 2024 AL State Holidays Schedule
2. PL02_Medicaid Enterprise Security Policy - Full Set - Moderate v1.4
3. PL03_AMMP Attestation and Agreement Document
4. PL04_AMA Data Governance Memo 918
5. PL05_AMA Data Management Plan Template
6. PL06_Data Governance Vendor Compliance
7. PL07_MMIS Concept of Operations v5.2.1
8. PL08_Technical Reference Architecture
9. PL09_AMMP Roadmap
10. PL10_Introduction to Data Governance Framework
11. PL11_PM-9 AMA ISO Medicaid Risk Management Strategy
12. PL12_2019 AMA MITA Maturity Matrix
13. PL13_AMMP Organizational Chart
14. PL14_AMMP Tools
15. PL15_Vendor Question Template
16. PL16_AMA IST Governance SharePoint Site Request Form
17. PL17_FY2022 MMIS Stats
18. PL18_MES NTT DEL OCM2a OCM Approach
19. PL19_2020 Alabama Annual Medicaid Report
20. PL20_AMA Enterprise Software List
21. PL21_Vendor StartUp Checklist
22. PL22_AMMP Acronyms and Glossary
23. PL23_AMMP Plans and Templates
24. PL24_Employee Qualification Matrix

Access Controlled SharePoint Contents

1. IT Project Governance – Approved Policies, Procedures, and Artifacts
2. Security Governance – Approved Policies, Procedures, and Artifacts
3. Data Governance – Approved Policies, Procedures, and Artifacts

Appendix G: Corporate Reference Worksheet

The State reserves the right to contact any former client or employer with which the Contractor is known to have done business, whether provided as a reference or not.

As part of the response to this proposal, references must meet the criteria outlined in RFP Section V – Corporate Background and References.

Vendor Name	
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Reference 1

Entity Name		
Contact Name		
Contact Title		
Contact Telephone		
Contact Email		
Contact Address		
Contract Description		
How does this reference meet the requirements in section V.B – Experience Requirements		
CAPs, Penalties, Discounts or CMS issues		
Contract Type	Contract Size	Contract Duration
Primary on Contract	Vendors Percentage of Contract	Certifications Received & Date

Reference 2

Entity Name	
Contact Name	
Contact Title	
Contact Telephone	
Contact Email	
Contact Address	

Contract Description		
How does this reference meet the requirements in section V.B – Experience Requirements		
CAPs, Penalties, Discounts or CMS issues		
Contract Type	Contract Size	Contract Duration
Primary on Contract	Vendors Percentage of Contract	Certifications Received & Date

Reference 3

Entity Name		
Contact Name		
Contact Title		
Contact Telephone		
Contact Email		
Contact Address		
Contract Description		
How does this reference meet the requirements in section V.B – Experience Requirements		
CAPs, Penalties, Discounts or CMS issues		
Contract Type	Contract Size	Contract Duration
Primary on Contract	Vendors Percentage of Contract	Certifications Received & Date

Appendix H: Key Personnel Resume Sheet

This form must be used to respond to key positions. For each named individual a separate Key Personnel Resume Sheet must be submitted. A MS WORD version of this document is in the Procurement Library.

Vendor Organization: _____

Key Position: _____

Candidate:

Full Name: Last Name First Name MI
 Address Street: City: State: Zip:
 U.S. Citizen Non-U.S. Citizen Visa Status:
 Status: Employee Self Employed Subcontractor (Name: _____)
 Other:

Education:

Mark highest level completed.	Some HS <input type="checkbox"/>	HS/GED <input type="checkbox"/>	Associate <input type="checkbox"/>	Bachelor <input type="checkbox"/>	Master <input type="checkbox"/>	Doctoral <input type="checkbox"/>
List most recent first, all secondary and post-secondary education (high school, GED, colleges, and universities) attended. Do not include copies of transcripts unless requested. Add additional rows if necessary						
School Name			Degree/Major	Degree Earned	Year Received	

Work Experience:

Describe your work experience related specifically to the Request for Proposal to which you are responding. Please list most recent job first. To add work experience, copy the format below and add additional sheets as needed.

Work Experience #:			
Job Title:			
From	To	Reason for Leaving:	Hours per week
Describe your duties and responsibilities as they relate to the Request for Proposal:			

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Professional References:

List 3 Professional References below.

Reference 1		
Name	Title	Organization
Address	Phone () -	E-mail Address

Reference 2		
Name	Title	Organization
Address	Phone () -	E-mail Address

Reference 3		
Name	Title	Organization
Address	Phone () -	E-mail Address

Candidate and Vendor Certification

By submitting this data sheet to Alabama Medicaid Agency, the Candidate and Vendor certify that, to the best of their knowledge and belief, all of the information on and attached to this data sheet is true, correct, complete, and made in good faith. The candidate further authorizes the release of all relevant prior employment, military service, academic/school, and criminal records. False or fraudulent information on or attached to this data sheet may be grounds for disqualifying a candidate or firing a candidate once work has begun. Any information provided to Alabama Medicaid Agency may be investigated.

