

# Medicaid Management Information System (MMIS) Phase III for the Puerto Rico Medicaid Program (PRMP)

## Technical Proposal

Request for Proposal (RFP) 2021-PRMP-MES-MMIS-P3-001  
Due Date: September 20, 2021

Conduent Business Solutions of Puerto Rico, Inc.  
750 First Street, N.E.  
10th Floor  
Washington, DC 20002

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**Attachment B: Title Page, Vendor Information, Executive Summary, Subcontractor Letters, Table of Contents and Disclosure of Response Contents [RFP Attch.B, Q&A2]**

**REQUIREMENT: RFP Section Attch.B**

In the following pages, please find the following information, as requested in the RFP.

- B.1 Title Page
- B.2 Vendor Information
- B.3 Executive Summary
- B.4 Subcontractor Letters
- B.5 Table of Contents
- B.6 Disclosure of Response Contents

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

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

### 1. Title Page

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

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

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

Name	<u>Kim Day</u>	Phone	<u>512.917.6226</u>
Address	<u>750 First Street NE, 10th Floor</u>	Fax	<u>N/A</u>
	<u>Washington, DC 20002</u>	E-mail	<u>kim.day@conduent.com</u>

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

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

 / 9/13/2021  
Original signature of Signatory Authorized to Legally Bind the Company / Date

Name (Typed or Printed)	<u>Kelley Carson</u>
Title	<u>Vice President</u>
Company Name	<u>Conduent Business Solutions of Puerto Rico, Inc.</u>
Physical Address	<u>750 First Street NE, 10th Floor, Washington, DC 20002</u>
State of Incorporation	<u>Puerto Rico</u>

By signature hereon, the vendor certifies that:

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

## **2. Vendor Information**

The vendor should complete the following information:

- Primary point of contact for any questions pertaining to the vendor’s payment address
- Address to which PRMP should send legal notices for any potential future agreements
- Individuals responsible for the vendor’s response

### **2.1 Payment Address**

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

**Table 7: Payment Information**

Payment Information:			
Name:	Simona Taylor	Title:	Director, Service Delivery Management
Address:	P.O. Box 201322		
City, State and Zip Code:	Dallas, Texas, 75320-1322		
Phone:	608.345.6976	Fax:	N/A
Email:	simona.taylor@conduent.com		

## 2.2 Legal Notice Address

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

**Table 8: Legal Notice Information**

Legal Notice Information			
Name:	Scott Morrow	Title:	Assistant General Counsel – Government Sector
Address:	750 First Street, NE		
City, State and Zip Code:	Washington, DC, 20002		
Phone:	202.840.7093 – Office 703.286.9640 – Cell	Fax:	202.906.8321
Email:	scott.morrow@conduent.com		

In addition, the following individuals are responsible for Conduent's response:

- Kelley Carson, Vice President  
Tel: 512.589.1621  
Email: kelly.carson@conduent.com  
Address: 750 First Street NE, 10th Floor, Washington, DC 20002
- Kim Day, Sales Executive  
Tel: 512.917.6226  
Email: kim.day@conduent.com  
Address: 750 First Street NE, 10th Floor, Washington, DC 20002

### 3. Executive Summary

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

Thank you for the opportunity for Conduent Business Solutions of Puerto Rico, Inc. (Conduent) to submit a proposal for the Puerto Rico Medicaid Enterprise System (MES) Medicaid Management Information System (MMIS) Phase III Project. Our proposal is based on our deep Medicaid and government healthcare experience; accomplishments from similar Medicaid projects across the country; and the investments we have made in our innovative Conduent Medicaid Suite (CMdS), our proposed solution for the RFP’s financial management module.

The Puerto Rico Department of Health (PRDoH) Puerto Rico Medicaid Program (PRMP) in partnership with the Administración de Seguros de Salud de Puerto Rico (ASES) is undergoing significant change in administering medical assistance to Puerto Rico citizens under the managed care model. Through the implementation of a new financial management module, PRMP seeks to enhance efficiency, oversight, and management of disparate solutions with an initial primary focus on improving the timeliness, accuracy, and visibility of premium payments. Additionally, PRMP is in the process of building a Medicaid Enterprise Roadmap and completing the 2020 Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A). These efforts are intended to enhance PRMP’s MES mission, vision, values, and goals, and will detail additional initiatives to enhance the initial focus areas for the MMIS Phase III solution.

The MMIS Phase III vendor will be an essential player in helping PRDoH achieve its visions and goals for the financial management module and business area. The RFP gives PRDoH the chance to select a forward-thinking vendor that can support their current and future goals and is committed to Medicaid and the Children’s Health Insurance Program (CHIP). The vendor should have multi-faceted and deep Medicaid and CHIP experience. Conduent offers this through government healthcare-related contracts in numerous states that support similar services to those required by the RFP. Because we have been involved in many successful Medicaid and CHIP project implementations, we have the skills and experience necessary to be the flexible, reliable, and innovative partner that PRDoH seeks. Further, Conduent is in full support of Puerto Rico’s continued enhancement and maturity of its Medicaid program. Our operations and systems team will be strong partners with PRDoH in your efforts to continually enhance and mature the PRMP. We know it is a necessary goal to sustain the enhanced funding received through P.L. 116-94. For these reasons, we believe we are the best company to help PRDoH improve the MES financial business area and support managed care services to the more than 1.5 million beneficiaries in the Puerto Rico Medicaid program.



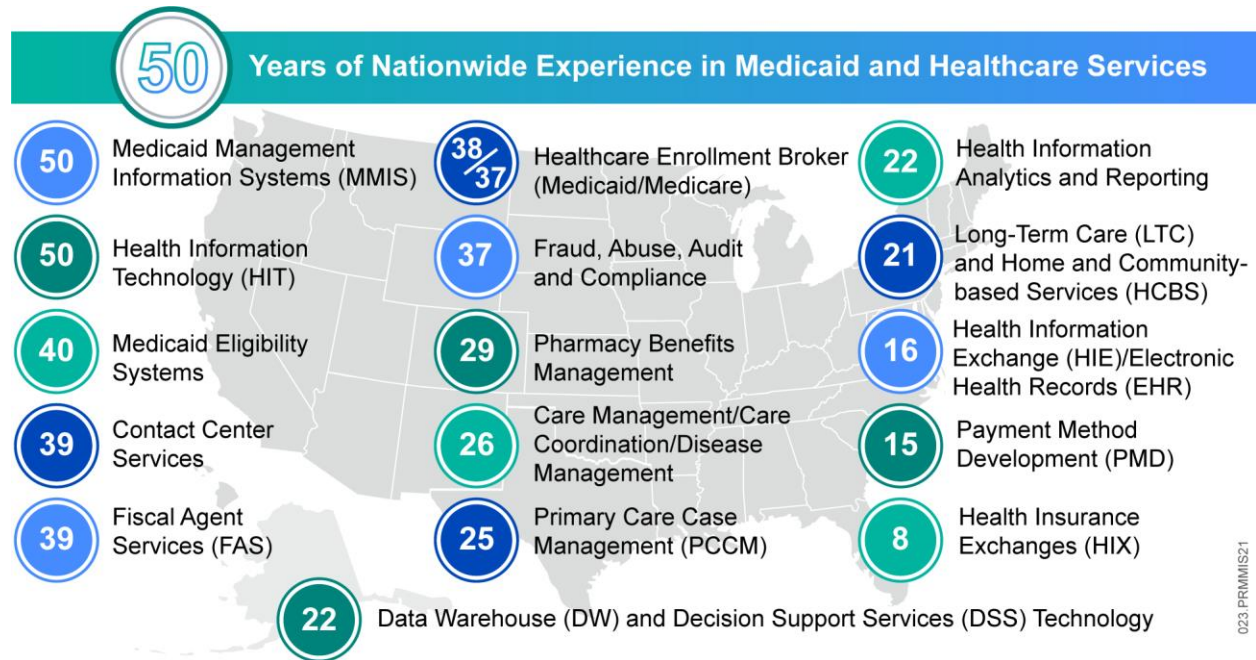
**The Conduent Difference**

No other vendor brings more Medicaid knowledge and financial management expertise to help the PRMP succeed than Conduent. Our goal is to make your jobs easier with a reliable solution that integrates financial data into a centralized MES location. We bring the innovation, technology, flexibility and operations team that PRDoH seeks.

027.PRMMIS21

## Overview of Conduent's Qualifications

Conduent brings a wealth of expertise and strong credentials to the MMIS Phase III Project to deliver a reliable and configurable financial management module. With 50 years of Medicaid experience, we provide a superior understanding of and capability to navigate the challenges associated with delivery of government benefits and services. Our dedicated solution teams and subject matter experts have deployed and implemented a variety of government healthcare projects across the nation. We offer a suite of healthcare technology and services targeted specifically to Medicaid. We are a pioneer in the development of MMIS and managed care solutions dating back to the 1970s. Since then, we have enjoyed a historic partnership with the Centers for Medicare & Medicaid Services (CMS) as we have worked successfully to ensure our state partners have certified systems from the day of implementation. Conduent currently has healthcare-related contracts with government customers in 31 states, the District of Columbia, and Puerto Rico, which provide a range of healthcare solutions and services that positively affect the lives of millions of people. In several of these states, we deliver healthcare services under multiple contracts. Figure B.3-1 illustrates our national government healthcare experience that sets us apart from our competitors.



**Figure B.3-1. Conduent Offers a Wealth of Healthcare Experience**  
 Conduent has served government healthcare programs since the start of Medicaid with the flexibility and agility to accommodate changes in program direction.

## Approach to Delivering the Goods and Services Described in the RFP

Our approach to delivering the goods and services described in the RFP leverages the experience we have gained and solutions we have built from 50 years in the Medicaid industry. With a history of implementing solutions and performing fiscal agent services for some of the largest and smallest Medicaid programs in the country, we understand the nuances and challenges associated with delivering the services described in the RFP.

To effectively deliver the RFP's scope of work, we follow our proven Quality Management System (QMS). The QMS is composed of our Project Management Methodology (PMM),



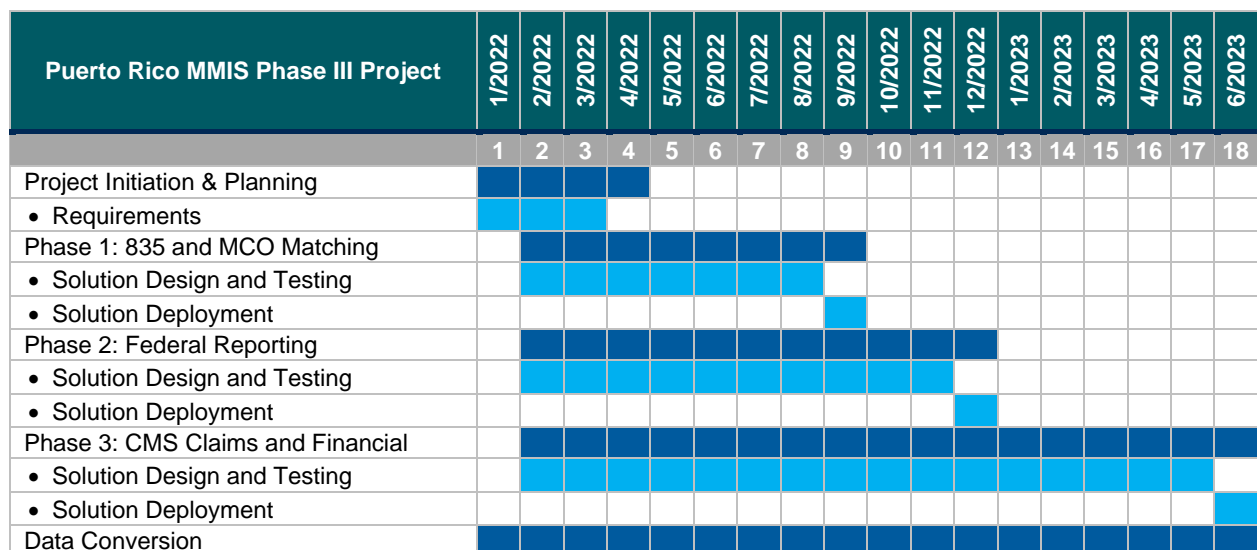
System Development Methodology (SDM), Training Methodology, and Operations Methodology. This holistic approach enables our team to reliably plan and execute project activities. By using our QMS standardized and consistent processes, we implement a proven formula for success during the implementation and repeat the processes to support your ongoing operations. Strengthened and reinforced by implementing and refining our QMS in our current government healthcare-related contracts, our methods provide a pathway to expertly satisfy the project scope of work. We use our QMS methods to produce predictive, high-quality results for PRDoH. Our approach takes all requirements within the RFP into consideration and provides appropriate controls and reporting throughout the contract term. We consider the implementation and ongoing operations of your new financial management module a significant project and a privilege to manage. Our approach follows proven practices and procedures in our QMS and provides a delivery team with extensive Medicaid experience.

### Timeframe for Delivering the Goods and Services

Conduent fully supports Puerto Rico’s vision for deploying the financial management module in a phased approach to allow for early deployment of solution functionality. Based on our careful review of the RFP requirements, we propose to implement our CMdS solution in three phases:

- **Phase 1.** During this phase, we implement functionality and convert data to support the RFP requirements associated with validating provider capitation payments against encounter/claim data. Our process will perform extensive data quality and validation edits.
- **Phase 2.** We implement federal reporting requirements for encounter/claim data and other reports during this phase. We will work with PRDoH during implementation to finalize the reporting to implement early based on the encounter/claim data available from Phase 1.
- **Phase 3.** During this phase, we implement the remaining RFP requirements for the MMIS Phase III project. This includes making premium payments to MCOs, federal reporting associated with premium payments, PERM support, and the other remaining requirements.

Figure B.3-2 provides a high-level timeline for the three phases. We complete Phase 1 in 9 months, Phase 2 in 12 months, and Phase 3 in 18 months.



**Figure B.3-2. Our Phased Approach to Implementation**  
*Our phased approach results in a successful implementation of your requirements.*

## Proposed Team

We provide a highly skilled project team with Medicaid experience delivering similar services to those required by the RFP. Table B.3-1 describes the key leaders we are proposing for our project team. We are also teaming with CITRIOM, LLC to supplement resources, provide additional subject matter expertise, and share knowledge, enhancing our ability to deliver on critical requirements. CITRIOM, LLC has provided services for the Puerto Rico Medicaid Enterprise since 2015; has a solid rapport with ASES and PRDoH; and has a good understanding of the MMIS, new Eligibility and Enrollment Solution (MEDITI3G), Financial Business Area, and the High Cost High Needs (HCHN) Program. CITRIOM, LLC will be an asset to our project team to help us provide the level of service PRDoH expects and deserves.

**Table B.3-1. Key Staff Highlights**

Name, Title, and Qualifications	
<b>Account Manager Simona Taylor</b> is a seasoned leader with the skills to successfully manage our project team to meet and exceed performance expectations. Simona currently leads our Wyoming MMIS/fiscal agent account and has 10 years of account management experience.	<b>Project Manager Jacqueline Bester (PMP)</b> has 13 years of experience working on Conduent Medicaid projects in a project manager role. Her expertise allows her to provide unparalleled PRMP support for project implementation and operations.
<b>Business Lead Fernando Maldonado</b> is ideally suited to fulfill his role with his three years of experience serving as a senior business analyst for Conduent Business Solutions of Puerto Rico. Prior to joining Conduent, Fernando spent 12 years working for other companies honing his business analysis skills.	<b>Technical Lead David Copenhaver</b> has worked at Conduent for 22 years, serving in various MMIS technical roles. For the past three years he has served as Conduent's technical MMIS manager for Hawaii and Montana. David has a detailed understanding of our solution, making him the ideal candidate for his role.
<b>Implementation Manager Nancy Hyde (PMP)</b> has 15 years of experience working at Conduent for the Wyoming Medicaid account. During this time, she spent four years managing system implementations. Nancy knows how to inspire and bring out the best in our employees, with an emphasis on quality and performance.	<b>Operations Manager Kelly Mayo (PMP)</b> has 15 years of experience working at Conduent in Medicaid project management roles. This experience has provided him with direct relevant experience and in-depth knowledge of Medicaid needed to fill the role of operations manager.
<b>Certification Lead Nina Boyd</b> has worked at Conduent for 20 years and is a CMS certification expert. She led the successful certification of our North Dakota MMIS and currently serves as the certification lead for five government healthcare projects. Nina is ready to apply her valuable skills to the project.	<b>Documentation Management Lead Amanda Musson</b> has worked at Conduent for 17 years for multiple Medicaid projects. She understands the importance of well-written and accurate documentation and has the expertise to manage the tasks related to project documentation.
<b>Quality Assurance Manager Jessica Russ</b> has 12 years of experience in developing quality control functions for system implementations, three of those years for Medicaid projects. Jessica is passionate about delivering quality services that are accurate and timely.	<b>Test Manager Greta Dennis</b> has 12 years of experience working on Conduent Medicaid projects in a testing role. She is the perfect candidate to fill her role based on her extensive experience managing, planning, and coordinating testing activities.
<b>Information Security Architect / Privacy Data Protection Officer Dev Alapati</b> has 10 years of IT security experience, including developing technical and risk assessment techniques, tools, and practices, and working with federal security and privacy requirements. He has the skills needed to ensure that our solution architecture supports PRMP's security needs throughout the contract term.	

## Key Advantages of Our PRMP Proposal

Conduent proposes our CMdS solution to meet, and in many cases exceed, the RFP requirements. CMdS provides key advantages to Puerto Rico because of its innovative and complete financial management functionality that automates many of your current manual processes. CMdS supports your needs of today, with the ability to quickly adapt to your program

improvements of tomorrow. With the implementation of the financial management module, the PRMP expects to reap multiple benefits from the solution. Table B.3-2 lists these benefits and how CMdS helps the PRMP achieve them.

**Table B.3-2. Achieving PRMP Expected Benefits**

Expected Benefit	How CMdS Helps Achieve the Benefit
<ul style="list-style-type: none"> <li>Integration of disparate solutions within the Medicaid Enterprise</li> <li>Increased capability to interface and integrate with MES modules and/or solutions</li> </ul>	<p>CMdS is built on the principles of modularity, allowing it to integrate seamlessly through a single point of contact (Enterprise Service Bus [ESB]) with disparate systems used by the PRMP. CMdS leverages innovative technological approaches to automate and streamline data exchanges between the different modules in the MES ecosystem. Further, CMdS has the capability to support an unlimited number of interfaces with MES modules and/or solutions to achieve the RFP's business outcomes. Data is exchanged between disparate systems despite the technology the MES uses.</p>
<p>Increased methods to achieve solution integration to support modularity, reuse, and configurable components</p>	<p>Our solution includes commercial off-the-shelf (COTS) products that leverage industry best practices, reduce costs, limit code development, and implement new features in shorter implementation cycles. Examples of CMdS COTS products include IBM Cognos Analytics for standard and ad hoc reporting, Red Hat Fuse for the ESB, and DocFinity for the Electronic Content Management (ECM) solution. The COTS products are seamlessly integrated into the solution to support modularity, reuse, and configurable components. For example, DocFinity is capable of storing and indexing documents from additional MES modules to support reusability.</p>
<ul style="list-style-type: none"> <li>Enhanced visibility into premium payment rates and rate adjustments</li> <li>Greater visibility into capitation payments from carriers to providers</li> <li>Enhanced ability to reconcile premium payments to rates, capitation payments to providers, and capitation payments for beneficiary services</li> </ul>	<p>CMdS comes packaged with a proven, high quality reporting solution that leverages IBM Cognos Analytics. As an industry leading business intelligent tool, Cognos provides a stable and mature platform for producing reports and analytics. Cognos is web-based and integrated seamlessly into our solution. Cognos provides enhanced visibility into premium payment rates, rate adjustments, premium payments, provider capitation payments, and other financial data consumed by the system. Cognos includes full ad hoc query and reporting access to the data repository that provides the data backbone of CMdS. Cognos supports colorful visualized dashboard views that allow users to quickly gain insights and drill-through to related reports. All users, from novice to expert, will easily find and execute reports using Cognos. The more advanced users will enjoy exploring the extensive analytic and dashboard capabilities of the ad hoc environment. This is all made possible by the easy-to-use web-based user interface supplied by the product. In fact, ease of use was one of the critical evaluation criteria that Conduent used in choosing the reporting platform for CMdS.</p>
<p>Increased automation of premium payment adjustments</p>	<p>Automated adjustment processing comes packaged with CMdS. The solution can automatically identify when premium payments need adjustment and automatically create the adjustments without user intervention. We will work with PRDoH during implementation to define the criteria for automated adjustments. For example, CMdS can automatically identify provider claims for immunizations for Early and Periodic Screening Diagnostic and Treatment (EPSDT) beneficiaries and generate an adjustment to the premium based on PRMP-defined criteria. CMdS can also automatically perform mass reversals and replacements to premium payments when ASES determines that members were inappropriately classified as HCHN.</p>
<p>Enhanced financial reporting capability</p>	<p>Enhanced financial reporting is a standard feature of CMdS. The solution comes packaged with the federal reports required by the RFP, such as the CMS-37 and CMS-64, and other standard financial reports. Cognos provides a canvas for users to build custom, on-the-fly ad hoc queries and reports using the data CMdS will cleanse and prime for federal reporting. Users can create reports combining lists and tables with pie, bar, line, and other charts, including dashboards. Our solution helps users turn data into information. A key feature of Cognos is the ability to drill up and down through data to see high-level summary data or granular-level detail in the ad hoc environment.</p>
<p>Integrated solution functionality, business processes, and reporting to support PERM compliance</p>	<p>CMdS is an integrated solution that fully supports the data required for PERM audits. Our core edits comprise configurable business rules to ensure accuracy of data and to support PERM audits. Conduent provides a subject matter expert (SME) to serve as a PERM resource to assist in PERM activities and assignments, including interaction with the CMS PERM team. The SME engages other Conduent team members as needed to provide data, and address solution questions. We provide additional technical resources as needed throughout the process of report development.</p>

#### 4. Subcontractor Letters (if applicable)

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

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

After this page, please find a letter from our subcontractor CITRIOM, LLC.

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September 20, 2021

Lourdes Arroyo Lopez  
Solicitation Coordinator  
cc: lourdes.arroyo@salud.pr.gov

**SUBJECT:** Subcontractor Letter

Dear Ms. Arroyo:

CITRIOM, LLC is very pleased to serve as subcontractor to Conduent Business Solutions of Puerto Rico, Inc. for the Puerto Rico Medicaid Enterprise System Medicaid Management Information System Phase III Request for Proposal (RFP) 2021-PRMP-MES-MMIS-P3-001.

Per instructions in Attachment B: 4. Subcontractor Letters, we provide the following information:

1. The subcontractor's legal status, federal tax identification number, D-U-N-S number, and principal place of business address.

Legal Name: CITRIOM LLC	
Legal Status	Limited Liability Company
Federal Tax Identification Number	66-0826062
D-U-N-S number	079989848
Principal Place of Business Address	151 Calle De San Francisco, Ste 200 San Juan, PR, 00901

2. The name, phone number, fax number, email address, and mailing address of a person who is authorized to legally bind the subcontractor to contractual obligations.

Name: Juan Rosas Gervilla, President <i>Authorization to Legally Bind CITRIOM LLC to Contractual Obligations</i>	
Phone Number	787-527-2762
Fax Number	N/A
Email Address	<a href="mailto:juan.rosas@citriom.com">juan.rosas@citriom.com</a>
Mailing Address	151 Calle De San Francisco, Ste 200 San Juan, PR, 00901



3. A description of the work the subcontractor will perform.

CITRIOM will provide the following services:

- Data Conversion
- System Configuration
- Testing (System and Functional Method of Procedures [MoPs]/Features)
- Deployment
- Project Management, Planning, Organization, and Staffing
- Training
- Maintenance and Operation (M&O)

4. A statement of the subcontractor's commitment to perform the work if the vendor is selected.

CITRIOM is committed to perform the work if Conduent is selected for the project.

5. A statement that the subcontractor has read and understands the RFP and will comply with the requirements of the RFP.

CITRIOM has read and understands the RFP and will comply with the requirements of the RFP.

6. A statement that the subcontractor will maintain any permits, licenses, and certifications requirements to perform its portion of the work

CITRIOM will maintain any permits, licenses, and certifications requirements to perform its portion of the work.

By signing, I confirm that I am authorized to legally bind CITRIOM LLC to serve as subcontractor to Conduent Business Solutions of Puerto Rico, Inc. on this project.

Sincerely yours,

A handwritten signature in blue ink, appearing to read "Juan Rosas", is written over the typed name and title.

Juan Rosas  
President  
CITRIOM LLC

## 5. Table of Contents

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

<b>Attachment A: Cost Proposal [RFP Attch.A]</b> .....	<b>A-1</b>
<b>Attachment B: Title Page, Vendor Information, Executive Summary, Subcontractor Letters, Table of Contents and Disclosure of Response Contents [RFP Attch.B, Q&amp;A2]</b> .....	<b>B-3</b>
1. Title Page.....	B-7
2. Vendor Information.....	B-8
3. Executive Summary.....	B-10
4. Subcontractor Letters (if applicable).....	B-15
5. Table of Contents.....	B-23
6. Disclosure of Response Contents.....	B-29
<b>Attachment C: Vendor Qualifications and Experience [RFP Attch.C]</b> .....	<b>C-3</b>
C.1 Organization Overview [RFP C.1].....	C-3
C.1.1 Organization Overview [RFP C.1.1].....	C-3
C.1.2 Subcontractor Overview (if applicable) [RFP C.1.2].....	C-5
C.1.3 Corporate Background.....	C-5
C.1.4 Experience in Public Sector.....	C-8
C.1.5 Certifications.....	C-10
C.2 Mandatory Qualifications [RFP C.2].....	C-12
C.3 Existing Business Relationships with PRMP [RFP C.3].....	C-14
C.4 Business Disputes [RFP C.4].....	C-15
C.5 References [RFP C.5].....	C-16
C.5.1 Vendor (Prime) References Form [RFP C.5.1].....	C-16
C.5.2 Subcontractor References (if applicable) [RFP C.5.2].....	C-23
C.6 Financial Stability [RFP C.6].....	C-30
C.6.1 Dun & Bradstreet (D&B) Ratings [RFP C.6.1].....	C-30
C.6.2 Financial Capacity [RFP C.6.2].....	C-30
Conduent 10-K Financial Statement.....	C-31
<b>Attachment D: Project Organization and Staffing [RFP Attach. D]</b> .....	<b>D-3</b>
D.1 Initial Staffing Plan [RFP D.1].....	D-3
D.1.1 Description of the Vendor’s Proposed Project Team [RFP D.1].....	D-3
D.1.2 Proposal for Providing All Resources Necessary to Fulfill the RFP Requirements [RFP D.1].....	D-6



D.1.3	Organization Charts for Implementation and Maintenance and Operations Stages [RFP D.1] .....	D-8
D.1.4	Tools and Processes Used to Screen Staff to Fill Positions [RFP D.1] .....	D-13
D.1.5	Process for Replacing Key Staff within Timeframes Detailed in the RFP [RFP D.1] .....	D-14
D.1.6	Resumes [RFP D.1] .....	D-15
D.1.7	Letter of Intent for Staff Not Currently Employed by Vendor [RFP D.1] .....	D-15
D.1.8	Proposed Staffing for Each Phase of the Project [RFP D.1] .....	D-15
D.1.9	Identification of Subcontractor Staff [RFP D.1] .....	D-17
D.2	Use of PRMP Staff [RFP D.2] .....	D-17
D.3	Key Staff, Resumes and References [RFP D.3] .....	D-20
D.3.1	Resumes [RFP D.3.1] .....	D-20
D.3.2	References [RFP D.3.2] .....	D-51
<b>Attachment E: Initial Project Schedule [RFP Attch.E] .....</b>		<b>E-3</b>
<b>Attachment F: Mandatory Requirements [RFP Attach.F] .....</b>		<b>F-3</b>
F.1	Audit and Inspection .....	F-3
F.2	Audit Compliance Support and Deliverables .....	F-3
F.3	Certification .....	F-4
F.4	Certification .....	F-4
F.5	CMS RFP Checklist .....	F-5
F.6	Compatibility .....	F-5
F.7	Compliance with Rehabilitation Act of 1973 .....	F-5
F.8	COTS Waiver Documentation .....	F-7
F.9	Deliverable Updates .....	F-7
F.10	Deliverable Updates .....	F-7
F.11	Drug Free Workplace Act of 1988 .....	F-7
F.12	Equal Employment Opportunity, Clean Air Act, and Clean Water Act .....	F-8
F.13	Facility .....	F-8
F.14	FMAP .....	F-8
F.15	HIPAA .....	F-9
F.16	HIPAA Compliance Officer .....	F-9
F.17	Invoice Package .....	F-9
F.18	MITA Alignment .....	F-10
F.19	Modularity .....	F-10
F.20	Project Management .....	F-11
F.21	Staffing Levels .....	F-12

F.22 State Ownership CFR .....	F-12
F.23 Technical Support Call Center Location(s).....	F-12
F.24 Third Party Audit.....	F-13
F.25 Turnover and Closeout Operations .....	F-13
F.26 Vendor Employee Confidentiality Statements .....	F-14
F.27 Viewing Human Services Program Information.....	F-14
<b>Attachment G: Business Requirements Approach .....</b>	<b>G-3</b>
G.1 Supplement Two – Accounts Payable Information and Disbursement .....	G-9
G.2 Supplement Two – Beneficiary Data .....	G-17
G.3 Supplement Two – Business Rules Management.....	G-21
G.4 Supplement Two – Fund .....	G-28
G.5 Supplement Two – Generate Financial Report .....	G-31
G.6 Supplement Two – High Cost High Needs (HCHN) Premium.....	G-37
G.7 Supplement Two – Payment Error Rate Measurement (PERM) .....	G-45
G.8 Supplement Two – Premium Payment.....	G-52
G.9 Supplement Two – Provider Capitation Payment.....	G-60
G.10 Supplement Two – Data Integration and Extract, Transform, and Load (ETL) .....	G-64
G.11 Supplement Two – Database Management System (DBMS) .....	G-77
G.12 Supplement Two – Interoperability and Interfaces .....	G-79
G.13 Supplement Two – Master Data Management.....	G-91
G.14 Assumptions.....	G-94
<b>Attachment H: Technical Requirements Approach .....</b>	<b>H-3</b>
H.1 Supplement Two – Application Programming Interface .....	H-11
H.2 Supplement Two – Application Infrastructure Service Layer.....	H-15
H.3 Supplement Two – Integration Service Layer .....	H-19
H.4 Supplement Two – Interoperability – Interfaces .....	H-29
H.5 Supplement Two – Performance and Availability.....	H-31
H.6 Supplement Two – Scalability .....	H-36
H.7 Supplement Two – Solution Management and Administration.....	H-39
H.8 Supplement Two – Usability.....	H-44
H.9 Supplement Two – Management .....	H-47
H.10 Supplement Two – Standards Compliance .....	H-60
H.11 Assumptions.....	H-70

<b>Attachment I: Implementation Requirements Approach [RFP Attach.I]</b> .....	<b>I-3</b>
I.1 Supplement Two – Certification .....	I-6
I.2 Supplement Two – Data Conversion.....	I-11
I.3 Supplement Two – Deployment .....	I-15
I.4 Supplement Two – Project Management, Planning, Organization, and Staffing.....	I-21
I.5 Supplement Two – Testing (System and Functional Method of Procedures [MoPs]/Features).....	I-33
I.6 Supplement Two – Training .....	I-43
I.7 Assumptions.....	I-47
<b>Attachment J: Maintenance and Operations Requirements Approach .....</b>	<b>J-3</b>
J.1 Supplement Two – MO-001 through MO-062 .....	J-6
J.2 Assumptions.....	J-36
<b>Attachment K: Terms and Conditions Response [RFP Attach.K].....</b>	<b>K-3</b>
<b>Appendix F: Mandatory Requirements .....</b>	<b>App. F-3</b>
<b>Supplement Two: Detailed Requirements .....</b>	<b>Supp. 2-3</b>

**Table of Tables**

Table B.3-1. Key Staff Highlights .....	B-16
Table B.3-2. Achieving PRMP Expected Benefits .....	B-17
Table C-1. CITRIOM Public Sector: Supporting Puerto Rico.....	C-10
Table C-2. Conduent Key Staff Certifications .....	C-11
Table C-3. CITRIOM Certifications .....	C-11
Table C-4. Conduent: Puerto Rico Contracts .....	C-14
Table C-5. Relationship with ASES .....	C-15
Table D-1. Key Staff.....	D-4
Table D-2. Summary of Each Key Staff Member’s Responsibilities .....	D-11
Table D-3. Nature and Extent of PRMP Support – Implementation Phase .....	D-18
Table D-4. Nature and Extent of PRMP Support – Maintenance and Operations Phase .....	D-19
Table G-1. Achieving PRMP Expected Benefits .....	G-5
Table G-2. Enrollment Processing Edits .....	G-18
Table G-3. Example CMdS Encounter Reports .....	G-61
Table G-4. Meeting ETL Requirements with Azure ETL Tools .....	G-66
Table G-5. Meeting Metadata ETL Requirements with Azure Purview .....	G-68
Table G-6. Meeting Matching and Relationship Identification Capabilities with Azure Synapse Tools .....	G-70

Table G-7. Meeting Location-related Data Standardization and Cleansing with Azure Synapse Tools .....	G-71
Table G-8. Metadata Capabilities of Azure Tools .....	G-73
Table G-9. Content Publication Capabilities of Azure Synapse .....	G-76
Table G-10. Data Quality Capabilities of Azure DQS .....	G-77
Table H-1. Six Pillars of the CMdS Architecture .....	H-8
Table I-1. Key Positions with Percentage of Time Onsite .....	I-31
Table J-1. Six Pillars of the CMdS Architecture .....	J-16

## Table of Figures

Figure B.3-1. Conduent Offers a Wealth of Healthcare Experience .....	B-14
Figure B.3-2. Our Phased Approach to Implementation .....	B-15
Figure C-1. A History of Achievements .....	C-6
Figure C-2. Decades of Experience/Extensive Service Offerings .....	C-7
Figure C-3. Nationwide Government Healthcare Experience .....	C-9
Figure D-1. Implementation Stage Organization Chart .....	D-10
Figure D-2. Maintenance and Operations Stage Organization Chart .....	D-12
Figure D-3. Project Initiation and Planning Phase Chart .....	D-15
Figure D-4. Solution Design and Testing Phase Chart .....	D-16
Figure E-1. Phased Implementation Timeline .....	E-4
Figure G-1. Phased Implementation Timeline .....	G-8
Figure G-2. Financial Entity Screen – Bank Details .....	G-11
Figure G-3. Financial Entity Screen – Notes .....	G-12
Figure G-4. Fund Code Assignment Criteria .....	G-14
Figure G-5. Budget Fund Source Allocations .....	G-15
Figure G-6. Enrollment Processing Exception Detail Report Layout .....	G-19
Figure G-7. Global Audit Search .....	G-20
Figure G-8. Main Claim Inquiry Tab Page .....	G-21
Figure G-9. Avoiding Custom Code .....	G-22
Figure G-10. Natural Language Business Rules .....	G-23
Figure G-11. Business Rules Management Features and Benefits .....	G-24
Figure G-12. Easy to Access Documentation in our BRC .....	G-27
Figure G-13. Configuration of Federal and State Match .....	G-29
Figure G-14. Payment Reports .....	G-30
Figure G-15. CMS21 Quarterly Medical Assistance Expenditures by Children’s Health Insurance Program Expenditure Categories .....	G-32
Figure G-16. CMS64.9 Base Medical Assistance Expenditures by Type of Service Report .....	G-34
Figure G-17. Data Analysis and Data Conversion Process .....	G-36
Figure G-18. Premium Capitation Workflow .....	G-40

Figure G-19. Premium Capitation Workflow .....	G-41
Figure G-20. Member Inquiry User Interface .....	G-49
Figure G-21. Claim Inquiry User Interface .....	G-50
Figure G-22. Configuration of Federal and State Match .....	G-51
Figure G-23. Suspense Release Request .....	G-56
Figure G-24. Viewing Claim Adjustment History .....	G-57
Figure G-25. Premium Capitation Payment Verification .....	G-62
Figure G-26. ETL Tools .....	G-65
Figure G-27. Adding Data in Synapse .....	G-66
Figure H-1. Phased Implementation Timeline.....	H-6
Figure H-2. Standards-based Connectivity with the Red Hat Fuse ESB .....	H-7
Figure H-3. Six Pillars of the CMdS Architecture .....	H-8
Figure H-4. Providing Coverage for Business Continuity.....	H-9
Figure H-5. CMdS Deployment Flexibility .....	H-16
Figure H-6. Fault Tolerance Leveraging Azure Availability Zones.....	H-23
Figure H-7. CMdS Support for Interoperability.....	H-30
Figure H-8. Disaster Recovery Approach Focuses on Prevention .....	H-33
Figure H-9. CMdS' Flexible Architecture.....	H-37
Figure H-10. CMdS' Easily Scalable Architecture.....	H-38
Figure H-11. Conduent Encryption for Data in Transit.....	H-50
Figure H-12. ForgeRock Intelligent Authentication .....	H-58
Figure I-1. Sample Certification Plan Cover and Table of Contents .....	I-9
Figure I-2. Our Dependable Steps for Data Analysis, Conversion, and Migration .....	I-13
Figure I-3. Best Practices for Planning Discussions – During the Session .....	I-18
Figure I-4. Conduent QMS Overview.....	I-22
Figure I-5. DED Template .....	I-28
Figure I-6. Our Proven Test Plan Approach Benefits the PRMP .....	I-34
Figure I-7. Easy to Understand Test Progress Report in Azure DevOps.....	I-38
Figure I-8. Our Accessible Requirements Traceability Matrix .....	I-39
Figure I-9. Reliable Defect Reports in Azure DevOps .....	I-42
Figure J-1. Our M&O Support .....	J-4
Figure J-2. Health System Monitoring through AppDynamics .....	J-5
Figure J-3. Conduent's Standard SharePoint Template .....	J-13
Figure J-4. Infrastructure as a Service Model (IAAS) on Azure .....	J-15
Figure J-5. Six Pillars of the CMdS Architecture .....	J-16
Figure J-6. Sample Template of a Corrective Action Plan .....	J-19
Figure J-7. Sample User Manual .....	J-22
Figure J-8. Azure DevOps Lifecycle Management Tool .....	J-31
Figure J-9. Customizable Status Report Template .....	J-34
Figure J-10. Risk Ranking.....	J-36

## **6. Disclosure of Response Contents**

This section should contain the disclosure of response contents and the related signature as detailed within Section 5.6 of the RFP.

After this page, please find our Disclosure of Response Contents.

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## Section Five: Award of the Contract

This section provides the vendor with information on the process for contract award, the process for contract clarification and negotiations, the disclosure of responses to the public, failure to negotiate.

### 5.1 Clarifications and Negotiations

PRMP reserves the right to award a contract on the basis of initial responses received; therefore, each response shall contain the vendor's best terms and conditions from a technical and cost standpoint. PRMP reserves the right to conduct clarifications or negotiations with one or more vendors. All communications, clarifications, and negotiations shall be conducted in a manner that supports fairness in response improvement

### 5.2 Contract Clarifications

PRMP reserves the right to award a contract on the basis of initial responses received; therefore, each response shall contain the vendor's best terms and conditions from a technical and cost standpoint. PRMP reserves the right to conduct clarifications or negotiations with one or more vendors. All communications, clarifications, and negotiations shall be conducted in a manner that supports fairness in response improvement.

### 5.3 Contract Negotiations

PRMP may elect to negotiate with one or more vendors by requesting revised responses, negotiating costs, or finalizing contract terms and conditions. PRMP reserves the right to conduct multiple negotiation rounds or no negotiations at all.

### 5.4 Cost Negotiations

All vendors, selected for negotiation by PRMP, will be given equivalent information with respect to cost negotiations. All cost negotiations will be documented for the procurement file. Additionally, PRMP may conduct target pricing and other goods or services level negotiations. Target pricing may be based on considerations such as current pricing, market considerations, benchmarks, budget availability, or other methods that do not reveal individual vendor pricing. During target price negotiations, vendors are not obligated to reduce their pricing to target prices, but no vendor is allowed to increase prices.

### 5.5 Failure to Negotiate

If PRMP determines that it is unable to successfully negotiate terms and conditions of a contract with the apparent best evaluated vendor, then PRMP reserves the right to bypass the apparent best-ranked vendor and enter into terms and conditions contract negotiations with the next apparent best-ranked vendor.

### 5.6 Disclosure of Response Contents

All materials submitted to PRMP in response to this RFP shall become the property of the Government of Puerto Rico. Selection or rejection of a response does not affect this right. By



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

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

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

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

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

Conduent Business Solutions of Puerto Rico, Inc.

\_\_\_\_\_  
(Company)

Kelley Carson, Vice President



\_\_\_\_\_  
(Representative Name, Title)

512.589.1621

\_\_\_\_\_  
(Contact Phone/Fax Number)

9/13/2021

\_\_\_\_\_  
(Date)

## Attachment C: Vendor Qualifications and Experience [RFP Attch.C]

### REQUIREMENT: RFP Section Attch.C

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

### C.1 Organization Overview [RFP C.1]

#### REQUIREMENT: RFP Section C.1

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

#### C.1.1 Organization Overview [RFP C.1.1]

##### REQUIREMENT: RFP Section C.1.1

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

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

**Table 9: Vendor Overview**

Vendor Overview	
Company Name	Conduent Business Solutions of Puerto Rico, Inc. (Conduent)
Name of Parent Company (If Applicable)	Conduent Incorporated
Industry (North American Industry Classification System [NAICS])	561110
Type of Legal Entity	Corporation
Company Ownership (e.g., Private/Public, Joint Venture)	Private Conduent Business Solutions of Puerto Rico, Inc. (Conduent) is a subsidiary of Conduent Incorporated, which is a publicly-held corporation listed on NASDAQ.
Number of Full-Time Employees	Conduent Business Solutions of Puerto Rico, Inc. (Conduent) <ul style="list-style-type: none"> <li>• Full-time regular employees: 515</li> </ul> Conduent State Healthcare, LLC (CSH) <ul style="list-style-type: none"> <li>• Full-time regular employees: 1,958</li> </ul> Conduent Incorporated <ul style="list-style-type: none"> <li>• Our parent employs approximately 63,000 people worldwide</li> </ul>
Last Fiscal Year Company Revenue	\$4.163 billion (Conduent Incorporated for fiscal year ended December 31, 2020) As a subsidiary of Conduent Incorporated, Conduent Business Solutions of Puerto Rico, Inc., does not maintain its own financial statements. The financial results of Conduent Business Solutions of Puerto Rico, Inc. are included in Conduent Incorporated’s reporting. Conduent Incorporated’s consolidated financial statements are prepared in accordance with Generally Accepted Accounting Principles (GAAP), independently audited by PricewaterhouseCoopers, and submitted to the Securities and Exchange Commission (SEC).

Vendor Overview	
Last Fiscal Year Company Net Income	<p>FY 2020: -\$118 million (loss)</p> <p>The (\$118 million) figure above represents a Loss from Continuing Operations. However, this figure includes acquisition activity, restructuring, and divestiture related costs. Adjusted for these items, <b>Net Income was \$144 million.</b></p> <p>For the year ended December 31, 2020, we attribute an estimated \$85 million unfavorable impact on revenue to the effects of the COVID-19 pandemic. We estimate that the combined effects of COVID-19 on our net revenue, incremental costs, and benefit from temporary cost savings reduced our pre-tax income by \$23 million for the year ended December 31, 2020.</p> <p>We'd like to offer a more current measure of Conduent's financial strength:</p> <ul style="list-style-type: none"> <li>• For Q2 2021, GAAP net income (loss) from Continuing Operations was \$12M, compared with \$(51) M in Q2 2020, an increase of 123.5%</li> <li>• For Q2 2021, GAAP Pre-tax Income (loss) was \$19M, compared with \$(64)M in Q2 2020, an increase of 129.7%</li> </ul>
Percentage of Revenue From State and Local Government Clients in the United States	<p>31%</p> <p>Government Services segment revenue for 2020 was \$1.3 billion, representing 31% of our total revenues</p>
Percentage of Revenue From IT Design and Implementation Services	<p>Not Available</p> <p>We provide IT Design and Implementation Services as part of our business offerings, but we do not break out specific IT Design and Implementation Services revenue separately.</p>
Number of Years in Business	<p>51 years (since June 19, 1970)</p>
Number of Years Vendor has been Providing the Type of Services Specified in the RFP	<p>We have been providing the types of service specified in the RFP for decades, including:</p> <ul style="list-style-type: none"> <li>• <b>Medicaid Technology Services:</b> 50 years</li> <li>• <b>Fiscal Agent/Fiscal Intermediary (FA/FI):</b> 39 years</li> </ul>
Number of Employees Providing the Type of Services Specified in the RFP	<p>As of August 2021, Conduent has approximately 2,550 employees helping our healthcare customers in implementing, operating, and maintaining their healthcare programs.</p>
Headquarters in the United States	<p>100 Campus Drive, Suite 200, Florham Park, NJ 07932</p>
Locations in the United States	<p><b>Puerto Rico Office:</b> Guaynabo, PR</p> <p><b>Other Offices by City and State</b></p> <ul style="list-style-type: none"> <li>• Anchorage, AK</li> <li>• Tempe, AZ</li> <li>• East Hartford, CT</li> <li>• Washington, DC</li> <li>• Honolulu, HI</li> <li>• Indianapolis, IN</li> <li>• Lexington, KY</li> <li>• Baton Rouge, LA</li> <li>• Boston, MA</li> <li>• Worcester, MA</li> <li>• Elkridge, MD</li> <li>• Jefferson City, MO</li> <li>• Jackson, MS</li> <li>• Helena, MT</li> <li>• Henderson, NC</li> <li>• Bismarck, ND</li> <li>• Concord, NH</li> <li>• Hamilton, NJ</li> <li>• Albuquerque, NM</li> <li>• Columbia, SC</li> <li>• Austin, TX</li> <li>• Richmond, VA</li> <li>• Cheyenne, WY</li> </ul>

### C.1.2 Subcontractor Overview (if applicable) [RFP C.1.2]

#### REQUIREMENT: RFP Section C.1.2

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

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

**Table 10: Subcontractor Overview**

Subcontractor Overview	
Company Name	CITRIOM LLC (CITRIOM)
Name of Parent Company (if applicable)	N/A
Industry North American Industry Classification System (NAICS)	54151 42343
Type of Legal Entity	Limited Liability Company
Company Ownership (e.g., Private/Public, Joint Venture)	Private
Number of Full-Time Employees	11
Last Fiscal Year Company Revenue	2,368,000.00
Last Fiscal Year Company Net Income	743,000.00
Percentage of Revenue From State and Local Government Clients in the United States	93%
Percentage of Revenue From IT Design and Implementation Services	85%
Number of Years in Business	7 years
Number of Years Vendor Has Been Providing the Type of Services Specified in the RFP	6 years (3 years as prime contractor)
Number of Employees Providing the Type of Services Specified in the RFP	11
Headquarters in the United States	151 Calle San Francisco Ste 200 San Juan, PR, 00901
Locations in the United States	Puerto Rico

### C.1.3 Corporate Background

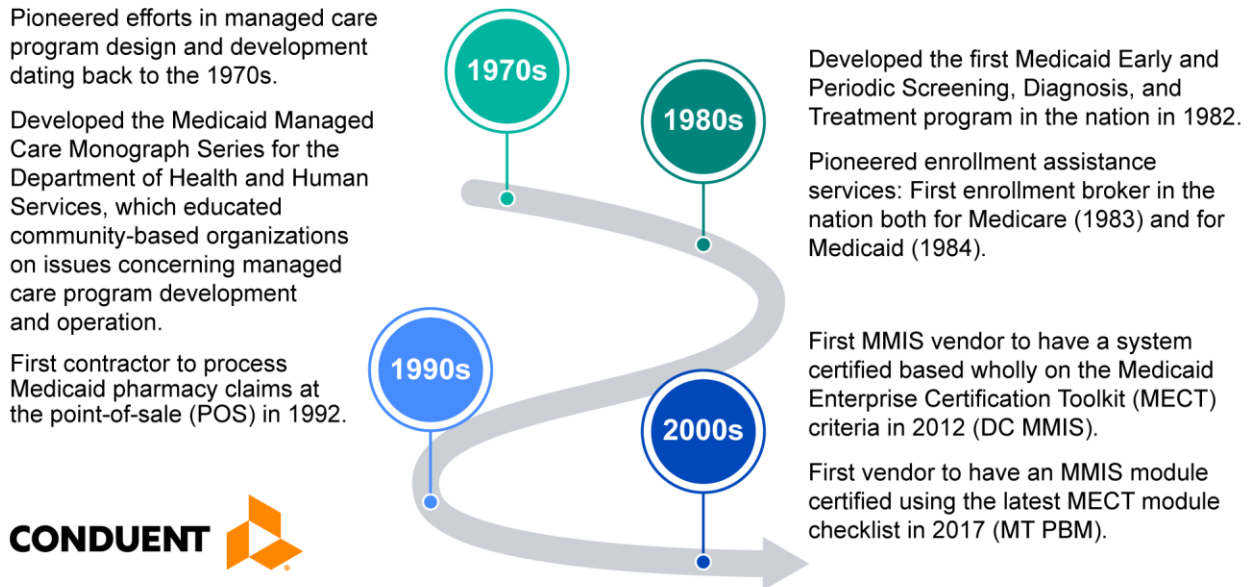
We provide corporate background information both for Conduent and our subcontractor, CITRIOM LLC (CITRIOM), below.

## Conduent Corporate Background

Conduent brings unparalleled government healthcare experience to the project. With **50 years** of Medicaid experience, we provide a superior understanding of and capability to navigate the challenges associated with delivering government benefits and services. Since our founding in 1970, our principal line of business is providing program administration solutions for government-funded health and human services (HHS) programs with a primary emphasis on state-administered Medicaid programs. We are a pioneer in the development of MMIS and managed care solutions dating back to the 1970s. Since then, we have enjoyed an historic partnership with the Centers for Medicare and Medicaid Services (CMS) and continue to work closely with federal and state government entities to improve government program services across the country.

Additionally, Conduent has an impressive 100% success rate in helping states to achieve and maintain federal certification of MMIS legacy and modular solutions in 15 MMIS implementations across 14 states and the District of Columbia (DC). We were also the first CMS-certified PBM under modularity guidelines. Equally important, we know how to apply the latest CMS Streamlined Module Certification/Outcomes Based Certification (SMC/OBC) standards, as we have four SMC/OBC projects underway using these processes.

Figure C-1 features some of our key accomplishments throughout the decades.



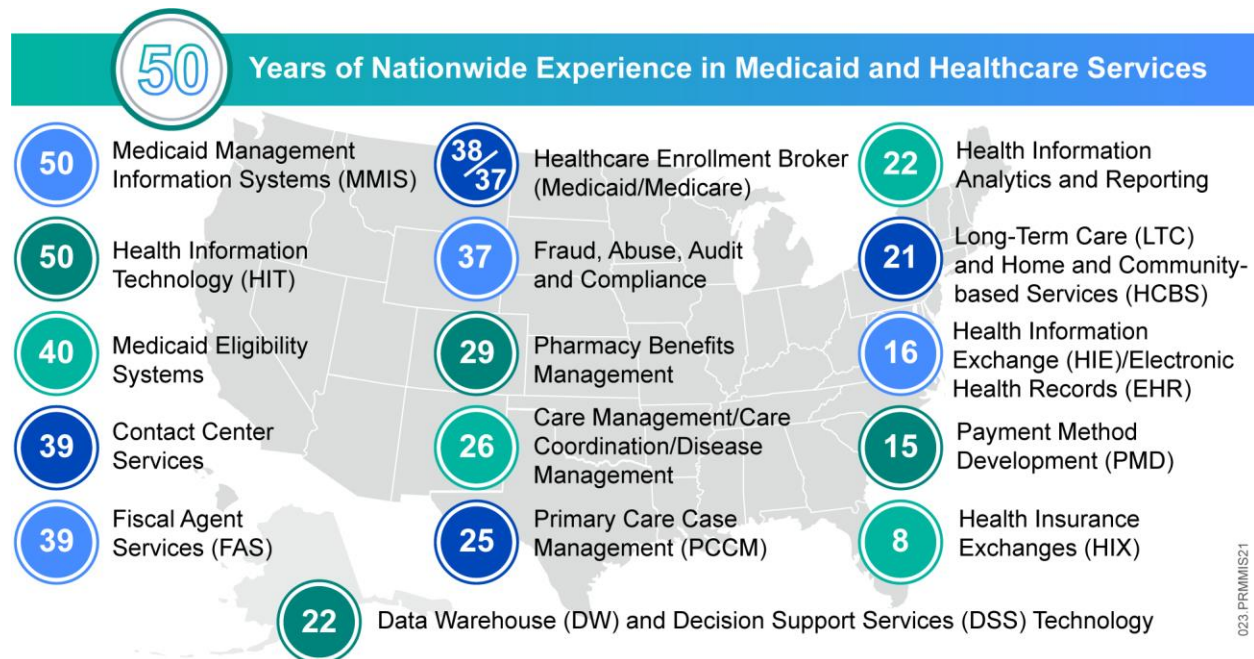
### Our Historic Medicaid Accomplishments

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#### Figure C-1. A History of Achievements

*Conduent has been a pioneer from the earliest days of Medicaid.*

Since our development of the first MMIS prototype in 1971 and provision of fiscal agent (FA) operations in 1982, we have transformed our technology and enhanced our service offerings to address the challenges of Medicaid administration for the future. We offer a broad array of healthcare services that provide our state customers a comprehensive set of solutions and services that sets us apart from our competitors, as shown in Figure C-2.



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**Figure C-2. Decades of Experience/Extensive Service Offerings**

*Our diverse set of services support the technical and business needs of the Medicaid enterprise—effectively accommodating changes in program direction.*

With a deep understanding of the government healthcare market segment, we work in partnership with our customers to create solutions that help sustain their healthcare programs for the future—focusing on key issues such as healthcare outcomes, care management, federal regulations, and cost containment.

**CITRIOM Corporate Background**

CITRIOM LLC (CITRIOM) produces high-end technology solutions for empowering and transforming great business ideas into daily life experiences. Founded in Puerto Rico in 2014, CITRIOM has built a diverse workforce of professionals both with exceptional technical skills and an innate understanding of the challenges faced by our territory that uniquely enable our staff to care deeply for the effectiveness of the solutions delivered.

The literal definition of CITRIOM is *Creativity, Competitiveness, and Collaboration* – three pillars that the company has built its corporate philosophy and ethos around since its inception.

CITRIOM offers specialized expertise within the healthcare industry – providing first-rate consulting services to private and public organizations in their mission to build technology platforms and services that operate in compliance with required standards and best practices. While the health industry is our passion, CITRIOM also serves clients across diverse industries including: Energy and Public Utilities, Private Insurance, Education, and Retail Businesses.

## ***CITRIOM specialize in the following core services:***

---

- **Data Analytics and Insights.** CITRIOM delivers concrete analysis and actionable solutions that enable their clients to make informed, timely decisions in confidence. Enhanced by clear data visualizations, CITRIOM builds all technical modules and processes to discover, inspect, clean, transform and model data, creating a robust data architecture and providing a transformative data strategy.
- **System Integration.** It's becoming increasingly challenging to aggregate internal or external subsystems and incorporate them into a solution where all parts work together as one. CITRIOM's Systems Integration Specialists help companies manage these complexities and combine elements that enable automation of critical business processes. We offer best-in-class advisory and implementation services to help companies manage their technology organizations and portfolio of assets seamlessly.
- **Custom Application Development.** CITRIOM addresses the unique needs of any business challenge by providing everything from a single technical expert to a fully embedded, multi-disciplined team. CITRIOM staff are experts in conducting end-to-end Mission Immersion, developing Customer Experience Design, and driving Application Architecture and Services of any custom application. CITRIOM fast-tracks our clients' projects through Agile environment application development, DevOps, and continuous integration/continuous delivery (CI/CD).
- **Cloud ERP Solutions.** As an Oracle partner, CITRIOM provides clients expedited implementation of ERP Modules in the following key areas: Financials, Project Management, Procurement, Risk Management, Monetization and Accounting, General Ledger, Payables, Purchasing, Assets, Receivables, Cash Management, Expenses, Inventory, and more.

### **C.1.4 Experience in Public Sector**

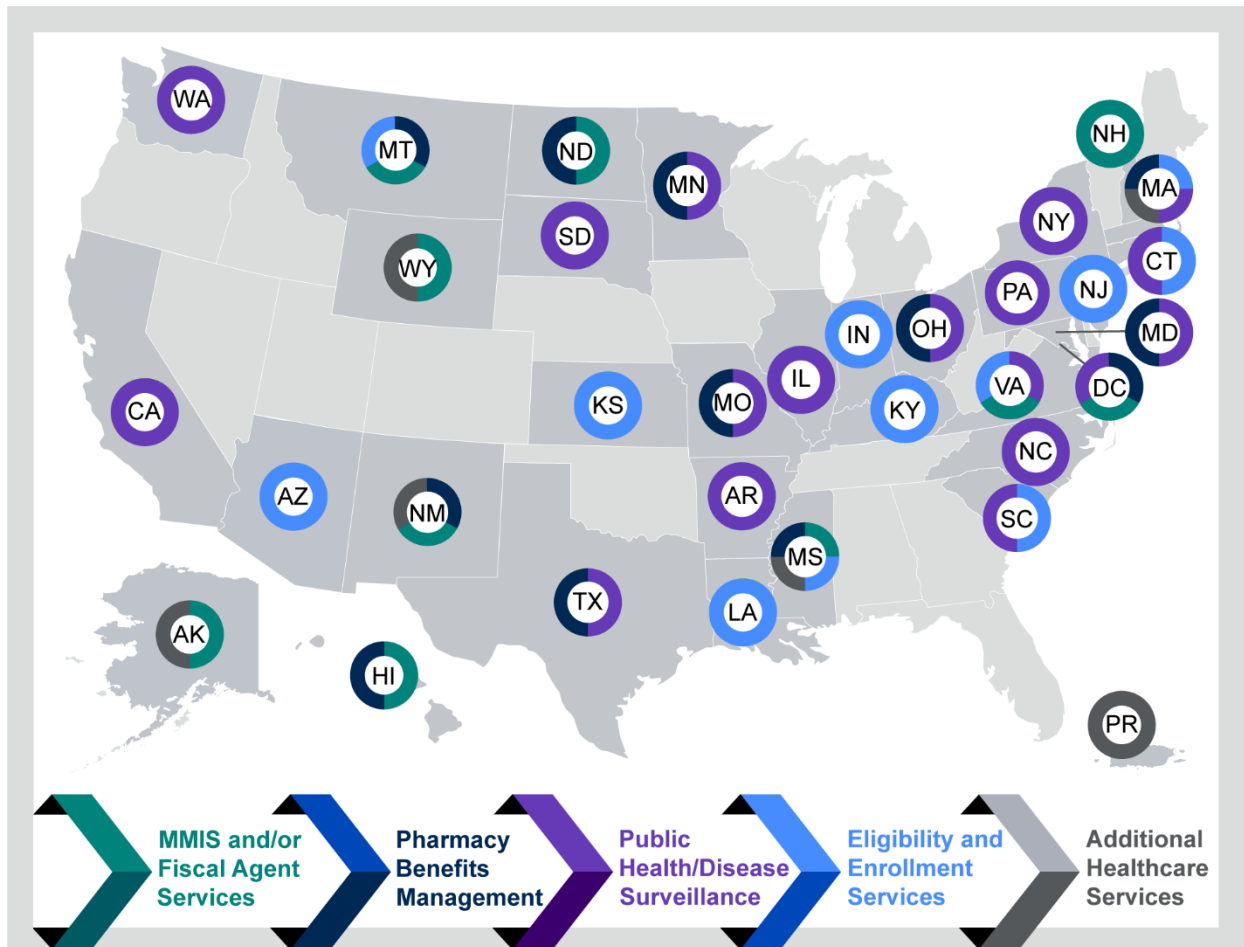
We provide both Conduent's and CITRIOM's public sector experience below.

#### **Conduent Public Sector Experience**

---

As one of the few companies focused on solutions and services with expertise supporting the public sector industry, Conduent brings unparalleled government healthcare experience to the project. We offer our state customers a broad array of solutions and services that sets us apart from our competitors.

As shown in Figure C-3, Conduent currently has healthcare-related contracts with government customers in 31 states, the District of Columbia (DC), and Puerto Rico which provide a range of healthcare solutions and services that positively affect the lives of millions of people. For several of these states, we deliver healthcare services under more than one contract. Additionally, many of our current contracts represent multiple consecutive contract awards.



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### Figure C-3. Nationwide Government Healthcare Experience

*Our breadth of experience gives us a strong overall perspective of national healthcare trends.*

Our areas of specialization include providing government healthcare solutions that integrate a full spectrum of systems and services such as:

- **MMIS and/or Fiscal Agent Services.** Design, development, implementation (DDI) or takeover, operation, and maintenance of solutions and provision of Fiscal Agent (FA) operations including claims processing, provider, financial, member, electronic data interchange (EDI), web portal, call center, certification support, third-party liability (TPL), mailroom, prior authorization utilization management, early and periodic screening, diagnostic and treatment (EPSDT) services, and more.
- **Pharmacy Benefits Management (PBM).** DDI or takeover, operation, and maintenance of pharmacy solutions and provision of operations services including claims processing, prospective and retrospective drug utilization review (ProDUR/RetroDUR), prior authorization (PA), preferred drug list (PDL) development/maintenance, clinical consulting, drug rebate administration, prescribing pattern analysis, prescriber and patient education, pharmacy auditing, and more.



- **Public Health/Disease Surveillance.** Case management and tracking services using our Conduent-developed disease surveillance and outbreak management solution. Provision of Centers for Disease Control and Prevention (CDC) and other health agency reporting across multiple disease conditions including COVID-19, EMS/trauma, birth defects, tuberculosis, human immunodeficiency virus (HIV), sexually transmitted diseases (STD), and more.
- **Eligibility and Enrollment Services.** Design and implementation of eligibility and enrollment solutions and provision of operations services including call center, application intake, eligibility screening and determination, plan enrollment assistance, and more.
- **Additional Healthcare Services.** Design and implementation of health information exchange/electronic health records (HIE/EHR), State Level Registry (SLR), and Enterprise Information Management (EIM) systems. Provision of payment method development (PMD) consulting services, Children’s Health Insurance Program (CHIP) administration, Fraud and abuse detection (FAD), and more.

## CITRIOM Public Sector Experience

Since our founding, CITRIOM has made a pivotal contribution within the Healthcare public sector. We also support projects across the broader public sector in Puerto Rico, as cited in Table C-1. Our transformational work has included providing many core services and solutions, either as a prime contractor or subcontractor, to the following government agencies and entities.

**Table C-1. CITRIOM Public Sector: Supporting Puerto Rico**

Entity	Services
Puerto Rico Health Insurance Administration (ASES)	System Integration, Data Analytics, Automation of Medicaid Managed Care Business Processes including Payment Audits and Adjustments, Cloud Infrastructure
Puerto Rico Mental Health and Anti-Addiction Services Administration (ASSMCA)	System Integration, Data Management and Data Quality for Federal Reporting
Employees’ Retirement System of the Government of the Commonwealth of Puerto Rico (Retiro)	System Integration, Service Web Portal
Puerto Rico Electric Power Authority (AEE)	System Integration, Smart Grid “Pilot” Solution / Call Center Web Application
Municipality Of San Juan	System Integration, Municipality Permits

### C.1.5 Certifications

We provide relevant certifications both for Conduent and CITRIOM staff below.

#### Conduent Certifications

Our key staff bring the necessary experience and hold the relevant certifications for providing leadership and creating the standards required for the successful implementation and maintenance and operations phases, as cited in Table C-2.

**Table C-2. Conduent Key Staff Certifications**

Key Staff	Certifications
Project Manager, Jacqueline Bester, PMP	Project Management Professional (PMP) Certification
Implementation Manager, Nancy Hyde, PMP	Project Management Professional (PMP) Certification
Operations Manager, Kelly Mayo, PMP	Project Management Professional (PMP) Certification
Information Security Architect/Privacy Data Protection Officer, Chanakya (Dev) Alapati (CISA)	<ul style="list-style-type: none"> <li>• Certified Information Systems Auditor (CISA) Certification</li> <li>• Certified Information Security Manager (CISM) Certification</li> <li>• Certified in Risk and Information Systems Control (CRISC)</li> <li>• Certified in the Governance of Enterprise IT (CGEIT)</li> <li>• ISO Lead Auditor and ITIL Certification</li> </ul>
Business Lead, Fernando Maldonado	Project Management Institute (PMI), Project Management Professional (PMP) 35 hours completed – Pending Exam for Certification for Q4 2021

## CITRIOM Certifications

CITRIOM holds the following certifications and strives continuously to add further distinctions.

**Table C-3. CITRIOM Certifications**

Areas	Certifications
<b>HL7 Gold Partner.</b> CITRIOM advocates the development of standards for the health industry and has been an HL7 International Gold Partner since 2017.	HL7 FHIR® Proficient
<b>HIPAA.</b> Compliance with the continuous training for the Security Rule of the Health Insurance Portability and Accountability Act (HIPAA).	<ul style="list-style-type: none"> <li>• HIPAA Security Certification</li> <li>• HIPAA Awareness for Business Associates Certification</li> </ul>
<b>Project Management and Quality Assurance</b>	<ul style="list-style-type: none"> <li>• Project Management Professional (PMP)</li> <li>• Six Sigma Green Belt</li> <li>• Scrum Foundation Professional Certificate (SFPC)</li> <li>• Certified Scrum Product Owner (CSPO)</li> <li>• Certified Scrum Master (CSM)</li> </ul>
<b>Oracle Gold Partner.</b> CITRIOM is an Oracle partner for the public Sector in the Caribbean Region.	<ul style="list-style-type: none"> <li>• Oracle Database SQL Certified Associate</li> <li>• Oracle Autonomous Database Cloud Certified Specialist</li> <li>• Oracle Application Express 18: Developer Certified Professional</li> <li>• Oracle Cloud Infrastructure Certified Architect Associate</li> <li>• Oracle Financials Cloud Certified Sales Specialist</li> <li>• Oracle Cloud ERP Certified Solution Engineer Specialist</li> </ul>
<b>Amazon Web Services</b>	<ul style="list-style-type: none"> <li>• AWS Certified Cloud Practitioner</li> <li>• AWS Certified Solutions Architect</li> </ul>
<b>Microsoft</b>	<ul style="list-style-type: none"> <li>• Application Development Certification</li> <li>• Application Integration Certification</li> </ul>

## C.2 Mandatory Qualifications [RFP C.2]

### REQUIREMENT: RFP Section C.2

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

**Table 11: Mandatory Qualifications**

Mandatory Qualification Item(s)	Vendor Meets?		Provide A Brief Narrative To Demonstrate Fulfillment Of Requirement
<p>The vendor must demonstrate experience within the last three (3) years as the prime contractor for at least three (3) federal, state, local government or private healthcare entities where the proposed solution is currently being or has been implemented.</p>	<b>YES</b>	<b>NO</b>	<p>An innovator in Medicaid technology, Conduent has continually improved and evolved our Medicaid systems for the past four decades. Our current Java-based, cloud-ready system is currently in production in Alaska, New Hampshire, and North Dakota.</p> <p>All three systems have been certified by the Centers for Medicare &amp; Medicaid Services (CMS). Our proposed CMdS solution for Puerto Rico has additional feature enhancements and technical capabilities built over the past three years.</p>
<p>The vendor must demonstrate at least three (3) years' experience in Medicaid and Health and Human Services.</p>	<b>YES</b>	<b>NO</b>	<p>With 50 years of Medicaid and Health and Human Services experience, Conduent far exceeds the minimum three years requirement. Our principal line of business is providing program administration solutions for government-funded health and human services (HHS) programs with a primary emphasis on state-administered Medicaid programs.</p> <p><b>Years of Experience At a Glance</b></p> <ul style="list-style-type: none"> <li>• 50 years MMIS</li> <li>• 40 years Medicaid Eligibility Systems</li> <li>• 39 years Medicaid FA/FI</li> <li>• 39 years Medicaid Call Center Services</li> <li>• 38 years Medicaid Enrollment Broker</li> <li>• 37 years Fraud, Abuse, Audit, and Compliance</li> <li>• 29 years PBM</li> </ul> <p>Conduent currently has healthcare-related contracts with government customers in <b>31 states</b> and the District of Columbia (DC). In several of these states, we deliver healthcare services under more than one contract. Additionally, many of our current contracts represent multiple consecutive contract awards.</p> <p>Highlights of our historic Medicaid experience and accomplishments include:</p> <ul style="list-style-type: none"> <li>• Developed the General Systems Design (GSD) of a prototype MMIS for the United States Department of Health, Education, and Welfare in 1971. Our MMIS GSD was used as the standard for providing enhanced federal funding to states for the development and operation of Medicaid claims processing systems which became the basis for Public Law 92-603 enacted by Congress to provide such funding.</li> <li>• Developed and installed the original MMIS in Ohio (1982), which became the basis of many system transfers by Conduent as well as other states and contractors.</li> </ul>

Mandatory Qualification Item(s)	Vendor Meets?		Provide A Brief Narrative To Demonstrate Fulfillment Of Requirement
			<ul style="list-style-type: none"> <li>• Pioneered efforts in Medicaid managed care program design and development dating back to the 1970s</li> <li>• Developed the Medicaid Managed Care Monograph Series for the Department of Health and Human Services, which educated community-based organizations on issues concerning managed care program development and operation</li> <li>• Developed the first Medicaid Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) program in the nation in 1982</li> <li>• Pioneered enrollment assistance services serving as the first enrollment broker (EB) in the nation both for Medicare (1983) and Medicaid (1984)</li> <li>• First contractor to process Medicaid pharmacy claims at the point-of-sale (POS) in 1992.</li> <li>• First MMIS vendor to have a system certified based wholly on Medicaid Enterprise Certification Toolkit (MECT) criteria in 2012 (DC MMIS)</li> <li>• First vendor to have an MMIS module certified using the latest MECT module checklist in 2017 (MT PBM)</li> </ul>
<p>The vendor must include at least three (3) references from projects performed within the last three (3) years that demonstrate the vendor's ability to perform the scope of work described in the RFP. Vendors may only use one (1) reference per project performed. PRMP strongly prefers three (3) references from different state Health and Human Service engagements where this proposed solution is currently being or has been implemented.</p>	<b>YES</b>	<b>NO</b>	<p>Please refer to Section heading C.5.1 Vendor (Prime) References Form for a description of our reference projects which include:</p> <ul style="list-style-type: none"> <li>• District of Columbia (DC) MMIS/FA</li> <li>• Mississippi MMIS/FA/PBM</li> <li>• Virginia MMIS/FA/PES</li> </ul>
<p>The vendor must have at least three (3) years' experience in operation of a Medicaid Enterprise solution similar to PRMP's in compliance with all Federal and State regulations.</p>	<b>YES</b>	<b>NO</b>	<p>Conduent exceeds this minimum three-year requirement. We currently operate Medicaid Enterprise solutions in compliance with all Federal and State regulations for the following Medicaid programs:</p> <ul style="list-style-type: none"> <li>• Alaska MMIS/FA: since 2007</li> <li>• District of Columbia (DC) MMIS/FA: since 2001</li> <li>• Mississippi MMIS/FA/PBM: since 2001</li> <li>• Montana MMIS/FA: since 1984</li> <li>• New Hampshire MMIS/FA: since 2005</li> <li>• New Mexico MMIS/FA/PBM: since 1994</li> <li>• North Dakota MMIS/PBM: since 2006</li> <li>• Virginia MMIS/FA: since 2009</li> <li>• Wyoming MMIS/FA: since 1993</li> </ul> <p>To demonstrate our experience, we include complete descriptions of the projects listed below under Section heading C.5.1 Vendor (Prime) References Form</p> <ul style="list-style-type: none"> <li>• District of Columbia (DC) MMIS/FA</li> <li>• Mississippi MMS/FA/PBM</li> <li>• Virginia MMIS/FA/PES</li> </ul>

### C.3 Existing Business Relationships with PRMP [RFP C.3]

#### REQUIREMENT: RFP Section C.3

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

Neither Conduent nor our subcontractor, CITRIOM, have had any direct contracts with the Puerto Rico Department of Health (PRDoH) in the past 5 years. In our response below, we provide the list of contracts we have with the Administración de Seguros de Salud de Puerto Rico (ASES) in support of the Puerto Rico Medicaid Program to demonstrate our experience and knowledge in this area.

#### Conduent Response

Conduent has provided State Level Registry (SLR) technology and services to support Puerto Rico’s Medicaid Provider Incentive Program across several contracts with ASES. Conduent implemented our Software-as-a-Service (SaaS) SLR solution—*on time and within budget*—under our first contract with ASES in 2012.

Table C-4 cites our contracts with Puerto Rico entities **within the last five years** beginning with most recent contract start dates.

**Table C-4. Conduent: Puerto Rico Contracts**

Entity Name	Contract Dates	Project
ASES	03/18/2021 – 9/30/2021	Puerto Rico EHR Incentive Program <ul style="list-style-type: none"> <li>• Operation/maintenance of Conduent-developed SLR solution</li> <li>• Business operations services</li> </ul>
ASES	10/1/2018 – 9/30/2019	Puerto Rico EHR Incentive Program <ul style="list-style-type: none"> <li>• Operation/maintenance of Conduent-developed SLR solution</li> <li>• Business operations services</li> </ul>
ASES	12/1/2017 – 9/30/2018	Puerto Rico EHR Incentive Program <ul style="list-style-type: none"> <li>• Operation/maintenance of Conduent-developed SLR solution</li> <li>• Business operations services</li> </ul>
ASES	10/1/2015 – 9/30/2017	Puerto Rico EHR Incentive Program <ul style="list-style-type: none"> <li>• Operation/maintenance of Conduent-developed SLR solution</li> <li>• Business operations services</li> </ul>

#### CITRIOM Response

CITRIOM has not held any contract with the Puerto Rico Department of Health (PRDoH) Puerto Rico Medicaid Program (PRMP) or PRMP’s local municipalities within the last 5 years. As shown in Table C-5, CITRIOM has a strong working relationship with ASES in support of the Puerto Rico Medicaid Program.

**Table C-5. Relationship with ASES**

Entity Name	Contract Dates	Brief Description
ASES	08/2018 – 06/2022	<p><b>CITRIOM</b> has maintained a continuous active business relationship with ASES providing critical services related to the following: System Integration; Data Analytics; Application Development; and Automation of Medicaid Managed Care Business Processes including Payment Audits and Adjustments.</p> <p><b>CITRIOM</b> has also been a provider of Cloud Infrastructure and Platform as a Service (PaaS) to ASES as an Oracle Partner for the Public Sector in Puerto Rico.</p>

#### C.4 Business Disputes [RFP C.4]

##### REQUIREMENT: RFP Section C.4

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

Below we provide responses to this requirement both for Conduent and for our subcontractor, CITRIOM.

#### Conduent Response

Conduent Business Services of Puerto Rico, Inc. (“CBSPR”) has had no such actions or proceedings.

CBSPR is a subsidiary of Conduent, Inc. and has over 100 domestic and international entities that would be considered affiliates of the proposer. Any material legal matters may be found in the periodic disclosures to the Securities and Exchange Commission under Forms 10-K and 10-Q filed by our ultimate parent company, Conduent Incorporated, which are hereby incorporated into this disclosure.

#### CITRIOM Response

**CITRIOM** has not had any disciplinary actions taken against the company. Further, **CITRIOM** has had no administrative actions taken by any jurisdiction or person against **CITRIOM**. Additionally there have been no judicial or administrative proceedings involving **CITRIOM**’s sourcing activities, claims of unlawful employment discrimination, and anti-trust suits in which **CITRIOM** has been a party within the last five (5) years.

## C.5 References [RFP C.5]

### REQUIREMENT: RFP Section C.5

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

#### C.5.1 Vendor (Prime) References Form [RFP C.5.1]

##### REQUIREMENT: RFP Section C.5.1

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

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

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

**Table 12: Vendor References**

Vendor Information		
<b>Vendor Name:</b> Conduent	Contact Name:	Glenda Goodwin
	Contact Phone:	202.906.8333
Customer Information		
<b>Customer Organization:</b> District of Columbia Department of Healthcare Finance (DCHF)	Contact Name:	Donald Shearer
	Contact Title:	Director/Health Care Operations Administration
<b>Customer Address:</b> 441 4th St., NW, Suite 1000S Washington, DC 20001	Contact Phone:	202.698.2007
	Contact Email:	<a href="mailto:donald.shearer@dc.gov">donald.shearer@dc.gov</a>
Project Information		
<b>Total Vendor Staff:</b>	Approximately 57 (includes technical and non-technical staff)	
<b>Project Objectives:</b> <ul style="list-style-type: none"> <li>• MMIS implementation (Conduent Advanced MMIS)</li> <li>• Second MMIS implementation (Conduent OmniCaid MMIS)</li> <li>• Service level agreement (SLA) Compliance</li> <li>• RetroDUR interventions</li> <li>• Host DUR board meetings</li> <li>• Drug Rebate collections</li> </ul>		

**Project Description:**

Contract Duration: 2/28/2001 – 9/30/2021 / Current Contract: 10/1/2018 – 9/30/2022

Conduent is currently fulfilling a third consecutive contract with the District to provide MMIS and full FA operations services. Our first contract included designing, developing, implementing, and operating a replacement MMIS (Conduent’s Advanced MMIS) and establishing FA operations. The MMIS was certified retroactive to its first day of operations (July 1, 2002). Under our second contract (2007), we deployed Conduent’s OmniCaid MMIS, which included additional capabilities such as a feature-rich secure web portal for providers and recipients; a clinical case management system; a web-based reporting data mart; and enhanced surveillance and utilization review (SUR), management and administrative reporting (MAR), and third party liability (TPL) systems.

OmniCaid MMIS was certified retroactive to its first day of operations (January 5, 2012). Both MMIS deployments were completed **on time and according to schedule**.

Under our third contract, we continue to provide the following MMIS/FA services:

- FFS claims processing, payment, management, and PERM support
- Housing of encounter data for generating provider remittance advices and payments
- Financial processing support including EFT capitation payments to MCOs
- Process MCO encounters to capture the data from the claim
- Full fiscal agent services
- Federal reporting (i.e., CMS-64)
- Fraud and abuse detection
- Call center services for providers
- eSURs
- DSS/DW services
- Technical support for operations, maintenance, modifications, and system enhancements
- Web portal for providers and members
- Provider outreach
- Third party liability (TPL), including Medicare Buy-In
- Electronic document management support services
- Reference file maintenance
- Drug rebate
- Retrospective drug utilization review (RetroDUR)
- Quality control, including monthly monitoring report

**Additional Highlights**

- In 2016, in accordance with CMS’ mandates for standardizing data collection and reporting, we implemented the District’s Transformed Medicaid Statistical Information System (T-MSIS)
- In 2017, we implemented the My Health GPS health homes program for DHCF
- In 2018, we implemented a new prospective payment system using a modified price-based nursing facility payment methodology for DHCF.
- In 2020, we implemented the District’s Behavioral Health Transformation Waiver

**Vendor’s Involvement:** Prime Contractor

**Project Benefits:**

- On-time implementation of Advanced MMIS, with no disruption to stakeholders
- On-time implementation of OmniCaid MMIS, with no disruption to stakeholders
- Consistently meet all defined service level agreements (SLAs)
- RetroDUR performs four interventions per year and publishes monthly clinical paragraphs that are sent to the DUR board members for review and approval to mail them. We create and present outcomes reports for each intervention but not for the clinical paragraphs



Key Personnel				
Name: Glenda Goodwin		Role: Director, Service Delivery		
Name: David Eaton		Role: Systems Development Senior Manager/Technology Program Manager		
Name: Peter Reese		Role: Provider Relations Manager		
Name: Ahronn Worsham		Role: Health Care Data Analysts/Business Analyst		
Project Measurements:				
Estimated one-time costs: \$ \$22,185,665 (Total Current Contract Value)		Actual one-time costs: \$24,363,278.00 (Total Current Contract Value)		
Reason(s) for change in one-time cost: Two option years exercised and service add-ons				
Original Value of Vendor's Contract: <b>Current Contract:</b> \$22,185,665		Actual Total Contract Value: <b>Current Contract:</b> \$24,363,278.00		
Reason(s) for change in value: Two option years exercised and service add-ons				
Estimated Start & Completion Dates:	From:	08/2008	To:	12/2009
<b>Note:</b> Dates refer to the OmniCaid MMIS implementation.				
Actual Start & Completion Dates:	From:	08/2008	To:	12/2009
Reason(s) for difference between Estimated and Actual dates: Not Applicable				
If the vendor performed the work as a Subcontractor, the vendor should describe the scope of subcontracted activities: Not Applicable				

Vendor		
<b>Vendor Name:</b> Conduent	Contact Name:	Shneen Cannady, MCMP-II
	Contact Phone:	601.293.2974
Customer Information		
<b>Customer Organization:</b> Mississippi Division of Medicaid (DOM)	Contact Name:	Terri R. Kirby, BSPHarm, RPh, CPM
	Contact Title:	Pharmacy Director
<b>Customer Address:</b> Walter Sillers Building, 550 High Street, Suite 1000 Jackson, MS 39201	Contact Phone:	601.359.9803
	Contact Email:	Terri.Kirby@medicaid.ms.gov
Project Information		
<b>Total Vendor Staff:</b>	Approximately 150 (includes technical and non-technical staff)	
<b>Project Objectives:</b>		
<ul style="list-style-type: none"> <li>• Takeover of incumbent MMIS and FA operations; takeover of incumbent PBM system and operations</li> <li>• Implementation of Conduent-developed MMIS and PBM solution</li> <li>• Pharmacy Point of Sale (POS) Response SLA</li> <li>• Increase Drug Rebate collection (FFS and MCO)</li> </ul>		

### Project Description:

Duration: 3/15/2021 – 06/30/2022/Current Contract: 07/01/2020 – 6/30/2022

Conduent has worked side by side with the Mississippi Division of Medicaid (DOM) for nearly 20 years—representing five consecutive contract awards—to provide Medicaid Management Information System (MMIS), Pharmacy Benefits Management (PBM), Medicaid Eligibility Determination System (MEDS), Decision Support Services/Data Warehouse (DSS/DW), and Fiscal Agent (FA) services supporting the Mississippi Medicaid and the Children's Health Insurance Program (CHIP).

Our initial contract in 2001 included the takeover, enhancement, and operation of the incumbent's legacy MMIS and provision of FA and PBM services. We accomplished the takeover of MMIS and PBM systems and operations in **10 months, according to schedule**. Subsequently, through a 2003 contract amendment, we implemented our replacement MMIS in 2003—which included our Medicaid Eligibility Determination System (MEDS)—and our PBM POS and drug rebate solutions **according to schedule**.

In 2007 we implemented 14 major MMIS and MEDS enhancements, including a complete replacement of the provider web portal.

Other notable projects we performed during our contract terms include:

- **2008.** Successfully took over the DSS/DW from another vendor
- **2010.** Implemented our web-based state level registry (SLR) system and services, and our automated pharmacy prior authorization system
- **2012.** Implemented our enhanced call center management solution
- **2012.** Consolidated our two eligibility determination systems (Medicaid and CHIP) into a single MEDS solution that handles Medicaid expansion and MAGI eligibility and is used by DOM staff to process eligibility daily
- **2013.** Implemented our workflow and document management system, and enhancements for the federally mandated HIPAA operating rule

### Our Fourth Consecutive Contract

In 2014 we signed our fourth Mississippi contract to continue MMIS, MEDS, PBM, DSS/DW, and FA services.

Under this contract, we implemented a new MEDS for DOM that went live in August of 2016 **according to schedule**. This system interfaces with the Federal Data Services Hub, allowing for healthcare.gov applicants to receive real-time feedback on Medicaid eligibility. We also implemented 1095-B processing that same year.

### Our Fifth Consecutive Contract

In June 2020, we signed a new contract to continue to provide MMIS, PBM, MEDS, DSS/DW, and FA services. Conduent is currently working on a project to allow the Mississippi Portal for Medicaid, TANF, and SNAP applicants to interface directly with the MEDS. These interfaces, in some cases, will allow applicants to receive real-time eligibility decisions upon entering an application. This MEDS enhancement project is part of a multi-vendor integration project.

Our services include:

- Claims processing, payment, and management, including fee-for-service (FFS), pharmacy claims, encounter processing, and PERM support
- Process MCO encounters to capture the data from the claim
- Systems maintenance, modification, and enhancement
- Financial services, including processing of capitated payments to coordinated care organizations, MCOs, and providers
- Managed Care Enrollment
- Beneficiary services, including enrollment, education, monitoring, and call center
- Provider services, including web portal, call center, enrollment, verification, monthly monitoring, revalidation, education, and publications
- Maintain provider and Beneficiary eligibility records
- Federal and ad hoc reporting
- Call center services (provider and client)/automated voice response (AVR)
- Technical help desk
- Detection of fraud and abuse
- Decision support services/date warehouse (DSS/DW)/Executive Information System (EIS)/LAN/Network Support

- Surveillance utilization review (SUR)
- Third party liability (TPL) support services, including Medicare Buy-In
- Prior authorization
- Support services, including quality management, project management, and training
- Electronic document management system (EDMS)/computer output to laser disk (COLD) reporting
- Medical review and claims resolution
- Quality and contractual compliance controls (report card)
- Correspondence tracking
- Health Insurance Portability and Accountability Act (HIPAA) compliance
- Production/issuance of plastic ID cards
- PBM services include POS claims processing and payment/(Pro-DUR); claims data warehouse/reporting; clinical services; automated prior authorization; federal and MCO drug rebate administration; and pharmacy/therapeutics committee

**COVID-19 Support and CMS Mandate**

At the outset of the COVID-19 pandemic and at our customer’s request, Conduent provided support by handling Department of Medicaid calls during our customer’s staffing reduction. Additionally, we implemented modifications to systems (eligibility, provider, reference, and claim), allowing clients to access care and providers to bill for services related to the pandemic. We continue to work with DOM to minimize COVID-19 impediments to service delivery for Mississippi Medicaid members.

**CMS Mandate**

We recently implemented critical changes for COVID-19 vaccine charges, a CMS mandate. The requirements were approved on 12/17/2020, and our pharmacy team implemented the changes into production on 12/31/2020 according to schedule – *a two-week turnaround time.*

**Vendor’s Involvement:** Prime Contractor

**Project Benefits:**

- Accomplished takeover of MMIS and PBM systems and operations in 10 months – according to schedule
- Implemented Conduent-developed MMIS and PBM solutions – on time and on budget
- PBM POS average response time (2020): 0.28 seconds, exceeding SLA
- Total Rebate collected (2020): approximately \$298M

**Key Personnel**

Name: Shneen Cannady, MCMP-II	Role: Account Manager
Name: Darrell Bullocks	Role: Deputy Account Manager
Name: Hal Plunkett	Role: Operational Systems Group Manager
Name: Pamela Brown	Role: Claims Operations Manager
Name: Adana Burks	Role: Provider/Beneficiary Services Manager
Name: Tomekia Frazier	Role: Finance/Banking Manager
Name: Joyce Grizzle	Role: Pharmacist
Name: LaTonya Kirkland	Role: Project Manager for Operations
Name: Stacy Apenteng	Role: Quality Assurance Manager for Operations
Name: Rami Reddy	Role: Data Base Administrator (Data Administrator)
Name: Hal Plunkett	Role: Network Systems Manager
Name: Monica Erwin	Role: HIPAA Privacy/Security Officer

Project Measurements				
Estimated one-time costs: : \$145 million (Total Contract Value)		Actual one-time costs: \$145 million (Total Contract Value)		
Reason(s) for change in one-time cost: Not Applicable				
Original Value of Vendor's Contract: <b>Current Contract:</b> \$145 million		Actual Total Contract Value: <b>Current Contract:</b> \$145 million		
Reason(s) for change in value: Not Applicable				
Estimated Start & Completion Dates: <b>Note:</b> Dates refer to both the MMIS and PBM system takeovers and implementations.	From:	03/2001	To:	10/5/2003
Actual Start & Completion Dates:	From:	03/2001	To:	10/5/2003
Reason(s) for difference between Estimated and Actual dates: Not Applicable				
If the vendor performed the work as a Subcontractor, the vendor should describe the scope of subcontracted activities: Not Applicable				

Vendor Information		
<b>Vendor Name:</b> Conduent	Contact Name:	Pamela Horrell
	Contact Phone:	804.267.1131
Customer Information		
<b>Customer Organization:</b> Virginia Department of Medical Assistance Services (DMAS)	Contact Name:	Maryanne Paccione
	Contact Title:	IT Assistant Director
<b>Customer Address:</b> 600 E Broad Street, Richmond, VA 23219	Contact Phone:	804.306.2815
	Contact Email:	<a href="mailto:Maryanne.paccione@dmass.virginia.gov">Maryanne.paccione@dmass.virginia.gov</a>
Project Information		
<b>Total Vendor Staff:</b>	Approximately 123 (includes technical and non-technical staff)	
<b>Project Objectives:</b>		
<ul style="list-style-type: none"> <li>• Takeover and enhancement of incumbent MMIS and FA operations, to include provider enrollment services, call center services from the State, and EDI services – supporting the Medicaid enterprise</li> <li>• Takeover of PBM system and operations</li> <li>• Enhancement of the Medicaid portal, supporting providers and other users</li> </ul>		

**Project Description:**

Contract Dates 4/1/2009 – 6/30/2022, excluding a one-year option

Our initial contract in 2009 included the takeover and significant enhancement of the legacy MMIS and fiscal agent (FA) operations from First Health System; provision of provider enrollment services (PES); and the takeover of the legacy pharmacy point of sale (POS) system and provision of pharmacy operations services up to 10/01/2017. The implementation was completed in 2010 – *on time with no critical defects* at Go Live.

During our partnership with DMAS, we updated the MMIS system for ICD-10 and other required procedure code changes. In 2011, we successfully deployed the Executive Support System (data mart) to assist with program reporting and analysis. The Virginia Commonwealth received the first Transformed Medicaid Statistical Information System (T-MSIS) in the country, implemented by Conduent in April 2014. Additionally, we supported DMAS' strategic goals in the Commonwealth's most recent Medicaid Expansion, deployed in January 2019.

Our current operations services include:

- Fee-for-service (FFS) claims entry, adjudication, and payment, including PERM support
- Process MCO encounters to capture the data from the claim
- Encounter claims processing, including payment of capitation to providers and PMPM payments to MCOs
- Financial services including making EFT and check payments, managing bank accounts, bank reconciliation, and return check processing
- System maintenance, modification, and enhancement
- Technical Help Desk
- 1095-B form production and mailing
- Call center for providers and beneficiaries, interactive voice response (IVR) system, customer relationship management (CRM) system, and performance monitoring tools
- Provider relations, enrollment, screening, and web portal
- Electronic document management system (EDMS)/including Optical Character Recognition (OCR) technology
- Mail room services for inbound and outbound mail processing
- Beneficiary identification cards (ID) cards
- Security
- Electronic data interchange (EDI) support
- Project, quality, change, and risk management

**Provider Enrollment, Web Portal, and Outreach Services**

We provide extensive provider support including enrollment, web portal, and outreach services. We collect the required enrollment information and enroll providers in the Medicaid program according to Commonwealth policy. Our web portal supports online provider enrollment and outreach activities. Our outreach services support multiple activities such as—gaps in medical service coverage, training, provider complaints, and modifications to the Virginia Medicaid program policies and procedures. Our Provider Communications Plan identifies major marketing, communication, and outreach activities along with confirmed or anticipated dates and the timeframes when the activities will occur. Provider field representatives conduct ongoing education of providers as part of their routine activities. Additionally, Conduent offers individual training to providers upon request. Training is delivered in person at the Richmond, Virginia training facility or through another means such as phone or webcast.

**COVID-19 Support**

To support the DMAS response to the COVID-19 pandemic, we completed 11 emergency work orders for updates to the MMIS that include procedure code changes, restoring beneficiary eligibility, changing timely filing limits, recertification modifications, and bypassing assessments for skilled nursing facilities. Our operations created email mailboxes for providers to use as another option for contacting us.

**Vendor's Involvement:** Prime Contactor

**Project Benefits:**

- Successful takeover and enhancement of incumbent MMIS and FA operations, to include provider enrollment services, call center services from the State, and EDI services—ahead of schedule, with no disruption to stakeholders
- Successful takeover of PBM system and operation ahead of schedule, with no disruption to stakeholders
- Successful enhancement of the MMIS portal solution according to schedule, with no disruption to stakeholders

Key Personnel				
Name: Pamela Horrell		Role: Account Manager		
Name: Trammell West		Role: Provider Manager		
Name: Timothy Lewis		Role: Call Center Manager		
Name: Wade Burger		Role: IT Director		
Name: Shelia Smith		Role: Claims Manager		
Name: Deborah Hayes		Role: Finance Manager		
Project Measurements:				
Estimated one-time costs: \$114 million (4 yrs./Total Contract Value)		Actual one-time costs: \$114 million (4 yrs./Total Contract Value)		
Reason(s) for change in one-time cost: Not Applicable				
Original Value of Vendor's Contract: \$114 million (4 yrs.)		Actual Total Contract Value: \$114 million (4 yrs.)		
Reason(s) for change in value: Not Applicable				
Estimated Start & Completion Dates:	From:	4/1/2009	To:	6/27/2010
<b>Note:</b> Dates refer to the initial takeover and enhancement of legacy MMIS/PBM systems and operations				
Actual Start & Completion Dates:	From:	4/1/2009	To:	6/27/2010
Reason(s) for difference between Estimated and Actual dates: Not Applicable				
If the vendor performed the work as a Subcontractor, the vendor should describe the scope of subcontracted activities: Not Applicable				

### C.5.2 Subcontractor References (if applicable) [RFP C.5.2]

#### REQUIREMENT: RFP Section C.5.2

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

**Table 13: Subcontractor References**

Subcontractor Information		
<b>Vendor Name:</b> CITRIOM LLC (Citriom)	Contact Name:	Juan Rosas Gervilla
	Contact Phone:	787.527.2762
Customer Information		
<b>Customer Organization:</b> Puerto Rico Health Insurance Administration (ASES)	Contact Name:	Carlos J. Negrón Pabón
	Contact Title:	Finance Director
<b>Customer Address:</b> Urb. Caribe Calle Alda 1549 San Juan PR 00926-2712	Contact Phone:	O: 787.474.3300 ext.1001 C: 787.579.6554
	Contact Email:	cnegron@asespr.org

Project Information	
<b>Total Vendor Staff:</b>	4
<b>Project Objectives:</b>	
<ul style="list-style-type: none"> <li>• Maintenance and Operation of Capitation Payment Audits and Adjustments &amp; Supplemental Payments.</li> <li>• Implementation, Maintenance and Operation of the High Cost High Need (HCHN) Registry</li> <li>• Implementation of the Member Rate Cell Adjudication for the HCHN Population.</li> </ul>	
<b>Project Description:</b>	
<p>Contract Duration: August 2018 – June 2022 / Current Contract: July 2021 – June 2022</p> <p>In November 2018, ASES implemented a vast reform to the PR Government Health Plan (GHP) - <i>Plan Vital</i>. This reform included a major change in the Capitation Payment methodology used to issue premium payments to the Managed Care Organizations (MCO). This methodology introduced the use of Capitation Rate Cells for different categories of population. These rate cells include those for the population identified with HCHN conditions under the new HCHN Program of <i>Plan Vital</i>.</p> <p>Highlights of projects we performed during our contract terms include:</p> <ul style="list-style-type: none"> <li>• <b>2018.</b> Adjusted ASES Audit and Adjustment Modules in order to incorporate the business rules introduced by Plan Vital. This module, implemented by Citriom as a subcontractor, was delivered for the evaluation of the Capitation Payment data in ASES' legacy system and to identify payment anomalies including double payments and issues relating to the Eligibility and Enrollment Data (i.e. incorrect rate cell payments). This module also performs audits matching third party sources including the Mortality Report of the Demographic Registry in order to identify payments made to the deceased population.</li> <li>• <b>2019.</b> Performed the System Integration for the HCHN Program, including the processing of HCHN reports from 5 different MCOs, and the HCHN Report from the ASES Actuary in order to maintain the HCHN Population Registry. In addition, Citriom implemented modules for adjudicating rate cells to the HCHN population used by ASES premium payment legacy system.</li> <li>• <b>2020.</b> Implemented the Objection to Payment (OTP) data processing module in order to produce a comprehensive analysis of information from the MCO regarding capitation payment discrepancy inquiries. This module enables ASES to better respond to payment objections and was instrumental in the identification of anomalies in MCO reports explaining the vast majority of discrepancies and the required adjustments from the MCOs.</li> <li>• <b>2021.</b> Implemented a new methodology defined by ASES for adjudicating HCHN rate cells. Citriom also collaborated with ASES by providing data analysis scenarios related to the economic impact of the new methodology.</li> <li>• <b>2021.</b> Performed the System Integration for the new Puerto Rico Demographic System which contains a new information model and frequency. This is required to keep auditing payments for the deceased population. Citriom also incorporated payment audits using the CMS Territory and State Beneficiary Query (TBQ) Response File.</li> </ul> <p>Citriom also performed the automation of validations required by the information department of ASES in order to certify Supplemental and Reimbursement Payments related to: Special Drugs, Maternity Delivery Kick Payment, State-Directed payment for Short-term Acute Care (STAC) Hospitals, and Reimbursement Payments for COVID19 Vaccines and Treatments.</p> <p>Throughout the project, Citriom continuously provides data analysis required by ASES' financial and executive departments enabling them to: 1) Model payment scenarios and statistics used in ASES communications with MCOs and Actuaries, and 2) Establish new contract period capitation rate cells.</p>	
<b>Vendor's Involvement:</b>	
<p>Prime Contractor responsible for Business Requirement Refinement, System Analysis and Design, Implementation, Quality Assurance, Project Management, System Maintenance and Operation (M&amp;O) in support to ASES staff.</p>	
<b>Project Benefits:</b>	
<ul style="list-style-type: none"> <li>• Recoupment of Federal and Commonwealth funds representing a return on investment that covers several times the cost of the project (Only on Deceased audits more than \$35M have been recouped)</li> <li>• Improvement in the accuracy of payments by identifying discrepancies and the required adjustments from the MCOs</li> </ul>	

Key Personnel				
Name: Roselly Perez		Role: Data Scientist		
Name: Lisley Chacon		Role: Data Analyst Lead		
Name: Juan Rosas		Role: Account Owner and Technical Manager		
Project Measurements:				
Estimated one-time costs: \$2,016,000		Actual one-time costs: \$2,016,000		
Reason(s) for change in one-time cost: Not Applicable				
Original Value of Vendor's Contract: Current Contract: \$691,200		Actual Total Contract Value: Current Contract: \$691,200		
Reason(s) for change in value: Not Applicable				
Estimated Start & Completion Dates: <b>Note:</b> Implementation of managed care payment modules according to schedule.	From:	July 2020	To:	June 2021
Actual Start & Completion Dates:	From:	July 2020	To:	June 2021
Reason(s) for difference between Estimated and Actual dates: Not Applicable				
If the vendor performed the work as a Subcontractor, the vendor should describe the scope of subcontracted activities: Not Applicable				

Subcontractor		
<b>Vendor Name:</b> CITRIOM LLC (Citriom)	Contact Name:	Juan Rosas Gervilla
	Contact Phone:	787.527.2762
Customer Information		
<b>Customer Organization:</b> Puerto Rico Health Insurance Administration (ASES)	Contact Name:	Madeline Figueroa Rivera, Esq.
	Contact Title:	Director of Compliance Affairs
<b>Customer Address:</b> Urb. Caribe Calle Alda 1549 San Juan PR 00926-2712	Contact Phone:	787.474.3300, ext. 2026
	Contact Email:	mfigueroa@asespr.org
Project Information		
<b>Total Vendor Staff:</b>	5	
<b>Project Objectives:</b> Implementation of ASES Software Platform for the Comprehensive Oversight Monitoring Plan (COMP)		



**Project Description:**

Contract Duration: March 2020 - June 2022 / Current Contract: July 2021 – June 2022

This project provides the implementation of a critical software platform to support the Medicaid Managed Care Oversight and Monitoring Plan, defined by ASES.

The platform handles the Reporting Packages and collection of data through the delivery of redesigned / modified reports (new layouts and templates), required by the Managed Care Organizations in contract with ASES. This enables standardized forms and data submission from all MCOs, easing the ability to evaluate health plan quality measures.

Comprising data warehouse and business analytics from dashboards with 200+ key performance indicators, the platform is an all-encompassing Compliance Management Tool built to handle anomalies.

The COMP platform is divided by tiers that provide a high level global view and also access to granular level data insights. Each tier has specific key performance indicators that are updated on an ongoing basis to account for newly evaluated periods. These metrics must be constantly monitored by ASES in order to detect anomalies, implement corrective solutions and action plans with the MCOs.

The COMP tool divides MCO behavior monitoring into six key fields, comprising the evaluation and monitoring of:

- The providers network relations areas (accessibility, availability and adequacy, and evaluation of full contracting and credentialing status of providers)
- Integrity and Compliance Programs, comparing programs based on reported data, proper identification of possible cases and suspicious behaviors of fraud, waste and abuse. Monitoring ensures the integrity and correct management of federal Medicaid programs and funds
- Quality and clinical programs in relation to national and state standards
- Finance data, measuring solvency, efficiency and profitability of the MCOs
- Claims and encounters, oversight of complaints, timeliness, completeness, accuracy of processing and payment of claims
- PBM, evaluation of the operation of the PBM, the costs of prescriptions and drug treatments, trends in use and exceptions to standards, and costs of branded versus generic drugs and their financial impact.

**Overview of Services:**

Between March 2020 - June 2121, Citriom implemented the Software Platform for the Comprehensive Oversight Monitoring Plan (COMP) – Phase I delivered on the first tier of metrics:

- **Tier 1 Metrics.** Designed for executive management, providing high level insight into MCO operations. These metrics facilitate the identification of areas of concern and subsequently trigger a drill down requirements for additional explanatory data. Recommended Tier 1 metrics include network access and appointment availability, program integrity (PI), quality and clinical management, and financial.
- **Financial Metrics.** The platform provides key metrics that track Solvency, Reliability, Profitability, Encounter Data, Statutory (Efficiency) through processing the following data: Risk-Based Capital (RBC) Score (Proxy), Current Ratio, Days Incurred but not Reported (IBNR), Underwriting Gain (% revenue), Net Income (% revenue), Operating Income (% revenue), Encounter data completeness and timeliness, Medical Loss Ratio (MLR), Administrative Expense Ratio (AER), Total Cost of Care (TCOC) PMPM, Value-Based Purchasing (VBP) percent.
- **Network Access and Appointment Availability Metrics.** In Plan Vital, network access and network adequacy metrics were updated to reflect the island-wide coverage model. ASES established five key standards for MCOs to uphold throughout the life of the program and must assess compliance quarterly with Centers for Medicare and Medicaid Services (CMS). The reporting standards outlined meet the CMS requirements and therefore assist ASES with gathering federally required data.
- **PI Metrics.** Key metrics that track the identification, investigation and outcomes of FWA activities by ASES, Medicaid Fraud Control Unit (MFCU) and the MCOs.
- **Quality and Clinical Management Metrics.** Key metrics that track utilization, performance and outcomes measures.

In July 2021, Citriom started implementing Project Phase 2, focusing on the development and implementation of Compliance Management, including Tier 2: Category of Service (COS) expenses; Tier 3: Utilization metrics and the Federal metrics.

- **Compliance Management.** Citriom develops and implements a specialized tool for the Compliance area which enables track not only reporting issues, but also general compliance issues from the MCO, leveraging COMP for MCO Compliance Monitoring. This tool allows ASES a formal monitoring system to evaluate MCO performance across the operational domains specified below and further defined in the Plan Vital Model contract. States are required to assess compliance in at least the following managed care program areas and may be implemented through a combination of operational reviews, routine reporting and other oversight activities:
  - Administration and management
  - Appeal and grievance systems
  - Claims management
  - Enrollee materials and customer services
  - Finance, including MLR reporting
  - Information systems, including encounter data reporting
  - Marketing
  - Medical management, including UM
  - Program Integrity
  - Provider network management including provider directories
- **Tier 2 Metrics.** Tier 2 metrics are designed for departmental reporting and primarily consist of key program indicators and summarized aggregate data which identify key indicators for efficient oversight and monitoring. Once metrics are compared over time, to peers and to expectations, the data provides actionable information. COS metrics are broken into the service categories: inpatient, ER, outpatient, professional, prescription drugs and other medical, which includes basic behavioral health (BH). Metrics are designed to capture PMPM estimates and a percentage of TCOC. Areas of concern that are identified within Tier 2 metrics may trigger a drill down requirement for additional explanatory data to provide further detail.
- **Tier 3 Metrics.** Tier 3 metrics are designed for analyst level reporting and provide specific utilization and MCO experience for an in depth view into performance. Tier 3 metrics are required to be constantly evaluated by ASES and used to inform Tier 1 and Tier 2 metrics. Tier 3 metrics allow ASES to identify whether increases in expenses are caused by the incremental cost of services or the frequency with which services are used. Once metrics are compared over time, between MCO and projections, the data provides further actionable insights.
- **Federal Metrics.** Development of the Federal Reporting section and CMS Medicaid and CHIP (MAC) Scorecard measures, which include the following:
  - Medicaid Adult and Child Core Measurement Sets and the Early and Periodic Screening, Diagnostic and Treatment (EPSDT) Measures
  - The CMS Scorecard measures are also measures included in the Healthcare Effectiveness Data and Information Set (HEDIS) annual reporting and COMP.

**Vendor's Involvement:**

Prime Contractor responsible for Business Requirement Refinement, System Analysis and Design, Implementation, Quality Assurance, Project Management, Deployments and System Maintenance and Operation (M&O).

**Project Benefits:**

Ability for ASES to analyze relevant communication with MCOs regarding both MCO-specific and holistic system trends. In addition, this facilitates timely Corrective Action Plans (CAPs) and targeted intervention where appropriate, in conjunction with the Department of Medicaid.

A top-down concept approach is used to streamline the ASES oversight program and tailor the level of review needed across different audiences. This approach is structured by identifying high-level metrics to measure MCO performance vs benchmarks, over time, against peer submissions or to projections. These comparisons are performed by recurring reviews of reporting and validated by MCO operational reviews (audits), enabling ASES to identify key focus areas to maintain operational efficiency and contractual compliance.

Key Personnel				
Name: Valmy Gonzalez		Role: Senior Technical Lead		
Name: Gabriela Delgado		Role: Data Visualization and User Experience Analyst		
Name: Lourdes Jimenez		Role: Senior Business Analyst		
Project Measurements:				
Estimated one-time costs: \$2,016,000		Actual one-time costs: \$2,016,000		
Reason(s) for change in one-time cost: Not Applicable				
Original Value of Vendor's Contract: Current Contract: \$864,000		Actual Total Contract Value: Current Contract: \$864,000		
Reason(s) for change in value: Not Applicable				
Estimated Start & Completion Dates: <b>Note:</b> Implementation of the COMP software platform according to schedule.	From:	July 2020	To:	June 2021
Actual Start & Completion Dates:	From:	July 2020	To:	June 2021
Reason(s) for difference between Estimated and Actual dates: Not Applicable				
If the vendor performed the work as a Subcontractor, the vendor should describe the scope of subcontracted activities: Not Applicable				

Subcontractor Information		
<b>Vendor Name:</b> CITRIOM LLC (Citriom)	Contact Name:	Juan Rosas Gervilla
	Contact Phone:	787.527.2762
Customer Information		
<b>Customer Organization:</b> Puerto Rico Health Insurance Administration (ASES)	Contact Name:	Rafael L. Vazquez Paniagua
	Contact Title:	Chief Information Officer
<b>Customer Address:</b> Urb. Caribe Calle Alda 1549 San Juan PR 00926-2712	Contact Phone:	787.644.4010 / 787.474.3327
	Contact Email:	rvazquez@asespr.org
Project Information		
<b>Total Vendor Staff:</b>	2	
<b>Project Objectives:</b> Maintenance and Operation of ASES Input/Output (I/O) System Integration Platform		

**Project Description:**

Contract Duration: August 2018 – June 2022 / Current Contract: July 2021 – June 2022

The ASES I/O module manages the data exchange between ASES and other entities processing an average of 155M transactions per month and performing rule engine data validations with instant notifications on data errors.

This module interconnects subsystems by means of data integration from the following external entities: 5 Managed Care Organizations (MCO), 5 Medicare Advantage Organizations (MAO), Pharmacy Benefit Manager (PBM), ASES Actuary, Treasury Department, Puerto Rico Fiscal Agency and Financial Advisory Authority (AFFAF), Puerto Rico Medicaid Management Information System (PRMMIS).

The ASES I/O module also interconnects different internal subsystems within the agency including: Eligibility & Enrollment Modules, Premium Payment Module, HCHN Program Modules and the ASES Accounting System (MIP).

Deliverables during the course of this project:

- Implementation of *Plan Vital* Reporting Package Interfaces using XSD/XML standards in order to provide efficient validation across both MCOs and ASES
- Enhancements to the interfaces for processing Encounter Data in ASES Proprietary Files. The system also shares these files in an automated way with the ASES Actuary to feed their system. The encounter data from this interface is currently used by the ASES Actuary to set PMPM Premium Rates for the Puerto Rico Medicaid Enterprise
- Integration of interfaces for payments mediated by the Treasury Department related to Health Plans for Government employees
- Integration of interfaces to receive detailed reimbursement transactions for Hepatitis-B and HIV Special Drugs
- Integration of interfaces to receive the actuarial report for setting the Direct Payment for Short-term Acute Care (STAC) Hospitals
- Integration of interfaces to receive the results of third party Utilization Anomaly Auditors
- Interfaces to transmit HCHN Registry to the PRMMIS
- Enhancements to existing interfaces to submit accounting information related to Capitation Payments and Supplemental Payments to the PRMMIS
- Integration of interfaces to receive End Of Month Reconciliation file form
- Improvements to ASES I/O Application Programming Interface (API) in order to support version changes in the Enterprise File Transfer (EFT) solution used by ASES (Citrix ShareFile)

The ASES I/O module is implemented based on an Enterprise Service Bus (ESB) architecture and implements data validation based on a Rule Engine. It's the main orchestrator of processes and integrates multiple subsystem components for the automation of the ASES data exchange operation.

**Vendor's Involvement:**

Prime Contractor responsible for Business Requirement Refinement, System Analysis and Design, Implementation, Quality Assurance, Project Management, Deployments and System Maintenance and operation (M&O) together with ASES Staff.

**Project Benefits:**

- Automation of Data interchange that leverages ASES staff to perform critical business analysis
- Instant validations and notifications that allow ASES to enforce compliance of data quality and due dates
- Enhancement of ASES business process automation

**Key Personnel**

Name: Jesus Garcia McCollins	Role: Senior System Integrator
Name: Juan Rosas	Role: Account Owner and Technical Manager

**Project Measurements:**

Estimated one-time costs: \$1,008,000	Actual one-time costs: \$1,008,000
Reason(s) for change in one-time cost: N/A	

Original Value of Vendor's Contract: Current Contract: \$345,600		Actual Total Contract Value: Current Contract: \$345,600		
Reason(s) for change in value: Not Applicable				
Estimated Start & Completion Dates: <b>Note:</b> Implementation of the ASES I/O adjustments according to schedule.	From:	July 2020	To:	June 2021
Actual Start & Completion Dates:	From:	July 2020	To:	June 2021
Reason(s) for difference between Estimated and Actual dates: Not Applicable				
If the vendor performed the work as a Subcontractor, the vendor should describe the scope of subcontracted activities: Not Applicable				

## C.6 Financial Stability [RFP C.6]

### REQUIREMENT: RFP Section C.6

The vendor should provide the following components for this section:

#### C.6.1 Dun & Bradstreet (D&B) Ratings [RFP C.6.1]

##### REQUIREMENT: RFP Section C.6.1

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

Conduent Incorporated's most recent D&B ratings are:

- **PAYDEEX Score.** 77 (out of 100). Equates to a Low Risk
- **Supplier Evaluation Risk Rating.** 4 (out of 9 with 1 being best). Equates to a Low Risk
- **Financial Stress Class.** 3 (out of 5 with 1 being best). Equates to a Moderate Rating

#### C.6.2 Financial Capacity [RFP C.6.2]

##### REQUIREMENT: RFP Section C.6.2

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

In the following table, please list credit references that can verify the financial standing of your company.

In addition to Table 14, Credit References, after this Attachment C please find Conduent's audited financial statements for the past 3 years. Please note that as a subsidiary of Conduent Incorporated the financial statements for Conduent Business Solutions of Puerto Rico, Inc. are rolled into these financial statements. Conduent Inc. had revenues of \$4,163M in FY 2020.

**Table 14: Credit References**

Institution	Address	Phone Number
Citi Corporate and Investment Banking   Technology Javier Escobar	388 Greenwich St, 35th Floor New York, NY. 10013	212.816.0146 Javier.escobar@citi.com
Wells Fargo Corporate & Investment Banking David M. Mallett, Managing Director Technology, Media & Telecommunications	30 Hudson Yards, 64th Floor New York, NY 10001	212.214.7221 david.mallett@wellsfargo.com

**Conduent 10-K Financial Statement**

After this page, please find Conduent’s financial statements, Form 10-K.

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UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
Washington, D.C. 20549

FORM 10-K

(Mark One)

ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended: December 31, 2020

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from: \_\_\_\_\_ to: \_\_\_\_\_

Commission File Number 001-37817

**CONDUENT INCORPORATED**

(Exact Name of Registrant as specified in its charter)

**New York**  
(State or other jurisdiction of incorporation or organization)  
**100 Campus Drive, Suite 200, Florham Park, New Jersey**  
(Address of principal executive offices)

**81-2983623**  
(IRS Employer Identification No.)  
**07932**  
(Zip Code)

**(844) 663-2638**  
(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, \$0.01 par value	CNDT	NASDAQ Global Select Market

Securities registered pursuant to Section 12(g) of the Act: None

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes x No o

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes o No x

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes x No o

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes x No o

Indicate by a check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company or an emerging growth company. See definitions of "large accelerated filer," "accelerated filer," "smaller reporting company" and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer  Accelerated filer  Non-accelerated filer  Small reporting company  Emerging growth company



[Table of Contents](#)

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report.

Indicate by a check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes  No

The aggregate market value of the voting and non-voting common stock of the registrant held by non-affiliates as of June 30, 2020 was \$499,054,949.

Indicate the number of shares outstanding of each of the Registrant's classes of common stock, as of the latest practicable date:

Class		Outstanding at January 31, 2021
Common Stock,	\$0.01 par value	212,149,685

**DOCUMENTS INCORPORATED BY REFERENCE**

Part III of this Form 10-K incorporates by reference certain portions of the Registrant's Notice of 2021 Annual Meeting of Shareholders and Proxy Statement (to be filed with the Securities and Exchange Commission pursuant to Regulation 14A no later than 120 days after the close of the fiscal year covered by this report on Form 10-K).

[CNDT 2020 Annual Report](#)

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## FORWARD-LOOKING STATEMENTS

From time to time, we and our representatives may provide information, whether orally or in writing, including certain statements in this Annual Report on Form 10-K (Form 10-K), which are deemed to be "forward-looking" within the meaning of the Private Securities Litigation Reform Act of 1995 (the "Litigation Reform Act"). These forward-looking statements and other information are based on our beliefs as well as assumptions made by us using information currently available.

The words "anticipate," "believe," "estimate," "expect," "intend," "will," "aim," "should," "continue to," and similar expressions, as they relate to us, are intended to identify forward-looking statements. In addition, all statements regarding the anticipated effects of the novel coronavirus, or COVID-19, pandemic and the responses thereto, including the pandemic's impact on general economic and market conditions, as well as on our business, customers, and markets, results of operations and financial condition and anticipated actions to be taken by management to sustain our business during the economic uncertainty caused by the pandemic and related governmental and business actions, as well as other statements that are not strictly historical in nature, are forward looking. These statements reflect our current views with respect to future events and are subject to certain risks, uncertainties and assumptions. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those expressed or implied herein as anticipated, believed, estimated, expected or intended or using other similar expressions.

In accordance with the provisions of the Litigation Reform Act, we are making investors aware that such forward-looking statements, because they relate to future events, are by their very nature subject to many important factors and uncertainties that could cause actual results to differ materially from those contemplated by the forward-looking statements contained in this Form 10-K, any exhibits to this Form 10-K and other public statements we make. Our actual results may vary materially from those expressed or implied in our forward-looking statements. These forward-looking statements are also subject to the significant continuing impact of the COVID-19 pandemic on our business, operations, financial results and financial condition, which is dependent on developments which are highly uncertain and cannot be predicted.

Important factors and uncertainties that could cause actual results to differ materially from those in our forward-looking statements include, but are not limited to: government appropriations and termination rights contained in our government contracts; our ability to renew commercial and government contracts, including contracts awarded through competitive bidding processes; our ability to recover capital and other investments in connection with our contracts; our reliance on third-party providers; our ability to deliver on our contractual obligations properly and on time; changes in interest in outsourced business process services; risk and impact of geopolitical events, natural disasters and other factors (such as pandemics, including coronavirus) in a particular country or region on our workforce, customers and vendors; claims of infringement of third-party intellectual property rights; our ability to estimate the scope of work or the costs of performance in our contracts; the loss of key senior management and our ability to attract and retain necessary technical personnel and qualified subcontractors; increases in the cost of telephone and data services or significant interruptions in such services; our failure to develop new service offerings and protect our intellectual property rights; our ability to modernize our information technology infrastructure and consolidate data centers; the failure to comply with laws relating to individually identifiable information and personal health information; the failure to comply with laws relating to processing certain financial transactions, including payment card transactions and debit or credit card transactions; breaches of our information systems or security systems or any service interruptions; our ability to comply with data security standards; changes in tax and other laws and regulations; risk and impact of potential goodwill and other asset impairments; our significant indebtedness; our ability to obtain adequate pricing for our services and to improve our cost structure; our ability to collect our receivables, including those for unbilled services; a decline in revenues from, or a loss of, or a reduction in business from or failure of significant clients; fluctuations in our non-recurring revenue; our failure to maintain a satisfactory credit rating; our ability to receive dividends or other payments from our subsidiaries; developments in various contingent liabilities that are not reflected on our balance sheet, including those arising as a result of being involved in a variety of claims, lawsuits, investigations and proceedings; conditions abroad, including local economics, political environments, fluctuating foreign currencies and shifting regulatory schemes; changes in government regulation and economic, strategic, political and social conditions; changes in the volatility of our stock price and the risk of litigation following a decline in the price of our stock; the impact of the ongoing COVID-19 pandemic; and other factors that are set forth in the "Risk Factors" section, the "Legal Proceedings" section, the "Management's Discussion and Analysis of Financial Condition and Results of Operations" section and other sections of this Form 10-K, as well as in our Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. Any forward-looking statements made by us speak only as of the date on which they are made. We are under no

obligation to, and expressly disclaim any obligation to, update or alter our forward-looking statements, whether as a result of new information, subsequent events or otherwise, except as required by law.

**CONDUENT INCORPORATED****FORM 10-K**

December 31, 2020

**TABLE OF CONTENTS**

	<b>Page</b>
<b>Part I</b>	
Item 1. Business	4
Item 1A. Risk Factors	16
Item 1B. Unresolved Staff Comments	29
Item 2. Properties	29
Item 3. Legal Proceedings	29
Item 4. Mine Safety Disclosures	29
<b>Part II</b>	
Item 5. Market for the Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities	30
Item 6. Selected Financial Data	32
Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations	33
Item 7A. Quantitative and Qualitative Disclosures About Market Risk	49
Item 8. Financial Statements and Supplementary Data	50
Item 9. Changes in and Disagreements with Accountants on Accounting and Financial Disclosure	99
Item 9A. Controls and Procedures	99
Item 9B. Other Information	100
<b>Part III</b>	
Item 10. Directors, Executive Officers and Corporate Governance	100
Item 11. Executive Compensation	101
Item 12. Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters	101
Item 13. Certain Relationships, Related Transactions and Director Independence	101
Item 14. Principal Auditor Fees and Services	101
<b>Part IV</b>	
Item 15. Exhibits and Financial Statement Schedules	101
Item 16. Form 10-K Summary	102
<b>Exhibit Index</b>	<b>103</b>
<b>Signatures</b>	<b>107</b>

## PART I

### ITEM 1. BUSINESS

In this Form 10-K, unless the content otherwise dictates, "Conduent", the "Company", "we" or "our" mean Conduent Incorporated and its consolidated subsidiaries.

#### Our Business

As one of the largest business process services companies in the world, we deliver mission-critical services and solutions on behalf of businesses and governments – creating exceptional outcomes for our clients and the millions of people who count on them. Through people, process, expertise in transaction-intensive processing and technology such as analytics and automation, our services and solutions create value by improving efficiencies, reducing costs and enabling revenue growth. A majority of Fortune 100 companies and over 500 government entities depend on us every day to manage their business processes and essential interactions with their end-users.

With roots as one of the original pioneers in global business process outsourcing, we bring deep and diversified expertise across a broad range of industry segments. Our commercial portfolio includes leading solutions in attractive markets such as end-user customer experience management, transaction processing services, healthcare and human resource and learning services. For example, we are a leading provider of medical bill review. In 2020, we administered bill review for 50% of the workers compensation medical claims in the U.S resulting in \$16 billion of savings on behalf of our clients.

We serve a vast range of the public sector including market leading transportation and government solutions including payments and eligibility. For example, our systems process over 55% of Supplemental Nutrition Assistance Program (SNAP) payments on behalf of government entities.

We create value for our clients through efficient global service delivery combined with a personalized and seamless experience for the end-user. We apply our expertise, technology and innovation to continually modernize our offerings for improved customer and constituent satisfaction and loyalty, increased process efficiency and rapid response to changing market dynamics.

With approximately 63,000 associates globally as of December 31, 2020, we provide differentiated services to medium and large businesses and governments around the world.

Conduent is a New York corporation, organized in 2016. Our common stock began trading on January 3, 2017, on the New York Stock Exchange, under the ticker "CNDT". In December 2019, Conduent changed the listing of its publicly traded common stock from the New York Stock Exchange to the NASDAQ Global Select Market (NASDAQ), where it remains listed under the ticker "CNDT".

#### Our Strategic Focus

Our vision is to become the leading business services partner of choice for businesses and governments globally. Through our dedicated associates, we deliver mission-critical services and solutions on behalf of businesses and governments, creating valuable outcomes for our clients and the millions of people who count on us. To achieve this mission and purpose, we are focused on delivering outcomes simultaneously across three dimensions: Growth, Efficiency and Quality. Our strategy is designed to deliver value by creating profitable growth, expanding operating margins, focusing on process efficiencies, and deploying a disciplined capital allocation strategy.

We have identified specific execution strategies across Growth, Efficiency and Quality.

**Growth:** Our opportunity for growth comes from understanding our clients' businesses, strengthening our relationships, and driving valuable outcomes for our clients that enable them to reduce costs, improve efficiencies and grow their businesses. To capitalize on the growth opportunities, we are focused on the following strategies:

- **Sales Performance Optimization:** In 2019, we centralized sales activities under a Chief Revenue Officer and have been making steady investments in sales training and process improvements. We continue to

improve client responsiveness and increase sales coverage, including in international markets. We are providing our sales team with regular training tailored for their roles, streamlined processes, and implemented systems to equip them with modern tools that enable them to perform their jobs more efficiently and effectively. In 2020, we began efforts to enhance our delivery by bringing standardization in core services, creating efficiencies through automation and optimizing our cost structure by shifting to a shared services model. The dedication and expertise of our employees have resulted in Conduent serving a majority of Fortune 100 companies, including:

- 17 of top 20 health plans,
  - 6 of top 10 pharma companies,
  - 6 of top 10 automakers, and
  - 9 of top 10 U.S. banks.
- **Cross-Sell and Bundling Opportunities:** Our sales organization is seeking to exploit cross-selling opportunities across our roster of clients, leveraging our portfolio of market-leading services and solutions, including customer care, finance and accounting services and human resources and learning services. Specific sales enablement training, marketing campaigns and sales incentive structures are being created to enable this initiative.
  - **Offering Development:** We have augmented our portfolio of services and solutions with innovative technology capabilities, including data analytics, robotic process automation (RPA) tools and machine learning capabilities, to create differentiated, high-value services for our clients and penetrate attractive market segments.

As we improved our quality and efficiency, our clients have renewed contracts with us and given us more work in adjacent service lines, and we've gained new clients who have put their trust in us. We have also had a significant improvement in our client Net Promoter scores for the second year in a row. Driving our clients' success has fueled our success. We are measuring more immediate success in "Growth" through revenue retention and new business signings, among other metrics. These changes have already started bearing fruit with new business signings increasing by 94% in 2020 compared to 2019.

**Efficiency:** We continue to find ways to reduce costs and deliver more effectively via increased efficiencies. We have simplified and standardized our operating model by removing redundant management layers and implementing more robust processes to enable faster decision-making and greater transparency. In addition, we aim to unlock further efficiencies through the following strategies:

- **Automation:** We will continue to invest in embedding automation capabilities into operations, including document processing and intelligent virtual assistant customer care tools. Artificial intelligence and machine learning algorithms will complement RPA tools by improving processes through pattern recognition. Additionally, we are exploiting synergies from sharing and coordinating automation capabilities across our various lines of business.
- **Technology Consolidation:** We are identifying and rationalizing duplicative technology systems across our lines of business. Centralizing technology systems will drive economies of scale, amplify the impact of investments, and will create consistent, resilient service delivery.
- **Delivery Optimization:** We are exploring several delivery optimization opportunities such as identifying common activities across our businesses and delivering them via shared service models, exploiting new staffing models including work for home and flexible "gig worker" models, and optimizing our geographic footprint.

We responded with agility to clients' shifting needs and received positive client feedback for our services and proactivity throughout the COVID-19 pandemic. We are measuring success in "Efficiency" by associate retention and improved adjusted earnings before interest, taxes, depreciation, and amortization (Adjusted EBITDA) margin, among other metrics.

**Quality:** Our clients count on consistent, high-quality service delivery. We have made significant progress in reducing incidents, improving operational stability, and significantly boosting client confidence and satisfaction by focusing on the following strategies:

- **Proactive, Real time Monitoring of Applications and Service Performance:** We are investing in artificial intelligence and machine learning technologies to proactively monitor and prevent incidents. In 2020, we opened a state-of-the-art global IT command center in Sandy, UT to deliver more seamless and reliable service to our global clients.
- **Data Center Optimization:** We are standardizing our technology footprint to improve performance and lower costs. As part of this, we have launched a data center optimization program to consolidate our multiple data centers into a select few.
- **Improve End User Experience:** We are improving user interface/user experience across our offerings by introducing self-service tools, launching mobile apps and leveraging analytics to create deeper insights.

Our focus on quality is leading to improved client confidence and satisfaction. We are measuring success in "Quality" by indicators such as service level agreement performance, technology incident rates, and client satisfaction.

**Investments Strategy:** To achieve our business goals, we will invest in a disciplined manner, focused on allocating capital and investing to meet the needs of our clients and support our pivot to growth. Our balanced investment approach falls into three broad categories:

- Opportunities to optimize, where we have significant scale and where we believe that with process improvements, automation, and an investment into the current offerings, we can improve the end-user experience, reduce our cost of delivery, expand our margins, and further capture additional "share". Examples such as high-volume outbound print and mail services and contact center services fit in this category.
- Opportunities to enhance, where we have strong client relationships and a long history of servicing the markets we operate in, legacy technology that needs to be refreshed or modernized. Examples such as benefit management services in the government sector for healthcare, unemployment insurance and child support fit into this category.
- Opportunities to expand, where we believe we have the permission to play and win, and we see the payback as more significant than the other businesses. These businesses, augmented with new capabilities, perhaps supplemented by modest acquisitions, will address market dynamics, and provide additional growth opportunities. Our Healthcare and Transportation businesses are expansion opportunities.

### **Our Market Opportunity**

We estimate our addressable market size in the global business process service industry to be over \$200 billion in 2020, according to third-party industry reports. We consider ourselves to be a leader across several segments of this large, diverse and growing market by providing business process services spanning many industries.

Ongoing competitive pressures and increasing demand for further productivity gains have motivated businesses and government organizations to outsource elements of their day-to-day operations to accelerate performance and innovation. As a result, our clients have become more focused on their core businesses and the range of outsourced activities has expanded. Increasing globalization has also required many companies to optimize cost structures to retain competitiveness and business process services have become a key component of this strategy.

The ongoing shift to next-generation software and automation technologies is driving greater demand for, and expectation of, efficiency and personalization by the constituents and customers of the businesses and governments we serve. Business process services that streamline operational processes have the potential to meaningfully enhance productivity for businesses and governments and improve satisfaction for their customers and constituents.

## Segments

We organize, manage and report our business through three reportable segments:

**Commercial Industries:** Our Commercial Industries segment provides business process services and customized solutions to clients in a variety of industries. Across the Commercial Industries segment, we operate on our clients' behalf to deliver mission-critical solutions and services to reduce costs, improve efficiencies and enable revenue growth for our clients and better experiences for their consumers and employees. Our Commercial Industries segment is our largest segment, with segment revenue for 2020 of \$2.2 billion, representing 52% of our total revenues.

**Government Services:** Our Government Services segment provides government-centric business process services to U.S. federal, state, local and foreign governments for public assistance, health services, program administration, transaction processing and payment services. Our solutions in this segment help governments respond to changing rules for eligibility and increasing citizen expectations. Government Services segment revenue for 2020 was \$1.3 billion, representing 31% of our total revenues.

**Transportation:** Our Transportation segment provides systems and support, as well as revenue-generating services, to government clients. On behalf of government agencies and authorities in the transportation industry, we deliver mission-critical public safety, mobility and payment solutions that improve automation, interoperability and decision-making to streamline operations, increase revenue and reduce congestion while creating safer communities and seamless travel experiences for consumers. Transportation segment revenue for 2020 was \$719 million, representing 17% of our total revenues.

We present segment financial information in Note 3 – Segment Reporting to our Consolidated Financial Statements included in Part II, Item 8 of this Form 10-K, which is incorporated herein by reference.

## Our Service Offerings

### **Commercial Industries**

Our solutions and services include Customer Experience Management (CXM), Business Operations Solutions (BOS), Commercial Healthcare Solutions and Human Resources & Learning Services (HRLS).

- **Customer Experience Management**
  - We deliver a full range of customer contact services, including customer care, technical support, loyalty management, and outbound and inbound sales. Through multi-channel communications, automation, and analytics, and labor efficiencies, we help our clients to reduce costs, enable scale and drive revenue growth and efficiencies. We serve marquee clients across multiple sectors including financial services, health & life sciences, manufacturing & automotive, aerospace & defense, consumer goods, retail, technology & telecom, travel, transportation, and hospitality sectors. In 2020, we handled 196 million contact center interactions. The CXM business generally generates income on a per call, per call center employee, or per percentage of sales made basis.
- **Business Operations Solutions**



- In our BOS business, we help our clients to transform business processes by automating and streamlining mission-critical operations through our deep industry experience and the latest technology solutions, to drive efficiencies, improve security and enable revenue growth, while enhancing the end-user experience. Our solutions span customer communications, document & data management, payments processing, and finance, accounting, and procurement. We generate revenue in a variety of ways within this business. Within the customer communication solution, our print and mail service fee is a blended rate per impression or itemized as a service and supplies rate. We also charge to create and send electronic forms of communication, or for postage services, hosting web portals, and for data storage for future retrieval for compliance reasons. Within the document & data management solution we generally generate revenue based on number of transactions completed. A transaction can be the handling of an envelope, a document, a page, or a piece of paper or can be billed based on time spent working on behalf of our clients. Within the Finance, Accounting, and Procurement (FAP) solution, we generate revenue by charging clients for Finance, Accounting & Procurement services rendered based on various methods including fixed price per employee, fixed price for all services rendered, variable price based on transactions processed, outcome based pricing based on achieving specific targeted performance and a hybrid of these pricing methods.
- In the BOS business, we also offer a range of Banking Operations solutions including lockbox management, check processing, and loan processing. For these services, we generate revenue by collections charges per productive hour of employees time, licensing fees for our Loan Manager platform, charges by the number of loans received on the Blitzdocs platform (mortgage processing) and by charging a fee for each check processed, among others.
- **Commercial Healthcare Solutions**
  - On behalf of the healthcare industry, we deliver administration, clinical support, and medical management solutions across the health ecosystem to reduce costs, increase compliance and enhance utilization, while improving health outcomes and experience for members and patients. Our solutions span: trials, sales, access, and adherence to pharmaceutical clients; case management, performance management and patient safety for hospital clients; medical bill review, claims processing, care integration, subrogation and payment integrity solutions to managed care companies; and workers compensation medical bill review, mailroom/data capture and medical management services to claims payers and third-party administrators. Through our solutions provided to pharmaceutical clients, we generate revenue either based on a per employee, per transaction basis or a per resource per hour basis. Through our workers compensation and medical bill review services, we generate revenue on a per click and outcome basis. Through our medical bill review, claims processing, and payment integrity solutions provided to managed care companies, we generate revenue on a per member per month basis for use of our platform, as a percentage of what we collect for the provider, or a monthly or annual fee.
- **Human Resources and Learning Services**
  - We provide services to help our clients support their employees at all stages of employment from on-boarding through retirement. Our solutions span Health Savings Account Solutions, Benefits Solutions, HR & Payroll Solutions, and Learning Solutions. On behalf of global organizations and governments, we deliver mission-critical, technology-enabled HR services and solutions that improve business processes across the employee journey to maximize business performance, while increasing employee satisfaction, engagement and overall well-being. These solutions span health, benefits, payroll, onboarding and learning administration, annual enrollment, wealth & retirement, HR, talent, and workforce management. Depending on the solution, we generate revenue in a variety of ways. For our Health Savings Account (HSA) Solutions business, we generate revenue via account fees, interchange fees on debit cards, and interest-related revenues as a result of balance fees from depository banks who hold cash deposited into the Savings Account business.
  - As of December 31, 2020, we managed approximately 1 million active HSAs with \$2.7 billion of assets under management. In addition to managing HSAs, we manage Flexible Savings Accounts and other Notional Accounts on behalf of corporations providing incremental benefits to their employees. Within our Benefits Solutions, we principally generate revenue based on the number of employees and retirees we support, as well as, by transaction-based pricing for transactions such as qualified domestic relations orders, Consolidated Omnibus Budget Reconciliation Act (COBRA) and Affordable Care Act

(ACA) administration. Within our HR & Payroll Solutions, we generate revenue principally per client's employee per period (month / year) pricing, with banding to address periodic variations in client employee headcount. Within our Learning Solutions, we generate revenue principally by transaction-based pricing per unit of production along with fixed monthly governance fees.

### **Government Services**

Our Government solutions and services include Government Healthcare Solutions and Government Service Solutions.

- **Government Healthcare Solutions**
  - We provide medical management and fiscal agent care management services, eligibility and enrollment services and support to Medicaid programs and federally funded U.S. government healthcare programs in 29 states and the District of Columbia. Seven of these states receive eligibility and enrollment services only. Our services include a range of innovative solutions such as Medicaid management, provider services, Medicaid business intelligence, pharmacy benefits management, eligibility and enrollment support, contact center services, application processing, premium billing, disease surveillance and outbreak management, and case management solutions. Our case management solutions provide disease surveillance and outbreak management to make it easy to process and access large volumes of digital data. Foreign governments also use our disease surveillance and outbreak case management solution. This can be used to track public health metrics (such as diseases like COVID-19, vitals, and birth defects), perform electronic visit verification, and more. These services help states, counties, and countries optimize their costs by streamlining access to care and improving patient health outcomes through population health management, while helping families in need, by improving beneficiary support. Within the Government Healthcare Solutions business, our revenue is primarily fixed fee or variable price based on a per call or per interaction basis.
- **Government Service Solutions**
  - With more than \$110 billion disbursed annually, we are a leader in government payment disbursements for federally sponsored programs like Supplemental Nutrition Assistance Program (SNAP), commonly known as food stamps and Women, Infant and Children (WIC) as well as government-initiated cash disbursements such as child support and Unemployment Insurance (UI). We deliver electronic payments for government services in 33 states, including 107 prepaid debit card programs, 26 Electronic Benefit Transfer (EBT) programs, 13 EBT for WIC programs and 7 Electronic Child Care programs. In our SNAP payments solution, we generate revenue based on the number of cases or number of card holders. Within our UI payment solution, we generate revenue based on interchange fees and spending on cards as a percentage of transactions. Given the increased unemployment rates in the U.S. in 2020 as well as the federal stimulus supplemental benefits, this solution saw significantly increased activity in 2020.
  - We also offer a broad set of child support services predominately to State Disbursement Units (SDUs), including processing and distributing payment, child support payment cards, childcare credentialing and case management, among others, to help states comply with federal standards. Within the child support solution, the way we generate revenue varies by state, but it is generally either per financial transaction, per call, fixed price, or for development.

### **Transportation**

On behalf of government agencies and authorities in the global transportation industry, we deliver fare collection, violation management, notification, mobility and payment solutions that improve automation, interoperability and decision-making to streamline operations, increase revenue and reduce congestion while creating safer communities and seamless travel experiences for consumers.

- **Roadway Charging and Management Services**
  - Our electronic tolling, urban congestion management and mileage-based user solutions help clients keep up with an ever-changing environment and get more travelers where they need to go while generating revenue for much-needed infrastructure improvements. Our solutions include vehicle passenger detection systems, electronic toll collection, automated license plate recognition and

congestion management solutions. We generate revenue based on a combination of fixed fee and transaction-based pricing. The transaction-based component can be per account per month, per notice mailed, per active account, per violations fees received, or per image-based transaction.

- **Transit Solutions**
  - For today's train, bus, subway, metro or other transit travelers, we aim to make journeys more personalized and convenient while increasing capacity and profitability for authorities and agencies. We combine the latest in fare collection and intelligent mobility so that clients can get the added efficiency of having a single point of contact for all their transit solutions. Within transit we primarily generate revenue via implementation of end projects (hardware and software, maintenance services, repair and sale of spare parts), and the building and operation of fare collection systems.
- **Curbside Management Solutions**
  - We deliver intelligent curbside management systems that simplify parking programs and deliver convenient and hassle-free experience for drivers. Our curbside solutions include citation and permit administration, parking enforcement, and curbside demand management. In 2020, we processed over 6.3 million payments and collected over \$525 million annually for citations and delinquent revenue collections. We generate revenue based on violations issued, payment processing transactions, collections activities or a fixed fee for our service.
- **Public Safety Solutions**
  - Public safety is a priority in every community, especially as budgets shrink and populations grow. We provide data analytics, automated photo enforcement and other public safety solutions to make streets and communities safer. Our photo enforcement systems include red light, fixed and mobile speed, school bus, work zone, school zone, bus lane only, high occupancy and other enforcement systems. The majority of our contracts within this business are fixed fee based on the number of enforced locations.
- **Commercial Vehicles**
  - Although a small part of our transportation business, we provide computer-aided dispatch/automatic vehicle location technology to help customers manage their fleet operations.

## Our Competitive Strengths

We possess certain competitive strengths that distinguish us from our competitors, including:

**Leadership in attractive growth markets** – We are a large player in business process services delivering exceptional outcomes for our clients at an unparalleled scale. Our clients continue to outsource key business processes to improve efficiencies and to accelerate performance and digital transformation. Additionally, clients are moving beyond services for back-office functions in order to drive customer satisfaction and loyalty. The increase in globalization and cost competition continues to accelerate, forcing companies to seek ways to stay ahead of the competition. These factors, along with clients and their customers demanding more personalized, seamless and secure solutions, are collectively driving the ongoing shift to next-generation solutions and services. Through our portfolio of services and solutions, we have reached significant scale in our interactions including:

- **Healthcare** – U.S. healthcare spending is expected to rise from 17.7% of GDP in 2019 to 19.7% of GDP by 2028 and is projected to grow at an average rate of 5.4% per year for 2019-2028. As one of the most regulated industries, healthcare providers must balance increased utilization with heightened complexity and new financial pressures such as government budget challenges to significantly reduce reimbursements, reimbursement penalties for hospital readmissions and shift from fee-for-service to “value-based” population health management. We are widely recognized by industry analysts as a leader in healthcare payer operations, serving 17 of the top 20 U.S. managed healthcare plans and providing administrative and care management solutions to Medicaid programs and federally funded U.S. government healthcare programs in 29 states and the District of Columbia. Three out of every four U.S. insured patients are touched by Conduent. Conduent's healthcare capabilities have been recognized by NelsonHall, HfS Research, KLAS and Everest Group.
- **Transportation** – Traffic congestion continues to increase as urbanization and changing demographics take hold globally. As a result, optimized transportation systems are becoming critical to increase efficiency while

maintaining strict safety requirements. Electronic toll collection, public transit and parking all represent key growth drivers as governments at all levels increasingly focus on transportation infrastructure. We are an award-winning innovator in parking management.

- **Business Operations Solutions** – We provide high volume print and mail services, enrollment processing and personalized and targeted marketing and communications to large corporations and are a leading provider in this market with more than 3.3 billion documents captured, indexed and classified annually.

**Global delivery expertise** – Our scale and global delivery network enables us to deliver our proprietary technology, differentiated service offerings and service capabilities expertly to clients around the world. We have operations in 22 countries including India, Philippines, Jamaica, Guatemala, Mexico, Romania, Dominican Republic and several locations within the United States, giving our customers the option for "onshore", "nearshore" or "offshore" outsourced business process services. This global delivery model enables us to leverage lower-cost production locations, consistent methodologies and processes, time zone advantages and business continuity plans. As of December 31, 2020, 51% of our employees were located in high cost countries and 49% were located in low cost countries.

**Differentiated suite of multi-industry service offerings at scale** – We manage transaction-intensive processes and work directly with end-users to meet their needs often in real-time. We are unique in our ability to offer our clients these business process services on a large scale and with high quality. Additionally, we are able to leverage our cross-industry services to bring the same scale and quality to our portfolio of industry-specific service offerings, such as healthcare claims management, employee benefits management and public transit fare collection.

**Recurring revenue model supported by a loyal, diverse client base** – We have a broad and diverse base of clients in countries across geographies and industries, including a majority of the Fortune 100, many Fortune 1,000 companies and midsize businesses and many governmental entities. Our close client relationships and successful client execution support our stable recurring revenue model and high renewal rates.

## Competition

Although we encounter competition in all areas of our portfolio, we are a leader in many categories. We compete on the basis of technology, performance, quality, reliability, reputation, price, and customer service and support. We consider our "onshore", "near shore" and "offshore" delivery capabilities to be a competitive advantage. Our competitors range from large international companies to relatively small firms. Our competitors include:

- Large multinational service providers such as Accenture, Aon Hewitt, Cognizant, Hewlett-Packard Enterprise, TTEC and Teleperformance;
- Traditional business process outsourcing companies such as Genpact, EXL Services and Exela
- Human resource, payroll processing and human capital management providers such as ADP, Paychex, Alight and Willis Towers Watson;
- Healthcare-focused IT and service solutions providers such as Cerner, Optum and Maximus;
- HSA administrators such as Health Equity, HSA Bank and WexHealth;
- U.S. Federal focused government services such as CACI International and DXC Technology;
- Transportation multi-nationals such as Roper/TransCore, Cubic, Kapsch and Verra Mobility; and
- Smaller niche business processing service providers and in-house departments that perform functions that could be outsourced.

## Sales and Marketing

We market and sell our business process solutions and services to both potential and existing clients through our global sales and business development teams. Additionally, we have dedicated "solution architects" who work with clients to better understand their business requirements and to develop custom-tailored solutions to meet their unique needs. Our clients include commercial businesses of many sizes and industries as well as public sector enterprises.

Our solutions help solve clients' business issues and help them achieve their desired business outcomes. We leverage our broad portfolio of offerings and dedicated team of associates to package solutions that exactly meet clients' needs, while taking a disciplined approach to pricing and contracting. Our sales efforts typically involve

extended selling cycles where our deep domain and industry expertise is critical to winning new business. We maintain strong relationships with our clients from initial engagement to implementation and on-going service delivery.

## Intellectual Property

Our general policy is to seek patent protection for those inventions likely to be incorporated into our products and services or where obtaining such proprietary rights will improve our competitive position. We own approximately 1,020 patents and pending applications. Our patent portfolio evolves as new patents are awarded to us and as older patents expire. These patents expire at various dates, generally 20 years from their original filing dates. While we believe that our portfolio of patents and applications has value, in general, no single patent is essential to our business or any individual segment. In addition, any of our proprietary rights could be challenged, invalidated or circumvented, or may not provide significant competitive advantages.

Our business relies on software provided to an approximately equal extent, by both internal development and external sourcing to deliver our services. With respect to internally developed software, we claim copyright on all such software, registering works which may be accessible to third parties. In addition, we rely on maintaining source code confidentiality to assure our market competitiveness. With respect to externally sourced software, we rely on contracts assuring our continued access for our business usage.

In the United States, we own 62 registered trademarks reflecting the many businesses we participate in. These trademarks may have a perpetual life, subject to renewal every 10 years and may be subject to cancellation or invalidation based on certain use requirements and third-party challenges, or on other grounds. We vigorously enforce and protect our trademarks.

## People and Culture

### Headcount

We draw on the skills, expertise, and experience of our talented and diverse global workforce to deliver mission-critical services and solutions that drive exceptional client outcomes. We have approximately 63,000 associates in 22 countries working towards a common vision and purpose, with 45% located in North America and the remainder located primarily in our delivery centers in Asia Pacific, Latin America and Caribbean, and Europe. Our three reportable segments, Commercial Industries, Government Services and Transportation house the majority of our associates with approximately 45,000, 6,000 and 3,000 associates, respectively.

### Conduent Diversity & Inclusion (D&I)

We draw strength from the diversity of our global workforce and we believe that creating an inclusive culture where all associates can bring their authentic selves to work creates value for all our stakeholders.

Conduent's diversity and inclusion efforts are central in creating an engaging culture for all associates, providing a competitive advantage in serving our clients, and growing our business. We furthered our commitment to D&I in several ways over the past year including naming a Global Head of Diversity and Inclusion, Walter Frye, reporting directly to our Chief Executive Officer. Mr. Frye, who in partnership with leaders and functions across our global locations, will lead our efforts to launch new strategies that will enhance D&I practices and capabilities. We also relaunched seven Employee Impact Groups to engage our associates, and live our core value of being open and inclusive. As of December 31, 2020, the percentage of females in our global workforce exceeds gender parity.

### Employee Learning & Development

As a services company, we believe our people are our most important asset, which is why we invest in associate growth and development programs. We are focused on building a workplace where our people can do their best work and have access to the learning tools and resources they need to excel in their role, stay competitive and grow their skill set. We offer our associates modern, digital world-class learning platforms that help them learn anywhere, anytime on a wide range of topics including technology, professional and business-related. As a result, we have been successful in building a culture of continuous learning, with employees taking charge of their learning & development. In addition to our digital platforms, employees are also provided job-specific technical training when they are onboarded and during the course of their professional journey as required. Our learning platforms have wide adoption with about 2.47 million learning assets completed in 2020 with strong learning effectiveness scores

## [Table of Contents](#)

for satisfaction, skill improvement and application of learning on the job. We also ensure that our employees complete regulatory and compliance training on topics required based on their role and geography.

### **COVID-19**

Throughout the Coronavirus (or COVID-19) pandemic, the Conduent team has continued to provide critical and best-in-class services to our clients and their end users, while ensuring the health and safety of our greatest asset, our associates.

We have been extremely focused on creating the safest possible working environments for our associates. We demonstrated our resiliency by quickly enabling approximately 75% of our employees to work from home through improved digital solutions. We implemented stringent safety protocols at all our operational sites, including frequently and thoroughly cleaning all facilities, modifying our workspaces to allow for physical distancing, mandating face coverings, providing personal protective equipment (PPE) to associates, requiring pre-entry daily health screening, and leveraging Maven, our proprietary platform, for case management and contact tracing. We have continued taking steps to connect our associates with resources that support their health and well-being. Conduent associates have access to several mental health and well-being resources, including free monthly webinars through our benefits provider. We also revised our time off policies to provide our associates more options to take time off for COVID-19 related sickness or hardships. The feedback from our associates throughout the pandemic has been very positive, especially in terms of our efforts to provide a safe work environment.

### **Corporate Ethics**

We operate according to our Ethics and Compliance Program (Program), which is focused on sustaining an ethical culture and designed to meet general governance and specific industry, regulatory, and legal requirements. The Program is based on our core values, including personal accountability, and overseen by Conduent's Ethics Office.

Conduent's Code of Business Conduct (Code) is the foundation of our Program. Our Code embodies and reinforces Conduent's commitment to the highest standards of integrity and sets forth our expectations for ethical leadership, job performance, and compliance with the Code and Company policies. It is designed to help associates recognize ethics and compliance issues before they arise and to deal appropriately with issues that occur.

Conduent Finance Employees are additionally required to act in accordance with our supplemental Finance Code of Conduct. Our associates are required to complete annual business ethics training. Conduent's Ethics Office periodically solicits associate input to gauge our ethical culture and help identify areas for continuing improvements.

Our directors must act in accordance with our Code of Business Conduct and Ethics for Members of the Board; our principal executive officer, principal financial officer and principal accounting officer, among others, must act in accordance with our Finance Code of Conduct; and all of our executives and employees must act in accordance with our Code of Business Conduct. Each of these codes of conduct can be accessed through our website at [www.conduent.com/corporate-governance](http://www.conduent.com/corporate-governance). They are also available to any shareholder who requests them in writing addressed to Conduent Incorporated, 100 Campus Drive Suite 200, Florham Park, NJ 07932, Attention: Corporate Secretary. We will disclose any future amendments to, or waivers from, provisions of our Code of Business Conduct and Ethics for members of the Board and, our Code of Business Conduct and our Finance Code of Conduct for our officers on our website as promptly as practicable, and consistent with the requirements of applicable U.S. Securities and Exchange Commission (SEC) and NASDAQ rules.

### **Seasonality**

Our revenues can be affected by various factors such as our clients' demand patterns for our services, which includes peak windows for benefit enrollment, new product launches by clients, and busy retail and travel seasons.

### **Availability of Company Information**

Our internet address is [www.conduent.com](http://www.conduent.com). In the Investor Information section of our Internet website, you will find our Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 8-K, our Proxy Statements and any amendments to these reports and statements. We make these documents available free of charge as soon as we can after we have filed them with, or furnished them to, the SEC.

The SEC maintains an internet address ([www.sec.gov](http://www.sec.gov)) that contains reports, proxy and information statements and other information regarding issuers that file electronically with the SEC. The content on any website referred to in this Form 10-K is not incorporated by reference in this Form 10-K unless expressly noted.

### Information about our Executive Officers

The following is a list of the executive officers of Conduent as of February 24, 2021.

Each officer is elected to hold office until the meeting of the Board of Directors held on the day of the next annual meeting of shareholders, subject to the provisions of our by-laws.

Name	Age	Present Position	Year Appointed to Present Position	Conduent Officer Since
Clifford Skelton*	65	Chief Executive Officer	2019	2019
Mark Brewer	56	Executive Vice President, Transportation & Head of Enterprise Accounts	2020	2019
Louis Keyes	53	Executive Vice President, Chief Revenue Officer	2020	2020
Michael Krawitz	51	Executive Vice President, General Counsel & Secretary	2019	2019
Mark Prout	57	Executive Vice President, Chief Information Officer	2019	2020
Brian J. Webb-Walsh	45	Executive Vice President & Chief Financial Officer	2017	2017
Stephen Wood	54	Vice President, Corporate Controller	2020	2020

\* Member of Conduent Board of Directors

Each of the officers named above has been an officer or an executive of Conduent or its subsidiaries for less than five years. As of February 24, 2021, there are no family relationships among any of the executive officers named above and any of our directors.

Mr. Skelton was appointed Chief Operating Officer of Conduent in June 2019 and Chief Executive Officer of Conduent in August 2019. He served as President of Fiserv Output Solutions from March 2017 to June 2019. Prior to that, Mr. Skelton was the Group President and Chief Information Officer at Fiserv from April 2012 until March 2017. Mr. Skelton also held a variety of leadership roles at companies such as Ally Financial (formerly General Motors Acceptance Corporation) and Bank of America. Mr. Skelton is a former Navy fighter pilot and served in the Navy for over 20 years.

Mr. Brewer joined Conduent as Chief Operating Officer Transportation in June 2019 and was appointed Executive Vice President and Global Head of Public Sector in November 2019. He became Executive Vice President, Transportation & Head of Enterprise Accounts in October 2020. Prior to joining Conduent, he served as Senior Vice President and Managing Director of Diebold Nixdorf from 2018 to 2019. Prior to that Mr. Brewer was Global Vice President for DXC's Technology, Enterprise Application and Cloud Businesses from 2016 to 2018. He also held a variety of leadership roles at IBM Corporation for over 20 years, in Europe, Asia and the Americas.

Mr. Keyes joined Conduent as Global Head of Sales in September 2019. He was appointed Executive Vice President, Chief Revenue Officer in December 2020. Prior to joining Conduent, he served as Executive Vice President, Chief Sales Officer at York Risk Services from October 2017 to September 2019. Prior to York Risk Services, he was Senior Vice President at Fiserv Inc. between 2009 and 2017 where he led Enterprise Accounts and large sales teams. Mr. Keyes has also held senior executive leadership roles at Hewlett-Packard Enterprise Services and Electronic Data Systems Corporation.

Mr. Michael Krawitz has served as Executive Vice President, General Counsel and Secretary since November 2019. Prior to joining Conduent, from June 2015 to November, 2019, Mr. Krawitz was Executive Vice President, General Counsel and Corporate Secretary of insurance services firm York Risk Services Group, a portfolio company of Onex Corp. From 2014 to 2015, he was Chief Legal Officer of Veriteq Corp., a biotech company. From 1999 to 2014, Mr. Krawitz held leadership roles in public and private companies in the technology and finance sectors. Mr. Krawitz began his career at Fried Frank and was educated at Cornell University and Harvard Law School.

Mr. Prout joined Conduent as Head of Information Technology in June of 2019. He was appointed Executive Vice President, Chief Information Officer in September 2019. Prior to joining Conduent, between 2005 and 2019, Mr. Prout served as Chief Technology Officer and held several IT leadership positions at Fiserv. Prior to Fiserv, he served as CIO of Cendian Corporation. Mr. Prout has also held various leadership positions at United Parcel Service.

Mr. Webb-Walsh has served as the Chief Financial Officer of Conduent since 2017. He served as the Chief Financial Officer of Xerox Services between January 2016 and December 2016. Prior to this, Mr. Webb-Walsh was Senior Vice President of Finance for the Government Healthcare Group and the Platform Development and Systems Integration Group of Xerox Services. Mr. Webb-Walsh joined Xerox Corporation in 1997 and held a variety of leadership positions there.

Mr. Wood has served in his current role as the Company's Corporate Controller since August 2020 and was designated as its Principal Accounting Officer effective December 2020. Prior to joining the Company, Mr. Wood spent 15 years at Fiserv in finance and accounting leadership positions. From December 2016 to May 2020, Mr. Wood served as Vice President & Chief Financial Officer of Fiserv Output Solutions, from March 2009 to December 2016, Mr. Wood served as Vice President & Controller over a number of different operating groups and from January 2005 to March 2009 Mr. Wood led International Finance & Accounting operations. Mr. Wood is a Chartered Global Management Accountant with an MBA with distinction from Warwick Business School.



## ITEM 1A. RISK FACTORS

### Business and Operational Risks

*Our government contracts are subject to appropriation of funds, termination rights, audits and investigations, which, if exercised, could negatively impact our reputation and reduce our ability to compete for new contracts.*

A significant portion of our revenues is derived from contracts with U.S. federal, state and local governments and their agencies, and some of our revenues are derived from contracts with foreign governments and their agencies. Government entities typically finance projects through appropriated funds. While these projects are often planned and executed as multi-year projects, government entities usually reserve the right to change the scope of or terminate these projects for lack of approved funding and/or at their convenience. Changes in government or political developments, including budget deficits, shortfalls or uncertainties, failures to enact appropriation legislation (e.g., a government "shut-down"), government spending reductions (e.g., Congressional sequestration of funds under the Budget Control Act of 2011) or other debt or funding constraints, have resulted in, and in the future could result in, lower governmental sales and our projects being reduced in price or scope or terminated altogether, which also could limit our recovery of incurred costs, reimbursable expenses and profits on work completed prior to the termination. Additionally, if the government discovers what it considers to be improper or illegal activities or contractual non-compliance (including improper billing or non-compliant performance of contract requirements), we may be subject to various civil and criminal penalties and administrative sanctions, which has occurred in the past and may in the future include termination of contracts, forfeiture of profits, suspension of payments, contractual service penalties, fines and suspensions or debarment from doing business with the government. Any resulting penalties or sanctions could materially adversely affect our results of operations and financial condition. Moreover, government contracts are generally subject to audits and investigations by government agencies. If the government finds that we inappropriately charged any costs to a contract, the costs are not reimbursable or, if already reimbursed, the cost must be refunded to the government. Further, the negative publicity that could arise from any such penalties, sanctions or findings in such audits or investigations could have an adverse effect on our reputation in the industry and reduce our ability to compete for new contracts and could materially adversely affect our results of operations and financial condition.

*We derive significant revenue and profit from commercial and government contracts awarded through competitive bidding processes, including renewals, which can impose substantial costs on us, and we will not achieve revenue and profit objectives if we fail to accurately and effectively bid on such projects.*

Many of these contracts are extremely complex and require the investment of significant resources in order to prepare accurate bids and proposals. Competitive bidding imposes substantial costs and presents a number of risks, including: (i) the substantial cost and managerial time and effort that we spend to prepare bids and proposals for contracts that may or may not be awarded to us; (ii) the need to estimate accurately the resources and costs that will be required to implement and service any contracts we are awarded, sometimes in advance of the final determination of their full scope and design; (iii) the expense and delay that may arise if our competitors protest or challenge awards made to us pursuant to competitive bidding and the risk that such protests or challenges could result in the requirement to resubmit bids and in the termination, reduction or modification of the awarded contracts; and (iv) the opportunity cost of not bidding on and winning other contracts we might otherwise pursue. If our competitors protest or challenge an award made to us on a government contract, the costs to defend such an award may be significant and could involve subsequent litigation that could take years to resolve.

*Our ability to recover capital and other investments in connection with our contracts is subject to risk.*

In order to attract and retain large outsourcing contracts, we sometimes make significant capital and other investments to enable us to perform our services under those contracts, such as purchases of information technology equipment, facility costs, labor resources and costs incurred to develop and implement software. The net book value of certain assets recorded, including a portion of our intangible assets, could be impaired, and our results of operations and financial condition could be materially adversely affected in the event of the early termination of all or a part of such a contract or a reduction in volumes and services thereunder for reasons such as a customer's or client's merger or acquisition, divestiture of assets or businesses, business failure or deterioration or a customer's or client's exercise of contract termination rights.

*We rely to a significant extent on third-party providers, such as subcontractors, a relatively small number of primary software vendors, utility providers and network providers; if they cannot deliver or perform as expected or if our relationships with them are terminated or otherwise change, our results of operations and financial condition could be materially adversely affected.*

Our ability to service our customers and clients and deliver and implement solutions depends to a large extent on third-party providers such as subcontractors, a relatively small number of primary software vendors, software application developers, utility providers and network providers meeting their obligations to us and our expectations in a timely, quality manner. Our results of operations and financial condition have been and in the future may be materially adversely affected and we might incur significant additional liabilities if any of our third-party providers (1) do not meet their service level obligations, (2) do not meet our or our clients' expectations, (3) terminate or refuse to renew their relationships with us, or (4) offer their products to us with less advantageous prices and other terms than previously offered.

*Failure to deliver on our contractual obligations properly and on time could materially adversely affect our results of operations and financial condition.*

Our business model depends in large part on our ability to retain existing and attract new work from our base of existing clients, as well as on relationships we develop with our clients so that we can understand our clients' needs and deliver solutions and services that are tailored to meet those needs. In order for our business to grow, we must successfully manage the provision of services under our contracts. If a client is not satisfied with the quality of work performed by us or a subcontractor, or with the type of services or solutions delivered, or if we or our subcontractors fail to perform in accordance with contract requirements, then we could incur additional costs to address the situation, the profitability of that work might be impaired and the client's dissatisfaction with our services could damage our ability to obtain additional work from that client or obtain new work from other potential clients. In particular, many of our contracts with non-government clients may be terminated by the client, without cause, upon specified advance notice. Accordingly, clients who are not satisfied might seek to terminate existing contracts prior to their scheduled expiration date, which may result in our inability to fully recover our up-front investments. In addition, clients could direct future business to our competitors. We could also trigger contractual credits to clients or a contractual default. Failure to properly transition new clients to our systems, properly budget transition costs or accurately estimate contract operational costs could result in delays in our contract performance, trigger service level penalties, impair fixed or intangible assets or result in contract profit margins that do not meet our expectations or our historical profit margins.

In addition, we incur significant expenditures for the development and construction of system software platforms needed to support our clients' needs. Our failure to fully understand client requirements or implement the appropriate operating systems or databases or solutions which enable the use of other supporting software may delay the project and result in cost overruns or potential impairment of the related software platforms, which could materially adversely affect our results of operations and financial condition.

*Our business is dependent on continued interest in outsourcing.*

Our business and growth depend in large part on continued interest in outsourced business process services. Outsourcing means that an entity contracts with a third-party, such as us, to provide business process services rather than perform such services in-house. There can be no assurance that this interest will continue, as organizations may elect to perform such services themselves and/or the business process outsourcing industry could move to an as-a-Service model, thereby eliminating traditional business process outsourcing tasks. A significant change in this interest in outsourcing could materially adversely affect our results of operations and financial condition. Additionally, there can be no assurance that our cross-selling efforts will cause clients to purchase additional services from us or adopt a single-source outsourcing approach.

*Our business may be adversely affected by geopolitical events, natural disasters and other factors that could directly impact certain of our employees, customers and vendors in countries or regions effected by such events and factors.*

We have a global workforce and global customers. Our employees and customers in a particular country or region in the world may be impacted as a result of a variety of diversions, including: geopolitical events, such as war, the threat of war, or terrorist activity; natural disasters or the effects of climate change (such as drought, flooding, wildfires, increased storm severity, and sea level rise); power shortages or outages, major public health issues,

including pandemics (such as the coronavirus); and significant local, national or global events capturing the attention of a large part of the population. If any of these, or any other factors, disrupt a country or region where we have a significant workforce (such as the U.S., India or the Philippines) or customers (such as the U.S. or Europe), or vendors, our business could be materially adversely affected.

*We may be subject to claims of infringement of third-party intellectual property rights which could adversely affect our results of operation and financial condition.*

We rely heavily on the use of intellectual property. We do not own all of the software that we use to run our business; instead we license this software from a small number of primary vendors. If these vendors assert claims that we or our clients are infringing on their software or related intellectual property, we could incur substantial costs to defend these claims, which could materially adversely affect our results of operations and financial condition. In addition, if any of our vendors' infringement claims are ultimately successful, our vendors could require us to (i) cease selling or using products or services that incorporate the challenged software or technology, (ii) obtain a license or additional licenses from our vendors or (iii) redesign our services which rely on the challenged software or technology. In addition, we may be exposed to claims for monetary damages. If we are unsuccessful in defending an infringement claim and our vendors require us to initiate any of the above actions, or we are required to pay monetary damages, then such actions could materially adversely affect our results of operations and financial condition.

*If we underestimate the scope of work or the costs entailed in performing our contracts, or if we do not fully perform our contracts, our results of operations and financial condition could be materially adversely affected.*

In order to stay competitive in our industry, we must keep pace with changing technologies and customer preferences. Many of our contracts require us to design, develop and implement new technological and operating systems for our customers. Many of these systems involve detailed and complex computer source code which must be created and integrated into a working system that meets contract specifications. The accounting for these contracts requires judgment relative to assessing risks, estimating contract revenues and costs and making assumptions for schedule and technical issues. To varying degrees, each contract type involves some risk that we could underestimate the costs and resources necessary to fulfill the contract. In each case, our failure to accurately estimate costs or the resources and technology needed to perform our contracts or to effectively manage and control our costs during the performance of our work could result, and in some instances has resulted, in reduced profits or in losses. In addition, many of our contracts contain complicated performance obligations, including, without limitation, designing and building new integrated computer systems. These contracts carry potential financial penalties or could result in financial damages or exposures if we fail to properly perform those obligations and have in the past resulted in and in the future could result in our results of operations and financial condition being materially adversely affected.

*The loss of key senior management or the failure to attract and retain necessary technical personnel and qualified subcontractors could materially adversely affect our results of operations and financial condition.*

Our success depends, in part, upon key managerial and technical personnel, including our ability to attract and retain additional qualified personnel, as well as qualified subcontractors. The loss of certain key personnel, such as our Chief Executive Officer (CEO), could materially adversely affect our results of operations and financial condition. There is no assurance that we can retain our key managerial personnel, or that we can attract similar employees, in the future.

In addition, because we operate in intensely competitive markets, our success depends to a significant extent upon our ability to attract, retain and motivate highly skilled and qualified technical personnel and to subcontract with qualified, competent subcontractors. If we fail to attract, train and retain sufficient numbers of qualified engineers, technical staff and sales and marketing representatives, or if we are unable to contract with qualified, competent subcontractors, our results of operations and financial condition could be materially adversely affected. Experienced and capable personnel in the services industry remain in high demand, and there is continual competition for their talents. Our ability to renegotiate certain of our legacy third-party contracts which we view as unfavorable, or to improve the service levels we expect from these contracts and third-party providers, is key to our ability to timely, efficiently and profitably deliver our services to our customers. Additionally, we have increased and expect to continue to increase our hiring in geographic areas outside of the United States, which could subject us to increased geopolitical and exchange rate risk. The loss of any key technical employee, the loss of a key subcontractor

relationship or our inability to renegotiate or obtain required service levels from legacy and other third-party providers, could materially adversely affect our results of operations and financial condition.

***If we fail to successfully develop new service offerings, including new technology components, and protect our intellectual property rights, we may be unable to retain current customers and gain new customers and our revenues would decline.***

The process of developing new service offerings, including new technology components, is inherently complex and uncertain. It requires accurate anticipation of customers' changing needs and emerging technological trends. We must make long-term investments and commit significant resources before knowing whether these investments will eventually result in service offerings that achieve customer acceptance and generate the revenues required to provide desired returns. For example, establishing internal automation processes to help us develop new service offerings will require significant up-front costs and resources, which, if not monetized effectively, could materially adversely affect our revenues. In addition, some of our service offerings rely on technologies developed by and licensed from third-parties. We may not be able to obtain or continue to obtain licenses and technologies from these third-parties at all or on reasonable terms, or such third-parties may demand cross-licenses to our intellectual property. It is also possible that our intellectual property rights could be challenged, invalidated or circumvented, allowing others to use our intellectual property to our competitive detriment. We also must ensure that all of our service offerings comply with both existing and newly enacted regulatory requirements in the countries in which they are sold. If we fail to accurately anticipate and meet our customers' needs through the development of new service offerings (including technology components) or if we fail to adequately protect our intellectual property rights or if our new service offerings are not widely accepted or if our current or future service offerings fail to meet applicable worldwide regulatory requirements, we could lose market share and customers to our competitors and that could materially adversely affect our results of operations and financial condition.

***The Company's business, operating results and reputation may be negatively impacted by failures or delays in our efforts to modernize our information technology infrastructure and to consolidate to fewer data centers.***

We have experienced certain disruptions in our operations and service delivery performance issues as a result of some of our information technology infrastructure that is outdated and that needs to be enhanced and updated, which disruptions have adversely impacted client and delivery performance. As a result, we are investing in modernizing a significant portion of our information technology infrastructure with new systems and processes and consolidating our data centers. This also includes investments in our data centers and networks, enhancement, modernization and consolidation of our IT infrastructure and customer-facing technologies, enhanced cybersecurity and movement to cloud-based technology. We expect that these changes will provide greater strategic and operational flexibility and efficiency and better control of our systems and processes. There is a risk, however, that our modernization efforts and data center consolidations could materially and adversely disrupt our operations and our service delivery to customers, could result in contractual penalties or damage claims from customers, could occur over a period longer than planned, and could require greater than expected investment and other internal and external resources. It may also take longer to realize the intended favorable benefits from an enhanced technology infrastructure than we expected, or that disruptions may continue to occur while we enhance this infrastructure.

The process of consolidating our data center involves inherent risks and may cause disruptions to our operations. In October 2018, we suffered a significant outage as a result of a data center migration, which resulted in unplanned system unavailability and disruption for our customers. We plan to undertake several data center migrations in the future and, in the course of these data migrations, could potentially experience significant service outages. Future service disruptions could hinder our ability to attract new customers, cause us to incur legal liability, contractual penalties or issue service credits to our customers and cause us to lose current customers, each of which could have a material adverse effect on our business, results of operations and financial condition.

***Our results of operations and financial condition may be materially adversely affected by conditions abroad, including local economics, political environments, fluctuating foreign currencies and shifting regulatory schemes.***

A portion of our revenues is generated from operations outside the United States. In addition, we maintain significant operations outside the United States. Our results of operations and financial condition could be materially adversely affected by changes in foreign currency exchange rates, as well as by a number of other factors,

including, without limitation, changes in economic conditions from country to country, changes in a country's political conditions, trade controls and protection measures, financial sanctions, licensing requirements, local tax issues, capitalization and other related legal matters. The withdrawal of the United Kingdom from the European Union, and the resulting impact on cross-border transactions and operations between the United Kingdom and the European Union member states, could materially and adversely affect our operations and financial condition. We generally hedge foreign currency denominated assets, liabilities and anticipated transactions primarily through the use of currency derivative contracts. The use of derivative contracts is intended to mitigate or reduce transactional level volatility in the results of foreign operations but does not completely eliminate volatility. We do not hedge the translation effect of international revenues and expenses, which are denominated in currencies other than our U.S. parent functional currency, within our Consolidated Financial Statements. If we are unable to effectively hedge these risks, our results of operations and financial condition could be materially adversely affected.

## Legal, Compliance and Data Security Risks

*We are subject to laws of the United States and foreign jurisdictions relating to individually identifiable information and personal health information, and failure to comply with those laws, whether or not inadvertent, could subject us to legal actions and negatively impact our operations.*

We receive, process, transmit and store information relating to identifiable individuals, both in our role as a service provider and as an employer. As a result, we are subject to numerous laws and regulations in the United States (both federal and state) and foreign laws and regulations designed to protect both individually identifiable information and personal health information, including the Health Insurance Portability and Accountability Act of 1996, as amended (HIPAA), and the regulations promulgated under HIPAA governing, among other things, the privacy, security and electronic transmission of individually identifiable health information, and the European Union General Data Protection Regulation (GDPR) (effective May 25, 2018), which imposes stringent data protection requirements and significant penalties for noncompliance and has had a significant impact on how we process and handle certain data.

Additional laws of the United States and foreign jurisdictions apply to our processing of individually identifiable information. These laws have been subject to frequent changes, and new legislation in this area may be enacted at any time. For example, the GDPR and the invalidation of the U.S.-EU Safe Harbor regime have required us to implement alternative mechanisms in order for some of our data flows from Europe to the United States to comply with applicable law. Changes to existing laws, the introduction of new laws in this area or our failure to comply with existing laws that are applicable to us may subject us to, among other things, additional costs or changes to our business practices, liability for monetary damages, fines and/or criminal prosecution, unfavorable publicity, restrictions on our ability to obtain and process information and allegations by our customers and clients that we have not performed our contractual obligations, any of which could materially adversely affect our results of operations and financial condition.

*We are subject to laws of the United States and foreign jurisdictions relating to processing certain financial transactions, including payment card transactions and debit or credit card transactions, and failure to comply with those laws, whether or not inadvertent, could subject us to legal actions and materially adversely affect our results of operations and financial condition.*

We process, support and execute financial transactions, and disburse funds, on behalf of both government and commercial customers, often in partnership with financial institutions. This activity includes receiving debit and credit card information, processing payments for and due to our customers and disbursing funds on payment or debit cards to payees of our customers. As a result, we are subject to numerous laws and regulations in the United States (both federal and state) and in foreign jurisdictions, including the Electronic Fund Transfer Act, as amended, the Currency and Foreign Transactions Reporting Act of 1970 (commonly known as the Bank Secrecy Act), as amended, the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (including the so-called Durbin Amendment), as amended, the Gramm-Leach-Bliley Act (also known as the Financial Modernization Act of 1999), as amended, and the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001 (USA PATRIOT ACT), as amended. Other United States (both federal and state) and foreign jurisdiction laws apply to our processing of certain financial transactions and related support services. These laws are subject to frequent changes, and new statutes and regulations in this area may be enacted at any time. Changes to existing laws, the introduction of new laws in this area or our failure to comply with existing laws that are

applicable to us may subject us to, among other things, additional costs or changes to our business practices, liability for monetary damages, fines and civil and/or criminal prosecution, unfavorable publicity, restrictions on our ability to process and support financial transactions and allegations by our customers, partners and clients that we have not performed our contractual obligations. Any of these could materially adversely affect our results of operations and financial condition.

***Our data systems, information systems and network infrastructure may be subject to hacking or other cybersecurity threats and other service interruptions, which could expose us to liability, impair our reputation or temporarily render us unable to fulfill our service obligations under our contracts.***

We are a leading provider of business processing services concentrated in transaction-intensive processing, analytics and automation. We act as a trusted business partner in both front office and back office platforms, providing interactions on a substantial scale with our customers and other third-parties. Our customers include global commercial clients and government clients who depend upon our operational efficiency, non-interruption of service, and accuracy and security of information. We also use third-party providers such as subcontractors, software vendors, utility providers and network providers, upon whom we rely for our business processing services, to deliver uninterrupted, secure service. As part of our business processing services we also develop system software platforms necessary to support our customers' needs, with significant ongoing investment in developing and operating customer-appropriate operating systems, data bases and system software solutions. We also receive, process, transmit and store substantial volumes of information relating to identifiable individuals, both in our role as a service provider and as an employer, and we are subject to numerous laws, rules and regulations in the United States (both federal and state) and foreign jurisdictions designed to protect both individually identifiable information as well as personal health information. We also receive, process and implement financial transactions, and disburse funds, on behalf of both commercial and government customers, which activity includes receiving debit and credit card information to process payments due to our customers as well as disbursing funds to payees of our customers. As a result of these and other business processing services, the integrity, security, accuracy and non-interruption of our systems and information technology and that of our third-party providers and our interfaces with our customers are extremely important to our business, operating results, growth, prospects and reputation.

We have implemented security systems and controls, both directly and with third-party subcontractors and service providers, with the intent of maintaining both the physical security of our facilities and the data security of our customers', clients' and suppliers' confidential information and information related to identifiable individuals (including payment card and debit and credit card information and health information) against unauthorized access through our information systems or by other electronic transmission or through the misdirection, theft or loss of physical media. These include, for example, the appropriate encryption of information. Despite such efforts, we are susceptible to breach of security systems which may result in unauthorized access to our facilities and those of our customers and/or the information we and our customers are trying to protect. Cybersecurity failure might be caused by computer hacking, malware, computer viruses, worms and other destructive software, "cyber-attacks" and other malicious activity, as well as natural disasters, power outages, terrorist attacks and similar events. Operational or business delays may also result from the disruption of network or information systems and subsequent remediation activities.

Because the techniques used to obtain unauthorized access are constantly changing and becoming increasingly more sophisticated and often are not recognized until launched against a target, we or our third-party service providers may be unable to anticipate these techniques or implement sufficient preventative measures. Hacking, malware, phishing, viruses and other "cyber-attacks" have become more prevalent, have occurred in our systems in the past, and may occur in our systems in the future. Although we have implemented and intend to continue to implement what we believe to be appropriate cyber practices and cybersecurity systems, these systems may prove to be inadequate and result in the disruption, failure, misappropriation or corruption of our network and information systems. Notwithstanding the preventative and protective measures we have in place, it may not be possible for us to fully or timely know if or when such incidents arise, or the full business impact of any cybersecurity breach.

Additionally, with advances in computer capabilities and data protection requirements to address ongoing threats, we may be required to expend significant capital and other resources to protect against potential security breaches or to alleviate problems caused by security breaches. Moreover, employee error or malfeasance, faulty password management or other irregularities may result in a defeat of our or our third-party service providers' security measures and a breach of our or our third-party service providers' information systems (whether digital, cloud-based or otherwise).

If unauthorized parties gain physical access to one of our or one of our third-party service providers' facilities or gain electronic access to our or one of our third-party service providers' information systems, such access could result in, among other things, unfavorable publicity and significant damage to our brand, governmental inquiry, oversight and possible regulatory action, difficulty in marketing our services, loss of existing and potential customers, allegations by our customers that we have not performed our contractual obligations, litigation by affected parties and possible financial obligations for substantial damages related to the theft or misuse of such information, any of which could materially adversely affect our results of operations and financial condition. Similar consequences may arise if sensitive or confidential information is misdirected, lost or stolen during transmission or transport, or is stolen or misused. Moreover, a security breach could require us to devote significant management resources to address the problems created by the security breach and to expend significant additional resources to upgrade further the security measures that we employ to guard such personal information against "cyber-attacks" and to maintain various systems and data centers for our customers. Often these systems and data centers must be maintained worldwide and on a 24/7 basis. Although we endeavor to ensure that there is adequate backup and maintenance of these systems and centers, we have in the past experienced and in the future could experience service interruptions that could result in curtailed operations and loss of existing and potential customers, which could significantly reduce our revenues and profits in addition to significantly impairing our reputation. If our information systems and our back-up systems are damaged, breached or cease to function properly, we may have to make a significant investment to repair or replace them, and we may suffer interruptions in our operations in the interim, each of which could materially adversely affect our results of operations and financial condition.

In addition, our and our customers' systems and networks are subject to continued threats of terrorism, which could disrupt our operations as well as disrupt the utilities and telecommunications infrastructure on which our business depends. To the extent any such disruptions were to occur, our business, operating results and financial condition could be materially adversely affected.

*If we fail to meet industry data security standards, our ability to meet contractual obligations may be impaired and result in contractual damage or contract breach claims.*

In some of our services lines, we are contractually subject to industry data security standards. These industry data security standards include Card Brand (Visa, Mastercard, American Express, Discover and JCB) operating rules, certification requirements and rules governing electronic funds transfers, including the Payment Card Industry Data Security Standard (PCI DSS), a data security standard applicable to companies that collect, store or transmit payment card data. Another industry standard is the Health Information Trust Alliance (HITRUST) which applies to aspects of the healthcare industry in addition to other industries. While we are taking steps to achieve future compliance and/or certification for our systems, we may not be compliant now, and in the future we may not be able to maintain compliance with PCI DSS, HITRUST and other applicable industry standards. We are taking steps to achieve compliance and/or certification for our systems, but we cannot assure that these efforts will be successful in the time period required or at all. Any failure to comply fully or materially with PCI DSS, HITRUST and other applicable industry standards now or at any point in the future may provide customers the right to terminate contracts with us or to enforce provisions obligating us to reimburse them for any penalties or costs incurred by them as a result of our non-compliance, or subject us to other fines, penalties, damages or civil liability, each of which could have a material adverse effect on our business, financial condition and results of operations. In addition, failure to meet PCI DSS standards could result in the loss of our ability to accept credit card payments and the failure to meet HITRUST standards could impact our ability to service customers in the healthcare and other industries, both of which could have a material adverse impact on our business, results of operations and financial condition.

*Our results of operations and financial condition could be materially adversely affected by legal and regulatory matters.*

We are potentially subject to various contingent liabilities that are not reflected on our balance sheet, including those arising as a result of being involved in a variety of claims, lawsuits, investigations and proceedings concerning: securities laws; governmental and non-governmental entity contracting, servicing and governmental entity procurement laws; intellectual property laws; environmental laws; employment laws; the Employee Retirement Income Security Act of 1974 (ERISA); and other laws, regulations and contractual undertakings, as discussed under Note 17 – Contingencies and Litigation to our Consolidated Financial Statements. If developments in any of these matters cause a change in our determination as to an unfavorable outcome and result in the need to recognize a material accrual or materially increase an existing accrual, or if any of these matters result in an adverse judgment

or are settled for significant amounts above any existing accruals, it could materially adversely affect our results of operations and financial condition in the period or periods in which such change in determination, judgment or settlement occurs. There can be no assurances as to the favorable outcome of any claim, lawsuit, investigation or proceeding. It is possible that a resolution of one or more such proceedings, through judgment, settlement or otherwise, could require us to make substantial payments to satisfy judgments, fines or penalties or settlement amounts, any of which could materially adversely affect our results of operations and financial condition. Additionally, the terms of dismissal, settlement, release or other resolution may permit certain claims to be reopened under certain conditions. Claims, lawsuits investigations and proceedings involving the Company could also result in reputational harm, criminal sanctions, consent decrees or orders preventing us from offering certain services, requiring a change in our business practices in costly ways or requiring development of non-infringing or otherwise altered products or technologies. In addition, it can be very costly to defend litigation and these costs could materially adversely affect our results of operations and financial condition. Refer to Note 17 – Contingencies and Litigation to our Consolidated Financial Statements.

## Financial Risks

***We have recorded significant goodwill impairment charges and may be required to record additional charges to future earnings if our goodwill or intangible assets become impaired.***

We are required under generally accepted accounting principles to review our intangible assets for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. Goodwill is required to be tested for impairment at least annually. Factors that may be considered a change in circumstances indicating that the carrying value of our intangible assets and/or goodwill may not be recoverable include a decline in stock price and market capitalization, slower growth rates in our industry or our own operations, and/or other materially adverse events that have implications on the profitability of our business or business segments. We may be required to record additional charges to earnings during the period in which any impairment of our goodwill or other intangible assets is determined which could adversely impact our results of operations. As of December 31, 2020, our goodwill balance was \$1.5 billion, which represented 35.9% of total consolidated assets. Refer to Note 9 – Goodwill and Intangible Assets, Net to our Consolidated Financial Statements for additional information about our 2019 goodwill impairment.

***Our significant indebtedness could materially adversely affect our results of operations and financial condition.***

We have and will continue to have a significant amount of debt and other obligations. Our substantial debt and other obligations could have important consequences.

For example, it could (i) increase our vulnerability to general adverse economic and industry conditions; (ii) limit our ability to obtain additional financing for future working capital, capital expenditures, acquisitions and other general corporate requirements; (iii) require us to dedicate a substantial portion of our cash flows from operations to service debt and other obligations thereby reducing the availability of our cash flows from operations for other purposes; (iv) limit our flexibility in planning for, or reacting to, changes in our businesses and the industries in which we operate; (v) place us at a competitive disadvantage compared to our competitors that have less debt; and (vi) become due and payable upon a change in control. If new debt is added to our current debt levels, these related risks could increase.

Our ability to make payments on and to refinance our indebtedness, as well as any future debt that we may incur, will depend on our ability to generate cash in the future from operations, financings or asset sales. Our ability to generate cash is subject to general economic, financial, competitive, legislative, regulatory and other factors that are beyond our control.

***The terms of our indebtedness may restrict our current and future operations, particularly our ability to incur debt that we may need to fund initiatives in response to changes in our business, the industries in which we operate, the economy and governmental regulations.***

The terms of our indebtedness include a number of restrictive covenants that impose significant operating and financial restrictions on us and our subsidiaries and limit our ability to engage in actions that may be in our long-term best interests. These may restrict our and our subsidiaries' ability to take some or all of the following actions:



- incur or guarantee additional indebtedness or sell disqualified or preferred stock;
- pay dividends on, make distributions in respect of, repurchase or redeem capital stock;
- make investments or acquisitions;
- sell, transfer or otherwise dispose of certain assets, including accounts receivable;
- create liens;
- enter into sale/leaseback transactions;
- enter into agreements restricting the ability to pay dividends or make other intercompany transfers;
- consolidate, merge, sell or otherwise dispose of all or substantially all of our or our subsidiaries' assets;
- enter into transactions with affiliates;
- prepay, repurchase or redeem certain kinds of indebtedness;
- issue or sell stock of our subsidiaries; and/or
- significantly change the nature of our business.

As a result of all of these restrictions, we may be:

- limited in how we conduct our business and pursue our strategy;
- unable to raise additional debt financing to operate during general economic or business downturns; or
- unable to compete effectively or to take advantage of new business opportunities.

A breach of any of the restrictive covenants, if applicable, could result in an event of default under the terms of this indebtedness. If an event of default occurs, the lenders would have the right to accelerate the repayment of such debt and the event of default or acceleration may result in the acceleration of the repayment of any other of our debt to which a cross-default or cross-acceleration provision applies. Furthermore, under this indebtedness we have pledged our assets as collateral as security for our repayment obligations. If we were unable to repay any amount of this indebtedness when due and payable, the lenders could proceed against the collateral that secures this indebtedness. In the event our creditors accelerate the repayment of our borrowings, we may not have sufficient assets to repay such indebtedness, which could materially adversely affect our results of operations and financial condition.

In addition, our credit facility bears interest at a rate that varies depending on the LIBOR. On July 27, 2017, the UK's Financial Conduct Authority, which regulates LIBOR, announced that it intends to phase out LIBOR by the end of 2021. It is unclear if at that time LIBOR will cease to exist or if new methods of calculating LIBOR will be established such that it continues to exist after 2021. The U.S. Federal Reserve, in conjunction with the Alternative Reference Rates Committee, a steering committee comprised of large U.S. financial institutions, announced replacement of U.S. dollar LIBOR with a new index calculated by short-term repurchase agreements, backed by U.S. Treasury securities called the Secured Overnight Financing Rate ("SOFR"). The first publication of SOFR was released in April 2018. Whether or not SOFR attains market traction as a LIBOR replacement tool remains in question and the future of LIBOR at this time is uncertain. If LIBOR rates are no longer available, our costs of borrowings under our credit facilities may be negatively impacted, which could have an adverse effect on our results of operations.

***Our profitability is dependent upon our ability to obtain adequate pricing for our services and to improve our cost structure.***

Our success depends on our ability to obtain adequate pricing for our services that will provide a reasonable return to our shareholders. Depending on competitive market factors, future prices we obtain for our services may decline from previous levels. If we are unable to obtain adequate pricing for our services, it could materially adversely affect our results of operations and financial condition. In addition, our contracts are increasingly requiring tighter timelines for implementation as well as more stringent service level metrics. This makes the bidding process for new contracts much more difficult and requires us to adequately consider these requirements in the pricing of our services.

In order to meet the service requirements of our customers, which often includes 24/7 service, and to optimize our employee cost base, including our back-office support, we often locate our delivery service and back-office support centers in lower-cost locations, including several developing countries. Concentrating our centers in these locations presents a number of operational risks, many of which are beyond our control, including the risks of political instability, natural disasters, safety and security risks, labor disruptions, excessive employee turnover and rising labor rates. Additionally, a change in the political environment in the United States or the adoption and enforcement of legislation and regulations curbing the use of such centers outside of the United States could materially adversely

affect our results of operations and financial condition. These risks could impair our ability to effectively provide services to our customers and keep our costs aligned to our associated revenues and market requirements.

Our ability to sustain and improve profit margins is dependent on a number of factors, including our ability to continue to improve the cost efficiency of our operations through such programs as RPA, to absorb the level of pricing pressures on our services through cost improvements and to successfully complete information technology initiatives. If any of these factors adversely materialize or if we are unable to achieve and maintain productivity improvements through restructuring actions or information technology initiatives, our ability to offset labor cost inflation and competitive price pressures would be impaired, each of which could materially adversely affect our results of operations and financial condition.

***If we are unable to collect our receivables for billed or unbilled services, our results of operations and financial condition could be materially adversely affected.***

The profitability of certain of our large contracts depends on our ability to successfully obtain payment from our clients of the amounts they owe us for work performed. Actual losses on client balances could differ from current estimates and, as a result, may require adjustment of our receivables for unbilled services. Our receivables include long-term contracts. Over the course of a long-term contract, our customers' financial condition may change such that their ability to pay their obligations, and our ability to collect our fees for services rendered, is adversely affected. Additionally, we may perform work for the federal, state and local governments, with respect to which we must file requests for equitable adjustment or claims with the proper agency to seek recovery in whole or in part, for out-of-scope work directed or caused by the government customer in support of its project, and the amounts of such recoveries may not meet our expectations or cover our costs. Timely collection of client balances also depends on our ability to complete our contractual commitments (such as our ability to achieve specified milestones in percentage-of-completion contracts) and bill and collect our contracted revenues. If we are unable to meet our contractual requirements, we might experience delays in collection of and/or be unable to collect our client balances, and if this occurs, our results of operations and financial condition could be adversely affected. In addition, if we experience an increase in the time to bill and collect for our services, our results of operations and financial condition could be materially adversely affected.

***A decline in revenues from or a loss or failure of significant clients could materially adversely affect our results of operations and financial condition.***

Our results of operations and financial condition could be materially adversely affected by the loss or failure of significant clients or any significant reduction in revenue volumes from our significant clients, which has occurred in the past and could occur in the future. Some of our clients are in business sectors which have experienced significant financial difficulties or consolidation, and/or the reduction of volumes or their inability to make payments to us, as a result of, among other things, their merger or acquisition, divestiture of assets or businesses, contract expiration, nonrenewal or early termination (including termination for convenience) or business or financial failure or deterioration. Economic and political conditions could affect our clients' businesses and the markets they serve. Competition from other service providers and bringing these services in-house could also be expected to adversely impact our revenues.

***We have non-recurring revenue, which subjects us to a risk that our revenues and cash flows from operations may fluctuate from period to period.***

Revenue generated from our non-recurring services may fluctuate due to factors both within and outside of our control. Our mix of non-recurring and recurring revenues is impacted by acquisitions as well as growth in our non-recurring lines of business, as well as our strategic decisions to exit or reduce our services in particular service areas. There is less predictability and certainty in the timing and amount of revenues generated by our non-recurring services and, accordingly, our results of operations and financial condition could be materially adversely affected by the timing and amount of revenues generated from our non-recurring services.

***The failure to obtain or maintain a satisfactory credit rating could adversely affect our liquidity, capital position, borrowing costs, access to capital markets and ability to post surety or performance bonds to support clients' contracts.***

Any future downgrades to our credit rating could negatively impact our ability to renew contracts with our existing clients, limit our ability to compete for new clients, result in increased premiums for surety or performance bonds to

support our clients' contracts and/or result in a requirement that we provide collateral to secure our surety or performance bonds. Further, certain of our commercial outsourcing contracts provide that, in the event our credit ratings are downgraded to specified levels, the client may elect to terminate its contract with us and either pay a reduced termination fee or, in some limited instances, no termination fee. Such a credit rating downgrade could adversely affect these client relationships.

There can be no assurance that we will be able to maintain our credit ratings. Any additional actual or anticipated downgrades of our credit ratings, including any announcement that our ratings are under review for a downgrade, may have a negative impact on our liquidity, capital position and access to capital markets.

***Increases in the cost of telephone and data services or significant interruptions in such services could materially adversely affect our results of operations and financial condition.***

Our business is significantly dependent on telephone and data services provided by various local and long distance telephone and data service providers around the world. Accordingly, any disruption of these services could materially adversely affect our results of operations and financial condition. We have taken steps to mitigate our exposure to service disruptions by investing in redundant circuits, although there is no assurance that the redundant circuits would not also suffer disruption. Any inability to obtain telephone or data services at favorable rates could materially adversely affect our results of operations and financial condition. Where possible, we have entered into long-term contracts with various providers to mitigate short-term rate increases and fluctuations. There is no obligation, however, for the vendors to renew their contracts with us, or to offer the same or lower rates in the future, and such contracts are subject to termination or modification for various reasons outside of our control. A significant increase in the cost of telephone or data services that is not recoverable through an increase in the price of our services could materially adversely affect our results of operations and financial condition. In addition, a number of our facilities are located in jurisdictions outside of the United States where the provision of utility services, including electricity and water, may not be consistently reliable, and while there are backup systems in many of our operating facilities, an extended outage of utility or network services could materially adversely affect our results of operations and financial condition.

***We are a holding company and, therefore, may not be able to receive dividends or other payments in needed amounts from our subsidiaries.***

Our principal assets are the shares of capital stock and indebtedness of our subsidiaries. We rely on dividends, interest and other payments from these subsidiaries to meet our obligations for paying principal and interest on outstanding debt obligations, paying corporate expenses and, if determined by our Board, paying dividends to shareholders and repurchasing common shares. Certain of our subsidiaries are subject to regulatory requirements of the jurisdictions in which they operate or other restrictions that may limit the amounts that these subsidiaries can pay in dividends or other payments to us. No assurance can be given that there will not be further changes in law, regulatory actions or other circumstances that could restrict the ability of our subsidiaries to pay dividends to us. In addition, due to differences in tax rates, repatriation of funds from certain countries into the United States could have unfavorable tax ramifications for us.

## **COVID-19 Pandemic Related Risks**

***Our business has been and will continue to be negatively impacted by the ongoing coronavirus pandemic.***

Beginning in late 2019, the outbreak of a novel strain of virus named SARS-CoV-2 (severe acute respiratory syndrome coronavirus 2), or coronavirus, which causes coronavirus disease 2019, or COVID-19, has evolved into a global pandemic and has spread to most regions of the world.

As a result of the COVID-19 pandemic, we have experienced and can be expected to continue to experience disruptions to our business, our operations, the delivery of our services and customer demand for our services and business offerings, including:

- Social distancing, shelter-in-place and stay-at-home requirements and guidance of national, regional, state and local governments have required that substantial services being performed by us for our customers be shifted to work-from-home alternatives, which have created added burdens, risks and costs, including but

not limited to: the added cost and uncertainty created by a significant change in our delivery model; delays and disruptions resulting from organizing and implementing work-from-home solutions, particularly in our lower cost geographies, such as India and the Philippines, which have not in the past generally permitted or accommodated work-from-home alternatives; customer protocols not allowing, without express customer waiver or permission, work-from-home alternatives, due to sensitivity of customer data, inclusion of personally identifiable information, cybersecurity and data security concerns, and other factors; delays and disruptions in providing customer services which may adversely affect our reputation and may in the future result in failure to satisfy customer contract requirements and other noncompliance issues; challenges in and cost of equipping work-from-home solutions with appropriate technology equipment and software, with suitable security protections; potential for increased cybersecurity and other data security issues; compliance with legal, regulatory, industry and customer standards and specifications; and increased logistical issues resulting from unexpected shift in service delivery model. As a result of these and other factors related to work-from-home solutions, we have experienced and can be expected to continue to experience delays and disruptions and an adverse impact on our business, operations, costs, satisfaction of customer requirements and operating results and financial condition.

- The COVID-19 pandemic has impacted and may be expected to continue to adversely impact customer demand for our services and business offerings. Many of our customers have experienced and will continue to experience substantial disruption in their own operations. In addition, many of our governmental and non-governmental customers have been allocating resources and management attention away from the ordinary conduct of their business and toward responding to COVID-19 related emergent events. Our sales and marketing personnel are also largely required to perform their services via virtual or other telecommunication alternatives, rather than in-person interactions. The COVID-19 pandemic has also resulted in greater customer uncertainty in their short-term and longer-term needs. In addition, under certain contracts we earn revenues based on the number of transactions processed, such as, for example, certain transportation and credit card processing arrangements where the number of transactions has decreased due to the COVID-19 pandemic. These and other pandemic-related factors have and will continue to adversely impact revenues, sales, new business opportunities, pricing and our sales pipeline.
- Further, our management has been focused on mitigating the impact of the COVID-19 pandemic, which has required and will continue to require a substantial investment of time and resources across our enterprise. This has resulted and can be expected to continue to result in a diversion of management attention, resources and previously planned investments away from strategic, operational and technological initiatives which had been intended to improve customer demand, new business opportunities, business retention, service delivery, potential divestitures or acquisitions, and the overall profitability of our business and we cannot predict how long this may continue.
- Our government contracts are often subject to a government entity's right to change the scope of work or to terminate their project for funding reasons or at their convenience. Due to the COVID-19 pandemic and its current and future impact on governments, budgets and resources, we may experience government contracts' reductions or terminations.
- We are a leading provider of business processing services concentrated on transaction-intensive processing including financial transactions. If we fail to satisfy a customer's requirements or specifications, we could incur additional costs to address such dissatisfaction or on account of such deficiency as well as receive notice of termination. The COVID-19 pandemic has had and can be expected to continue to have an impact on compliance and non-interruption of service under certain customer contractual requirements, and certain customer relationships can be expected to be adversely impacted, in addition to our incurring added costs in response to any deficiency.
- The COVID-19 pandemic may have had and may continue to have an adverse impact on the operations, financial results and finances of many of our customers, which could impact customer payment cycles and payments due from customers.
- We rely on third parties to provide technology, other services and products we need to operate our business. Delays or interruption in the operations of third parties on which we rely may result in disruptions in our own operations and fulfillment of our customers' requirements.

- The economic downturn could also result in the carrying value of our goodwill or other intangible assets exceeding their fair value, which could require us to recognize further asset impairment.
- We also cannot predict the impact of remote working arrangements on our internal systems and normal administrative services.
- To the extent we draw under our credit facility, our debt would increase. Such increase in our level of debt could adversely affect our financial results or ability to incur additional debt and could negatively impact our credit ratings. In addition, as a result of the risks described above, we may be required to raise additional debt or equity financing, and our access to and cost of financing will depend on, among other things, global economic conditions, conditions in the global financing markets, the availability of sufficient amounts of financing, our prospects, our credit ratings, and the outlook for our industry as a whole. If, as a result of COVID-19, credit agencies downgrade our credit ratings, or general market conditions were to ascribe higher risk to our credit rating levels, our access to capital and cost of debt financing may be negatively impacted and certain of our existing commercial agreements may require us to post collateral; the continuing impact of the COVID-19 pandemic could also negatively impact our compliance with our financial covenants under our credit facilities. In addition, the terms of future debt agreements could include more restrictive covenants.
- The trading prices for our common shares and the securities of other companies in our industry have been highly volatile as a result of the COVID-19 pandemic and a recession, depression or other sustained adverse market event resulting from the COVID-19 pandemic could materially and adversely affect the financial markets, the value of our common shares and our ability to obtain equity or debt financing on favorable or acceptable terms.

The COVID-19 pandemic continues to rapidly evolve, and additional material impacts and disruptions are likely to occur. These and other factors, which may worsen, can be expected to have a material adverse impact on our business, operations, financial results and capital resources. The ultimate impact of the COVID-19 pandemic on us is highly uncertain and subject to change and will depend on future developments, which cannot be accurately predicted, including the duration of the pandemic, continued emergence of new strains of COVID-19, the availability of an effective vaccine and the speed with which it is administered to the public, additional or modified government actions, new information that will emerge concerning the severity and impact of COVID-19 and the actions taken to contain COVID-19 or address its impact in the short and long-term, among others. We do not yet know and cannot predict the full extent of potential impacts on our business, our services and business offerings or our operating results and financial condition.

## **ITEM 1B. UNRESOLVED STAFF COMMENTS**

None

## **ITEM 2. PROPERTIES**

We lease and own numerous facilities worldwide with larger concentrations of space in Kentucky, New Jersey, California, Mexico, Guatemala, India, the Philippines, Jamaica and Romania. Our owned and leased facilities house general offices, sales offices, service locations, call centers and distribution centers. The size of our property portfolio as of December 31, 2020 was approximately 5.9 million square feet at an annual operating cost (lease costs and expenses) of approximately \$158 million and was composed of 207 leased properties and 4 owned properties. We believe that our current facilities are suitable and adequate for our current businesses. Because of the interrelation of our business segments, each of the segments uses substantially all of these properties at least in part.

We had 0.6 million square feet of our leased and owned properties that became surplus in 2020 due to the implementation of our efficiency initiatives to consolidate our real estate footprint. We aggressively managed our surplus properties through early terminations and subleasing of leased properties and the sale of owned properties. As a result, approximately 0.8 million square feet of the surplus property portfolio were resolved during the year ended December 31, 2020. Additional leased and owned properties may become surplus in the future as we continue to optimize our workforce location strategy based on existing conditions and leverage enhanced work-from-home capabilities. We are obligated to maintain our leased surplus properties through required contractual lease periods and plan to dispose of or sublease these properties.

## **ITEM 3. LEGAL PROCEEDINGS**

The information set forth under Note 17 – Contingencies and Litigation to the Consolidated Financial Statements in Part II, Item 8 is incorporated herein by reference.

## **ITEM 4. MINE SAFETY DISCLOSURES**

Not applicable.

Part II

**ITEM 5. MARKET FOR THE REGISTRANT'S COMMON EQUITY, RELATED STOCKHOLDER MATTERS AND ISSUER PURCHASES OF EQUITY SECURITIES**

**Stock Exchange Information**

The common stock of Conduent began trading on January 3, 2017, on the New York Stock Exchange, under the ticker "CNDT". In December 2019, Conduent changed the listing of its publicly traded common stock from the New York Stock Exchange to the NASDAQ, where it remains listed under the ticker "CNDT".

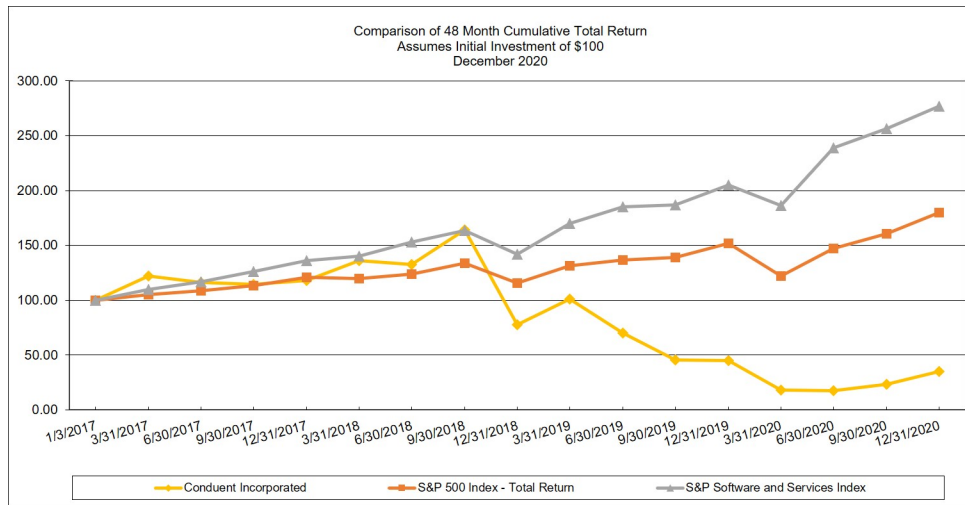
**Common Shareholders of Record**

There were 24,475 shareholders of record as of January 31, 2021.

**Conduent Common Stock Dividends**

We did not pay any dividends on our common stock in 2020. We intend to retain future earnings for use in the operation of our business and to fund future growth. We do not anticipate paying any dividends on our common stock for the foreseeable future.

**Performance Graph**



**Sales of Unregistered Securities During the Quarter Ended December 31, 2020**

None

**Securities Authorized for Issuance Under Existing Equity Compensation Plans**

Information about securities authorized for issuance under existing equity compensation plans is incorporated by reference from Item 12—Securities Authorized for Issuance Under Existing Equity Compensation Plans.



## ITEM 6. SELECTED FINANCIAL DATA

In accordance with amendments to Regulation S-K effective February 10, 2021, we have elected to early apply the guidance allowing for the omission of selected financial data for each of the five prior fiscal years.

### QUARTERLY RESULTS OF OPERATIONS (Unaudited)

<i>(in millions, except per-share data)</i>	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Full Year
<b>2020</b>					
Revenues	\$ 1,051	\$ 1,016	\$ 1,041	\$ 1,055	\$ 4,163
Costs and Expenses	1,102	1,080	1,054	1,066	4,302
<b>Loss before Income Taxes</b>	<b>(51)</b>	<b>(64)</b>	<b>(13)</b>	<b>(11)</b>	<b>(139)</b>
Income tax (benefit) expense	(2)	(13)	(6)	—	(21)
<b>Net Loss</b>	<b>\$ (49)</b>	<b>\$ (51)</b>	<b>\$ (7)</b>	<b>\$ (11)</b>	<b>\$ (118)</b>
<b>Loss per Share<sup>(2)</sup>:</b>					
Basic	\$ (0.24)	\$ (0.25)	\$ (0.04)	\$ (0.07)	\$ (0.61)
Diluted	\$ (0.24)	\$ (0.25)	\$ (0.04)	\$ (0.07)	\$ (0.61)
<b>2019</b>					
Revenues	\$ 1,158	\$ 1,112	\$ 1,098	\$ 1,099	\$ 4,467
Costs and Expenses <sup>(1)</sup>	1,496	2,231	1,112	1,734	6,573
<b>Loss before Income Taxes</b>	<b>(338)</b>	<b>(1,119)</b>	<b>(14)</b>	<b>(635)</b>	<b>(2,106)</b>
Income tax (benefit) expense	(30)	(90)	2	(54)	(172)
<b>Net Loss</b>	<b>\$ (308)</b>	<b>\$ (1,029)</b>	<b>\$ (16)</b>	<b>\$ (581)</b>	<b>\$ (1,934)</b>
<b>Loss per Share<sup>(2)</sup>:</b>					
Basic	\$ (1.49)	\$ (4.94)	\$ (0.09)	\$ (2.76)	\$ (9.29)
Diluted	\$ (1.49)	\$ (4.94)	\$ (0.09)	\$ (2.76)	\$ (9.29)

(1) First quarter, second quarter, fourth quarter and full year 2019 include goodwill impairment charge of \$284 million, \$1.1 billion, \$601 million and approximately \$2.0 billion, respectively. Refer to Note 9 – Goodwill and Intangible Assets, Net to the Consolidated Financial Statements included in Item 8 of this Form 10-K for further discussion.

(2) The sum of quarterly loss per share may differ from the full-year amounts due to rounding.

## ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following Management's Discussion and Analysis (MD&A) is intended to help the reader understand the results of operations and financial condition of Conduent. This MD&A is provided as a supplement to, and should be read in conjunction with, our Consolidated Financial Statements and the accompanying notes in this Form 10-K for the year ended December 31, 2020. This MD&A provides additional information about our operations, current developments, financial condition, cash flows and results of operations.

Throughout the MD&A, we refer to various notes to our Consolidated Financial Statements which appear in Item 8 of this Form 10-K, and the information contained in such notes is incorporated by reference into the MD&A in the places where such references are made.

### Overview

With revenues of \$4.2 billion, we are a leading provider of business process services with expertise in transaction-intensive processing, analytics and automation. We serve as a trusted business partner in both the front office and back office, enabling personalized, seamless interactions on a massive scale that improve end-user experience.

Headquartered in Florham Park, New Jersey, we have a team of approximately 63,000 people as of December 31, 2020, servicing customers from service centers in 22 countries. In 2020, 10% of our revenue was generated outside the U.S.

Our reportable segments correspond to how we organize and manage the business and are aligned to the industries in which our clients operate.

We organize and manage our businesses through three reportable segments.

- **Commercial Industries** – Our Commercial Industries segment provides business process services and customized solutions to clients in a variety of industries. Across the Commercial Industries segment, we operate on our clients' behalf to deliver mission-critical solutions and services to reduce costs, improve efficiencies and enable revenue growth for our clients and their consumers and employees.
- **Government Services** – Our Government Services segment provides government-centric business process services to U.S. federal, state and local and foreign governments for public assistance, health services, program administration, transaction processing and payment services. Our solutions in this segment help governments respond to changing rules for eligibility and increasing citizen expectations.
- **Transportation** – Our Transportation segment provides systems and support, as well as revenue-generating services, to government clients. On behalf of government agencies and authorities in the transportation industry, we deliver mission-critical mobility and payment solutions that improve automation, interoperability and decision-making to streamline operations, increase revenue and reduce congestion while creating safer communities and seamless travel experiences for consumers.

### Significant 2020 Actions

- **Strong new business signings results** – A strong year of new business with total contract value (TCV) signings of \$1,934 million in 2020, representing an increase of 94% compared to that of the prior year period.
- **Draw down on revolver** – In March 2020, we drew down \$150 million of our \$750 million Senior Credit Facility (Revolver) as a precautionary measure in response to the COVID-19 pandemic. This amount was repaid in December 2020.
- **Cost savings initiative** – Beginning in the first quarter of 2020, we expanded the focus of our efficiency initiatives to include both permanent and temporary cost efficiencies, aimed to offset as much of the COVID-19 related negative impacts as possible. We announced an initial target amount of approximately \$100 million of cost savings impact in 2020 and subsequently increased this amount throughout the year. We achieved approximately \$145 million of cost savings impact in 2020 in both permanent savings, such as headcount and vendor optimization, and temporary savings, such as furloughs and reduced travel.
- **Operational improvements** – We have made significant progress on our “Growth”, “Quality”, and “Efficiency” initiatives by leveraging changes to people, process, and technology. Specific actions have included standardizing governance processes for client implementations, account management, and incident response, centralizing and enhancing the salesforce, restructuring to leverage a shared services model and addressing spans and layers, instituting a global IT command center, continuing to make progress on the data center consolidation plan, among others. These actions have resulted in improvements across the “Growth”, “Quality”, and “Efficiency” pillars. For example, we have shown a significant reduction of the number of technology-related incidents and outages, improvements in associate satisfaction survey results, and increases in service level agreement payments from customers.

### Significant 2019 Actions

- **Business acquisition** – In January 2019, we acquired Health Solution Plus, a software provider of healthcare payer administration solutions for a total base consideration of \$90 million. This acquisition is part of the Commercial Industries segment. Refer to Note 5 – Business Acquisition to the Consolidated Financial Statements for additional information regarding this acquisition.
- **Disposition** – In February 2019, we completed the sale of a portfolio of select standalone customer care contracts for \$25 million. The business sold represented \$36 million and \$439 million of revenues in 2019 and 2018, respectively. Refer to Note 4 – Divestiture to the Consolidated Financial Statements for additional information regarding this sale.
- **Litigation settlement** – In February 2019, we reached a settlement agreement and release with the State of Texas (“State”) and the Texas Department of Health and Human Services, which was amended in May 2019 (“Texas Agreement”). Pursuant to the terms of the Texas Agreement, the Company was required to pay the State \$236 million, of which \$118 million was paid in 2019 and the remaining \$118 million paid in January 2020. Refer to Note 17 – Contingencies and Litigation to the Consolidated Financial Statements for additional information regarding this litigation settlement.
- **Goodwill impairment** – During 2019, we performed interim goodwill impairment assessments for all our reporting units which resulted in a cumulative impairment charge of \$2.0 billion. Refer to Note 9 – Goodwill and Intangible Assets, Net to the Consolidated Financial Statements for details regarding the facts and circumstances that led to this impairment charge.

### COVID-19 Outbreak

Throughout the COVID-19 pandemic, we have continued to provide critical and best-in-class services to our customers and their end-users, while ensuring the health and safety of our associates. To address the potential impact to our business over the near-term, our Business Continuity team established a proactive plan in the first quarter of 2020 that has continued throughout the year, which includes:

- Supporting our associates with a number of specific initiatives, including making improvements to our policies to extend short term disability, providing extra supplemental sick leave coverage and introducing a hardship leave policy.
- Increased sanitation and social distancing for required on-site essential associates.

At the end of 2020, approximately 75% of our workforce had shifted to work-from-home. We will start a slow and measured approach to bring associates back to our offices, as appropriate. This will be a phased process based on the specific COVID-19 conditions in certain geographies, as well as, business requirements.

As the crisis continues, we may revise our approach to these initiatives or take additional actions to meet the needs of our employees, customers and their end-users as well as the Company's needs and to continue to provide our mission-critical services and solutions.

For the year ended December 31, 2020, we estimated an \$85 million unfavorable impact on revenue was attributable to the COVID-19 pandemic or COVID-19 related effects. In addition to reductions in certain direct costs, we also achieved certain temporary cost savings associated with our cost reduction program which were estimated to be \$59 million for the year ended December 31, 2020. These temporary cost actions were primarily driven by pandemic related furloughs, reduced travel, vendor and facilities spend. The estimated effect of the COVID-19 pandemic on our pre-tax income, which includes the net revenue impact, incremental costs and benefit from temporary cost savings was a reduction of \$23 million for the year ended December 31, 2020.

Refer to the discussion of results of operations below for additional discussion of COVID-19 pandemic related effects.

#### **Critical Accounting Policies**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP) requires us to make estimates and assumptions in certain circumstances that affect amounts reported in the accompanying Consolidated Financial Statements and notes thereto. In preparing our Consolidated Financial Statements, we have made our best estimates and judgments of certain amounts included in the Consolidated Financial Statements giving due consideration to materiality. However, application of these accounting policies involves the exercise of judgment and use of assumptions as to future uncertainties and, as a result, actual results could differ from these estimates. Senior management has discussed the development and selection of the critical accounting policies, estimates and related disclosures included herein with the Audit Committee of the Board of Directors. We consider these as critical to understanding our Consolidated Financial Statements, as their application places the most significant demands on management's judgment, since financial reporting results rely on estimates of the effects of matters that are inherently uncertain. In instances where different estimates could have reasonably been used, we disclose the impact of these different estimates on our operations. In certain instances, the accounting rules are prescriptive; therefore, it would not have been possible to reasonably use different estimates. Changes in assumptions and estimates are reflected in the period in which they occur. The impact of such changes could be material to our results of operations and financial condition in any quarterly or annual period.

Specific risks associated with these critical accounting policies are discussed in the MD&A, where such policies affect our reported and expected financial results. For a detailed discussion of the application of these and other accounting policies, refer to Note 1 – Basis of Presentation and Summary of Significant Accounting Policies to the Consolidated Financial Statements.

#### **Leases**

The Company determines if an arrangement is a lease at the inception of the contract and whether that lease meets the classification criteria of a finance or operating lease. The Company accounts for lease and non-lease components separately for its equipment leases, based on the estimated standalone price of each component, and combines lease and non-lease components for its real estate leases. The Company's leases generally do not provide an implicit rate; therefore, the Company uses its incremental borrowing rate as the discount rate when measuring operating lease liabilities. The incremental borrowing rate represents an estimate of the interest rate the Company would incur at lease commencement to borrow an amount equal to the lease payments on a

collateralized basis over the term of a lease within a particular currency environment. Refer to Note 1 – Basis of Presentation and Summary of Significant Accounting Policies for additional information regarding our lease accounting policies.

### Revenue Recognition

Application of the accounting principles in U.S. GAAP related to the measurement and recognition of revenue requires us to make judgments and estimates. Complex arrangements with nonstandard terms and conditions may require significant contract interpretation to determine the appropriate accounting. Refer to Note 1 – Basis of Presentation and Summary of Significant Accounting Policies and Note 2 – Revenue to the Consolidated Financial Statements for additional information regarding our revenue recognition policies.

### Intangible Assets

The fair values of identifiable intangible assets are primarily estimated using an income approach. These estimates include market participant assumptions and require projected financial information, including assumptions about future revenue growth and costs necessary to facilitate the projected growth. Other key inputs include assumptions about technological obsolescence, customer attrition rates, brand recognition, the allocation of projected cash flows to identifiable intangible assets and discount rates. We regularly review for impairment intangible assets with finite lives whenever events or changes in circumstances indicate the carrying amount of an asset may not be recoverable. Factors we consider important which could trigger an impairment review include the following:

- significant underperformance relative to historical or projected future operating results;
- significant changes in the manner of our use of the acquired assets or the strategy for our overall business; and
- significant negative industry or economic trends.

When we determine that the carrying value of intangibles and long-lived assets may not be recoverable based upon the existence of one or more of the above indicators of potential impairment, we assess whether an impairment has occurred based on whether net book value of the assets exceeds the related projected undiscounted cash flows from these assets groups. We consider a number of factors, including past operating results, budgets, economic projections, market trends and product development cycles in estimating future cash flows. Differing estimates and assumptions as to any of the factors described above could result in a materially different impairment charge, if any, and thus materially different results of operations.

### Goodwill

Goodwill is not amortized but rather tested for impairment annually, or more frequently if an event or circumstance indicates that impairment may have been incurred. Events or circumstances that might indicate an interim evaluation is warranted include, among other things, unexpected adverse business conditions, macro and reporting unit specific economic factors, supply costs, unanticipated adverse events or conditions impacting revenues, cash flows or profitability, unanticipated competitive activities and acts by governments and courts.

Application of the interim and annual goodwill impairment test requires judgment, including the identification of reporting units, assignment of assets and liabilities to reporting units, assignment of goodwill to reporting units and the assessment of the fair value of each reporting unit. We currently have six reporting units which support our three reportable segments: Customer Experience Management, Business Operations Solutions, Commercial Healthcare and Human Resources and Learning Services (together comprising Commercial Industries), Government Services and Transportation.

Our annual quantitative impairment test of goodwill was performed as of October 1, 2020.

In our quantitative test, we estimate the fair value of each reporting unit by weighting the results from the income approach (discounted cash flow methodology) and market approach. These valuation approaches require significant judgment and consider several factors that include, but are not limited to, expected future cash flows, growth rates and discount rates and comparable multiples from publicly traded companies in our industry. In addition, we are required to make certain assumptions and estimates regarding the current economic environment, industry factors and the future profitability of our businesses.

When performing our discounted cash flow analysis for each reporting unit, we incorporate the use of projected financial information and discount rates that are developed using market participant-based assumptions. The cash-flow projections are based on three-year financial forecasts developed by management that include revenue and expense projections, restructuring activities, capital spending trends and investment in working capital to support anticipated revenue growth or other changes in the business. The selected discount rates consider the risk and nature of the respective reporting units' cash flows, appropriate capital structure and rates of return that market participants would require to invest their capital in our reporting units.

We believe these assumptions are appropriate and reflect our forecasted long-term business model and consider our historical results as well as the current economic environment and markets that we serve. The most significant assumption used in the goodwill analysis relates to the discount rates (ranging from 12.25% to 13.00%) and long-term organic growth rates (ranging from 2.5% to 3.0%) for the reporting units within the Commercial Industries, Government Services and Transportation reportable segments.

Based on our quantitative assessments, we concluded that the fair value of our reporting units exceeded their respective carrying values and, accordingly, we did not record any goodwill impairment charge in the year ended December 31, 2020.

During 2019, we performed interim goodwill impairment assessments for all our reporting units which resulted in a cumulative impairment charge of \$2.0 billion. Refer to Note 9 – Goodwill and Intangible Assets, Net to the Consolidated Financial Statements for details regarding the facts and circumstances that led to this impairment charge.

## Income Taxes

We are subject to income taxes in the United States and numerous foreign jurisdictions. The determination of our provision for income taxes requires significant judgment, the use of estimates and the interpretation and application of complex tax laws. Our provision is based on nonrecurring events as well as recurring factors, including the taxation of foreign income. In addition, our provision will change based on discrete or other nonrecurring events such as audit settlements, tax law changes, changes in valuation allowances and other factors, that may not be predictable. In the event that there is a significant unusual or one-time item recognized in our operating results, the taxes attributable to that item would be separately calculated and recorded at the same time as the unusual or one-time item.

We record the estimated future tax effects of temporary differences between the tax bases of assets and liabilities and amounts reported in our Consolidated Balance Sheets, as well as operating loss and tax credit carryforwards. We follow very specific and detailed guidelines in each tax jurisdiction regarding the recoverability of any tax assets recorded in our Consolidated Balance Sheets and provide valuation allowances as required. We regularly review our deferred tax assets for recoverability considering historical profitability, projected future taxable income, the expected timing of the reversals of existing temporary differences and tax planning strategies. Gross deferred tax assets of \$294 million and \$309 million had valuation allowances of \$83 million and \$72 million at December 31, 2020 and 2019, respectively.

We are subject to ongoing tax examinations and assessments in various jurisdictions. Accordingly, we may incur additional tax expense based upon our assessment of the more-likely-than-not outcomes of such matters. In addition, when applicable, we adjust previously recorded tax expense to reflect examination results. Our ongoing assessments of the more-likely-than-not outcomes of examinations and related tax positions require judgment and can materially increase or decrease our effective tax rate, as well as impact our operating results. Unrecognized tax benefits were \$23 million, \$24 million and \$20 million at December 31, 2020, 2019 and 2018, respectively.

Refer to Note 16 – Income Taxes to the Consolidated Financial Statements for additional information regarding deferred income taxes and unrecognized tax benefits.

## Loss Contingencies

We are currently involved in various claims and legal proceedings. At least quarterly, we review the status of each significant matter and assess its potential financial exposure considering all available information including, but not limited to, the impact of negotiations, settlements, rulings, advice of legal counsel and other updated information and events pertaining to a particular matter. If the potential loss from any claim or legal proceeding is considered probable and the amount can be reasonably estimated, we accrue a liability for the estimated loss. Significant judgment is required in both the determination of probability and the determination as to whether an exposure is reasonably estimable. Because of uncertainties related to these matters, accruals are based only on the best information available at the time. As additional information becomes available, we reassess the potential liability related to pending claims and litigation and may revise estimates. These revisions in the estimates of the potential liabilities could have a material impact on the results of operations and financial position.

Refer to Note 17 – Contingencies and Litigation to the Consolidated Financial Statements for additional information regarding loss contingencies.

## Recent Accounting Changes

See Note 1 – Basis of Presentation and Summary of Significant Accounting Policies for information on accounting standards adopted during the current year, as well as recently issued accounting standards not yet required to be adopted and the expected impact of the adoption of these accounting standards. To the extent we believe the adoption of new accounting standards has had or will have a material impact on our consolidated results of operations, financial condition or liquidity, we also discuss the impact in the applicable section(s) of this MD&A.

## Other Developments

### *SEC Rule - Modernize and Enhance Management's Discussion and Analysis and other Financial Disclosures*

In November 2020, the SEC adopted amendments to modernize, simplify and enhance certain financial disclosures called for by Regulation S-K, and related rules and forms, in a manner that reduces the costs and burdens on registrants while continuing to provide material information to investors. The amendments are also designed to improve the readability and navigability of disclosure documents, and discourage repetition and disclosure of immaterial information.

The provisions of the rule that have the most significant impact on our disclosures under Regulation S-K and the content of this Form 10-K include: (i) elimination of the requirement to include a five year financial highlights table in the Form 10-K; (ii) amending the requirement to present quarterly financial information for the two most recent years in tabular form to a principals-based approach to discuss material retrospective changes; (iii) elimination of the requirement to present a tabular summary of contractual obligations; (iv) adding a requirement to state the principal objectives of the MD&A; and (v) adding a requirement to present and discuss critical accounting estimates in the MD&A.

We will be required to comply with these amendments for our Form 10-K for the year ended December 31, 2021. Early application is permitted for each amended item. We have elected to apply the guidance to eliminate the disclosure of the five-year highlights for this Form 10-K for the year ended December 31, 2020.

**Financial Information**

The section below provides a comparative discussion of our consolidated results of operations for the year ended December 31, 2020 and 2019. See Item 7. MD&A—Financial Information in our Annual Report on Form 10-K for the year ended December 31, 2019, for a comparative discussion of our consolidated results of operations between 2019 and 2018.

(in millions)	Year Ended December 31,		2020 vs. 2019	
	2020	2019	\$ Change	% Change
Revenue	\$ 4,163	\$ 4,467	\$ (304)	(7)%
<b>Operating Costs and Expenses</b>				
Cost of services (excluding depreciation and amortization)	3,209	3,494	\$ (285)	(8)%
Selling, general and administrative (excluding depreciation and amortization)	468	479	\$ (11)	(2)%
Research and development (excluding depreciation and amortization)	1	8	(7)	(88)%
Depreciation and amortization	459	459	—	— %
Restructuring and related costs	67	71	(4)	(6)%
Interest expense	60	78	(18)	(23)%
Goodwill impairment	—	1,952	(1,952)	n/m
Loss on divestitures and transaction costs	17	25	(8)	(32)%
Litigation costs, net	20	17	3	18 %
Other (income) expenses, net	1	(10)	11	(110)%
<b>Total Operating Costs and Expenses</b>	<b>4,302</b>	<b>6,573</b>	<b>(2,271)</b>	
<b>Loss Before Income Taxes</b>	<b>(139)</b>	<b>(2,106)</b>	<b>1,967</b>	
Income tax expense (benefit)	(21)	(172)	151	
<b>Net Loss</b>	<b>\$ (118)</b>	<b>\$ (1,934)</b>	<b>\$ 1,816</b>	

**Revenue**

Revenue for 2020 decreased, compared to the prior year, mainly driven by lost business and the effects of the COVID-19 pandemic across our Commercial and Transportation segments. These were partially offset by increases from the ramp of new business and increases in COVID-19 related revenues in our Government segment.

We estimated approximately \$85 million of the revenue decline for the year was attributable to the net effect of the COVID-19 pandemic or COVID-19 related effects.

**Cost of Services (excluding depreciation and amortization)**

Cost of services for 2020 decreased, compared to the prior year, mainly driven by lost business, our efficiency initiatives and cost actions. Also contributing to the decline were lower costs to support volume loss resulting from the effects of the COVID-19 pandemic.

**Selling, General and Administrative (SG&A) (excluding depreciation and amortization)**

SG&A for 2020 declined, compared to the prior year, mainly driven by reductions in real estate costs, lower corporate overhead costs and reductions in labor costs, including reductions in 401(k) costs, partially offset by increases in certain other employee costs.



## Depreciation and Amortization

Depreciation and amortization (D&A) for 2020 was flat compared to the prior year due to D&A on new capital expenditure spend being offset by the run-off of D&A on older assets.

## Restructuring and Related Costs

We engage in a series of restructuring programs related to downsizing our employee base, reducing our real estate footprint, exiting certain activities, outsourcing certain internal functions, consolidating our data centers and engaging in other actions designed to reduce our cost structure and improve productivity. The following are the components of our Restructuring and related costs:

(in millions, except headcount in whole numbers)	Year Ended December 31,	
	2020	2019
Severance and related costs	\$ 14	\$ 28
Data center consolidation	23	21
Termination, asset impairment and other costs	22	18
<b>Total Net Current Period Charges</b>	<b>59</b>	<b>67</b>
Consulting and other costs <sup>(1)</sup>	8	4
<b>Restructuring and Related Costs</b>	<b>\$ 67</b>	<b>\$ 71</b>
Reduction in headcount <sup>(2)</sup>	1,600	1,300

(1) Represents professional support costs associated with certain strategic transformation programs.

(2) Relates to headcount reductions worldwide associated with Severance and related costs

Refer to Note 10 – Restructuring Programs and Related Costs to the Consolidated Financial Statements for additional information regarding our restructuring programs.

## Interest Expense

Interest expense represents interest on long-term debt and the amortization of debt issuance costs. The decrease in Interest expense for 2020, compared to the prior year, was driven primarily by lower interest rates, partially offset by a higher average debt balance that resulted from the \$150 million withdrawn from our Senior Revolving Credit Facility (Revolver) in March 2020. Refer to Note 12 – Debt to the Consolidated Financial Statements for additional information.

## Goodwill Impairment

There was no goodwill impairment identified for 2020. The goodwill impairment for 2019 related to the write-down of the carrying values of all of the reporting units. Refer to Note 9 – Goodwill and Intangible Assets, Net to the Consolidated Financial Statements for additional information.

### Loss on Divestitures and Transaction Costs

The costs included in 2020 amount consist of professional fees related to the strategic review by the Company's Board of Directors and reserves for certain divestiture related litigation. The costs in 2019 consist of transaction and related costs, changes in estimates related to losses on divestitures and a loss on sale of assets.

### Litigation Costs, Net

Net litigation costs for 2020 primarily consist of reserves for various matters that are subject to litigation and costs related to certain reimbursement matters with our former parent company, Xerox Corporation. Net litigation costs for 2019 consist primarily of the recognition of the \$13 million discount on the fair value of the Texas litigation liability established in 2018, due to the 2019 acceleration of the payment terms of the settlement.

Refer to Note 17 – Contingencies and Litigation to the Consolidated Financial Statements for additional information.

### Other (Income) Expenses, Net

Other (income) expenses, net primarily includes foreign currency transaction losses (gains), interest income and the Student Loan business shut-down costs.

### Income Taxes

The 2020 effective tax rate was 15.1%, compared to 8.2% for 2019. The 2020 rate was lower than the U.S. statutory rate of 21% primarily due to geographic mix of income, tax settlements and valuation allowances partially offset by tax credits. The 2019 rate was lower than the statutory rate, primarily due to the goodwill impairment charge being partially non-deductible for tax and the geographic mix of income, partially offset by U.S. federal tax credits and tax benefits recognized on the sale of a portfolio of select standalone customer care contracts to Skyview Capital LLC.

Excluding the impact of amortization, restructuring and discrete tax items the normalized effective tax rate for 2020 was 27.3%. The normalized effective tax rate of 30.0% for 2019, was predominately impacted by the exclusion of the impact of goodwill impairment, divestitures, the Texas litigation reserve, amortization and restructuring. The decline in the normalized effective tax rate from 2019 to 2020 is attributable to an increase in tax credits, favorable changes to certain U.S. tax rules and geographic mix of income in 2020.

The Company believes it is reasonably possible that unrecognized tax benefits of approximately \$14 million will reverse within 12 months due to anticipated audit settlements.

On March 27, 2020, the Coronavirus Aid, Relief, and Economic Security Act (the CARES Act) was signed into law. The CARES Act provides for various tax relief and tax incentive measures. The payment of the employer share of payroll taxes for the remainder of 2020 was deferred to 2021 and 2022 under the CARES Act, which provided a temporary operating cash flow benefit. The CARES Act also retroactively allowed for the immediate recovery of qualified improvement property (QIP) costs rather than over a 39 year recovery period, resulting in additional tax deductions for 2018 and 2019. Lastly, the CARES Act provided an elective five-year carry back for net operating losses (NOLs) incurred in taxable years starting after December 31, 2017, and before January 1, 2021. This allowed the Company to carry back the loss it incurred in 2019 to 2018, resulting in a tax refund.

## Operations Review of Segments

Our financial performance is based on Segment Profit/(Loss) and Segment Adjusted EBITDA for the following three segments:

- Commercial Industries,
- Government Services, and
- Transportation.

Other includes our divestitures and our Student Loan business, which the Company exited in the third quarter of 2018.

Unallocated Costs includes IT infrastructure costs that are shared by multiple reportable segments, enterprise application costs and certain corporate overhead expenses not directly attributable or allocated to our reportable segments.

The section below provides a comparative discussion of our financial performance by segment between the year ended December 31, 2020 and 2019. As described in Note 3 – Segment Reporting to our Consolidated Financial Statements, in 2020 we realigned our sales organization and certain shared IT and other allocated functions and reallocated certain costs that were previously included in the Shared IT/Infrastructure and Corporate Costs (now referred to as Unallocated Costs) to each of the reportable segments. All prior periods presented have been recast to reflect these changes. We include a discussion of our recast financial performance by segment for the years ended December 31, 2019 and 2018 immediately after the discussion of financial performance for the years ended December 31, 2020 and 2019 below.

### Segment Performance Review - 2020 compared to 2019

<i>(in millions)</i>	Commercial Industries	Government Services	Transportation	Other		Unallocated Costs	Total
				Divestitures	Other		
<b>Year Ended Dec 31, 2020</b>							
Total Revenue	\$ 2,163	\$ 1,281	\$ 719	\$ —	\$ —	\$ —	\$ 4,163
Segment profit (Loss)	\$ 150	\$ 372	\$ 82	\$ —	\$ 9	\$ (348)	\$ 265
Adjusted EBITDA	\$ 258	\$ 397	\$ 117	\$ —	\$ 2	\$ (294)	\$ 480
% of Total Revenue	52.0 %	30.8 %	17.2 %	— %	— %	— %	100.0 %
Adjusted EBITDA Margin	11.9 %	31.0 %	16.3 %	— %	— %	— %	11.5 %
<b>Year Ended Dec 31, 2019</b>							
Total Revenue	\$ 2,385	\$ 1,263	\$ 781	\$ 36	\$ 2	\$ —	\$ 4,467
Segment profit (Loss)	\$ 270	\$ 279	\$ 69	\$ 1	\$ (1)	\$ (345)	\$ 273
Adjusted EBITDA	\$ 376	\$ 311	\$ 108	\$ 1	\$ (1)	\$ (301)	\$ 494
% of Total Revenue	53.4 %	28.3 %	17.5 %	0.8 %	— %	— %	100.0 %
Adjusted EBITDA Margin	15.8 %	24.6 %	13.8 %	2.8 %	(50.0)%	— %	11.1 %

## Commercial Industries Segment

### Revenue

Commercial Industries revenue for 2020 decreased, compared to the prior year, due to an estimated \$158 million of negative COVID-19 impacts as well as prior year lost business. This pressure was partially offset by new business ramp. The COVID-19 impact is primarily due to the following year-over-year changes: 1) lower transaction processing volumes for clients within our BOS service offering, 2) reduced workers compensation claims and commercial healthcare claims processing in our Commercial Healthcare Solutions service offering, 3) reduced revenue from our HSA offering "BenefitWallet" (within our HRLS business) as a result of interest rate reductions, 4) slightly reduced call volumes within our CXM service offering across travel and retail clients, and 5) COVID-19 related delays of new business ramp across multiple clients and offerings.

### Segment Profit and Adjusted EBITDA

Decreases in the Commercial Industries segment profit and adjusted EBITDA for 2020, compared to the prior year, were mainly driven by overall revenue declines, one-time items, certain employee costs and the adverse effects of the COVID-19 pandemic, partially offset by reductions from the cost savings program.

## Government Services Segment

### Revenue

Government Services revenue for 2020 increased, compared to the prior year, primarily driven by an estimated \$149 million of COVID-19 related benefit. These increases were partially offset by prior year contract losses. The COVID-19 benefit is largely driven by the following year-over-year changes: 1) increases in the Supplemental Nutrition Assistance Program (SNAP) volumes and Pandemic SNAP volumes, 2) an increase in the number of citizens to which we distribute unemployment insurance benefits, and 3) incremental additional unemployment insurance benefit distributions provided by the CARES Act.

### Segment Profit and Adjusted EBITDA

Increases in the Government Services segment profit and adjusted EBITDA for 2020, compared to the prior year, were primarily driven by higher margin revenue mix due to COVID-19, the cost savings program and lower IT costs associated with contract losses.

## Transportation Segment

### Revenue

Transportation revenue for 2020 decreased, compared to the prior year, primarily driven by an estimated \$76 million of negative COVID-19 related volume impacts as well as lost business, partially offset by the ramp of new business. The COVID-19 related impacts were primarily driven by volume pressure in the Curbside Management Solutions and Roadway Charging & Management service offerings, as well as volume pressure and project delays in the Transit Solutions service offering.

### Segment Profit and Adjusted EBITDA

Transportation segment profit and adjusted EBITDA for 2020 increased, compared to the prior year, primarily driven by the cost savings program and revenue mix.

**Other**

*Revenue*

Other revenue for 2020 decreased, compared to the prior year, driven mainly by the divestiture completed in early 2019.

*Segment Profit (Loss) and Adjusted EBITDA*

Increase in Other segment profit for 2020 compared to the prior year, was primarily due to the adjustment to the remaining California Medicaid Management Information System settlement liability of \$7 million as a result of the contract expiration in March 2020. This benefit was removed from adjusted EBITDA for segment reporting purposes due to its non-recurring nature.

**Unallocated Costs**

Improvements in adjusted EBITDA within our Unallocated Costs for 2020, compared to the prior year, were mainly driven by the efficiencies created by the cost reduction initiative, partially offset by an increase in costs incurred due to the effects of the COVID-19 pandemic and an increase in certain employee costs.

**Segment Performance Review - 2019 compared to 2018**

<i>(in millions)</i>	Commercial Industries	Government Services	Transportation	Other		Unallocated Costs	Total
				Divestitures	Other		
<b>Year Ended December 31, 2019</b>							
Total Revenue	\$ 2,385	\$ 1,263	\$ 781	\$ 36	\$ 2	\$ —	\$ 4,467
Segment profit (Loss)	\$ 270	\$ 279	\$ 69	\$ 1	\$ (1)	\$ (345)	\$ 273
Adjusted EBITDA	\$ 376	\$ 311	\$ 108	\$ 1	\$ (1)	\$ (301)	\$ 494
% of Total Revenue	53.4 %	28.3 %	17.4 %	0.8 %	— %	— %	100.0 %
Adjusted EBITDA Margin	15.8 %	24.6 %	13.8 %	2.8 %	(50.0)%	— %	11.1 %
<b>Year Ended December 31, 2018</b>							
Total Revenue	\$ 2,550	\$ 1,351	\$ 729	\$ 752	\$ 11	\$ —	\$ 5,393
Segment profit (Loss)	\$ 346	\$ 296	\$ 61	\$ 98	\$ (4)	\$ (375)	\$ 422
Adjusted EBITDA	\$ 454	\$ 328	\$ 99	\$ 105	\$ (2)	\$ (344)	\$ 640
% of Total Revenue	47.3 %	25.1 %	13.5 %	13.9 %	0.2 %	— %	100.0 %
Adjusted EBITDA Margin	17.8 %	24.3 %	13.6 %	14.0 %	(18.2)%	— %	11.9 %

**Commercial Industries Segment**

*Revenue*

Commercial Industries revenue for 2019 decreased, compared to the prior year, primarily driven by contract losses, volume pressure, price pressure upon renewals, strategic exits and currency fluctuations. These losses were partially offset by revenue from new contracts.

*Segment Profit and Adjusted EBITDA*

Decreases in the Commercial Industries segment profit and adjusted EBITDA margin for 2019, compared to the prior year, were mainly driven by the overall revenue declines, partially offset by reductions in labor and real estate costs from our efficiency initiatives.

## Government Services Segment

### Revenue

Government Services revenue for 2019 decreased, compared to the prior year, primarily driven by contract losses and pricing and scope changes associated with a large renewal. These declines were partially offset by ramp of new business.

### Segment Profit and Adjusted EBITDA

Decreases in the Government Services segment profit and adjusted EBITDA margin for 2019, compared to the prior year, were mainly driven by lower revenue, partially offset by lower IT and delivery costs.

## Transportation Segment

### Revenue

Transportation revenue for 2019 increased, compared to the prior year, primarily driven by ramp of new business and volume increases.

### Segment Profit and Adjusted EBITDA

Transportation segment profit and adjusted EBITDA margin for 2019 increased, compared to the prior year, mainly driven by increased revenue and reduced labor and real estate costs from our efficiency initiatives.

## Other

### Revenue

Other revenue for 2019 decreased, compared to the prior year, driven mainly by the divestitures completed in 2018 and 2019 and the run-off of our Student Loan Services business.

### Segment Profit (Loss) and Adjusted EBITDA

Decreases in Other segment profit and adjusted EBITDA for 2019, compared to the prior year, were primarily due to divestitures completed in 2019 and 2018 and the run-off of our Student Loan Services business.

## Unallocated Costs

Improvements in segment loss and adjusted EBITDA within our Unallocated Costs for 2019, compared to the prior year, were mainly due to reductions in IT and corporate overhead costs.

## Metrics

### Signings

Signings are defined as estimated future revenues from contracts signed during the period, including renewals of existing contracts. TCV is the estimated total contractual revenue related to signed contracts, excluding the impact of divested business as required.

For the year ended December 31, 2020, the Company signed \$1,934 million of new business, representing a 94% increase compared to the prior year. Renewal TCV for the year ended December 31, 2020 was \$2,809 million, an increase of 26% compared to the prior year.

## Table of Contents

The amounts in the following table exclude divestitures.

(in millions)	Year Ended December 31,		2020 vs. 2019	
	2020	2019	\$ Change	% Change
New business TCV	\$ 1,934	\$ 996	\$ 938	94 %
Renewals TCV	2,809	2,230	579	26 %
Total Signings	\$ 4,743	\$ 3,226	\$ 1,517	47 %
New business annual recurring revenue (ARR) signings <sup>(1)</sup>	\$ 353	\$ 281	\$ 72	26 %
New business non-recurring revenue (NRR) signings <sup>(2)</sup>	\$ 255	\$ 166	\$ 89	54 %

(1) New business ARR measures the revenue from recurring services provided to the client for any new business signing. ARR represents the recurring services provided to a customer with the opportunity for renewal at the end of the contract term.

(2) New business NRR measures the non-recurring revenue for any new business signing, including (i) signing value of any contract with term less than 12 months and (ii) signing value of project based revenue, not expected to continue long term.

Total signings for 2020 increased, compared to the prior year, primarily due to strong conversion of the pipeline as a result of centralizing the sales organization, new sales leadership, top-grading and expanding of sales headcount, new sales bidding processes, and a simplified go-to-market strategy, among other initiatives.

## Capital Resources and Liquidity

As of December 31, 2020 and 2019, total cash and cash equivalents were \$450 million (of which approximately \$150 million was cash in foreign locations) and \$496 million (of which approximately \$124 million was cash in foreign locations), respectively. The Company also has a \$750 million revolving line of credit for its various cash needs, of which \$7 million has been utilized for letters of credit as of December 31, 2020.

As of December 31, 2020, there were \$1.5 billion outstanding borrowings under our Credit Agreement of which \$82 million was due within one year. Refer to Note 12 – Debt to the Consolidated Financial Statements for additional debt information.

In January 2019, we acquired Health Solution Plus, a software provider of healthcare payer administration solutions for a total base consideration of \$90 million. This acquisition is part of the Commercial Industries segment. Refer to Note 5 – Business Acquisition to the Consolidated Financial Statements for additional information regarding this acquisition.

In February 2019, we reached a settlement agreement and release with the State of Texas ("State") and the Texas Department of Health and Human Services, which was amended in May 2019 ("Texas Agreement"). Pursuant to the terms of the Texas Agreement, the Company was required to pay the State \$236 million, of which \$118 million was paid in 2019 and the remaining \$118 million paid in January 2020. Refer to Note 17 – Contingencies and Litigation to the Consolidated Financial Statements for additional information regarding this litigation settlement.

Refer to the *Capital Market Activity* section below for additional information regarding our capital activity.

## Cash Flow Analysis

The following summarizes our cash flows for the two years ended December 31, 2020, as reported in our Consolidated Statements of Cash Flows in the accompanying Consolidated Financial Statements:

(in millions)	Year Ended December 31,		Change	
	2020	2019	2020 vs. 2019	
Net cash provided by (used in) operating activities	\$ 161	\$ 132	\$ 29	
Net cash provided by (used in) investing activities	(134)	(310)	176	
Net cash provided by (used in) financing activities	(74)	(85)	11	

## Operating Activities

## Table of Contents

The net improvement in cash flow from operating activities of \$29 million, compared to the prior year, was primarily attributable to the deferral of payroll taxes allowed by the CARES Act and other COVID-19 related relief of \$57 million, lower income tax payments of \$47 million and other working capital changes of \$44 million, partially offset by the timing of collection of receivables of \$119 million.

### Investing Activities

The decrease in cash used in investing activities of \$176 million, compared to the prior year, was primarily due to the HSP acquisition in 2019 and decreased spending for capital expenditures. Spending related to modernizing our IT infrastructure for both customer-facing and internal functions continued but was on a downward trajectory compared to the higher 2019 and 2018 levels.

### Financing Activities

The decrease in cash used in financing activities for 2020, compared to the prior year, was primarily due to lower tax payments related to stock compensation of \$10 million for the year ended December 31, 2020, compared to \$21 million for the prior year.

### Sales of Accounts Receivable

The net impact from the sales of accounts receivable on net cash provided by (used in) operating activities for the years ended December 31, 2020, 2019 and 2018 was \$(22) million, \$51 million and \$23 million, respectively. The net impact from the sales of accounts receivable represents the difference between current and prior year fourth quarter accounts receivable sales adjusted for the effects of: (i) collections prior to the end of the year and (ii) currency.

### Financial Instruments

Refer to Note 13 – Financial Instruments to the Consolidated Financial Statements for additional information.

### Contractual Cash Obligations and Other Commercial Commitments and Contingencies

At December 31, 2020, we had the following contractual cash obligations and other commercial commitments and contingencies:

(in millions)	2021	2022	2023	2024	2025	Thereafter
Total debt, including finance lease obligations <sup>(1)</sup>	\$ 90	\$ 598	\$ 804	\$ 36	\$ —	\$ —
Interest on debt <sup>(2)</sup>	42	41	30	9	5	—
Minimum operating lease commitments <sup>(3)</sup>	95	71	47	37	27	59
Estimated Purchase Commitments <sup>(4)</sup>	67	24	11	3	—	—
<b>Total</b>	<b>\$ 294</b>	<b>\$ 734</b>	<b>\$ 892</b>	<b>\$ 85</b>	<b>\$ 32</b>	<b>\$ 59</b>

(1) Total debt represents principal debt and finance leases. Refer to Note 12 – Debt to the Consolidated Financial Statements for additional information regarding debt.

(2) Refer to Note 12 – Debt in the Consolidated Financial Statements for additional information.

(3) Refer to Note 8 – Leases to the Consolidated Financial Statements for additional information.

(4) We enter other purchase commitments with vendors in the ordinary course of business, generally IT-related expenditures. Our policy with respect to all purchase commitments is to record losses, if any, when they are probable and reasonably estimable. We currently do not have, nor do we anticipate, material loss contracts.



### Other Contingencies and Commitments

As more fully discussed in Note 17 – Contingencies and Litigation to the Consolidated Financial Statements, we are involved in a variety of claims, lawsuits, investigations and proceedings concerning: securities law; governmental entity contracting, servicing and procurement law; intellectual property law; employment law; the Employee Retirement Income Security Act (ERISA); and other laws and regulations. In addition, guarantees, indemnifications and claims may arise during the ordinary course of business from relationships with suppliers, customers and non-consolidated affiliates. Nonperformance under a contract including a guarantee, indemnification or claim could trigger an obligation of the Company.

We determine whether an estimated loss from a contingency should be accrued by assessing whether a loss is deemed probable and can be reasonably estimated. Should developments in any of these areas cause a change in our determination as to an unfavorable outcome and result in the need to recognize a material accrual, or should any of these matters result in a final adverse judgment or be settled for significant amounts, they could have a material adverse effect on our results of operations, cash flows and financial position in the period or periods in which such change in determination, judgment or settlement occurs.

### Off-Balance Sheet Arrangements

As of December 31, 2020, we do not believe we have any off-balance sheet arrangements that have, or are reasonably likely to have, a material current or future effect on financial condition, changes in financial condition, revenues or expenses, results of operations, liquidity, capital expenditures or capital resources.

In addition, refer to the preceding table for the Company's contractual cash obligations and other commercial commitments and Note 17 – Contingencies and Litigation to the Consolidated Financial Statements for additional information regarding contingencies, guarantees and indemnifications.

## ITEM 7A. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

### Market Risk

We are exposed to market risk from foreign currency exchange rates, which could affect operating results, financial position and cash flows. We manage our exposure to this market risk through our regular operating and financing activities and, when appropriate, through the use of derivative financial instruments. We utilized derivative financial instruments to hedge economic exposures, as well as reduce earnings and cash flow volatility resulting from shifts in market rates. We also hedge the cost to fund material non-dollar entities by buying currencies periodically in advance of the funding date. This is accounted for using derivative accounting.

Recent market events have not caused us to materially modify or change our financial risk management strategies with respect to our exposures to foreign currency risk. Refer to Note 13 – Financial Instruments to the Consolidated Financial Statements for additional discussion on our financial risk management.

### Foreign Exchange Risk Management

Assuming a 10% appreciation or depreciation in foreign currency exchange rates from the quoted foreign currency exchange rates at December 31, 2020, the potential change in the fair value of foreign currency-denominated assets and liabilities in each entity would not be significant because all material currency asset and liability exposures were economically hedged as of December 31, 2020. A 10% appreciation or depreciation of the U.S. Dollar against all currencies from the quoted foreign currency exchange rates at December 31, 2020 would have an impact on our cumulative translation adjustment portion of equity of approximately \$60 million. The net amount invested in foreign subsidiaries and affiliates, primarily in the U.K. and Europe, and translated into U.S. Dollars using the year-end exchange rates, was approximately \$596 million at December 31, 2020.

### Interest Rate Risk Management

The consolidated weighted-average interest rates related to our total debt for 2020 approximated 2.34% for Term A Loan due 2022, 3.82% for Term B Loan due 2023, 10.90% for Senior Notes due 2024 and 5.29% for finance lease obligations. As of December 31, 2020, \$1,470 million of our total debt of \$1,528 million carried variable interest rates. The fair values of our fixed rate financial instruments are sensitive to changes in interest rates and at December 31, 2020, a 10% increase in market interest rates would decrease the fair values of such financial instruments by less than \$1 million. A 10% decrease in market interest rates would increase the fair values of such financial instruments by less than \$1 million.

## ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA

### Report of Independent Registered Public Accounting Firm

To the Board of Directors and Shareholders of Conduent Incorporated

#### ***Opinions on the Financial Statements and Internal Control over Financial Reporting***

We have audited the accompanying consolidated balance sheets of Conduent Incorporated and its subsidiaries (the "Company") as of December 31, 2020 and 2019, and the related consolidated statements of income (loss), of comprehensive income (loss), of shareholders' equity and of cash flows for each of the three years in the period ended December 31, 2020, including the related notes and schedule of valuation and qualifying accounts for each of the three years in the period ended December 31, 2020 appearing under Item 15(a) (2) (collectively referred to as the "consolidated financial statements"). We also have audited the Company's internal control over financial reporting as of December 31, 2020, based on criteria established in Internal Control - Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2020 and 2019, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2020 in conformity with accounting principles generally accepted in the United States of America. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 31, 2020, based on criteria established in Internal Control - Integrated Framework (2013) issued by the COSO.

#### ***Changes in Accounting Principles***

As discussed in Note 1 to the consolidated financial statements, the Company changed the manner in which it accounts for leases in 2019 and the manner in which it accounts for revenues from contracts with customers in 2018.

#### ***Basis for Opinions***

The Company's management is responsible for these consolidated financial statements, for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, included in Management's Report on Internal Control over Financial Reporting appearing under Item 9A. Our responsibility is to express opinions on the Company's consolidated financial statements and on the Company's internal control over financial reporting based on our audits. We are a public accounting firm registered with the Public Company Accounting Oversight Board (United States) (PCAOB) and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement, whether due to error or fraud, and whether effective internal control over financial reporting was maintained in all material respects.

Our audits of the consolidated financial statements included performing procedures to assess the risks of material misstatement of the consolidated financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. Our audit of internal control over financial reporting included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audits also included performing such other procedures as we considered necessary in the circumstances. We believe that our audits provide a reasonable basis for our opinions.

### **Definition and Limitations of Internal Control over Financial Reporting**

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

### **Critical Audit Matters**

The critical audit matter communicated below is a matter arising from the current period audit of the consolidated financial statements that was communicated or required to be communicated to the audit committee and that (i) relates to accounts or disclosures that are material to the consolidated financial statements and (ii) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which it relates.

#### *Goodwill Impairment Assessment*

As described in Notes 1 and 9 to the consolidated financial statements, the Company's consolidated goodwill balance was \$1,528 million as of December 31, 2020. The goodwill associated with the Commercial Industries reportable segment, Government Services reportable segment and Transportation reportable segment was \$837 million, \$623 million and \$68 million, respectively. Management tests goodwill for impairment annually or more frequently if an event or change in circumstances indicate the asset may be impaired. As disclosed by management, the annual quantitative impairment test of goodwill was performed as of October 1, 2020. Impairment testing for goodwill is done at the reporting unit level. The fair value of reporting units is determined using a combination of both an income approach and a market approach. The income approach utilizes a discounted cash flow analysis based upon the forecasted future business results of reporting units. The market approach utilizes the guideline public company method. If the fair value of a reporting unit is less than its carrying amount, an impairment charge would be recognized for the amount by which the carrying amount exceeds the reporting unit's fair value, not to exceed the total amount of goodwill allocated to the reporting unit. There was no impairment identified for the year ended December 31, 2020. As disclosed by management, the most significant assumptions used in the goodwill analysis relate to the long-term organic growth rates as well as the discount rates.

The principal considerations for our determination that performing procedures relating to the goodwill impairment assessment is a critical audit matter are (i) the significant judgment by management when determining the fair value measurement of the reporting units; (ii) a high degree of auditor judgment, effort, and subjectivity in performing procedures to evaluate management's cash flow projections and significant assumptions related to the long-term organic growth rates and the discount rates; and (iii) the audit effort involved the use of professionals with specialized skill and knowledge.

Addressing the matter involved performing procedures and evaluating audit evidence in connection with forming our overall opinion on the consolidated financial statements. These procedures included testing the effectiveness of controls relating to the Company's goodwill impairment assessment, including controls over the determination of the fair value of the Company's reporting units. These procedures also included, among others, testing management's process for determining the fair value estimate; evaluating the appropriateness of the discounted cash flow analysis;

testing the completeness, accuracy and relevance of underlying data used in the estimate; and evaluating the significant assumptions used by management related to the long-term organic growth rates and the discount rates. Evaluating management's assumptions related to the long-term organic growth rates involved evaluating whether the assumptions used were reasonable considering (i) the current and past performance of each reporting unit; (ii) the consistency with external market and industry data; and (iii) whether these assumptions were consistent with evidence obtained in other areas of the audit. Professionals with specialized skill and knowledge were used to assist in the evaluation of the Company's discounted cash flow analysis and certain significant assumptions, including the discount rates.

/s/ PricewaterhouseCoopers LLP

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Florham Park, New Jersey

February 24, 2021

We have served as the Company's auditor since 2016.

**REPORTS OF MANAGEMENT**

***Management's Responsibility for Financial Statements***

Our management is responsible for the integrity and objectivity of all information presented in this annual report. The consolidated financial statements were prepared in conformity with accounting principles generally accepted in the United States of America and include amounts based on management's best estimates and judgments. Management believes the consolidated financial statements fairly reflect the form and substance of transactions and that the financial statements fairly represent the Company's financial position and results of operations.

The Audit Committee of the Board of Directors, which is composed solely of independent directors, meets regularly with the independent registered public accountants, PricewaterhouseCoopers LLP, the internal auditors and representatives of management to review accounting, financial reporting, internal control and audit matters, as well as the nature and extent of the audit effort. The Audit Committee is responsible for the engagement of the independent registered public accountants. The independent registered public accountants and internal auditors have free access to the Audit Committee.

/s/ CLIFFORD SKELTON  
Chief Executive Officer

/s/ BRIAN WEBB-WALSH  
Chief Financial Officer

/s/ STEPHEN WOOD  
Corporate Controller & Principal Accounting Officer

**CONDUENT INCORPORATED**  
**CONSOLIDATED STATEMENTS OF INCOME (LOSS)**

(in millions, except per-share data)	Year Ended December 31,		
	2020	2019	2018
<b>Revenue</b>	\$ 4,163	\$ 4,467	\$ 5,393
<b>Operating Costs and Expenses</b>			
Cost of services (excluding depreciation and amortization)	3,209	3,494	4,182
Selling, general and administrative (excluding depreciation and amortization)	468	479	560
Research and development (excluding depreciation and amortization)	1	8	11
Depreciation and amortization	459	459	460
Restructuring and related costs	67	71	81
Interest expense	60	78	112
Loss on extinguishment of debt	—	—	108
Goodwill impairment	—	1,952	—
Loss on divestitures and transaction costs	17	25	42
Litigation costs, net	20	17	227
Other (income) expenses, net	1	(10)	5
<b>Total Operating Costs and Expenses</b>	<b>4,302</b>	<b>6,573</b>	<b>5,788</b>
<b>Loss Before Income Taxes</b>	<b>(139)</b>	<b>(2,106)</b>	<b>(395)</b>
Income tax expense (benefit)	(21)	(172)	21
<b>Net Loss</b>	<b>\$ (118)</b>	<b>\$ (1,934)</b>	<b>\$ (416)</b>
<b>Basic Loss per Share</b>	<b>\$ (0.61)</b>	<b>\$ (9.29)</b>	<b>\$ (2.06)</b>
<b>Diluted Loss per Share</b>	<b>\$ (0.61)</b>	<b>\$ (9.29)</b>	<b>\$ (2.06)</b>

The accompanying notes are an integral part of these Consolidated Financial Statements.

**CONDUENT INCORPORATED**  
**CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS)**

(in millions)	Year Ended December 31,		
	2020	2019	2018
<b>Net Loss</b>	\$ (118)	\$ (1,934)	\$ (416)
<b>Other Comprehensive Income (Loss), Net<sup>(1)</sup></b>			
Currency translation adjustments, net	8	3	(31)
Reclassification of currency translation adjustments on divestitures	—	15	42
Reclassification of divested benefit plans and other	—	(1)	62
Unrecognized gains (losses), net	—	1	1
Changes in benefit plans, net	1	—	—
<b>Other Comprehensive Income (Loss), Net</b>	9	18	74
<b>Comprehensive Loss, Net</b>	\$ (109)	\$ (1,916)	\$ (342)

(1) All amounts are net of tax. Tax effects were immaterial. Refer to Note 20 – Other Comprehensive Income (Loss) for information about pre-tax amounts.

The accompanying notes are an integral part of these Consolidated Financial Statements.



**CONDUENT INCORPORATED**  
**CONSOLIDATED BALANCE SHEETS**

	December 31,	
	2020	2019
<i>(in millions, except share data in thousands)</i>		
<b>Assets</b>		
Cash and cash equivalents	\$ 450	\$ 496
Accounts receivable, net	670	652
Contract assets	151	155
Other current assets	306	283
<b>Total current assets</b>	<b>1,577</b>	<b>1,586</b>
Land, buildings and equipment, net	305	342
Operating lease right-of-use assets	246	271
Intangible assets, net	187	426
Goodwill	1,528	1,502
Other long-term assets	413	387
<b>Total Assets</b>	<b>\$ 4,256</b>	<b>\$ 4,514</b>
<b>Liabilities and Equity</b>		
Current portion of long-term debt	\$ 90	\$ 50
Accounts payable	182	198
Accrued compensation and benefits costs	237	174
Unearned income	133	108
Other current liabilities	450	647
<b>Total current liabilities</b>	<b>1,092</b>	<b>1,177</b>
Long-term debt	1,420	1,464
Deferred taxes	97	111
Operating lease liabilities	207	229
Other long-term liabilities	108	91
<b>Total Liabilities</b>	<b>2,924</b>	<b>3,072</b>
Contingencies (See Note 17)		
Series A convertible preferred stock	142	142
Common stock	2	2
Additional paid-in capital	3,899	3,890
Retained earnings (deficit)	(2,313)	(2,185)
Accumulated other comprehensive loss	(398)	(407)
<b>Total Equity</b>	<b>1,190</b>	<b>1,300</b>
<b>Total Liabilities and Equity</b>	<b>\$ 4,256</b>	<b>\$ 4,514</b>
Shares of common stock issued and outstanding	212,074	211,511
Shares of series A convertible preferred stock issued and outstanding	120	120

*The accompanying notes are an integral part of these Consolidated Financial Statements.*

**CONDUENT INCORPORATED**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**

(in millions)	Year Ended December 31,		
	2020	2019	2018
<b>Cash Flows from Operating Activities:</b>			
Net income (loss)	\$ (118)	\$ (1,934)	\$ (416)
Adjustments required to reconcile net income (loss) to cash flows from operating activities:			
Depreciation and amortization	459	459	460
Contract inducement amortization	2	3	3
Goodwill impairment	—	1,952	—
Deferred income taxes	(21)	(220)	(75)
Loss from investments	(3)	(4)	(2)
Amortization of debt financing costs	7	7	11
Loss on extinguishment of debt	—	—	108
Loss on divestitures and sales of fixed assets, net	6	8	—
Stock-based compensation	20	24	38
Allowance for doubtful accounts	2	3	—
Changes in operating assets and liabilities:			
Accounts receivable	(14)	107	133
Other current and long-term assets	(36)	(14)	(111)
Accounts payable and accrued compensation	39	(15)	(14)
Restructuring liabilities	—	10	8
Other current and long-term liabilities	(174)	(257)	161
Net change in income tax assets and liabilities	(8)	3	(17)
Other operating, net	—	—	(4)
Net cash provided by (used in) operating activities	161	132	283
<b>Cash Flows from Investing Activities:</b>			
Cost of additions to land, buildings and equipment	(76)	(148)	(179)
Proceeds from sale of land, buildings and equipment	—	2	13
Cost of additions to internal use software	(63)	(67)	(45)
Payments for acquisitions, net of cash acquired	—	(90)	—
Proceeds (payments) from divestitures, net of cash	5	(7)	675
Other investing, net	—	—	(4)
Net cash provided by (used in) investing activities	(134)	(310)	460
<b>Cash Flows from Financing Activities:</b>			
Proceeds from revolving credit facility and other loans	155	—	—
Payments on revolving credit facility	(150)	—	—
Payments on debt	(55)	(54)	(519)
Debt issuance fee payments	—	—	(3)
Premium on debt redemption	—	—	(95)
Payment of contingent consideration related to acquisition	(4)	—	—
Taxes paid for settlement of stock-based compensation	(10)	(21)	(10)
Dividends paid on preferred stock	(10)	(10)	(10)
Net cash provided by (used in) financing activities	(74)	(85)	(637)
Effect of exchange rate changes on cash, cash equivalents and restricted cash	—	3	(8)
Increase (decrease) in cash, cash equivalents and restricted cash	(47)	(260)	98
Cash, Cash Equivalents and Restricted Cash at Beginning of Period	505	765	667
<b>Cash, Cash Equivalents and Restricted Cash at End of period<sup>(1)</sup></b>	<b>\$ 458</b>	<b>\$ 505</b>	<b>\$ 765</b>

(1) Includes \$8 million, \$9 million and \$9 million of restricted cash as of the years ended December 31, 2020, 2019 and 2018, respectively, that was included in Other current assets on their respective Consolidated Balance Sheets.

The accompanying notes are an integral part of these Consolidated Financial Statements.

**CONDUENT INCORPORATED**  
**CONSOLIDATED STATEMENTS OF SHAREHOLDERS' EQUITY**

(in millions)	Common Stock	Additional Paid-in Capital	Retained Earnings	AOCL <sup>(1)</sup>	Conduent Shareholders' Equity
<b>Balance at December 31, 2017</b>	\$ 2	\$ 3,850	\$ 171	\$ (494)	\$ 3,529
Dividend - preferred stock, \$80/per share	—	—	(10)	—	(10)
Cumulative effect of accounting change - revenue standard	—	—	17	—	17
Reclassification of amounts impacted by Tax Reform	—	—	5	(5)	—
Stock option and incentive plans, net	—	28	—	—	28
Comprehensive Income (Loss):					
Net Loss	—	—	(416)	—	(416)
Other comprehensive income (loss), net	—	—	—	74	74
<b>Total Comprehensive Income (Loss), Net</b>	<b>—</b>	<b>—</b>	<b>(416)</b>	<b>74</b>	<b>(342)</b>
<b>Balance at December 31, 2018</b>	<b>\$ 2</b>	<b>\$ 3,878</b>	<b>\$ (233)</b>	<b>\$ (425)</b>	<b>\$ 3,222</b>
Dividend - preferred stock, \$80/per share	—	—	(10)	—	(10)
Cumulative effect of accounting change - lease standard	—	—	(8)	—	(8)
Stock option and incentive plans, net	—	12	—	—	12
Comprehensive Income (Loss):					
Net Loss	—	—	(1,934)	—	(1,934)
Other comprehensive income (loss), net	—	—	—	18	18
<b>Total Comprehensive Income (Loss), Net</b>	<b>—</b>	<b>—</b>	<b>(1,934)</b>	<b>18</b>	<b>(1,916)</b>
<b>Balance at December 31, 2019</b>	<b>\$ 2</b>	<b>\$ 3,890</b>	<b>\$ (2,185)</b>	<b>\$ (407)</b>	<b>\$ 1,300</b>
Dividend - preferred stock, \$80/per share	—	—	(10)	—	(10)
Stock option and incentive plans, net	—	9	—	—	9
Comprehensive Income (Loss):					
Net Loss	—	—	(118)	—	(118)
Other comprehensive income (loss), net	—	—	—	9	9
<b>Total Comprehensive Income (Loss), Net</b>	<b>—</b>	<b>—</b>	<b>(118)</b>	<b>9</b>	<b>(109)</b>
<b>Balance at December 31, 2020</b>	<b>\$ 2</b>	<b>\$ 3,899</b>	<b>\$ (2,313)</b>	<b>\$ (398)</b>	<b>\$ 1,190</b>

(1) AOCL - Accumulated other comprehensive loss.

The accompanying notes are an integral part of these Consolidated Financial Statements.

**CONDUENT INCORPORATED**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

**Note 1 – Basis of Presentation and Summary of Significant Accounting Policies**

References herein to “we,” “us,” “our,” the “Company” and “Conduent” refer to Conduent Incorporated and its consolidated subsidiaries unless the context suggests otherwise.

**Description of Business**

As one of the largest business process services companies in the world, Conduent delivers mission-critical services and solutions on behalf of businesses and governments – creating exceptional outcomes for its clients and the millions of people who count on them. Through people, process, expertise in transaction-intensive processing and technology such as analytics and automation, Conduent’s services and solutions create value by improving efficiencies, reducing costs and enabling revenue growth. A majority of Fortune 100 companies and over 500 government entities depend on Conduent every day to manage their business processes and essential interactions with their end-users. The Company’s portfolio includes industry-focused solutions in attractive growth markets such as healthcare and transportation, as well as solutions that serve multiple industries such as transaction processing, customer care, human resource solutions and payment services.

**Basis of Presentation**

The Company’s Consolidated Financial Statements included the historical basis of assets, liabilities, revenues and expenses of the individual businesses of the Company, including joint ventures and partnerships over which the Company has a controlling financial interest. The Company has prepared the Consolidated Financial Statements pursuant to the rules and regulations of the SEC. Certain reclassifications have been made to prior years’ amounts to conform to the current year presentation. All intercompany transactions and balances have been eliminated.

The Company has evaluated subsequent events through February 24, 2021 and no material subsequent events were identified.

Conduent Incorporated is a New York corporation, organized in 2016. Our common stock began trading on January 3, 2017, on the New York Stock Exchange, under the ticker “CNDT”. In December 2019, Conduent changed the listing of its publicly traded common stock from the New York Stock Exchange to the NASDAQ Global Select Market (NASDAQ), where it remains listed under the ticker “CNDT”.

**Use of Estimates**

The Company prepared the Consolidated Financial Statements using financial information available at the time of preparation, which requires it to make estimates and assumptions that affect the amounts reported. The Company’s most significant estimates pertain to the intangible assets, valuation of goodwill, contingencies and litigation and income taxes. These estimates are based on management’s best knowledge of current events, historical experience, and on various other assumptions that are believed to be reasonable under the circumstances. As a result, actual results may be different from these estimates.

As of December 31, 2020, the impact of the outbreak of the COVID-19 pandemic continues to unfold. As a result, many of our estimates and assumptions required increased judgment and carry a higher degree of variability and volatility. As events continue to evolve and additional information becomes available, our estimates may change materially in the future.

## New Accounting Standards

**Income Taxes:** In December 2019, the Financial Accounting Standards Board (FASB) issued final guidance that simplifies the accounting for income taxes by eliminating some exceptions to the general approach in Accounting Standards Codification (ASC) 740, Income Taxes. The Company has analyzed the guidance and this guidance is not expected to have a material impact on the Company's income tax provision. The Company is not early adopting the guidance; as such, the guidance will be effective beginning in tax year 2021.

**Reference Rate Reform:** In March 2020, the FASB issued updated guidance relating to the accounting for the discontinuation of the London Inter-bank Offered Rate (LIBOR), referred to as the reference rate reform. This guidance provides practical expedients and exceptions for applying U.S. GAAP to contracts, hedging relationships and other transactions affected by the reference rate reform if certain criteria are met. This guidance is applicable to contract modifications that replace a reference LIBOR rate affected by reference rate reform. The amendments may be applied through December 31, 2022. The Company is currently evaluating the impact of the new guidance on its consolidated financial statements.

## Recently Adopted Accounting Standards

**Credit Losses:** In June 2016, the FASB updated the accounting guidance related to measurement of credit losses on financial instruments, which requires financial assets measured at amortized cost to be presented at the net amount expected to be collected. The guidance replaces the incurred loss model with an expected loss model referred to as current expected credit loss (CECL). The CECL model requires us to measure lifetime expected credit losses for financial instruments held at the reporting date using historical experience, current conditions and reasonable supportable forecasts. The Company adopted the new guidance as of January 1, 2020 and the adoption of the new guidance did not have a material impact on its Consolidated Financial Statements.

## Summary of Accounting Policies

### Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand, including money market funds and investments with original maturities of three months or less.

### Receivable Sales

In 2020, 2019 and 2018, the Company sold certain accounts receivable and derecognized the corresponding receivable balance. Refer to Note 6 – Accounts Receivable, Net for more details on the Company's receivable sales.

### Land, Buildings and Equipment

Land, buildings and equipment are recorded at cost. Buildings and equipment are depreciated over their estimated useful lives. Leasehold improvements are depreciated over the shorter of the lease term or the estimated useful life. Significant improvements are capitalized and maintenance and repairs are expensed when incurred.

Refer to Note 7 – Land, Buildings, Equipment and Software, Net for further discussion.

### Internal Use and Product Software

**Internal Use Software:** The Company capitalizes direct costs associated with developing, purchasing or otherwise acquiring software for internal use and amortizes these costs on a straight-line basis over the expected useful life of the software, beginning when the software is implemented. Costs for upgrades and enhancements that will not result in additional functionality are expensed as incurred. Amounts incurred for Internal Use Software are included in Cash Flows from Investing Activities.

**Product Software:** The Company also capitalizes certain costs related to the development of software solutions to be sold to its customers upon reaching technological feasibility. These costs are amortized on a straight-line basis over the estimated economic life of the software. Amounts incurred for Product Software are included in Cash Flows from Operations. The Company performs annual reviews to ensure that unamortized Product Software costs remain recoverable from estimated future operating profits (net realizable value or NRV). Costs to support or service licensed software are charged to Costs of services as incurred.

Internal use and Product software are included in Other long-term assets on the Company's Consolidated Balance Sheets. Refer to Note 7 – Land, Buildings, Equipment and Software, Net for further information.

### **Cloud Computing Arrangements**

The Company incurs costs to implement cloud computing arrangements that are hosted by third party vendors. Implementation costs associated with cloud computing arrangements are capitalized when incurred during the application development phase. Amortization is calculated on a straight-line basis over the contractual term of the cloud computing arrangement, which includes renewal options that are reasonably certain to be exercised. Capitalized amounts related to such arrangements are recorded within Other current assets and Other long-term assets in the Consolidated Balance Sheets. The amortization expense and the associated hosting fees are included in Cost of services and Selling, general and administrative expenses, depending on the nature of the underlying use of the cloud computing arrangement, in the Company's Consolidated Statements of Income (Loss).

Refer to Note 7 – Land, Buildings, Equipment and Software, Net for further information.

### **Leases**

The Company adopted the new lease guidance as of January 1, 2019, using the cumulative-effect adjustment transition method, which applies the provisions of the standard at the effective date without adjusting the comparative periods presented. The Company determines if an arrangement is a lease at the inception of the contract and whether that lease meets the classification criteria of a finance or operating lease. The Company has operating and finance leases for real estate and equipment. Operating leases are included in Operating lease ROU assets, Other current liabilities, and Operating lease liabilities in our Consolidated Balance Sheets. Finance leases are included in Land, buildings and equipment, net, Current portion of long-term debt, and Long-term debt in the Company's Consolidated Balance Sheets.

ROU assets represent the Company's right to use an underlying asset for the lease term and lease liabilities represent the Company's obligation to make lease payments arising from the lease. ROU assets and liabilities are recognized at the commencement date based on the net present value of lease payments over the lease term using the Company's incremental borrowing rates or implicit rates. The Company's lease terms may include options to extend or terminate the lease when it is reasonably certain that the Company will exercise that option based on economic factors. The Company recognizes operating fixed lease expense and finance lease depreciation on a straight-line basis over the lease term. Variable lease expense is recognized in the period in which the obligation for those payments is incurred. The Company accounts for lease and non-lease components separately for its equipment leases, based on the estimated standalone price of each component, and combines lease and non-lease components for its real estate leases.

Refer to Note 8 – Leases for further information.

### **Goodwill**

For acquired businesses, the Company records the acquired assets and assumed liabilities based on their relative fair values at the date of acquisitions (commonly referred to as the purchase price allocation). Goodwill represents the excess of the purchase price paid in excess of the fair value of net tangible and intangible assets acquired. For the Company's business acquisitions, the purchase price is allocated to identifiable intangible assets separate from goodwill if they are from contractual or other legal rights, or if they could be separated from the acquired business and sold, transferred, licensed, rented or exchanged.

The Company tests goodwill for impairment annually or more frequently if an event or change in circumstances indicate the asset may be impaired. Impairment testing for goodwill is done at the reporting unit level. The Company determined the fair value of its reporting units utilizing a combination of both an Income Approach and a Market Approach. The Income Approach utilizes a discounted cash flow analysis based upon the forecasted future business results of its reporting units. The Market Approach utilizes the guideline public company method. If the fair value of a reporting unit is less than its carrying amount, an impairment charge would be recognized for the amount by which the carrying amount exceeds the reporting unit's fair value, not to exceed the total amount of goodwill allocated to the reporting unit

Refer to Note 9 – Goodwill and Intangible Assets, Net for further information.

#### **Other Intangible Assets**

Other intangible assets primarily consist of assets acquired through business combinations, primarily installed customer base. Other intangible assets are amortized on a straight-line basis over their estimated economic lives unless impairment is identified.

Refer to Note 9 – Goodwill and Intangible Assets, Net for further information.

#### **Impairment of Long-Lived Assets**

The Company reviews the recoverability of its long-lived assets, including buildings, equipment, internal use software, product software, right-of-use assets and other intangible assets, when events or changes in circumstances occur that indicate that the carrying value of the asset may not be recoverable. The assessment of possible impairment is based on the Company's ability to recover the carrying value of the asset from the expected future cash flows (undiscounted and without interest charges) of the related operations. If these cash flows are less than the carrying value of such asset, an impairment loss is recognized for the difference between estimated fair value and carrying value. The Company's primary measure of fair value is based on forecasted cash flows.

#### **Income Taxes**

The Company accounts for income taxes under the asset and liability method. Deferred tax assets and liabilities are based on differences between U.S. GAAP reporting and tax bases of assets or liabilities and based on current tax laws, regulations and rates.

The recognition of deferred tax assets requires an assessment to determine the realization of such assets. Management establishes valuation allowances on deferred tax assets when it is determined "more-likely-than-not" that some portion or all of the deferred tax assets may not be realized. Management considers positive and negative evidence in evaluating the ability of the Company to realize its deferred tax assets, including its historical results and forecasts of future ability to realize its deferred tax assets, including projected future taxable income, the expected timing of the reversals of existing temporary differences and tax planning strategies.

The Company is subject to ongoing tax examinations and assessments in various jurisdictions. The Company has unrecognized tax benefits for uncertain tax positions. The Company follows U.S. GAAP which prescribes a recognition threshold and measurement attribute for the financial statement recognition and measurement of a tax position taken or expected to be taken in a tax return. The Company's ongoing assessments of the more-likely-than-not outcomes of the examinations and related tax positions require judgment and can materially increase or decrease its effective tax rate, as well as impact its operating results.

On December 22, 2017, the U.S. enacted the Tax Cuts and Jobs Act (Tax Reform). The Tax Reform includes a tax on global intangible low-taxed income ("GILTI"), which imposes a U.S. tax on certain income earned by the Company's foreign subsidiaries. The Company elected to treat the tax on GILTI as a period cost when incurred and therefore, no deferred taxes for GILTI were recognized for the year ended December 31, 2020.

On December 27, 2020, the Consolidated Appropriations Act, 2021, was signed into law, which provides for coronavirus related tax relief as well as an omnibus appropriations package that extends various expiring tax provisions. The work opportunity tax credit has been extended through December 31, 2025, and a 100% deduction for the cost of business meals is allowed for 2021 and 2022, which will provide a permanent benefit. The Consolidated Appropriations Act is not expected to have a material impact on the Company's income tax provision.

Refer to Note 16 – Income Taxes for further discussion.

#### **Foreign Currency Translation and Re-measurement**

The functional currency for most foreign operations is the local currency. Net assets are translated at current rates of exchange and income, expense and cash flow items are translated at average exchange rates for the applicable period. The translation adjustments are recorded in Accumulated other comprehensive loss.

The U.S. Dollar is used as the functional currency for certain foreign subsidiaries that conduct their business in U.S. Dollars. A combination of current and historical exchange rates is used in re-measuring the local currency transactions of these subsidiaries and the resulting exchange adjustments are recorded in Currency (gains) and losses within other expenses, net together with other foreign currency re-measurements.

#### **Revenue Recognition**

The Company adopted the new revenue standard as of January 1, 2018, using the modified retrospective method. The Company recognizes revenue when control of the promised goods or services is transferred to its customers, in an amount that reflects the consideration that the Company expects to receive in exchange for those goods or services.

The Company's contracts with customers often include promises to transfer multiple products and services to a customer. Determining whether products and services are considered distinct performance obligations that should be accounted for separately, versus together, may require judgment. Typically, the Company's contracts include performance obligation(s) to stand-ready on a daily or monthly basis to provide services to the customers. Under a stand-ready obligation, the evaluation of the nature of our performance obligation is focused on each time increment rather than the underlying activities. Accordingly, the promise to stand-ready is accounted for as a single-series performance obligation.

Once the Company determines the performance obligations, the Company determines the transaction price, which is based on fixed and variable consideration. Typical forms of variable consideration include variable pricing based on the number of transactions processed or usage-based pricing arrangements. Variable consideration is also present in the form of volume discounts, tiered and declining pricing, penalties for service level agreements, performance bonuses and credits. In circumstances where the Company meets certain requirements to allocate variable consideration to a distinct service within a series of related services, it allocates variable consideration to each distinct period of service within the series. In limited circumstances, if the Company does not meet those requirements, it includes an estimate of variable consideration in the transaction price to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur when the uncertainty is resolved. For contracts with multiple performance obligations, the transaction price is allocated to the separate performance obligations on a relative standalone selling price basis. The Company generally determines standalone selling prices based on the prices charged to customers or by using expected cost plus margin.

The Company typically satisfies its performance obligations over time as the services are provided. A time-elapsed output method is used to measure progress because the nature of the Company's promise is a stand-ready service and efforts are expended evenly throughout the period. In limited circumstances, such as contracts for implementation or development projects, the Company also uses a cost-to-cost based input method. The Company has determined that the above methods provide a faithful depiction of the transfer of services to the customer.



Estimates of revenue expected to be recognized in future periods exclude unexercised customer options to purchase additional services that do not represent material rights to the customer. Customer options that do not represent a material right are only accounted for when the customer exercises its option to purchase additional goods or services. The Company recognizes revenue for non-refundable upfront implementation fees on a straight-line basis over the period between the initiation of the services through the end of the contract term.

When more than one party is involved in providing services to a customer, the Company evaluates whether it is the principal, and reports revenue on a gross basis, or an agent, and reports revenue on a net basis. In this assessment, the Company considers the following: if it obtains control of the specified services before they are transferred to the customer; is primarily responsible for fulfillment and inventory risk; and has discretion in establishing price.

The Company reports revenue net of any revenue-based taxes assessed by governmental authorities that are imposed on and concurrent with specific revenue-producing transactions. The primary revenue-based taxes are sales tax and value-added tax (VAT).

The Company's payment terms vary by type of services offered. The time between invoicing and when payment is due is not significant. For certain services and customer types, the Company requires payment before services are rendered.

From time to time, the Company's contracts are modified to account for additions or changes to existing performance obligations. The Company's contract modifications related to stand-ready performance obligations are generally accounted for prospectively.

Refer to Note 2 – Revenue for further discussion.

## Note 2 – Revenue

### Disaggregation of Revenue

During the first quarter of 2020, the Company changed how it presents its disaggregated revenue by major service offering. This change had no impact on disaggregated revenue by reportable segments or the timing of revenue recognition. All prior periods presented have been revised to reflect this change.

The following table provides information about disaggregated revenue by major service offering, the timing of revenue recognition and a reconciliation of the disaggregated revenue by reportable segments. Refer to Note 3 – Segment Reporting for additional information on the Company's reportable segments.

(in millions)	Year Ended December 31,		
	2020	2019	2018
<b>Commercial Industries:</b>			
Customer experience management	\$ 648	\$ 669	\$ 710
Business operations solutions	566	632	716
Commercial healthcare solutions	431	482	445
Human resource and learning services	518	602	679
<b>Total Commercial Industries</b>	<b>2,163</b>	<b>2,385</b>	<b>2,550</b>
<b>Government Services:</b>			
Government healthcare solutions	603	675	727
Government services solutions	678	588	624
<b>Total Government Services</b>	<b>1,281</b>	<b>1,263</b>	<b>1,351</b>
<b>Transportation:</b>			
Roadway charging & management services	318	327	300
Transit solutions	248	254	226
Curbside management solutions	72	107	109
Public safety solutions	73	83	79
Commercial vehicles	8	10	15
<b>Total Transportation</b>	<b>719</b>	<b>781</b>	<b>729</b>
<b>Other:</b>			
Divestitures	—	36	752
Education	—	2	11
<b>Total Other</b>	<b>—</b>	<b>38</b>	<b>763</b>
<b>Total Consolidated Revenue</b>	<b>\$ 4,163</b>	<b>\$ 4,467</b>	<b>\$ 5,393</b>
<b>Timing of Revenue Recognition:</b>			
Point in time	\$ 110	\$ 144	\$ 142
Over time	4,053	4,323	5,251
<b>Total Revenue</b>	<b>\$ 4,163</b>	<b>\$ 4,467</b>	<b>\$ 5,393</b>

The Company's contracts with customers are broadly similar in nature throughout the Company's major service offerings. The following is a description of the major service offerings:

**Customer Experience Management:** The Company offers a range of services that help its clients support their end-users. This includes in-bound and out-bound call support for both simple and complex transactions, technical support and patient assistance. The Company also provides multi-channel communication support (both print and digital) across a range of industries.

**Business Operations Solutions:** The Company helps its clients improve communications with their customers and constituents, whether it is on paper, on-line or through other communication channels. The Company also offers a broad array of flexible transaction processing services that include data entry, scanning, image processing, enrollment processing, claims processing, high volume offsite print and mail services and file indexing. The

Company serves clients by managing their critical finance, accounting and procurement processes. These services include general accounting and reporting, billing and accounts receivable and purchasing, accounts payable and expense management services. The Company also offers wholesale and retail lockbox services and process auto and mortgage loans in the United States.

**Commercial Healthcare Solutions:** The Company delivers administration, clinical support and medical management solutions across the health ecosystem to reduce costs, increase compliance and enhance utilization, while improving health outcomes and experience for members and patients. The Company's solutions span: trials, sales, access, and adherence to pharmaceutical clients; case management, performance management and patient safety for hospital clients; medical bill review, claim processing, care integration, subrogation and payment integrity solutions to managed care companies; and workers compensation medical bill review, mailroom/data capture and medical management services to claims payers and third-party administrators.

**Human Resource and Learning Services:** The Company helps its clients support their employees at all stages of employment from initial on-boarding through retirement. The Company delivers mission-critical, technology-enabled HR services and solutions that improve business processes across the employee journey to maximize business performance, while increasing employee satisfaction, engagement and overall well-being. These solutions span health, benefits, payroll, onboarding and learning administration, annual enrollment, wealth & retirement, HR, talent, and workforce management.

**Government Healthcare Solutions:** The Company provides medical management and fiscal agent care management services, eligibility and enrollment services and support to Medicaid programs and federally funded U.S. government healthcare programs. The Company's services include a range of innovative solutions such as Medicaid management, provider services, Medicaid business intelligence, pharmacy benefits management, eligibility and enrollment support, contract center services, application processing, premium billing, disease surveillance and outbreak management and case management solutions.

**Government Services Solutions:** The Company is a leader in government payment disbursements for federally sponsored programs like SNAP, commonly known as food stamps and Women, Infant and Children (WIC) as well as government-initiated cash disbursements such as child support and unemployment benefits.

**Roadway Charging & Management Services:** The Company's electronic tolling, urban congestion management and mileage-based user solutions help clients keep up with an ever-changing environment and get more travelers where they need to go while generating revenue for much-needed infrastructure improvements. The Company's solutions include vehicle passenger detection systems, electronic toll collection, automated license plate recognition and congestion management solutions.

**Transit Solutions:** The Company aims to make journeys more personalized and convenient while increasing capacity and profitability for authorities and agencies. The Company combines the latest in fare collection and intelligent mobility so that clients can get the added efficiency of having a single point of contact for all their transit solutions.

**Curbside Management Solutions:** The Company delivers intelligent curbside management systems that simplify parking programs and deliver convenient and hassle-free experience for drivers. The Company's curbside solutions include citation and permit administration, parking enforcement and curbside demand management.

**Public Safety Solutions:** The company provides data analytics, automated photo enforcement and other public safety solutions to make streets and communities safer. Photo enforcement systems include red light, fixed and mobile speed, school bus, work zone, school zone, bus lane only, high occupancy and other forms of photo enforcement systems.

**Commercial Vehicles:** The Company provides computer-aided dispatch/automatic vehicle location technology to help customers manage their fleet operations.

**Contract Balances**

The Company receives payments from customers based upon contractual billing schedules. Accounts receivable are recorded when the right to consideration becomes unconditional. Contract assets are the Company's rights to consideration for services provided when the right is conditioned on something other than passage of time (for example, meeting a milestone for the right to bill under the cost-to-cost measure of progress). Contract assets are transferred to Accounts receivable, net when the rights to consideration become unconditional. Unearned income includes payments received in advance of performance under the contract, which are realized when the associated revenue is recognized under the contract.

The following table provides information about the balances of the Company's contract assets, unearned income and receivables from contracts with customers:

(in millions)	December 31, 2020	December 31, 2019
<b>Contract Assets (Unearned Income)</b>		
Current contract assets	\$ 151	\$ 155
Long-term contract assets <sup>(1)</sup>	13	10
Current unearned income	(133)	(108)
Long-term unearned income <sup>(2)</sup>	(29)	(21)
<b>Net Contract Assets (Unearned Income)</b>	<b>\$ 2</b>	<b>\$ 36</b>
Accounts receivable, net	\$ 670	\$ 652

<sup>(1)</sup> Presented in Other long-term assets in the Consolidated Balance Sheets

<sup>(2)</sup> Presented in Other long-term liabilities in the Consolidated Balance Sheets

Revenues of \$101 million and \$101 million were recognized during the years ended December 31, 2020 and 2019, respectively, related to the Company's unearned income at December 31, 2019 and January 1, 2019. The Company had no material asset impairment charges related to contract assets for the year ended December 31, 2020.

**Transaction Price Allocated to the Remaining Performance Obligations**

Estimated revenue expected to be recognized in the future related to performance obligations that are unsatisfied or partially satisfied at December 31, 2020, was approximately \$1.2 billion. The Company expects to recognize approximately 82% of this revenue over the next 2 years and the remainder thereafter.

**Costs to Obtain and Fulfill a Contract**

The Company capitalizes commission expenses paid to internal sales personnel that are incremental to obtaining customer contracts. The net book value of these costs, which was \$23 million and \$18 million as of December 31, 2020 and 2019, respectively, are included in Other long-term assets. The judgments made in determining the amount of costs incurred include whether the commissions are incremental and directly related to a successful acquisition of a customer contract. These costs are amortized in Depreciation and amortization over the term of the contract or the estimated life of the customer relationship, if renewals are expected and the renewal commission is not commensurate with the initial commission. The Company expenses sales commissions when incurred if the amortization period of the sales commission is one year or less.

In addition, the Company may provide inducement payments to secure customer contracts. These inducement payments are capitalized and amortized as a reduction of revenue over the term of the customer contract. The net book value of these costs totaled \$21 million and \$21 million as of December 31, 2020 and 2019, respectively, and are included in Other long-term assets.

Also, the Company capitalizes costs incurred to fulfill its contracts that (i) relate directly to the contract, (ii) are expected to generate resources that will be used to satisfy the Company's performance obligation under the contract and (iii) are expected to be recovered through revenue generated under the contract. The net book value of

these costs, which comprise set-up/transition activities, was \$32 million and \$45 million as of December 31, 2020 and 2019, respectively, and are classified in Other long-term assets on the Consolidated Balance Sheets. Contract fulfillment costs are expensed to Depreciation and amortization as the Company satisfies its performance obligations by transferring the service to the customer. These costs are amortized on a systematic basis over the expected period of benefit.

These costs are periodically reviewed for impairment.

The amortization of costs incurred to obtain and fulfill a contract, excluding contract inducements, for the years ended December 31, 2020, 2019 and 2018, were \$41 million, \$42 million and \$50 million, respectively.

The expected amortization expense for the next five years and thereafter for these costs is as follows:

2021	2022	2023	2024	2025	Thereafter
\$ 36	\$ 8	\$ 4	\$ 2	\$ 2	\$ 24

### Note 3 – Segment Reporting

The Company's reportable segments correspond to how it organizes and manages the business, as defined by the Company's Chief Executive Officer, who is also its Chief Operating Decision Maker (CODM), and are aligned to the industries in which the Company's clients operate. The Company's segments involve the delivery of business process services and include service arrangements where it manages a customer's business activity or process.

In 2020, the Company realigned its sales organization and certain shared IT and other allocated functions and reallocated certain costs that were previously included in the Shared IT/Infrastructure and Corporate Costs (now referred to as Unallocated Costs) to each of the reportable segments. All prior periods presented have been recast to reflect these changes.

The Company's financial performance is based on Segment Profit/(Loss) and Segment Adjusted EBITDA for its three reportable segments (Commercial Industries, Government Services and Transportation), Other and Unallocated Costs. The Company's CODM does not evaluate operating segments using discrete asset information.

- **Commercial Industries:** The Commercial Industries segment provides business process services and customized solutions to clients in a variety of industries. Across the Commercial Industries segment, the Company operates on its clients' behalf to deliver mission-critical solutions and services to reduce costs, improve efficiencies and enable revenue growth for the Company's clients and their consumers and employees.
- **Government Services:** The Government Services segment provides government-centric business process services to U.S. federal, state and local and foreign governments for public assistance program administration, transaction processing and payment services. The solutions in this segment help governments respond to changing rules for eligibility and increasing citizen expectations.
- **Transportation:** The Transportation segment provides systems and support, as well as revenue-generating services, to government clients. On behalf of government agencies and authorities in the transportation industry, the Company delivers mission-critical mobility and payment solutions that improve automation, interoperability and decision-making to streamline operations, increase revenue and reduce congestion while creating safer communities and seamless travel experiences for consumers.

Other includes the Company's divestitures and the Student Loan business, which the Company exited in the third quarter of 2018.

Unallocated Costs includes IT infrastructure costs that are shared by multiple reportable segments, enterprise application costs and certain corporate overhead expenses not directly attributable or allocated to the reportable segments.

Selected financial information for our reportable segments was as follows:

(in millions)	Year Ended December 31,							Total
	Commercial Industries	Government Services	Transportation	Other		Unallocated Costs		
				Divestitures	Other			
<b>2020</b>								
Revenue	\$ 2,163	\$ 1,281	\$ 719	\$ —	\$ —	\$ —	\$ 4,163	
Segment profit (loss)	\$ 150	\$ 372	\$ 82	\$ —	\$ 9	\$ (348)	\$ 265	
Segment depreciation and amortization	\$ 108	\$ 25	\$ 35	\$ —	\$ —	\$ 54	\$ 222	
Adjusted EBITDA	\$ 258	\$ 397	\$ 117	\$ —	\$ 2	\$ (294)	\$ 480	
<b>2019</b>								
Revenue	\$ 2,385	\$ 1,263	\$ 781	\$ 36	\$ 2	\$ —	\$ 4,467	
Segment profit (loss)	\$ 270	\$ 279	\$ 69	\$ 1	\$ (1)	\$ (345)	\$ 273	
Segment depreciation and amortization	\$ 106	\$ 31	\$ 35	\$ —	\$ —	\$ 44	\$ 216	
Adjusted EBITDA	\$ 376	\$ 311	\$ 108	\$ 1	\$ (1)	\$ (301)	\$ 494	
<b>2018</b>								
Revenue	\$ 2,550	\$ 1,351	\$ 729	\$ 752	\$ 11	\$ —	\$ 5,393	
Segment profit (loss)	\$ 346	\$ 296	\$ 61	\$ 98	\$ (4)	\$ (375)	\$ 422	
Segment depreciation and amortization	\$ 108	\$ 35	\$ 38	\$ 7	\$ 2	\$ 31	\$ 221	
Adjusted EBITDA	\$ 454	\$ 328	\$ 99	\$ 105	\$ (2)	\$ (344)	\$ 640	

The following is a reconciliation of segment profit (loss)/adjusted EBITDA to income (loss) before income taxes:

(in millions)	Year Ended December 31,		
	2020	2019	2018
<b>Segment Profit (Loss) Reconciliation to Pre-tax Income (Loss)</b>			
<b>Loss Before Income Taxes</b>	\$ (139)	\$ (2,106)	\$ (395)
<b>Reconciling Items:</b>			
Amortization of acquired intangible assets	239	246	242
Restructuring and related costs	67	71	81
Interest expense	60	78	112
Loss on extinguishment of debt	—	—	108
Goodwill impairment	—	1,952	—
Loss on divestitures and transaction costs	17	25	42
Litigation costs, net	20	17	227
Other (income) expenses, net	1	(10)	5
<b>Segment Pre-Tax Income (Loss)</b>	\$ 265	\$ 273	\$ 422
Segment depreciation and amortization	222	216	221
NY MMIS/HE charge (credit)	—	1	(3)
CA MMIS charge (credit)	(7)	—	—
Other adjustments	—	4	—
<b>Adjusted EBITDA</b>	\$ 480	\$ 494	\$ 640

Geographic area data is based upon the location of the subsidiary reporting the revenue or long-lived assets and is as follows for each of the years ended December 31:

(in millions)	Revenues			Long-Lived Assets <sup>(1)</sup>	
	2020	2019	2018	2020	2019
United States	\$ 3,748	\$ 4,000	\$ 4,748	\$ 628	\$ 612
Europe	357	386	497	44	53
Other areas	58	81	148	114	137
<b>Total Revenues and Long-Lived Assets</b>	<b>\$ 4,163</b>	<b>\$ 4,467</b>	<b>\$ 5,393</b>	<b>\$ 786</b>	<b>\$ 802</b>

(1) Long-lived assets are comprised of (i) Land, buildings and equipment, net, (ii) Internal use software, net, (iii) Product software, net and (iv) Operating lease right-of-use assets.

#### Note 4 – Divestiture

In February 2019, the Company completed the sale of a portfolio of select standalone customer care contracts to Skyview Capital LLC. During 2019, the Company recorded additional losses and transaction costs of \$17 million on the sale of this portfolio, reflecting certain changes in estimates that were made when recording the initial charge in 2018. The revenue generated from this business was \$36 million for the three months ended March 31, 2019 and \$439 million for the year ended December 31, 2018.

#### Note 5 – Business Acquisition

In January 2019, the Company completed the acquisition of Health Solutions Plus (HSP), a software provider of healthcare payer administration solutions, for a total base consideration of \$90 million and a maximum contingent consideration payment of \$8 million based on a cumulative achievement over 2 years. Revenue recorded for the year ended December 31, 2019, was \$20 million. Pre-tax income for the year ended December 31, 2019, was \$6 million.

The Company's final purchase price allocation for HSP as of the acquisition date was as follows:

(in millions)	
<b>Fair Value of Consideration Transferred:</b>	
Cash paid	\$ 90
Contingent consideration payable	7
Total Consideration	\$ 97
<b>Allocation of Purchase Price:</b>	
Net tangible assets	\$ 10
Developed technology	19
Costs Assigned to Intangible Assets	
Customer relationships	18
Trademarks and trade names	1
Goodwill	49
Total Intangible Assets	68
Total Assets	\$ 97

The weighted average amortization periods are 7 years, 15 years and 1.5 years for Developed technology, Customer relationships and Trademarks and trade names, respectively. The acquired goodwill is associated with the Company's Commercial Industries segment. This acquired goodwill, while tax deductible, includes \$7 million related to contingent consideration payable that was not tax deductible until it was earned and paid. During the third quarter of 2020, the contingent consideration payable was settled. The goodwill recognized is attributable primarily to

expected synergies and the assembled workforce of HSP. The Developed technology is classified as Product Software within Other long-term assets on the Consolidated Balance Sheets.

The Company has not presented separate results of operations or combined pro forma financial information of the Company and the acquired business because the results of operations of the acquired business are considered immaterial.

### Note 6 – Accounts Receivable, Net

The Accounts receivable, net balance of \$670 million and \$652 million at December 31, 2020 and 2019, respectively, included allowance for doubtful accounts of \$2 million and \$2 million at December 31, 2020 and 2019, respectively.

The Company enters into factoring agreements in the normal course of business as part of our cash and liquidity management, to sell certain accounts receivable without recourse to third-party financial institutions. These transactions are treated as a sale and are accounted for as a reduction in accounts receivable because the agreements transfer effective control over, and risk related to, the receivables to the buyers. Cash proceeds from these arrangements are included in cash flow from operating activities in the Consolidated Statements of Cash Flows.

Accounts receivable sales for the years ended December 31, 2020 and 2019 were as follows:

(in millions)	Year Ended December 31,	
	2020	2019
Accounts receivable sales	\$ 529	\$ 204

### Note 7 - Land, Buildings, Equipment and Software, Net

Land, buildings and equipment, net was as follows:

(in millions except as noted)	Estimated Useful Lives (Years)	December 31,	
		2020	2019
Land		\$ 1	\$ 1
Building and building equipment	25 to 50	7	7
Leasehold improvements	Varies	268	267
IT, other equipment and office furniture	3 to 15	869	964
Other	4 to 20	2	3
Construction in progress		35	50
Subtotal		1,182	1,292
Accumulated depreciation		(877)	(950)
Land, Buildings and Equipment, Net		\$ 305	\$ 342

Depreciation expense for the years ended December 31, 2020, 2019 and 2018 was \$125 million, \$123 million and \$121 million, respectively.



**Internal Use and Product Software**

Internal use and Product software are included in Other long-term assets on the Company's Consolidated Balance Sheets. Additions to Internal Use and Product Software as well as year-end balances for these assets were as follows:

(in millions)	Year Ended December 31,		
	2020	2019	2018
<b>Additions to:</b>			
Internal use software	\$ 63	\$ 70	\$ 47
Product software	36	9	8

(in millions)	December 31,	
	2020	2019
Internal use software, at cost	\$ 524	\$ 508
Accumulated amortization	(361)	(358)
Internal use software, net <sup>(1)</sup>	\$ 163	\$ 150
Product software, at cost	\$ 144	\$ 104
Accumulated amortization	(72)	(64)
Product software, net <sup>(1)</sup>	\$ 72	\$ 40

Useful lives of our Internal use and Product software generally vary from one to seven years. Amortization expense for Internal use and Product software for the years ended December 31, 2020, 2019 and 2018 was \$54 million, \$48 million and \$46 million, respectively.

**Cloud Computing Arrangements**

Cloud computing implementation costs are included in Other current assets and Other long-term assets on the Company's Consolidated Balance Sheets. Additions to Cloud computing implementation costs as well as year-end balances for these assets were as follows:

(in millions)	Year Ended December 31,		
	2020	2019	2018
<b>Additions to:</b>			
Cloud computing implementation costs	\$ 3	\$ 39	\$ 5

(in millions)	December 31,	
	2020	2019
<b>Capitalized Costs, Net</b>		
Cloud computing implementation costs, at cost	\$ 47	\$ 44
Accumulated amortization	(6)	(2)
Cloud computing implementation costs, net <sup>(1)</sup>	\$ 41	\$ 42

<sup>(1)</sup> Refer to Note 11 – Supplementary Financial Information for additional information on the current and long-term portions of this asset.

Useful lives of Cloud computing implementation costs are three to five years. Amortization expense for Cloud computing implementation costs for the years ended December 31, 2020, 2019 and 2018 were \$4 million, \$2 million and \$0 million, respectively.

**Note 8 - Leases**

The Company adopted the new lease guidance as of January 1, 2019, using the cumulative-effect adjustment transition method, which applies the provisions of the standard at the effective date without adjusting the comparative periods presented. The Company has elected the package of practical expedients, which allows the Company not to reassess (1) whether any expired or existing contracts as of the adoption date are, or contain, leases, (2) lease classification for any expired or existing leases as of the adoption date and (3) initial direct costs for any existing leases as of the adoption date. The Company did not elect to apply the hindsight practical expedient. Additionally, the Company has elected not to include short-term leases, with a term of 12 months or less, on its Consolidated Balance Sheets.

The components of lease costs were as follows:

(in millions)	Year Ended December 31,	
	2020	2019
<b>Finance Lease Costs:</b>		
Amortization of right of use assets	\$ 8	\$ 10
Interest on lease liabilities	1	1
<b>Total Finance Lease Costs</b>	<b>\$ 9</b>	<b>\$ 11</b>
<b>Operating lease costs:</b>		
Base rent	\$ 95	\$ 112
Short-term lease costs	5	12
Variable lease costs <sup>(1)</sup>	26	30
Sublease income	(3)	(7)
<b>Total Operating Lease Costs</b>	<b>\$ 123</b>	<b>\$ 147</b>

(1) Primarily related to taxes, insurance and common area and other maintenance costs for real estate leases.

Supplemental cash flow information related to leases was as follows:

(in millions)	Year Ended December 31,	
	2020	2019
<b>Cash paid for the amounts included in the measurement of lease liabilities:</b>		
Operating cash flows from operating leases	\$ 117	\$ 137
Operating cash flows from finance leases	1	1
<b>Total Cash Flow from Operating Activities</b>	<b>\$ 118</b>	<b>\$ 138</b>
Financing cash flow from finance leases	\$ 11	\$ 11
<b>Supplemental non-cash information on right of use assets obtained in exchange for new lease obligations:</b>		
Operating leases	\$ 73	\$ 32
Finance leases	\$ 14	\$ 2

Supplemental balance sheet information related to leases was as follows:

(in millions)	December 31,	
	2020	2019
Operating lease assets:		
Operating lease right-of-use assets	\$ 246	\$ 271
Operating lease liabilities:		
Other current liabilities	\$ 81	\$ 91
Operating lease liabilities	207	229
Total Operating Lease Liabilities	\$ 288	\$ 320
Finance lease assets:		
Land, buildings and equipment, net	\$ 19	\$ 14
Finance lease liabilities:		
Current portion of long-term debt	\$ 8	\$ 7
Long-term debt	12	10
Total Finance Lease Liabilities	\$ 20	\$ 17

The Company's leases generally do not provide an implicit rate; therefore, the Company uses its incremental borrowing rate as the discount rate when measuring operating lease liabilities. The incremental borrowing rate represents an estimate of the interest rate that the Company would incur at lease commencement to borrow an amount equal to the lease payments on a collateralized basis over the term of a lease within a particular currency environment.

The weighted average discount rates and weighted average remaining lease terms for operating and finance leases as of December 31, 2020 and 2019 were as follows:

	December 31, 2020		December 31, 2019	
	Operating Leases	Finance Leases	Operating Leases	Finance Leases
Weighted average discount rates	6.1 %	5.3 %	5.5 %	4.8 %
Weighted average remaining lease term (in years)	5	3	5	3

Maturities of operating and finance lease liabilities as of December 31, 2020 were as follows:

(in millions)	December 31, 2020	
	Operating Lease Payments	Finance Lease Payments
2021	\$ 95	\$ 8
2022	71	7
2023	47	4
2024	37	2
2025	27	—
Thereafter	59	—
Total undiscounted lease payments	336	21
Less imputed interest	48	1
Present value of lease liabilities	\$ 288	\$ 20

**Note 9 - Goodwill and Intangible Assets, Net**

**Goodwill**

The following table presents the changes in the carrying amount of goodwill, by reportable segment:

(in millions)	Commercial Industries	Government Services	Transportation	Total
<b>Balance at December 31, 2018</b>	\$ 1,391	\$ 1,376	\$ 641	\$ 3,408
Foreign currency translation	—	(1)	(1)	(2)
Acquisitions	49	—	—	49
Impairment	(618)	(754)	(580)	(1,952)
Other	(1)	—	—	(1)
<b>Balance at December 31, 2019</b>	<b>\$ 821</b>	<b>\$ 621</b>	<b>\$ 60</b>	<b>\$ 1,502</b>
Foreign currency translation	16	2	8	26
<b>Balance at December 31, 2020</b>	<b>\$ 837</b>	<b>\$ 623</b>	<b>\$ 68</b>	<b>\$ 1,528</b>
Gross goodwill	\$ 2,390	\$ 1,377	\$ 648	\$ 4,415
Accumulated impairment	(1,553)	(754)	(580)	(2,887)
<b>Balance at December 31, 2020</b>	<b>\$ 837</b>	<b>\$ 623</b>	<b>\$ 68</b>	<b>\$ 1,528</b>

The Company performed its annual goodwill impairment test for the year ended December 31, 2020 as of October 1, 2020. This testing did not identify any goodwill impairment and, accordingly, no impairment charge was recorded.

To the extent the COVID-19 pandemic continues to disrupt the economic environment, such as a decline in the performance of the reporting units or loss of a significant contract or multiple significant contracts, the fair value of one or more of the reporting units could fall below their carrying value, resulting in a goodwill impairment charge.

**2019 Goodwill Impairment Charge**

In the first quarter of 2019, the Transportation reporting unit experienced unanticipated losses of certain customer contracts, lower than expected new customer contracts and higher costs of delivery, and as a result, the growth of this reporting unit decreased resulting in its fair value being below its carrying value by an estimated \$284 million. Accordingly, the Company recorded a pre-tax impairment charge of \$284 million for the three months ended March 31, 2019.

In the second quarter of 2019, there were further unanticipated losses of certain customer contracts, lower potential future volumes and lower than expected new customer contracts. This led to actual results being below budget and a further downward revision of the long-term forecast across all the Company's reporting units. As a consequence of the business performance and the strategy pivot due to changes in management that occurred in the second quarter of 2019, the Company performed an interim goodwill impairment assessment for all its reporting units which resulted in a pre-tax impairment charge of \$1.1 billion for the three months ended June 30, 2019.

As of December 31, 2019, the Company performed an interim impairment assessment due to a triggering event caused by further unanticipated contract losses within the Government Services reporting unit, and as result, management performed a goodwill impairment assessment for this reporting unit as of December 31, 2019, which resulted in a pre-tax impairment charge of \$512 million.

In addition, in the fourth quarter of 2019, the Company recorded an immaterial correction to the impairment charges recorded in the first and second quarters to properly reflect the impact of tax-deductible goodwill on the previous impairments as well as the related income tax benefit. The cumulative impairment charge for the year ended December 31, 2019 was approximately \$2.0 billion.

**Intangible Assets, Net**

Net intangible assets were \$187 million at December 31, 2020 of which \$176 million, \$8 million and \$3 million relate to our Commercial Industries, Government Services and Transportation segments, respectively. Intangible assets were comprised of the following:

(in millions except years)	Weighted Average Amortization	December 31, 2020			December 31, 2019		
		Gross Carrying Amount	Accumulated Amortization	Net Amount	Gross Carrying Amount	Accumulated Amortization	Net Amount
Customer relationships	12 years	\$ 2,890	\$ 2,703	\$ 187	\$ 2,920	\$ 2,494	\$ 426
Technology, patents and non-compete	0 years	—	—	—	1	1	—
<b>Total Intangible Assets</b>		<b>\$ 2,890</b>	<b>\$ 2,703</b>	<b>\$ 187</b>	<b>\$ 2,921</b>	<b>\$ 2,495</b>	<b>\$ 426</b>

Amortization expense related to intangible assets was \$239 million, \$246 million and \$242 million for the years ended December 31, 2020, 2019 and 2018, respectively. Amortization expense is expected to approximate \$134 million in 2021, \$13 million in 2022, \$7 million in 2023, \$6 million in 2024 and \$4 million in 2025.

**Note 10 – Restructuring Programs and Related Costs**

The Company engages in a series of restructuring programs related to downsizing its employee base, exiting certain activities, outsourcing certain internal functions and engaging in other actions designed to reduce its cost structure and improve productivity. The implementation of the Company's operational efficiency improvement initiatives have reduced the Company's real estate footprint across all geographies and segments resulting in lease right-of-use asset impairments and other related costs. Also included in Restructuring and Related Costs are incremental, non-recurring costs related to the consolidation of the Company's data centers, which totaled \$23 million, \$21 million and \$4 million for the years ended December 31, 2020, 2019 and 2018, respectively. Management continues to evaluate the Company's business and, in the future, there may be additional provisions for new plan initiatives and/or changes in previously recorded estimates as payments are made, or actions are completed.

Costs associated with restructuring, including employee severance and lease termination costs, are generally recognized when it has been determined that a liability has been incurred, which is generally upon communication to the affected employees or exit from the leased facility. In those geographies where we have either a formal severance plan or a history of consistently providing severance benefits representing a substantive plan, we recognize employee severance costs when they are both probable and reasonably estimable. Asset impairment costs related to the reduction of our real estate footprint include impairment of operating lease right-of-use (ROU) assets and associated leasehold improvements.

A summary of the Company's restructuring program activity during the two years ended December 31, 2020 is as follows:

(in millions)	Severance and Related Costs	Termination and Other Costs	Asset Impairments	Total
<b>Balance at December 31, 2018</b>	<b>\$ 13</b>	<b>\$ 36</b>	<b>\$ —</b>	<b>\$ 49</b>
Provision	33	30	15	78
Changes in estimates	(5)	(6)	—	(11)
Total Net Current Period Charges <sup>(1)</sup>	28	24	15	67
Charges against reserve and currency	(26)	(32)	(15)	(73)
Reclassification to operating lease ROU assets <sup>(2)</sup>	—	(22)	—	(22)
<b>Balance at December 31, 2019</b>	<b>\$ 15</b>	<b>\$ 6</b>	<b>\$ —</b>	<b>\$ 21</b>
Provision	13	27	15	55
Changes in estimates	1	3	—	4
Total Net Current Period Charges <sup>(1)</sup>	14	30	15	59
Charges against reserve and currency	(26)	(33)	(15)	(74)
<b>Balance at December 31, 2020</b>	<b>\$ 3</b>	<b>\$ 3</b>	<b>\$ —</b>	<b>\$ 6</b>

(1) Represents amounts recognized within the Consolidated Statements of Income (Loss) for the years shown.

(2) Relates to the adoption of the new lease guidance.

We also recorded costs related to professional support services associated with the implementation of certain strategic transformation programs of \$8 million, \$4 million and \$3 million during the years ended December 31, 2020, 2019 and 2018, respectively.

The following table summarizes the total amount of costs incurred in connection with these restructuring programs by reportable and non-reportable segments:

(in millions)	Year Ended December 31,					
	2020		2019		2018	
Commercial Industries	\$	11	\$	24	\$	26
Government Services		1		1		1
Transportation		2		2		3
Other		—		—		6
Unallocated Costs		45		40		42
<b>Total Net Restructuring Charges</b>	<b>\$</b>	<b>59</b>	<b>\$</b>	<b>67</b>	<b>\$</b>	<b>78</b>

## Note 11 – Supplementary Financial Information

The components of Other assets and liabilities were as follows:

(in millions)	December 31,	
	2020	2019
<b>Other Current Assets</b>		
Prepaid expenses	\$ 73	\$ 70
Income taxes receivable	48	38
Value-added tax (VAT) receivable	21	20
Restricted cash	8	9
Current portion of capitalized cloud computing implementation costs, net	8	5
Net receivable from buyers of divested businesses	53	52
Other	95	89
<b>Total Other Current Assets</b>	<b>\$ 306</b>	<b>\$ 283</b>
<b>Other Current Liabilities</b>		
Accrued liabilities	\$ 229	\$ 309
Litigation related accruals	73	178
Current operating lease liabilities	81	91
Restructure reserves	1	15
Income tax payable	16	11
Other taxes payable	16	16
Other	34	27
<b>Total Other Current Liabilities</b>	<b>\$ 450</b>	<b>\$ 647</b>
<b>Other Long-term Assets</b>		
Internal use software, net	\$ 163	\$ 150
Deferred contract costs, net <sup>(2)</sup>	76	84
Product software, net	72	40
Cloud computing implementation costs, net	33	37
Other	69	76
<b>Total Other Long-term Assets</b>	<b>\$ 413</b>	<b>\$ 387</b>
<b>Other Long-term Liabilities</b>		
Deferred payroll tax related to the CARES Act <sup>(1)</sup>	\$ 24	\$ —
Income tax liabilities	15	20
Unearned income	29	21
Restructuring reserves	5	6
Other	35	44
<b>Total Other Long-term Liabilities</b>	<b>\$ 108</b>	<b>\$ 91</b>

(1) The CARES Act allows for deferred payment of the employer-paid portion of social security taxes through the end of 2020, with 50% due on December 31, 2021 and the remainder due on December 31, 2022. The current portion of this liability is included in Accrued compensation and benefits costs.

(2) Represents capitalized costs associated with obtaining or fulfilling a contract with a customer. The balances at December 31, 2020 and 2019 are expected to be amortized over a weighted average remaining life of approximately 11 and 12 years, respectively. See Note 2 – Revenue for more information.



## Note 12 – Debt

The Company classifies its debt based on the contractual maturity dates of the underlying debt instruments or as of the earliest put date available to the debt holders. The Company defers costs associated with debt issuance over the applicable term. These costs are amortized as interest expense in the Consolidated Statements of Income (Loss).

Long-term debt was as follows:

(in millions)	Weighted Average Interest Rates at December 31, 2020 <sup>(1)</sup>	December 31,	
		2020	2019
Term loan A due 2022	2.34 %	\$ 654	\$ 664
Term loan B due 2023	3.82 %	816	824
Senior notes due 2024	10.90 %	34	34
Finance lease obligations	5.29 %	20	17
Other loans		4	—
<b>Principal Debt Balance</b>		<b>\$ 1,528</b>	<b>\$ 1,539</b>
Debt issuance costs and unamortized discounts		(18)	(25)
Less: current maturities		(90)	(50)
<b>Total Long-term Debt</b>		<b>\$ 1,420</b>	<b>\$ 1,464</b>

(1) Represents weighted average effective interest rate which includes the effect of discounts and premiums on issued debt.

Scheduled principal payments due on long-term debt for the next five years are as follows:

	2021	2022	2023	2024	2025	Total
\$	90	\$ 598	\$ 804	\$ 36	\$ —	1,528

### Credit Facility

On December 7, 2016, the Company entered into a senior secured credit agreement (Credit Agreement) among the Company, its subsidiaries: Conduent Business Services, LLC (CBS), Affiliated Computer Services International B.V. and Conduent Finance, Inc. (CFI), the lenders party thereto and JP Morgan Chase Bank, N.A., as the administrative agent. The Credit Agreement contains senior secured credit facilities (Senior Credit Facilities) consisting of:

- (i) Senior Secured Term Loan A (Term Loan A) with an aggregate principal amount of \$700 million;
- (ii) Senior Secured Term Loan B (Term Loan B) with an aggregate principal amount of \$850 million;
- (iii) Senior Revolving Credit Facility (Revolving Credit Facility) with an aggregate available amount of \$750 million including a sub-limit for up to \$300 million available for the issuance of letters of credit.

During the first quarter of 2020, the Company borrowed \$150 million of its \$750 million Revolving Credit Facility, which was subsequently fully repaid in December 2020. As of December 31, 2020, the Company has utilized \$7 million of its revolving credit facility capacity to issue letters of credit. The net amount available to be drawn upon under the Credit Agreement as of December 31, 2020 was \$743 million.

The Credit Agreement permits the Company to incur incremental term loan borrowings and /or increase commitments under the revolving credit facility, subject to certain limitations and satisfaction of certain conditions. Currently additional term loans of up to \$300 million are permitted.

All obligations under the Credit Agreement are unconditionally guaranteed by the Company, CBS, Conduent Finance, Inc. (CFI) and the existing and future direct and indirect wholly owned domestic subsidiaries of CBS (subject to certain exceptions). All obligations under the Credit Agreement, and the guarantees of those obligations, are secured, subject to certain exceptions, by substantially all of the assets of CBS and the guarantors under the Credit Agreement (other than the Company and CFI), including a first-priority pledge of all the capital stock of CBS and the subsidiaries of CBS directly held by CBS or the guarantors (other than the Company and CFI) under the Credit Agreement (which pledges, in the case of any foreign subsidiary, will be limited to 65% of the capital stock of any first-tier foreign subsidiary).

The Credit Agreement contains certain customary affirmative and negative covenants, restrictions and events of default. The Credit Agreement requires the total net leverage ratio for December 31, 2020 and thereafter not to exceed 3.75 to 1.00.

### Senior Notes

The Senior Notes are jointly and severally guaranteed on a senior unsecured basis by the Company and each of the existing and future domestic subsidiaries of CFI or CBS that guarantee the obligations under the Senior Credit Facilities.

Interest is payable semi-annually. The Issuers may redeem the Senior Notes, in whole or in part, at any time on or after December 15, 2020, at the redemption prices specified in the Indenture, plus accrued and unpaid interest, if any, to but excluding the redemption date. No Senior Notes were redeemed between December 15, 2020 and December 31, 2020.

### Interest

Interest paid on short-term and long-term debt amounted to \$51 million, \$69 million, \$100 million for the years ended December 31, 2020, 2019 and 2018, respectively.

Interest expense and interest income were as follows:

(in millions)	Year Ended December 31,		
	2020	2019	2018
Interest expense	\$ 60	\$ 78	\$ 112
Interest income <sup>(1)</sup>	2	6	7

<sup>(1)</sup> Included in Other (income) expenses, net on the Consolidated Statements of Income (Loss).

**Note 13 – Financial Instruments**

The Company is exposed to market risk from changes in foreign currency exchange rates and interest rates, which could affect operating results, financial position and cash flows. The Company manages its exposure to these market risks through regular operating and financing activities and, when appropriate, through the use of derivative financial instruments. These derivative financial instruments are utilized to hedge economic exposures, as well as to reduce earnings and cash flow volatility resulting from shifts in market rates. The Company enters into limited types of derivative contracts to manage foreign currency exposures that it hedges. The primary foreign currency market exposures include the Philippine Peso and Indian Rupee. The fair market values of all the Company's derivative contracts change with fluctuations in interest rates or currency exchange rates and are designed so that any changes in their values are offset by changes in the values of the underlying exposures. Derivative financial instruments are held solely as risk management tools and not for trading or speculative purposes. The related cash flow impacts of all derivative activities are reflected as cash flows from operating activities.

The Company does not believe there is significant risk of loss in the event of non-performance by the counterparty associated with its derivative instruments because these transactions are executed with a major financial institution. Further, the Company's policy is to deal only with counterparties having a minimum investment grade or better credit rating. Credit risk is managed through the continuous monitoring of exposures to such counterparties.

**Summary of Foreign Exchange Hedging Positions**

At December 31, 2020 and 2019, the Company had outstanding forward exchange with gross notional values of \$180 million and \$207 million, respectively. At December 31, 2020, approximately 77% of these contracts mature within three months, 9% in three to six months, 11% in six to twelve months and 3% in greater than 12 months.

The following is a summary of the primary hedging positions and corresponding fair values:

(in millions)	December 31, 2020		December 31, 2019	
	Gross Notional Value	Fair Value Asset (Liability) <sup>(1)</sup>	Gross Notional Value	Fair Value Asset (Liability) <sup>(1)</sup>
Currencies Hedged (Buy/Sell)				
Philippine Peso/U.S. Dollar	\$ 53	\$ 1	\$ 57	\$ 1
Indian Rupee/U.S. Dollar	52	1	85	1
Euro/U.S. Dollar	17	—	—	—
Mexican Peso/U.S. Dollar	2	—	—	—
All Other	56	—	65	—
<b>Total Foreign Exchange Hedging</b>	<b>\$ 180</b>	<b>\$ 2</b>	<b>\$ 207</b>	<b>\$ 2</b>

(1) Represents the net receivable (payable) amount included in the Consolidated Balance Sheet.

## Note 14 – Fair Value of Financial Assets and Liabilities

Fair value represents the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. U.S. GAAP established a hierarchy framework to classify the fair value based on the observability of significant inputs to the measurement. The levels of the fair value hierarchy are as follows:

Level 1: Fair value is determined using an unadjusted quoted price in an active market for identical assets or liabilities.

Level 2: Fair value is estimated using inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.

Level 3: Fair value is estimated using unobservable inputs that are significant to the fair value of the assets or liabilities.

### Summary of Financial Assets and Liabilities Accounted for at Fair Value on a Recurring Basis

The following table represents assets and liabilities measured at fair value on a recurring basis. The basis for the measurement at fair value in all cases was Level 2.

(in millions)	December 31, 2020		December 31, 2019	
<b>Assets:</b>				
Foreign exchange contract - forward	\$	2	\$	2
<b>Total Assets</b>	<b>\$</b>	<b>2</b>	<b>\$</b>	<b>2</b>
<b>Liabilities:</b>				
Foreign exchange contracts - forward	\$	—	\$	—
<b>Total Liabilities</b>	<b>\$</b>	<b>—</b>	<b>\$</b>	<b>—</b>

### Summary of Other Financial Assets and Liabilities

The estimated fair values of other financial assets and liabilities were as follows:

(in millions)	December 31, 2020		December 31, 2019	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
<b>Liabilities:</b>				
Long-term debt	\$ 1,420	\$ 1,378	\$ 1,464	\$ 1,449
Contingent consideration payable	\$ —	\$ —	\$ 4	\$ 4

The fair value amounts for Cash and cash equivalents, Restricted cash, Accounts receivable, net and Short-term debt approximate carrying amounts due to the short-term maturities of these instruments.

The fair value of the contingent consideration payable related to the HSP acquisition was measured using a Monte Carlo simulation model and calibrated to management's financial projections of the acquired business. The value of the contingent consideration payable was then estimated to be the arithmetic average of all simulation paths, discounted to the valuation date (Level 3). During the third quarter of 2020, the contingent consideration payable was settled.

The fair value of Long-term debt was estimated based on the current rates offered to the Company for debt of similar maturities (Level 2).

## Note 15 – Employee Benefit Plans

### Defined Benefit Plans

In 2018, all the U.S. and the majority of the international plan assets and obligations were sold as part of the divestiture of the U.S. human resource consulting and actuarial business and the human resource consulting and outsourcing business located in Canada and the U.K. The Company's remaining benefit obligations and plan assets at December 31, 2020 were \$13 million and \$2 million, respectively. The Company's remaining benefit obligations and plan assets at December 31, 2019 were \$14 million and \$2 million, respectively.

### Defined Contribution Plans

The Company has post-retirement savings and investment plans in several countries, including the U.S., U.K. and Canada. In many instances, employees from those defined benefit pension plans that have been amended to freeze future service accruals were transitioned to an enhanced defined contribution plan. In these plans employees are allowed to contribute a portion of their salaries and bonuses to the plans, and the Company matches a portion of the employee contributions. Beginning in 2019, the Company suspended its match to the 401(k) plan for all U.S. salaried employees and extended the suspension to all U.S. hourly employees in the second quarter of 2020. However, the match was reinstated for all U.S. employees in November of 2020.

The Company recorded charges related to its defined contribution plans of \$6 million in 2020, \$9 million in 2019 and \$28 million in 2018.

## Note 16 - Income Taxes

Loss before income taxes (pre-tax income (loss)) was as follows:

(in millions)	Year Ended December 31,		
	2020	2019	2018
Domestic loss	\$ (186)	\$ (2,177)	\$ (411)
Foreign income	47	71	16
<b>Loss Before Income Taxes</b>	<b>\$ (139)</b>	<b>\$ (2,106)</b>	<b>\$ (395)</b>

Provision (benefit) for income taxes were as follows:

(in millions)	Year Ended December 31,		
	2020	2019	2018
<b>Federal Income Taxes</b>			
Current	\$ (22)	\$ (3)	\$ 35
Deferred	(17)	(170)	(62)
<b>Foreign Income Taxes</b>			
Current	18	47	41
Deferred	(4)	(8)	(6)
<b>State Income Taxes</b>			
Current	5	5	20
Deferred	(1)	(43)	(7)
<b>Total Provision (Benefit)</b>	<b>\$ (21)</b>	<b>\$ (172)</b>	<b>\$ 21</b>

A reconciliation of the U.S. federal statutory income tax rate to the consolidated effective income tax rate was as follows:

	Year Ended December 31,		
	2020	2019	2018
U.S. federal statutory income tax rate	21.0 %	21.0 %	21.0 %
Nondeductible expenses	(2.1)%	(0.2)%	(3.7)%
Change in valuation allowance for deferred tax assets	0.6 %	(1.2)%	(1.7)%
State taxes, net of federal benefit	(2.1)%	1.8 %	(2.3)%
Tax-exempt income, credits and incentives	5.1 %	0.3 %	2.2 %
Foreign rate differential adjusted for U.S. taxation of foreign profits <sup>(1)</sup>	(0.9)%	(0.2)%	1.6 %
Divestitures <sup>(2)</sup>	— %	0.2 %	(20.3)%
Goodwill impairment <sup>(3)</sup>	— %	(14.1)%	— %
Unrecognized tax benefits	(1.2)%	(0.3)%	(1.9)%
Audit and other tax return adjustments	(5.3)%	0.1 %	0.2 %
Other	— %	0.8 %	(0.4)%
<b>Effective Income Tax Rate</b>	<b>15.1 %</b>	<b>8.2 %</b>	<b>(5.3)%</b>

(1) The "Foreign rate differential adjusted for U.S. taxation of foreign profits" includes the U.S. tax, net of foreign tax credits, associated with actual and deemed repatriations of earnings from our non-U.S. subsidiaries.

(2) 2018 divestitures include nondeductible goodwill allocated to divested businesses.

(3) Goodwill impairment represents adjustments for impairment of non-deductible component of goodwill.

On a consolidated basis, the Company received a refund of \$(1) million and paid a total of \$46 million and \$108 million in income taxes to federal, foreign and state jurisdictions during the three years ended December 31, 2020, 2019 and 2018, respectively.

### Unrecognized Tax Benefits and Audit Resolutions

The Company recognizes tax liabilities when, despite its belief that its tax return positions are supportable, the Company believes that certain positions may not be fully sustained upon review by tax authorities. Each period the Company assesses uncertain tax positions for recognition, measurement and effective settlement. Benefits from uncertain tax positions are measured at the largest amount of benefit that is greater than 50 percent likely of being realized upon settlement. Where the Company has determined that its tax return filing position does not satisfy the more-likely-than-not recognition threshold, the Company has recorded no tax benefits.

The Company is also subject to ongoing tax examinations in numerous jurisdictions due to the extensive geographical scope of its operations. Ongoing assessments of the more-likely-than-not outcomes of the examinations and related tax positions require judgment and can increase or decrease the Company's effective tax rate, as well as impact its operating results. The specific timing of when the resolution of each tax position will be reached is uncertain.

As of December 31, 2020, the Company had \$23 million of unrecognized tax benefits, of which \$21 million, if recognized, would impact the Company's effective tax rate. Due to expected settlements, the Company estimates that \$14 million of the total unrecognized tax benefits will reverse within the next twelve months.

A reconciliation of the beginning and ending amount of unrecognized tax benefits was as follows:

(in millions)	2020		2019		2018	
<b>Balance at January 1</b>	\$	24	\$	20	\$	15
Additions related to current year		—		1		3
Additions related to prior years positions		3		7		5
Reductions related to prior years positions		—		(3)		—
Settlements with taxing authorities <sup>(1)</sup>		(4)		(1)		(1)
Currency		—		—		(2)
<b>Balance at December 31</b>	<b>\$</b>	<b>23</b>	<b>\$</b>	<b>24</b>	<b>\$</b>	<b>20</b>

(1) 2020 and 2019 settlement resulted in \$4 million and \$1 million cash paid, respectively.

The Company maintains offsetting benefits from other jurisdictions of \$15 million, \$16 million and \$15 million, at December 31, 2020, 2019 and 2018, respectively. The Company recognized interest and penalties accrued on unrecognized tax benefits within income tax expense. The Company had \$13 million, \$14 million and \$10 million accrued for the payment of interest and penalties associated with unrecognized tax benefits at December 31, 2020, 2019 and 2018, respectively. In the U.S., the Company is no longer subject to U.S. federal income tax examinations for years before 2015. With respect to major foreign jurisdictions, the years generally remain open back to 2003.

#### Deferred Income Taxes

The Company is indefinitely reinvested in the undistributed earnings of its foreign subsidiaries with respect to the U.S. These foreign subsidiaries have aggregate cumulative undistributed earnings of \$280 million as of December 31, 2020. For years after 2017, the Tax Reform does allow for certain earnings to be repatriated free from U.S. Federal taxes. However, the repatriation of earnings could give rise to additional tax liabilities. The Company has also not provided for deferred taxes on outside basis differences in its investments in its foreign subsidiaries. A determination of the unrecognized deferred taxes related to these other components of our outside basis differences is not practicable. The Company has provided for deferred taxes with respect to certain unremitted earnings of foreign subsidiaries that are not indefinitely reinvested between foreign subsidiaries outside of the U.S.

The tax effects of temporary differences that give rise to significant portions of the deferred taxes were as follows:

(in millions)	December 31,	
	2020	2019
<b>Deferred Tax Assets</b>		
Net operating losses and capital loss carryforward	\$ 96	\$ 122
Operating reserves, accruals and deferrals	57	33
Deferred compensation	7	11
Settlement reserves	17	44
Operating lease liabilities	68	78
Tax credits	42	14
Other	7	7
<b>Subtotal</b>	<b>294</b>	<b>309</b>
Valuation allowance	(83)	(72)
<b>Total</b>	<b>\$ 211</b>	<b>\$ 237</b>
<b>Deferred Tax Liabilities</b>		
Unearned income	\$ 27	\$ 53
Intangibles and goodwill	100	143
Depreciation	75	47
Operating lease right-of-use assets	57	65
Other	26	23
<b>Total</b>	<b>\$ 285</b>	<b>\$ 331</b>
<b>Total Deferred Taxes, Net</b>	<b>\$ (74)</b>	<b>\$ (94)</b>

The deferred tax assets for the respective periods were assessed for recoverability and, where applicable, a valuation allowance was recorded to reduce the total deferred tax asset to an amount that will, more-likely-than-not, be realized in the future. The net change in the total valuation allowance for the years ended December 31, 2020 and 2019 was an increase of \$11 million and an increase of \$28 million, respectively. The valuation allowance relates primarily to certain net operating loss carryforwards, tax credit carryforwards and deductible temporary differences for which we have concluded it is more-likely-than-not that these items will not be realized in the ordinary course of operations.

Although realization is not assured, we have concluded that it is more-likely-than-not that the deferred tax assets, for which a valuation allowance was determined to be unnecessary, will be realized in the ordinary course of operations based on the available positive and negative evidence, including scheduling of deferred tax liabilities and projected income from operating activities. The amount of the net deferred tax assets considered realizable, however, could be reduced in the near term if actual future income or income tax rates are lower than estimated, or if there are differences in the timing or amount of future reversals of existing taxable or deductible temporary differences.

At December 31, 2020, we had tax credit carryforwards of \$42 million available to offset future income taxes which will expire between 2027 and 2040 if not utilized. We also had net operating loss carryforwards for income tax purposes of \$634 million that will expire between 2021 and 2040, if not utilized; and \$189 million available to offset future taxable income indefinitely. We had \$8 million of capital loss carryforwards for income tax purposes that will expire in 2024, if not utilized, and \$11 million available to offset future capital gains income indefinitely.



## Note 17 – Contingencies and Litigation

As more fully discussed below, the Company is involved in a variety of claims, lawsuits, investigations and proceedings concerning a variety of matters, including: governmental entity contracting, servicing and procurement law; intellectual property law; employment law; commercial and contracts law; the Employee Retirement Income Security Act (ERISA); and other laws and regulations. The Company determines whether an estimated loss from a contingency should be accrued by assessing whether a loss is deemed probable and can be reasonably estimated. The Company assesses its potential liability by analyzing its litigation and regulatory matters using available information. The Company develops its view on estimated losses in consultation with outside counsel handling its defense in these matters, which involves an analysis of potential results, assuming a combination of litigation and settlement strategies. Should developments in any of these matters cause a change in the Company's determination as to an unfavorable outcome and result in the need to recognize a material accrual, or should any of these matters result in a final adverse judgment or be settled for significant amounts in excess of any accrual for such matter or matters, this could have a material adverse effect on the Company's results of operations, cash flows and financial position in the period or periods in which such change in determination, judgment or settlement occurs. The Company believes it has recorded adequate provisions for any such matters as of December 31, 2020. Litigation is inherently unpredictable, and it is not possible to predict the ultimate outcome of these matters and such outcome in any such matters could be in excess of any amounts accrued and could be material to the Company's results of operations, cash flows or financial position in any reporting period.

Additionally, guarantees, indemnifications and claims arise during the ordinary course of business from relationships with suppliers, customers and non-consolidated affiliates when the Company undertakes an obligation to guarantee the performance of others if specified triggering events occur. Nonperformance under a contract could trigger an obligation of the Company. These potential claims include actions based upon alleged exposures to products, real estate, intellectual property such as patents, environmental matters and other indemnifications. The ultimate effect on future financial results is not subject to reasonable estimation because considerable uncertainty exists as to the outcome of these claims. However, while the ultimate liabilities resulting from such claims may be significant to results of operations in the period recognized, management does not anticipate they will have a material adverse effect on the consolidated financial position or liquidity. As of December 31, 2020, the Company had accrued its estimate of liability incurred under its indemnification arrangements and guarantees.

## Litigation Against the Company

**State of Texas v. Xerox Corporation, Conduent Business Services, LLC (f/k/a Xerox Business Services, LLC), Conduent State Healthcare, LLC (f/k/a Xerox State Healthcare, LLC, f/k/a ACS State Healthcare, LLC) and Conduent Incorporated:** On May 9, 2014, the State of Texas, via the Texas Office of Attorney General (the "State"), filed a lawsuit in the 53rd Judicial District Court of Travis County, Texas. The lawsuit alleged that Conduent State Healthcare LLC (f/k/a Xerox State Healthcare, LLC and ACS State Healthcare) ("CSH"), Conduent Business Services LLC ("CBS") and Conduent Incorporated ("CI") (collectively, CSH, CBS and CI are referred to herein as the "Conduent Defendants") and Xerox Corporation (together with the Conduent Defendants, the "Defendants") violated the Texas Medicaid Fraud Prevention Act in the administration of its contract with the Texas Department of Health and Human Services ("HHSC"). In February 2019 a settlement agreement and release was reached among the Defendants, the State and HHSC which was amended in May 2019 ("Texas Agreement"). Pursuant to the terms of the Texas Agreement, the Conduent Defendants were required to pay the State of Texas \$236 million, of which \$118 million was paid in 2019 and the remaining \$118 million paid in January 2020. The case has been dismissed with prejudice with a full release and discharge of the Defendants.

**Employees' Retirement System of the Puerto Rico Electric Power Authority et al v. Conduent Inc. et al.:** On March 8, 2019, a putative class action lawsuit alleging violations of certain federal securities laws in connection with our statements and alleged omissions regarding our financial guidance and business and operations was filed against us, our former Chief Executive Officer, and our Chief Financial Officer in the United States District Court for the District of New Jersey. The complaint seeks certification of a class of all persons who purchased or otherwise acquired our securities from February 21, 2018 through November 6, 2018, and also seeks unspecified monetary damages, costs, and attorneys' fees. We moved to dismiss the class action complaint in its entirety. In June 2020, the court denied the motion to dismiss and allowed the claims to proceed. We intend to defend the litigation vigorously. The Company maintains insurance that may cover any costs arising out of this litigation up to the insurance limits, and subject to meeting certain deductibles and to other terms and conditions thereof. The Company is not able to determine or predict the ultimate outcome of this proceeding or reasonably provide an estimate or range of estimate of the possible outcome or loss, in excess of currently recorded reserves.

**Skyview Capital LLC and Continuum Global Solutions, LLC v. Conduent Business Services, LLC:** On February 3, 2020, plaintiffs filed a lawsuit in the Superior Court of New York County, New York. The lawsuit relates to the sale of a portion of Conduent Business Service, LLC's ("CBS") select standalone customer care call center business (the "Business") to plaintiffs, which sale closed in February 2019. Under the terms of the sale agreement, CBS received approximately \$23 million of notes from plaintiffs (the "Notes"). The lawsuit alleges various causes of action in connection with the acquisition, including: indemnification for breach of representation and warranty, indemnification for breach of contract and fraud. Plaintiffs allege that their obligation to mitigate damages and their contractual right of set-off permits them to withhold and deduct from any amounts that are owed to CBS under the Notes, and plaintiffs seek a judgement that they have no obligation to pay the Notes. On August 20, 2020 Conduent filed a Counterclaim against Skyview seeking the outstanding balance on the notes, the amounts owed for the Jamaica deferred closing, and other Transition Services Agreement and late rent payment obligations. Conduent denies all of the plaintiffs' allegations, believes that it has strong defenses to all of plaintiffs' claims and will vigorously defend itself against these claims. The Company is not able to determine or predict the ultimate outcome of this proceeding or reasonably provide an estimate or range of estimate of the possible outcome or loss, if any, in excess of currently recorded reserves.

**[Dennis Nasrawi v. Buck Consultants et al.](#)**: On October 8, 2009, plaintiffs filed a lawsuit in the Superior Court of California, Stanislaus County, and on November 24, 2009, the case was removed to the U.S. Court for the Eastern District of California, Fresno Division. Plaintiffs allege actuarial negligence against Buck Consultants, LLC ("Buck"), which was a wholly-owned subsidiary of Conduent, for the use of faulty actuarial assumptions in connection with the 2007 actuarial valuation for the Stanislaus County Employees Retirement Association ("StanCERA"). Plaintiffs allege that the employer contribution rate adopted by StanCERA based on Buck's valuation was insufficient to fund the benefits promised by the County. On July 13, 2012, the Court entered its ruling that the plaintiffs lacked standing to sue in a representative capacity on behalf of all plan participants. The Court also ruled that plaintiffs had adequately pleaded their claim that Buck allegedly aided and abetted StanCERA in breaching its fiduciary duty. Plaintiffs then filed their Fifth Amended Complaint and added StanCERA to the litigation. Buck and StanCERA filed demurrers to the amended complaint. On September 13, 2012, the Court sustained both demurrers with prejudice, completely dismissing the matter and barring plaintiffs from refiling their claims. Plaintiffs appealed, and ultimately the California Court of Appeals (Sixth District) reversed the trial court's ruling and remanded the case back to the trial court as to Buck only, and only with respect to Plaintiff's claim of aiding and abetting StanCERA in breaching its fiduciary duty. This case has been stayed pending the outcome of parallel litigation the plaintiffs are pursuing against StanCERA. The parallel litigation was tried before the bench in June 2018, and on January 24, 2019, the court found in favor of StanCERA, holding that it had not breached its fiduciary duty to plaintiffs. On April 26, 2019, Plaintiffs in the parallel litigation filed an appeal. Nasrawi remains stayed until the parallel litigation is finally concluded. Absent the court finding that StanCERA breached its fiduciary duty, plaintiffs' claim against Buck for aiding and abetting said breach would not appear viable. Buck will continue to aggressively defend these lawsuits. In August 2018, Conduent sold Buck Consultants, LLC; however, the Company retained this liability after the sale. The Company is not able to determine or predict the ultimate outcome of this proceeding or reasonably provide an estimate or range of estimate of the possible outcome or loss, if any, in excess of currently recorded reserves.

**[Conduent Business Services, LLC v. Cognizant Business Services, LLC](#)**: On April 12, 2017, Conduent Business Services LLC ("Conduent") filed a lawsuit against Cognizant Business Services Corporation ("Cognizant") in the Supreme Court of New York County, New York. The lawsuit relates to the Amended and Restated Master Outsourcing Services Agreement effective as of October 24, 2012, and the service delivery contracts and work orders thereunder, between Conduent and Cognizant, as amended and supplemented (the "Contract"). The Contract contains certain minimum purchase obligations by Conduent through the date of expiration. The lawsuit alleges that Cognizant committed multiple breaches of the Contract, including Cognizant's failure to properly perform its obligations as subcontractor to Conduent under Conduent's contract with the New York Department of Health to provide Medicaid Management Information Systems. In the lawsuit, Conduent seeks damages in excess of \$150 million. During the first quarter of 2018, Conduent provided notice to Cognizant that it was terminating the Contract for cause and recorded in the same period certain charges associated with the termination. Conduent also alleges that it terminated the Contract for cause, because, among other things, Cognizant violated the Foreign Corrupt Practices Act. In its answer, Cognizant asserted two counterclaims for breach of contract seeking recovery of damages in excess of \$47 million, which includes amounts alleged not paid to Cognizant under the contract and an alleged \$25 million termination fee. Cognizant's second amended counterclaim increased its damages to \$89 million. Conduent will continue to vigorously defend itself against the counterclaims but the Company is not able to determine or predict the ultimate outcome of this proceeding or reasonably provide an estimate or range of estimate of the possible outcome or loss, if any, in excess of currently recorded reserves.