By submitting this data sheet to Alabama Medicaid Agency, the Candidate and Vendor certify that both parties understand the entire scope of requirements for this position as defined in the RFP and the Candidate agrees to be submitted for consideration exclusively by this Vendor. Any candidate that is submitted by more than one Vendor for a line item will be considered disqualified.

Candidate Data Sheets must be signed below by the Vendor.

Authorized Vendor Signature

Date

Sample Key Personnel Resume Sheet

Vendor Organization: Auburn University Montgomery
 Key Position: Technical Team – Communication Manager

Candidate:

Full Name: Jackson Hewlett M
 Address Street: 6760 Happy Lane Circle City: Oklahoma State: OK Zip: 54671
 U.S. Citizen Non-U.S. Citizen Visa Status:
 Status: Employee Self Employed Subcontractor (Name: __) Other:

Education:

Mark highest level completed.	Some HS <input type="checkbox"/>	HS/GED <input type="checkbox"/>	Associate <input type="checkbox"/>	Bachelor <input type="checkbox"/>	Master <input checked="" type="checkbox"/>	Doctoral <input type="checkbox"/>
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List most recent first, all secondary and post-secondary education (high school, GED, colleges, and universities) attended. Do not include copies of transcripts unless requested. Add additional rows if necessary

School Name	Degree/Major	Degree Earned	Year Received
Harvard University	Master Business Administration	Yes	2001
Yale University	Bachelor of Science in Information Technology	Yes	2000
Princeton University	Associate in Data Processing Technology	Yes	1997

Work Experience:

Describe your work experience related specifically to the Request for Proposal to which you are responding. Please list most recent job first. To add work experience, copy the format below and add additional sheets as needed.

Work Experience #: 1			
Job Title: Sr. SQL Administrator			
From 02/2001	To Present	Reason for Leaving:	Hours per week 40

Describe your duties and responsibilities as they relate to the Request for Proposal. Maintain and develop employee database, supply database, clientele databases, and administer programming for these databases, Keep all records up to date in hard copies and soft on a network. Keep general knowledge of network in order to coordinate employee computers. Keep clientele in a secure intranet database.

Work Experience #: 2			
Job Title: Software Application Engineer			
From 03/1995	To 01/2001	Reason for Leaving: New Job Opportunity	Hours per week 40
<p>Describe your duties and responsibilities as they relate to the Request for Proposal. Designs, develops, debugs, modifies, and tests software programs by using current programming languages, methodologies and technologies.</p> <p>Documents software development and/or test development by writing documents, reports, memos, change requests. Methods used are determined by approved procedures and standards Tracks software development effort by creating and maintaining records in the approved tracking management tool.</p> <p>Analyzes, evaluates, and verifies requirements, software and systems by using software engineering practices.</p>			

Professional References:
List 3 Professional References below.

Reference 1		
Name Bob Thorton	Title CEO	Organization Bob Thornton Enterprise
Address 3245 Grey Hat Drive	Phone (123) 456 - 7589	E-mail Address bob@greyhat.com

Reference 2		
Name Henry Ford	Title CEO	Organization Humpfrey Corp.
Address 234 Humpfrey St.	Phone (123) 456 - 7589	E-mail Address hford@humpfrey.com

Reference 3

Name Jack Smith	Title Software Director	Organization Red Brick Software Services
Address 987 Daniels Dr.	Phone (123) 456 - 7589	E-mail Address j@daniels.com

Candidate and Vendor Certification

By submitting this data sheet to Alabama Medicaid Agency, the Candidate and Vendor certify that, to the best of their knowledge and belief, all of the information on and attached to this data sheet is true, correct, complete, and made in good faith. The candidate further authorizes the release of all relevant prior employment, military service, academic/school, and criminal records. False or fraudulent information on or attached to this data sheet may be grounds for disqualifying a candidate or firing a candidate once work has begun. Any information provided to Alabama Medicaid Agency may be investigated.

By submitting this data sheet to Alabama Medicaid Agency, the Candidate and Vendor certify that both parties understand the entire scope of requirements for this position as defined in the RFP and the Candidate agrees to be submitted for consideration exclusively by this Vendor. Any candidate that is submitted by more than one Vendor for a line item will be considered disqualified.

Candidate Data Sheets must be signed below by the Vendor.

[SIGNATURE]

Authorized Vendor Signature

Date

Appendix I: Medicaid Organizational Chart

The Agency Organizational Chart may be found at the public website:

https://medicaid.alabama.gov/content/2.0_Newsroom/2.1_About_Medicaid.aspx