**Other Matters:**

Since 2014, Xerox Education Services, Inc. ("XES") has cooperated with several federal and state agencies regarding a variety of matters, including XES' self-disclosure to the U.S. Department of Education (the "Department") and the Consumer Financial Protection Bureau ("CFPB") that some third-party student loans under outsourcing arrangements for various financial institutions required adjustments. With the exception of an inquiry the Illinois Attorney General's Office recently commenced, the Company has resolved the investigations the CFPB and several state agencies commenced and continues to work with the Department and the U.S. Department of Justice to resolve all outstanding issues, including a number of operational projects that XES discovered and disclosed since 2014. The Company cannot provide assurance that the CFPB, another regulator, a financial institution on behalf of which the Company serviced third-party student loans, or another party will not ultimately commence a legal action against XES in which fines, penalties or other liabilities are sought from XES. Nor is the Company able to predict the likely outcome of these matters, should any such matter be commenced, or reasonably provide an estimate or range of estimates of any loss in excess of currently recorded reserves. The Company could, in future periods, incur judgments or enter into settlements to resolve these potential matters for amounts in excess of current reserves and there could be a material adverse effect on the Company's results of operations, cash flows and financial position in the period in which such change in judgment or settlement occurs.

**Guarantees and Indemnifications**

**Indemnifications Provided as Part of Contracts and Agreements**

**Acquisitions/Divestitures:**

The Company has indemnified, subject to certain deductibles and limits, the purchasers of businesses or divested assets for the occurrence of specified events under certain of its divestiture agreements. In addition, the Company customarily agrees to hold the other party harmless against losses arising from a breach of representations and covenants, including such matters as adequate title to assets sold, intellectual property rights and certain income taxes arising prior to the date of acquisition. Where appropriate, an obligation for such indemnifications is recorded as a liability at the time of the acquisition or divestiture. Since the obligated amounts of these types of indemnifications are often not explicitly stated or are contingent on the occurrence of future events, the overall maximum amount, or range of amount of the obligation under such indemnifications cannot be reasonably estimated. Other than obligations recorded as liabilities at the time of divestiture, the Company has not historically made significant payments for these indemnifications. Additionally, under certain of the Company's acquisition agreements, it has provided for additional consideration to be paid to the sellers if established financial targets are achieved within specific timeframes post-closing. The Company has recognized liabilities for these contingent obligations based on an estimate of the fair value of these contingencies at the time of acquisition. Contingent obligations related to indemnifications arising from divestitures and contingent consideration provided for by acquisitions are not expected to be material to the Company's financial position, results of operations or cash flows.

**Other Agreements:**

The Company is also party to the following types of agreements pursuant to which it may be obligated to indemnify the other party with respect to certain matters:

- Guarantees on behalf of the Company's subsidiaries with respect to real estate leases. These lease guarantees may remain in effect subsequent to the sale of the subsidiary.
- Agreements to indemnify various service providers, trustees and bank agents from any third-party claims related to their performance on the Company's behalf, with the exception of claims that result from the third-party's own willful misconduct or gross negligence.
- Guarantees of the Company's performance in certain services contracts to its customers and indirectly the performance of third parties with whom the Company has subcontracted for their services. This includes indemnifications to customers for losses that may be sustained as a result of the Company's performance of services at a customer's location.

In each of these circumstances, payment is conditioned on the other party making a claim pursuant to the procedures specified in the particular contract and such procedures also typically allow the Company to challenge the other party's claims. In the case of lease guarantees, the Company may contest the liabilities asserted under the lease. Further, obligations under these agreements and guarantees may be limited in terms of time and/or amount, and in some instances, the Company may have recourse against third parties for certain payments it made.

#### **Intellectual Property Indemnifications**

The Company does not own all of the software that it uses to run its business. Instead, the Company licenses this software from a small number of primary vendors. The Company indemnifies certain software providers against claims that may arise as a result of the Company's use or its subsidiaries', customers' or resellers' use of their software in the Company's services and solutions. These indemnities usually do not include limits on the claims, provided the claim is made pursuant to the procedures required in the services contract.

#### **Indemnification of Officers and Directors**

The Company's corporate by-laws require that, except to the extent expressly prohibited by law, the Company must indemnify its officers and directors against judgments, fines, penalties and amounts paid in settlement and reasonable expenses, including attorneys' fees, incurred in connection with civil or criminal action or proceedings or any appeal, as it relates to their services to the Company and its subsidiaries. Although the by-laws provide no limit on the amount of indemnification, the Company may have recourse against its insurance carriers for certain payments made by the Company. However, certain indemnification payments may not be covered under the Company's directors' and officers' insurance coverage. The Company also indemnifies certain fiduciaries of its employee benefit plans for liabilities incurred in their service as fiduciary whether or not they are officers of the Company. Finally, in connection with the Company's acquisition of businesses, it may become contractually obligated to indemnify certain former and current directors, officers and employees of those businesses in accordance with pre-acquisition by-laws or indemnification agreements or applicable state law.

#### **Other Contingencies**

Certain contracts, primarily in the Company's Government Services and Transportation segments, require the Company to provide a surety bond or a letter of credit as a guarantee of performance. As of December 31, 2020, the Company had \$610 million of outstanding surety bonds used to secure its performance of contractual obligations with its clients and \$98 million of outstanding letters of credit issued to secure the Company's performance of contractual obligations to its clients as well as other corporate obligations. In general, the Company would only be liable for the amount of these guarantees in the event of default in the Company's performance of its obligations under each contract. The Company believes it has sufficient capacity in the surety markets and liquidity from its cash flow and its various credit arrangements (including its Credit Facility) to allow it to respond to future requests for proposals that require such credit support.

## Note 18 - Preferred Stock

### Series A Preferred Stock

In connection with the December 31, 2016 separation from the Company's former parent company (Separation), the Company issued 120,000 shares of Series A convertible perpetual preferred stock with an aggregate liquidation preference of \$120 million and an initial fair value of \$142 million. The Series A convertible preferred stock pays quarterly cash dividends at a rate of 8% per year (\$9.6 million per year). Each share of the Series A convertible preferred stock is convertible at any time, at the option of the holder, into 44.9438 shares of common stock for a total of 5,393,000 shares (reflecting an initial conversion price of approximately \$22.25 per share of common stock), subject to customary anti-dilution adjustments.

If the closing price of the Company's common stock exceeds 137% of the initial conversion price for 20 out of 30 trading days, the Company has the right to cause any or all of the Series A convertible preferred stock to be converted into shares of common stock at the then applicable conversion rate. The Series A convertible preferred stock is also convertible, at the option of the holder, upon a change in control, at the applicable conversion rate plus an additional number of shares determined by reference to the price paid for the Company's common stock upon such change in control. In addition, upon the occurrence of certain fundamental change events, including a change in control or the delisting of Conduent's common stock, the holder of Series A convertible preferred stock has the right to require the Company to redeem any or all of the Series A convertible preferred stock in cash at a redemption price per share equal to the liquidation preference and any accrued and unpaid dividends to, but not including, the redemption date. As a result of the contingent redemption feature, the Series A convertible preferred stock is classified as temporary equity and reflected separately from permanent equity in the Consolidated Balance Sheets.

## Note 19 – Shareholders' Equity

### Preferred Stock

As of December 31, 2020, the Company had one class of preferred stock outstanding. Refer to Note 18 – Preferred Stock for further information. The Company is authorized to issue approximately 100 million shares of convertible preferred stock at \$0.01 par value per share.

### Common Stock

The Company has 1 billion authorized shares of common stock at \$0.01 par value per share. At December 31, 2020, 17 million shares were reserved for issuance under the Company's incentive compensation plans and 5.4 million shares were reserved for conversion of the Series A convertible preferred stock.

### Stock Compensation Plans

Certain of the Company's employees participate in a long-term incentive plan. The Company's long-term incentive plan authorizes the issuance of restricted stock units / shares (RSU), performance stock units / share (PSU) and non-qualified stock options to employees. Stock-based compensation expense includes expense based on the awards and terms previously granted to the employees.

Stock-based compensation expense was as follows:

(in millions)	Year Ended December 31,		
	2020	2019	2018
Stock-based compensation expense, pre-tax	\$ 20	\$ 24	\$ 38
Income tax benefit recognized in earnings	3	—	7

**Restricted Stock Units / Shares** Compensation expense is based upon the grant date market price. The compensation expense is recorded over the vesting period based on management's estimate of the number of shares expected to vest. The Company's RSU awards typically vest in three separate and equal tranches over a three-year period. Each tranche vests annually, at December 31, following the date of grant.

In 2020, the Company issued 389 thousand Deferred Stock Units (DSU) to non-employee members of the Board of Directors. DSU awards typically vest in accordance with certain service conditions.

**Performance Stock Units / Shares:** The Company has granted PSUs under various scenarios including:

- PSUs that vest contingent upon its achievement of certain specified financial performance criteria over a three-year period. If the three-year actual results exceed the stated targets, then the plan participants have the potential to earn additional shares of common stock, which cannot exceed 100% of the original grant. The fair value of these PSUs is based upon the market price of Conduent's common stock on the date of the grant. Compensation expense is recognized over the vesting period, which is two years and nine months from the date of grant, based on management's estimate of the number of shares expected to vest. If the stated targets are not met, any recognized compensation cost would be reversed.
- PSUs that vest contingent upon the increase of Conduent's stock price to certain levels over a two year and nine-month period from the date of grant. These PSUs also have a service requirement that must be met in order for them to vest. The fair value of these PSUs is based upon a Monte Carlo simulation. Compensation expense is recognized over the vesting period based on management's estimate of the number of shares expected to vest.

**Employee Stock Options:** Stock options were issued by a former parent company and were converted to Conduent's common stock upon the Separation. As of December 31, 2020, these options have expired. Conduent has not issued any new stock options.

**Summary of Stock-based Compensation Activity**

(shares in thousands)	2020		2019		2018	
	Shares	Weighted Average Grant Date Fair Value	Shares	Weighted Average Grant Date Fair Value	Shares	Weighted Average Grant Date Fair Value
<b>Restricted Stock Units / Shares</b>						
Outstanding at January 1	1,741	\$ 13.07	2,399	\$ 16.90	3,125	\$ 16.29
Granted	7,778	2.25	2,503	12.57	1,246	18.82
Vested	(2,816)	4.99	(2,135)	15.54	(1,501)	17.30
Canceled	(1,083)	6.11	(1,026)	15.68	(471)	16.62
<b>Outstanding at December 31</b>	<b>5,620</b>	<b>3.49</b>	<b>1,741</b>	<b>13.07</b>	<b>2,399</b>	<b>16.90</b>
<b>Performance Stock Units / Shares</b>						
Outstanding at January 1	3,597	\$ 16.17	4,557	\$ 16.76	5,429	\$ 16.55
Granted	7,010	1.37	1,229	13.35	730	18.64
Vested	(3,163)	7.33	(1,069)	15.64	(980)	17.12
Canceled	(1,991)	11.91	(1,120)	16.00	(622)	16.59
<b>Outstanding at December 31</b>	<b>5,453</b>	<b>3.83</b>	<b>3,597</b>	<b>16.17</b>	<b>4,557</b>	<b>16.76</b>

The total unrecognized compensation cost related to non-vested stock-based awards at December 31, 2020 was as follows (in millions):

Awards	Unrecognized Compensation	Remaining Weighted-Average Expense Period (Years)
Restricted Stock Units / Shares	\$ 13	1.7
Performance Stock Units / Shares	3	1.5
<b>Total</b>	<b>\$ 16</b>	

The aggregate intrinsic value of outstanding RSUs and PSUs awards were as follows (in millions):

Awards	December 31, 2020	
Restricted Stock Units / Shares	\$	27
Performance Stock Units / Shares		26

The total intrinsic value and actual tax benefit realized for vested and exercised stock-based awards were as follows:

(in millions)	December 31, 2020			December 31, 2019			December 31, 2018		
	Total Intrinsic Value	Cash Received	Tax Benefit	Total Intrinsic Value	Cash Received	Tax Benefit	Total Intrinsic Value	Cash Received	Tax Benefit
Awards									
Restricted Stock Units / Shares	\$ 13	\$ —	\$ 3	\$ 17	\$ —	\$ 4	\$ 20	\$ —	\$ 4
Performance Stock Units / Shares	14	—	2	11	—	2	18	—	4
Stock Options	—	—	—	—	—	—	2	2	—

## Note 20 – Other Comprehensive Income (Loss)

Other Comprehensive Income (Loss) is comprised of the following:

(in millions)	Year Ended December 31,					
	2020		2019		2018	
	Pre-tax	Net of Tax	Pre-tax	Net of Tax	Pre-tax	Net of Tax
<b>Currency Translation</b>						
Currency translation adjustments, net	\$ 8	\$ 8	\$ 3	\$ 3	\$ (31)	\$ (31)
Reclassification of currency translation adjustments on divestitures	—	—	15	15	42	42
Translation adjustments gains(losses)	\$ 8	\$ 8	\$ 18	\$ 18	\$ 11	\$ 11
<b>Unrealized Gains (Losses)</b>						
Changes in fair value of cash flow hedges gains (losses)	\$ —	\$ —	\$ 1	\$ 1	\$ 2	\$ 1
Changes in cash flow hedges reclassified to earnings <sup>(1)</sup>	—	—	(1)	—	(1)	—
<b>Net Unrealized Gains (Losses)</b>	\$ —	\$ —	\$ —	\$ 1	\$ 1	\$ 1
<b>Defined Benefit Plans Gains (Losses)</b>						
Reclassification of divested benefit plans and other	\$ —	\$ —	\$ 1	\$ (1)	\$ 65	\$ 62
Net actuarial/prior service gains (losses)	1	1	—	—	—	—
<b>Changes in Defined Benefit Plans Gains (Losses)</b>	\$ 1	\$ 1	\$ 1	\$ (1)	\$ 65	\$ 62
<b>Other Comprehensive Income (Loss)</b>	\$ 9	\$ 9	\$ 19	\$ 18	\$ 77	\$ 74

(1) Reclassified to Cost of services - refer to Note 13 – Financial Instruments for additional information regarding our cash flow hedges.

### Accumulated Other Comprehensive Loss (AOCL)

Below are the balances and changes in AOCL<sup>(1)</sup>:



(in millions)	Currency Translation Adjustments	Gains (Losses) on Cash Flow Hedges	Defined Benefit Pension Items	Total
<b>Balance at December 31, 2017</b>	\$ (437)	\$ 1	\$ (58)	\$ (494)
Reclassification of amounts impacted by Tax Reform	—	—	(5)	(5)
Other comprehensive income (loss) before reclassifications	(31)	1	—	(30)
Amounts reclassified from accumulated other comprehensive loss	42	—	62	104
Net current period other comprehensive income (loss)	11	1	62	74
<b>Balance at December 31, 2018</b>	<u>\$ (426)</u>	<u>\$ 2</u>	<u>\$ (1)</u>	<u>\$ (425)</u>
Other comprehensive income (loss) before reclassifications	3	1	—	4
Amounts reclassified from accumulated other comprehensive loss	15	—	(1)	14
Net current period other comprehensive income (loss)	18	1	(1)	18
<b>Balance at December 31, 2019</b>	<u>\$ (408)</u>	<u>\$ 3</u>	<u>\$ (2)</u>	<u>\$ (407)</u>
Other comprehensive income (loss) before reclassifications	8	—	1	9
Amounts reclassified from accumulated other comprehensive loss	—	—	—	—
Net current period other comprehensive income (loss)	8	—	1	9
<b>Balance at December 31, 2020</b>	<u>\$ (400)</u>	<u>\$ 3</u>	<u>\$ (1)</u>	<u>\$ (398)</u>

(1) All amounts are net of tax. Tax effects were immaterial.

**Note 21 – Earnings (Loss) per Share**

We did not declare any common stock dividends in the periods presented.

The following table sets forth the computation of basic and diluted loss per share of common stock:

(in millions, except per share data. Shares in thousands)	Year Ended December 31,		
	2020	2019	2018
<b>Net Loss per Share:</b>			
Net loss	\$ (118)	\$ (1,934)	\$ (416)
Dividend - preferred stock	(10)	(10)	(10)
Adjusted Net Loss Available to Common Shareholders	\$ (128)	\$ (1,944)	\$ (426)
Weighted average common shares outstanding	210,018	209,318	206,056
<b>Basic Loss per Share</b>	<b>\$ (0.61)</b>	<b>\$ (9.29)</b>	<b>\$ (2.06)</b>
<b>Diluted Loss per Share:</b>			
Net loss from continuing operations	\$ (118)	\$ (1,934)	\$ (416)
Dividend - preferred stock	(10)	(10)	(10)
Adjusted Net Loss Available to Common Shareholders	\$ (128)	\$ (1,944)	\$ (426)
Weighted average common shares outstanding	210,018	209,318	206,056
<b>Diluted Loss per Share</b>	<b>\$ (0.61)</b>	<b>\$ (9.29)</b>	<b>\$ (2.06)</b>

There were no securities excluded from the computation of diluted earnings per share for being either contingently issuable shares or shares that if included would have been anti-dilutive for any of the years ended December 31, 2020, 2019 or 2018.

## Note 22 – Related Party Transactions

During the third quarter of 2019, Carl C. Icahn and his affiliates (shareholders) increased their ownership interest in the Company. In the normal course of business, the Company provides services to, and purchases from, certain related parties with the same shareholders. The services provided to these entities included those related to human resources, end-user support and other services and solutions. The purchases from these entities included office equipment and related services and supplies. Revenue and purchases from these entities were included in Revenue and Costs of services or Selling, general and administrative, respectively, on the Company's Consolidated Statements of Income (Loss).

Transactions with related parties were as follows:

(in millions)	Year Ended December 31,		
	2020	2019	2018
Revenue from related parties	\$ 24	\$ 33	\$ 45
Purchases from related parties	\$ 36	\$ 46	\$ 41

The Company's receivable and payable balances with related party entities were not material as of December 31, 2020 and 2019.

## **ITEM 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE**

None.

### **ITEM 9A. CONTROLS AND PROCEDURES**

#### **Management's Responsibility for Financial Statements**

Management is responsible for the integrity and objectivity of all information presented in this Annual Report on Form 10-K. The consolidated financial statements were prepared in conformity with accounting principles generally accepted in the United States of America and include amounts based on management's best estimates and judgments. Management believes the consolidated financial statements fairly reflect the form and substance of transactions and that the financial statements fairly represent the Company's financial position and results of operations.

The Audit Committee of the Board of Directors, which is composed solely of independent directors, meets regularly with the independent registered public accountants, PricewaterhouseCoopers LLP, the internal auditors and representatives of management to review accounting, financial reporting, internal control and audit matters, as well as the nature and extent of the audit effort. The Audit Committee is responsible for the engagement of the independent registered public accountants. The independent registered public accountants and internal auditors have access to the Audit Committee.

#### **Disclosure Controls and Procedures**

The Company's management evaluated, with the participation of our principal executive officer and principal financial officer, the effectiveness of our disclosure controls and procedures, as defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as amended, as of December 31, 2020, the end of the period covered by this Annual Report on Form 10-K. Based on this evaluation, our principal executive officer and principal financial officer have concluded that, as of the end of the period covered by this Annual Report on Form 10-K, our disclosure controls and procedures were effective to ensure that information we are required to disclose in the reports that we file or submit under the Securities Exchange Act of 1934, as amended, is recorded, processed, summarized and reported within the time periods specified in the Securities and Exchange Commission's rules and forms relating to Conduent Incorporated, including our consolidated subsidiaries, and was accumulated and communicated to the Company's management, including the principal executive officer and principal financial officer, or persons performing similar functions, as appropriate to allow timely decisions regarding required disclosure.

#### **Management's Report on Internal Control over Financial Reporting**

Management is responsible for establishing and maintaining adequate internal control over financial reporting, as such term is defined in Rules 13a-15(f) and 15d-15(f) promulgated under the Securities Exchange Act of 1934, as amended. Under the supervision and with the participation of our management, including our principal executive officer, principal financial officer and principal accounting officer, we have conducted an evaluation of the effectiveness of our internal control over financial reporting based on the framework in "Internal Control - Integrated Framework" (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission.

Based on the above evaluation, management concluded that our internal control over financial reporting was effective as of December 31, 2020.

The effectiveness of our internal control over financial reporting as of December 31, 2020 has been audited by PricewaterhouseCoopers LLP, an independent registered public accounting firm, as stated in their report which appears in Part II, Item 8 of this Form 10-K.

### Changes in Internal Control over Financial Reporting

In connection with the evaluation required by paragraph (d) of Rule 13a-15 under the Exchange Act, there was no change identified in our internal control over financial reporting that occurred during the last fiscal quarter ended December 31, 2020 that has materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.

### ITEM 9B. OTHER INFORMATION

On February 23, 2021, the Company further modified the compensation arrangement of the Company's Chief Executive Officer, Clifford Skelton, as reflected in that letter agreement entered into between the Company and Mr. Skelton (the "2021 Letter Agreement"). In connection with such modification, the Compensation Committee of the Board of Directors set the salary of Mr. Skelton at \$775,000 per annum. Mr. Skelton is eligible to participate in the Company's Annual Performance Incentive Plan at a target level of 135% of his salary with a potential payout range between zero and 200% of target. Mr. Skelton will also be eligible to participate in the Company's Long Term Incentive Plan ("LTIP"), which is payable in equity. His LTIP target annual award increased from \$3,000,000 to \$4,000,000.

The foregoing description of the 2021 Letter Agreement is a summary of its material terms, does not purport to be complete and is qualified in its entirety by reference to the 2021 Letter Agreement which is filed as Exhibit 10.6(d)(iii) to this Annual Report on Form 10-K and incorporated herein by reference. Other than the terms set forth in the 2021 Letter Agreement, Mr. Skelton's employment terms remain the same as set forth in Mr. Skelton's existing letter agreements as previously disclosed by the Company.

### PART III

### ITEM 10. DIRECTORS, EXECUTIVE OFFICERS AND CORPORATE GOVERNANCE

The information regarding our executive officers required by Item 10 of Part III is set forth in Item 1 of Part I "Business—Information About Our Executive Officers." The information regarding directors is incorporated herein by reference to the section entitled "Proposal 1 - Election of Directors" in our definitive Proxy Statement to be filed pursuant to Regulation 14A of the Securities Exchange Act of 1934, as amended, for our 2021 Annual Meeting of Stockholders (the 2021 Proxy Statement). The 2021 Proxy Statement is expected to be filed within 120 days after the end of our fiscal year ended December 31, 2020.

The information regarding compliance with Section 16(a) of the Securities and Exchange Act of 1934 is incorporated herein by reference to the section entitled "Delinquent Section 16(a) Report" of our 2021 Proxy Statement.

The information required by this Item regarding the Audit Committee, its members and the Audit Committee financial experts is incorporated by reference herein from the subsection entitled "Committee Functions, Membership and Meetings" in the section entitled "Proposal 1 - Election of Directors" in our 2021 Proxy Statement.

We have adopted a code of ethics applicable to our principal executive officer, principal financial officer and principal accounting officer (Finance Code of Conduct). The Finance Code of Conduct can be found on our website at: <https://www.conduent.com/corporate-governance/ethics-and-compliance/>. Information concerning our Finance Code of Conduct can be found under "Corporate Governance" in our 2021 Proxy Statement and is incorporated here by reference. The reference to our website address does not constitute incorporation by reference of any of the information contained on the website, and such information is not a part of this Annual Report.

## ITEM 11. EXECUTIVE COMPENSATION

The information required by this Item included under the following captions under "Proposal 1 - Election of Directors" in our 2021 Proxy Statement is incorporated herein by reference: "Compensation Discussion and Analysis", "Summary Compensation Table", "Grants of Plan-Based Awards in 2020", "Outstanding Equity Awards at 2020 Fiscal Year-End", "Option Exercises and Stock Vested in 2020", "Potential Payments upon Termination or Change in Control", "Annual Director Compensation", "Equity Compensation Plan Information", "Compensation Committee Interlocks and Insider Participation" and "Compensation Committee". The information included under the heading "Compensation Committee Report" in our 2021 Proxy Statement is incorporated herein by reference; however, this information shall not be deemed to be "soliciting material" or to be "filed" with the SEC or subject to Regulation 14A or 14C, or to the liabilities of Section 18 of the Exchange Act.

## ITEM 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT AND RELATED STOCKHOLDER MATTERS

Information required by this Item is incorporated herein by reference to the subsections entitled "Securities Ownership," and "Equity Compensation Plan Information" under "Proposal 1 - Election of Directors" in our 2021 Proxy Statement.

## ITEM 13. CERTAIN RELATIONSHIPS, RELATED TRANSACTIONS AND DIRECTOR INDEPENDENCE

Information required by this Item is incorporated herein by reference to the subsection entitled "Certain Relationships and Related Person Transactions" under "Proposal 1 - Election of Directors" in our 2021 Proxy Statement. The information regarding director independence is incorporated herein by reference to the subsections entitled "Corporate Governance" and "Director Independence" in the section entitled "Proposal 1 - Election of Directors" in our 2021 Proxy Statement.

## ITEM 14. PRINCIPAL AUDITOR FEES AND SERVICES

The information required by this Item is incorporated herein by reference to the section entitled "Proposal 2 - Ratification of Appointment of Independent Registered Public Accounting Firm" in our 2021 Proxy Statement.

## PART IV

## ITEM 15. EXHIBITS AND FINANCIAL STATEMENT SCHEDULES

(a)

1. Index to Financial Statements filed as part of this report:
  - Report of Independent Registered Public Accounting Firm;
  - Consolidated Statements of Income (Loss) for each of the years in the three-year period ended December 31, 2020;
  - Consolidated Statements of Comprehensive Income (Loss) for each of the years in the three-year period ended December 31, 2020;
  - Consolidated Balance Sheets as of December 31, 2020 and 2019;
  - Consolidated Statements of Cash Flows for each of the years in the three-year period ended December 31, 2020;
  - Consolidated Statements of Shareholders' Equity for each of the years in the three-year period ended December 31, 2020;
  - Notes to the Consolidated Financial Statements; and
  - All other schedules are omitted as they are not applicable, or the information required is included in the financial statements or notes thereto.
2. Financial Statement Schedules:

- Schedule II—Valuation and Qualifying Accounts for each of the three years in the period ended December 31, 2020.

3. The exhibits filed herewith are set forth in the exhibit Index included herein.

- (b) Management contracts or compensatory plans or arrangements listed that are applicable to the executive officers named in the Summary Compensation Table which appears in the Registrant's 2021 Proxy Statement or to our directors are preceded by an asterisk (\*).

## SCHEDULE II

### Valuation and Qualifying Accounts

For the three years ended December 31, 2020

<i>(in millions)</i>		Balance at beginning of period	Additions charged to expense <sup>(1),(4)</sup>	Amounts (credited) charged to other income statement accounts <sup>(2)</sup>	Deductions and other, net of recoveries <sup>(3),(4)</sup>	Balance at end of period
<b>Allowance for Losses:</b>						
2020	Accounts Receivable	\$ 2	\$ 1	\$ —	\$ (1)	\$ 2
2019	Accounts Receivable	1	3	—	(2)	2
2018	Accounts Receivable	2	—	—	(1)	1
<b>Tax Valuation Allowance:</b>						
2020	Tax Valuation	72	17	—	(6)	83
2019	Tax Valuation	44	38	—	(10)	72
2018	Tax Valuation	35	17	—	(8)	44

(1) *Account Receivables/Contract Assets: additions charged to expense represent bad debt provisions relate to estimated losses due to credit and similar collectability issues.*

(2) *Account Receivables: Other charges (credits) relate to adjustments to reserves necessary to reflect events of non-payment such as customer accommodations and contract terminations.*

(3) *Account Receivables/Contract Assets: Deductions and other, net of recoveries primarily relates to receivable and contract asset write-offs, but also includes reclassification to other balance sheet accounts, the impact of foreign currency translation adjustments and recoveries of previously written off receivables and contract assets.*

(4) *Tax Valuation: tax valuation allowance are primarily related to certain net operating loss carryforwards, tax credit carryforwards and deductible temporary differences for which we have concluded it is more-likely-than-not that these items will not be realized in the ordinary course of operations.*

## ITEM 16. FORM 10-K SUMMARY

None

**EXHIBIT INDEX****Document and Location**

<u>Exhibit No.</u>	
2.1	<a href="#">Separation and Distribution Agreement, dated as of December 30, 2016, by and between Xerox Corporation and Conduent Incorporated.</a> Incorporated by reference to Exhibit 2.1 to Registrant's Current Report on Form 8-K dated January 3, 2017. (See SEC File Number 001-37817).
3.1	<a href="#">Restated Certificate of Incorporation of Registrant as of December 23, 2016.</a> Incorporated by reference to Exhibit 3.1 to Registrant's Current Report on Form 8-K dated December 23, 2016. (See SEC File Number 001-37817).
3.2	<a href="#">Amended and Restated By-Laws of Registrant as amended through December 31, 2016.</a> Incorporated by reference to Exhibit 3.2 to Registrant's Current Report on Form 8-K dated December 23, 2016. (See SEC File Number 001-37817).
4.1(a)	<a href="#">Indenture, dated as of December 7, 2016, among Conduent Finance, Inc., Xerox Business Services, LLC, the Guarantors named therein and U.S. Bank National Association, as trustee.</a> Incorporated by reference to Exhibit 4.1 to Registrant's Current Report on Form 8-K dated December 9, 2016. (See SEC File Number 001-37817).
4.1(b)	<a href="#">First Supplemental Indenture, dated as of January 9, 2018, among Conduent Finance, Inc., Xerox Business Services, LLC, the Guarantors named therein and U.S. Bank National Association, as trustee.</a> Incorporated by reference to Exhibit 4.1(a) to the Registrant's Quarterly Report on Form 10-Q dated August 8, 2018. (See SEC File Number 001-37817).
4.1(c)	<a href="#">Second Supplemental Indenture, dated as of June 1, 2018, among Conduent Finance, Inc., Xerox Business Services, LLC, the Guarantors named therein and U.S. Bank National Association, as trustee.</a> Incorporated by reference to Exhibit 4.1(b) to the Registrant's Quarterly Report on Form 10-Q dated August 8, 2018. (See SEC File Number 001-37817).
4.1(d)	<a href="#">Third Supplemental Indenture, dated as of June 1, 2018, among Conduent Finance, Inc., Xerox Business Services, LLC, the Guarantors named therein and U.S. Bank National Association, as trustee.</a> Incorporated by reference to Exhibit 4.1(c) to the Registrant's Quarterly Report on Form 10-Q dated August 8, 2018. (See SEC File Number 001-37817).
4.1(e)	<a href="#">Fourth Supplemental Indenture, dated as of June 1, 2018, among Conduent Finance, Inc., Xerox Business Services, LLC, the Guarantors named therein and U.S. Bank National Association, as trustee.</a> Incorporated by reference to Exhibit 4.1(d) to the Registrant's Quarterly Report on Form 10-Q dated August 8, 2018. (See SEC File Number 001-37817).
4.1(f)	<a href="#">Fifth Supplemental Indenture, dated as of July 12, 2018, among Conduent Finance, Inc., Xerox Business Services, LLC, the Guarantors named therein and U.S. Bank National Association, as trustee.</a> Incorporated by reference to Exhibit 4.1 to Registrant's Current Report on Form 8-K dated July 12, 2018. (See SEC File Number 001-37817).
4.2	<a href="#">4.2 Description of Securities.</a> Incorporated by reference to Exhibit 4.2 to the Registrant's Annual Report on Form 10-K dated February 26, 2020. (See SEC File Number 001-37817)
10.1(a)	<a href="#">Credit Agreement, dated as of December 7, 2016, among Conduent Incorporated, Xerox Business Services, LLC, Affiliated Computer Services International B.V., Conduent Finance, Inc., the Lenders from time to time party thereto and JPMorgan Chase Bank, N.A., as Administrative Agent.</a> Incorporated by reference to Exhibit 10.1 to Registrant's Current Report on Form 8-K dated December 9, 2016. (See SEC File Number 001-37817).



10.1(b)	<a href="#">Amendment No. 1 to Credit Agreement, dated as of April 1, 2017, among Conduent Incorporated, Conduent Business Services, LLC (f/k/a Xerox Business Services, LLC), Affiliated Computer Services International B.V., Conduent Finance, Inc., the Lenders from time to time party thereto and JPMorgan Chase Bank, N.A. as Administrative Agent.</a>
	Incorporated by reference to Exhibit 10.1 to Registrant's Current Report on Form 8-K dated April 11, 2017. (See SEC File Number 001-37817).
10.1(c)	<a href="#">Amendment No. 2 to Credit Agreement, dated as of October 10, 2017, among Conduent Incorporated, Conduent Business Services, LLC (f/k/a Xerox Business Services, LLC), Affiliated Computer Services International B.V., Conduent Finance, Inc., the Lenders from time to time party thereto and JPMorgan Chase Bank, N.A. as Administrative Agent.</a>
	Incorporated by reference to Exhibit 10.1 to Registrant's Current Report on Form 8-K dated October 10, 2017. (See SEC File Number 001-37817).
10.1(d)	<a href="#">Amendment No. 3 to Credit Agreement, dated as of June 28, 2018, among Conduent Incorporated, Conduent Business Services, LLC (f/k/a Xerox Business Services, LLC), Affiliated Computer Services International B.V., Conduent Finance, Inc., the Lenders from time to time party thereto and JPMorgan Chase Bank, N.A. as Administrative Agent.</a>
	Incorporated by reference to Exhibit 10.1 to Registrant's Current Report on Form 8-K dated June 28, 2018. (See SEC File Number 001-37817).
10.1(e)	<a href="#">First Incremental Agreement, dated as of January 3, 2017, among JPMorgan Chase Bank, N.A., as Administrative Agent and Xerox Business Services, LLC.</a>
	Incorporated by reference to Exhibit 10.1(b) to the Registrant's Annual Report on Form 10-K dated March 10, 2017. (See SEC File Number 001-37817).
10.4(a)	<a href="#">Joinder Agreement to Agreement, dated December 31, 2016, among Conduent Incorporated, Xerox Corporation, Icahn Partners Master Fund LP, Icahn Partners LP, Icahn Onshore LP, Icahn Offshore LP, Icahn Capital LP, IPH GP LLC, Icahn Enterprises Holdings L.P., Icahn Enterprises G.P. Inc., Beckton Corp., High River Limited Partnership, Hopper Investments LLC, Barberry Corp., Jonathan Christodoro and Carl C. Icahn.</a>
	Incorporated by reference to Exhibit 10.6 to Registrant's Current Report on Form 8-K dated January 3, 2017. (See SEC File Number 001-37817).
10.4(b)	<a href="#">Agreement, dated January 28, 2016, among Xerox Corporation, Icahn Partners Master Fund LP, Icahn Partners LP, Icahn Onshore LP, Icahn Offshore LP, Icahn Capital LP, IPH GP LLC, Icahn Enterprises Holdings L.P., Icahn Enterprises G.P. Inc., Beckton Corp., High River Limited Partnership, Hopper Investments LLC, Barberry Corp., Jonathan Christodoro and Carl C. Icahn.</a>
	Incorporated by reference to Exhibit 10.6 to Registrant's Amendment No. 1 to Form 10 dated August 15, 2016. (See SEC File Number 001-37817).
10.5(a)	<a href="#">Exchange Agreement dated October 27, 2016 by and among Darwin A. Deason, Conduent Incorporated and Xerox Corporation.</a>
	Incorporated by reference to Exhibit 10.14 to Registrant's Amendment No. 5 to Form 10 dated October 28, 2016. (See SEC File Number 001-37817).
10.5(b)	<a href="#">Shareholders Agreement dated December 18, 2018 by and between Darwin Deason and Conduent Incorporated.</a>
	Incorporated by reference to Exhibit 10.1 to Registrant's Current Report on Form 8-K dated December 18, 2018. (See SEC File Number 001-37817).
The management contracts or compensatory plans or arrangements listed below that are applicable to the executive officers named in the Summary Compensation Table which will appear in the Registrant's 2020 Proxy Statement or to our directors are preceded by an asterisk (*).	
*10.6(a)(i)	<a href="#">Registrant's Performance Incentive Plan dated as of December 15, 2016 ("PIP").</a>
	Incorporated by reference to Exhibit 4.3 to Registrant's Registration Statement No. 333-215361 dated December 29, 2016. (See SEC File Number 001-37817).
*10.6(a)(ii)	<a href="#">Form of Restricted Stock Unit Award Agreement 2018 under the PIP, dated as of October 1, 2017.</a>
	Incorporated by reference to Exhibit 10.6(a)(vii) to the Registrant's Quarterly Report on Form 10-Q dated May 9, 2018. (See SEC File Number 001-37817).
*10.6(a)(iii)	<a href="#">Form of Performance Stock Unit Award Agreement 2018 under the PIP, dated as of October 1, 2017.</a>
	Incorporated by reference to Exhibit 10.6(a)(viii) to the Registrant's Quarterly Report on Form 10-Q dated May 9, 2018. (See SEC File Number 001-37817).

*10.6(a)(iv)	<a href="#">Form of Restricted Stock Unit Award Agreement 2019 under the PIP.</a> Incorporated by reference to Exhibit 10.6(a)(ix) to the Registrant's Annual Report on Form 10-K dated February 28, 2019. (See SEC File Number 001-37817).
*10.6(a)(v)	<a href="#">Form of Performance Stock Unit Award Agreement 2019 under the PIP.</a> Incorporated by reference to Exhibit 10.6(a)(x) to the Registrant's Annual Report on Form 10-K dated February 28, 2019. (See SEC File Number 001-37817).
*10.6(b)(i)	<a href="#">Registrant's Equity Compensation Plan for Non-Employee Directors dated as of December 15, 2016 ("ECPNED").</a> Incorporated by reference to Exhibit 4.4 to Registrant's Registration Statement No. 333-215361 dated December 29, 2016. (See SEC File Number 001-37817).
*10.6(b)(ii)	<a href="#">Form of Agreement under the ECPNED.</a> Incorporated by reference to Exhibit 10.6(b)(ii) to the Registrant's Annual Report on Form 10-K dated March 10, 2017. (See SEC File Number 001-37817).
*10.6(a)(vi)	<a href="#">Form of Restricted Stock Unit Award Agreement 2020 under the PIP.</a> Incorporated by reference to Exhibit 10.6(a)(vi) to the Registrant's Quarterly Report on form 10-Q dated May 8, 2020. (See SEC File Number 001-37817).
*10.6(a)(vii)	<a href="#">Form of Performance Restricted Stock Unit Award Agreement 2020 under the PIP.</a> Incorporated by reference to Exhibit 10.6(a)(vii) to the Registrant's Quarterly Report on form 10-Q dated May 8, 2020. (See SEC File Number 001-37817).
*10.6.(c)	<a href="#">Registrant's Executive Change in Control Severance Plan dated as of April 25, 2017.</a> Incorporated by reference to Exhibit 10.1 to the Registrant's Current Report on Form 8-K dated August 28, 2017. (See SEC File Number 001-37817).
*10.6(d)	<a href="#">Letter Agreement dated May 21, 2019 between Conduent Incorporated and Clifford Skelton regarding compensation arrangements.</a> Incorporated by reference to Exhibit 10.6(h) to the Registrant's Current Report on Form 8-K dated May 28, 2019. (See SEC File Number 001-37817).
*10.6(d)(i)	<a href="#">Letter Agreement dated August 6, 2019 between Conduent Incorporated and Clifford Skelton regarding compensation arrangements.</a> Incorporated by reference to Exhibit 10.6(j) to the Registrant's Current Report on Form 8-K dated August 7, 2019. (See SEC File Number 001-37817).
*10.6(d)(ii)	<a href="#">Letter Agreement dated February 25, 2020 between Conduent Incorporated and Clifford Skelton regarding compensation arrangements.</a> Incorporated by reference to Exhibit 10.6(e)(ii) to the Registrant's Annual Report on Form 10-K dated February 26, 2020. (See SEC File Number 001-37817).
*10.6(d)(iii)	<a href="#">Letter Agreement dated February 23, 2021 between Conduent Incorporated and Clifford Skelton regarding compensation arrangements.</a>
*10.6(e)	<a href="#">Letter Agreement dated September 6, 2016 between Xerox Corporation and Brian Webb-Walsh regarding compensation arrangements.</a> Incorporated by reference to Exhibit 10.13 to Registrant's Amendment No. 4 to Form 10 dated October 21, 2016. (See SEC File Number 001-37817).
*10.6(f)	<a href="#">Letter Agreement dated May 15, 2019 between Conduent Incorporated and Mark S. Brewer.</a> Incorporated by reference to Exhibit 10.6(h) to the Registrant's Annual Report on Form 10-K dated February 26, 2020. (See SEC File Number 001-37817).
*10.6(g)	<a href="#">Letter Agreement dated November 5, 2019 between Conduent Incorporated and Michael Krawitz.</a> Incorporated by reference to Exhibit 10.6(i) to the Registrant's Annual Report on Form 10-K dated February 26, 2020. (See SEC File Number 001-37817).
21.1	<a href="#">List of subsidiaries of Registrant.</a>
23	<a href="#">Consent of PricewaterhouseCoopers LLP.</a>
31(a)	<a href="#">Certification of CEO pursuant to Rule 13a-14(a) or Rule 15d-14(a).</a>

[Table of Contents](#)

31(b)	<a href="#">Certification of CFO pursuant to Rule 13a-14(a) or Rule 15d-14(a).</a>
32	<a href="#">Certification of CEO and CFO pursuant to 18 U.S.C. §1350 as adopted pursuant to §906 of the Sarbanes-Oxley Act of 2002.</a>
101.INS	Inline XBRL Instance Document - the instance document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document.
101.CAL	Inline XBRL Taxonomy Extension Calculation Linkbase.
101.DEF	Inline XBRL Taxonomy Extension Definition Linkbase.
101.LAB	Inline XBRL Taxonomy Extension Label Linkbase.
101.PRE	Inline XBRL Taxonomy Extension Presentation Linkbase.
101.SCH	Inline XBRL Taxonomy Extension Schema Linkbase.
104	Cover Page Interactive Data File (formatted as Inline XBRL and contained in Exhibit 101).

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

**CONDUENT INCORPORATED**

/s/ CLIFFORD SKELTON

Clifford Skelton  
Chief Executive Officer

February 24, 2021

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrant and in the capacities and on the date indicated.

February 24, 2021

<b>Signature</b>	<b>Title</b>
<b>Principal Executive Officer:</b> <u>/s/ CLIFFORD SKELTON</u> Clifford Skelton	Chief Executive Officer and Director
<b>Principal Financial Officer:</b> <u>/s/ BRIAN WEBB-WALSH</u> Brian Webb-Walsh	Executive Vice President and Chief Financial Officer
<b>Principal Accounting Officer:</b> <u>/s/ STEPHEN WOOD</u> Stephen Wood	Vice President, Corporate Controller and Principal Accounting Officer
<u>/s/ HUNTER GARY</u> Hunter Gary	Director
<u>/s/ KATHY HIGGINS VICTOR</u> Kathy Higgins Victor	Director
<u>/s/ SCOTT LETIER</u> Scott Letier	Director and Chairman of the Board
<u>/s/ JESSE LYNN</u> Jesse Lynn	Director
<u>/s/ STEVEN MILLER</u> Steven Miller	Director
<u>/s/ MICHAEL MONTELONGO</u> Michael Montelongo	Director
<u>/s/ MARGARITA PALÁU-HERNÁNDEZ</u> Margarita Paláu-Hernández	Director

February 23, 2021  
Mr. Clifford Skelton  
c/o Conduent  
100 Campus Drive, Suite 200  
Florham Park, NJ 07932

Dear Cliff:

I am pleased to present to you modified terms to your compensation. Reference is made to: (i) the offer letter, dated May 21, 2019, between Conduent Incorporated ("Conduent") and you (the "Offer Letter"), (ii) the promotion letter, dated August 6, 2019, between Conduent and you (the "Promotion Letter"), and (iii) the modification letter, dated February 25, 2020 between Conduent and you (the "2020 Letter"). Capitalized terms not otherwise defined herein shall have the meaning ascribed to them in the 2020 Letter. This letter modifies certain terms of the 2020 Letter as follows:

1. Your base salary, as set forth in the "Annual Base Salary" section of the 2020 Letter shall be increased, effective as of the date hereof, from \$750,000 to \$775,000.
2. Your APIP Target, as set forth in the "Annual Performance Incentive Plan" section of the 2020 Letter shall be increased, beginning with APIP for calendar year 2021, from 125% to 135%. For clarity: (i) the APIP payment not yet paid to you in respect of calendar year 2020 shall not be affected by the foregoing, and (ii) your APIP Target for 2021 shall be 135% of \$775,000, subject to your continued employment as set forth in the APIP documentation.
3. Your LTIP target annual award, as set forth in the "Long-Term Incentive Plan" section of the 2020 Letter, shall be increased, beginning with the grant expected in 2021, from \$3,000,000 to \$4,000,000.

Except for those sections of the 2020 Letter specifically modified hereby, the provisions of the Offer Letter, the Promotion Letter, and the 2020 Letter shall continue to apply and are not modified by this letter.

Sincerely,

Conduent, Inc.

/s/ Christopher Kujawa

\_\_\_\_\_  
By: Christopher Kujawa

I agree to and accept this change:

/s/ Cliff Skelton February 23, 2021

\_\_\_\_\_  
Cliff Skelton Date

## SUBSIDIARIES OF CONDUENT INCORPORATED

The following companies are subsidiaries of Conduent Incorporated as of December 31, 2020. Unless otherwise noted, a subsidiary is a company in which Conduent Incorporated or a subsidiary of Conduent Incorporated holds 50% or more of the voting stock. The names of other subsidiaries have been omitted as they would not, if considered in the aggregate as a single subsidiary, constitute a significant subsidiary:

Name of Subsidiary	Jurisdiction of Incorporation or Organization
Conduent Care Management, Inc.	Arizona
Conduent Healthy Communities Corporation	California
Conduent Asset Management Group, LLC	Delaware
Conduent BPO Services, LLC	Delaware
Conduent Workers Compensation Holdings, Inc.	Delaware
Conduent Defense, LLC	Delaware
Conduent EDI Solutions, Inc.	Delaware
Conduent Education Loan Services LLC	Delaware
Conduent Global, Inc.	Delaware
Conduent Health Administration, Inc.	Delaware
Conduent Human Resources Services, LLC	Delaware
Conduent Lending, Inc.	Delaware
Conduent Casualty Claims Solutions, LLC	Delaware
Conduent Middle East, Inc.	Delaware
Conduent TradeOne Marketing, Inc.	Delaware
Conduent Securities LLC	Delaware
Conduent Care Solutions, LLC	Delaware
Conduent Card Service LLC	Delaware
Conduent Finance, Inc.	Delaware
Conduent Education Industry Services, LLC	Delaware
Conduent Payment Integrity Solutions, Inc	Delaware
Conduent Public Health Solutions, Inc.	Delaware
Conduent ParkIndy, LLC	Delaware
Conduent Health Assessments, LLC	Delaware
The National Abandoned Property Processing Corporation	Delaware
Conduent Business Services, LLC	Delaware
Conduent Education Services, LLC	Delaware
Conduent Education Solutions, LLC	Delaware
Conduent European Funding LLC	Delaware
Conduent Export LLC	Delaware
Conduent Federal Solutions, LLC	Delaware
Conduent Mortgage Services, Inc.	Delaware
Conduent Credit Balance Solutions, LLC	Delaware
Conduent State Healthcare, LLC	Delaware
Independent Transportation Solutions, LLC	Delaware
United Transportation Solutions, LLC	Delaware
Conduent Healthcare Knowledge Solutions LLC	Florida
Conduent Transport Solutions, Inc.	Georgia
Conduent Wireless Data Services (Operations), Inc.	Idaho
Conduent Human Services, LLC	Indiana

Conduent Healthcare Information Services, Inc.	Indiana
Conduent Image Solutions, Inc.	Louisiana
Conduent Commercial Solutions, LLC	Nevada
Conduent Patient Access Solutions, LLC	New Jersey
Conduent Compliance & Risk Consulting Corporation	New York
Conduent State & Local Solutions, Inc.	New York
Conduent Performance Improvement Solutions, Inc.	Oregon
Conduent Customer Care Solutions, Inc.	Oregon
Conduent HR Services, LLC	Pennsylvania
Conduent Healthcare Data Management, Inc.	Tennessee
Conduent Securities Services, Inc.	Texas
ACS Welfare Benefit Trust	Texas
Conduent Legal & Compliance Solutions, LLC	Texas
Mercury Fund II, Ltd.	Texas
Conduent Business Process Optimization Services, Inc.	Texas
Conduent WDS Global—Texas, Inc.	Texas
Conduent Heritage, LLC	Virginia
Conduent Learning Services, Inc.	Washington
Conduent Wireless Data Services North America, Inc.	Washington
Conduent Care and Quality Solutions, Inc.	Wisconsin
Eagle Connect Sh.p.k.	Albania
Voice Star Sh.p.k.	Albania
Consilience Software Australasia Pty Ltd	Australia
Conduent Business Services (Australia) PTY. LTD.	Australia
Wireless Data Services PTY Limited	Australia
Affiliated Computer Services Austria GmbH	Austria
Affiliated Computer Services International (Barbados) Limited	Barbados
Conduent (Belgium)	Belgium
ACS Transportation Services Participacoes Ltda	Brazil
Conduent Servicos de Terceirizacao de Processos de Negocios Ltda.	Brazil
Conduent Consultoria e Servicos de Recursos Humanos Ltda.	Brazil
Conduent do Brasil Servicos de Call Center Ltda.	Brazil
Conduent Business Services Canada, Inc./Services D'affaires Conduent Canada Inc.	Canada
Conduent Colombia S.A.	Colombia
Conduent Czech Republic s.r.o.	Czech Republic
Affiliated Computer Services (Fiji) Limited	Fiji
Conduent Business Process Solutions (France) SAS	France
Conduent Business Solutions (France) SAS	France
Affiliated Computer Services of Germany GmbH	Germany
ACS Holdings (Germany) GmbH	Germany
Invoco Holding GmbH	Germany
Invoco Business Solutions GmbH	Germany
Invoco Communication Center GmbH	Germany
Invoco Customer Service GmbH	Germany

Invoco Helpline GmbH	Germany
Invoco Marketing & Vertrieb GmbH	Germany
Invoco Media Sales GmbH	Germany
Invoco Multimedia GmbH	Germany
Invoco Sales GmbH	Germany
Invoco Service Center GmbH	Germany
Invoco Services & Sales GmbH	Germany
Invoco Technical Service GmbH	Germany
Conduent Business Services de Guatemala, Sociedad Anonima	Guatemala
ACS China Solutions Hong Kong Limited	Hong Kong
Conduent Business Solutions (Hong Kong) Limited	Hong Kong
Conduent Business Services India LLP	India
Conduent Ireland Limited	Ireland
Conduent Business Services Italy S.r.l.	Italy
Nuova Karel Soluzioni S.r.l. unipersonale	Italy
Conduent Business Solutions Italia, S.p.A.	Italy
Conduent Solutions (Jamaica) Limited	Jamaica
Conduent Jamaica Limited	Jamaica
Affiliated Computer Services Holdings (Luxembourg) S.A.R.L.	Luxembourg
Conduent Business Services Malaysia Sdn. Bhd.	Malaysia
ACS Malta Limited	Malta
Conduent de Mexico, S.A. de C.V.	Mexico
Conduent Solutions de Mexico, S. de R.L. de C.V.	Mexico
Affiliated Computer Services International B.V.	Netherlands
Transportation Solutions Holdings (Netherlands) B.V.	Netherlands
Customer Helpline Holdings (Netherlands) B.V.	Netherlands
Wilhaave Groep B.V.	Netherlands
Unamic Holding B.V.	Netherlands
Unamic/HCN B.V.	Netherlands
Conduent Business Services (Netherlands) B.V.	Netherlands
Market Line Peru S.A.C.	Peru
ACS Solutions Peru S.A.	Peru
Conduent Business Services Philippines, Inc.	Philippines
Conduent Solutions Philippines, Inc.	Philippines
ACS Solutions Poland Sp. z.o.o.	Poland
Affiliated Computer Services of Poland Sp. z.o.o.	Poland
ACS Puerto Rico, LLC	Puerto Rico
Conduent Business Solutions of Puerto Rico, Inc.	Puerto Rico
Conduent Business Services Romania S.r.l.	Romania
Conduent Europe Finance Limited Partnership	Scotland
Wireless Data Services (Asia Pacific) PTE Ltd.	Singapore
Conduent (PTY) LTD	South Africa
Conduent Business Services, S.L.	Spain
Xerox Business Solutions Spain, S.L.	Spain
Conduent Holdings (St. Lucia) Ltd.	St. Lucia



Affiliated Computer Services GmbH	Switzerland
Conduent Business Solutions AG	Switzerland
Unamic HCN Musteri Hizmetleri Limited Sirketi	Turkey
Conduent Accounts Receivable Ltd.	United Kingdom
Conduent Business Process Solutions Limited	United Kingdom
Conduent Parking Enforcement Solutions Limited	United Kingdom
Wireless Data Services Limited	United Kingdom

**CONSENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM**

We hereby consent to the incorporation by reference in the Registration Statement on Form S-8 (No. 333-215361) of Conduent Incorporated of our report dated February 24, 2021, relating to the financial statements, financial statement schedule, and the effectiveness of internal control over financial reporting, which appears in this Form 10-K.

/S/ PricewaterhouseCoopers LLP

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PricewaterhouseCoopers LLP

Florham Park, New Jersey

February 24, 2021

## CEO CERTIFICATIONS

I, Clifford Skelton, certify that:

1. I have reviewed this Annual Report on Form 10-K of Conduent Incorporated;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
  - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

February 24, 2021

/s/ CLIFFORD SKELTON

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Clifford Skelton  
Principal Executive Officer

**CFO CERTIFICATIONS**

I, Brian Webb-Walsh, certify that:

1. I have reviewed this Annual Report on Form 10-K of Conduent Incorporated;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
  - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
  - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
  - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

February 24, 2021

/s/ BRIAN WEBB-WALSH

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Brian Webb-Walsh  
Principal Financial Officer

**CERTIFICATION OF CEO AND CFO PURSUANT TO 18 U.S.C. § 1350,  
AS ADOPTED PURSUANT TO § 906 OF THE SARBANES-OXLEY ACT OF 2002**

In connection with the Form 10-K of Conduent Incorporated, a New York corporation (the "Company"), for the year ended December 31, 2017, as filed with the Securities and Exchange Commission on the date hereof (the "Report"), Clifford Skelton, Chief Executive Officer of the Company, and Brian Webb-Walsh, Chief Financial Officer of the Company, each hereby certifies, pursuant to 18 U.S.C. § 1350, as adopted pursuant to § 906 of the Sarbanes-Oxley Act of 2002, to the best of his/her knowledge, that:

- (1) The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- (2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

/s/ CLIFFORD SKELTON

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Clifford Skelton  
Chief Executive Officer  
February 24, 2021

/s/ BRIAN WEBB-WALSH

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Brian Webb-Walsh  
Chief Financial Officer  
February 24, 2021

This certification accompanies this Report pursuant to § 906 of the Sarbanes-Oxley Act of 2002 and shall not, except to the extent required by the Sarbanes-Oxley Act of 2002, be deemed filed by the Company for purposes of § 18 of the Securities Exchange Act of 1934, as amended.

A signed original of this written statement required by § 906 has been provided to Conduent Incorporated and will be retained by Conduent Incorporated and furnished to the Securities and Exchange Commission or its staff upon request.

## Attachment D: Project Organization and Staffing [RFP Attach. D]

### REQUIREMENT: RFP Section Attach. D

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

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

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

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

### D.1 Initial Staffing Plan [RFP D.1]

#### REQUIREMENT: RFP Section D.1

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

#### D.1.1 Description of the Vendor's Proposed Project Team [RFP D.1]

##### REQUIREMENT: RFP Section D.1

A succinct description of the vendor's proposed project team should exhibit the vendor's ability and capability to provide knowledgeable, skilled, and experienced personnel to accomplish the Scope of Work (SOW) as described in this RFP.

PRDoH has made it clear in its procurement strategy that it desires a contractor with the appropriately skilled key personnel and implementation experience with modernized platforms for the MMIS Phase III effort.

The success of the project hinges on the quality of staff and the ability of the project organization to work effectively toward delivering a tailored solution to support your program goals. Throughout this section, we showcase our extensive staffing qualifications and our approach for performing the full scope of services for the project. We demonstrate that Conduent is the most qualified contractor to provide the services and expert personnel required.



#### You Benefit from Our Strong Staff

- Approximately 2,550 employees helping our healthcare customers implement, operate, and maintain their healthcare programs
- Key Staff have extensive experience with similar projects and easily meet availability requirements
- We're familiar with the scope of work because we perform similar work on many of our other contracts
- Partnership with **CITRIOM** strengthens staffing solution

**We Are Already Your Neighbors.** Conduent currently provides State Level Registry (SLR) technology and services to support Puerto Rico’s Medicaid Provider Incentive Program through a contract with the Administración de Seguros de Salud de Puerto Rico (ASES). In 2012, ASES awarded us a contract to deploy our Web-based State Level Registry (SLR) solution to support the new requirements for Adopt, Implement, Upgrade (AIU); meaningful use (MU); and incentive payments offered by the ARRA HITECH Act. Our longtime presence in Puerto Rico means that, possibly unlike other bidders, we are already familiar with your culture and are invested in the people of the Commonwealth. Our presence in Puerto Rico, paired with the remote workforce we increased throughout the COVID-19 pandemic, provide you the complete infrastructure to serve you.

## Key Staff

Table D-1 lists our key staff for the implementation and maintenance phases, including how they meet RFP qualifications.

**Table D-1. Key Staff**

Key Staff Name and Summary
<p><b>Account Manager – Simona Taylor</b> Simona is an experienced account manager with over 10 years of experience managing complex engagements with focus in healthcare and pharmacy. In her current role at Conduent as Director – Product and System Engineering at Conduent, Simona oversees a multilayered Third Party Liability department specializing in commercial recoupment, recovery, cost avoidance, Medicare buy-in programs, and estates/trust. Simona is knowledgeable in all aspect of Medicaid operations, state policies, and CMS guidance and demonstrates that competence effectively. Her ability to provide timely and informed responses to design, development, and implementation (DDI); operational; and administrative inquiries has led to positive client relationships and also positions her as trusted partner and advisor.</p>
<p><b>Project Manager – Jacqueline Bester, PMP</b> Jacqueline has 20 years of experience in project management and implementation of large-scale projects for MMIS Medicaid healthcare and for hospital healthcare IT and operations, including 14 years of MMIS project management experience. Jacqueline currently serves at Conduent as MMIS Project Manager. She is adept at managing cross-functional teams; directing activities and schedules of project support staff and resources; reporting status and progress; and ensuring completion of projects to meet stakeholder requirements and timeline expectations. During a previous engagement as MMIS project manager at Conduent from 2002 to 2015 she managed multiple projects for our Colorado Medicaid client. She has a PMP certification.</p>
<p><b>Business Lead – Fernando Maldonado</b> With over 17 years of relevant experience, including the last three years as a senior business analyst for Conduent Business Solutions of Puerto Rico, Fernando manages business analyst resources, assigns tasks, oversees work products and their completion, monitors schedules, and ensures resources are utilized efficiently and effectively. Fernando coordinates day-to-day implementation activities and facilitates communication between business analysts and QA teams. He provides expert guidance ensuring that policy and defined business rules are correctly implemented. He serves as the senior business expert. Prior to joining Conduent, Fernando held several relevant positions of increasing responsibility including quality assurance analyst, business analyst, and program/system analyst. He is pending examination for PMP certification for Q4, 2021 and is bilingual English and Spanish.</p>
<p><b>Technical Lead – David Copenhaver</b> David has 22 years of experience leading system design and integration projects, including the technical design and implementation of projects similar in size and scope to Puerto Rico. He also has more than 20 years of experience specifically in healthcare and 19 years of experience in financial management business processes. He has served our Montana Medicaid account since 1999 in various technical positions including his current role as technical program manager since 2018. His experience includes leading teams to ensure adherence to NIST, FISMA, and FIPS guidelines and to support third-party audits (SSAE-16, SOC1 and SOC2).</p>

Key Staff Name and Summary
<p>David is experienced in Agile technology development and change management techniques to implement innovative health care technology solutions for clients.</p>
<p><b>Implementation Manager – Nancy Hyde, PMP</b>                      Nancy has 15 years of Medicaid experience working on our Wyoming Medicaid account, as well as 4 years of experience in project management implementation of information systems. Among her many duties in her current role at Conduent as technical business analyst on our Wyoming contract, she served as the BA lead for the 278 Service Authorization Child Project (part of the HIPAA 2/ICD-10 Implementation) from initiation to closing. Nancy also serves as BA lead on all subsequent 278 service authorization new vendor projects from initiation to closing, where she is responsible for ensuring project implementation is executed as expected. She previously served as account manager for PBM services on our Wyoming Medicaid PBM project. She is PMP certified and possesses extensive knowledge of project management standards and best practices, including the PMBOK®.</p>
<p><b>Operations Manager – Kelly Mayo, PMP</b>                      Kelly's strengths include 30+ years of continuous management-level experience and 15+ years of healthcare experience. He is a certified Project Management Professional (PMP). Throughout his career, Kelly has managed numerous system implementations and operations. He specializes in Microsoft Project, the tool we propose to develop and maintain the project's work plan. He is efficient at monitoring schedules, tracking project progress, and producing status reports. Kelly likes to work with people and looks forward to developing a solid rapport with PRDoH. He knows how to inspire and bring out the best in his employees, with an emphasis on quality and performance.</p>
<p><b>Certification Lead – Nina Boyd</b>                      Nina has 20 years of experience in Medicaid Management Information Systems (MMIS) and Pharmacy Benefits Management (PBM). Nina currently serves as Conduent's certification lead on four Medicaid Outcomes-Based Certification (OBC) projects, making her the perfect candidate to oversee certification of the PRMP Medicaid Enterprise Solution (MES) solution.                      Nina manages preparations for Certification, including the Centers for Medicare &amp; Medicaid Services (CMS) audit of the new MMIS Medicaid system in North Dakota. She serves as the primary point of contact for certification-related issues and has worked with the project team including the Independent Validation and Verification (IV&amp;V) organization to coordinate certification planning, status meetings, and deliverables.                      Nina is knowledgeable and experienced in the CMS MECT Toolkit. She managed the project team in creating a complete set of requirement artifact documents to successfully validate the system and ultimately achieve certification.</p>
<p><b>Documentation Management Lead – Amanda Musson</b>                      Amanda has 21 years of experience with methods and tools producing high-quality documentation for management plans, publications, and online content, including over 16 years of experience in document management. She has performed a complete overhaul of a centralized project management and system development methodology to align to industry standards. She also performs regular documentation releases to a configuration controlled SharePoint site, communicating changes to the organization.                      Among many duties in her current role at Conduent since 2017 as Project Management Consultant, Amanda implements standards and training for Microsoft SharePoint including tracking documentation quality reviews, promoting consistent usage, advocating best practices, and supporting effective customer collaboration. She provides project management guidance, standards, templates, and support; and she maintains and continuously improves Conduent's project management and system development methodologies to align to industry standards and specific needs of government healthcare projects.</p>
<p><b>Quality Assurance Manager – Jessica Russ</b>                      Jessica has 12 years of experience in developing and maintaining quality control functions for system implementations, including 2 years of experience developing and maintaining quality control for our New Mexico MMIS contract. Her experience includes managing multiple deliverables for all quality assurance functions including developing, establishing, executing and monitoring quality control processes and procedures.                      Among her many duties at Conduent since 2019 as Quality Manager, she develops and maintains quality policies, practices, procedures, and standards by which all account operations are performed; serves on the New Mexico Leadership Team as the QA department representative; and proactively identifies compliance issues/risks within the organization and with its external partners, including regularly reporting to senior management on compliance and quality assurance activities and findings. Jessica has an MBA from the University of Phoenix.</p>
<p><b>Testing Manager – Greta Dennis</b>                      Greta has over 19 years of experience in leading systems testing of a large-scale health and human services system. She manages testing team members in analyzing business and system requirement specifications and functional requirements ensuring test plan development, test cases, and execution.</p>



### Key Staff Name and Summary

Her experience includes 15+ years in the healthcare industry as a senior tester/business analyst/clinical analyst, implementation lead, and systems testing manager. She also has 10+ years of experience with drug utilization management, software release management, and product management; 10+ years of experience with point of sale (POS) claims processing, clinical applications, and standard analytical tools; 5 years of experience in operations management; and 5 years of experience in federal government regulations.

#### Information Security Architect/Privacy Data Protection Officer – Chanakya (Dev) Alapati

Dev has more than 10 years of experience in IT security, including infrastructure/network and multi-platform environments. He also has more than 10 years of experience with technical and risk assessment techniques, tools, and practices, as well as experience working with federal security and privacy.

Among many duties in his current role at Conduent as Director, Information Management Security, Dev manages a portfolio of over 40 client environments enabling and supporting compliance across multiple standards. He also develops and maintains plans for system security and assessments, and Plan of Action and Milestones, for multiple clients

Dev has acquired Certified Information Systems Auditor (CISA) certification (along with CISM, CGEIT, CRISC, ISO Lead Auditor and ITIL certifications).

### Ability and Capability to Provide Knowledgeable, Skilled, Experienced Personnel

You benefit from Conduent’s breadth and relevant expertise across our organization, having supported 15 successful MMIS CMS certifications including Alaska, Colorado, Florida, Georgia, Iowa, Minnesota, Mississippi, Montana, New Hampshire, North Dakota, New Mexico, Washington, Wyoming, and twice in Washington DC. Our project team leverages experts from across our organization who have a history of meeting service agreements and can help you achieve your goal of improving core operational financial management functions, improve processing time, and integrate financial data into a centralized location. In the event the team experiences unexpected vacancies, changes in program scope, or unique challenges, we have the expertise and staff to quickly react and maintain services in accordance with your requirements and service expectations.

Our history of Medicaid thought leadership and innovation has been largely attributable to the quality of the staff we employ. We possess and maintain a field of professionals—at all staffing levels—that focus on MMIS supporting technologies including fiscal agent, fiscal intermediary, maintenance and operations, claims and PBM platforms, eligibility, and ancillary modular solutions, with unmatched tenure in Medicaid. Many of our staff members have acquired decades of government and private sector healthcare industry experience—actively participating in professional associations, forums, advisory groups, standards organizations, and task forces across the nation that help shape and apply regulations and standards that have a positive impact on Medicaid delivery.

#### D.1.2 Proposal for Providing All Resources Necessary to Fulfill the RFP Requirements [RFP D.1]

##### REQUIREMENT: RFP Section D.1

A detailed proposal for providing all resources necessary to fulfill the requirements as specified in this RFP. This includes details covering not only key staff but support staff.

The staffing plan we propose meets the requirements and level of effort for each task group and phase of the project. Aligned with the Project Management Institute’s PMBOK Guide Resource Management knowledge area, our standard plan—which we tailor for the project—includes proven strategies for monitoring and improving staff performance, continually meeting the staffing needs of the project, and supporting quality services.

We are sensitive to the fact that clients may sometimes think organizations are planned by faraway business development teams who are removed from the actual implementation and operations. This is not true for Conduent. Some of the people that support our implementations are the same people reviewing your RFP requirements and really know what it takes for a project like yours to succeed.

The staffing plan we propose is data driven, but it also includes less tangible factors such as developing a strong company culture, building morale, and establishing a positive work environment. It captures the staffing approach and structure we utilize to meet the requirements and level of effort for each task group and phase of the project. Aligned with the Project Management Institute's *PMBOK Guide* Resource Management knowledge area, our standard plan—which we tailor for the project—includes proven strategies for both monitoring and improving staff performance, continually meeting the staffing needs of the project, and supporting quality services.

The staffing plan helps Conduent identify the individuals that are assigned task ownership and responsibilities in the Project Work Plan, while establishing the appropriate staffing levels that comply with RFP requirements to fully support the operations for the new contract period. It evaluates the current level of services provided, the future level of services being requested, and the necessary staffing to support those activities. It also details how staffing levels provide optimal support to the project and PRDoH.

## Sufficient Staff to Help Assure Project Success

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Our approach to maintaining sufficient staffing levels includes our commitment to team stability and continuity, which are essential to the success of the implementation, maintenance, and operation of the solution. Conduent relies on our review of the RFP and our experience with similar implementation projects and operational accounts to analyze the scope of work for this project and hire, acquire, train, and allocate sufficient staff to fulfill all performance standards and meet or exceed all requirements as established in the RFP.

We will rely on our proven staff acquisition and retention methods to attract the best candidates. The success of this project relies heavily upon the people behind it and the culture we bring to the project. The primary goal of our company and our staff is client satisfaction—achieving and exceeding your expectations. To accomplish this, we equip each staff member with the necessary skills and experience to contribute to the success of the project. We carefully select team members for implementation activities and, where appropriate, we retain those staff on the maintenance and operations of the project for continuity, consistency, and continued development of Puerto Rico-specific expertise.

## Staff Recruitment

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Effective implementation and operation of the project demands skilled and experience professionals to ensure optimal project execution. Conduent recruits and retains highly qualified and experienced staff to successfully perform the duties required to meet your project goals and objectives. We staff the project with people who have the skills and experience needed for project success.

Our staffing model and development organization are built to respond to the changing demands of the project without major changes in approach. The expert knowledge we have gained through extensive training and experience with similar accounts like Montana and New Mexico enables us to efficiently implement and maintain the CMdS solution we describe in this proposal. We seek and identify individuals with Puerto Rico Medicaid program experience to strengthen our team with knowledge relevant to your business rules and objectives.

While our proposed project staff bring impressive tenure and experience, our personnel and operational models are designed to optimize performance and accountability, regardless of the specific individuals engaged. We deploy an operating model that is resilient, optimized, and designed to mitigate the negative impact of potential short-term and long-term absences on the project. These tools include:

- Designated back-up staff
- Management-level staff who are fully cross-trained and capable of running a variety of operational units or teams
- Overflow capabilities
- Use of a job rotation program
- Extensive training and cross-training of all staff
- Extensive documentation of procedures

## Staffing Levels

For the Maintenance and Operations Phase, we use historical statistics, performance indicators, and projected volumes to determine optimal staffing levels needed to meet performance goals and KPIs. Our approach incorporates contingency planning to address workload variations and potential disruptions. We identify potential risks early and take steps to mitigate the occurrence and impact of any risks, including complexity factors and documented assumptions such as work volume estimates for peak periods.

### D.1.3 Organization Charts for Implementation and Maintenance and Operations Stages [RFP D.1]

#### REQUIREMENT: RFP Section D.1

Organization charts for implementation and maintenance and operations stages showing both the vendor staff and their relationship to PRMP staff that will be required to support the project. The organization chart should denote all key staff for this project, and a summary of each key staff member's responsibilities.

The RFP makes it clear that PRMP expects the successful vendor to present the most optimal staffing arrangements in its Initial Staffing Plan for fulfillment of the requirements and specifications set forth within the RFP. After careful consideration of RFP requirements, as well as a thorough analysis of staffing models that have succeeded for us elsewhere, we propose an organizational structure that leverages our experience, methods, and practices from similar operations to meet the requirements, goals, and objectives of the project.

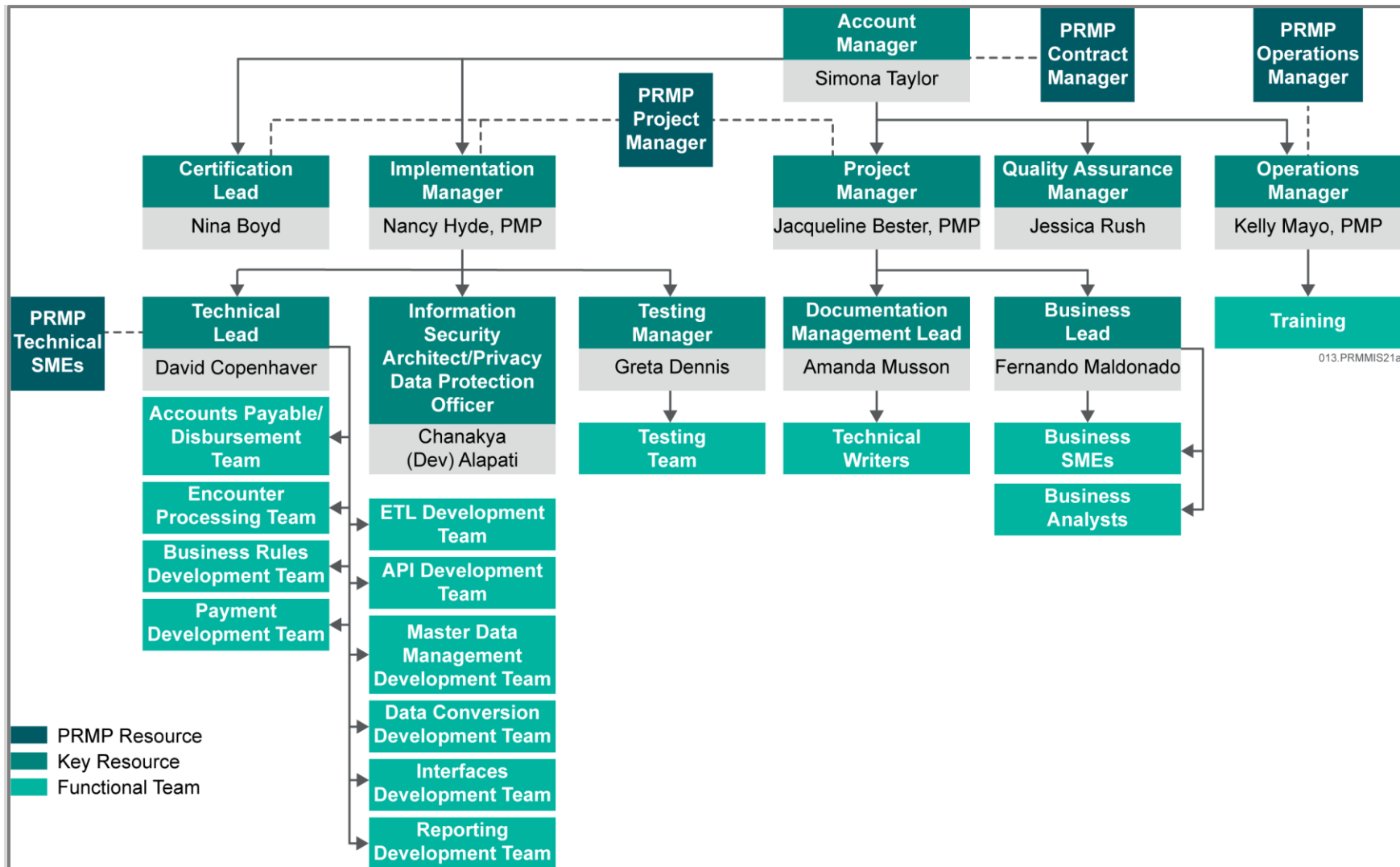
For the Implementation Phase, we clearly delineate roles to leverage appropriate knowledge and to facilitate a successful implementation while making the most effective use of your resources, thereby minimizing impact to current service delivery. For the Maintenance and Operations Phase, our organization reflects a solid project team structure and the expert personnel required for a full-service operation and responsive maintenance of the CMdS solution. To maximize our use of technical resources, the developers will be organized into a financial team and an encounter team. They will be split among certain roles during Implementation and then split differently during Maintenance and Operations. Both the Implementation and Maintenance and Operations charts highlight our proposed project personnel and key personnel.

## Implementation Stage

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Our implementation team will replace your current legacy system with a more modern and agile platform that provides flexibility, greater accuracy, and improved transparency. Project Manager **Jacqueline Bester**, PMP will oversee all aspects of the implementation, including project start-up, setting deliverables expectations, capturing requirements, configuring and testing the tools, and delivering implementation project deliverables. Implementation Manager **Nancy Hyde**, PMP serves as the primary point of contact regarding implementation activities.

Our Implementation Team—including system architects, business analysts, subject matter experts, and testers—will work with the operations team to make sure the tools are properly configured, the procedures are streamlined and effective, the reports are clear and informative, and the testing includes execution by representative end users. During implementation, the incoming operations team can focus on planning for the seamless transition of current operations. The implementation manager works closely with the operational readiness manager to make sure that transition activities, such as testing and training, are scheduled well in advance of Go Live so they do not negatively affect the services performed under the current contract. Figure D-1 depicts the project organization for implementation including both the Conduent staff and their relationship to PRMP staff.



**Figure D-1. Implementation Stage Organization Chart**

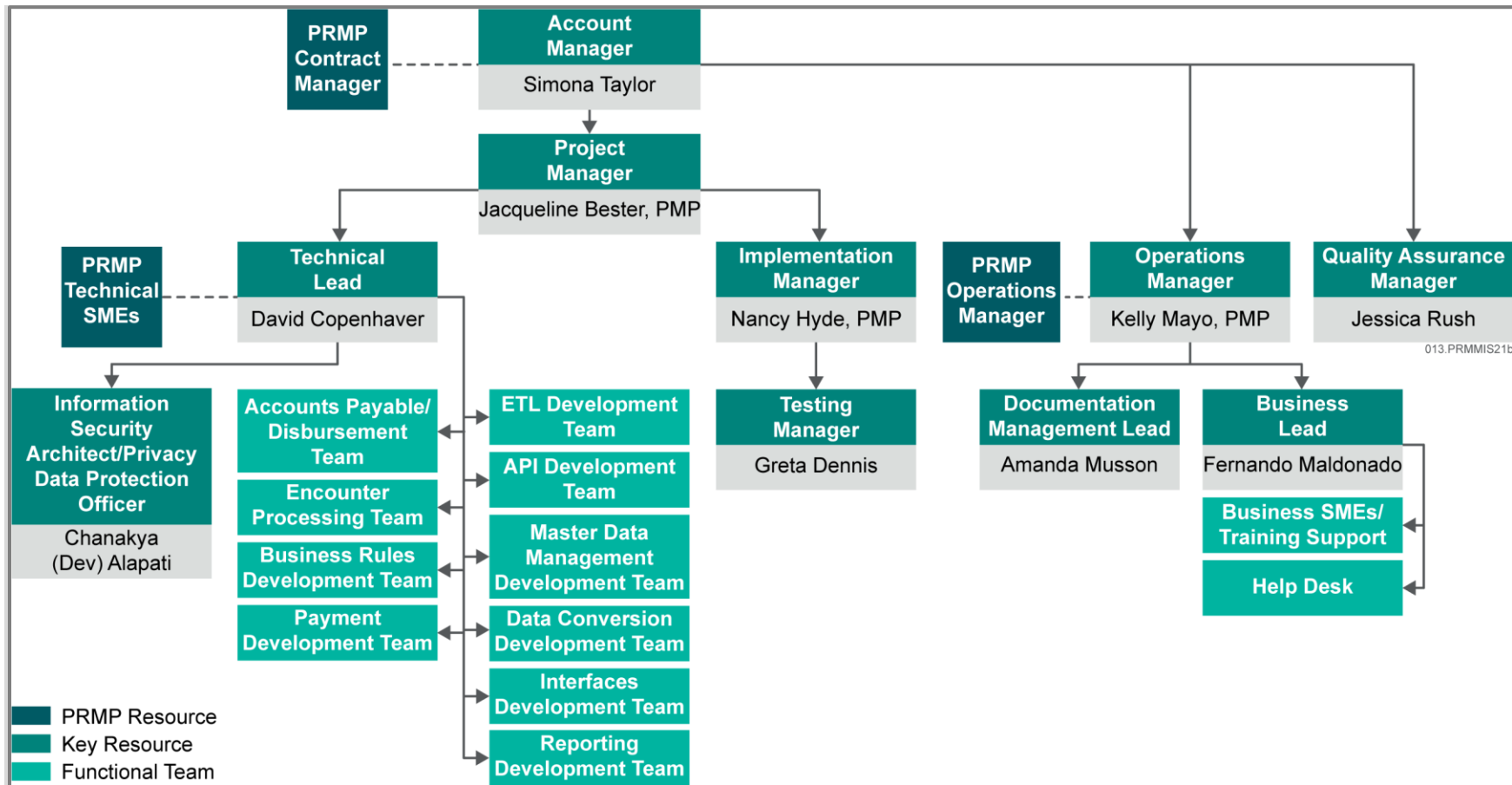
*Our approach provides the staff needed for successful implementation and certification, including business subject matter expertise, project management discipline, and commitment to collaboration with PRDoH and its stakeholders.*

**Table D-2. Summary of Each Key Staff Member’s Responsibilities**

Key Staff	Role During Phases
Account Manager Simona Taylor	During all phases will serve as a single point of contact for matters concerning our performance. Will perform responsibilities as identified in RFP Appendix 2.
Project Manager Jacqueline Bester, PMP	During all phases will organize and incorporate work efforts and deliverables. Will perform responsibilities as identified in RFP Appendix 2.
Business Lead Fernando Maldonado	During all phases will serve as a liaison among stakeholders to ensure adherence to the structure, policies, and operations of PRMP. Will perform responsibilities as identified in RFP Appendix 2.
Technical Lead David Copenhaver	During all phases will lead technical staff as the primary technical subject matter expert (SME). Will perform responsibilities as identified in RFP Appendix 2.
Implementation Manager Nancy Hyde, PMP	During Implementation will oversee activities throughout solution planning, configuration, and deployment. Will perform responsibilities as identified in RFP Appendix 2.
Operations Manager Kelly Mayo, PMP	During all phases will oversee, support, and monitor day-to-day execution of operational activities. Will perform responsibilities identified in RFP Appendix 2.
Certification Lead Nina Boyd	During Implementation will oversee Conduent’s support of the certification process and prepare for the State’s participation in periodic certification milestone reviews. Will perform responsibilities as identified in RFP Appendix 2.
Documentation Management Lead Amanda Musson	During all phases will oversee business analysts for documentation process. Will perform responsibilities as identified in RFP Appendix 2.
Quality Assurance Manager Jessica Russ	During all phases will oversee the quality assurance processes and staff. Will perform responsibilities as identified in RFP Appendix 2.
Testing Manager Greta Dennis	During all phases will oversee the testing process and staff. Will perform responsibilities as identified in RFP Appendix 2.
Information Security Architect/ Privacy Data Protection Officer Chanakya (Dev) Alapati	During all phases will provide results of independent security audit verifying the solution meets privacy and security requirements. Will perform responsibilities as identified in RFP Appendix 2.

## Maintenance and Operations Stage

During the M&O phase, the focus shifts to quality delivery of maintenance and operations and of the CMdS solution. An efficient change management process supports this shift, including mechanisms for defining, analyzing, estimating, and approving changes. Like our implementation chart, our staffing for maintenance and operations includes clear lines of authority and an abundance of business subject matter expertise to implement technical changes. We clearly delineate roles and responsibilities to leverage appropriate knowledge and to facilitate a successful M&O phase. Figure D-2 depicts the organization, including both the Conduent staff and their typical communication paths with PRMP staff.



**Figure D-2. Maintenance and Operations Stage Organization Chart**

*During this phase, we continue our strict adherence to project management disciplines, while the focus shifts to operations, maintenance, and configuration of the CMdS modules as PRMP policies evolve.*

## D.1.4 Tools and Processes Used to Screen Staff to Fill Positions [RFP D.1]

### REQUIREMENT: RFP Section D.1

A narrative describing tools and processes used to screen staff to fill positions.

We recognize that your project has very limited requirements for contractor staff to be physically present in Puerto Rico, and therefore you have to be sure your contractor is able to perform at a high level with remote workers. Our staff are sourced, trained and have the infrastructure to meet project needs. We proved this capability when we moved 75% of our corporate staff home to work remotely during the COVID-19 pandemic.

Conduent employs large numbers of remote workers in its virtual office program in the United States. In addition to mitigating safety concerns, benefits to our clients include enabling us to fill vacancies quicker for positions that can be performed remotely, thereby ensuring we employ the most highly qualified staffing resources.

We also share your view that qualified project staff are essential to the vendor's satisfactory performance of project activities. Toward that goal, we employ proven recruitment tools and processes to ensure that project staff possess sufficient experience to meet the responsibilities, performance expectations, and system requirements of this RFP.

As a highly qualified Medicaid and healthcare services provider, we have access to a pool of professionals ready and able to meet your position requirements from day one of the project. We provide skilled and knowledgeable Conduent staff members experienced in similar projects to complete certain activities and responsibilities for the project.

In the event we need to supplement our personnel resources, we use tools and resources such as LinkedIn, Indeed.com, and other job search websites, as well as experienced local Puerto Rico recruiters who work directly with our Account Manager **Simona Taylor** and other appropriate key personnel to hire additional staff for the project. Whether conducting internal or external candidate searches, recruiters work closely with hiring managers throughout the recruitment process. This helps ensure:

- Our recruiters have a complete understanding of job requirements
- Positions are filled in accordance with staffing plans and operational needs
- Candidates have the requisite knowledge and skills for each position
- The process is compliant with all employment regulations

As part of the screening process, candidates may be required to pass a test of skills and knowledge relevant to the position for which they are being considered. Depending on the role, individuals undergo tests designed to assess their technical, customer service, presentation, written communication, and other job-related skills. We employ best practices in our testing to help ensure a candidate possesses the required knowledge and skills for the intended position. After completing formal interviews with hiring managers and successful completion of the skills assessment, we select the most qualified individual(s) and make formal employment offers for the appropriate project position. All employment offers are contingent on a satisfactory result from required background checks that include a criminal background check and a drug test.

#### **A Campaign Tailored to Puerto Rico**

We initiate a strategic recruiting campaign using our applicant tracking system, workforce department, social media, and the employee referral program to help attract and hire staff in Puerto Rico.

Further, we provide an extensive training program to provide new hires with the right tools and resources to support their job responsibilities.



## D.1.5 Process for Replacing Key Staff within Timeframes Detailed in the RFP [RFP D.1]

### REQUIREMENT: RFP Section D.1

A narrative describing the process for replacing key staff within timeframes detailed in this RFP and the procedures for backfilling key staff during any transition.

We employ a succession planning process that enables us to grow future leaders rather than relying on external recruiting. Our program maps a sequence of personnel moves to identify candidates well in advance of actual needs. This process allows opportunities for mentoring and development activities beyond cross-training to groom our employees for future openings in senior management. Employees are well prepared to step in and support project expansion, newly created roles, or changing market conditions.

Our management succession program prevents disruptions caused by unplanned vacancies. Succession planning enables us to guide staff as they improve their skills and knowledge, immerse staff in the business of the company, and minimize the learning curve for future leaders.

Although we strive to maintain a stable leadership workforce, if it is necessary to replace key personnel, we follow a rigorous selection process. When management receives notice of a permanent separation of a key staff resource from employment, we prepare, whenever possible, by selecting a replacement before the terminating employee leaves. Our staffing approach includes a process and supporting template for facilitating an orderly knowledge transfer from the departing staff to his/her replacement(s). Once notice is received, we provide PRDoH with notification and endeavor to fill the vacancy promptly.

To replace key personnel, we look first to existing Conduent employees, particularly those on similar projects nearing the end of a contract term and those who have expressed a desire for new or additional challenges. (Internal transfers or promotions are effective methods of meeting the timeframes detailed in this RFP.) In all cases—whether hiring or promoting from within—our recruiters work closely with hiring managers through each step of the recruiting workflow. We work collaboratively to seek out local staff who have the requisite experience, skills, and knowledge to fill the position.

We search for replacement staff who meet or exceed the original minimum qualifications for the position within Conduent before engaging external recruitment. We will make every attempt to identify candidates having equal or better skills and credentials than the key personnel being replaced. Upon identification of a replacement candidate for the key position, we will request evaluation and approval from PRMP to proceed to fill the position.

In evaluating candidates to replace key staff, we take into consideration an individual's past performance on other assignments. To accomplish this goal, we couple our staff retention and development activities with a customized project recruitment plan built on our experience with other similar projects, ensuring that all key staff requirements are met by the replacement staff, with no disruption in services.

### D.1.6 Resumes [RFP D.1]

#### REQUIREMENT: RFP Section D.1

Resumes (not to exceed two [2] pages each) for the key staff and support staff members assigned to this project including their licenses, credentials, and applicable experience. PRMP considers the key staff resumes as a key indicator of the vendor’s understanding of the skill sets required for each staffing area.

We provide key personnel who have the appropriate, targeted skills and experience to execute the full scope of work and services and who are driven by quality and a commitment to meeting and exceeding service level requirements.

**We Provide Key Staff Resumes in Proposal Section D.3.1, Resumes**

Our proposed key personnel have a proven record of performing similar work on large-scale projects pertaining to the scope of this RFP. Our team knows what it takes to deliver on the complexities of the MMIS Phase III project implementation. They will configure and implement a CMdS solution that is positioned for reliability, compliance, and consistency across all provider channels for timely payment.

### D.1.7 Letter of Intent for Staff Not Currently Employed by Vendor [RFP D.1]

#### REQUIREMENT: RFP Section D.1

A letter of intent for each proposed staff member not currently employed by the vendor. Each letter of intent should be signed by the named individual, indicating that the individual is willing to accept employment if the vendor is awarded the contract.

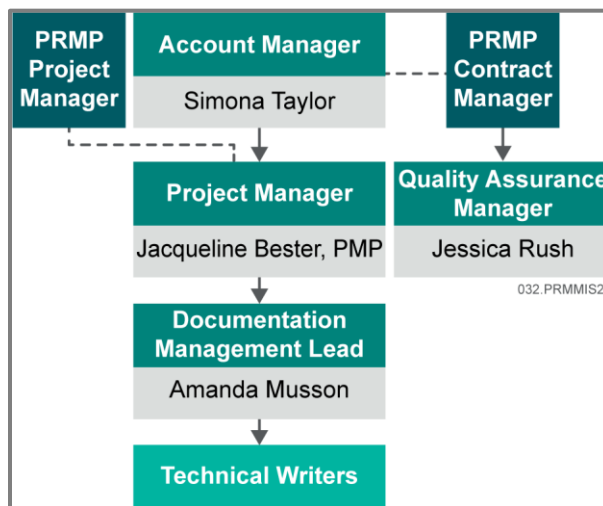
We do not propose any staff members that are not currently employed by Conduent.

### D.1.8 Proposed Staffing for Each Phase of the Project [RFP D.1]

#### REQUIREMENT: RFP Section D.1

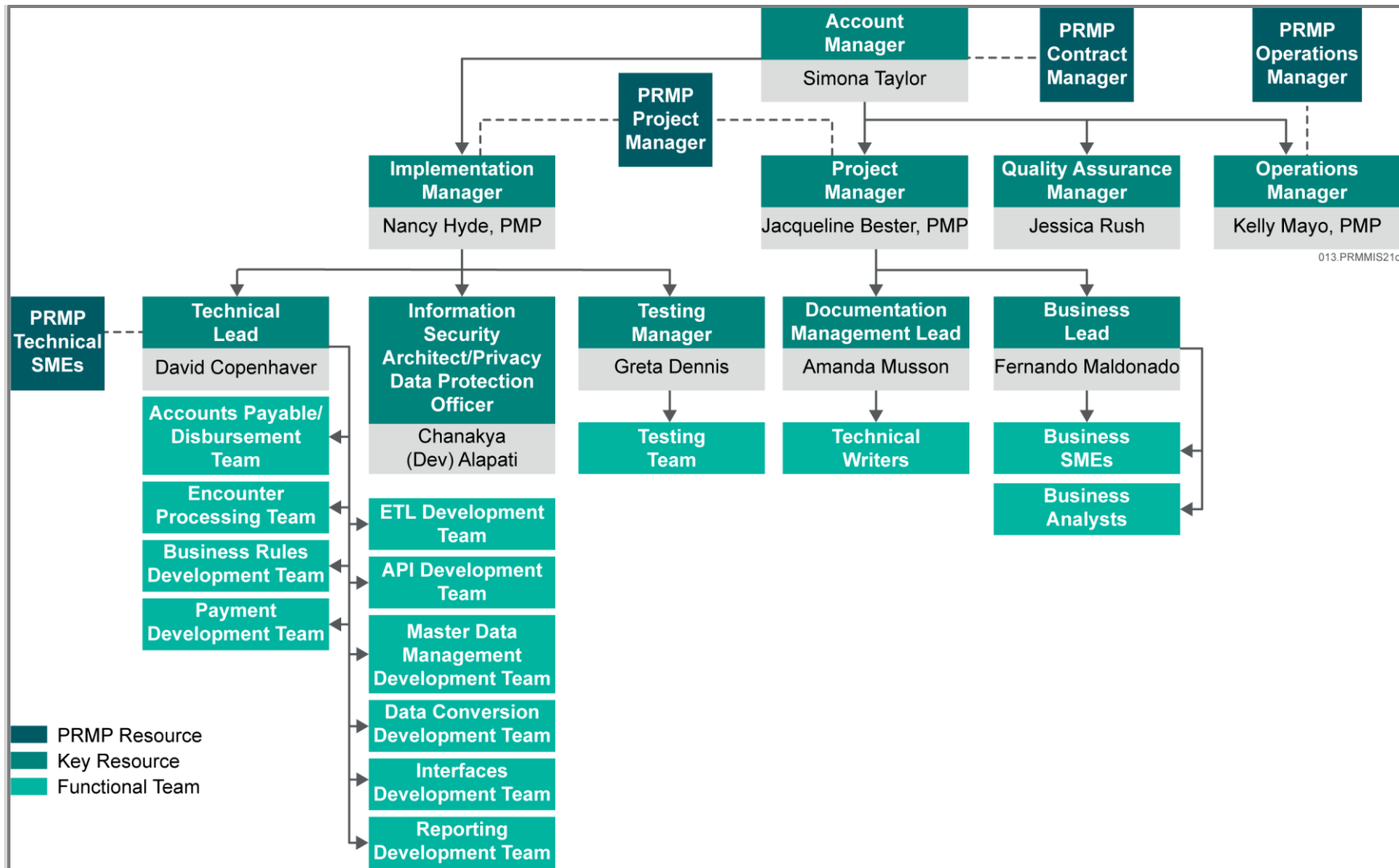
A description and diagram of the proposed staffing for each phase of the project.

We break out the implementation process into three phases: Project Initiation and Planning, Solution Design and Testing, and Solution Deployment. Figures D-3 and D-4 depict our proposed staffing for the Project Initiation and Planning Phase and the Solution Design and Testing Phase. Proposed staffing for our Solution Deployment Phase was depicted in the Maintenance and Operations Stage organization chart earlier in this proposal section.



**Figure D-3. Project Initiation and Planning Phase Chart**

*During this first phase in the Project Management Life Cycle (PMLC), our project initiation staff focuses on project startup. Project leadership including Documentation Management Lead Amanda Musson create numerous planning documents that will guide solution implementation and project operations over the life of the project.*



**Figure D-4. Solution Design and Testing Phase Chart**

*After gaining approval of the Master Test Plan, during this phase we configure the organization and complete testing.*

## D.1.9 Identification of Subcontractor Staff [RFP D.1]

### REQUIREMENT: RFP Section D.1

Identification of subcontractor staff, if applicable.

To help provide you with the best staffing solution for the project, we partner with **CITRIOM**, a well-known and highly qualified San Juan-based source of high-end technology staffing solutions. **CITRIOM** will provide general staff augmentation and support with system requirement documentation and subject matter expertise during implementation and testing. Fluent in Spanish and already familiar with you, your systems, and the focus of your business mission, **CITRIOM** has first-hand knowledge of PRMP data structure, modes, uses, exchanges, and challenges.

By working with **CITRIOM**, we add substantial – and local – institutional knowledge and technical depth to our resources for future enhancements, data quality assurance, and day-to-day support. This collaboration eliminates any knowledge gap between us and other bidders. We continue our partnership with **CITRIOM** during maintenance and operations to help ensure success with future changes and enhancements.

## D.2 Use of PRMP Staff [RFP D.2]

### REQUIREMENT: RFP Section D.2

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

- The key PRMP roles necessary to support project deliverables and scope of work.
- The nature and extent of PRMP support required in terms of staff roles and percentage of time available.
- Assistance from PRMP staff and the experience and qualification levels of required staffing for both implementation and maintenance and operations phases.

PRMP may not be able or willing to provide the additional support the vendor lists in this part of its Proposal. The vendor therefore should indicate whether its request for additional support is a requirement for its performance. If any part of the list is a requirement, PRMP may reject the vendor's proposal if PRMP is unwilling or unable to meet the requirements.

## Anticipated Use of PRMP Project Resources

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Project implementation, maintenance, and operations will be helped by assistance of PRMP resources. Through their contributions, we can verify our CMdS solution is in alignment with your requirements and goals to deliver a consistent experience for providers across MCOs and fee-for-service with improved performance, transparency, and reporting.

## Use of PRMP Staff – Implementation Phase

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To meet the 18-month implementation schedule and accomplish early deployment of some functionality, we are running three phases in parallel. Each phase will benefit from PRMP stakeholder involvement during requirements validation, demonstrations, design reviews, and user acceptance testing. Due to the complexity of this parallel work, our Project Manager and

Implementation Manager will work closely with you to make sure work plans, resource assignments, status reporting, deliverable reviews, and other activities are carefully coordinated with respect to demands on PRDoH staff. We know the project will benefit from consistent engagement of PRDoH staff; however, if non-project demands limit your resource availability, we will rely on our own experience and current PR documentation and policy to implement the most suitable, tailored solution. Table D-3 describes the nature and extent of PRDoH support and assistance recommended including percentage of time and experience and qualifications for each role.

**Table D-3. Nature and Extent of PRMP Support – Implementation Phase**

Key PRMP Support Roles/ Percent of Time Available	Explanation of Percentage	Experience and Qualification Levels
PRMP Contract Manager 20%	<ul style="list-style-type: none"> <li>Oversee Conduent’s delivery, quality, scope, and contract adherence</li> <li>Participate in governance activities, status reporting/monitoring</li> <li>Help address escalations and make strategic decisions</li> </ul>	<ul style="list-style-type: none"> <li>Governance and contract management experience</li> <li>Understanding of RFP requirements and PRMP goals to provide clarifications and prioritization</li> <li>Expertise in program or project management concepts including interpreting status reports, metrics, burn-down charts</li> </ul>
PRMP Project Manager 100%	<ul style="list-style-type: none"> <li>Role includes in-depth monitoring and controlling, oversight, report review, deliverable feedback, and approval</li> <li>Assisted by PMO Business Analyst (BA)</li> </ul>	<ul style="list-style-type: none"> <li>Recommended experience includes:</li> <li>Aligning project governance documentation, including communications, risks and issues, status reporting</li> <li>Aligning work plan/schedule standards and identifying cross-module interdependencies</li> <li>Setting deliverables; providing deliverable approval</li> <li>Coordinating with CMS for gate reviews, artifact preparation and review, onsite CMS visit, and recovery</li> <li>Supporting schedule planning, testing, and release approval</li> </ul>
PRMP Operations Manager 50%	<ul style="list-style-type: none"> <li>Limited involvement during DDI to assist in decision making and reviews</li> <li>Percentage increases as Implementation Phase progresses, up to 75% involvement during maintenance and operations</li> <li>UAT and Operational Readiness Review (ORR) activities focus on confirming solutions business processes and whether they meet the needs of users</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of RFP requirements and PRMP goals to provide policy, procedure, and as-is business process clarifications</li> <li>Familiarity with PRMP policies, procedures to provide guidance regarding system configuration and changes necessary</li> <li>Experience with acceptance testing and readiness testing to provide input to related processes and artifacts</li> <li>Familiarity with CMS checklists, certification processes and milestone reviews</li> </ul>
PRMP Technical SMEs 50%	<ul style="list-style-type: none"> <li>May be from PRMP or from other vendors/partners associated with PRMP</li> <li>Provide technical subject matter expertise</li> <li>Serve as testing partners for technical requirements</li> </ul>	<ul style="list-style-type: none"> <li>Familiarity with technical subject matter</li> <li>Testing or relevant technical experience</li> </ul>

## Use of PRMP Staff – Maintenance and Operations Phase

Through the availability of key PRMP resources during maintenance and operations, Conduent can confidently maintain service levels, meet or exceed KPIs, and maintain or enhance the system to meet evolving policies and regulations. In Table D-4 we describe the nature and extent of support and assistance we recommend PRMP to provide during maintenance and operations, including percentage of time and experience and qualifications for each role.

**Table D-4. Nature and Extent of PRMP Support – Maintenance and Operations Phase**

Key PRMP Support Roles/ Percent of Time Available	Explanation of Percentage	Experience and Qualification Levels
PRMP Contract Manager 20%	<ul style="list-style-type: none"> <li>Oversee Conduent’s delivery, quality, scope, and contract adherence</li> <li>Participate in governance activities, status reporting/monitoring</li> <li>Help address escalations and make strategic decisions</li> <li>Level of involvement could vary during maintenance and operations, based on the number of ongoing projects (such as changes and enhancements)</li> </ul>	<ul style="list-style-type: none"> <li>Governance and contract management experience</li> <li>Understanding of RFP requirements and PRMP goals to provide clarifications and prioritization</li> <li>Expertise in program or project management concepts including interpreting status reports, metrics, burn-down charts</li> </ul>
PRMP Operations Manager 50%	<ul style="list-style-type: none"> <li>Includes time for oversight and guidance on operational issues, prioritization of change items, monitoring of operational performance and KPIs, and providing feedback to PRMP Contract Manager regarding performance of the solution</li> <li>Act as liaison to PRMP Operations Manager regarding feedback on processes and procedures</li> <li>Work with PRMP SMEs on change orders and process improvements</li> <li>Coordinate communication with Operations</li> <li>Review and provide feedback on operational performance and KPIs and provide feedback to PRMP Operations Manager regarding solution performance</li> </ul>	<ul style="list-style-type: none"> <li>Problem-solving and communications skills as this individual will handle escalations from Conduent staff</li> <li>In-depth understanding of PRMP policy, processes, and procedures</li> </ul>
PRMP Technical SMEs 20%	<ul style="list-style-type: none"> <li>Level of involvement could vary during maintenance and operations, based on the number of ongoing projects (such as changes and enhancements)</li> <li>Perform ongoing support of maintenance and operations issues that may arise</li> <li>Participate in change management procedures as needed</li> <li>Support testing of technical changes</li> </ul>	<ul style="list-style-type: none"> <li>Experience with technical M&amp;O issues</li> <li>Knowledge of change management process</li> <li>Testing experience</li> </ul>

## Request for Additional Support as a Requirement for Performance

PRMP may not be able or willing to provide the additional support the vendor lists in this part of its Proposal. The vendor therefore should indicate whether its request for additional support is a requirement for its performance. If any part of the list is a requirement, PRMP may reject the vendor's proposal if PRMP is unwilling or unable to meet the requirements.

We recognize the criticality of PRMP administrative support. We rely on your Contract Manager to operate the contract, i.e., approve deliverables, review status and milestone achievement, provide feedback on performance, and pay invoices. The administrative support of the Contract Manager is therefore necessary for our performance of the contract.

Other activities where PRMP participation would be beneficial include things like participation in requirements sessions, deliverables review, certification activities, etc. However, any additional staff PRMP chooses to provide for these activities is completely at PRMP discretion.

We welcome additional participation and contributions to the project but do not consider the added involvement to be a requirement for our performance of either the Implementation or Maintenance and Operations Phases.

### D.3 Key Staff, Resumes and References [RFP D.3]

#### D.3.1 Resumes [RFP D.3.1]

##### REQUIREMENT: RFP Section D.3.1

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

We propose a team of highly qualified key personnel to manage the services required for the implementation, operation, and maintenance of the Project and associated legacy system data migration. Our proposed key staff members far exceed State-defined minimum qualifications in many areas, demonstrating our commitment to providing the highest caliber and credentialed talent and assets who will operate as an extension of your culture. Table 15 describes our key staff.

**Table 15: Resumes for Proposed Key Staff**

Name	Proposed Role	Experience in Proposed Role	
Simona Taylor	Account Manager	<ul style="list-style-type: none"> <li>A minimum of eight (8) years of demonstrated experience in project management for a State Medicaid Agency with operations similar to PRMP, a large healthcare provider management organization of a similar size, or an organization of comparable size implementing IT projects</li> </ul>	<ul style="list-style-type: none"> <li>Over 10 years of experience in project management for a State Medicaid Agency, with operations similar to PRMP, large healthcare provider management organization, and implementing IT projects for organizations of comparable size</li> <li>Over six years of experience in project management for implementation of information systems</li> </ul>

Name	Proposed Role	Experience in Proposed Role	
		<ul style="list-style-type: none"> <li>• A minimum of three (3) years of demonstrated experience in project management for implementation of information systems</li> <li>• A minimum of a bachelor's degree or a minimum of four (4) years related experience</li> <li>• Knowledge of Project Management standards and best practices including PMBOK®</li> </ul>	<ul style="list-style-type: none"> <li>• Over 16 years of industry experience, earned master's degree, exceeding educational requirements</li> <li>• Knowledge of Project Management standards and best practices including PMBOK®</li> </ul>
<p>Jacqueline Bester, PMP</p>	<p>Project Manager</p>	<ul style="list-style-type: none"> <li>• A minimum of five (5) years of demonstrated experience in project management for a State Medicaid Agency with operations of a similar size to PRMP or a large healthcare provider management organization of a similar size</li> <li>• A minimum of three (3) years of demonstrated experience in project management for implementation of information systems</li> <li>• A minimum of a bachelor's degree or a minimum of four (4) years related experience</li> <li>• A certification in project management, preferably from the PMI®</li> <li>• Knowledge of project management standards and best practices, including the PMBOK®</li> </ul>	<ul style="list-style-type: none"> <li>• As MMIS Project Manager at Conduent from 2002 – 2015, she managed multiple projects for our Colorado Medicaid client which is similar in size to PRMP</li> <li>• Seventeen years of healthcare experience</li> <li>• Over 20 years of industry experience, earned law degree, exceeding educational requirements</li> <li>• Project Management Professional (PMP) Certification</li> <li>• Knowledge of project management standards and best practices, including PMBOK®</li> </ul>
<p>Fernando Maldonado</p>	<p>Business Lead</p>	<ul style="list-style-type: none"> <li>• A minimum of three (3) years of demonstrated experience working within a State Medicaid Agency with operations of similar size to PRMP or a large healthcare provider management organization</li> <li>• A minimum of three (3) years of demonstrated experience in implementation of information systems</li> <li>• A minimum of two (2) years of experience managing project controls including issues, risks, requirements, scope, schedules</li> <li>• A minimum of a bachelor's degree or a minimum of four (4) years related experience</li> <li>• A minimum of three (3) years of experience in business processes applicable to the scope of this RFP</li> </ul>	<ul style="list-style-type: none"> <li>• Three years of experience within a State Medicaid Agency, Puerto Rico ASES</li> <li>• Nine years of experience in implementation of information systems</li> <li>• Eleven years of experience managing project controls, including risks, requirements, scope, and schedules</li> <li>• Masters of Science degree in Auditing Information Systems</li> <li>• Five years of experience in financial management business processes for Mapfre, Reinsurance Division, IT Systems</li> <li>• Knowledge of project management standards and best practices, including the PMBOK®</li> </ul>



Name	Proposed Role	Experience in Proposed Role	
David Copenhaver	Technical Lead	<ul style="list-style-type: none"> <li>• Knowledge of project management standards and best practices, including the PMBOK®</li> <li>• A minimum of five (5) years of demonstrated experience in delivering and maintaining large-scale solutions, with a minimum of three (3) years in a progressively responsible supervisory or management role</li> <li>• A minimum of three (3) years of experience in financial management business processes applicable to the scope of this RFP</li> <li>• A minimum of a bachelor's degree or a minimum of four (4) years related experience</li> <li>• Knowledge of applicable standards for health information systems</li> </ul>	<ul style="list-style-type: none"> <li>• Over 22 years of experience in delivering and maintaining large-scale solutions: Montana MMIS and Hawaii MMIS</li> <li>• Nineteen years of experience in financial management business processes</li> <li>• Over 22 years of experience in project management for implementation of health information systems, earned bachelor's degree, meeting educational requirements</li> <li>• Knowledge of applicable standards of health information systems</li> </ul>
Nancy Hyde, PMP	Implementation Manager	<ul style="list-style-type: none"> <li>• A minimum of five (5) years of demonstrated experience in project management for a State Medicaid Agency with operations similar to PRMP, a large healthcare management organization of a similar size, or an organization of comparable size implementing IT projects</li> <li>• A minimum of three (3) years of demonstrated experience in project management for implementation of information systems</li> <li>• A minimum of a bachelor's degree or a minimum of four (4) years related experience</li> <li>• Certification in Project Management, preferably from the Project Management Institute (PMI®)</li> <li>• Knowledge of Project Management standards and best practices, including the PMBOK®</li> </ul>	<ul style="list-style-type: none"> <li>• Fifteen years of Medicaid experience working on Wyoming Medicaid account</li> <li>• Four years of experience in project management implementation of information systems</li> <li>• B.A. degree, Business Administration/Computer Information Systems Management</li> <li>• Certified Project Management Professional (PMP)</li> <li>• Knowledge of Project Management standards and best practices, including the PMBOK®</li> </ul>
Kelly Mayo, PMP	Operations Manager	<ul style="list-style-type: none"> <li>• A minimum of five (5) years of demonstrated experience in project management for a State Medicaid Agency with operations similar to PRMP, a large healthcare provider management organization of a similar size, or an organization of comparable size implementing IT projects</li> </ul>	<ul style="list-style-type: none"> <li>• Over 20 years of experience in project management for a State Medicaid Agency, with operations similar to PRMP, large healthcare provider management organization, including Alaska MMIS, New York MMIS, and Texas MMIS</li> </ul>

Name	Proposed Role	Experience in Proposed Role	
		<ul style="list-style-type: none"> <li>• A minimum of three (3) years of demonstrated experience in project management for implementation of information systems</li> <li>• A minimum of a bachelor's degree or a minimum of four (4) years related experience</li> <li>• Certification in Project Management, preferably from the Project Management Institute (PMI®)</li> <li>• Knowledge of Project Management standards and best practices, including the PMBOK®</li> </ul>	<ul style="list-style-type: none"> <li>• Over 20 years of experience in project management for implementation of information systems</li> <li>• Bachelor of Science degree in Business Administration</li> <li>• Project Manager Professional (PMP) Certificate, from Project Management Institute (PMI)</li> <li>• Knowledge of Project Management standards and best practices</li> </ul>
<p><b>Nina Boyd</b></p>	<p>Certification Lead</p>	<ul style="list-style-type: none"> <li>• A minimum of three (3) years of experience working in or with state government</li> <li>• A minimum of at least one (1) successfully completed Medicaid Enterprise Solution (MES) module certification project, or demonstrated knowledge of current CMS IT certification standards</li> <li>• A minimum of five (5) years of experience with large scale IT implementations in the public or private sector</li> <li>• A certification in project management, preferably from the PMI®</li> <li>• A minimum of a bachelor's degree or a minimum of four (4) years related experience</li> </ul>	<ul style="list-style-type: none"> <li>• Currently serves as the certification lead for five government healthcare projects</li> <li>• Twenty years of government healthcare experience</li> <li>• Participated in the successful CMS certification of Conduent's Medicaid systems in Alaska and North Dakota</li> <li>• Detailed understanding of the Outcomes-Based Certification (OBC) process and its predecessor, the Medicaid Enterprise Certification Toolkit (MECT)</li> <li>• Earned bachelor's degree, meeting education requirements</li> </ul>
<p><b>Amanda Musson</b></p>	<p>Documentation Management Lead</p>	<p>A minimum of five (5) years' experience with MMIS, or other large-scale IT implementations within the healthcare sector; extensive knowledge of the vendor's overall processes</p>	<ul style="list-style-type: none"> <li>• Sixteen years of experience with MMIS, Pharmacy Benefits Management (PBM), and Electronic Visit Verification (EVV), including Montana MMIS, New York MMIS, Georgia EVV, New Mexico MMIS, Maryland PBM, Alaska MMIS, North Dakota MMIS</li> <li>• Twenty-one years of experience with methods and tools producing high-level documentation for plans, publications and online content</li> <li>• Fifteen years of extensive knowledge of overall vendor processes</li> </ul>

Name	Proposed Role	Experience in Proposed Role	
<p>Jessica Russ</p>	<p>Quality Assurance Manager</p>	<ul style="list-style-type: none"> <li>• A minimum of five (5) years of demonstrated experience in developing and maintaining vigorous ongoing Quality Control (QC) functions for system implementations or operations and business processes, preferably for a State Medicaid Agency with operations of a similar size to PRMP, or an organization of comparable size implementing IT projects</li> <li>• A minimum of a bachelor's degree or a minimum of four (4) years related experience</li> <li>• Knowledge of applicable standards for health information systems</li> <li>• A minimum of four (4) years developing and maintaining QC functions that address quality checks throughout the life of a similar project</li> </ul>	<ul style="list-style-type: none"> <li>• Twelve years of experience in developing and maintaining quality control functions for system implementations</li> <li>• Earned doctoral degree, exceeding educational requirements</li> <li>• Knowledge of applicable standards for health information systems</li> <li>• Twelve years of experience developing and maintaining quality control functions addressing quality checks</li> <li>• Applicable project experience</li> </ul>
<p>Greta Dennis</p>	<p>Testing Manager</p>	<ul style="list-style-type: none"> <li>• A minimum of four (4) years of experience leading the systems testing of a large-scale insurance or health and human services system</li> <li>• Previous service as a testing manager on one (1) or more Medicaid system implementation projects</li> <li>• A minimum of three (3) years of Medicaid experience</li> <li>• A minimum of a bachelor's degree or a minimum of four (4) years related experience</li> </ul>	<ul style="list-style-type: none"> <li>• Over 19 years of experienced in leading systems testing of a large-scale health and human services system, Texas Medicaid, Florida Medicaid, Colorado Medicaid, Ohio JFS</li> <li>• Over 12 years of experience as a testing manager for Texas Medicaid, Florida Medicaid, Colorado Medicaid</li> <li>• Over 19 years of Medicaid experience for Texas Medicaid, Florida Medicaid, Colorado Medicaid, Ohio JFS</li> <li>• Earned bachelor's degree, meeting educational requirements</li> </ul>
<p>Chanakya (Dev) Alapati</p>	<p>Information Security Architect/Privacy Data Protection Officer</p>	<ul style="list-style-type: none"> <li>• Minimum of five (5) years IT security work experience including infrastructure/network and multi-platform environments with similar scope to the services that PRMP has requested</li> <li>• Experience should demonstrate familiarity with technical and risk assessment techniques, tools, and practices, and experience working with federal security and privacy requirements</li> <li>• Certified Information Systems Security Professional (CISSP) or Certified Information Systems Auditor (CISA) Certification</li> </ul>	<ul style="list-style-type: none"> <li>• Over 10 years of experience in IT security, including infrastructure/network and multi-platform environments</li> <li>• Over 10 years of experience with technical and risk assessment techniques, tools, and practices, and experience working with federal security and privacy requirements</li> <li>• Certified Information Systems Auditor (CISA) Certification</li> </ul>

**Simona Taylor**

**Account Manager**

### Meets/Exceeds Requirements

- Over 10 years of experience in project management for a State Medicaid Agency, with operations similar to PRMP, large healthcare provider management organization, and implementing IT projects for organizations of comparable size
- Over six years of experience in project management for implementation of information systems
- Over 16 years of industry experience, earned master's degree, exceeding educational requirements
- Knowledge of Project Management standards and best practices including PMBOK®

### Applicable Project Experience

#### **Conduent || 2019 – Present**

##### ***Director, Operations/Service Delivery Management, Government Healthcare Sector,***

- Wyoming Fiscal Agent Contract Manager for Division of HealthCare Financing
- Manages revenue for \$150 million contract (\$14 million annually), 67-FTE operations and systems team, totaling 150 Change Service Requests (CSRs) per year completed on time
- Oversees multilayered Third-party Liability Department specialized in Commercial Recoupment, Recovery, Cost Avoidance and Medicare Buy-in Programs, Estates/ Trust
- Serves as Subject Matter Expert for various leading retail and payment platforms, specializing in user adoption improvements, onboarding, training, and best practices
- Synthesizes and presents qualitative and quantitative workforce data and trends to deliver long and short-term framework, strategy, and policies initiatives and programs that reflect business priorities
- Develops and operationalizes business and human talent management strategy resulting in tangible and measurable success
- Devises a scalable/ repeatable Disaster Recovery Plan, Business Continuity Plan and Business Resumption Plan including best practices and policies on system and operations

#### **Genesis Financial Solutions® || 2017 – 2019**

##### ***Account Director, Signet Portfolio and Programs***

- Managed high volume enterprise level account business needs related to fraud management, regulatory compliance, global payment processing, and overall portfolio performance for private label credit card consumer base
- Specialized in user adoption improvements, onboarding, training, and best practices.
- Successfully managed multi-million accounts purchase totaling \$650 million in new account receivables through revenue analysis and contractual negotiations

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**Televerde || 2016 – 2017*****Strategic Account Manager/Marketing Consultant***

- Managed retention and growth of mid-market healthcare, human resources, and information technology (IT) software clients on a global basis; hired to catalyze and manage accounts that engaged framework services for providing education, consumer marketing, and management solutions
- Promoted long-term customer relationships/partnerships with successful program adoption by enhancing education, analytics (key performance indicators or KPI's), sales and marketing alignment
- Maximized client revenue by designing, developing, and executing sales and marketing campaigns that resulted in \$70+ million in revenue—generated for enterprise and small-to-medium-sized business (SMB) companies
- Managed all implementations, projects, and problem resolutions for cross-functional teams
- Maintained a target 85% clientele renewal/retention rate, with an average renewal length of two years

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**CVW Health || 2015 – 2016*****Senior Account Manager***

- Successfully managed PBM implementation for \$1.9 billion healthcare provider
- Established and maintained relationships with chief executive officers (CEOs), chief finance officers (CFOs), finance vice presidents (VPs), and other senior leaders
- Prepared proposals and credit packages, negotiated price and other terms, closed deals and led account implementation
- Performed annual training to facilities on products and services regarding features, benefits, and applications of equipment
- Negotiated performance guarantees to ensure brand was maintained and metrics and revenues were increased
- Developed and presented executive capability presentations to clients onsite and online for product upgrades and new business sales

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**Network Engineering Technologies || 2011 – 2015*****National Account Manager***

- Managed \$2.5+ million revenue and 5-person project team, totaling 70 projects per year, on time and on budget; exceeded profit and revenue goals year over year since start date; exceeded quota the last two years (2014 by 125%; 2015 by 116%)
- Prepared client budgets, reviewed all client billing, and managed monthly invoices
- Developed project plan, scope, and requirements for all projects; negotiated, confirmed, and approved response for proposals
- Hired and trained the best account coordinator in the agency

## Licenses, Credentials, and Education

- Master of Business Administration, Major in Organizational Leadership, Grand Canyon University, Phoenix, Arizona, In progress
- Bachelor of Arts, Personality and Mental Illness, Upper Iowa University, Fayette, Iowa, 2014
- Conceptual Selling Training, Miller Heiman Group, 2014
- Strategic Selling Training, Miller Heiman Group, 2014

Jacqueline Bester, PMP

Project Manager

### Meets/Exceeds Requirements

- As MMIS Project Manager at Conduent from 2002 – 2015, she managed multiple projects for our Colorado Medicaid client which is similar in size to PRMP
- Seventeen years of healthcare experience
- Over 20 years of industry experience, earned law degree, exceeding educational requirements
- Project Management Professional (PMP) Certification
- Knowledge of project management standards and best practices, including PMBOK®

### Applicable Project Experience

#### Conduent || 2021 – Present

##### *MMIS Project Manager*

- Manages complex cross-functional teams and projects that align with client expectations and business needs
- Plans and directs schedules and project budgets
- Organizes project and program activities that require interdepartmental meetings and communication
- Ensures completion of the program/project on schedule and within budget constraints
- Directs the activities of project support staff, project managers, and subcontractors
- Ensures appropriate resources are allocated and maintained to facilitate the successful completion of the project
- Communicates and establishes clear stakeholder expectations and requirements
- Develops and maintains reporting procedures
- Develops and distributes reports related to project activities, general project management, and financial issues

#### Business Promotions Consultants, || 2021 – 2021

##### *MMIS Project Manager*

- Improved, updated, and implemented business process metrics and SDLC documentation for Conduent's District of Columbia MMIS and fiscal agent project
- Processed implementations to promote CMMI-DEV V2.0 Quality Management System (QMS) audit compliance per Conduent SDLC Competency Center for performance improvement and organizational success

#### Centura Health || 2019 – 2020

##### *Project Manager*

- Managed on-site, go-lives of several COVID-19 high-priority point of care testing devices across Centura Health facilities
- Expedited urgent timeline requirements for full functional use of clinical testing devices and order sets given the COVID-19 pandemic by facilitating efficient cooperation of builds, testing, and meetings between device and middleware vendors, IT teams, laboratory operations and clinical end users

- Outfitted Centura administration offices with digital signage equipment to promote customer service, improve efficiency and reduce operational costs
- Maintained close cooperation and pro-active involvement with new vendor, facility CFOs, Corporate Branding, IT, and desktop support teams to ensure successful implementation

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### **Stylist Reservations || 2017 – 2019**

#### ***Project Manager***

Coordinated and defined product goals, potential market segments, system architecture, usability requirements and project estimates for a high availability web-based self-service online reservations platform of a start-up company

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### **Kaiser Permanente || 2015 – 2016**

#### ***Project Manager***

- Facilitated evaluations of existing network architecture against technology solutions to reduce cost and risk in accordance with Payment Card Industry Data Security Standards
- Maintained business relationships, open communication, and positive cooperation with consultants and Kaiser's leadership team
- Successfully fast-tracked data security training and network segmentation assessment projects

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### **Conduent || 2002 – 2015**

#### ***MMIS Project Manager***

- Managed multiple projects for Colorado Medicaid
- Proactively tracked critical deliverables, initiated escalations, offered solutions to prevent project delays (HIPAA/Operating Rule, NCCI, ICD-10, ACA) using PMI methodologies
- Prepared and managed forecasts, weekly project status reports
- Managed team, resource allocation, project planning, budget forecasting, and reporting
- Made significant contributions to the RFP extension contract response

### **Licenses, Credentials, and Education**

- Project Management Professional (PMP) Certification
- Attorney, New Hampshire Bar Association and South African Bar Association
- COBOL and Y2K Certification, University of Tampa, Florida
- Waterfall/Iterative/Agile and Scrum Methodologies
- Microsoft Project Professional, ChangePoint/Daptiv, SharePoint, Project Web Application, CA Clarity PPM RPM/Workbench, Remedy, SmartSheet, MS Office Suite: Word, Excel, Access, PowerPoint, Outlook, Visio
- Mainframe COBOL, TSO/ISPF, DB2, SQL, SPUFI, JCL, ENDEVOR



**Fernando Maldonado**

**Business Lead**

### Meets/Exceeds Requirements

- Three years of experience within a State Medicaid Agency, Puerto Rico ASES
- Nine years of experience in implementation of information systems
- Eleven years of experience managing project controls, including risks, requirements, scope, and schedules
- Masters of Science degree in Auditing Information Systems
- Five years of experience in financial management business processes for Mapfre, Reinsurance Division, IT Systems
- Knowledge of project management standards and best practices, including the PMBOK®

### Applicable Project Experience

#### Conduent Business Solutions of Puerto Rico || 2018 – Present

##### **Senior Business Analyst, Client Services**

- Provides customer interaction guidelines for technical specifications
- Provides technical scope definitions
- Coordinates daily meetings for status between account management and development team
- Generates monthly report incidents
- Manages client/user for access and role definitions
- Provides status reports on incidents and change requests
- Manages State Level Registry (SLR) system requirements from an administrative user role
- Manages client SharePoint requests, requirements, and maintenance as SharePoint Application Administrator
- Executes UAT and incident testing and completes all related reporting on recurring basis

#### PR Soft Puerto Rico || 2016 – 2018

##### **QA/TS Manager**

- Provided customer interaction guidelines
- Managed QA team and TS team in tandem
- Improved customer experience
- Defined user protocols for TS interactions for customer support
- Managed timelines for system updates and deliverables
- Provided documentation guidelines for testing protocols
- Provided overview revisions for communication between DEV teams and QA teams for existing and new applications

#### Banco Popular de Puerto Rico || 2015 – 2016

##### **QA Analyst, Technology Management Division**

- Tested scripts design for SDLC testing and user acceptance testing
- Tested for various phases: smoke testing, unit testing, integration testing, configuration testing, functional testing
- Documented commercial banking services application testing

- Provided support for technical guidelines for system error management
- Supported technical hand-off from system service provider
- Managed Quality Assurance testing with multiple vendors: Mysis, Provenir and Evertec

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### **Softek Solutions, Inc. || 2013 – 2015**

#### ***Business Analyst, Consulting and Development***

- Designed customer workflows for new system implementations
- Documented changes provided by customers for new designs and changes
- Managed Quality Assurance and Testing for user requested changes
- Managed customer training on new and existing features
- Trained for Application of Child Welfare Services
- Documented training manuals for new and existing applications
- Documented test scripts and user acceptance of programming changes
- Documented Statement of Work (SOW) and Request for Approval (RFA) for government projects
- Documented support for technical services for user acceptance

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### **Hexian Consulting || 2012 – 2013**

#### ***Systems Analyst***

- Performed analysis and technical lead functions on all user requests pertaining to Medicare healthcare plans
- Managed and revised all user specifications to adhere to system specifications and provide guidelines for developers
- Provided verification on all code to ensure work complied with users' needs and demands as well as provided a guideline for all user testing and compliance with quality controls

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### **MAPFRE || 2006 – 2012**

#### ***Program/System Analyst***

- Managed the development, perform testing, implementation, installation, problem management, and operation of information and functional systems for the organization
- Recommended and developed plans for systems development and operations
- Revised all audit regulatory requests for the division and certified the system was in compliance
- Managed all user requests for information regarding monthly account closings and internal and external audit requests for information regarding reinsurance
- Handled all initial user requests and created with the user initial brainstorm and design for the Statement of Purpose
- Handled all system errors regarding the reinsurance module by implementing an in-depth analysis and managed the corrective and preventive measures as well as error log discussion meetings

## Licenses, Credentials, and Education

- Masters of Science in Auditing Information Systems, University of Sagrado Corazón – 2012
- Bachelor Degree in Mathematics – Major in Computer Science, University of Puerto Rico, Mayaguez Campus, 2005
- A+ Certification – 2009; CSM – 2020; CSPO – 2020
- Project Management Institute (PMI), Project Management Professional (PMP) 35 hours completed – Pending Exam for Certification for Q4 2021
- Bilingual English and Spanish

**David Copenhaver**

**Technical Lead**

### Meets/Exceeds Requirements

- Over 22 years of experience in delivering and maintaining large-scale solutions: Montana MMIS and Hawaii MMIS
- Nineteen years of experience in financial management business processes
- Over 22 years of experience in project management for implementation of health information systems, earned bachelor's degree, meeting educational requirements
- Knowledge of applicable standards of health information systems

### Applicable Project Experience

#### Conduent || 2016 – Present

##### *Technical Program Manager || 2018 – Present*

- Manages requirement development with the client; system plans and design; application developers; project reporting; help desk integration and escalation; and IT spend, sales, and contracts
- Conducts regular formal design reviews for each iteration/code cycle
- Manages all phases of technical applications system analysis and programming

##### *Application Development, Support, and Integration (ADSI) Manager || 2016 –2018 Montana Medicaid*

Managed requirement development with the client; system plans and design; application developers and the testing team; project reporting; and the application help desk

#### Cognizant Technology Solutions || 2014 – 2016

##### *Data Manager, Montana DDI*

- Managed development, testing, and implementation of data conversion, data interfaces, manual data configuration, and data cleansing
- Managed the implementation of data between multiple environments, including a staff complement of 14
- Supervised development, testing, and execution of Informatica maps for conversion and interfaces

#### Conduent || 1999 – 2013

##### *Data Conversion Lead, Montana DDI || 2012 –2013*

- Developed requirements with the client including conversion plans and design; managed conversion developers and testing team
- Coordinated all conversion efforts, including project reporting

### ***Database Administrator, Montana Medicaid || 2001 – 2012***

- Maintained, enhanced, and provided support for the following systems:
  - Fraud Detection system
  - Drug Rebate Analysis and Management System
  - Decision Support System (DSS) and multiple Data Warehouses (DWs)
  - Five Oracle databases
  - ArcGIS
  - 13 Microsoft SQL databases: all versions of Microsoft SQL from 6.5 through 2008; MS SQL Extract, Transform, Load (ETL) services including Data Transformation Services (DTS) and SQL Server Integration Service (SSIS); data cube services from MS online analytical processing (OLAP) through SQL Server Analysis Services (SSAS); and Biztalk stack including custom DotNet Web services and Enterprise Service Bus (ESB)
  - Sybase SQL database
  - Four Microsoft Access databases
  - Montana and ACS (now Conduent) Extranet Website (MAE)
- Managed DotNet solution architecture for multiple systems and websites including: a big data mining performance management system; large employee commission-based payroll system; multiple migration from monolithic mainframe systems to ESB systems; and migrated large ad hoc query tool from Java to DotNet

### ***Systems Analyst, Montana Medicaid || 2001 –2001***

- Maintained and enhanced the Montana Medicaid Management Information System (MMIS)
- Served as Assistant Database Administrator

### ***Assistant Network Administrator, Montana Medicaid || 1999 –2001***

- Maintained the ACS (now Conduent) internal network (server systems and databases)
- Provided Provider Help Desk support for ACS and Montana State users
- Served as Assistant Database Administrator on Oracle 9 and SQL 7
- Maintained and supported Novell Netware 4.11, Microsoft Windows 2000, and Microsoft NT 4.0

## **Licenses, Credentials, and Education**

- Bachelor of Science, Computer Information Technology, Western Governors University, Salt Lake City, Utah, 2007
- Oracle 10G R1 & R2 Upgrade for Administrators, Sideris, 2006
- iNet+, CompTIA, 2005
- Security+ (Sec+), CompTIA, 2005
- Microsoft Certified Database Administrator (MCDBA) SQL Server, 2001
- Microsoft Certified Professional (MCP) Microsoft Windows Server, 2001
- Microsoft Certified Systems Engineer (MCSE), 2001
- Microsoft Certified Solutions Developer (MCSD) Visual Studio, 2000
- CompTIA A+, 1999

**Nancy Hyde, PMP**

**Implementation Manager**

### **Meets/Exceeds Requirements**

- Fifteen years of Medicaid experience working on Wyoming Medicaid account
- Four years of experience in project management implementation of information systems
- B.A. degree, Business Administration/Computer Information Systems Management
- Certified Project Management Professional (PMP)
- Knowledge of Project Management standards and best practices, including the PMBOK®

### **Applicable Project Experience**

#### **Conduent || 2006 – Present**

##### ***Technical Business Analyst || 2008 – Present***

##### ***Wyoming MMIS and Fiscal Agent Project***

- BA Lead for the 278 Service Authorization Child Project (part of the HIPAA 2/ICD-10 Implementation) from initiation to closing. Responsibilities included managing task execution, testing, documentation of project deliverables and final product presentation to the client.
- BA Lead on all subsequent 278 Service Authorization New Vendor Projects from Initiation to closing. Responsibilities include serving as the subject matter expert for the 278 Service Authorizations, managing stakeholder communication, testing, project monitoring, documentation, and ensure project implementation is executed as expected.
- Researches and resolves X12 transaction issues
- Creates and maintains CSR documentation/reporting
- Creates and maintains audit documentation for Systems department
- Performs BA functions such as gathering requirements, prepare project documentation, and project data verification
- Collects and monitors data collection for SSAE-16 monitoring and contract level agreements
- Manages SharePoint Account website updates

#### **Account Manager, Pharmacy Benefit Management Services || 2006 – 2008**

##### ***Wyoming Medicaid PBM Project***

- Served as pharmacy expert to internal and external customers
- Performed research to resolve internal and external issues and inquiries related to all aspects of pharmacy services
- Monitored pharmacy related Service Level Agreement requirements to ensure compliance
- Conducted bi-weekly Pharmacy Status meeting
- Defined and monitored development and client requested changes for the production environment
- Oversaw and submitted testing for change request tickets
- Validated test results and presented to client
- Conducted post-production validation of system change to maintain quality and integrity of claims processing system

- Utilized Business Objects DSS tool to run pharmacy ad hoc reports
- Liaised for all departments related to pharmacy services to include call center, technical services, and clinical services

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**Financial Control Services - TSYS || 2002 – 2006*****Project Analyst II, Client Development***

- Assisted client with requirements gathering and recommended best accounting processes to meet client's needs
- Prepared and submitted project contract documentation
- Performed various functions for client specific projects such as requirements gathering, presenting projects at Change Control Board meeting, and project requirements verification
- Facilitated communication needs/requirements between internal departments, client and other outside resources in order to ensure successful project implementation
- Prepared project test plan and performed testing/data verification to ensure project accuracy and successful implementation
- Conducted accounting selection and general ledger meetings with client and input option selection on company system
- Attended and facilitated internal and external meetings and recorded all meeting minutes and documentation
- Prepared and presented project documentation in preparation for project turnover to customer support department

**Licenses, Credentials, and Education**

- MBA Program, Columbus State University, 2003
- B.A., Business Administration/Computer Information Systems Management, Columbus State University, 2001
- Requirements Engineering: Security Software Specifications Specialization, University of Colorado, 2020
- Project Management Professional (PMP) Certification
- Project Management Institute (PMI), Professional Membership, since 2007

**Kelly Mayo, PMP**

**Operations Manager**

### Meets/Exceeds Requirements

- Over 20 years of experience in project management for a State Medicaid agency with operations similar to PRMP, a large healthcare provider management organization, including Alaska MMIS, New York MMIS, and Texas MMIS
- Over 20 years of experience in project management for implementation of information systems
- Bachelor of Science degree in Business Administration
- Project Manager Professional (PMP) Certificate from Project Management Institute (PMI)

### Applicable Project Experience

#### **Conduent || 2017 – Present**

##### ***Operations Senior Program Manager || 2018 – Present***

- Manages an 18-month tech stack upgrade for Medicaid Management Information System (MMIS) project for the Alaska Department of Health & Social Services (DHSS)
- Manages the implementation of the tech stack upgrade EDI projects and the EDI Gateway software upgrades, the most recent being the implementation for Alaska MMIS project
- Manages Oracle and Cognos upgrades on customers' environments, the most recent one being the upgrade to 25 environments for the Alaska DHSS

##### ***Operations Program Manager || 2017 – 2018***

- Coordinated with the IT Group on migrating existing clients from multiple legacy data centers into new data centers
- Worked closely with various IT resources in reviewing the project plan, various implementation checklists, and contingencies for the Alaska Account Amberglen Data Center move
- Assisted in the development of a questionnaire for all accounts to use as a reconciliation/comparison tool for the electronic data scans of the remaining five data centers

#### **B10 || 2016 – 2017**

##### ***Program Manager***

- Managed the implementation of corrective items from an external penetration test for the Alaska DHSS
- Oversaw the validation and documentation of security audits by CMS for intrusion detection systems for all clients in the Western region
- Oversaw the documentation of key contacts within the organization for the security group



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**Conduent || 2008 – 2016*****Program Manager || 2015 – 2016***

- Managed multiple Scrum releases for the implementation of the MMIS for New York
- Oversaw the development and submission of the initial Integrated Master schedule within the contractually required 30 days of contract start
- Oversaw the development and submission of various state deliverables for both the planning and DDI phases; all delivered on time
- Worked with the State in coordinating overall efforts related to user acceptance testing (UAT) and Go Live

***System Manager || 2011 – 2015***

- Managed the operations of the software systems for the pharmacy solution of the Medicaid program in Texas
- Removed technology barriers to increase on-call personnel resulting in no outages
- Developed and executed the Disaster Recovery/Business Continuity Plan
- Managed a staff of 16 with various technical skill sets and experience levels

***Technical Project Manager || 2008 – 2011***

- Managed the full life-cycle development of a customized Internet-based HIPAA-compliant Medicaid healthcare solution for the State of Alaska
- Implemented a detailed design process to mitigate limited developer knowledge of the Enterprise software solution and Medicaid
- Worked with a direct report team of 12 and an overall staff of more than 150

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**Knowlagent, Inc. || 2006 – 2008*****Director, Customer Care***

- Directed the operational areas of support, IT, and hosting for an Internet-based .NET product used by call centers
- Implemented a support process utilizing third party software that reduced customer tickets by 50% within six months and increased customer satisfaction
- Implemented and hosted an ASP (Association of Strategic Planning) strategy that initiated the company's migration from a premise-based to a Software as a Service (SaaS)-based operations
- Recruited, hired, and developed a distributed staff

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**Conduent || 2003 – 2006*****Web Senior Project Manager***

- Managed the full life-cycle development of a common Internet-based HIPAA-compliant Medicaid Healthcare web portal for multiple States on a Java platform
- Implemented a product-based Enterprise web portal Medicaid solution supporting HIPAA transactions that reduced initial development costs by 33%
- Recruited, hired, and developed a distributed staff; coordinated efforts across multiple business organizations
- Served as member of a 12-person team to define the strategy for Capability Maturity Model Integration (CMMI) certification

## Licenses, Credentials, and Education

- Bachelor of Science in Business Administration (BSBA), with a major in Data Processing/ Quantitative Analysis, University of Arkansas, 1984
- Emotional Intelligence for Project Managers, Prodevia Training, 25 hours, 2016
- Professional Ethics for Project Managers, Prodevia Training, 20 hours, 2016
- Project Management Professional (PMP) certified, 03/2005 – Active Certification

**Nina Boyd**

**Certification Lead**

### Meets/Exceeds Requirements

- Currently serves as the certification lead for five government healthcare projects
- Twenty years of government healthcare experience
- Participated in the successful CMS certification of Conduent's Medicaid systems in Alaska and North Dakota
- Detailed understanding of the Outcomes-Based Certification (OBC) process and its predecessor, the Medicaid Enterprise Certification Toolkit (MECT)
- Earned bachelor's degree, meeting education requirements

### Applicable Project Experience

#### **Conduent || 2001 – Present**

##### ***Senior Business Operations Analyst, PMO || 2019 – Present***

- Serves as primary point of contact for all Conduent's certification-related items
- Serves as Certification Lead on Medicaid Enterprise Solution (MES) certification projects: Commonwealth of Massachusetts PBM, State of Maryland PBM, and the State of Washington PBM
- Ensures system functionality and business operations fulfill Medicaid certification checklist criteria
- Serves as Certification Lead on GA Electronic Visit Verification and NM Electronic Visit Verification
- Coordinates certification planning, status meetings, certification training and deliverables
- Facilitates state-facing meetings and provides weekly dashboard metrics on certification deliverables
- Manages the Certification team in reviewing and updating Outcomes-Based Certification
- Provides oversight of certification process and prepares for and leads in periodic certification reviews

##### ***Project Manager, Certification || 2015 – 2019***

- Supported the State of North Dakota in preparing for Certification and audit of the new MMIS Medicaid system with the Centers for Medicare & Medicaid Services (CMS)
- Was primary point of contact for certification-related issues
- Facilitated review sessions of system evidence and required artifacts to demonstrate the MMIS operational capability and compliance to CMS standards

##### ***Project Manager, Training || 2013 – 2015***

- Served as liaison between the internal team and the State of North Dakota for all Train the Trainer activities; facilitated Trainer the Trainer sessions
- Assisted and provided feedback on Provider Enrollment and MMIS training checklist items
- Updated training materials, training agendas, schedule changes, and other tasks associated with training
- Prepared training objectives and a standard process flow for the trainers (SMEs) to facilitate seamless training and increase the probability of successful client training

### ***Project Manager, Operational Readiness || 2011 – 2013***

- Served as liaison between the internal team and the State of North Dakota for all Operational Readiness Training (ORT) activities, managed client expectations, and maintained the project work plan
- Worked with internal and external teams to prepare the client for System Operational Readiness by creating, testing, and executing operational readiness checklists
- Organized and facilitated Operational Readiness testing at the client site for two weeks

### ***Business Analyst/Project Lead || 2008 – 2011***

#### ***(North Dakota Pharmacy Benefits Management)***

- Led and managed activities of the internal Business Analyst team and external consultants
- Managed all change requests, action items, and internal issues
- Tracked tasks, progress, and milestones; provided management with updates; documented issues, risks, and contingency plans; and requested additional resources when necessary
- Created workflows, designed screen layouts, developed graphical user interfaces and reports, and produced interfaces with other systems
- Developed system and integration test plans, test cases, configurable test cases, and test scripts to ensure adherence to business rules; ran queries to obtain daily and weekly reports for metrics
- Executed system and integration testing (SIT), conducted user-acceptance and end-to-end testing with clients

### ***Business Analyst/Team Lead || 2005 – 2008***

- Led three major PBM projects and managed activities of the internal Business Analyst team
- Conducted requirements gathering and documentation
- Managed QA tester workload
- Wrote and executed test plans; scripted and developed user and system documentation, documented defects, and coordinated defect resolution

### ***Quality Assurance Analyst/Tester || 2003 – 2005***

Engaged in pre-product reviews; conducted QA, system testing, and regression testing; developed test plans and scripts, documented defects, coordinated defect resolution with developers, and ran queries on the mainframe to gather test data

### ***Systems Business Assistant || 2001 – 2003***

- Provided administrative support to the CIO and Systems Director and facilitated the flow of client service requests (CSRs)
- Assisted project managers with documenting requirements for two MMIS Medicaid projects, maintained PBM system procedures, and served as test team coordinator for PBM project system testing

## **Licenses, Credentials, and Education**

Bachelor of Arts, Social Work, University of Wisconsin - Madison, Madison, Wisconsin, 1988

**Amanda Musson**

**Documentation Management Lead**

### **Meets/Exceeds Requirements**

- Sixteen years of experience with MMIS, Pharmacy Benefits Management (PBM), and Electronic Visit Verification (EVV), including Montana MMIS, New York MMIS, Georgia EVV, New Mexico MMIS, Maryland PBM, Alaska MMIS, North Dakota MMIS
- Twenty-one years of experience with methods and tools producing high-level documentation for plans, publications and online content
- Fifteen years of extensive knowledge of overall vendor processes

### **Applicable Project Experience**

#### **Conduent || 2004 – Present**

##### ***Project Management Consultant || 2017 – Present***

- Maintains and continuously improves Conduent's project management and system development methodologies to align to industry standards and specific needs of government healthcare projects
- Provides project management guidance, standards, templates, and support
- Provides requirements management and system development life cycle
- Manages training and best practices on tool configuration and procedures
- Develops internal program management monitoring and reporting solution and governance process for weekly status tracking, reporting, and analysis across
- Implements standards and training for Microsoft SharePoint, promoting consistent usage, advocating best practices, tracking documentation quality reviews, and supporting effective customer collaboration

##### ***Senior Process Quality Assurance Analyst || 2004 – 2017***

- Performed complete overhaul of the company's centralized project management and system development methodologies to align to industry standards
- Performed regular documentation releases to a configuration-controlled SharePoint site, communicating changes to the organization
- Supported several design, development, and implementation (DDI) and operations projects in adopting and tailoring the organization's standard quality management system to meet their projects' needs
- Guided and assisted projects in implementing Microsoft® Office SharePoint®, Microsoft Project, IBM® Rational® DOORS, IBM Rational RequisitePro, and Rational DOORS Next Generation
- Worked with test team to integrate DOORS requirements with IBM Rational Quality Manager test plans and test cases
- Reviewed and updated the requirements management process area of the QMS by assembling subject matter experts across several operating groups
- Implemented organizational training methodology and coordinated training development in preparation for the organization's CMMI Maturity Level 3 appraisal

- Served as a proposal writer for several proposals on quality management, configuration management, requirements management, documentation, and tools
- Designed training modules and conducted dozens of training courses for use cases, requirements gathering, documentation standards, risk management, and schedule management
- Designed a comprehensive Learning Management System using Microsoft Access to track and report on learner information and skills,
- Maintained courses registered and completed, test results, and course evaluation metrics for over 1,400 learners and 400+ courses

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## **Bank of America || 2003 – 2004**

### ***Senior Business Analyst***

- Represented technology during development of business requirements documents for Consumer Real Estate application enhancements
- Validated test scripts against design documents and executed test scripts on occasion
- Designed a Microsoft Excel workbook for reviewing and automatically scoring business requirements documents for acceptance into the analysis phase
- Designed a Microsoft Access database for maintaining project status, balancing resource allocation to projects, and reporting and forecasting project and team allocation
- Recipient of Bank of America Spirit Celebration Medallion (9/04)

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## **Computer Sciences Corporation || 2000 – 2003**

### ***Staff Consultant***

- Performed impact analysis, high-level design, and effort estimation for initiatives for a national bank's system enhancements
- Developed functionality using Perl, HTML, and JavaScript for an in-house web application for a major network solutions company
- Provided user support and developed SQL-based reports and custom modifications (Java, Oscript, SQL) for a web-based third party software application, Livelink
- Created a budget-tracking tool, projected staffing needs, processed vendor invoices, and maintained org charts during an engagement for an office supply distributor

## **Licenses, Credentials, and Education**

- Bachelor of Science in Business – Information Technology Concentration; Minor in Music (Voice) Wake Forest University – Wayne Calloway School of Business and Accountancy, Winston-Salem, NC, May 2000, GPA: 3.545 (Cum Laude)
- Microsoft Word, Excel, Publisher, PowerPoint, Access, Visio, SharePoint, Project; Rational RequisitePro, DOORS
- IBM Rational Quality Manager, VersionOne, JIRA, Azure DevOps, Visual Basic
- Object-oriented design, requirements gathering; requirements management, use cases, instructional design, technical writing
- Project Management Institute's Project Management Body of Knowledge (PMBOK), Capability Maturity Model Integration (CMMI), Agile, Scrum, ADDIE (training framework); IEEE, Six Sigma, Rational Unified Process (RUP), Unified Modeling Language (UML)

**Jessica Russ**

**Quality Assurance Manager**

### **Meets/Exceeds Requirements**

- Twelve years of experience in developing and maintaining quality control functions for system implementations
- Earned doctoral degree, exceeding educational requirements
- Three years of experience developing and maintaining quality control for New Mexico MMIS
- Knowledge of applicable standards for health information systems
- Twelve years of experience developing and maintaining quality control functions addressing quality checks

### **Applicable Project Experience**

#### **Conduent || 2019 – Present**

##### ***Quality Manager***

- Develops and maintains quality policies, practices, procedures, and standards by which all account operations are performed
- Provides quality assurance input to account toward strategic goals
- Serves as a member of the New Mexico Leadership Team as the representative for the Quality Assurance department
- Proactively identifies compliance issues/risks, within the organization and with its external partners, and regularly reports to senior management on compliance and quality assurance activities and findings
- Creates and develops dedicated in-house QA team to meet evolving business needs across various functions.
- Evaluates compliance risks and develops risk mitigation strategies for the New Mexico account
- Leads Quality Improvement (QI) and QA meetings, to review findings from internal and external sources
- Develops, monitors, and implements ongoing improvement activities including, but not limited to, Quality Improvement and Corrective Action Plans (CAP)

#### **Six Sigma Business Solutions Consulting, Albuquerque, New Mexico || 2017 – 2019**

##### ***Six Sigma Black Belt Consultant || 2017 – 2019***

- Managed Six Sigma initiatives for private manufacturing company based on the needs and strategic goals of the organization
- Led projects using the Six Sigma DMAIC (Define, Measure, Analyze, Improve, Control) process to determine the causes of waste and reduce it
- Educated organization leaders on how to maintain DMAIC metrics after consulting contract periods ended
- Trained company executives on process development and implementation and Six Sigma initiatives

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**Eye Associates of New Mexico, Albuquerque, New Mexico || 2000 – 2017**

***Six Sigma Black Belt/Process Improvement Administrator || 2014 – 2017***

- Assisted in planning and coordinating corporate strategic initiatives and supported projects that improved operations related to initiatives
- Evaluated, implemented, and facilitated software installations and updates
- Designed training and project plans to ensure software functionality and clarify organizational initiatives
- Collaborated with leadership on projects using quality management processes and provided all related training need
- Worked with Human Resources staff to create customized job descriptions and evaluation processes and to maintain updated policies and procedures manual
- Communicated with management monthly, quarterly, and annually regarding employee performance

***Training Program Administrator || 2010 – 2014***

- Designed and managed the implementation of one-on-one, group, and web-based training programs
- Collaborated with leadership to evaluate key operational processes and develop a standardized approach
- Audited Quality Assurance initiatives to identify process improvement areas in order to reduce monetary waste
- Developed processes to assist with quality measures
- Communicated changes and process updates to employees

***Process Improvement Coordinator || 2008 – 2010***

- Coordinated and supervised the implementation of process improvement initiatives
- Communicated with clinics regarding process changes and policy and procedure and system development updates
- Recommended improvements for daily operations, business office operations, clinical leadership, personnel administration, marketing and planning, quality improvement, and medical staff relations to the administrative director team on a monthly basis

***Process Improvement Analyst || 2007 – 2008***

***Patient Service Representative || 2000 – 2007***

**Licenses, Credentials, and Education**

- Doctor of Education, 2020, Grand Canyon University of Phoenix
- Six Sigma Black Belt, December 2015, Aveta Business Institute
- Master of Business Administration, December 2009 University of Phoenix
- Bachelor of Science in Business Administration, June 2006 University of Phoenix
- Certificate of Human Resources Management, June 2006 University of Phoenix



**Greta Dennis**

**Test Manager**

### **Meets/Exceeds Requirements**

- Over 19 years of experienced in leading systems testing of a large-scale health and human services system, Texas Medicaid, Florida Medicaid, Colorado Medicaid, Ohio JFS
- Over 12 years of experience as a testing manager for Texas Medicaid, Florida Medicaid, Colorado Medicaid
- Over 19 years of Medicaid experience for Texas Medicaid, Florida Medicaid, Colorado Medicaid, Ohio JFS
- Earned bachelor's degree, meeting educational requirements

### **Applicable Project Experience**

#### **Conduent State Healthcare || 2020 – Present**

##### ***PBM QA Manager***

- Contributes information and analysis for strategic plans and reviews, preparing and completing action plans, implementing production, productivity, quality, and customer-service standards
- Ensures system functionality and business operations meet certification criteria
- Estimates quality requirements, prepares annual budget, schedules expenditures, analyzes variances, and initiates corrective actions
- Conducts QA hazard analyses, identifying critical control points and preventive measures, establishing critical limits; monitoring procedures, corrective actions, and verification procedures; and monitoring inventories

#### **Pharmaceutical Strategies Group (PSG) || 2019 – 2020**

##### ***PBM Project Integration Lead***

- Maintained appropriate multi-level client relationships with a deep understanding of client business and corporate culture, resulting in high client satisfaction and retention
- Developed and implemented customized strategic plans based on unique client needs to achieve targeted long- and short-term goals
- Tracked and measured vendor contract performance including operational and financial aspects

#### **Leidos Inc. || 2014 – 2019**

##### ***Senior Program Analyst || 2017 – 2019***

- Assisted with all annual operational audits, reconciliations, assessments, and briefings as required to remain compliant with policies and procedures
- Developed and documented standard operating procedures (SOPs) and organizational change management (OCM) workflows
- Collaborated with team members to analyze new or proposed legislation and regulations to determine impact on associated programs/program segments.
- Participated in review committees for reviewing federal health policies, procedures, and guidelines

### ***Operations Supervisor || 2014 – 2016***

- Assisted with and led activities associated with deployment, monitoring, maintenance, development, upgrade, and support of applications
- Prepared for, documented, and participated in all mandated and mock disaster recovery exercises onsite with our client
- Coordinated collection of and reporting on availability metrics, IT capacity metrics, team workload metrics, and project activities

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### ***Conduent State Healthcare || 2002 – 2014***

#### ***Systems Consultant Manager || 2007 – 2014***

- Managed testing team members in analyzing business requirements, system requirement specifications and functional requirements to ensure accurate test plan development, test cases, and execution
- Established internal and external standards of documentation and communication for testing
- Managed all mentoring, integration, and training all testing resources (offshore)
- Trained team members and BA's internal and external clients on our testing approach, documentation methods, and testing tools
- Implemented State Medicaid and Commercial accounts for a POS system (mainframe and Unix platforms) according to established architectural standards and testing methodologies
- Ensured successful testing, implementation, and support of all project efforts
- Testing Subject Matter Expert (SME) in RFP response activities and oral presentations
- Served as onsite SME and UAT manager during State Medicaid implementations

#### ***Senior QA Tester || 2005 – 2007***

- Developed test cases based on use cases, business, and functional requirement documents
- Performed integration, acceptance, regression, and production testing
- Manually tested the applications functions before automation
- Developed, documented, and implemented standard process and procedures for testing team
- Developed detailed acceptance test plans, conducted UAT/acceptance testing

#### ***Product Specialist || 2004 – 2005***

- Coordinated systems product issues with external client, client relations, systems, change control, management, and other Conduent units
- Participated in project design reviews to ensure requirements, project planning, scheduling, software, quality assurance planning, and testing status
- Performed acceptance, regression, UAT, and production testing

#### ***Client Relations Specialist || 2002 – 2004***

- Designed, planned, and deployed master test plan to fulfill the high-level project requirements
- Participated in project design reviews to ensure requirements were met and interacted with all levels of staff for project planning, scheduling, software quality assurance planning, and testing status

## **Licenses, Credentials, and Education**

Bachelor of Arts, English Major, Spelman College, Atlanta, GA, 1998

**Chanakya (Dev) Alapati**

**Information Security Architect/Privacy Data  
Protection Officer**

### Meets/Exceeds Requirements

- Over 10 years of experience in IT security, including infrastructure/network and multi-platform environments
- Over 10 years of experience with technical and risk assessment techniques, tools, and practices, and experience working with federal security and privacy requirements
- Certified Information Systems Auditor (CISA) Certification

### Applicable Project Experience

#### Conduent || 2016 – Present

##### *Director, Information Management Security*

##### **Security Operations & Compliance Management:**

- Manages a portfolio of over 40 client environments enabling and supporting compliance across multiple compliance standards, including NIST 800-53, PCI-DSS v3.2 & ISO 27001
- Manages a \$20 million program budget to define a strategic transformation portfolio
- Develops and maintains plans for system security and assessments, and Plan of Action and Milestones (POA&M), for multiple client environments
- Manages large onshore/offshore teams responsible for monitoring and reporting on the health of the Conduent Compliance Program

##### **Audit & Risk Project Management:**

- Manages 25+ NIST program for Conduent’s Business Areas including working with state contacts and vendors on their NIST compliance status
- Manages 30+ ISO 27001 & ISO 9001 facilitated audits, certifications, risk assessments and compliance for clients
- Manages PCI Assessment program for Conduent’s Business Areas for PCI compliance
- Implements process and managerial improvements resulting in audit success rate improvements of 50%, decreasing average audit durations by 60%

#### Saunders Consulting Group || 2014 – 2016

##### *Programmer Manager*

##### **Risk Assessment/Evaluation:**

- Lead a team of security resources supporting various engagements across the enterprise
- Executed architecture designs for multiple NIST engagements exceeding \$50M+ in total contract value (TCV) on Azure
- Developed business cases for technology spend to deliver on security roadmap per the strategy
- Identified security design gaps in existing and proposed architectures and recommended changes or enhancements
- Consulted in the development and design of security best practices and implementation of solid security principles across all business units

- Supported and consulted with partner teams (security operations, compliance and risk, corporate governance, product development, etc.) on technical security and risk considerations
- Lead in designing, specifying, and selecting information system solutions, considering functionality, data, security, integration, infrastructure, and performance

***Process Reengineering/Development:***

- Reengineered existing Risk Assessment Program by evaluating and conducting risk, identifying key weaknesses, and providing recommendations for improvement
- Developed a management program for over 50 process owners and product owners
- Documented policies and procedures, alliance management process flow, as well as implementation of an effective governance structure

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**Bharti Airtel Limited || 2012 – 2013**

***Network Administrator/Project Manager***

- Managed a team of 15 engineers tasked with analyzing and revamping antiquated and inefficient processes to increase productivity, ensuring consistent 99% uptime
- Monitored Alert Logic IDS, Cisco Email Security, O365, Nessus Vulnerability management, Antivirus/Malware, and Security Incidents
- Established central backup solution allowing backup tapes from 20+ servers to be changed once a week versus every day. Consolidated servers and brought in new servers with a fixed rotation schedule

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**Aesseal PLC || 2010 – 2012**

***IT Support Administrator/Business Analyst***

- Provided project management, network administration and support for 500+ global company users
- Generated procedure guides for common tasks and processes
- Supported an infrastructure of SCCM and AD deploying patches and software updates

**Licenses, Credentials, and Education**

- Executive Master's in Information System Security (EMISS), U. of the Cumberlands – 2018
- Master of Business Administration (MBA), Rochester Institute of Technology – 2015
- MBA with the Concentrations in Management of Information Systems & Finance
- Master of Telecommunications and Information Systems (MS), University of Essex – 2011
- Bachelor of Technology In Electronics & Communications (B. Tech), Koneru Lakshmaiah College of Engineering – 2008
- CGEIT – Certified in the Governance of Enterprise IT
- CISM – Certified Information Security Manager
- ISO/IEC 27001-270022 Certified Lead Auditor
- ISO 9001:2015 Certified Lead Auditor
- ISO/IEC 38500 Certified Lead IT Corporate Governance Manager
- CISA – Certified Information Security Auditor
- CRISC – Certified in Risk and Information Systems Control
- ITIL® Foundation Certified in IT Service Management
- ITIL® Intermediate Certified in IT Service Operation

### D.3.2 References [RFP D.3.2]

#### REQUIREMENT: RFP Section D.3.2

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

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

**Table 16: Key Staff References**

Key Personnel Reference Form							
<b>Key Personnel Name:</b>	Simona Taylor			<b>Proposed Role:</b>	Account Manager		
Reference 1							
<b>Client Name:</b>	WY DHCF		<b>Client Address:</b>	Herschler Bldg., 4th West Cheyenne, WY 82002			
<b>Contact Name:</b>	Debbie Paiz		<b>Contact Title:</b>	WY MMIS Systems Manager			
<b>Contact Phone:</b>	307.777.5378		<b>Contact E-mail:</b>	<a href="mailto:Debbie.paiz@wyo.gov">Debbie.paiz@wyo.gov</a>			
<b>Project Name:</b> WY MMIS				<b>Start Date:</b>	03/2019	<b>End Date:</b>	Present
<b>Project Description:</b> Fiscal agent for WY DHCF Medicaid Program which includes Claim Processing, System Management (MMIS), Call Center, Medical Policy, Prior Authorization and Third Party Liability							
<b>Project Role and Responsibilities:</b> Contract Manager and Business Unit leader							

Key Personnel Reference Form							
<b>Key Personnel Name:</b>	Jacqueline Bester, PMP			<b>Proposed Role:</b>	Project Manager		
Reference 1							
<b>Client Name:</b>	Centura Health		<b>Client Address:</b>	6901 S. Havana St. Centennial, CO 80112			
<b>Contact Name:</b>	Richard Quinones		<b>Contact Title:</b>	Manager, Applications Systems			
<b>Contact Phone:</b>	303.643.1357		<b>Contact E-mail:</b>	<a href="mailto:richardquinones@centura.org">richardquinones@centura.org</a>			
<b>Project Name:</b> Abbott ID NOW; Epoc/iSTAT; NOVA Glucose Meter				<b>Start Date:</b>	08/2019	<b>End Date:</b>	12/2020
<b>Project Description:</b> Start-to-finish on-site interfacing, builds, testing and go-lives of several COVID-19 high-priority point of care testing devices (Abbott ID NOW, Epoc/iSTAT, NOVA Glucose Meter) across Centura Health facilities (Hospitals, Urgent Cares, Free Standing Emergency Departments and Centura Health Physicians Group Clinics)							
<b>Project Role and Responsibilities:</b>							
<ul style="list-style-type: none"> <li>• Manages cross-functional teams and projects to align with client expectations and business needs</li> <li>• Organizes project and program activities that require interdepartmental meetings and communication</li> <li>• Plans and directs schedules and project budgets</li> <li>• Coordinates priorities between projects or within a program that requires critical thinking and complex problem solving, providing support and interpretation of instructions</li> <li>• Communicates project scope, goals, and responsibilities to project teams</li> <li>• Develops and maintains reporting procedures</li> </ul>							

Key Personnel Reference Form							
<b>Key Personnel Name:</b>	Fernando Maldonado		<b>Proposed Role:</b>	Business Lead			
Reference 1							
<b>Client Name:</b>	MMM Insurance		<b>Client Address:</b>	350 Avenida Carlos E. Chardon #500, 00918			
<b>Contact Name:</b>	Jaxel Rojas		<b>Contact Title:</b>	Senior Developer			
<b>Contact Phone:</b>	787.502.7305		<b>Contact E-mail:</b>	<a href="mailto:jaxelr@gmail.com">jaxelr@gmail.com</a>			
<b>Project Name:</b> PR SLR			<b>Start Date:</b>	08/2018	<b>End Date:</b>	Present	
<b>Project Description:</b> Provides insurance services for Medicaid sponsored program under the Puerto Rico ASES agency. The SLR program works with various state agencies handling the operational side of the SLR program. Additionally, Puerto Rico Welfare agency handles Medicaid services provided to the adoption and child custody programs.							
<b>Project Role and Responsibilities</b> System Analyst providing user definitions with technical specifications for development in various Medicare based areas including pharmacy, card issuance, services, call center and provider carte.							

Key Personnel Reference Form							
<b>Key Personnel Name:</b>	David Copenhaver		<b>Proposed Role:</b>	Technical Lead			
Reference 1							
<b>Client Name:</b>	Montana Department of Health and Human Services		<b>Client Address:</b>	111 North Sanders Street Helene, MT 59601			
<b>Contact Name:</b>	Jenne Caudle		<b>Contact Title:</b>	MT MSSP Project Manager			
<b>Contact Phone:</b>	406.438.5301		<b>Contact E-mail:</b>	<a href="mailto:Jenne.Caudle@MT.gov">Jenne.Caudle@MT.gov</a>			
<b>Project Name:</b> Montana MMIS			<b>Start Date:</b>	01/1999	<b>End Date:</b>	12/2026	
<b>Project Description:</b> Montana Medicaid Information System							
<b>Project Role and Responsibilities:</b> Technical Services Manager Manages requirement development with the client; system plans and design; application developers; project reporting; help desk integration and escalation; and IT spend, sales, and contracts							

Key Personnel Reference Form							
<b>Key Personnel Name:</b>	Nancy Hyde, PMP		<b>Proposed Role:</b>	Implementation Manager			
Reference 1							
<b>Client Name:</b>	State of Wyoming – Division of Health Care Financing		<b>Client Address:</b>	Division of Healthcare Financing – Medicaid Wyoming Department of Health, 122 West 25 <sup>th</sup> Street, 4-West, Cheyenne, WY 82002			
<b>Contact Name:</b>	Lisa Brockman		<b>Contact Title:</b>	Wyoming Medicaid Care Management Entity and Children’s Mental Health Waiver Program Manager			
<b>Contact Phone:</b>	307.777.7326 307.777.7531		<b>Contact E-mail:</b>	<a href="mailto:Lisa.brockman@wyo.gov">Lisa.brockman@wyo.gov</a>			
<b>Project Name:</b> X12 278 Transaction Implementation and Support			<b>Start Date:</b>	02/2012	<b>End Date:</b>	05/2012, support is still ongoing	
<b>Project Description:</b> X12 278 Transaction Implementation and Support							

Key Personnel Reference Form	
<p><b>Project Role and Responsibilities:</b> 5010/ICD-10 Project Parent Project Child Project: 278 Enhancement Project Project Dates: February 2012 – May 2012 Objective: The 278 Enhancement project was to provide a tool for providers to submit Service Authorizations electronically. In order to this to happen, the Wyoming MMIS Prior Authorization program and sub programs had to be modified. Role: I served as a business analyst for the full project lifecycle, from Initiating to closing. Responsibilities/Deliverables: My responsibilities included managing tasks execution by leading the project team and participating in the testing process. Verify requirements were being met along the length of the project. Documenting and mapping the enhancements completed for the part of project deliverables. Finally, presenting the final product to the client and obtaining stakeholder feedback to evaluate their satisfaction. Outcome: The project was completed within the stated timeline and the enhancement was implemented in production environment. Ongoing Maintenance/Support: Nancy is the SME for 278 X12 transactions currently, supporting the client and any vendors that submit 278s to Wyoming Medicaid.</p>	

Key Personnel Reference Form			
<b>Key Personnel Name:</b>	Kelly Mayo, PMP	<b>Proposed Role:</b>	Operations Manager
Reference 1			
<b>Client Name:</b>	TX DSHS	<b>Client Address:</b>	5801 Valley Cir Austin, TX, 78731-3628
<b>Contact Name:</b>	David Snider	<b>Contact Title:</b>	President
<b>Contact Phone:</b>	512.587.6000	<b>Contact E-mail:</b>	<a href="mailto:David.snider@b10consulting.com">David.snider@b10consulting.com</a>
<b>Project Name:</b>	TX Pharmacy	<b>Start Date:</b>	08/2010
		<b>End Date:</b>	04/2014
<b>Project Description:</b> TX Pharmacy System			
<b>Project Role and Responsibilities:</b> Project Manager/Systems Manager for the TX Medicaid Pharmacy solution			

Key Personnel Reference Form			
<b>Key Personnel Name:</b>	Nina Boyd	<b>Proposed Role:</b>	Certification Lead
Reference 1			
<b>Client Name:</b>	State of North Dakota	<b>Client Address:</b>	600 E. Boulevard Ave., Dept. 325 Bismarck, ND 58505-0250
<b>Contact Name:</b>	Brendan Joyce, Pharm D	<b>Contact Title:</b>	Administrator, Pharmacy Services
<b>Contact Phone:</b>	701.328.4023	<b>Contact E-mail:</b>	<a href="mailto:bjoyce@nd.gov">bjoyce@nd.gov</a>
<b>Project Name:</b>	North Dakota MMIS/PBM Project	<b>Start Date:</b>	01/2011
		<b>End Date:</b>	06/2019
<b>Project Description:</b> Prepare North Dakota HE MMIS for CMS Certification			
<b>Project Role and Responsibilities:</b> Served as the Certification Manager on the ND State MMIS/PBM Project. I worked with internal and external stakeholders in assisting the State with achieving CMS Certification of their MMIS/PBM systems using the several versions of the MECT checklists. I provided team leadership, project strategy and oversight for the project schedule creation, updates and deliverables management, facilitated team meetings with staff, managed Conduent resources, and provided status updates to Senior Leadership team. I served as the point of contact for all certification related activities.			

Key Personnel Reference Form					
<b>Key Personnel Name:</b>	Amanda Musson		<b>Proposed Role:</b>	Documentation Management Lead	
Reference 1					
<b>Client Name:</b>	State of Montana Department of Public Health and Human Services		<b>Client Address:</b>	7 W. 6 <sup>th</sup> Avenue, Suite 2B Helene, MT 59601	
<b>Contact Name:</b>	Shellie McCann		<b>Contact Title:</b>	Medicaid Systems Support Program Operations Manager	
<b>Contact Phone:</b>	402.202.5074		<b>Contact E-mail:</b>	<a href="mailto:rmccann@mt.gov">rmccann@mt.gov</a>	
<b>Project Name:</b> Montana MMIS/PBM/DSS Implementation			<b>Start Date:</b>	04/2011	<b>End Date:</b> 12/2015
<b>Project Description:</b> Implement MMIS, PBM, and DSS solutions for the State of Montana					
<b>Project Role and Responsibilities:</b> Project Management, document management, SharePoint administration, requirements management tool administration, requirements management subject matter expert (SME)					

Key Personnel Reference Form					
<b>Key Personnel Name:</b>	Jessica Russ		<b>Proposed Role:</b>	Quality Assurance Manager	
Reference 1					
<b>Client Name:</b>	Eye Associates of New Mexico		<b>Client Address:</b>	8801 Horizon Blvd., NE, Suite 360 Albuquerque, NM 87113	
<b>Contact Name:</b>	Dina Cordova		<b>Contact Title:</b>	Support Center Manager	
<b>Contact Phone:</b>	505.342.4164		<b>Contact E-mail:</b>	<a href="mailto:dmcordova@eyenm.com">dmcordova@eyenm.com</a>	
<b>Project Name:</b> Patient Portal			<b>Start Date:</b>	01/2015	<b>End Date:</b> 04/2017
<b>Project Description:</b> Implementation of Patient Portal for Meaningful Use					
<b>Project Role and Responsibilities:</b> Served as project leader for PP to develop establish and implement online portal for all patients (new and existing) to access medical records, schedule an appointment, communicate with providers and request medication. Developed training content for patients, providers and employers based on their level of access. Monitored, analyzed and modified the program to meet the needs of the project goals.					

Key Personnel Reference Form					
<b>Key Personnel Name:</b>	Greta Dennis		<b>Proposed Role:</b>	Test Manager	
Reference 1					
<b>Client Name:</b>	Centers for Disease Control		<b>Client Address:</b>	1600 Clifton Road Atlanta, GA 30333	
<b>Contact Name:</b>	Adrian Finks		<b>Contact Title:</b>	SAP Project Manager NCIRD	
<b>Contact Phone:</b>	404.369.4816		<b>Contact E-mail:</b>	<a href="mailto:Xlu9@cdc.gov">Xlu9@cdc.gov</a>	
<b>Project Name:</b> We managed the needs for the Center for Immunization and Respiratory Diseases			<b>Start Date:</b>	05/2007	<b>End Date:</b> 02/2013
<b>Project Description:</b> Colorado was an O&M client					
<b>Project Role and Responsibilities:</b> Liaison between QA team and our Client. Also, liaison between governance and other coworkers					



Key Personnel Reference Form							
<b>Key Personnel Name:</b>	Chanakya (Dev) Alapati		<b>Proposed Role:</b>	Information Security Architect/ Privacy Data Protection Officer			
Reference 1							
<b>Client Name:</b>	Equifax		<b>Client Address:</b>	1550 Peachtree Street, N.W. Atlanta, GA 30309			
<b>Contact Name:</b>	Vinod Nannapaneni		<b>Contact Title:</b>	Enterprise Cyber Security Architect			
<b>Contact Phone:</b>	614.653.2217		<b>Contact E-mail:</b>	<a href="mailto:Vinod.nannapaneni@equifax.com">Vinod.nannapaneni@equifax.com</a>			
<b>Project Name:</b> MMIS & PBM for Multiple State Governments			<b>Start Date:</b>	01/2017	<b>End Date:</b>	04/2020	
<b>Project Description:</b> Development of NIST 800-53							
<b>Project Role and Responsibilities:</b>							
<ul style="list-style-type: none"> <li>• Lead a team of security resources supporting various engagements across the enterprise. Execute architecture designs for multiple NIST engagements exceeding \$50M+ in TCV on Azure</li> <li>• Develop business cases for technology spend to deliver on security roadmap per the strategy. Align standards, frameworks and security with overall business and technology strategy</li> <li>• Identify security design gaps in existing and proposed architectures and recommend changes or enhancements</li> <li>• Consult in the development and design of security best practices and implementation of solid security principles across all business units to meet the business needs and regulatory requirements like FISMA and HIPAA</li> <li>• Support and consult with partner teams (security operations, compliance and risk, corporate governance, product development, etc.) on technical security and risk considerations</li> <li>• Assist in client and 3rd party audits (SOC1, SOC2, FEDRAMP/NIST 800-53, IRS, PCI, HIPAA, HITRUST) as needed</li> <li>• Review, interpret and respond to detailed business requirements specifications to ensure alignment between customer expectations and current or future technology capabilities</li> <li>• Within the agreed enterprise architecture, define and design technology solutions to assist the business in meeting their business objectives with primary focus around the Multichannel Communication platforms</li> <li>• Develop and implement technology solutions and report on delivery commitments to ensure solutions are implemented as expected and to agreed timeframes</li> <li>• Identify system, infrastructure, project and resource interdependencies and balance competing demands to ensure project deliverables are achieved</li> <li>• Lead in designing, specifying, and selecting information system solutions, considering functionality, data, security, integration, infrastructure, and performance</li> <li>• Estimate cost, and prepare business cases for IT solutions, considering infrastructure, licenses, development, and support</li> </ul>							

## Attachment E: Initial Project Schedule [RFP Attch.E]

### REQUIREMENT: RFP Section Attch.E

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

Instructions: The vendor should provide an Initial Project Schedule by project phase.

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

At a minimum, the vendor's proposed Initial Project Schedule should include the following:

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

Conduent is pleased to provide an Initial Project Schedule by project phase. Conduent fully supports Puerto Rico's vision for deploying the financial management module in a phased approach to allow for early deployment of solution functionality. Based on our careful review of the RFP requirements, we propose to implement our CMdS solution in three phases that run concurrently but have staggered deployment dates:

- **Phase 1 – 835 and MCO Encounter Matching Functionality.** During this phase of the project, we implement the functionality and convert the data necessary to validate capitation payments made to providers from managed care organizations (MCOs) with the encounter/claim data that MCOs generate and send to the MMIS vendor. The RFP is clear under multiple RFP requirements that this is important functionality to PRDoH; therefore, we think PRDoH could benefit from its early deployment. This process would use the X12 835 claim payment remittance advices (Requirement BF-002) that MCOs send to providers with the encounter/claim transactions we receive from the MMIS vendor. Our functionality would perform extensive data quality and validation edits to look for discrepancies between the 835s and encounter/claim data.
- **Phase 2 – Federal Reporting.** We implement some of the federal reporting requirements (i.e. CMS-37, CMS-64, T-MSIS) for encounter/claim data and other required reports during this phase. We will work with PRDoH during requirements validation to finalize the federal reporting and other reports you want to implement early based on the encounter/claim data available from the Phase 1 implementation.

- Phase 3 – Premium Payments (CMdS Claims and Financial).** In Phase 3, we implement the remaining RFP requirements for the MMIS Phase III project. This includes making premium payments to MCOs, federal reporting associated with premium payments, and all the other remaining requirements.

Figure E-1 provides a high-level timeline for the three phases. Our timeline shows the three phases starting concurrently on January 3, 2022. We complete Phase 1 in 9 months, Phase 2 in 12 months, and Phase 3 in 18 months. Data conversion activities—including planning, analysis, testing, and final conversion—span the duration of the implementation.

Puerto Rico MMIS Phase III Project	1/2022	2/2022	3/2022	4/2022	5/2022	6/2022	7/2022	8/2022	9/2022	10/2022	11/2022	12/2022	1/2023	2/2023	3/2023	4/2023	5/2023	6/2023
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Project Initiation & Planning	█	█	█	█														
• Requirements	█	█	█															
Phase 1: 835 and MCO Matching		█	█	█	█	█	█	█	█									
• Solution Design and Testing		█	█	█	█	█	█	█										
• Solution Deployment									█									
Phase 2: Federal Reporting		█	█	█	█	█	█	█	█	█	█	█						
• Solution Design and Testing		█	█	█	█	█	█	█	█	█	█							
• Solution Deployment												█						
Phase 3: CMS Claims and Financial		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
• Solution Design and Testing		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
• Solution Deployment																		█
Data Conversion	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

**Figure E-1. Phased Implementation Timeline**

*Our phased approach provides the successful implementation of the MMIS Phase III requirements.*

Our Initial Project Schedule shows task details with responsibilities, timelines, durations, milestone dates, deliverable dates, and critical dependencies for the project’s milestones and deliverables. It also shows Conduent hours by phase and deliverable, and estimated PRMP personnel hours by phase and deliverable. The schedule clearly shows the tasks that are on the critical path in red font and the tasks that require assistance from PRMP personnel (denoted by “C:” for “client”). Finally, our proposed schedule includes the following:

- Detailed tasks and timelines, outlining the major project phases planned by Conduent
- The Work Breakdown Structure (WBS)
- The project schedule for all project deliverables and milestones
- Identification of resources assigned as the responsible entity for each deliverable within the WBS to the level at which control will be exercised (in column titled “Responsible”)
- Identification of deliverables that may require more or less time for PRMP acceptance, including the proposed acceptance period for the deliverable as reflected in the duration of the “C: Review” tasks for each deliverable

- Some tasks have indicators to identify the type of task. The following indicators are universally applied to all Conduent’s project schedules:
  - **“D-I:”** indicates initial submission of a contractual deliverable
  - **“D:”** indicates final submission of a contractual deliverable
  - **“C:”** indicates a client (PRMP) task, referring both to tasks that are the responsibility of PRMP or that require PRMP participation
  - **“M:”** indicates a Milestone (e.g., client approval of a deliverable or the completion of tasks within a summary task or phase)
  - **“WP:”** indicates work products—artifacts that are not required formal deliverables, but which Conduent makes available to the client as part of our methodology

We provide the Initial Project Schedule as an attachment to this section. We also provide an electronic Microsoft Project® version in our electronic submission of the Technical Proposal.

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
0			<b>Puerto Rico Medicaid Management Information System (MMIS) Phase III Implementation Project</b>	<b>559 days</b>	<b>Mon 1/3/22</b>	<b>Tue 2/20/24</b>		<b>117258</b>	<b>9600</b>	
1	1		<b>M: Contract Start Date</b>	<b>0 days</b>	<b>Mon 1/3/22</b>	<b>Mon 1/3/22</b>				
2	2		<b>Project Initiation and Planning</b>	<b>78 days</b>	<b>Mon 1/3/22</b>	<b>Wed 4/20/22</b>		<b>8642</b>	<b>1272</b>	
3	2.1		<b>Project Kickoff Presentation</b>	<b>7 days</b>	<b>Mon 1/3/22</b>	<b>Tue 1/11/22</b>				
4	2.1.1		Prepare for Project Kickoff Presentation	6 days	Mon 1/3/22	Mon 1/10/22	1			
5	2.1.2		Conduct Project Kickoff Presentation	1 day	Tue 1/11/22	Tue 1/11/22	4			
6	2.1.3		C: Participate in Project Kickoff Presentation	1 day	Tue 1/11/22	Tue 1/11/22	5SS			
7	2.1.4		<b>M: Project Kickoff Presentation Complete</b>	<b>0 days</b>	<b>Tue 1/11/22</b>	<b>Tue 1/11/22</b>	<b>6</b>			
8	2.2		<b>Project Team Training</b>	<b>10 days</b>	<b>Wed 1/12/22</b>	<b>Tue 1/25/22</b>				
9	2.2.1		Conduct System Development Methodology Training	5 days	Wed 1/12/22	Tue 1/18/22	7			
10	2.2.2		Conduct Project Management Methodology Training	5 days	Wed 1/19/22	Tue 1/25/22	9			
11	2.2.3		<b>M: Project Team Training Complete</b>	<b>0 days</b>	<b>Tue 1/25/22</b>	<b>Tue 1/25/22</b>	<b>9, 10</b>			
12	2.3		<b>Project Plans</b>	<b>70 days</b>	<b>Mon 1/3/22</b>	<b>Fri 4/8/22</b>		<b>4782</b>	<b>439</b>	
13	2.3.1	25, D009	<b>Project Management Plan (PMP)</b>	<b>44 days</b>	<b>Mon 1/3/22</b>	<b>Thu 3/3/22</b>		<b>3168</b>	<b>195</b>	
14	2.3.1.1		<b>PMP DED Approval</b>	<b>8 days</b>	<b>Mon 1/3/22</b>	<b>Wed 1/12/22</b>				
15	2.3.1.1.1		Tailor PMP DED	5 days	Mon 1/3/22	Fri 1/7/22	1			
16	2.3.1.1.2		Conduct Peer and Quality Review of PMP DED	2 days	Mon 1/10/22	Tue 1/11/22	15			
17	2.3.1.1.3		<b>D-I: PMP DED Submitted to PRDoH</b>	<b>0 days</b>	<b>Tue 1/11/22</b>	<b>Tue 1/11/22</b>	<b>16</b>			
18	2.3.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 1/11/22	Wed 1/12/22	17			
19	2.3.1.1.5		<b>M: PMP DED Approved and Signed Off by PRDoH</b>	<b>0 days</b>	<b>Wed 1/12/22</b>	<b>Wed 1/12/22</b>	<b>18</b>			
20	2.3.1.2	25d, D005	<b>Documentation Management Plan</b>	<b>30 days</b>	<b>Thu 1/13/22</b>	<b>Wed 2/23/22</b>		<b>200</b>	<b>9</b>	
21	2.3.1.2.1		<b>Deliverable Approval</b>	<b>30 days</b>	<b>Thu 1/13/22</b>	<b>Wed 2/23/22</b>		<b>200</b>	<b>9</b>	
22	2.3.1.2.1.1		Tailor Documentation Management Plan	5 days	Thu 1/13/22	Wed 1/19/22	19			
23	2.3.1.2.1.2		Conduct Peer and Quality Review of Documentation Management Plan	2 days	Thu 1/20/22	Fri 1/21/22	22			
24	2.3.1.2.1.3		C: Walk Through Documentation Management Plan With PRDoH	1 day	Fri 1/21/22	Mon 1/24/22	23			
25	2.3.1.2.1.4		<b>D-I: Documentation Management Plan Submitted to PRDoH</b>	<b>0 days</b>	<b>Mon 1/24/22</b>	<b>Mon 1/24/22</b>	<b>24</b>			
26	2.3.1.2.1.5		C: Review Draft Documentation Management Plan by PRDoH	10 days	Mon 1/24/22	Mon 2/7/22	25			
27	2.3.1.2.1.6		<b>M: Documentation Management Plan Comments Provided by PRDoH</b>	<b>0 days</b>	<b>Mon 2/7/22</b>	<b>Mon 2/7/22</b>	<b>26</b>			
28	2.3.1.2.1.7		Incorporate Comments and Update Documentation Management Plan	5 days	Tue 2/8/22	Mon 2/14/22	27			
29	2.3.1.2.1.8		Conduct Peer and Quality Review of Documentation Management Plan	2 days	Tue 2/15/22	Wed 2/16/22	28			
30	2.3.1.2.1.9	25d, D005	<b>D: Documentation Management Plan Submitted to PRDoH</b>	<b>0 days</b>	<b>Wed 2/16/22</b>	<b>Wed 2/16/22</b>	<b>29</b>	<b>200</b>	<b>9</b>	<b>Project Manager</b>
31	2.3.1.2.1.10		C: Review Documentation Management Plan by PRDoH	5 days	Wed 2/16/22	Wed 2/23/22	30			
32	2.3.1.2.1.11		<b>M: Documentation Management Plan Approved by PRDoH</b>	<b>0 days</b>	<b>Wed 2/23/22</b>	<b>Wed 2/23/22</b>	<b>31</b>			
33	2.3.1.2.2		<b>M: Documentation Management Plan Complete</b>	<b>0 days</b>	<b>Wed 2/23/22</b>	<b>Wed 2/23/22</b>	<b>32</b>			
34	2.3.1.3	25b, D003	<b>Communication Management Plan</b>	<b>30 days</b>	<b>Thu 1/13/22</b>	<b>Wed 2/23/22</b>		<b>200</b>	<b>9</b>	
35	2.3.1.3.1		<b>Deliverable Approval</b>	<b>30 days</b>	<b>Thu 1/13/22</b>	<b>Wed 2/23/22</b>		<b>200</b>	<b>9</b>	
36	2.3.1.3.1.1		Tailor Communication Management Plan	5 days	Thu 1/13/22	Wed 1/19/22	19			
37	2.3.1.3.1.2		Conduct Peer and Quality Review of Communication Management Plan	2 days	Thu 1/20/22	Fri 1/21/22	36			
38	2.3.1.3.1.3		C: Walk Through Communication Management Plan With PRDoH	1 day	Fri 1/21/22	Mon 1/24/22	37			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
39	2.3.1.3.1.4		<b>D-I: Communication Management Plan Submitted to PRDoH</b>	0 days	Mon 1/24/22	Mon 1/24/22	38			
40	2.3.1.3.1.5		C: Review Draft Communication Management Plan by PRDoH	10 days	Mon 1/24/22	Mon 2/7/22	39			
41	2.3.1.3.1.6		<b>M: Communication Management Plan Comments Provided by PRDoH</b>	0 days	Mon 2/7/22	Mon 2/7/22	40			
42	2.3.1.3.1.7		Incorporate Comments and Update Communication Management Plan	5 days	Tue 2/8/22	Mon 2/14/22	41			
43	2.3.1.3.1.8		Conduct Peer and Quality Review of Communication Management Plan	2 days	Tue 2/15/22	Wed 2/16/22	42			
44	2.3.1.3.1.9	25b, D003	<b>D: Communication Management Plan Submitted to PRDoH</b>	0 days	Wed 2/16/22	Wed 2/16/22	43	200	9	Project Manager
45	2.3.1.3.1.10		C: Review Communication Management Plan by PRDoH	5 days	Wed 2/16/22	Wed 2/23/22	44			
46	2.3.1.3.1.11		<b>M: Communication Management Plan Approved by PRDoH</b>	0 days	Wed 2/23/22	Wed 2/23/22	45			
47	2.3.1.3.2		<b>M: Communication Management Plan Complete</b>	0 days	Wed 2/23/22	Wed 2/23/22	46			
48	2.3.1.4	25f, D010	<b>Project Work Plan</b>	30 days	Thu 1/13/22	Wed 2/23/22		768	87	
49	2.3.1.4.1		<b>Deliverable Approval</b>	30 days	Thu 1/13/22	Wed 2/23/22		768	87	
50	2.3.1.4.1.1		Update Project Work Plan	5 days	Thu 1/13/22	Wed 1/19/22	19			
51	2.3.1.4.1.2		Conduct Peer and Quality Review of Project Work Plan	2 days	Thu 1/20/22	Fri 1/21/22	50			
52	2.3.1.4.1.3		C: Walk Through Project Work Plan With PRDoH	1 day	Fri 1/21/22	Mon 1/24/22	51			
53	2.3.1.4.1.4		<b>D-I: Project Work Plan Submitted to PRDoH</b>	0 days	Mon 1/24/22	Mon 1/24/22	52			
54	2.3.1.4.1.5		C: Review Draft Project Work Plan by PRDoH	10 days	Mon 1/24/22	Mon 2/7/22	53			
55	2.3.1.4.1.6		<b>M: Project Work Plan Comments Provided by PRDoH</b>	0 days	Mon 2/7/22	Mon 2/7/22	54			
56	2.3.1.4.1.7		Incorporate Comments and Update Project Work Plan	5 days	Tue 2/8/22	Mon 2/14/22	55			
57	2.3.1.4.1.8		Conduct Peer and Quality Review of Project Work Plan	2 days	Tue 2/15/22	Wed 2/16/22	56			
58	2.3.1.4.1.9	25f, D010	<b>D: Project Work Plan Submitted to PRDoH</b>	0 days	Wed 2/16/22	Wed 2/16/22	57	768	87	Project Manager
59	2.3.1.4.1.10		C: Review Project Work Plan by PRDoH	5 days	Wed 2/16/22	Wed 2/23/22	58			
60	2.3.1.4.1.11		<b>M: Project Work Plan Approved by PRDoH</b>	0 days	Wed 2/23/22	Wed 2/23/22	59			
61	2.3.1.4.2		<b>M: Project Work Plan Complete</b>	0 days	Wed 2/23/22	Wed 2/23/22	60			
62	2.3.1.5	25i, D019	<b>Stakeholder Management Plan and Stakeholder Analysis</b>	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
63	2.3.1.5.1		<b>Deliverable Approval</b>	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
64	2.3.1.5.1.1		Tailor Stakeholder Management Plan and Stakeholder Analysis	5 days	Thu 1/13/22	Wed 1/19/22	19			
65	2.3.1.5.1.2		Conduct Peer and Quality Review of Stakeholder Management Plan and Stakeholder Analysis	2 days	Thu 1/20/22	Fri 1/21/22	64			
66	2.3.1.5.1.3		C: Walk Through Stakeholder Management Plan and Stakeholder Analysis With PRDoH	1 day	Fri 1/21/22	Mon 1/24/22	65			
67	2.3.1.5.1.4		<b>D-I: Stakeholder Management Plan and Stakeholder Analysis Submitted to PRDoH</b>	0 days	Mon 1/24/22	Mon 1/24/22	66			
68	2.3.1.5.1.5		C: Review Draft Stakeholder Management Plan and Stakeholder Analysis by PRDoH	10 days	Mon 1/24/22	Mon 2/7/22	67			
69	2.3.1.5.1.6		<b>M: Stakeholder Management Plan and Stakeholder Analysis Comments Provided by PRDoH</b>	0 days	Mon 2/7/22	Mon 2/7/22	68			
70	2.3.1.5.1.7		Incorporate Comments and Update Stakeholder Management Plan and Stakeholder Analysis	5 days	Tue 2/8/22	Mon 2/14/22	69			
71	2.3.1.5.1.8		Conduct Peer and Quality Review of Stakeholder Management Plan and Stakeholder Analysis	2 days	Tue 2/15/22	Wed 2/16/22	70			
72	2.3.1.5.1.9	25i, D019	<b>D: Stakeholder Management Plan and Stakeholder Analysis Submitted to PRDoH</b>	0 days	Wed 2/16/22	Wed 2/16/22	71	200	9	Project Manager

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
73	2.3.1.5.1.10		C: Review Stakeholder Management Plan and Stakeholder Analysis by PRDoH	5 days	Wed 2/16/22	Wed 2/23/22	72			
74	2.3.1.5.1.11		M: Stakeholder Management Plan and Stakeholder Analysis Approved by PRDoH	0 days	Wed 2/23/22	Wed 2/23/22	73			
75	2.3.1.5.2		M: Stakeholder Management Plan and Stakeholder Analysis Complete	0 days	Wed 2/23/22	Wed 2/23/22	74			
76	2.3.1.6	25g, D011	Quality Management Plan	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
77	2.3.1.6.1		Deliverable Approval	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
78	2.3.1.6.1.1		Tailor Quality Management Plan	5 days	Thu 1/13/22	Wed 1/19/22	19			
79	2.3.1.6.1.2		Conduct Peer and Quality Review of Quality Management Plan	2 days	Thu 1/20/22	Fri 1/21/22	78			
80	2.3.1.6.1.3		C: Walk Through Quality Management Plan With PRDoH	1 day	Fri 1/21/22	Mon 1/24/22	79			
81	2.3.1.6.1.4		D-I: Quality Management Plan Submitted to PRDoH	0 days	Mon 1/24/22	Mon 1/24/22	80			
82	2.3.1.6.1.5		C: Review Draft Quality Management Plan by PRDoH	10 days	Mon 1/24/22	Mon 2/7/22	81			
83	2.3.1.6.1.6		M: Quality Management Plan Comments Provided by PRDoH	0 days	Mon 2/7/22	Mon 2/7/22	82			
84	2.3.1.6.1.7		Incorporate Comments and Update Quality Management Plan	5 days	Tue 2/8/22	Mon 2/14/22	83			
85	2.3.1.6.1.8		Conduct Peer and Quality Review of Quality Management Plan	2 days	Tue 2/15/22	Wed 2/16/22	84			
86	2.3.1.6.1.9	25g, D011	D: Quality Management Plan Submitted to PRDoH	0 days	Wed 2/16/22	Wed 2/16/22	85	200	9	Project Manager
87	2.3.1.6.1.10		C: Review Quality Management Plan by PRDoH	5 days	Wed 2/16/22	Wed 2/23/22	86			
88	2.3.1.6.1.11		M: Quality Management Plan Approved by PRDoH	0 days	Wed 2/23/22	Wed 2/23/22	87			
89	2.3.1.6.2		M: Quality Management Plan Complete	0 days	Wed 2/23/22	Wed 2/23/22	88			
90	2.3.1.7	25h, 31, D013, D074	Risk and Issues Management Plan (includes Risk and Issue Register)	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
91	2.3.1.7.1		Deliverable Approval	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
92	2.3.1.7.1.1		Tailor Risk and Issues Management Plan	5 days	Thu 1/13/22	Wed 1/19/22	19			
93	2.3.1.7.1.2		Conduct Peer and Quality Review of Risk and Issues Management Plan	2 days	Thu 1/20/22	Fri 1/21/22	92			
94	2.3.1.7.1.3		C: Walk Through Risk and Issues Management Plan With PRDoH	1 day	Fri 1/21/22	Mon 1/24/22	93			
95	2.3.1.7.1.4		D-I: Risk and Issues Management Plan Submitted to PRDoH	0 days	Mon 1/24/22	Mon 1/24/22	94			
96	2.3.1.7.1.5		C: Review Draft Risk and Issues Management Plan by PRDoH	10 days	Mon 1/24/22	Mon 2/7/22	95			
97	2.3.1.7.1.6		M: Risk and Issues Management Plan Comments Provided by PRDoH	0 days	Mon 2/7/22	Mon 2/7/22	96			
98	2.3.1.7.1.7		Incorporate Comments and Update Risk and Issues Management Plan	5 days	Tue 2/8/22	Mon 2/14/22	97			
99	2.3.1.7.1.8		Conduct Peer and Quality Review of Risk and Issues Management Plan	2 days	Tue 2/15/22	Wed 2/16/22	98			
100	2.3.1.7.1.9	25h, D013	D: Risk and Issues Management Plan Submitted to PRDoH	0 days	Wed 2/16/22	Wed 2/16/22	99	200	9	Project Manager
101	2.3.1.7.1.10		C: Review Risk and Issues Management Plan by PRDoH	5 days	Wed 2/16/22	Wed 2/23/22	100			
102	2.3.1.7.1.11		M: Risk and Issues Management Plan Approved by PRDoH	0 days	Wed 2/23/22	Wed 2/23/22	101			
103	2.3.1.7.2		M: Risk and Issues Management Plan Complete	0 days	Wed 2/23/22	Wed 2/23/22	102			
104	2.3.1.8	25i, D015	Schedule Management Plan	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
105	2.3.1.8.1		Deliverable Approval	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
106	2.3.1.8.1.1		Tailor Schedule Management Plan	5 days	Thu 1/13/22	Wed 1/19/22	19			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
107	2.3.1.8.1.2		Conduct Peer and Quality Review of Schedule Management Plan	2 days	Thu 1/20/22	Fri 1/21/22	106			
108	2.3.1.8.1.3		C: Walk Through Schedule Management Plan With PRDoH	1 day	Fri 1/21/22	Mon 1/24/22	107			
109	2.3.1.8.1.4		<b>D-I: Schedule Management Plan Submitted to PRDoH</b>	0 days	Mon 1/24/22	Mon 1/24/22	108			
110	2.3.1.8.1.5		C: Review Draft Schedule Management Plan by PRDoH	10 days	Mon 1/24/22	Mon 2/7/22	109			
111	2.3.1.8.1.6		<b>M: Schedule Management Plan Comments Provided by PRDoH</b>	0 days	Mon 2/7/22	Mon 2/7/22	110			
112	2.3.1.8.1.7		Incorporate Comments and Update Schedule Management Plan	5 days	Tue 2/8/22	Mon 2/14/22	111			
113	2.3.1.8.1.8		Conduct Peer and Quality Review of Schedule Management Plan	2 days	Tue 2/15/22	Wed 2/16/22	112			
114	2.3.1.8.1.9	25i, D015	<b>D: Schedule Management Plan Submitted to PRDoH</b>	0 days	Wed 2/16/22	Wed 2/16/22	113	200	9	Project Manager
115	2.3.1.8.1.10		C: Review Schedule Management Plan by PRDoH	5 days	Wed 2/16/22	Wed 2/23/22	114			
116	2.3.1.8.1.11		<b>M: Schedule Management Plan Approved by PRDoH</b>	0 days	Wed 2/23/22	Wed 2/23/22	115			
117	2.3.1.8.2		<b>M: Schedule Management Plan Complete</b>	0 days	Wed 2/23/22	Wed 2/23/22	116			
118	2.3.1.9	25j, D016	<b>Scope Management Plan</b>	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
119	2.3.1.9.1		<b>Deliverable Approval</b>	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
120	2.3.1.9.1.1		Tailor Scope Management Plan	5 days	Thu 1/13/22	Wed 1/19/22	19			
121	2.3.1.9.1.2		Conduct Peer and Quality Review of Scope Management Plan	2 days	Thu 1/20/22	Fri 1/21/22	120			
122	2.3.1.9.1.3		C: Walk Through Scope Management Plan With PRDoH	1 day	Fri 1/21/22	Mon 1/24/22	121			
123	2.3.1.9.1.4		<b>D-I: Scope Management Plan Submitted to PRDoH</b>	0 days	Mon 1/24/22	Mon 1/24/22	122			
124	2.3.1.9.1.5		C: Review Draft Scope Management Plan by PRDoH	10 days	Mon 1/24/22	Mon 2/7/22	123			
125	2.3.1.9.1.6		<b>M: Scope Management Plan Comments Provided by PRDoH</b>	0 days	Mon 2/7/22	Mon 2/7/22	124			
126	2.3.1.9.1.7		Incorporate Comments and Update Scope Management Plan	5 days	Tue 2/8/22	Mon 2/14/22	125			
127	2.3.1.9.1.8		Conduct Peer and Quality Review of Scope Management Plan	2 days	Tue 2/15/22	Wed 2/16/22	126			
128	2.3.1.9.1.9	25j, D016	<b>D: Scope Management Plan Submitted to PRDoH</b>	0 days	Wed 2/16/22	Wed 2/16/22	127	200	9	Project Manager
129	2.3.1.9.1.10		C: Review Scope Management Plan by PRDoH	5 days	Wed 2/16/22	Wed 2/23/22	128			
130	2.3.1.9.1.11		<b>M: Scope Management Plan Approved by PRDoH</b>	0 days	Wed 2/23/22	Wed 2/23/22	129			
131	2.3.1.9.2		<b>M: Scope Management Plan Complete</b>	0 days	Wed 2/23/22	Wed 2/23/22	130			
132	2.3.1.10	25k, D018	<b>Staffing Management Plan</b>	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
133	2.3.1.10.1		<b>Deliverable Approval</b>	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
134	2.3.1.10.1.1		Tailor Staffing Management Plan	5 days	Thu 1/13/22	Wed 1/19/22	19			
135	2.3.1.10.1.2		Conduct Peer and Quality Review of Staffing Management Plan	2 days	Thu 1/20/22	Fri 1/21/22	134			
136	2.3.1.10.1.3		C: Walk Through Staffing Management Plan With PRDoH	1 day	Fri 1/21/22	Mon 1/24/22	135			
137	2.3.1.10.1.4		<b>D-I: Staffing Management Plan Submitted to PRDoH</b>	0 days	Mon 1/24/22	Mon 1/24/22	136			
138	2.3.1.10.1.5		C: Review Draft Staffing Management Plan by PRDoH	10 days	Mon 1/24/22	Mon 2/7/22	137			
139	2.3.1.10.1.6		<b>M: Staffing Management Plan Comments Provided by PRDoH</b>	0 days	Mon 2/7/22	Mon 2/7/22	138			
140	2.3.1.10.1.7		Incorporate Comments and Update Staffing Management Plan	5 days	Tue 2/8/22	Mon 2/14/22	139			
141	2.3.1.10.1.8		Conduct Peer and Quality Review of Staffing Management Plan	2 days	Tue 2/15/22	Wed 2/16/22	140			



### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
142	2.3.1.10.1.9	25k, D018	D: Staffing Management Plan Submitted to PRDoH	0 days	Wed 2/16/22	Wed 2/16/22	141	200	9	Project Manager
143	2.3.1.10.1.10		C: Review Staffing Management Plan by PRDoH	5 days	Wed 2/16/22	Wed 2/23/22	142			
144	2.3.1.10.1.11		M: Staffing Management Plan Approved by PRDoH	0 days	Wed 2/23/22	Wed 2/23/22	143			
145	2.3.1.10.2		M: Staffing Management Plan Complete	0 days	Wed 2/23/22	Wed 2/23/22	144			
146	2.3.1.11	25a, D002	Change Management Plan	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
147	2.3.1.11.1		Deliverable Approval	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
148	2.3.1.11.1.1		Tailor Change Management Plan	5 days	Thu 1/13/22	Wed 1/19/22	19			
149	2.3.1.11.1.2		Conduct Peer and Quality Review of Change Management Plan	2 days	Thu 1/20/22	Fri 1/21/22	148			
150	2.3.1.11.1.3		C: Walk Through Change Management Plan With PRDoH	1 day	Fri 1/21/22	Mon 1/24/22	149			
151	2.3.1.11.1.4		D-I: Change Management Plan Submitted to PRDoH	0 days	Mon 1/24/22	Mon 1/24/22	150			
152	2.3.1.11.1.5		C: Review Draft Change Management Plan by PRDoH	10 days	Mon 1/24/22	Mon 2/7/22	151			
153	2.3.1.11.1.6		M: Change Management Plan Comments Provided by PRDoH	0 days	Mon 2/7/22	Mon 2/7/22	152			
154	2.3.1.11.1.7		Incorporate Comments and Update Change Management Plan	5 days	Tue 2/8/22	Mon 2/14/22	153			
155	2.3.1.11.1.8		Conduct Peer and Quality Review of Change Management Plan	2 days	Tue 2/15/22	Wed 2/16/22	154			
156	2.3.1.11.1.9	25a, D002	D: Change Management Plan Submitted to PRDoH	0 days	Wed 2/16/22	Wed 2/16/22	155	200	9	Project Manager
157	2.3.1.11.1.10		C: Review Change Management Plan by PRDoH	5 days	Wed 2/16/22	Wed 2/23/22	156			
158	2.3.1.11.1.11		M: Change Management Plan Approved by PRDoH	0 days	Wed 2/23/22	Wed 2/23/22	157			
159	2.3.1.11.2		M: Change Management Plan Complete	0 days	Wed 2/23/22	Wed 2/23/22	158			
160	2.3.1.12	25c, D004	Cost Management Plan	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
161	2.3.1.12.1		Deliverable Approval	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
162	2.3.1.12.1.1		Tailor Cost Management Plan	5 days	Thu 1/13/22	Wed 1/19/22	19			
163	2.3.1.12.1.2		Conduct Peer and Quality Review of Cost Management Plan	2 days	Thu 1/20/22	Fri 1/21/22	162			
164	2.3.1.12.1.3		C: Walk Through Cost Management Plan With PRDoH	1 day	Fri 1/21/22	Mon 1/24/22	163			
165	2.3.1.12.1.4		D-I: Cost Management Plan Submitted to PRDoH	0 days	Mon 1/24/22	Mon 1/24/22	164			
166	2.3.1.12.1.5		C: Review Draft Cost Management Plan by PRDoH	10 days	Mon 1/24/22	Mon 2/7/22	165			
167	2.3.1.12.1.6		M: Cost Management Plan Comments Provided by PRDoH	0 days	Mon 2/7/22	Mon 2/7/22	166			
168	2.3.1.12.1.7		Incorporate Comments and Update Cost Management Plan	5 days	Tue 2/8/22	Mon 2/14/22	167			
169	2.3.1.12.1.8		Conduct Peer and Quality Review of Cost Management Plan	2 days	Tue 2/15/22	Wed 2/16/22	168			
170	2.3.1.12.1.9	25c, D004	D: Cost Management Plan Submitted to PRDoH	0 days	Wed 2/16/22	Wed 2/16/22	169	200	9	Project Manager
171	2.3.1.12.1.10		C: Review Cost Management Plan by PRDoH	5 days	Wed 2/16/22	Wed 2/23/22	170			
172	2.3.1.12.1.11		M: Cost Management Plan Approved by PRDoH	0 days	Wed 2/23/22	Wed 2/23/22	171			
173	2.3.1.12.2		M: Cost Management Plan Complete	0 days	Wed 2/23/22	Wed 2/23/22	172			
174	2.3.1.13	25e, D008	Modularity and Reusability Plan	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
175	2.3.1.13.1		Deliverable Approval	30 days	Thu 1/13/22	Wed 2/23/22		200	9	
176	2.3.1.13.1.1		Tailor Modularity and Reusability Plan	5 days	Thu 1/13/22	Wed 1/19/22	19			
177	2.3.1.13.1.2		Conduct Peer and Quality Review of Modularity and Reusability Plan	2 days	Thu 1/20/22	Fri 1/21/22	176			
178	2.3.1.13.1.3		C: Walk Through Modularity and Reusability Plan With PRDoH	1 day	Fri 1/21/22	Mon 1/24/22	177			
179	2.3.1.13.1.4		D-I: Modularity and Reusability Plan Submitted to PRDoH	0 days	Mon 1/24/22	Mon 1/24/22	178			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
180	2.3.1.13.1.5		C: Review Draft Modularity and Reusability Plan by PRDoH	10 days	Mon 1/24/22	Mon 2/7/22	179			
181	2.3.1.13.1.6		<b>M: Modularity and Reusability Plan Comments Provided by PRDoH</b>	0 days	Mon 2/7/22	Mon 2/7/22	180			
182	2.3.1.13.1.7		Incorporate Comments and Update Modularity and Reusability Plan	5 days	Tue 2/8/22	Mon 2/14/22	181			
183	2.3.1.13.1.8		Conduct Peer and Quality Review of Modularity and Reusability Plan	2 days	Tue 2/15/22	Wed 2/16/22	182			
184	2.3.1.13.1.9	25e, D008	<b>D: Modularity and Reusability Plan Submitted to PRDoH</b>	0 days	Wed 2/16/22	Wed 2/16/22	183	200	9	Project Manager
185	2.3.1.13.1.10		C: Review Modularity and Reusability Plan by PRDoH	5 days	Wed 2/16/22	Wed 2/23/22	184			
186	2.3.1.13.1.11		<b>M: Modularity and Reusability Plan Approved by PRDoH</b>	0 days	Wed 2/23/22	Wed 2/23/22	185			
187	2.3.1.13.2		<b>M: Modularity and Reusability Plan Complete</b>	0 days	Wed 2/23/22	Wed 2/23/22	186			
188	2.3.1.14		<b>PMP Deliverable Approval</b>	6 days	Thu 2/24/22	Thu 3/3/22		200	9	
189	2.3.1.14.1		Compile PMP Plans	1 day	Thu 2/24/22	Thu 2/24/22	19, 33, 47, 61, 75, 89, 103, 117, 131, 145, 159, 173, 187			
190	2.3.1.14.2		Conduct Peer and Quality Review of PMP	1 day	Fri 2/25/22	Fri 2/25/22	189			
191	2.3.1.14.3	25, D009	<b>D: PMP Submitted to PRDoH</b>	0 days	Fri 2/25/22	Fri 2/25/22	190	200	9	Project Manager
192	2.3.1.14.4		C: Review PMP by PRDoH	4 days	Fri 2/25/22	Thu 3/3/22	191			
193	2.3.1.14.5		<b>M: PMP Approved by PRDoH</b>	0 days	Thu 3/3/22	Thu 3/3/22	192			
194	2.3.1.15		<b>M: PMP Complete</b>	0 days	Thu 3/3/22	Thu 3/3/22	193			
195	2.3.2	1, D001	<b>Certification Plan</b>	38 days	Wed 1/12/22	Fri 3/4/22		200	9	
196	2.3.2.1		<b>DED Approval</b>	8 days	Wed 1/12/22	Fri 1/21/22				
197	2.3.2.1.1		Tailor Certification Plan DED	5 days	Wed 1/12/22	Tue 1/18/22	7			
198	2.3.2.1.2		Conduct Peer and Quality Review of Certification Plan DED	2 days	Wed 1/19/22	Thu 1/20/22	197			
199	2.3.2.1.3		<b>D-I: Certification Plan DED Submitted to PRDoH</b>	0 days	Thu 1/20/22	Thu 1/20/22	198			
200	2.3.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/20/22	Fri 1/21/22	199			
201	2.3.2.1.5		<b>M: Certification Plan DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/21/22	Fri 1/21/22	200			
202	2.3.2.2		<b>Deliverable Approval</b>	30 days	Mon 1/24/22	Fri 3/4/22		200	9	
203	2.3.2.2.1		Tailor Certification Plan	5 days	Mon 1/24/22	Fri 1/28/22	201			
204	2.3.2.2.2		Conduct Peer and Quality Review of Certification Plan	2 days	Mon 1/31/22	Tue 2/1/22	203			
205	2.3.2.2.3		C: Walk Through Certification Plan With PRDoH	1 day	Tue 2/1/22	Wed 2/2/22	204			
206	2.3.2.2.4		<b>D-I: Certification Plan Submitted to PRDoH</b>	0 days	Wed 2/2/22	Wed 2/2/22	205			
207	2.3.2.2.5		C: Review Draft Certification Plan by PRDoH	10 days	Wed 2/2/22	Wed 2/16/22	206			
208	2.3.2.2.6		<b>M: Certification Plan Comments Provided by PRDoH</b>	0 days	Wed 2/16/22	Wed 2/16/22	207			
209	2.3.2.2.7		Incorporate Comments and Update Certification Plan	5 days	Thu 2/17/22	Wed 2/23/22	208			
210	2.3.2.2.8		Conduct Peer and Quality Review of Certification Plan	2 days	Thu 2/24/22	Fri 2/25/22	209			
211	2.3.2.2.9	1, D001	<b>D: Certification Plan Submitted to PRDoH</b>	0 days	Fri 2/25/22	Fri 2/25/22	210	200	9	Certification Lead
212	2.3.2.2.10		C: Review Certification Plan by PRDoH	5 days	Fri 2/25/22	Fri 3/4/22	211			
213	2.3.2.2.11		<b>M: Certification Plan Approved by PRDoH</b>	0 days	Fri 3/4/22	Fri 3/4/22	212			
214	2.3.2.3		<b>M: Certification Plan Complete</b>	0 days	Fri 3/4/22	Fri 3/4/22	213			
215	2.3.3	12, D006	<b>Incident Management Plan</b>	38 days	Wed 1/19/22	Fri 3/11/22		200	9	
216	2.3.3.1		<b>DED Approval</b>	8 days	Wed 1/19/22	Fri 1/28/22				
217	2.3.3.1.1		Tailor Incident Management Plan DED	5 days	Wed 1/19/22	Tue 1/25/22	197			
218	2.3.3.1.2		Conduct Peer and Quality Review of Incident Management Plan DED	2 days	Wed 1/26/22	Thu 1/27/22	217			
219	2.3.3.1.3		<b>D-I: Incident Management Plan DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	218			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
220	2.3.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	219			
221	2.3.3.1.5		M: Incident Management Plan DED Approved and Signed Off by PRDoH	0 days	Fri 1/28/22	Fri 1/28/22	220			
222	2.3.3.2		<b>Deliverable Approval</b>	30 days	Mon 1/31/22	Fri 3/11/22		200	9	
223	2.3.3.2.1		Tailor Incident Management Plan	5 days	Mon 1/31/22	Fri 2/4/22	221			
224	2.3.3.2.2		Conduct Peer and Quality Review of Incident Management Plan	2 days	Mon 2/7/22	Tue 2/8/22	223			
225	2.3.3.2.3		C: Walk Through Incident Management Plan With PRDoH	1 day	Tue 2/8/22	Wed 2/9/22	224			
226	2.3.3.2.4		D-I: Incident Management Plan Submitted to PRDoH	0 days	Wed 2/9/22	Wed 2/9/22	225			
227	2.3.3.2.5		C: Review Draft Incident Management Plan by PRDoH	10 days	Wed 2/9/22	Wed 2/23/22	226			
228	2.3.3.2.6		M: Incident Management Plan Comments Provided by PRDoH	0 days	Wed 2/23/22	Wed 2/23/22	227			
229	2.3.3.2.7		Incorporate Comments and Update Incident Management Plan	5 days	Thu 2/24/22	Wed 3/2/22	228			
230	2.3.3.2.8		Conduct Peer and Quality Review of Incident Management Plan	2 days	Thu 3/3/22	Fri 3/4/22	229			
231	2.3.3.2.9	12, D006	D: Incident Management Plan Submitted to PRDoH	0 days	Fri 3/4/22	Fri 3/4/22	230	200	9	Project Manager
232	2.3.3.2.10		C: Review Incident Management Plan by PRDoH	5 days	Fri 3/4/22	Fri 3/11/22	231			
233	2.3.3.2.11		M: Incident Management Plan Approved by PRDoH	0 days	Fri 3/11/22	Fri 3/11/22	232			
234	2.3.3.3		M: Incident Management Plan Complete	0 days	Fri 3/11/22	Fri 3/11/22	233			
235	2.3.4	17,D007	<b>Master Test Plan</b>	38 days	Wed 1/26/22	Fri 3/18/22		614	87	
236	2.3.4.1		<b>DED Approval</b>	8 days	Wed 1/26/22	Fri 2/4/22				
237	2.3.4.1.1		Tailor Master Test Plan DED	5 days	Wed 1/26/22	Tue 2/1/22	217			
238	2.3.4.1.2		Conduct Peer and Quality Review of Master Test Plan DED	2 days	Wed 2/2/22	Thu 2/3/22	237			
239	2.3.4.1.3		D-I: Master Test Plan DED Submitted to PRDoH	0 days	Thu 2/3/22	Thu 2/3/22	238			
240	2.3.4.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 2/3/22	Fri 2/4/22	239			
241	2.3.4.1.5		M: Master Test Plan DED Approved and Signed Off by PRDoH	0 days	Fri 2/4/22	Fri 2/4/22	240			
242	2.3.4.2		<b>Deliverable Approval</b>	30 days	Mon 2/7/22	Fri 3/18/22		614	87	
243	2.3.4.2.1		Tailor Master Test Plan	5 days	Mon 2/7/22	Fri 2/11/22	241			
244	2.3.4.2.2		Conduct Peer and Quality Review of Master Test Plan	2 days	Mon 2/14/22	Tue 2/15/22	243			
245	2.3.4.2.3		C: Walk Through Master Test Plan With PRDoH	1 day	Tue 2/15/22	Wed 2/16/22	244			
246	2.3.4.2.4		D-I: Master Test Plan Submitted to PRDoH	0 days	Wed 2/16/22	Wed 2/16/22	245			
247	2.3.4.2.5		C: Review Draft Master Test Plan by PRDoH	10 days	Wed 2/16/22	Wed 3/2/22	246			
248	2.3.4.2.6		M: Master Test Plan Comments Provided by PRDoH	0 days	Wed 3/2/22	Wed 3/2/22	247			
249	2.3.4.2.7		Incorporate Comments and Update Master Test Plan	5 days	Thu 3/3/22	Wed 3/9/22	248			
250	2.3.4.2.8		Conduct Peer and Quality Review of Master Test Plan	2 days	Thu 3/10/22	Fri 3/11/22	249			
251	2.3.4.2.9	17,D007	D: Master Test Plan Submitted to PRDoH	0 days	Fri 3/11/22	Fri 3/11/22	250	614	87	Testing Manager
252	2.3.4.2.10		C: Review Master Test Plan by PRDoH	5 days	Fri 3/11/22	Fri 3/18/22	251			
253	2.3.4.2.11		M: Master Test Plan Approved by PRDoH	0 days	Fri 3/18/22	Fri 3/18/22	252			
254	2.3.4.3		M: Master Test Plan Complete	0 days	Fri 3/18/22	Fri 3/18/22	253			
255	2.3.5	32, D014	<b>Roadmap/Timeline Information (vendor supported)</b>	20 days	Wed 2/2/22	Tue 3/1/22		200	9	
256	2.3.5.1		Prepare Roadmap/Timeline Information	5 days	Wed 2/2/22	Tue 2/8/22	237			
257	2.3.5.2		D-I: Roadmap/Timeline Information Provided to PRDoH	0 days	Tue 2/8/22	Tue 2/8/22	256			
258	2.3.5.3		C: Review Roadmap/Timeline Information by PRDoH	10 days	Tue 2/8/22	Tue 2/22/22	257			
259	2.3.5.4		M: Roadmap/Timeline Information Comments Provided by PRDoH	0 days	Tue 2/22/22	Tue 2/22/22	258			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
260	2.3.5.5		Incorporate Comments and Update Roadmap/Timeline Information	5 days	Wed 2/23/22	Tue 3/1/22	259			
261	2.3.5.6	32, D014	<b>D: Roadmap/Timeline Information Provided to PRDoH</b>	0 days	Tue 3/1/22	Tue 3/1/22	260	200	9	PRDoH
262	2.3.5.7		<b>M: Roadmap/Timeline Information Complete</b>	0 days	Tue 3/1/22	Tue 3/1/22	261			
263	2.3.6	33, D017	<b>Security, Privacy, and Confidentiality</b>	38 days	Wed 2/9/22	Fri 4/1/22		200	17	
264	2.3.6.1		<b>DED Approval</b>	8 days	Wed 2/9/22	Fri 2/18/22				
265	2.3.6.1.1		Tailor Security, Privacy, and Confidentiality DED	5 days	Wed 2/9/22	Tue 2/15/22	256			
266	2.3.6.1.2		Conduct Peer and Quality Review of Security, Privacy, and Confidentiality DED	2 days	Wed 2/16/22	Thu 2/17/22	265			
267	2.3.6.1.3		<b>D-I: Security, Privacy, and Confidentiality DED Submitted to PRDoH</b>	0 days	Thu 2/17/22	Thu 2/17/22	266			
268	2.3.6.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 2/17/22	Fri 2/18/22	267			
269	2.3.6.1.5		<b>M: Security, Privacy, and Confidentiality DED Approved and Signed Off by PRDoH</b>	0 days	Fri 2/18/22	Fri 2/18/22	268			
270	2.3.6.2		<b>Deliverable Approval</b>	30 days	Mon 2/21/22	Fri 4/1/22		200	17	
271	2.3.6.2.1		Tailor Security, Privacy, and Confidentiality	5 days	Mon 2/21/22	Fri 2/25/22	269			
272	2.3.6.2.2		Conduct Peer and Quality Review of Security, Privacy, and Confidentiality	2 days	Mon 2/28/22	Tue 3/1/22	271			
273	2.3.6.2.3		C: Walk Through Security, Privacy, and Confidentiality With PRDoH	1 day	Tue 3/1/22	Wed 3/2/22	272			
274	2.3.6.2.4		<b>D-I: Security, Privacy, and Confidentiality Submitted to PRDoH</b>	0 days	Wed 3/2/22	Wed 3/2/22	273			
275	2.3.6.2.5		C: Review Draft Security, Privacy, and Confidentiality by PRDoH	10 days	Wed 3/2/22	Wed 3/16/22	274			
276	2.3.6.2.6		<b>M: Security, Privacy, and Confidentiality Comments Provided by PRDoH</b>	0 days	Wed 3/16/22	Wed 3/16/22	275			
277	2.3.6.2.7		Incorporate Comments and Update Security, Privacy, and Confidentiality	5 days	Thu 3/17/22	Wed 3/23/22	276			
278	2.3.6.2.8		Conduct Peer and Quality Review of Security, Privacy, and Confidentiality	2 days	Thu 3/24/22	Fri 3/25/22	277			
279	2.3.6.2.9	33, D017	<b>D: Security, Privacy, and Confidentiality Submitted to PRDoH</b>	0 days	Fri 3/25/22	Fri 3/25/22	278	200	17	Information Security Architect
280	2.3.6.2.10		C: Review Security, Privacy, and Confidentiality by PRDoH	5 days	Fri 3/25/22	Fri 4/1/22	279			
281	2.3.6.2.11		<b>M: Security, Privacy, and Confidentiality Approved by PRDoH</b>	0 days	Fri 4/1/22	Fri 4/1/22	280			
282	2.3.6.3		<b>M: Security, Privacy, and Confidentiality Complete</b>	0 days	Fri 4/1/22	Fri 4/1/22	281			
283	2.3.7	37, D033	<b>System Configuration Management Plan</b>	38 days	Wed 2/16/22	Fri 4/8/22		200	113	
284	2.3.7.1		<b>DED Approval</b>	8 days	Wed 2/16/22	Fri 2/25/22				
285	2.3.7.1.1		Tailor System Configuration Management Plan DED	5 days	Wed 2/16/22	Tue 2/22/22	265			
286	2.3.7.1.2		Conduct Peer and Quality Review of System Configuration Management Plan DED	2 days	Wed 2/23/22	Thu 2/24/22	285			
287	2.3.7.1.3		<b>D-I: System Configuration Management Plan DED Submitted to PRDoH</b>	0 days	Thu 2/24/22	Thu 2/24/22	286			
288	2.3.7.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 2/24/22	Fri 2/25/22	287			
289	2.3.7.1.5		<b>M: System Configuration Management Plan DED Approved and Signed Off by PRDoH</b>	0 days	Fri 2/25/22	Fri 2/25/22	288			
290	2.3.7.2		<b>Deliverable Approval</b>	30 days	Mon 2/28/22	Fri 4/8/22		200	113	
291	2.3.7.2.1		Tailor System Configuration Management Plan	5 days	Mon 2/28/22	Fri 3/4/22	289			
292	2.3.7.2.2		Conduct Peer and Quality Review of System Configuration Management Plan	2 days	Mon 3/7/22	Tue 3/8/22	291			
293	2.3.7.2.3		C: Walk Through System Configuration Management Plan With PRDoH	1 day	Tue 3/8/22	Wed 3/9/22	292			
294	2.3.7.2.4		<b>D-I: System Configuration Management Plan Submitted to PRDoH</b>	0 days	Wed 3/9/22	Wed 3/9/22	293			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
295	2.3.7.2.5		C: Review Draft System Configuration Management Plan by PRDoH	10 days	Wed 3/9/22	Wed 3/23/22	294			
296	2.3.7.2.6		M: System Configuration Management Plan Comments Provided by PRDoH	0 days	Wed 3/23/22	Wed 3/23/22	295			
297	2.3.7.2.7		Incorporate Comments and Update System Configuration Management Plan	5 days	Thu 3/24/22	Wed 3/30/22	296			
298	2.3.7.2.8		Conduct Peer and Quality Review of System Configuration Management Plan	2 days	Thu 3/31/22	Fri 4/1/22	297			
299	2.3.7.2.9	37, D033	D: System Configuration Management Plan Submitted to PRDoH	0 days	Fri 4/1/22	Fri 4/1/22	298	200	113	Technical Lead
300	2.3.7.2.10		C: Review System Configuration Management Plan by PRDoH	5 days	Fri 4/1/22	Fri 4/8/22	299			
301	2.3.7.2.11		M: System Configuration Management Plan Approved by PRDoH	0 days	Fri 4/8/22	Fri 4/8/22	300			
302	2.3.7.3		M: System Configuration Management Plan Complete	0 days	Fri 4/8/22	Fri 4/8/22	301			
303	2.3.8		M: Project Plans Complete	0 days	Fri 4/8/22	Fri 4/8/22	175, 194, 214, 234, 254, 282, 302, 262			
304	2.4		SharePoint	10 days	Mon 1/3/22	Fri 1/14/22				
305	2.4.1		Work with PRMP to Configure SharePoint Site for the Project	5 days	Mon 1/3/22	Fri 1/7/22	1			
306	2.4.2		Conduct Staff Training on SharePoint	5 days	Mon 1/10/22	Fri 1/14/22	305			
307	2.4.3		M: SharePoint Site Installed	0 days	Fri 1/14/22	Fri 1/14/22	306			
308	2.5		Requirements, Testing, and Defect Management Tool	15 days	Mon 1/3/22	Fri 1/21/22				
309	2.5.1		Install and Configure Requirements, Testing, and Defect Management Tool	5 days	Mon 1/3/22	Fri 1/7/22	1			
310	2.5.2		Conduct Staff Training on Requirements, Testing, and Defect Management Tool	10 days	Mon 1/10/22	Fri 1/21/22	309			
311	2.5.3		M: Requirements, Testing, and Defect Management Tool Installed	0 days	Fri 1/21/22	Fri 1/21/22	310			
312	2.6		Requirements	78 days	Mon 1/3/22	Wed 4/20/22		3860	833	
313	2.6.1		Requirements Validation	50 days	Mon 1/3/22	Fri 3/11/22				
314	2.6.1.1		Prepare Requirements Validation Sessions Materials	10 days	Mon 1/3/22	Fri 1/14/22	1			
315	2.6.1.2		C: Conduct Requirements Validation Sessions	40 days	Mon 1/17/22	Fri 3/11/22	314			
316	2.6.1.3		Update Requirements Traceability Matrix	40 days	Mon 1/17/22	Fri 3/11/22	315SS			
317	2.6.1.4		M: Requirements Validation Complete	0 days	Fri 3/11/22	Fri 3/11/22	315			
318	2.6.2	30, D012	Requirements Traceability Matrix (RTM)	74 days	Fri 1/7/22	Wed 4/20/22		20	88	
319	2.6.2.1		DED Approval	6 days	Fri 1/7/22	Fri 1/14/22				
320	2.6.2.1.1		Tailor RTM DED	3 days	Fri 1/7/22	Tue 1/11/22	326SS-6 days			
321	2.6.2.1.2		Conduct Peer and Quality Review of RTM DED	2 days	Wed 1/12/22	Thu 1/13/22	320			
322	2.6.2.1.3		D-I: RTM DED Submitted to PRDoH	0 days	Thu 1/13/22	Thu 1/13/22	321			
323	2.6.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/13/22	Fri 1/14/22	322			
324	2.6.2.1.5		M: RTM DED Approved and Signed Off by PRDoH	0 days	Fri 1/14/22	Fri 1/14/22	323			
325	2.6.2.2		Deliverable Approval	68 days	Mon 1/17/22	Wed 4/20/22		20	88	
326	2.6.2.2.1		Tailor RTM	40 days	Mon 1/17/22	Fri 3/11/22	315SS			
327	2.6.2.2.2		Conduct Peer and Quality Review of RTM	5 days	Mon 3/14/22	Fri 3/18/22	326			
328	2.6.2.2.3		C: Walk Through RTM With PRDoH	1 day	Fri 3/18/22	Mon 3/21/22	327			
329	2.6.2.2.4		D-I: RTM Submitted to PRDoH	0 days	Mon 3/21/22	Mon 3/21/22	328			
330	2.6.2.2.5		C: Review Draft RTM by PRDoH	10 days	Mon 3/21/22	Mon 4/4/22	329			
331	2.6.2.2.6		M: RTM Comments Provided by PRDoH	0 days	Mon 4/4/22	Mon 4/4/22	330			
332	2.6.2.2.7		Incorporate Comments and Update RTM	5 days	Tue 4/5/22	Mon 4/11/22	331			
333	2.6.2.2.8		Conduct Peer and Quality Review of RTM	2 days	Tue 4/12/22	Wed 4/13/22	332			
334	2.6.2.2.9	30, D012	D: RTM Submitted to PRDoH	0 days	Wed 4/13/22	Wed 4/13/22	333	20	88	Business Lead
335	2.6.2.2.10		C: Review RTM by PRDoH	5 days	Wed 4/13/22	Wed 4/20/22	334			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
336	2.6.2.2.11		<b>M: RTM Approved by PRDoH</b>	0 days	Wed 4/20/22	Wed 4/20/22	335			
337	2.6.2.3		<b>M: RTM Complete</b>	0 days	Wed 4/20/22	Wed 4/20/22	336			
338	2.6.3	44, D020	<b>System Requirement Document/Backlog of User Stories</b>	74 days	Fri 1/7/22	Wed 4/20/22		3840	745	
339	2.6.3.1		<b>DED Approval</b>	6 days	Fri 1/7/22	Fri 1/14/22				
340	2.6.3.1.1		Tailor System Requirement Document/Backlog of User Stories DED	3 days	Fri 1/7/22	Tue 1/11/22	346SS-6 days			
341	2.6.3.1.2		Conduct Peer and Quality Review of System Requirement Document/Backlog of User Stories DED	2 days	Wed 1/12/22	Thu 1/13/22	340			
342	2.6.3.1.3		<b>D-I: System Requirement Document/Backlog of User Stories DED Submitted to PRDoH</b>	0 days	Thu 1/13/22	Thu 1/13/22	341			
343	2.6.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/13/22	Fri 1/14/22	342			
344	2.6.3.1.5		<b>M: System Requirement Document/Backlog of User Stories DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/14/22	Fri 1/14/22	343			
345	2.6.3.2		<b>Deliverable Approval</b>	68 days	Mon 1/17/22	Wed 4/20/22		3840	745	
346	2.6.3.2.1		Tailor System Requirement Document/Backlog of User Stories	40 days	Mon 1/17/22	Fri 3/11/22	315SS			
347	2.6.3.2.2		Conduct Peer and Quality Review of System Requirement Document/Backlog of User Stories	5 days	Mon 3/14/22	Fri 3/18/22	346			
348	2.6.3.2.3		C: Walk Through System Requirement Document/Backlog of User Stories With PRDoH	1 day	Fri 3/18/22	Mon 3/21/22	347			
349	2.6.3.2.4		<b>D-I: System Requirement Document/Backlog of User Stories Submitted to PRDoH</b>	0 days	Mon 3/21/22	Mon 3/21/22	348			
350	2.6.3.2.5		C: Review Draft System Requirement Document/Backlog of User Stories by PRDoH	10 days	Mon 3/21/22	Mon 4/4/22	349			
351	2.6.3.2.6		<b>M: System Requirement Document/Backlog of User Stories Comments Provided by PRDoH</b>	0 days	Mon 4/4/22	Mon 4/4/22	350			
352	2.6.3.2.7		Incorporate Comments and Update System Requirement Document/Backlog of User Stories	5 days	Tue 4/5/22	Mon 4/11/22	351			
353	2.6.3.2.8		Conduct Peer and Quality Review of System Requirement Document/Backlog of User Stories	2 days	Tue 4/12/22	Wed 4/13/22	352			
354	2.6.3.2.9	44, D020	<b>D: System Requirement Document/Backlog of User Stories Submitted to PRDoH</b>	0 days	Wed 4/13/22	Wed 4/13/22	353	3840	745	Business Lead
355	2.6.3.2.10		C: Review System Requirement Document/Backlog of User Stories by PRDoH	5 days	Wed 4/13/22	Wed 4/20/22	354			
356	2.6.3.2.11		<b>M: System Requirement Document/Backlog of User Stories Approved by PRDoH</b>	0 days	Wed 4/20/22	Wed 4/20/22	355			
357	2.6.3.3		<b>M: System Requirement Document/Backlog of User Stories Complete</b>	0 days	Wed 4/20/22	Wed 4/20/22	356			
358	2.6.4		<b>M: Requirements Complete</b>	0 days	Wed 4/20/22	Wed 4/20/22	337, 357			
359	2.7		<b>M: Planning Complete</b>	0 days	Wed 4/20/22	Wed 4/20/22	303, 358			
360	3		<b>Phase 1 - 835 and MCO Matching</b>	181 days	Fri 1/21/22	Fri 9/30/22		16122	1179	
361	3.1		<b>Solution Design and Testing - Phase 1</b>	178 days	Fri 1/21/22	Tue 9/27/22		14909	1052	
362	3.1.1		<b>Phase 1 - 835 and MCO Matching - Design, Configuration, and Build Iterations (includes Customization, Unit Test, SIT, Regression, Hardening, Innovation, Planning Sprint (HIP))</b>	144 days	Fri 1/21/22	Wed 8/10/22		9541	628	
363	3.1.1.1		C: Iteration 1	15 days	Mon 1/31/22	Fri 2/18/22	315SS+10 days			
364	3.1.1.2		C: Iteration 2	15 days	Mon 2/21/22	Fri 3/11/22	363			
365	3.1.1.3		C: Iteration 3	15 days	Mon 3/14/22	Fri 4/1/22	364			
366	3.1.1.4		C: Iteration 4 (HIP)	15 days	Mon 4/4/22	Fri 4/22/22	365			
367	3.1.1.5		C: Iteration 5	15 days	Mon 4/25/22	Fri 5/13/22	366			
368	3.1.1.6		C: Iteration 6	15 days	Mon 5/16/22	Fri 6/3/22	367			
369	3.1.1.7		C: Iteration 7	15 days	Mon 6/6/22	Fri 6/24/22	368			
370	3.1.1.8		C: Iteration 8 (HIP)	15 days	Mon 6/27/22	Fri 7/15/22	369			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
371	3.1.1.1.9		<b>M: Iterations - Phase 1 Complete</b>	0 days	Fri 7/15/22	Fri 7/15/22 370				
372	3.1.1.1.10		<b>Solution Design and Testing Deliverables</b>	144 days	Fri 1/21/22	Wed 8/10/22		9541	628	
373	3.1.1.1.10.1	30, D073	<b>Requirements Traceability Matrix (RTM)</b>	136 days	Mon 1/31/22	Mon 8/8/22		5215	102	
374	3.1.1.1.10.1.1		<b>Deliverable Approval</b>	136 days	Mon 1/31/22	Mon 8/8/22		5215	102	
375	3.1.1.1.10.1.1.1		Update RTM During Iterations (as needed)	120 days	Mon 1/31/22	Fri 7/15/22 363SS				
376	3.1.1.1.10.1.1.2		Conduct Peer and Quality Review of RTM	5 days	Mon 7/18/22	Fri 7/22/22 375				
377	3.1.1.1.10.1.1.3		C: Walk Through RTM With PRDoH	1 day	Fri 7/22/22	Mon 7/25/22 376				
378	3.1.1.1.10.1.1.4		<b>D-I: RTM Submitted to PRDoH</b>	0 days	Mon 7/25/22	Mon 7/25/22 377				
379	3.1.1.1.10.1.1.5		C: Review Draft RTM by PRDoH	5 days	Mon 7/25/22	Mon 8/1/22 378				
380	3.1.1.1.10.1.1.6		<b>M: RTM Comments Provided by PRDoH</b>	0 days	Mon 8/1/22	Mon 8/1/22 379				
381	3.1.1.1.10.1.1.7		Incorporate Comments and Update RTM	2 days	Tue 8/2/22	Wed 8/3/22 380				
382	3.1.1.1.10.1.1.8		Conduct Peer and Quality Review of RTM	1 day	Thu 8/4/22	Thu 8/4/22 381				
383	3.1.1.1.10.1.1.9	30, D073	<b>D: RTM Submitted to PRDoH</b>	0 days	Thu 8/4/22	Thu 8/4/22 382		5215	102	Business Lead
384	3.1.1.1.10.1.1.10		C: Review RTM by PRDoH	2 days	Thu 8/4/22	Mon 8/8/22 383				
385	3.1.1.1.10.1.1.11		<b>M: RTM Approved by PRDoH</b>	0 days	Mon 8/8/22	Mon 8/8/22 384				
386	3.1.1.1.10.1.2		<b>M: RTM Complete</b>	0 days	Mon 8/8/22	Mon 8/8/22 385				
387	3.1.1.1.10.2	9, D027	<b>Detailed System Design (DSD) Document</b>	142 days	Fri 1/21/22	Mon 8/8/22		926	55	
388	3.1.1.1.10.2.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
389	3.1.1.1.10.2.1.1		Tailor DSD DED	3 days	Fri 1/21/22	Tue 1/25/22 395SS-6 days				
390	3.1.1.1.10.2.1.2		Conduct Peer and Quality Review of DSD DED	2 days	Wed 1/26/22	Thu 1/27/22 389				
391	3.1.1.1.10.2.1.3		<b>D-I: DSD DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22 390				
392	3.1.1.1.10.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22 391				
393	3.1.1.1.10.2.1.5		<b>M: DSD DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22 392				
394	3.1.1.1.10.2.2		<b>Deliverable Approval</b>	136 days	Mon 1/31/22	Mon 8/8/22		926	55	
395	3.1.1.1.10.2.2.1		Tailor DSD	120 days	Mon 1/31/22	Fri 7/15/22 363SS				
396	3.1.1.1.10.2.2.2		Conduct Peer and Quality Review of DSD	5 days	Mon 7/18/22	Fri 7/22/22 395				
397	3.1.1.1.10.2.2.3		C: Walk Through DSD With PRDoH	1 day	Fri 7/22/22	Mon 7/25/22 396				
398	3.1.1.1.10.2.2.4		<b>D-I: DSD Submitted to PRDoH</b>	0 days	Mon 7/25/22	Mon 7/25/22 397				
399	3.1.1.1.10.2.2.5		C: Review Draft DSD by PRDoH	5 days	Mon 7/25/22	Mon 8/1/22 398				
400	3.1.1.1.10.2.2.6		<b>M: DSD Comments Provided by PRDoH</b>	0 days	Mon 8/1/22	Mon 8/1/22 399				
401	3.1.1.1.10.2.2.7		Incorporate Comments and Update DSD	2 days	Tue 8/2/22	Wed 8/3/22 400				
402	3.1.1.1.10.2.2.8		Conduct Peer and Quality Review of DSD	1 day	Thu 8/4/22	Thu 8/4/22 401				
403	3.1.1.1.10.2.2.9	9, D027	<b>D: DSD Submitted to PRDoH</b>	0 days	Thu 8/4/22	Thu 8/4/22 402		926	55	Technical Lead
404	3.1.1.1.10.2.2.10		C: Review DSD by PRDoH	2 days	Thu 8/4/22	Mon 8/8/22 403				
405	3.1.1.1.10.2.2.11		<b>M: DSD Approved by PRDoH</b>	0 days	Mon 8/8/22	Mon 8/8/22 404				
406	3.1.1.1.10.2.3		<b>M: DSD Complete</b>	0 days	Mon 8/8/22	Mon 8/8/22 405				
407	3.1.1.1.10.3		<b>System Test and System Integration Test (SIT)</b>	139 days	Fri 1/21/22	Wed 8/3/22		1194	150	
408	3.1.1.1.10.3.1	40, D035	<b>System Test and System Integration Test (SIT) Cases</b>	119 days	Fri 1/21/22	Wed 7/6/22		169	75	
409	3.1.1.1.10.3.1.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
410	3.1.1.1.10.3.1.1.1		Tailor System Test and System Integration Test (SIT) Cases DED	3 days	Fri 1/21/22	Tue 1/25/22 416SS-6 days				
411	3.1.1.1.10.3.1.1.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases DED	2 days	Wed 1/26/22	Thu 1/27/22 410				
412	3.1.1.1.10.3.1.1.3		<b>D-I: System Test and System Integration Test (SIT) Cases DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22 411				
413	3.1.1.1.10.3.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22 412				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
414	3.1.1.10.3.1.1.5		<b>M: System Test and System Integration Test (SIT) Cases DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	413			
415	3.1.1.10.3.1.2		<b>Deliverable Approval</b>	113 days	Mon 1/31/22	Wed 7/6/22		169	75	
416	3.1.1.10.3.1.2.1		Tailor System Test and System Integration Test (SIT) Cases	100 days	Mon 1/31/22	Fri 6/17/22	363SS			
417	3.1.1.10.3.1.2.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases	2 days	Mon 6/20/22	Tue 6/21/22	416			
418	3.1.1.10.3.1.2.3		C: Walk Through System Test and System Integration Test (SIT) Cases With PRDoH	1 day	Tue 6/21/22	Wed 6/22/22	417			
419	3.1.1.10.3.1.2.4		<b>D-I: System Test and System Integration Test (SIT) Cases Submitted to PRDoH</b>	0 days	Wed 6/22/22	Wed 6/22/22	418			
420	3.1.1.10.3.1.2.5		C: Review Draft System Test and System Integration Test (SIT) Cases by PRDoH	5 days	Wed 6/22/22	Wed 6/29/22	419			
421	3.1.1.10.3.1.2.6		<b>M: System Test and System Integration Test (SIT) Cases Comments Provided by PRDoH</b>	0 days	Wed 6/29/22	Wed 6/29/22	420			
422	3.1.1.10.3.1.2.7		Incorporate Comments and Update System Test and System Integration Test (SIT) Cases	2 days	Thu 6/30/22	Fri 7/1/22	421			
423	3.1.1.10.3.1.2.8		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases	1 day	Mon 7/4/22	Mon 7/4/22	422			
424	3.1.1.10.3.1.2.9	40, D035	<b>D: System Test and System Integration Test (SIT) Cases Submitted to PRDoH</b>	0 days	Mon 7/4/22	Mon 7/4/22	423	169	75	Testing Manager
425	3.1.1.10.3.1.2.10		C: Review System Test and System Integration Test (SIT) Cases by PRDoH	2 days	Mon 7/4/22	Wed 7/6/22	424			
426	3.1.1.10.3.1.2.11		<b>M: System Test and System Integration Test (SIT) Cases Approved by PRDoH</b>	0 days	Wed 7/6/22	Wed 7/6/22	425			
427	3.1.1.10.3.1.3		<b>M: System Test and System Integration Test (SIT) Cases Complete</b>	0 days	Wed 7/6/22	Wed 7/6/22	426			
428	3.1.1.10.3.2	41, D036	<b>System Test and System Integration Test (SIT) Results</b>	24 days	Fri 7/1/22	Wed 8/3/22		1025	75	
429	3.1.1.10.3.2.1		<b>DED Approval</b>	6 days	Fri 7/1/22	Fri 7/8/22				
430	3.1.1.10.3.2.1.1		Tailor System Test and System Integration Test (SIT) Results DED	3 days	Fri 7/1/22	Tue 7/5/22	436SS-6 days			
431	3.1.1.10.3.2.1.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results DED	2 days	Wed 7/6/22	Thu 7/7/22	430			
432	3.1.1.10.3.2.1.3		<b>D-I: System Test and System Integration Test (SIT) Results DED Submitted to PRDoH</b>	0 days	Thu 7/7/22	Thu 7/7/22	431			
433	3.1.1.10.3.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 7/7/22	Fri 7/8/22	432			
434	3.1.1.10.3.2.1.5		<b>M: System Test and System Integration Test (SIT) Results DED Approved and Signed Off by PRDoH</b>	0 days	Fri 7/8/22	Fri 7/8/22	433			
435	3.1.1.10.3.2.2		<b>Deliverable Approval</b>	18 days	Mon 7/11/22	Wed 8/3/22		1025	75	
436	3.1.1.10.3.2.2.1		Tailor System Test and System Integration Test (SIT) Results	5 days	Mon 7/11/22	Fri 7/15/22	371FS-5 days			
437	3.1.1.10.3.2.2.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results	2 days	Mon 7/18/22	Tue 7/19/22	436			
438	3.1.1.10.3.2.2.3		C: Walk Through System Test and System Integration Test (SIT) Results With PRDoH	1 day	Tue 7/19/22	Wed 7/20/22	437			
439	3.1.1.10.3.2.2.4		<b>D-I: System Test and System Integration Test (SIT) Results Submitted to PRDoH</b>	0 days	Wed 7/20/22	Wed 7/20/22	438			
440	3.1.1.10.3.2.2.5		C: Review Draft System Test and System Integration Test (SIT) Results by PRDoH	5 days	Wed 7/20/22	Wed 7/27/22	439			
441	3.1.1.10.3.2.2.6		<b>M: System Test and System Integration Test (SIT) Results Comments Provided by PRDoH</b>	0 days	Wed 7/27/22	Wed 7/27/22	440			



### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
442	3.1.1.10.3.2.2.7		Incorporate Comments and Update System Test and System Integration Test (SIT) Results	2 days	Thu 7/28/22	Fri 7/29/22	441			
443	3.1.1.10.3.2.2.8		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results	1 day	Mon 8/1/22	Mon 8/1/22	442			
444	3.1.1.10.3.2.2.9	41, D036	<b>D: System Test and System Integration Test (SIT) Results Submitted to PRDoH</b>	0 days	Mon 8/1/22	Mon 8/1/22	443	1025	75	Testing Manager
445	3.1.1.10.3.2.2.10		C: Review System Test and System Integration Test (SIT) Results by PRDoH	2 days	Mon 8/1/22	Wed 8/3/22	444			
446	3.1.1.10.3.2.2.11		<b>M: System Test and System Integration Test (SIT) Results Approved by PRDoH</b>	0 days	Wed 8/3/22	Wed 8/3/22	445			
447	3.1.1.10.3.2.3		<b>M: System Test and System Integration Test (SIT) Results Complete</b>	0 days	Wed 8/3/22	Wed 8/3/22	446			
448	3.1.1.10.4		<b>End-To-End System Testing (includes Regression and Integration)</b>	122 days	Fri 1/21/22	Mon 7/11/22		821	183	
449	3.1.1.10.4.1	27, D030	<b>End-To-End System Test Cases (includes Regression and Integration)</b>	122 days	Fri 1/21/22	Mon 7/11/22		322	146	
450	3.1.1.10.4.1.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
451	3.1.1.10.4.1.1.1		Tailor End-To-End System Test Cases (includes Regression and Integration) DED	3 days	Fri 1/21/22	Tue 1/25/22	457SS-6 days			
452	3.1.1.10.4.1.1.2		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration) DED	2 days	Wed 1/26/22	Thu 1/27/22	451			
453	3.1.1.10.4.1.1.3		<b>D-I: End-To-End System Test Cases (includes Regression and Integration) DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	452			
454	3.1.1.10.4.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	453			
455	3.1.1.10.4.1.1.5		<b>M: End-To-End System Test Cases (includes Regression and Integration) DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	454			
456	3.1.1.10.4.1.2		<b>Deliverable Approval</b>	116 days	Mon 1/31/22	Mon 7/11/22		322	146	
457	3.1.1.10.4.1.2.1		Tailor End-To-End System Test Cases (includes Regression and Integration)	100 days	Mon 1/31/22	Fri 6/17/22	363SS			
458	3.1.1.10.4.1.2.2		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration)	5 days	Mon 6/20/22	Fri 6/24/22	457			
459	3.1.1.10.4.1.2.3		C: Walk Through End-To-End System Test Cases (includes Regression and Integration) With PRDoH	1 day	Fri 6/24/22	Mon 6/27/22	458			
460	3.1.1.10.4.1.2.4		<b>D-I: End-To-End System Test Cases (includes Regression and Integration) Submitted to PRDoH</b>	0 days	Mon 6/27/22	Mon 6/27/22	459			
461	3.1.1.10.4.1.2.5		C: Review Draft End-To-End System Test Cases (includes Regression and Integration) by PRDoH	5 days	Mon 6/27/22	Mon 7/4/22	460			
462	3.1.1.10.4.1.2.6		<b>M: End-To-End System Test Cases (includes Regression and Integration) Comments Provided by PRDoH</b>	0 days	Mon 7/4/22	Mon 7/4/22	461			
463	3.1.1.10.4.1.2.7		Incorporate Comments and Update End-To-End System Test Cases (includes Regression and Integration)	2 days	Tue 7/5/22	Wed 7/6/22	462			
464	3.1.1.10.4.1.2.8		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration)	1 day	Thu 7/7/22	Thu 7/7/22	463			
465	3.1.1.10.4.1.2.9	27, D030	<b>D: End-To-End System Test Cases (includes Regression and Integration) Submitted to PRDoH</b>	0 days	Thu 7/7/22	Thu 7/7/22	464	322	146	Testing Manager

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
466	3.1.1.10.4.1.2.10		C: Review End-To-End System Test Cases (includes Regression and Integration) by PRDoH	2 days	Thu 7/7/22	Mon 7/11/22	465			
467	3.1.1.10.4.1.2.11		M: End-To-End System Test Cases (includes Regression and Integration) Approved by PRDoH	0 days	Mon 7/11/22	Mon 7/11/22	466			
468	3.1.1.10.4.1.3		M: End-To-End System Test Cases (includes Regression and Integration) Complete	0 days	Mon 7/11/22	Mon 7/11/22	467			
469	3.1.1.10.4.2	28, D031	End-To-End System Test Results (Includes Regression and Integration)	29 days	Fri 5/27/22	Wed 7/6/22		499	37	
470	3.1.1.10.4.2.1		DED Approval	6 days	Fri 5/27/22	Fri 6/3/22				
471	3.1.1.10.4.2.1.1		Tailor End-To-End System Test Results (Includes Regression and Integration) DED	3 days	Fri 5/27/22	Tue 5/31/22	477SS-6 days			
472	3.1.1.10.4.2.1.2		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration) DED	2 days	Wed 6/1/22	Thu 6/2/22	471			
473	3.1.1.10.4.2.1.3		D-I: End-To-End System Test Results (Includes Regression and Integration) DED Submitted to PRDoH	0 days	Thu 6/2/22	Thu 6/2/22	472			
474	3.1.1.10.4.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 6/2/22	Fri 6/3/22	473			
475	3.1.1.10.4.2.1.5		M: End-To-End System Test Results (Includes Regression and Integration) DED Approved and Signed Off by PRDoH	0 days	Fri 6/3/22	Fri 6/3/22	474			
476	3.1.1.10.4.2.2		Deliverable Approval	23 days	Mon 6/6/22	Wed 7/6/22		499	37	
477	3.1.1.10.4.2.2.1		Tailor End-To-End System Test Results (Includes Regression and Integration)	10 days	Mon 6/6/22	Fri 6/17/22	371FS-30 days			
478	3.1.1.10.4.2.2.2		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration)	2 days	Mon 6/20/22	Tue 6/21/22	477			
479	3.1.1.10.4.2.2.3		C: Walk Through End-To-End System Test Results (Includes Regression and Integration) With PRDoH	1 day	Tue 6/21/22	Wed 6/22/22	478			
480	3.1.1.10.4.2.2.4		D-I: End-To-End System Test Results (Includes Regression and Integration) Submitted to PRDoH	0 days	Wed 6/22/22	Wed 6/22/22	479			
481	3.1.1.10.4.2.2.5		C: Review Draft End-To-End System Test Results (Includes Regression and Integration) by PRDoH	5 days	Wed 6/22/22	Wed 6/29/22	480			
482	3.1.1.10.4.2.2.6		M: End-To-End System Test Results (Includes Regression and Integration) Comments Provided by PRDoH	0 days	Wed 6/29/22	Wed 6/29/22	481			
483	3.1.1.10.4.2.2.7		Incorporate Comments and Update End-To-End System Test Results (Includes Regression and Integration)	2 days	Thu 6/30/22	Fri 7/1/22	482			
484	3.1.1.10.4.2.2.8		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration)	1 day	Mon 7/4/22	Mon 7/4/22	483			
485	3.1.1.10.4.2.2.9	28, D031	D: End-To-End System Test Results (Includes Regression and Integration) Submitted to PRDoH	0 days	Mon 7/4/22	Mon 7/4/22	484	499	37	Testing Manager
486	3.1.1.10.4.2.2.10		C: Review End-To-End System Test Results (Includes Regression and Integration) by PRDoH	2 days	Mon 7/4/22	Wed 7/6/22	485			
487	3.1.1.10.4.2.2.11		M: End-To-End System Test Results (Includes Regression and Integration) Approved by PRDoH	0 days	Wed 7/6/22	Wed 7/6/22	486			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
488	3.1.1.10.4.2.3		<b>M: End-To-End System Test Results (Includes Regression and Integration) Complete</b>	0 days	Wed 7/6/22	Wed 7/6/22	487			
489	3.1.1.10.5		<b>Load and Stress Testing</b>	144 days	Fri 1/21/22	Wed 8/10/22		996	110	
490	3.1.1.10.5.1	15, D029	<b>Load and Stress Test Cases</b>	44 days	Fri 1/21/22	Wed 3/23/22		248	55	
491	3.1.1.10.5.1.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
492	3.1.1.10.5.1.1.1		Tailor Load and Stress Test Cases DED	3 days	Fri 1/21/22	Tue 1/25/22	498SS-6 days			
493	3.1.1.10.5.1.1.2		Conduct Peer and Quality Review of Load and Stress Test Cases DED	2 days	Wed 1/26/22	Thu 1/27/22	492			
494	3.1.1.10.5.1.1.3		<b>D-I: Load and Stress Test Cases DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	493			
495	3.1.1.10.5.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	494			
496	3.1.1.10.5.1.1.5		<b>M: Load and Stress Test Cases DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	495			
497	3.1.1.10.5.1.2		<b>Deliverable Approval</b>	38 days	Mon 1/31/22	Wed 3/23/22		248	55	
498	3.1.1.10.5.1.2.1		Tailor Load and Stress Test Cases	10 days	Mon 1/31/22	Fri 2/11/22	363SS			
499	3.1.1.10.5.1.2.2		Conduct Peer and Quality Review of Load and Stress Test Cases	5 days	Mon 2/14/22	Fri 2/18/22	498			
500	3.1.1.10.5.1.2.3		C: Walk Through Load and Stress Test Cases With PRDoH	1 day	Fri 2/18/22	Mon 2/21/22	499			
501	3.1.1.10.5.1.2.4		<b>D-I: Load and Stress Test Cases Submitted to PRDoH</b>	0 days	Mon 2/21/22	Mon 2/21/22	500			
502	3.1.1.10.5.1.2.5		C: Review Draft Load and Stress Test Cases by PRDoH	10 days	Mon 2/21/22	Mon 3/7/22	501			
503	3.1.1.10.5.1.2.6		<b>M: Load and Stress Test Cases Comments Provided by PRDoH</b>	0 days	Mon 3/7/22	Mon 3/7/22	502			
504	3.1.1.10.5.1.2.7		Incorporate Comments and Update Load and Stress Test Cases	5 days	Tue 3/8/22	Mon 3/14/22	503			
505	3.1.1.10.5.1.2.8		Conduct Peer and Quality Review of Load and Stress Test Cases	2 days	Tue 3/15/22	Wed 3/16/22	504			
506	3.1.1.10.5.1.2.9	15, D029	<b>D: Load and Stress Test Cases Submitted to PRDoH</b>	0 days	Wed 3/16/22	Wed 3/16/22	505	248	55	Testing Manager
507	3.1.1.10.5.1.2.10		C: Review Load and Stress Test Cases by PRDoH	5 days	Wed 3/16/22	Wed 3/23/22	506			
508	3.1.1.10.5.1.2.11		<b>M: Load and Stress Test Cases Approved by PRDoH</b>	0 days	Wed 3/23/22	Wed 3/23/22	507			
509	3.1.1.10.5.1.3		<b>M: Load and Stress Test Cases Complete</b>	0 days	Wed 3/23/22	Wed 3/23/22	508			
510	3.1.1.10.5.2	16, D026	<b>Load and Stress Test Results</b>	24 days	Fri 7/8/22	Wed 8/10/22		748	55	
511	3.1.1.10.5.2.1		<b>DED Approval</b>	6 days	Fri 7/8/22	Fri 7/15/22				
512	3.1.1.10.5.2.1.1		Tailor Load and Stress Test Results DED	3 days	Fri 7/8/22	Tue 7/12/22	518SS-6 days			
513	3.1.1.10.5.2.1.2		Conduct Peer and Quality Review of Load and Stress Test Results DED	2 days	Wed 7/13/22	Thu 7/14/22	512			
514	3.1.1.10.5.2.1.3		<b>D-I: Load and Stress Test Results DED Submitted to PRDoH</b>	0 days	Thu 7/14/22	Thu 7/14/22	513			
515	3.1.1.10.5.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 7/14/22	Fri 7/15/22	514			
516	3.1.1.10.5.2.1.5		<b>M: Load and Stress Test Results DED Approved and Signed Off by PRDoH</b>	0 days	Fri 7/15/22	Fri 7/15/22	515			
517	3.1.1.10.5.2.2		<b>Deliverable Approval</b>	18 days	Mon 7/18/22	Wed 8/10/22		748	55	
518	3.1.1.10.5.2.2.1		Tailor Load and Stress Test Results	5 days	Mon 7/18/22	Fri 7/22/22	371			
519	3.1.1.10.5.2.2.2		Conduct Peer and Quality Review of Load and Stress Test Results	2 days	Mon 7/25/22	Tue 7/26/22	518			
520	3.1.1.10.5.2.2.3		C: Walk Through Load and Stress Test Results With PRDoH	1 day	Tue 7/26/22	Wed 7/27/22	519			
521	3.1.1.10.5.2.2.4		<b>D-I: Load and Stress Test Results Submitted to PRDoH</b>	0 days	Wed 7/27/22	Wed 7/27/22	520			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
522	3.1.1.10.5.2.2.5		C: Review Draft Load and Stress Test Results by PRDoH	5 days	Wed 7/27/22	Wed 8/3/22	521			
523	3.1.1.10.5.2.2.6		M: Load and Stress Test Results Comments Provided by PRDoH	0 days	Wed 8/3/22	Wed 8/3/22	522			
524	3.1.1.10.5.2.2.7		Incorporate Comments and Update Load and Stress Test Results	2 days	Thu 8/4/22	Fri 8/5/22	523			
525	3.1.1.10.5.2.2.8		Conduct Peer and Quality Review of Load and Stress Test Results	1 day	Mon 8/8/22	Mon 8/8/22	524			
526	3.1.1.10.5.2.2.9	16, D026	D: Load and Stress Test Results Submitted to PRDoH	0 days	Mon 8/8/22	Mon 8/8/22	525	748	55	Testing Manager
527	3.1.1.10.5.2.2.10		C: Review Load and Stress Test Results by PRDoH	2 days	Mon 8/8/22	Wed 8/10/22	526			
528	3.1.1.10.5.2.2.11		M: Load and Stress Test Results Approved by PRDoH	0 days	Wed 8/10/22	Wed 8/10/22	527			
529	3.1.1.10.5.2.3		M: Load and Stress Test Results Complete	0 days	Wed 8/10/22	Wed 8/10/22	528			
530	3.1.1.10.6	39, D034	System Integration Plan	54 days	Fri 1/21/22	Wed 4/6/22		389	28	
531	3.1.1.10.6.1		DED Approval	6 days	Fri 1/21/22	Fri 1/28/22				
532	3.1.1.10.6.1.1		Tailor System Integration Plan DED	3 days	Fri 1/21/22	Tue 1/25/22	538SS-6 days			
533	3.1.1.10.6.1.2		Conduct Peer and Quality Review of System Integration Plan DED	2 days	Wed 1/26/22	Thu 1/27/22	532			
534	3.1.1.10.6.1.3		D-: System Integration Plan DED Submitted to PRDoH	0 days	Thu 1/27/22	Thu 1/27/22	533			
535	3.1.1.10.6.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	534			
536	3.1.1.10.6.1.5		M: System Integration Plan DED Approved and Signed Off by PRDoH	0 days	Fri 1/28/22	Fri 1/28/22	535			
537	3.1.1.10.6.2		Deliverable Approval	48 days	Mon 1/31/22	Wed 4/6/22		389	28	
538	3.1.1.10.6.2.1		Tailor System Integration Plan	20 days	Mon 1/31/22	Fri 2/25/22	363SS			
539	3.1.1.10.6.2.2		Conduct Peer and Quality Review of System Integration Plan	5 days	Mon 2/28/22	Fri 3/4/22	538			
540	3.1.1.10.6.2.3		C: Walk Through System Integration Plan With PRDoH	1 day	Fri 3/4/22	Mon 3/7/22	539			
541	3.1.1.10.6.2.4		D-: System Integration Plan Submitted to PRDoH	0 days	Mon 3/7/22	Mon 3/7/22	540			
542	3.1.1.10.6.2.5		C: Review Draft System Integration Plan by PRDoH	10 days	Mon 3/7/22	Mon 3/21/22	541			
543	3.1.1.10.6.2.6		M: System Integration Plan Comments Provided by PRDoH	0 days	Mon 3/21/22	Mon 3/21/22	542			
544	3.1.1.10.6.2.7		Incorporate Comments and Update System Integration Plan	5 days	Tue 3/22/22	Mon 3/28/22	543			
545	3.1.1.10.6.2.8		Conduct Peer and Quality Review of System Integration Plan	2 days	Tue 3/29/22	Wed 3/30/22	544			
546	3.1.1.10.6.2.9	39, D034	D: System Integration Plan Submitted to PRDoH	0 days	Wed 3/30/22	Wed 3/30/22	545	389	28	Technical Lead
547	3.1.1.10.6.2.10		C: Review System Integration Plan by PRDoH	5 days	Wed 3/30/22	Wed 4/6/22	546			
548	3.1.1.10.6.2.11		M: System Integration Plan Approved by PRDoH	0 days	Wed 4/6/22	Wed 4/6/22	547			
549	3.1.1.10.6.3		M: System Integration Plan Complete	0 days	Wed 4/6/22	Wed 4/6/22	548			
550	3.1.1.10.7		M: Solution Design and Testing Deliverables Complete	0 days	Mon 8/8/22	Mon 8/8/22	386, 406, 427, 447, 549			
551	3.1.2		Acceptance and Readiness - Phase 1	178 days	Fri 1/21/22	Tue 9/27/22		5368	424	
552	3.1.2.1		User Acceptance Testing	169 days	Fri 1/21/22	Wed 9/14/22		5277	417	
553	3.1.2.1.1		User Acceptance Testing (UAT) Planning	149 days	Fri 1/21/22	Wed 8/17/22		3324	271	
554	3.1.2.1.1.1		User Acceptance Test Support Plan	12 days	Mon 6/27/22	Tue 7/12/22				
555	3.1.2.1.1.1.1		Develop User Acceptance Test Support Plan	10 days	Mon 6/27/22	Fri 7/8/22	663SS-15 days			
556	3.1.2.1.1.1.2		Conduct Peer and Quality Review of User Acceptance Test Support Plan	2 days	Mon 7/11/22	Tue 7/12/22	555			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
557	3.1.2.1.1.1.3		<b>WP: User Acceptance Test Support Plan Posted</b>	0 days	Tue 7/12/22	Tue 7/12/22	556			
558	3.1.2.1.1.1.4		<b>M: User Acceptance Test Support Plan Complete</b>	0 days	Tue 7/12/22	Tue 7/12/22	557			
559	3.1.2.1.1.2	49, D038	<b>User Acceptance Test (UAT) Cases</b>	54 days	Fri 4/29/22	Wed 7/13/22		1952	146	
560	3.1.2.1.1.2.1		<b>DED Approval</b>	6 days	Fri 4/29/22	Fri 5/6/22				
561	3.1.2.1.1.2.1.1		Tailor UAT Cases DED	3 days	Fri 4/29/22	Tue 5/3/22	567SS-6 days			
562	3.1.2.1.1.2.1.2		Conduct Peer and Quality Review of UAT Cases DED	2 days	Wed 5/4/22	Thu 5/5/22	561			
563	3.1.2.1.1.2.1.3		<b>D-I: UAT Cases DED Submitted to PRDoH</b>	0 days	Thu 5/5/22	Thu 5/5/22	562			
564	3.1.2.1.1.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 5/5/22	Fri 5/6/22	563			
565	3.1.2.1.1.2.1.5		<b>M: UAT Cases DED Approved and Signed Off by PRDoH</b>	0 days	Fri 5/6/22	Fri 5/6/22	564			
566	3.1.2.1.1.2.2		<b>Deliverable Approval</b>	48 days	Mon 5/9/22	Wed 7/13/22		1952	146	
567	3.1.2.1.1.2.2.1		Tailor UAT Cases	20 days	Mon 5/9/22	Fri 6/3/22	663SS-50 days			
568	3.1.2.1.1.2.2.2		Conduct Peer and Quality Review of UAT Cases	5 days	Mon 6/6/22	Fri 6/10/22	567			
569	3.1.2.1.1.2.2.3		C: Walk Through UAT Cases With PRDoH	1 day	Fri 6/10/22	Mon 6/13/22	568			
570	3.1.2.1.1.2.2.4		<b>D-I: UAT Cases Submitted to PRDoH</b>	0 days	Mon 6/13/22	Mon 6/13/22	569			
571	3.1.2.1.1.2.2.5		C: Review Draft UAT Cases by PRDoH	10 days	Mon 6/13/22	Mon 6/27/22	570			
572	3.1.2.1.1.2.2.6		<b>M: UAT Cases Comments Provided by PRDoH</b>	0 days	Mon 6/27/22	Mon 6/27/22	571			
573	3.1.2.1.1.2.2.7		Incorporate Comments and Update UAT Cases	5 days	Tue 6/28/22	Mon 7/4/22	572			
574	3.1.2.1.1.2.2.8		Conduct Peer and Quality Review of UAT Cases	2 days	Tue 7/5/22	Wed 7/6/22	573			
575	3.1.2.1.1.2.2.9	49, D038	<b>D: UAT Cases Submitted to PRDoH</b>	0 days	Wed 7/6/22	Wed 7/6/22	574	1952	146	Testing Manager
576	3.1.2.1.1.2.2.10		C: Review UAT Cases by PRDoH	5 days	Wed 7/6/22	Wed 7/13/22	575			
577	3.1.2.1.1.2.2.11		<b>M: UAT Cases Approved by PRDoH</b>	0 days	Wed 7/13/22	Wed 7/13/22	576			
578	3.1.2.1.1.2.3		<b>M: UAT Cases Complete</b>	0 days	Wed 7/13/22	Wed 7/13/22	577			
579	3.1.2.1.1.3	22, D028	<b>Operations Schedule</b>	44 days	Fri 6/17/22	Wed 8/17/22		67	9	
580	3.1.2.1.1.3.1		<b>DED Approval</b>	6 days	Fri 6/17/22	Fri 6/24/22				
581	3.1.2.1.1.3.1.1		Tailor Operations Schedule DED	3 days	Fri 6/17/22	Tue 6/21/22	587SS-6 days			
582	3.1.2.1.1.3.1.2		Conduct Peer and Quality Review of Operations Schedule DED	2 days	Wed 6/22/22	Thu 6/23/22	581			
583	3.1.2.1.1.3.1.3		<b>D-I: Operations Schedule DED Submitted to PRDoH</b>	0 days	Thu 6/23/22	Thu 6/23/22	582			
584	3.1.2.1.1.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 6/23/22	Fri 6/24/22	583			
585	3.1.2.1.1.3.1.5		<b>M: Operations Schedule DED Approved and Signed Off by PRDoH</b>	0 days	Fri 6/24/22	Fri 6/24/22	584			
586	3.1.2.1.1.3.2		<b>Deliverable Approval</b>	38 days	Mon 6/27/22	Wed 8/17/22		67	9	
587	3.1.2.1.1.3.2.1		Tailor Operations Schedule	10 days	Mon 6/27/22	Fri 7/8/22	662SS-10 days			
588	3.1.2.1.1.3.2.2		Conduct Peer and Quality Review of Operations Schedule	5 days	Mon 7/11/22	Fri 7/15/22	587			
589	3.1.2.1.1.3.2.3		C: Walk Through Operations Schedule With PRDoH	1 day	Fri 7/15/22	Mon 7/18/22	588			
590	3.1.2.1.1.3.2.4		<b>D-I: Operations Schedule Submitted to PRDoH</b>	0 days	Mon 7/18/22	Mon 7/18/22	589			
591	3.1.2.1.1.3.2.5		C: Review Draft Operations Schedule by PRDoH	10 days	Mon 7/18/22	Mon 8/1/22	590			
592	3.1.2.1.1.3.2.6		<b>M: Operations Schedule Comments Provided by PRDoH</b>	0 days	Mon 8/1/22	Mon 8/1/22	591			
593	3.1.2.1.1.3.2.7		Incorporate Comments and Update Operations Schedule	5 days	Tue 8/2/22	Mon 8/8/22	592			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
594	3.1.2.1.1.3.2.8		Conduct Peer and Quality Review of Operations Schedule	2 days	Tue 8/9/22	Wed 8/10/22	593			
595	3.1.2.1.1.3.2.9	22, D028	<b>D: Operations Schedule Submitted to PRDoH</b>	0 days	Wed 8/10/22	Wed 8/10/22	594	67	9	Operations Manager
596	3.1.2.1.1.3.2.10		C: Review Operations Schedule by PRDoH	5 days	Wed 8/10/22	Wed 8/17/22	595			
597	3.1.2.1.1.3.2.11		<b>M: Operations Schedule Approved by PRDoH</b>	0 days	Wed 8/17/22	Wed 8/17/22	596			
598	3.1.2.1.1.3.3		<b>M: Operations Schedule Complete</b>	0 days	Wed 8/17/22	Wed 8/17/22	597			
599	3.1.2.1.1.4	8, D026	<b>Deployment Plan</b>	36 days	Fri 1/21/22	Fri 3/11/22		319	44	
600	3.1.2.1.1.4.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
601	3.1.2.1.1.4.1.1		Tailor Deployment Plan DED	3 days	Fri 1/21/22	Tue 1/25/22	607SS-8 days			
602	3.1.2.1.1.4.1.2		Conduct Peer and Quality Review of Deployment Plan DED	2 days	Wed 1/26/22	Thu 1/27/22	601			
603	3.1.2.1.1.4.1.3		<b>D-I: Deployment Plan DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	602			
604	3.1.2.1.1.4.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	603			
605	3.1.2.1.1.4.1.5		<b>M: Deployment Plan DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	604			
606	3.1.2.1.1.4.2		<b>Deliverable Approval</b>	30 days	Mon 1/31/22	Fri 3/11/22		319	44	
607	3.1.2.1.1.4.2.1		Tailor Deployment Plan	5 days	Mon 1/31/22	Fri 2/4/22	363SS			
608	3.1.2.1.1.4.2.2		Conduct Peer and Quality Review of Deployment Plan	2 days	Mon 2/7/22	Tue 2/8/22	607			
609	3.1.2.1.1.4.2.3		C: Walk Through Deployment Plan With PRDoH	1 day	Tue 2/8/22	Wed 2/9/22	608			
610	3.1.2.1.1.4.2.4		<b>D-I: Deployment Plan Submitted to PRDoH</b>	0 days	Wed 2/9/22	Wed 2/9/22	609			
611	3.1.2.1.1.4.2.5		C: Review Draft Deployment Plan by PRDoH	10 days	Wed 2/9/22	Wed 2/23/22	610			
612	3.1.2.1.1.4.2.6		<b>M: Deployment Plan Comments Provided by PRDoH</b>	0 days	Wed 2/23/22	Wed 2/23/22	611			
613	3.1.2.1.1.4.2.7		Incorporate Comments and Update Deployment Plan	5 days	Thu 2/24/22	Wed 3/2/22	612			
614	3.1.2.1.1.4.2.8		Conduct Peer and Quality Review of Deployment Plan	2 days	Thu 3/3/22	Fri 3/4/22	613			
615	3.1.2.1.1.4.2.9	8, D026	<b>D: Deployment Plan Submitted to PRDoH</b>	0 days	Fri 3/4/22	Fri 3/4/22	614	319	44	Technical Lead
616	3.1.2.1.1.4.2.10		C: Review Deployment Plan by PRDoH	5 days	Fri 3/4/22	Fri 3/11/22	615			
617	3.1.2.1.1.4.2.11		<b>M: Deployment Plan Approved by PRDoH</b>	0 days	Fri 3/11/22	Fri 3/11/22	616			
618	3.1.2.1.1.4.3		<b>M: Deployment Plan Complete</b>	0 days	Fri 3/11/22	Fri 3/11/22	617			
619	3.1.2.1.1.5		<b>Reporting</b>	134 days	Fri 1/21/22	Wed 7/27/22		986	72	
620	3.1.2.1.1.5.1	23, D029	<b>PRMP-Specific Reports</b>	94 days	Fri 3/18/22	Wed 7/27/22		898	66	
621	3.1.2.1.1.5.1.1		<b>DED Approval</b>	6 days	Fri 3/18/22	Fri 3/25/22				
622	3.1.2.1.1.5.1.1.1		Tailor PRMP-Specific Reports DED	3 days	Fri 3/18/22	Tue 3/22/22	628SS-6 days			
623	3.1.2.1.1.5.1.1.2		Conduct Peer and Quality Review of PRMP-Specific Reports DED	2 days	Wed 3/23/22	Thu 3/24/22	622			
624	3.1.2.1.1.5.1.1.3		<b>D-I: PRMP-Specific Reports DED Submitted to PRDoH</b>	0 days	Thu 3/24/22	Thu 3/24/22	623			
625	3.1.2.1.1.5.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 3/24/22	Fri 3/25/22	624			
626	3.1.2.1.1.5.1.1.5		<b>M: PRMP-Specific Reports DED Approved and Signed Off by PRDoH</b>	0 days	Fri 3/25/22	Fri 3/25/22	625			
627	3.1.2.1.1.5.1.2		<b>Deliverable Approval</b>	88 days	Mon 3/28/22	Wed 7/27/22		898	66	
628	3.1.2.1.1.5.1.2.1		Tailor PRMP-Specific Reports	60 days	Mon 3/28/22	Fri 6/17/22	371SS-80 days			
629	3.1.2.1.1.5.1.2.2		Conduct Peer and Quality Review of PRMP-Specific Reports	5 days	Mon 6/20/22	Fri 6/24/22	628			
630	3.1.2.1.1.5.1.2.3		C: Walk Through PRMP-Specific Reports With PRDoH	1 day	Fri 6/24/22	Mon 6/27/22	629			
631	3.1.2.1.1.5.1.2.4		<b>D-I: PRMP-Specific Reports Submitted to PRDoH</b>	0 days	Mon 6/27/22	Mon 6/27/22	630			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
632	3.1.2.1.1.5.1.2.5		C: Review Draft PRMP-Specific Reports by PRDoH	10 days	Mon 6/27/22	Mon 7/11/22	631			
633	3.1.2.1.1.5.1.2.6		M: PRMP-Specific Reports Comments Provided by PRDoH	0 days	Mon 7/11/22	Mon 7/11/22	632			
634	3.1.2.1.1.5.1.2.7		Incorporate Comments and Update PRMP-Specific Reports	5 days	Tue 7/12/22	Mon 7/18/22	633			
635	3.1.2.1.1.5.1.2.8		Conduct Peer and Quality Review of PRMP-Specific Reports	2 days	Tue 7/19/22	Wed 7/20/22	634			
636	3.1.2.1.1.5.1.2.9	23, D029	D: PRMP-Specific Reports Submitted to PRDoH	0 days	Wed 7/20/22	Wed 7/20/22	635	898	66	Operations Manager
637	3.1.2.1.1.5.1.2.10		C: Review PRMP-Specific Reports by PRDoH	5 days	Wed 7/20/22	Wed 7/27/22	636			
638	3.1.2.1.1.5.1.2.11		M: PRMP-Specific Reports Approved by PRDoH	0 days	Wed 7/27/22	Wed 7/27/22	637			
639	3.1.2.1.1.5.1.3		M: PRMP-Specific Reports Complete	0 days	Wed 7/27/22	Wed 7/27/22	638			
640	3.1.2.1.1.5.2	35, D032	Standard Output Reports	54 days	Fri 1/21/22	Wed 4/6/22		88	6	
641	3.1.2.1.1.5.2.1		DED Approval	6 days	Fri 1/21/22	Fri 1/28/22				
642	3.1.2.1.1.5.2.1.1		Tailor Standard Output Reports DED	3 days	Fri 1/21/22	Tue 1/25/22	648SS-6 days			
643	3.1.2.1.1.5.2.1.2		Conduct Peer and Quality Review of Standard Output Reports DED	2 days	Wed 1/26/22	Thu 1/27/22	642			
644	3.1.2.1.1.5.2.1.3		D-I: Standard Output Reports DED Submitted to PRDoH	0 days	Thu 1/27/22	Thu 1/27/22	643			
645	3.1.2.1.1.5.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	644			
646	3.1.2.1.1.5.2.1.5		M: Standard Output Reports DED Approved and Signed Off by PRDoH	0 days	Fri 1/28/22	Fri 1/28/22	645			
647	3.1.2.1.1.5.2.2		Deliverable Approval	48 days	Mon 1/31/22	Wed 4/6/22		88	6	
648	3.1.2.1.1.5.2.2.1		Tailor Standard Output Reports	20 days	Mon 1/31/22	Fri 2/25/22	363SS			
649	3.1.2.1.1.5.2.2.2		Conduct Peer and Quality Review of Standard Output Reports	5 days	Mon 2/28/22	Fri 3/4/22	648			
650	3.1.2.1.1.5.2.2.3		C: Walk Through Standard Output Reports With PRDoH	1 day	Fri 3/4/22	Mon 3/7/22	649			
651	3.1.2.1.1.5.2.2.4		D-I: Standard Output Reports Submitted to PRDoH	0 days	Mon 3/7/22	Mon 3/7/22	650			
652	3.1.2.1.1.5.2.2.5		C: Review Draft Standard Output Reports by PRDoH	10 days	Mon 3/7/22	Mon 3/21/22	651			
653	3.1.2.1.1.5.2.2.6		M: Standard Output Reports Comments Provided by PRDoH	0 days	Mon 3/21/22	Mon 3/21/22	652			
654	3.1.2.1.1.5.2.2.7		Incorporate Comments and Update Standard Output Reports	5 days	Tue 3/22/22	Mon 3/28/22	653			
655	3.1.2.1.1.5.2.2.8		Conduct Peer and Quality Review of Standard Output Reports	2 days	Tue 3/29/22	Wed 3/30/22	654			
656	3.1.2.1.1.5.2.2.9	35, D032	D: Standard Output Reports Submitted to PRDoH	0 days	Wed 3/30/22	Wed 3/30/22	655	88	6	Operations Manager
657	3.1.2.1.1.5.2.2.10		C: Review Standard Output Reports by PRDoH	5 days	Wed 3/30/22	Wed 4/6/22	656			
658	3.1.2.1.1.5.2.2.11		M: Standard Output Reports Approved by PRDoH	0 days	Wed 4/6/22	Wed 4/6/22	657			
659	3.1.2.1.1.5.2.3		M: Standard Output Reports Complete	0 days	Wed 4/6/22	Wed 4/6/22	658			
660	3.1.2.1.1.6		Prepare Test Data for UAT	10 days	Mon 7/4/22	Fri 7/15/22	663SS-10 days			
661	3.1.2.1.2		UAT Execution	48 days	Mon 7/11/22	Wed 9/14/22		1953	146	
662	3.1.2.1.2.1		C: Demo Solution	5 days	Mon 7/11/22	Fri 7/15/22	663SS-5 days			
663	3.1.2.1.2.2		C: Execute UAT Scripts and Evaluate Results	30 days	Mon 7/18/22	Fri 8/26/22	371			
664	3.1.2.1.2.3		Support UAT Testing	30 days	Mon 7/18/22	Fri 8/26/22	663SS			
665	3.1.2.1.2.4	50, D039	User Acceptance Test (UAT) Results	24 days	Fri 8/12/22	Wed 9/14/22		1953	146	
666	3.1.2.1.2.4.1		DED Approval	6 days	Fri 8/12/22	Fri 8/19/22				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
667	3.1.2.1.2.4.1.1		Tailor UAT Results DED	3 days	Fri 8/12/22	Tue 8/16/22	673SS-6 days			
668	3.1.2.1.2.4.1.2		Conduct Peer and Quality Review of UAT Results DED	2 days	Wed 8/17/22	Thu 8/18/22	667			
669	3.1.2.1.2.4.1.3		<b>D-I: UAT Results DED Submitted to PRDoH</b>	0 days	Thu 8/18/22	Thu 8/18/22	668			
670	3.1.2.1.2.4.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 8/18/22	Fri 8/19/22	669			
671	3.1.2.1.2.4.1.5		<b>M: UAT Results DED Approved and Signed Off by PRDoH</b>	0 days	Fri 8/19/22	Fri 8/19/22	670			
672	3.1.2.1.2.4.2		<b>Deliverable Approval</b>	18 days	Mon 8/22/22	Wed 9/14/22		1953	146	
673	3.1.2.1.2.4.2.1		Tailor UAT Results	5 days	Mon 8/22/22	Fri 8/26/22	663FS-5 days			
674	3.1.2.1.2.4.2.2		Conduct Peer and Quality Review of UAT Results	2 days	Mon 8/29/22	Tue 8/30/22	673			
675	3.1.2.1.2.4.2.3		C: Walk Through UAT Results With PRDoH	1 day	Tue 8/30/22	Wed 8/31/22	674			
676	3.1.2.1.2.4.2.4		<b>D-I: UAT Results Submitted to PRDoH</b>	0 days	Wed 8/31/22	Wed 8/31/22	675			
677	3.1.2.1.2.4.2.5		C: Review Draft UAT Results by PRDoH	5 days	Wed 8/31/22	Wed 9/7/22	676			
678	3.1.2.1.2.4.2.6		<b>M: UAT Results Comments Provided by PRDoH</b>	0 days	Wed 9/7/22	Wed 9/7/22	677			
679	3.1.2.1.2.4.2.7		Incorporate Comments and Update UAT Results	2 days	Thu 9/8/22	Fri 9/9/22	678			
680	3.1.2.1.2.4.2.8		Conduct Peer and Quality Review of UAT Results	1 day	Mon 9/12/22	Mon 9/12/22	679			
681	3.1.2.1.2.4.2.9	50, D039	<b>D: UAT Results Submitted to PRDoH</b>	0 days	Mon 9/12/22	Mon 9/12/22	680	1953	146	Testing Manager
682	3.1.2.1.2.4.2.10		C: Review UAT Results by PRDoH	2 days	Mon 9/12/22	Wed 9/14/22	681			
683	3.1.2.1.2.4.2.11		<b>M: UAT Results Approved by PRDoH</b>	0 days	Wed 9/14/22	Wed 9/14/22	682			
684	3.1.2.1.2.4.3		<b>M: UAT Results Complete</b>	0 days	Wed 9/14/22	Wed 9/14/22	683			
685	3.1.2.1.2.5		<b>M: UAT Execution Complete</b>	0 days	Wed 9/14/22	Wed 9/14/22	684			
686	3.1.2.1.3		<b>M: User Acceptance Testing Complete</b>	0 days	Wed 9/14/22	Wed 9/14/22	685			
687	3.1.2.2		<b>Operational Readiness Review</b>	68 days	Fri 6/24/22	Tue 9/27/22		91	7	
688	3.1.2.2.1		<b>Operational Readiness Review (ORR) Planning</b>	44 days	Fri 6/24/22	Wed 8/24/22		91	7	
689	3.1.2.2.1.1	21, D027	<b>Operational Readiness Plan (ORP)</b>	44 days	Fri 6/24/22	Wed 8/24/22		91	7	
690	3.1.2.2.1.1.1		<b>DED Approval</b>	6 days	Fri 6/24/22	Fri 7/1/22				
691	3.1.2.2.1.1.1.1		Tailor ORP DED	3 days	Fri 6/24/22	Tue 6/28/22	697SS-6 days			
692	3.1.2.2.1.1.1.2		Conduct Peer and Quality Review of ORP DED	2 days	Wed 6/29/22	Thu 6/30/22	691			
693	3.1.2.2.1.1.1.3		<b>D-I: ORP DED Submitted to PRDoH</b>	0 days	Thu 6/30/22	Thu 6/30/22	692			
694	3.1.2.2.1.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 6/30/22	Fri 7/1/22	693			
695	3.1.2.2.1.1.1.5		<b>M: ORP DED Approved and Signed Off by PRDoH</b>	0 days	Fri 7/1/22	Fri 7/1/22	694			
696	3.1.2.2.1.1.2		<b>Deliverable Approval</b>	38 days	Mon 7/14/22	Wed 8/24/22		91	7	
697	3.1.2.2.1.1.2.1		Tailor ORP	10 days	Mon 7/14/22	Fri 7/15/22	711SS-40 days			
698	3.1.2.2.1.1.2.2		Conduct Peer and Quality Review of ORP	5 days	Mon 7/18/22	Fri 7/22/22	697			
699	3.1.2.2.1.1.2.3		C: Walk Through ORP With PRDoH	1 day	Fri 7/22/22	Mon 7/25/22	698			
700	3.1.2.2.1.1.2.4		<b>D-I: ORP Submitted to PRDoH</b>	0 days	Mon 7/25/22	Mon 7/25/22	699			
701	3.1.2.2.1.1.2.5		C: Review Draft ORP by PRDoH	10 days	Mon 7/25/22	Mon 8/8/22	700			
702	3.1.2.2.1.1.2.6		<b>M: ORP Comments Provided by PRDoH</b>	0 days	Mon 8/8/22	Mon 8/8/22	701			
703	3.1.2.2.1.1.2.7		Incorporate Comments and Update ORP	5 days	Tue 8/9/22	Mon 8/15/22	702			
704	3.1.2.2.1.1.2.8		Conduct Peer and Quality Review of ORP	2 days	Tue 8/16/22	Wed 8/17/22	703			
705	3.1.2.2.1.1.2.9	21, D027	<b>D: ORP Submitted to PRDoH</b>	0 days	Wed 8/17/22	Wed 8/17/22	704	91	7	Operations Manager
706	3.1.2.2.1.1.2.10		C: Review ORP by PRDoH	5 days	Wed 8/17/22	Wed 8/24/22	705			
707	3.1.2.2.1.1.2.11		<b>M: ORP Approved by PRDoH</b>	0 days	Wed 8/24/22	Wed 8/24/22	706			
708	3.1.2.2.1.1.3		<b>M: ORP Complete</b>	0 days	Wed 8/24/22	Wed 8/24/22	707			
709	3.1.2.2.1.2		<b>M: Operational Readiness Review Planning Complete</b>	0 days	Wed 8/24/22	Wed 8/24/22	708, 598, 825, 618			



### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
710	3.1.2.2.2		<b>Operational Readiness Review (ORR) Execution</b>	22 days	Mon 8/29/22	Tue 9/27/22				
711	3.1.2.2.2.1		C: Conduct ORR and Walkthroughs	20 days	Mon 8/29/22	Fri 9/23/22 663				
712	3.1.2.2.2.2		<b>ORR Execution Complete</b>	0 days	Fri 9/23/22	Fri 9/23/22 711				
713	3.1.2.2.2.3		<b>Operational Readiness Test Results</b>	7 days	Mon 9/19/22	Tue 9/27/22				
714	3.1.2.2.2.3.1		Develop Operational Readiness Test Results	5 days	Mon 9/19/22	Fri 9/23/22 711FS-5 days				
715	3.1.2.2.2.3.2		Conduct Peer and Quality Review of Operational Readiness Test Results	2 days	Mon 9/26/22	Tue 9/27/22 714				
716	3.1.2.2.2.3.3		<b>WP: Operational Readiness Test Results Posted</b>	0 days	Tue 9/27/22	Tue 9/27/22 715				
717	3.1.2.2.2.3.4		<b>M: Operational Readiness Test Results Complete</b>	0 days	Tue 9/27/22	Tue 9/27/22 716				
718	3.1.2.2.2.4		<b>M: Operational Readiness Review Execution Complete</b>	0 days	Tue 9/27/22	Tue 9/27/22 717				
719	3.1.2.2.3		<b>M: Operational Readiness Review Complete</b>	0 days	Tue 9/27/22	Tue 9/27/22 718				
720	3.2		<b>Solution Deployment - Phase 1</b>	179 days	Tue 1/25/22	Fri 9/30/22		1213	127	
721	3.2.1		<b>Training - Phase 1</b>	121 days	Fri 4/1/22	Fri 9/16/22		156	11	
722	3.2.1.1		Establish Training Facilities	20 days	Mon 6/20/22	Fri 7/15/22 745SS-30 days, 768SS-30 days				
723	3.2.1.2		C: Schedule Training	5 days	Mon 7/18/22	Fri 7/22/22 722				
724	3.2.1.3	45, D037	<b>Training Plan (With Training Schedule)</b>	74 days	Fri 4/1/22	Wed 7/13/22		90	7	
725	3.2.1.3.1		<b>DED Approval</b>	6 days	Fri 4/1/22	Fri 4/8/22				
726	3.2.1.3.1.1		Tailor Training Plan DED	3 days	Fri 4/1/22	Tue 4/5/22 732SS-6 days				
727	3.2.1.3.1.2		Conduct Peer and Quality Review of Training Plan DED	2 days	Wed 4/6/22	Thu 4/7/22 726				
728	3.2.1.3.1.3		<b>D-I: Training Plan DED Submitted to PRDoH</b>	0 days	Thu 4/7/22	Thu 4/7/22 727				
729	3.2.1.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 4/7/22	Fri 4/8/22 728				
730	3.2.1.3.1.5		<b>M: Training Plan DED Approved and Signed Off by PRDoH</b>	0 days	Fri 4/8/22	Fri 4/8/22 729				
731	3.2.1.3.2		<b>Deliverable Approval</b>	68 days	Mon 4/11/22	Wed 7/13/22		90	7	
732	3.2.1.3.2.1		Tailor Training Plan	40 days	Mon 4/11/22	Fri 6/3/22 745SS-4 mons, 768SS-4 mons				
733	3.2.1.3.2.2		Conduct Peer and Quality Review of Training Plan	5 days	Mon 6/6/22	Fri 6/10/22 732				
734	3.2.1.3.2.3		C: Walk Through Training Plan With PRDoH	1 day	Fri 6/10/22	Mon 6/13/22 733				
735	3.2.1.3.2.4		<b>D-I: Training Plan Submitted to PRDoH</b>	0 days	Mon 6/13/22	Mon 6/13/22 734				
736	3.2.1.3.2.5		C: Review Draft Training Plan by PRDoH	10 days	Mon 6/13/22	Mon 6/27/22 735				
737	3.2.1.3.2.6		<b>M: Training Plan Comments Provided by PRDoH</b>	0 days	Mon 6/27/22	Mon 6/27/22 736				
738	3.2.1.3.2.7		Incorporate Comments and Update Training Plan	5 days	Tue 6/28/22	Mon 7/4/22 737				
739	3.2.1.3.2.8		Conduct Peer and Quality Review of Training Plan	2 days	Tue 7/5/22	Wed 7/6/22 738				
740	3.2.1.3.2.9	45, D037	<b>D: Training Plan Submitted to PRDoH</b>	0 days	Wed 7/6/22	Wed 7/6/22 739		90	7	Operations Manager
741	3.2.1.3.2.10		C: Review Training Plan by PRDoH	5 days	Wed 7/6/22	Wed 7/13/22 740				
742	3.2.1.3.2.11		<b>M: Training Plan Approved by PRDoH</b>	0 days	Wed 7/13/22	Wed 7/13/22 741				
743	3.2.1.3.3		<b>M: Training Plan (With Training Schedule) Complete</b>	0 days	Wed 7/13/22	Wed 7/13/22 742				
744	3.2.1.4		<b>PRMP Agency Staff Training</b>	53 days	Mon 6/13/22	Wed 8/24/22		33	2	
745	3.2.1.4.1		C: Conduct PRMP Agency Staff and Stakeholders Training	20 days	Mon 6/13/22	Fri 7/8/22 662SS-20 days				
746	3.2.1.4.2		Follow-up Assessments and Training	3 days	Mon 7/11/22	Wed 7/13/22 745				
747	3.2.1.4.3	47, D053	<b>Training Report</b>	36 days	Wed 7/6/22	Wed 8/24/22		33	2	
748	3.2.1.4.3.1		<b>DED Approval</b>	6 days	Wed 7/6/22	Wed 7/13/22				
749	3.2.1.4.3.1.1		Tailor Training Report DED	3 days	Wed 7/6/22	Fri 7/8/22 755SS-6 days				
750	3.2.1.4.3.1.2		Conduct Peer and Quality Review of Training Report DED	2 days	Mon 7/11/22	Tue 7/12/22 749				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
751	3.2.1.4.3.1.3		<b>D-I: Training Report DED Submitted to PRDoH</b>	0 days	Tue 7/12/22	Tue 7/12/22 750				
752	3.2.1.4.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 7/12/22	Wed 7/13/22 751				
753	3.2.1.4.3.1.5		<b>M: Training Report DED Approved and Signed Off by PRDoH</b>	0 days	Wed 7/13/22	Wed 7/13/22 752				
754	3.2.1.4.3.2		<b>Deliverable Approval</b>	30 days	Thu 7/14/22	Wed 8/24/22		33	2	
755	3.2.1.4.3.2.1		Tailor Training Report	5 days	Thu 7/14/22	Wed 7/20/22 746				
756	3.2.1.4.3.2.2		Conduct Peer and Quality Review of Training Report	2 days	Thu 7/21/22	Fri 7/22/22 755				
757	3.2.1.4.3.2.3		C: Walk Through Training Report With PRDoH	1 day	Fri 7/22/22	Mon 7/25/22 756				
758	3.2.1.4.3.2.4		<b>D-I: Training Report Submitted to PRDoH</b>	0 days	Mon 7/25/22	Mon 7/25/22 757				
759	3.2.1.4.3.2.5		C: Review Draft Training Report by PRDoH	10 days	Mon 7/25/22	Mon 8/8/22 758				
760	3.2.1.4.3.2.6		<b>M: Training Report Comments Provided by PRDoH</b>	0 days	Mon 8/8/22	Mon 8/8/22 759				
761	3.2.1.4.3.2.7		Incorporate Comments and Update Training Report	5 days	Tue 8/9/22	Mon 8/15/22 760				
762	3.2.1.4.3.2.8		Conduct Peer and Quality Review of Training Report	2 days	Tue 8/16/22	Wed 8/17/22 761				
763	3.2.1.4.3.2.9	47, D053	<b>D: Training Report Submitted to PRDoH</b>	0 days	Wed 8/17/22	Wed 8/17/22 762		33	2	Operations Manage
764	3.2.1.4.3.2.10		C: Review Training Report by PRDoH	5 days	Wed 8/17/22	Wed 8/24/22 763				
765	3.2.1.4.3.2.11		<b>M: Training Report Approved by PRDoH</b>	0 days	Wed 8/24/22	Wed 8/24/22 764				
766	3.2.1.4.3.3		<b>M: Training Report Complete</b>	0 days	Wed 8/24/22	Wed 8/24/22 765				
767	3.2.1.5		<b>MCO Training (as applicable)</b>	35 days	Mon 8/1/22	Fri 9/16/22		33	2	
768	3.2.1.5.1		C: Conduct Provider Training	20 days	Mon 8/1/22	Fri 8/26/22 969SS-45 days				
769	3.2.1.5.2		Follow-up Assessments and Training	3 days	Mon 8/29/22	Wed 8/31/22 768				
770	3.2.1.5.3	47, D053	<b>Training Report</b>	12 days	Thu 9/1/22	Fri 9/16/22		33	2	
771	3.2.1.5.3.1		<b>Deliverable Approval</b>	12 days	Thu 9/1/22	Fri 9/16/22		33	2	
772	3.2.1.5.3.1.1		Update Training Report	5 days	Thu 9/1/22	Wed 9/7/22 769				
773	3.2.1.5.3.1.2		Conduct Peer and Quality Review of Training Report	2 days	Thu 9/8/22	Fri 9/9/22 772				
774	3.2.1.5.3.1.3	47, D053	<b>D: Training Report Submitted to PRDoH</b>	0 days	Fri 9/9/22	Fri 9/9/22 773		33	2	Operations Manage
775	3.2.1.5.3.1.4		C: Review Training Report by PRDoH	5 days	Fri 9/9/22	Fri 9/16/22 774				
776	3.2.1.5.3.1.5		<b>M: Training Report Approved by PRDoH</b>	0 days	Fri 9/16/22	Fri 9/16/22 775				
777	3.2.1.5.3.2		<b>M: Training Report Complete</b>	0 days	Fri 9/16/22	Fri 9/16/22 776				
778	3.2.1.6		<b>M: Training Complete</b>	0 days	Fri 9/16/22	Fri 9/16/22 746, 769, 777				
779	3.2.2		<b>Independent, Third-Party Security, and Privacy Controls Assessment</b>	28 days	Mon 8/22/22	Wed 9/28/22		240	18	
780	3.2.2.1		<b>Penetration Test</b>	15 days	Mon 8/22/22	Fri 9/9/22				
781	3.2.2.1.1		C: Conduct Penetration Test	15 days	Mon 8/22/22	Fri 9/9/22 663FS-5 days				
782	3.2.2.1.2		<b>Penetration Test Complete</b>	0 days	Fri 9/9/22	Fri 9/9/22 781				
783	3.2.2.2		Conduct Review of HIPAA Compliance Areas by Independent, Third-Party	10 days	Mon 8/22/22	Fri 9/2/22 663FS-5 days				
784	3.2.2.3	13, D044	<b>Independent, Third-Party Security, and Privacy Controls Assessment Report</b>	24 days	Fri 8/26/22	Wed 9/28/22		240	18	
785	3.2.2.3.1		<b>DED Approval</b>	6 days	Fri 8/26/22	Fri 9/2/22				
786	3.2.2.3.1.1		Tailor Independent, Third-Party Security, and Privacy Controls Assessment Report Results DED	3 days	Fri 8/26/22	Tue 8/30/22 792SS-6 days				
787	3.2.2.3.1.2		Conduct Peer and Quality Review of Independent, Third-Party Security, and Privacy Controls Assessment Report Results DED	2 days	Wed 8/31/22	Thu 9/1/22 786				
788	3.2.2.3.1.3		<b>D-I: Independent, Third-Party Security, and Privacy Controls Assessment Report Results DED Submitted to PRDoH</b>	0 days	Thu 9/1/22	Thu 9/1/22 787				
789	3.2.2.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 9/1/22	Fri 9/2/22 788				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
790	3.2.2.3.1.5		<b>M: Independent, Third-Party Security, and Privacy Controls Assessment Report Results DED Approved and Signed Off by PRDoH</b>	0 days	Fri 9/2/22	Fri 9/2/22	789			
791	3.2.2.3.2		<b>Deliverable Approval</b>	18 days	Mon 9/5/22	Wed 9/28/22		240	18	
792	3.2.2.3.2.1		Tailor Independent, Third-Party Security, and Privacy Controls Assessment Report Results	5 days	Mon 9/5/22	Fri 9/9/22	781FS-5 days, 783FS-5 days			
793	3.2.2.3.2.2		Conduct Peer and Quality Review of Independent, Third-Party Security, and Privacy Controls Assessment Report Results	2 days	Mon 9/12/22	Tue 9/13/22	792			
794	3.2.2.3.2.3		C: Walk Through Independent, Third-Party Security, and Privacy Controls Assessment Report Results With PRDoH	1 day	Tue 9/13/22	Wed 9/14/22	793			
795	3.2.2.3.2.4		<b>D-I: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Submitted to PRDoH</b>	0 days	Wed 9/14/22	Wed 9/14/22	794			
796	3.2.2.3.2.5		C: Review Draft Independent, Third-Party Security, and Privacy Controls Assessment Report Results by PRDoH	5 days	Wed 9/14/22	Wed 9/21/22	795			
797	3.2.2.3.2.6		<b>M: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Comments Provided by PRDoH</b>	0 days	Wed 9/21/22	Wed 9/21/22	796			
798	3.2.2.3.2.7		Incorporate Comments and Update Independent, Third-Party Security, and Privacy Controls Assessment Report Results	2 days	Thu 9/22/22	Fri 9/23/22	797			
799	3.2.2.3.2.8		Conduct Peer and Quality Review of Independent, Third-Party Security, and Privacy Controls Assessment Report Results	1 day	Mon 9/26/22	Mon 9/26/22	798			
800	3.2.2.3.2.9	13, D044	<b>D: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Submitted to PRDoH</b>	0 days	Mon 9/26/22	Mon 9/26/22	799	240	18	Information Security Architect
801	3.2.2.3.2.10		C: Review Independent, Third-Party Security, and Privacy Controls Assessment Report Results by PRDoH	2 days	Mon 9/26/22	Wed 9/28/22	800			
802	3.2.2.3.2.11		<b>M: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Approved by PRDoH</b>	0 days	Wed 9/28/22	Wed 9/28/22	801			
803	3.2.2.3.3		<b>M: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Complete</b>	0 days	Wed 9/28/22	Wed 9/28/22	802			
804	3.2.2.4		<b>M: Independent, Third-Party Security, and Privacy Controls Assessment Complete</b>	0 days	Wed 9/28/22	Wed 9/28/22	803			
805	3.2.3		<b>Implementation Plans</b>	177 days	Tue 1/25/22	Wed 9/28/22		817	98	
806	3.2.3.1	6, D024	<b>Database Design Document</b>	44 days	Thu 1/27/22	Tue 3/29/22		301	22	
807	3.2.3.1.1		<b>DED Approval</b>	6 days	Thu 1/27/22	Thu 2/3/22				
808	3.2.3.1.1.1		Tailor Database Design Document DED	3 days	Thu 1/27/22	Mon 1/31/22	814SS-6 days			
809	3.2.3.1.1.2		Conduct Peer and Quality Review of Database Design Document DED	2 days	Tue 2/1/22	Wed 2/2/22	808			
810	3.2.3.1.1.3		<b>D-I: Database Design Document DED Submitted to PRDoH</b>	0 days	Wed 2/2/22	Wed 2/2/22	809			
811	3.2.3.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Wed 2/2/22	Thu 2/3/22	810			
812	3.2.3.1.1.5		<b>M: Database Design Document DED Approved and Signed Off by PRDoH</b>	0 days	Thu 2/3/22	Thu 2/3/22	811			
813	3.2.3.1.2		<b>Deliverable Approval</b>	38 days	Fri 2/4/22	Tue 3/29/22		301	22	
814	3.2.3.1.2.1		Tailor Database Design Document	10 days	Fri 2/4/22	Thu 2/17/22	834SS			
815	3.2.3.1.2.2		Conduct Peer and Quality Review of Database Design Document	5 days	Fri 2/18/22	Thu 2/24/22	814			
816	3.2.3.1.2.3		C: Walk Through Database Design Document With PRDoH	1 day	Thu 2/24/22	Fri 2/25/22	815			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
817	3.2.3.1.2.4		<b>D-I: Database Design Document Submitted to PRDoH</b>	0 days	Fri 2/25/22	Fri 2/25/22	816			
818	3.2.3.1.2.5		C: Review Draft Database Design Document by PRDoH	10 days	Fri 2/25/22	Fri 3/11/22	817			
819	3.2.3.1.2.6		<b>M: Database Design Document Comments Provided by PRDoH</b>	0 days	Fri 3/11/22	Fri 3/11/22	818			
820	3.2.3.1.2.7		Incorporate Comments and Update Database Design Document	5 days	Mon 3/14/22	Fri 3/18/22	819			
821	3.2.3.1.2.8		Conduct Peer and Quality Review of Database Design Document	2 days	Mon 3/21/22	Tue 3/22/22	820			
822	3.2.3.1.2.9	6, D024	<b>D: Database Design Document Submitted to PRDoH</b>	0 days	Tue 3/22/22	Tue 3/22/22	821	301	22	Technical Lead
823	3.2.3.1.2.10		C: Review Database Design Document by PRDoH	5 days	Tue 3/22/22	Tue 3/29/22	822			
824	3.2.3.1.2.11		<b>M: Database Design Document Approved by PRDoH</b>	0 days	Tue 3/29/22	Tue 3/29/22	823			
825	3.2.3.1.3		<b>M: Database Design Document Complete</b>	0 days	Tue 3/29/22	Tue 3/29/22	824			
826	3.2.3.2	10, D028	<b>Disaster Recovery and Business Continuity Plan</b>	48 days	Tue 1/25/22	Thu 3/31/22		40	21	
827	3.2.3.2.1		<b>DED Approval</b>	8 days	Tue 1/25/22	Thu 2/3/22				
828	3.2.3.2.1.1		Tailor Disaster Recovery and Business Continuity Plan DED	5 days	Tue 1/25/22	Mon 1/31/22	834SS-8 days			
829	3.2.3.2.1.2		Conduct Peer and Quality Review of Disaster Recovery and Business Continuity Plan DED	2 days	Tue 2/1/22	Wed 2/2/22	828			
830	3.2.3.2.1.3		<b>D-I: Disaster Recovery and Business Continuity Plan DED Submitted to PRDoH</b>	0 days	Wed 2/2/22	Wed 2/2/22	829			
831	3.2.3.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Wed 2/2/22	Thu 2/3/22	830			
832	3.2.3.2.1.5		<b>M: Disaster Recovery and Business Continuity Plan DED Approved and Signed Off by PRDoH</b>	0 days	Thu 2/3/22	Thu 2/3/22	831			
833	3.2.3.2.2		<b>Deliverable Approval</b>	40 days	Fri 2/4/22	Thu 3/31/22		40	21	
834	3.2.3.2.2.1		Tailor Disaster Recovery and Business Continuity Plan	15 days	Fri 2/4/22	Thu 2/24/22	969FS-171 days			
835	3.2.3.2.2.2		Conduct Peer and Quality Review of Disaster Recovery and Business Continuity Plan	2 days	Fri 2/25/22	Mon 2/28/22	834			
836	3.2.3.2.2.3		C: Walk Through Disaster Recovery and Business Continuity Plan With PRDoH	1 day	Mon 2/28/22	Tue 3/1/22	835			
837	3.2.3.2.2.4		<b>D-I: Disaster Recovery and Business Continuity Plan Submitted to PRDoH</b>	0 days	Tue 3/1/22	Tue 3/1/22	836			
838	3.2.3.2.2.5		C: Review Draft Disaster Recovery and Business Continuity Plan by PRDoH	10 days	Tue 3/1/22	Tue 3/15/22	837			
839	3.2.3.2.2.6		<b>M: Disaster Recovery and Business Continuity Plan Comments Provided by PRDoH</b>	0 days	Tue 3/15/22	Tue 3/15/22	838			
840	3.2.3.2.2.7		Incorporate Comments and Update Disaster Recovery and Business Continuity Plan	5 days	Wed 3/16/22	Tue 3/22/22	839			
841	3.2.3.2.2.8		Conduct Peer and Quality Review of Disaster Recovery and Business Continuity Plan	2 days	Wed 3/23/22	Thu 3/24/22	840			
842	3.2.3.2.2.9	10, D028	<b>D: Disaster Recovery and Business Continuity Plan Submitted to PRDoH</b>	0 days	Thu 3/24/22	Thu 3/24/22	841	40	21	Operations Manager
843	3.2.3.2.2.10		C: Review Disaster Recovery and Business Continuity Plan by PRDoH	5 days	Thu 3/24/22	Thu 3/31/22	842			
844	3.2.3.2.2.11		<b>M: Disaster Recovery and Business Continuity Plan Approved by PRDoH</b>	0 days	Thu 3/31/22	Thu 3/31/22	843			
845	3.2.3.2.3		<b>M: Disaster Recovery and Business Continuity Plan Complete</b>	0 days	Thu 3/31/22	Thu 3/31/22	844			
846	3.2.3.3	11, D041	<b>HIPAA Statement</b>	36 days	Wed 8/10/22	Wed 9/28/22		67	7	
847	3.2.3.3.1		<b>DED Approval</b>	6 days	Wed 8/10/22	Wed 8/17/22				
848	3.2.3.3.1.1		Tailor HIPAA Statement DED	3 days	Wed 8/10/22	Fri 8/12/22	854SS-6 days			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
849	3.2.3.3.1.2		Conduct Peer and Quality Review of HIPAA Statement DED	2 days	Mon 8/15/22	Tue 8/16/22	848			
850	3.2.3.3.1.3		<b>D-I: HIPAA Statement DED Submitted to PRDoH</b>	0 days	Tue 8/16/22	Tue 8/16/22	849			
851	3.2.3.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 8/16/22	Wed 8/17/22	850			
852	3.2.3.3.1.5		<b>M: HIPAA Statement DED Approved and Signed Off by PRDoH</b>	0 days	Wed 8/17/22	Wed 8/17/22	851			
853	3.2.3.3.2		<b>Deliverable Approval</b>	30 days	Thu 8/18/22	Wed 9/28/22		67	7	
854	3.2.3.3.2.1		Tailor HIPAA Statement	5 days	Thu 8/18/22	Wed 8/24/22	967SS-30 days			
855	3.2.3.3.2.2		Conduct Peer and Quality Review of HIPAA Statement	2 days	Thu 8/25/22	Fri 8/26/22	854			
856	3.2.3.3.2.3		C: Walk Through HIPAA Statement With PRDoH	1 day	Fri 8/26/22	Mon 8/29/22	855			
857	3.2.3.3.2.4		<b>D-I: HIPAA Statement Submitted to PRDoH</b>	0 days	Mon 8/29/22	Mon 8/29/22	856			
858	3.2.3.3.2.5		C: Review Draft HIPAA Statement by PRDoH	10 days	Mon 8/29/22	Mon 9/12/22	857			
859	3.2.3.3.2.6		<b>M: HIPAA Statement Comments Provided by PRDoH</b>	0 days	Mon 9/12/22	Mon 9/12/22	858			
860	3.2.3.3.2.7		Incorporate Comments and Update HIPAA Statement	5 days	Tue 9/13/22	Mon 9/19/22	859			
861	3.2.3.3.2.8		Conduct Peer and Quality Review of HIPAA Statement	2 days	Tue 9/20/22	Wed 9/21/22	860			
862	3.2.3.3.2.9	11, D041	<b>D: HIPAA Statement Submitted to PRDoH</b>	0 days	Wed 9/21/22	Wed 9/21/22	861	67	7	Account Manager
863	3.2.3.3.2.10		C: Review HIPAA Statement by PRDoH	5 days	Wed 9/21/22	Wed 9/28/22	862			
864	3.2.3.3.2.11		<b>M: HIPAA Statement Approved by PRDoH</b>	0 days	Wed 9/28/22	Wed 9/28/22	863			
865	3.2.3.3.3		<b>M: HIPAA Statement Complete</b>	0 days	Wed 9/28/22	Wed 9/28/22	864			
866	3.2.3.4	14, D043	<b>Implementation Plan (Roll-Out Plan)</b>	36 days	Wed 8/10/22	Wed 9/28/22		76	11	
867	3.2.3.4.1		<b>DED Approval</b>	6 days	Wed 8/10/22	Wed 8/17/22				
868	3.2.3.4.1.1		Tailor Implementation Plan (Roll-Out Plan) DED	3 days	Wed 8/10/22	Fri 8/12/22	874SS-6 days			
869	3.2.3.4.1.2		Conduct Peer and Quality Review of Implementation Plan (Roll-Out Plan) DED	2 days	Mon 8/15/22	Tue 8/16/22	868			
870	3.2.3.4.1.3		<b>D-I: Implementation Plan (Roll-Out Plan) DED Submitted to PRDoH</b>	0 days	Tue 8/16/22	Tue 8/16/22	869			
871	3.2.3.4.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 8/16/22	Wed 8/17/22	870			
872	3.2.3.4.1.5		<b>M: Implementation Plan (Roll-Out Plan) DED Approved and Signed Off by PRDoH</b>	0 days	Wed 8/17/22	Wed 8/17/22	871			
873	3.2.3.4.2		<b>Deliverable Approval</b>	30 days	Thu 8/18/22	Wed 9/28/22		76	11	
874	3.2.3.4.2.1		Tailor Implementation Plan (Roll-Out Plan)	5 days	Thu 8/18/22	Wed 8/24/22	967SS-30 days			
875	3.2.3.4.2.2		Conduct Peer and Quality Review of Implementation Plan (Roll-Out Plan)	2 days	Thu 8/25/22	Fri 8/26/22	874			
876	3.2.3.4.2.3		C: Walk Through Implementation Plan (Roll-Out Plan) With PRDoH	1 day	Fri 8/26/22	Mon 8/29/22	875			
877	3.2.3.4.2.4		<b>D-I: Implementation Plan (Roll-Out Plan) Submitted to PRDoH</b>	0 days	Mon 8/29/22	Mon 8/29/22	876			
878	3.2.3.4.2.5		C: Review Draft Implementation Plan (Roll-Out Plan) by PRDoH	10 days	Mon 8/29/22	Mon 9/12/22	877			
879	3.2.3.4.2.6		<b>M: Implementation Plan (Roll-Out Plan) Comments Provided by PRDoH</b>	0 days	Mon 9/12/22	Mon 9/12/22	878			
880	3.2.3.4.2.7		Incorporate Comments and Update Implementation Plan (Roll-Out Plan)	5 days	Tue 9/13/22	Mon 9/19/22	879			
881	3.2.3.4.2.8		Conduct Peer and Quality Review of Implementation Plan (Roll-Out Plan)	2 days	Tue 9/20/22	Wed 9/21/22	880			
882	3.2.3.4.2.9	14, D043	<b>D: Implementation Plan (Roll-Out Plan) Submitted to PRDoH</b>	0 days	Wed 9/21/22	Wed 9/21/22	881	76	11	Technical Lead
883	3.2.3.4.2.10		C: Review Implementation Plan (Roll-Out Plan) by PRDoH	5 days	Wed 9/21/22	Wed 9/28/22	882			
884	3.2.3.4.2.11		<b>M: Implementation Plan (Roll-Out Plan) Approved by PRDoH</b>	0 days	Wed 9/28/22	Wed 9/28/22	883			
885	3.2.3.4.3		<b>M: Implementation Plan (Roll-Out Plan) Complete</b>	0 days	Wed 9/28/22	Wed 9/28/22	884			
886	3.2.3.5	29, D048	<b>Report Distribution Schedule</b>	36 days	Wed 8/10/22	Wed 9/28/22		67	6	

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
887	3.2.3.5.1		<b>DED Approval</b>	6 days	Wed 8/10/22	Wed 8/17/22				
888	3.2.3.5.1.1		Tailor Report Distribution Schedule DED	3 days	Wed 8/10/22	Fri 8/12/22	894SS-6 days			
889	3.2.3.5.1.2		Conduct Peer and Quality Review of Report Distribution Schedule DED	2 days	Mon 8/15/22	Tue 8/16/22	888			
890	3.2.3.5.1.3		<b>D-I: Report Distribution Schedule DED Submitted to PRDoH</b>	0 days	Tue 8/16/22	Tue 8/16/22	889			
891	3.2.3.5.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 8/16/22	Wed 8/17/22	890			
892	3.2.3.5.1.5		<b>M: Report Distribution Schedule DED Approved and Signed Off by PRDoH</b>	0 days	Wed 8/17/22	Wed 8/17/22	891			
893	3.2.3.5.2		<b>Deliverable Approval</b>	30 days	Thu 8/18/22	Wed 9/28/22		67	6	
894	3.2.3.5.2.1		Tailor Report Distribution Schedule	5 days	Thu 8/18/22	Wed 8/24/22	967SS-30 days			
895	3.2.3.5.2.2		Conduct Peer and Quality Review of Report Distribution Schedule	2 days	Thu 8/25/22	Fri 8/26/22	894			
896	3.2.3.5.2.3		C: Walk Through Report Distribution Schedule With PRDoH	1 day	Fri 8/26/22	Mon 8/29/22	895			
897	3.2.3.5.2.4		<b>D-I: Report Distribution Schedule Submitted to PRDoH</b>	0 days	Mon 8/29/22	Mon 8/29/22	896			
898	3.2.3.5.2.5		C: Review Draft Report Distribution Schedule by PRDoH	10 days	Mon 8/29/22	Mon 9/12/22	897			
899	3.2.3.5.2.6		<b>M: Report Distribution Schedule Comments Provided by PRDoH</b>	0 days	Mon 9/12/22	Mon 9/12/22	898			
900	3.2.3.5.2.7		Incorporate Comments and Update Report Distribution Schedule	5 days	Tue 9/13/22	Mon 9/19/22	899			
901	3.2.3.5.2.8		Conduct Peer and Quality Review of Report Distribution Schedule	2 days	Tue 9/20/22	Wed 9/21/22	900			
902	3.2.3.5.2.9	29, D048	<b>D: Report Distribution Schedule Submitted to PRDoH</b>	0 days	Wed 9/21/22	Wed 9/21/22	901	67	6	Account Manager
903	3.2.3.5.2.10		C: Review Report Distribution Schedule by PRDoH	5 days	Wed 9/21/22	Wed 9/28/22	902			
904	3.2.3.5.2.11		<b>M: Report Distribution Schedule Approved by PRDoH</b>	0 days	Wed 9/28/22	Wed 9/28/22	903			
905	3.2.3.5.3		<b>M: Report Distribution Schedule Complete</b>	0 days	Wed 9/28/22	Wed 9/28/22	904			
906	3.2.3.6	38, D051	<b>System, User, and Product Documentation</b>	36 days	Wed 8/10/22	Wed 9/28/22		33	8	
907	3.2.3.6.1		<b>DED Approval</b>	6 days	Wed 8/10/22	Wed 8/17/22				
908	3.2.3.6.1.1		Tailor System, User, and Product Documentation DED	3 days	Wed 8/10/22	Fri 8/12/22	914SS-6 days			
909	3.2.3.6.1.2		Conduct Peer and Quality Review of System, User, and Product Documentation DED	2 days	Mon 8/15/22	Tue 8/16/22	908			
910	3.2.3.6.1.3		<b>D-I: System, User, and Product Documentation DED Submitted to PRDoH</b>	0 days	Tue 8/16/22	Tue 8/16/22	909			
911	3.2.3.6.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 8/16/22	Wed 8/17/22	910			
912	3.2.3.6.1.5		<b>M: System, User, and Product Documentation DED Approved and Signed Off by PRDoH</b>	0 days	Wed 8/17/22	Wed 8/17/22	911			
913	3.2.3.6.2		<b>Deliverable Approval</b>	30 days	Thu 8/18/22	Wed 9/28/22		33	8	
914	3.2.3.6.2.1		Tailor System, User, and Product Documentation	5 days	Thu 8/18/22	Wed 8/24/22	967SS-30 days			
915	3.2.3.6.2.2		Conduct Peer and Quality Review of System, User, and Product Documentation	2 days	Thu 8/25/22	Fri 8/26/22	914			
916	3.2.3.6.2.3		C: Walk Through System, User, and Product Documentation With PRDoH	1 day	Fri 8/26/22	Mon 8/29/22	915			
917	3.2.3.6.2.4		<b>D-I: System, User, and Product Documentation Submitted to PRDoH</b>	0 days	Mon 8/29/22	Mon 8/29/22	916			
918	3.2.3.6.2.5		C: Review Draft System, User, and Product Documentation by PRDoH	10 days	Mon 8/29/22	Mon 9/12/22	917			
919	3.2.3.6.2.6		<b>M: System, User, and Product Documentation Comments Provided by PRDoH</b>	0 days	Mon 9/12/22	Mon 9/12/22	918			
920	3.2.3.6.2.7		Incorporate Comments and Update System, User, and Product Documentation	5 days	Tue 9/13/22	Mon 9/19/22	919			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
921	3.2.3.6.2.8		Conduct Peer and Quality Review of System, User, and Product Documentation	2 days	Tue 9/20/22	Wed 9/21/22	920			
922	3.2.3.6.2.9	38, D051	<b>D: System, User, and Product Documentation Submitted to PRDoH</b>	0 days	Wed 9/21/22	Wed 9/21/22	921	33	8	Operations Manager
923	3.2.3.6.2.10		C: Review System, User, and Product Documentation by PRDoH	5 days	Wed 9/21/22	Wed 9/28/22	922			
924	3.2.3.6.2.11		<b>M: System, User, and Product Documentation Approved by PRDoH</b>	0 days	Wed 9/28/22	Wed 9/28/22	923			
925	3.2.3.6.3		<b>M: System, User, and Product Documentation Complete</b>	0 days	Wed 9/28/22	Wed 9/28/22	924			
926	3.2.3.7	42, D050	<b>System Operations Plan</b>	36 days	Wed 8/10/22	Wed 9/28/22		33	8	
927	3.2.3.7.1		<b>DED Approval</b>	6 days	Wed 8/10/22	Wed 8/17/22				
928	3.2.3.7.1.1		Tailor System Operations Plan DED	3 days	Wed 8/10/22	Fri 8/12/22	934SS-6 days			
929	3.2.3.7.1.2		Conduct Peer and Quality Review of System Operations Plan DED	2 days	Mon 8/15/22	Tue 8/16/22	928			
930	3.2.3.7.1.3		<b>D-I: System Operations Plan DED Submitted to PRDoH</b>	0 days	Tue 8/16/22	Tue 8/16/22	929			
931	3.2.3.7.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 8/16/22	Wed 8/17/22	930			
932	3.2.3.7.1.5		<b>M: System Operations Plan DED Approved and Signed Off by PRDoH</b>	0 days	Wed 8/17/22	Wed 8/17/22	931			
933	3.2.3.7.2		<b>Deliverable Approval</b>	30 days	Thu 8/18/22	Wed 9/28/22		33	8	
934	3.2.3.7.2.1		Tailor System Operations Plan	5 days	Thu 8/18/22	Wed 8/24/22	967SS-30 days			
935	3.2.3.7.2.2		Conduct Peer and Quality Review of System Operations Plan	2 days	Thu 8/25/22	Fri 8/26/22	934			
936	3.2.3.7.2.3		C: Walk Through System Operations Plan With PRDoH	1 day	Fri 8/26/22	Mon 8/29/22	935			
937	3.2.3.7.2.4		<b>D-I: System Operations Plan Submitted to PRDoH</b>	0 days	Mon 8/29/22	Mon 8/29/22	936			
938	3.2.3.7.2.5		C: Review Draft System Operations Plan by PRDoH	10 days	Mon 8/29/22	Mon 9/12/22	937			
939	3.2.3.7.2.6		<b>M: System Operations Plan Comments Provided by PRDoH</b>	0 days	Mon 9/12/22	Mon 9/12/22	938			
940	3.2.3.7.2.7		Incorporate Comments and Update System Operations Plan	5 days	Tue 9/13/22	Mon 9/19/22	939			
941	3.2.3.7.2.8		Conduct Peer and Quality Review of System Operations Plan	2 days	Tue 9/20/22	Wed 9/21/22	940			
942	3.2.3.7.2.9	42, D050	<b>D: System Operations Plan Submitted to PRDoH</b>	0 days	Wed 9/21/22	Wed 9/21/22	941	33	8	Operations Manage
943	3.2.3.7.2.10		C: Review System Operations Plan by PRDoH	5 days	Wed 9/21/22	Wed 9/28/22	942			
944	3.2.3.7.2.11		<b>M: System Operations Plan Approved by PRDoH</b>	0 days	Wed 9/28/22	Wed 9/28/22	943			
945	3.2.3.7.3		<b>M: System Operations Plan Complete</b>	0 days	Wed 9/28/22	Wed 9/28/22	944			
946	3.2.3.8	46, D052	<b>Training Documentation</b>	36 days	Wed 7/13/22	Wed 8/31/22		200	15	
947	3.2.3.8.1		<b>DED Approval</b>	6 days	Wed 7/13/22	Wed 7/20/22				
948	3.2.3.8.1.1		Tailor Training Documentation DED	3 days	Wed 7/13/22	Fri 7/15/22	954SS-6 days			
949	3.2.3.8.1.2		Conduct Peer and Quality Review of Training Documentation DED	2 days	Mon 7/18/22	Tue 7/19/22	948			
950	3.2.3.8.1.3		<b>D-I: Training Documentation DED Submitted to PRDoH</b>	0 days	Tue 7/19/22	Tue 7/19/22	949			
951	3.2.3.8.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 7/19/22	Wed 7/20/22	950			
952	3.2.3.8.1.5		<b>M: Training Documentation DED Approved and Signed Off by PRDoH</b>	0 days	Wed 7/20/22	Wed 7/20/22	951			
953	3.2.3.8.2		<b>Deliverable Approval</b>	30 days	Thu 7/21/22	Wed 8/31/22		200	15	
954	3.2.3.8.2.1		Tailor Training Documentation	5 days	Thu 7/21/22	Wed 7/27/22	967SS-50 days			
955	3.2.3.8.2.2		Conduct Peer and Quality Review of Training Documentation	2 days	Thu 7/28/22	Fri 7/29/22	954			
956	3.2.3.8.2.3		C: Walk Through Training Documentation With PRDoH	1 day	Fri 7/29/22	Mon 8/1/22	955			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
957	3.2.3.8.2.4		<b>D-I: Training Documentation Submitted to PRDoH</b>	0 days	Mon 8/1/22	Mon 8/1/22	956			
958	3.2.3.8.2.5		C: Review Draft Training Documentation by PRDoH	10 days	Mon 8/1/22	Mon 8/15/22	957			
959	3.2.3.8.2.6		<b>M: Training Documentation Comments Provided by PRDoH</b>	0 days	Mon 8/15/22	Mon 8/15/22	958			
960	3.2.3.8.2.7		Incorporate Comments and Update Training Documentation	5 days	Tue 8/16/22	Mon 8/22/22	959			
961	3.2.3.8.2.8		Conduct Peer and Quality Review of Training Documentation	2 days	Tue 8/23/22	Wed 8/24/22	960			
962	3.2.3.8.2.9	46, D052	<b>D: Training Documentation Submitted to PRDoH</b>	0 days	Wed 8/24/22	Wed 8/24/22	961	200	15	Operations Manage
963	3.2.3.8.2.10		C: Review Training Documentation by PRDoH	5 days	Wed 8/24/22	Wed 8/31/22	962			
964	3.2.3.8.2.11		<b>M: Training Documentation Approved by PRDoH</b>	0 days	Wed 8/31/22	Wed 8/31/22	963			
965	3.2.3.8.3		<b>M: Training Documentation Complete</b>	0 days	Wed 8/31/22	Wed 8/31/22	964			
966	3.2.4		C: Conduct Go/No Go Decision Meeting	1 day	Wed 9/28/22	Wed 9/28/22	685, 719			
967	3.2.5		C: Execute Cutover	2 days	Thu 9/29/22	Fri 9/30/22	966			
968	3.2.6		<b>M: Implementation Complete</b>	0 days	Fri 9/30/22	Fri 9/30/22	967			
969	3.3		<b>M: Phase 1 Go-Live</b>	0 days	Fri 9/30/22	Fri 9/30/22	968			
970	4		<b>Phase 2 - Federal Reporting (Encounter Data and Existing Reports)</b>	247 days	Fri 1/21/22	Sat 12/31/22		30213	2159	
971	4.1		<b>Solution Design and Testing - Phase 2</b>	243 days	Fri 1/21/22	Tue 12/27/22		28490	1981	
972	4.1.1		<b>Phase 2 - Federal Reporting - Design, Configuration, and Build Iterations (includes Customization, Unit Test, SIT, Regression, HIP)</b>	217 days	Fri 1/21/22	Mon 11/21/22		18694	1228	
973	4.1.1.1		C: Iteration 1	15 days	Mon 1/31/22	Fri 2/18/22	315SS+10 days			
974	4.1.1.2		C: Iteration 2	15 days	Mon 2/21/22	Fri 3/11/22	973			
975	4.1.1.3		C: Iteration 3	15 days	Mon 3/14/22	Fri 4/1/22	974			
976	4.1.1.4		C: Iteration 4 (HIP)	15 days	Mon 4/4/22	Fri 4/22/22	975			
977	4.1.1.5		C: Iteration 5	15 days	Mon 4/25/22	Fri 5/13/22	976			
978	4.1.1.6		C: Iteration 6	15 days	Mon 5/16/22	Fri 6/3/22	977			
979	4.1.1.7		C: Iteration 7	15 days	Mon 6/6/22	Fri 6/24/22	978			
980	4.1.1.8		C: Iteration 8 (HIP)	15 days	Mon 6/27/22	Fri 7/15/22	979			
981	4.1.1.9		C: Iteration 9	15 days	Mon 7/18/22	Fri 8/5/22	980			
982	4.1.1.10		C: Iteration 10	15 days	Mon 8/8/22	Fri 8/26/22	981			
983	4.1.1.11		C: Iteration 11	15 days	Mon 8/29/22	Fri 9/16/22	982			
984	4.1.1.12		C: Iteration 12 (HIP)	15 days	Mon 9/19/22	Fri 10/7/22	983			
985	4.1.1.13		C: Iteration 13	15 days	Mon 10/10/22	Fri 10/28/22	984			
986	4.1.1.14		<b>M: Iterations - Phase 2 Complete</b>	0 days	Fri 10/28/22	Fri 10/28/22	985			
987	4.1.1.15		<b>Solution Design and Testing Deliverables</b>	217 days	Fri 1/21/22	Mon 11/21/22		18694	1228	
988	4.1.1.15.1	30, D073	<b>Requirements Traceability Matrix (RTM)</b>	211 days	Mon 1/31/22	Mon 11/21/22		10429	205	
989	4.1.1.15.1.1		<b>Deliverable Approval</b>	211 days	Mon 1/31/22	Mon 11/21/22		10429	205	
990	4.1.1.15.1.1.1		Update RTM During Iterations (as needed)	195 days	Mon 1/31/22	Fri 10/28/22	973SS			
991	4.1.1.15.1.1.2		Conduct Peer and Quality Review of RTM	5 days	Mon 10/31/22	Fri 11/4/22	990			
992	4.1.1.15.1.1.3		C: Walk Through RTM With PRDoH	1 day	Fri 11/4/22	Mon 11/7/22	991			
993	4.1.1.15.1.1.4		<b>D-I: RTM Submitted to PRDoH</b>	0 days	Mon 11/7/22	Mon 11/7/22	992			
994	4.1.1.15.1.1.5		C: Review Draft RTM by PRDoH	5 days	Mon 11/7/22	Mon 11/14/22	993			
995	4.1.1.15.1.1.6		<b>M: RTM Comments Provided by PRDoH</b>	0 days	Mon 11/14/22	Mon 11/14/22	994			
996	4.1.1.15.1.1.7		Incorporate Comments and Update RTM	2 days	Tue 11/15/22	Wed 11/16/22	995			
997	4.1.1.15.1.1.8		Conduct Peer and Quality Review of RTM	1 day	Thu 11/17/22	Thu 11/17/22	996			
998	4.1.1.15.1.1.9	30, D073	<b>D: RTM Submitted to PRDoH</b>	0 days	Thu 11/17/22	Thu 11/17/22	997	10429	205	Business Lead
999	4.1.1.15.1.1.10		C: Review RTM by PRDoH	2 days	Thu 11/17/22	Mon 11/21/22	998			
1000	4.1.1.15.1.1.11		<b>M: RTM Approved by PRDoH</b>	0 days	Mon 11/21/22	Mon 11/21/22	999			
1001	4.1.1.15.1.2		<b>M: RTM Complete</b>	0 days	Mon 11/21/22	Mon 11/21/22	1000			



### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1002	4.1.1.15.2	9, D027	<b>Detailed System Design (DSD) Document</b>	217 days	Fri 1/21/22	Mon 11/21/22		1851	110	
1003	4.1.1.15.2.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
1004	4.1.1.15.2.1.1		Tailor DSD DED	3 days	Fri 1/21/22	Tue 1/25/22	1010SS-6 days			
1005	4.1.1.15.2.1.2		Conduct Peer and Quality Review of DSD DED	2 days	Wed 1/26/22	Thu 1/27/22	1004			
1006	4.1.1.15.2.1.3		<b>D-I: DSD DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	1005			
1007	4.1.1.15.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1006			
1008	4.1.1.15.2.1.5		<b>M: DSD DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	1007			
1009	4.1.1.15.2.2		<b>Deliverable Approval</b>	211 days	Mon 1/31/22	Mon 11/21/22		1851	110	
1010	4.1.1.15.2.2.1		Tailor DSD	195 days	Mon 1/31/22	Fri 10/28/22	973SS			
1011	4.1.1.15.2.2.2		Conduct Peer and Quality Review of DSD	5 days	Mon 10/31/22	Fri 11/4/22	1010			
1012	4.1.1.15.2.2.3		C: Walk Through DSD With PRDoH	1 day	Fri 11/4/22	Mon 11/7/22	1011			
1013	4.1.1.15.2.2.4		<b>D-I: DSD Submitted to PRDoH</b>	0 days	Mon 11/7/22	Mon 11/7/22	1012			
1014	4.1.1.15.2.2.5		C: Review Draft DSD by PRDoH	5 days	Mon 11/7/22	Mon 11/14/22	1013			
1015	4.1.1.15.2.2.6		<b>M: DSD Comments Provided by PRDoH</b>	0 days	Mon 11/14/22	Mon 11/14/22	1014			
1016	4.1.1.15.2.2.7		Incorporate Comments and Update DSD	2 days	Tue 11/15/22	Wed 11/16/22	1015			
1017	4.1.1.15.2.2.8		Conduct Peer and Quality Review of DSD	1 day	Thu 11/17/22	Thu 11/17/22	1016			
1018	4.1.1.15.2.2.9	9, D027	<b>D: DSD Submitted to PRDoH</b>	0 days	Thu 11/17/22	Thu 11/17/22	1017	1851	110	Technical Lead
1019	4.1.1.15.2.2.10		C: Review DSD by PRDoH	2 days	Thu 11/17/22	Mon 11/21/22	1018			
1020	4.1.1.15.2.2.11		<b>M: DSD Approved by PRDoH</b>	0 days	Mon 11/21/22	Mon 11/21/22	1019			
1021	4.1.1.15.2.3		<b>M: DSD Complete</b>	0 days	Mon 11/21/22	Mon 11/21/22	1020			
1022	4.1.1.15.3		<b>System Test and System Integration Test (SIT)</b>	194 days	Fri 1/21/22	Wed 10/19/22		2389	300	
1023	4.1.1.15.3.1	40, D035	<b>System Test and System Integration Test (SIT) Cases</b>	194 days	Fri 1/21/22	Wed 10/19/22		337	150	
1024	4.1.1.15.3.1.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
1025	4.1.1.15.3.1.1.1		Tailor System Test and System Integration Test (SIT) Cases DED	3 days	Fri 1/21/22	Tue 1/25/22	1031SS-6 days			
1026	4.1.1.15.3.1.1.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases DED	2 days	Wed 1/26/22	Thu 1/27/22	1025			
1027	4.1.1.15.3.1.1.3		<b>D-I: System Test and System Integration Test (SIT) Cases DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	1026			
1028	4.1.1.15.3.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1027			
1029	4.1.1.15.3.1.1.5		<b>M: System Test and System Integration Test (SIT) Cases DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	1028			
1030	4.1.1.15.3.1.2		<b>Deliverable Approval</b>	188 days	Mon 1/31/22	Wed 10/19/22		337	150	
1031	4.1.1.15.3.1.2.1		Tailor System Test and System Integration Test (SIT) Cases	175 days	Mon 1/31/22	Fri 9/30/22	973SS			
1032	4.1.1.15.3.1.2.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases	2 days	Mon 10/3/22	Tue 10/4/22	1031			
1033	4.1.1.15.3.1.2.3		C: Walk Through System Test and System Integration Test (SIT) Cases With PRDoH	1 day	Tue 10/4/22	Wed 10/5/22	1032			
1034	4.1.1.15.3.1.2.4		<b>D-I: System Test and System Integration Test (SIT) Cases Submitted to PRDoH</b>	0 days	Wed 10/5/22	Wed 10/5/22	1033			
1035	4.1.1.15.3.1.2.5		C: Review Draft System Test and System Integration Test (SIT) Cases by PRDoH	5 days	Wed 10/5/22	Wed 10/12/22	1034			
1036	4.1.1.15.3.1.2.6		<b>M: System Test and System Integration Test (SIT) Cases Comments Provided by PRDoH</b>	0 days	Wed 10/12/22	Wed 10/12/22	1035			
1037	4.1.1.15.3.1.2.7		Incorporate Comments and Update System Test and System Integration Test (SIT) Cases	2 days	Thu 10/13/22	Fri 10/14/22	1036			
1038	4.1.1.15.3.1.2.8		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases	1 day	Mon 10/17/22	Mon 10/17/22	1037			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1039	4.1.1.15.3.1.2.9	40, D035	<b>D: System Test and System Integration Test (SIT) Cases Submitted to PRDoH</b>	0 days	Mon 10/17/22	Mon 10/17/22	1038	337	150	Testing Manager
1040	4.1.1.15.3.1.2.10		C: Review System Test and System Integration Test (SIT) Cases by PRDoH	2 days	Mon 10/17/22	Wed 10/19/22	1039			
1041	4.1.1.15.3.1.2.11		<b>M: System Test and System Integration Test (SIT) Cases Approved by PRDoH</b>	0 days	Wed 10/19/22	Wed 10/19/22	1040			
1042	4.1.1.15.3.1.3		<b>M: System Test and System Integration Test (SIT) Cases Complete</b>	0 days	Wed 10/19/22	Wed 10/19/22	1041			
1043	4.1.1.15.3.2	41, D036	<b>System Test and System Integration Test (SIT) Results</b>	24 days	Fri 9/16/22	Wed 10/19/22		2052	150	
1044	4.1.1.15.3.2.1		<b>DED Approval</b>	6 days	Fri 9/16/22	Fri 9/23/22				
1045	4.1.1.15.3.2.1.1		Tailor System Test and System Integration Test (SIT) Results DED	3 days	Fri 9/16/22	Tue 9/20/22	1051SS-6 days			
1046	4.1.1.15.3.2.1.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results DED	2 days	Wed 9/21/22	Thu 9/22/22	1045			
1047	4.1.1.15.3.2.1.3		<b>D-I: System Test and System Integration Test (SIT) Results DED Submitted to PRDoH</b>	0 days	Thu 9/22/22	Thu 9/22/22	1046			
1048	4.1.1.15.3.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 9/22/22	Fri 9/23/22	1047			
1049	4.1.1.15.3.2.1.5		<b>M: System Test and System Integration Test (SIT) Results DED Approved and Signed Off by PRDoH</b>	0 days	Fri 9/23/22	Fri 9/23/22	1048			
1050	4.1.1.15.3.2.2		<b>Deliverable Approval</b>	18 days	Mon 9/26/22	Wed 10/19/22		2052	150	
1051	4.1.1.15.3.2.2.1		Tailor System Test and System Integration Test (SIT) Results	5 days	Mon 9/26/22	Fri 9/30/22	986FS-25 days			
1052	4.1.1.15.3.2.2.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results	2 days	Mon 10/3/22	Tue 10/4/22	1051			
1053	4.1.1.15.3.2.2.3		C: Walk Through System Test and System Integration Test (SIT) Results With PRDoH	1 day	Tue 10/4/22	Wed 10/5/22	1052			
1054	4.1.1.15.3.2.2.4		<b>D-I: System Test and System Integration Test (SIT) Results Submitted to PRDoH</b>	0 days	Wed 10/5/22	Wed 10/5/22	1053			
1055	4.1.1.15.3.2.2.5		C: Review Draft System Test and System Integration Test (SIT) Results by PRDoH	5 days	Wed 10/5/22	Wed 10/12/22	1054			
1056	4.1.1.15.3.2.2.6		<b>M: System Test and System Integration Test (SIT) Results Comments Provided by PRDoH</b>	0 days	Wed 10/12/22	Wed 10/12/22	1055			
1057	4.1.1.15.3.2.2.7		Incorporate Comments and Update System Test and System Integration Test (SIT) Results	2 days	Thu 10/13/22	Fri 10/14/22	1056			
1058	4.1.1.15.3.2.2.8		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results	1 day	Mon 10/17/22	Mon 10/17/22	1057			
1059	4.1.1.15.3.2.2.9	41, D036	<b>D: System Test and System Integration Test (SIT) Results Submitted to PRDoH</b>	0 days	Mon 10/17/22	Mon 10/17/22	1058	2052	150	Testing Manager
1060	4.1.1.15.3.2.2.10		C: Review System Test and System Integration Test (SIT) Results by PRDoH	2 days	Mon 10/17/22	Wed 10/19/22	1059			
1061	4.1.1.15.3.2.2.11		<b>M: System Test and System Integration Test (SIT) Results Approved by PRDoH</b>	0 days	Wed 10/19/22	Wed 10/19/22	1060			
1062	4.1.1.15.3.2.3		<b>M: System Test and System Integration Test (SIT) Results Complete</b>	0 days	Wed 10/19/22	Wed 10/19/22	1061			
1063	4.1.1.15.4		<b>End-To-End System Testing (includes Regression and Integration)</b>	214 days	Fri 1/21/22	Wed 11/16/22		1643	365	
1064	4.1.1.15.4.1	27, D030	<b>End-To-End System Test Cases (includes Regression and Integration)</b>	177 days	Fri 1/21/22	Mon 9/26/22		645	292	
1065	4.1.1.15.4.1.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
1066	4.1.1.15.4.1.1.1		Tailor End-To-End System Test Cases (includes Regression and Integration) DED	3 days	Fri 1/21/22	Tue 1/25/22	1072SS-6 days			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1067	4.1.1.15.4.1.1.2		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration) DED	2 days	Wed 1/26/22	Thu 1/27/22	1066			
1068	4.1.1.15.4.1.1.3		<b>D-I: End-To-End System Test Cases (includes Regression and Integration) DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	1067			
1069	4.1.1.15.4.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1068			
1070	4.1.1.15.4.1.1.5		<b>M: End-To-End System Test Cases (includes Regression and Integration) DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	1069			
1071	4.1.1.15.4.1.2		<b>Deliverable Approval</b>	171 days	Mon 1/31/22	Mon 9/26/22		645	292	
1072	4.1.1.15.4.1.2.1		Tailor End-To-End System Test Cases (includes Regression and Integration)	155 days	Mon 1/31/22	Fri 9/2/22	973SS			
1073	4.1.1.15.4.1.2.2		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration)	5 days	Mon 9/5/22	Fri 9/9/22	1072			
1074	4.1.1.15.4.1.2.3		C: Walk Through End-To-End System Test Cases (includes Regression and Integration) With PRDoH	1 day	Fri 9/9/22	Mon 9/12/22	1073			
1075	4.1.1.15.4.1.2.4		<b>D-I: End-To-End System Test Cases (includes Regression and Integration) Submitted to PRDoH</b>	0 days	Mon 9/12/22	Mon 9/12/22	1074			
1076	4.1.1.15.4.1.2.5		C: Review Draft End-To-End System Test Cases (includes Regression and Integration) by PRDoH	5 days	Mon 9/12/22	Mon 9/19/22	1075			
1077	4.1.1.15.4.1.2.6		<b>M: End-To-End System Test Cases (includes Regression and Integration) Comments Provided by PRDoH</b>	0 days	Mon 9/19/22	Mon 9/19/22	1076			
1078	4.1.1.15.4.1.2.7		Incorporate Comments and Update End-To-End System Test Cases (includes Regression and Integration)	2 days	Tue 9/20/22	Wed 9/21/22	1077			
1079	4.1.1.15.4.1.2.8		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration)	1 day	Thu 9/22/22	Thu 9/22/22	1078			
1080	4.1.1.15.4.1.2.9	27, D030	<b>D: End-To-End System Test Cases (includes Regression and Integration) Submitted to PRDoH</b>	0 days	Thu 9/22/22	Thu 9/22/22	1079	645	292	Testing Manager
1081	4.1.1.15.4.1.2.10		C: Review End-To-End System Test Cases (includes Regression and Integration) by PRDoH	2 days	Thu 9/22/22	Mon 9/26/22	1080			
1082	4.1.1.15.4.1.2.11		<b>M: End-To-End System Test Cases (includes Regression and Integration) Approved by PRDoH</b>	0 days	Mon 9/26/22	Mon 9/26/22	1081			
1083	4.1.1.15.4.1.3		<b>M: End-To-End System Test Cases (includes Regression and Integration) Complete</b>	0 days	Mon 9/26/22	Mon 9/26/22	1082			
1084	4.1.1.15.4.2	28, D031	<b>End-To-End System Test Results (Includes Regression and Integration)</b>	29 days	Fri 10/7/22	Wed 11/16/22		998	73	
1085	4.1.1.15.4.2.1		<b>DED Approval</b>	6 days	Fri 10/7/22	Fri 10/14/22				
1086	4.1.1.15.4.2.1.1		Tailor End-To-End System Test Results (Includes Regression and Integration) DED	3 days	Fri 10/7/22	Tue 10/11/22	1092SS-6 days			
1087	4.1.1.15.4.2.1.2		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration) DED	2 days	Wed 10/12/22	Thu 10/13/22	1086			
1088	4.1.1.15.4.2.1.3		<b>D-I: End-To-End System Test Results (Includes Regression and Integration) DED Submitted to PRDoH</b>	0 days	Thu 10/13/22	Thu 10/13/22	1087			
1089	4.1.1.15.4.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 10/13/22	Fri 10/14/22	1088			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1090	4.1.1.15.4.2.1.5		<b>M: End-To-End System Test Results (Includes Regression and Integration) DED Approved and Signed Off by PRDoH</b>	0 days	Fri 10/14/22	Fri 10/14/22	1089			
1091	4.1.1.15.4.2.2		<b>Deliverable Approval</b>	23 days	Mon 10/17/22	Wed 11/16/22		998	73	
1092	4.1.1.15.4.2.2.1		Tailor End-To-End System Test Results (Includes Regression and Integration)	10 days	Mon 10/17/22	Fri 10/28/22	986FS-10 days			
1093	4.1.1.15.4.2.2.2		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration)	2 days	Mon 10/31/22	Tue 11/1/22	1092			
1094	4.1.1.15.4.2.2.3		C: Walk Through End-To-End System Test Results (Includes Regression and Integration) With PRDoH	1 day	Tue 11/1/22	Wed 11/2/22	1093			
1095	4.1.1.15.4.2.2.4		<b>D-I: End-To-End System Test Results (Includes Regression and Integration) Submitted to PRDoH</b>	0 days	Wed 11/2/22	Wed 11/2/22	1094			
1096	4.1.1.15.4.2.2.5		C: Review Draft End-To-End System Test Results (Includes Regression and Integration) by PRDoH	5 days	Wed 11/2/22	Wed 11/9/22	1095			
1097	4.1.1.15.4.2.2.6		<b>M: End-To-End System Test Results (Includes Regression and Integration) Comments Provided by PRDoH</b>	0 days	Wed 11/9/22	Wed 11/9/22	1096			
1098	4.1.1.15.4.2.2.7		Incorporate Comments and Update End-To-End System Test Results (Includes Regression and Integration)	2 days	Thu 11/10/22	Fri 11/11/22	1097			
1099	4.1.1.15.4.2.2.8		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration)	1 day	Mon 11/14/22	Mon 11/14/22	1098			
1100	4.1.1.15.4.2.2.9	28, D031	<b>D: End-To-End System Test Results (Includes Regression and Integration) Submitted to PRDoH</b>	0 days	Mon 11/14/22	Mon 11/14/22	1099	998	73	Testing Manager
1101	4.1.1.15.4.2.2.10		C: Review End-To-End System Test Results (Includes Regression and Integration) by PRDoH	2 days	Mon 11/14/22	Wed 11/16/22	1100			
1102	4.1.1.15.4.2.2.11		<b>M: End-To-End System Test Results (Includes Regression and Integration) Approved by PRDoH</b>	0 days	Wed 11/16/22	Wed 11/16/22	1101			
1103	4.1.1.15.4.2.3		<b>M: End-To-End System Test Results (Includes Regression and Integration) Complete</b>	0 days	Wed 11/16/22	Wed 11/16/22	1102			
1104	4.1.1.15.5		<b>Load and Stress Testing</b>	79 days	Fri 7/29/22	Wed 11/16/22		1994	220	
1105	4.1.1.15.5.1	15, D029	<b>Load and Stress Test Cases</b>	44 days	Fri 7/29/22	Wed 9/28/22		497	110	
1106	4.1.1.15.5.1.1		<b>DED Approval</b>	6 days	Fri 7/29/22	Fri 8/5/22				
1107	4.1.1.15.5.1.1.1		Tailor Load and Stress Test Cases DED	3 days	Fri 7/29/22	Tue 8/2/22	1113SS-6 days			
1108	4.1.1.15.5.1.1.2		Conduct Peer and Quality Review of Load and Stress Test Cases DED	2 days	Wed 8/3/22	Thu 8/4/22	1107			
1109	4.1.1.15.5.1.1.3		<b>D-I: Load and Stress Test Cases DED Submitted to PRDoH</b>	0 days	Thu 8/4/22	Thu 8/4/22	1108			
1110	4.1.1.15.5.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 8/4/22	Fri 8/5/22	1109			
1111	4.1.1.15.5.1.1.5		<b>M: Load and Stress Test Cases DED Approved and Signed Off by PRDoH</b>	0 days	Fri 8/5/22	Fri 8/5/22	1110			
1112	4.1.1.15.5.1.2		<b>Deliverable Approval</b>	38 days	Mon 8/8/22	Wed 9/28/22		497	110	
1113	4.1.1.15.5.1.2.1		Tailor Load and Stress Test Cases	10 days	Mon 8/8/22	Fri 8/19/22	1125SS-40 days			
1114	4.1.1.15.5.1.2.2		Conduct Peer and Quality Review of Load and Stress Test Cases	5 days	Mon 8/22/22	Fri 8/26/22	1113			
1115	4.1.1.15.5.1.2.3		C: Walk Through Load and Stress Test Cases With PRDoH	1 day	Fri 8/26/22	Mon 8/29/22	1114			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1116	4.1.1.15.5.1.2.4		<b>D-I: Load and Stress Test Cases Submitted to PRDoH</b>	0 days	Mon 8/29/22	Mon 8/29/22	1115			
1117	4.1.1.15.5.1.2.5		C: Review Draft Load and Stress Test Cases by PRDoH	10 days	Mon 8/29/22	Mon 9/12/22	1116			
1118	4.1.1.15.5.1.2.6		<b>M: Load and Stress Test Cases Comments Provided by PRDoH</b>	0 days	Mon 9/12/22	Mon 9/12/22	1117			
1119	4.1.1.15.5.1.2.7		Incorporate Comments and Update Load and Stress Test Cases	5 days	Tue 9/13/22	Mon 9/19/22	1118			
1120	4.1.1.15.5.1.2.8		Conduct Peer and Quality Review of Load and Stress Test Cases	2 days	Tue 9/20/22	Wed 9/21/22	1119			
1121	4.1.1.15.5.1.2.9	15, D029	<b>D: Load and Stress Test Cases Submitted to PRDoH</b>	0 days	Wed 9/21/22	Wed 9/21/22	1120	497	110	Testing Manager
1122	4.1.1.15.5.1.2.10		C: Review Load and Stress Test Cases by PRDoH	5 days	Wed 9/21/22	Wed 9/28/22	1121			
1123	4.1.1.15.5.1.2.11		<b>M: Load and Stress Test Cases Approved by PRDoH</b>	0 days	Wed 9/28/22	Wed 9/28/22	1122			
1124	4.1.1.15.5.1.3		<b>M: Load and Stress Test Cases Complete</b>	0 days	Wed 9/28/22	Wed 9/28/22	1123			
1125	4.1.1.15.5.2		Execute Load and Stress Testing	20 days	Mon 10/3/22	Fri 10/28/22	986FS-20 days			
1126	4.1.1.15.5.3	16, D026	<b>Load and Stress Test Results</b>	24 days	Fri 10/14/22	Wed 11/16/22		1497	110	
1127	4.1.1.15.5.3.1		<b>DED Approval</b>	6 days	Fri 10/14/22	Fri 10/21/22				
1128	4.1.1.15.5.3.1.1		Tailor Load and Stress Test Results DED	3 days	Fri 10/14/22	Tue 10/18/22	1134SS-6 days			
1129	4.1.1.15.5.3.1.2		Conduct Peer and Quality Review of Load and Stress Test Results DED	2 days	Wed 10/19/22	Thu 10/20/22	1128			
1130	4.1.1.15.5.3.1.3		<b>D-I: Load and Stress Test Results DED Submitted to PRDoH</b>	0 days	Thu 10/20/22	Thu 10/20/22	1129			
1131	4.1.1.15.5.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 10/20/22	Fri 10/21/22	1130			
1132	4.1.1.15.5.3.1.5		<b>M: Load and Stress Test Results DED Approved and Signed Off by PRDoH</b>	0 days	Fri 10/21/22	Fri 10/21/22	1131			
1133	4.1.1.15.5.3.2		<b>Deliverable Approval</b>	18 days	Mon 10/24/22	Wed 11/16/22		1497	110	
1134	4.1.1.15.5.3.2.1		Tailor Load and Stress Test Results	5 days	Mon 10/24/22	Fri 10/28/22	1125FS-5 days			
1135	4.1.1.15.5.3.2.2		Conduct Peer and Quality Review of Load and Stress Test Results	2 days	Mon 10/31/22	Tue 11/1/22	1134			
1136	4.1.1.15.5.3.2.3		C: Walk Through Load and Stress Test Results With PRDoH	1 day	Tue 11/1/22	Wed 11/2/22	1135			
1137	4.1.1.15.5.3.2.4		<b>D-I: Load and Stress Test Results Submitted to PRDoH</b>	0 days	Wed 11/2/22	Wed 11/2/22	1136			
1138	4.1.1.15.5.3.2.5		C: Review Draft Load and Stress Test Results by PRDoH	5 days	Wed 11/2/22	Wed 11/9/22	1137			
1139	4.1.1.15.5.3.2.6		<b>M: Load and Stress Test Results Comments Provided by PRDoH</b>	0 days	Wed 11/9/22	Wed 11/9/22	1138			
1140	4.1.1.15.5.3.2.7		Incorporate Comments and Update Load and Stress Test Results	2 days	Thu 11/10/22	Fri 11/11/22	1139			
1141	4.1.1.15.5.3.2.8		Conduct Peer and Quality Review of Load and Stress Test Results	1 day	Mon 11/14/22	Mon 11/14/22	1140			
1142	4.1.1.15.5.3.2.9	16, D026	<b>D: Load and Stress Test Results Submitted to PRDoH</b>	0 days	Mon 11/14/22	Mon 11/14/22	1141	1497	110	Testing Manager
1143	4.1.1.15.5.3.2.10		C: Review Load and Stress Test Results by PRDoH	2 days	Mon 11/14/22	Wed 11/16/22	1142			
1144	4.1.1.15.5.3.2.11		<b>M: Load and Stress Test Results Approved by PRDoH</b>	0 days	Wed 11/16/22	Wed 11/16/22	1143			
1145	4.1.1.15.5.3.3		<b>M: Load and Stress Test Results Complete</b>	0 days	Wed 11/16/22	Wed 11/16/22	1144			
1146	4.1.1.15.6	39, D034	<b>System Integration Plan</b>	54 days	Fri 1/21/22	Wed 4/6/22		388	28	
1147	4.1.1.15.6.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
1148	4.1.1.15.6.1.1		Tailor System Integration Plan DED	3 days	Fri 1/21/22	Tue 1/25/22	1154SS-6 days			
1149	4.1.1.15.6.1.2		Conduct Peer and Quality Review of System Integration Plan DED	2 days	Wed 1/26/22	Thu 1/27/22	1148			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1150	4.1.1.15.6.1.3		<b>D-I: System Integration Plan DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	1149			
1151	4.1.1.15.6.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1150			
1152	4.1.1.15.6.1.5		<b>M: System Integration Plan DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	1151			
1153	4.1.1.15.6.2		<b>Deliverable Approval</b>	48 days	Mon 1/31/22	Wed 4/6/22		388	28	
1154	4.1.1.15.6.2.1		Tailor System Integration Plan	20 days	Mon 1/31/22	Fri 2/25/22	973SS			
1155	4.1.1.15.6.2.2		Conduct Peer and Quality Review of System Integration Plan	5 days	Mon 2/28/22	Fri 3/4/22	1154			
1156	4.1.1.15.6.2.3		C: Walk Through System Integration Plan With PRDoH	1 day	Fri 3/4/22	Mon 3/7/22	1155			
1157	4.1.1.15.6.2.4		<b>D-I: System Integration Plan Submitted to PRDoH</b>	0 days	Mon 3/7/22	Mon 3/7/22	1156			
1158	4.1.1.15.6.2.5		C: Review Draft System Integration Plan by PRDoH	10 days	Mon 3/7/22	Mon 3/21/22	1157			
1159	4.1.1.15.6.2.6		<b>M: System Integration Plan Comments Provided by PRDoH</b>	0 days	Mon 3/21/22	Mon 3/21/22	1158			
1160	4.1.1.15.6.2.7		Incorporate Comments and Update System Integration Plan	5 days	Tue 3/22/22	Mon 3/28/22	1159			
1161	4.1.1.15.6.2.8		Conduct Peer and Quality Review of System Integration Plan	2 days	Tue 3/29/22	Wed 3/30/22	1160			
1162	4.1.1.15.6.2.9	39, D034	<b>D: System Integration Plan Submitted to PRDoH</b>	0 days	Wed 3/30/22	Wed 3/30/22	1161	388	28	Technical Lead
1163	4.1.1.15.6.2.10		C: Review System Integration Plan by PRDoH	5 days	Wed 3/30/22	Wed 4/6/22	1162			
1164	4.1.1.15.6.2.11		<b>M: System Integration Plan Approved by PRDoH</b>	0 days	Wed 4/6/22	Wed 4/6/22	1163			
1165	4.1.1.15.6.3		<b>M: System Integration Plan Complete</b>	0 days	Wed 4/6/22	Wed 4/6/22	1164			
1166	4.1.1.15.7		<b>M: Solution Design and Testing Deliverables Complete</b>	0 days	Mon 11/21/22	Mon 11/21/22	1001, 1021, 1042, 1062, 1165			
1167	4.1.2		<b>Acceptance and Readiness - Phase 2</b>	243 days	Fri 1/21/22	Tue 12/27/22		9796	753	
1168	4.1.2.1		<b>User Acceptance Testing</b>	239 days	Fri 1/21/22	Wed 12/21/22		9705	746	
1169	4.1.2.1.1		<b>User Acceptance Testing (UAT) Planning</b>	234 days	Fri 1/21/22	Wed 12/14/22		5800	455	
1170	4.1.2.1.1.1		<b>User Acceptance Test Support Plan</b>	12 days	Mon 10/10/22	Tue 10/25/22				
1171	4.1.2.1.1.1.1		Develop User Acceptance Test Support Plan	10 days	Mon 10/10/22	Fri 10/21/22	1279SS-15 days			
1172	4.1.2.1.1.1.2		Conduct Peer and Quality Review of User Acceptance Test Support Plan	2 days	Mon 10/24/22	Tue 10/25/22	1171			
1173	4.1.2.1.1.1.3		<b>WP: User Acceptance Test Support Plan Posted</b>	0 days	Tue 10/25/22	Tue 10/25/22	1172			
1174	4.1.2.1.1.1.4		<b>M: User Acceptance Test Support Plan Complete</b>	0 days	Tue 10/25/22	Tue 10/25/22	1173			
1175	4.1.2.1.1.2	49, D038	<b>User Acceptance Test (UAT) Cases</b>	54 days	Fri 8/12/22	Wed 10/26/22		3903	291	
1176	4.1.2.1.1.2.1		<b>DED Approval</b>	6 days	Fri 8/12/22	Fri 8/19/22				
1177	4.1.2.1.1.2.1.1		Tailor UAT Cases DED	3 days	Fri 8/12/22	Tue 8/16/22	1183SS-6 days			
1178	4.1.2.1.1.2.1.2		Conduct Peer and Quality Review of UAT Cases DED	2 days	Wed 8/17/22	Thu 8/18/22	1177			
1179	4.1.2.1.1.2.1.3		<b>D-I: UAT Cases DED Submitted to PRDoH</b>	0 days	Thu 8/18/22	Thu 8/18/22	1178			
1180	4.1.2.1.1.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 8/18/22	Fri 8/19/22	1179			
1181	4.1.2.1.1.2.1.5		<b>M: UAT Cases DED Approved and Signed Off by PRDoH</b>	0 days	Fri 8/19/22	Fri 8/19/22	1180			
1182	4.1.2.1.1.2.2		<b>Deliverable Approval</b>	48 days	Mon 8/22/22	Wed 10/26/22		3903	291	
1183	4.1.2.1.1.2.2.1		Tailor UAT Cases	20 days	Mon 8/22/22	Fri 9/16/22	1279SS-50 days			
1184	4.1.2.1.1.2.2.2		Conduct Peer and Quality Review of UAT Cases	5 days	Mon 9/19/22	Fri 9/23/22	1183			
1185	4.1.2.1.1.2.2.3		C: Walk Through UAT Cases With PRDoH	1 day	Fri 9/23/22	Mon 9/26/22	1184			
1186	4.1.2.1.1.2.2.4		<b>D-I: UAT Cases Submitted to PRDoH</b>	0 days	Mon 9/26/22	Mon 9/26/22	1185			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1187	4.1.2.1.1.2.2.5		C: Review Draft UAT Cases by PRDoH	10 days	Mon 9/26/22	Mon 10/10/22	1186			
1188	4.1.2.1.1.2.2.6		M: UAT Cases Comments Provided by PRDoH	0 days	Mon 10/10/22	Mon 10/10/22	1187			
1189	4.1.2.1.1.2.2.7		Incorporate Comments and Update UAT Cases	5 days	Tue 10/11/22	Mon 10/17/22	1188			
1190	4.1.2.1.1.2.2.8		Conduct Peer and Quality Review of UAT Cases	2 days	Tue 10/18/22	Wed 10/19/22	1189			
1191	4.1.2.1.1.2.2.9	49, D038	D: UAT Cases Submitted to PRDoH	0 days	Wed 10/19/22	Wed 10/19/22	1190	3903	291	Testing Manager
1192	4.1.2.1.1.2.2.10		C: Review UAT Cases by PRDoH	5 days	Wed 10/19/22	Wed 10/26/22	1191			
1193	4.1.2.1.1.2.2.11		M: UAT Cases Approved by PRDoH	0 days	Wed 10/26/22	Wed 10/26/22	1192			
1194	4.1.2.1.1.2.3		M: UAT Cases Complete	0 days	Wed 10/26/22	Wed 10/26/22	1193			
1195	4.1.2.1.1.3		Prepare Test Data for UAT	10 days	Mon 10/17/22	Fri 10/28/22	1279SS-10 days			
1196	4.1.2.1.1.4	22, D028	Operations Schedule	44 days	Fri 10/14/22	Wed 12/14/22		67	9	
1197	4.1.2.1.1.4.1		DED Approval	6 days	Fri 10/14/22	Fri 10/21/22				
1198	4.1.2.1.1.4.1.1		Tailor Operations Schedule DED	3 days	Fri 10/14/22	Tue 10/18/22	1204SS-6 days			
1199	4.1.2.1.1.4.1.2		Conduct Peer and Quality Review of Operations Schedule DED	2 days	Wed 10/19/22	Thu 10/20/22	1198			
1200	4.1.2.1.1.4.1.3		D-I: Operations Schedule DED Submitted to PRDoH	0 days	Thu 10/20/22	Thu 10/20/22	1199			
1201	4.1.2.1.1.4.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 10/20/22	Fri 10/21/22	1200			
1202	4.1.2.1.1.4.1.5		M: Operations Schedule DED Approved and Signed Off by PRDoH	0 days	Fri 10/21/22	Fri 10/21/22	1201			
1203	4.1.2.1.1.4.2		Deliverable Approval	38 days	Mon 10/24/22	Wed 12/14/22		67	9	
1204	4.1.2.1.1.4.2.1		Tailor Operations Schedule	10 days	Mon 10/24/22	Fri 11/4/22	1278SS			
1205	4.1.2.1.1.4.2.2		Conduct Peer and Quality Review of Operations Schedule	5 days	Mon 11/7/22	Fri 11/11/22	1204			
1206	4.1.2.1.1.4.2.3		C: Walk Through Operations Schedule With PRDoH	1 day	Fri 11/11/22	Mon 11/14/22	1205			
1207	4.1.2.1.1.4.2.4		D-I: Operations Schedule Submitted to PRDoH	0 days	Mon 11/14/22	Mon 11/14/22	1206			
1208	4.1.2.1.1.4.2.5		C: Review Draft Operations Schedule by PRDoH	10 days	Mon 11/14/22	Mon 11/28/22	1207			
1209	4.1.2.1.1.4.2.6		M: Operations Schedule Comments Provided by PRDoH	0 days	Mon 11/28/22	Mon 11/28/22	1208			
1210	4.1.2.1.1.4.2.7		Incorporate Comments and Update Operations Schedule	5 days	Tue 11/29/22	Mon 12/5/22	1209			
1211	4.1.2.1.1.4.2.8		Conduct Peer and Quality Review of Operations Schedule	2 days	Tue 12/6/22	Wed 12/7/22	1210			
1212	4.1.2.1.1.4.2.9	22, D028	D: Operations Schedule Submitted to PRDoH	0 days	Wed 12/7/22	Wed 12/7/22	1211	67	9	Operations Manager
1213	4.1.2.1.1.4.2.10		C: Review Operations Schedule by PRDoH	5 days	Wed 12/7/22	Wed 12/14/22	1212			
1214	4.1.2.1.1.4.2.11		M: Operations Schedule Approved by PRDoH	0 days	Wed 12/14/22	Wed 12/14/22	1213			
1215	4.1.2.1.1.4.3		M: Operations Schedule Complete	0 days	Wed 12/14/22	Wed 12/14/22	1214			
1216	4.1.2.1.1.5	8, D026	Deployment Plan	33 days	Wed 1/26/22	Fri 3/11/22		319	44	
1217	4.1.2.1.1.5.1		DED Approval	6 days	Wed 1/26/22	Wed 2/2/22				
1218	4.1.2.1.1.5.1.1		Tailor Deployment Plan DED	3 days	Wed 1/26/22	Fri 1/28/22	1224SS-8 days			
1219	4.1.2.1.1.5.1.2		Conduct Peer and Quality Review of Deployment Plan DED	2 days	Mon 1/31/22	Tue 2/1/22	1218			
1220	4.1.2.1.1.5.1.3		D-I: Deployment Plan DED Submitted to PRDoH	0 days	Tue 2/1/22	Tue 2/1/22	1219			
1221	4.1.2.1.1.5.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 2/1/22	Wed 2/2/22	1220			
1222	4.1.2.1.1.5.1.5		M: Deployment Plan DED Approved and Signed Off by PRDoH	0 days	Wed 2/2/22	Wed 2/2/22	1221			
1223	4.1.2.1.1.5.2		Deliverable Approval	30 days	Mon 1/31/22	Fri 3/11/22		319	44	

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1224	4.1.2.1.1.5.2.1		Tailor Deployment Plan	5 days	Mon 1/31/22	Fri 2/4/22	973SS			
1225	4.1.2.1.1.5.2.2		Conduct Peer and Quality Review of Deployment Plan	2 days	Mon 2/7/22	Tue 2/8/22	1224			
1226	4.1.2.1.1.5.2.3		C: Walk Through Deployment Plan With PRDoH	1 day	Tue 2/8/22	Wed 2/9/22	1225			
1227	4.1.2.1.1.5.2.4		<b>D-I: Deployment Plan Submitted to PRDoH</b>	0 days	Wed 2/9/22	Wed 2/9/22	1226			
1228	4.1.2.1.1.5.2.5		C: Review Draft Deployment Plan by PRDoH	10 days	Wed 2/9/22	Wed 2/23/22	1227			
1229	4.1.2.1.1.5.2.6		<b>M: Deployment Plan Comments Provided by PRDoH</b>	0 days	Wed 2/23/22	Wed 2/23/22	1228			
1230	4.1.2.1.1.5.2.7		Incorporate Comments and Update Deployment Plan	5 days	Thu 2/24/22	Wed 3/2/22	1229			
1231	4.1.2.1.1.5.2.8		Conduct Peer and Quality Review of Deployment Plan	2 days	Thu 3/3/22	Fri 3/4/22	1230			
1232	4.1.2.1.1.5.2.9	8, D026	<b>D: Deployment Plan Submitted to PRDoH</b>	0 days	Fri 3/4/22	Fri 3/4/22	1231	319	44	Technical Lead
1233	4.1.2.1.1.5.2.10		C: Review Deployment Plan by PRDoH	5 days	Fri 3/4/22	Fri 3/11/22	1232			
1234	4.1.2.1.1.5.2.11		<b>M: Deployment Plan Approved by PRDoH</b>	0 days	Fri 3/11/22	Fri 3/11/22	1233			
1235	4.1.2.1.1.5.3		<b>M: Deployment Plan Complete</b>	0 days	Fri 3/11/22	Fri 3/11/22	1234			
1236	4.1.2.1.1.6		<b>Reporting</b>	209 days	Fri 1/21/22	Wed 11/9/22		1511	111	
1237	4.1.2.1.1.6.1	23, D029	<b>PRMP-Specific Reports</b>	94 days	Fri 7/1/22	Wed 11/9/22		898	66	
1238	4.1.2.1.1.6.1.1		<b>DED Approval</b>	6 days	Fri 7/1/22	Fri 7/8/22				
1239	4.1.2.1.1.6.1.1.1		Tailor PRMP-Specific Reports DED	3 days	Fri 7/1/22	Tue 7/5/22	1245SS-6 days			
1240	4.1.2.1.1.6.1.1.2		Conduct Peer and Quality Review of PRMP-Specific Reports DED	2 days	Wed 7/6/22	Thu 7/7/22	1239			
1241	4.1.2.1.1.6.1.1.3		<b>D-I: PRMP-Specific Reports DED Submitted to PRDoH</b>	0 days	Thu 7/7/22	Thu 7/7/22	1240			
1242	4.1.2.1.1.6.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 7/7/22	Fri 7/8/22	1241			
1243	4.1.2.1.1.6.1.1.5		<b>M: PRMP-Specific Reports DED Approved and Signed Off by PRDoH</b>	0 days	Fri 7/8/22	Fri 7/8/22	1242			
1244	4.1.2.1.1.6.1.2		<b>Deliverable Approval</b>	88 days	Mon 7/11/22	Wed 11/9/22		898	66	
1245	4.1.2.1.1.6.1.2.1		Tailor PRMP-Specific Reports	60 days	Mon 7/11/22	Fri 9/30/22	986SS-80 days			
1246	4.1.2.1.1.6.1.2.2		Conduct Peer and Quality Review of PRMP-Specific Reports	5 days	Mon 10/3/22	Fri 10/7/22	1245			
1247	4.1.2.1.1.6.1.2.3		C: Walk Through PRMP-Specific Reports With PRDoH	1 day	Fri 10/7/22	Mon 10/10/22	1246			
1248	4.1.2.1.1.6.1.2.4		<b>D-I: PRMP-Specific Reports Submitted to PRDoH</b>	0 days	Mon 10/10/22	Mon 10/10/22	1247			
1249	4.1.2.1.1.6.1.2.5		C: Review Draft PRMP-Specific Reports by PRDoH	10 days	Mon 10/10/22	Mon 10/24/22	1248			
1250	4.1.2.1.1.6.1.2.6		<b>M: PRMP-Specific Reports Comments Provided by PRDoH</b>	0 days	Mon 10/24/22	Mon 10/24/22	1249			
1251	4.1.2.1.1.6.1.2.7		Incorporate Comments and Update PRMP-Specific Reports	5 days	Tue 10/25/22	Mon 10/31/22	1250			
1252	4.1.2.1.1.6.1.2.8		Conduct Peer and Quality Review of PRMP-Specific Reports	2 days	Tue 11/1/22	Wed 11/2/22	1251			
1253	4.1.2.1.1.6.1.2.9	23, D029	<b>D: PRMP-Specific Reports Submitted to PRDoH</b>	0 days	Wed 11/2/22	Wed 11/2/22	1252	898	66	Operations Manager
1254	4.1.2.1.1.6.1.2.10		C: Review PRMP-Specific Reports by PRDoH	5 days	Wed 11/2/22	Wed 11/9/22	1253			
1255	4.1.2.1.1.6.1.2.11		<b>M: PRMP-Specific Reports Approved by PRDoH</b>	0 days	Wed 11/9/22	Wed 11/9/22	1254			
1256	4.1.2.1.1.6.1.3		<b>M: PRMP-Specific Reports Complete</b>	0 days	Wed 11/9/22	Wed 11/9/22	1255			
1257	4.1.2.1.1.6.2	35, D032	<b>Standard Output Reports</b>	54 days	Fri 1/21/22	Wed 4/6/22		613	45	
1258	4.1.2.1.1.6.2.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
1259	4.1.2.1.1.6.2.1.1		Tailor Standard Output Reports DED	3 days	Fri 1/21/22	Tue 1/25/22	1265SS-6 days			
1260	4.1.2.1.1.6.2.1.2		Conduct Peer and Quality Review of Standard Output Reports DED	2 days	Wed 1/26/22	Thu 1/27/22	1259			



### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1261	4.1.2.1.1.6.2.1.3		<b>D-I: Standard Output Reports DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	1260			
1262	4.1.2.1.1.6.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1261			
1263	4.1.2.1.1.6.2.1.5		<b>M: Standard Output Reports DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	1262			
1264	4.1.2.1.1.6.2.2		<b>Deliverable Approval</b>	48 days	Mon 1/31/22	Wed 4/6/22		613	45	
1265	4.1.2.1.1.6.2.2.1		Tailor Standard Output Reports	20 days	Mon 1/31/22	Fri 2/25/22	973SS			
1266	4.1.2.1.1.6.2.2.2		Conduct Peer and Quality Review of Standard Output Reports	5 days	Mon 2/28/22	Fri 3/4/22	1265			
1267	4.1.2.1.1.6.2.2.3		C: Walk Through Standard Output Reports With PRDoH	1 day	Fri 3/4/22	Mon 3/7/22	1266			
1268	4.1.2.1.1.6.2.2.4		<b>D-I: Standard Output Reports Submitted to PRDoH</b>	0 days	Mon 3/7/22	Mon 3/7/22	1267			
1269	4.1.2.1.1.6.2.2.5		C: Review Draft Standard Output Reports by PRDoH	10 days	Mon 3/7/22	Mon 3/21/22	1268			
1270	4.1.2.1.1.6.2.2.6		<b>M: Standard Output Reports Comments Provided by PRDoH</b>	0 days	Mon 3/21/22	Mon 3/21/22	1269			
1271	4.1.2.1.1.6.2.2.7		Incorporate Comments and Update Standard Output Reports	5 days	Tue 3/22/22	Mon 3/28/22	1270			
1272	4.1.2.1.1.6.2.2.8		Conduct Peer and Quality Review of Standard Output Reports	2 days	Tue 3/29/22	Wed 3/30/22	1271			
1273	4.1.2.1.1.6.2.2.9	35, D032	<b>D: Standard Output Reports Submitted to PRDoH</b>	0 days	Wed 3/30/22	Wed 3/30/22	1272	613	45	Operations Manager
1274	4.1.2.1.1.6.2.2.10		C: Review Standard Output Reports by PRDoH	5 days	Wed 3/30/22	Wed 4/6/22	1273			
1275	4.1.2.1.1.6.2.2.11		<b>M: Standard Output Reports Approved by PRDoH</b>	0 days	Wed 4/6/22	Wed 4/6/22	1274			
1276	4.1.2.1.1.6.2.3		<b>M: Standard Output Reports Complete</b>	0 days	Wed 4/6/22	Wed 4/6/22	1275			
1277	4.1.2.1.2		<b>UAT Execution</b>	43 days	Mon 10/24/22	Wed 12/21/22		3905	291	
1278	4.1.2.1.2.1		C: Demo Solution	5 days	Mon 10/24/22	Fri 10/28/22	1279SS-5 days			
1279	4.1.2.1.2.2		C: Execute UAT Scripts and Evaluate Results	25 days	Mon 10/31/22	Fri 12/2/22	986			
1280	4.1.2.1.2.3		Support UAT Testing	25 days	Mon 10/31/22	Fri 12/2/22	1279SS			
1281	4.1.2.1.2.4	50, D039	<b>User Acceptance Test (UAT) Results</b>	24 days	Fri 11/18/22	Wed 12/21/22		3905	291	
1282	4.1.2.1.2.4.1		<b>DED Approval</b>	6 days	Fri 11/18/22	Fri 11/25/22				
1283	4.1.2.1.2.4.1.1		Tailor UAT Results DED	3 days	Fri 11/18/22	Tue 11/22/22	1289SS-6 days			
1284	4.1.2.1.2.4.1.2		Conduct Peer and Quality Review of UAT Results DED	2 days	Wed 11/23/22	Thu 11/24/22	1283			
1285	4.1.2.1.2.4.1.3		<b>D-I: UAT Results DED Submitted to PRDoH</b>	0 days	Thu 11/24/22	Thu 11/24/22	1284			
1286	4.1.2.1.2.4.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 11/24/22	Fri 11/25/22	1285			
1287	4.1.2.1.2.4.1.5		<b>M: UAT Results DED Approved and Signed Off by PRDoH</b>	0 days	Fri 11/25/22	Fri 11/25/22	1286			
1288	4.1.2.1.2.4.2		<b>Deliverable Approval</b>	18 days	Mon 11/28/22	Wed 12/21/22		3905	291	
1289	4.1.2.1.2.4.2.1		Tailor UAT Results	5 days	Mon 11/28/22	Fri 12/2/22	1279FS-5 days			
1290	4.1.2.1.2.4.2.2		Conduct Peer and Quality Review of UAT Results	2 days	Mon 12/5/22	Tue 12/6/22	1289			
1291	4.1.2.1.2.4.2.3		C: Walk Through UAT Results With PRDoH	1 day	Tue 12/6/22	Wed 12/7/22	1290			
1292	4.1.2.1.2.4.2.4		<b>D-I: UAT Results Submitted to PRDoH</b>	0 days	Wed 12/7/22	Wed 12/7/22	1291			
1293	4.1.2.1.2.4.2.5		C: Review Draft UAT Results by PRDoH	5 days	Wed 12/7/22	Wed 12/14/22	1292			
1294	4.1.2.1.2.4.2.6		<b>M: UAT Results Comments Provided by PRDoH</b>	0 days	Wed 12/14/22	Wed 12/14/22	1293			
1295	4.1.2.1.2.4.2.7		Incorporate Comments and Update UAT Results	2 days	Thu 12/15/22	Fri 12/16/22	1294			
1296	4.1.2.1.2.4.2.8		Conduct Peer and Quality Review of UAT Results	1 day	Mon 12/19/22	Mon 12/19/22	1295			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1297	4.1.2.1.2.4.2.9	50, D039	D: UAT Results Submitted to PRDoH	0 days	Mon 12/19/22	Mon 12/19/22	1296	3905	291	Testing Manager
1298	4.1.2.1.2.4.2.10		C: Review UAT Results by PRDoH	2 days	Mon 12/19/22	Wed 12/21/22	1297			
1299	4.1.2.1.2.4.2.11		M: UAT Results Approved by PRDoH	0 days	Wed 12/21/22	Wed 12/21/22	1298			
1300	4.1.2.1.2.4.3		M: UAT Results Complete	0 days	Wed 12/21/22	Wed 12/21/22	1299			
1301	4.1.2.1.2.5		M: UAT Execution Complete	0 days	Wed 12/21/22	Wed 12/21/22	1300			
1302	4.1.2.1.3		M: User Acceptance Testing Complete	0 days	Wed 12/21/22	Wed 12/21/22	1301			
1303	4.1.2.2		Operational Readiness Review	63 days	Fri 9/30/22	Tue 12/27/22		91	7	
1304	4.1.2.2.1		Operational Readiness Review (ORR) Planning	54 days	Fri 9/30/22	Wed 12/14/22		91	7	
1305	4.1.2.2.1.1	21, D027	Operational Readiness Plan (ORP)	44 days	Fri 9/30/22	Wed 11/30/22		91	7	
1306	4.1.2.2.1.1.1		DED Approval	6 days	Fri 9/30/22	Fri 10/7/22				
1307	4.1.2.2.1.1.1.1		Tailor ORP DED	3 days	Fri 9/30/22	Tue 10/4/22	1313SS-6 days			
1308	4.1.2.2.1.1.1.2		Conduct Peer and Quality Review of ORP DED	2 days	Wed 10/5/22	Thu 10/6/22	1307			
1309	4.1.2.2.1.1.1.3		D-I: ORP DED Submitted to PRDoH	0 days	Thu 10/6/22	Thu 10/6/22	1308			
1310	4.1.2.2.1.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 10/6/22	Fri 10/7/22	1309			
1311	4.1.2.2.1.1.1.5		M: ORP DED Approved and Signed Off by PRDoH	0 days	Fri 10/7/22	Fri 10/7/22	1310			
1312	4.1.2.2.1.1.2		Deliverable Approval	38 days	Mon 10/10/22	Wed 11/30/22		91	7	
1313	4.1.2.2.1.1.2.1		Tailor ORP	10 days	Mon 10/10/22	Fri 10/21/22	1332SS-40 days, 711SS-40 days			
1314	4.1.2.2.1.1.2.2		Conduct Peer and Quality Review of ORP	5 days	Mon 10/24/22	Fri 10/28/22	1313			
1315	4.1.2.2.1.1.2.3		C: Walk Through ORP With PRDoH	1 day	Fri 10/28/22	Mon 10/31/22	1314			
1316	4.1.2.2.1.1.2.4		D-I: ORP Submitted to PRDoH	0 days	Mon 10/31/22	Mon 10/31/22	1315			
1317	4.1.2.2.1.1.2.5		C: Review Draft ORP by PRDoH	10 days	Mon 10/31/22	Mon 11/14/22	1316			
1318	4.1.2.2.1.1.2.6		M: ORP Comments Provided by PRDoH	0 days	Mon 11/14/22	Mon 11/14/22	1317			
1319	4.1.2.2.1.1.2.7		Incorporate Comments and Update ORP	5 days	Tue 11/15/22	Mon 11/21/22	1318			
1320	4.1.2.2.1.1.2.8		Conduct Peer and Quality Review of ORP	2 days	Tue 11/22/22	Wed 11/23/22	1319			
1321	4.1.2.2.1.1.2.9	21, D027	D: ORP Submitted to PRDoH	0 days	Wed 11/23/22	Wed 11/23/22	1320	91	7	Operations Manage
1322	4.1.2.2.1.1.2.10		C: Review ORP by PRDoH	5 days	Wed 11/23/22	Wed 11/30/22	1321			
1323	4.1.2.2.1.1.2.11		M: ORP Approved by PRDoH	0 days	Wed 11/30/22	Wed 11/30/22	1322			
1324	4.1.2.2.1.1.3		M: ORP Complete	0 days	Wed 11/30/22	Wed 11/30/22	1323			
1325	4.1.2.2.1.2		ORR Plan	12 days	Thu 11/17/22	Fri 12/2/22				
1326	4.1.2.2.1.2.1		Develop Draft ORR Plan	10 days	Thu 11/17/22	Wed 11/30/22	1332SS-12 days			
1327	4.1.2.2.1.2.2		Conduct Peer and Quality Review of ORR Plan	2 days	Thu 12/1/22	Fri 12/2/22	1326			
1328	4.1.2.2.1.2.3		WP: ORR Plan Posted	0 days	Fri 12/2/22	Fri 12/2/22	1327			
1329	4.1.2.2.1.2.4		M: ORR Plan Complete	0 days	Fri 12/2/22	Fri 12/2/22	1328			
1330	4.1.2.2.1.3		M: Operational Readiness Review Planning Complete	0 days	Wed 12/14/22	Wed 12/14/22	1324, 1215, 1235, 1329			
1331	4.1.2.2.2		Operational Readiness Review (ORR) Execution	17 days	Mon 12/5/22	Tue 12/27/22				
1332	4.1.2.2.2.1		C: Conduct ORR and Walkthroughs	15 days	Mon 12/5/22	Fri 12/23/22	1279			
1333	4.1.2.2.2.2		ORR Execution Complete	0 days	Fri 12/23/22	Fri 12/23/22	1332			
1334	4.1.2.2.2.3		Operational Readiness Test Results	7 days	Mon 12/19/22	Tue 12/27/22				
1335	4.1.2.2.2.3.1		Develop Operational Readiness Test Results	5 days	Mon 12/19/22	Fri 12/23/22	1332FS-5 days			
1336	4.1.2.2.2.3.2		Conduct Peer and Quality Review of Operational Readiness Test Results	2 days	Mon 12/26/22	Tue 12/27/22	1335			
1337	4.1.2.2.2.3.3		WP: Operational Readiness Test Results Posted	0 days	Tue 12/27/22	Tue 12/27/22	1336			
1338	4.1.2.2.2.3.4		M: Operational Readiness Test Results Complete	0 days	Tue 12/27/22	Tue 12/27/22	1337			
1339	4.1.2.2.2.4		M: Operational Readiness Review Execution Complete	0 days	Tue 12/27/22	Tue 12/27/22	1338			
1340	4.1.2.2.3		M: Operational Readiness Review Complete	0 days	Tue 12/27/22	Tue 12/27/22	1339, 718			
1341	4.2		Solution Deployment - Phase 2	218 days	Thu 3/3/22	Sat 12/31/22		1723	178	

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1342	4.2.1		<b>Training - Phase 2</b>	<b>121 days</b>	<b>Mon 6/27/22</b>	<b>Mon 12/12/22</b>		<b>156</b>	<b>11</b>	
1343	4.2.1.1		Establish Training Facilities	20 days	Tue 9/13/22	Mon 10/10/22	1366SS-30 days, 1389SS-30 days			
1344	4.2.1.2		C: Schedule Training	5 days	Tue 10/11/22	Mon 10/17/22	1343			
1345	4.2.1.3	45, D037	<b>Training Plan (With Training Schedule)</b>	<b>74 days</b>	<b>Mon 6/27/22</b>	<b>Thu 10/6/22</b>		<b>90</b>	<b>7</b>	
1346	4.2.1.3.1		<b>DED Approval</b>	<b>6 days</b>	<b>Mon 6/27/22</b>	<b>Mon 7/4/22</b>				
1347	4.2.1.3.1.1		Tailor Training Plan DED	3 days	Mon 6/27/22	Wed 6/29/22	1353SS-6 days			
1348	4.2.1.3.1.2		Conduct Peer and Quality Review of Training Plan DED	2 days	Thu 6/30/22	Fri 7/1/22	1347			
1349	4.2.1.3.1.3		<b>D-I: Training Plan DED Submitted to PRDoH</b>	<b>0 days</b>	<b>Fri 7/1/22</b>	<b>Fri 7/1/22</b>	1348			
1350	4.2.1.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 7/1/22	Mon 7/4/22	1349			
1351	4.2.1.3.1.5		<b>M: Training Plan DED Approved and Signed Off by PRDoH</b>	<b>0 days</b>	<b>Mon 7/4/22</b>	<b>Mon 7/4/22</b>	1350			
1352	4.2.1.3.2		<b>Deliverable Approval</b>	<b>68 days</b>	<b>Tue 7/5/22</b>	<b>Thu 10/6/22</b>		<b>90</b>	<b>7</b>	
1353	4.2.1.3.2.1		Tailor Training Plan	40 days	Tue 7/5/22	Mon 8/29/22	1366SS-4 mons, 1389SS-4 mons			
1354	4.2.1.3.2.2		Conduct Peer and Quality Review of Training Plan	5 days	Tue 8/30/22	Mon 9/5/22	1353			
1355	4.2.1.3.2.3		C: Walk Through Training Plan With PRDoH	1 day	Mon 9/5/22	Tue 9/6/22	1354			
1356	4.2.1.3.2.4		<b>D-I: Training Plan Submitted to PRDoH</b>	<b>0 days</b>	<b>Tue 9/6/22</b>	<b>Tue 9/6/22</b>	1355			
1357	4.2.1.3.2.5		C: Review Draft Training Plan by PRDoH	10 days	Tue 9/6/22	Tue 9/20/22	1356			
1358	4.2.1.3.2.6		<b>M: Training Plan Comments Provided by PRDoH</b>	<b>0 days</b>	<b>Tue 9/20/22</b>	<b>Tue 9/20/22</b>	1357			
1359	4.2.1.3.2.7		Incorporate Comments and Update Training Plan	5 days	Wed 9/21/22	Tue 9/27/22	1358			
1360	4.2.1.3.2.8		Conduct Peer and Quality Review of Training Plan	2 days	Wed 9/28/22	Thu 9/29/22	1359			
1361	4.2.1.3.2.9	45, D037	<b>D: Training Plan Submitted to PRDoH</b>	<b>0 days</b>	<b>Thu 9/29/22</b>	<b>Thu 9/29/22</b>	1360	<b>90</b>	<b>7</b>	<b>Operations Manage</b>
1362	4.2.1.3.2.10		C: Review Training Plan by PRDoH	5 days	Thu 9/29/22	Thu 10/6/22	1361			
1363	4.2.1.3.2.11		<b>M: Training Plan Approved by PRDoH</b>	<b>0 days</b>	<b>Thu 10/6/22</b>	<b>Thu 10/6/22</b>	1362			
1364	4.2.1.3.3		<b>M: Training Plan (With Training Schedule) Complete</b>	<b>0 days</b>	<b>Thu 10/6/22</b>	<b>Thu 10/6/22</b>	1363			
1365	4.2.1.4		<b>PRMP Agency Staff Training</b>	<b>53 days</b>	<b>Mon 9/26/22</b>	<b>Wed 12/7/22</b>		<b>33</b>	<b>2</b>	
1366	4.2.1.4.1		C: Conduct PRMP Agency Staff and Stakeholders Training	20 days	Mon 9/26/22	Fri 10/21/22	1278SS-20 days			
1367	4.2.1.4.2		Follow-up Assessments and Training	3 days	Mon 10/24/22	Wed 10/26/22	1366			
1368	4.2.1.4.3	47, D053	<b>Training Report</b>	<b>36 days</b>	<b>Wed 10/19/22</b>	<b>Wed 12/7/22</b>		<b>33</b>	<b>2</b>	
1369	4.2.1.4.3.1		<b>DED Approval</b>	<b>6 days</b>	<b>Wed 10/19/22</b>	<b>Wed 10/26/22</b>				
1370	4.2.1.4.3.1.1		Tailor Training Report DED	3 days	Wed 10/19/22	Fri 10/21/22	1376SS-6 days			
1371	4.2.1.4.3.1.2		Conduct Peer and Quality Review of Training Report DED	2 days	Mon 10/24/22	Tue 10/25/22	1370			
1372	4.2.1.4.3.1.3		<b>D-I: Training Report DED Submitted to PRDoH</b>	<b>0 days</b>	<b>Tue 10/25/22</b>	<b>Tue 10/25/22</b>	1371			
1373	4.2.1.4.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 10/25/22	Wed 10/26/22	1372			
1374	4.2.1.4.3.1.5		<b>M: Training Report DED Approved and Signed Off by PRDoH</b>	<b>0 days</b>	<b>Wed 10/26/22</b>	<b>Wed 10/26/22</b>	1373			
1375	4.2.1.4.3.2		<b>Deliverable Approval</b>	<b>30 days</b>	<b>Thu 10/27/22</b>	<b>Wed 12/7/22</b>		<b>33</b>	<b>2</b>	
1376	4.2.1.4.3.2.1		Tailor Training Report	5 days	Thu 10/27/22	Wed 11/2/22	1367			
1377	4.2.1.4.3.2.2		Conduct Peer and Quality Review of Training Report	2 days	Thu 11/3/22	Fri 11/4/22	1376			
1378	4.2.1.4.3.2.3		C: Walk Through Training Report With PRDoH	1 day	Fri 11/4/22	Mon 11/7/22	1377			
1379	4.2.1.4.3.2.4		<b>D-I: Training Report Submitted to PRDoH</b>	<b>0 days</b>	<b>Mon 11/7/22</b>	<b>Mon 11/7/22</b>	1378			
1380	4.2.1.4.3.2.5		C: Review Draft Training Report by PRDoH	10 days	Mon 11/7/22	Mon 11/21/22	1379			
1381	4.2.1.4.3.2.6		<b>M: Training Report Comments Provided by PRDoH</b>	<b>0 days</b>	<b>Mon 11/21/22</b>	<b>Mon 11/21/22</b>	1380			
1382	4.2.1.4.3.2.7		Incorporate Comments and Update Training Report	5 days	Tue 11/22/22	Mon 11/28/22	1381			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1383	4.2.1.4.3.2.8		Conduct Peer and Quality Review of Training Report	2 days	Tue 11/29/22	Wed 11/30/22	1382			
1384	4.2.1.4.3.2.9	47, D053	<b>D: Training Report Submitted to PRDoH</b>	0 days	Wed 11/30/22	Wed 11/30/22	1383	33	2	Operations Manage
1385	4.2.1.4.3.2.10		C: Review Training Report by PRDoH	5 days	Wed 11/30/22	Wed 12/7/22	1384			
1386	4.2.1.4.3.2.11		<b>M: Training Report Approved by PRDoH</b>	0 days	Wed 12/7/22	Wed 12/7/22	1385			
1387	4.2.1.4.3.3		<b>M: Training Report Complete</b>	0 days	Wed 12/7/22	Wed 12/7/22	1386			
1388	4.2.1.5		<b>MCO Training (as applicable)</b>	35 days	Tue 10/25/22	Mon 12/12/22		33	2	
1389	4.2.1.5.1		C: Conduct Provider Training	20 days	Tue 10/25/22	Mon 11/21/22	1584SS-50 days			
1390	4.2.1.5.2		Follow-up Assessments and Training	3 days	Tue 11/22/22	Thu 11/24/22	1389			
1391	4.2.1.5.3	47, D053	<b>Training Report</b>	12 days	Fri 11/25/22	Mon 12/12/22		33	2	
1392	4.2.1.5.3.1		<b>Deliverable Approval</b>	12 days	Fri 11/25/22	Mon 12/12/22		33	2	
1393	4.2.1.5.3.1.1		Update Training Report	5 days	Fri 11/25/22	Thu 12/1/22	1390			
1394	4.2.1.5.3.1.2		Conduct Peer and Quality Review of Training Report	2 days	Fri 12/2/22	Mon 12/5/22	1393			
1395	4.2.1.5.3.1.3	47, D053	<b>D: Training Report Submitted to PRDoH</b>	0 days	Mon 12/5/22	Mon 12/5/22	1394	33	2	Operations Manage
1396	4.2.1.5.3.1.4		C: Review Training Report by PRDoH	5 days	Mon 12/5/22	Mon 12/12/22	1395			
1397	4.2.1.5.3.1.5		<b>M: Training Report Approved by PRDoH</b>	0 days	Mon 12/12/22	Mon 12/12/22	1396			
1398	4.2.1.5.3.2		<b>M: Training Report Complete</b>	0 days	Mon 12/12/22	Mon 12/12/22	1397			
1399	4.2.1.6		<b>M: Training Complete</b>	0 days	Mon 12/12/22	Mon 12/12/22	1387, 1398			
1400	4.2.2		<b>Independent, Third-Party Security, and Privacy Controls Assessment</b>	24 days	Fri 11/18/22	Wed 12/21/22		481	35	
1401	4.2.2.1		<b>Penetration Test</b>	15 days	Mon 11/21/22	Fri 12/9/22				
1402	4.2.2.1.1		C: Conduct Penetration Test	15 days	Mon 11/21/22	Fri 12/9/22	1279FS-10 days			
1403	4.2.2.1.2		<b>Penetration Test Complete</b>	0 days	Fri 12/9/22	Fri 12/9/22	1402			
1404	4.2.2.2		Conduct Review of HIPAA Compliance Areas by Independent, Third-Party	10 days	Mon 11/21/22	Fri 12/2/22	1279FS-10 days			
1405	4.2.2.3	13, D044	<b>Independent, Third-Party Security, and Privacy Controls Assessment Report</b>	24 days	Fri 11/18/22	Wed 12/21/22		481	35	
1406	4.2.2.3.1		<b>DED Approval</b>	6 days	Fri 11/18/22	Fri 11/25/22				
1407	4.2.2.3.1.1		Tailor Independent, Third-Party Security, and Privacy Controls Assessment Report Results DED	3 days	Fri 11/18/22	Tue 11/22/22	1413SS-6 days			
1408	4.2.2.3.1.2		Conduct Peer and Quality Review of Independent, Third-Party Security, and Privacy Controls Assessment Report Results DED	2 days	Wed 11/23/22	Thu 11/24/22	1407			
1409	4.2.2.3.1.3		<b>D-I: Independent, Third-Party Security, and Privacy Controls Assessment Report Results DED Submitted to PRDoH</b>	0 days	Thu 11/24/22	Thu 11/24/22	1408			
1410	4.2.2.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 11/24/22	Fri 11/25/22	1409			
1411	4.2.2.3.1.5		<b>M: Independent, Third-Party Security, and Privacy Controls Assessment Report Results DED Approved and Signed Off by PRDoH</b>	0 days	Fri 11/25/22	Fri 11/25/22	1410			
1412	4.2.2.3.2		<b>Deliverable Approval</b>	18 days	Mon 11/28/22	Wed 12/21/22		481	35	
1413	4.2.2.3.2.1		Tailor Independent, Third-Party Security, and Privacy Controls Assessment Report Results	5 days	Mon 11/28/22	Fri 12/2/22	1402FS-10 days, 1404FS-10 days			
1414	4.2.2.3.2.2		Conduct Peer and Quality Review of Independent, Third-Party Security, and Privacy Controls Assessment Report Results	2 days	Mon 12/5/22	Tue 12/6/22	1413			
1415	4.2.2.3.2.3		C: Walk Through Independent, Third-Party Security, and Privacy Controls Assessment Report Results With PRDoH	1 day	Tue 12/6/22	Wed 12/7/22	1414			
1416	4.2.2.3.2.4		<b>D-I: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Submitted to PRDoH</b>	0 days	Wed 12/7/22	Wed 12/7/22	1415			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1417	4.2.2.3.2.5		C: Review Draft Independent, Third-Party Security, and Privacy Controls Assessment Report Results by PRDoH	5 days	Wed 12/7/22	Wed 12/14/22	1416			
1418	4.2.2.3.2.6		<b>M: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Comments Provided by PRDoH</b>	0 days	Wed 12/14/22	Wed 12/14/22	1417			
1419	4.2.2.3.2.7		Incorporate Comments and Update Independent, Third-Party Security, and Privacy Controls Assessment Report Results	2 days	Thu 12/15/22	Fri 12/16/22	1418			
1420	4.2.2.3.2.8		Conduct Peer and Quality Review of Independent, Third-Party Security, and Privacy Controls Assessment Report Results	1 day	Mon 12/19/22	Mon 12/19/22	1419			
1421	4.2.2.3.2.9	13, D044	<b>D: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Submitted to PRDoH</b>	0 days	Mon 12/19/22	Mon 12/19/22	1420	481	35	Information Security Architect
1422	4.2.2.3.2.10		C: Review Independent, Third-Party Security, and Privacy Controls Assessment Report Results by PRDoH	2 days	Mon 12/19/22	Wed 12/21/22	1421			
1423	4.2.2.3.2.11		<b>M: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Approved by PRDoH</b>	0 days	Wed 12/21/22	Wed 12/21/22	1422			
1424	4.2.2.3.3		<b>M: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Complete</b>	0 days	Wed 12/21/22	Wed 12/21/22	1423			
1425	4.2.2.4		<b>M: Independent, Third-Party Security, and Privacy Controls Assessment Complete</b>	0 days	Wed 12/21/22	Wed 12/21/22	1424			
1426	4.2.3		<b>Implementation Plans</b>	213 days	Thu 3/3/22	Mon 12/26/22		1086	132	
1427	4.2.3.1	6, D024	<b>Database Design Document</b>	44 days	Thu 3/3/22	Tue 5/3/22		301	22	
1428	4.2.3.1.1		<b>DED Approval</b>	6 days	Thu 3/3/22	Thu 3/10/22				
1429	4.2.3.1.1.1		Tailor Database Design Document DED	3 days	Thu 3/3/22	Mon 3/7/22	1435SS-6 days			
1430	4.2.3.1.1.2		Conduct Peer and Quality Review of Database Design Document DED	2 days	Tue 3/8/22	Wed 3/9/22	1429			
1431	4.2.3.1.1.3		<b>D-I: Database Design Document DED Submitted to PRDoH</b>	0 days	Wed 3/9/22	Wed 3/9/22	1430			
1432	4.2.3.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Wed 3/9/22	Thu 3/10/22	1431			
1433	4.2.3.1.1.5		<b>M: Database Design Document DED Approved and Signed Off by PRDoH</b>	0 days	Thu 3/10/22	Thu 3/10/22	1432			
1434	4.2.3.1.2		<b>Deliverable Approval</b>	38 days	Fri 3/11/22	Tue 5/3/22		301	22	
1435	4.2.3.1.2.1		Tailor Database Design Document	10 days	Fri 3/11/22	Thu 3/24/22	1449SS-40 days			
1436	4.2.3.1.2.2		Conduct Peer and Quality Review of Database Design Document	5 days	Fri 3/25/22	Thu 3/31/22	1435			
1437	4.2.3.1.2.3		C: Walk Through Database Design Document With PRDoH	1 day	Thu 3/31/22	Fri 4/1/22	1436			
1438	4.2.3.1.2.4		<b>D-I: Database Design Document Submitted to PRDoH</b>	0 days	Fri 4/1/22	Fri 4/1/22	1437			
1439	4.2.3.1.2.5		C: Review Draft Database Design Document by PRDoH	10 days	Fri 4/1/22	Fri 4/15/22	1438			
1440	4.2.3.1.2.6		<b>M: Database Design Document Comments Provided by PRDoH</b>	0 days	Fri 4/15/22	Fri 4/15/22	1439			
1441	4.2.3.1.2.7		Incorporate Comments and Update Database Design Document	5 days	Mon 4/18/22	Fri 4/22/22	1440			
1442	4.2.3.1.2.8		Conduct Peer and Quality Review of Database Design Document	2 days	Mon 4/25/22	Tue 4/26/22	1441			
1443	4.2.3.1.2.9	6, D024	<b>D: Database Design Document Submitted to PRDoH</b>	0 days	Tue 4/26/22	Tue 4/26/22	1442	301	22	Technical Lead
1444	4.2.3.1.2.10		C: Review Database Design Document by PRDoH	5 days	Tue 4/26/22	Tue 5/3/22	1443			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1445	4.2.3.1.2.11		<b>M: Database Design Document Approved by PRDoH</b>	0 days	Tue 5/3/22	Tue 5/3/22	1444			
1446	4.2.3.1.3		<b>M: Database Design Document Complete</b>	0 days	Tue 5/3/22	Tue 5/3/22	1445			
1447	4.2.3.2	10, D028	<b>Disaster Recovery and Business Continuity Plan</b>	40 days	Fri 5/6/22	Thu 6/30/22		40	21	
1448	4.2.3.2.1		<b>Deliverable Approval</b>	40 days	Fri 5/6/22	Thu 6/30/22		40	21	
1449	4.2.3.2.1.1		Update Disaster Recovery and Business Continuity Plan	15 days	Fri 5/6/22	Thu 5/26/22	1584FS-172 days			
1450	4.2.3.2.1.2		Conduct Peer and Quality Review of Disaster Recovery and Business Continuity Plan	2 days	Fri 5/27/22	Mon 5/30/22	1449			
1451	4.2.3.2.1.3		C: Walk Through Disaster Recovery and Business Continuity Plan With PRDoH	1 day	Mon 5/30/22	Tue 5/31/22	1450			
1452	4.2.3.2.1.4		<b>D-I: Disaster Recovery and Business Continuity Plan Submitted to PRDoH</b>	0 days	Tue 5/31/22	Tue 5/31/22	1451			
1453	4.2.3.2.1.5		C: Review Draft Disaster Recovery and Business Continuity Plan by PRDoH	10 days	Tue 5/31/22	Tue 6/14/22	1452			
1454	4.2.3.2.1.6		<b>M: Disaster Recovery and Business Continuity Plan Comments Provided by PRDoH</b>	0 days	Tue 6/14/22	Tue 6/14/22	1453			
1455	4.2.3.2.1.7		Incorporate Comments and Update Disaster Recovery and Business Continuity Plan	5 days	Wed 6/15/22	Tue 6/21/22	1454			
1456	4.2.3.2.1.8		Conduct Peer and Quality Review of Disaster Recovery and Business Continuity Plan	2 days	Wed 6/22/22	Thu 6/23/22	1455			
1457	4.2.3.2.1.9	10, D028	<b>D: Disaster Recovery and Business Continuity Plan Submitted to PRDoH</b>	0 days	Thu 6/23/22	Thu 6/23/22	1456	40	21	Operations Manager
1458	4.2.3.2.1.10		C: Review Disaster Recovery and Business Continuity Plan by PRDoH	5 days	Thu 6/23/22	Thu 6/30/22	1457			
1459	4.2.3.2.1.11		<b>M: Disaster Recovery and Business Continuity Plan Approved by PRDoH</b>	0 days	Thu 6/30/22	Thu 6/30/22	1458			
1460	4.2.3.2.2		<b>M: Disaster Recovery and Business Continuity Plan Complete</b>	0 days	Thu 6/30/22	Thu 6/30/22	1459			
1461	4.2.3.3	11, D041	<b>HIPAA Statement</b>	36 days	Mon 11/7/22	Mon 12/26/22		67	7	
1462	4.2.3.3.1		<b>DED Approval</b>	6 days	Mon 11/7/22	Mon 11/14/22				
1463	4.2.3.3.1.1		Tailor HIPAA Statement DED	3 days	Mon 11/7/22	Wed 11/9/22	1469SS-6 days			
1464	4.2.3.3.1.2		Conduct Peer and Quality Review of HIPAA Statement DED	2 days	Thu 11/10/22	Fri 11/11/22	1463			
1465	4.2.3.3.1.3		<b>D-I: HIPAA Statement DED Submitted to PRDoH</b>	0 days	Fri 11/11/22	Fri 11/11/22	1464			
1466	4.2.3.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 11/11/22	Mon 11/14/22	1465			
1467	4.2.3.3.1.5		<b>M: HIPAA Statement DED Approved and Signed Off by PRDoH</b>	0 days	Mon 11/14/22	Mon 11/14/22	1466			
1468	4.2.3.3.2		<b>Deliverable Approval</b>	30 days	Tue 11/15/22	Mon 12/26/22		67	7	
1469	4.2.3.3.2.1		Tailor HIPAA Statement	5 days	Tue 11/15/22	Mon 11/21/22	1582SS-30 days			
1470	4.2.3.3.2.2		Conduct Peer and Quality Review of HIPAA Statement	2 days	Tue 11/22/22	Wed 11/23/22	1469			
1471	4.2.3.3.2.3		C: Walk Through HIPAA Statement With PRDoH	1 day	Wed 11/23/22	Thu 11/24/22	1470			
1472	4.2.3.3.2.4		<b>D-I: HIPAA Statement Submitted to PRDoH</b>	0 days	Thu 11/24/22	Thu 11/24/22	1471			
1473	4.2.3.3.2.5		C: Review Draft HIPAA Statement by PRDoH	10 days	Thu 11/24/22	Thu 12/8/22	1472			
1474	4.2.3.3.2.6		<b>M: HIPAA Statement Comments Provided by PRDoH</b>	0 days	Thu 12/8/22	Thu 12/8/22	1473			
1475	4.2.3.3.2.7		Incorporate Comments and Update HIPAA Statement	5 days	Fri 12/9/22	Thu 12/15/22	1474			
1476	4.2.3.3.2.8		Conduct Peer and Quality Review of HIPAA Statement	2 days	Fri 12/16/22	Mon 12/19/22	1475			
1477	4.2.3.3.2.9	11, D041	<b>D: HIPAA Statement Submitted to PRDoH</b>	0 days	Mon 12/19/22	Mon 12/19/22	1476	67	7	Account Manager
1478	4.2.3.3.2.10		C: Review HIPAA Statement by PRDoH	5 days	Mon 12/19/22	Mon 12/26/22	1477			
1479	4.2.3.3.2.11		<b>M: HIPAA Statement Approved by PRDoH</b>	0 days	Mon 12/26/22	Mon 12/26/22	1478			
1480	4.2.3.3.3		<b>M: HIPAA Statement Complete</b>	0 days	Mon 12/26/22	Mon 12/26/22	1479			
1481	4.2.3.4	14, D043	<b>Implementation Plan (Roll-Out Plan)</b>	36 days	Mon 9/26/22	Mon 11/14/22		76	11	
1482	4.2.3.4.1		<b>DED Approval</b>	6 days	Mon 9/26/22	Mon 10/3/22				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1483	4.2.3.4.1.1		Tailor Implementation Plan (Roll-Out Plan) DED	3 days	Mon 9/26/22	Wed 9/28/22	1489SS-6 days			
1484	4.2.3.4.1.2		Conduct Peer and Quality Review of Implementation Plan (Roll-Out Plan) DED	2 days	Thu 9/29/22	Fri 9/30/22	1483			
1485	4.2.3.4.1.3		<b>D-I: Implementation Plan (Roll-Out Plan) DED Submitted to PRDoH</b>	0 days	Fri 9/30/22	Fri 9/30/22	1484			
1486	4.2.3.4.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 9/30/22	Mon 10/3/22	1485			
1487	4.2.3.4.1.5		<b>M: Implementation Plan (Roll-Out Plan) DED Approved and Signed Off by PRDoH</b>	0 days	Mon 10/3/22	Mon 10/3/22	1486			
1488	4.2.3.4.2		<b>Deliverable Approval</b>	30 days	Tue 10/4/22	Mon 11/14/22		76	11	
1489	4.2.3.4.2.1		Tailor Implementation Plan (Roll-Out Plan)	5 days	Tue 10/4/22	Mon 10/10/22	1582SS-60 days			
1490	4.2.3.4.2.2		Conduct Peer and Quality Review of Implementation Plan (Roll-Out Plan)	2 days	Tue 10/11/22	Wed 10/12/22	1489			
1491	4.2.3.4.2.3		C: Walk Through Implementation Plan (Roll-Out Plan) With PRDoH	1 day	Wed 10/12/22	Thu 10/13/22	1490			
1492	4.2.3.4.2.4		<b>D-I: Implementation Plan (Roll-Out Plan) Submitted to PRDoH</b>	0 days	Thu 10/13/22	Thu 10/13/22	1491			
1493	4.2.3.4.2.5		C: Review Draft Implementation Plan (Roll-Out Plan) by PRDoH	10 days	Thu 10/13/22	Thu 10/27/22	1492			
1494	4.2.3.4.2.6		<b>M: Implementation Plan (Roll-Out Plan) Comments Provided by PRDoH</b>	0 days	Thu 10/27/22	Thu 10/27/22	1493			
1495	4.2.3.4.2.7		Incorporate Comments and Update Implementation Plan (Roll-Out Plan)	5 days	Fri 10/28/22	Thu 11/3/22	1494			
1496	4.2.3.4.2.8		Conduct Peer and Quality Review of Implementation Plan (Roll-Out Plan)	2 days	Fri 11/4/22	Mon 11/7/22	1495			
1497	4.2.3.4.2.9	14, D043	<b>D: Implementation Plan (Roll-Out Plan) Submitted to PRDoH</b>	0 days	Mon 11/7/22	Mon 11/7/22	1496	76	11	Technical Lead
1498	4.2.3.4.2.10		C: Review Implementation Plan (Roll-Out Plan) by PRDoH	5 days	Mon 11/7/22	Mon 11/14/22	1497			
1499	4.2.3.4.2.11		<b>M: Implementation Plan (Roll-Out Plan) Approved by PRDoH</b>	0 days	Mon 11/14/22	Mon 11/14/22	1498			
1500	4.2.3.4.3		<b>M: Implementation Plan (Roll-Out Plan) Complete</b>	0 days	Mon 11/14/22	Mon 11/14/22	1499			
1501	4.2.3.5	29, D048	<b>Report Distribution Schedule</b>	36 days	Mon 9/26/22	Mon 11/14/22		67	6	
1502	4.2.3.5.1		<b>DED Approval</b>	6 days	Mon 9/26/22	Mon 10/3/22				
1503	4.2.3.5.1.1		Tailor Report Distribution Schedule DED	3 days	Mon 9/26/22	Wed 9/28/22	1509SS-6 days			
1504	4.2.3.5.1.2		Conduct Peer and Quality Review of Report Distribution Schedule DED	2 days	Thu 9/29/22	Fri 9/30/22	1503			
1505	4.2.3.5.1.3		<b>D-I: Report Distribution Schedule DED Submitted to PRDoH</b>	0 days	Fri 9/30/22	Fri 9/30/22	1504			
1506	4.2.3.5.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 9/30/22	Mon 10/3/22	1505			
1507	4.2.3.5.1.5		<b>M: Report Distribution Schedule DED Approved and Signed Off by PRDoH</b>	0 days	Mon 10/3/22	Mon 10/3/22	1506			
1508	4.2.3.5.2		<b>Deliverable Approval</b>	30 days	Tue 10/4/22	Mon 11/14/22		67	6	
1509	4.2.3.5.2.1		Tailor Report Distribution Schedule	5 days	Tue 10/4/22	Mon 10/10/22	1582SS-60 days			
1510	4.2.3.5.2.2		Conduct Peer and Quality Review of Report Distribution Schedule	2 days	Tue 10/11/22	Wed 10/12/22	1509			
1511	4.2.3.5.2.3		C: Walk Through Report Distribution Schedule With PRDoH	1 day	Wed 10/12/22	Thu 10/13/22	1510			
1512	4.2.3.5.2.4		<b>D-I: Report Distribution Schedule Submitted to PRDoH</b>	0 days	Thu 10/13/22	Thu 10/13/22	1511			
1513	4.2.3.5.2.5		C: Review Draft Report Distribution Schedule by PRDoH	10 days	Thu 10/13/22	Thu 10/27/22	1512			
1514	4.2.3.5.2.6		<b>M: Report Distribution Schedule Comments Provided by PRDoH</b>	0 days	Thu 10/27/22	Thu 10/27/22	1513			
1515	4.2.3.5.2.7		Incorporate Comments and Update Report Distribution Schedule	5 days	Fri 10/28/22	Thu 11/3/22	1514			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1516	4.2.3.5.2.8		Conduct Peer and Quality Review of Report Distribution Schedule	2 days	Fri 11/4/22	Mon 11/7/22	1515			
1517	4.2.3.5.2.9	29, D048	<b>D: Report Distribution Schedule Submitted to PRDoH</b>	0 days	Mon 11/7/22	Mon 11/7/22	1516	67	6	Account Manager
1518	4.2.3.5.2.10		C: Review Report Distribution Schedule by PRDoH	5 days	Mon 11/7/22	Mon 11/14/22	1517			
1519	4.2.3.5.2.11		<b>M: Report Distribution Schedule Approved by PRDoH</b>	0 days	Mon 11/14/22	Mon 11/14/22	1518			
1520	4.2.3.5.3		<b>M: Report Distribution Schedule Complete</b>	0 days	Mon 11/14/22	Mon 11/14/22	1519			
1521	4.2.3.6	38, D051	<b>System, User, and Product Documentation</b>	36 days	Mon 11/7/22	Mon 12/26/22		67	18	
1522	4.2.3.6.1		<b>DED Approval</b>	6 days	Mon 11/7/22	Mon 11/14/22				
1523	4.2.3.6.1.1		Tailor System, User, and Product Documentation DED	3 days	Mon 11/7/22	Wed 11/9/22	1529SS-6 days			
1524	4.2.3.6.1.2		Conduct Peer and Quality Review of System, User, and Product Documentation DED	2 days	Thu 11/10/22	Fri 11/11/22	1523			
1525	4.2.3.6.1.3		<b>D-I: System, User, and Product Documentation DED Submitted to PRDoH</b>	0 days	Fri 11/11/22	Fri 11/11/22	1524			
1526	4.2.3.6.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 11/11/22	Mon 11/14/22	1525			
1527	4.2.3.6.1.5		<b>M: System, User, and Product Documentation DED Approved and Signed Off by PRDoH</b>	0 days	Mon 11/14/22	Mon 11/14/22	1526			
1528	4.2.3.6.2		<b>Deliverable Approval</b>	30 days	Tue 11/15/22	Mon 12/26/22		67	18	
1529	4.2.3.6.2.1		Tailor System, User, and Product Documentation	5 days	Tue 11/15/22	Mon 11/21/22	1582SS-30 days			
1530	4.2.3.6.2.2		Conduct Peer and Quality Review of System, User, and Product Documentation	2 days	Tue 11/22/22	Wed 11/23/22	1529			
1531	4.2.3.6.2.3		C: Walk Through System, User, and Product Documentation With PRDoH	1 day	Wed 11/23/22	Thu 11/24/22	1530			
1532	4.2.3.6.2.4		<b>D-I: System, User, and Product Documentation Submitted to PRDoH</b>	0 days	Thu 11/24/22	Thu 11/24/22	1531			
1533	4.2.3.6.2.5		C: Review Draft System, User, and Product Documentation by PRDoH	10 days	Thu 11/24/22	Thu 12/8/22	1532			
1534	4.2.3.6.2.6		<b>M: System, User, and Product Documentation Comments Provided by PRDoH</b>	0 days	Thu 12/8/22	Thu 12/8/22	1533			
1535	4.2.3.6.2.7		Incorporate Comments and Update System, User, and Product Documentation	5 days	Fri 12/9/22	Thu 12/15/22	1534			
1536	4.2.3.6.2.8		Conduct Peer and Quality Review of System, User, and Product Documentation	2 days	Fri 12/16/22	Mon 12/19/22	1535			
1537	4.2.3.6.2.9	38, D051	<b>D: System, User, and Product Documentation Submitted to PRDoH</b>	0 days	Mon 12/19/22	Mon 12/19/22	1536	67	18	Operations Manager
1538	4.2.3.6.2.10		C: Review System, User, and Product Documentation by PRDoH	5 days	Mon 12/19/22	Mon 12/26/22	1537			
1539	4.2.3.6.2.11		<b>M: System, User, and Product Documentation Approved by PRDoH</b>	0 days	Mon 12/26/22	Mon 12/26/22	1538			
1540	4.2.3.6.3		<b>M: System, User, and Product Documentation Complete</b>	0 days	Mon 12/26/22	Mon 12/26/22	1539			
1541	4.2.3.7	42, D050	<b>System Operations Plan</b>	36 days	Mon 11/7/22	Mon 12/26/22		67	18	
1542	4.2.3.7.1		<b>DED Approval</b>	6 days	Mon 11/7/22	Mon 11/14/22				
1543	4.2.3.7.1.1		Tailor System Operations Plan DED	3 days	Mon 11/7/22	Wed 11/9/22	1549SS-6 days			
1544	4.2.3.7.1.2		Conduct Peer and Quality Review of System Operations Plan DED	2 days	Thu 11/10/22	Fri 11/11/22	1543			
1545	4.2.3.7.1.3		<b>D-I: System Operations Plan DED Submitted to PRDoH</b>	0 days	Fri 11/11/22	Fri 11/11/22	1544			
1546	4.2.3.7.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 11/11/22	Mon 11/14/22	1545			
1547	4.2.3.7.1.5		<b>M: System Operations Plan DED Approved and Signed Off by PRDoH</b>	0 days	Mon 11/14/22	Mon 11/14/22	1546			
1548	4.2.3.7.2		<b>Deliverable Approval</b>	30 days	Tue 11/15/22	Mon 12/26/22		67	18	
1549	4.2.3.7.2.1		Tailor System Operations Plan	5 days	Tue 11/15/22	Mon 11/21/22	1582SS-30 days			



### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1550	4.2.3.7.2.2		Conduct Peer and Quality Review of System Operations Plan	2 days	Tue 11/22/22	Wed 11/23/22	1549			
1551	4.2.3.7.2.3		C: Walk Through System Operations Plan With PRDoH	1 day	Wed 11/23/22	Thu 11/24/22	1550			
1552	4.2.3.7.2.4		<b>D-I: System Operations Plan Submitted to PRDoH</b>	0 days	Thu 11/24/22	Thu 11/24/22	1551			
1553	4.2.3.7.2.5		C: Review Draft System Operations Plan by PRDoH	10 days	Thu 11/24/22	Thu 12/8/22	1552			
1554	4.2.3.7.2.6		<b>M: System Operations Plan Comments Provided by PRDoH</b>	0 days	Thu 12/8/22	Thu 12/8/22	1553			
1555	4.2.3.7.2.7		Incorporate Comments and Update System Operations Plan	5 days	Fri 12/9/22	Thu 12/15/22	1554			
1556	4.2.3.7.2.8		Conduct Peer and Quality Review of System Operations Plan	2 days	Fri 12/16/22	Mon 12/19/22	1555			
1557	4.2.3.7.2.9	42, D050	<b>D: System Operations Plan Submitted to PRDoH</b>	0 days	Mon 12/19/22	Mon 12/19/22	1556	67	18	Operations Manage
1558	4.2.3.7.2.10		C: Review System Operations Plan by PRDoH	5 days	Mon 12/19/22	Mon 12/26/22	1557			
1559	4.2.3.7.2.11		<b>M: System Operations Plan Approved by PRDoH</b>	0 days	Mon 12/26/22	Mon 12/26/22	1558			
1560	4.2.3.7.3		<b>M: System Operations Plan Complete</b>	0 days	Mon 12/26/22	Mon 12/26/22	1559			
1561	4.2.3.8	46, D052	<b>Training Documentation</b>	36 days	Mon 10/10/22	Mon 11/28/22		401	29	
1562	4.2.3.8.1		<b>DED Approval</b>	6 days	Mon 10/10/22	Mon 10/17/22				
1563	4.2.3.8.1.1		Tailor Training Documentation DED	3 days	Mon 10/10/22	Wed 10/12/22	1569SS-6 days			
1564	4.2.3.8.1.2		Conduct Peer and Quality Review of Training Documentation DED	2 days	Thu 10/13/22	Fri 10/14/22	1563			
1565	4.2.3.8.1.3		<b>D-I: Training Documentation DED Submitted to PRDoH</b>	0 days	Fri 10/14/22	Fri 10/14/22	1564			
1566	4.2.3.8.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 10/14/22	Mon 10/17/22	1565			
1567	4.2.3.8.1.5		<b>M: Training Documentation DED Approved and Signed Off by PRDoH</b>	0 days	Mon 10/17/22	Mon 10/17/22	1566			
1568	4.2.3.8.2		<b>Deliverable Approval</b>	30 days	Tue 10/18/22	Mon 11/28/22		401	29	
1569	4.2.3.8.2.1		Tailor Training Documentation	5 days	Tue 10/18/22	Mon 10/24/22	1582SS-50 days			
1570	4.2.3.8.2.2		Conduct Peer and Quality Review of Training Documentation	2 days	Tue 10/25/22	Wed 10/26/22	1569			
1571	4.2.3.8.2.3		C: Walk Through Training Documentation With PRDoH	1 day	Wed 10/26/22	Thu 10/27/22	1570			
1572	4.2.3.8.2.4		<b>D-I: Training Documentation Submitted to PRDoH</b>	0 days	Thu 10/27/22	Thu 10/27/22	1571			
1573	4.2.3.8.2.5		C: Review Draft Training Documentation by PRDoH	10 days	Thu 10/27/22	Thu 11/10/22	1572			
1574	4.2.3.8.2.6		<b>M: Training Documentation Comments Provided by PRDoH</b>	0 days	Thu 11/10/22	Thu 11/10/22	1573			
1575	4.2.3.8.2.7		Incorporate Comments and Update Training Documentation	5 days	Fri 11/11/22	Thu 11/17/22	1574			
1576	4.2.3.8.2.8		Conduct Peer and Quality Review of Training Documentation	2 days	Fri 11/18/22	Mon 11/21/22	1575			
1577	4.2.3.8.2.9	46, D052	<b>D: Training Documentation Submitted to PRDoH</b>	0 days	Mon 11/21/22	Mon 11/21/22	1576	401	29	Operations Manage
1578	4.2.3.8.2.10		C: Review Training Documentation by PRDoH	5 days	Mon 11/21/22	Mon 11/28/22	1577			
1579	4.2.3.8.2.11		<b>M: Training Documentation Approved by PRDoH</b>	0 days	Mon 11/28/22	Mon 11/28/22	1578			
1580	4.2.3.8.3		<b>M: Training Documentation Complete</b>	0 days	Mon 11/28/22	Mon 11/28/22	1579			
1581	4.2.4		C: Conduct Go/No Go Decision Meeting	1 day	Mon 12/26/22	Mon 12/26/22	1301, 1333, 712			
1582	4.2.5		C: Execute Cutover	5 days	Tue 12/27/22	Sat 12/31/22	1581			
1583	4.2.6		<b>M: Implementation Complete</b>	0 days	Sat 12/31/22	Sat 12/31/22	1582			
1584	4.3		<b>M: Phase 2 Go-Live</b>	0 days	Sat 12/31/22	Sat 12/31/22	1583			
1585	5		<b>Phase 3 - CMdS Claims and Financial (Premium Payment)</b>	378 days	Fri 1/21/22	Fri 6/30/23		51423	3807	
1586	5.1		<b>Solution Design and Testing - Phase 3</b>	375 days	Fri 1/21/22	Tue 6/27/23		48447	3490	
1587	5.1.1		<b>Phase 3 - CMdS Claims - Design, Configuration, and Build Iterations (includes Customization, Unit Test, SIT, Regression, HIP)</b>	337 days	Fri 1/21/22	Thu 5/4/23		13312	935	
1588	5.1.1.1		C: Iteration 1	15 days	Mon 1/31/22	Fri 2/18/22	315SS+10 days			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1589	5.1.1.2		C: Iteration 2	15 days	Mon 2/21/22	Fri 3/11/22	1588			
1590	5.1.1.3		C: Iteration 3	15 days	Mon 3/14/22	Fri 4/1/22	1589			
1591	5.1.1.4		C: Iteration 4 (HIP)	15 days	Mon 4/4/22	Fri 4/22/22	1590			
1592	5.1.1.5		C: Iteration 5	15 days	Mon 4/25/22	Fri 5/13/22	1591			
1593	5.1.1.6		C: Iteration 6	15 days	Mon 5/16/22	Fri 6/3/22	1592			
1594	5.1.1.7		C: Iteration 7	15 days	Mon 6/6/22	Fri 6/24/22	1593			
1595	5.1.1.8		C: Iteration 8 (HIP)	15 days	Mon 6/27/22	Fri 7/15/22	1594			
1596	5.1.1.9		C: Iteration 9	15 days	Mon 7/18/22	Fri 8/5/22	1595			
1597	5.1.1.10		C: Iteration 10	15 days	Mon 8/8/22	Fri 8/26/22	1596			
1598	5.1.1.11		C: Iteration 11	15 days	Mon 8/29/22	Fri 9/16/22	1597			
1599	5.1.1.12		C: Iteration 12 (HIP)	15 days	Mon 9/19/22	Fri 10/7/22	1598			
1600	5.1.1.13		C: Iteration 13	15 days	Mon 10/10/22	Fri 10/28/22	1599			
1601	5.1.1.14		C: Iteration 14	15 days	Mon 10/31/22	Fri 11/18/22	1600			
1602	5.1.1.15		C: Iteration 15	15 days	Mon 11/21/22	Fri 12/9/22	1601			
1603	5.1.1.16		C: Iteration 16 (HIP)	15 days	Mon 12/12/22	Fri 12/30/22	1602			
1604	5.1.1.17		C: Iteration 17	15 days	Sat 12/31/22	Wed 1/18/23	1603			
1605	5.1.1.18		C: Iteration 18	15 days	Thu 1/19/23	Wed 2/8/23	1604			
1606	5.1.1.19		C: Iteration 19	15 days	Thu 2/9/23	Wed 3/1/23	1605			
1607	5.1.1.20		C: Iteration 20 (HIP)	15 days	Thu 3/2/23	Wed 3/22/23	1606			
1608	5.1.1.21		C: Iteration 21	15 days	Thu 3/23/23	Wed 4/12/23	1607			
1609	5.1.1.22		M: Iterations - Phase 3 CMdS Claims Complete	0 days	Wed 4/12/23	Wed 4/12/23	1608			
1610	5.1.1.23		Solution Design and Testing Deliverables - Phase 3 - CMdS Claims	337 days	Fri 1/21/22	Thu 5/4/23		13312	935	
1611	5.1.1.23.1	30, D073	Requirements Traceability Matrix (RTM)	331 days	Mon 1/31/22	Thu 5/4/23		6258	123	
1612	5.1.1.23.1.1		Deliverable Approval	331 days	Mon 1/31/22	Thu 5/4/23		6258	123	
1613	5.1.1.23.1.1.1		Update RTM During Iterations (as needed)	315 days	Mon 1/31/22	Wed 4/12/23	1588SS			
1614	5.1.1.23.1.1.2		Conduct Peer and Quality Review of RTM	5 days	Thu 4/13/23	Wed 4/19/23	1613			
1615	5.1.1.23.1.1.3		C: Walk Through RTM With PRDoH	1 day	Wed 4/19/23	Thu 4/20/23	1614			
1616	5.1.1.23.1.1.4		D-I: RTM Submitted to PRDoH	0 days	Thu 4/20/23	Thu 4/20/23	1615			
1617	5.1.1.23.1.1.5		C: Review Draft RTM by PRDoH	5 days	Thu 4/20/23	Thu 4/27/23	1616			
1618	5.1.1.23.1.1.6		M: RTM Comments Provided by PRDoH	0 days	Thu 4/27/23	Thu 4/27/23	1617			
1619	5.1.1.23.1.1.7		Incorporate Comments and Update RTM	2 days	Fri 4/28/23	Mon 5/1/23	1618			
1620	5.1.1.23.1.1.8		Conduct Peer and Quality Review of RTM	1 day	Tue 5/2/23	Tue 5/2/23	1619			
1621	5.1.1.23.1.1.9	30, D073	D: RTM Submitted to PRDoH	0 days	Tue 5/2/23	Tue 5/2/23	1620	6258	123	Business Lead
1622	5.1.1.23.1.1.10		C: Review RTM by PRDoH	2 days	Tue 5/2/23	Thu 5/4/23	1621			
1623	5.1.1.23.1.1.11		M: RTM Approved by PRDoH	0 days	Thu 5/4/23	Thu 5/4/23	1622			
1624	5.1.1.23.1.2		M: RTM Complete	0 days	Thu 5/4/23	Thu 5/4/23	1623			
1625	5.1.1.23.2	9, D027	Detailed System Design (DSD) Document	337 days	Fri 1/21/22	Thu 5/4/23		1851	110	
1626	5.1.1.23.2.1		DED Approval	6 days	Fri 1/21/22	Fri 1/28/22				
1627	5.1.1.23.2.1.1		Tailor DSD DED	3 days	Fri 1/21/22	Tue 1/25/22	1633SS-6 days			
1628	5.1.1.23.2.1.2		Conduct Peer and Quality Review of DSD DED	2 days	Wed 1/26/22	Thu 1/27/22	1627			
1629	5.1.1.23.2.1.3		D-I: DSD DED Submitted to PRDoH	0 days	Thu 1/27/22	Thu 1/27/22	1628			
1630	5.1.1.23.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1629			
1631	5.1.1.23.2.1.5		M: DSD DED Approved and Signed Off by PRDoH	0 days	Fri 1/28/22	Fri 1/28/22	1630			
1632	5.1.1.23.2.2		Deliverable Approval	331 days	Mon 1/31/22	Thu 5/4/23		1851	110	
1633	5.1.1.23.2.2.1		Tailor DSD	315 days	Mon 1/31/22	Wed 4/12/23	1588SS			
1634	5.1.1.23.2.2.2		Conduct Peer and Quality Review of DSD	5 days	Thu 4/13/23	Wed 4/19/23	1633			
1635	5.1.1.23.2.2.3		C: Walk Through DSD With PRDoH	1 day	Wed 4/19/23	Thu 4/20/23	1634			
1636	5.1.1.23.2.2.4		D-I: DSD Submitted to PRDoH	0 days	Thu 4/20/23	Thu 4/20/23	1635			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1637	5.1.1.23.2.2.5		C: Review Draft DSD by PRDoH	5 days	Thu 4/20/23	Thu 4/27/23	1636			
1638	5.1.1.23.2.2.6		M: DSD Comments Provided by PRDoH	0 days	Thu 4/27/23	Thu 4/27/23	1637			
1639	5.1.1.23.2.2.7		Incorporate Comments and Update DSD	2 days	Fri 4/28/23	Mon 5/1/23	1638			
1640	5.1.1.23.2.2.8		Conduct Peer and Quality Review of DSD	1 day	Tue 5/2/23	Tue 5/2/23	1639			
1641	5.1.1.23.2.2.9	9, D027	D: DSD Submitted to PRDoH	0 days	Tue 5/2/23	Tue 5/2/23	1640	1851	110	Technical Lead
1642	5.1.1.23.2.2.10		C: Review DSD by PRDoH	2 days	Tue 5/2/23	Thu 5/4/23	1641			
1643	5.1.1.23.2.2.11		M: DSD Approved by PRDoH	0 days	Thu 5/4/23	Thu 5/4/23	1642			
1644	5.1.1.23.2.3		M: DSD Complete	0 days	Thu 5/4/23	Thu 5/4/23	1643			
1645	5.1.1.23.3		System Test and System Integration Test (SIT)	313 days	Fri 1/21/22	Fri 3/31/23		1912	240	
1646	5.1.1.23.3.1	40, D035	System Test and System Integration Test (SIT) Cases	313 days	Fri 1/21/22	Fri 3/31/23		270	120	
1647	5.1.1.23.3.1.1		DED Approval	6 days	Fri 1/21/22	Fri 1/28/22				
1648	5.1.1.23.3.1.1.1		Tailor System Test and System Integration Test (SIT) Cases DED	3 days	Fri 1/21/22	Tue 1/25/22	1654SS-6 days			
1649	5.1.1.23.3.1.1.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases DED	2 days	Wed 1/26/22	Thu 1/27/22	1648			
1650	5.1.1.23.3.1.1.3		D-I: System Test and System Integration Test (SIT) Cases DED Submitted to PRDoH	0 days	Thu 1/27/22	Thu 1/27/22	1649			
1651	5.1.1.23.3.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1650			
1652	5.1.1.23.3.1.1.5		M: System Test and System Integration Test (SIT) Cases DED Approved and Signed Off by PRDoH	0 days	Fri 1/28/22	Fri 1/28/22	1651			
1653	5.1.1.23.3.1.2		Deliverable Approval	307 days	Mon 1/31/22	Fri 3/31/23		270	120	
1654	5.1.1.23.3.1.2.1		Tailor System Test and System Integration Test (SIT) Cases	294 days	Mon 1/31/22	Tue 3/14/23	1588SS			
1655	5.1.1.23.3.1.2.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases	2 days	Wed 3/15/23	Thu 3/16/23	1654			
1656	5.1.1.23.3.1.2.3		C: Walk Through System Test and System Integration Test (SIT) Cases With PRDoH	1 day	Thu 3/16/23	Fri 3/17/23	1655			
1657	5.1.1.23.3.1.2.4		D-I: System Test and System Integration Test (SIT) Cases Submitted to PRDoH	0 days	Fri 3/17/23	Fri 3/17/23	1656			
1658	5.1.1.23.3.1.2.5		C: Review Draft System Test and System Integration Test (SIT) Cases by PRDoH	5 days	Fri 3/17/23	Fri 3/24/23	1657			
1659	5.1.1.23.3.1.2.6		M: System Test and System Integration Test (SIT) Cases Comments Provided by PRDoH	0 days	Fri 3/24/23	Fri 3/24/23	1658			
1660	5.1.1.23.3.1.2.7		Incorporate Comments and Update System Test and System Integration Test (SIT) Cases	2 days	Mon 3/27/23	Tue 3/28/23	1659			
1661	5.1.1.23.3.1.2.8		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases	1 day	Wed 3/29/23	Wed 3/29/23	1660			
1662	5.1.1.23.3.1.2.9	40, D035	D: System Test and System Integration Test (SIT) Cases Submitted to PRDoH	0 days	Wed 3/29/23	Wed 3/29/23	1661	270	120	Testing Manager
1663	5.1.1.23.3.1.2.10		C: Review System Test and System Integration Test (SIT) Cases by PRDoH	2 days	Wed 3/29/23	Fri 3/31/23	1662			
1664	5.1.1.23.3.1.2.11		M: System Test and System Integration Test (SIT) Cases Approved by PRDoH	0 days	Fri 3/31/23	Fri 3/31/23	1663			
1665	5.1.1.23.3.1.3		M: System Test and System Integration Test (SIT) Cases Complete	0 days	Fri 3/31/23	Fri 3/31/23	1664			
1666	5.1.1.23.3.2	41, D036	System Test and System Integration Test (SIT) Results	24 days	Tue 2/28/23	Fri 3/31/23		1642	120	
1667	5.1.1.23.3.2.1		DED Approval	6 days	Tue 2/28/23	Tue 3/7/23				
1668	5.1.1.23.3.2.1.1		Tailor System Test and System Integration Test (SIT) Results DED	3 days	Tue 2/28/23	Thu 3/2/23	1674SS-6 days			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1669	5.1.1.23.3.2.1.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results DED	2 days	Fri 3/3/23	Mon 3/6/23	1668			
1670	5.1.1.23.3.2.1.3		<b>D-I: System Test and System Integration Test (SIT) Results DED Submitted to PRDoH</b>	0 days	Mon 3/6/23	Mon 3/6/23	1669			
1671	5.1.1.23.3.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Mon 3/6/23	Tue 3/7/23	1670			
1672	5.1.1.23.3.2.1.5		<b>M: System Test and System Integration Test (SIT) Results DED Approved and Signed Off by PRDoH</b>	0 days	Tue 3/7/23	Tue 3/7/23	1671			
1673	5.1.1.23.3.2.2		<b>Deliverable Approval</b>	18 days	Wed 3/8/23	Fri 3/31/23		1642	120	
1674	5.1.1.23.3.2.2.1		Tailor System Test and System Integration Test (SIT) Results	5 days	Wed 3/8/23	Tue 3/14/23	1609FS-26 days			
1675	5.1.1.23.3.2.2.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results	2 days	Wed 3/15/23	Thu 3/16/23	1674			
1676	5.1.1.23.3.2.2.3		C: Walk Through System Test and System Integration Test (SIT) Results With PRDoH	1 day	Thu 3/16/23	Fri 3/17/23	1675			
1677	5.1.1.23.3.2.2.4		<b>D-I: System Test and System Integration Test (SIT) Results Submitted to PRDoH</b>	0 days	Fri 3/17/23	Fri 3/17/23	1676			
1678	5.1.1.23.3.2.2.5		C: Review Draft System Test and System Integration Test (SIT) Results by PRDoH	5 days	Fri 3/17/23	Fri 3/24/23	1677			
1679	5.1.1.23.3.2.2.6		<b>M: System Test and System Integration Test (SIT) Results Comments Provided by PRDoH</b>	0 days	Fri 3/24/23	Fri 3/24/23	1678			
1680	5.1.1.23.3.2.2.7		Incorporate Comments and Update System Test and System Integration Test (SIT) Results	2 days	Mon 3/27/23	Tue 3/28/23	1679			
1681	5.1.1.23.3.2.2.8		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results	1 day	Wed 3/29/23	Wed 3/29/23	1680			
1682	5.1.1.23.3.2.2.9	41, D036	<b>D: System Test and System Integration Test (SIT) Results Submitted to PRDoH</b>	0 days	Wed 3/29/23	Wed 3/29/23	1681	1642	120	Testing Manager
1683	5.1.1.23.3.2.2.10		C: Review System Test and System Integration Test (SIT) Results by PRDoH	2 days	Wed 3/29/23	Fri 3/31/23	1682			
1684	5.1.1.23.3.2.2.11		<b>M: System Test and System Integration Test (SIT) Results Approved by PRDoH</b>	0 days	Fri 3/31/23	Fri 3/31/23	1683			
1685	5.1.1.23.3.2.3		<b>M: System Test and System Integration Test (SIT) Results Complete</b>	0 days	Fri 3/31/23	Fri 3/31/23	1684			
1686	5.1.1.23.4		<b>End-To-End System Testing (includes Regression and Integration)</b>	334 days	Fri 1/21/22	Mon 5/1/23		986	219	
1687	5.1.1.23.4.1	27, D030	<b>End-To-End System Test Cases (includes Regression and Integration)</b>	297 days	Fri 1/21/22	Thu 3/9/23		387	175	
1688	5.1.1.23.4.1.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
1689	5.1.1.23.4.1.1.1		Tailor End-To-End System Test Cases (includes Regression and Integration) DED	3 days	Fri 1/21/22	Tue 1/25/22	1695SS-6 days			
1690	5.1.1.23.4.1.1.2		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration) DED	2 days	Wed 1/26/22	Thu 1/27/22	1689			
1691	5.1.1.23.4.1.1.3		<b>D-I: End-To-End System Test Cases (includes Regression and Integration) DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	1690			
1692	5.1.1.23.4.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1691			
1693	5.1.1.23.4.1.1.5		<b>M: End-To-End System Test Cases (includes Regression and Integration) DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	1692			
1694	5.1.1.23.4.1.2		<b>Deliverable Approval</b>	291 days	Mon 1/31/22	Thu 3/9/23		387	175	
1695	5.1.1.23.4.1.2.1		Tailor End-To-End System Test Cases (includes Regression and Integration)	275 days	Mon 1/31/22	Wed 2/15/23	1588SS			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1696	5.1.1.23.4.1.2.2		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration)	5 days	Thu 2/16/23	Wed 2/22/23	1695			
1697	5.1.1.23.4.1.2.3		C: Walk Through End-To-End System Test Cases (includes Regression and Integration) With PRDoH	1 day	Wed 2/22/23	Thu 2/23/23	1696			
1698	5.1.1.23.4.1.2.4		<b>D-I: End-To-End System Test Cases (includes Regression and Integration) Submitted to PRDoH</b>	0 days	Thu 2/23/23	Thu 2/23/23	1697			
1699	5.1.1.23.4.1.2.5		C: Review Draft End-To-End System Test Cases (includes Regression and Integration) by PRDoH	5 days	Thu 2/23/23	Thu 3/2/23	1698			
1700	5.1.1.23.4.1.2.6		<b>M: End-To-End System Test Cases (includes Regression and Integration) Comments Provided by PRDoH</b>	0 days	Thu 3/2/23	Thu 3/2/23	1699			
1701	5.1.1.23.4.1.2.7		Incorporate Comments and Update End-To-End System Test Cases (includes Regression and Integration)	2 days	Fri 3/3/23	Mon 3/6/23	1700			
1702	5.1.1.23.4.1.2.8		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration)	1 day	Tue 3/7/23	Tue 3/7/23	1701			
1703	5.1.1.23.4.1.2.9	27, D030	<b>D: End-To-End System Test Cases (includes Regression and Integration) Submitted to PRDoH</b>	0 days	Tue 3/7/23	Tue 3/7/23	1702	387	175	Testing Manager
1704	5.1.1.23.4.1.2.10		C: Review End-To-End System Test Cases (includes Regression and Integration) by PRDoH	2 days	Tue 3/7/23	Thu 3/9/23	1703			
1705	5.1.1.23.4.1.2.11		<b>M: End-To-End System Test Cases (includes Regression and Integration) Approved by PRDoH</b>	0 days	Thu 3/9/23	Thu 3/9/23	1704			
1706	5.1.1.23.4.1.3		<b>M: End-To-End System Test Cases (includes Regression and Integration) Complete</b>	0 days	Thu 3/9/23	Thu 3/9/23	1705			
1707	5.1.1.23.4.2	28, D031	<b>End-To-End System Test Results (Includes Regression and Integration)</b>	29 days	Wed 3/22/23	Mon 5/1/23		599	44	
1708	5.1.1.23.4.2.1		<b>DED Approval</b>	6 days	Wed 3/22/23	Wed 3/29/23				
1709	5.1.1.23.4.2.1.1		Tailor End-To-End System Test Results (Includes Regression and Integration) DED	3 days	Wed 3/22/23	Fri 3/24/23	1715SS-6 days			
1710	5.1.1.23.4.2.1.2		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration) DED	2 days	Mon 3/27/23	Tue 3/28/23	1709			
1711	5.1.1.23.4.2.1.3		<b>D-I: End-To-End System Test Results (Includes Regression and Integration) DED Submitted to PRDoH</b>	0 days	Tue 3/28/23	Tue 3/28/23	1710			
1712	5.1.1.23.4.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 3/28/23	Wed 3/29/23	1711			
1713	5.1.1.23.4.2.1.5		<b>M: End-To-End System Test Results (Includes Regression and Integration) DED Approved and Signed Off by PRDoH</b>	0 days	Wed 3/29/23	Wed 3/29/23	1712			
1714	5.1.1.23.4.2.2		<b>Deliverable Approval</b>	23 days	Thu 3/30/23	Mon 5/1/23		599	44	
1715	5.1.1.23.4.2.2.1		Tailor End-To-End System Test Results (Includes Regression and Integration)	10 days	Thu 3/30/23	Wed 4/12/23	1609FS-10 days			
1716	5.1.1.23.4.2.2.2		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration)	2 days	Thu 4/13/23	Fri 4/14/23	1715			
1717	5.1.1.23.4.2.2.3		C: Walk Through End-To-End System Test Results (Includes Regression and Integration) With PRDoH	1 day	Fri 4/14/23	Mon 4/17/23	1716			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1718	5.1.1.23.4.2.2.4		<b>D-I: End-To-End System Test Results (Includes Regression and Integration) Submitted to PRDoH</b>	0 days	Mon 4/17/23	Mon 4/17/23	1717			
1719	5.1.1.23.4.2.2.5		C: Review Draft End-To-End System Test Results (Includes Regression and Integration) by PRDoH	5 days	Mon 4/17/23	Mon 4/24/23	1718			
1720	5.1.1.23.4.2.2.6		<b>M: End-To-End System Test Results (Includes Regression and Integration) Comments Provided by PRDoH</b>	0 days	Mon 4/24/23	Mon 4/24/23	1719			
1721	5.1.1.23.4.2.2.7		Incorporate Comments and Update End-To-End System Test Results (Includes Regression and Integration)	2 days	Tue 4/25/23	Wed 4/26/23	1720			
1722	5.1.1.23.4.2.2.8		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration)	1 day	Thu 4/27/23	Thu 4/27/23	1721			
1723	5.1.1.23.4.2.2.9	28, D031	<b>D: End-To-End System Test Results (Includes Regression and Integration) Submitted to PRDoH</b>	0 days	Thu 4/27/23	Thu 4/27/23	1722	599	44	Testing Manager
1724	5.1.1.23.4.2.2.10		C: Review End-To-End System Test Results (Includes Regression and Integration) by PRDoH	2 days	Thu 4/27/23	Mon 5/1/23	1723			
1725	5.1.1.23.4.2.2.11		<b>M: End-To-End System Test Results (Includes Regression and Integration) Approved by PRDoH</b>	0 days	Mon 5/1/23	Mon 5/1/23	1724			
1726	5.1.1.23.4.2.3		<b>M: End-To-End System Test Results (Includes Regression and Integration) Complete</b>	0 days	Mon 5/1/23	Mon 5/1/23	1725			
1727	5.1.1.23.5		<b>Load and Stress Testing</b>	79 days	Wed 1/11/23	Mon 5/1/23		1994	220	
1728	5.1.1.23.5.1	15, D029	<b>Load and Stress Test Cases</b>	44 days	Wed 1/11/23	Mon 3/13/23		497	110	
1729	5.1.1.23.5.1.1		<b>DED Approval</b>	6 days	Wed 1/11/23	Wed 1/18/23				
1730	5.1.1.23.5.1.1.1		Tailor Load and Stress Test Cases DED	3 days	Wed 1/11/23	Fri 1/13/23	1736SS-6 days			
1731	5.1.1.23.5.1.1.2		Conduct Peer and Quality Review of Load and Stress Test Cases DED	2 days	Mon 1/16/23	Tue 1/17/23	1730			
1732	5.1.1.23.5.1.1.3		<b>D-I: Load and Stress Test Cases DED Submitted to PRDoH</b>	0 days	Tue 1/17/23	Tue 1/17/23	1731			
1733	5.1.1.23.5.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 1/17/23	Wed 1/18/23	1732			
1734	5.1.1.23.5.1.1.5		<b>M: Load and Stress Test Cases DED Approved and Signed Off by PRDoH</b>	0 days	Wed 1/18/23	Wed 1/18/23	1733			
1735	5.1.1.23.5.1.2		<b>Deliverable Approval</b>	38 days	Thu 1/19/23	Mon 3/13/23		497	110	
1736	5.1.1.23.5.1.2.1		Tailor Load and Stress Test Cases	10 days	Thu 1/19/23	Wed 2/1/23	1748SS-40 days			
1737	5.1.1.23.5.1.2.2		Conduct Peer and Quality Review of Load and Stress Test Cases	5 days	Thu 2/2/23	Wed 2/8/23	1736			
1738	5.1.1.23.5.1.2.3		C: Walk Through Load and Stress Test Cases With PRDoH	1 day	Wed 2/8/23	Thu 2/9/23	1737			
1739	5.1.1.23.5.1.2.4		<b>D-I: Load and Stress Test Cases Submitted to PRDoH</b>	0 days	Thu 2/9/23	Thu 2/9/23	1738			
1740	5.1.1.23.5.1.2.5		C: Review Draft Load and Stress Test Cases by PRDoH	10 days	Thu 2/9/23	Thu 2/23/23	1739			
1741	5.1.1.23.5.1.2.6		<b>M: Load and Stress Test Cases Comments Provided by PRDoH</b>	0 days	Thu 2/23/23	Thu 2/23/23	1740			
1742	5.1.1.23.5.1.2.7		Incorporate Comments and Update Load and Stress Test Cases	5 days	Fri 2/24/23	Thu 3/2/23	1741			
1743	5.1.1.23.5.1.2.8		Conduct Peer and Quality Review of Load and Stress Test Cases	2 days	Fri 3/3/23	Mon 3/6/23	1742			
1744	5.1.1.23.5.1.2.9	15, D029	<b>D: Load and Stress Test Cases Submitted to PRDoH</b>	0 days	Mon 3/6/23	Mon 3/6/23	1743	497	110	Testing Manager

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1745	5.1.1.23.5.1.2.10		C: Review Load and Stress Test Cases by PRDoH	5 days	Mon 3/6/23	Mon 3/13/23	1744			
1746	5.1.1.23.5.1.2.11		M: Load and Stress Test Cases Approved by PRDoH	0 days	Mon 3/13/23	Mon 3/13/23	1745			
1747	5.1.1.23.5.1.3		M: Load and Stress Test Cases Complete	0 days	Mon 3/13/23	Mon 3/13/23	1746			
1748	5.1.1.23.5.2		Execute Load and Stress Testing	20 days	Thu 3/16/23	Wed 4/12/23	1609FS-20 days			
1749	5.1.1.23.5.3	16, D026	Load and Stress Test Results	24 days	Wed 3/29/23	Mon 5/1/23		1497	110	
1750	5.1.1.23.5.3.1		DED Approval	6 days	Wed 3/29/23	Wed 4/5/23				
1751	5.1.1.23.5.3.1.1		Tailor Load and Stress Test Results DED	3 days	Wed 3/29/23	Fri 3/31/23	1757SS-6 days			
1752	5.1.1.23.5.3.1.2		Conduct Peer and Quality Review of Load and Stress Test Results DED	2 days	Mon 4/3/23	Tue 4/4/23	1751			
1753	5.1.1.23.5.3.1.3		D-I: Load and Stress Test Results DED Submitted to PRDoH	0 days	Tue 4/4/23	Tue 4/4/23	1752			
1754	5.1.1.23.5.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 4/4/23	Wed 4/5/23	1753			
1755	5.1.1.23.5.3.1.5		M: Load and Stress Test Results DED Approved and Signed Off by PRDoH	0 days	Wed 4/5/23	Wed 4/5/23	1754			
1756	5.1.1.23.5.3.2		Deliverable Approval	18 days	Thu 4/6/23	Mon 5/1/23		1497	110	
1757	5.1.1.23.5.3.2.1		Tailor Load and Stress Test Results	5 days	Thu 4/6/23	Wed 4/12/23	1748FS-5 days			
1758	5.1.1.23.5.3.2.2		Conduct Peer and Quality Review of Load and Stress Test Results	2 days	Thu 4/13/23	Fri 4/14/23	1757			
1759	5.1.1.23.5.3.2.3		C: Walk Through Load and Stress Test Results With PRDoH	1 day	Fri 4/14/23	Mon 4/17/23	1758			
1760	5.1.1.23.5.3.2.4		D-I: Load and Stress Test Results Submitted to PRDoH	0 days	Mon 4/17/23	Mon 4/17/23	1759			
1761	5.1.1.23.5.3.2.5		C: Review Draft Load and Stress Test Results by PRDoH	5 days	Mon 4/17/23	Mon 4/24/23	1760			
1762	5.1.1.23.5.3.2.6		M: Load and Stress Test Results Comments Provided by PRDoH	0 days	Mon 4/24/23	Mon 4/24/23	1761			
1763	5.1.1.23.5.3.2.7		Incorporate Comments and Update Load and Stress Test Results	2 days	Tue 4/25/23	Wed 4/26/23	1762			
1764	5.1.1.23.5.3.2.8		Conduct Peer and Quality Review of Load and Stress Test Results	1 day	Thu 4/27/23	Thu 4/27/23	1763			
1765	5.1.1.23.5.3.2.9	16, D026	D: Load and Stress Test Results Submitted to PRDoH	0 days	Thu 4/27/23	Thu 4/27/23	1764	1497	110	Testing Manager
1766	5.1.1.23.5.3.2.10		C: Review Load and Stress Test Results by PRDoH	2 days	Thu 4/27/23	Mon 5/1/23	1765			
1767	5.1.1.23.5.3.2.11		M: Load and Stress Test Results Approved by PRDoH	0 days	Mon 5/1/23	Mon 5/1/23	1766			
1768	5.1.1.23.5.3.3		M: Load and Stress Test Results Complete	0 days	Mon 5/1/23	Mon 5/1/23	1767			
1769	5.1.1.23.6	39, D034	System Integration Plan	54 days	Fri 1/21/22	Wed 4/6/22		311	23	
1770	5.1.1.23.6.1		DED Approval	6 days	Fri 1/21/22	Fri 1/28/22				
1771	5.1.1.23.6.1.1		Tailor System Integration Plan DED	3 days	Fri 1/21/22	Tue 1/25/22	1777SS-6 days			
1772	5.1.1.23.6.1.2		Conduct Peer and Quality Review of System Integration Plan DED	2 days	Wed 1/26/22	Thu 1/27/22	1771			
1773	5.1.1.23.6.1.3		D-I: System Integration Plan DED Submitted to PRDoH	0 days	Thu 1/27/22	Thu 1/27/22	1772			
1774	5.1.1.23.6.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1773			
1775	5.1.1.23.6.1.5		M: System Integration Plan DED Approved and Signed Off by PRDoH	0 days	Fri 1/28/22	Fri 1/28/22	1774			
1776	5.1.1.23.6.2		Deliverable Approval	48 days	Mon 1/31/22	Wed 4/6/22		311	23	
1777	5.1.1.23.6.2.1		Tailor System Integration Plan	20 days	Mon 1/31/22	Fri 2/25/22	1588SS			
1778	5.1.1.23.6.2.2		Conduct Peer and Quality Review of System Integration Plan	5 days	Mon 2/28/22	Fri 3/4/22	1777			
1779	5.1.1.23.6.2.3		C: Walk Through System Integration Plan With PRDoH	1 day	Fri 3/4/22	Mon 3/7/22	1778			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1780	5.1.1.23.6.2.4		<b>D-I: System Integration Plan Submitted to PRDoH</b>	0 days	Mon 3/7/22	Mon 3/7/22	1779			
1781	5.1.1.23.6.2.5		C: Review Draft System Integration Plan by PRDoH	10 days	Mon 3/7/22	Mon 3/21/22	1780			
1782	5.1.1.23.6.2.6		<b>M: System Integration Plan Comments Provided by PRDoH</b>	0 days	Mon 3/21/22	Mon 3/21/22	1781			
1783	5.1.1.23.6.2.7		Incorporate Comments and Update System Integration Plan	5 days	Tue 3/22/22	Mon 3/28/22	1782			
1784	5.1.1.23.6.2.8		Conduct Peer and Quality Review of System Integration Plan	2 days	Tue 3/29/22	Wed 3/30/22	1783			
1785	5.1.1.23.6.2.9	39, D034	<b>D: System Integration Plan Submitted to PRDoH</b>	0 days	Wed 3/30/22	Wed 3/30/22	1784	311	23	Technical Lead
1786	5.1.1.23.6.2.10		C: Review System Integration Plan by PRDoH	5 days	Wed 3/30/22	Wed 4/6/22	1785			
1787	5.1.1.23.6.2.11		<b>M: System Integration Plan Approved by PRDoH</b>	0 days	Wed 4/6/22	Wed 4/6/22	1786			
1788	5.1.1.23.6.3		<b>M: System Integration Plan Complete</b>	0 days	Wed 4/6/22	Wed 4/6/22	1787			
1789	5.1.1.23.7		<b>M: Solution Design and Testing Deliverables Complete</b>	0 days	Thu 5/4/23	Thu 5/4/23	1624, 1644, 1665, 1685, 1788			
1790	5.1.2		<b>Phase 3 - CMdS Financial - Design, Configuration, and Build Iterations (includes Customization, Unit Test, SIT, Regression, HIP)</b>	337 days	Fri 1/21/22	Thu 5/4/23		13312	935	
1791	5.1.2.1		C: Iteration 1	15 days	Mon 1/31/22	Fri 2/18/22	315SS+10 days			
1792	5.1.2.2		C: Iteration 2	15 days	Mon 2/21/22	Fri 3/11/22	1791			
1793	5.1.2.3		C: Iteration 3	15 days	Mon 3/14/22	Fri 4/1/22	1792			
1794	5.1.2.4		C: Iteration 4 (HIP)	15 days	Mon 4/4/22	Fri 4/22/22	1793			
1795	5.1.2.5		C: Iteration 5	15 days	Mon 4/25/22	Fri 5/13/22	1794			
1796	5.1.2.6		C: Iteration 6	15 days	Mon 5/16/22	Fri 6/3/22	1795			
1797	5.1.2.7		C: Iteration 7	15 days	Mon 6/6/22	Fri 6/24/22	1796			
1798	5.1.2.8		C: Iteration 8 (HIP)	15 days	Mon 6/27/22	Fri 7/15/22	1797			
1799	5.1.2.9		C: Iteration 9	15 days	Mon 7/18/22	Fri 8/5/22	1798			
1800	5.1.2.10		C: Iteration 10	15 days	Mon 8/8/22	Fri 8/26/22	1799			
1801	5.1.2.11		C: Iteration 11	15 days	Mon 8/29/22	Fri 9/16/22	1800			
1802	5.1.2.12		C: Iteration 12 (HIP)	15 days	Mon 9/19/22	Fri 10/7/22	1801			
1803	5.1.2.13		C: Iteration 13	15 days	Mon 10/10/22	Fri 10/28/22	1802			
1804	5.1.2.14		C: Iteration 14	15 days	Mon 10/31/22	Fri 11/18/22	1803			
1805	5.1.2.15		C: Iteration 15	15 days	Mon 11/21/22	Fri 12/9/22	1804			
1806	5.1.2.16		C: Iteration 16 (HIP)	15 days	Mon 12/12/22	Fri 12/30/22	1805			
1807	5.1.2.17		C: Iteration 17	15 days	Sat 12/31/22	Wed 1/18/23	1806			
1808	5.1.2.18		C: Iteration 18	15 days	Thu 1/19/23	Wed 2/8/23	1807			
1809	5.1.2.19		C: Iteration 19	15 days	Thu 2/9/23	Wed 3/1/23	1808			
1810	5.1.2.20		C: Iteration 20 (HIP)	15 days	Thu 3/2/23	Wed 3/22/23	1809			
1811	5.1.2.21		C: Iteration 21	15 days	Thu 3/23/23	Wed 4/12/23	1810			
1812	5.1.2.22		<b>M: Iterations - Phase 3 CMdS Financial Complete</b>	0 days	Wed 4/12/23	Wed 4/12/23	1811			
1813	5.1.2.23		<b>Solution Design and Testing Deliverables - Phase 3 - CMdS Financial</b>	337 days	Fri 1/21/22	Thu 5/4/23		13312	935	
1814	5.1.2.23.1	30, D073	<b>Requirements Traceability Matrix (RTM)</b>	331 days	Mon 1/31/22	Thu 5/4/23		6258	123	
1815	5.1.2.23.1.1		<b>Deliverable Approval</b>	331 days	Mon 1/31/22	Thu 5/4/23		6258	123	
1816	5.1.2.23.1.1.1		Update RTM During Iterations (as needed)	315 days	Mon 1/31/22	Wed 4/12/23	1791SS			
1817	5.1.2.23.1.1.2		Conduct Peer and Quality Review of RTM	5 days	Thu 4/13/23	Wed 4/19/23	1816			
1818	5.1.2.23.1.1.3		C: Walk Through RTM With PRDoH	1 day	Wed 4/19/23	Thu 4/20/23	1817			
1819	5.1.2.23.1.1.4		<b>D-I: RTM Submitted to PRDoH</b>	0 days	Thu 4/20/23	Thu 4/20/23	1818			
1820	5.1.2.23.1.1.5		C: Review Draft RTM by PRDoH	5 days	Thu 4/20/23	Thu 4/27/23	1819			
1821	5.1.2.23.1.1.6		<b>M: RTM Comments Provided by PRDoH</b>	0 days	Thu 4/27/23	Thu 4/27/23	1820			
1822	5.1.2.23.1.1.7		Incorporate Comments and Update RTM	2 days	Fri 4/28/23	Mon 5/1/23	1821			



### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1823	5.1.2.23.1.1.8		Conduct Peer and Quality Review of RTM	1 day	Tue 5/2/23	Tue 5/2/23	1822			
1824	5.1.2.23.1.1.9	30, D073	<b>D: RTM Submitted to PRDoH</b>	0 days	Tue 5/2/23	Tue 5/2/23	1823	6258	123	Business Lead
1825	5.1.2.23.1.1.10		C: Review RTM by PRDoH	2 days	Tue 5/2/23	Thu 5/4/23	1824			
1826	5.1.2.23.1.1.11		<b>M: RTM Approved by PRDoH</b>	0 days	Thu 5/4/23	Thu 5/4/23	1825			
1827	5.1.2.23.1.2		<b>M: RTM Complete</b>	0 days	Thu 5/4/23	Thu 5/4/23	1826			
1828	5.1.2.23.2	9, D027	<b>Detailed System Design (DSD) Document</b>	206 days	Fri 1/21/22	Fri 11/4/22		1851	110	
1829	5.1.2.23.2.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
1830	5.1.2.23.2.1.1		Tailor DSD DED	3 days	Fri 1/21/22	Tue 1/25/22	1836SS-6 days			
1831	5.1.2.23.2.1.2		Conduct Peer and Quality Review of DSD DED	2 days	Wed 1/26/22	Thu 1/27/22	1830			
1832	5.1.2.23.2.1.3		<b>D-I: DSD DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	1831			
1833	5.1.2.23.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1832			
1834	5.1.2.23.2.1.5		<b>M: DSD DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	1833			
1835	5.1.2.23.2.2		<b>Deliverable Approval</b>	200 days	Mon 1/31/22	Fri 11/4/22		1851	110	
1836	5.1.2.23.2.2.1		Tailor DSD	184 days	Mon 1/31/22	Thu 10/13/22	1791SS			
1837	5.1.2.23.2.2.2		Conduct Peer and Quality Review of DSD	5 days	Fri 10/14/22	Thu 10/20/22	1836			
1838	5.1.2.23.2.2.3		C: Walk Through DSD With PRDoH	1 day	Thu 10/20/22	Fri 10/21/22	1837			
1839	5.1.2.23.2.2.4		<b>D-I: DSD Submitted to PRDoH</b>	0 days	Fri 10/21/22	Fri 10/21/22	1838			
1840	5.1.2.23.2.2.5		C: Review Draft DSD by PRDoH	5 days	Fri 10/21/22	Fri 10/28/22	1839			
1841	5.1.2.23.2.2.6		<b>M: DSD Comments Provided by PRDoH</b>	0 days	Fri 10/28/22	Fri 10/28/22	1840			
1842	5.1.2.23.2.2.7		Incorporate Comments and Update DSD	2 days	Mon 10/31/22	Tue 11/1/22	1841			
1843	5.1.2.23.2.2.8		Conduct Peer and Quality Review of DSD	1 day	Wed 11/2/22	Wed 11/2/22	1842			
1844	5.1.2.23.2.2.9	9, D027	<b>D: DSD Submitted to PRDoH</b>	0 days	Wed 11/2/22	Wed 11/2/22	1843	1851	110	Technical Lead
1845	5.1.2.23.2.2.10		C: Review DSD by PRDoH	2 days	Wed 11/2/22	Fri 11/4/22	1844			
1846	5.1.2.23.2.2.11		<b>M: DSD Approved by PRDoH</b>	0 days	Fri 11/4/22	Fri 11/4/22	1845			
1847	5.1.2.23.2.3		<b>M: DSD Complete</b>	0 days	Fri 11/4/22	Fri 11/4/22	1846			
1848	5.1.2.23.3		<b>System Test and System Integration Test (SIT)</b>	313 days	Fri 1/21/22	Fri 3/31/23		1912	240	
1849	5.1.2.23.3.1	40, D035	<b>System Test and System Integration Test (SIT) Cases</b>	313 days	Fri 1/21/22	Fri 3/31/23		270	120	
1850	5.1.2.23.3.1.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
1851	5.1.2.23.3.1.1.1		Tailor System Test and System Integration Test (SIT) Cases DED	3 days	Fri 1/21/22	Tue 1/25/22	1857SS-6 days			
1852	5.1.2.23.3.1.1.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases DED	2 days	Wed 1/26/22	Thu 1/27/22	1851			
1853	5.1.2.23.3.1.1.3		<b>D-I: System Test and System Integration Test (SIT) Cases DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	1852			
1854	5.1.2.23.3.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1853			
1855	5.1.2.23.3.1.1.5		<b>M: System Test and System Integration Test (SIT) Cases DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	1854			
1856	5.1.2.23.3.1.2		<b>Deliverable Approval</b>	307 days	Mon 1/31/22	Fri 3/31/23		270	120	
1857	5.1.2.23.3.1.2.1		Tailor System Test and System Integration Test (SIT) Cases	294 days	Mon 1/31/22	Tue 3/14/23	1791SS			
1858	5.1.2.23.3.1.2.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases	2 days	Wed 3/15/23	Thu 3/16/23	1857			
1859	5.1.2.23.3.1.2.3		C: Walk Through System Test and System Integration Test (SIT) Cases With PRDoH	1 day	Thu 3/16/23	Fri 3/17/23	1858			
1860	5.1.2.23.3.1.2.4		<b>D-I: System Test and System Integration Test (SIT) Cases Submitted to PRDoH</b>	0 days	Fri 3/17/23	Fri 3/17/23	1859			
1861	5.1.2.23.3.1.2.5		C: Review Draft System Test and System Integration Test (SIT) Cases by PRDoH	5 days	Fri 3/17/23	Fri 3/24/23	1860			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1862	5.1.2.23.3.1.2.6		<b>M: System Test and System Integration Test (SIT) Cases Comments Provided by PRDoH</b>	0 days	Fri 3/24/23	Fri 3/24/23	1861			
1863	5.1.2.23.3.1.2.7		Incorporate Comments and Update System Test and System Integration Test (SIT) Cases	2 days	Mon 3/27/23	Tue 3/28/23	1862			
1864	5.1.2.23.3.1.2.8		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases	1 day	Wed 3/29/23	Wed 3/29/23	1863			
1865	5.1.2.23.3.1.2.9	40, D035	<b>D: System Test and System Integration Test (SIT) Cases Submitted to PRDoH</b>	0 days	Wed 3/29/23	Wed 3/29/23	1864	270	120	Testing Manager
1866	5.1.2.23.3.1.2.10		C: Review System Test and System Integration Test (SIT) Cases by PRDoH	2 days	Wed 3/29/23	Fri 3/31/23	1865			
1867	5.1.2.23.3.1.2.11		<b>M: System Test and System Integration Test (SIT) Cases Approved by PRDoH</b>	0 days	Fri 3/31/23	Fri 3/31/23	1866			
1868	5.1.2.23.3.1.3		<b>M: System Test and System Integration Test (SIT) Cases Complete</b>	0 days	Fri 3/31/23	Fri 3/31/23	1867			
1869	5.1.2.23.3.2	41, D036	<b>System Test and System Integration Test (SIT) Results</b>	24 days	Tue 2/28/23	Fri 3/31/23		1642	120	
1870	5.1.2.23.3.2.1		<b>DED Approval</b>	6 days	Tue 2/28/23	Tue 3/7/23				
1871	5.1.2.23.3.2.1.1		Tailor System Test and System Integration Test (SIT) Results DED	3 days	Tue 2/28/23	Thu 3/2/23	1877SS-6 days			
1872	5.1.2.23.3.2.1.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results DED	2 days	Fri 3/3/23	Mon 3/6/23	1871			
1873	5.1.2.23.3.2.1.3		<b>D-I: System Test and System Integration Test (SIT) Results DED Submitted to PRDoH</b>	0 days	Mon 3/6/23	Mon 3/6/23	1872			
1874	5.1.2.23.3.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Mon 3/6/23	Tue 3/7/23	1873			
1875	5.1.2.23.3.2.1.5		<b>M: System Test and System Integration Test (SIT) Results DED Approved and Signed Off by PRDoH</b>	0 days	Tue 3/7/23	Tue 3/7/23	1874			
1876	5.1.2.23.3.2.2		<b>Deliverable Approval</b>	18 days	Wed 3/8/23	Fri 3/31/23		1642	120	
1877	5.1.2.23.3.2.2.1		Tailor System Test and System Integration Test (SIT) Results	5 days	Wed 3/8/23	Tue 3/14/23	1812FS-26 days			
1878	5.1.2.23.3.2.2.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results	2 days	Wed 3/15/23	Thu 3/16/23	1877			
1879	5.1.2.23.3.2.2.3		C: Walk Through System Test and System Integration Test (SIT) Results With PRDoH	1 day	Thu 3/16/23	Fri 3/17/23	1878			
1880	5.1.2.23.3.2.2.4		<b>D-I: System Test and System Integration Test (SIT) Results Submitted to PRDoH</b>	0 days	Fri 3/17/23	Fri 3/17/23	1879			
1881	5.1.2.23.3.2.2.5		C: Review Draft System Test and System Integration Test (SIT) Results by PRDoH	5 days	Fri 3/17/23	Fri 3/24/23	1880			
1882	5.1.2.23.3.2.2.6		<b>M: System Test and System Integration Test (SIT) Results Comments Provided by PRDoH</b>	0 days	Fri 3/24/23	Fri 3/24/23	1881			
1883	5.1.2.23.3.2.2.7		Incorporate Comments and Update System Test and System Integration Test (SIT) Results	2 days	Mon 3/27/23	Tue 3/28/23	1882			
1884	5.1.2.23.3.2.2.8		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results	1 day	Wed 3/29/23	Wed 3/29/23	1883			
1885	5.1.2.23.3.2.2.9	41, D036	<b>D: System Test and System Integration Test (SIT) Results Submitted to PRDoH</b>	0 days	Wed 3/29/23	Wed 3/29/23	1884	1642	120	Testing Manager
1886	5.1.2.23.3.2.2.10		C: Review System Test and System Integration Test (SIT) Results by PRDoH	2 days	Wed 3/29/23	Fri 3/31/23	1885			
1887	5.1.2.23.3.2.2.11		<b>M: System Test and System Integration Test (SIT) Results Approved by PRDoH</b>	0 days	Fri 3/31/23	Fri 3/31/23	1886			
1888	5.1.2.23.3.2.3		<b>M: System Test and System Integration Test (SIT) Results Complete</b>	0 days	Fri 3/31/23	Fri 3/31/23	1887			
1889	5.1.2.23.4		<b>End-To-End System Testing (includes Regression and Integration)</b>	334 days	Fri 1/21/22	Mon 5/1/23		986	219	

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1890	5.1.2.23.4.1	27, D030	<b>End-To-End System Test Cases (includes Regression and Integration)</b>	297 days	Fri 1/21/22	Thu 3/9/23		387	175	
1891	5.1.2.23.4.1.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
1892	5.1.2.23.4.1.1.1		Tailor End-To-End System Test Cases (includes Regression and Integration) DED	3 days	Fri 1/21/22	Tue 1/25/22	1898SS-6 days			
1893	5.1.2.23.4.1.1.2		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration) DED	2 days	Wed 1/26/22	Thu 1/27/22	1892			
1894	5.1.2.23.4.1.1.3		<b>D-I: End-To-End System Test Cases (includes Regression and Integration) DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	1893			
1895	5.1.2.23.4.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1894			
1896	5.1.2.23.4.1.1.5		<b>M: End-To-End System Test Cases (includes Regression and Integration) DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	1895			
1897	5.1.2.23.4.1.2		<b>Deliverable Approval</b>	291 days	Mon 1/31/22	Thu 3/9/23		387	175	
1898	5.1.2.23.4.1.2.1		Tailor End-To-End System Test Cases (includes Regression and Integration)	275 days	Mon 1/31/22	Wed 2/15/23	1791SS			
1899	5.1.2.23.4.1.2.2		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration)	5 days	Thu 2/16/23	Wed 2/22/23	1898			
1900	5.1.2.23.4.1.2.3		C: Walk Through End-To-End System Test Cases (includes Regression and Integration) With PRDoH	1 day	Wed 2/22/23	Thu 2/23/23	1899			
1901	5.1.2.23.4.1.2.4		<b>D-I: End-To-End System Test Cases (includes Regression and Integration) Submitted to PRDoH</b>	0 days	Thu 2/23/23	Thu 2/23/23	1900			
1902	5.1.2.23.4.1.2.5		C: Review Draft End-To-End System Test Cases (includes Regression and Integration) by PRDoH	5 days	Thu 2/23/23	Thu 3/2/23	1901			
1903	5.1.2.23.4.1.2.6		<b>M: End-To-End System Test Cases (includes Regression and Integration) Comments Provided by PRDoH</b>	0 days	Thu 3/2/23	Thu 3/2/23	1902			
1904	5.1.2.23.4.1.2.7		Incorporate Comments and Update End-To-End System Test Cases (includes Regression and Integration)	2 days	Fri 3/3/23	Mon 3/6/23	1903			
1905	5.1.2.23.4.1.2.8		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration)	1 day	Tue 3/7/23	Tue 3/7/23	1904			
1906	5.1.2.23.4.1.2.9	27, D030	<b>D: End-To-End System Test Cases (includes Regression and Integration) Submitted to PRDoH</b>	0 days	Tue 3/7/23	Tue 3/7/23	1905	387	175	Testing Manager
1907	5.1.2.23.4.1.2.10		C: Review End-To-End System Test Cases (includes Regression and Integration) by PRDoH	2 days	Tue 3/7/23	Thu 3/9/23	1906			
1908	5.1.2.23.4.1.2.11		<b>M: End-To-End System Test Cases (includes Regression and Integration) Approved by PRDoH</b>	0 days	Thu 3/9/23	Thu 3/9/23	1907			
1909	5.1.2.23.4.1.3		<b>M: End-To-End System Test Cases (includes Regression and Integration) Complete</b>	0 days	Thu 3/9/23	Thu 3/9/23	1908			
1910	5.1.2.23.4.2	28, D031	<b>End-To-End System Test Results (Includes Regression and Integration)</b>	29 days	Wed 3/22/23	Mon 5/1/23		599	44	
1911	5.1.2.23.4.2.1		<b>DED Approval</b>	6 days	Wed 3/22/23	Wed 3/29/23				
1912	5.1.2.23.4.2.1.1		Tailor End-To-End System Test Results (Includes Regression and Integration) DED	3 days	Wed 3/22/23	Fri 3/24/23	1918SS-6 days			
1913	5.1.2.23.4.2.1.2		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration) DED	2 days	Mon 3/27/23	Tue 3/28/23	1912			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1914	5.1.2.23.4.2.1.3		<b>D-I: End-To-End System Test Results (Includes Regression and Integration) DED Submitted to PRDoH</b>	0 days	Tue 3/28/23	Tue 3/28/23	1913			
1915	5.1.2.23.4.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 3/28/23	Wed 3/29/23	1914			
1916	5.1.2.23.4.2.1.5		<b>M: End-To-End System Test Results (Includes Regression and Integration) DED Approved and Signed Off by PRDoH</b>	0 days	Wed 3/29/23	Wed 3/29/23	1915			
1917	5.1.2.23.4.2.2		<b>Deliverable Approval</b>	23 days	Thu 3/30/23	Mon 5/1/23		599	44	
1918	5.1.2.23.4.2.2.1		Tailor End-To-End System Test Results (Includes Regression and Integration)	10 days	Thu 3/30/23	Wed 4/12/23	1812FS-10 days			
1919	5.1.2.23.4.2.2.2		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration)	2 days	Thu 4/13/23	Fri 4/14/23	1918			
1920	5.1.2.23.4.2.2.3		C: Walk Through End-To-End System Test Results (Includes Regression and Integration) With PRDoH	1 day	Fri 4/14/23	Mon 4/17/23	1919			
1921	5.1.2.23.4.2.2.4		<b>D-I: End-To-End System Test Results (Includes Regression and Integration) Submitted to PRDoH</b>	0 days	Mon 4/17/23	Mon 4/17/23	1920			
1922	5.1.2.23.4.2.2.5		C: Review Draft End-To-End System Test Results (Includes Regression and Integration) by PRDoH	5 days	Mon 4/17/23	Mon 4/24/23	1921			
1923	5.1.2.23.4.2.2.6		<b>M: End-To-End System Test Results (Includes Regression and Integration) Comments Provided by PRDoH</b>	0 days	Mon 4/24/23	Mon 4/24/23	1922			
1924	5.1.2.23.4.2.2.7		Incorporate Comments and Update End-To-End System Test Results (Includes Regression and Integration)	2 days	Tue 4/25/23	Wed 4/26/23	1923			
1925	5.1.2.23.4.2.2.8		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration)	1 day	Thu 4/27/23	Thu 4/27/23	1924			
1926	5.1.2.23.4.2.2.9	28, D031	<b>D: End-To-End System Test Results (Includes Regression and Integration) Submitted to PRDoH</b>	0 days	Thu 4/27/23	Thu 4/27/23	1925	599	44	Testing Manager
1927	5.1.2.23.4.2.2.10		C: Review End-To-End System Test Results (Includes Regression and Integration) by PRDoH	2 days	Thu 4/27/23	Mon 5/1/23	1926			
1928	5.1.2.23.4.2.2.11		<b>M: End-To-End System Test Results (Includes Regression and Integration) Approved by PRDoH</b>	0 days	Mon 5/1/23	Mon 5/1/23	1927			
1929	5.1.2.23.4.2.3		<b>M: End-To-End System Test Results (Includes Regression and Integration) Complete</b>	0 days	Mon 5/1/23	Mon 5/1/23	1928			
1930	5.1.2.23.5		<b>Load and Stress Testing</b>	79 days	Wed 1/11/23	Mon 5/1/23		1994	220	
1931	5.1.2.23.5.1	15, D029	<b>Load and Stress Test Cases</b>	44 days	Wed 1/11/23	Mon 3/13/23		497	110	
1932	5.1.2.23.5.1.1		<b>DED Approval</b>	6 days	Wed 1/11/23	Wed 1/18/23				
1933	5.1.2.23.5.1.1.1		Tailor Load and Stress Test Cases DED	3 days	Wed 1/11/23	Fri 1/13/23	1939SS-6 days			
1934	5.1.2.23.5.1.1.2		Conduct Peer and Quality Review of Load and Stress Test Cases DED	2 days	Mon 1/16/23	Tue 1/17/23	1933			
1935	5.1.2.23.5.1.1.3		<b>D-I: Load and Stress Test Cases DED Submitted to PRDoH</b>	0 days	Tue 1/17/23	Tue 1/17/23	1934			
1936	5.1.2.23.5.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 1/17/23	Wed 1/18/23	1935			
1937	5.1.2.23.5.1.1.5		<b>M: Load and Stress Test Cases DED Approved and Signed Off by PRDoH</b>	0 days	Wed 1/18/23	Wed 1/18/23	1936			
1938	5.1.2.23.5.1.2		<b>Deliverable Approval</b>	38 days	Thu 1/19/23	Mon 3/13/23		497	110	
1939	5.1.2.23.5.1.2.1		Tailor Load and Stress Test Cases	10 days	Thu 1/19/23	Wed 2/1/23	1951SS-40 days			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1940	5.1.2.23.5.1.2.2		Conduct Peer and Quality Review of Load and Stress Test Cases	5 days	Thu 2/2/23	Wed 2/8/23	1939			
1941	5.1.2.23.5.1.2.3		C: Walk Through Load and Stress Test Cases With PRDoH	1 day	Wed 2/8/23	Thu 2/9/23	1940			
1942	5.1.2.23.5.1.2.4		<b>D-I: Load and Stress Test Cases Submitted to PRDoH</b>	0 days	Thu 2/9/23	Thu 2/9/23	1941			
1943	5.1.2.23.5.1.2.5		C: Review Draft Load and Stress Test Cases by PRDoH	10 days	Thu 2/9/23	Thu 2/23/23	1942			
1944	5.1.2.23.5.1.2.6		<b>M: Load and Stress Test Cases Comments Provided by PRDoH</b>	0 days	Thu 2/23/23	Thu 2/23/23	1943			
1945	5.1.2.23.5.1.2.7		Incorporate Comments and Update Load and Stress Test Cases	5 days	Fri 2/24/23	Thu 3/2/23	1944			
1946	5.1.2.23.5.1.2.8		Conduct Peer and Quality Review of Load and Stress Test Cases	2 days	Fri 3/3/23	Mon 3/6/23	1945			
1947	5.1.2.23.5.1.2.9	15, D029	<b>D: Load and Stress Test Cases Submitted to PRDoH</b>	0 days	Mon 3/6/23	Mon 3/6/23	1946	497	110	Testing Manager
1948	5.1.2.23.5.1.2.10		C: Review Load and Stress Test Cases by PRDoH	5 days	Mon 3/6/23	Mon 3/13/23	1947			
1949	5.1.2.23.5.1.2.11		<b>M: Load and Stress Test Cases Approved by PRDoH</b>	0 days	Mon 3/13/23	Mon 3/13/23	1948			
1950	5.1.2.23.5.1.3		<b>M: Load and Stress Test Cases Complete</b>	0 days	Mon 3/13/23	Mon 3/13/23	1949			
1951	5.1.2.23.5.2		Execute Load and Stress Testing	20 days	Thu 3/16/23	Wed 4/12/23	1812FS-20 days			
1952	5.1.2.23.5.3	16, D026	<b>Load and Stress Test Results</b>	24 days	Wed 3/29/23	Mon 5/1/23		1497	110	
1953	5.1.2.23.5.3.1		<b>DED Approval</b>	6 days	Wed 3/29/23	Wed 4/5/23				
1954	5.1.2.23.5.3.1.1		Tailor Load and Stress Test Results DED	3 days	Wed 3/29/23	Fri 3/31/23	1960SS-6 days			
1955	5.1.2.23.5.3.1.2		Conduct Peer and Quality Review of Load and Stress Test Results DED	2 days	Mon 4/3/23	Tue 4/4/23	1954			
1956	5.1.2.23.5.3.1.3		<b>D-I: Load and Stress Test Results DED Submitted to PRDoH</b>	0 days	Tue 4/4/23	Tue 4/4/23	1955			
1957	5.1.2.23.5.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 4/4/23	Wed 4/5/23	1956			
1958	5.1.2.23.5.3.1.5		<b>M: Load and Stress Test Results DED Approved and Signed Off by PRDoH</b>	0 days	Wed 4/5/23	Wed 4/5/23	1957			
1959	5.1.2.23.5.3.2		<b>Deliverable Approval</b>	18 days	Thu 4/6/23	Mon 5/1/23		1497	110	
1960	5.1.2.23.5.3.2.1		Tailor Load and Stress Test Results	5 days	Thu 4/6/23	Wed 4/12/23	1951FS-5 days			
1961	5.1.2.23.5.3.2.2		Conduct Peer and Quality Review of Load and Stress Test Results	2 days	Thu 4/13/23	Fri 4/14/23	1960			
1962	5.1.2.23.5.3.2.3		C: Walk Through Load and Stress Test Results With PRDoH	1 day	Fri 4/14/23	Mon 4/17/23	1961			
1963	5.1.2.23.5.3.2.4		<b>D-I: Load and Stress Test Results Submitted to PRDoH</b>	0 days	Mon 4/17/23	Mon 4/17/23	1962			
1964	5.1.2.23.5.3.2.5		C: Review Draft Load and Stress Test Results by PRDoH	5 days	Mon 4/17/23	Mon 4/24/23	1963			
1965	5.1.2.23.5.3.2.6		<b>M: Load and Stress Test Results Comments Provided by PRDoH</b>	0 days	Mon 4/24/23	Mon 4/24/23	1964			
1966	5.1.2.23.5.3.2.7		Incorporate Comments and Update Load and Stress Test Results	2 days	Tue 4/25/23	Wed 4/26/23	1965			
1967	5.1.2.23.5.3.2.8		Conduct Peer and Quality Review of Load and Stress Test Results	1 day	Thu 4/27/23	Thu 4/27/23	1966			
1968	5.1.2.23.5.3.2.9	16, D026	<b>D: Load and Stress Test Results Submitted to PRDoH</b>	0 days	Thu 4/27/23	Thu 4/27/23	1967	1497	110	Testing Manager
1969	5.1.2.23.5.3.2.10		C: Review Load and Stress Test Results by PRDoH	2 days	Thu 4/27/23	Mon 5/1/23	1968			
1970	5.1.2.23.5.3.2.11		<b>M: Load and Stress Test Results Approved by PRDoH</b>	0 days	Mon 5/1/23	Mon 5/1/23	1969			
1971	5.1.2.23.5.3.3		<b>M: Load and Stress Test Results Complete</b>	0 days	Mon 5/1/23	Mon 5/1/23	1970			
1972	5.1.2.23.6	39, D034	<b>System Integration Plan</b>	54 days	Fri 1/21/22	Wed 4/6/22		311	23	

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
1973	5.1.2.23.6.1		<b>DED Approval</b>	6 days	Fri 1/21/22	Fri 1/28/22				
1974	5.1.2.23.6.1.1		Tailor System Integration Plan DED	3 days	Fri 1/21/22	Tue 1/25/22	1980SS-6 days			
1975	5.1.2.23.6.1.2		Conduct Peer and Quality Review of System Integration Plan DED	2 days	Wed 1/26/22	Thu 1/27/22	1974			
1976	5.1.2.23.6.1.3		<b>D-I: System Integration Plan DED Submitted to PRDoH</b>	0 days	Thu 1/27/22	Thu 1/27/22	1975			
1977	5.1.2.23.6.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 1/27/22	Fri 1/28/22	1976			
1978	5.1.2.23.6.1.5		<b>M: System Integration Plan DED Approved and Signed Off by PRDoH</b>	0 days	Fri 1/28/22	Fri 1/28/22	1977			
1979	5.1.2.23.6.2		<b>Deliverable Approval</b>	48 days	Mon 1/31/22	Wed 4/6/22		311	23	
1980	5.1.2.23.6.2.1		Tailor System Integration Plan	20 days	Mon 1/31/22	Fri 2/25/22	1791SS			
1981	5.1.2.23.6.2.2		Conduct Peer and Quality Review of System Integration Plan	5 days	Mon 2/28/22	Fri 3/4/22	1980			
1982	5.1.2.23.6.2.3		C: Walk Through System Integration Plan With PRDoH	1 day	Fri 3/4/22	Mon 3/7/22	1981			
1983	5.1.2.23.6.2.4		<b>D-I: System Integration Plan Submitted to PRDoH</b>	0 days	Mon 3/7/22	Mon 3/7/22	1982			
1984	5.1.2.23.6.2.5		C: Review Draft System Integration Plan by PRDoH	10 days	Mon 3/7/22	Mon 3/21/22	1983			
1985	5.1.2.23.6.2.6		<b>M: System Integration Plan Comments Provided by PRDoH</b>	0 days	Mon 3/21/22	Mon 3/21/22	1984			
1986	5.1.2.23.6.2.7		Incorporate Comments and Update System Integration Plan	5 days	Tue 3/22/22	Mon 3/28/22	1985			
1987	5.1.2.23.6.2.8		Conduct Peer and Quality Review of System Integration Plan	2 days	Tue 3/29/22	Wed 3/30/22	1986			
1988	5.1.2.23.6.2.9	39, D034	<b>D: System Integration Plan Submitted to PRDoH</b>	0 days	Wed 3/30/22	Wed 3/30/22	1987	311	23	Technical Lead
1989	5.1.2.23.6.2.10		C: Review System Integration Plan by PRDoH	5 days	Wed 3/30/22	Wed 4/6/22	1988			
1990	5.1.2.23.6.2.11		<b>M: System Integration Plan Approved by PRDoH</b>	0 days	Wed 4/6/22	Wed 4/6/22	1989			
1991	5.1.2.23.6.3		<b>M: System Integration Plan Complete</b>	0 days	Wed 4/6/22	Wed 4/6/22	1990			
1992	5.1.2.23.7		<b>M: Solution Design and Testing Deliverables Complete</b>	0 days	Thu 5/4/23	Thu 5/4/23	1827, 1847, 1868, 1888, 1991			
1993	5.1.3		<b>Phase 3 - Conduent Interoperability Exchange (IOX) - Design, Configuration, and Build Iterations (includes Customization, Unit Test, SIT, Regression, HIP)</b>	142 days	Fri 10/21/22	Thu 5/4/23		6651	466	
1994	5.1.3.1		C: Iteration 1	15 days	Mon 10/31/22	Fri 11/18/22	1803			
1995	5.1.3.2		C: Iteration 2	15 days	Mon 11/21/22	Fri 12/9/22	1994			
1996	5.1.3.3		C: Iteration 3 (HIP)	15 days	Mon 12/12/22	Fri 12/30/22	1995			
1997	5.1.3.4		C: Iteration 4	15 days	Sat 12/31/22	Wed 1/18/23	1996			
1998	5.1.3.5		C: Iteration 5	15 days	Thu 1/19/23	Wed 2/8/23	1997			
1999	5.1.3.6		C: Iteration 6	15 days	Thu 2/9/23	Wed 3/1/23	1998			
2000	5.1.3.7		C: Iteration 7 (HIP)	15 days	Thu 3/2/23	Wed 3/22/23	1999			
2001	5.1.3.8		C: Iteration 8	15 days	Thu 3/23/23	Wed 4/12/23	2000			
2002	5.1.3.9		<b>M: Iterations - Phase 3 Conduent Interoperability Exchange (IOX) Complete</b>	0 days	Wed 4/12/23	Wed 4/12/23	2001			
2003	5.1.3.10		<b>Solution Design and Testing Deliverables - Phase 3 - Conduent IOX</b>	142 days	Fri 10/21/22	Thu 5/4/23		6651	466	
2004	5.1.3.10.1	30, D073	<b>Requirements Traceability Matrix (RTM)</b>	136 days	Mon 10/31/22	Thu 5/4/23		3129	61	
2005	5.1.3.10.1.1		<b>Deliverable Approval</b>	136 days	Mon 10/31/22	Thu 5/4/23		3129	61	
2006	5.1.3.10.1.1.1		Update RTM During Iterations (as needed)	120 days	Mon 10/31/22	Wed 4/12/23	1994SS			
2007	5.1.3.10.1.1.2		Conduct Peer and Quality Review of RTM	5 days	Thu 4/13/23	Wed 4/19/23	2006			
2008	5.1.3.10.1.1.3		C: Walk Through RTM With PRDoH	1 day	Wed 4/19/23	Thu 4/20/23	2007			
2009	5.1.3.10.1.1.4		<b>D-I: RTM Submitted to PRDoH</b>	0 days	Thu 4/20/23	Thu 4/20/23	2008			
2010	5.1.3.10.1.1.5		C: Review Draft RTM by PRDoH	5 days	Thu 4/20/23	Thu 4/27/23	2009			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2011	5.1.3.10.1.1.6		<b>M: RTM Comments Provided by PRDoH</b>	0 days	Thu 4/27/23	Thu 4/27/23 2010				
2012	5.1.3.10.1.1.7		Incorporate Comments and Update RTM	2 days	Fri 4/28/23	Mon 5/1/23 2011				
2013	5.1.3.10.1.1.8		Conduct Peer and Quality Review of RTM	1 day	Tue 5/2/23	Tue 5/2/23 2012				
2014	5.1.3.10.1.1.9	30, D073	<b>D: RTM Submitted to PRDoH</b>	0 days	Tue 5/2/23	Tue 5/2/23 2013		3129	61	Business Lead
2015	5.1.3.10.1.1.10		C: Review RTM by PRDoH	2 days	Tue 5/2/23	Thu 5/4/23 2014				
2016	5.1.3.10.1.1.11		<b>M: RTM Approved by PRDoH</b>	0 days	Thu 5/4/23	Thu 5/4/23 2015				
2017	5.1.3.10.1.2		<b>M: RTM Complete</b>	0 days	Thu 5/4/23	Thu 5/4/23 2016				
2018	5.1.3.10.2	9, D027	<b>Detailed System Design (DSD) Document</b>	142 days	Fri 10/21/22	Thu 5/4/23		926	55	
2019	5.1.3.10.2.1		<b>DED Approval</b>	6 days	Fri 10/21/22	Fri 10/28/22				
2020	5.1.3.10.2.1.1		Tailor DSD DED	3 days	Fri 10/21/22	Tue 10/25/22 2026SS-6 days				
2021	5.1.3.10.2.1.2		Conduct Peer and Quality Review of DSD DED	2 days	Wed 10/26/22	Thu 10/27/22 2020				
2022	5.1.3.10.2.1.3		<b>D-I: DSD DED Submitted to PRDoH</b>	0 days	Thu 10/27/22	Thu 10/27/22 2021				
2023	5.1.3.10.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 10/27/22	Fri 10/28/22 2022				
2024	5.1.3.10.2.1.5		<b>M: DSD DED Approved and Signed Off by PRDoH</b>	0 days	Fri 10/28/22	Fri 10/28/22 2023				
2025	5.1.3.10.2.2		<b>Deliverable Approval</b>	136 days	Mon 10/31/22	Thu 5/4/23		926	55	
2026	5.1.3.10.2.2.1		Tailor DSD	120 days	Mon 10/31/22	Wed 4/12/23 1994SS				
2027	5.1.3.10.2.2.2		Conduct Peer and Quality Review of DSD	5 days	Thu 4/13/23	Wed 4/19/23 2026				
2028	5.1.3.10.2.2.3		C: Walk Through DSD With PRDoH	1 day	Wed 4/19/23	Thu 4/20/23 2027				
2029	5.1.3.10.2.2.4		<b>D-I: DSD Submitted to PRDoH</b>	0 days	Thu 4/20/23	Thu 4/20/23 2028				
2030	5.1.3.10.2.2.5		C: Review Draft DSD by PRDoH	5 days	Thu 4/20/23	Thu 4/27/23 2029				
2031	5.1.3.10.2.2.6		<b>M: DSD Comments Provided by PRDoH</b>	0 days	Thu 4/27/23	Thu 4/27/23 2030				
2032	5.1.3.10.2.2.7		Incorporate Comments and Update DSD	2 days	Fri 4/28/23	Mon 5/1/23 2031				
2033	5.1.3.10.2.2.8		Conduct Peer and Quality Review of DSD	1 day	Tue 5/2/23	Tue 5/2/23 2032				
2034	5.1.3.10.2.2.9	9, D027	<b>D: DSD Submitted to PRDoH</b>	0 days	Tue 5/2/23	Tue 5/2/23 2033		926	55	Technical Lead
2035	5.1.3.10.2.2.10		C: Review DSD by PRDoH	2 days	Tue 5/2/23	Thu 5/4/23 2034				
2036	5.1.3.10.2.2.11		<b>M: DSD Approved by PRDoH</b>	0 days	Thu 5/4/23	Thu 5/4/23 2035				
2037	5.1.3.10.2.3		<b>M: DSD Complete</b>	0 days	Thu 5/4/23	Thu 5/4/23 2036				
2038	5.1.3.10.3		<b>System Test and System Integration Test (SIT)</b>	118 days	Fri 10/21/22	Fri 3/31/23		956	120	
2039	5.1.3.10.3.1	40, D035	<b>System Test and System Integration Test (SIT) Cases</b>	118 days	Fri 10/21/22	Fri 3/31/23		135	60	
2040	5.1.3.10.3.1.1		<b>DED Approval</b>	6 days	Fri 10/21/22	Fri 10/28/22				
2041	5.1.3.10.3.1.1.1		Tailor System Test and System Integration Test (SIT) Cases DED	3 days	Fri 10/21/22	Tue 10/25/22 2047SS-6 days				
2042	5.1.3.10.3.1.1.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases DED	2 days	Wed 10/26/22	Thu 10/27/22 2041				
2043	5.1.3.10.3.1.1.3		<b>D-I: System Test and System Integration Test (SIT) Cases DED Submitted to PRDoH</b>	0 days	Thu 10/27/22	Thu 10/27/22 2042				
2044	5.1.3.10.3.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 10/27/22	Fri 10/28/22 2043				
2045	5.1.3.10.3.1.1.5		<b>M: System Test and System Integration Test (SIT) Cases DED Approved and Signed Off by PRDoH</b>	0 days	Fri 10/28/22	Fri 10/28/22 2044				
2046	5.1.3.10.3.1.2		<b>Deliverable Approval</b>	112 days	Mon 10/31/22	Fri 3/31/23		135	60	
2047	5.1.3.10.3.1.2.1		Tailor System Test and System Integration Test (SIT) Cases	99 days	Mon 10/31/22	Tue 3/14/23 1994SS				
2048	5.1.3.10.3.1.2.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases	2 days	Wed 3/15/23	Thu 3/16/23 2047				
2049	5.1.3.10.3.1.2.3		C: Walk Through System Test and System Integration Test (SIT) Cases With PRDoH	1 day	Thu 3/16/23	Fri 3/17/23 2048				
2050	5.1.3.10.3.1.2.4		<b>D-I: System Test and System Integration Test (SIT) Cases Submitted to PRDoH</b>	0 days	Fri 3/17/23	Fri 3/17/23 2049				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2051	5.1.3.10.3.1.2.5		C: Review Draft System Test and System Integration Test (SIT) Cases by PRDoH	5 days	Fri 3/17/23	Fri 3/24/23	2050			
2052	5.1.3.10.3.1.2.6		M: System Test and System Integration Test (SIT) Cases Comments Provided by PRDoH	0 days	Fri 3/24/23	Fri 3/24/23	2051			
2053	5.1.3.10.3.1.2.7		Incorporate Comments and Update System Test and System Integration Test (SIT) Cases	2 days	Mon 3/27/23	Tue 3/28/23	2052			
2054	5.1.3.10.3.1.2.8		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Cases	1 day	Wed 3/29/23	Wed 3/29/23	2053			
2055	5.1.3.10.3.1.2.9	40, D035	D: System Test and System Integration Test (SIT) Cases Submitted to PRDoH	0 days	Wed 3/29/23	Wed 3/29/23	2054	135	60	Testing Manager
2056	5.1.3.10.3.1.2.10		C: Review System Test and System Integration Test (SIT) Cases by PRDoH	2 days	Wed 3/29/23	Fri 3/31/23	2055			
2057	5.1.3.10.3.1.2.11		M: System Test and System Integration Test (SIT) Cases Approved by PRDoH	0 days	Fri 3/31/23	Fri 3/31/23	2056			
2058	5.1.3.10.3.1.3		M: System Test and System Integration Test (SIT) Cases Complete	0 days	Fri 3/31/23	Fri 3/31/23	2057			
2059	5.1.3.10.3.2	41, D036	System Test and System Integration Test (SIT) Results	24 days	Tue 2/28/23	Fri 3/31/23		821	60	
2060	5.1.3.10.3.2.1		DED Approval	6 days	Tue 2/28/23	Tue 3/7/23				
2061	5.1.3.10.3.2.1.1		Tailor System Test and System Integration Test (SIT) Results DED	3 days	Tue 2/28/23	Thu 3/2/23	2067SS-6 days			
2062	5.1.3.10.3.2.1.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results DED	2 days	Fri 3/3/23	Mon 3/6/23	2061			
2063	5.1.3.10.3.2.1.3		D-I: System Test and System Integration Test (SIT) Results DED Submitted to PRDoH	0 days	Mon 3/6/23	Mon 3/6/23	2062			
2064	5.1.3.10.3.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Mon 3/6/23	Tue 3/7/23	2063			
2065	5.1.3.10.3.2.1.5		M: System Test and System Integration Test (SIT) Results DED Approved and Signed Off by PRDoH	0 days	Tue 3/7/23	Tue 3/7/23	2064			
2066	5.1.3.10.3.2.2		Deliverable Approval	18 days	Wed 3/8/23	Fri 3/31/23		821	60	
2067	5.1.3.10.3.2.2.1		Tailor System Test and System Integration Test (SIT) Results	5 days	Wed 3/8/23	Tue 3/14/23	2002FS-26 days			
2068	5.1.3.10.3.2.2.2		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results	2 days	Wed 3/15/23	Thu 3/16/23	2067			
2069	5.1.3.10.3.2.2.3		C: Walk Through System Test and System Integration Test (SIT) Results With PRDoH	1 day	Thu 3/16/23	Fri 3/17/23	2068			
2070	5.1.3.10.3.2.2.4		D-I: System Test and System Integration Test (SIT) Results Submitted to PRDoH	0 days	Fri 3/17/23	Fri 3/17/23	2069			
2071	5.1.3.10.3.2.2.5		C: Review Draft System Test and System Integration Test (SIT) Results by PRDoH	5 days	Fri 3/17/23	Fri 3/24/23	2070			
2072	5.1.3.10.3.2.2.6		M: System Test and System Integration Test (SIT) Results Comments Provided by PRDoH	0 days	Fri 3/24/23	Fri 3/24/23	2071			
2073	5.1.3.10.3.2.2.7		Incorporate Comments and Update System Test and System Integration Test (SIT) Results	2 days	Mon 3/27/23	Tue 3/28/23	2072			
2074	5.1.3.10.3.2.2.8		Conduct Peer and Quality Review of System Test and System Integration Test (SIT) Results	1 day	Wed 3/29/23	Wed 3/29/23	2073			
2075	5.1.3.10.3.2.2.9	41, D036	D: System Test and System Integration Test (SIT) Results Submitted to PRDoH	0 days	Wed 3/29/23	Wed 3/29/23	2074	821	60	Testing Manager
2076	5.1.3.10.3.2.2.10		C: Review System Test and System Integration Test (SIT) Results by PRDoH	2 days	Wed 3/29/23	Fri 3/31/23	2075			
2077	5.1.3.10.3.2.2.11		M: System Test and System Integration Test (SIT) Results Approved by PRDoH	0 days	Fri 3/31/23	Fri 3/31/23	2076			
2078	5.1.3.10.3.2.3		M: System Test and System Integration Test (SIT) Results Complete	0 days	Fri 3/31/23	Fri 3/31/23	2077			



### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2079	5.1.3.10.4	27, D030	<b>End-To-End System Test Cases (includes Regression and Integration)</b>	114 days	Fri 10/21/22	Mon 3/27/23		192	88	
2080	5.1.3.10.4.1		<b>DED Approval</b>	6 days	Fri 10/21/22	Fri 10/28/22				
2081	5.1.3.10.4.1.1		Tailor End-To-End System Test Cases (includes Regression and Integration) DED	3 days	Fri 10/21/22	Tue 10/25/22	2087SS-6 days			
2082	5.1.3.10.4.1.2		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration) DED	2 days	Wed 10/26/22	Thu 10/27/22	2081			
2083	5.1.3.10.4.1.3		<b>D-I: End-To-End System Test Cases (includes Regression and Integration) DED Submitted to PRDoH</b>	0 days	Thu 10/27/22	Thu 10/27/22	2082			
2084	5.1.3.10.4.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 10/27/22	Fri 10/28/22	2083			
2085	5.1.3.10.4.1.5		<b>M: End-To-End System Test Cases (includes Regression and Integration) DED Approved and Signed Off by PRDoH</b>	0 days	Fri 10/28/22	Fri 10/28/22	2084			
2086	5.1.3.10.4.2		<b>Deliverable Approval</b>	108 days	Mon 10/31/22	Mon 3/27/23		192	88	
2087	5.1.3.10.4.2.1		Tailor End-To-End System Test Cases (includes Regression and Integration)	92 days	Mon 10/31/22	Fri 3/3/23	1994SS			
2088	5.1.3.10.4.2.2		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration)	5 days	Mon 3/6/23	Fri 3/10/23	2087			
2089	5.1.3.10.4.2.3		C: Walk Through End-To-End System Test Cases (includes Regression and Integration) With PRDoH	1 day	Fri 3/10/23	Mon 3/13/23	2088			
2090	5.1.3.10.4.2.4		<b>D-I: End-To-End System Test Cases (includes Regression and Integration) Submitted to PRDoH</b>	0 days	Mon 3/13/23	Mon 3/13/23	2089			
2091	5.1.3.10.4.2.5		C: Review Draft End-To-End System Test Cases (includes Regression and Integration) by PRDoH	5 days	Mon 3/13/23	Mon 3/20/23	2090			
2092	5.1.3.10.4.2.6		<b>M: End-To-End System Test Cases (includes Regression and Integration) Comments Provided by PRDoH</b>	0 days	Mon 3/20/23	Mon 3/20/23	2091			
2093	5.1.3.10.4.2.7		Incorporate Comments and Update End-To-End System Test Cases (includes Regression and Integration)	2 days	Tue 3/21/23	Wed 3/22/23	2092			
2094	5.1.3.10.4.2.8		Conduct Peer and Quality Review of End-To-End System Test Cases (includes Regression and Integration)	1 day	Thu 3/23/23	Thu 3/23/23	2093			
2095	5.1.3.10.4.2.9	27, D030	<b>D: End-To-End System Test Cases (includes Regression and Integration) Submitted to PRDoH</b>	0 days	Thu 3/23/23	Thu 3/23/23	2094	192	88	Testing Manager
2096	5.1.3.10.4.2.10		C: Review End-To-End System Test Cases (includes Regression and Integration) by PRDoH	2 days	Thu 3/23/23	Mon 3/27/23	2095			
2097	5.1.3.10.4.2.11		<b>M: End-To-End System Test Cases (includes Regression and Integration) Approved by PRDoH</b>	0 days	Mon 3/27/23	Mon 3/27/23	2096			
2098	5.1.3.10.4.3		<b>M: End-To-End System Test Cases (includes Regression and Integration) Complete</b>	0 days	Mon 3/27/23	Mon 3/27/23	2097			
2099	5.1.3.10.5	28, D031	<b>End-To-End System Test Results (Includes Regression and Integration)</b>	29 days	Wed 3/22/23	Mon 5/1/23		298	22	
2100	5.1.3.10.5.1		<b>DED Approval</b>	6 days	Wed 3/22/23	Wed 3/29/23				
2101	5.1.3.10.5.1.1		Tailor End-To-End System Test Results (Includes Regression and Integration) DED	3 days	Wed 3/22/23	Fri 3/24/23	2107SS-6 days			
2102	5.1.3.10.5.1.2		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration) DED	2 days	Mon 3/27/23	Tue 3/28/23	2101			
2103	5.1.3.10.5.1.3		<b>D-I: End-To-End System Test Results (Includes Regression and Integration) DED Submitted to PRDoH</b>	0 days	Tue 3/28/23	Tue 3/28/23	2102			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2104	5.1.3.10.5.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 3/28/23	Wed 3/29/23	2103			
2105	5.1.3.10.5.1.5		M: End-To-End System Test Results (Includes Regression and Integration) DED Approved and Signed Off by PRDoH	0 days	Wed 3/29/23	Wed 3/29/23	2104			
2106	5.1.3.10.5.2		Deliverable Approval	23 days	Thu 3/30/23	Mon 5/1/23		298	22	
2107	5.1.3.10.5.2.1		Tailor End-To-End System Test Results (Includes Regression and Integration)	10 days	Thu 3/30/23	Wed 4/12/23	2002FS-10 days			
2108	5.1.3.10.5.2.2		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration)	2 days	Thu 4/13/23	Fri 4/14/23	2107			
2109	5.1.3.10.5.2.3		C: Walk Through End-To-End System Test Results (Includes Regression and Integration) With PRDoH	1 day	Fri 4/14/23	Mon 4/17/23	2108			
2110	5.1.3.10.5.2.4		D-I: End-To-End System Test Results (Includes Regression and Integration) Submitted to PRDoH	0 days	Mon 4/17/23	Mon 4/17/23	2109			
2111	5.1.3.10.5.2.5		C: Review Draft End-To-End System Test Results (Includes Regression and Integration) by PRDoH	5 days	Mon 4/17/23	Mon 4/24/23	2110			
2112	5.1.3.10.5.2.6		M: End-To-End System Test Results (Includes Regression and Integration) Comments Provided by PRDoH	0 days	Mon 4/24/23	Mon 4/24/23	2111			
2113	5.1.3.10.5.2.7		Incorporate Comments and Update End-To-End System Test Results (Includes Regression and Integration)	2 days	Tue 4/25/23	Wed 4/26/23	2112			
2114	5.1.3.10.5.2.8		Conduct Peer and Quality Review of End-To-End System Test Results (Includes Regression and Integration)	1 day	Thu 4/27/23	Thu 4/27/23	2113			
2115	5.1.3.10.5.2.9	28, D031	D: End-To-End System Test Results (Includes Regression and Integration) Submitted to PRDoH	0 days	Thu 4/27/23	Thu 4/27/23	2114	298	22	Testing Manager
2116	5.1.3.10.5.2.10		C: Review End-To-End System Test Results (Includes Regression and Integration) by PRDoH	2 days	Thu 4/27/23	Mon 5/1/23	2115			
2117	5.1.3.10.5.2.11		M: End-To-End System Test Results (Includes Regression and Integration) Approved by PRDoH	0 days	Mon 5/1/23	Mon 5/1/23	2116			
2118	5.1.3.10.5.3		M: End-To-End System Test Results (Includes Regression and Integration) Complete	0 days	Mon 5/1/23	Mon 5/1/23	2117			
2119	5.1.3.10.6		Load and Stress Testing	79 days	Wed 1/11/23	Mon 5/1/23		994	110	
2120	5.1.3.10.6.1	15, D029	Load and Stress Test Cases	44 days	Wed 1/11/23	Mon 3/13/23		247	55	
2121	5.1.3.10.6.1.1		DED Approval	6 days	Wed 1/11/23	Wed 1/18/23				
2122	5.1.3.10.6.1.1.1		Tailor Load and Stress Test Cases DED	3 days	Wed 1/11/23	Fri 1/13/23	2128SS-6 days			
2123	5.1.3.10.6.1.1.2		Conduct Peer and Quality Review of Load and Stress Test Cases DED	2 days	Mon 1/16/23	Tue 1/17/23	2122			
2124	5.1.3.10.6.1.1.3		D-I: Load and Stress Test Cases DED Submitted to PRDoH	0 days	Tue 1/17/23	Tue 1/17/23	2123			
2125	5.1.3.10.6.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 1/17/23	Wed 1/18/23	2124			
2126	5.1.3.10.6.1.1.5		M: Load and Stress Test Cases DED Approved and Signed Off by PRDoH	0 days	Wed 1/18/23	Wed 1/18/23	2125			
2127	5.1.3.10.6.1.2		Deliverable Approval	38 days	Thu 1/19/23	Mon 3/13/23		247	55	
2128	5.1.3.10.6.1.2.1		Tailor Load and Stress Test Cases	10 days	Thu 1/19/23	Wed 2/1/23	2140SS-40 days			
2129	5.1.3.10.6.1.2.2		Conduct Peer and Quality Review of Load and Stress Test Cases	5 days	Thu 2/2/23	Wed 2/8/23	2128			
2130	5.1.3.10.6.1.2.3		C: Walk Through Load and Stress Test Cases With PRDoH	1 day	Wed 2/8/23	Thu 2/9/23	2129			
2131	5.1.3.10.6.1.2.4		D-I: Load and Stress Test Cases Submitted to PRDoH	0 days	Thu 2/9/23	Thu 2/9/23	2130			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2132	5.1.3.10.6.1.2.5		C: Review Draft Load and Stress Test Cases by PRDoH	10 days	Thu 2/9/23	Thu 2/23/23	2131			
2133	5.1.3.10.6.1.2.6		M: Load and Stress Test Cases Comments Provided by PRDoH	0 days	Thu 2/23/23	Thu 2/23/23	2132			
2134	5.1.3.10.6.1.2.7		Incorporate Comments and Update Load and Stress Test Cases	5 days	Fri 2/24/23	Thu 3/2/23	2133			
2135	5.1.3.10.6.1.2.8		Conduct Peer and Quality Review of Load and Stress Test Cases	2 days	Fri 3/3/23	Mon 3/6/23	2134			
2136	5.1.3.10.6.1.2.9	15, D029	D: Load and Stress Test Cases Submitted to PRDoH	0 days	Mon 3/6/23	Mon 3/6/23	2135	247	55	Testing Manager
2137	5.1.3.10.6.1.2.10		C: Review Load and Stress Test Cases by PRDoH	5 days	Mon 3/6/23	Mon 3/13/23	2136			
2138	5.1.3.10.6.1.2.11		M: Load and Stress Test Cases Approved by PRDoH	0 days	Mon 3/13/23	Mon 3/13/23	2137			
2139	5.1.3.10.6.1.3		M: Load and Stress Test Cases Complete	0 days	Mon 3/13/23	Mon 3/13/23	2138			
2140	5.1.3.10.6.2		Execute Load and Stress Testing	20 days	Thu 3/16/23	Wed 4/12/23	2002FS-20 days			
2141	5.1.3.10.6.3	16, D026	Load and Stress Test Results	24 days	Wed 3/29/23	Mon 5/1/23		747	55	
2142	5.1.3.10.6.3.1		DED Approval	6 days	Wed 3/29/23	Wed 4/5/23				
2143	5.1.3.10.6.3.1.1		Tailor Load and Stress Test Results DED	3 days	Wed 3/29/23	Fri 3/31/23	2149SS-6 days			
2144	5.1.3.10.6.3.1.2		Conduct Peer and Quality Review of Load and Stress Test Results DED	2 days	Mon 4/3/23	Tue 4/4/23	2143			
2145	5.1.3.10.6.3.1.3		D-I: Load and Stress Test Results DED Submitted to PRDoH	0 days	Tue 4/4/23	Tue 4/4/23	2144			
2146	5.1.3.10.6.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 4/4/23	Wed 4/5/23	2145			
2147	5.1.3.10.6.3.1.5		M: Load and Stress Test Results DED Approved and Signed Off by PRDoH	0 days	Wed 4/5/23	Wed 4/5/23	2146			
2148	5.1.3.10.6.3.2		Deliverable Approval	18 days	Thu 4/6/23	Mon 5/1/23		747	55	
2149	5.1.3.10.6.3.2.1		Tailor Load and Stress Test Results	5 days	Thu 4/6/23	Wed 4/12/23	2140FS-5 days			
2150	5.1.3.10.6.3.2.2		Conduct Peer and Quality Review of Load and Stress Test Results	2 days	Thu 4/13/23	Fri 4/14/23	2149			
2151	5.1.3.10.6.3.2.3		C: Walk Through Load and Stress Test Results With PRDoH	1 day	Fri 4/14/23	Mon 4/17/23	2150			
2152	5.1.3.10.6.3.2.4		D-I: Load and Stress Test Results Submitted to PRDoH	0 days	Mon 4/17/23	Mon 4/17/23	2151			
2153	5.1.3.10.6.3.2.5		C: Review Draft Load and Stress Test Results by PRDoH	5 days	Mon 4/17/23	Mon 4/24/23	2152			
2154	5.1.3.10.6.3.2.6		M: Load and Stress Test Results Comments Provided by PRDoH	0 days	Mon 4/24/23	Mon 4/24/23	2153			
2155	5.1.3.10.6.3.2.7		Incorporate Comments and Update Load and Stress Test Results	2 days	Tue 4/25/23	Wed 4/26/23	2154			
2156	5.1.3.10.6.3.2.8		Conduct Peer and Quality Review of Load and Stress Test Results	1 day	Thu 4/27/23	Thu 4/27/23	2155			
2157	5.1.3.10.6.3.2.9	16, D026	D: Load and Stress Test Results Submitted to PRDoH	0 days	Thu 4/27/23	Thu 4/27/23	2156	747	55	Testing Manager
2158	5.1.3.10.6.3.2.10		C: Review Load and Stress Test Results by PRDoH	2 days	Thu 4/27/23	Mon 5/1/23	2157			
2159	5.1.3.10.6.3.2.11		M: Load and Stress Test Results Approved by PRDoH	0 days	Mon 5/1/23	Mon 5/1/23	2158			
2160	5.1.3.10.6.3.3		M: Load and Stress Test Results Complete	0 days	Mon 5/1/23	Mon 5/1/23	2159			
2161	5.1.3.10.7	39, D034	System Integration Plan	52 days	Fri 10/21/22	Sat 12/31/22		156	10	
2162	5.1.3.10.7.1		DED Approval	6 days	Fri 10/21/22	Fri 10/28/22				
2163	5.1.3.10.7.1.1		Tailor System Integration Plan DED	3 days	Fri 10/21/22	Tue 10/25/22	2169SS-6 days			
2164	5.1.3.10.7.1.2		Conduct Peer and Quality Review of System Integration Plan DED	2 days	Wed 10/26/22	Thu 10/27/22	2163			
2165	5.1.3.10.7.1.3		D-I: System Integration Plan DED Submitted to PRDoH	0 days	Thu 10/27/22	Thu 10/27/22	2164			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2166	5.1.3.10.7.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 10/27/22	Fri 10/28/22	2165			
2167	5.1.3.10.7.1.5		M: System Integration Plan DED Approved and Signed Off by PRDoH	0 days	Fri 10/28/22	Fri 10/28/22	2166			
2168	5.1.3.10.7.2		<b>Deliverable Approval</b>	46 days	Mon 10/31/22	Sat 12/31/22		156	10	
2169	5.1.3.10.7.2.1		Tailor System Integration Plan	18 days	Mon 10/31/22	Wed 11/23/22	1994SS			
2170	5.1.3.10.7.2.2		Conduct Peer and Quality Review of System Integration Plan	5 days	Thu 11/24/22	Wed 11/30/22	2169			
2171	5.1.3.10.7.2.3		C: Walk Through System Integration Plan With PRDoH	1 day	Wed 11/30/22	Thu 12/1/22	2170			
2172	5.1.3.10.7.2.4		D-I: System Integration Plan Submitted to PRDoH	0 days	Thu 12/1/22	Thu 12/1/22	2171			
2173	5.1.3.10.7.2.5		C: Review Draft System Integration Plan by PRDoH	10 days	Thu 12/1/22	Thu 12/15/22	2172			
2174	5.1.3.10.7.2.6		M: System Integration Plan Comments Provided by PRDoH	0 days	Thu 12/15/22	Thu 12/15/22	2173			
2175	5.1.3.10.7.2.7		Incorporate Comments and Update System Integration Plan	5 days	Fri 12/16/22	Thu 12/22/22	2174			
2176	5.1.3.10.7.2.8		Conduct Peer and Quality Review of System Integration Plan	2 days	Fri 12/23/22	Mon 12/26/22	2175			
2177	5.1.3.10.7.2.9	39, D034	D: System Integration Plan Submitted to PRDoH	0 days	Mon 12/26/22	Mon 12/26/22	2176	156	10	Technical Lead
2178	5.1.3.10.7.2.10		C: Review System Integration Plan by PRDoH	5 days	Mon 12/26/22	Sat 12/31/22	2177			
2179	5.1.3.10.7.2.11		M: System Integration Plan Approved by PRDoH	0 days	Sat 12/31/22	Sat 12/31/22	2178			
2180	5.1.3.10.7.3		M: System Integration Plan Complete	0 days	Sat 12/31/22	Sat 12/31/22	2179			
2181	5.1.3.10.8		M: Solution Design and Testing Deliverables Complete	0 days	Thu 5/4/23	Thu 5/4/23	2017, 2037, 2058, 2078, 2180			
2182	5.1.4		<b>Acceptance and Readiness - Phase 3</b>	210 days	Fri 9/9/22	Tue 6/27/23		15172	1154	
2183	5.1.4.1		<b>User Acceptance Testing</b>	201 days	Fri 9/9/22	Wed 6/14/23		14990	1141	
2184	5.1.4.1.1		<b>User Acceptance Testing (UAT) Planning</b>	189 days	Fri 9/9/22	Mon 5/29/23		9132	703	
2185	5.1.4.1.1.1		<b>User Acceptance Test Support Plan</b>	12 days	Thu 3/23/23	Fri 4/7/23				
2186	5.1.4.1.1.1.1		Develop User Acceptance Test Support Plan	10 days	Thu 3/23/23	Wed 4/5/23	2294SS-15 days			
2187	5.1.4.1.1.1.2		Conduct Peer and Quality Review of User Acceptance Test Support Plan	2 days	Thu 4/6/23	Fri 4/7/23	2186			
2188	5.1.4.1.1.1.3		WP: User Acceptance Test Support Plan Posted	0 days	Fri 4/7/23	Fri 4/7/23	2187			
2189	5.1.4.1.1.1.4		M: User Acceptance Test Support Plan Complete	0 days	Fri 4/7/23	Fri 4/7/23	2188			
2190	5.1.4.1.1.2	49, D038	<b>User Acceptance Test (UAT) Cases</b>	54 days	Wed 1/25/23	Mon 4/10/23		5855	438	
2191	5.1.4.1.1.2.1		<b>DED Approval</b>	6 days	Wed 1/25/23	Wed 2/1/23				
2192	5.1.4.1.1.2.1.1		Tailor UAT Cases DED	3 days	Wed 1/25/23	Fri 1/27/23	2198SS-6 days			
2193	5.1.4.1.1.2.1.2		Conduct Peer and Quality Review of UAT Cases DED	2 days	Mon 1/30/23	Tue 1/31/23	2192			
2194	5.1.4.1.1.2.1.3		D-I: UAT Cases DED Submitted to PRDoH	0 days	Tue 1/31/23	Tue 1/31/23	2193			
2195	5.1.4.1.1.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 1/31/23	Wed 2/1/23	2194			
2196	5.1.4.1.1.2.1.5		M: UAT Cases DED Approved and Signed Off by PRDoH	0 days	Wed 2/1/23	Wed 2/1/23	2195			
2197	5.1.4.1.1.2.2		<b>Deliverable Approval</b>	48 days	Thu 2/2/23	Mon 4/10/23		5855	438	
2198	5.1.4.1.1.2.2.1		Tailor UAT Cases	20 days	Thu 2/2/23	Wed 3/1/23	2294SS-50 days			
2199	5.1.4.1.1.2.2.2		Conduct Peer and Quality Review of UAT Cases	5 days	Thu 3/2/23	Wed 3/8/23	2198			
2200	5.1.4.1.1.2.2.3		C: Walk Through UAT Cases With PRDoH	1 day	Wed 3/8/23	Thu 3/9/23	2199			
2201	5.1.4.1.1.2.2.4		D-I: UAT Cases Submitted to PRDoH	0 days	Thu 3/9/23	Thu 3/9/23	2200			
2202	5.1.4.1.1.2.2.5		C: Review Draft UAT Cases by PRDoH	10 days	Thu 3/9/23	Thu 3/23/23	2201			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2203	5.1.4.1.1.2.2.6		<b>M: UAT Cases Comments Provided by PRDoH</b>	0 days	Thu 3/23/23	Thu 3/23/23 2202				
2204	5.1.4.1.1.2.2.7		Incorporate Comments and Update UAT Cases	5 days	Fri 3/24/23	Thu 3/30/23 2203				
2205	5.1.4.1.1.2.2.8		Conduct Peer and Quality Review of UAT Cases	2 days	Fri 3/31/23	Mon 4/3/23 2204				
2206	5.1.4.1.1.2.2.9	49, D038	<b>D: UAT Cases Submitted to PRDoH</b>	0 days	Mon 4/3/23	Mon 4/3/23 2205		5855	438	Testing Manager
2207	5.1.4.1.1.2.2.10		C: Review UAT Cases by PRDoH	5 days	Mon 4/3/23	Mon 4/10/23 2206				
2208	5.1.4.1.1.2.2.11		<b>M: UAT Cases Approved by PRDoH</b>	0 days	Mon 4/10/23	Mon 4/10/23 2207				
2209	5.1.4.1.1.2.3		<b>M: UAT Cases Complete</b>	0 days	Mon 4/10/23	Mon 4/10/23 2208				
2210	5.1.4.1.1.3		Prepare Test Data for UAT	10 days	Thu 3/30/23	Wed 4/12/23 2294SS-10 days				
2211	5.1.4.1.1.4	22, D028	<b>Operations Schedule</b>	44 days	Wed 3/29/23	Mon 5/29/23		67	9	
2212	5.1.4.1.1.4.1		<b>DED Approval</b>	6 days	Wed 3/29/23	Wed 4/5/23				
2213	5.1.4.1.1.4.1.1		Tailor Operations Schedule DED	3 days	Wed 3/29/23	Fri 3/31/23 2219SS-6 days				
2214	5.1.4.1.1.4.1.2		Conduct Peer and Quality Review of Operations Schedule DED	2 days	Mon 4/3/23	Tue 4/4/23 2213				
2215	5.1.4.1.1.4.1.3		<b>D-I: Operations Schedule DED Submitted to PRDoH</b>	0 days	Tue 4/4/23	Tue 4/4/23 2214				
2216	5.1.4.1.1.4.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 4/4/23	Wed 4/5/23 2215				
2217	5.1.4.1.1.4.1.5		<b>M: Operations Schedule DED Approved and Signed Off by PRDoH</b>	0 days	Wed 4/5/23	Wed 4/5/23 2216				
2218	5.1.4.1.1.4.2		<b>Deliverable Approval</b>	38 days	Thu 4/6/23	Mon 5/29/23		67	9	
2219	5.1.4.1.1.4.2.1		Tailor Operations Schedule	10 days	Thu 4/6/23	Wed 4/19/23 2293SS				
2220	5.1.4.1.1.4.2.2		Conduct Peer and Quality Review of Operations Schedule	5 days	Thu 4/20/23	Wed 4/26/23 2219				
2221	5.1.4.1.1.4.2.3		C: Walk Through Operations Schedule With PRDoH	1 day	Wed 4/26/23	Thu 4/27/23 2220				
2222	5.1.4.1.1.4.2.4		<b>D-I: Operations Schedule Submitted to PRDoH</b>	0 days	Thu 4/27/23	Thu 4/27/23 2221				
2223	5.1.4.1.1.4.2.5		C: Review Draft Operations Schedule by PRDoH	10 days	Thu 4/27/23	Thu 5/11/23 2222				
2224	5.1.4.1.1.4.2.6		<b>M: Operations Schedule Comments Provided by PRDoH</b>	0 days	Thu 5/11/23	Thu 5/11/23 2223				
2225	5.1.4.1.1.4.2.7		Incorporate Comments and Update Operations Schedule	5 days	Fri 5/12/23	Thu 5/18/23 2224				
2226	5.1.4.1.1.4.2.8		Conduct Peer and Quality Review of Operations Schedule	2 days	Fri 5/19/23	Mon 5/22/23 2225				
2227	5.1.4.1.1.4.2.9	22, D028	<b>D: Operations Schedule Submitted to PRDoH</b>	0 days	Mon 5/22/23	Mon 5/22/23 2226		67	9	Operations Manager
2228	5.1.4.1.1.4.2.10		C: Review Operations Schedule by PRDoH	5 days	Mon 5/22/23	Mon 5/29/23 2227				
2229	5.1.4.1.1.4.2.11		<b>M: Operations Schedule Approved by PRDoH</b>	0 days	Mon 5/29/23	Mon 5/29/23 2228				
2230	5.1.4.1.1.4.3		<b>M: Operations Schedule Complete</b>	0 days	Mon 5/29/23	Mon 5/29/23 2229				
2231	5.1.4.1.1.5	8, D026	<b>Deployment Plan</b>	38 days	Wed 9/28/22	Fri 11/18/22		319	44	
2232	5.1.4.1.1.5.1		<b>DED Approval</b>	8 days	Wed 9/28/22	Fri 10/7/22				
2233	5.1.4.1.1.5.1.1		Tailor Deployment Plan DED	5 days	Wed 9/28/22	Tue 10/4/22 2239SS-8 days				
2234	5.1.4.1.1.5.1.2		Conduct Peer and Quality Review of Deployment Plan DED	2 days	Wed 10/5/22	Thu 10/6/22 2233				
2235	5.1.4.1.1.5.1.3		<b>D-I: Deployment Plan DED Submitted to PRDoH</b>	0 days	Thu 10/6/22	Thu 10/6/22 2234				
2236	5.1.4.1.1.5.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 10/6/22	Fri 10/7/22 2235				
2237	5.1.4.1.1.5.1.5		<b>M: Deployment Plan DED Approved and Signed Off by PRDoH</b>	0 days	Fri 10/7/22	Fri 10/7/22 2236				
2238	5.1.4.1.1.5.2		<b>Deliverable Approval</b>	30 days	Mon 10/10/22	Fri 11/18/22		319	44	
2239	5.1.4.1.1.5.2.1		Tailor Deployment Plan	5 days	Mon 10/10/22	Fri 10/14/22 1994SS-15 days				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2240	5.1.4.1.1.5.2.2		Conduct Peer and Quality Review of Deployment Plan	2 days	Mon 10/17/22	Tue 10/18/22	2239			
2241	5.1.4.1.1.5.2.3		C: Walk Through Deployment Plan With PRDoH	1 day	Tue 10/18/22	Wed 10/19/22	2240			
2242	5.1.4.1.1.5.2.4		<b>D-I: Deployment Plan Submitted to PRDoH</b>	0 days	Wed 10/19/22	Wed 10/19/22	2241			
2243	5.1.4.1.1.5.2.5		C: Review Draft Deployment Plan by PRDoH	10 days	Wed 10/19/22	Wed 11/2/22	2242			
2244	5.1.4.1.1.5.2.6		<b>M: Deployment Plan Comments Provided by PRDoH</b>	0 days	Wed 11/2/22	Wed 11/2/22	2243			
2245	5.1.4.1.1.5.2.7		Incorporate Comments and Update Deployment Plan	5 days	Thu 11/3/22	Wed 11/9/22	2244			
2246	5.1.4.1.1.5.2.8		Conduct Peer and Quality Review of Deployment Plan	2 days	Thu 11/10/22	Fri 11/11/22	2245			
2247	5.1.4.1.1.5.2.9	8, D026	<b>D: Deployment Plan Submitted to PRDoH</b>	0 days	Fri 11/11/22	Fri 11/11/22	2246	319	44	Technical Lead
2248	5.1.4.1.1.5.2.10		C: Review Deployment Plan by PRDoH	5 days	Fri 11/11/22	Fri 11/18/22	2247			
2249	5.1.4.1.1.5.2.11		<b>M: Deployment Plan Approved by PRDoH</b>	0 days	Fri 11/18/22	Fri 11/18/22	2248			
2250	5.1.4.1.1.5.3		<b>M: Deployment Plan Complete</b>	0 days	Fri 11/18/22	Fri 11/18/22	2249			
2251	5.1.4.1.1.6		<b>Reporting</b>	148 days	Fri 9/9/22	Fri 3/31/23		2891	212	
2252	5.1.4.1.1.6.1	23, D029	<b>PRMP-Specific Reports</b>	94 days	Thu 11/24/22	Fri 3/31/23		1796	132	
2253	5.1.4.1.1.6.1.1		<b>DED Approval</b>	6 days	Thu 11/24/22	Thu 12/1/22				
2254	5.1.4.1.1.6.1.1.1		Tailor PRMP-Specific Reports DED	3 days	Thu 11/24/22	Mon 11/28/22	2260SS-6 days			
2255	5.1.4.1.1.6.1.1.2		Conduct Peer and Quality Review of PRMP-Specific Reports DED	2 days	Tue 11/29/22	Wed 11/30/22	2254			
2256	5.1.4.1.1.6.1.1.3		<b>D-I: PRMP-Specific Reports DED Submitted to PRDoH</b>	0 days	Wed 11/30/22	Wed 11/30/22	2255			
2257	5.1.4.1.1.6.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Wed 11/30/22	Thu 12/1/22	2256			
2258	5.1.4.1.1.6.1.1.5		<b>M: PRMP-Specific Reports DED Approved and Signed Off by PRDoH</b>	0 days	Thu 12/1/22	Thu 12/1/22	2257			
2259	5.1.4.1.1.6.1.2		<b>Deliverable Approval</b>	88 days	Fri 12/2/22	Fri 3/31/23		1796	132	
2260	5.1.4.1.1.6.1.2.1		Tailor PRMP-Specific Reports	60 days	Fri 12/2/22	Tue 2/21/23	1609SS-96 days, 2k			
2261	5.1.4.1.1.6.1.2.2		Conduct Peer and Quality Review of PRMP-Specific Reports	5 days	Wed 2/22/23	Tue 2/28/23	2260			
2262	5.1.4.1.1.6.1.2.3		C: Walk Through PRMP-Specific Reports With PRDoH	1 day	Tue 2/28/23	Wed 3/1/23	2261			
2263	5.1.4.1.1.6.1.2.4		<b>D-I: PRMP-Specific Reports Submitted to PRDoH</b>	0 days	Wed 3/1/23	Wed 3/1/23	2262			
2264	5.1.4.1.1.6.1.2.5		C: Review Draft PRMP-Specific Reports by PRDoH	10 days	Wed 3/1/23	Wed 3/15/23	2263			
2265	5.1.4.1.1.6.1.2.6		<b>M: PRMP-Specific Reports Comments Provided by PRDoH</b>	0 days	Wed 3/15/23	Wed 3/15/23	2264			
2266	5.1.4.1.1.6.1.2.7		Incorporate Comments and Update PRMP-Specific Reports	5 days	Thu 3/16/23	Wed 3/22/23	2265			
2267	5.1.4.1.1.6.1.2.8		Conduct Peer and Quality Review of PRMP-Specific Reports	2 days	Thu 3/23/23	Fri 3/24/23	2266			
2268	5.1.4.1.1.6.1.2.9	23, D029	<b>D: PRMP-Specific Reports Submitted to PRDoH</b>	0 days	Fri 3/24/23	Fri 3/24/23	2267	1796	132	Operations Manager
2269	5.1.4.1.1.6.1.2.10		C: Review PRMP-Specific Reports by PRDoH	5 days	Fri 3/24/23	Fri 3/31/23	2268			
2270	5.1.4.1.1.6.1.2.11		<b>M: PRMP-Specific Reports Approved by PRDoH</b>	0 days	Fri 3/31/23	Fri 3/31/23	2269			
2271	5.1.4.1.1.6.1.3		<b>M: PRMP-Specific Reports Complete</b>	0 days	Fri 3/31/23	Fri 3/31/23	2270			
2272	5.1.4.1.1.6.2	35, D032	<b>Standard Output Reports</b>	54 days	Fri 9/9/22	Wed 11/23/22		1095	80	
2273	5.1.4.1.1.6.2.1		<b>DED Approval</b>	6 days	Fri 9/9/22	Fri 9/16/22				
2274	5.1.4.1.1.6.2.1.1		Tailor Standard Output Reports DED	3 days	Fri 9/9/22	Tue 9/13/22	2280SS-6 days			
2275	5.1.4.1.1.6.2.1.2		Conduct Peer and Quality Review of Standard Output Reports DED	2 days	Wed 9/14/22	Thu 9/15/22	2274			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2276	5.1.4.1.1.6.2.1.3		<b>D-I: Standard Output Reports DED Submitted to PRDoH</b>	0 days	Thu 9/15/22	Thu 9/15/22 2275				
2277	5.1.4.1.1.6.2.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 9/15/22	Fri 9/16/22 2276				
2278	5.1.4.1.1.6.2.1.5		<b>M: Standard Output Reports DED Approved and Signed Off by PRDoH</b>	0 days	Fri 9/16/22	Fri 9/16/22 2277				
2279	5.1.4.1.1.6.2.2		<b>Deliverable Approval</b>	48 days	Mon 9/19/22	Wed 11/23/22		1095	80	
2280	5.1.4.1.1.6.2.2.1		Tailor Standard Output Reports	20 days	Mon 9/19/22	Fri 10/14/22 1994SS-30 days				
2281	5.1.4.1.1.6.2.2.2		Conduct Peer and Quality Review of Standard Output Reports	5 days	Mon 10/17/22	Fri 10/21/22 2280				
2282	5.1.4.1.1.6.2.2.3		C: Walk Through Standard Output Reports With PRDoH	1 day	Fri 10/21/22	Mon 10/24/22 2281				
2283	5.1.4.1.1.6.2.2.4		<b>D-I: Standard Output Reports Submitted to PRDoH</b>	0 days	Mon 10/24/22	Mon 10/24/22 2282				
2284	5.1.4.1.1.6.2.2.5		C: Review Draft Standard Output Reports by PRDoH	10 days	Mon 10/24/22	Mon 11/7/22 2283				
2285	5.1.4.1.1.6.2.2.6		<b>M: Standard Output Reports Comments Provided by PRDoH</b>	0 days	Mon 11/7/22	Mon 11/7/22 2284				
2286	5.1.4.1.1.6.2.2.7		Incorporate Comments and Update Standard Output Reports	5 days	Tue 11/8/22	Mon 11/14/22 2285				
2287	5.1.4.1.1.6.2.2.8		Conduct Peer and Quality Review of Standard Output Reports	2 days	Tue 11/15/22	Wed 11/16/22 2286				
2288	5.1.4.1.1.6.2.2.9	35, D032	<b>D: Standard Output Reports Submitted to PRDoH</b>	0 days	Wed 11/16/22	Wed 11/16/22 2287		1095	80	Operations Manager
2289	5.1.4.1.1.6.2.2.10		C: Review Standard Output Reports by PRDoH	5 days	Wed 11/16/22	Wed 11/23/22 2288				
2290	5.1.4.1.1.6.2.2.11		<b>M: Standard Output Reports Approved by PRDoH</b>	0 days	Wed 11/23/22	Wed 11/23/22 2289				
2291	5.1.4.1.1.6.2.3		<b>M: Standard Output Reports Complete</b>	0 days	Wed 11/23/22	Wed 11/23/22 2290				
2292	5.1.4.1.2		<b>UAT Execution</b>	50 days	Thu 4/6/23	Wed 6/14/23		5858	438	
2293	5.1.4.1.2.1		C: Demo Solution	5 days	Thu 4/6/23	Wed 4/12/23 2294SS-5 days				
2294	5.1.4.1.2.2		<b>C: Execute UAT Scripts and Evaluate Results</b>	32 days	Thu 4/13/23	Fri 5/26/23 1609, 2002, 1812				
2295	5.1.4.1.2.3		Support UAT Testing	32 days	Thu 4/13/23	Fri 5/26/23 2294SS				
2296	5.1.4.1.2.4	50, D039	<b>User Acceptance Test (UAT) Results</b>	24 days	Fri 5/12/23	Wed 6/14/23		5858	438	
2297	5.1.4.1.2.4.1		<b>DED Approval</b>	6 days	Fri 5/12/23	Fri 5/19/23				
2298	5.1.4.1.2.4.1.1		Tailor UAT Results DED	3 days	Fri 5/12/23	Tue 5/16/23 2304SS-6 days				
2299	5.1.4.1.2.4.1.2		Conduct Peer and Quality Review of UAT Results DED	2 days	Wed 5/17/23	Thu 5/18/23 2298				
2300	5.1.4.1.2.4.1.3		<b>D-I: UAT Results DED Submitted to PRDoH</b>	0 days	Thu 5/18/23	Thu 5/18/23 2299				
2301	5.1.4.1.2.4.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 5/18/23	Fri 5/19/23 2300				
2302	5.1.4.1.2.4.1.5		<b>M: UAT Results DED Approved and Signed Off by PRDoH</b>	0 days	Fri 5/19/23	Fri 5/19/23 2301				
2303	5.1.4.1.2.4.2		<b>Deliverable Approval</b>	18 days	Mon 5/22/23	Wed 6/14/23		5858	438	
2304	5.1.4.1.2.4.2.1		Tailor UAT Results	5 days	Mon 5/22/23	Fri 5/26/23 2294FS-5 days				
2305	5.1.4.1.2.4.2.2		Conduct Peer and Quality Review of UAT Results	2 days	Mon 5/29/23	Tue 5/30/23 2304				
2306	5.1.4.1.2.4.2.3		C: Walk Through UAT Results With PRDoH	1 day	Tue 5/30/23	Wed 5/31/23 2305				
2307	5.1.4.1.2.4.2.4		<b>D-I: UAT Results Submitted to PRDoH</b>	0 days	Wed 5/31/23	Wed 5/31/23 2306				
2308	5.1.4.1.2.4.2.5		C: Review Draft UAT Results by PRDoH	5 days	Wed 5/31/23	Wed 6/7/23 2307				
2309	5.1.4.1.2.4.2.6		<b>M: UAT Results Comments Provided by PRDoH</b>	0 days	Wed 6/7/23	Wed 6/7/23 2308				
2310	5.1.4.1.2.4.2.7		Incorporate Comments and Update UAT Results	2 days	Thu 6/8/23	Fri 6/9/23 2309				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2311	5.1.4.1.2.4.2.8		Conduct Peer and Quality Review of UAT Results	1 day	Mon 6/12/23	Mon 6/12/23	2310			
2312	5.1.4.1.2.4.2.9	50, D039	D: UAT Results Submitted to PRDoH	0 days	Mon 6/12/23	Mon 6/12/23	2311	5858	438	Testing Manager
2313	5.1.4.1.2.4.2.10		C: Review UAT Results by PRDoH	2 days	Mon 6/12/23	Wed 6/14/23	2312			
2314	5.1.4.1.2.4.2.11		M: UAT Results Approved by PRDoH	0 days	Wed 6/14/23	Wed 6/14/23	2313			
2315	5.1.4.1.2.4.3		M: UAT Results Complete	0 days	Wed 6/14/23	Wed 6/14/23	2314			
2316	5.1.4.1.2.5		M: UAT Execution Complete	0 days	Wed 6/14/23	Wed 6/14/23	2315			
2317	5.1.4.1.3		M: User Acceptance Testing Complete	0 days	Wed 6/14/23	Wed 6/14/23	2316			
2318	5.1.4.2		Operational Readiness Review	68 days	Fri 3/24/23	Tue 6/27/23		182	13	
2319	5.1.4.2.1		Operational Readiness Review (ORR) Planning	47 days	Fri 3/24/23	Mon 5/29/23		182	13	
2320	5.1.4.2.1.1	21, D027	Operational Readiness Plan (ORP)	44 days	Fri 3/24/23	Wed 5/24/23		182	13	
2321	5.1.4.2.1.1.1		DED Approval	6 days	Fri 3/24/23	Fri 3/31/23				
2322	5.1.4.2.1.1.1.1		Tailor ORP DED	3 days	Fri 3/24/23	Tue 3/28/23	2328SS-6 days			
2323	5.1.4.2.1.1.1.2		Conduct Peer and Quality Review of ORP DED	2 days	Wed 3/29/23	Thu 3/30/23	2322			
2324	5.1.4.2.1.1.1.3		D-I: ORP DED Submitted to PRDoH	0 days	Thu 3/30/23	Thu 3/30/23	2323			
2325	5.1.4.2.1.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 3/30/23	Fri 3/31/23	2324			
2326	5.1.4.2.1.1.1.5		M: ORP DED Approved and Signed Off by PRDoH	0 days	Fri 3/31/23	Fri 3/31/23	2325			
2327	5.1.4.2.1.1.2		Deliverable Approval	38 days	Mon 4/3/23	Wed 5/24/23		182	13	
2328	5.1.4.2.1.1.2.1		Tailor ORP	10 days	Mon 4/3/23	Fri 4/14/23	2347SS-40 days			
2329	5.1.4.2.1.1.2.2		Conduct Peer and Quality Review of ORP	5 days	Mon 4/17/23	Fri 4/21/23	2328			
2330	5.1.4.2.1.1.2.3		C: Walk Through ORP With PRDoH	1 day	Fri 4/21/23	Mon 4/24/23	2329			
2331	5.1.4.2.1.1.2.4		D-I: ORP Submitted to PRDoH	0 days	Mon 4/24/23	Mon 4/24/23	2330			
2332	5.1.4.2.1.1.2.5		C: Review Draft ORP by PRDoH	10 days	Mon 4/24/23	Mon 5/8/23	2331			
2333	5.1.4.2.1.1.2.6		M: ORP Comments Provided by PRDoH	0 days	Mon 5/8/23	Mon 5/8/23	2332			
2334	5.1.4.2.1.1.2.7		Incorporate Comments and Update ORP	5 days	Tue 5/9/23	Mon 5/15/23	2333			
2335	5.1.4.2.1.1.2.8		Conduct Peer and Quality Review of ORP	2 days	Tue 5/16/23	Wed 5/17/23	2334			
2336	5.1.4.2.1.1.2.9	21, D027	D: ORP Submitted to PRDoH	0 days	Wed 5/17/23	Wed 5/17/23	2335	182	13	Operations Manage
2337	5.1.4.2.1.1.2.10		C: Review ORP by PRDoH	5 days	Wed 5/17/23	Wed 5/24/23	2336			
2338	5.1.4.2.1.1.2.11		M: ORP Approved by PRDoH	0 days	Wed 5/24/23	Wed 5/24/23	2337			
2339	5.1.4.2.1.1.3		M: ORP Complete	0 days	Wed 5/24/23	Wed 5/24/23	2338			
2340	5.1.4.2.1.2		ORR Plan	12 days	Thu 5/11/23	Fri 5/26/23				
2341	5.1.4.2.1.2.1		Develop Draft ORR Plan	10 days	Thu 5/11/23	Wed 5/24/23	2347SS-12 days			
2342	5.1.4.2.1.2.2		Conduct Peer and Quality Review of ORR Plan	2 days	Thu 5/25/23	Fri 5/26/23	2341			
2343	5.1.4.2.1.2.3		WP: ORR Plan Posted	0 days	Fri 5/26/23	Fri 5/26/23	2342			
2344	5.1.4.2.1.2.4		M: ORR Plan Complete	0 days	Fri 5/26/23	Fri 5/26/23	2343			
2345	5.1.4.2.1.3		M: Operational Readiness Review Planning Complete	0 days	Mon 5/29/23	Mon 5/29/23	2339, 2230, 2250, 2344			
2346	5.1.4.2.2		Operational Readiness Review (ORR) Execution	22 days	Mon 5/29/23	Tue 6/27/23				
2347	5.1.4.2.2.1		C: Conduct ORR and Walkthroughs	20 days	Mon 5/29/23	Fri 6/23/23	2294			
2348	5.1.4.2.2.2		ORR Execution Complete	0 days	Fri 6/23/23	Fri 6/23/23	2347			
2349	5.1.4.2.2.3		Operational Readiness Test Results	7 days	Mon 6/19/23	Tue 6/27/23				
2350	5.1.4.2.2.3.1		Develop Operational Readiness Test Results	5 days	Mon 6/19/23	Fri 6/23/23	2347FS-5 days			
2351	5.1.4.2.2.3.2		Conduct Peer and Quality Review of Operational Readiness Test Results	2 days	Mon 6/26/23	Tue 6/27/23	2350			
2352	5.1.4.2.2.3.3		WP: Operational Readiness Test Results Posted	0 days	Tue 6/27/23	Tue 6/27/23	2351			
2353	5.1.4.2.2.3.4		M: Operational Readiness Test Results Complete	0 days	Tue 6/27/23	Tue 6/27/23	2352			
2354	5.1.4.2.2.4		M: Operational Readiness Review Execution Complete	0 days	Tue 6/27/23	Tue 6/27/23	2353			
2355	5.1.4.2.3		M: Operational Readiness Review Complete	0 days	Tue 6/27/23	Tue 6/27/23	2354			



### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2356	5.2		<b>Solution Deployment - Phase 3</b>	<b>320 days</b>	<b>Wed 4/13/22</b>	<b>Fri 6/30/23</b>		<b>2976</b>	<b>317</b>	
2357	5.2.1		<b>Training - Phase 3</b>	<b>119 days</b>	<b>Tue 12/13/22</b>	<b>Wed 5/24/23</b>		<b>247</b>	<b>17</b>	
2358	5.2.1.1		Establish Training Facilities	20 days	Mon 2/27/23	Fri 3/24/23	2381SS-30 days, 2404SS-30 days			
2359	5.2.1.2		C: Schedule Training	5 days	Mon 3/27/23	Fri 3/31/23	2358			
2360	5.2.1.3	45, D037	<b>Training Plan (With Training Schedule)</b>	<b>74 days</b>	<b>Tue 12/13/22</b>	<b>Wed 3/22/23</b>		<b>180</b>	<b>13</b>	
2361	5.2.1.3.1		<b>DED Approval</b>	<b>6 days</b>	<b>Tue 12/13/22</b>	<b>Tue 12/20/22</b>				
2362	5.2.1.3.1.1		Tailor Training Plan DED	3 days	Tue 12/13/22	Thu 12/15/22	2368SS-6 days			
2363	5.2.1.3.1.2		Conduct Peer and Quality Review of Training Plan DED	2 days	Fri 12/16/22	Mon 12/19/22	2362			
2364	5.2.1.3.1.3		<b>D-I: Training Plan DED Submitted to PRDoH</b>	<b>0 days</b>	<b>Mon 12/19/22</b>	<b>Mon 12/19/22</b>	<b>2363</b>			
2365	5.2.1.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Mon 12/19/22	Tue 12/20/22	2364			
2366	5.2.1.3.1.5		<b>M: Training Plan DED Approved and Signed Off by PRDoH</b>	<b>0 days</b>	<b>Tue 12/20/22</b>	<b>Tue 12/20/22</b>	<b>2365</b>			
2367	5.2.1.3.2		<b>Deliverable Approval</b>	<b>68 days</b>	<b>Wed 12/21/22</b>	<b>Wed 3/22/23</b>		<b>180</b>	<b>13</b>	
2368	5.2.1.3.2.1		Tailor Training Plan	40 days	Wed 12/21/22	Fri 2/10/23	2381SS-4 mons, 2404SS-4 mons			
2369	5.2.1.3.2.2		Conduct Peer and Quality Review of Training Plan	5 days	Mon 2/13/23	Fri 2/17/23	2368			
2370	5.2.1.3.2.3		C: Walk Through Training Plan With PRDoH	1 day	Fri 2/17/23	Mon 2/20/23	2369			
2371	5.2.1.3.2.4		<b>D-I: Training Plan Submitted to PRDoH</b>	<b>0 days</b>	<b>Mon 2/20/23</b>	<b>Mon 2/20/23</b>	<b>2370</b>			
2372	5.2.1.3.2.5		C: Review Draft Training Plan by PRDoH	10 days	Mon 2/20/23	Mon 3/6/23	2371			
2373	5.2.1.3.2.6		<b>M: Training Plan Comments Provided by PRDoH</b>	<b>0 days</b>	<b>Mon 3/6/23</b>	<b>Mon 3/6/23</b>	<b>2372</b>			
2374	5.2.1.3.2.7		Incorporate Comments and Update Training Plan	5 days	Tue 3/7/23	Mon 3/13/23	2373			
2375	5.2.1.3.2.8		Conduct Peer and Quality Review of Training Plan	2 days	Tue 3/14/23	Wed 3/15/23	2374			
2376	5.2.1.3.2.9	45, D037	<b>D: Training Plan Submitted to PRDoH</b>	<b>0 days</b>	<b>Wed 3/15/23</b>	<b>Wed 3/15/23</b>	<b>2375</b>	<b>180</b>	<b>13</b>	<b>Operations Manage</b>
2377	5.2.1.3.2.10		C: Review Training Plan by PRDoH	5 days	Wed 3/15/23	Wed 3/22/23	2376			
2378	5.2.1.3.2.11		<b>M: Training Plan Approved by PRDoH</b>	<b>0 days</b>	<b>Wed 3/22/23</b>	<b>Wed 3/22/23</b>	<b>2377</b>			
2379	5.2.1.3.3		<b>M: Training Plan (With Training Schedule) Complete</b>	<b>0 days</b>	<b>Wed 3/22/23</b>	<b>Wed 3/22/23</b>	<b>2378</b>			
2380	5.2.1.4		<b>PRMP Agency Staff Training</b>	<b>53 days</b>	<b>Thu 3/9/23</b>	<b>Mon 5/22/23</b>		<b>33</b>	<b>2</b>	
2381	5.2.1.4.1		C: Conduct PRMP Agency Staff and Stakeholders Training	20 days	Thu 3/9/23	Wed 4/5/23	2293SS-20 days			
2382	5.2.1.4.2		Follow-up Assessments and Training	3 days	Thu 4/6/23	Mon 4/10/23	2381			
2383	5.2.1.4.3	47, D053	<b>Training Report</b>	<b>36 days</b>	<b>Mon 4/3/23</b>	<b>Mon 5/22/23</b>		<b>33</b>	<b>2</b>	
2384	5.2.1.4.3.1		<b>DED Approval</b>	<b>6 days</b>	<b>Mon 4/3/23</b>	<b>Mon 4/10/23</b>				
2385	5.2.1.4.3.1.1		Tailor Training Report DED	3 days	Mon 4/3/23	Wed 4/5/23	2391SS-6 days			
2386	5.2.1.4.3.1.2		Conduct Peer and Quality Review of Training Report DED	2 days	Thu 4/6/23	Fri 4/7/23	2385			
2387	5.2.1.4.3.1.3		<b>D-I: Training Report DED Submitted to PRDoH</b>	<b>0 days</b>	<b>Fri 4/7/23</b>	<b>Fri 4/7/23</b>	<b>2386</b>			
2388	5.2.1.4.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 4/7/23	Mon 4/10/23	2387			
2389	5.2.1.4.3.1.5		<b>M: Training Report DED Approved and Signed Off by PRDoH</b>	<b>0 days</b>	<b>Mon 4/10/23</b>	<b>Mon 4/10/23</b>	<b>2388</b>			
2390	5.2.1.4.3.2		<b>Deliverable Approval</b>	<b>30 days</b>	<b>Tue 4/11/23</b>	<b>Mon 5/22/23</b>		<b>33</b>	<b>2</b>	
2391	5.2.1.4.3.2.1		Tailor Training Report	5 days	Tue 4/11/23	Mon 4/17/23	2382			
2392	5.2.1.4.3.2.2		Conduct Peer and Quality Review of Training Report	2 days	Tue 4/18/23	Wed 4/19/23	2391			
2393	5.2.1.4.3.2.3		C: Walk Through Training Report With PRDoH	1 day	Wed 4/19/23	Thu 4/20/23	2392			
2394	5.2.1.4.3.2.4		<b>D-I: Training Report Submitted to PRDoH</b>	<b>0 days</b>	<b>Thu 4/20/23</b>	<b>Thu 4/20/23</b>	<b>2393</b>			
2395	5.2.1.4.3.2.5		C: Review Draft Training Report by PRDoH	10 days	Thu 4/20/23	Thu 5/4/23	2394			
2396	5.2.1.4.3.2.6		<b>M: Training Report Comments Provided by PRDoH</b>	<b>0 days</b>	<b>Thu 5/4/23</b>	<b>Thu 5/4/23</b>	<b>2395</b>			
2397	5.2.1.4.3.2.7		Incorporate Comments and Update Training Report	5 days	Fri 5/5/23	Thu 5/11/23	2396			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2398	5.2.1.4.3.2.8		Conduct Peer and Quality Review of Training Report	2 days	Fri 5/12/23	Mon 5/15/23	2397			
2399	5.2.1.4.3.2.9	47, D053	<b>D: Training Report Submitted to PRDoH</b>	0 days	Mon 5/15/23	Mon 5/15/23	2398	33	2	Operations Manage
2400	5.2.1.4.3.2.10		C: Review Training Report by PRDoH	5 days	Mon 5/15/23	Mon 5/22/23	2399			
2401	5.2.1.4.3.2.11		<b>M: Training Report Approved by PRDoH</b>	0 days	Mon 5/22/23	Mon 5/22/23	2400			
2402	5.2.1.4.3.3		<b>M: Training Report Complete</b>	0 days	Mon 5/22/23	Mon 5/22/23	2401			
2403	5.2.1.5		<b>MCO Training (as applicable)</b>	33 days	Mon 4/10/23	Wed 5/24/23		34	2	
2404	5.2.1.5.1		C: Conduct Provider Training	20 days	Mon 4/10/23	Fri 5/5/23	2619SS-60 days			
2405	5.2.1.5.2		Follow-up Assessments and Training	3 days	Mon 5/8/23	Wed 5/10/23	2404			
2406	5.2.1.5.3	47, D053	<b>Training Report</b>	10 days	Thu 5/11/23	Wed 5/24/23		34	2	
2407	5.2.1.5.3.1		<b>Deliverable Approval</b>	10 days	Thu 5/11/23	Wed 5/24/23		34	2	
2408	5.2.1.5.3.1.1		Update Training Report	3 days	Thu 5/11/23	Mon 5/15/23	2405			
2409	5.2.1.5.3.1.2		Conduct Peer and Quality Review of Training Report	2 days	Tue 5/16/23	Wed 5/17/23	2408			
2410	5.2.1.5.3.1.3	47, D053	<b>D: Training Report Submitted to PRDoH</b>	0 days	Wed 5/17/23	Wed 5/17/23	2409	34	2	Operations Manage
2411	5.2.1.5.3.1.4		C: Review Training Report by PRDoH	5 days	Wed 5/17/23	Wed 5/24/23	2410			
2412	5.2.1.5.3.1.5		<b>M: Training Report Approved by PRDoH</b>	0 days	Wed 5/24/23	Wed 5/24/23	2411			
2413	5.2.1.5.3.2		<b>M: Training Report Complete</b>	0 days	Wed 5/24/23	Wed 5/24/23	2412			
2414	5.2.1.6		<b>M: Training Complete</b>	0 days	Wed 5/10/23	Wed 5/10/23	2382, 2405			
2415	5.2.2		<b>Independent, Third-Party Security, and Privacy Controls Assessment</b>	24 days	Mon 5/1/23	Thu 6/1/23		721	53	
2416	5.2.2.1		<b>Penetration Test</b>	10 days	Mon 5/15/23	Fri 5/26/23				
2417	5.2.2.1.1		C: Conduct Penetration Test	10 days	Mon 5/15/23	Fri 5/26/23	2294FS-10 days			
2418	5.2.2.1.2		<b>Penetration Test Complete</b>	0 days	Fri 5/26/23	Fri 5/26/23	2417			
2419	5.2.2.2		Conduct Review of HIPAA Compliance Areas by Independent, Third-Party	10 days	Mon 5/15/23	Fri 5/26/23	2294FS-10 days			
2420	5.2.2.3	13, D044	<b>Independent, Third-Party Security, and Privacy Controls Assessment Report</b>	24 days	Mon 5/1/23	Thu 6/1/23		721	53	
2421	5.2.2.3.1		<b>DED Approval</b>	6 days	Mon 5/1/23	Mon 5/8/23				
2422	5.2.2.3.1.1		Tailor Independent, Third-Party Security, and Privacy Controls Assessment Report Results DED	3 days	Mon 5/1/23	Wed 5/3/23	2428SS-6 days			
2423	5.2.2.3.1.2		Conduct Peer and Quality Review of Independent, Third-Party Security, and Privacy Controls Assessment Report Results DED	2 days	Thu 5/4/23	Fri 5/5/23	2422			
2424	5.2.2.3.1.3		<b>D-I: Independent, Third-Party Security, and Privacy Controls Assessment Report Results DED Submitted to PRDoH</b>	0 days	Fri 5/5/23	Fri 5/5/23	2423			
2425	5.2.2.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 5/5/23	Mon 5/8/23	2424			
2426	5.2.2.3.1.5		<b>M: Independent, Third-Party Security, and Privacy Controls Assessment Report Results DED Approved and Signed Off by PRDoH</b>	0 days	Mon 5/8/23	Mon 5/8/23	2425			
2427	5.2.2.3.2		<b>Deliverable Approval</b>	18 days	Tue 5/9/23	Thu 6/1/23		721	53	
2428	5.2.2.3.2.1		Tailor Independent, Third-Party Security, and Privacy Controls Assessment Report Results	5 days	Tue 5/9/23	Mon 5/15/23	2417FS-14 days, 2419FS-14 days			
2429	5.2.2.3.2.2		Conduct Peer and Quality Review of Independent, Third-Party Security, and Privacy Controls Assessment Report Results	2 days	Tue 5/16/23	Wed 5/17/23	2428			
2430	5.2.2.3.2.3		C: Walk Through Independent, Third-Party Security, and Privacy Controls Assessment Report Results With PRDoH	1 day	Wed 5/17/23	Thu 5/18/23	2429			
2431	5.2.2.3.2.4		<b>D-I: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Submitted to PRDoH</b>	0 days	Thu 5/18/23	Thu 5/18/23	2430			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2432	5.2.2.3.2.5		C: Review Draft Independent, Third-Party Security, and Privacy Controls Assessment Report Results by PRDoH	5 days	Thu 5/18/23	Thu 5/25/23	2431			
2433	5.2.2.3.2.6		M: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Comments Provided by PRDoH	0 days	Thu 5/25/23	Thu 5/25/23	2432			
2434	5.2.2.3.2.7		Incorporate Comments and Update Independent, Third-Party Security, and Privacy Controls Assessment Report Results	2 days	Fri 5/26/23	Mon 5/29/23	2433			
2435	5.2.2.3.2.8		Conduct Peer and Quality Review of Independent, Third-Party Security, and Privacy Controls Assessment Report Results	1 day	Tue 5/30/23	Tue 5/30/23	2434			
2436	5.2.2.3.2.9	13, D044	D: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Submitted to PRDoH	0 days	Tue 5/30/23	Tue 5/30/23	2435	721	53	Information Security Architect
2437	5.2.2.3.2.10		C: Review Independent, Third-Party Security, and Privacy Controls Assessment Report Results by PRDoH	2 days	Tue 5/30/23	Thu 6/1/23	2436			
2438	5.2.2.3.2.11		M: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Approved by PRDoH	0 days	Thu 6/1/23	Thu 6/1/23	2437			
2439	5.2.2.3.3		M: Independent, Third-Party Security, and Privacy Controls Assessment Report Results Complete	0 days	Thu 6/1/23	Thu 6/1/23	2438			
2440	5.2.2.4		M: Independent, Third-Party Security, and Privacy Controls Assessment Complete	0 days	Thu 6/1/23	Thu 6/1/23	2439			
2441	5.2.3		Implementation Plans - Phase 3	316 days	Wed 4/13/22	Mon 6/26/23		2008	247	
2442	5.2.3.1	6, D024	Database Design Document	45 days	Mon 9/5/22	Fri 11/4/22		601	44	
2443	5.2.3.1.1		DED Approval	6 days	Mon 9/5/22	Mon 9/12/22				
2444	5.2.3.1.1.1		Tailor Database Design Document DED	3 days	Mon 9/5/22	Wed 9/7/22	2450SS-6 days			
2445	5.2.3.1.1.2		Conduct Peer and Quality Review of Database Design Document DED	2 days	Thu 9/8/22	Fri 9/9/22	2444			
2446	5.2.3.1.1.3		D-I: Database Design Document DED Submitted to PRDoH	0 days	Fri 9/9/22	Fri 9/9/22	2445			
2447	5.2.3.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 9/9/22	Mon 9/12/22	2446			
2448	5.2.3.1.1.5		M: Database Design Document DED Approved and Signed Off by PRDoH	0 days	Mon 9/12/22	Mon 9/12/22	2447			
2449	5.2.3.1.2		Deliverable Approval	39 days	Tue 9/13/22	Fri 11/4/22		601	44	
2450	5.2.3.1.2.1		Tailor Database Design Document	12 days	Tue 9/13/22	Wed 9/28/22	2464SS-40 days			
2451	5.2.3.1.2.2		Conduct Peer and Quality Review of Database Design Document	4 days	Thu 9/29/22	Tue 10/4/22	2450			
2452	5.2.3.1.2.3		C: Walk Through Database Design Document With PRDoH	1 day	Tue 10/4/22	Wed 10/5/22	2451			
2453	5.2.3.1.2.4		D-I: Database Design Document Submitted to PRDoH	0 days	Wed 10/5/22	Wed 10/5/22	2452			
2454	5.2.3.1.2.5		C: Review Draft Database Design Document by PRDoH	10 days	Wed 10/5/22	Wed 10/19/22	2453			
2455	5.2.3.1.2.6		M: Database Design Document Comments Provided by PRDoH	0 days	Wed 10/19/22	Wed 10/19/22	2454			
2456	5.2.3.1.2.7		Incorporate Comments and Update Database Design Document	5 days	Thu 10/20/22	Wed 10/26/22	2455			
2457	5.2.3.1.2.8		Conduct Peer and Quality Review of Database Design Document	2 days	Thu 10/27/22	Fri 10/28/22	2456			
2458	5.2.3.1.2.9	6, D024	D: Database Design Document Submitted to PRDoH	0 days	Fri 10/28/22	Fri 10/28/22	2457	601	44	Technical Lead
2459	5.2.3.1.2.10		C: Review Database Design Document by PRDoH	5 days	Fri 10/28/22	Fri 11/4/22	2458			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2460	5.2.3.1.2.11		<b>M: Database Design Document Approved by PRDoH</b>	0 days	Fri 11/4/22	Fri 11/4/22	2459			
2461	5.2.3.1.3		<b>M: Database Design Document Complete</b>	0 days	Fri 11/4/22	Fri 11/4/22	2460			
2462	5.2.3.2	10, D028	<b>Disaster Recovery and Business Continuity Plan</b>	40 days	Tue 11/8/22	Sat 12/31/22		120	63	
2463	5.2.3.2.1		<b>Deliverable Approval</b>	40 days	Tue 11/8/22	Sat 12/31/22		120	63	
2464	5.2.3.2.1.1		Tailor Disaster Recovery and Business Continuity Plan	15 days	Tue 11/8/22	Mon 11/28/22	2619FS-171 days			
2465	5.2.3.2.1.2		Conduct Peer and Quality Review of Disaster Recovery and Business Continuity Plan	2 days	Tue 11/29/22	Wed 11/30/22	2464			
2466	5.2.3.2.1.3		C: Walk Through Disaster Recovery and Business Continuity Plan With PRDoH	1 day	Wed 11/30/22	Thu 12/1/22	2465			
2467	5.2.3.2.1.4		<b>D-I: Disaster Recovery and Business Continuity Plan Submitted to PRDoH</b>	0 days	Thu 12/1/22	Thu 12/1/22	2466			
2468	5.2.3.2.1.5		C: Review Draft Disaster Recovery and Business Continuity Plan by PRDoH	10 days	Thu 12/1/22	Thu 12/15/22	2467			
2469	5.2.3.2.1.6		<b>M: Disaster Recovery and Business Continuity Plan Comments Provided by PRDoH</b>	0 days	Thu 12/15/22	Thu 12/15/22	2468			
2470	5.2.3.2.1.7		Incorporate Comments and Update Disaster Recovery and Business Continuity Plan	5 days	Fri 12/16/22	Thu 12/22/22	2469			
2471	5.2.3.2.1.8		Conduct Peer and Quality Review of Disaster Recovery and Business Continuity Plan	2 days	Fri 12/23/22	Mon 12/26/22	2470			
2472	5.2.3.2.1.9	10, D028	<b>D: Disaster Recovery and Business Continuity Plan Submitted to PRDoH</b>	0 days	Mon 12/26/22	Mon 12/26/22	2471	120	63	Operations Manager
2473	5.2.3.2.1.10		C: Review Disaster Recovery and Business Continuity Plan by PRDoH	5 days	Mon 12/26/22	Sat 12/31/22	2472			
2474	5.2.3.2.1.11		<b>M: Disaster Recovery and Business Continuity Plan Approved by PRDoH</b>	0 days	Sat 12/31/22	Sat 12/31/22	2473			
2475	5.2.3.2.2		<b>M: Disaster Recovery and Business Continuity Plan Complete</b>	0 days	Sat 12/31/22	Sat 12/31/22	2474			
2476	5.2.3.3	11, D041	<b>HIPAA Statement</b>	36 days	Fri 4/7/23	Fri 5/26/23		67	7	
2477	5.2.3.3.1		<b>DED Approval</b>	6 days	Fri 4/7/23	Fri 4/14/23				
2478	5.2.3.3.1.1		Tailor HIPAA Statement DED	3 days	Fri 4/7/23	Tue 4/11/23	2484SS-6 days			
2479	5.2.3.3.1.2		Conduct Peer and Quality Review of HIPAA Statement DED	2 days	Wed 4/12/23	Thu 4/13/23	2478			
2480	5.2.3.3.1.3		<b>D-I: HIPAA Statement DED Submitted to PRDoH</b>	0 days	Thu 4/13/23	Thu 4/13/23	2479			
2481	5.2.3.3.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 4/13/23	Fri 4/14/23	2480			
2482	5.2.3.3.1.5		<b>M: HIPAA Statement DED Approved and Signed Off by PRDoH</b>	0 days	Fri 4/14/23	Fri 4/14/23	2481			
2483	5.2.3.3.2		<b>Deliverable Approval</b>	30 days	Mon 4/17/23	Fri 5/26/23		67	7	
2484	5.2.3.3.2.1		Tailor HIPAA Statement	5 days	Mon 4/17/23	Fri 4/21/23	2617SS-51 days			
2485	5.2.3.3.2.2		Conduct Peer and Quality Review of HIPAA Statement	2 days	Mon 4/24/23	Tue 4/25/23	2484			
2486	5.2.3.3.2.3		C: Walk Through HIPAA Statement With PRDoH	1 day	Tue 4/25/23	Wed 4/26/23	2485			
2487	5.2.3.3.2.4		<b>D-I: HIPAA Statement Submitted to PRDoH</b>	0 days	Wed 4/26/23	Wed 4/26/23	2486			
2488	5.2.3.3.2.5		C: Review Draft HIPAA Statement by PRDoH	10 days	Wed 4/26/23	Wed 5/10/23	2487			
2489	5.2.3.3.2.6		<b>M: HIPAA Statement Comments Provided by PRDoH</b>	0 days	Wed 5/10/23	Wed 5/10/23	2488			
2490	5.2.3.3.2.7		Incorporate Comments and Update HIPAA Statement	5 days	Thu 5/11/23	Wed 5/17/23	2489			
2491	5.2.3.3.2.8		Conduct Peer and Quality Review of HIPAA Statement	2 days	Thu 5/18/23	Fri 5/19/23	2490			
2492	5.2.3.3.2.9	11, D041	<b>D: HIPAA Statement Submitted to PRDoH</b>	0 days	Fri 5/19/23	Fri 5/19/23	2491	67	7	Account Manager
2493	5.2.3.3.2.10		C: Review HIPAA Statement by PRDoH	5 days	Fri 5/19/23	Fri 5/26/23	2492			
2494	5.2.3.3.2.11		<b>M: HIPAA Statement Approved by PRDoH</b>	0 days	Fri 5/26/23	Fri 5/26/23	2493			
2495	5.2.3.3.3		<b>M: HIPAA Statement Complete</b>	0 days	Fri 5/26/23	Fri 5/26/23	2494			
2496	5.2.3.4	14, D043	<b>Implementation Plan (Roll-Out Plan)</b>	36 days	Fri 2/3/23	Fri 3/24/23		152	22	
2497	5.2.3.4.1		<b>DED Approval</b>	6 days	Fri 2/3/23	Fri 2/10/23				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2498	5.2.3.4.1.1		Tailor Implementation Plan (Roll-Out Plan) DED	3 days	Fri 2/3/23	Tue 2/7/23	2504SS-6 days			
2499	5.2.3.4.1.2		Conduct Peer and Quality Review of Implementation Plan (Roll-Out Plan) DED	2 days	Wed 2/8/23	Thu 2/9/23	2498			
2500	5.2.3.4.1.3		<b>D-I: Implementation Plan (Roll-Out Plan) DED Submitted to PRDoH</b>	0 days	Thu 2/9/23	Thu 2/9/23	2499			
2501	5.2.3.4.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 2/9/23	Fri 2/10/23	2500			
2502	5.2.3.4.1.5		<b>M: Implementation Plan (Roll-Out Plan) DED Approved and Signed Off by PRDoH</b>	0 days	Fri 2/10/23	Fri 2/10/23	2501			
2503	5.2.3.4.2		<b>Deliverable Approval</b>	30 days	Mon 2/13/23	Fri 3/24/23		152	22	
2504	5.2.3.4.2.1		Tailor Implementation Plan (Roll-Out Plan)	5 days	Mon 2/13/23	Fri 2/17/23	2617SS-96 days			
2505	5.2.3.4.2.2		Conduct Peer and Quality Review of Implementation Plan (Roll-Out Plan)	2 days	Mon 2/20/23	Tue 2/21/23	2504			
2506	5.2.3.4.2.3		C: Walk Through Implementation Plan (Roll-Out Plan) With PRDoH	1 day	Tue 2/21/23	Wed 2/22/23	2505			
2507	5.2.3.4.2.4		<b>D-I: Implementation Plan (Roll-Out Plan) Submitted to PRDoH</b>	0 days	Wed 2/22/23	Wed 2/22/23	2506			
2508	5.2.3.4.2.5		C: Review Draft Implementation Plan (Roll-Out Plan) by PRDoH	10 days	Wed 2/22/23	Wed 3/8/23	2507			
2509	5.2.3.4.2.6		<b>M: Implementation Plan (Roll-Out Plan) Comments Provided by PRDoH</b>	0 days	Wed 3/8/23	Wed 3/8/23	2508			
2510	5.2.3.4.2.7		Incorporate Comments and Update Implementation Plan (Roll-Out Plan)	5 days	Thu 3/9/23	Wed 3/15/23	2509			
2511	5.2.3.4.2.8		Conduct Peer and Quality Review of Implementation Plan (Roll-Out Plan)	2 days	Thu 3/16/23	Fri 3/17/23	2510			
2512	5.2.3.4.2.9	14, D043	<b>D: Implementation Plan (Roll-Out Plan) Submitted to PRDoH</b>	0 days	Fri 3/17/23	Fri 3/17/23	2511	152	22	Technical Lead
2513	5.2.3.4.2.10		C: Review Implementation Plan (Roll-Out Plan) by PRDoH	5 days	Fri 3/17/23	Fri 3/24/23	2512			
2514	5.2.3.4.2.11		<b>M: Implementation Plan (Roll-Out Plan) Approved by PRDoH</b>	0 days	Fri 3/24/23	Fri 3/24/23	2513			
2515	5.2.3.4.3		<b>M: Implementation Plan (Roll-Out Plan) Complete</b>	0 days	Fri 3/24/23	Fri 3/24/23	2514			
2516	5.2.3.5	29, D048	<b>Report Distribution Schedule</b>	36 days	Tue 2/7/23	Tue 3/28/23		67	6	
2517	5.2.3.5.1		<b>DED Approval</b>	6 days	Tue 2/7/23	Tue 2/14/23				
2518	5.2.3.5.1.1		Tailor Report Distribution Schedule DED	3 days	Tue 2/7/23	Thu 2/9/23	2524SS-6 days			
2519	5.2.3.5.1.2		Conduct Peer and Quality Review of Report Distribution Schedule DED	2 days	Fri 2/10/23	Mon 2/13/23	2518			
2520	5.2.3.5.1.3		<b>D-I: Report Distribution Schedule DED Submitted to PRDoH</b>	0 days	Mon 2/13/23	Mon 2/13/23	2519			
2521	5.2.3.5.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Mon 2/13/23	Tue 2/14/23	2520			
2522	5.2.3.5.1.5		<b>M: Report Distribution Schedule DED Approved and Signed Off by PRDoH</b>	0 days	Tue 2/14/23	Tue 2/14/23	2521			
2523	5.2.3.5.2		<b>Deliverable Approval</b>	30 days	Wed 2/15/23	Tue 3/28/23		67	6	
2524	5.2.3.5.2.1		Tailor Report Distribution Schedule	5 days	Wed 2/15/23	Tue 2/21/23	2617SS-94 days			
2525	5.2.3.5.2.2		Conduct Peer and Quality Review of Report Distribution Schedule	2 days	Wed 2/22/23	Thu 2/23/23	2524			
2526	5.2.3.5.2.3		C: Walk Through Report Distribution Schedule With PRDoH	1 day	Thu 2/23/23	Fri 2/24/23	2525			
2527	5.2.3.5.2.4		<b>D-I: Report Distribution Schedule Submitted to PRDoH</b>	0 days	Fri 2/24/23	Fri 2/24/23	2526			
2528	5.2.3.5.2.5		C: Review Draft Report Distribution Schedule by PRDoH	10 days	Fri 2/24/23	Fri 3/10/23	2527			
2529	5.2.3.5.2.6		<b>M: Report Distribution Schedule Comments Provided by PRDoH</b>	0 days	Fri 3/10/23	Fri 3/10/23	2528			
2530	5.2.3.5.2.7		Incorporate Comments and Update Report Distribution Schedule	5 days	Mon 3/13/23	Fri 3/17/23	2529			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2531	5.2.3.5.2.8		Conduct Peer and Quality Review of Report Distribution Schedule	2 days	Mon 3/20/23	Tue 3/21/23	2530			
2532	5.2.3.5.2.9	29, D048	D: Report Distribution Schedule Submitted to PRDoH	0 days	Tue 3/21/23	Tue 3/21/23	2531	67	6	Account Manager
2533	5.2.3.5.2.10		C: Review Report Distribution Schedule by PRDoH	5 days	Tue 3/21/23	Tue 3/28/23	2532			
2534	5.2.3.5.2.11		M: Report Distribution Schedule Approved by PRDoH	0 days	Tue 3/28/23	Tue 3/28/23	2533			
2535	5.2.3.5.3		M: Report Distribution Schedule Complete	0 days	Tue 3/28/23	Tue 3/28/23	2534			
2536	5.2.3.6	38, D051	System, User, and Product Documentation	36 days	Mon 5/8/23	Mon 6/26/23		100	26	
2537	5.2.3.6.1		DED Approval	6 days	Mon 5/8/23	Mon 5/15/23				
2538	5.2.3.6.1.1		Tailor System, User, and Product Documentation DED	3 days	Mon 5/8/23	Wed 5/10/23	2544SS-6 days			
2539	5.2.3.6.1.2		Conduct Peer and Quality Review of System, User, and Product Documentation DED	2 days	Thu 5/11/23	Fri 5/12/23	2538			
2540	5.2.3.6.1.3		D-I: System, User, and Product Documentation DED Submitted to PRDoH	0 days	Fri 5/12/23	Fri 5/12/23	2539			
2541	5.2.3.6.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 5/12/23	Mon 5/15/23	2540			
2542	5.2.3.6.1.5		M: System, User, and Product Documentation DED Approved and Signed Off by PRDoH	0 days	Mon 5/15/23	Mon 5/15/23	2541			
2543	5.2.3.6.2		Deliverable Approval	30 days	Tue 5/16/23	Mon 6/26/23		100	26	
2544	5.2.3.6.2.1		Tailor System, User, and Product Documentation	5 days	Tue 5/16/23	Mon 5/22/23	2617SS-30 days			
2545	5.2.3.6.2.2		Conduct Peer and Quality Review of System, User, and Product Documentation	2 days	Tue 5/23/23	Wed 5/24/23	2544			
2546	5.2.3.6.2.3		C: Walk Through System, User, and Product Documentation With PRDoH	1 day	Wed 5/24/23	Thu 5/25/23	2545			
2547	5.2.3.6.2.4		D-I: System, User, and Product Documentation Submitted to PRDoH	0 days	Thu 5/25/23	Thu 5/25/23	2546			
2548	5.2.3.6.2.5		C: Review Draft System, User, and Product Documentation by PRDoH	10 days	Thu 5/25/23	Thu 6/8/23	2547			
2549	5.2.3.6.2.6		M: System, User, and Product Documentation Comments Provided by PRDoH	0 days	Thu 6/8/23	Thu 6/8/23	2548			
2550	5.2.3.6.2.7		Incorporate Comments and Update System, User, and Product Documentation	5 days	Fri 6/9/23	Thu 6/15/23	2549			
2551	5.2.3.6.2.8		Conduct Peer and Quality Review of System, User, and Product Documentation	2 days	Fri 6/16/23	Mon 6/19/23	2550			
2552	5.2.3.6.2.9	38, D051	D: System, User, and Product Documentation Submitted to PRDoH	0 days	Mon 6/19/23	Mon 6/19/23	2551	100	26	Operations Manager
2553	5.2.3.6.2.10		C: Review System, User, and Product Documentation by PRDoH	5 days	Mon 6/19/23	Mon 6/26/23	2552			
2554	5.2.3.6.2.11		M: System, User, and Product Documentation Approved by PRDoH	0 days	Mon 6/26/23	Mon 6/26/23	2553			
2555	5.2.3.6.3		M: System, User, and Product Documentation Complete	0 days	Mon 6/26/23	Mon 6/26/23	2554			
2556	5.2.3.7	42, D050	System Operations Plan	36 days	Mon 5/8/23	Mon 6/26/23		100	26	
2557	5.2.3.7.1		DED Approval	6 days	Mon 5/8/23	Mon 5/15/23				
2558	5.2.3.7.1.1		Tailor System Operations Plan DED	3 days	Mon 5/8/23	Wed 5/10/23	2564SS-6 days			
2559	5.2.3.7.1.2		Conduct Peer and Quality Review of System Operations Plan DED	2 days	Thu 5/11/23	Fri 5/12/23	2558			
2560	5.2.3.7.1.3		D-I: System Operations Plan DED Submitted to PRDoH	0 days	Fri 5/12/23	Fri 5/12/23	2559			
2561	5.2.3.7.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 5/12/23	Mon 5/15/23	2560			
2562	5.2.3.7.1.5		M: System Operations Plan DED Approved and Signed Off by PRDoH	0 days	Mon 5/15/23	Mon 5/15/23	2561			
2563	5.2.3.7.2		Deliverable Approval	30 days	Tue 5/16/23	Mon 6/26/23		100	26	
2564	5.2.3.7.2.1		Tailor System Operations Plan	5 days	Tue 5/16/23	Mon 5/22/23	2617SS-30 days			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2565	5.2.3.7.2.2		Conduct Peer and Quality Review of System Operations Plan	2 days	Tue 5/23/23	Wed 5/24/23	2564			
2566	5.2.3.7.2.3		C: Walk Through System Operations Plan With PRDoH	1 day	Wed 5/24/23	Thu 5/25/23	2565			
2567	5.2.3.7.2.4		<b>D-I: System Operations Plan Submitted to PRDoH</b>	0 days	Thu 5/25/23	Thu 5/25/23	2566			
2568	5.2.3.7.2.5		C: Review Draft System Operations Plan by PRDoH	10 days	Thu 5/25/23	Thu 6/8/23	2567			
2569	5.2.3.7.2.6		<b>M: System Operations Plan Comments Provided by PRDoH</b>	0 days	Thu 6/8/23	Thu 6/8/23	2568			
2570	5.2.3.7.2.7		Incorporate Comments and Update System Operations Plan	5 days	Fri 6/9/23	Thu 6/15/23	2569			
2571	5.2.3.7.2.8		Conduct Peer and Quality Review of System Operations Plan	2 days	Fri 6/16/23	Mon 6/19/23	2570			
2572	5.2.3.7.2.9	42, D050	<b>D: System Operations Plan Submitted to PRDoH</b>	0 days	Mon 6/19/23	Mon 6/19/23	2571	100	26	Operations Manage
2573	5.2.3.7.2.10		C: Review System Operations Plan by PRDoH	5 days	Mon 6/19/23	Mon 6/26/23	2572			
2574	5.2.3.7.2.11		<b>M: System Operations Plan Approved by PRDoH</b>	0 days	Mon 6/26/23	Mon 6/26/23	2573			
2575	5.2.3.7.3		<b>M: System Operations Plan Complete</b>	0 days	Mon 6/26/23	Mon 6/26/23	2574			
2576	5.2.3.8	46, D052	<b>Training Documentation</b>	36 days	Thu 3/9/23	Thu 4/27/23		601	44	
2577	5.2.3.8.1		<b>DED Approval</b>	6 days	Thu 3/9/23	Thu 3/16/23				
2578	5.2.3.8.1.1		Tailor Training Documentation DED	3 days	Thu 3/9/23	Mon 3/13/23	2584SS-6 days			
2579	5.2.3.8.1.2		Conduct Peer and Quality Review of Training Documentation DED	2 days	Tue 3/14/23	Wed 3/15/23	2578			
2580	5.2.3.8.1.3		<b>D-I: Training Documentation DED Submitted to PRDoH</b>	0 days	Wed 3/15/23	Wed 3/15/23	2579			
2581	5.2.3.8.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Wed 3/15/23	Thu 3/16/23	2580			
2582	5.2.3.8.1.5		<b>M: Training Documentation DED Approved and Signed Off by PRDoH</b>	0 days	Thu 3/16/23	Thu 3/16/23	2581			
2583	5.2.3.8.2		<b>Deliverable Approval</b>	30 days	Fri 3/17/23	Thu 4/27/23		601	44	
2584	5.2.3.8.2.1		Tailor Training Documentation	5 days	Fri 3/17/23	Thu 3/23/23	2617SS-72 days			
2585	5.2.3.8.2.2		Conduct Peer and Quality Review of Training Documentation	2 days	Fri 3/24/23	Mon 3/27/23	2584			
2586	5.2.3.8.2.3		C: Walk Through Training Documentation With PRDoH	1 day	Mon 3/27/23	Tue 3/28/23	2585			
2587	5.2.3.8.2.4		<b>D-I: Training Documentation Submitted to PRDoH</b>	0 days	Tue 3/28/23	Tue 3/28/23	2586			
2588	5.2.3.8.2.5		C: Review Draft Training Documentation by PRDoH	10 days	Tue 3/28/23	Tue 4/11/23	2587			
2589	5.2.3.8.2.6		<b>M: Training Documentation Comments Provided by PRDoH</b>	0 days	Tue 4/11/23	Tue 4/11/23	2588			
2590	5.2.3.8.2.7		Incorporate Comments and Update Training Documentation	5 days	Wed 4/12/23	Tue 4/18/23	2589			
2591	5.2.3.8.2.8		Conduct Peer and Quality Review of Training Documentation	2 days	Wed 4/19/23	Thu 4/20/23	2590			
2592	5.2.3.8.2.9	46, D052	<b>D: Training Documentation Submitted to PRDoH</b>	0 days	Thu 4/20/23	Thu 4/20/23	2591	601	44	Operations Manage
2593	5.2.3.8.2.10		C: Review Training Documentation by PRDoH	5 days	Thu 4/20/23	Thu 4/27/23	2592			
2594	5.2.3.8.2.11		<b>M: Training Documentation Approved by PRDoH</b>	0 days	Thu 4/27/23	Thu 4/27/23	2593			
2595	5.2.3.8.3		<b>M: Training Documentation Complete</b>	0 days	Thu 4/27/23	Thu 4/27/23	2594			
2596	5.2.3.9	48, D054	<b>Turnover and Closeout Management Plan</b>	36 days	Wed 4/13/22	Wed 6/1/22		200	9	
2597	5.2.3.9.1		<b>DED Approval</b>	6 days	Wed 4/13/22	Wed 4/20/22				
2598	5.2.3.9.1.1		Tailor Turnover and Closeout Management Plan DED	3 days	Wed 4/13/22	Fri 4/15/22	2604SS-6 days			
2599	5.2.3.9.1.2		Conduct Peer and Quality Review of Turnover and Closeout Management Plan DED	2 days	Mon 4/18/22	Tue 4/19/22	2598			
2600	5.2.3.9.1.3		<b>D-I: Turnover and Closeout Management Plan DED Submitted to PRDoH</b>	0 days	Tue 4/19/22	Tue 4/19/22	2599			
2601	5.2.3.9.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 4/19/22	Wed 4/20/22	2600			
2602	5.2.3.9.1.5		<b>M: Turnover and Closeout Management Plan DED Approved and Signed Off by PRDoH</b>	0 days	Wed 4/20/22	Wed 4/20/22	2601			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2603	5.2.3.9.2		<b>Deliverable Approval</b>	30 days	Thu 4/21/22	Wed 6/1/22		200	9	
2604	5.2.3.9.2.1		Tailor Turnover and Closeout Management Plan	5 days	Thu 4/21/22	Wed 4/27/22	358			
2605	5.2.3.9.2.2		Conduct Peer and Quality Review of Turnover and Closeout Management Plan	2 days	Thu 4/28/22	Fri 4/29/22	2604			
2606	5.2.3.9.2.3		C: Walk Through Turnover and Closeout Management Plan With PRDoH	1 day	Fri 4/29/22	Mon 5/2/22	2605			
2607	5.2.3.9.2.4		<b>D-I: Turnover and Closeout Management Plan Submitted to PRDoH</b>	0 days	Mon 5/2/22	Mon 5/2/22	2606			
2608	5.2.3.9.2.5		C: Review Draft Turnover and Closeout Management Plan by PRDoH	10 days	Mon 5/2/22	Mon 5/16/22	2607			
2609	5.2.3.9.2.6		<b>M: Turnover and Closeout Management Plan Comments Provided by PRDoH</b>	0 days	Mon 5/16/22	Mon 5/16/22	2608			
2610	5.2.3.9.2.7		Incorporate Comments and Update Turnover and Closeout Management Plan	5 days	Tue 5/17/22	Mon 5/23/22	2609			
2611	5.2.3.9.2.8		Conduct Peer and Quality Review of Turnover and Closeout Management Plan	2 days	Tue 5/24/22	Wed 5/25/22	2610			
2612	5.2.3.9.2.9	48, D054	<b>D: Turnover and Closeout Management Plan Submitted to PRDoH</b>	0 days	Wed 5/25/22	Wed 5/25/22	2611	200	9	Project Manager
2613	5.2.3.9.2.10		C: Review Turnover and Closeout Management Plan by PRDoH	5 days	Wed 5/25/22	Wed 6/1/22	2612			
2614	5.2.3.9.2.11		<b>M: Turnover and Closeout Management Plan Approved by PRDoH</b>	0 days	Wed 6/1/22	Wed 6/1/22	2613			
2615	5.2.3.9.3		<b>M: Turnover and Closeout Management Plan Complete</b>	0 days	Wed 6/1/22	Wed 6/1/22	2614			
2616	5.2.4		C: Conduct Go/No Go Decision Meeting	1 day	Mon 6/26/23	Mon 6/26/23	2316, 2348			
2617	5.2.5		C: Execute Cutover	4 days	Tue 6/27/23	Fri 6/30/23	2616			
2618	5.2.6		<b>M: Implementation Complete</b>	0 days	Fri 6/30/23	Fri 6/30/23	2617			
2619	5.3		<b>M: Phase 3 Go-Live</b>	0 days	Fri 6/30/23	Fri 6/30/23	2618			
2620	6		<b>M: Phase 1, 2, and 3 Complete</b>	0 days	Fri 6/30/23	Fri 6/30/23	969, 1584, 2619			
2621	7		<b>Data Conversion</b>	385 days	Wed 1/12/22	Fri 6/30/23		6985	438	
2622	7.1		Provide Data Support	385 days	Wed 1/12/22	Fri 6/30/23	7			
2623	7.2		<b>Data Conversion Plans</b>	58 days	Mon 3/14/22	Wed 6/1/22		1197	88	
2624	7.2.1	3, D021	<b>Data Conversion Plan (DCP)</b>	58 days	Mon 3/14/22	Wed 6/1/22		1197	88	
2625	7.2.1.1		<b>DED Approval</b>	6 days	Mon 3/14/22	Mon 3/21/22				
2626	7.2.1.1.1		Tailor DCP DED	3 days	Mon 3/14/22	Wed 3/16/22	315			
2627	7.2.1.1.2		Conduct Peer and Quality Review of DCP DED	2 days	Thu 3/17/22	Fri 3/18/22	2626			
2628	7.2.1.1.3		<b>D-I: DCP DED Submitted to PRDoH</b>	0 days	Fri 3/18/22	Fri 3/18/22	2627			
2629	7.2.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 3/18/22	Mon 3/21/22	2628			
2630	7.2.1.1.5		<b>M: DCP DED Approved and Signed Off by PRDoH</b>	0 days	Mon 3/21/22	Mon 3/21/22	2629			
2631	7.2.1.2		<b>Deliverable Approval</b>	52 days	Tue 3/22/22	Wed 6/1/22		1197	88	
2632	7.2.1.2.1		Tailor DCP	24 days	Tue 3/22/22	Fri 4/22/22	2630			
2633	7.2.1.2.2		Conduct Peer and Quality Review of DCP	5 days	Mon 4/25/22	Fri 4/29/22	2632			
2634	7.2.1.2.3		C: Walk Through DCP With PRDoH	1 day	Fri 4/29/22	Mon 5/2/22	2633			
2635	7.2.1.2.4		<b>D-I: DCP Submitted to PRDoH</b>	0 days	Mon 5/2/22	Mon 5/2/22	2634			
2636	7.2.1.2.5		C: Review Draft DCP by PRDoH	10 days	Mon 5/2/22	Mon 5/16/22	2635			
2637	7.2.1.2.6		<b>M: DCP Comments Provided by PRDoH</b>	0 days	Mon 5/16/22	Mon 5/16/22	2636			
2638	7.2.1.2.7		Incorporate Comments and Update DCP	5 days	Tue 5/17/22	Mon 5/23/22	2637			
2639	7.2.1.2.8		Conduct Peer and Quality Review of DCP	2 days	Tue 5/24/22	Wed 5/25/22	2638			
2640	7.2.1.2.9	3, D021	<b>D: DCP Submitted to PRDoH</b>	0 days	Wed 5/25/22	Wed 5/25/22	2639	1197	88	Technical Lead
2641	7.2.1.2.10		C: Review DCP by PRDoH	5 days	Wed 5/25/22	Wed 6/1/22	2640			
2642	7.2.1.2.11		<b>M: DCP Approved by PRDoH</b>	0 days	Wed 6/1/22	Wed 6/1/22	2641			
2643	7.2.1.3		<b>M: DCP Complete</b>	0 days	Wed 6/1/22	Wed 6/1/22	2642			
2644	7.2.2		<b>Data Dictionary</b>	21 days	Mon 4/25/22	Mon 5/23/22				



### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2645	7.2.2.1		Develop Draft Data Dictionary	20 days	Mon 4/25/22	Fri 5/20/22	2632			
2646	7.2.2.2		Conduct Peer and Quality Review of Draft Data Dictionary	1 day	Mon 5/23/22	Mon 5/23/22	2645			
2647	7.2.2.3		<b>WP: Final Data Dictionary Posted</b>	<b>0 days</b>	<b>Mon 5/23/22</b>	<b>Mon 5/23/22</b>	<b>2646</b>			
2648	7.2.2.4		<b>M: Data Dictionary Complete</b>	<b>0 days</b>	<b>Mon 5/23/22</b>	<b>Mon 5/23/22</b>	<b>2647</b>			
2649	7.2.3		<b>Conceptual Data Model</b>	<b>21 days</b>	<b>Mon 4/25/22</b>	<b>Mon 5/23/22</b>				
2650	7.2.3.1		Develop Draft Conceptual Data Model	20 days	Mon 4/25/22	Fri 5/20/22	2632			
2651	7.2.3.2		Conduct Peer and Quality Review of Draft Conceptual Data Model	1 day	Mon 5/23/22	Mon 5/23/22	2650			
2652	7.2.3.3		<b>WP: Final Conceptual Data Model Posted</b>	<b>0 days</b>	<b>Mon 5/23/22</b>	<b>Mon 5/23/22</b>	<b>2651</b>			
2653	7.2.3.4		<b>M: Conceptual Data Model Complete</b>	<b>0 days</b>	<b>Mon 5/23/22</b>	<b>Mon 5/23/22</b>	<b>2652</b>			
2654	7.2.4		<b>Logical Data Model</b>	<b>21 days</b>	<b>Mon 4/25/22</b>	<b>Mon 5/23/22</b>				
2655	7.2.4.1		Develop Draft Logical Data Model	20 days	Mon 4/25/22	Fri 5/20/22	2632			
2656	7.2.4.2		Conduct Peer and Quality Review of Draft Logical Data Model	1 day	Mon 5/23/22	Mon 5/23/22	2655			
2657	7.2.4.3		<b>WP: Final Logical Data Model Posted</b>	<b>0 days</b>	<b>Mon 5/23/22</b>	<b>Mon 5/23/22</b>	<b>2656</b>			
2658	7.2.4.4		<b>M: Logical Data Model Complete</b>	<b>0 days</b>	<b>Mon 5/23/22</b>	<b>Mon 5/23/22</b>	<b>2657</b>			
2659	7.2.5		<b>Physical Data Model</b>	<b>21 days</b>	<b>Mon 4/25/22</b>	<b>Mon 5/23/22</b>				
2660	7.2.5.1		Develop Draft Physical Data Model	20 days	Mon 4/25/22	Fri 5/20/22	2632			
2661	7.2.5.2		Conduct Peer and Quality Review of Draft Physical Data Model	1 day	Mon 5/23/22	Mon 5/23/22	2660			
2662	7.2.5.3		<b>WP: Final Physical Data Model Posted</b>	<b>0 days</b>	<b>Mon 5/23/22</b>	<b>Mon 5/23/22</b>	<b>2661</b>			
2663	7.2.5.4		<b>M: Physical Data Model Complete</b>	<b>0 days</b>	<b>Mon 5/23/22</b>	<b>Mon 5/23/22</b>	<b>2662</b>			
2664	7.3		<b>Data Conversion Requirements</b>	<b>35 days</b>	<b>Thu 3/24/22</b>	<b>Wed 5/11/22</b>				
2665	7.3.1		<b>Data Conversion Requirements - 835 and MCO Matching Data</b>	<b>25 days</b>	<b>Thu 4/7/22</b>	<b>Wed 5/11/22</b>				
2666	7.3.1.1		Confirm Data Requirements and Sources of Data	10 days	Thu 4/7/22	Wed 4/20/22	358FS-10 days			
2667	7.3.1.2		<b>WP: Data Requirements and Sources of Data Posted</b>	<b>0 days</b>	<b>Wed 4/20/22</b>	<b>Wed 4/20/22</b>	<b>2666</b>			
2668	7.3.1.3		Identify Interface Gap Requirements and Source Data	10 days	Thu 4/21/22	Wed 5/4/22	2667			
2669	7.3.1.4		C: Review Data Requirements, Sources of Data and Data Analysis Results	10 days	Thu 4/21/22	Wed 5/4/22	2667			
2670	7.3.1.5		<b>M: Receive Legacy Data Files from PRDoH for Testing</b>	<b>0 days</b>	<b>Wed 4/20/22</b>	<b>Wed 4/20/22</b>	<b>2666</b>			
2671	7.3.1.6		Perform Data Analysis on Legacy Data Files	15 days	Thu 4/21/22	Wed 5/11/22	2670			
2672	7.3.1.7		Perform Data Profiling Analysis on Legacy Data Files	15 days	Thu 4/21/22	Wed 5/11/22	2671FF			
2673	7.3.1.8		<b>WP: Data Analysis Findings Posted</b>	<b>0 days</b>	<b>Wed 5/11/22</b>	<b>Wed 5/11/22</b>	<b>2671, 2672</b>			
2674	7.3.1.9		<b>M: Data Conversion Requirements - 835 and MCO Matching Complete</b>	<b>0 days</b>	<b>Wed 5/11/22</b>	<b>Wed 5/11/22</b>	<b>2673</b>			
2675	7.3.2		<b>Data Conversion Requirements - Federal Reporting</b>	<b>25 days</b>	<b>Thu 4/7/22</b>	<b>Wed 5/11/22</b>				
2676	7.3.2.1		Confirm Data Requirements and Sources of Data	10 days	Thu 4/7/22	Wed 4/20/22	358FS-10 days			
2677	7.3.2.2		<b>WP: Data Requirements and Sources of Data Posted</b>	<b>0 days</b>	<b>Wed 4/20/22</b>	<b>Wed 4/20/22</b>	<b>2676</b>			
2678	7.3.2.3		Identify Interface Gap Requirements and Source Data	10 days	Thu 4/21/22	Wed 5/4/22	2677			
2679	7.3.2.4		C: Review Data Requirements, Sources of Data and Data Analysis Results	10 days	Thu 4/21/22	Wed 5/4/22	2677			
2680	7.3.2.5		<b>M: Receive Legacy Data Files from PRDoH for Testing</b>	<b>0 days</b>	<b>Wed 4/20/22</b>	<b>Wed 4/20/22</b>	<b>2676</b>			
2681	7.3.2.6		Perform Data Analysis on Legacy Data Files	15 days	Thu 4/21/22	Wed 5/11/22	2680			
2682	7.3.2.7		Perform Data Profiling Analysis on Legacy Data Files	15 days	Thu 4/21/22	Wed 5/11/22	2681FF			
2683	7.3.2.8		<b>WP: Data Analysis Findings Posted</b>	<b>0 days</b>	<b>Wed 5/11/22</b>	<b>Wed 5/11/22</b>	<b>2681, 2682</b>			
2684	7.3.2.9		<b>M: Data Conversion Requirements - Federal Reporting Complete</b>	<b>0 days</b>	<b>Wed 5/11/22</b>	<b>Wed 5/11/22</b>	<b>2683</b>			
2685	7.3.3		<b>Data Conversion Requirements - Claims</b>	<b>35 days</b>	<b>Thu 3/24/22</b>	<b>Wed 5/11/22</b>				
2686	7.3.3.1		Confirm Data Requirements and Sources of Data	20 days	Thu 3/24/22	Wed 4/20/22	358FS-20 days			
2687	7.3.3.2		<b>WP: Data Requirements and Sources of Data Posted</b>	<b>0 days</b>	<b>Wed 4/20/22</b>	<b>Wed 4/20/22</b>	<b>2686</b>			
2688	7.3.3.3		Identify Interface Gap Requirements and Source Data	10 days	Thu 4/21/22	Wed 5/4/22	2687			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2689	7.3.3.4		C: Review Data Requirements, Sources of Data and Data Analysis Results	10 days	Thu 4/21/22	Wed 5/4/22	2687			
2690	7.3.3.5		M: Receive Legacy Data Files from PRDoH for Testing	0 days	Wed 4/20/22	Wed 4/20/22	2686			
2691	7.3.3.6		Perform Data Analysis on Legacy Data Files	15 days	Thu 4/21/22	Wed 5/11/22	2690			
2692	7.3.3.7		Perform Data Profiling Analysis on Legacy Data Files	15 days	Thu 4/21/22	Wed 5/11/22	2691FF			
2693	7.3.3.8		WP: Data Analysis Findings Posted	0 days	Wed 5/11/22	Wed 5/11/22	2691, 2692			
2694	7.3.3.9		M: Data Conversion Requirements - Claims Complete	0 days	Wed 5/11/22	Wed 5/11/22	2693			
2695	7.3.4		<b>Data Conversion Requirements - Financial</b>	<b>35 days</b>	<b>Thu 3/24/22</b>	<b>Wed 5/11/22</b>				
2696	7.3.4.1		Confirm Data Requirements and Sources of Data	20 days	Thu 3/24/22	Wed 4/20/22	358FS-20 days			
2697	7.3.4.2		WP: Data Requirements and Sources of Data Posted	0 days	Wed 4/20/22	Wed 4/20/22	2696			
2698	7.3.4.3		Identify Interface Gap Requirements and Source Data	10 days	Thu 4/21/22	Wed 5/4/22	2697			
2699	7.3.4.4		C: Review Data Requirements, Sources of Data and Data Analysis Results	10 days	Thu 4/21/22	Wed 5/4/22	2697			
2700	7.3.4.5		M: Receive Legacy Data Files from PRDoH for Testing	0 days	Wed 4/20/22	Wed 4/20/22	2696			
2701	7.3.4.6		Perform Data Analysis on Legacy Data Files	15 days	Thu 4/21/22	Wed 5/11/22	2700			
2702	7.3.4.7		Perform Data Profiling Analysis on Legacy Data Files	15 days	Thu 4/21/22	Wed 5/11/22	2701FF			
2703	7.3.4.8		WP: Data Analysis Findings Posted	0 days	Wed 5/11/22	Wed 5/11/22	2701, 2702			
2704	7.3.4.9		M: Data Conversion Requirements - Financial Complete	0 days	Wed 5/11/22	Wed 5/11/22	2703			
2705	7.3.5		<b>M: Data Management Requirements Complete</b>	<b>0 days</b>	<b>Wed 5/11/22</b>	<b>Wed 5/11/22</b>	<b>2704, 2684, 2694, 2674</b>			
2706	7.4		<b>Data Conversion Design</b>	<b>20 days</b>	<b>Thu 5/12/22</b>	<b>Wed 6/8/22</b>				
2707	7.4.1		<b>Data Conversion Design - 835 and MCO Matching Data</b>	<b>20 days</b>	<b>Thu 5/12/22</b>	<b>Wed 6/8/22</b>				
2708	7.4.1.1		Document Conversion Mapping	20 days	Thu 5/12/22	Wed 6/8/22	2674			
2709	7.4.1.2		Create Balancing and Reconciliation Design	20 days	Thu 5/12/22	Wed 6/8/22	2708SS			
2710	7.4.1.3		Conduct De-Identification Analysis	20 days	Thu 5/12/22	Wed 6/8/22	2708SS			
2711	7.4.1.4		Develop Data Catalog	20 days	Thu 5/12/22	Wed 6/8/22	2708SS			
2712	7.4.1.5		M: Data Conversion Design - Data Exchange and Reporting Complete	0 days	Wed 6/8/22	Wed 6/8/22	2710			
2713	7.4.2		<b>Data Conversion Design - Federal Reporting</b>	<b>20 days</b>	<b>Thu 5/12/22</b>	<b>Wed 6/8/22</b>				
2714	7.4.2.1		Document Conversion Mapping	20 days	Thu 5/12/22	Wed 6/8/22	2684			
2715	7.4.2.2		Create Balancing and Reconciliation Design	10 days	Thu 5/12/22	Wed 5/25/22	2714SS			
2716	7.4.2.3		Conduct De-Identification Analysis	10 days	Thu 5/12/22	Wed 5/25/22	2714SS			
2717	7.4.2.4		Develop Data Catalog	10 days	Thu 5/12/22	Wed 5/25/22	2714SS			
2718	7.4.2.5		M: Data Conversion Design - Federal Reporting Complete	0 days	Wed 5/25/22	Wed 5/25/22	2716			
2719	7.4.3		<b>Data Conversion Design - Claims</b>	<b>20 days</b>	<b>Thu 5/12/22</b>	<b>Wed 6/8/22</b>				
2720	7.4.3.1		Document Conversion Mapping	20 days	Thu 5/12/22	Wed 6/8/22	2694			
2721	7.4.3.2		Create Balancing and Reconciliation Design	10 days	Thu 5/12/22	Wed 5/25/22	2720SS			
2722	7.4.3.3		Conduct De-Identification Analysis	10 days	Thu 5/12/22	Wed 5/25/22	2720SS			
2723	7.4.3.4		Develop Data Catalog	10 days	Thu 5/12/22	Wed 5/25/22	2720SS			
2724	7.4.3.5		M: Data Conversion Design - Claims Complete	0 days	Wed 5/25/22	Wed 5/25/22	2722			
2725	7.4.4		<b>Data Conversion Design - Financial</b>	<b>20 days</b>	<b>Thu 5/12/22</b>	<b>Wed 6/8/22</b>				
2726	7.4.4.1		Document Conversion Mapping	20 days	Thu 5/12/22	Wed 6/8/22	2704			
2727	7.4.4.2		Create Balancing and Reconciliation Design	10 days	Thu 5/12/22	Wed 5/25/22	2726SS			
2728	7.4.4.3		Conduct De-Identification Analysis	10 days	Thu 5/12/22	Wed 5/25/22	2726SS			
2729	7.4.4.4		Develop Data Catalog	10 days	Thu 5/12/22	Wed 5/25/22	2726SS			
2730	7.4.4.5		M: Data Conversion Design - Financial Complete	0 days	Wed 5/25/22	Wed 5/25/22	2728			
2731	7.4.5		<b>M: Data Conversion Design Complete</b>	<b>0 days</b>	<b>Wed 6/8/22</b>	<b>Wed 6/8/22</b>	<b>2730, 2718, 2724, 2712</b>			
2732	7.5		<b>Data Conversion Development and Testing</b>	<b>151 days</b>	<b>Wed 4/20/22</b>	<b>Wed 11/16/22</b>		<b>5788</b>	<b>350</b>	

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2733	7.5.1		<b>Data Conversion Development - 835 and MCO Matching Data</b>	<b>66 days</b>	<b>Wed 5/4/22</b>	<b>Wed 8/3/22</b>		<b>1446</b>	<b>86</b>	
2734	7.5.1.1	4, D022	<b>Data Conversion Test Cases</b>	<b>44 days</b>	<b>Wed 5/4/22</b>	<b>Mon 7/4/22</b>		<b>598</b>	<b>43</b>	
2735	7.5.1.1.1		<b>DED Approval</b>	<b>6 days</b>	<b>Wed 5/4/22</b>	<b>Wed 5/11/22</b>				
2736	7.5.1.1.1.1		Tailor Data Conversion Test Cases DED	3 days	Wed 5/4/22	Fri 5/6/22 2742SS-6 days				
2737	7.5.1.1.1.2		Conduct Peer and Quality Review of Data Conversion Test Cases DED	2 days	Mon 5/9/22	Tue 5/10/22 2736				
2738	7.5.1.1.1.3		<b>D-I: Data Conversion Test Cases DED Submitted to PRDoH</b>	<b>0 days</b>	<b>Tue 5/10/22</b>	<b>Tue 5/10/22 2737</b>				
2739	7.5.1.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 5/10/22	Wed 5/11/22 2738				
2740	7.5.1.1.1.5		<b>M: Data Conversion Test Cases DED Approved and Signed Off by PRDoH</b>	<b>0 days</b>	<b>Wed 5/11/22</b>	<b>Wed 5/11/22 2739</b>				
2741	7.5.1.1.2		<b>Deliverable Approval</b>	<b>38 days</b>	<b>Thu 5/12/22</b>	<b>Mon 7/4/22</b>		<b>598</b>	<b>43</b>	
2742	7.5.1.1.2.1		Tailor Data Conversion Test Cases	10 days	Thu 5/12/22	Wed 5/25/22 2708SS				
2743	7.5.1.1.2.2		Conduct Peer and Quality Review of Data Conversion Test Cases	5 days	Thu 5/26/22	Wed 6/1/22 2742				
2744	7.5.1.1.2.3		C: Walk Through Data Conversion Test Cases With PRDoH	1 day	Wed 6/1/22	Thu 6/2/22 2743				
2745	7.5.1.1.2.4		<b>D-I: Data Conversion Test Cases Submitted to PRDoH</b>	<b>0 days</b>	<b>Thu 6/2/22</b>	<b>Thu 6/2/22 2744</b>				
2746	7.5.1.1.2.5		C: Review Draft Data Conversion Test Cases by PRDoH	10 days	Thu 6/2/22	Thu 6/16/22 2745				
2747	7.5.1.1.2.6		<b>M: Data Conversion Test Cases Comments Provided by PRDoH</b>	<b>0 days</b>	<b>Thu 6/16/22</b>	<b>Thu 6/16/22 2746</b>				
2748	7.5.1.1.2.7		Incorporate Comments and Update Data Conversion Test Cases	5 days	Fri 6/17/22	Thu 6/23/22 2747				
2749	7.5.1.1.2.8		Conduct Peer and Quality Review of Data Conversion Test Cases	2 days	Fri 6/24/22	Mon 6/27/22 2748				
2750	7.5.1.1.2.9	4, D022	<b>D: Data Conversion Test Cases Submitted to PRDoH</b>	<b>0 days</b>	<b>Mon 6/27/22</b>	<b>Mon 6/27/22 2749</b>		<b>598</b>	<b>43</b>	<b>Technical Lead</b>
2751	7.5.1.1.2.10		C: Review Data Conversion Test Cases by PRDoH	5 days	Mon 6/27/22	Mon 7/4/22 2750				
2752	7.5.1.1.2.11		<b>M: Data Conversion Test Cases Approved by PRDoH</b>	<b>0 days</b>	<b>Mon 7/4/22</b>	<b>Mon 7/4/22 2751</b>				
2753	7.5.1.1.3		<b>M: Data Conversion Test Cases Complete</b>	<b>0 days</b>	<b>Mon 7/4/22</b>	<b>Mon 7/4/22 2752</b>				
2754	7.5.1.2		Build Data Files	27 days	Thu 6/9/22	Fri 7/15/22 2712				
2755	7.5.1.3		Perform Trial File Conversions and Load Data	27 days	Thu 6/9/22	Fri 7/15/22 2754SS				
2756	7.5.1.4		C: Validate Data Integrity of Loaded Files with PRDoH	27 days	Thu 6/9/22	Fri 7/15/22 2754SS				
2757	7.5.1.5	5, D023	<b>Data Conversion Test Results</b>	<b>29 days</b>	<b>Fri 6/24/22</b>	<b>Wed 8/3/22</b>		<b>848</b>	<b>43</b>	
2758	7.5.1.5.1		<b>DED Approval</b>	<b>6 days</b>	<b>Fri 6/24/22</b>	<b>Fri 7/1/22</b>				
2759	7.5.1.5.1.1		Tailor Data Conversion Test Results DED	3 days	Fri 6/24/22	Tue 6/28/22 2765SS-6 days				
2760	7.5.1.5.1.2		Conduct Peer and Quality Review of Data Conversion Test Results DED	2 days	Wed 6/29/22	Thu 6/30/22 2759				
2761	7.5.1.5.1.3		<b>D-I: Data Conversion Test Results DED Submitted to PRDoH</b>	<b>0 days</b>	<b>Thu 6/30/22</b>	<b>Thu 6/30/22 2760</b>				
2762	7.5.1.5.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Thu 6/30/22	Fri 7/1/22 2761				
2763	7.5.1.5.1.5		<b>M: Data Conversion Test Results DED Approved and Signed Off by PRDoH</b>	<b>0 days</b>	<b>Fri 7/1/22</b>	<b>Fri 7/1/22 2762</b>				
2764	7.5.1.5.2		<b>Deliverable Approval</b>	<b>23 days</b>	<b>Mon 7/4/22</b>	<b>Wed 8/3/22</b>		<b>848</b>	<b>43</b>	
2765	7.5.1.5.2.1		Tailor Data Conversion Test Results	10 days	Mon 7/4/22	Fri 7/15/22 2756FS-10 days				
2766	7.5.1.5.2.2		Conduct Peer and Quality Review of Data Conversion Test Results	2 days	Mon 7/18/22	Tue 7/19/22 2765				
2767	7.5.1.5.2.3		C: Walk Through Data Conversion Test Results With PRDoH	1 day	Tue 7/19/22	Wed 7/20/22 2766				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2768	7.5.1.5.2.4		<b>D-I: Data Conversion Test Results Submitted to PRDoH</b>	0 days	Wed 7/20/22	Wed 7/20/22	2767			
2769	7.5.1.5.2.5		C: Review Draft Data Conversion Test Results by PRDoH	5 days	Wed 7/20/22	Wed 7/27/22	2768			
2770	7.5.1.5.2.6		<b>M: Data Conversion Test Results Comments Provided by PRDoH</b>	0 days	Wed 7/27/22	Wed 7/27/22	2769			
2771	7.5.1.5.2.7		Incorporate Comments and Update Data Conversion Test Results	2 days	Thu 7/28/22	Fri 7/29/22	2770			
2772	7.5.1.5.2.8		Conduct Peer and Quality Review of Data Conversion Test Results	1 day	Mon 8/1/22	Mon 8/1/22	2771			
2773	7.5.1.5.2.9	5, D023	<b>D: Data Conversion Test Results Submitted to PRDoH</b>	0 days	Mon 8/1/22	Mon 8/1/22	2772	848	43	Technical Lead
2774	7.5.1.5.2.10		C: Review Data Conversion Test Results by PRDoH	2 days	Mon 8/1/22	Wed 8/3/22	2773			
2775	7.5.1.5.2.11		<b>M: Data Conversion Test Results Approved by PRDoH</b>	0 days	Wed 8/3/22	Wed 8/3/22	2774			
2776	7.5.1.5.3		<b>M: Data Conversion Test Results Complete</b>	0 days	Wed 8/3/22	Wed 8/3/22	2775			
2777	7.5.1.6		<b>M: Data Conversion Development - Data Exchange and Reporting Complete</b>	0 days	Wed 8/3/22	Wed 8/3/22	2776			
2778	7.5.2		<b>Data Conversion Development - Federal Reporting</b>	109 days	Wed 5/4/22	Mon 10/3/22		1446	86	
2779	7.5.2.1	4, D022	<b>Data Conversion Test Cases</b>	44 days	Wed 5/4/22	Mon 7/4/22		598	43	
2780	7.5.2.1.1		<b>DED Approval</b>	6 days	Wed 5/4/22	Wed 5/11/22				
2781	7.5.2.1.1.1		Tailor Data Conversion Test Cases DED	3 days	Wed 5/4/22	Fri 5/6/22	2780SS-6 days			
2782	7.5.2.1.1.2		Conduct Peer and Quality Review of Data Conversion Test Cases DED	2 days	Mon 5/9/22	Tue 5/10/22	2781			
2783	7.5.2.1.1.3		<b>D-I: Data Conversion Test Cases DED Submitted to PRDoH</b>	0 days	Tue 5/10/22	Tue 5/10/22	2782			
2784	7.5.2.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 5/10/22	Wed 5/11/22	2783			
2785	7.5.2.1.1.5		<b>M: Data Conversion Test Cases DED Approved and Signed Off by PRDoH</b>	0 days	Wed 5/11/22	Wed 5/11/22	2784			
2786	7.5.2.1.2		<b>Deliverable Approval</b>	38 days	Thu 5/12/22	Mon 7/4/22		598	43	
2787	7.5.2.1.2.1		Tailor Data Conversion Test Cases	10 days	Thu 5/12/22	Wed 5/25/22	2786SS			
2788	7.5.2.1.2.2		Conduct Peer and Quality Review of Data Conversion Test Cases	5 days	Thu 5/26/22	Wed 6/1/22	2787			
2789	7.5.2.1.2.3		C: Walk Through Data Conversion Test Cases With PRDoH	1 day	Wed 6/1/22	Thu 6/2/22	2788			
2790	7.5.2.1.2.4		<b>D-I: Data Conversion Test Cases Submitted to PRDoH</b>	0 days	Thu 6/2/22	Thu 6/2/22	2789			
2791	7.5.2.1.2.5		C: Review Draft Data Conversion Test Cases by PRDoH	10 days	Thu 6/2/22	Thu 6/16/22	2790			
2792	7.5.2.1.2.6		<b>M: Data Conversion Test Cases Comments Provided by PRDoH</b>	0 days	Thu 6/16/22	Thu 6/16/22	2791			
2793	7.5.2.1.2.7		Incorporate Comments and Update Data Conversion Test Cases	5 days	Fri 6/17/22	Thu 6/23/22	2792			
2794	7.5.2.1.2.8		Conduct Peer and Quality Review of Data Conversion Test Cases	2 days	Fri 6/24/22	Mon 6/27/22	2793			
2795	7.5.2.1.2.9	4, D022	<b>D: Data Conversion Test Cases Submitted to PRDoH</b>	0 days	Mon 6/27/22	Mon 6/27/22	2794	598	43	Technical Lead
2796	7.5.2.1.2.10		C: Review Data Conversion Test Cases by PRDoH	5 days	Mon 6/27/22	Mon 7/4/22	2795			
2797	7.5.2.1.2.11		<b>M: Data Conversion Test Cases Approved by PRDoH</b>	0 days	Mon 7/4/22	Mon 7/4/22	2796			
2798	7.5.2.1.3		<b>M: Data Conversion Test Cases Complete</b>	0 days	Mon 7/4/22	Mon 7/4/22	2797			
2799	7.5.2.2		Build Data Files	80 days	Thu 5/26/22	Wed 9/14/22	2798			
2800	7.5.2.3		Perform Trial File Conversions and Load Data	80 days	Thu 5/26/22	Wed 9/14/22	2799SS			
2801	7.5.2.4		C: Validate Data Integrity of Loaded Files with PRDoH	80 days	Thu 5/26/22	Wed 9/14/22	2800SS			
2802	7.5.2.5	5, D023	<b>Data Conversion Test Results</b>	29 days	Wed 8/24/22	Mon 10/3/22		848	43	

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2803	7.5.2.5.1		<b>DED Approval</b>	6 days	Wed 8/24/22	Wed 8/31/22				
2804	7.5.2.5.1.1		Tailor Data Conversion Test Results DED	3 days	Wed 8/24/22	Fri 8/26/22	2810SS-6 days			
2805	7.5.2.5.1.2		Conduct Peer and Quality Review of Data Conversion Test Results DED	2 days	Mon 8/29/22	Tue 8/30/22	2804			
2806	7.5.2.5.1.3		<b>D-I: Data Conversion Test Results DED Submitted to PRDoH</b>	0 days	Tue 8/30/22	Tue 8/30/22	2805			
2807	7.5.2.5.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 8/30/22	Wed 8/31/22	2806			
2808	7.5.2.5.1.5		<b>M: Data Conversion Test Results DED Approved and Signed Off by PRDoH</b>	0 days	Wed 8/31/22	Wed 8/31/22	2807			
2809	7.5.2.5.2		<b>Deliverable Approval</b>	23 days	Thu 9/1/22	Mon 10/3/22		848	43	
2810	7.5.2.5.2.1		Tailor Data Conversion Test Results	10 days	Thu 9/1/22	Wed 9/14/22	2801FS-10 days			
2811	7.5.2.5.2.2		Conduct Peer and Quality Review of Data Conversion Test Results	2 days	Thu 9/15/22	Fri 9/16/22	2810			
2812	7.5.2.5.2.3		C: Walk Through Data Conversion Test Results With PRDoH	1 day	Fri 9/16/22	Mon 9/19/22	2811			
2813	7.5.2.5.2.4		<b>D-I: Data Conversion Test Results Submitted to PRDoH</b>	0 days	Mon 9/19/22	Mon 9/19/22	2812			
2814	7.5.2.5.2.5		C: Review Draft Data Conversion Test Results by PRDoH	5 days	Mon 9/19/22	Mon 9/26/22	2813			
2815	7.5.2.5.2.6		<b>M: Data Conversion Test Results Comments Provided by PRDoH</b>	0 days	Mon 9/26/22	Mon 9/26/22	2814			
2816	7.5.2.5.2.7		Incorporate Comments and Update Data Conversion Test Results	2 days	Tue 9/27/22	Wed 9/28/22	2815			
2817	7.5.2.5.2.8		Conduct Peer and Quality Review of Data Conversion Test Results	1 day	Thu 9/29/22	Thu 9/29/22	2816			
2818	7.5.2.5.2.9	5, D023	<b>D: Data Conversion Test Results Submitted to PRDoH</b>	0 days	Thu 9/29/22	Thu 9/29/22	2817	848	43	Technical Lead
2819	7.5.2.5.2.10		C: Review Data Conversion Test Results by PRDoH	2 days	Thu 9/29/22	Mon 10/3/22	2818			
2820	7.5.2.5.2.11		<b>M: Data Conversion Test Results Approved by PRDoH</b>	0 days	Mon 10/3/22	Mon 10/3/22	2819			
2821	7.5.2.5.3		<b>M: Data Conversion Test Results Complete</b>	0 days	Mon 10/3/22	Mon 10/3/22	2820			
2822	7.5.2.6		<b>M: Data Conversion Development - Federal Reporting Complete</b>	0 days	Mon 10/3/22	Mon 10/3/22	2821			
2823	7.5.3		<b>Data Conversion Development - Claims</b>	139 days	Wed 4/20/22	Mon 10/31/22		1448	89	
2824	7.5.3.1	4, D022	<b>Data Conversion Test Cases</b>	54 days	Wed 4/20/22	Mon 7/4/22		599	44	
2825	7.5.3.1.1		<b>DED Approval</b>	6 days	Wed 4/20/22	Wed 4/27/22				
2826	7.5.3.1.1.1		Tailor Data Conversion Test Cases DED	3 days	Wed 4/20/22	Fri 4/22/22	2832SS-6 days			
2827	7.5.3.1.1.2		Conduct Peer and Quality Review of Data Conversion Test Cases DED	2 days	Mon 4/25/22	Tue 4/26/22	2826			
2828	7.5.3.1.1.3		<b>D-I: Data Conversion Test Cases DED Submitted to PRDoH</b>	0 days	Tue 4/26/22	Tue 4/26/22	2827			
2829	7.5.3.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 4/26/22	Wed 4/27/22	2828			
2830	7.5.3.1.1.5		<b>M: Data Conversion Test Cases DED Approved and Signed Off by PRDoH</b>	0 days	Wed 4/27/22	Wed 4/27/22	2829			
2831	7.5.3.1.2		<b>Deliverable Approval</b>	48 days	Thu 4/28/22	Mon 7/4/22		599	44	
2832	7.5.3.1.2.1		Tailor Data Conversion Test Cases	20 days	Thu 4/28/22	Wed 5/25/22	2720SS-10 days			
2833	7.5.3.1.2.2		Conduct Peer and Quality Review of Data Conversion Test Cases	5 days	Thu 5/26/22	Wed 6/1/22	2832			
2834	7.5.3.1.2.3		C: Walk Through Data Conversion Test Cases With PRDoH	1 day	Wed 6/1/22	Thu 6/2/22	2833			
2835	7.5.3.1.2.4		<b>D-I: Data Conversion Test Cases Submitted to PRDoH</b>	0 days	Thu 6/2/22	Thu 6/2/22	2834			
2836	7.5.3.1.2.5		C: Review Draft Data Conversion Test Cases by PRDoH	10 days	Thu 6/2/22	Thu 6/16/22	2835			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2837	7.5.3.1.2.6		<b>M: Data Conversion Test Cases Comments Provided by PRDoH</b>	0 days	Thu 6/16/22	Thu 6/16/22	2836			
2838	7.5.3.1.2.7		Incorporate Comments and Update Data Conversion Test Cases	5 days	Fri 6/17/22	Thu 6/23/22	2837			
2839	7.5.3.1.2.8		Conduct Peer and Quality Review of Data Conversion Test Cases	2 days	Fri 6/24/22	Mon 6/27/22	2838			
2840	7.5.3.1.2.9	4, D022	<b>D: Data Conversion Test Cases Submitted to PRDoH</b>	0 days	Mon 6/27/22	Mon 6/27/22	2839	599	44	Technical Lead
2841	7.5.3.1.2.10		C: Review Data Conversion Test Cases by PRDoH	5 days	Mon 6/27/22	Mon 7/4/22	2840			
2842	7.5.3.1.2.11		<b>M: Data Conversion Test Cases Approved by PRDoH</b>	0 days	Mon 7/4/22	Mon 7/4/22	2841			
2843	7.5.3.1.3		<b>M: Data Conversion Test Cases Complete</b>	0 days	Mon 7/4/22	Mon 7/4/22	2842			
2844	7.5.3.2		Build Data Files	100 days	Thu 5/26/22	Wed 10/12/22	2724			
2845	7.5.3.3		Perform Trial File Conversions and Load Data	100 days	Thu 5/26/22	Wed 10/12/22	2844SS			
2846	7.5.3.4		C: Validate Data Integrity of Loaded Files with PRDoH	100 days	Thu 5/26/22	Wed 10/12/22	2844SS			
2847	7.5.3.5	5, D023	<b>Data Conversion Test Results</b>	29 days	Wed 9/21/22	Mon 10/31/22		849	45	
2848	7.5.3.5.1		<b>DED Approval</b>	6 days	Wed 9/21/22	Wed 9/28/22				
2849	7.5.3.5.1.1		Tailor Data Conversion Test Results DED	3 days	Wed 9/21/22	Fri 9/23/22	2855SS-6 days			
2850	7.5.3.5.1.2		Conduct Peer and Quality Review of Data Conversion Test Results DED	2 days	Mon 9/26/22	Tue 9/27/22	2849			
2851	7.5.3.5.1.3		<b>D-I: Data Conversion Test Results DED Submitted to PRDoH</b>	0 days	Tue 9/27/22	Tue 9/27/22	2850			
2852	7.5.3.5.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 9/27/22	Wed 9/28/22	2851			
2853	7.5.3.5.1.5		<b>M: Data Conversion Test Results DED Approved and Signed Off by PRDoH</b>	0 days	Wed 9/28/22	Wed 9/28/22	2852			
2854	7.5.3.5.2		<b>Deliverable Approval</b>	23 days	Thu 9/29/22	Mon 10/31/22		849	45	
2855	7.5.3.5.2.1		Tailor Data Conversion Test Results	10 days	Thu 9/29/22	Wed 10/12/22	2846FS-10 days			
2856	7.5.3.5.2.2		Conduct Peer and Quality Review of Data Conversion Test Results	2 days	Thu 10/13/22	Fri 10/14/22	2855			
2857	7.5.3.5.2.3		C: Walk Through Data Conversion Test Results With PRDoH	1 day	Fri 10/14/22	Mon 10/17/22	2856			
2858	7.5.3.5.2.4		<b>D-I: Data Conversion Test Results Submitted to PRDoH</b>	0 days	Mon 10/17/22	Mon 10/17/22	2857			
2859	7.5.3.5.2.5		C: Review Draft Data Conversion Test Results by PRDoH	5 days	Mon 10/17/22	Mon 10/24/22	2858			
2860	7.5.3.5.2.6		<b>M: Data Conversion Test Results Comments Provided by PRDoH</b>	0 days	Mon 10/24/22	Mon 10/24/22	2859			
2861	7.5.3.5.2.7		Incorporate Comments and Update Data Conversion Test Results	2 days	Tue 10/25/22	Wed 10/26/22	2860			
2862	7.5.3.5.2.8		Conduct Peer and Quality Review of Data Conversion Test Results	1 day	Thu 10/27/22	Thu 10/27/22	2861			
2863	7.5.3.5.2.9	5, D023	<b>D: Data Conversion Test Results Submitted to PRDoH</b>	0 days	Thu 10/27/22	Thu 10/27/22	2862	849	45	Technical Lead
2864	7.5.3.5.2.10		C: Review Data Conversion Test Results by PRDoH	2 days	Thu 10/27/22	Mon 10/31/22	2863			
2865	7.5.3.5.2.11		<b>M: Data Conversion Test Results Approved by PRDoH</b>	0 days	Mon 10/31/22	Mon 10/31/22	2864			
2866	7.5.3.5.3		<b>M: Data Conversion Test Results Complete</b>	0 days	Mon 10/31/22	Mon 10/31/22	2865			
2867	7.5.3.6		<b>M: Data Conversion Development - Claims Complete</b>	0 days	Mon 10/31/22	Mon 10/31/22	2866			
2868	7.5.4		<b>Data Conversion Development - Financial</b>	151 days	Wed 4/20/22	Wed 11/16/22		1448	89	
2869	7.5.4.1	4, D022	<b>Data Conversion Test Cases</b>	54 days	Wed 4/20/22	Mon 7/4/22		599	44	
2870	7.5.4.1.1		<b>DED Approval</b>	6 days	Wed 4/20/22	Wed 4/27/22				
2871	7.5.4.1.1.1		Tailor Data Conversion Test Cases DED	3 days	Wed 4/20/22	Fri 4/22/22	2877SS-6 days			
2872	7.5.4.1.1.2		Conduct Peer and Quality Review of Data Conversion Test Cases DED	2 days	Mon 4/25/22	Tue 4/26/22	2871			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2873	7.5.4.1.1.3		<b>D-I: Data Conversion Test Cases DED Submitted to PRDoH</b>	0 days	Tue 4/26/22	Tue 4/26/22 2872				
2874	7.5.4.1.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Tue 4/26/22	Wed 4/27/22 2873				
2875	7.5.4.1.1.5		<b>M: Data Conversion Test Cases DED Approved and Signed Off by PRDoH</b>	0 days	Wed 4/27/22	Wed 4/27/22 2874				
2876	7.5.4.1.2		<b>Deliverable Approval</b>	48 days	Thu 4/28/22	Mon 7/4/22		599	44	
2877	7.5.4.1.2.1		Tailor Data Conversion Test Cases	20 days	Thu 4/28/22	Wed 5/25/22 2726SS-10 days				
2878	7.5.4.1.2.2		Conduct Peer and Quality Review of Data Conversion Test Cases	5 days	Thu 5/26/22	Wed 6/1/22 2877				
2879	7.5.4.1.2.3		C: Walk Through Data Conversion Test Cases With PRDoH	1 day	Wed 6/1/22	Thu 6/2/22 2878				
2880	7.5.4.1.2.4		<b>D-I: Data Conversion Test Cases Submitted to PRDoH</b>	0 days	Thu 6/2/22	Thu 6/2/22 2879				
2881	7.5.4.1.2.5		C: Review Draft Data Conversion Test Cases by PRDoH	10 days	Thu 6/2/22	Thu 6/16/22 2880				
2882	7.5.4.1.2.6		<b>M: Data Conversion Test Cases Comments Provided by PRDoH</b>	0 days	Thu 6/16/22	Thu 6/16/22 2881				
2883	7.5.4.1.2.7		Incorporate Comments and Update Data Conversion Test Cases	5 days	Fri 6/17/22	Thu 6/23/22 2882				
2884	7.5.4.1.2.8		Conduct Peer and Quality Review of Data Conversion Test Cases	2 days	Fri 6/24/22	Mon 6/27/22 2883				
2885	7.5.4.1.2.9	4, D022	<b>D: Data Conversion Test Cases Submitted to PRDoH</b>	0 days	Mon 6/27/22	Mon 6/27/22 2884		599	44	Technical Lead
2886	7.5.4.1.2.10		C: Review Data Conversion Test Cases by PRDoH	5 days	Mon 6/27/22	Mon 7/4/22 2885				
2887	7.5.4.1.2.11		<b>M: Data Conversion Test Cases Approved by PRDoH</b>	0 days	Mon 7/4/22	Mon 7/4/22 2886				
2888	7.5.4.1.3		<b>M: Data Conversion Test Cases Complete</b>	0 days	Mon 7/4/22	Mon 7/4/22 2887				
2889	7.5.4.2		Build Data Files	102 days	Thu 5/26/22	Fri 10/14/22 2730				
2890	7.5.4.3		Perform Trial File Conversions and Load Data	102 days	Thu 5/26/22	Fri 10/14/22 2889SS				
2891	7.5.4.4		C: Validate Data Integrity of Loaded Files with PRDoH	102 days	Thu 5/26/22	Fri 10/14/22 2889SS				
2892	7.5.4.5	5, D023	<b>Data Conversion Test Results</b>	23 days	Mon 10/17/22	Wed 11/16/22 2891		849	45	
2893	7.5.4.5.1		<b>DED Approval</b>	6 days	Mon 10/17/22	Mon 10/24/22				
2894	7.5.4.5.1.1		Tailor Data Conversion Test Results DED	3 days	Mon 10/17/22	Wed 10/19/22 2900SS-6 days				
2895	7.5.4.5.1.2		Conduct Peer and Quality Review of Data Conversion Test Results DED	2 days	Thu 10/20/22	Fri 10/21/22 2894				
2896	7.5.4.5.1.3		<b>D-I: Data Conversion Test Results DED Submitted to PRDoH</b>	0 days	Fri 10/21/22	Fri 10/21/22 2895				
2897	7.5.4.5.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 10/21/22	Mon 10/24/22 2896				
2898	7.5.4.5.1.5		<b>M: Data Conversion Test Results DED Approved and Signed Off by PRDoH</b>	0 days	Mon 10/24/22	Mon 10/24/22 2897				
2899	7.5.4.5.2		<b>Deliverable Approval</b>	23 days	Mon 10/17/22	Wed 11/16/22		849	45	
2900	7.5.4.5.2.1		Tailor Data Conversion Test Results	10 days	Mon 10/17/22	Fri 10/28/22 2891FS-10 days				
2901	7.5.4.5.2.2		Conduct Peer and Quality Review of Data Conversion Test Results	2 days	Mon 10/31/22	Tue 11/1/22 2900				
2902	7.5.4.5.2.3		C: Walk Through Data Conversion Test Results With PRDoH	1 day	Tue 11/1/22	Wed 11/2/22 2901				
2903	7.5.4.5.2.4		<b>D-I: Data Conversion Test Results Submitted to PRDoH</b>	0 days	Wed 11/2/22	Wed 11/2/22 2902				
2904	7.5.4.5.2.5		C: Review Draft Data Conversion Test Results by PRDoH	5 days	Wed 11/2/22	Wed 11/9/22 2903				
2905	7.5.4.5.2.6		<b>M: Data Conversion Test Results Comments Provided by PRDoH</b>	0 days	Wed 11/9/22	Wed 11/9/22 2904				
2906	7.5.4.5.2.7		Incorporate Comments and Update Data Conversion Test Results	2 days	Thu 11/10/22	Fri 11/11/22 2905				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2907	7.5.4.5.2.8		Conduct Peer and Quality Review of Data Conversion Test Results	1 day	Mon 11/14/22	Mon 11/14/22	2906			
2908	7.5.4.5.2.9	5, D023	D: Data Conversion Test Results Submitted to PRDoH	0 days	Mon 11/14/22	Mon 11/14/22	2907	849	45	Technical Lead
2909	7.5.4.5.2.10		C: Review Data Conversion Test Results by PRDoH	2 days	Mon 11/14/22	Wed 11/16/22	2908			
2910	7.5.4.5.2.11		M: Data Conversion Test Results Approved by PRDoH	0 days	Wed 11/16/22	Wed 11/16/22	2909			
2911	7.5.4.5.3		M: Data Conversion Test Results Complete	0 days	Wed 11/16/22	Wed 11/16/22	2910			
2912	7.5.4.6		M: Data Conversion Development - Financial Complete	0 days	Wed 11/16/22	Wed 11/16/22	2892			
2913	7.5.5		M: Data Conversion Development Complete	0 days	Wed 11/16/22	Wed 11/16/22	2912, 2822, 2867, 2777			
2914	7.6		Data Conversion for Go-Live	10 days	Mon 6/19/23	Fri 6/30/23				
2915	7.6.1		Perform Go-Live Data Conversion	6 days	Mon 6/19/23	Mon 6/26/23	969FS-10 days, 2619FS-10 days, 1584FS-10 days			
2916	7.6.2		Verify Converted Production Data	6 days	Mon 6/19/23	Mon 6/26/23	2915SS			
2917	7.6.3		Reset Environment	1 day	Tue 6/27/23	Tue 6/27/23	2916			
2918	7.6.4		Reload Data	1 day	Wed 6/28/23	Wed 6/28/23	2917			
2919	7.6.5		Validate Environment	2 days	Thu 6/29/23	Fri 6/30/23	2918			
2920	7.6.6		M: Data Conversion for Go-Live Complete	0 days	Fri 6/30/23	Fri 6/30/23	2919			
2921	7.7		M: Data Conversion Complete	0 days	Fri 6/30/23	Fri 6/30/23	2731, 2920			
2922	8		Project Monitor and Control	392 days	Mon 1/3/22	Fri 6/30/23		1701	487	
2923	8.1	25, D071	Project Management Plan Updates (as needed)	348 days	Fri 3/4/22	Fri 6/30/23		20	44	
2924	8.1.1		Update Project Management Plan	348 days	Fri 3/4/22	Fri 6/30/23	194			
2925	8.1.2	25, D071	D: Project Management Plan Updates Submitted	346 days	Fri 3/4/22	Wed 6/28/23	194	20	44	Project Manager
2926	8.2	31, D074	Risk and Issue Resister	354 days	Thu 2/24/22	Fri 6/30/23		20	22	
2927	8.2.1		Update Risk and Issue Resister	354 days	Thu 2/24/22	Fri 6/30/23	103			
2928	8.2.2	31, D074	D: Risk and Issue Resister Updates Submitted	223 days	Thu 2/24/22	Sat 12/31/22	103	20	22	Project Manager
2929	8.3	26, D072	Weekly Project Schedule Updates	354 days	Thu 2/24/22	Fri 6/30/23		20	87	
2930	8.3.1		Prepare and Submit Project Schedule Weekly Updates	354 days	Thu 2/24/22	Fri 6/30/23	61			
2931	8.3.2	26, D072	D: Weekly Project Schedule Updates Submitted	223 days	Thu 2/24/22	Sat 12/31/22	61	20	87	Project Manager
2932	8.4	51, D077	Weekly Project Status Reports	392 days	Mon 1/3/22	Fri 6/30/23		20	88	
2933	8.4.1		Weekly Project Status Reports DED Approval	6 days	Mon 1/3/22	Mon 1/10/22				
2934	8.4.1.1		Tailor Weekly Project Status Reports DED	3 days	Mon 1/3/22	Wed 1/5/22	1			
2935	8.4.1.2		Conduct Peer and Quality Review of Weekly Project Status Reports DED	2 days	Thu 1/6/22	Fri 1/7/22	2934			
2936	8.4.1.3		D-I: Weekly Project Status Reports DED Submitted to PRDoH	0 days	Fri 1/7/22	Fri 1/7/22	2935			
2937	8.4.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 1/7/22	Mon 1/10/22	2936			
2938	8.4.1.5		M: Weekly Project Status Reports DED Approved and Signed Off by PRDoH	0 days	Mon 1/10/22	Mon 1/10/22	2937			
2939	8.4.2		Prepare Weekly Status Reports	386 days	Tue 1/11/22	Fri 6/30/23	2938			
2940	8.4.3	51, D077	D: Weekly Project Status Reports Submitted	386 days	Tue 1/11/22	Fri 6/30/23	2938	20	88	Account Manager
2941	8.5	7, D025	Defect List	327 days	Mon 1/3/22	Fri 3/31/23		1561	114	
2942	8.5.1		Defect List DED Approval	6 days	Mon 1/3/22	Mon 1/10/22				
2943	8.5.1.1		Tailor Defect List DED	3 days	Mon 1/3/22	Wed 1/5/22	1			
2944	8.5.1.2		Conduct Peer and Quality Review of Defect List DED	2 days	Thu 1/6/22	Fri 1/7/22	2943			
2945	8.5.1.3		D-I: Defect List DED Submitted to PRDoH	0 days	Fri 1/7/22	Fri 1/7/22	2944			
2946	8.5.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 1/7/22	Mon 1/10/22	2945			
2947	8.5.1.5		M: Defect List DED Approved and Signed Off by PRDoH	0 days	Mon 1/10/22	Mon 1/10/22	2946			
2948	8.5.2		Maintain Defect List	321 days	Tue 1/11/22	Fri 3/31/23	2947			



### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2949	8.5.3	7, D025	<b>D: Defect List Submitted</b>	321 days	Tue 1/11/22	Fri 3/31/23 2947		1561	114	Account Manager
2950	8.6	20, D070	<b>Monthly Project Status Reports</b>	392 days	Mon 1/3/22	Fri 6/30/23		20	44	
2951	8.6.1		<b>Monthly Project Status Reports DED Approval</b>	6 days	Mon 1/3/22	Mon 1/10/22				
2952	8.6.1.1		Tailor Monthly Project Status Reports DED	3 days	Mon 1/3/22	Wed 1/5/22 1				
2953	8.6.1.2		Conduct Peer and Quality Review of Monthly Project Status Reports DED	2 days	Thu 1/6/22	Fri 1/7/22 2952				
2954	8.6.1.3		<b>D-I: Monthly Project Status Reports DED Submitted to PRDoH</b>	0 days	Fri 1/7/22	Fri 1/7/22 2953				
2955	8.6.1.4		C: Establish and Approve Deliverable Acceptance Criteria with PRDoH	1 day	Fri 1/7/22	Mon 1/10/22 2954				
2956	8.6.1.5		<b>M: Monthly Project Status Reports DED Approved and Signed Off by PRDoH</b>	0 days	Mon 1/10/22	Mon 1/10/22 2955				
2957	8.6.2		Prepare Monthly Status Reports	386 days	Tue 1/11/22	Fri 6/30/23 2956				
2958	8.6.3	20, D070	<b>D: Monthly Project Status Reports Submitted</b>	255 days	Tue 1/11/22	Sat 12/31/22 2956		20	44	Account Manager
2959	8.7	34, D075	<b>Bi-Weekly Service Level Agreements (SLA) Report</b>	392 days	Mon 1/3/22	Fri 6/30/23		20	44	
2960	8.7.1		Prepare and Submit BI-Weekly SLA Updates	392 days	Mon 1/3/22	Fri 6/30/23 1				
2961	8.7.2	34, D075	<b>D: Bi-Weekly SLA Updates Submitted</b>	261 days	Mon 1/3/22	Sat 12/31/22 1		20	44	Account Manager
2962	8.8	43, D076	<b>Weekly System Performance Reports</b>	392 days	Mon 1/3/22	Fri 6/30/23		20	44	
2963	8.8.1		Prepare Weekly System Performance Reports	392 days	Mon 1/3/22	Fri 6/30/23 1				
2964	8.8.2	43, D076	<b>D: Weekly System Performance Reports Submitted</b>	392 days	Mon 1/3/22	Fri 6/30/23 1		20	44	Account Manager
2965	8.9		<b>Staffing</b>	78 days	Thu 2/24/22	Mon 6/13/22				
2966	8.9.1		Verify Staffing and Positions Based on Contract	5 days	Thu 2/24/22	Wed 3/2/22 145				
2967	8.9.2		Refine Job Descriptions and Start Dates	5 days	Thu 3/3/22	Wed 3/9/22 2966				
2968	8.9.3		<b>Recruiting</b>	68 days	Thu 3/10/22	Mon 6/13/22				
2969	8.9.3.1		Post Positions Externally and with Recruiters	3 days	Thu 3/10/22	Mon 3/14/22 2967				
2970	8.9.3.2		Review Resumes	20 days	Tue 3/15/22	Mon 4/11/22 2969				
2971	8.9.3.3		Conduct Interviews	20 days	Tue 4/12/22	Mon 5/9/22 2970				
2972	8.9.3.4		Make Job Offers and Perform Acceptance Process	20 days	Tue 5/10/22	Mon 6/6/22 2971				
2973	8.9.3.5		<b>M: Recruiting Complete</b>	0 days	Mon 6/6/22	Mon 6/6/22 2972				
2974	8.9.3.6		Onboard Operations Team	5 days	Tue 6/7/22	Mon 6/13/22 2973				
2975	8.9.4		<b>M: Staffing Complete</b>	0 days	Mon 6/13/22	Mon 6/13/22 2974				
2976	8.10		<b>Environments</b>	90 days	Mon 1/3/22	Fri 5/6/22				
2977	8.10.1		<b>Development (DEV) Environment</b>	22 days	Mon 1/3/22	Tue 2/1/22				
2978	8.10.1.1		Procure/Provision DEV Infrastructure	15 days	Mon 1/3/22	Fri 1/21/22 1				
2979	8.10.1.2		Set Up DEV Hardware	7 days	Mon 1/24/22	Tue 2/1/22 2978				
2980	8.10.1.3		Set Up Continuous Integration/Continuous Deployment (CI/CD)	7 days	Mon 1/24/22	Tue 2/1/22 2978				
2981	8.10.1.4		<b>M: Development (DEV) Environment Established</b>	0 days	Tue 2/1/22	Tue 2/1/22 2980				
2982	8.10.2		<b>Testing (TEST) Environment</b>	30 days	Mon 1/3/22	Fri 2/11/22				
2983	8.10.2.1		Procure/Provision TEST Infrastructure	15 days	Mon 1/3/22	Fri 1/21/22 1				
2984	8.10.2.2		Set Up TEST Hardware	15 days	Mon 1/24/22	Fri 2/11/22 2983				
2985	8.10.2.3		<b>M: Testing (TEST) Environment Established</b>	0 days	Fri 2/11/22	Fri 2/11/22 2984				
2986	8.10.3		<b>Integration (INTG) Environment</b>	30 days	Mon 1/3/22	Fri 2/11/22				
2987	8.10.3.1		Procure/Provision INTG Infrastructure	15 days	Mon 1/3/22	Fri 1/21/22 1				
2988	8.10.3.2		Set Up INTG Hardware	15 days	Mon 1/24/22	Fri 2/11/22 2987				
2989	8.10.3.3		<b>M: Integration (INTG) Environment Established</b>	0 days	Fri 2/11/22	Fri 2/11/22 2988				
2990	8.10.4		<b>UAT Environment</b>	30 days	Mon 1/24/22	Fri 3/4/22				
2991	8.10.4.1		Procure/Provision UAT Infrastructure	15 days	Mon 1/24/22	Fri 2/11/22 2978				
2992	8.10.4.2		Set Up UAT Hardware	15 days	Mon 2/14/22	Fri 3/4/22 2991				
2993	8.10.4.3		<b>M: UAT Environment Established</b>	0 days	Fri 3/4/22	Fri 3/4/22 2992				
2994	8.10.5		<b>Production (PROD) Environment</b>	30 days	Mon 3/7/22	Fri 4/15/22				
2995	8.10.5.1		Procure/Provision PROD Infrastructure	15 days	Mon 3/7/22	Fri 3/25/22 2993				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
2996	8.10.5.2		Set Up PROD Hardware	15 days	Mon 3/28/22	Fri 4/15/22	2995			
2997	8.10.5.3		<b>M: Production (PROD) Environment Established</b>	0 days	Fri 4/15/22	Fri 4/15/22	2996			
2998	8.10.6		<b>Disaster Recovery (DR) Environment</b>	30 days	Mon 3/28/22	Fri 5/6/22				
2999	8.10.6.1		Procure/Provision DR Infrastructure	15 days	Mon 3/28/22	Fri 4/15/22	2995			
3000	8.10.6.2		Set Up DR Hardware	15 days	Mon 4/18/22	Fri 5/6/22	2999			
3001	8.10.6.3		Enable Replication on DR	15 days	Mon 4/18/22	Fri 5/6/22	2999			
3002	8.10.6.4		<b>M: Disaster Recovery (DR) Environment Established</b>	0 days	Fri 5/6/22	Fri 5/6/22	3001			
3003	8.10.7		<b>M: Environments Complete</b>	0 days	Fri 5/6/22	Fri 5/6/22	2981, 2985, 2989, 2993, 2997, 3002			
3004	8.11		<b>M: Project Support Complete</b>	0 days	Fri 6/30/23	Fri 6/30/23	2925, 2931, 2940, 2958, 2975, 2928, 2961, 2964, 2949			
3005	9		<b>Post Implementation Review</b>	4 days	Mon 7/3/23	Thu 7/6/23				
3006	9.1		<b>Post Implementation Review Report</b>	3 days	Mon 7/3/23	Wed 7/5/23				
3007	9.1.1		Develop Post Implementation Review Report	2 days	Mon 7/3/23	Tue 7/4/23	2620			
3008	9.1.2		Conduct Peer Review of Post Implementation Review Report	1 day	Wed 7/5/23	Wed 7/5/23	3007			
3009	9.1.3		<b>WP: Post Implementation Review Report Posted</b>	0 days	Wed 7/5/23	Wed 7/5/23	3008			
3010	9.1.4		<b>M: Post Implementation Review Report Complete</b>	0 days	Wed 7/5/23	Wed 7/5/23	3009			
3011	9.2		C: Conduct Post Implementation Review Meeting	1 day	Thu 7/6/23	Thu 7/6/23	3010			
3012	9.3		<b>M: Post Implementation Review Complete</b>	0 days	Thu 7/6/23	Thu 7/6/23	3011			
3013	10		<b>Outcomes-Based Certification</b>	538 days	Mon 1/31/22	Tue 2/20/24		2172	258	
3014	10.1		<b>Certification Kickoff</b>	1 day	Mon 1/31/22	Tue 2/1/22				
3015	10.1.1		C: Conduct Certification Kickoff Meeting	1 day	Mon 1/31/22	Tue 2/1/22	1FS+21 days			
3016	10.2		<b>CMS Operational Readiness Review (ORR)</b>	366 days	Wed 2/2/22	Mon 6/26/23		382	101	
3017	10.2.1		<b>CMS ORR Preparation</b>	345 days	Wed 2/2/22	Mon 5/29/23		200	88	
3018	10.2.1.1		<b>Security Activities</b>	345 days	Wed 2/2/22	Mon 5/29/23				
3019	10.2.1.1.1		C: Conduct Monthly Security Scan Meetings	340 days	Wed 2/2/22	Fri 5/19/23	3015			
3020	10.2.1.1.2		C: Joint Review of Security Requirements	10 days	Fri 3/31/23	Thu 4/13/23	3021SS-10 days			
3021	10.2.1.1.3		Execute Security Activities	20 days	Fri 4/14/23	Thu 5/11/23	3025SS-31 days			
3022	10.2.1.1.4		Complete Security Testing and Documentation	20 days	Fri 4/14/23	Thu 5/11/23	3021SS			
3023	10.2.1.1.5		<b>D: Security Documentation Delivered to the State</b>	0 days	Thu 5/11/23	Thu 5/11/23	3022			
3024	10.2.1.1.6		C: Review and Approve Process	10 days	Thu 5/11/23	Thu 5/25/23	3023			
3025	10.2.1.1.7		<b>D: Security Documentation Delivered to CMS by the State</b>	0 days	Mon 5/29/23	Mon 5/29/23	3059SS-15 days			
3026	10.2.1.1.8		<b>M: Security Activities Complete</b>	0 days	Mon 5/29/23	Mon 5/29/23	3025			
3027	10.2.1.2		<b>KPI Reporting Form - Development</b>	35 days	Mon 10/31/22	Fri 12/16/22				
3028	10.2.1.2.1		Prepare KPI Reporting Form - Development	5 days	Mon 10/31/22	Fri 11/4/22	3052FS+30 days			
3029	10.2.1.2.2		C: Conduct Joint Review Meetings of KPI Requirements (including SLAs) With Leadership	10 days	Fri 11/4/22	Fri 11/18/22	3028			
3030	10.2.1.2.3		C: Review KPI Requirements Based on Review Meeting	10 days	Fri 11/18/22	Fri 12/2/22	3029			
3031	10.2.1.2.4		Prepare KPI Calculations and Mock Requirements	10 days	Fri 12/2/22	Fri 12/16/22	3030			
3032	10.2.1.2.5		<b>D: KPI Reporting Form - Calculations and Mock Requirements Delivered to State</b>	0 days	Fri 12/16/22	Fri 12/16/22	3031			
3033	10.2.1.2.6		<b>M: KPI Development Reviewed and Approved</b>	0 days	Fri 12/16/22	Fri 12/16/22	3032			
3034	10.2.1.3		<b>Initial Intake Form (MES Conditions of Enhanced Funding) - CMS ORR</b>	33 days	Fri 3/11/22	Wed 4/27/22				
3035	10.2.1.3.1		C: Joint Review of Requirements	28 days	Fri 3/11/22	Wed 4/20/22	315			
3036	10.2.1.3.2		Prepare Initial Intake Forms	5 days	Thu 4/21/22	Wed 4/27/22	3035			
3037	10.2.1.4		<b>Certification Evidence Packets and Documentation - CMS ORR</b>	98 days	Thu 4/28/22	Mon 9/12/22				
3038	10.2.1.4.1		Prepare Evidence Packets	65 days	Thu 4/28/22	Wed 7/27/22	3036			
3039	10.2.1.4.2		Gather Documentation	65 days	Thu 4/28/22	Wed 7/27/22	3038SS			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
3040	10.2.1.4.3		Conduct Peer and Quality Review of Certification Evidence Packets and Documentation - CMS ORR	3 days	Thu 7/28/22	Mon 8/1/22	3039			
3041	10.2.1.4.4		<b>D-I: Draft Certification Evidence Packets and Documentation - CMS ORR Delivered</b>	0 days	Mon 8/1/22	Mon 8/1/22	3040			
3042	10.2.1.4.5		C: Conduct Joint Review of Draft Certification Evidence Packets and Documentation - CMS ORR	10 days	Mon 8/1/22	Mon 8/15/22	3041			
3043	10.2.1.4.6		Revise Certification Evidence Packets and Documentation - CMS ORR Based on Review	10 days	Tue 8/16/22	Mon 8/29/22	3042			
3044	10.2.1.4.7		<b>D: Certification Evidence Packets and Documentation - CMS ORR Delivered</b>	0 days	Mon 8/29/22	Mon 8/29/22	3043			
3045	10.2.1.4.8		C: Review Certification Evidence Packets and Documentation - CMS ORR by the State	10 days	Mon 8/29/22	Mon 9/12/22	3044			
3046	10.2.1.4.9		<b>M: Certification Evidence Packets and Documentation - CMS ORR Approved</b>	0 days	Mon 9/12/22	Mon 9/12/22	3045			
3047	10.2.1.4.10		<b>M: Certification Evidence Packets and Documentation - CMS ORR Complete</b>	0 days	Mon 9/12/22	Mon 9/12/22	3046			
3048	10.2.1.5	18, D045	<b>Final Intake Forms (MES Conditions of Enhanced Funding) - CMS ORR</b>	4 days	Tue 9/13/22	Fri 9/16/22		200	88	
3049	10.2.1.5.1		Prepare Final Intake Forms	2 days	Tue 9/13/22	Wed 9/14/22	3047			
3050	10.2.1.5.2	18, D045	<b>D: Final Intake Forms Delivered to State</b>	0 days	Wed 9/14/22	Wed 9/14/22	3049	200	88	Certification Lead
3051	10.2.1.5.3		C: Review and Revise Intake Forms	2 days	Wed 9/14/22	Fri 9/16/22	3050			
3052	10.2.1.5.4		<b>M: Approve Intake Forms</b>	0 days	Fri 9/16/22	Fri 9/16/22	3051			
3053	10.2.2	24, D047	<b>CMS ORR Certification Evidence (Screenshots, Reports, and Data for Certification)</b>	0 days	Mon 5/29/23	Mon 5/29/23		182	13	
3054	10.2.2.1	24, D047	<b>D: CMS ORR Certification Evidence (Screenshots, Reports, and Data for Certification)</b>	0 days	Mon 5/29/23	Mon 5/29/23	3026, 3047, 3052	182	13	Certification Lead
3055	10.2.3		<b>CMS ORR Execution</b>	217 days	Tue 8/30/22	Mon 6/26/23				
3056	10.2.3.1		Prepare CMS ORR Presentation	10 days	Tue 8/30/22	Mon 9/12/22	3044			
3057	10.2.3.2		Conduct CMS ORR Dry Run	10 days	Tue 9/13/22	Mon 9/26/22	3056			
3058	10.2.3.3		Conduct CMS ORR Dress Rehearsal	2 days	Tue 9/27/22	Wed 9/28/22	3057			
3059	10.2.3.4		C: Conduct CMS ORR	1 day	Mon 6/19/23	Mon 6/19/23	969FS-10 days, 2619FS-10 days, 1584FS-10 days			
3060	10.2.3.5		<b>M: CMS ORR Complete</b>	0 days	Mon 6/19/23	Mon 6/19/23	3059			
3061	10.2.3.6		<b>CMS Feedback Provided to the State</b>	0 days	Mon 6/26/23	Mon 6/26/23	3060FS+5 days			
3062	10.2.4		<b>M: CMS Operational Readiness Review Complete</b>	0 days	Mon 6/26/23	Mon 6/26/23	3061			
3063	10.3		<b>CMS Certification Review (CR)</b>	160 days	Mon 6/12/23	Fri 1/19/24		1790	157	
3064	10.3.1		<b>CMS CR Preparation</b>	160 days	Mon 6/12/23	Fri 1/19/24		1608	144	
3065	10.3.1.1	2, 36, D040, D042, D049	<b>Official Acceptance Letter and Request for Certification Letter</b>	8 days	Mon 6/12/23	Wed 6/21/23		1004	100	
3066	10.3.1.1.1		Prepare Official Acceptance Letter	5 days	Mon 6/12/23	Fri 6/16/23	3067FS-6 days			
3067	10.3.1.1.2	D040, D049, I	<b>D: Official Acceptance Letter Delivered to the State</b>	0 days	Mon 6/19/23	Mon 6/19/23	3060	1004	100	PRDoH
3068	10.3.1.1.3		C: Create Request for Certification Letter by the State	2 days	Mon 6/19/23	Wed 6/21/23	3067			
3069	10.3.1.1.4		<b>M: Request for Certification Letter and Official Acceptance Letter Delivered to CMS</b>	0 days	Wed 6/21/23	Wed 6/21/23	3068			
3070	10.3.1.2		<b>Certification Evidence Packets and Documentation - CMS CR</b>	43 days	Thu 9/14/23	Mon 11/13/23				
3071	10.3.1.2.1		Prepare Evidence Packets (if required)	15 days	Thu 9/14/23	Wed 10/4/23	3069FS+60 days			
3072	10.3.1.2.2		Gather Documentation	15 days	Thu 9/14/23	Wed 10/4/23	3071SS			
3073	10.3.1.2.3		Conduct Peer and Quality Review of Certification Evidence Packets and Documentation - CMS CR	3 days	Thu 10/5/23	Mon 10/9/23	3072			
3074	10.3.1.2.4		<b>D-I: Certification Evidence Packets and Documentation - CMS CR Delivered</b>	0 days	Mon 10/9/23	Mon 10/9/23	3073			
3075	10.3.1.2.5		C: Conduct Joint Review of Certification Evidence Packets and Documentation - CMS CR	10 days	Mon 10/9/23	Mon 10/23/23	3074			

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
3076	10.3.1.2.6		Revise Certification Evidence Packets and Documentation - CMS CR Based on Review	5 days	Tue 10/24/23	Mon 10/30/23	3075			
3077	10.3.1.2.7		<b>D: Certification Evidence Packets and Documentation - CMS CR Delivered</b>	0 days	Mon 10/30/23	Mon 10/30/23	3076			
3078	10.3.1.2.8		C: Review Certification Evidence Packets and Documentation - CMS CR by the State	10 days	Mon 10/30/23	Mon 11/13/23	3077			
3079	10.3.1.2.9		<b>M: Certification Evidence Packets and Documentation - CMS CR Approved</b>	0 days	Mon 11/13/23	Mon 11/13/23	3078			
3080	10.3.1.2.10		<b>M: Certification Evidence Packets and Documentation - CMS CR Complete</b>	0 days	Mon 11/13/23	Mon 11/13/23	3067, 3079			
3081	10.3.1.3		<b>Certification Review Readiness</b>	80 days	Mon 10/2/23	Fri 1/19/24		604	44	
3082	10.3.1.3.1	19, D046	<b>KPI Reporting Form (includes Metrics Data Report) - Final</b>	80 days	Mon 10/2/23	Fri 1/19/24		604	44	
3083	10.3.1.3.1.1		<b>3 Months KPI Data</b>	15 days	Mon 10/2/23	Fri 10/20/23		302	22	
3084	10.3.1.3.1.1.1		Update KPI Reporting Form - Final	10 days	Mon 10/2/23	Fri 10/13/23	969FS+65 days, 2619FS+65 days, 1584FS+65 days			
3085	10.3.1.3.1.1.2		Gather 3 Months KPI Data	10 days	Mon 10/2/23	Fri 10/13/23	3084SS			
3086	10.3.1.3.1.1.3		Prepare KPI Calculations and Reporting	5 days	Mon 10/16/23	Fri 10/20/23	3084, 3085			
3087	10.3.1.3.1.1.4	19, D046	<b>D: Final KPI Reporting Form (3 months) - Delivered to State</b>	0 days	Fri 10/20/23	Fri 10/20/23	3086	302	22	Certification Lead
3088	10.3.1.3.1.1.5		<b>M: Final KPI Reporting Form (3 months) Reviewed and Approved</b>	0 days	Fri 10/20/23	Fri 10/20/23	3087			
3089	10.3.1.3.1.2		<b>6 Months KPI Data</b>	15 days	Mon 1/1/24	Fri 1/19/24		302	22	
3090	10.3.1.3.1.2.1		Update KPI Reporting Form - Final	10 days	Mon 1/1/24	Fri 1/12/24	969FS+130 days, 2619FS+130 days, 1584FS+130 days			
3091	10.3.1.3.1.2.2		Gather 6 Months KPI Data	10 days	Mon 1/1/24	Fri 1/12/24	3090SS			
3092	10.3.1.3.1.2.3		Prepare KPI Calculations and Reporting	5 days	Mon 1/15/24	Fri 1/19/24	3090, 3091			
3093	10.3.1.3.1.2.4	19, D046	<b>D: Final KPI Reporting Form (6 months) - Delivered to State</b>	0 days	Fri 1/19/24	Fri 1/19/24	3092	302	22	Certification Lead
3094	10.3.1.3.1.2.5		<b>M: Final KPI Reporting Form (6 months) Reviewed and Approved</b>	0 days	Fri 1/19/24	Fri 1/19/24	3093			
3095	10.3.1.3.2		<b>Certification Review Presentation Readiness</b>	32 days	Thu 10/19/23	Fri 12/1/23				
3096	10.3.1.3.2.1		C: Prepare Slide Deck/Presentation Materials for Pre-Certification Meeting (if required)	20 days	Thu 10/19/23	Wed 11/15/23	3102SS-35 days			
3097	10.3.1.3.2.2		C: Prepare Agenda for Pre-Certification Meeting	2 days	Wed 11/15/23	Fri 11/17/23	3096			
3098	10.3.1.3.2.3		C: Review Slide Deck/Presentation Materials and Agenda for Pre-Certification Meeting	10 days	Fri 11/17/23	Fri 12/1/23	3097			
3099	10.3.1.3.2.4		<b>M: Approve Slide Deck/Presentation Materials and Agenda for Pre-Certification Meeting</b>	0 days	Fri 12/1/23	Fri 12/1/23	3098			
3100	10.3.1.3.2.5		<b>M: Dress Rehearsal Complete</b>	0 days	Fri 12/1/23	Fri 12/1/23	3099			
3101	10.3.1.3.3		<b>Pre-Certification Meeting/Call</b>	3 days	Thu 12/7/23	Mon 12/11/23				
3102	10.3.1.3.3.1		C: Conduct Pre-Certification Meeting for Run-through/Executive Review	1 day	Thu 12/7/23	Thu 12/7/23	3114SS-1 mon			
3103	10.3.1.3.3.2		C: Conduct Pre-Certification Meeting	2 days	Thu 12/7/23	Mon 12/11/23	3102			
3104	10.3.1.3.3.3		<b>M: Pre-Certification Meeting Complete</b>	0 days	Mon 12/11/23	Mon 12/11/23	3103			
3105	10.3.1.4		<b>D: Certification Artifacts - Final Delivered</b>	0 days	Mon 12/11/23	Mon 12/11/23	3047, 3080, 3100, 3104			
3106	10.3.1.5		<b>M: CMS CR Preparation Complete</b>	0 days	Mon 12/11/23	Mon 12/11/23	3047, 3080, 3100, 3104			
3107	10.3.2	24, D047	<b>CMS CR Certification Evidence (Production Screenshots, Reports, and Data for Certification)</b>	0 days	Mon 12/11/23	Mon 12/11/23		182	13	
3108	10.3.2.1	24, D047	<b>D: CMS CR Certification Evidence (Screenshots, Reports, and Data for Certification)</b>	0 days	Mon 12/11/23	Mon 12/11/23	3106	182	13	Certification Lead
3109	10.3.3		<b>CMS CR Execution</b>	45 days	Thu 11/16/23	Wed 1/17/24				

### Initial Project Schedule

ID	WBS	Deliverable ID	Task Name	Duration	Start	Finish	Predecessors	Conduent Hours	PRMP Hours	Responsible
3110	10.3.3.1		Prepare CMS CR Presentation	20 days	Thu 11/16/23	Wed 12/13/23	3114SS-35 days			
3111	10.3.3.2		Conduct CMS CR Dry Runs	5 days	Thu 12/14/23	Wed 12/20/23	3110			
3112	10.3.3.3		Conduct CMS CR Dress Rehearsal	2 days	Thu 12/21/23	Fri 12/22/23	3111			
3113	10.3.3.4		C: Conduct CMS CR	5 days	Wed 12/27/23	Wed 1/3/24	2620FS+6 emons			
3114	10.3.3.5		M: CMS CR Complete	0 days	Wed 1/3/24	Wed 1/3/24	3113			
3115	10.3.3.6		M: CMS Feedback Provided to the State	0 days	Wed 1/17/24	Wed 1/17/24	3114FS+10 days			
3116	10.3.4		M: CMS Certification Review Complete	0 days	Wed 1/17/24	Wed 1/17/24	3106, 3115			
3117	10.4		Post CMS CR Support and Follow-up	24 days	Wed 1/17/24	Tue 2/20/24				
3118	10.4.1		C: State Notifies Conduent of CMS' Certification Review Findings and Additional Requests	0 days	Wed 1/17/24	Wed 1/17/24	3115			
3119	10.4.2		Support Additional Requests from CMS	10 days	Thu 1/18/24	Wed 1/31/24	3118SS			
3120	10.4.3		Corrective Actions (If Necessary)	13 days	Wed 1/17/24	Mon 2/5/24				
3121	10.4.3.1		Corrective Action Plan In Response to CMS' Certification Review Results (If Necessary)	8 days	Wed 1/17/24	Mon 1/29/24				
3122	10.4.3.1.1		C: Establish Corrective Action Plan for Addressing Certification Review Findings	2 days	Wed 1/17/24	Fri 1/19/24	3118			
3123	10.4.3.1.2		C: Conduct Stakeholder Review of Corrective Action Plan	1 day	Fri 1/19/24	Mon 1/22/24	3122			
3124	10.4.3.1.3		C: Submits Corrective Action Plan to CMS	0 days	Mon 1/22/24	Mon 1/22/24	3123			
3125	10.4.3.1.4		M: Corrective Action Plan Approved by CMS	0 days	Mon 1/29/24	Mon 1/29/24	3124FS+5 days			
3126	10.4.3.2		Resolve Corrective Actions (If Necessary)	10 days	Mon 1/22/24	Mon 2/5/24				
3127	10.4.3.2.1		C: Implement Corrective Actions	3 days	Mon 1/22/24	Thu 1/25/24	3124			
3128	10.4.3.2.2		C: Conduct Stakeholder Review of Corrective Action Results	1 day	Thu 1/25/24	Fri 1/26/24	3127			
3129	10.4.3.2.3		WP: Results of Corrective Actions Posted	0 days	Fri 1/26/24	Fri 1/26/24	3128			
3130	10.4.3.2.4		C: Walk Through Results of Corrective Actions	1 day	Fri 1/26/24	Mon 1/29/24	3129			
3131	10.4.3.2.5		C: Deliver Results of Corrective Actions to CMS	0 days	Mon 1/29/24	Mon 1/29/24	3130			
3132	10.4.3.2.6		M: Corrective Actions Approved by CMS	0 days	Mon 2/5/24	Mon 2/5/24	3131FS+5 days			
3133	10.4.4		M: (CMS) Certification Decision (Recommendation) Complete	0 days	Mon 2/5/24	Mon 2/5/24	3115, 3132			
3134	10.4.5		M: (CMS) Certification Review Final Report Complete	0 days	Mon 2/12/24	Mon 2/12/24	3133FS+5 days			
3135	10.4.6		M: (CMS) Preparation of Response to State Complete	0 days	Mon 2/19/24	Mon 2/19/24	3134FS+5 days			
3136	10.4.7		M: Certification Letter Received from CMS	0 days	Mon 2/19/24	Mon 2/19/24	3135			
3137	10.4.8		M: Certification Notification Received from State	0 days	Mon 2/19/24	Mon 2/19/24	3136			
3138	10.4.9		Conclusion of Certification Process	1 day	Tue 2/20/24	Tue 2/20/24				
3139	10.4.9.1		Conduct Certification Lessons Learned	1 day	Tue 2/20/24	Tue 2/20/24	3137			
3140	10.4.9.2		Archive Certification Folders	1 day	Tue 2/20/24	Tue 2/20/24	3137			
3141	10.4.10		M: Post CMS Certification Review Support and Follow-up Complete	0 days	Tue 2/20/24	Tue 2/20/24	3140			
3142	10.5		M: CMS Certification Complete	0 days	Tue 2/20/24	Tue 2/20/24	3116, 3141			
3143	11		M: Puerto Rico Medicaid Management Information System (MMIS) Phase III Implementation Project Complete	0 days	Tue 2/20/24	Tue 2/20/24	3142			

## Attachment F: Mandatory Requirements [RFP Attach.F]

### REQUIREMENT: RFP Section Attach.F

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

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

### F.1 Audit and Inspection

MR-001 – The vendor must provide right of access to systems, facilities, data, and documentation to the Puerto Rico Medicaid Program (PRMP) or its designee to conduct audits and inspections as is necessary.

Conduent agrees to provide right of access to systems and facilities to PRDoH or its designee to conduct audits and inspections at any time during normal business hours. We also agree to provide access to data, systems, and documentation required by auditors. PRDoH places an understandable emphasis on security and compliance audit and inspection management, and we offer a mature and complete approach to ensuring that the data, staff, and facilities associated with the project are safe and secure at all times. We follow HIPAA data privacy and security provisions in our daily services. We also perform a comprehensive security and compliance review initially, annually, and as determined by PRDoH, for the term of the contract. At the beginning of the contract we will provide a point of contact to receive requests for access.

For additional details on Conduent's approach to supporting PRDoH with audits and inspections, please refer to Attachment H: Technical Requirements Approach – Standards Compliance.

### F.2 Audit Compliance Support and Deliverables

MR-002 – The vendor must support the Puerto Rico Medicaid Program's (PRMP's) requests for information in response to activities including, but not limited to:

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

Conduent agrees to support requests for information related to compliance audits, investigations, and/or legislative requests. We have extensive experience supporting our clients in response to these activities. Conduent's expert knowledge of Medicaid, MMIS, and CMS guidelines and requirements allow us to effectively assist with these activities for PRDoH.

At the beginning of the contract we will provide a point of contact to receive these requests. Once we receive a request, we proceed as follows:

- Meet to gather key information such as the subject of the audit, investigation, or legislative request and information we need to provide
- Appoint a lead for our participation
- Retrieve and provide the information required
- Continue participation to provide further information and assistance as needed
- Join PRDoH staff as requested in meeting with requestor to help present information and answer questions

For additional details on Conduent's approach to complying with security requirements and safeguard requirements, please refer to Attachment H: Technical Requirements Approach – Standards Compliance.

### **F.3 Certification**

MR-003 – The vendor must provide assistance as is necessary in support of the proposed solution's Centers for Medicare & Medicaid Services (CMS) certification efforts.

Conduent agrees to provide assistance as is necessary in support of certifying our proposed solution with CMS. Our proposed Certification Manager, Nina Boyd, coordinates with our technical team, PRDoH, and CMS to provide all key activities, documentation, evidence, and other assistance necessary to achieve CMS certification. For additional information regarding Conduent's CMdS solution meeting Centers for Medicare & Medicaid Services (CMS) certification efforts, please refer to Attachment I: Implementation Requirements Approach – Certification.

### **F.4 Certification**

MR-004 – The vendor must warrant that the proposed and implemented solution will meet Centers for Medicare & Medicaid Services (CMS) certification requirements, and that certification will be available retroactive to the first day of operations to ensure full Federal Financial Participation (FFP).

Conduent's solution will meet CMS certification requirements retroactive to the first day of operations. Our CMdS solution is based on proven business functionality that has been certified in other states under the MECT checklist requirements, and we bring a wealth of knowledge in outcomes-based certification as well. We are experts in CMS certification and know the importance of planning for certification from the first day of the project. This early planning and documentation enables you to be fully prepared for certification retroactive to the first day of operations so you can achieve full Federal Financial Participation (FFP).

For additional information regarding Conduent's CMdS solution meeting Centers for Medicare & Medicaid Services (CMS) certification requirements, please refer to Attachment I: Implementation Requirements Approach – Certification.

## **F.5 CMS RFP Checklist**

MR-005 – The vendor must provide authorization from a parent, affiliate, or subsidiary organization for the Puerto Rico Medicaid Program (PRMP) to have access to its records if such a relationship exists that impacts the vendor's performance under the proposed contract.

Conduent agrees to provide, in writing, the PRMP notification of authorization to access your records, if applicable, from a parent, affiliate, or subsidiary organization prior to contract execution.

## **F.6 Compatibility**

MR-006 – The vendor must agree to comply with current and future Puerto Rico Medicaid Program (PRMP) and federal regulations as is necessary to support the proposed solution and this Request for Proposal (RFP).

Conduent's solution will comply with current and future Puerto Rico Medicaid Program (PRMP) and federal regulations as is necessary to support the proposed solution and this Request for Proposal (RFP). Our CMdS solution is based on business functionality that has passed the scrutiny of previous CMS certification reviews.

## **F.7 Compliance with Rehabilitation Act of 1973**

MR-007 – The vendor must ensure that all applications inclusive of internet, intranet, and extranet applications associated with this contract are compliant with Section 508 of the Rehabilitation Act of 1973, as amended by 29 United States Code (U.S.C.) §794d, and 36 Code of Federal Regulation (CFR) 1194.21 and 36 CFR 1194.22.

Conduent agrees to meet all aspects of this requirement. CMdS applications (inclusive of internet, intranet, and extranet applications) associated with this contract must comply with Section 508 of the Rehabilitation Act of 1973, as amended by 29 U.S.C. §794d, and 36 CFR 1194.21 and 36 CFR 1194.22 – providing the same level of service for each user, regardless of accessibility needs.

We understand the purpose of Section 508 of the Rehabilitation Act of 1973, as amended by 29 U.S.C. §794d, and 36 CFR 1194.21 and 36 CFR 1194.22, is to ensure accessibility to persons with disabilities. The goal is to promote information and communication technology (ICT) that can be assessed by the public and employees with disabilities. We strongly believes people with disabilities have a reasonable expectation that state public services and technologies be accessible and usable.

We employ web accessibility evaluation tools to do Section 508 testing prior to every release to continuously confirm our adherence to accessibility standards.



We perform Section 508 accessibility compliance testing for the CMdS application using the web accessibility evaluation tool, also known as WAVE.

For additional information regarding Conduent's 508 compliance, please refer to Attachment H: Technical Requirements Approach – SC-029 and SC-044

MR-008 – The vendor must perform according to approved Service-Level Agreements (SLAs) and identified Key Performance Indicators (KPIs) with associated metrics in the areas listed in Appendix 4: Service-Level Agreements.

We agree to comply with the 31 Service Level Agreements (SLAs) described in the RFP as listed in Appendix 3: Service Level Agreements (SLAs) and Performance Standards and understand that we are wholly responsible for monitoring performance for the following SLAs:

- SLA-001 DDI Deliverables
- SLA-002 Deliverable Walkthrough
- SLA-003 Capitation Payment Quality Assurance Service Level
- SLA-004 Disaster Recovery
- SLA-005 Disaster Recovery Plan
- SLA-006 Help Desk
- SLA-007 Incident Restoration
- SLA-008 Mandated Reporting
- SLA-009 Notice of Scheduled System Downtime
- SLA-010 Premium Payment Quality Assurance Service Level
- SLA-011 Rate Cell Quality Assurance Service Level
- SLA-012 System Availability
- SLA-013 System Documentation
- SLA-014 System Incident Notification
- SLA-015 System Maintenance
- SLA-016 System Performance Reports
- SLA-017 System Security
- SLA-018 System Turnover
- SLA-019 System Turnover Documentation
- SLA-020 Audits and Independent Verification and Validation (IV&V) Support
- SLA-021 Centers for Medicare and Medicaid Services (CMS) Certification (A)
- SLA-022 Centers for Medicare and Medicaid Services (CMS) Certification (B)
- SLA-023 Change Request Management (A)
- SLA-024 Change Request Management (B)
- SLA-025 Change Request Management (C)
- SLA-026 Email Triage and Acknowledgement
- SLA-027 Key Staff
- SLA-028 Key Staff Replacement
- SLA-029 Test Results Quality Rate
- SLA-030 Transfer of Information to the System Integrator (SI) and Other Medicaid Enterprise System (MES) modules
- SLA-031 Weekly Status Reports

During the Project Initiation and Planning phase we will work with PRDoH to establish the metrics used to measure the SLAs as part of the Risk and Issue Management Plan and provide the Service Level Agreements (SLA) Report during the implementation and maintenance and operations phases of the project.

## **F.8 COTS Waiver Documentation**

MR-009 – Vendors proposing Commercial off-the-Shelf (COTS) components must develop all documentation necessary to support the receipt of federal match related to the implementation of the component, upon request by the Puerto Rico Medicaid Program (PRMP).

Conduent agrees that for any Commercial off-the-Shelf (COTS) components that Conduent proposes, we must develop all documentation necessary to support the receipt of federal match related to the implementation of the component, upon request by the Puerto Rico Medicaid Program (PRMP).

## **F.9 Deliverable Updates**

MR-010 – The vendor must update deliverables as is detailed within the Request for Proposal (RFP), as is necessary for project success, and at the request of the Puerto Rico Medicaid Program (PRMP).

Conduent agrees to update deliverables as is detailed within the Request for Proposal (RFP), as is necessary for project success at the request of PRDoH. Conduent's Project Management Methodology (PMM) includes a PRDoH-approved Documentation Management Plan that guides our rigorous, quality-focused process for drafting, reviewing, submitting, seeking approval of, updating, and maintaining deliverables.

For additional information regarding Conduent's PMM and Documentation Management Plan, please refer to Attachment I: Implementation Requirements Approach – IM-016.

## **F.10 Deliverable Updates**

MR-011 – The vendor must submit updated deliverables for the Puerto Rico Medicaid Program's (PRMP's) approval based on the Project Schedule.

Conduent agrees to submit updated deliverables for PRMP for approval based on our Project Schedule. Our Project Schedule includes review cycles to set expectations for timely deliverable reviews, updates, and final approvals by PRMP.

For details on our proposed review cycles please refer to Attachment E: Initial Project Schedule.

## **F.11 Drug Free Workplace Act of 1988**

MR-012 – The vendor must provide a drug free workplace, and individuals must not engage in the unlawful manufacture, distribution, dispensation, possession, abuse, or use of a controlled substance in the performance of the contract.

We agree to provide a drug-free workplace. Our corporate policy prohibits the unlawful manufacture, distribution, dispensation, possession, abuse, or use of a controlled substance in the performance of the contract.

Employment with Conduent is contingent on successfully passing a drug screen and compliance with this rule is a condition of continuing employment.

For additional information regarding Conduent's staff screening process, please refer to Attachment D: Project Organization and Staffing.

### **F.12 Equal Employment Opportunity, Clean Air Act, and Clean Water Act**

MR-013 – The vendor must comply with federal Executive Order 11246 related to Equal Employment Opportunity Act, the Clean Air Act, and the Clean Water Act.

Conduent complies with federal Executive Order 11246 related to Equal Employment Opportunity Act, the Clean Air Act, and the Clean Water Act.

### **F.13 Facility**

MR-014 – The vendor must perform all work associated with this contract within the continental United States (U.S.) or U.S. Territories.

Conduent agrees to perform all work associated with the contract within the continental United States (U.S.) or U.S. Territories.

### **F.14 FMAP**

MR-015 – The vendor must be responsible for any lost Federal Medical Assistance Percentages (FMAP) due to system deficiencies or deficiencies noted during federal reviews. The vendor will be responsible for only the portion of FMAP lost that is determined by the Puerto Rico Medicaid Program (PRMP) to be the fault of the vendor.

Conduent agrees we would be responsible for any lost Federal Medical Assistance Percentages (FMAP) due to system deficiencies or deficiencies noted during federal reviews. We understand we would only be responsible for the portion of FMAP lost that is determined by the Puerto Rico Medicaid Program (PRMP) to be our fault.

## F.15 HIPAA

MR-016 – The solution must maintain full Health Insurance Portability and Accountability Act (HIPAA) compliance throughout the life of the contract at no additional cost to the Puerto Rico Medicaid Program (PRMP).

CMdS applications associated with this contract comply with the Health Insurance Portability and Accountability Act (HIPAA). Conduent agrees to maintain full compliance and alignment with HIPAA standards throughout the duration of the contract at no additional cost to PRMP.

## F.16 HIPAA Compliance Officer

MR-017 – The vendor must designate one named individual in its proposal as the vendor organization's Health Insurance Portability and Accountability Act of 1996 (HIPAA) compliance officer.

We have designated the Operations Manager **Kelly Mayo** as our HIPAA Compliance Officer for this project.

## F.17 Invoice Package

MR-018 – The vendor must, at a minimum, include the standard invoice package contents for the Puerto Rico Medicaid Program (PRMP), including, but not limited to:

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

Invoice Package #1 - Original Signature

Invoice Packages #2 - #4 - Hard Copy

Invoice Package #5 - Electronic

Conduent will include the standard invoice package contents as stipulated by the RFP, whereby setting forth that:

- Only an authorized representative of Conduent signs an itemized description of services rendered during the invoice period
- Any and all invoices are to include a written certification by Conduent stating that no entity associated, affiliated, or aligned with the PRMP will attain any benefit or profit from entering into the Contract with Conduent
- A summary will be included with each invoice that accounts for:
  - Time and materials-related costs
  - Hours of services rendered inside and outside Puerto Rico
  - Every vendor resource utilized outside Puerto Rico
  - A list of all deliverables and project services completed, as well as evidence that the PRMP has accepted and approved the work, will be provided within an invoice period
- Per each invoice submitted, no less than five invoice packages (four physical and one electronic) will be submitted for the PRMP's review and approval. The first invoice package provided will be tangible and contain the original signature of an authorized representative of Conduent; the second, third, and fourth invoice packages provided will be tangible; and the fifth invoice package provided will be electronic

## F.18 MITA Alignment

MR-019 – The vendor must implement a solution that supports the Puerto Rico Medicaid Program's (PRMP's) Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) vision, goals, and objectives.

CMdS applications associated with this contract will support PRMPs MITA SS-A vision, goals, and objectives. Our solution is built to comply with standards for MITA and the Centers for Medicare and Medicaid Services (CMS). Specifically, our solution meets the MITA 3.0 standard and will support PRDoH's MITA SS-A vision, goals, and objectives as detailed in the Puerto Rico 2019 MITA SS-A Report and Puerto Rico 2019 MITA SS-A Roadmap.

For additional information, please refer to Attachment J: Maintenance and Operations Requirements Approach – MO-022.

## F.19 Modularity

MR-020 – The vendor must provide a solution that includes key functionality enablers to shared use and modularity to eliminate barriers between different applications and diverse data types. The vendor must share how the proposed solution will include modular components to meet the Centers for Medicare & Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA), and describe how the solution will lend itself to future reuse, including open interfaces and other architectural features to allow for integration into other solutions. This requires the use of a modular, flexible approach to systems including the use of open interfaces and exposed

Application Programming Interfaces (API); the separation of standardized business rule definitions from core programming; and the availability of standardized business rule definitions in both human and machine-readable formats.

Conduent agrees to meet all aspects of this requirement. CMdS applications associated with this contract comply with the RFP's modularity requirements and is aligned with PRDoH's MITA goals, and the Center for Medicare & Medicaid Services (CMS) Seven Standards and Conditions. CMdS uses Red Hat Fuse for interfacing, file transfer, ETL, and as a middleware tool backed by microservices, and our API gateway allows access to our microservices individually. Leveraging these innovative technological approaches, CMdS provides PRDoH with a solution that:

- Supports seamless integration with the existing MES infrastructure
- Eliminates barriers between different applications and data types
- Lends itself to future reuse, including open interfaces and exposed APIs
- Uses a commercial off-the-shelf (COTS)-based Business Rules Engine (BRE) allowing for separation of standardized business rule definitions from core programming and readability in both human and machine formats

For more information on CMdS interfacing and integration functionalities, please refer to Attachment H: Technical Requirements Approach – Application Programming Interface, Application Infrastructure Service Layer, and Integration Service Layer subsections.

## F.20 Project Management

MR-021 – The vendor must use industry-standard project management standards, methodologies, and processes to ensure the project is delivered on time, within scope, within budget, and in accordance with the Puerto Rico Medicaid Program's (PRMP's) quality expectations. The PRMP utilizes the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) methodology.

Conduent will use industry-standard project management standards, methodologies, and processes to ensure the project is delivered on time, within scope, within budget, and in accordance with the Puerto Rico Medicaid Program's (PRMP's) quality expectations.

Our project management and system implementation approach follows our proven Quality Management System (QMS) – a collection of turnkey plans, procedures, and delivery accelerators that will enable our team to reliably initiate, plan, execute, and control project activities to ensure the smooth implementation of the CMdS solution on time, within scope, within budget, and in accordance with the PRDoH quality expectations. Each process and procedure documented in our QMS includes Conduent best practices that are influenced by industry standards such as:

- Project Management Institute's A Guide to the Project Management Body of Knowledge (PMBOK® Guide)
- Software Engineering Institute's (SEI) Capability Maturity Model Integration (CMMI®)
- Institute for Electrical and Electronics Engineers (IEEE)
- Agile framework

For Conduent's detailed approach to project management, please refer to Attachment I.4: Implementation Requirements Approach – Project Management, Planning, Organization, and Staffing.

### **F.21 Staffing Levels**

MR-022 – The vendor must provide increased staffing levels if requirements, timelines, quality, or other standards are not being met, based solely on the discretion of and without additional cost to the Puerto Rico Medicaid Program (PRMP). In making this determination, the PRMP will evaluate whether the vendor is meeting deliverable dates, producing quality materials, consistently maintaining high quality and production rates, and meeting Request for Proposal (RFP) standards without significant rework or revision.

Conduent agrees to provide increased staffing levels if requirements, timelines, quality or other standards are not being met, based solely on the discretion of and without additional cost to PRDoH.

We further understand that in making this determination, the PRMP will evaluate in good faith whether we are meeting deliverable dates, producing quality materials, consistently maintaining high quality and production rates, and meeting RFP standards without significant rework or revision.

### **F.22 State Ownership CFR**

MR-023 – The vendor must agree that the Puerto Rico Medicaid Program (PRMP) retains ownership of all data, procedures, applications, licenses, and materials developed during design, development, and implementation (DDI), and Operations, as well as the licensing for installed Commercial-off- the-shelf (COTS) software in alignment with 45 Code of Federal Regulation (CFR) §95.615 and 45 CFR §95.617. Manufacturers' support and maintenance for the COTS software licensing subsequent to the initial install must be provided for the life of the contract. The PRMP is not responsible for costs associated with software releases.

Conduent agrees that that the PRMP retains ownership of all data, procedures, applications, licenses, and materials developed during design, development, and implementation (DDI), and Operations. Conduent also agrees that PRMP retains ownership of the licensing for installed Commercial-off- the-shelf (COTS) software in alignment with 45 Code of Federal Regulation (CFR) §95.615 and 45 CFR §95.617. Conduent acknowledges that the manufacturers' support and maintenance for the COTS software licensing subsequent to the initial install must be provided for the life of the contract. Further, Conduent acknowledges that PRMP is not responsible for costs associated with software releases.

### F.23 Technical Support Call Center Location(s)

MR-024 – The vendor Technical Support Center must be located within the continental United States, as established in requirements related to handling of Federal Tax Information (FTI) contained in Internal Revenue Service (IRS) Publication 1075, Section 5.3 Access to FTI via State Tax Files or through other agencies under the authority granted by United States Code §6103(p)(4)(C).

Conduent agrees to locate the Technical Support Center within the continental United States, as established by the Internal Revenue Service Publication 1075 (IRS 1075), Section 5.3, which prescribes security and privacy controls for application, platform, and datacenter services to protect the US government agencies and their agents Federal Tax Information (FTI) confidentiality.

Moreover, Conduent also adheres to the authority granted by the United States Code §6103(p)(4)(C) which stipulates access to FTI via State Tax Files be given access only to person(s) whose duties or responsibilities require access. To assist with this, any and all FTI will be clearly labeled and handled in such a manner that it does not become misplaced or available to unauthorized personnel.

### F.24 Third Party Audit

MR-025 – The vendor must make available to the Puerto Rico Medicaid Program (PRMP) the results of any third-party audit. The audit results must be delivered to PRMP at the same time as the vendor.

Conduent will make available to the PRMP the results of any Independent Verification and Validation (IV&V) contractor audit as well as ensure the delivery of the results to the PRMP at the same time as Conduent.

MR-026 – The vendor must notify the Puerto Rico Medicaid Program (PRMP) of any findings within a third party audit assessment that requires the vendor's or PRMP's immediate attention. The vendor will work with PRMP to identify the recipient of the third-party audit report(s).

Conduent will notify the PRMP of any findings within an IV&V contractor audit assessment that requires either Conduent's or PRMP's immediate attention. We will also work with the PRMP to identify the recipient of the third-party audit report(s).

### F.25 Turnover and Closeout Operations

MR-027 – The solution must perform all functions described in this Request for Proposal (RFP), and continue all operations from the date of acceptance of each release until each function is turned over to a successor at the end of the contract, including any optional additional periods or extensions.

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



We leverage the Turnover Plan from our QMS and review and agree to key processes with PRDoH and designated stakeholders during the Solution Deployment phase. Our process for turnover includes the creation and execution of critical turnover artifacts such as: the Turnover Schedule, which includes all activities for a comprehensive turnover; turnover checklists to itemize the data, systems, and documents that are subject to turnover; and knowledge transfer templates that guide the transfer of subject matter expertise.

For additional information regarding Conduent's Turnover and Closeout Operations, please refer to Attachment J: Maintenance and Operations Requirements Approach – MO-045 through MO-049.

## **F.26 Vendor Employee Confidentiality Statements**

MR-028 – The vendor must provide evidence that staff have completed all necessary forms prior to executing work for the contract.

We agree to provide evidence that our staff has completed all necessary Conduent and PRDoH forms prior to executing any work under this contract. We maintain records of all confidentiality statements and other relevant forms signed by staff and can therefore provide evidence that staff have completed all necessary forms before starting work on the contract.

## **F.27 Viewing Human Services Program Information**

MR-029 – The vendor staff must not have the capability to access, edit, and share personal information data, with unauthorized solution users, including but not limited to:

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

Conduent agrees to meet all aspects of this requirement. Conduent agrees that CMdS applications associated with this contract includes user profiles with associated roles to prevent access, edit, and the ability to share personal information data with unauthorized solution users.

User profiles are determined in the administrator security functions by setting up user roles, then assigning one or more users to the roles. We assure you that unauthorized personnel including Conduent staff will not have the capability to access, edit, and share personal information data.

For more information on CMdS user role management, please refer to Attachment H: Technical Requirements Approach – Management.

## Attachment G: Business Requirements Approach

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

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

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

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

Subsections will list the category with the following:

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

We provide our approach to meeting the RFP's business requirements under the following headings:

- Overview of How Our Solution Meets the RFP Business Requirements
- Phased Implementation Approach
- Exception Handling Processes

- Dependencies on Existing Systems or Components
- Details of Our Approach to Meeting the Business Requirements
  - Supplement Two: Accounts Payable Information and Disbursement
  - Supplement Two: Beneficiary Data
  - Supplement Two: Business Rules Management
  - Supplement Two: Fund
  - Supplement Two: Generate Financial Report
  - Supplement Two: High Cost High Needs (HCHN) Premium
  - Supplement Two: Payment Error Rate Measurement (PERM)
  - Supplement Two: Premium Payment
  - Supplement Two: Provider Capitation Verification
  - Supplement Two: Data Integration and Extract, Transform, and Load (ETL)
  - Supplement Two: Database Management System (DBMS)
  - Supplement Two: Interoperability – Interfaces
  - Supplement Two: Master Data Management
- Assumptions


Please note, our response to the mandatory requirements can be found in Attachment F: Mandatory Requirements.

## Overview of How Our Solution Meets the RFP Business Requirements

### Supplement One: Project Requirements, Section 3. Scope of Work, 3.1 Business Requirements

The business requirements are intended to detail how the solution will support the administration of PRMP’s financial management business processes, and support the use of data for program management, data analysis, monitoring, and reporting. The vendor should deliver a solution that meets the business needs of PRMP as defined within the business requirements. It is important that the solution provide the capability to meet the current business needs of PRMP and be flexible enough to support future needs. Vendors should provide their detailed response for each requirement utilizing **Attachment G: Business Requirements Approach**.

The Puerto Rico Department of Health (PRDoH) seeks a vendor to implement, maintain, and operate a financial management module for their MMIS Phase III effort. The financial management module will provide business processes to support the calculation, production, and distribution of premium payments to carriers, including Managed Care Organizations (MCOs) and Medicare Advantage Organizations (MAOs). The Puerto Rico Medicaid Program (PRMP) expects the module to improve core operational financial management functions and the processing time and integration of financial data into a centralized location within the Medicaid Enterprise Solution (MES). Conduent brings innovative technology and deep Medicaid experience to successfully implement, maintain, and operate the financial management module, and help the PRDoH achieve its goals and objectives for the project.



**Building a Powerful and Modern Financial Management Module**

- Advanced Technology – Innovative cloud solution
- Higher Quality – Improved PRMP oversight capabilities with more accurate and timely premium payment processing
- More Flexibility – Modern rules-based configurability for program and policy implementations

We propose our Conduent Medicaid Suite (CMdS) to meet the financial management module’s business requirements. CMdS is a cloud-based Medicaid solution that is architected for modularity, value, reliability, configurability, scalability, and security. CMdS fully supports the RFP’s business requirements and is aligned with Medicaid Information Technology Architecture (MITA) goals and the Center for Medicare & Medicaid Services (CMS) Seven Standards and Conditions. CMdS provides the functionality and business processes to support the production and distribution of premium payments to carriers, as well as the functionality and business processes necessary to support the validation of capitation payments to providers from the carriers.

***PRMP Expected Benefits of the Financial Management Module***

The RFP carefully describes the current state of the financial management process. The limited accessibility of key data, lack of automated reporting processes, and disparate solutions across the MES present challenges for the PRMP. With the implementation of the financial management module, the PRMP expects to reap multiple benefits from the solution. Table G-1 lists these benefits and how CMdS helps the PRMP achieve these benefits.

**Table G-1. Achieving PRMP Expected Benefits**

Benefit	How CMdS Helps Achieve the Benefit
Integration of disparate solutions within the Medicaid Enterprise	CMdS is based on a MITA-compliant technical architecture. It is built on the principles of modularity, allowing it to integrate seamlessly through a single point of contact (Enterprise Service Bus [ESB]) with disparate systems used by the PRMP. CMdS leverages innovative technological approaches to automate and streamline data exchanges between the different modules in the MES ecosystem.
Increased capability to interface and integrate with MES modules and/or solutions to achieve the business outcomes described in this RFP and Appendices	CMdS has the capability to support an unlimited number of interfaces with MES modules and/or solutions to achieve the RFP’s business outcomes. Our ESB provides a single connection point for sharing information seamlessly and for presenting data in the simplest possible form; therefore, data is exchanged between disparate systems despite the technology the MES uses. This extensibility creates the plug-and-play framework for integration and information sharing between MES modules and components.
Increased methods to achieve solution integration to support modularity, reuse, and configurable components	Our solution includes commercial off-the-shelf (COTS) products that leverage industry best practices, reduce costs, limit code development, and implement new features in shorter implementation cycles. Examples of CMdS COTS products include IBM Cognos Analytics for standard and ad hoc reporting, Red Hat Fuse for the ESB, and DocFinity for the Electronic Content Management (ECM) solution. The COTS products are seamlessly integrated into the solution to support modularity, reuse, and configurable components. For example, DocFinity is capable of storing and indexing documents from additional MES modules to support reusability. As another example, a single Cognos report can be accessed by multiple users to support reusability, including modifications for other uses, as needed. The ability to share reports across user communities and functional areas significantly reduces the time spent developing reports and increases the time available to analyze information.

Benefit	How CMdS Helps Achieve the Benefit
Enhanced visibility into premium payment rates and rate adjustments	<p>Through the ESB, Conduent receives multiple files related to premium payments and loads this information to the CMdS database, including:</p> <ul style="list-style-type: none"> <li>• Actuarial data from the actuarial vendor</li> <li>• Encounter/claims files of 837 transactions from the core MMIS</li> <li>• Beneficiary enrollment information via 834 transaction files from the core MMIS</li> </ul> <p>Additionally, CMdS stores premium payment rates and adjustments and uses this information to generate 820 premium payment transactions. CMdS sends the payments to carriers and the core MMIS and stores the payment history in the CMdS database. CMdS also stores the HCHN Pre-Registry and Registry to support premium payments. CMdS makes all the above information available for viewing online and reporting.</p> <p>CMdS comes packaged with a proven, high quality reporting solution that leverages IBM Cognos Analytics. As an industry leading Business Intelligent (BI) tool, Cognos provides a stable and mature platform for producing reports, analytics, and dashboards to provide visibility into premium payment rates and rate adjustments. Cognos is web-based and integrated seamlessly into our CMdS solution.</p>
Increased automation of premium payment adjustments	<p>CMdS comes packaged with automated adjustment processing. The solution can automatically identify when premium payments need adjustment and automatically create the adjustments without user intervention. We work with PRDoH during implementation to define the criteria for automated adjustments. For example, CMdS can automatically identify provider claims for immunizations for Early and Periodic Screening Diagnostic and Treatment (EPSDT) beneficiaries and generate an adjustment to the premium based on the PRMP-defined criteria. Additionally, CMdS can automatically perform mass voids and replacements to premium payments when ASES determines that members were inappropriately classified as HCHN.</p>
Greater visibility into capitation payments from carriers to providers	<p>Conduent receives 820 transaction files from the MCOs containing provider capitation payments. CMdS loads this information to its database and makes it available for viewing online and reporting. IBM Cognos Analytics provides the ability to produce standard and ad hoc reports that provide visibility into premium payments from carriers to providers.</p>
Enhanced ability to reconcile premium payments to rates, capitation payments to providers, and capitation payments for beneficiary services	<p>IBM Cognos Analytics supports the ability to reconcile premium payments to rates, capitation payments to providers, and capitation payments for beneficiary services. Further, detailed premium and capitation payment information is available online for viewing and analyzing payment information.</p> <p>Cognos includes full ad hoc query and reporting access to the information repository that provides the data backbone of CMdS. All users, from novice to expert, will easily find and execute reports using Cognos. The more advanced users will enjoy exploring the extensive analytic and dashboard capabilities of the ad hoc environment. This is all made possible by the easy-to-use graphical user interface (GUI) supplied by Cognos. In fact, ease of use was one of the critical evaluation criteria that Conduent used in choosing the reporting platform for CMdS. Users of all skill levels will find the Cognos reporting suite easy to use, but the more advanced power users will really harness the full potential of the BI tool to support the unique reporting needs of the PRMP.</p>
Enhanced financial reporting capability	<p>CMdS supports all your financial reporting needs. The solution comes packaged with the federal reports required by the RFP such as the CMS-37 and CMS-64, and other standard financial reports. Further, Cognos provides a canvas for users to build custom, on-the-fly ad hoc queries and reports on financial data. Using the web-based query interface, users can create reports combining lists and tables with pie, bar, line, and other types of charts, including dashboards. Our ad hoc solution helps users turn data into information. Users will have the luxury of exploring the entire data universe based on access rules. A key feature of Cognos is the ability to drill up and down through the data to see either high-level summary data or granular-level detail in the ad hoc environment.</p>

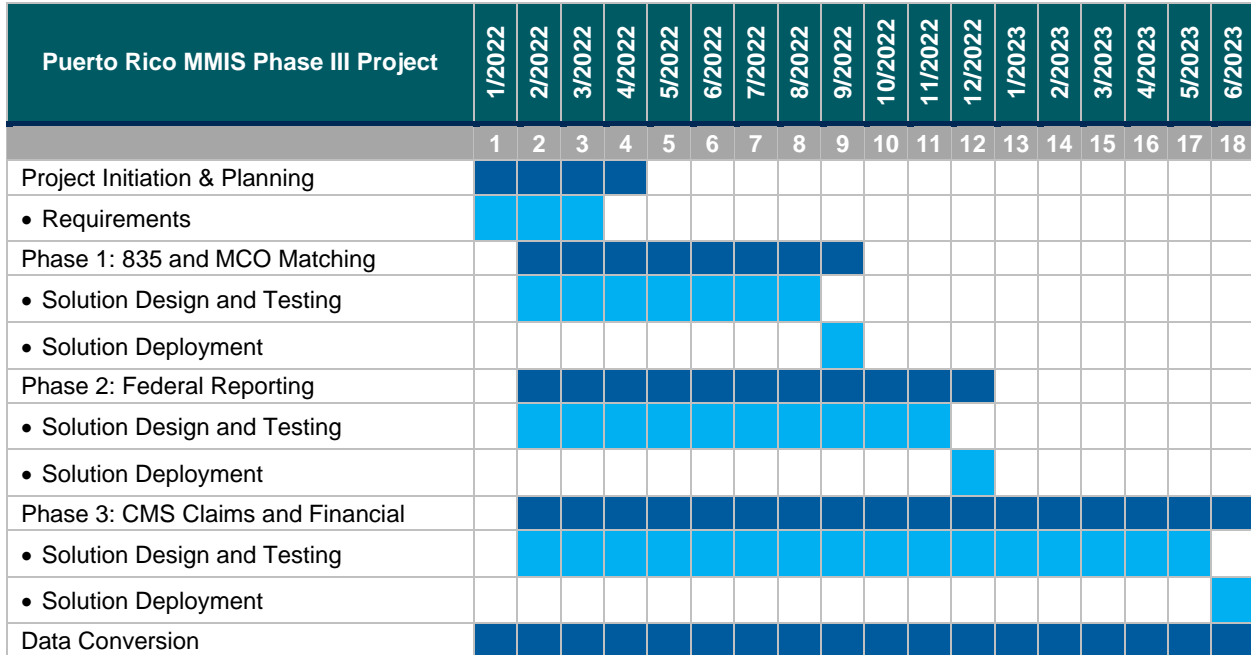
Benefit	How CMdS Helps Achieve the Benefit
Integrated solution functionality, business processes, and reporting to support PERM compliance	CMdS is an integrated solution that fully supports the data required for PERM audits. Our core edits comprise configurable business rules to ensure the accuracy of the data and to support the PERM audits. Conduent provides a subject matter expert (SME) to serve as a PERM resource to assist in PERM activities and assignments, including interaction with the CMS PERM team. The SME engages other Conduent team members as needed to provide data, and address solution questions. In addition, we provide additional technical resources as needed throughout the process of report development.

## Phased Implementation

Conduent fully supports Puerto Rico’s vision for deploying the financial management module in a phased approach to allow for early deployment of solution functionality. Based on our careful review of the RFP requirements, we propose to implement our CMdS solution in three phases that run concurrently but have staggered deployment dates:

- Phase 1 – 835 and MCO Encounter Matching Functionality.** During this phase of the project, we implement the functionality and convert the data necessary to support the RFP requirements associated with validating capitation payments made to providers from managed care organizations (MCOs) with the encounter/claim data that MCOs generate and send to the MMIS vendor. The RFP is clear under multiple requirements that this is important functionality to PRDoH; therefore, we think PRDoH could benefit from its early deployment. This process would use the X12 835 claim payment remittance advices (Requirement BF-002) that MCOs send to providers with the encounter/claim transactions we receive from the MMIS vendor. Our functionality would perform extensive data quality and validation edits to look for discrepancies between the 835s and encounter/claim data.
- Phase 2 – Federal Reporting.** We implement some of the federal reporting requirements (i.e. CMS-37, CMS-64, T-MSIS) for encounter/claim data and other required reports during this phase. We will work with PRDoH during implementation to finalize the federal reporting and other reports you want to implement early based on the encounter/claim data available from the Phase 1 implementation.
- Phase 3 – Premium Payments (CMdS Claims and Financial).** In Phase 3, we implement the remaining RFP requirements for the MMIS Phase III project. This includes making premium payments to MCOs, federal reporting associated with premium payments, and all the other remaining requirements.

Figure G-1 provides a high-level timeline for the three phases. Our timeline shows the three phases starting on January 3, 2022. We complete Phase 1 in 9 months, Phase 2 in 12 months, and Phase 3 in 18 months. Data conversion activities—including planning, analysis, testing, and final conversion—span the duration of the implementation.



**Figure G-1. Phased Implementation Timeline**  
*Our phased approach provides the successful implementation of the MMIS Phase III requirements.*

### Exception Handling Processes

Conduent provides exception handling processes where appropriate. This may involve exceptions (errors) that occur when processing inbound files or other errors that occur during premium payment processing. We document the procedures we follow to resolve exceptions and seek PRDoH approval of the procedures. Our goal is to resolve exceptions quickly, accurately, and according to approved procedures.

### Dependencies on Existing Systems or Components

Smooth, successful implementation and ongoing operations require strong communication, collaboration, and integration between vendors and their systems. While each vendor is responsible for a specific scope of work, vendors must provide integration capabilities and work collaboratively. We work with PRDoH and other vendors to establish communication links. Our CMdS solution relies upon other systems for data to perform many of the requirements in the RFP scope of work. For example, CMdS is dependent upon the MMIS and MCO systems to send accurate and timely data to perform the capitation verification process. We look forward to working with your other MES vendors to coordinate and perform integration activities throughout the contract term.

### Details of Our Approach to Meeting the Business Requirements

In the following subsections we provide specific details of our proposed approach to meeting the business requirements in each RFP subcategory. We reference requirements using the appropriate IDs from Supplement Two: Detailed Requirements.

## G.1 Supplement Two – Accounts Payable Information and Disbursement

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

BF-001

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

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

Using our Enterprise Service Bus (ESB) solution, Red Hat Fuse, we can accept claims and encounters and load them into CMdS. CMdS has multiple search options that allow you to view the claims and encounters.

We will take the information that comes into CMdS and extract it on to our Federal Reporting module to produce the required CMS reports.

Our solution creates, updates, stores, and maintains required and supplemental information to identify and group claims transactions and non-claim transactions for completion of specified federal and Commonwealth reports (e.g. CMS-64 reports). Our solution uses data marts to store the data required for reports, as defined by the Commonwealth and in the Medicaid Enterprise Certification Toolkit (MECT) fee-for-service (FFS) Claims and Adjudication Checklist.

### Federal Stamping – CMS Best Practice Recommendation

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The design of our federal reporting solution garnered a CMS Best Practice recommendation for federal reporting with the implementation of our solution for the District of Columbia in 2012. The Federal Stamping process used by our MARS federal reporting was the basis for MECT checklist item OM.CL4.38. Conduent is the only vendor today to incorporate the concept of Federal Stamping and the requirements for quality state and federal reporting into all components to provide the Commonwealth with confidence that reports are accurate.

Our Federal Stamping solution uses configurable business rules and applies them to the data from the source systems to assign custom fields that support federal reporting requirements.

- **Configuration.** One of the biggest barriers to federal reporting success is translating business practices into the information that conforms to the format and values required by CMS for federal reporting. CMdS-Federal Reporting employs a series of configuration processes that use state criteria to define custom fields used for reporting.



- **Flexibility, Maintainability, and Growth.** The introduction of configurable business rules allows policy and administrative staff to seamlessly integrate changes to programs over time. New data is incorporated into the reporting tables and stamped correctly to appear in the correct reporting categories.
- **Consistency.** The use of Federal Stamping supports consistent definitions across time and between program organizations. If reporting tools are using different definitions or sources for identification of criteria to categorize information, the impact can have unpredictable consequences, depending on the scope of data involved.

Our Federal Stamping solution assigns custom fields for managing Commonwealth and federal reporting from the database details in core tables through to the summarization procedures that turn raw source data into reporting. It doesn't matter if the report is expenditure based, like the CMS 64, service based, or a combination. Federal Stamping consistently defines and stamps program data between reports, and when extracted to CMS, meets T-MSIS criteria and quality data initiatives.

#### BF-002

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

Our solution has the ability consume or generate electronic claim payments and remittance advices using the X12 835 transaction format. We have experience analyzing and verifying encounter claims using X12 835 transactions. Utilizing the 835 transactions to validate encounter claim data results in increased program oversight and improved data quality over time.

We provide online web pages that allow you to easily maintain the Claim Adjustment Reason Codes (CARCs) and Remittance Advice Remark Codes (RARCs) code sets. CARCs, and RARCs follow HIPAA standard formats published by the Council for Affordable Quality Healthcare (CAQH) Committee on Operating Rules (CORE). Maintenance of this data is a critical component of ensuring that the analysis of the data content in the 835 is accurate.

#### BF-003

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

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

CMdS follows the federal regulatory guidance, the 45 CFR 162.1603 operating rule for healthcare electronic funds transfers and remittance advice transactions for financial institutions, Managed Care Organizations (MCOs), and providers.

The EFT file is generated in standard NACHA file format. The interface file is customizable through configurable business rules. CMdS includes an automated balancing function to verify that transaction counts and dollar amounts remain in balance throughout the financial cycle. Post payment, we reconcile expenditures and EFT amounts to verify system accuracy.

CMdS allows the user to set up EFT information for a payee in the financial entity user interface. When the provider EFT status is *Prenote*, our solution triggers the prenote process.

**EFT Prenote Process.** CMdS sends an EFT prenote transmission to the financial institution to verify the bank routing and account numbers. During the EFT prenote process, a prenote test record is added to the EFT file with a payment amount of zero. Authorized users can correct any EFT errors resulting from the prenote transmission and repeat the verification process for accuracy.

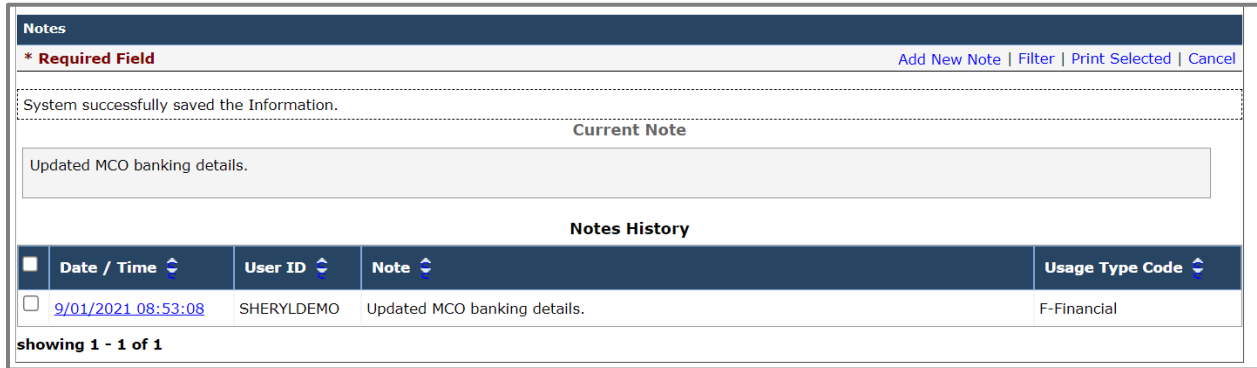
The solution does not generate EFTs or checks for zero-dollar payments. If the financial institution reports a failed EFT or the payee reports a change in the bank routing or account number, we update the payee EFT data, and the EFT pre-note process starts over. The system allows the user to override the pre-note details based on user’s roles and responsibilities.

CMdS includes a Financial Entity screen as shown in Figure G-2 where authorized users can view and update payee banking information, including direct deposit.

**Figure G-2. Financial Entity Screen – Bank Details**

*For vendors or other non-provider financial entities,  
 our user interface supports the entry of direct deposit information.*

The user interface includes an option for entering notes as seen in Figure G-3.



**Notes**

\* Required Field Add New Note | Filter | Print Selected | Cancel

System successfully saved the Information.

**Current Note**

Updated MCO banking details.

**Notes History**

<input type="checkbox"/>	Date / Time	User ID	Note	Usage Type Code
<input type="checkbox"/>	9/01/2021 08:53:08	SHERYLDEMO	Updated MCO banking details.	F-Financial

showing 1 - 1 of 1

**Figure G-3. Financial Entity Screen – Notes**

CMdS screens support the entry of notes to document the reason for updates and changes.

BF-004

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

The Conduent Medicaid Suite (CMdS) was designed to support Medicaid programs from the ground up and is based on a MITA compliant architecture. Our solution aligns to the Price Claim and/or Value Encounter business process using our architectural approach and verification processes. We align with PRMP program policy and business rules using our configuration structures, including benefit plans and mapsets.

CMdS supports Medicaid programs using benefit plans. The flexibility in design allows us to configure CMdS to support premium payments for various benefit plans with configurations to meet Commonwealth program specifications.

CMdS benefit plan configuration includes mapsets, which are a reusable pattern in our data rule setup that avoids the need for custom code. Mapsets extend the data configuration beyond frequently used fields. Benefit plan configuration uses mapsets to define the rules and processing hierarchy for each plan. The map ID is the unique identifier and is linked to the benefit plan. Mapsets provide a powerful online tool to configure complex requirements with a wide variety of data model attributes using a combination of “include/exclude” and “and/or” logic. This configuration includes ranking to control the workflow of the processing steps.

CMdS utilizes the beneficiary enrollment information received on the 834 transaction files to determine the appropriate benefit plan for the member, based on the MCO and the member eligibility and demographic details. The rules to determine this are configured in a member control table with the specific attributes defined in a mapset. This process also accounts for any adjustments to the beneficiary’s status and HCHN registry maintenance.

The actuarial data received will be loaded into the cohort rate structure to reflect the various rate cells and the beneficiary criteria used to determine the appropriate rate cells to calculate the premium payment. This structure ensures that CMdS is automatically assigning the appropriate rate based on the current enrollment information such as HCHN, Double Payments, and Maternity Kick Payments.

After the premium payments have been generated, the details are sent to the carrier using the X12 820 transaction file.

#### BF-005

The solution should support interfaces to support premium payment pricing.

The Conduent Medicaid Suite (CMdS) was designed to support Medicaid programs based on a MITA compliant architecture. It is built on the principles of modularity, allowing it to integrate seamlessly through a single point of contact (Red Hat Fuse, which is a COTS Enterprise Service Bus (ESB)) with disparate systems that the Commonwealth requires CMdS to send or receive data from.

The actuarial data received will be loaded into the cohort rate structure to reflect the various rate cells and the beneficiary criteria used to determine the appropriate rate cells to calculate the premium payment.

The cohort rate structure and the beneficiary enrollment data associated to each rate cell are all accessible using our online benefit plan configuration and mapset user interfaces. This provides visibility into the criteria and rates used in the calculations to determine the premium payment.

In addition to the premium payments, the encounter/claims received from the core MMIS are also available using multiple search options on the claims inquiry user interface. This provides access to the claim data that was analyzed to determine the rate cell criteria and premium payment rates.

#### BF-006

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

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

CMdS has the ability to process and report "\$0.00" payment claims and encounters and non-payment claims and encounters, including suppressed checks to providers, contractors, and other Commonwealth agencies.

We do not filter out claims or encounters on the basis of them paying zero dollars. We process and load them into our system using Red Hat Fuse, our COTS ESB used for interfacing, file transfer, ETL and as a middleware tool. These transactions are all available in our IBM Cognos Analytics reporting solution as well.

Our payment processing does support suppression of checks or EFT's when the net payment amount results in zero dollars.

BF-007

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

Our solution has the ability to prioritize payment algorithms from funding sources. CMdS determines the fund code for the premium payment at the time the transaction is generated. Fund codes are the basic building blocks within CMdS to track expenditures to funding sources. The fund code assignment criteria are data driven and presented in a user interface, along with access to the associated budget detail, when necessary. All of the fund code assignment rules utilize a rank to configure the priority and sequence of the rules. During payment processing, the solution uses the fund code to look up the associated funding sources and determine the share allocation among federal, Commonwealth, and any other entity's contributing matching funds.

CMdS applies business rules to assign fund codes using data elements from the claim (e.g., benefit plan, rate cohort, beneficiary enrollment information), and MCO. The system stores the fund code and share allocations on each transaction to support Commonwealth and federal reporting requirements. Figure G-4 shows the configurability of the fund code assignment criteria web page.

**Figure G-4. Fund Code Assignment Criteria**  
*Fully configurable fund codes track expenditures and sources in CMdS.*

We optimized the web page to include frequently used fields. The solution includes mapset functionality to extend the assignment logic. Mapsets provide a powerful online tool to configure complex requirements with a wide variety of data model attributes using a combination of “include/exclude” and “and/or” logic. Systems less advanced than CMdS lack this capability and end up relying on custom programming.

The fund codes are then associated to the budget data which defines the various account details for financial tracking and reporting. Each budget is associated with one or more fund codes. The fund code is where the percentage for the fund source allocations is maintained. Figure G-5 shows the budget configuration for the fund source allocations.

The screenshot displays a web interface for managing fund codes and their associated budget and funding source data. It is divided into several sections:

- Associated Fund Codes/COS:** A table listing fund codes with their respective start and end dates, budget amounts, adjusted amounts, and expenditures.
 

Fund Code	COS	Start Date	End Date	Budget Amt	Adj Auth	Expenditure	Void Date
OMBOS		01/01/2020	06/30/2021	\$ 100,000.00	\$ 100,000.00	\$ 0.00	
OMBPP		07/01/2020	06/30/2021	\$ 100,000.00	\$ 100,000.00	\$ 43,000.00	
- Edit Fund Code:** A form for editing a specific fund code. It includes fields for:
  - Void:  Yes  No
  - \*Fund Code: OMBPP-MedGeneral
  - \*Begin Date: 07/01/2020
  - \*End Date: 06/30/2021
  - \*Budget Amt: \$100,000.00
  - Adj Auth: \$100,000.00
  - Expenditure: \$43,000.00
  - COS: [Dropdown]
  - \*AC Activity: 95600155-Title XIX
  - In-Kind Indicator:  Yes  No
  - Federal: \$50,000.00
  - State: \$25,000.00
  - County: \$25,000.00
  - Other: \$0.00
- Funding Source:** A table showing the percentage allocation of funding sources for a given fund code.
 

Begin Date	End Date	Federal	State	County	Other	Void Date
07/01/2020	06/30/2021	50.00%	25.00%	25.00%	0.00%	

**Figure G-5. Budget Fund Source Allocations**

*Authorized users maintain the fund source allocations by fund code from this web page.*

Conduent has extensive experience in supporting multiple healthcare programs with different funding sources and proven ability to allocate payments to the correct funding source. Our solution maintains comprehensive business rules – configurable from web pages – that support timespans, fund codes, budget data, and other reference data needed for your fund code processing.

**BF-008**

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

Our CMdS solution applies and stores the appropriate code, funding source, and Centers for Medicare & Medicaid Services (CMS)-64 information on every priced encounter and financial transaction. Fund code assignment within CMdS provides the ability to associate, track, and reconcile data that relates expenditures to funding sources. Fund codes are determined at the header level or the line level, depending on payment type, when the premium payment or financial transaction goes through payment processing. When an encounter is received, fund

codes are applied that link to account coding information in the budget. This stamping includes all encounter and financial transactions, regardless of source. We provide all the transaction processing and budget data captured in our solution to our Federal Reporting module.

Conduent's solution includes systematic early detection of data integrity issues and the ability to provide mandatory CMS data elements historically unavailable. Healthcare administration is constantly changing and so are the laws governing that administration. The Commonwealth can rely on Conduent to keep processes and systems in compliance with ever-changing federal regulations.

#### BF-009

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

Our solution maintains pricing data according to Puerto Rico Medicaid Program (PRMP) retention standards and provides files to ingest into a PRMP specified data repository.

With Red Hat Fuse, we have the ability to both import, export, and transmit pricing data in any reasonable format. Our solution generates premium payments for members based on the managed care enrollment information and the benefit plan configuration. The benefit plan configuration includes the cohort rate information. Cohort rates can be assigned type codes, which include the base premium rate, newborn and maternity kick payment, and add-on payments. The business rules in the premium payment creation process define the scenarios based on each managed care program supported. The rules indicate when additional service lines should be created to support additional payments beyond the base premium payment for specific members.

CMdS supports specific and configurable cohort rates that fully address your managed care program premium payment needs. We can accept and apply managed care premium rate information using our web-based user interface. We define the rates using CMdS mapsets, which allow for flexible and powerful criteria to be set up, such as age, gender, category of eligibility, confidentiality codes, and/or diagnosis codes. You can use these in any combination to create very specific cohort rates to support the rate cell criteria received from the actuarial data. The cohort is tied to the benefit plan and the cohort rates can vary for different time periods. Authorized users can view and maintain cohort rates online. Each set of rates has beginning and ending dates that can be viewed online over time. Cohorts are also ranked to determine the most appropriate cohort rate for a member.

## G.2 Supplement Two – Beneficiary Data

Supplement One: Project Requirements: The MMIS Phase III solution should be able to extract and store data elements from the 834 transaction. It should also support a beneficiary data set that includes premium payment calculations and premium payments, as well as data necessary to perform adjustments related to changes in beneficiary status.

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

### BF-010

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

- a. Premium payment calculation
- b. Premium payments

Our CMdS solution supports a beneficiary data set that contains data elements including premium payment calculation and premium payments.

Our CMdS module accepts the beneficiary enrollment information on the X12 834 format and maps the data to a common eligibility interface (CEI) format to load the data into our database.

Within the CMdS online web pages, an authorized user will have the capability to view member data associated with a premium payment, including the benefit plan cohort rate used to calculate the payment.

CMdS fully supports the automatic generation of premium payments. We support these payments through configurable criteria established as part of the managed care benefit plan through the online web pages. The system-derived premium payment is stored as the base rate on each transaction, along with the map ID that indicates specifically which cohort rate was used in the payment calculation.



BF-011

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

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

Our solution supports the management of beneficiary information including archives, reports, transactions and transaction error handling.

CMdS processes member information in the Common Eligibility Interface (CEI) format, which is translated from the 834 transactions. As part of loading or updating a beneficiary into CMdS, we receive and store the provided data fields, including the member eligibility code(s) and date of death. The system determines and stores the benefit plan(s) to be assigned to the member based on the configuration of the benefit plans (aid category, member eligibility code, and numerous other criteria). Multiple and overlapping benefit plans can be assigned to a member.

Member information is date-stamped, archived, and can be viewed on the premium payments. The system tracks errors in member interface transactions and reports on them.

**Validation, Editing, and Loading.** When processing incoming enrollment, we may encounter members not previously known. When this occurs, we generate a new system identifier for the member as part of loading their data to the system. The data must pass a sophisticated series of edits before it is added to the system. These edits are implemented by applying a series of business rules at various points in the process. The types of errors identified in this process are indicated in Table G-2.

**Table G-2. Enrollment Processing Edits**

Error Type	Description
Validation	Basic validation errors <ul style="list-style-type: none"> <li>• An example is invalid date</li> </ul>
Data Relationship	Inconsistent data either within the incoming enrollment or between the enrollment data and member enrollment information in the database
Overlap	Invalid overlap between eligibility and other date spans
Data Match Errors	Suspected errors based on data matching <ul style="list-style-type: none"> <li>• These are not applied but are reported</li> <li>• An example is enrollment data that is covered by an existing span but has minor differences not expected</li> </ul>

When the system detects enrollment errors, it logs them in a report table and loads them to a suspense table. The report table is used to generate monitoring alerts and is captured on scheduled reports for appropriate staff to review. A sample report is shown in Figure G-6.

Report ID: MEM-ELG-016 <a href="#">Report Definition</a> <a href="#">Return</a> File Name: XXXX.XXXX.9999.9999		Line Of Business: <LOB Cd-Disc> <State/Agency/Program Name> Exception Detail Report Process Date: MM/DD/CCYY TX SC Cd-Disc: XXX - XXXXXXXXXXXXXXXXXXXX						
TX SC Cd-Disc: XXX - XXXXXXXXXXXXXXXXXXXX								
Sups TX Ty Cd-Disc: XXX - XXXXXXXXXXXXXXXXXXXX								
Sups Err Cd-Disc: XXX - XXXXXXXXXXXXXXXXXXXX								
Input Sew Numb	Mbr ID	Mbr ID Ty Cd-Disc	Mbr Sups Name-Last	Mbr Sups Name-First	Mbr Case Numb	Fatal	Field Name In Error	Mbr Sups Err Data
999999	XXXXXXXX	XXX - XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXX XXX	X	XXXXXXXX	XXXXXXXX
999999	XXXXXXXX	XXX - XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXX XXX	X	XXXXXXXX	XXXXXXXX
999999	XXXXXXXX	XXX - XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXX XXX	X	XXXXXXXX	XXXXXXXX
999999	XXXXXXXX	XXX - XXXXXXXX	XXXXXXXX	XXXXXXXX	XXXX XXX	X	XXXXXXXX	XXXXXXXX
Run Date: MM/DD/CCYY		Page: X of Y		Run Time: HH:MM:SS				

**Figure G-6. Enrollment Processing Exception Detail Report Layout**

*We capture enrollment processing errors in a reporting table that is used for both event/alert processing and to formally capture errors in a scheduled report saved to the EDMS for oversight and audits.*

Any reconciliation discrepancies can be addressed by transmitting additional records or corrections from the source.

CMdS audit logs provide end-to-end traceability for all transactions submitted to the system. Transactions posted successfully, as well as transactions that were not posted due to errors are logged. The audit log includes date and time information, information about the user or entity submitting the transaction and error codes and descriptions.

A sample audit log of a transaction containing errors is shown in Figure G-7.

You may enter more than the minimum required criteria, and Date and Time values may be added to provide a more detailed search.

**User / Job**

User ID / Job ID:

User Last Name:

**Date / Time**

Begin Date:  End Date:

Begin Time:  End Time:

HH:MM:SS PM      HH:MM:SS PM

**Data**

Table Name:  Field Name:

**Key**

Key Type:  Key Value:

**Search Results**

User ID ^	User Name ▾	Transaction ID ▾	Date ▾	Time ▾	Table Name ▾	Field ▾	First Column Key Type ▾	Key ▾
<a href="#">VMUDDANA58</a>		2	03/26/2019	03:15:22AM EDT	B_DTL_TB	B_SYS_ID	B_SYS_ID	50258206
<a href="#">VENKY58</a>		2	01/23/2015	03:51:32AM EST	B_DTL_TB	B_SYS_ID	B_SYS_ID	50057118
<a href="#">VENKY58</a>		2	02/06/2015	07:04:56AM EST	B_DTL_TB	B_SYS_ID	B_SYS_ID	50057274
<a href="#">VENKY58</a>		2	02/02/2015	07:46:11AM EST	B_DTL_TB	B_SYS_ID	B_SYS_ID	50057203
<a href="#">VENKY58</a>		2	02/02/2015	06:09:10AM EST	B_DTL_TB	B_SYS_ID	B_SYS_ID	50057196
<a href="#">VENKY58</a>		2	01/23/2015	04:14:08AM EST	B_DTL_TB	B_SYS_ID	B_SYS_ID	50057119
<a href="#">VENKY58</a>		2	01/22/2015	07:00:19AM EST	B_DTL_TB	B_SYS_ID	B_SYS_ID	50057108
<a href="#">VENKY58</a>		2	01/22/2015	06:10:53AM EST	B_DTL_TB	B_SYS_ID	B_SYS_ID	50057105
<a href="#">VENKY58</a>		2	04/03/2015	10:22:28AM EDT	B_DTL_TB	B_SYS_ID	B_SYS_ID	50057707
<a href="#">VENKY58</a>		11	03/24/2015	04:13:59AM EDT	B_DTL_TB	B_SYS_ID	B_SYS_ID	50057480

**Figure G-7. Global Audit Search**  
*The global audit search capability enables authorized users to search for updated processing errors.*

**BF-012**

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

Our solution maintains a record of benefit assignment(s) for beneficiaries over time and retains the records according to the Puerto Rico Medicaid Program's (PRMPs) retention policy. The member data includes a history of all assigned managed care benefit plans, and each premium payment claim shows the assigned benefit plan for that claim, in addition to a link to individual member data.

Main	Line Item	Adjustment/History	Basic Claim Info	Other Claim Info	Other Service Info																								
<div style="border: 1px solid black; padding: 5px;"> <div style="border-bottom: 1px solid black; padding-bottom: 5px;"> <p><b>Claim Data</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">Doc #: 008807</td> <td style="width: 33%;">TCN: 19351470150088070</td> <td style="width: 33%;">Claim Type: C-Capitation</td> </tr> <tr> <td>Status: P-Paid</td> <td>LOB: MED</td> <td>Doc Type: C-FFS</td> </tr> <tr> <td>Pay Type: 0-For Pyrmt</td> <td>Trans Type: 0-Orig Claim</td> <td>Location: 900</td> </tr> <tr> <td>Replaced TCN:</td> <td>Replacement Reason:</td> <td>Replacement TCN:</td> </tr> <tr> <td>Submitted Replace/Void TCN:</td> <td>External TCN:</td> <td>X12 Version Number:</td> </tr> <tr> <td>Org Fiscal Pend Date: 01/01/0001</td> <td>Fiscal Pend ID:</td> <td>Fiscal Pend Indicator: No</td> </tr> <tr> <td>Adjud Date / Time: 12/17/2019 12:51:28 PM</td> <td>User ID: B-HPPCAPITATION_0RR2G_1</td> <td>Reported Adjud Date: 12/17/2019</td> </tr> <tr> <td>Pricing Method Code: L-Line</td> <td></td> <td></td> </tr> </table> </div> </div>						Doc #: 008807	TCN: 19351470150088070	Claim Type: C-Capitation	Status: P-Paid	LOB: MED	Doc Type: C-FFS	Pay Type: 0-For Pyrmt	Trans Type: 0-Orig Claim	Location: 900	Replaced TCN:	Replacement Reason:	Replacement TCN:	Submitted Replace/Void TCN:	External TCN:	X12 Version Number:	Org Fiscal Pend Date: 01/01/0001	Fiscal Pend ID:	Fiscal Pend Indicator: No	Adjud Date / Time: 12/17/2019 12:51:28 PM	User ID: B-HPPCAPITATION_0RR2G_1	Reported Adjud Date: 12/17/2019	Pricing Method Code: L-Line		
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Pay Type: 0-For Pyrmt	Trans Type: 0-Orig Claim	Location: 900																											
Replaced TCN:	Replacement Reason:	Replacement TCN:																											
Submitted Replace/Void TCN:	External TCN:	X12 Version Number:																											
Org Fiscal Pend Date: 01/01/0001	Fiscal Pend ID:	Fiscal Pend Indicator: No																											
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Pricing Method Code: L-Line																													
<div style="border: 1px solid black; padding: 5px;"> <div style="border-bottom: 1px solid black; padding-bottom: 5px;"> <p><b>Member Data</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">Member ID: 01311521353</td> <td style="width: 33%;">Name: VIGUE, SHELBI</td> <td style="width: 33%;">Date of Birth: 12/16/1975</td> </tr> <tr> <td>Submitted Member ID: 01311521353</td> <td>Age: 43yrs-11mons</td> <td>Gender: F-Female</td> </tr> <tr> <td>COE Code-Desc:</td> <td>Presumptive Eligibility: N</td> <td>Newly/Not Newly: 1B</td> </tr> </table> </div> </div>						Member ID: 01311521353	Name: VIGUE, SHELBI	Date of Birth: 12/16/1975	Submitted Member ID: 01311521353	Age: 43yrs-11mons	Gender: F-Female	COE Code-Desc:	Presumptive Eligibility: N	Newly/Not Newly: 1B															
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<div style="border: 1px solid black; padding: 5px;"> <div style="border-bottom: 1px solid black; padding-bottom: 5px;"> <p><b>Additional Member Data</b></p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="3">Available Eligibility Spans</th> <th colspan="3">Available Benefit Plans</th> </tr> <tr> <th>Begin Date</th> <th>End Date</th> <th>COE Code-Desc</th> <th>Begin Date</th> <th>End Date</th> <th>Plan ID</th> </tr> </thead> <tbody> <tr> <td>12/11/2019</td> <td>12/31/9999</td> <td>MGIA-HPP MA</td> <td>12/11/2019</td> <td>12/31/9999</td> <td><a href="#">ABPHPP</a></td> </tr> <tr> <td>12/11/2019</td> <td>12/31/9999</td> <td>MA-MCAID-ABP</td> <td>12/12/2019</td> <td>12/31/9999</td> <td><a href="#">AMHLTH</a></td> </tr> </tbody> </table> </div> </div>						Available Eligibility Spans			Available Benefit Plans			Begin Date	End Date	COE Code-Desc	Begin Date	End Date	Plan ID	12/11/2019	12/31/9999	MGIA-HPP MA	12/11/2019	12/31/9999	<a href="#">ABPHPP</a>	12/11/2019	12/31/9999	MA-MCAID-ABP	12/12/2019	12/31/9999	<a href="#">AMHLTH</a>
Available Eligibility Spans			Available Benefit Plans																										
Begin Date	End Date	COE Code-Desc	Begin Date	End Date	Plan ID																								
12/11/2019	12/31/9999	MGIA-HPP MA	12/11/2019	12/31/9999	<a href="#">ABPHPP</a>																								
12/11/2019	12/31/9999	MA-MCAID-ABP	12/12/2019	12/31/9999	<a href="#">AMHLTH</a>																								

**Figure G-8. Main Claim Inquiry Tab Page**  
 Claim information is easily accessible and viewable

BF-013

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

CMdS validates member, benefit plan, and cohort rate data as part of the production of premium payment claims. The system also edits for duplicate premium payments. The system edits incoming interface data to validate for correctness, duplicate records, and other related processing rules, prior to loading the data to the database to ensure data quality and accuracy. Any errors encountered are reported with a description of the error to assist with the resolution.

### G.3 Supplement Two – Business Rules Management

Supplement One: Project Requirements: Business rules defining expected outcomes will be described by PRMP to the vendor, who should help ensure the solution is configured correctly to meet these expectations. Business rules may change over the life of the contract, and the solution should be able to adapt to the changes without compromising the ability to process historical data under previous configurations.

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

BF-014

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

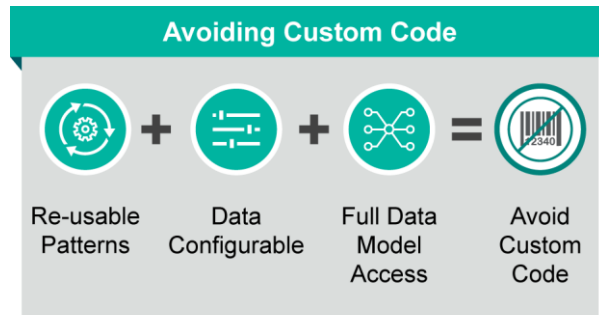
CMdS capabilities include separating business rules from core programming and providing the business rules in both human and machine-readable formats. Our solution is not driven by hard coded logic or by complex-looking rules hiding your policy behind the scenes, but by highly configurable rules, as shown in Figure G-9. Other solutions don't use a true Business Rules Engine (BRE) – they use a proprietary BRE that only the vendor understands or use spaghetti rules that look like legacy common business oriented language (COBOL) code.

<b>CMdS Business Rules</b>			
<ul style="list-style-type: none"> <li>• 1,700+ Rules in Catalog</li> <li>• COTS-based Business Rules Engine</li> <li>• Web-based entry of rule settings</li> </ul>			

The solution's FICO Blaze Advisor, a commercial-off-the-shelf (COTS)-based BRE, uses an intuitive and readable syntax to specify and change rules. FICO Blaze Advisor uses a customizable, English-like language for rules management. This enables business analysts (BAs) to employ familiar terminology and to develop new business rule syntax that fits their specific business environment.

Our BRE uses standard rule language (SRL) to define business rules. SRL is an easy-to-understand, English-like language. A built-in graphical user interface (UI) tool supports a comprehensive listing of the rules in business terms rather than programming

language. The UI developers, technical resources, and subject matter experts (SMEs) work together to quickly create or modify the business rules using SRL.



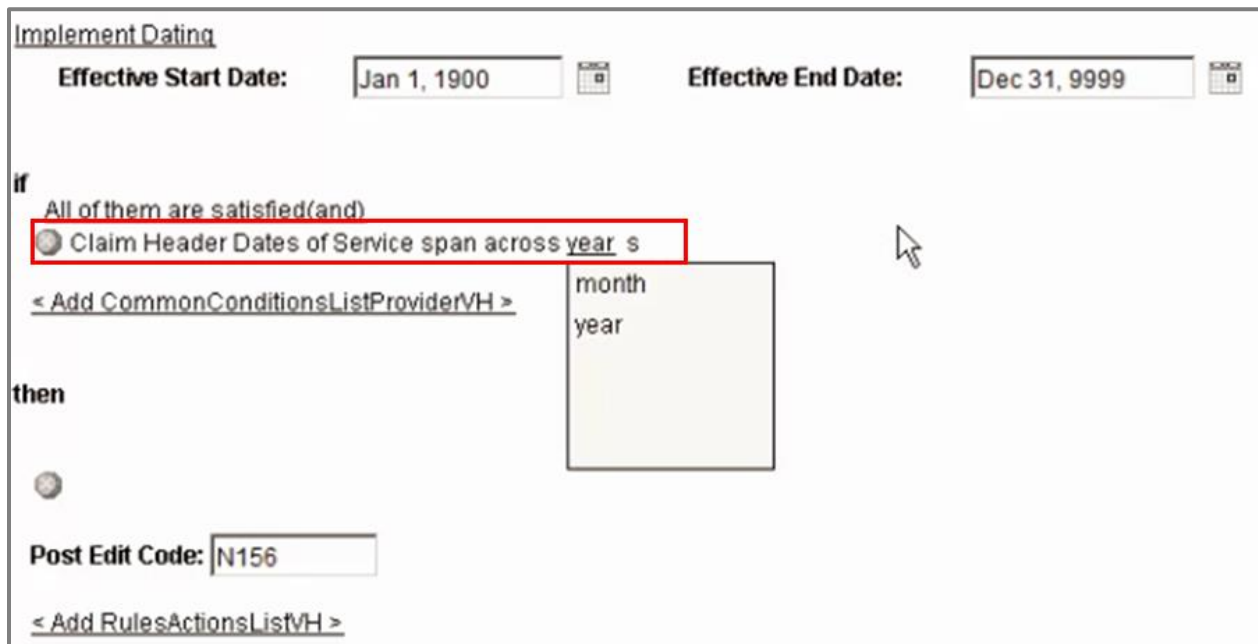
002.PRMMIS21

**Figure G-9. Avoiding Custom Code**

*Minimizing the use of custom code makes it possible to configure even complex business rules in our solution. We create reusable patterns for related business rules. We support configuration through web pages that includes support for complex criteria and access to our full data model.*

We use a specific feature of our BRE to create code templates to take blocks of logic and turn them into natural language. We then use that natural language in rules. Figure G-10 shows a rule that supports an edit that posts an exception when claims are billed, with dates of service that cross years, which we use on professional claims for one of our current clients. Rather than date comparison logic represented as code, you see the natural language “Claim Header Dates of Service span across years.”

We created this code template to support identifying spans across either months or years. You select the desired option in the code template when used as part of rules, allowing for greater leverage across the solution.



Implement Dating

Effective Start Date: Jan 1, 1900 Effective End Date: Dec 31, 9999

if

All of them are satisfied(and)

Claim Header Dates of Service span across year s

< Add CommonConditionsListProviderVH >

month  
year

then

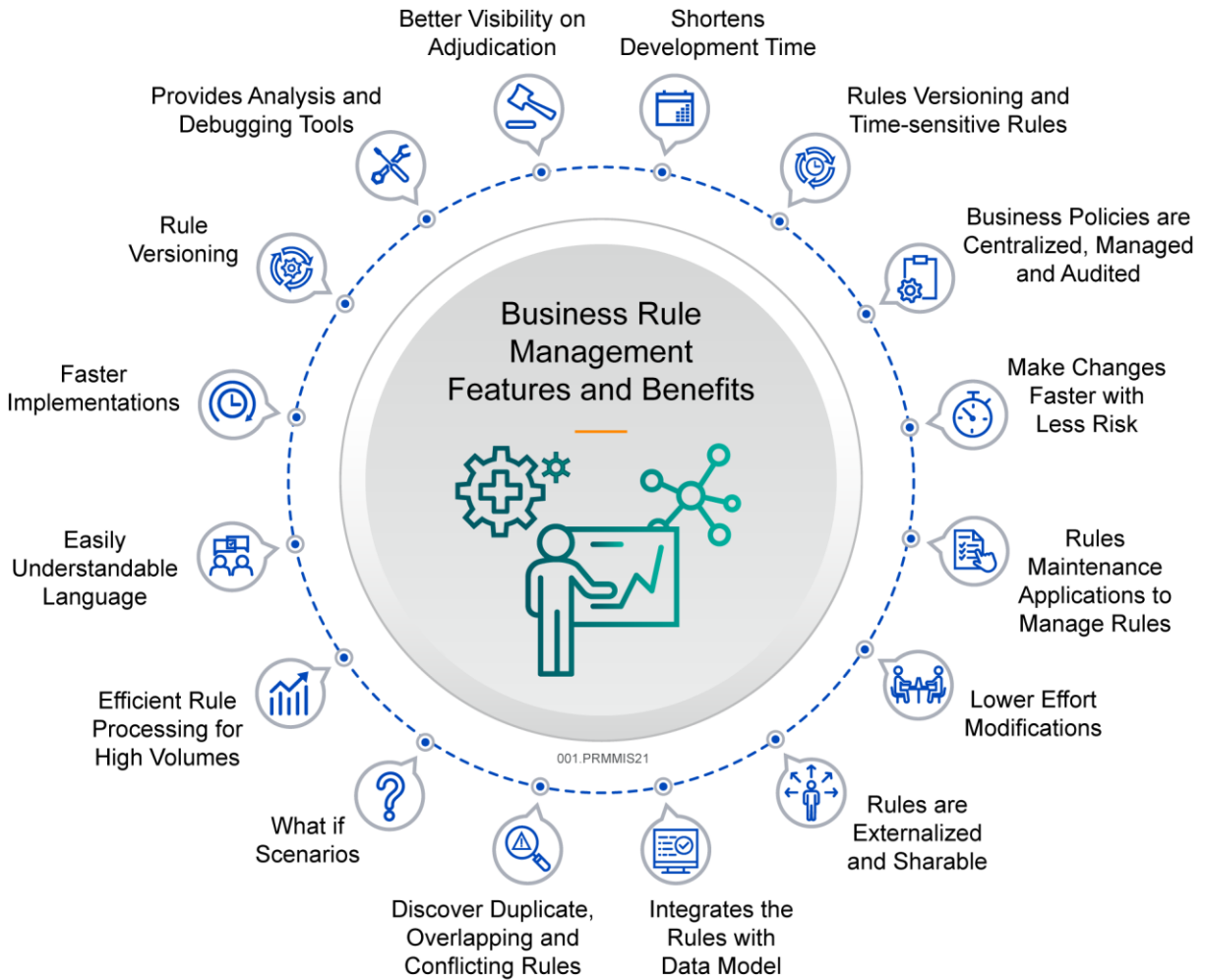
Post Edit Code: N156

< Add RulesActionsListVH >

**Figure G-10. Natural Language Business Rules**

*Code templates in our solution depict sophisticated logic as human readable business rules.*

In summary, CMdS provides a simple way for a BA or SME to access the business rules catalog and to add, modify, or remove/retire rules. Our BRE uses standard rule language to define business rules. The engine compiles rules for maximum execution speed and for forming the system's core decision logic. Figure G-11 shows a high level summary of this and additional features and benefits of FICO Blaze Advisor.



**Figure G-11. Business Rules Management Features and Benefits**  
*FICO Blaze Advisor meets all Medicaid Enterprise Certification Toolkit (MECT) requirements for decision management and aligns with advanced Medicaid Information Technology Architecture (MITA) capabilities.*

BF-015

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

Our solution provides version-control functionality that manages business rule changes. Powered by over 1,700 business rules and data configurable processes using online web pages, CMdS is not a hard-coded solution; rather, it is designed for configuration by non-technical BAs. As rule changes occur, every historic version of the rule is stored in an accessible location. We maintain our Business Rules requirements in a Rule Catalog. The

SMEs and BAs have access to it, and all changes are tracked through our standard requirement management tool (Azure DevOps). This helps to manage versions for the business rules requirements.

When it comes to actual rules created and deployed in the system, our FICO Blaze Advisor rules engine has a built-in source code management system (BVS). This provides management of rules, like source code management software, and keeps track of all the versions of rules created.

#### BF-016

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

Not only do we maintain a source code management system that keeps track of rule versions, we maintain a Business Rules Catalog (BRC) in Microsoft Excel format on our Microsoft SharePoint site. This allows authorized users to check out a rule set from the BRC, make updates, and check it in. We support Microsoft co-authoring technologies to allow concurrent update access to the BRC. More than one user can make changes, see the selections made by other users, and provide feedback and collaboration using comments.

Users can view an audit trail of changes using version control in the source management system (BVS). The version history identifies the date and user responsible for each revision to the rule. Additionally, the Business Rules Catalog contains granular check-out and check-in capabilities, as well as a record of various versions and respective audit trail information.

IBM Cognos Analytics provides reporting capability for CMdS, including evaluating, summarizing, and comparing data to perform impact analysis of rule changes. We also provide access to our standard report library.

#### BF-017

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

FICO Blaze Advisor supports multiple-date-based parameters. We take date parameters configured through the web pages and pass them to the rules engine to apply. Our solution maintains historical versions of the business and disposition rules in accordance with the PRMP specifications. For rules created and deployed in the system, the FICO Blaze Advisor rules engine has a built-in source code management system (BVS). This provides management of rules, like source code management software, and keeps track of all the versions of rules created.

All rules are edited using a Rules Editor (RMA), which comes with a default workflow process that enables role-based access control for both editing and release management of rules. This provides granular control, and in a typical scenario, once all rules are authored and tested, a designated reviewer can approve the deployment into production.



The solution is designed to allow PRDoH and Conduent resources the ability to create, configure, and maintain rules for business functions in a user-friendly, graphical UI that facilitates rules maintenance without coding changes. These configurations supplement rule execution in the BRE. The rules in the BRE read data configurations to control business logic. For example:

- **Dates.** e.g., Suspend a claim with a service date “MM-DD-YYYY”
- **Parameters.** e.g., Suspend a claim with a billed amount greater than “\$X,XXX,XXX.XX”
- **Lists.** e.g., Allow provider type to only bill these procedure codes: “NNNNN, NNNNN, or NNNNN”

By leveraging user configurable options, we support transparency, faster changes, and minimal maintenance of both rules and the rules catalog. We also support several purpose-built web pages based on our years of experience in public healthcare programs that centralize and simplify the creation, configuration, and maintenance of some of the most challenging Medicaid business rules.

#### BF-018

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

- a. Exception handling rules
- b. Rule dependencies

Conduent produces and maintains documentation regarding all business rules, including, but not limited to:

- Exception handling rules
- Rule dependencies

We create comprehensive documentation for all business rules that you can access and view using a web browser. Much of this documentation resides in our BRC. An example of BRC entries is shown in Figure G-12. We document the business rule logic in the “Conditions” column. The “Type” column indicates if it is a single rule or part of a rule set. We provide references to the use cases associated with the rule in the “Where Used” column.

BR Tag	Name	Title	Long Description	Classification	Conditions	Actions	Type	Where Used	BRC Rule ID	Functional Area	Chapter
BR9208	CLM1007.0004.01	Billing provider NPI is not valid	Performs check digit routine on NPI ID (Paper or Web)	BR	Claim Billing Provider ID Type Code = NPI AND Format(Claim.Billing.Provider.ID.Check.Digit) <=> [uhn check digit]	Post Exception 3616	Rule	UC-OPR-ADJ-004.1	3616	Claims Adjudication	Claims Adjudication
BR51	PRV0040.0001.01	PRV-Validate NPI	NPI Check Digit Validation	BR	NPI Check Digit is not equal to Number derived from the NPI check digit algorithm	Display PRVNPID Error Message	Rule	UIS-PRV-ENR-02.1 UIS-PRV-MNT-02.1		Provider	Provider
BR10577	PRV0855.0001.03	PRV-NPPES-NPI mismatch report pt1-c	Populate NPI# w/spaces for the mismatch report (MMIS section)		If no 'XX' (NPI) P-ALT-ID-TB row exists for the retrieved provider	P-MMIS-NPI-NUM = Spaces	Rule	UC-PRV-INT-28.1		Provider	Interfaces
BR10578	PRV0855.0002.01	No match on NPI for enrolling provider	Enrolling Provider NPI does not exist on the incoming NPI source file		NPI on database (P_ENROL_ALT-ID-TB.P-ALT-ID where P-ALT-ID-TY-CD in 'XX' and P_ENROL_ALT_ID_END_DT => sysdate) Most current P_APPL_STAT_TB row exists for P_SYS_ID with P_APPL_STAT_CD IN ('PN','PS','V') P-ALT-ID (NPI) not found in P_NPPES_NPI_SRC_TB.P_NPI_NUM	Populate the P-RPT-NPI-MISS-MATCH-TB for NPI mismatch report (PRV-INT-012) with P_ACTV_PROV_IND = "N"	Rule	UC-PRV-INT-28.1		Provider	Interfaces
BR10579	PRV0856.0001.01	Match on NPI for enrolled provider	Currently Active Provider with active NPI exists on the incoming NPI source file		NPI on database (P-ALT-ID-TB.P-ALT-ID where P-ALT-ID-TY-CD in 'XX' and P_ALT_ID_BEG_DT => sysdate) P_SYS_ID exists in P_ENROL_STAT_TB where P_ENROL_STAT-TY-CD = <Aa AND P_ENROL_STAT_TB.P_ENROL_STAT_END_DT => sysdate) AND P-ALT-ID (NPI) found in P_NPPES_NPI_SRC_TB.P_NPI_NUM	Apply data validation ruleset PRV0857.0000.01 with P_ACTV_PROV_IND = "Y" Apply additional matching ruleset PRV0858.0000.01 with P_ACTV_PROV_IND = "Y"	Rule	UC-PRV-INT-28.1		Provider	Interfaces

**Figure G-12. Easy to Access Documentation in our BRC**  
Some of the additional rule information includes “Long Description”, “Actions”, and “Functional Area”.

Exception handling rules are one of the most common types of rules, with exception codes set for editing validation errors, such as the example shown previously in Figure G-12 – “No match on NPI for enrolling provider”.

Rules are grouped into logical dependency order, so that they are invoked in the correct sequence of editing. These dependencies are viewable online so that you can visualize the order in which they are processed.

BF-019 – The vendor should complete tests for high availability and failover prior to the release to User Acceptance Testing (UAT).

We complete thorough internal testing, including tests for high availability and failover, prior to the releasing business rules to User Acceptance Testing (UAT). Conduent employs Eclipse SDK for regression testing to automate test case execution and to verify that our system operates correctly in the event of a failover. We continually monitor system performance using AppDynamics to ensure availability.

The UAT environment allows PRDoH to perform “what if testing” and compare before and after outcomes. The environment meets the MMIS Phase III’s security requirements to receive copies of production data that includes Protected Health Information (PHI).

The test environment provides users with access to our IBM Cognos Analytics reporting tool for evaluating, summarizing, and comparing data to perform impact analysis of rule changes. We also provide access to our standard report library.

We deploy rules from the source control repository, which allows us to deploy the versions of the rules applicable to the scenario being analyzed. Data configurable options can be synchronized from production to the UAT environment to create a production baseline. Typical UAT environment planning for “what if testing” includes identifying:

- Production data to be imported (e.g., selective time period or selective provider, member, claims, and reference)
- Electronic Data Interchange (EDI) data to be processed (e.g., beneficiary 834 enrollment data)
- Rule set version to deploy from source control
- Data configurations to be imported
- Product version with client-specific configuration
- Coordination with module interface partners integral to the scenario
- Coordination with other planned UAT environment activities

The specific options selected can be project specific. We recommend selecting standard approaches during implementation and adjusting them based on lessons learned and the release schedule for MMIS Phase III. A typical option would be scheduling regular data refreshes and aligning rule and configuration updates with the release schedules.

#### G.4 Supplement Two – Fund

Supplement One: Project Requirements: Through increased automation of financial functions, PRMP expects to increase its ability to access information required for reporting and decision-making. Future enhancements will put greater focus on other business processes relating to this business area.

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

BF-020

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

Our CMdS solution meets your requirements to track federal and commonwealth match associated with all program and administration funding amounts. Fund codes are the basic building blocks for tracking expenditures to funding sources. The fund code assignment criteria are data driven and presented in a user interface, along with access to the associated budget detail when necessary. All the fund code assignment rules utilize a rank to configure the priority and sequence of the rules. During the payment process, CMdS uses the fund code to look up the associated funding sources and determine the share allocation among federal, commonwealth, and any other entity with contributing matching funds.

CMdS applies data driven business rules when generating premium payments to assign fund codes based on the configured criteria. The solution assigns fund codes at the header or at the line level based on the pricing method. Figure G-13 shows the configuration of the share percentages for each fund code. For transactions imported into CMdS such as adjudicated claims or encounters, the solution has the flexibility to either assign the fund code, or accept it with the imported data. CMdS stores the fund code and share allocations on each transaction to support commonwealth and federal reporting requirements.

**Associated Fund Codes/COS**

**Fund Code Detail** Add Fund Code

Fund Code	COS	Start Date	End Date	Budget Amt	Adj Auth	Expenditure	Void Date
OMBOS		01/01/2020	06/30/2021	\$ 100,000.00	\$ 100,000.00	\$ 0.00	
OMBPP		07/01/2020	06/30/2021	\$ 100,000.00	\$ 100,000.00	\$ 43,000.00	

showing 1 - 2 of 2

**Edit Fund Code** Save | Reset | Delete | Cancel

Void  Yes  No  
 \*Fund Code: OMBPP-MedGeneral  
 \*Begin Date: 07/01/2020  
 \*End Date: 06/30/2021  
 \*Budget Amt: \$100,000.00  
 Adj Auth: \$100,000.00  
 Expenditure: \$43,000.00

COS:   
 \*AC Activity: 95600155-Title XIX  
 In-Kind Indicator:  Yes  No  
 Federal: \$50,000.00  
 State: \$25,000.00  
 County: \$25,000.00  
 Other: \$0.00

**Funding Source** Add Funding Source

Begin Date	End Date	Federal	State	County	Other	Void Date
07/01/2020	06/30/2021	50.00%	25.00%	25.00%	0.00%	

showing 1 - 1 of 1

History

Audit

**Figure G-13. Configuration of Federal and State Match**

The online web page allows users to enter and maintain fully configurable percentages based on funding source in CMdS.

BF-021

The solution should provide detail and summary level reporting.

Conduent meets your requirement for providing detail and summary level reporting using IBM Cognos Analytics (Cognos), a COTS product. It serves as the point of entry and dashboard for CMdS-wide monitoring, transactional-based details and our robust operational, on-demand, and ad hoc reporting. This includes traditional claims, encounters, premium payments, and financial transactions, as well as trend and summary level reporting. Cognos can support a deeper understanding of Medicaid and related programs needed to enable critical decisions for program leadership.

Combined with business, policy, and analysis experts, the solution creates a powerful knowledge management tool, allowing users to derive actionable intelligence from trends, information, and insights.

When designing reports, ad hoc queries or performing specific analytics tasks, the user defines parameters using intuitive, visual input functions. Both novice and power users find Cognos reporting as intuitive as web browsing. Cognos also generates standard operational reports on a scheduled basis. Report dashboards can include lists and tables with pie, bar, line, and other types of charts.

For the power users of the system, advanced capabilities include:

- Custom SQL queries to produce complex reports
- Consolidation of data from multiple ad hoc reports into a single report
- Hyperlinks to drill down to more detailed information
- Cascading prompts, which present a succession of user input requests to refine the parameters of saved reports
- Conditional formatting options

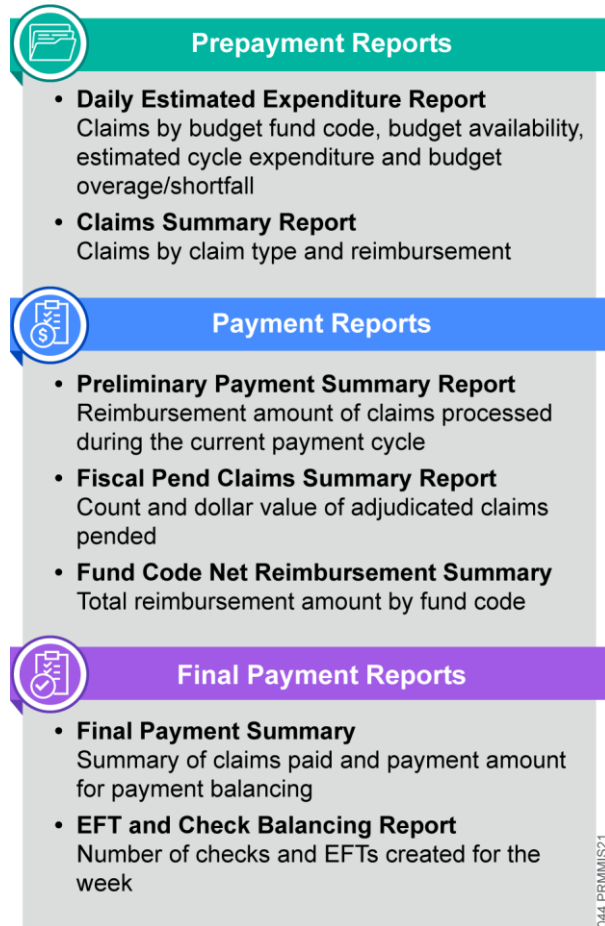
The functionality available in Cognos provides extensive reporting and analytics capabilities, real-time database access, data dictionary, and schema information.

BF-022

The solution should provide reports following payment cycles identifying all Commonwealth and federal revenue sources and expenditure amounts.

CMdS provides a suite of reports following payment cycles that provides a powerful payment balancing tool, including the identification and reporting of all commonwealth and federal revenue sources and expenditure amounts. CMdS is configurable to provide multiple payment cycles based on various schedules and requirements mandated by the Commonwealth. The configurable payment parameter web-based user interface provides control over the payment schedule, with flexibility to adjust the payment frequency as needed. Our solution can handle expedited payment cycles that prioritize critical payments. The solution can also track and report payments made outside of the CMdS system. We use the fiscal pend function and system parameters to suspend payments and respond to budget limitations when required.

CMdS provides detailed reports that allow our team to balance each payment cycle. We review reports and balance payment steps to precursor steps to reconcile financial data with internal and external sources. The process is transparent and auditable. The payment process creates a variety of reports used for balancing at every step, from claims load to the production of the RA. Some key reports from the financial cycle are identified in Figure G-14.



**Figure G-14. Payment Reports**

*By providing a standard library of reports that meet the financial reporting requirements of CMS and typical Medicaid program needs, we maximize leverage opportunities and minimize the need for custom report development.*

During the implementation, we will review this collection of reports with you to determine if the existing reports meet your need for reporting of payment balancing and reconciliation.

BF-023

The solution should provide alert functionality as defined by the Puerto Rico Medicaid Program (PRMP), including, but not limited to:

- a. System error alerts
- b. Payment error alerts
- c. Data transmission alerts, including, but not limited to: success and failure

Conduent meets your requirement for alert functionality using CMdS. The solution uses our highly configurable and flexible workflow tool to send notifications and alerts. When a user initially logs into the system, the home page displays the alerts and notifications of any activities assigned to that user based on the configured workflows. During implementation, we work with you to configure the workflows and alerts to support the business needs related to variances falling outside established norms.

## G.5 Supplement Two – Generate Financial Report

Supplement One: Project Requirements: Through increased use of standards and automation, improved data quality, and quality assurance, PRMP plans to reduce the end-to-end process time and increase readily available data for decision support. PRMP anticipates timeliness and quality of federal reporting should improve. Future enhancements will put greater focus on other business processes relating to this business area.

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

BF-024

The solution should have the ability to create and submit accurate, timely Centers for Medicare & Medicaid Services (CMS)-21 reports, in the event federal requirements are modified and the Commonwealth is required to submit this report.

CMdS, Conduent's solution offering for PRDoH, includes an extensive repository of program data to meet federal reporting requirements. We use state-of the art database technology to store data to support the Quarterly CMS-21 report, detailing PRDoH's actual expenditures for expanded services through the Children's Health Insurance Program (CHIP). The CMdS data model stores program funding information from claims adjudication and payment. Financial information by code is available as a total computable amount, as well as the individual match amounts by commonwealth, federal, or other percentages, as assigned during payment processing. Figure G-15 shows an example of the CMS-21 report.

Department of Health and Human Services				
MMIS EMAR Report ID: CMS21 <a href="#">EMAR Home</a>		Quarterly Medical Assistance Expenditures by Children's Health Insurance Program Expenditure Categories		
		Paid Period		
		Quarter Ending: 06/30/2021		
Useful Report Links		<a href="#">CMS 64.9</a>		
<a href="#">Medical Assistance Expenditures by TOS for the Medical Assistance Pgm Expenditures in this Quarter</a>		<a href="#">Third Party Liability Collections and Cost Avoidance</a>		
CMS21 SCHIP				
		Total Computable Amount	Regular/Increased FMAP	Enhanced
1A	Premiums Up To 150% Of Poverty Level - Gross Premiums Paid	\$0.00	\$0.00	\$0.00
1B	Premiums Up To 150% Of Poverty Level - Cost Sharing Offsets	\$0.00	\$0.00	\$0.00
1C	Premiums Over 150% Of Poverty Level - Gross Premiums Paid	\$6,638,631.64	\$0.00	\$6,638,631.64
1D	Premiums Over 150% Of Poverty Level - Cost Sharing Offsets	\$0.00	\$0.00	\$0.00
2	Inpatient Hospital Services - Regular Payments	\$9,461.44	\$0.00	\$9,461.44
2A	Inpatient Hospital Services - DSH Adjustment Payments	\$0.00	\$0.00	\$0.00
3	Inpatient Mental Health Facility Services - Regular Payments	\$75,229.92	\$0.00	\$75,229.92
3A	Inpatient Mental Health Facility Services - DSH Adjustment Payments	\$0.00	\$0.00	\$0.00
4	Nursing Care Services	\$45.41	\$0.00	\$45.41
5	Physician and Surgical Services	\$6,386.69	\$0.00	\$6,386.69
6	Outpatient Hospital Services	\$4,270.48	\$0.00	\$4,270.48
7	Outpatient Mental Health Facility Services	\$1,562.51	\$0.00	\$1,562.51
8	Prescribed Drugs	\$184,125.67	\$0.00	\$184,125.67
8A1	Drug Rebate: National Agreement	\$0.00	\$0.00	\$0.00
8A2	Drug Rebate: State Sidebar Agreement	\$0.00	\$0.00	\$0.00
9	Dental Services	\$1,135,686.63	\$0.00	\$1,135,686.63
10	Vision Services	\$205.15	\$0.00	\$205.15
11	Other Practitioners' Services	\$960.75	\$0.00	\$960.75
12	Clinic Services	\$857,854.41	\$0.00	\$857,854.41

**Figure G-15. CMS21 Quarterly Medical Assistance Expenditures by Children's Health Insurance Program Expenditure Categories**  
*This report tracks Medicaid program expenditures for the quarter.*

**BF-025**

The solution should have the ability to produce various financial reports to facilitate cost reporting and financial monitoring.

We use our CMdS data model and our solution's ad hoc reporting capabilities to deliver additional reports required by the project, often based on our reporting library's existing reports that are a close match to the requirements. The data in our data model is comprised of claims and financial data needed to support federal reporting, including stamping and data quality. We are confident our experienced federal reporting specialists can configure this required report using our solution's capabilities.

~~BF-026—The solution should have the ability to produce various financial reports to facilitate cost reporting and financial monitoring. (deleted per Amendment 1)~~

## BF-027

The solution should create periodic reports required under Hacienda rule 49.

CMdS provides PRDoH with a wide variety of operational reports to support standard accounting functions. Some examples include:

- **Fiscal Year Budget Report – Funding Source History.** This report displays the historical data for the funding source within each fund code. The report groups the budget data by agency, activity, organization, class line, and fund code.
- **Fund Code Funding Analysis Report.** This report provides a listing of all fund codes and their current funding allocations.
- **Fund Code Audit Report.** This report provides a listing of any user who alters a fund code.
- **Fund Code Summary Net Report.** This report provides a listing of all collocation (fund) codes and their net available dollar amounts after expenditures have been applied.

Reporting is available at both the summary level and the detail level. Additional commonwealth fiscal year budget reports are available to display the commonwealth fiscal year initial data, as well as the adjusted budget and historical data for funding source within each fund code, enabling us to put the information you need at your fingertips for ready comparison. We will review our existing operational reporting inventory with you during requirements verification to satisfy your reporting requirements.

## BF-028

The solution should create federal reports, including, but not limited to:

- a. Centers for Medicare & Medicaid Services (CMS)-64
- b. CMS-37
- c. Incurred but not reported (IBNR) (uses CMS-64 and additional data)
- d. Federal Financial Report (FFR)-425 used for grant reporting
- e. Any additional reports as defined by Puerto Rico Medicaid Program (PRMP)

CMdS captures and maintains data to support the generation of both the quarterly CMS-64 report, which details PRDoH's budgeted and actual expenditures for health care programs, and the quarterly CMS-37 report, which estimates budget data for the upcoming quarter. Our solution captures and stores detailed claim expenditure information that ties to the budget data stored in our solution by fund code, fund source, and fiscal budget amount. With this data, PRDoH can reconcile the CMS-64 quarterly report to the CMS-37 report filed previously for the same quarter.

CMdS also captures the information required to generate both the IBNR and FFR-425 reports, as we support online configuration of budget and accounting code information for all of the Commonwealth's programs. The budget structure supports FFS and MCP payments, as well as the management of other healthcare delivery expenditures and revenues. Figure G-16 shows a CMS-64 report from our federal reporting module.



**Medical Assistance Expenditures by Type of Service for  
the Medical Assistance Program Expenditures in this  
Quarter**

Paid Period  
Quarter Ending: 12/31/2019

Enterprise MAR  
Report ID: CMS64.9 Base

Useful Report Links  
[CMS 64.9A](#)  
[Third Party Liability Collections and Cost Avoidance](#)  
[CMS 64.9 Waiver](#)  
[Medical Assistance Expenditures by TOS for the Medical Assistance Program Expenditures in this Quarter](#)  
[CMS 64.21U](#)  
[Quarterly Medical Assistance Expenditures by State Children's Health Insurance Program Expenditure Categories](#)

State: Paid Period: 12/31/2019

	Medical Assistance Payments	Total Computable Amount (A)	Federal Share					Federal Share	Total Federal Share (G)
			*FMAP (B)	*IMS Facility Services 100% (C)	*Fam. Plan. Service 90% (D)	*Optional Breast or Cerv. Cancer Services (E)	Other & Prompt Pay (Other) Prompt Pay (PP) (F)		
1A	Inpatient Hospital Services - Regular Payments	\$10,987,833.06	\$10,538,331.47	\$409,845.00	\$39,656.59	\$0.00	0.0000%	\$0.00	\$5,704,143.33
1B	Inpatient Hospital Services - DSH Adjustment Payments	\$636,540.00	\$636,540.00	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$318,588.29
1C	Inpatient Hospital Services - Supplemental Payments	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$0.00
1D	Inpatient Hospital Services - GME Payments	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$0.00
2A	Mental Health Facility Services - Regular Payments	\$5,349,756.18	\$5,349,756.18	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$2,677,556.82
2B	Mental Health Facility Services - DSH Adjustment Payments	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$0.00
3A	Nursing Facility Services - Regular Payments	\$111,848,123.47	\$111,848,123.47	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$55,960,095.26
3B	Nursing Facility Services - Supplemental Payments	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$0.00
4A	Intermediate Care Facility Services - Mentally Retarded: Public Providers	\$13,251,710.18	\$13,251,710.18	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$6,632,483.52
4B	Intermediate Care Facility Services - Mentally Retarded: Private Providers	\$28,456,357.99	\$28,456,357.99	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$14,242,418.88
4C	Intermediate Care Facility Services - Mentally Retarded: Supplemental Payments	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$0.00
5A	Physician and Surgical Services - Regular Payments	\$9,590,530.17	\$9,414,882.41	\$693.04	\$168,090.28	\$6,864.44	0.0000%	\$0.00	\$4,869,303.11
5B	Physician and Surgical Services - Supplemental Payments	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$0.00
5C	Physician and Surgical Services - Evaluation and Management	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$0.00
5D	Physician and Surgical Services - Vaccine Codes	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$0.00
6A	Outpatient Hospital Services - Regular Payments	\$7,979,286.01	\$5,966,747.07	\$1,934,834.46	\$54,040.06	\$23,664.42	0.0000%	\$0.00	\$4,985,471.30
6B	Outpatient Hospital Services - Supplemental Payments	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$0.00
7	Prescribed Drugs	\$11,432,272.67	\$9,845,343.64	\$1,491,833.00	\$88,951.45	\$6,144.58	0.0000%	\$0.00	\$6,504,176.05
7A.1	Drug Rebate Offset-National Agreement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.0000%	\$0.00	\$0.00

**Figure G-16. CMS64.9 Base Medical Assistance Expenditures by Type of Service Report**  
*This report tracks Medicaid program expenditures for the quarter.*

BF-029

The solution should have the infrastructure to import or export data to the Puerto Rico Medicaid Program's (PRMPs) data repository, including, but not limited to:

- a. Data warehouse
- b. Data hub
- c. Data mart

Conduent meets this requirement using the capabilities of our ESB solution, Red Hat Fuse, and our CMdS database. As an experienced fiscal agent, we have experience sending financial data to the data repository designated by a Medicaid Program. This could be a consolidated data warehouse, it could be our data warehouse, it could be a data hub, or it could be a repository where data is reformatted as part of a data mart. The module can also import data from any of these sources for use in premium payment processing, encounter verification, financial adjustments, or commonwealth or federal reporting.

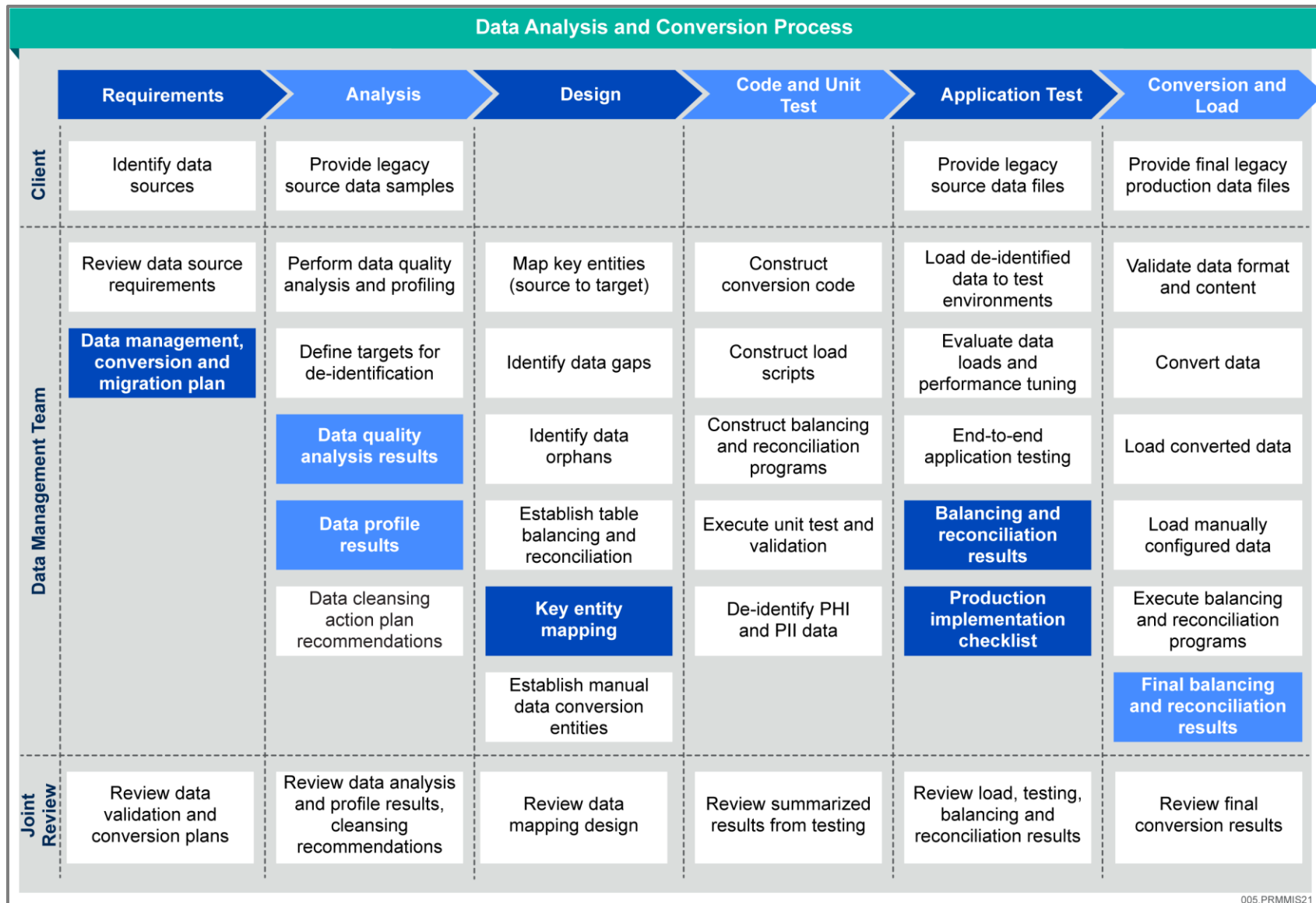
## BF-030

The vendor should perform any necessary corrective action under the supervision of Puerto Rico Medicaid Program (PRMP), before final data conversion takes place in the New Data Integration and Extract, Translate, Load (ETL) component.

We perform any necessary corrective action under the supervision of the PRMP, before final data conversion takes place in the new data integration and Extract, Transform, Load (ETL) component. Our two testing phases, Code/Unit Testing, and Application Testing, address any corrective actions needed to perform successful data conversion. We track any issues in DevOps. Results of both testing phases are reviewed with the Commonwealth for approval before we initiate the data Conversion and Load phase. Corrective action may involve corrections to our ETL process, or it may involve working with the party supplying the data. The final phase also includes steps for data format and content validation, balancing and reconciliation, and a final joint review of the conversion results. PRDoH can trust that our process will transfer data from your legacy systems to CMdS accurately and securely to support the success of your project.

We know the challenges that are inherent in new system implementation projects when it comes to data conversion. Discrepancies between legacy and replacement systems' data models, evolving Medicaid policy and related data needs, changes in technology and data standards, and varying levels of data validation—all result in challenges when extracting, transforming, and loading data into a new product.

The CMdS data model is fully 5010 compliant and can accommodate any industry standard Medicaid information. That, along with our decades-long expertise with Medicaid data, gives us a significant advantage when planning, executing, and testing for data conversion. Figure G-17 shows our data analysis and conversion process.



005.PRMMIS21

**Figure G-17. Data Analysis and Data Conversion Process**

*Decades of system implementation projects have helped us refine our detailed, quality-oriented conversion process and work products.*

## BF-031

The solution's messaging capabilities should have the ability to support a wide variety of Application to Application (A2A) patterns including, but not limited to:

- a. Data look-up and retrieval
- b. Data look-up with services provided by other applications
- c. Simple bulk data transfer to and/or from other solutions

Supporting Application-to-Application (A2A) integration, the CMdS platform is able to handle both synchronous and asynchronous messaging using web services, and is capable of supporting a variety of A2A patterns with our ESB. This includes data look-up and retrieval, data look-up with services provided by other applications, and bulk data transfer to and/or from other solutions. CMdS facilitates the secure exchange of data with other applications through synchronous, real-time web services and/or asynchronous services. It accomplishes this by using queues through an integration service. We use our ESB to support enterprise-wide interoperability, and to provide a comprehensive SOA platform that aligns with industry standards.

## G.6 Supplement Two – High Cost High Needs (HCHN) Premium

Supplement One: Project Requirements: As part of enhancing the premium payment functions, the MMIS Phase III solution should be able to support the following:

- Incorporate storage and maintenance of the HCHN Registry and Pre-Registry
- Support HCHN assignment and assignment verification utilizing verification factors such as account diagnosis code, encounter claims, pharmacy claims, and inpatient admissions
- Integrate with the premium payment process of assigning beneficiaries to rate cells

PRMP expects to expand the number of conditions covered by the HCHN program as it better identifies those beneficiaries in need of more intensive services. Diagnoses associated with some services currently categorized as “Special Coverage” are expected to be incorporated into the HCHN rate cell category.

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

## BF-032

The solution should ensure carriers are not paid High Cost High Needs (HCHN) rates for ineligible beneficiaries, including, but not limited to:

- a. Dual eligibles
- b. Virtual region beneficiaries

CMdS maintains complete member eligibility and enrollment information, including Medicare Eligibility. The solution captures and stores Medicare Parts A, B, and D coverage for the member, as well as any other defined eligibility category, such as virtual region beneficiaries (foster children and victims of domestic violence). CMdS has the capability of excluding specified members by the eligibility and enrollment details from the HCHN benefit plan, and therefore, from the HCHN rate for their chosen carrier. All beneficiary eligibility and enrollment data in CMdS is stored with begin and end dated spans to ensure carriers are not paid outside of the active enrollment time periods.

## BF-033

The solution should maintain a High Cost High Needs (HCHN) registry of beneficiaries found eligible for inclusion using criteria defined by the Puerto Rico Medicaid Program (PRMP).

Our solution for PRDoH includes the capability to create an HCHN registry of beneficiaries found eligible for inclusion using criteria defined by the PRMP. Beneficiaries can be added to the HCHN eligibility and benefit plan enrollment based on information received in Report 8 submitted by MCOs, through notification PRDoH of a qualifying event, or with an identified ICD-10 code on specified claim or encounter. Once a qualified encounter is received, the system grants a twelve-month validity period from the service date of the encounter containing the HCHN diagnosis. The eligibility period is extended only when a new qualified encounter is received by ASES with a more recent service date.

All inclusions of a beneficiary in the HCHN Registry are performed prospectively to the Report Date. Inclusion of a beneficiary in the HCHN Registry in a specific period will be used to identify the appropriate HCHN rate cell for the beneficiary to calculate the premium payment amount for the same period.

## BF-034

The solution should maintain a High Cost High Needs (HCHN) pre-registry of beneficiaries identified by carriers as potentially qualifying for inclusion using criteria defined by the Puerto Rico Medicaid Program (PRMP).

CMdS includes the capability to maintain a pre-registry of beneficiaries identified by carriers as potentially qualifying for inclusion, using criteria defined by the PRMP. Beneficiaries can be added to the HCHN pre-registry based on information received in Report 8 submitted by MCOs, through notification by PRDoH of a qualifying event, or with an identified ICD-10 code on a specified claim or encounter. The member remains in a Pre-Registry status for a period of six (6) months. This inclusion is conditional, and it will be revoked after six (6) months if ASES has not received a qualified encounter reported in the claim file during that period.

#### BF-035

The solution should support movement of beneficiaries into and out of the High Cost High Needs (HCHN) pre-registry and registry using criteria defined by the Puerto Rico Medicaid Program (PRMP).

Our solution for PRDoH includes the capability of moving beneficiaries into and out of the HCHN pre-registry and registry, using criteria defined by the PRMP. For both the pre-registry and registry, CMdS can move beneficiaries into and out of HCHN categories based on Report 8 submitted by MCOs, through notification by PRDoH of a qualifying event or category disqualification, or from specified claims or encounters. This includes qualified pharmacy claims and encounters with medications approved and used for medical conditions defined in the HCHN program, as well as claims and encounters with identified ICD-10 codes for medical conditions defined in the HCHN program.

#### BF-036

The solution should retroactively adjust premium payments to carriers when retrospective review indicates beneficiaries were not eligible to be considered High Cost High Needs (HCHN).

The Conduent solution for PRDoH includes the capability to retroactively adjust premium payments to carriers based on retrospective review indicating beneficiaries were not eligible to be considered HCHN. In the case that a beneficiary was not eligible to be considered as a HCHN beneficiary, CMdS can utilize business rules to automatically generate mass adjustments of the premium payments based on indicated retroactive changes to the eligibility information.

#### BF-037

The solution should provide detailed and summary reports and the ability to query on High Cost High Needs (HCHN) beneficiaries and premium payments as required by the Puerto Rico Medicaid Program (PRMP).

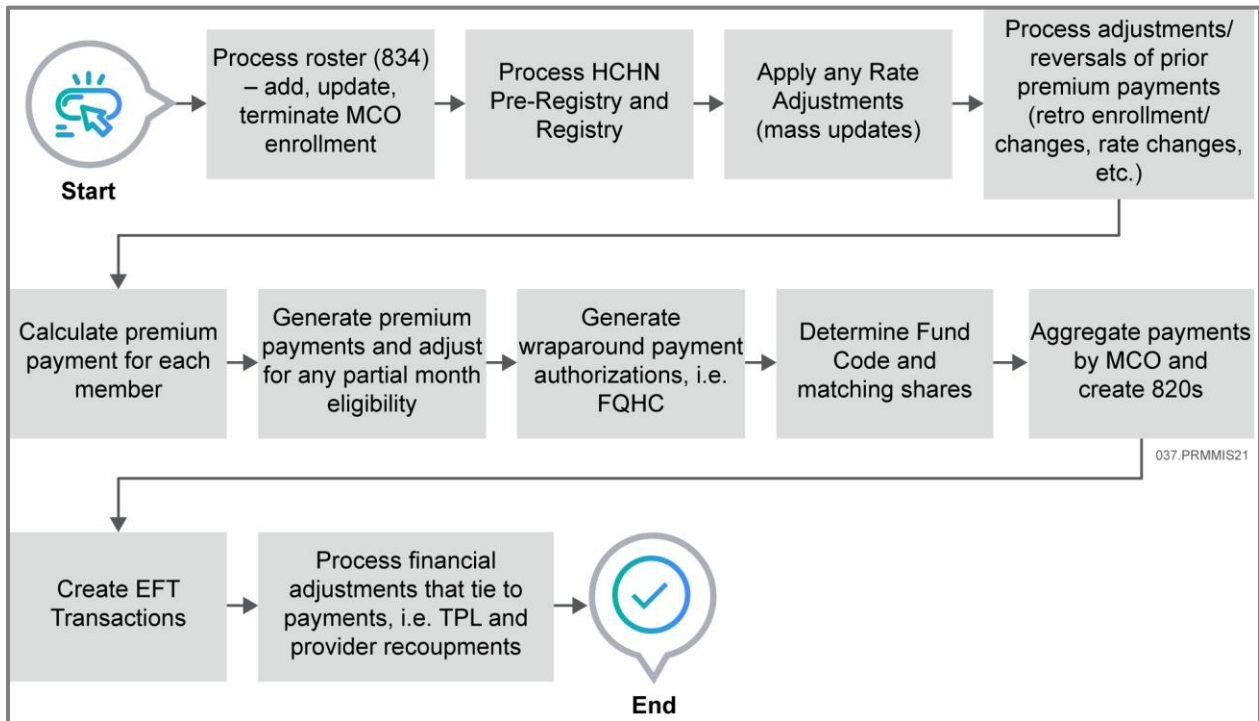
CMdS provides the ability to generate, store, and maintain reports on member month-based data and corresponding statistics. Our solution produces several standard reports of premium payments, including financial and budget reports summarized by the specific fund codes. CMdS also delivers detailed reports on budget and fund code expenditures by various types of claim attributes, such as category of service, eligibility, benefit plan and the specific cohort rate cells that are applicable on the HCHN premium payments. Every HCHN premium payment transaction will contain the benefit plan and cohort rate mapset ID specifically configured for HCHN premium payment calculations.

Our ad hoc reporting capabilities include the ability to drill down to specific eligibility groups by benefit plan and other member-specific criteria. We will work with you during requirements validation to finalize your specific reporting needs for HCHN beneficiaries and premium payments as required by the PRMP.

BF-038

The vendor should provide a workflow process and conceptual data diagram supporting the premium capitation business process, including High Cost High Needs (HCHN) payments.

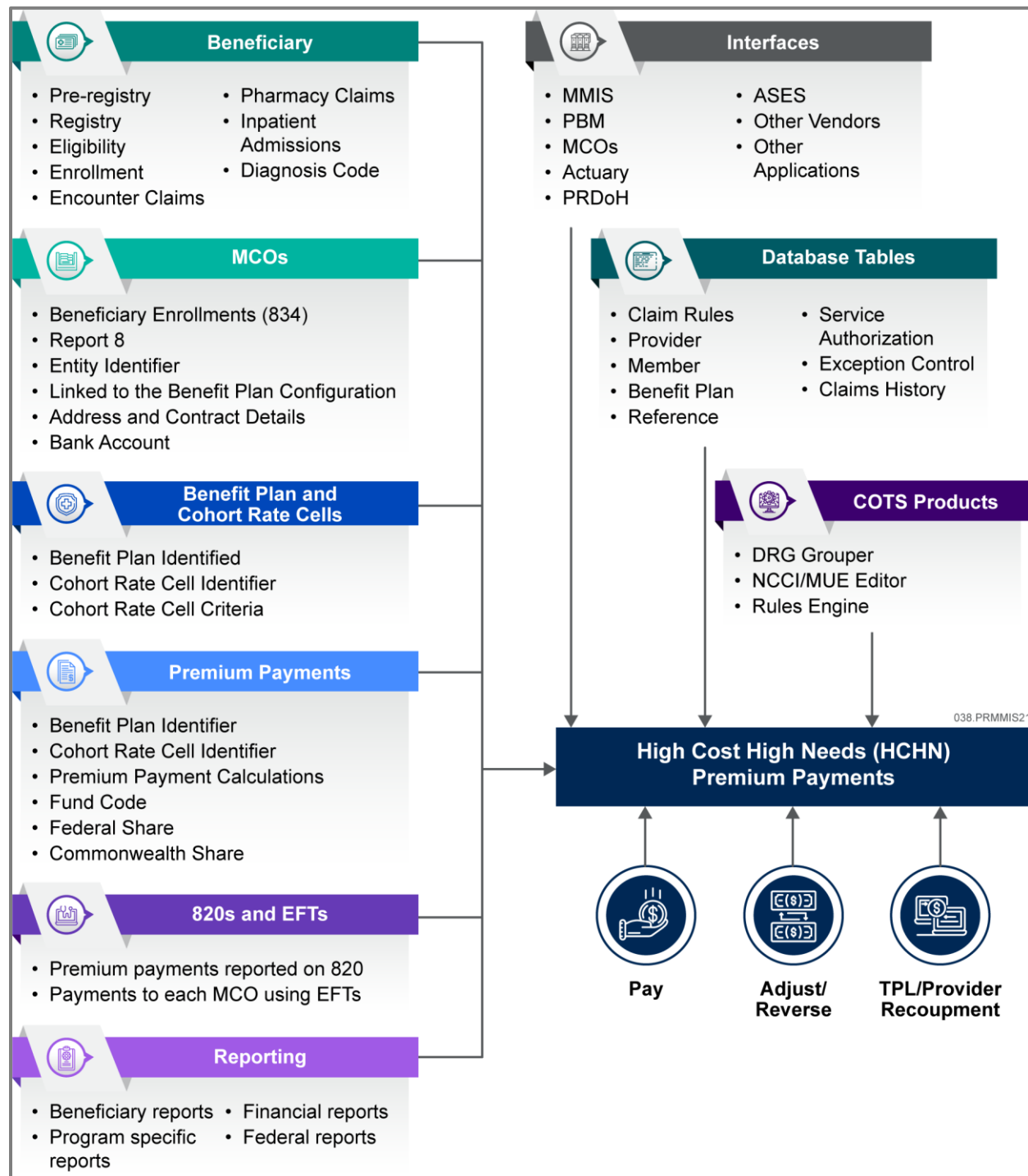
Figure G-18 displays the premium capitation business workflow process, from loading and identifying eligible beneficiaries through the generation of the premium payment, as well as any adjustments necessary.



**Figure G-18. Premium Capitation Workflow**

*The premium capitation workflow process includes determining eligible beneficiaries, validating rates, calculating the premium payment, determining fund codes and matching rates, aggregating the payment by MCO, generating the EFT, and processing any payment related adjustments.*

Figure G-19 displays the conceptual data diagram for the premium capitation process.



**Figure G-19. Premium Capitation Workflow**

*The premium capitation conceptual data diagram shows all of the data sources feed into the High Cost High Needs (HCHN) Premium Payments.*



BF-039

The solution should capture and maintain data sets to support mandatory federal reporting, including, but not limited to:

- a. Transformed Medicaid Statistical Information System (T-MSIS)
- b. Centers for Medicare & Medicaid Services (CMS)-64
- c. CMS-37

Our solution maintains required and supplemental information to meet the federal reporting requirements as defined by CMS (e.g., MECT checklists, T-MSIS, CMS-64). Conduent has created a process for stamping claims and financial data for federal reporting requirements that earned Conduent a CMS Best Practices recommendation as an outcome of the District of Columbia's MMIS certification in 2012.

The CMdS data model stores the program funding information from claims generation and payment. The financial information by code is available as a total computable amount, as well as the individual match amounts by federal, commonwealth or other percentages, as assigned during payment processing. Our federal stamping logic provides an audit trail of every federally reportable expenditure, indicating at the detail level:

- Where the expenditure should be reported, including the report form, line, and column
- When the expenditure should be reported, including the Federal Fiscal Quarter (FFQ) and reporting date
- What the federal, commonwealth and other amounts are for that payment, based on the appropriate Federal Medical Assistance Percentage (FMAP) in place for each payment

The federal match amount for every federally reportable expenditure is stored with that expenditure in the CMdS database, so that the dollars expected from the federal government are identified and do not need re-calculation.

We designed our solution to support each client's unique requirements, and to easily support continual changes in regulations and guidelines. As a best practice, we recommend you use the federal category of the service code set where possible. The category of service assignment is configurable in CMdS, and this assignment provides a clear mapping to the federal report fields for outputs such as T-MSIS, CMS-64, and CMS-37.

## T-MSIS

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Our data model in use today successfully captures the data required to complete T-MSIS reporting in multiple states.

Our solution fully supports all federal requirements, including the data required for T-MSIS and federal reporting. Our core edits are comprised of configurable business rules to help ensure the accuracy of the claims prior to payment and to support the MECT editing requirements. Our data model is comprised of CMdS claims and financial data required to support federal reporting, including federal stamping and T-MSIS data quality.

## CMS-64

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CMdS captures and maintains data to support the generation of the quarterly CMS-64 report, which details PRDoH's budgeted and actual expenditures for health care programs. Our solution captures and stores detailed claim expenditure information that ties to the budget data stored in our solution by fund code, fund source, and fiscal budget amount.

## CMS-37

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CMdS captures and maintains data to support the generation of the quarterly CMS-37 report, which estimates budget data for the upcoming quarter. We support online configuration of budget and accounting code information for each of PRPM's programs. The budget structure supports FFS and MCO payments, as well as the management of other healthcare delivery expenditures and revenues.

With the data captured in CMdS, the PRPM can reconcile the CMS-64 quarterly report to the CMS-37 report filed previously for the same quarter

### BF-040

The solution should maintain diagnostic, clinical, utilization, and other indicators of High Cost High Needs (HCHN) status obtained from encounters and claims.

Our solution for PRDoH includes the capability to maintain diagnostic, clinical, utilization, and other indicators of HCHN status obtained from encounters and claims. CMdS captures, processes, stores, and maintains full HIPAA data content for claims and encounters. Conduent maintains the data required for identification and verification of candidates for the HCHN pre-registry and registry based on qualified pharmacy claims and encounters for those medications approved and used for medical conditions defined in the HCHN program, as well as medical claims and encounters with ICD-10 codes for medical conditions defined in the HCHN program.

### BF-041

The solution should accept information from monthly Report 8 and/or any subsequent proprietary or standard file layout of a file sent by a carrier containing comparable information identifying potential High Cost High Needs (HCHN) beneficiaries.

Our solution accepts information from Report 8 or any subsequent proprietary or standard file layout sent by a carrier containing comparable information identifying potential HCHN beneficiaries. As provided by PRDoH, we accept the following parameters and any supplemental fields as needed, as described in Plan Vital Reporting Guide:

- Transaction Type
- Notification Date
- MPI
- HCHN Category
- HCHN Sub-category
- Identification Source
- Service Date
- NPI
- ICD-10
- Claim ID
- Service Line
- Notes

Our solution ingests information from Report 8 to identify enrollees in HCHN categories and the Rate Cell to be used in the monthly per member per month (PMPM) payments to the MCOs. Report 8 provides information on all HCHN enrollees that are identified by an MCO following the procedures established in Attachment 28 of the Contract. ASES will perform a validation of the conditions identified per Enrollee utilizing the monthly claims data submitted by the Contractor to ASES.

Conduent's ESB solution, RedHat Fuse, ingests the Report 8 files and applies the updates into our beneficiary eligibility and enrollment data.

#### BF-042

The solution should identify beneficiaries who have terminated enrollment, disenrolled, or are deceased, and exclude those individuals from the monthly carrier payment, including assignment of High Cost High Needs (HCHN) rate cells.

The Conduent solution for PRDoH includes the capability to identify beneficiaries who have terminated enrollment, disenrolled, or are deceased, and exclude those individuals from the monthly carrier payment, including assignment of HCHN rate cells. As beneficiary eligibility updates are received and applied, excluded beneficiaries are automatically removed from the appropriate HCHN category and are no longer included in the premium payments.

#### BF-043

The solution should support verification of the appropriateness of use of an High Cost High Needs (HCHN) rate cell for a beneficiary using encounter and claims data.

CMdS verifies the appropriateness of use of a HCHN rate cell for a beneficiary using encounter and claims data. The solution includes the capability to maintain diagnostic, clinical, utilization, and other indicators of HCHN status, using defined data maps in benefit plans that govern HCHN premium payments. CMdS supports the verification process for HCHN based on claims and encounters data stored in our database to identify ICD-10 codes for medical conditions defined in the HCHN program. Additionally, our solution includes both standard and ad hoc reporting capabilities to support the verification, with the capability to consolidate data from multiple ad hoc reports into a single report and to drill down to more detailed information.

## G.7 Supplement Two – Payment Error Rate Measurement (PERM)

Supplement One: Project Requirements: The new functionality related to meeting PERM requirements should be incorporated into the MMIS Phase III solution. Puerto Rico is currently in the planning stages for its participation in a PERM pilot in which CMS will sample and review claims paid between July 1, 2022, and June 30, 2022. Puerto Rico is working with CMS to determine whether it will opt to use routine PERM or PERM Plus for its review. A full PERM review is currently planned for a sample of claims paid between July 1, 2025, and June 30, 2026. PRMP will work with the vendor to prioritize development of this functionality to meet federal timelines.

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

BF-044

The vendor should compare the Payment Error Rate Measurement (PERM) universe data file with the Centers for Medicare & Medicaid Services (CMS)-64 reports to ensure consistency of data sources and the inclusion of all applicable data.

We are aware of your current schedule toward implementation of PERM requirements, including your current planning for a pilot next year, and planning to determine whether you will use routine PERM or PERM Plus for reviews. We will work with you as you plan out these activities for implementation in Phase III of the project.

Conduent has a proven capability in accurate processing. In other states using our functionality to make payments to MCOs, we passed scrutiny under a MECT-based certification exercise. With our highly experienced staff, decades of expertise in CMS reporting, and proven technology, PRDoH gains a partner capable of growing with you through your MITA maturity experience.

With CMdS, Conduent offers PRDoH the capability to compare the PERM universe data file with the CMS-64 reports to ensure consistency of data sources and inclusion of all applicable data.

Our solution captures and maintains data to support the analysis of the PERM universe data and generation of the CMS-64 report, including detailed claim expenditure information that ties to the budget data stored in our solution by fund code, fund source, and fiscal budget amount. This comparison involves examining reported errors from the PERM data file to the CMS-64 report to make sure that any erroneous claim payments have been adjusted.

#### BF-045

The solution should have the ability to generate reports and files containing all capitation rates, rate cell assignments, and all non-capitation payments made for beneficiaries for a specified time period without requiring manual processes, including, but not limited to:

- a. Payments for prescription drugs
- b. Bundled payments

CMdS generates reports and extracts based on any of the elements available in the data model, applying criteria defined by PRDoH. We also support visualized reporting in dashboard views, allowing users to quickly recognize and react to outlier events and trends. CMdS supports dashboard-style visualized reports, tabular reports, ad hoc reports, and performance (SLA) reporting. Our solution can ingest data from the PBM and the MMIS and generate reports and files containing all capitation rates, rate cell assignments, and non-capitation payments made for beneficiaries for a specified time period without requiring manual processes, including, but not limited to payments for prescription drugs and bundled payments.

#### BF-046

The solution should have the ability to retrieve all premium rate cell assignments, for a beneficiary for a specified time period without requiring manual processes.

CMdS includes the capability to retrieve all premium rate cell assignments for a beneficiary for a specified time period without requiring manual processes. Our solution includes several standard reports of capitation payments, including financial and budget reports summarized by the capitation specific fund codes. Ad hoc reporting capabilities include the ability to drill down to specific eligibility groups by benefit plan and other member-specific criteria. Each capitation claim includes the cohort rate mapset linked to the specific rate cell used to price the claim. Additionally, the system allows inquiry into premium payments by member over time. Each premium payment display includes the assigned premium rate cell used for the payment calculation.

#### BF-047

The solution should have the ability to retrieve all non-premium payments made to carriers for a beneficiary for a specified time period without requiring manual processes, including, but not limited to:

- a. Payments for prescription drugs
- b. Bundled payments

CMdS generates reports and extracts based on any of the elements available in the data model, applying criteria defined by PRDoH. Our solution can ingest all non-premium payments made to carriers for a beneficiary for a specified time period from the PBM, MMIS, or other appropriate system, without requiring manual processes, including, but not limited to payments for prescription drugs and bundled payments.

#### BF-048

The solution should have the ability to support and maintain compliance with routine Payment Error Rate Measurement (PERM) or PERM Plus requirements, as defined by Centers for Medicare & Medicaid Services (CMS).

Our solution fully supports all federal requirements including the data required for PERM audits and federal reporting. Our core edits comprise configurable business rules to ensure the accuracy of the claims prior to payment and to support the MECT editing requirements. Premium payment processing populates the claims with the generation date and fund code. Payment processing adds the payment data to the claim, including payment date and expenditure share allocations required for federal reporting.

We are aware of your plans to identify and develop a preliminary tester universe and a test run of data submission and quality control in advance of the July 1st, 2022, start of the PERM pilot cycle. We will assist you in this effort so that procedures, data capture, data submission, and quality control review have been tested prior to the Phase III implementation of the PERM audits and reporting.

#### BF-049

The solution should capture and maintain all data elements necessary for Payment Error Rate Measurement (PERM) submissions, including, but not limited to:

- a. Beneficiary eligibility and enrollment data
- b. Premium payment data
- c. All non-premium payments made to carriers, including, but not limited to: prescription and bundled payment data
- d. Beneficiary demographic data

CMdS captures full HIPAA data content for claims, including all of the data elements necessary for PERM submissions as well as beneficiary eligibility and enrollment data, premium payment data, all non-premium payments made to carriers, and beneficiary demographic data. Our solution includes the tools necessary for consolidating and extracting the data from various systems for PERM submissions.

#### BF-050

The solution should have the ability to accurately select transactions to be included in the submission of Payment Error Rate Measurement (PERM) universe data files, including, but not limited to:

- a. Relying on the original carrier paid date criteria
- b. Including zero dollar paid encounters and/or claims, denied encounters and/or claims, and excluding encounters and/or claims types specified in PERM documentation

Conduent's solution for PRDoH can accurately select transactions to be included in the submission of Payment Error Rate Measurement (PERM) universe data files, including, but not limited to 1) relying on the original carrier paid date criteria and 2) including zero dollar paid encounters and/or claims, denied encounters and/or claims, and excluding encounters and/or claims types specified in PERM documentation. Our extract processes for appropriate data from other systems include criteria for inclusion or exclusion in the PERM universe data file.

#### BF-051

The solution should have the ability to link adjustments in premium payments to initial premium payments at the beneficiary level.

CMdS has the capability to link adjustments in premium payments to initial premium payments at the beneficiary level. Premium payments are identified by a claim identifier called the Transaction Control Number (TCN). An adjustment to a premium payment results in another unique adjustment TCN, which is linked to the unique original premium payment TCN. Users can view the other TCN and premium or adjustment information directly from the TCN being viewed.

#### BF-052

The solution should have the ability to link adjustments and voids in prescription (NCPDP) and any other non-premium payments to initial payments at the beneficiary level.

Our solution for PRDoH can link adjustments and voids in prescription (NCPDP) and any other non-premium payments to initial payments at the beneficiary level. Adjustments and voids have a unique Transaction Control Number (TCN) that is different from the original TCN, and both are linked together.

#### BF-053

The vendor should provide the resources necessary to support Payment Error Rate Measurement (PERM) activities and requirements, including interaction with the Centers for Medicare & Medicaid Services (CMS) PERM team.

Conduent provides a SME to assist in PERM activities and assignments, including interaction with the Centers for Medicare & Medicaid Services (CMS) PERM team. The SME engages other Conduent team members as needed to provide data, answer questions, and address solution questions. In addition, we provide additional technical resources as needed throughout the process.

BF-054

The vendor should create comprehensive documentation related to the contents of the Payment Error Rate Measurement (PERM) universe data files submitted to Centers for Medicare & Medicaid Services (CMS), including, but not limited to:

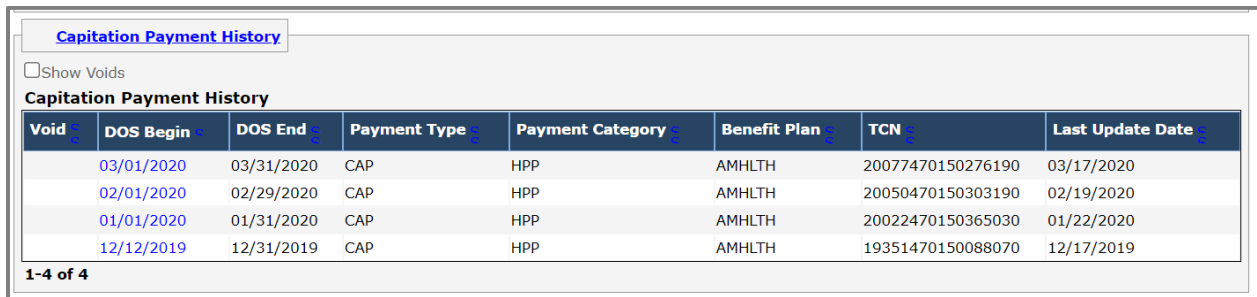
- a. The content and data selection process, control totals, data dictionary, file layout and variable crosswalk as required in the PERM Manual

In support of PRDoH, Conduent develops and provides comprehensive documentation related to the contents of the PERM universe data files submitted to CMS, including but not limited to the content and data selection process, control totals, data dictionary, file layout and variable crosswalk as required in the PERM Manual. We have experience with this process and place great emphasis on producing high-quality documentation. We will work collaboratively during the review process so that the documentation aligns with your expectations.

BF-055

The solution should have the ability to identify the premium and capitation payments that correspond to each carrier and beneficiary.

CMdS can identify the premium and capitation payments that correspond to each carrier and beneficiary. The CMdS web pages allow you view a capitation/premium payment history using claim and member inquiry capabilities. The search criteria on these pages allows you to drill down based on carrier, beneficiary, specific payment dates or ranges. Figure G-20 shows capitation payment history for a beneficiary. The user can click on a particular selection and see the entire payment or capitation information for that transaction.



Void	DOS Begin	DOS End	Payment Type	Payment Category	Benefit Plan	TCN	Last Update Date
	03/01/2020	03/31/2020	CAP	HPP	AMHLTH	20077470150276190	03/17/2020
	02/01/2020	02/29/2020	CAP	HPP	AMHLTH	20050470150303190	02/19/2020
	01/01/2020	01/31/2020	CAP	HPP	AMHLTH	20022470150365030	01/22/2020
	12/12/2019	12/31/2019	CAP	HPP	AMHLTH	19351470150088070	12/17/2019

1-4 of 4

**Figure G-20. Member Inquiry User Interface**

*The member inquiry user interface displays the full capitation premium payment history for a specific beneficiary.*



Additionally, authorized users can search for premium and capitation payment information using advanced search criteria, as shown in Figure G-21 below.

The screenshot displays the 'Claims Inquiry' application window with a 'Required Field' section and an 'Advanced' search tab. The 'Advanced' section is divided into several data entry areas:

- Provider and/or Member must be specified:** Includes fields for Provider Data (Billing/Rendering, Provider ID Type Code, Provider ID) and Member Data (Member ID).
- One date range is required:** Includes Date of Service, Adjudication Date, and Paid Date, each with Begin and End date pickers.
- Additional Search Criteria:** Includes checkboxes for Include Status (Paid, Denied, Suspended, To Be Paid, To Be Denied), text boxes for Federal Tax ID, Remittance Advice, Service Auth ID, and LOB, dropdowns for Benefit Plan ID, Category of Service, Provider Type, Claim Type, and Trans Type, and text boxes for Diagnosis Code, DRG Code, and Fund Code.
- Document Batch Type:** Radio buttons for Yes/No (Fiscal Pend) and Fee for Service Only Claims, Encounter Only Claims, or Both.
- Summary Fields:** Procedure Code, Revenue Code, Billed Amount, Reimbursement Amount, and Allowed Amount.

**Figure G-21. Claim Inquiry User Interface**

*The claim inquiry advanced search user interface provides extensive options to drill down to the specific set of premium payments to review.*

BF-056

The solution should have the ability to accommodate Puerto Rico-specific situations, as identified by Centers for Medicare & Medicaid Services (CMS) or its Payment Error Rate Measurement (PERM) contractors, including but not limited to:

- a. Federally Qualified Health Center (FQHC) wrap around payments
- b. Maternity kick payments
- c. Dual Eligible Special Needs Plans (D-SNPs) wrap around payments

The Conduent solution has the ability to accommodate Puerto Rico-specific situations, as identified by CMS or its PERM contractors, including but not limited to FQHC wrap around payments, maternity kick payments, and D-SNPs wrap around payments. These payments are uniquely identified in the system by benefit plan, cohort rate cell mapset ID, and where appropriate, specific fund codes. We will work with you during requirements validation to ensure our configuration and business rules populate the data into the transactions to support PERM audits, data extracts, and commonwealth and federal reporting and program needs.

BF-057

The vendor should ensure timely submission of quarterly Payment Error Rate Measurement (PERM) universe data files to meet PERM cycle deadlines.

Conduent completes timely submission of quarterly PERM universe data file to meet PERM cycle deadlines. We have in-depth experience delivering data to CMS on regular intervals and understand the importance of timely delivery of files and documentation. The Conduent team will ensure sufficient time for PRDoH review prior to final submission.

BF-058

The solution should identify federal and Commonwealth shares of claims paid in error.

CMdS identifies the federal and commonwealth shares of all claims and financial transactions, including any that were paid in error. Fund codes are the basic building blocks for tracking expenditures to funding sources. The fund code assignment criteria are data driven and presented in a user interface, along with access to the associated budget detail when necessary. All the fund code assignment rules utilize a rank to configure the priority and sequence of the rules. During the payment process, CMdS uses the fund code to look up the associated funding sources and determine the share allocation among federal, commonwealth, and any other entity with contributing matching funds.

CMdS applies data driven business rules when generating premium payments to assign fund codes based on the configured criteria. The solution assigns fund codes at the header or at the line level based on the pricing method. Figure G-22 shows the configuration of the share percentages for each fund code. For transactions imported into CMdS such as adjudicated claims or encounters, the solution has the flexibility to either assign the fund code, or accept it with the imported data. CMdS stores the fund code and share allocations on each transaction to support commonwealth and federal reporting requirements.

The screenshot displays the 'Associated Fund Codes/COS' configuration page. It includes a table for 'Fund Code Detail' with columns for Fund Code, COS, Start Date, End Date, Budget Amt, Adj Auth, Expenditure, and Void Date. Below this is an 'Edit Fund Code' section with various input fields for Fund Code, Begin/End Dates, Budget Amt, Adj Auth, and Expenditure. The 'Funding Source' section shows a table with columns for Begin Date, End Date, Federal, State, County, Other, and Void Date, displaying percentage allocations for a specific fund code.

Fund Code	COS	Start Date	End Date	Budget Amt	Adj Auth	Expenditure	Void Date
OMBOS		01/01/2020	06/30/2021	\$ 100,000.00	\$ 100,000.00	\$ 0.00	
OMBPP		07/01/2020	06/30/2021	\$ 100,000.00	\$ 100,000.00	\$ 43,000.00	

Begin Date	End Date	Federal	State	County	Other	Void Date
07/01/2020	06/30/2021	50.00%	25.00%	25.00%	0.00%	

**Figure G-22. Configuration of Federal and State Match**

*The online web page allows users to enter and maintain fully configurable percentages based on funding source in CMdS.*

If a claim or premium payment adjustment is made due to error, CMdS automatically backs out the fund code amount for the original claim and reapplies the appropriate fund code to the new adjusted claim or payment. This keeps funding sources reconciled.

BF-059

The solution should identify the federal and Commonwealth shares that should be recouped in the event that claims were paid in error.

CMdS can identify the federal and Commonwealth shares that should be recouped in the event that claims were paid in error. The shares information is calculated based on the funding configuration in CMdS and stored on the claim or financial transactions during processing on the header or line level as appropriate. For claims paid in error, the information is used during a claim adjustment process to recoup the federal and Commonwealth amounts. This data is also available for reporting.

BF-060

The vendor should provide the resources necessary to manually integrate information from non-Medicaid Management Information System (MMIS) solutions about possible financial adjustments that tie to payments selected for the sample, including, but not limited to:

- a. Third Party Liability (TPL)
- b. Provider recoupment

Our knowledgeable staff provide PRDoH the expertise to accurately integrate information from non-MMIS solutions about possible financial adjustments that tie to payments selected from the sample, including but not limited to TPL and provider recoupment. We accomplish this by using our ESB, Red Hat Fuse, to load the information and apply it to the CMdS database. The details related to financial adjustment details are then available for the payments selected for the sample. We also are prepared to understand the business rules surrounding the TPL and provider recoupment financial adjustments so we can respond to any inquiries.

## **G.8 Supplement Two – Premium Payment**

Supplement One: Project Requirements: The desired premium payment processes approach is intended to allow for the integration of data from disparate solutions within PRMP's enterprise, and the automation of rate cell assignment to beneficiaries. Additionally, the desired premium payment approach would provide PRMP with additional oversight and visibility of the premium payment calculation process and establish a core solution to integrate data and processes upon which PRMP could build.

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

## BF-061

The solution should capture and maintain cost data and supporting documentation received from the carriers to provide capitation paid to Federally Qualified Health Centers (FQHC) and FQHC look-alikes.

Conduent's solution for PRDoH facilitates access to information required for capitation payments to FQHCs and FQHC look-alikes. Conduent's Enterprise Content Management (ECM) solution utilizes Docfinity, a COTS product that supports the upload and indexing of documents. This document repository is available via online inquiry from CMdS. Authorized users can view the cost data to provide the capitation paid amounts to FQHCs and FQHC look-alikes.

## BF-062

The solution should automatically generate wraparound payment authorizations based on a number of criteria, algorithms, and cohorts, including, but not limited to:

- a. Commonwealth-Only capitation
- b. Federally Qualified Health Center (FQHC)
- c. Rural Health Clinic (RHC)
- d. Beneficiary's program category of eligibility, benefit package, gender, age, date of death, geography, care management program algorithms, provider or beneficiary relationship, plan, rate table, retroactive eligibility, full risk, partial risk, specialty or ancillary service, premium payment, and time span

CMdS has the capability to generate wraparound payment authorizations based on various criteria, algorithms, and cohorts, including, but not limited to Commonwealth-Only capitation, FQHC, RHC, and other beneficiary-specific information. CMdS captures required eligibility, claims, and any additional data. We align with PRMP program policy and business rules using our configuration structures, including benefit plans and mapsets.

CMdS supports Medicaid programs using benefit plans. The flexibility in design allows us to configure CMdS to support wraparound payments for various benefit plans with configurations to meet Commonwealth program specifications.

CMdS benefit plan configuration includes mapsets, which are a reusable pattern in our data rule setup that avoids the need for custom code. Mapsets extend the data configuration beyond frequently used fields. Benefit plan configuration uses mapsets to define the rules and processing hierarchy for each plan. The map ID is the unique identifier and is linked to the benefit plan. Mapsets provide a powerful online tool to configure complex requirements with a wide variety of data model attributes using a combination of "include/exclude" and "and/or" logic. This configuration includes ranking to control the workflow of the processing steps.

The cohort rate structure and the beneficiary enrollment data associated to each rate cell are all accessible using our online benefit plan configuration and mapset user interfaces. This provides visibility into the criteria and rates used in the calculations to determine the premium payment.

#### BF-063

The solution should have the ability to identify immunizations by providers to Early and Periodic Screening Diagnostic and Treatment (EPSDT) beneficiaries and generate an adjustment to the premium based on the Puerto Rico Medicaid Program (PRMP)-defined criteria.

CMdS provides PRDoH the capability to identify immunizations by providers to EPSDT beneficiaries and generate an adjustment based on the PRMP-defined criteria. We will evaluate the EPSDT immunization data to generate and adjust the premium payment using the PRMP-defined criteria. We will work with you to configure CMdS based on your program requirements.

#### BF-064

The solution should take into account Medicaid's status as the payer of last resort and Third Party Liability (TPL) recoveries with respect to premium payment rate calculation.

Our solution for PRDoH takes into account Medicaid's status as the payer of last resort and Third Party Liability (TPL) recoveries with respect to premium payment rate calculation. CMdS stores TPL recovery details received from your TPL vendor or the MMIS. TPL recoveries are accounted for in the data extracts and reporting to support individual and mass rate premium payment calculations.

#### BF-065

The solution should have the ability to report Managed Care Organization (MCO) recoupment for inclusion in premium payment rate calculation.

CMdS captures and maintains all data associated with recoupment activities received from the Managed Care Organization (MCO). MCO recoupments are accounted for in the data extracts and reporting to support individual and mass rate calculations for premium payments.

## BF-066

The solution should have the ability to adjust premium payments due to factors that include, but are not limited to:

- a. Beneficiary enrollments
- b. Beneficiary disenrollments
- c. Beneficiary death
- d. Changes in rates
- e. Changes in beneficiary circumstances
- f. Change in or incorrect beneficiary rate cell assignment
- g. Changes in benefit plan
- h. Partial month enrollments
- i. Others as defined by the Puerto Rico Medicaid Program (PRMP)

CMdS adjusts premium payments due to factors including updates to the beneficiary enrollment and eligibility data, rate changes, benefit plan changes and partial month enrollments. Our configurable business rules defined in the benefit plan and built into the beneficiary eligibility and enrollment interface and cohort rate update processing allow us to automatically generate ongoing premium payment adjustments or mass adjustment requests. These business rules apply to changes to member eligibility, aid category, benefit plan enrollment, member liability, date of death, and rate changes. Retroactive changes to these criteria trigger automatic mass adjustments. Authorized users can also enter mass adjustment requests online for other retroactive changes that require premium payment adjustments, based on specific circumstances.

The system automatically identifies the universe of premium payments meeting the criteria and provides the option of performing a preliminary mass adjustment cycle for review and approval, or allowing the adjusted payments to go directly to a final status. Manually entered mass adjustment requests use specific batch ranges that process the adjustments. Specific batch numbers allow the reprocessed claims to suspend with a specific exception for mass adjustments and remain suspended until an authorized user reviews and approves the claims for final processing.

**Reviewing the Mass Adjustment.** The preliminary cycle shows the mass adjustment's effect on the universe of premium payments. This process provides more control over the timing and scope of adjustments. Particularly in the case of retroactive rate changes, the financial impact to the Commonwealth community warrants more analysis and planning. Users review the results, including the net financial impact of the mass adjustment through a report, or via an online user interface that shows the premium payment before and after to be paid amount.

- **If the outcome appears as expected**, the user may release the entire batch of mass adjustment claims
- **If the outcome is different from what was expected**, authorized users can individually delete or release claims, or delete a group of claims

This is especially helpful in that the PRDoH can evaluate in trial mode the impact of a rate change – including budget expenditures – and decide whether to proceed or to re-evaluate the change. The suspense release user interface is shown in Figure G-23.

Suspense Release Print | Help - □

\* Required Field Save | Add Suspense Release | Reset | Cancel

Request Date  
09/01/2021

Request Number  
00004

\*Request Type

Batch

Miscellaneous

Batch Request

Release this Batch

Delete this Batch

Release this Batch and Delete Zero Pays

Key

\*Media Source

\*Batch Date (YYDDD)

\*Batch Number

Request Date  
09/01/2021

Request Number  
00004

\*Request Type

Batch

Miscellaneous

Miscellaneous Request

\*Line of Business

Criteria

Exception Code

Provider Role  ID Type  ID

Member ID  ID Type

Claim Type

Location Code

Procedure Code  Modifier 1  Modifier 2  Modifier 3  Modifier 4

Revenue Code

Diagnosis Code

Benefit Plan ID

All Claims

**Figure G-23. Suspense Release Request**  
*The suspense release request processes a volume of suspended premium payments that match the criteria specified.*

CMdS links adjusted premium payments to the original. Each premium payment can only be adjusted once. Using this process, the original premium payment, the original premium payment adjustment, and any subsequent adjustments of a previous adjustment are linked together. The solution maintains these links and displays them on the claim inquiry user interface screen seen in Figure G-24.

<b>Claim Data</b>					
Doc #: 000725 Status: P-Paid Pay Type: 0-For Pymt Replaced TCN: <a href="#">18086653465773063</a> Submitted Replace/Void TCN: Org Fiscal Pend Date: 01/01/0001 Adjud Date / Time: 07/18/2018 09:13:49 AM Pricing Method Code: L-Line	TCN: 18199470000007251 LOB: MED Trans Type: 1-Void Replacement Reason: 150-CapClmVoid External TCN: Fiscal Pend ID: User ID: C-QHPCAPVOID_0MGW9_1	Claim Type: C-Capitation Doc Type: A-Adjustment Location: Replacement TCN: 0 X12 Version Number: Fiscal Pend Indicator: No Reported Adjud Date: 07/18/2018			

Main	Line Item	Adjustment/History	Basic Claim Info	Other Claim Info	Other Service Info
------	-----------	--------------------	------------------	------------------	--------------------

<b>Related History</b>					
Line	Exception	History TCN	History Line	Claim Type	Paid Date

<table style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 30%; text-align: left;">Replacement Claims</th> <th style="width: 70%; text-align: left;">Location History</th> </tr> <tr style="background-color: #2c4e64; color: white;"> <th style="text-align: left;">TCN</th> <th style="text-align: left;">Reason</th> </tr> <tr> <td style="padding: 2px;"><a href="#">18086653465773063</a></td> <td style="padding: 2px;">150</td> </tr> </table>	Replacement Claims	Location History	TCN	Reason	<a href="#">18086653465773063</a>	150	<table style="width: 100%; border-collapse: collapse;"> <tr style="background-color: #2c4e64; color: white;"> <th style="width: 15%;">Code</th> <th style="width: 35%;">Routed To User ID</th> <th style="width: 15%;">Exception</th> <th style="width: 35%;">Date</th> </tr> </table>	Code	Routed To User ID	Exception	Date
Replacement Claims	Location History										
TCN	Reason										
<a href="#">18086653465773063</a>	150										
Code	Routed To User ID	Exception	Date								

1 - 1 of 1

<b>Claim Data</b>					
Doc #: 000725 Status: P-Paid Pay Type: 0-For Pymt Replaced TCN: <a href="#">18086653465773063</a> Submitted Replace/Void TCN: Org Fiscal Pend Date: 01/01/0001 Adjud Date / Time: 07/18/2018 09:13:49 AM Pricing Method Code: L-Line	TCN: 18199470000007251 LOB: MED Trans Type: 1-Void Replacement Reason: 150-CapClmVoid External TCN: Fiscal Pend ID: User ID: C-QHPCAPVOID_0MGW9_1	Claim Type: C-Capitation Doc Type: A-Adjustment Location: Replacement TCN: 0 X12 Version Number: Fiscal Pend Indicator: No Reported Adjud Date: 07/18/2018			

**Figure G-24. Viewing Claim Adjustment History**  
*CMdS-Claims shows related claims, replacement claims, and location history on the Adjustment/History tab on the claims inquiry user interface*

BF-067

The solution should have the ability to calculate premium payments for any program administered or developed by the Puerto Rico Medicaid Program (PRMP).

CMdS includes the flexibility to calculate premium payments for any program administered or developed by the Puerto Rico Medicaid Program (PRMP). CMdS supports benefit plans, which allows PRMP to support other programs that have different requirements. Our solution generates premium payments for members based on the managed care enrollment information and our flexible, online benefit plan configuration.

With decades of experience providing similar services for multiple agencies throughout the US, we provide PRDoH with both the qualified staff and the technology to ensure accurate payments. The Conduent team will work with PRDoH to ensure all criteria are configured accurately and function as expected.



#### BF-068

The solution should have the ability to correct and reconcile the transfer of the premium payments when a beneficiary disenrolls from one Managed Care Organization (MCO) and enrolls in another plan or program.

The Conduent solution for PRDoH includes the capability ability to correct and reconcile the transfer of the premium payments when a beneficiary disenrolls from one Managed Care Organization (MCO) and enrolls in another plan or program. A transfer results in ending the benefit plan enrollment of the member in the previous MCO and new enrollment in the new MCO plan or program. The premium payment is then processed to the new MCO.

If PRMP policy allows it and a retroactive member enrollment transfer is received, CMdS updates the member MCO enrollment span and triggers a retroactive premium payment or kick payment to the new MCO and an adjustment to the previous MCO, based upon PRPM policy and the configured rules.

#### BF-069

The vendor should develop and provide the Puerto Rico Medicaid Program (PRMP) with an enrollment and premium payment reconciliation process that includes, but is not limited to:

- a. Newborns back to date of birth
- b. Deceased beneficiaries
- c. Double payments
- d. Maternity kick payments

Our solution generates premium payments for members based on the managed care enrollment information and the benefit plan configuration. The benefit plan configuration includes the cohort rate cell information. Cohort rates can be assigned type codes, which include the base premium rate, newborn and maternity kick payment rates, and any applicable add-on payments.

We configure the cohort rates using mapsets, which support multiple data elements and other criteria for each cohort rate. Mapsets allow for complex and/or logic and allow access to a rich set of data available in our data model, to provide a flexible foundation for re-usability. The mapset matches a specific premium payment to the cohort rate amount. Once we define and configure the cohort rate criteria, we can easily change the values within each cohort, when necessary.

As part of our standard processes, we perform monthly reconciliation used the 834-eligibility information, such as date of birth, date of death, and enrollment and disenrollment dates. These retroactive eligibility changes automatically trigger either a kick payment, add-on payment, or adjustment (i.e., when a member dies). Any premium payment for a specified time period is evaluated prior to final generation for potential double payment, based upon PRDoH program policy. In support of PRDoH, we will work you to ensure our reconciliation processes includes all required enrollment and premium payment reconciliation categories.

#### BF-070

The vendor should maintain premium payment data according to the Puerto Rico Medicaid Program (PRMP) retention standards. The data file should be transferred, by PRMP specified media, for ingesting data into a PRMP specified data repository.

Conduent will retain premium payment data in accordance with PRMP retention standards. Premium payment related data is transferred to the PRMP specified data repository on the required schedule using Red Hat FUSE, our ESB. This allows us to easily extract required information in the required format and deliver it to the PRMP specified data repository.

#### BF-071

The solution should have the ability to perform mass voids and replacements to rates for premium payments as defined by Puerto Rico Medicaid Program (PRMP), including, but not limited to:

- a. Annual adjustment
- b. Negotiated rate change
- c. Court settlement

Conduent supports rate management services with a highly configurable and flexible solution architecture that provides the Commonwealth with essential rate management capabilities. CMdS is designed for flexibility and ease of use. We use automated tools to manage rates and provide transparent, online access to inquire, view, and update rates. Our solution supports secure online real-time and batch rate updates, produces rate reports, and applies appropriate rate adjustments. This capability includes mass voids, replacements and adding new cohort rate cells for circumstances such as annual adjustments, negotiated rate changes, or court settlements.

#### BF-072

The solution should have the ability to determine all premium rate cell assignments, including for high cost high needs (HCHN) beneficiaries.

The Conduent Medicaid Suite (CMdS) was designed to support Medicaid programs, including determining all premium rate cell assignments. The actuarial data received will be loaded into the cohort rate structure to reflect the various rate cells, and the beneficiary criteria will be used to determine the appropriate rate cells to calculate the premium payment. The rate cells are defined with the beneficiary data using mapsets that include characteristics such as MCO, geographic region, age, gender, etc. and if the member is qualified for the HCHN rates.

Mapsets allow for complex and/or logic and provide access to a rich set of data available in our data model. They provide a flexible foundation for re-usability. A mapset matches a specific premium payment to the cohort rate amount.

The cohort rate structure and the beneficiary enrollment data associated to each rate cell are all accessible using our online benefit plan configuration and mapset user interfaces. This provides visibility into the criteria and rates used in the calculations to determine the premium payment.

## BF-073

The solution should have the ability to assign a beneficiary to a rate cell based on PRMP-defined criteria and hierarchy taking into account demographic characteristics and in support of programs that include, but are not limited to:

### a. High Cost High Needs (HCHN)

CMdS supports the ability to assign a beneficiary to a rate cell based on PRMP-defined criteria and hierarchy, taking into account demographic characteristics and in support of programs that include, but are not limited to HCHN. The solution utilizes the HCHN pre-registry and registry information received in Report 8 to determine which beneficiaries' premium payment should utilize the HCHN cohort rate cells. As described in requirement BF-072, the HCHN rate cells will be defined in our cohort rate structure utilizing the flexibility of mapsets to define the beneficiary attributes for each HCHN rate cell.

## G.9 Supplement Two – Provider Capitation Payment

Supplement One: Project Requirements: A prerequisite for provider capitation verification is timely access to accurate and sufficiently detailed data to have a comprehensive view of capitation payments from carriers to providers. Verification would include helping to ensure capitation payments are made with the correct provider rates on behalf of the correct beneficiaries who are assigned to those provider panels. This process would also verify dates of service and check for duplicates. Verification should also take into account adjustments to the payments when changes occur (e.g., beneficiary status, individual adjustments, and mass rate adjustments).

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

## BF-074

The solution should have the ability to produce reports for audits as needed on accuracy and timeliness of encounter and claims data, including, but not limited to:

### a. Matching encounters and claims processed by the Medicaid Management Information System (MMIS) to carriers paid claims and to provider billing

CMdS provides PRDoH easy access to the MMIS processed claim and encounter data to carriers, as well as paid claims and provider billing. We provide the tools for oversight of processing accuracy, timeliness, and performance measures.

CMdS uses IBM Cognos Analytics (Cognos) as our COTS reporting tool. Cognos is a business intelligence, information management and analytics solution. Conduent uses Cognos to provide program insights, trends, and actionable knowledge to support your Medicaid programs' overall quality, including encounter and claim data accuracy.

CMdS provides dashboard and reporting capabilities for all CMdS modules. We provide a standard library of reports, including visualization-ready reporting for dashboard views. CMdS has existing reports to provide encounter validation results. Table G-3 shows examples of encounter reports.

**Table G-3. Example CMdS Encounter Reports**

Report Identifier	Report Description
OPR-ADJ-149	Encounter Claims Adjudication Report
OPR-ADJ-150	Encounter Claims Exceptions Report
OPR-ADJ-151	Encounter Claims Data Quality Report
OPR-MCO-101	Reoccurring Daily MCO Encounter Data Report

During requirements validation, we will conduct detailed knowledge gathering sessions to determine the specific report criteria and content you need to ensure that encounter reporting is detailed and complete. CMdS accesses our full reporting data model, allowing us to create reports that include your required supporting detail.

CMdS includes specific tables and an online user interface to match encounter and claims processed by the MMIS to the carrier paid claims and provider billing and identify scenarios when there are missing encounter claims or discrepancies in the reimbursement amounts. We have existing visual dashboards to provide graphical details, including the ability to drill through to specific transactions related the matching process to identify potential trends or specific anomalies that require additional attention.

#### BF-075

The solution should verify the transfer of the provider capitation payment when a beneficiary disenrolls from one carrier and enrolls in another plan or program.

When a beneficiary disenrolls from a carrier and enrolls in another program, the system automatically ends the benefit plan enrollment span for the old carrier and initiates a benefit plan enrollment span for the new carrier based on the enrollment data received on the 834. We will utilize the carrier paid claims and provider billing data to verify the transfer of the provider capitation payment by comparing that to the beneficiary enrollment data. Our reporting solution will produce reports of any discrepancies identified based on this comparison.

#### BF-076

The solution should verify the transfer of the provider capitation payment when a beneficiary disenrolls from one provider receiving a capitation payment and enrolls with another eligible for that type of capitation payment.

When a beneficiary disenrolls from a provider and enrolls with another capitated provider of the same type, the system automatically ends the benefit plan enrollment span for the old provider and initiates a benefit plan enrollment span for the new provider based on the enrollment data received on the 834.

We will utilize the paid claims and provider billing data to verify the transfer of the provider capitation payment by comparing that to the beneficiary enrollment data. The 834 enrollment data should include the individual provider as the primary care provider for the enrollment period to determine if the capitation payments have been transferred to the new provider. Our reporting solution will produce reports of any discrepancies identified based on this comparison.

BF-077

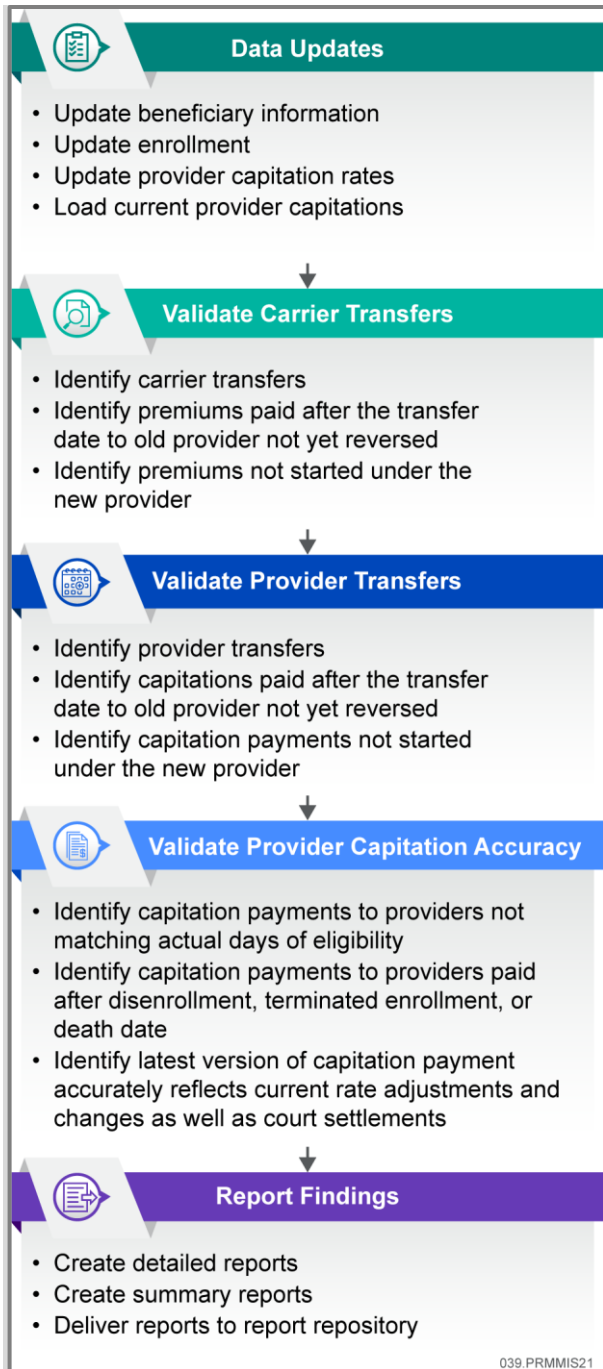
The solution should provide detailed and summary reports, as well as allow queries on provider capitation payments made by carriers, as required by the Puerto Rico Medicaid Program (PRMP).

The CMdS database will ingest capitation payments made by carriers to providers. Online inquiry is available by carrier, provider, and member. Additionally, our solution includes both standard and ad hoc reporting capabilities, with the capability to consolidate data from multiple ad hoc reports into a single report and to drill down to more detailed information.

BF-078

The vendor should provide a workflow process and conceptual data diagram supporting the verification of the provider capitation payments.

Figure G-25 shows the workflow and conceptual diagram showing incoming encounter provider capitation payment claims and the process for reconciling the encounters.



**Figure G-25. Premium Capitation Payment Verification**

*The premium capitation payment verification process includes validation of carrier and provider transfers, as well as validation of capitation payment accuracy and reporting.*

#### BF-079

The solution should accept information from the Per Member Per Month (PMPM) Payment Disbursement Report and/or any subsequent proprietary or standard file layout containing related information.

Our solution has the capability to accept information from the PMPM Payment Disbursement Report and/or any subsequent proprietary or standard file layout containing related information. Our Red Hat Fuse ESB can be used to ingest the files into CMdS. CMdS is designed to accept information utilizing reports, spreadsheets and other proprietary or standard file layouts.

#### BF-080

The solution should verify capitation payment for the actual number of days of eligibility in a month in those instances where a beneficiary is not to be enrolled for a full month, if applicable, under carrier policy.

Our solution verifies that the capitation payments to providers cover the actual number of days of eligibility in the month. When a beneficiary is not enrolled for a full month, CMdS will compare the enrollment dates to the number of days reimbursed on the capitation claim received for the carrier's capitation payments. Our reporting solution will produce reports of any discrepancies identified based on this comparison.

#### BF-081

The solution should verify that beneficiaries who have terminated enrollment, disenrolled, or are deceased are excluded from the monthly carrier capitation payments to providers.

The Conduent solution for PRDoH includes the capability to identify beneficiaries who have terminated enrollment, disenrolled, or are deceased, and exclude those individuals from the monthly provider capitation payment. When a beneficiary's enrollment is end dated based on the enrollment data received on the 834, we will verify the carrier is not long generating capitation payments to providers. Our reporting solution will produce reports of any discrepancies identified based on this comparison.

#### BF-082

The solution should verify that capitation payments are adjusted based on reconciliation of errors or corrections, including, but not limited to:

- a. Retroactive adjustments to a particular capitation payment based on more accurate data that the Medicaid Management Information System (MMIS) obtains retroactively on beneficiary enrollments, disenrollments, deaths, and terminations

Our CMdS solution for PRDoH includes the capability to verify that capitation payments are adjusted based on reconciliation of errors or corrections, including, but not limited to retroactive adjustments to a particular capitation payment based on more accurate data that the Medicaid Management Information System (MMIS) obtains retroactively on beneficiary enrollments, disenrollments, deaths, and terminations.

As retroactive member enrollment is received, CMdS updates the member MCO enrollment information, and we track the date of these changes using our audit data/timestamp fields. We will then verify that the carrier capitation payment is adjusted based on those data reconciliations or corrections. Our reporting solution will produce reports of any discrepancies identified based on this comparison.

BF-083

The solution should verify the accuracy of mass adjustments to rates according to carrier policy, including, but not limited to:

- a. Annual adjustment
- b. Negotiated rate change
- c. Court settlement

Our CMdS solution for PRDoH verifies the accuracy of mass adjustments to rates according to carrier policy.

As rate updates are received for annual adjustments, negotiated rate changes or court settlements, CMdS updates the corresponding rate data, and we track the date of these changes using our audit data/timestamp fields. We will then verify that the carrier capitation payment is adjusted based on those mass adjustments to the rates. Our reporting solution will produce reports of any discrepancies identified based on this comparison.

## **G.10 Supplement Two – Data Integration and Extract, Transform, and Load (ETL)**

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

DM-001

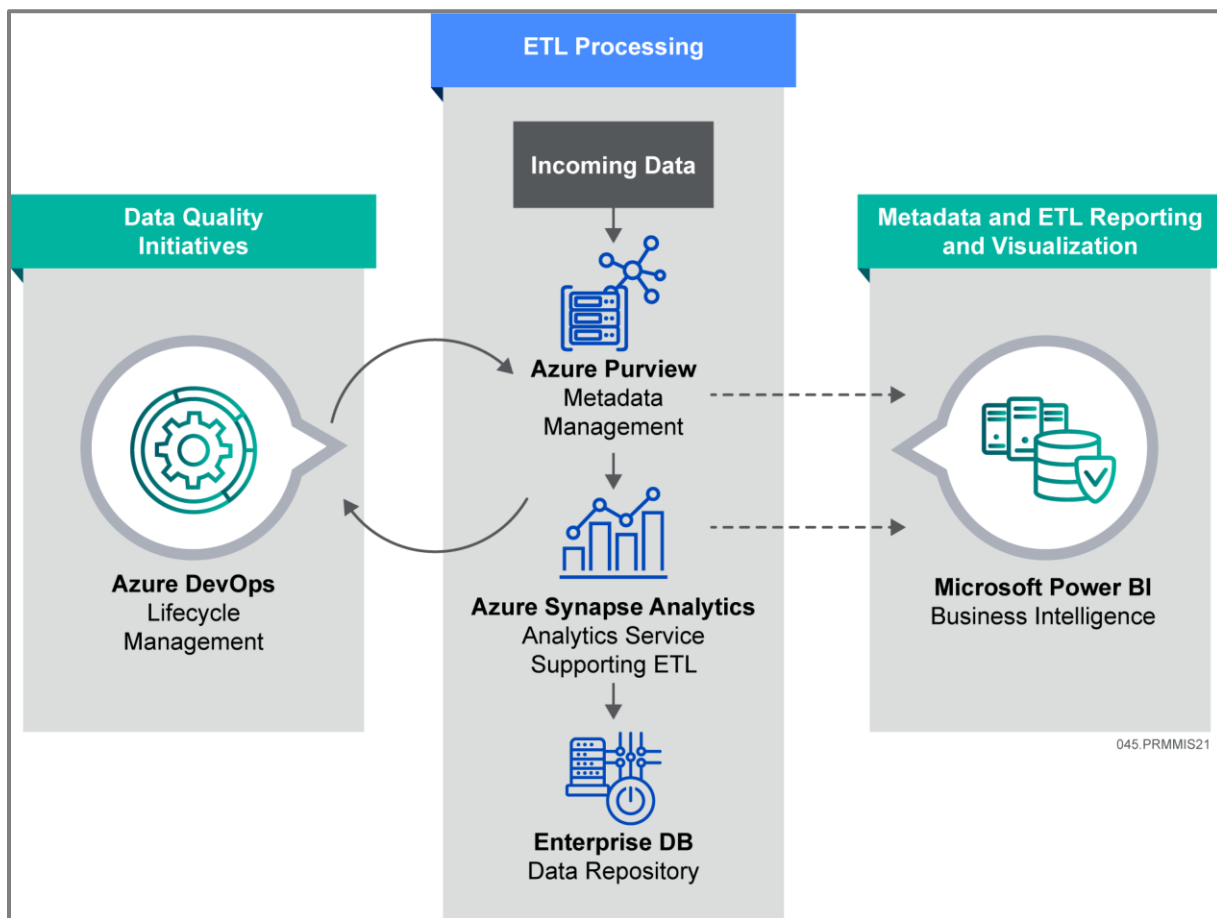
The solution's data integration and Extract, Transform, Load (ETL) component should provide a number of parsing capabilities, including, but not limited to:

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

For ETL support, Conduent uses an industry leading tool readily available in our hosting environment, Microsoft Azure. Azure Synapse Analytics (Synapse) is an analytic service that supports a number of capabilities, including ETL. The ETL capabilities are the latest version of technologies that Conduent uses as part of the systems we provide to the government healthcare market. Beyond our industry leading tools we bring years of relevant foundational experience to the project, so we start being productive immediately processing data. Synapse is easily integrated with the other tools we use as part of the full ETL lifecycle:

- **Azure Purview.** Used for metadata discovery and management
- **Microsoft Power BI.** Used within the metadata and ETL processes to meet any visualization as well as tabular and summary reporting requirements
- **Azure DevOps.** Used to track data quality issues
- **EnterpriseDB.** Data repository (RDMS) that data is loaded to

A diagram is provided as Figure G-26 that shows the ETL components in action.



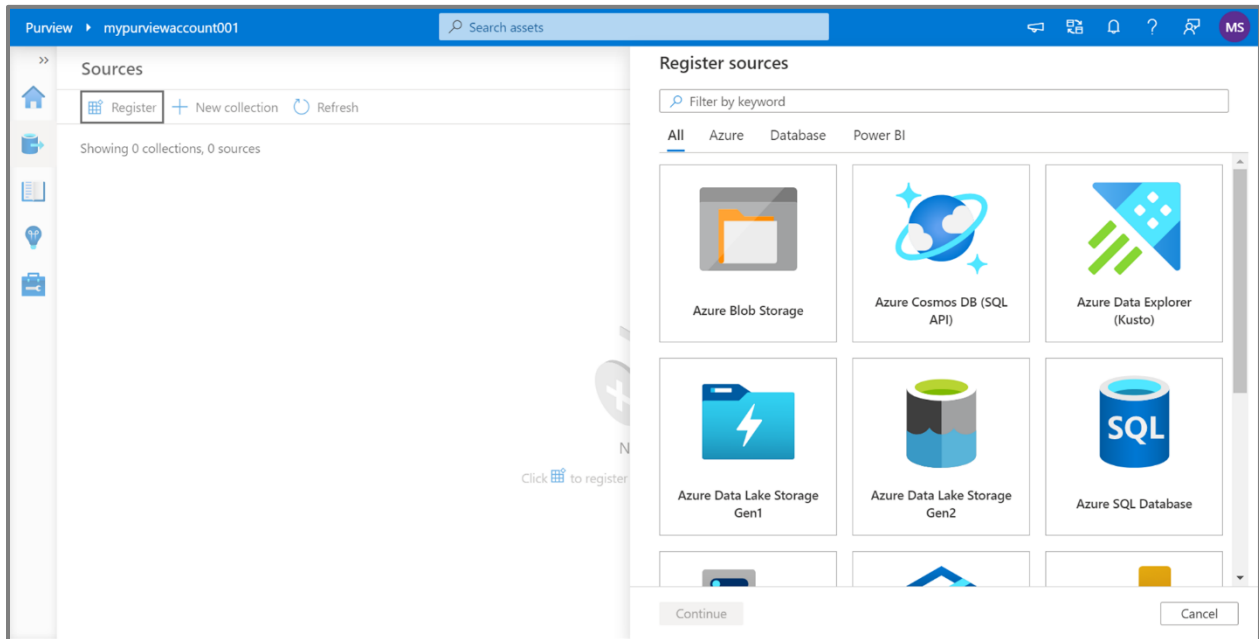
**Figure G-26. ETL Tools**

*Conduent has proposed a set of tools capable of meeting your most advanced ETL requirements. Many of these tools were designed by Microsoft specifically to integrate with each other and they are readily available in our hosting environment, Microsoft Azure.*



We use Synapse to deliver ETL capabilities that meet all of the required capabilities in DM-001, using a code-free visual environment that can ingest data using customized terms and user-defined parsing rules from more than 95 native knowledge bases known within Synapse as connectors.

The snapshot below shows the interface for adding data in Figure G-27.



**Figure G-27. Adding Data in Synapse**

*Synapse provides a user interface for easy addition and maintenance of data sources.*

All of the traditional ETL capabilities, such as processing delimiters and validation of character strings and other data against expected data, are supported. Synapse supports 3<sup>rd</sup> party connectors and many of the most important players in the software industry such as Salesforce, Adobe, Informatica, and Apache provide them. Synapse provides the data and ETL foundation for a successful implementation and provides the capability to ingest new data sources throughout the project.

Table G-4 below shows how Azure Synapse and Purview meets your ETL requirements.

**Table G-4. Meeting ETL Requirements with Azure ETL Tools**

Requirement	How Conduent Meets with Azure ETL Tools
a. Ability to split text fields based on delimiters, such as space or commas	Azure Synapse Analytics pipelines accept data from various data stores and formats via Copy, Data flow, Lookup, Get Metadata, and Delete activities. It provides complete support to most of the industry standard formats, including delimited text files (CSV, TSV), XML, JSON, and Parquet, to name few.
b. Ability to split text fields by matching character strings against packaged knowledge bases of terms, names, and more	The data flow activity supports conditional split transformation; it routes data rows to different streams based on matching conditions. The conditional split transformation is similar to a Case decision structure in a programming language. The transformation evaluates expressions, and based on the results, directs the data row to the specified stream. We can build complex transformations using lookup transformation to reference data from another source in a data flow stream.

Requirement	How Conduent Meets with Azure ETL Tools
c. Facilities for adding to, or customizing terms in, packaged knowledge bases, and the ability to create new knowledge bases	Using the Knowledge Center feature in Azure Purview, we can create a knowledge base. This process can be automated by registering data sources to extract metadata; browsing assets to explore and search the metadata; and managing a glossary of business terms and templates that can be used to tag or map with extracted metadata.
d. Ability to perform parsing operations using knowledge bases from third-party sources	The Knowledge Center feature in Azure Purview is a very powerful tool. We can register all well-known data sources to auto scan the meta data into the catalog. The catalog reflects the project's data estate through scanning, lineage, the portal, and the API. Analysts can examine the contents, extract schemas, and evaluate semantics.
e. Facilities for configuring user-defined parsing rules	The Azure Purview catalog allows authorized users to create scan rule sets for quickly scanning data sources. A scan rule set is a container for grouping a set of scan rules together so that they can easily be associated with a scan. The catalog service provides a set of default classification rules, which are used by the scanner to automatically detect certain data types. We can also add custom classification rules to detect other types of data that PRMP might be interested in finding across your data estate.

## DM-002

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

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

For metadata support of the ETL process, Conduent proposes Azure Purview, a new data governance service from Microsoft, as our metadata tool. Azure Purview meets all of the requirements of DM-002 as seen in Table G-5 and integrates directly with our ETL solution, Azure Synapse Analytics. The platform supports metadata definition, configuration and synchronization.

**Table G-5. Meeting Metadata ETL Requirements with Azure Purview**

Requirement	How Conduent Meets with Azure Purview
Automated discovery of metadata from data sources, applications, and other tools	<ul style="list-style-type: none"> <li>• Scans data sources or collections of data sources</li> <li>• Automatically detects the sensitivity level of data</li> <li>• Can access all required types of data sources, including files, cloud storage, web pages, and other applications via web services</li> </ul>
Generation of lineage and impact analysis reports via graphical and tabular formats	<ul style="list-style-type: none"> <li>• Directly integrates with Microsoft Power BI to generate all required metadata reports</li> <li>• Supports both graphical and tabular formats</li> </ul>
Open metadata repository with the ability to share metadata bi-directionally with other tools	Supports Apache Atlas to share metadata such as types, entities, lineage, and data discovery
Ability to extend metadata repository with customer-defined attributes and relationships	<ul style="list-style-type: none"> <li>• Columns capture field level data from datasets</li> <li>• Supports custom classifications for typical personal data types</li> <li>• Applies sensitivity labels</li> <li>• Classifications track data relationships by identifying columns that represent the same type of data lineage, and tracking the origin and movement of data</li> </ul>
Documentation of project and program delivery definitions and design principles that support requirements definitions	Conduent documents these required elements in the project DSDs
Business analyst and end-user interfaces that view and work with metadata	<ul style="list-style-type: none"> <li>• Includes a web-based user index</li> <li>• General authorized users can perform easy to understand functions like searching the data catalog</li> <li>• Business analysts can work with the data catalog to configure it</li> </ul>
Capabilities that offer metadata management across unstructured data, including, but not limited to: using search, taxonomy management alongside structured data, and rules and data models that serve the needs for data quality across the entire enterprise information landscape	<ul style="list-style-type: none"> <li>• Supports structured and unstructured data</li> <li>• Supports searching the catalog</li> <li>• Supports taxonomy management through classifications</li> <li>• Supports business rules for scanning, such as identify columns and set sensitivity levels</li> <li>• Supports identification of data stewards who are responsible for quality standards</li> <li>• Supports lineage to support quality analysis</li> <li>• Supports built-in data validation</li> </ul>

DM-003

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

- a. Predefined rules for performing exact value-based matching
- b. Predefined algorithms/rules for matching, based on mathematical models, rather than on exact data values
- c. Linguistic techniques and other types of matching algorithms
- d. Entity identification and resolution across data of differing linguistic and cultural nuances

- e. Ability to weight, prioritize and tune matching rules, including, but not limited to: to optimize the frequency and number of potential matches
- f. Facilities for implementing and customizing rules by which duplicate or related records can be merged into a single "survivor"
- g. Automatic removal of duplicate records based on rules for determining survival
- h. Ability to create logical groups of records by relating those with user-determined properties
- i. Ability for users to extend and/or customize the algorithms for matching, merging, linking and deleting duplications
- j. Ability to switch on and off data masking of records so that users are able to address data quality issues without compromising privacy and data security rules

The ETL component of our data integration solution leverages MS Azure Synapse's data factory and Data Quality Services (DQS) to support data matching and relationship identification capabilities requirements listed in DM-003.

Our Data Quality Services (DQS) component provides the following features to resolve data quality issues:

- **Data Cleansing.** The modification, removal, or enrichment of data that is incorrect or incomplete, using both computer-assisted and interactive processes
- **Matching.** The identification of semantic duplicates in a rules-based process to determine what constitutes a match and perform de-duplication
- **Reference Data Services.** Verification of the quality of the data using the services of a reference data provider
- **Profiling.** The analysis of a data source to provide insight into the quality of the data at every stage in the knowledge discovery, domain management, matching, and data cleansing processes. Profiling is a powerful tool in data quality services solutions.
- **Monitoring.** The tracking and determination of the state of data quality activities. Monitoring enables us to verify that your data quality solution is doing what it was designed to do.
- **Knowledge Base.** Data quality services is a knowledge-driven solution that analyzes data based upon knowledge that you build with DQS. This enables us to create data quality processes that continually enhance the knowledge about your data and in doing so, continually improves the quality of your data.

Table G-6 below shows how Azure Synapse tools meet your matching and relationship identification capabilities.

**Table G-6. Meeting Matching and Relationship Identification Capabilities with Azure Synapse Tools**

Requirement	How Conduent Meets with Azure Synapse Tools
a. Predefined rules for performing exact value-based matching	Several mapping data flow transformations allow us to reference template columns based on patterns instead of hard-coded column names. This matching is known as column patterns. We can define patterns to match columns based on name, data type, stream, origin, or position, instead of requiring exact field names.
b. Predefined algorithms/rules for matching, based on mathematical models, rather than on exact data values	In mapping data flow, many transformation properties are entered as expressions. These expressions are composed of column values, parameters, functions, operators, and literals that evaluate a Spark data type at run time. Mapping data flows has a dedicated experience aimed at aiding us in building these expressions, called Expression Builder. This ability to define expression-based rules allows for very flexible and reusable data flows.
c. Linguistic techniques and other types of matching algorithms	Azure Synapse Analytics supports very comprehensive matching algorithms, including pattern-based matching, rules-based matching, fuzzy matching, Regex mapping and complex rule-based hierarchies.
d. Entity identification and resolution across data of differing linguistic and cultural nuances	Azure Purview can scan and automatically classify documentation files. For example, if a file is named multiple.docx and it has a National ID number in its content, Azure Purview adds the classification EU National Identification Number to the file asset's detail page. In some scenarios, we might want to manually add classifications to your file asset.
e. Ability to weight, prioritize and tune matching rules, including, but not limited to: to optimize the frequency and number of potential matches	Data flow in Azure Synapse Analytics provides workflow driven (graphical) data matching rules. Data flow supports expression language based on matching rules for granular control.
f. Facilities for implementing and customizing rules by which duplicate or related records can be merged into a single "survivor"	Data flow data matching rules are completely customizable using custom expressions and pattern matching to eliminate possible duplicates and other redundant data. For all master data entities, we leverage MultiVue MDM to perform data deduplication and match to a golden record.
g. Automatic removal of duplicate records based on rules for determining survival	Data matching rules can be configured to eliminate duplicate records.
h. Ability to create logical groups of records by relating those with user-determined properties	Since the data flow process follows a workflow model, users can group all the related properties into related workflows for better control.
i. Ability for users to extend and/or customize the algorithms for matching, merging, linking and deleting duplications	Azure Synapse Analytics supports various data transformation activities using data flow control. Data flow's visually designed data transformation allows the user to design graphical data transformation logic without the need to be an expert developer. The mapping data flow is executed as an activity within the Azure Data Factory pipeline on an Azure Synapse Analytics fully managed, scaled-out Spark cluster. It supports Hive activity, Pig activity, MapReduce activity, Streaming activity, Spark activity, Machine Learning activities, Stored procedure activity, and Custom activity to handle all data matching and cleansing requirements.
j. Ability to switch on and off data masking of records so that users are able to address data quality issues without compromising privacy and data security rules	Azure Synapse Analytics supports Dynamic Data Masking based on user role and security policies set for your organization. Dynamic data masking (DDM) enables administrators and data developers to control access to the data, allowing sensitive data to be safe and restricted. It prevents unauthorized access to private data by obscuring the data on-the-fly. Based on user-defined data masking policies, the Azure SQL Data Warehouse can dynamically obfuscate data as the queries execute, and before results are shown to users. DDM comes with flexible policies, and the user can choose to define either a partial mask, which exposes some of the data in the selected columns, or a full mask that obfuscates the data completely.

DM-004

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

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

The ETL component of our data integration solution, leveraging MS Azure Synapse's data factory and Data Quality Services (DQS), supports location-related data standardization and cleansing, including all of the requirements in DM-004. Data quality services knowledge base and domains provide the capability for address and email domain libraries and validations.

Table G-7 below shows how our solution meets these requirements.

**Table G-7. Meeting Location-related Data Standardization and Cleansing with Azure Synapse Tools**

Requirement	How Conduent Meets with Azure Synapse Tools
a. Vendor-provided libraries certified by relevant postal authorities	Azure Maps Search is a PaaS service by Microsoft, and Microsoft continuously applies address updates to this service.
b. Support for address extensions, including, but not limited to: United States (U.S.) Postal Service's Zip+4 code look-up service, change of address notification, and delivery-point validation	Azure Maps Search provides an API to apply USPS postal address validation, including zip+4, and delivery-point validation. Integrating the Azure Maps service in Azure Synapse ETL, we can customize and include logic to notify for predefined conditions, such as change of address.
c. Ability to provide some degree of email address validation such as domain-level or user-level	Data Flow supports complex and custom validation using regular expression (Regex) search. Regex provides a faster pattern-based search for your domain level and user level validations.
d. Frequency and mechanism by which updates to postal libraries are delivered and applied	Microsoft continuously applies address updates to the Azure Maps Search service.
e. Ability to tag records with geocoding information, including, but not limited to: latitude and longitude	Azure Synapse Data flow component leverages Azure Maps Search services to perform all validations on location specific data. The Azure Maps Search service supports geocoding, which means that an API request can have search terms, like an address or the name of a place, with return results as latitude and longitude coordinates.

Requirement	How Conduent Meets with Azure Synapse Tools
f. Level of precision of geocoding data in relevant to Puerto Rico’s geographical areas, including, but not limited to: street, block, or rooftop	The Azure Synapse Data flow component leverages Azure Maps Search services to perform all validations on location specific data. The Azure Maps Search Service is a set of RESTful APIs designed to help developers search addresses, places, and business listings by name, category, and other geographic information, such as street, block, or rooftop. In addition to supporting traditional geocoding, services can also reverse geocode addresses and cross streets, based on latitudes and longitudes. Latitude and longitude values returned by the search can be used as parameters in other Azure Maps services, such as route and weather services.

DM-005

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

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

The ETL components of our data integration solution, MS Azure Synapse, Purview, and Power BI, include metadata capabilities. It is the best choice because it meets all of the requirements in DM-002. Our analytics platform has the necessary architecture/design frameworks, standards and technology stack that support metadata management for both structured and unstructured data files. The platform supports metadata definition, configuration and synchronization.

Azure Purview, along with PowerBI, can be leveraged to represent data lineage in both graphical and tabular formats. Purview makes it easy to create a holistic, up-to-date map of the data landscape with automated data discovery, sensitive data classification, and end-to-end data lineage. This capability empowers data consumers to find valuable, trustworthy data, using these features:

- Automated data discovery, lineage identification and data classification across on-premises, multi-cloud and SaaS sources
- A unified map of your data assets and their relationships for more effective governance

- Semantic search capability for data discovery using business or technical terms
- Insight into the location and movement of sensitive data across a hybrid data landscape

Table G-8 shows the metadata capabilities of the Azure tools.

**Table G-8. Metadata Capabilities of Azure Tools**

Requirement	How Conduent Meets with Azure Tools
a. Automated discovery and acquisition of metadata from data sources, applications and other tools	Azure Purview scans data sources or collections of data sources, automatically detects the sensitivity level of data, and can access all required types of data sources, including files, cloud storage, web pages, and other applications via web services.
b. Generation of lineage and impact analysis reports via graphical and tabular formats	The Purview Data Catalog connects with other data processing, storage, and analytics systems to extract lineage information. The information is combined to represent a generic, scenario-specific lineage experience in the catalog. It provides a graphical representation of lineage information for easier consumption.
c. Open metadata repository with the ability to share metadata bi-directionally with other tools	Azure Purview supports Apache Atlas 2.0 APIs to share metadata, such as types, entities, lineage, and data discovery. Users can do import and export glossary terms using .csv files as well.
d. Automated synchronization of metadata across multiple instances of the tools	Azure Purview Data Map provides the foundation for data discovery and effective data governance. Purview Data Map is a cloud native PaaS service that captures metadata about enterprise data present in both analytics and operational systems. Purview Data Map is automatically kept up to date, with built-in automated scanning and a classification system. Business users can configure and use the Purview Data Map through an intuitive UI, and developers can programmatically interact with the Data Map using open-source Apache Atlas 2.0 APIs.
e. Ability to extend metadata repository with customer-defined attributes and relationships	Using templates, users can create custom attributes, group them together and apply a template while creating terms. Once a term is created, the template associated with the term cannot be changed.

DM-006

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

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

Our data integration solution ETL component, MS Azure Synapse, Azure data factory, and SSIS, along with architecture and design frameworks and standards, support data integration and distributed query capability from multiple data sources. These tools enable storage or retrieving of information from data stores, including distributed query functionality that parses incoming queries into subqueries and the execution of those subqueries, via the connectivity layer, against the respective sources where the desired data resides.



Azure Data Lake Storage V2 within Synapse is our solution for data storage. It provides the following capabilities:

- Large file storage integrated with the MPP DB
- Native support for different data storage technologies (e.g. Avro, ORC, PARQUET)
- Support for various file formats (JSON, BSON, UBJSON, CSV, XML, PDF\*, Voice\*, Video\* and Images\*)
- Utilized for very wide data sets that are 15,000+ columns wide
- Traditional structure definition in the data lake

We use Synapse Workspace for data retrieval. It provides the following capabilities:

- Data integration and development
- **ETL Batch Processing.** Ability to retrieve different data sources
- **Polybase.** Ability to read/load very large structured data files (GB, TB) via external tables using the MPP engine and distributed processing on top of Apache Spark Cluster

Features of the solution for distributed query functionality are as follows:

- Synapse SQL leverages a scaled out architecture to distribute computational processing of data across multiple nodes. Computation is separate from storage, which enables users to scale computation independently of the data.
- The Azure Synapse SQL Control node utilizes a distributed query engine to optimize queries for parallel processing and then passes operations to Compute nodes to do their work in parallel. The serverless SQL pool Control node utilizes the Distributed Query Processing (DQP) engine to optimize and orchestrate distributed execution of user queries by splitting it into smaller queries that will be executed on Compute nodes.
- Each small query is called a task and represents a distributed execution unit. The task reads file(s) from storage, joins results from other tasks or groups, or it orders data retrieved from other tasks. The Compute nodes store all user data in Azure Storage and run the parallel queries.
- The Data Movement Service (DMS) is a system-level internal service that moves data across the nodes as necessary to run queries in parallel and return accurate results.

DM-007

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

a. Graphically or in tabular form

While the Microsoft Azure Cloud suite has Power BI which can represent data results by profiling them in graphical and tabular format, Azure Synapse can also connect with major third-party reporting business tools like Tableau, SAS, or Qlik. Any reporting tool, graphical or otherwise, which has the ability to read Relational Database Management Systems via Standard SQL queries and can connect to MS SQL Server can connect to MS Azure Synapse and use it for graphical or tabular displays.

## DM-008

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

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

In addition to MS Azure Synapse's data factory and Data Quality Services (DQS) to support data quality analysis, as discussed previously in DM-003, all of the above features can be achieved in Synapse using Apache Spark Pool. We develop custom PySpark/Python code to embed the business rules, and to merge profiling and data quality rules. Any issues found with data quality that require correction of source data are documented and tracked using Azure DevOps.

Additionally, Conduent's proposed MDM solution, MultiVue, will define search rules, match rules, weightage, thresh holds, etc. During the Master Person Index process, any ambiguous matches can be merged or unmerged using MultiVue's data steward UI interface.

## DM-009

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

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

Our data integration solution and ETL component, MS Azure Synapse, provides content publication capabilities, including all of the requirements in DM-009. A Synapse notebook is a web interface used to create files that contain live code, visualizations, and narrative text. Notebooks are used to validate ideas and use quick experiments to get insights from your data. Notebooks are also widely used in data preparation, data visualization, machine learning, and other Big Data scenarios. Interactive notebooks are an incredibly powerful tool for data exploration and experimentation.

Azure data factory, event grid, Azure functions and logic apps/webhooks can be used to develop an event-driven architecture to support dynamic and event-driven streaming on the data.

Table G-9 below shows how this tool meets your requirements.

**Table G-9. Content Publication Capabilities of Azure Synapse**

Requirement	How Conduent Meets with Azure Synapse
a. Support in-context editing and the ability to preview rendered content in a staging area.	Synapse notebooks allow users to create, preview and share their documents, from codes to full blown reports. They help data scientists streamline their work and enable more productivity and easy collaboration. Notebook has become popular among data scientists and data engineers. Apart from supporting multi-language programming, this interactive web-based computing platform also supports Markdown cells, allowing for more detailed write-ups with easy formatting.
b. Verifying content for hygiene, including, but not limited to: accessibility, spelling, format validation, privacy, security, and speed of deployment	Synapse notebook is a web interface for creating files that contain live code, visualizations, and narrative text including security format validation and accessibility (ADA compliant).
c. Publish to multiple locations and channels based on predefined attributes	Synapse notebooks can be deployed to multiple locations using pipelines.
d. Rolling back content publication if unsuccessful	Each Synapse notebook is version controlled in Git and can be successfully rolled back to a previous version.
e. Automatically publishing on a scheduled date	Synapse notebook can be published on a scheduled date using pipeline triggers.
f. Support dynamic and event-driven presentation of content	Synapse notebook has several publication integration features and supports real-time and event-driven presentation.

#### DM-010

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

- a. Ability to develop business rules that check for specific quality issues
- b. Ability to deploy monitoring rules within existing applications and data flows
- c. Ability to deploy monitoring rules as a stand-alone process

d. Ability to generate alerts of various types, including, but not limited to: email, page, and error message if monitoring rules have been violated

e. Prebuilt and customizable reports that show numbers and types of monitoring rule violations over time

Azure Data Quality Services (DQS) allows users to administer and manage various DQS activities performed on the data quality service, such as configuring server-level properties related to DQS activities, configuring the Reference Data Service settings, and configuring DQS log settings. These activities are performed through the administration feature in the Data Quality Client. Depending upon the security access (role) in DQS, a user is granted or denied access to certain functions.

Table G-10 shows the solution for each of the data quality requirements.

**Table G-10. Data Quality Capabilities of Azure DQS**

Requirement	How Conduent Meets with Azure DQS
a. Ability to develop business rules that check for specific quality issues	Several mapping data flow transformations allow the user to reference template columns based on patterns, instead of hard-coded column names. This matching is known as column patterns. The user can define patterns to match columns based on name, data type, stream, origin, or position instead of requiring exact field names.
b. Ability to deploy monitoring rules within existing applications and data flows	The data flow component has the ability to configure rules using expression builder.
c. Ability to deploy monitoring rules as a stand-alone process	There are two different categories of workload group metrics provided for monitoring workload management: resource allocation and query activity. These metrics can be split and filtered by workload group, and based on whether they are system defined or user-defined.
d. Ability to generate alerts of various types, including, but not limited to: email, page, and error message if monitoring rules have been violated	<p>Azure provides alerts based on monitoring metrics or events:</p> <ul style="list-style-type: none"> <li>• <b>Metric Values.</b> The alert triggers when the value of a specified metric crosses a threshold assigned by the user, in either direction. That is, it triggers both when the condition is first met and then afterwards when that condition is no longer being met.</li> <li>• <b>Activity Log Events.</b> An alert can trigger on every event, or, only when a certain number of events occur.</li> </ul>
e. Prebuilt and customizable reports that show numbers and types of monitoring rule violations over time	Conduent will create custom reports based on your requirement to show all consolidated violations based on KPIs.

## G.11 Supplement Two – Database Management System (DBMS)

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

#### DM-011

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

Conduent proposes the use of EnterpriseDB (EDB) as our DBMS. EDB is a commercially licensed COTS product from EnterpriseDB Corporation. EDB is an advanced version of the popular free and open source PostgreSQL database. Many large companies beyond Conduent depend on a Postgres SQL-based DBMS to process massive numbers of transactions, such as Spotify and Instagram.

Conduent meets DM-011 requirements using EDB. EDB provides the framework for naming conventions for tables, views, columns, and indexes by supporting names up to 63 characters made up of lowercase letters and numbers connected optionally by underscores. Examples of support tablename include: "errors", "error\_table", and "stage2\_test\_results". By using industry standard naming conventions, EDB promotes compatibility with 3rd party tools and libraries.

#### DM-012

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

Conduent proposes IBM Cognos Analytics (Cognos) as the BI component. Cognos is a business intelligence, information management, and analytics solution. Conduent uses Cognos to provide program insights, trends and actionable knowledge to support Medicaid programs' transformation, fiscal management, waste and abuse avoidance and overall program quality. The solution supports analytics and predictive modelling, scalability and flexibility to support the evolving needs for Medicaid programs, along with intuitive visualizations that deliver informative program information.

We use Cognos to meet your requirement to provide graduated access to users to better analyze program data. Cognos supports access based on authorized user roles that are controlled through configuration. During the implementation and then throughout the project, authorizations are configured as defined by PRMP. A typical approach Conduent uses in similar projects is to place reports into well-named folders with your specified access controls. Cognos exceeds your requirement by supporting not only control of authorization to reports, but also to data sources for configuration objects, as well as access from calling applications via API.

#### DM-013

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

Conduent meets your requirement using the capabilities of CMdS. CMdS modules are coded as database agnostic.

#### DM-014

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

Our solution's DBMS component, EnterpriseDB, supports geo-coded address data for the storage and retrieval of location.

#### DM-015

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

Our solution's DBMS component, EnterpriseDB, provides the framework to assist the PRMP in developing procedures to ensure that specified data is archived and protected from loss, unauthorized access, and/or destruction. Archiving is parameter-driven, and can be performed based upon the PRMP's timelines.

### G.12 Supplement Two – Interoperability and Interfaces

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

#### DM-016

The solution should provide the functionality that provides reliability for applications, services or message flows, including, but not limited to:

- a. Load balancing
- b. High availability
- c. Fault tolerance
- d. Failover
- e. In-order delivery
- f. Transaction support
- g. Execution prioritization
- h. Message prioritization

CMdS contains functionality to provide reliability for applications, services, and message flows. Our proposed EDI solution, also provides some of this functionality. CMdS EDI, is a Health Insurance Portability and Accountability Act (HIPAA)/Health Information Technology for Economic and Clinical Health (HITECH) compliant and Electronic Healthcare Network

Accreditation Commission (ENHAC) accredited clearinghouse. Our EDI solution specializes in the ANSI 5010 X12N transaction set, translating and delivering in excess of half a billion healthcare transactions annually across its healthcare footprint to over forty thousand active trading partners. Certified at minimum for Phases I and II of CAQH CORE compliance, the platform offers support for all industry standard real-time, batch, and safe harbor channels for trading partners.

Our CMdS solution provides the following functionality as required by the RFP:

- **Load Balancing.** We utilize technology that detects the load and stands up another instance of the resource-constrained application to maintain the quality of our service. This allows us to specify the minimum load conditions, so that in a period of low utilization, the applications can reduce to the minimum set.

- **High Availability.** Conduent understands that availability and uptime are very critical for providing end consumers the right service levels. We will meet the expected 99.9% availability through a combination of multiple technical solutions. Our high-availability approach is based on moving the responsibility of system reliability from infrastructure to application and from application into service.

Cloud-native services are built as a compilation of loose-coupling, sub-services developed and deployed separately from one another. They can be replaced and redeployed easily in case of a failure without affecting other parts of the application. They can also be scaled up to accommodate load changes. This robust and efficient approach allows for improved tolerance for failure and faster response rates based on the specific needs of the system.

- **Fault Tolerance.** Our system is built with robust redundancy and fault tolerance architecture principles. A microservices-based, cloud-deployed service inherently provides very high redundancy. Complementing this is our fault tolerance, built within the underlying architecture, to ensure “zero” lost messages while processing. For example, every claim that is received by the system from the EDI application is persisted before processing, and our automatic fault tolerance monitor runs a periodic checksum algorithm and reprocesses those that were not processed successfully.
- **Failover.** The focus of our approach is to provide business continuity and ongoing communication with all the involved parties from the moment a problem is first detected. Recovery objectives, restoration priorities, and metrics are supported by the redundant failover systems that provide the real-time activation of an alternate site for all storage, processing, and communication functions.
- **In-order Delivery.** To support correct message delivery, all messages received in an incoming port and headed for a destination domain are guaranteed to exit in the same order in which they were received.
- **Transaction Support.** CMdS accepts and processes transactions from heterogeneous sources. Further, the solution recognizes and supports provider-specific scenarios, such as providers that may contract with PRDoH to provide a particular medication / service or providers that may participate in other programs that employ different business rules. It supports instances (e.g., audit checking) where the system combines utilization from these different agencies or programs.

- **Execution Prioritization.** When the execution order value is the same, the priority order value defines the sequence in which the output suboperators pull the data from upstream. If suboperators have a different execution order value, they might handle different input data, even if they pull the data from the same input suboperator.
- **Message Prioritization.** CMdS handles the prioritization of messages by supporting the same process described for execution prioritization.

#### DM-017

The solution's interfaces should secure and protect the data and the associated infrastructure from a confidentiality, integrity, and availability perspective.

CMdS utilizes Secure Sockets Layer (SSL), which is a standard security technology for establishing an encrypted link between a service and a client. For data in transit, the services are transmitted using HTTPS (Hyper Text Transfer Protocol Secure), secured by an SSL certificate. For data at rest, we use FIPS 140-2, the federal standard defining security requirements satisfied by encryption.

#### DM-018

The solution's components should be committed to an advanced approach to interoperability using web services and Service Oriented Architecture (SOA) aligned with the Puerto Rico Medicaid Program (PRMP), industry standards, and the PRMP's vision for interoperability.

The Conduent Medicaid Suite (CMdS) was designed to support Medicaid programs based on a MITA compliant architecture. It is built on the principles of modularity, allowing it to integrate seamlessly through a single point of contact (Red Hat Fuse, which is a COTS Enterprise Service Bus (ESB)) with disparate systems that PRMP requires CMdS to send or receive data from.

CMdS applies a modular design and flexible approach using open interfaces in a loosely coupled, service-oriented architecture (SOA) to effectively meet PRMP's current needs and vision for interoperability. The platform meets MITA Framework guidelines regarding business, information, and technical requirements. It is fully aligned with the CMS Seven Conditions and Standards and incorporates MITA-preferred technology standards. CMdS supports Java-based web services and web-based user interfaces, and is hosted in a secure Microsoft cloud environment.



#### DM-019

The solution should interface with the existing Puerto Rico Medicaid Program (PRMP) Data Warehouse, which includes, but is not limited to:

- a. Power Business Intelligence (BI) reporting
- b. Cognos
- c. Business Objects
- d. Tableau
- e. Structured Query Language (SQL) Server Analytic Services (SSAS)
- f. SQL Server Reporting Services (SSRS)
- g. SQL Server Integration Services (SSIS)

Our solution interfaces with the PRMP data warehouse through its enterprise service bus (ESB), Red Hat Fuse. The CMdS design is based on service-oriented architecture (SOA), Representational State Transfer (REST) web services, SOAP web services and architectural principles and methodologies that use interoperable services capable of communicating and exchanging data with other products and systems. CMdS incorporates MITA-preferred technology standards. SSRS and SSIS require the PRMP data warehouse to either expose existing APIs for the service or use a flat file approach to support the interface. CMdS fully supports interfaces with existing PRMP data warehouse based on our existing design and architecture.

#### DM-020

The solution's services should be classified with one of the following values, including, but not limited to:

- a. Presentation
- b. Process
- c. Business
- d. Data
- e. Access
- f. Utility

Our solution uses Swagger Interface Description Language as a service catalog to maintain and manage CMdS services. Swagger uses OpenAPI 3.0 to define parameters. The Swagger toolset includes a service catalog that contains attributes that store the metadata for each service. This includes classifying how each service is cataloged (presentation, process, business, data, access or utility). Swagger will generate the documentation with this metadata to create the service catalog.

## DM-021

The solution's design should allow for the system to continue operating despite failure or unavailability of one or more individual technology solution components.

CMdS uses a microservices architecture that ensures there is no possibility of all services failing at once. Microservices makes it possible to isolate failures through well-defined service boundaries.

The containerization and autorecovery of containers help build additional resilience. Azure Kubernetes automates container updates, scaling, and provisioning, orchestrating container functions for any container conforming to the Open Container Initiative (OCI) standards.

CMdS is configured with a failover design for handling the data received in the event of any solution component failure to prevent corruption or loss of data already accepted. The database supports the replica set as master and secondary nodes. In the event of a failure of the master node, an existing replica is used to replace the failed master node. While the replica nodes are standing by, they are read-only resources, load balancing client queries without risk of compromising data loss. The messages or files accepted from the source system are stored temporarily to recover or reprocess in the event of any unforeseen technical system issues beyond the system's control.

## DM-022

The following metadata attributes should be tracked for all services in the services catalog, including, but not limited to:

- a. Name
- b. Lifecycle status
- c. Class, description
- d. Owner
- e. Version
- f. Revision history
- g. Release frequency
- h. Versioning policy
- i. Deprecation policy
- j. Message exchange patterns
- k. Compensating transaction support
- l. Availability requirements
- m. Volume
- n. Max message size
- o. Security attributes
- p. Service-Level Agreement (SLA)
- q. Logging requirements

Like the approach described in our response to DM-020, Conduent uses the Swagger Interface Description Language as a service catalog to maintain and manage CMdS services. Swagger uses OpenAPI 3.0 to define parameters. The Swagger toolset includes a service catalog that contains attributes that store the metadata for each service, including all of the metadata attributes described in bullets a-q of this requirement. Swagger will generate the documentation with this metadata to create the service catalog.

#### DM-023

The solution should have the ability to support Application to Application (A2A) synchronous and asynchronous messaging using web services.

Supporting Application-to-Application (A2A) integration, the CMdS platform handles both synchronous messaging using web services and asynchronous messaging using Kafka, and is capable of supporting a variety of Enterprise Integration Patterns (EIP) patterns with the Red Hat Fuse ESB. CMdS accomplishes this messaging support by using queues through an integration service. We use our ESB to support enterprise-wide interoperability and provide a comprehensive SOA platform that aligns with industry standards.

#### DM-024

The solution should have message and data formats based on logical representations of business objects, rather than native application data structures.

CMdS makes use of a domain-driven design and the logical representations based on data objects for extending data or messages. This separates our application from the physical database structure. This is accomplished through the design of our conceptual data model and the application value objects (VOs) and data object (DOs). The VOs and DOs are used as the message format to exchange data between services.

#### DM-025

The solution should have data transformations that should be to and from normalized formats to facilitate composition and reduce the number of transformations that must be created and maintained. A canonical data representation that spans the enterprise can be used but is not required, and a federated approach to data normalization can also be used.

CMdS interfaces follow the canonical data model to present data entities and relationships in the normalized format in order to integrate processes across various systems and databases. All interfaces are transformed into simple Java objects prior to modeling into domain objects for persistence in the database.

#### DM-026

The solution should provide tools to support the Extract, Transform, Load (ETL) process to extract data into the Puerto Rico Medicaid Program's (PRMP's) data warehouse or other analytical environments.

We understand that exchanging data from the CMdS solution to the PRMP Data Warehouse platforms is a critical function for operation analytics and business intelligence. In a typical data warehouse data exchange, the ability to scale and support ETL type feeds is critical.

Our ESB, Red Hat Fuse, supports enterprise-wide ETL processes and interoperability. It provides a comprehensive SOA platform that aligns with industry standards and provides support to such exchanges seamlessly.

#### DM-027

The solution should implement, at a minimum, real-time and/or batch interfaces with the applications and data sources as specified by the Puerto Rico Medicaid Program (PRMP).

CMdS distributes and shares captured data with other vendors applications and other stakeholders. Red Hat Fuse and our CMdS API suite handle integration and data exchange in both real-time (using an API) and an ETL batch process.

We federate data, which means utilizing common data formats to streamline integration regardless of our underlying database structures. The experience from the perspective of an external entity is virtual database access provided using APIs.

#### DM-028

All Web Services Description Languages (WSDLs) developed for the Puerto Rico Medicaid Program (PRMP) should conform to the WSDL development standards.

CMdS supports the creation, extension, consumption, and exposure of external service interfaces with other vendors or applications through Web Services Description Language (WSDL), among an array of standard messaging protocols.

The CMdS design is based on service-oriented architecture (SOA), Representational State Transfer (REST) web services, SOAP web services and architectural principles and methodologies that use interoperable services capable of communicating and exchanging data with other products and systems.

#### DM-029

The solution should have the ability to implement synchronous and asynchronous program-to-program communication, moving messages between Service Oriented Architecture (SOA) service consumer modules and service provider modules at run-time. The Enterprise Service Bus (ESB) component may also move files, database rows, and other data.

The CMdS design is based on a service-oriented architecture (SOA) that supports the implementation of synchronous and asynchronous, program-to-program communications. Our solution platform handles both synchronous (using web services) and asynchronous (using Kafka) messaging and is capable of supporting a variety of EIP with our ESB. Our solution uses the Red Hat Fuse ESB for interfacing, file transfer, ETL, and as a middleware tool.

#### DM-030

The solution's Service Oriented Architecture (SOA)-related messages should be formally defined with Extensible Markup Language (XML), Schema Definition XML schema definitions (XSD), or Document Type Definition (DTDs). The solution should use a Service Oriented Architecture (SOA) Architecture Repository.

CMdS is built using Service Oriented Architecture (SOA) principles and an event-driven architecture as recommended by the Medicaid Information Technology Architecture (MITA). It uses the Red Hat Fuse ESB for integration of various distributed services. Each business service can be scaled and tuned individually based on usage load. The Modularity Standard requires the use of a modular, flexible approach to systems development, including the use of open interfaces and exposed APIs for the purpose of easy integration with other modules.

All the internal communication is design with JSON as the medium to exchange data. The external message exchange is achieved using an industry-standard format, including JSON, Extensible Markup Language (XML), Schema Definition XML schema definitions (XSD), or Document Type Definition (DTDs). The Red Hat Fuse ESB interacts with the Enterprise Service Oriented Architecture (SOA) architecture repository.

#### DM-031

The solution's Service Oriented Architecture (SOA)-related services should be implemented on a framework to include, but not be limited to:

- a. Java
- b. .Net

The Red Hat Fuse ESB connects all the services over a bus-like infrastructure. It acts as the communication center in the SOA by allowing linking multiple systems, applications and data. It connects multiple systems with no disruption. The SOA-related services are mainly implemented using a Java framework, but can support interacting with multiple systems implemented using different frameworks, including .Net.

#### DM-032

The solution should integrate with external solutions using a Service Oriented Architecture (SOA) by using an Enterprise Service Bus (ESB), responsible for, including, but not limited to:

- a. Monitoring and controlling routing message exchange between services
- b. Resolving contention between communicating service components
- c. Controlling deployment and versioning of services
- d. Marshalling use of redundant services

CMdS is built using SOA principles and an event-driven architecture as recommended by the Medicaid Information Technology Architecture (MITA). Its ESB integrates various distributed services. Each business service can be scaled and tuned individually based on usage load.

Our solutions are built with modularity standards and expose open APIs to communicate securely with other modules, according to CMS's Final Rule (CMS 2392-F) for standards for modular, flexible approaches to systems development. This process includes the use of open interfaces and exposed APIs for easy integration with other modules.

Using open APIs, we easily share data and consume services with other Medicaid modules and vendor systems, as required by the Agency using our Red Hat Fuse ESB. Our ESB utilizes Apache Camel Routes, which fully support most of the industry standard EIP and perform business process orchestration, integrating all CMdS business services.

Apache Camel Routes performs service integrations by connecting various CMdS services using flow and integration logic, which supports both synchronous and asynchronous messaging. CMdS maintains and manages sources and endpoints at the route level. All changes are version-controlled in a source control repository for compliance.

Apache Camel Routes supports different sources and services and transport protocols or messaging models for service communication.

#### DM-033

The solution's Service Oriented Architecture (SOA) services should be attributed with one of the following SOA Lifecycle Status values:

- a. Candidate
- b. Justified
- c. Defined
- d. Designed
- e. Implemented
- f. Operational
- g. Retired

Our solution uses Swagger Interface Description Language as a service catalog to maintain and manage CMdS services. Swagger uses OpenAPI 3.0 to define parameters. The Swagger toolset includes a service catalog that contains attributes that store the metadata for each service, including SOA lifecycle status values (candidate, justified, defined, implemented, operational, and retired). Swagger will generate the documentation with this metadata to create the service catalog.

#### DM-034

The Service Oriented Architecture (SOA) Architecture Repository along with the Enterprise Repository should be hosted on the future Puerto Rico Medicaid Program (PRMP) Hub.

CMdS is specifically designed to support this kind of integration. Its ability to interact with the PRMP Hub is an example. It is built using Service Oriented Architecture (SOA) principles and an event-driven architecture as recommended by the Medicaid Information Technology Architecture (MITA). CMdS uses an ESB for integration of various distributed services. We will coordinate with the PRMP hub to configure the CMdS-related external services to be consumed by other modules in the SOA architecture repository.

#### DM-035

The solution should have the capability to integrate with Master Data Manager (MDM) technology for Enterprise Master Person Index (EMPI) implemented as part of the Puerto Rico Medicaid Program (PRMP) Hub in a centralized or registry style implementation.

Red Hat Fuse ESB provides the capability to integrate the MDM and EMPI technologies in support of PRMP hub implementation. It is built using SOA principles and an event-driven architecture, as recommended by the Medicaid Information Technology Architecture (MITA).

CMdS uses the ESB for integration of various distributed services in conjunction with Apache Camel Routes, which fully supports most of the industry-standard Enterprise Integration Patterns (EIP) to integrate all CMdS business services.

For REST APIs, CMdS uses JSON as the medium of exchange. For external services, CMdS coordinates with each service based on the source.

#### DM-036

The solution should provide support for integrating with applications with Service Oriented Architecture (SOA) and event-driven architectures in a manner that supports implementation strategies, including, but not limited to:

- a. Web Services: Web Services Interoperability (WS-I) Organization-compliant implementation of basic Web services standards, including Simple Object Access Protocol (SOAP), Web Services Description Language (WSDL) and Universal Description, Discovery, and Integration (UDDI), as well as higher-level Web services standards, such as Web Services (WS)-Security
- b. Representational Department Transfer (REST): Support for Extensible Markup Language (XML)-based messages, processing and Hypertext Transfer Protocol (HTTP), and Extensible HyperText Markup Language (XHTML) WSDL.

CMdS is built using Service Oriented Architecture (SOA) principles and an event-driven architecture as recommended by the Medicaid Information Technology Architecture (MITA). CMdS uses an enterprise service bus (ESB) for integration of various distributed services. Our SOA based design supports the implementation of synchronous and asynchronous, program-to-program communications. The CMdS platform handles both synchronous (using web services) and asynchronous messaging (using Kafka) and supports a variety of EIP patterns with our ESB.

All the internal communication is designed with JSON as the medium to exchange data using REST. The external message exchange can be through defined industry standard format implementation (REST and SOAP). We use Web Services Interoperability (WS-I) Organization compliant basic Web services standards, including Simple Object Access Protocol (SOAP); Web Services Description Language (WSDL); and Universal Description, Discovery, and Integration (UDDI); as well as higher level web services standards, such as Web Services (WS)-Security and Representational Department Transfer (REST) services implementation with Support for Extensible Markup Language (XML)-based message processing; JSON message processing and Hypertext Transfer Protocol (HTTP); and Extensible HyperText Markup Language (XHTML).

#### DM-037

The solution should provide the technology that manages the metadata and provides the features needed to support the reliable operation of services including, but not limited to:

- a. Online catalog of services and associated artifacts such as Web Services Description Language (WSDL) files, XML Schema Definitions (XSDs), Business Process Execution Language (BPEL) files
- b. A single point of controlled access for cataloging, promoting, publishing, and searching for information about managed assets
- c. Metadata that enables an Enterprise Service Bus (ESB) to find, bind to, and invoke the execution of a service implementation
- d. Support for extending existing asset types and defining and populating custom asset types

CMdS services maintain and manage Swagger as a service catalog; services are documented with metadata parameters to manage the services. All the internal communication is designed with JSON as the medium to exchange data using REST, and access to the services catalog using Swagger. Swagger uses OpenAPI specification, and the Swagger user interface provides access for cataloging, promoting, publishing, and searching for information about managed assets. Swagger supports extending existing asset types, as well as defining and populating custom asset types. Service metadata can be utilized by the ESB to find, bind, and to invoke the execution of the service. Azure API Manager provides the governance for all external APIs and supports the online catalog of the external services and associated artifacts as Web Services Description Language (WSDL) files and XML Schema Definitions (XSD's).

#### DM-038

The solution should facilitate integration through an Enterprise Service Bus (ESB).

As mentioned previously, CMdS is built using SOA principles and an event-driven architecture as recommended by the Medicaid Information Technology Architecture (MITA). Our solution uses the ESB for integration of various distributed services. Each business service can be scaled and tuned individually based on usage load.

The Modularity Standard requires the use of a modular, flexible approach to systems development, including the use of open interfaces and exposed application programming interfaces (APIs) for the purpose of easy integration with other modules. CMdS is built with these modularity standards and exposes open APIs to communicate securely with other modules, according to CMS's Final Rule (CMS 2392-F).

Using open APIs, we easily share data and consume services with other modules and vendor systems, as required by the PRDoH, using the ESB. Business process orchestration is performed with Apache Camel Routes, which fully supports most of the industry-standard Enterprise Integration Patterns (EIP) to integrate all CMdS business services. Camel Routes performs service integrations by connecting various CMdS services using flow and integration logic which supports both synchronous and asynchronous messaging.



#### DM-039

The solution should have the ability to work with security policy manager for web services that allows for centrally defined security policies that govern web services operations, including, but not limited to:

- a. Access policy
- b. Logging policy
- c. Load balancing

CMdS is built using the Service Oriented Architecture (SOA) principles and an event-driven architecture as recommended by the Medicaid Information Technology Architecture (MITA). CMdS uses an enterprise service bus (ESB) for integration of various distributed services. We coordinate with the security policy manager to configure CMdS external web services to be consumed by other modules for access through secure channels. Azure API Manager provides the governance for all external APIs to configure the defined security policies that govern web service operations.

Service access policies are an additional layer of web service security that define which services or service methods can be invoked remotely. Logging policies can be set to different levels to log the service information in log files.

Load balancing is accomplished by deploying Kubernetes as pods which can be scaled based on the load. The replicated pods are exposed using the service name, and the Azure API manager invokes the service name to invoke the web service.

#### DM-040

The solution should provide the capabilities for a real-time, or near real-time, integrated enterprise where common data elements about the members served and services rendered are easily shared across organizational units with appropriate adherence to Commonwealth, the Puerto Rico Medicaid Program (PRMP), the Puerto Rico Department of Health (PRDoH), and federal security and privacy restrictions.

Our CMdS platform handles both synchronous messaging, using web services, and asynchronous messaging, using Kafka. It is capable of supporting a variety of EIP patterns with the Red Hat Fuse ESB. CMdS facilitates the secure exchange of data with other applications in adherence to Commonwealth, the PRMP, PRDoH and federal security and privacy restrictions.

#### DM-041

The solution should have the capability to integrate with the Puerto Rico Medicaid Program (PRMP) Data Hub to perform syntactic and semantic hub-based transformation of messages, including, but not limited to:

- a. Support of taxonomy
- b. Support of ontology

- c. Reusable transformation maps
- d. Built-in transformation functions
- e. Extending the transformation function with custom-coded logic
- f. Support for business to business (B2B) project translation including, but not limited to Electronic Data Interchange (EDI), RosettaNet, and Health Level Seven (HL7)

The CMdS Red Hat Fuse ESB supports the syntactic and semantic transformation of messages, including taxonomy, ontology, reusable transformation maps, built-in transformation functions, and extending the transformation function with custom-coded logic. CMdS also supports exchanging data in a variety of formats including RosettaNet and Health Level Seven (HL7).

### **G.13 Supplement Two – Master Data Management**

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

DM-042

The vendor should run all existing data from the current database tables and/or files through the data quality checks and all data quality issues should be reported to the Puerto Rico Medicaid Program (PRMP).

We are proactive in monitoring data. We bring quality assurance approaches proven to minimize and mitigate errors. Our QA processes are designed to identify and correct errors early, so they do not affect processing. We put appropriate controls in place for both manual and bulk updates.

Our ETL process performs data quality checks by combining the functions of data integration, enterprise data warehousing, and big data analytics, executed using SQL queries. We report data quality issues derived from these checks to PRMP. As part of conversion planning, we evaluate current database tables for integrity and accuracy, as well as mapping to CMdS database tables. Invalid or missing data is reported to the PRMP for resolution. At times, missing data may use default values, if appropriate, or it may require manual update in the base system.

While bulk updates from spreadsheets generally are more reliable than manual updates, we validate that the data was correctly loaded. During implementation, we will work with you to determine a statistically valid sample size to minimize the risk of undetected errors.

#### DM-043

The solution's data integration and Master Data Management (MDM) component's data model should be capable of handling categories of elements for clients and providers, including, but not limited to:

- a. Identification
- b. Demographics
- c. Contact information
- d. Relationships with other entities and/or providers
- e. Interactions with other entities and/or providers

Conduent uses Civica's MultiVue® solution, Next Generation MDM for our Medicaid HIE or State wide HIE clients. MultiVue has data mastery, governance, verification and stewardship capabilities that enable users to get a 360° view of person data, or an entity of any description, including provider, relationship and facility data. It eliminates data silos and acts as a foundation for advancing data quality projects such as single view of the citizen/person and cross-agency/department data sharing for both operational and analytical needs. MultiVue's core features of master data management include Identity data, Demographic data, Contact information and many other fully normalized elements and their relationships.

It will create golden record of data called virtual entity or master record and maintain relationship with related entities from different sources that may have different identifiers but all belongs to same person. Search and match rules are defined with selected list of attributes based on states preference, each attribute has different weightage and each search and match rules have to meet minimum threshold level to quality as perfect match. Proven sub-second response times for demographic and registration searches; target rates of up to 3000 transactions per second.

#### DM-044

The solution's data integration and Master Data Management (MDM) component should provide workflow services for remediation of quality issues in client and provider data.

Intuitive Data Stewardship user interface: Using MultiVue Share we can improve sharing and synchronization of data to support the decision-making process and distribute the most consistent, accurate data possible. Key features include:

- Intuitive and fully responsive HTML 5 user interface to take the complexity out of data stewardship tasks
- Ability to control the whole matching process through a simple scripted interface
- Configurability to support updates in different delivery models to suit source system requirements
- Granular control enabling specific data attributes to be accepted or rejected
- The option to manually verify or automate changes to data
- Downstream notification of data updates to all connected source systems

Any other data cleansing requirements can be achieved by implementing custom workflows using proposed Redhat Fuse ESB and Kafka Messaging.

#### DM-045

The solution's data integration/Master Data Management (MDM) component should protect and complement the data layer with a layer of business services for accessing and manipulating the client and provider data that is built for an service oriented architecture (SOA) environment, by exposing web services interfaces.

MultiVue's exposes Secured REST API to use its core MDM features. Functions like Create Indexes, update Indexes, Merge, unmerge, Search etc. can be performed using MultiVue REST API.

#### DM-046

The solution's data integration and Master Data Management (MDM) component should include integration middleware, including publishing and subscription mechanisms, to provide a communication backbone for the bidirectional flow of client and provider data between the central repository and the spoke data integration and MDM components, be they copies or subsets of the repository, or remote applications.

The CMdS design is based on service-oriented architecture (SOA) that supports the implementation of synchronous and asynchronous, program-to-program communications. The CMdS platform is able to handle both synchronous using web services and asynchronous messaging using Kafka and is capable of supporting a variety of EIP patterns with our ESB. CMdS facilitates the secure exchange of data with other applications through synchronous, real-time web services and/or asynchronous services through Kafka.

CMdS integration middleware is Red Hat Fuse ESB and is capable of supporting a variety of EIP patterns including publishing and subscription mechanisms and also bi-direction flow of data exchange between client and provider data between different systems as long as they are accessible as services. CMDs Fuse solution can acts as integration engine between various systems that produce or consume MDM data.

#### DM-047

The Master Data Management (MDM) component should have the capability to support the global identification, linking, and/or synchronization of client and provider information across heterogeneous data sources through semantic reconciliation of master client and master provider data.

MultiVue Enrich ensures that the performance of core cloud-enabled MDM platform, MultiVue is not affected by poor data by ensuring all records are verified against external reference data sources. This means we can trust the accuracy of data and distribute single view of the customer or patient across organization with confidence. Key features include:

- Business data (company names, addresses, location relationships, SIC codes, SME indicators)
- Access to a broad range of social demographic enrichment data for record enrichment
- Ability to append additional data to records (e.g., Grid References, UPRNs, etc.)

- Matching and merging records from all sources (internal and external) to produce a comprehensive and trusted Golden Record
- Superior performance coupled with best-of breed matching accuracy
- Resolving problems in data quality, such as duplicates, gaps and inconsistencies
- Create custom and flexible search and merge rules and multiple versions of rules
- Assign Custom weightage for search and merge attributes and custom thresh holds for rules
- Inbuilt full audit trail of actions held in the system
- Analyze source schemas and design MultiVue Schema Profile

#### DM-048

The Master Data Management (MDM) component should create and manage a central, database-based data integration and MDM component or index of record for master data.

MultiVue's core features of master data management include Identity data, Demographic data, Contact information and many other fully normalized elements and their relationships. It will create golden record of data called virtual entity or master record and maintain relationship with related entities from different sources that may have different identifiers but all belongs to same person. MultiVue stores Master Patient Index (MPI) or Master Client Index (MCI) in highly normalized relational databases structure using Microsoft SQL server. MultiVue's MultiIndex Database is Highly optimized and tuned for concurrence and sub second transaction responses.

#### DM-049

The solution's data integration and Master Data Management (MDM) component should have the ability to support in batch and real-time the profiling, cleansing, matching, linking, identifying, and semantically reconciling master data in different data sources to create and maintain the source of truth.

Conduent implemented MultiVue's for both real time and batch processing, HL7 transactions from various provider EMR systems are processed in real time using MultiVue's Rest API and Eligibility and claim information is synced with Master Patient index in batch fashion. Conduent built wrapper services around Multivue Product that enables easy batch processing from various sources, Batch data can be loaded to Products MVIntegration database and Built-in services can process the batch records into the MPI database.

### G.14 Assumptions

- Claims and encounters received from Gainwell will be in the X12 837 format
- Conduent will receive the MCO provider FFS paid claims in the X12 835 format and provider paid claims in the X12 820 format
- Conduent will send premium payment information to the MCOs in the X12 820 format
- Conduent will receive beneficiary enrollment data in the X12 834 format
- Conduent will support the Commonwealth by maintaining the data configuration of the solution. Designated Commonwealth users will be able to view the configuration
- Gainwell will continue to adjudicate encounters in the MMIS solution. Conduent will receive already adjudicated encounters

## Attachment H: Technical Requirements Approach

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

**Instructions:** Technical requirements include those that drive how systems should be designed and built in a way that provides for long-term use and reuse, in compliance with related standards (e.g., service-oriented architecture, PRMP adopted standards, Medicaid Information Technology Architecture (MITA), and the CMS Standards and Conditions, as well as defining the minimum set of technical capabilities expected from certain infrastructure components.

The vendor should provide a narrative overview of how the proposed system will meet the requirements and narrative in this RFP. Use the response sections to provide specific details of the proposed approach to meeting the technical requirements in each of the subcategories.

Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from Supplement Two: Detailed Requirements and Attachment F: Mandatory Requirements. PRMP also expects the vendor to propose its approach for meeting any narrative in Supplement One: Project Requirements and Section 3 Scope of Work in this RFP.

Responses in this section should be highly focused on the business processes, technology, and requirements and not simply provide generic or marketing descriptions of solution capabilities.

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

Please include one or more diagrams where necessary that detail the proposed design and the relationships between key technical components.

The technology architecture should provide the underlying computing infrastructure that enables and supports the data and application architectures that comprise the PRMP Medicaid Enterprise System (MES). Technical architecture design should address requirements that include, but are not limited to: modularity, scalability, capacity, extensibility, adaptability, performance, availability, stability, and security.

In addition, the technology support architecture includes business continuity components (i.e., backup, recovery, failover, disaster recovery) that are deemed necessary to effectively manage and support the technology investment.

The technical infrastructure supports the functional components of the solution that include data acquisition, data access, data delivery, and managed metadata environment to populate, build reports, and disseminate the data contained in the PRMP data repository.

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

Subsections will list the category with the following:

- Application Programming Interface
- Application Infrastructure Service Layer
- Integration Service Layer
- Management
- Performance and Availability
- Scalability
- Solution Management and Administration
- Standards Compliance
- Usability

We provide our approach to meeting the RFP's technical requirements under the following headings:

- Overview of How Our System Meets the RFP Technical Requirements
- Phased Implementation Approach
- Exception Handling Processes
- Dependencies on Existing Systems or Components
- Diagrams that Detail CMdS Design and Relationships Between Key Components
- Technology Architecture
- Technology Support Architecture
- Technical Infrastructure
- Details of Our Approach to Meeting the Technical Requirements
  - Supplement Two: Application Programming Interface
  - Supplement Two: Application Infrastructure Service Layer
  - Supplement Two: Integration Service Layer
  - Supplement Two: Interoperability - Interfaces
  - Supplement Two: Performance and Availability
  - Supplement Two: Scalability
  - Supplement Two: Solution Management and Administration
  - Supplement Two: Usability
  - Supplement Two: Management
  - Supplement Two: Standards Compliance
- Assumptions

Please note, our response to the mandatory requirements can be found in Attachment F: Mandatory Requirements.

## Overview of How Our System Meets the RFP Technical Requirements

### Supplement One: Project Requirements, 1.2.2 Technical

The desired technical architecture is not prescribed within this RFP and instead the performance and security expectations are defined through requirements, allowing vendors to propose solutions of any architecture that meets those requirements. It is expected that vendors propose solutions that operate in cloud environments and that the proposing vendor ensures the privacy and security of PRMP data. All other detail regarding the desired technical architecture can be found in the Supplement Two: Detailed Requirements.

### Supplement One: Project Requirements, Section 3. Scope of Work, 3.2 Technical Requirements

The technical requirements detail the solution requirements PRMP has identified as integral towards the solution's long-term use and reuse. Vendors are expected to provide their detailed responses for each requirement utilizing Attachment H: Technical Requirements Approach.


The solution's architecture provides the underlying computing infrastructure that enables and supports the data and application architectures that comprise the solution. The solution's technical architecture should address requirements that include but are not limited: to the solution's scalability, capacity, extensibility, adaptability, performance, availability, stability, and security.

In addition, the solution's architecture should include business continuity components (i.e., backup, recovery, failover, and disaster recovery) necessary to effectively manage and support the existing and future needs of the Medicaid enterprise.

We propose the Conduent Medicaid Suite (CMdS) to meet the RFP requirements for your financial management module. CMdS is a modular Software as a Service (SaaS) solution that is built with a service oriented architecture (SOA) and is designed for long-term use and reuse. CMdS supports applicable standards, such as Medicaid Information Technology Architecture (MITA) goals, and aligns with the Center for Medicare & Medicaid Services (CMS) Seven Standards and Conditions.

As a Software as a service (SaaS) solution, CMdS allows Conduent to embrace reusability and push the benefits to the PRMP. If post-implementation changes to the product are required, we take advantage of the CMdS microservices architecture. This approach enables the solution to adapt to evolving Medicaid requirements and technology advancements with minimal changes to configuration or code. It provides for heavy reuse of our core code without the need for doing ground-up development when adapting the solution. This reuse of code via the microservices architecture creates cost savings for standard changes or mandates.

We host CMdS primarily in the Microsoft Azure Cloud. Microsoft's global datacenter network runs in geographically distributed Microsoft facilities that run 24/7. All locations employ various security measures to protect operations from power failure, physical intrusion, and network outages. Azure's services are certified at the highest level of Federal Risk and Authorization Management Program (FedRAMP) compliance, currently supporting more than 90 compliance offerings. This is more than any other cloud service provider in the market.



**State-of-the-Art Financial Management Solution**

- Meets all your technical requirements
- Built using a modular, cloud-based, architecture
- Manages data exchanges through an enterprise service bus (ESB)
- Modular, scalable, extensible, and adaptable



## Phased Implementation Approach

Conduent fully supports Puerto Rico’s vision for deploying the financial management module in a phased approach to allow for early deployment of solution functionality. Based on our careful review of the RFP requirements, we propose to implement our CMdS solution in three phases that run concurrently but have staggered deployment dates:

- Phase 1 – 835 and MCO Encounter Matching Functionality.** During this phase of the project, we implement the functionality and convert the data necessary to support the RFP requirements associated with validating capitation payments made to providers from managed care organizations (MCOs) with the encounter/claim data that MCOs generate and send to the MMIS vendor. The RFP is clear under multiple requirements that this is important functionality to PRDoH; therefore, we think PRDoH could benefit from its early deployment. This process would use the X12 835 claim payment remittance advices (Requirement BF-002) that MCOs send to providers with the encounter/claim transactions we receive from the MMIS vendor. Our functionality would perform extensive data quality and validation edits to look for discrepancies between the 835s and encounter/claim data.
- Phase 2 – Federal Reporting.** We implement some of the federal reporting requirements (i.e. CMS-37, CMS-64, T-MSIS) for encounter/claim data and other required reports during this phase. We will work with PRDoH during implementation to finalize the federal reporting and other reports you want to implement early based on the encounter/claim data available from the Phase 1 implementation.
- Phase 3 – Premium Payments (CMdS Claims and Financial).** In Phase 3, we implement the remaining RFP requirements for the MMIS Phase III project. This includes making premium payments to MCOs, federal reporting associated with premium payments, and all the other remaining requirements.

Figure H-1 provides a high-level timeline for the three phases. Our timeline shows the three phases starting on January 3, 2022. We complete Phase 1 in 9 months, Phase 2 in 12 months, and Phase 3 in 18 months. Data conversion activities—including planning, analysis, testing, and final conversion—span the duration of the implementation.

Puerto Rico MMIS Phase III Project	1/2022	2/2022	3/2022	4/2022	5/2022	6/2022	7/2022	8/2022	9/2022	10/2022	11/2022	12/2022	1/2023	2/2023	3/2023	4/2023	5/2023	6/2023
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Project Initiation & Planning	█	█	█	█														
• Requirements	█	█	█															
Phase 1: 835 and MCO Matching		█	█	█	█	█	█	█	█									
• Solution Design and Testing		█	█	█	█	█	█	█										
• Solution Deployment								█										
Phase 2: Federal Reporting		█	█	█	█	█	█	█	█	█	█	█						
• Solution Design and Testing		█	█	█	█	█	█	█	█	█	█							
• Solution Deployment												█						
Phase 3: CMS Claims and Financial		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
• Solution Design and Testing		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
• Solution Deployment																		█
Data Conversion	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

**Figure H-1. Phased Implementation Timeline**  
 Our phased approach provides the successful implementation of the MMIS Phase III requirements.

### Exception Handling Processes

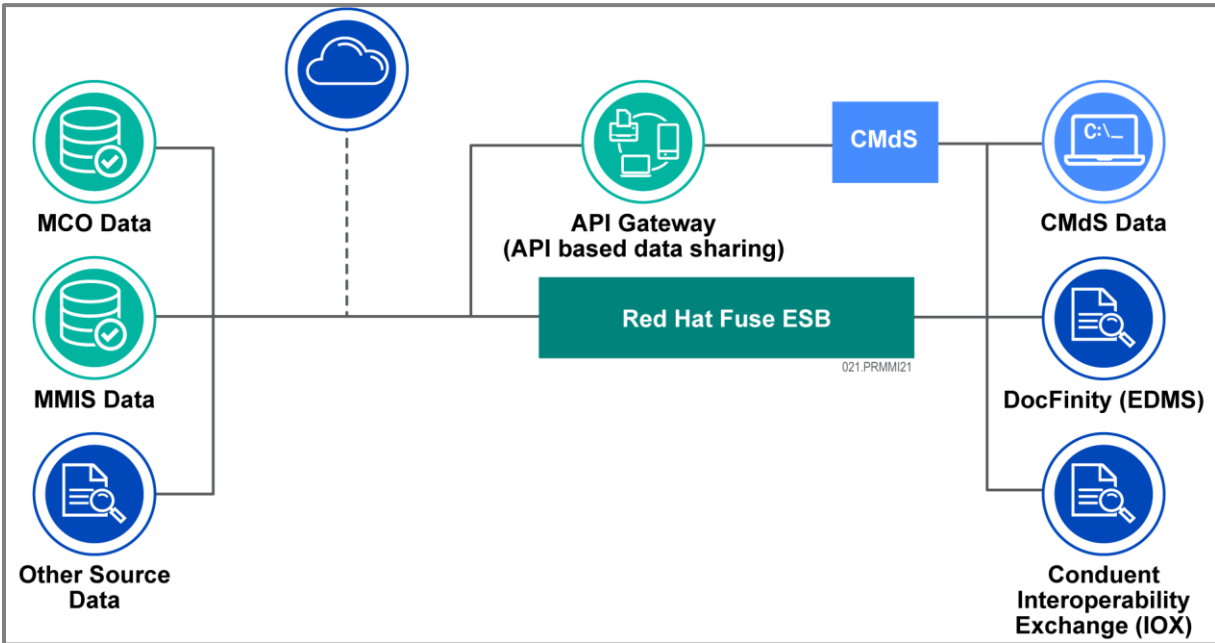
Conduent provides exception handling processes where appropriate. This may involve exceptions (errors) that occur when processing inbound files or other errors that occur during premium payment processing. We document the procedures we follow to resolve exceptions and seek PRDoH approval of the procedures. Our goal is to resolve exceptions quickly, accurately, and according to approved procedures.

### Dependencies on Existing Systems or Components

Smooth, successful implementation and ongoing operations require strong communication, collaboration, and integration between vendors and their systems. While each vendor is responsible for a specific scope of work, vendors must provide integration capabilities and work collaboratively. We work with PRDoH and other vendors to establish communication links. Our CMdS solution relies upon other systems for data to perform many of the requirements in the RFP scope of work. For example, CMdS is dependent upon the MMIS and MCO systems to send accurate and timely data to perform the capitation verification process. We look forward to working with your other MES vendors to coordinate and perform integration activities throughout the contract term.

## Diagrams that Detail CMdS Design and Relationships Between Key Components

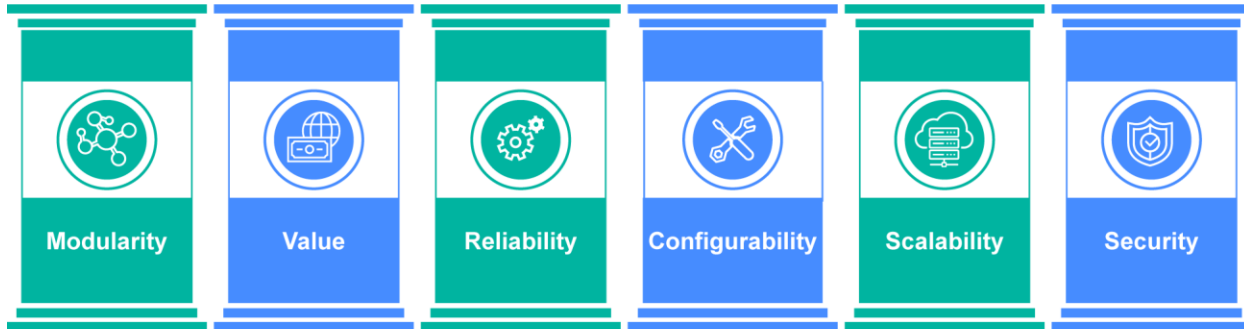
CMdS shares data with external data sources through the Red Hat Fuse Enterprise Service Bus (ESB). The ESB uses industry-standard Enterprise Integration Patterns (EIPs) to integrate heterogeneous technologies. The ESB can exchange information and data files using event-driven messaging or by calling RESTful services published in our API gateway. The information and data can be easily called to integrate with the web portal to improve the overall user experience. Figure H-2 shows connectivity with the Red Hat Fuse ESB.



**Figure H-2. Standards-based Connectivity with the Red Hat Fuse ESB**  
*Conduent achieves enterprise connectivity with other data sources using the Red Hat Fuse ESB, a distributed integration platform providing a standardized methodology, infrastructure, and tools to integrate services, microservices, and application components.*

## Technology Architecture

The CMdS architecture provides the underlying computing infrastructure that enables and supports the data and application architectures of the PRMP Medicaid Enterprise System (MES). Figure H-3 illustrates the six pillars of the CMdS architecture. We describe the benefits of each pillar in Table H-1 and describe how they support modularity, scalability, capacity, extensibility, adaptability, performance, availability, stability, and security.



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**Figure H-3. Six Pillars of the CMdS Architecture**

*The six pillars of the CMdS architecture provide the strength and support needed to fulfill the financial management module's business requirements.*

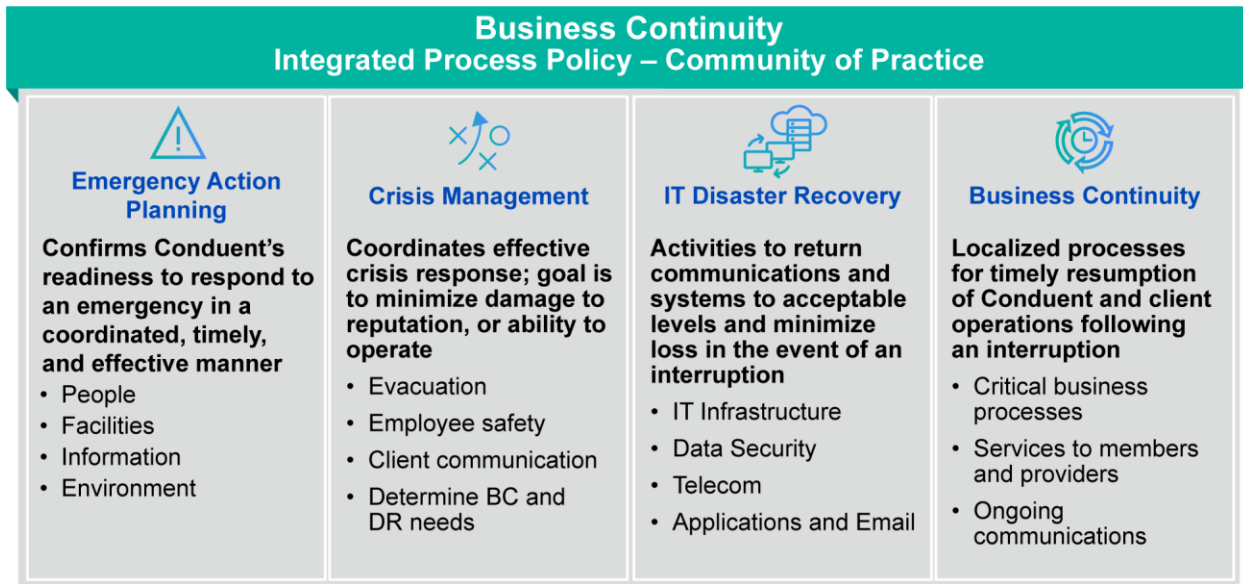
**Table H-1. Six Pillars of the CMdS Architecture**

Pillar	Description
<b>Modularity</b> (Extensibility)	Our CMdS solution is built using a modular, cloud-based, architecture. This structure gives Puerto Rico flexibility to modify the solution as the PRMP evolves. Further, our solution offers the highest level of interoperability by managing data exchanges through our internal enterprise service bus (ESB). CMdS assists the PRMP in improving the processing time and integration of financial data into a centralized MES location; and integrates technology and business processes into a single modular financial management solution.
<b>Value</b>	Conduent provides the highest value solution that aligns with Puerto Rico's strategic direction. We provide Software as a Service (SaaS) and state-of-the-art technology, backed by 50 years of Medicaid expertise. Included in our SaaS capabilities, Conduent handles hardware and software upgrades and versioning. PRDoH can consume releases of core capabilities and incorporate any necessary customizations or configurations.
<b>Reliability</b> (Performance and Availability)	The CMdS solution is built on cloud-based infrastructure, allowing Puerto Rico to harness powerful and reliable technology and performance. Our cloud architecture allows for load balancing, automated roll out and roll back, and self-healing of components, giving PRDoH availability, stability, and reliability of the overall solution framework.
<b>Configurability</b> (Adaptability)	The PRMP needs flexibility and configurability to keep pace with change. CMdS separates business rules from core programming and provides the business rules in both human and machine-readable formats. The solution provides a Business Rules Engine (BRE) that supports multiple-date-based parameters and maintains historical versions of the business and disposition rules in accordance with PRMP specifications. Further, the solution provides a version-control mechanism to manage rule changes and an auditing mechanism to track and report rule changes and usage.
<b>Scalability</b> (Capacity)	The CMdS solution is a cloud-based solution, allowing for real-time infrastructure and resource scaling. The solution is designed to handle the workload projected for the start of the project and is scalable and flexible to adapt to higher workloads and more advanced technology in the future. Conduent applies a series of technologies for performance monitoring and sizing system resources for reliability and high availability. We monitor resources regularly and can add additional nodes or resources, if needed.

Pillar	Description
<b>Security</b>	Our Security, Privacy, and Confidentiality Plan that we develop for PRDoH defines the approach we use to manage security, privacy, and confidentiality throughout the project. Our approach is compliant with all federal, Commonwealth, PRMP, and PRDoH security mandates. Conduent's security framework is based on industry standards like National Institute of Standards and Technology (NIST)-800-53, Minimum Acceptable Risk Standards for Exchanges (MARS-E), Federal Risk and Authorization Management Program (FedRAMP), etc. The amalgamation of security frameworks allows Conduent to address security holistically when it comes to the administrative, physical, and technical controls. The CMdS functionality is already certified in multiple states, reinforcing the ability of CMdS to meet and exceed technical requirements for security in the CMS Outcomes-Based Certification (OBC) and Medicaid Enterprise Certification Toolkit (MECT) process.

## Technology Support Architecture

The CMdS support architecture includes business continuity components (i.e., backup, recovery, failover, disaster recovery) that are necessary to effectively manage and support your technology investment. Our Disaster Recovery and Business Continuity Plan (DR/BC) Plan focuses on prevention, continuity of critical functions following a service disruption, and quick activation of a comprehensive disaster recovery response when a disaster is unavoidable. Upfront planning supports our ability to recover from a disaster and/or unexpected event. Our procedures cover resumption or continuation of operations following an occurrence(s) of any kind that adversely affects, in whole or in part, the error-free and continuous operation of the CMdS product and supporting services, and/or affects the performance, functionality, efficiency, accessibility, reliability, and security of the solution. Figure H-4 shows our integrated approach to business continuity and disaster recovery.



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**Figure H-4. Providing Coverage for Business Continuity**

*The DR/BC Plan defines each step to achieve business resumption quickly after a disruption.*

The Conduent Business Continuity Program Office assumes corporate-wide governance responsibility for emergency preparedness. The office oversees the readiness of all Conduent accounts, assessing their continuity plans against a standard set of criteria, and requiring status

reports during operational reviews. With the assistance of our Business Continuity Program Office, we draft and submit the DR/BC Plan to PRDoH for review and approval following our deliverable review and approval processes. Conduent has a robust DR/BC Plan, as evidenced by our response following an earthquake in the State of Alaska, during which Conduent personnel resumed operations in a matter of hours. Our efforts were applauded by the State of Alaska and CMS and spotlighted at the Medicaid Enterprise Systems Community (MESCC) 2019 Conference.

Our approach addresses facilities and backup locations, off-site storage, recovery facilities, contact information, and the temporary staffing needed to resume business operations. Periodic review and regularly scheduled testing are essential to verify that the DR/BC Plan remains current and effective. Conduent Governance Policy requires annual disaster recovery testing. This is a cross-enterprise, end-to-end disaster recovery exercise that tests the performance of the solution's failover to backup resources.

The hosting backup site provides a redundant version of the primary production site, duplicating the security and accessibility characteristics of primary resources as it takes over production operations. Each Azure instance has a snapshot taken daily through the Azure Managed Disk snapshot feature and a data backup using the Azure Backup client. These backups and snapshots are maintained in Azure storage accounts accessible by both the primary and secondary data centers. We combine tools and methods to cost-effectively achieve full restoration within the agreed upon service levels. These include geo-redundant datacenters, database replication, daily snapshots and backups, and Binary Large Object (BLOB) storage replicated to the backup datacenter.

## Technical Infrastructure

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The CMdS technical infrastructure supports the functional components of the solution that include data acquisition, data access, data delivery, and the managed metadata environment to populate, build reports, and disseminate the data contained in the PRMP data repository.

Our proposed solution meets federal standards, specifically CMS requirements for enhanced funding under the Standards and Conditions. It meets all applicable criteria for federal certification. Conduent maintains compliance throughout the life of the solution. CMS certification preparedness starts early in the project.

The CMdS platform infrastructure services layer provides the ability to create, deploy, load, and manage multiple environments operating concurrently, leveraging the interoperability capabilities provided by Red Hat Fuse ESB. The proposed solution infrastructure supports MITA goals and aligns with CMS Seven Standards and Conditions. It leverages cloud technologies to share infrastructure and applications to quickly respond changing requirements.

Synapse SQL, within Azure Synapse Analytics, performs distributed query processing that takes advantage of the CMdS solution's scalable and flexible compute and storage resources. Using an Extract, Load, and Transform (ELT) process leverages built-in distributed query processing capabilities and eliminates the resources needed for data transformation prior to loading. Azure Synapse Analytics also supports creation of metadata objects.

For data access and analysis, we use IBM Cognos Analytics, providing reporting capability for CMdS modules.

## Details of Our Approach to Meeting the Technical Requirements

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In the following subsections we provide specific details of our proposed approach to meeting the technical requirements in each RFP subcategory. We reference requirements using the appropriate IDs from Supplement Two: Detailed Requirements.

### H.1 Supplement Two – Application Programming Interface

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

#### TC-001

The solution's data integration and Extract, Transform, Load (ETL) component should have the ability to interact with a range of different data structure types including, but not limited to:

- a. Connectivity and native access data stored in relational database management system
- b. Connectivity to, and native access to, data stored in non-relational structures
- c. Support for access to and interpretation of a variety of flat-file formats
- d. Support for "interpret" and "create" XML structures
- e. Interfaces to common packaged applications via the standard application interfaces provided by a vendor
- f. Interfaces to common applications delivered off-premises via SaaS or cloud-based environments
- g. Interpretation and creation of industry-standard message formats
- h. Connectivity to message queues, including those provided by application integration middleware products and standards-based architectures
- i. Support for data structures such as graph-oriented, XML and other No SQL-style database management system
- j. Connectivity to data resident in popular mobile device operating data integration and ETL components and mobility platforms
- k. Connectivity to Application Programming Interfaces (APIs)
- l. Support for in-memory database management system and in-memory data grids
- m. Ability to access data in nontraditional source types, such as email, Web, office productivity tools and content repositories

Our CMdS solution's data integration and Extract, Transform, Load (ETL) component provides the ability to interact with a range of data structure types, including those listed in RFP Requirement TC-001.

Our solution incorporates Red Hat Fuse ESB, which orchestrates and integrates all APIs from the target system and facilitates connectivity to APIs. In addition, CMdS includes Azure Synapse for ETL processing, allowing our solution to process all types of file formats. We develop Rest APIs using the springboot application to manipulate or read the data from the database management system. Azure Synapse connects with both internal and external file systems and processes all structured and non-structured file formats, such as flat-file and xml formats. All interfaces are packaged with the standard canonical data model. Azure Synapse and Red Hat Fuse ESB processes messages from the messaging queue component. The CMdS solution supports for in-memory database management and in-memory data grids through the use of Redis Cache for internal temporary data storage, which reduces transactions made to the database. Our solution also supports the ability to access data in nontraditional source types, such as email, Web, office productivity tools, and content repositories.

#### TC-002

The solution's Database Management System (DBMS) component should provide standard data extraction Application Programming Interfaces (APIs) to allow import and export of data.

CMdS' Database Management System (DBMS) supports standard data extraction processes using Application Programming Interfaces (APIs). We implement APIs with the standard ORM concepts for the data import and extract. We design APIs with the appropriate design patterns for all data manipulations.

#### TC-003

The Enterprise Service Bus (ESB) and Application Integration component shall provide the technology that combines design tools and run-time software to implement programs, transforming among protocols, connecting to databases and linking pre-System Oriented Architecture (SOA) Application Programming Interfaces (APIs) to the SOA. To support Business to Business (B2B) projects, adapters also need to support SOA services using B2B protocols such as Applicability 1 (AS1)/Applicability 2 (AS2), Rosetta Net and Electronic Data Interchange for Administration, Commerce and Transportation (EDIFACT).

Conduent proposes integrating select aspects of our CMdS solution with Red Hat Fuse, a commercial off the shelf (COTS) ESB and middleware tool used for interfacing, file transfer, and ETL. Red Hat Fuse combines design tools and run-time software to implement programs, transform among protocols, connect to databases, and link pre-SOA APIs to the SOA. Our solution supports B2B projects and SOA services using B2B protocols such as AS1/AS2, Rosetta Net, and Electronic Data Interchange for Administration, Commerce and Transportation (EDIFACT).



#### TC-004

The Application Server must provide a standard set of user analytics and required Application Programming Interfaces (API) configuration to collect additional metrics and reporting.

Our CMdS Application Server provides functionality for monitoring the APIs and their integration points. This includes standard functionality to collect metrics and apply information for populating key performance indicators (KPIs) of deliverables. The CMdS components integrate with AppDynamics for monitoring and collecting metrics. These components also monitor messaging traffic, process state, and behavior of APIs. Our solution generates user analytics reporting at frequent intervals to allow for transparency and ready access to user data for PRDoH.

#### TC-005

The solution's Enterprise Content Management (ECM) and Document Management component should provide the ability to communicate with the document management Application Program Interface (API).

CMdS provides integrated Enterprise Content Management (ECM) and Document Management components, which allow for communication using predefined APIs. These APIs support for upload, download, updating metadata, and deleting and merging documents. Rest APIs help facilitate data and information sharing between source and target systems.

#### TC-006

The solution should seamlessly work with the technology and programs transforming among protocols, connecting to databases, and linking pre-Service Oriented Architecture (SOA) Application Programming Interfaces (APIs) to the SOA backplane.

Conduent's CMdS solution works seamlessly with other technology and programs. Our solution includes Red Hat Fuse ESB, which supports the orchestration or linking the multiple services of pre-SOA APIs to the SOA backplane. Red Hat Fuse ESB also supports the implementation of composite services for database and application integration technology through the orchestration of a variety of services, including linking to legacy solutions that are not SOA-based.

#### TC-007

The solution should possess the capacity and functionality to interface with the Puerto Rico Medicaid Program (PRMP) systems at various stages of maturity. Each interface should allow for a bidirectional data exchange if necessary. The PRMP anticipates that the searching and querying to identify records in the respective source system(s) as well as the ability to update information will be accomplished through an Application Programming Interface (API).

Our CMdS solution provides the capacity and functionality to interface with Puerto Rico Medicaid Program (PRMP) systems, regardless of stage of maturity. CMdS fully supports bidirectional data exchange when necessary. CMdS accomplishes data interchange between the source and target system through exchanges by the interface or rest APIs. We develop

interfaces to transfer large amount of data between systems and we utilize rest APIs to transfer data in real time and when minimal data is being transferred. All rest APIs are bidirectional and can support both request and response.

#### TC-008

The solution should provide Application Programming Interfaces (APIs), web services, and/or other programmatic interfaces that expose the matching functionality to technical users.

Our CMdS solution uses Swagger to expose functionality to technical users and allows them to review definitions of the rest services. We use Swagger to design, build, document and use RESTful web services for automated documentation, code generation (into many programming languages), and to support test-case generation.

#### TC-009

The solution's Application Programming Interface (API) functionality should conform to all technical, documentation, and data access standards and requirements specified or referenced within 42 Code of Federal Regulation (CFR) §431.60(c)-(g).

We configure our API functionality to conform to all technical, documentation, and data access standards and requirements specified or referenced within 42 Code of Federal Regulation (CFR) §431.60(c)-(g).

#### TC-010

The solution's information should be accessible to its current beneficiaries or the beneficiaries' personal representative through the Application Programming Interface (API), and include, but not limited to:

- a. All encounters data on the beneficiary, including encounters data from any network providers the health plan is compensating on the basis of capitation payments and adjudicated claims data from any subcontractors
- b. Encounters from providers compensated on the basis of capitation payments posted no later than one (1) business day after receiving the data from providers
- c. Data concerning claims data for payment decisions that may be appealed, were appealed, or are in the process of appeal, and provider remittances and member cost sharing pertaining to such claims, no later than one (1) business day after a claim is processed

Our CMdS solution supports standard data exchange processes using Application Programming Interfaces (APIs). The solution's API component to make information accessible to current beneficiaries or the beneficiaries' personal representative, including:

- All encounter data on the beneficiary, including encounters data from any network providers the health plan compensates on the basis of capitation payments, and adjudicated claims data from any subcontractors.

- Encounters from providers compensated on the basis of capitation payments posted no later than one business day after receiving the data from providers.
- Data concerning claims data for payment decisions that may be appealed, were appealed, or are in the process of appeal, and provider remittances and member cost sharing pertaining to such claims, no later than one business day after a claim is processed.

This design can help PRDoH enhance claims visibility for program beneficiaries and maintain compliance with 42 CFR §431.60(c)-(g). We further describe our approach to handling beneficiary data in our response to Attachment G, Beneficiary Data.

## H.2 Supplement Two – Application Infrastructure Service Layer

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

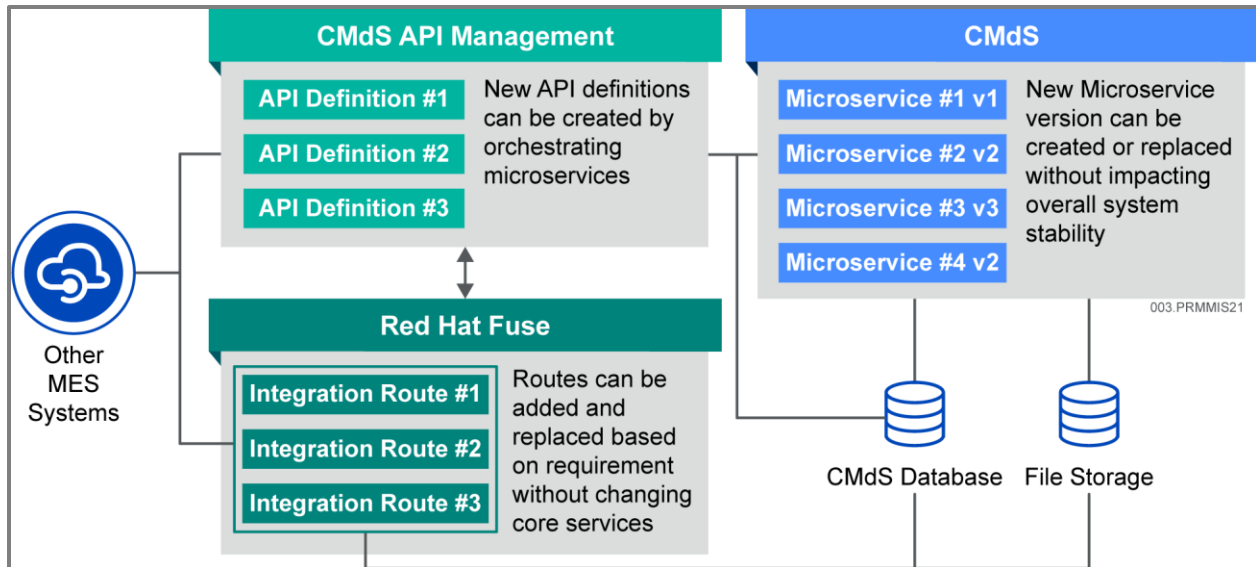
TC-011

The Application Server component should be a scalable, enterprise-ready application and should support the deployment of many types of distributed applications and provides an ideal foundation for building applications based on Service-Oriented Architectures (SOA).

The CMdS application server component is a scalable, enterprise-ready application and supports the deployment of many types of distributed applications, providing an ideal foundation for building applications based on Service-Oriented Architectures (SOA). Our CMdS data exchange technology provides adaptability for changing business needs with a native SOA and openness to emerging technologies.

CMdS was designed from the ground up to comply with Medicaid Information Technology Architecture (MITA) guidelines. Its modularity and native SOA architecture allows it to integrate with disparate systems seamlessly using the industry leading Azure Application Programming Interface Management (API gateway) and our single point of contact Red Hat Fuse (Enterprise Service Bus). Red Hat Fuse, acquired by IBM in 2019, is trusted by more than 90% of Fortune 500 companies.

The flexibility of the CMdS SOA-based platform promotes ease of adaptation to new operational conditions, such as new data sources, system changes, or enhancements. Figure H-5 depicts the microservice backed API and Red Hat Fuse architecture we use to address the scalable enterprise-ready application needs of the PRDoH.



**Figure H-5. CMdS Deployment Flexibility**

*CMdS' adaptable scalable functionality for adding and replacing components in various layers.*

Services are exposed to interface partners using API Management. Using Red Hat Fuse, the solution can take data in different enterprise integration (EI) patterns, but still call the same underlying microservices.

TC-012

The Application Server should prioritize work based on pre-defined rules and on monitoring actual run-time performance statistics.

Our solution exceeds this requirement by providing the PRDoH a superior approach. We have a highly scalable solution with no capacity limits, while still maintaining expected high performance standards. CMdS consistently performs the full range of your work needs without sacrificing or delaying lower priority work. We don't need to treat any of your work as less important, as our solution can complete all of it accurately in a timely manner.

To ensure we deliver on this commitment, we use AppDynamics for application performance monitoring (APM), to continuously monitor application availability, latency, and performance. Please see the following response to TC-017 for additional information on this APM tool.

TC-013

The Application Server should provide store-and-forward services to enable the server to deliver messages reliably between applications that are distributed across many server instances.

Our solution delivers messages reliably between applications that are distributed across many server instances using store-and-forward services. We exchange data between your source system and CMdS using Kafka, a distributed publish-subscribe messaging system.

Kafka is a reliable highly-scalable industry standard tool with persisting messages on the disks. This provides intra-cluster replication resulting in a durable messaging system. Providing high performance, Kafka delivers high levels of throughput for both publishing and subscribing. To keep the transfer of your data secure, Kafka can connect using private Internet Protocols (IPs) and also has a transport encryption feature.

In addition, Red Hat Fuse helps overcome fundamental challenges with integration solutions by enabling an external application to send data using point-to-point, publish/subscribe, and message bus communication methods. Other Medicaid Enterprise System (MES) systems can exchange information and data files using event-driven messaging or by calling web services published in our API gateway. Other integration pattern features include aggregator, splitter, and re-sequence functions that support processing of incoming information as required.

#### TC-014

The Application Server component should enable deployment of mission-critical applications or components in a robust, secure, highly available, and scalable environment.

In a robust, secure, highly available, and scalable environment, the application server component enables deployment of mission-critical applications or components. The Conduent CMdS is a cloud-native system built with loosely-coupled services that the system develops and deploys separately. These services may be redirected without affecting other applications. Applications can be redeployed easily in case of a failure and scaled to accommodate load changes through a stateless protocol. They can connect to other applications through APIs, which maintains robustness and efficiency, allowing for scaling of services and improved tolerance to failure.

Our container-based solution, includes the following features:

**Load Balancing.** We utilize technology that detects the load and stands up another instance of the resource constrained application to ensure the quality of our service. This also allows us to specify the minimum instances so that in a period of low utilization the applications can reduce to the minimum set.

**Automated Rollout and Rollback.** The system pushes out changes in a controlled manner. The system can be configured such that changed components co-exist with the existing component to reduce the need for maintenance windows.

**Self-healing.** In the event of a component issue, our technology detects the issue, adds in a new instance, and removes the errant component resulting in continuous availability.

This approach enhances the stability and reliability of the overall solution framework and provides the PRDoH with advanced business continuity and disaster recovery features.

## TC-015

The Application Server component clusters should provide scalability and reliability for applications by load balancing across the application clusters.

By load balancing across the application clusters, our application server component clusters provide scalability and reliability for applications. Our CMdS application uses the Azure Load Balancer that detects the load and stands up another instance of the resource constrained application to ensure the high-quality performance of our service. This also allows us to specify the minimum instances, so that in a period of low utilization the applications can reduce to the minimum set required, providing PRDoH efficient operations.

## TC-016

The solution should include capacity and availability planning, and metrics to prevent overload conditions, including, but not limited to:

- a. Network transaction volume
- b. Authorized user volume

Our solution exceeds this requirement by providing the PRDoH a superior approach. We configure our highly scalable solution, with no theoretical capacity limits, for the PRDoH's requirements, to meet the defined Service Level Agreements (SLAs) and maintain expected high availability and performance standards. For example, there are no limits on the number of network transaction we can process or the number of authorized users that can perform work in our system at the same time. Our scalable on-demand solution functionality prevents system overload conditions.

To ensure system health is maintained, we continuously monitor application availability, latency, and performance using AppDynamics. Please see the following response to TC-017 for additional information on this APM tool. As previously mentioned, the cloud-native architecture of CMdS allows for load balancing, automated roll out and roll back, auto-scaling, continuous delivery, and self-healing of components—all of which enhance the stability and reliability of the overall solution framework.

## TC-017

The solution should include performance thresholds, metrics, and measurements consistent with the Puerto Rico Medicaid Program's (PRMP's) transaction volume and network traffic expectations during both normal and peak periods.

The CMdS solution includes performance thresholds, metrics, and measurements consistent with the PRMP's transaction volume and network traffic expectations, during both normal and peak periods. Conduent's team of site reliability engineers (SREs) use AppDynamics—the leading application management solution for APM—to continuously monitor application availability, latency, and performance. Our goal is to make sure all components in the solution are running at full capacity.

Through performance metrics, alerts, and notifications, this tool provides complete visibility into our solution's performance and infrastructure, reducing exposure to threats, downtimes, and issue resolution times. The SREs also run preconfigured scripts to improve service availability and resources based on a sudden increased need.

### H.3 Supplement Two – Integration Service Layer

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

#### TC-018

The solution's Enterprise Service Bus (ESB) and Application Integration component should have the ability to support varying message payloads, including, but not limited to:

- a. Individual transactions to files larger than 1GB containing multiple transactions

The Enterprise Service Bus (ESB) for CMdS is Red Hat Fuse. Application Integration technology and Red Hat Fuse have the ability to support varying message payloads. The range of these payloads includes, but is not limited to, individual transactions to files larger than 1GB containing multiple transactions. Red Hat Fuse ESB can process individual transactions from files larger than 1 GB containing multiple transactions. The application program will split the files containing multiple transactions into individual transactions to process through the ESB.

#### TC-019

The solution's Enterprise Service Bus (ESB) and Application Integration component should have features that enable in-flight message manipulation including, but not limited to:

- a. Transformation
- b. Intelligent routing
- c. Naming
- d. Addressing

The Red Hat Fuse ESB and the CMdS Application Integration component have features that enable in-flight message manipulation including, but not limited to transformation, intelligent routing, naming, and addressing. Red Hat Fuse provides the capability to manipulate messages including transformation, intelligent routing, naming, and addressing of in-flight messages as required.

#### TC-020

The solution's Enterprise Service Bus (ESB) and Application Integration component should have the ability to apply logic to the routing of messages, including, but not limited to support for the following file interaction styles:

- a. Store and forward: Ability to persist a message and then send it to destinations
- b. Publish and subscribe: Ability to distribute a message to multiple destinations based on a message attribute usually described as the subject area of the message
- c. Request and reply: Ability to correlate asynchronous messages so that the target's response is associated with the appropriate request made by the source
- d. Content-based: Ability to route a message based on a value(s) within a message including, but not limited to: the ability to route a referral message with a small target turnaround timely to a different set of targets than those of a referral message whose turnaround time is high.

#### The Red Hat Fuse ESB:

- Sends messages to storage locations before forwarding to destinations
- Integrates with any industry-standard messaging queue
- Correlates asynchronous messages. With this capability, the target's response is associated with the appropriate request made by the source from which Red Hat Fuse sends messages to storage locations before forwarding to destinations
- Routes messages based on their content and values. Red Hat Fuse enables turnaround time to be adjusted based on whether the solution is handling a high-value or lower-value target

#### TC-021

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide for syntactic conversion and semantic transformation, including, but not limited to:

- a. Ease of use and reuse
- b. Number of built-in functions
- c. Ease of extending the transformation function with custom-coded logic and Extensible Markup Language (XML) support including, but not limited to: Schema and Extensible Stylesheet Language Transformations (XSLT)

The Red Hat Fuse ESB and the Application Integration component provide for syntactic conversion and semantic transformation as described in the RFP requirements. Red Hat Fuse supports both syntactic conversion and semantic transformation. It features:

- Ease of use
- Reuse of in-built functions
- Numerous built-in functions to support application component integration
- Support for extending the transformation function with custom coded logic
- Extensible Markup language (XML) for the schema and extensible stylesheet language Transformations (XLST)



## TC-022

The solution's Enterprise Service Bus (ESB) and Application Integration assist service consumers by dynamically finding, binding to, and invoking the execution of service providers.

The Red Hat Fuse ESB dynamically finds, binds to, and invokes the execution of service providers during the operations. It connects with multiple destinations: messaging queues, containers, or third parties based on dynamic conditions.

## TC-023

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the technology that hosts the execution of process logic spanning multiple back-end services or applications - typically for short-term, seconds or minutes, processes that can occasionally also be long term, hours, days, weeks - with the aim of implementing composite services or automated ESB and Application Integration component-to-ESB and Application Integration component processes.

Features should include, but not be limited to:

- a. Graphical design surface for specifying process flows
- b. Support for standard specification languages including, but not limited to: Business Process Modeling Notation (BPMN)
- c. Support for standard representations including, but not limited to: Business Process Execution Language (BPEL), Extensible Markup Language (XML) Process Definition Language (XPDL), Business Process Modeling Language (BPML), and Web Services Flow Language (WSFL)
- d. Ability to specify compensating transactions and execute those transactions upon failure of the process flow
- e. Integration with workflow

The Red Hat Fuse ESB and Application Integration component host the execution of process logic spanning multiple back-end services or applications, including the features listed in TC-023. The ESB supports both the short-term and long-term turnaround targets. The ESB supports the implementation of composite services or automated ESB functions and application integration technology through the orchestration of a variety of services. The Red Hat Fuse ESB features:

- Graphical design
- Support for Business Process Model and Notation (BPMN)
- Standard representation
- The ability to compensate transactions
- Integration with any workflow

## TC-024

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the functionality that provides reliability for applications, services, or message flows, including, but not limited to:

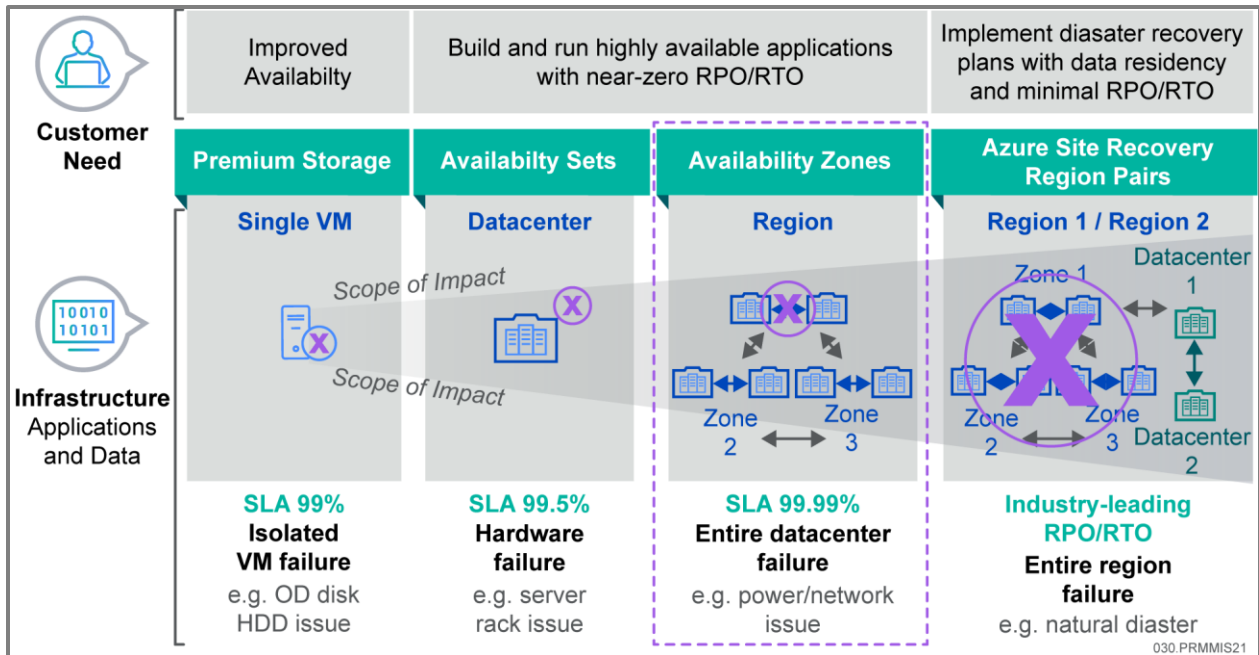
- a. Load balancing
- b. High availability
- c. Fault tolerance
- d. Failover
- e. In-order delivery
- f. Transaction support
- g. Execution prioritization
- h. Message prioritization
- i. Downstream throttling

The Red Hat Fuse ESB and Application Integration component deliver mission-critical reliability for the functions itemized in TC-024. They provide reliability for applications, services, or message flows.

**Load Balancing.** The Red Hat Fuse ESB uses technology that detects loads and stands up another instance of the resource-constrained application to maintain uninterrupted service. That technology also allows us to specify minimum loads, enabling the organization to enable the use of a minimum utilization level to achieve optimum workload management capability.

**High Availability.** The Microsoft Azure global infrastructure delivers redundancy and resiliency, comprising geographies, regions, and Availability Zones, which are geographically segregated to limit potential impact to PRDoH applications and data. Azure Availability Zones provide a software and networking solution to protect against datacenter failures and to provide increased high availability. Availability Zones are unique physical locations within an Azure region. Each zone is made up of one or more datacenters with independent power, cooling, and networking. The physical separation of Availability Zones within a region limits the impact to applications and data from zone failures, such as large-scale flooding, major storms and superstorms, and other events that could disrupt site access, safe passage, extended utilities uptime, and the availability of resources. Availability Zones and their associated datacenters are designed such that if one zone is compromised, the services, capacity, and availability are supported by the other Availability Zones in the region.

**Fault Tolerance:** We rely on an Availability Zone in a Microsoft Azure cloud region, consisting of a fault domain and an update domain for fault tolerance. An Availability Zone enables us to create three or more VMs across three zones in an Azure region, with VMs distributed across three fault domains and three update domains. Azure recognizes the distribution across update domains to avoid updating VMs in different zones at the same time. With Availability Zones, Azure offers industry best 99.99% VM uptime SLA. Figure H-6 shows different levels of high availability offered by a single VM, Availability Sets, and Availability Zones.



**Figure H-6. Fault Tolerance Leveraging Azure Availability Zones**

*Within a region, VM workloads can be distributed across Availability Zones to increase service levels to 99.99%.*

**Failover.** In the Microsoft Azure cloud environment, workloads continue to process despite failure in a part of the infrastructure to provide consistent, reliable operations and access to resources. Azure Availability Zones protect against datacenter failures and to provide increased high availability to PRDoH. Availability Zones are unique physical locations within an Azure region, made up of one or more datacenters with independent power, cooling, and networking.

The physical separation of Availability Zones within a region limits the impact to applications and data from zone failures that may occur because of natural disasters, power failures, or other events that could disrupt site access, availability of resources, or other causes of interruptions to processing. In Availability Zones, if one zone is compromised, the services, capacity, and availability are supported by the other Availability Zones in the region. Adding to Azure failover characteristics, we manage the solution using an Infrastructure as Code (IaC) environment. Such a model generates the same environment every time it is applied. This avoids the progression over time of individual deployment environments into unique configurations that cannot be reproduced automatically. This leads to the need to manually track changes in each individual solution and opens the door to increased errors.

**In-order Delivery, Transaction Support, Execution Prioritization, Message Prioritization.**

With in-order delivery, once a message is placed into a message channel, the messaging system guarantees that the message will reach its destination, even if parts of the application should fail. Conduent messaging systems can implement the guaranteed delivery pattern by writing messages to persistent storage before attempting to deliver them to their destination.

Similarly, transaction support and execution prioritization can be handled by Red Hat Fuse ESB, connected to the Apache Kafka message queue component, which uses stream processing for handling real-time data feeds. Kafka groups messages to reduce the resource requirements of a

network roundtrip. The result is the ability to use larger network packets, larger sequential disk operations, and contiguous memory blocks, so that Kafka can turn random message writes transmitted in bursts into more uniformly performed linear writes.

Conduent can implement tactics such as in-order delivery and resource prioritization but takes a different view of the best strategy for achieving consistent, predictable resource availability and use. Services supported in the Azure cloud can scale automatically to match demand to accommodate workload. We can scale services out to provide capacity during workload peaks, returning capacity to normal levels automatically when the peak drops. We take advantage of this kind of scaling flexibility to support management of fluctuating demand for computing resources and transmission prioritization.

This approach eliminates a range of issues such as in-order delivery, high-capacity transaction support, and execution prioritization. Capacity is available on-demand, promoting adaptability to unforeseen peaks in requirements for IT resources.

**Downstream Throttling.** Another approach available to us, if needed, is downstream throttling, in which transmission is deliberately slowed so as not to overwhelm slower downstream systems.

#### TC-025

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the functionality used to monitor the operation of the overall ESB and Application Integration component, and to collect events and usage information aimed at populating technical key performance indicators (KPIs) of the deliverables supported by the service-oriented architecture (SOA) backplane and of the SOA backplane components by monitoring and collecting metrics including, but not limited to:

- a. Messaging traffic
- b. Process state and behavior
- c. Application and service parameters and behavior for all nodes in a local area network (LAN) or wide area network (WAN)

The CMdS Red Hat Fuse ESB has functionality for monitoring the operation of the overall ESB and application component. This includes collecting events and using information for populating key performance indicators (KPIs) of the deliverables. The CMdS SOA and its components support this functionality using AppDynamics for monitoring and collecting metrics. The components also monitor messaging traffic, process state, and behavior of nodes in the Local Area Network (LAN) and Wide Area Network (WAN).

#### TC-026

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide for any combination of alert destinations, including, but not limited to:

- a. Email
- b. Java Message Service (JMS)

- c. Simple Network Management Protocol (SNMP)
- d. Reporting services
- e. Server logs

The Red Hat Fuse ESB and Application Integration component provide for alert destinations including those mentioned in TC-026. The ESB can send alerts by integrating standard components such as email, JMS, SNMP, reporting services, and server logs. It supports transmission to any messaging queue, mailbox, or storage device.

#### TC-027

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the functionality to assist the Puerto Rico Medicaid Program's (PRMP's) operations personnel in keeping the resultant ESB and Application Integration component running at peak efficiency at all times, including, but not limited to:

- a. Establishing rules for automated ESB and Application Integration component monitoring
- b. Establishing network-alert-based management
- c. Supporting autonomous network behavior so local management and problem resolution can continue during an outage
- d. A console that enables domain-specific display for multiple devices

Conduent applies approaches to keep the Red Hat Fuse ESB and Application Integration component running at peak efficiency, including practices mentioned in TC-027. Conduent monitors performance with Application Program Monitoring (APM) and autoscaling via containerization. The ESB enables PRMP operations personnel to keep the ESB and Application Integration component running at peak efficiency. AppDynamics captures information about workload to enhance autoscaling during periods of demand for peak performance. It supports autonomous network behavior and provides a console that enables domain-specific display of performance metrics on multiple devices.

#### TC-028

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the technology that manages the metadata and provides the features needed to support the reliable operation of services, including, but not limited to:

- a. Online catalog of services and associated artifacts, including, but not limited to: web services description language (WSDL) files, XML schema definitions (XSDs), and business process execution language (BPEL) files
- b. A single point of controlled access for cataloging, promoting, publishing, and searching for information about managed assets
- c. Metadata that enables an ESB to find, bind to, and invoke the execution of a service implementation
- d. Support for extending existing asset types and defining and populating custom asset types

The Red Hat Fuse ESB and Application Integration component apply the APM manager to publish services to make their metadata available for use by third parties. It enables service discovery to automatically detect devices and services offered by these devices on a computer network. Service discovery helps to reduce the configuration efforts required by users and administrators.

#### TC-029

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide support for building frameworks and extensible tools that enable the design, configuration, assembly, deployment, monitoring, and management of software designed around a service-oriented architecture (SOA).

The Red Hat Fuse ESB includes an array of tools for building frameworks that deliver the advantages of an SOA solution. It supports building frameworks and extensible tools that enable the design, configuration, assembly, deployment, monitoring, and management of software design using custom-code logic implementation.

#### TC-030

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the technology to implement processing logic that directly manipulates data values, and the representation of those values, for storage, transport, or presentation purposes. This processing logic is used to establish common access to data sources, improve data quality, or aggregate data from multiple sources.

The Red Hat ESB and Application Integration component provide technology to implement processing logic for delivering the data value manipulation capability described in TC-030. They process logic that directly manipulates data values, and the representation of those values, for storage, transport, or presentation purposes based on the conditions and values on the message body. The ESB can process logic that directly manipulates data values, and the representation of those values, for storage, transport, or presentation purposes based on the conditions and values on the message body. This capability helps process logic to establish common access to data sources, improve data quality, or aggregate data from multiple sources.

#### TC-031

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the data infrastructure tooling that enables authorized solution users to represent semantic models, identify model-to-model relationships, and execute the necessary translations to reconcile data with differing semantic models.

The Red Hat Fuse ESB and Application Integration component enable authorized users to represent semantic models, identify model-to-model relationships, and execute the necessary translations to reconcile data with differing semantic models. They support all standard security components and data infrastructure tooling needed, enabling authorized users to represent semantic models, identify model-to-model relationships, and execute the necessary translations to reconcile data with differing semantic models.

## TC-032

The solution's Enterprise Service Bus (ESB) and Application Integration component should provide optimization services that continuously read various types of metadata from across the architecture. The optimization verbs should use the semantic and logical services to reconcile context to data content and deliver against some aspect of the application service-level agreement, including, but not limited to:

- a. Requirements for data quality
- b. Data freshness
- c. Data volumes
- d. Throughput parameters
- e. Data-mining results
- f. On-demand data aggregation or summarization
- g. Data enrichment

The Red Hat Fuse ESB and Application Integration component provide optimization services that continuously read various types of metadata across the architecture. The ESB optimizes services that continuously read various types of metadata across the architecture. It can use services for reconciling context-to-data content and to help satisfy the requirements of SLAs, such as those listed in TC-032.

## TC-033

The solution's Enterprise Service Bus (ESB) and Application Integration component should incorporate the ability to undo changes, detect and resolve conflicts, test service connectivity with tracing information, easily enable and/or disable services, provide logging, and view all session activities and/or change history attributable to each logged-in authorized solution user.

The Red Hat Fuse ESB and Application Integration component can undo changes, detect and resolve conflicts, trace information, enable and disable services, and log and view all session activities by custom code logic implementation.

## TC-034

The solution's Enterprise Service Bus (ESB) and Application Integration component should subscribe to new or modified assets.

The Red Hat Fuse ESB supports the ability to subscribe to new or modified assets based on technical flows.

## TC-035

The solution's Enterprise Service Bus (ESB) and Application Composite applications should discover updated endpoints and web services description language (WSDL) locations.

The Red Hat Fuse ESB discovers updated endpoints and web services description language locations from the configmaps or application environment variables.

#### TC-036

The solution's Enterprise Service Bus (ESB) and Application run-time monitoring tooling should publish metrics to the Service Registry, which serves as an integration point for run-time tooling.

The Red Hat Fuse ESB integrates with standard monitoring tools to retrieve metrics related to performance, run-time, log analysis, etc.

#### TC-037

The solution's Enterprise Service Bus (ESB) component should provide dynamic discovery and service-level monitoring of all artifacts deployed in the Application Server.

The Red Hat Fuse ESB provides the dynamic discovery and service-level monitoring of all artifacts deployed in the application server. This function enables us to capture performance, memory utilization, and other key metrics.

#### TC-038

The solution's Enterprise Service Bus (ESB) and Application Integration component should support the industry standard messaging, data management, service coordination, and interfaces relevant to Health and Human Services (HHS) organizations, including, but not limited to:

- a. Health Level Seven (HL7) Versions 2.x, 3.x, and Continuity of Care Document (CCD)
- b. Integrating the Healthcare Enterprise (IHE) XD\* ProfilesD
- c. National Information Exchange Model (NIEMS)-Core Health Information Exchange (HIX)

The Red Hat Fuse ESB supports the industry standard messaging, data management, service coordination, and interfaces relevant to Health and Human Services (HHS) organizations. These include all HL7, IHE, and HIX standards.

#### TC-039

The solution's Enterprise Service Bus (ESB) and Application Integration component alerts should be customizable with respect to the frequency of the alert, the ability to enable and/or disable an alert, rule expiration dates, starting and ending times for an alert, and customizable conditions for an alert.

The Red Hat Fuse ESB and Application Integration alert settings and capabilities can be adjusted as described in TC-039. They support all types of alerts with the help of standard monitoring tools. Alerts can be configured by sending standard emails to predefined groups for frequency, rule expiration dates, start and end times, and conditions. They support the alert to enable or disable based on conditions.



## H.4 Supplement Two – Interoperability – Interfaces

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

TC-040

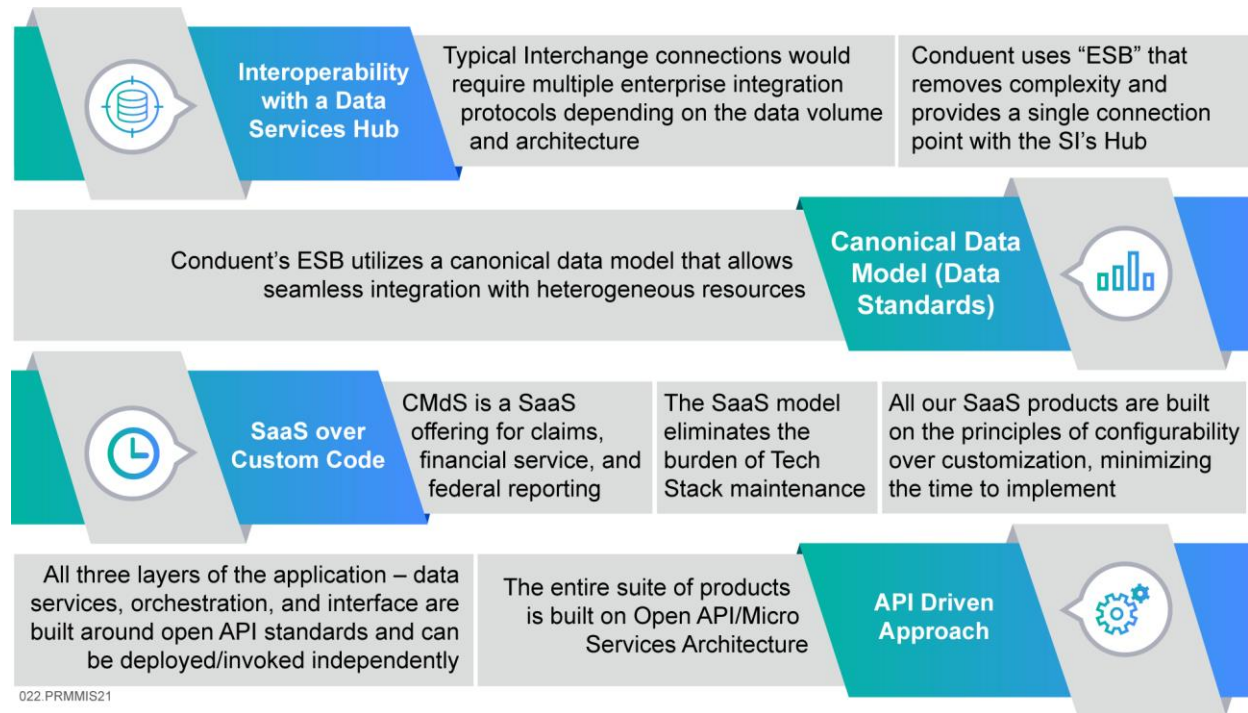
The solution should integrate data with all required data sources as defined by the Puerto Rico Medicaid Program (PRMP).

CMdS provides functionality for sharing data securely with all required data sources as defined by the PRMP. CMdS shares data through the Red Hat Fuse Enterprise Service Bus (ESB). Our CMdS data exchange technology also provides adaptability for business change with a service-oriented architecture (SOA) and openness to emerging commercial, off-the-shelf (COTS) technologies. CMdS has containerized services fully compliant with SOA-based architecture and uses application programming interfaces (APIs) to exchange data securely, safeguarding its privacy.

CMdS includes features that align to and support guiding principles and objectives for satisfying the Industry Standards and Interoperability requirements of the Medicaid Information Technology Architecture (MITA) Seven Standards and Conditions. CMdS features supporting open interoperability include:

- A centralized data repository to facilitate an enterprise-wide approach to accessing critical data in a secure and efficient manner
- Integration points that facilitate interoperability of very disparate systems, enabling program managers to view the state healthcare enterprise holistically
- Standardized and automated electronic communication and data exchange capabilities, enabling data consistency across a broad spectrum of healthcare stakeholders, both inside and outside of state government

We embrace MITA interoperability principles and designed CMdS with openness as a prioritized feature. CMdS is a modular and cloud-based Medicaid solution portfolio. We specifically designed it for maximum program configurability, value, interoperability, scalability, reliability, flexibility, and information security protection. Figure H-7 shows how the CMdS design supports requirements for interoperability.



**Figure H-7. CMdS Support for Interoperability**  
*CMdS solutions support API capabilities facilitated by its ESB.*

**Electronic Data Interchange (EDI).** CMdS includes EDI technology that serves as a clearinghouse, specializing in the American National Standards Institute (ANSI) 5010 X12N transaction set. It supports multiple connectivity protocols as well as interoperability with a variety of third-party connectivity and middleware products. We support EDI and non-EDI data transmissions between healthcare stakeholders. CMdS is fully 5010-compliant and was the first solution to reach the Affordable Care Act (ACA) Section 1104 Phase I mandate for streamlining health care administrative transactions, encouraging greater use of standards, and making existing standards work more efficiently.

It has been fully accredited by Electronic Healthcare Network Accreditation Commission (EHNAC), which promotes healthcare-related technology standards such as those for interoperability, since 2007. It can support Strategic National Implementation Process (SNIP), a project of the Workgroup for Electronic Data Interchange, levels one through seven. In addition, it offers highly configurable, real time, and batch submission capabilities to enable effective data exchange and interoperability.

**Data Integration for Supporting Interoperability.** The solution supports Simple Object Access Protocol (SOAP) for messaging between disparate solutions. CMdS offers significant interoperability with flexible e-communication and processing among systems. The system delivers interoperability by:

- Enabling applications to exchange structured information about business events, including messages, documents, and “business objects” quickly and flexibly.
- Supporting SOAP, which provides a way for separate applications to communicate, even if they are running on different operating systems, with different technologies, and/or different programming languages.

- Supporting EDI and non-EDI data transmissions between third parties and CMdS in a secure, efficient manner, providing transaction validation, transaction response, and translation services. The solution provides connectivity for the exchange of data and files with providers, facilities, claims payment agencies, state offices, clearinghouses, and other data trading partners.

**Standard Communication Protocols.** The CMdS design is based on service-oriented architecture (SOA) and Representational State Transfer (REST) web services, architectural principles, and methodologies that use interoperable services capable of communicating and exchanging data with other products and systems. Our solution supports the creation, extension, consumption, and exposure of service interfaces through:

- Simple Object Access Protocol (SOAP)
- Representational State Transfer (REST)
- Web Services Description Language (WSDL)
- XML Schema Definition (XSD) schema support
- Java Message Service (JMS)
- WS-Security extensions
- Universal Description, Discovery, and Integration (UDDI)
- WS-Policy

The architecture is an integrating framework that allows services to remain both platform- and technology-independent, and yet remain interoperable.

## H.5 Supplement Two – Performance and Availability

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

TC-041

The solution should have the ability to support session replication and transparent failover using high-availability architectural options.

CMdS has the ability to support session replication and transparent failover using high-availability architectural options. To achieve this functionality, our solution's disaster recovery (DR) architecture has the following key features:

- Support for both automatic and manual failover in application and database layers, including endpoint monitoring for automatic failover and alerting
- Continuous monitoring of application and database endpoints using Azure Traffic Manager and CMdS health check uniform resource locators (URLs) to ensure seamless failover to DR environments

- Asynchronous streaming replication in the database layer to support Recovery Point Objectives (RPO) of less than 15 minutes
- Application deployment across multiple Azure regions
- Automation of infrastructure provisioning (e.g., networks, databases, and applications) using Infrastructure as Code (IaC) scripts
- Tracking of DR and business as usual (BAU) infrastructure code through version control systems

The high-availability architectural foundation of our uptime capability is built upon the Microsoft Azure Cloud FedRAMP-certified hosting platform (Azure). Azure builds resiliency into infrastructures surrounding the solution with redundant power supplies, communications, cooling, and all other critical environmental facilities.

#### TC-042

The solution should leverage virtualization in conjunction with replication to expedite disaster recovery, to enable system owners to quickly reconfigure system platforms without having to acquire additional hardware.

Our solution leverages virtualization in conjunction with replication to expedite disaster recovery, enabling system owners to quickly reconfigure system platforms, without having to acquire additional hardware. The solution fully leverages Azure cloud's virtualization infrastructure. We develop and use infrastructure automation with Infrastructure as Code (IaC) scripts to automatically provision and configure infrastructure on the Azure cloud that includes, but is not limited to:

- Network
- Virtual Machines
- Virtual Machine scale sets
- Azure Kubernetes clusters
- Disks
- File shares

Reusable infrastructure modules and scripts enable fast automatic deployment of infrastructure and applications in new environments. The provisioned infrastructure also fully uses Azure cloud's scaling services to scale based on demand.

We employ replication at both the infrastructure and data layers to facilitate seamless failover and recovery in a disaster recovery situation. EnterpriseDB's streaming replication ensures replication of application data to secondary regions. A combination of Azure cloud's built-in geo-replication features and custom built infrastructure automation scripts keep the secondary region infrastructure in sync with the primary region.

Conduent's Disaster Recovery and Business Continuity Plan (DRBCP) includes procedures that address all aspects of operations, including a contingency for alternate facilities for backup and recovery of all hardware and software and handling all types of emergencies and disasters. Alternate resources duplicate all primary Azure cloud data center site resources at the

secondary failover data center, to which “hot” data replication is performed near real-time. This supports the maintenance of availability levels and adherence to the Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) Service Level Agreements (SLAs) defined by the Commonwealth.

The focus of our approach is to provide business continuity and ongoing communication with all the involved parties from the moment a problem is first detected. Recovery objectives, restoration priorities, and metrics are supported by the redundant failover systems that provide the real-time activation of an alternate site for all storage, processing, and communication functions. As illustrated in Figure H-8, our approach includes prevention of disruptions as well as business continuity of critical functions following a minor or major service disruption.



**Figure H-8. Disaster Recovery Approach Focuses on Prevention**

*Our strategy for DRBC emphasizes proactive planning to support efficient recovery of operations.*

TC-043

The solution should have the ability to recover from data loss due to end-user error and end-application error.

CMdS is able to recover from data loss due to end-user error and end-application error. We use role-based security access to ensure only authorized users and services are permitted to create or modify data. Logging every database event, we maintain audit trails to detect improper alteration or destruction and record data before and after changes.

Whether creating new records, updating existing records, voiding or deleting records, our audit logs and batch tracking tables record the date, time, and source of the data. Our full, end-to-end, granular audit trail, goes down to the field level for data elements that any user/transaction changes. CMdS’ audit logs include transactions posted successfully and those that did not post due to errors with the error codes and descriptions.

Also, only users with authorized privileges can run batch jobs that update configurable variables. In the event of an unintended change by a user or a batch job, the robust audit logging functionality provides a complete history of updates to these configuration settings, enabling a mechanism to rollback to previous settings. Audit logs ensure we can recover data due to errors.

We can access the backup copies of all data transactions, files, or databases to recover data in the event of data loss caused by an application failure error. We discuss backup processes and data recovery in more detail in the response to TC-045 and TC-047.

#### TC-044

The solution should have the ability to perform archival and incremental backups, and support open and closed database backups.

Our solution offers an approach that exceeds this requirement. Although theoretically we could shut down a CMdS database to perform backup of data there is no need to do this. Azure and EnterpriseDB eliminate this need by providing continual 24/7 backup of all data in our systems. We discuss database backup in more detail in in the response to TC-045 and TC-047.

#### TC-045

The solution should provide all necessary functionalities to ensure data integrity, including, but not limited to:

- a. Transactional processing
- b. Database back-out capabilities
- c. Backup and restore capabilities
- d. Transaction log database restores

CMdS provides all necessary functionalities to ensure data integrity, including, but not limited to:

- Transactional processing
- Database back-out capabilities
- Backup and restore capabilities
- Transaction log database restores

EnterpriseDB employs PostgreSQL, an open-source relational database management system (RDBMS) emphasizing extensibility and structured query language (SQL) compliance. PostgreSQL features transactions with atomicity, consistency, isolation, durability (ACID) properties.

PostgreSQL manages concurrency through multiversion concurrency control (MVCC), which gives each transaction a "snapshot" of the database, allowing changes to be made without affecting other transactions. This largely eliminates the need for read locks, and ensures the database maintains ACID principles. PostgreSQL offers three levels of transaction isolation: read committed, repeatable read, and serializable. Due to PostgreSQL's immunity to dirty reads, requesting a read uncommitted transaction isolation level provides a read committed transaction instead. PostgreSQL supports full serializability using the serializable snapshot isolation (SSI) method.

PostgreSQL uses a write-ahead log (WAL) for their transaction log. The log contains a record of all the events or changes and the WAL data describes the changes made to the actual data. This means the log is "data about data" or metadata. Using the PostgreSQL WAL entries, we can restore the database back to its state at any previous point in time.

Using WAL causes any changes made to the database to first append to the log file, then the log file gets flushed to disk. With the help of the log records, recovery of all the transactions to the data pages becomes possible. WAL ensures we can recover the database, if there is a crash in the operating system, PostgreSQL, or the hardware.

#### TC-046

The solution architecture should support replication of the virtual machines to a secondary site so the System Integrator (SI) can recover the environment within Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO).

Our solution architecture supports replication of the virtual machines to a secondary site, so we can recover the environment within the RTO and RPO. The EnterpriseDB database cluster spans Azure regions and is resilient to data center and region level outages. Streaming replication keeps the primary and secondary EnterpriseDB databases in sync, while EnterpriseDB's failover manager handles failover in a DR scenario. Snapshots, backups, and geo-replicated file/blob storage provide an additional layer of protection against data loss and ensure RPO of 15 minutes or less.

Additional functionality that supports recovery efforts includes:

- Geo-replicated Azure container registries that make sure the same code is deployed in primary and secondary environments
- Automation of infrastructure provisioning (e.g., networks, databases, and applications) using Infrastructure as Code (IaC) scripts
- Tracking of DR and business as usual (BAU) infrastructure code through version control

The combined capabilities of these solution architecture approaches maintain an environment that can recover within your RTO and RPO.

#### TC-047

The solution should support all batch processes and back-ups between the hours of 11 PM and 7 AM Atlantic Standard Time (AST) seven (7) days a week, or as approved by the Puerto Rico Medicaid Program (PRMP).

We offer a solution that exceeds this requirement by providing continual 24/7 backup of all data in our systems, including transactions, file transfers, and all databases. We discussed details of Enterprise DB's use of PostgreSQL to continually backup data previously discussed in TC-045. At the application layer, a file share server supports the project, using Azure Blob storage, with near real-time replication. Alternate resources duplicate all primary Microsoft Azure Cloud data center site resources at the secondary failover data center, to which "hot" data replication is performed near real-time.

We support batch processes 24/7 using a scheduling tool that monitors, organizes, and runs batch jobs in a timely manner. Directed Acyclic Graph (DAG) is the core concept of this tool, Apache Airflow. The tool results in collecting batch tasks together, organizing them with dependencies and relationships to determine how they should run. It also alerts our staff for any issues with batch processes.

## H.6 Supplement Two – Scalability

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

TC-048

The solution should be designed for ease of maintenance and readily allow future functional enhancements, using modern design principles for service-oriented architecture (SOA), applying principles of modularity, interface abstraction, and loose coupling.

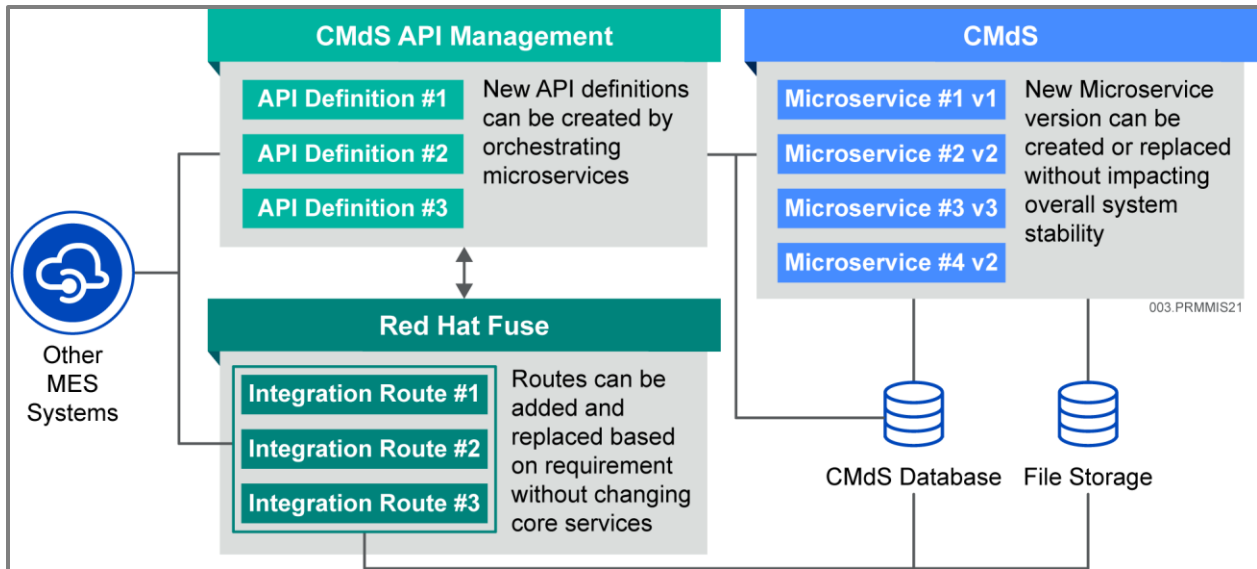
We design our cloud-native solution for ease of maintenance and to readily allow future functional enhancements. Applying the principles of modularity, interface abstraction, and loose coupling, we use modern design principles for service-oriented architecture (SOA). Examples of how we support the level of interface abstraction, loose coupling, and modularity the PRDoH requires for system change and maintenance include, but are not limited to:

- **Headless Architecture.** Combines business logic and functionalities in a set of application programming interfaces (APIs)
- **Microservices.** Sub-services developed and deployed separately from one another
- **Graphical User Interface (GUI).** With independent, web-based, configurability
- **Object–relational Mapping (ORM).** Creates virtual object databases and persistent data
- **Kubernetes.** A built-in orchestration layer provides change and maintenance flexibility

CMdS uses the industry leading Azure API Management (API gateway) and Red Hat Fuse backed by microservices. Red Hat Fuse, acquired by IBM in 2019, is trusted by more than 90% of Fortune 500 companies. Each microservice is independent and can be replaced with ease and rolled back to prior versions if necessary, using build script automation. This supports ease of maintenance, allowing independent upgrades without the need to bring the whole system down.

Using our API gateway, the other Medicaid Enterprise Systems (MES) can access our microservices individually. The Red Hat Fuse supports interfacing that requires the orchestration of multiple microservices or translation. Figure H-9 depicts the microservice backed API Gateway and Red Hat Fuse architecture we use to address the change and maintenance needs of the PRDoH.





**Figure H-9. CMdS’ Flexible Architecture**

*Microservices and redundant layers provide the PRDoH easy and efficient system change and maintenance functionality.*

Services are exposed to interface partners using API Management. Using Red Hat Fuse, the solution can take data in different enterprise integration (EI) patterns, but still call the same underlying microservices.

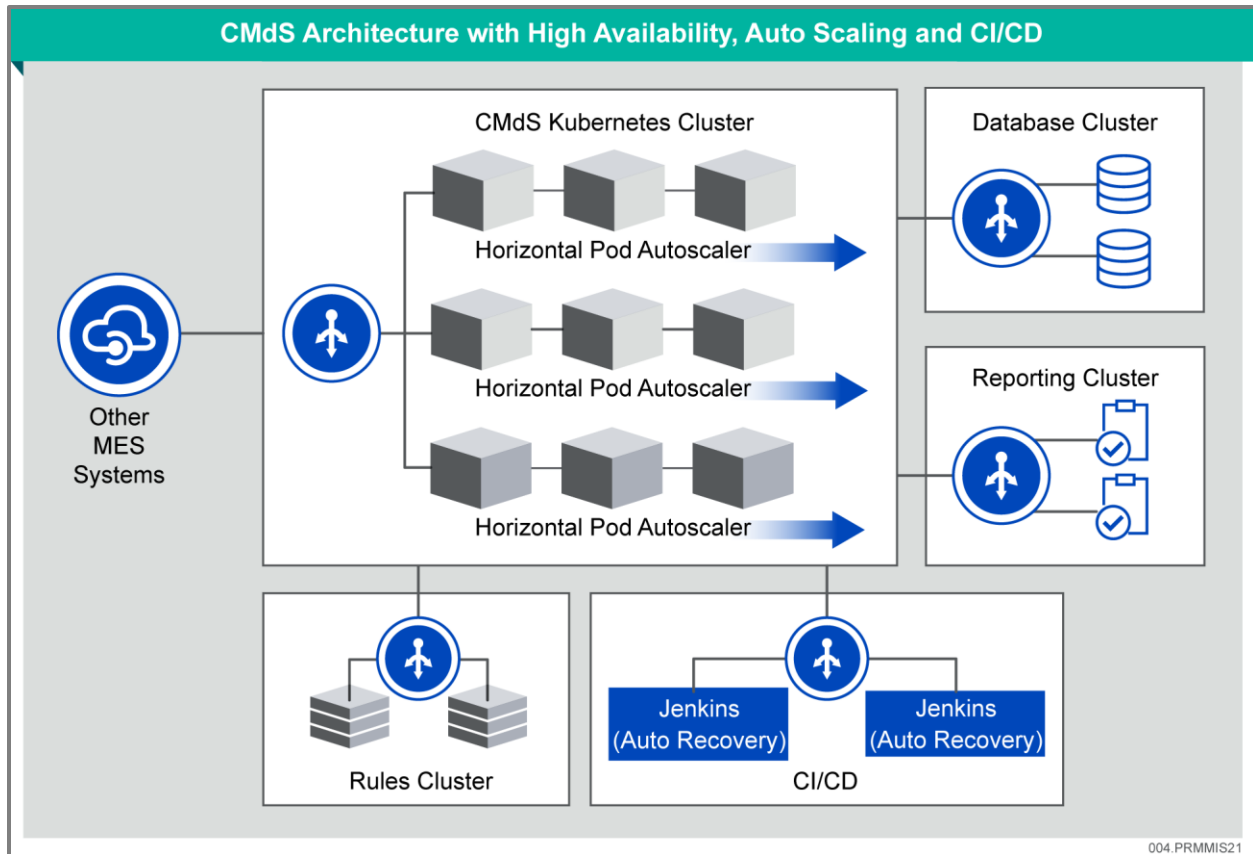
TC-049

The solution should be scalable and adaptable to meet future growth and expansion and/or contraction needs such that the solution can be expanded on demand and have the ability to retain its performance levels when adding additional lines of business, new authorized solution users, functions, data, and connectivity.

Our solution is scalable and adaptable to meet future growth and expansion or contraction needs. We can expand the solution on demand, while retaining its performance levels when adding additional lines of business, new authorized solution users, functions, data, and connectivity. A cloud-first solution, CMdS is scalable and fully capable of supporting the PRDoH’s infrastructure and application scaling requirements.

Our modules are cloud native applications in Azure, allowing for real-time infrastructure and resource scaling. Core CMdS components are built to run on Kubernetes, a fully managed orchestration engine, and use Kubernetes’ auto-scaling feature when necessary. This provides MMIS Phase III with the ability to deal with peaks in volume in a way that is both technically efficient and cost effective.

To increase scalability, our approach moves the responsibility of system scalability from infrastructure only to a combination of application and infrastructure as shown in Figure H-10.



**Figure H-10. CMdS' Easily Scalable Architecture**

*The PRDoH receives adaptable scalable architecture that retains high availability, continuous integration (CI), and continuous delivery (CD) capabilities.*

Our cloud-native services are built as a compilation of loose-coupling, sub-services developed and deployed separately from one another. They can be scaled up and down to accommodate load changes. This efficient approach allows for improved performance for increased load based on certain specific needs.

Conduent's team of site reliability engineers (SREs) use AppDynamics—the leading application management solution for application performance monitoring (APM)—to continuously monitor application availability, latency, and performance. The goal is to make sure all components are running at full capacity.

Through performance metrics, alerts, and notifications, this tool provides complete visibility into our solution's performance and infrastructure, reducing exposure to threats, downtimes, and issue resolution times. The SREs also run preconfigured scripts to improve service availability and resources based on a sudden increased need.

A cloud-based approach provides the PRDoH an appropriate level of dynamic scalability to meet changing customer demands and varying system loads. The design of all servers allows for vertical scalability and can take advantage of added computing power and memory. Our expert team carefully measures each component's optimum capacity and fine tunes them for best performance.

Conduent also uses Kubernetes' native auto scaling capabilities, some key benefits include:

- Using cluster nodes efficiently, because pods use exactly what they need
- Scheduling pods onto nodes with appropriate resources available
- No need to run time-consuming benchmarking tasks determining the correct values for central processing unit (CPU) and memory requests
- Reduced maintenance time, because the auto scaler adjusts CPU and memory requests over time without manual intervention

PRDoH also receives the benefits of our enhanced functionality to meet future needs related to system components. CMdS uses a cloud-native architecture for scalability to add, upgrade, and replace components with great flexibility.

## H.7 Supplement Two – Solution Management and Administration

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

TC-050

The solution should move all historical, expired, and/or unnecessary data to offline storage, according to a set of business rules and on a schedule according to criteria to be defined by the Puerto Rico Medicaid Program (PRMP).

We archive all historical, expired, and/or unnecessary data to offline storage using PRMP-defined timeframes and archival specifications. The data is retained in CMdS for at least seven years.

Historical data is subject to a stringent security program, including HIPAA's security and privacy requirements and the NIST Special Publication 800-47, Security Guide for Interconnecting Information Technology Systems. Therefore, our CMdS solution provides the flexibility to establish specific retention rules for each record type, and then, to store those records in our solution's database until PRMP's required retention period is met.

Conduent will work with PRMP to properly store or archive all data on a schedule and in a manner that complies with your business rules. Our paper documents/records management approach and services fully comply with federal guidelines. We have detailed and strict record retention policies and procedures to securely maintain, retain, retrieve, and destroy paper documents.

We maintain inventory logs to manage document retention dates according to prescribed retention periods. We dispose of records according to applicable disposition codes provided by the document retention and disposition schedule. Documents related to appeals, litigation, or settlement of claims are retained and available to authorized agencies or their authorized representatives until the appeal, litigation, claim, or exception has been resolved.

#### TC-051

The solution should protect all communications with at least 256-bit encryption.

Data transmitted between external users and the servers in the system is encrypted. For ad hoc interactive transfers, files up to 2GB in size are sent by Conduent's existing Secure Large File Transfer service supporting AES 256.

All project web pages/websites support 2048-bit encryption, following practices in place at Conduent since 2014. Conduent deploys encryption solutions that are compliant with FIPS 140-2 for data at rest and transit to protect Puerto Rico data, especially ePHI and PII, from improper disclosure or alteration. We read, understand, and meet the requirements for cryptographic protections stated in the RFP. Our best practice include encrypting data at rest and in transit. FIPS 140-2 is constantly changing; we apply technologies that can evolve as the standard evolves and whose algorithms change as encryption technology progresses. At minimum we will deploy 256-bit key encryption for all data that requires encryption while at rest or in transit.

#### TC-052

The solution should be supported by public and/or private key encryption Secure Socket Layer (SSL) certificates.

Conduent maintains data confidentiality with data encryption and managing data access. Devices storing sensitive data are protected behind the firewall. By using secure sockets layer (SSL) we protect data in transit, and we encrypt data at rest to maintain data integrity. We maintain an audit trail for data containing PHI, PII, and FTI, including any changes made to the database or file system.

CMdS uses secure data storage for data at rest and in motion. The persistent data stores that house all the critical claim information (PHI/PII) have a multi-level security solution. At the database level we apply a logical encryption technique for required attributes and we supplement that with the hardware level physical storage encryption for all data at rest. Any data that we receive or transmit through files are stored within an encrypted hardware. All data in motion are through secure protocols.

#### TC-053

The solution should allow an authorized solution user to recover archived data based on security access level.

CMdS incorporates ForgeRock's identity management technology to control access to resources (e.g., archived data, web page, application, or web service). The ForgeRock Access Management module centralizes access control by handling both authentication and authorization. Authentication is the process of identifying an individual (e.g., confirming a successful login) and authorization is the process of granting resource access to authenticated individuals. We work with PRMP during the Solution Design and Testing phase to set up the Access Management module for managing users, roles, and their ability to recover archived data.

#### TC-054

The solution should have the ability to generate administrative alerts and warnings when statistics indicate an impact or potential limits on solution component performance and availability.

We use AppDynamics to establish baselines and benchmark the normal behavior of CMdS. When performance deviates from a baseline, AppDynamics alerts appropriate staff, but only when an anomaly occurs, avoiding IT alert storms and ensuring resolution of issues before they become major problems. AppDynamics uses four health status levels to indicate performance: critical, warning, normal and unknown. Health rules leverage baselines to establish performance thresholds, triggering events when exceeded. A triggered event is dictated by the correlated policy, such as sending an alert or reducing the number of requests sent to a specific server that may be underperforming. When the health status of an entity changes, such as server response time moving from normal to a warning, an alert is sent to the controller UI. Alerts and policies vary, based on the severity of the health issue.

#### TC-055

The solution should securely support the Puerto Rico Medicaid Program's (PRMP's) existing remote control capabilities deployed for any type of client workstation, including, but not limited to:

- a. Support personnel's ability to take over the authorized solution user device for troubleshooting and support

CMdS securely supports the PRMP existing remote control capabilities deployed for any type of client workstation. CMdS incorporates ForgeRock's identity management technology to control access to resources (e.g., web page, application, or web service). The ForgeRock Access Management module centralizes access control by handling both authentication and authorization.

#### TC-056

The solution should provide event management and monitoring functionality according to best practices in alignment with the Puerto Rico Medicaid Program's (PRMP's) Enterprise Standards and the Incident Management Plan.

We provide event management and monitoring functionality according to best practices in alignment with the PRMP's Enterprise Standards and the Incident Management Plan. We develop and deliver an Incident Management Plan to PRMP for review and approval. The plan details our approach to managing incidents. Conduent assigns staff around-the-clock that are responsible for monitoring CMdS functionality according to best practices and actively resolving incidents and adhering to escalation procedures, as defined in our Incident Management Plan.

Conduent maintains system availability, proper functionality, high availability, and performance optimization using planned, scheduled intervention, as well as efficient responses during times of unplanned adverse impacts to the system.

#### TC-057

The solution should provide Application Performance Monitoring and Management capabilities, including but not limited to:

- a. Transaction monitoring
- b. Synthetic transactions
- c. Component root cause analysis including, Application Server Management, in alignment with the Puerto Rico Medicaid Program (PRMP) Enterprise Standards

**Transaction Monitoring.** AppDynamics agents are installed at the cluster level and containers are mapped to those agents. This allows the agents to capture all transactions performing in the containers at the class and method level.

**Synthetic Transactions.** AppDynamics synthetic monitoring utilizes synthetic agents to continuously test user workflows in the system. This allows use to monitor the performance of multi-step flows. Synthetic transaction monitoring is performed every time there is a deployment with a focus on search transactions to ensure production data remains unaltered.

**Component Root Cause Analysis.** AppDynamics, along with application logs, are utilized to perform root cause analysis. The AppDynamics Anomaly Detection and Automated Root Cause Analysis feature is designed to reduce mean time to resolution for application performance problems. Anomaly Detection automatically tells us whether every business transaction in the CMdS application is performing normally.

#### TC-058

The solution should be designed to support a performance management toolset that integrates with the Puerto Rico Medicaid Program's (PRMP's) Enterprise Standards performance management approach to provide an end-to-end solution. The vendor should propose, implement, and manage one or more monitoring tool(s) to proactively monitor the performance of the application.

We look forward to receiving and reviewing PRMP's Enterprise Standards related to performance management. We anticipate that our AppDynamics solution will integrate with your Enterprise Standards. AppDynamics supports performance monitoring, business transaction monitoring, back end monitoring, infrastructure monitoring, alert and respond, and rapid trouble shooting. All this information can be viewed in the AppDynamics dashboard.

#### TC-059

The solution should be instrumented and have tools to allow end-to-end transaction response time across multiple modules of the Puerto Rico Medicaid Program (PRMP's) Enterprise Standards and report against Service-Level Agreements (SLAs).

We use AppDynamics to generate reports related to end-to-end transaction response time across multiple modules of the PRMP Enterprise. Further, we use Cognos and AppDynamics to produce accurate SLA reporting related to RFP Appendix 3: SLAs and Performance Standards. We closely monitor daily work and systems to proactively review our performance to ensure we meet all contract deliverables, performance metrics, and quality standards.

#### TC-060

The solution should detect and report errors related to one or more system components in conformance with service-level agreement (SLA) requirements, including, but not limited to:

- a. Loss of network connectivity
- b. Database server going offline
- c. The application suffers an out-of-memory situation

AppDynamics detects and reports errors related to one or more system components in conformance with service-level agreement (SLA) requirements, including, but not limited to the items listed in TC-060.

#### TC-061

The solution should detect and report less than desirable application performance, including, but not limited to:

- a. Degraded servlet:
- b. Database:
- c. Other back end resource response times:

**Degraded Servlet.** AppDynamics can detect and alert our technical team about performance issues related to a server or a servlet.

**Database.** AppDynamics can detect and alert our technical team regarding performance issues affecting related to long-running queries or response time from a database.

**Other Back End Resource Response Times.** AppDynamics can detect and alert our technical team regarding performance issues related to integration with the back-end components.

#### TC-062

The solution should have safeguards designed to ensure that configuration variables affecting the application and the back-end resources remain at some predetermined configuration settings.

Conduent uses configuration locking to ensure configuration variables are maintained accurately. We secure all the predefined attributes like database name, passwords, and keys, in Azure Key Vault.

We maintain safeguards preventing configuration variables from affecting the application and backend resources, while maintaining predetermined configuration settings. All our configurable variables are persisted in the system with appropriate controls. Any changes to configuration settings via application can be performed only by users with appropriate access. We have a Role Based Access Control that provides very granular access provisioning. This means a user with only pre-defined access can perform update or changes to configuration parameters.

Batch jobs that update configurable variables can be run only with users that have authorized privileges. In the event of an unintended change by a user or a batch job, the robust audit logging functionality provides a complete history of updates to these configuration settings, enabling a mechanism to rollback to previous settings.

TC-063

The solution should report on capacity management.

We report on capacity management throughout the contract term. Conduent hosts CMdS in the Microsoft Azure Cloud, which scales to capacity and streamlines updates to adapt to Medicaid changes. Our solution is cloud based, allowing for real-time infrastructure and resource scaling. Reinforced by its design principle of using redundant servers, it provides capacity for peak volumes and usage spikes. Monitoring of capacity utilization is performed using AppDynamics. We size system capacity based on our extensive experience with the software and performance testing results. Our infrastructure specifications account for adequate capacity for current volumes, though we monitor resources regularly and can add additional nodes or resources as needed. Azure's services are certified at the highest level of FedRAMP compliance, currently supporting 91 compliance offerings. This is more than any other cloud service provider in the market.

## H.8 Supplement Two – Usability

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

TC-064

The solution should generate reports and files in formats that include, but are not limited to:

- a. jpg
- b.pdf
- c. doc
- d.xls
- e. csv
- f. tiff

CMdS comes packaged with a proven, high quality reporting solution that leverages IBM Cognos Analytics. As an industry leading business intelligent tool, Cognos provides a stable and mature platform for producing reports and analytics. Cognos is web-based and integrated seamlessly into our solution. Cognos helps deliver professional quality reports in a variety of formats. Authorized users can export report results in many output formats so that they can manipulate the data. Exporting options include:

- Microsoft Excel (XLSX)
- Microsoft Word (DOCX)
- Comma-separated values (CSV)
- Text (TXT)
- Portable document format (PDF)
- Jpeg and Tiff
- Hypertext Markup Language (HTML)
- Extensible Markup Language (XML)



Users can save the report output directly to their hard drive (as allowed by PRMP policy) or to a network file system. Once the output is saved in the desired format, users can open, view, and print the report from within Cognos. Users can also use the appropriate application externally such as Microsoft Excel.

#### TC-065

The solution should allow for reports and files to be printed in various formats that include, but are not limited to:

- a. jpg
- b. pdf
- c. doc
- d. xls
- e. csv
- f. tiff

Cognos supports the ability for users to print reports and files in various formats such as those listed in TC-065.

#### TC-066

The solution should support report generation and file import and export in multiple file types, as applicable. File formats include, but are not limited to:

- a. jpg
- b. pdf
- c. doc
- d. xls
- e. csv
- f. tiff

Cognos supports report generation and file import and export in multiple file types, including those listed in TC-066.

#### TC-067

The solution should accommodate diverse populations of authorized solution users, including those with Limited English Proficiency (LEP) as per the Commonwealth, Puerto Rico Department of Health (PRDoH), the Puerto Rico Medicaid Program (PRMP), and federal regulations, subject to independent verification for compliance.

The Conduent Team includes a number of employees that are bilingual in English and Puerto Rican Spanish to accommodate diverse populations of authorized solution users, including those with Limited English Proficiency (LEP). We provide and maintain recordings of tutorials in both English and Puerto Rican Spanish, describing the operational and processing features of the solution for new users. We make these recordings available on your PRMP SharePoint site or other available platforms as needed. The CMdS solution offers a new user experience designed to be intuitive, supported by self-explanatory labels and layouts in English as outlined in TC-075. The system supports a self-directed user experience, requiring minimal training.

#### TC-068

The solution should utilize standard web browser-based Thin-Client Technology that supports centralized software distribution and implementation and should be available with encryption capability on the three most recent versions of commonly used browsers, including, but not limited to:

- a. Chrome
- b. Safari
- c. Firefox
- d. Microsoft Internet Explorer 11 and above

Conduent's solution supports Thin-Client Technology that supports centralized software distribution and implementation and is available with encryption capability on the three most recent versions of commonly used browsers, including Microsoft Internet Explorer 11 and above, Safari, Chrome, and Firefox without requiring any additional plugins. It is also device agnostic since it is built on responsive web design rendering appropriately in laptops, desktops, tablets, and mobile devices.

#### TC-069

The solution should provide the capability for remote access in compliance with existing Puerto Rico Medicaid Program (PRMP), federal, Commonwealth, and/or Puerto Rico Department of Health (PRDoH) policies.

During implementation, we meet the PRDoH to understand your remote access compliance requirements related to the PRMP, federal, Commonwealth, and/or PRDoH policies. We then establish the technology based on your requirements, such as supporting access using a virtual private network (VPN).

#### TC-070

The solution should provide an authorized solution user friendly graphical user interface (GUI) that is consistent throughout all areas and functions of the solution that supports flexible navigation to other parts of the solution and then allows the user to return.

Our web design has the same look and feel across our application, for both users and administrators. Conduent follows a consistent UI style guide. The design is flexible enough to navigate within the application or to another part of the solution.

#### TC-071

The solution should eliminate error-prone conditions or check for them and present authorized solution users with a confirmation option before they commit and provide an "emergency exit" when mistakes occur.

CMdS has features to validate all the user screens before committing the data and we have multiple business rules to minimize errors. If the data is entered incorrectly, it will alert the user so that the user can correct the errors. Our solution also has a cancel button. If the user presses the cancel button, a warning window will appear and require the user to confirm the cancel function before executing. If confirmed, the application will navigate out of the screen and delete the entered data. Our solution employs two levels of validation: UI validation and data validation.

#### TC-072

The solution should have an alert function to express its error messages in plain language, precisely indicate the problem, and constructively suggest a solution and notify the authorized solution user when available information may be out of date because of system issues.

CMdS displays error messages to the user in plain language. The errors indicate the problem, suggest a solution, and notify the authorized solution user when available information may be out of date based on your business rules.

#### TC-073

The solution should allow secure multitasking and multiple windows capability and support closure of all sessions when an authorized solution user logs off or times out.

CMdS supports multi-tasking and multiple tabs open in a browser simultaneously, and all applications and browser tabs will become inactive when a user logs off or a session times out. CMdS can be configured to accommodate PRMP's chosen time settings.

#### TC-074

The solution should include only necessary information and functionality on screens, including, but not limited to:

a. Hiding unnecessary or prohibited fields based on the authorized solution user's access level and configuration

CMdS uses ForgeRock's authorization application for role-based access control. Users may access only the menus and fields assigned to their authorized user role. Refer to TC-053 for further details about ForgeRock. The screens are configured with role-based user access levels, either hiding or masking unnecessary or prohibited fields.

#### TC-075

The solution should use English as the primary language for all user interfaces, notifications, and messages.

Conduent uses English as the primary language for all user interfaces, notifications and messages.

### **H.9 Supplement Two – Management**

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

## SC-001

The solution should provide for security concepts, including, but not limited to:

- a. Virtual Private Network (VPN)
- b. Firewall technology
- c. Demilitarized Zone (DMZ)
- d. Virus and intrusion detection
- e. Mail and content filtering avoiding false positives.
- f. Encryption
- g. Public Key Infrastructure (PKI)

**Virtual Private Network (VPN).** Conduent supports remote access by a (VPN) to the project by authorized and authenticated users. We use a mix of on-premises and cloud-based technologies to provide a robust remote access solution as part of our overall mission to modernize your systems.

**Firewall Technology.** Data transmitted between external users and servers in the system is protected by authentication, authorization, and encryption, with multiple firewalls protecting data stored on the network. Conduent prevents sensitive data interception and viewing using TLS 1.2+ data encryption. Properly configured and updated firewalls preserve databases from unauthorized access. We separate system and network environments as well as the separation of production and non-production environments and databases. Firewalls also protect assets from unauthorized and potentially harmful access to various network zones.

**Demilitarized Zone (DMZ).** Conduent works in conjunction with PRDoH to implement a secure demilitarized zones (DMZ) network architecture. Communication from the Internet and/or into the PRDoH private network will be controlled and only allowed for required network traffic. We use Connect Direct, Secure FTP MOVEit DMZ for Secure File Transfer Protocol, Hypertext Transfer Protocol Secure (HTTPS) for file exchanges for communications containing PHI, PII, and other sensitive information. These controls safeguard sensitive data against unauthorized access, interception, and manipulation during transit at the operating system level or through hardware or backup media theft. Additionally, the solution has an N-Tier application architecture to ensure that interfaces are secure.

**Virus and Intrusion Detection.** Our Project team uses a mix of on-premises and cloud-based technologies to monitor events, detect attacks, and provide identification of unauthorized use of technology systems. Our Security Operations Center (SOC) deploys PRDoH-approved technology monitoring and detection systems across the information technology infrastructure. The monitoring and detection systems provide insights into security events, helping with near real-time performance monitoring and compliance management. SOC also monitors inbound and outbound communications for unusual or unauthorized activities or conditions (e.g., presence of malicious code, unauthorized export of data, or signaling to an external information system). We deploy Host-based Intrusion Prevention (HIPS) technology to all endpoint systems to monitor inbound and outbound communications for unusual or unauthorized activities or conditions. Also, network-based intrusion prevention and detection technology monitor all inbound and outbound network traffic. Additionally, Web Application Firewalls filter, monitor, and/or block malicious HTTP/HTTPS traffic to and from a web application. Finally, intrusion

detection tools deployed at multiple points prevent non-privileged users from circumventing detection.

**Mail and Content Filtering Avoiding False Positives.** Conduent defines the specific allowable or disallowable points of origin and/or destination for access to ePHI using IP filtering to avoid false positives. The system will send the emails with the appropriate email subject. It never uses unnecessary or false email headers.

**Encryption.** Conduent applies data encryption to protect data, especially ePHI and PII, from improper disclosure or alteration. We employ multiple measures to promote the security of the data entrusted to us, implementing data at rest and data in transit encryption for all ePHI and PII. Measures to promote the security of the data entrusted to us, include:

- Security awareness training
- Role-based security
- Encryption of all desktop and laptop computer
- Encryption of data at rest
- Encryption of all data across our corporate boundary

The Federal Information Processing Standard 140-1 (FIPS 140-1) and its successor, FIPS 140-2, are United States Government standards that provide a benchmark for implementing cryptographic software. They specify best practices for implementing crypto algorithms, handling key material and data buffers, and working with the operating system. PRDoH solutions are FIPS 140 compliant and support both data in transit and data at rest at the system/network architecture level of the production environment.

**FIPS 140-2 for Database Encryption.** Databases supporting the solution remain enciphered using Transparent Data Encryption (TDE) to support and maintain encryption of data at rest. The encryption algorithms used for these purposes comply with current Federal Information Processing Standards (FIPS), "Security Requirements for Cryptographic Modules," FIPS PUB 140-2. The [Program/Project] leverages various technologies for data at rest, including encrypted disk and SQL TDE.

SSL-based communication is enabled for data traveling between PRDoH applications and data sources. Periodic audits of all interfaces maintain compliance with the latest security standards. Data in the system is maintained in secure firewall-protected servers, all located in the United States. Conduent deploys encryption solutions compliant with FIPS 140-2 for data, especially ePHI and PII, from improper disclosure or alteration. As a best practice, we encrypt the entire database. FIPS 140-2 is constantly changing. We apply technologies that evolve with the standard and whose algorithms change as encryption technology progresses. Data security is an end-to-end process rather than an isolated system attribute. The needs of each institution are unique, and one size never fits all. For this reason, we do not hard code our solution to a single specific security configuration.

Encryption works with other technologies Conduent uses to manage security for systems and services associated with the PRDoH. For example, this technology, combined with other measures such as Role-Based Access Control (RBAC), helps us define access privileges according to user role. Secure transactions, web portal traffic management, and stored data

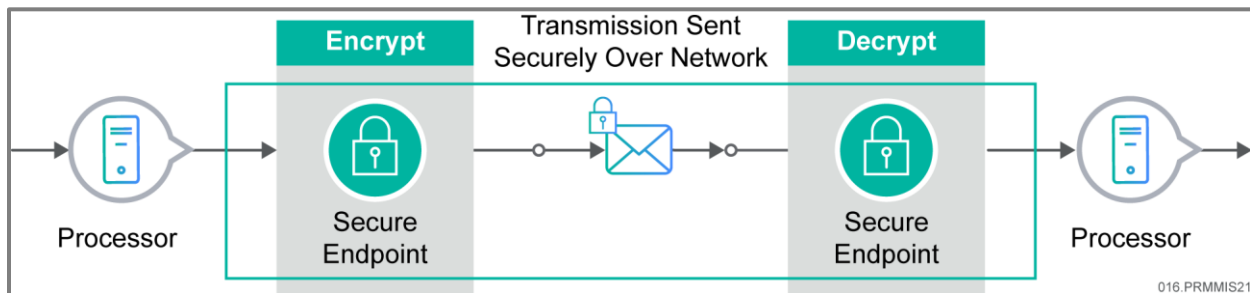
protection are other examples. This approach to provisioning and managing user accounts supports all systems and services associated with the PRDoH and all modular components located away from the hosting facility.

**Encryption of Data in Transit.** Conformance to standard cryptography protocols across the IT infrastructure allows us to address the security and privacy requirements of an array of business functions. ePHI is encrypted while in transit, with technologies that include:

- Transport Layer Security (minimum of TLS 1.2) for websites using Public Key Cryptography Standards (PKCS) as the underlying mechanism, with server and client certificate-based authentication
- Cisco Registered Envelope Service (CRES) to encrypt email containing certain sensitive data, including identifiable medical, personal, and financial information
- Ipswitch, Inc. MOVEit to provide visibility and control over file transfer activities

Conduent uses technology based on the Apache Camel routing and mediation engine. It has cryptographic endpoints and Java Cryptographic Extension (JCE) for data being transmitted. JCE provides a framework and implementation for encryption, key generation and agreement, and Message Authentication Code (MAC) algorithms.

With these tools we create digital signatures for data exchanges. The software provides a pair of flexible endpoints used in concert to create a signature for an exchange in one part of its workflow. The signature is verified in a later part of the workflow. Figure H-11 shows how data in transit is encrypted.



**Figure H-11. Conduent Encryption for Data in Transit**

Certificates make up an intrinsic part of our toolset for secure, web-based, business-to-business exchange: inbound and outbound transactions, interactions and collaborations with trading partners, and exchange of documents and information through certified secure file transfers and email. The software supports exchanges with our centralized Enterprise Service Bus (ESB) and uses automated workflows, certificates, and credentialing processes. It features workflows for all authentications, screens, and actions that must happen during login, including registration. Workflows supply required audit trails. It supports login to servers with an X.509 client certificate configured for mutual TLS authentication. The authentication system includes a credentials management function that streamlines managing authentication and authorization.

**Encrypting Data at Rest.** For physical shipment of electronic media, our policy specifies the acceptable methods of securing information and media, including encryption of the sensitive information and encryption of the entire media. Our data classification policy forbids storing of confidential and/or sensitive data on laptops, workstations, and smartphones. If it is required, all endpoint devices encrypt data at rest, and apply proper access control techniques. Our Information Security Standard requires that all workstations, laptops, and smartphones be encrypted using whole disk encryption, where technically feasible (e.g., workstations may be diskless). Use of portable media is prohibited unless encrypted using whole-disk encryption or a strong encryption solution when our standard may not be applicable. Pretty Good Privacy (PGP) whole-disk encryption protects workstations by encrypting entire disks including swap files, system files, and hibernation files. If an encrypted disk is stolen, lost, or even placed into another computer, the drive's encrypted state stays unchanged. Only an authorized user can access its contents.

Strict corporate requirements call for encrypting workstations, smart phones, laptops, and controlling portable storage devices. In the rare cases where portable device use occurs, the device is encrypted. Network access is not allowed without full encryption. Recognizing the importance for databases to support and maintain encryption of data at rest, we use Transparent Data Encryption (TDE) for OMES. Our encryption algorithms used for these purposes comply with current FIPS standards, as defined in "Security Requirements for Cryptographic Modules," FIPS Publication 140-2.

Data stored in solution databases is protected by encryption. We encrypt the complete database. Field-level security provides capabilities for masking data, hiding data, or showing partial values of data. These attributes, when assigned to a user's role and access privileges, determine if data should be shown or hidden from the user based on his or her security permissions. For encryption of data at rest, our databases support security administrators' choice of several standard encryption algorithms, as well as cloud-based approaches. We apply an array of approaches to encrypting storage (data at rest). One example is full-disk encryption (FDE), by which all the data on a hard drive used to boot a computer is encrypted, including the OS. We encrypt all disk and tape backups. File transfers, when required across the corporate boundary, are encrypted "in flight."

**Public Key Infrastructure (PKI).** We comply with all applicable laws, rules, regulations, and standards that govern the work we do. Recognizing the importance of safeguarding privacy and security, we use ForgeRock, an industry leader in digital identity management, for these vital functions. ForgeRock deploys strong identification, authentication, and authorization security controls. Digital certificates and the use of public key infrastructure (PKI) help provide non-repudiation services. The receiving entity's registration authority (RA) assigned in the PKI infrastructure accepts requests for digital certificates and authenticates the entity making the request. ForgeRock includes the OpenDJ directory server, which uses secret keys for data confidentiality and encrypted backup files. OpenDJ uses public/private key pairs to establish secure connections and can use public keys to authenticate clients.

#### SC-002

The solution should support security at the object level, including, but not limited to:

- a. Table
- b. View
- c. Index

Our proposed database EnterpriseDB supports security at the object level, including tables, views, and indexes. We set up security groups based on the expected roles and assign users to the appropriate group.

#### SC-003

The solution should support security at the database row and column level.

Our proposed database EnterpriseDB supports row and column level security. The row level security is turned on using the 'ENABLE ROW LEVEL SECURITY' command. Row level policies can apply to all commands, or to any of SELECT, INSERT, UPDATE, or DELETE. Column level security is supported either using views or by granting explicit permissions on the allowed columns

#### SC-004

The solution should support auditing at the database object level including, but not limited to:

- a. Table
- b. Column

CMdS supports auditing at the database object level including, but not limited to table and column. Debezium is a distributed platform that reads CMdS databases into event streams, so applications can see and respond immediately to each table and column in the databases. Debezium records the history of data changes in Kafka logs, from where CMdS application consumes them. This makes it possible for CMdS application to consume all of the audits correctly and completely easily. Even if your application stops (or crashes), upon restart, it will start consuming the audits where it left off, so it misses nothing.

#### SC-005

The solution should provide the ability for concurrent authorized solution users to simultaneously view the same record, documentation, and/or template.

Our proposed solution provides concurrent authorized solution users to simultaneously view records, documentation, and templates. The system only uses locking to prevent concurrent updates.



#### SC-006

The solution should provide protection to maintain the integrity of data during concurrent access.

CMdS provides protection to maintain the integrity of data during concurrent access. CMdS uses various types of locking to prevent concurrent updates through the system. A user in the process of editing information locks the record and then it is automatically released upon a user saving or canceling the edit.

#### SC-007

The solution should be configurable to prevent corruption or loss of data already accepted into the solution in the event of any solution component failure.

The CMdS solution is configurable to prevent corruption or loss of data already accepted into the solution in the event of any solution component failure. Our proposed database EnterpriseDB supports the replica set as Master and slave nodes. In the event of a failure of the master node, an existing replica is used to replace the failed master node. While the replica nodes are standing by, they are read-only resources; load balancing client queries without risk of compromising data loss. The messages or files accepted from the source system are stored temporarily to recover or reprocess in the event of any unforeseen technical system issues beyond the system's control.

#### SC-008

The solution should enforce minimum password requirements compliant with the Puerto Rico Medicaid Program (PRMP) provided security policies.

CMdS can enforce minimum password requirements compliant with PRMP security policies. A unique user ID and forced strong password are required to log into CMdS, and the system requires that users change their passwords at regular intervals. When a session is inactive for a predetermined amount of time, the system automatically logs the user out. The system also locks users out after a set number of unsuccessful login attempts. We have established procedures by which a locked-out user can request a password reset. Users are asked to create a password associated with their accounts. The Conduent password policy requires that passwords have:

- At least eight characters and no more than 20 characters
- At least one capital letter
- At least one lower case letter
- At least one number
- At least one special character, such as @, #, !

We can adjust our password enforcement policy based on the password requirements of PRMP security policies.

Our authentication technology provides multifactor authentication for network resources (both privileged and non-privileged accounts) or network access to privileged accounts. We require multifactor authentication, such as a token-based or access code-based system, for remote access users.

It involves an authentication factor that uses a device (e.g., mobile phone) that is separate from the system gaining access. Password policies are adapted to conform to the details of PRDoH requirements described in the RFP. Our solution is configured to authenticate users through a secure username and strong password, and it can be modified to require the use of multifactor authentication. It is designed to be inherently secure, employing strong technical controls to safeguard the system's data from unanticipated threats and hazards and restrict the availability of data to authorized users.

#### SC-009

The solution should prevent multiple concurrent sessions for any single authorized solution user.

The CMdS security architecture prevents multiple concurrent sessions for any single authorized solution user.

#### SC-010

The solution should support grouping authorized solution users by roles, functional departments, or other organization to simplify security maintenance.

The solution supports grouping authorized solution users by roles, functional departments, or other organization to simplify security maintenance. Employees are only allowed to access the information necessary to effectively perform their job duties. Access can be based on several factors, such as authority, responsibility, and job competency. In addition, access to computer resources can be limited to specific tasks such as the ability to view, create, or modify a file.

Conduent's solution incorporates ForgeRock's identity management technology, which integrates with ODM's identity provider to retrieve role-based authorization based on user profiles. The ForgeRock Access Management module helps control access to resources (e.g., web page, application, or web service) available over the network.

The ForgeRock Access Management module centralizes access control by handling both authentication and authorization:

- Authentication is the process of identifying an individual (e.g., confirming a successful login).
- Authorization is the process of granting resource access to authenticated individuals.

Conduent works with ODM during the implementation to set up the Access Management module for managing users, roles, and access to resources.

#### SC-011

The solution should, upon detection of inactivity of an interactive session, prevent further viewing and access to the solution by that session by terminating the session, or by initiating a session lock that remains in effect until the authorized solution user reestablishes access using appropriate identification and authentication procedures.

CMdS, upon detection of inactivity of an interactive session, prevents further viewing and access to the solution by that session by terminating the session, or by initiating a session lock that remains in effect until the authorized solution user reestablishes access using appropriate identification and authentication procedures. CMdS displays a warning message before the session times out. The timeout period is configurable.

#### SC-012

The solution should be able to perform time synchronization using Network Time Protocol (NTP), Simple Network Time Protocol (SNTP), and use this synchronized time in all security records of time.

Conduent meets your requirements for time synchronization using Network Time Protocol (NTP), Simple Network Time Protocol (SNTP), which are both industry standard protocols for time synchronization. We understand the importance of time sensitive activities (i.e. job scheduling, audit records, and logs) accurately reflecting the time and date of the event. The solution performs time synchronization using NTP, SNTP, and uses this synchronized time in all security records of time.

#### SC-013

The solution should have the ability to format for export recorded time stamps using Universal Time Coordinated (UTC) based on International Organization for Standardization (ISO) 8601.

CMdS has the ability to format for export recorded time stamps using Universal Time Coordinated (UTC) that is based on International Organization for Standardization (ISO) 8601. CMdS follows the UTC timezone across the application and can export recorded time stamps using UTC based on ISO 8601. We have verification processes for additions, deletions, or updates of data and the ability to identify all audit information by user identification, network terminal identification, date, time, and date accessed or changed. The technology provides a comprehensive history and audit trail functionality that tracks all data changes made in the system, including identifying who updated a system object or data element and when. This includes the date and time of the change, the user ID, the previous value of each modified field, and the new value of the field. This function is available from all updatable web pages.

#### SC-014

The solution should protect the historical audit records from unauthorized deletion in accordance with the Puerto Rico Medicaid Program's (PRMP's) policies.

CMdS protects historical audit records from unauthorized deletion in accordance with PRMP policies. Conduent's data security features maintain confidentiality, integrity, and availability of our database through various information security controls, based on the Conduent Security

Framework and PRMP policies. The system will protect the historical audit records from unauthorized deletion. The security controls are as follows:

- Our access control policies and standards provide access to data only when required. We implement access controls based on the principle of least privilege (POLP).
- We prevent any deletion of data through soft deletion information security controls, where in the event of a “deletion,” data is flagged, rather than directly deleted. This prevents loss of data and allows for recall of items for immediate replacement.
- Backup and recovery procedures protect the data against loss and reconstruct the data should loss occur. Backups are performed regularly according to the project requirements. The reconstructing of data is achieved through media recovery, which refers to the various operations involved in restoring, rolling forward, and rolling back a backup of the data.
- We use our host replication, which provides failover in the event of an unresponsive host. Cluster management provides an added level of security with corrective design efficiencies. These measures are critical to application performance and consistent uptime.
- Our API gateway provides access to only authorized integrators and authorized users, with the enforcement of secure account authentication and authorization controls.

Combined with security provisions discussed in this section—role-based access control, firewalls, DMZs, vulnerability scanning, audit trail logging, etc.—these measures protect data from improper alteration.

#### SC-015

The solution should utilize network scanning tools, intrusion detection and prevention systems, and end-point protections to identify and prevent the use of prohibited functions, ports, protocols, and services.

Conduent uses network scanning tools, intrusion detection and prevention systems, and end-point protections to identify and prevent the use of prohibited functions, ports, protocols, and services. By knowing which vulnerabilities affect hosts on the network, our security team can coordinate mitigation efforts more effectively. We provide vulnerability scan information and the ability to monitor and report on scan data.

The Vulnerability Detail Report presents extensive data about vulnerabilities detected on the network. The summary chart displays a breakdown of current vulnerabilities based on their severity. It eases understanding the overall vulnerability status of the network based on severity. It can also aid teams in determining where their mitigation or compliance efforts are most effective.

The report can be especially useful to security teams new to the scanning technology but familiar with the format and content of generated reports. The report includes detailed information about vulnerabilities detected on every scanned host. Security teams can use this data to identify vulnerabilities and affected hosts in their network.

The results of these assessments, including mandates from corporate security standards, trigger updates to the plan, which we review and update annually.

#### SC-016

The solution should provide logging, reporting, and accessing errors and exceptions in alignment with National Institute of Standards and Technology (NIST) and Centers for Medicare & Medicaid Services (CMS) standards.

CMdS aligns with National Institute of Standards and Technology (NIST) and Centers for Medicare & Medicaid Services (CMS) standards for logging, reporting, and accessing errors and exceptions. Errors can be identified immediately by validating message format and message content received from source system via SI Platform. Conduent's Digital Hub supports SOAP/REST interface where any specific error and the type of errors (for example, whether the errors have precluded loading and/or using the data) can be included in the error response via a defined error message structure that includes error ID, error type, error description, etc. Upon receiving this error response, CMdS returns the error response immediately to the source system in case of real-time data exchange or asynchronous mode in case of batch data exchange.

#### SC-017

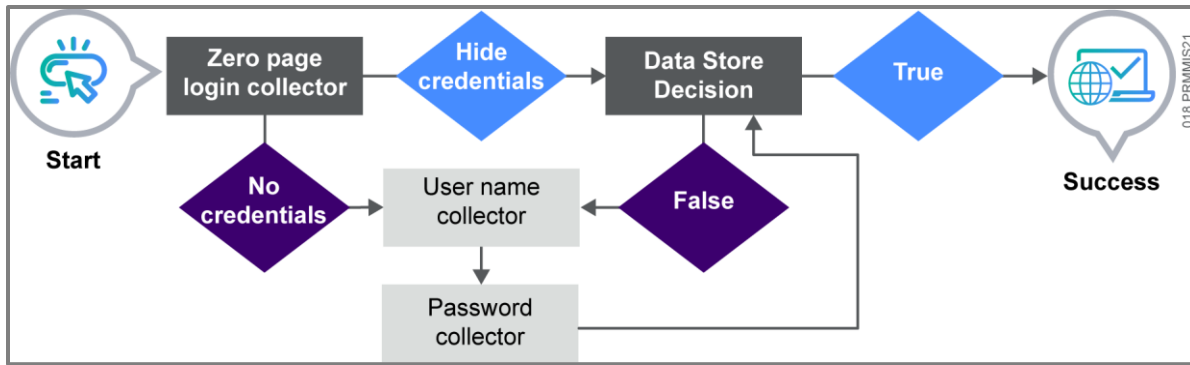
The solution should enforce a limit of consecutive invalid access attempts by an authorized solution user. The Identity Access Management (IAM) component should protect against further, possibly malicious, authorized solution user authentication attempts using an appropriate mechanism, including, but not limited to:

- a. Locks the account until released by an administrator
- b. Locks the account for a configurable time period
- c. Delays the next login prompt according to a configurable delay algorithm

The Identity Access Management (IAM) component locks users after a configurable number of consecutive invalid attempts. The user account is locked for a configured time period. The user account will be unlocked by the authorized admin or after the specified time period.

Understanding the increasing importance of digital identity management and access control in the face of evolving threats to information security, we use ForgeRock Identity Management to achieve strong identification, authentication, and authorization. The IAM component is having capability of locking the user for consecutive invalid attempts (configurable invalid attempts). The user account locked for configured time period. The user account will be unlocked by the authorized admin or after specific time period.

The software's Intelligent Authentication supports the creation of authentication trees for fine-grained user verification, allowing multiple paths and decision points throughout the authentication flow. Authentication trees are made up of authentication nodes, which define actions, such as the collection of usernames and passwords, taken during identification and authentication process. Administrators create complex yet customer-friendly identification and authentication experiences by linking nodes together, as shown in Figure H-12.



**Figure H-12. ForgeRock Intelligent Authentication**

*Enabling multiple paths and decision points helps security staff provide effective, user-friendly authentication.*

#### SC-018

The solution should provide immediate capability to override a role and restrict access to information by authorized solution user(s) or groups of authorized solution users.

CMdS provides the immediate capability to override a role and restrict access to information by authorized solution user(s) or groups of authorized solution users. CMdS supports standard user authorization structures of users and groups (roles) mapped to permissions. By changing permissions, access can be overridden and can be immediately restricted.

#### SC-019

The solution should allow an authorized solution user to change their password at any time and support self-service reset functionality in accordance with the Puerto Rico Medicaid Program (PRMP)-defined policies.

CMdS allows an authorized solution user to change their password at any time and support self-service reset functionality in accordance with PRMP defined policies. A unique user ID and forced strong password are required to log into CMdS. Additionally, CMdS requires that users change their passwords at regular intervals or at any time. When a session is inactive for a predetermined amount of time, the system automatically logs the user out. The system also locks users out after a set number of unsuccessful login attempts. We have established procedures by which a locked out user can request a password reset.

In compliance with project requirements, we implement and manage PRDoH account/password information in accordance with PRDoH policies involving personnel transfer or termination, which includes:

- Initial account password creation and secure distribution
- Restricting password sharing
- Managing and implementing minimum password-creation requirements
- Managing two-factor authentication, as required
- Managing account lockouts and disabling unused accounts
- Managing account password resets
- Managing account password expirations

Users are asked to create a password associated with their accounts. The Conduent password policy requires that:

- At least eight characters long and no more than 20 characters
- At least one capital letter
- At least one lower case letter
- At least one number
- At least one of the following special characters: @, #, !

Password policies are adapted to conform to the details of PRDoH requirements described in the RFP. Our solution is configured to authenticate users through a secure user name and strong password and can be modified to require the use of multifactor authentication.

#### SC-020

The solution should notify specified authorized solution users and provide an audit trail when emergency access is necessary.

CMdS can notify specified authorized solution users and provide an audit trail when emergency access is necessary. For emergency access audit trails, CMdS uses the same audit functionality used for regular access. During the design phase, we will develop a compliant notification process that meets your requirement.

#### SC-021

The solution should provide the ability to maintain a directory of all personnel who currently use or access the solution.

Conduent provides a list of all users with access to CMdS modules, and data with details on access granted, upon request. ForgeRock Identity Management provides us with a complete listing of users and the capabilities each individual user can access, based on users' job roles and the requirements of that role for information.

#### SC-022

The solution should, upon detection, be configurable for inactivity timeout(s).

CMdS automatically detects and suspends users who have been inactive after a predefined period. The period is configurable.

#### SC-023.

The vendor should support establishing a secure connection, such as Virtual Private Network (VPN), to any inter-system connections to the Puerto Rico Medicaid Program (PRMP) infrastructure required to support the solution. The secure connection shall be established following PRMP-defined standards.

Conduent supports establishing a secure connection, such as VPN, to any inter-system connections to the PRMP infrastructure required to support the solution. We establish this secure connection following PRMP-defined standards.

## SC-024

The solution should maintain a historical directory of all personnel who have accessed the solution based on the Puerto Rico Medicaid Program (PRMP)-defined criteria.

Our solution maintains a historical directory of personnel who have accessed the system. The ForgeRock Identity Platform provides access management across organizational boundaries. It provides the federated identity management needed to securely share identity information across heterogeneous systems or domain boundaries. Users who cannot satisfy authentication requirements do not obtain access to protected information resources.

## H.10 Supplement Two – Standards Compliance

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

## SC-025

The solution should be configurable to prevent corruption or loss of data already accepted into the solution in the event of a solution failure, including, but not limited to:

- a. Integrating with a Uninterruptible Power Supply (UPS)
- b. Backup and restore functionality
- c. Data protector

Our configurable CMdS solution prevents corruption or loss of data already accepted into the solution in the event of a solution failure, including, but not limited to:

- Integrating with an Uninterruptible Power Supply (UPS)
- Backup and restore functionality
- Data protector

This functionality is part of our standard business technology operations on multiple accounts across the country. Both the primary and secondary Microsoft Azure cloud data centers include uninterruptible power supplies. The secondary Microsoft Azure cloud data center for disaster recovery comprises complete duplication of hardware, to which data and application processes fail over in the event of a processing interruption. Our Disaster Recovery Test validates the processes we use to restore data from backup. To protect data, CMdS uses secure data storage for data at rest and in motion.

We include these processes and describe them in more detail in our Puerto Rico Department of Health (PRDoH)-approved Disaster Recovery and Business Continuity Plan (DRBCP) and Security Plan (SP).



## SC-026

The vendor should provide a Security Operations Center (SOC) for system security to monitor, alert, and protect the Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) against web application attacks of internet-facing applications.

We will provide a Security Operations Center (SOC) for system security to monitor, alert, and protect the Commonwealth, PRDoH, and the Puerto Rico Medicaid Program (PRMP) against web application attacks of internet-facing applications. Conduent continuously reviews network, application and systems activity logs to detect unusual activity that could indicate a potential security breach and/or actual security breach, and reports events or findings to the Department.

Azure Web Application Firewall (WAF) on Azure Application Gateway provides centralized protection of web applications from common exploits and vulnerabilities. Also, once code development itself is done and the security measures we take to secure code during development is completed, we apply Imperva Web Application Firewall. It helps us identify and act on dangers embedded in seemingly innocuous website traffic, preventing application vulnerability attacks such as structured query language (SQL) injection, cross-site scripting, and remote file inclusion or business logic attacks such as site scraping or comment spam.

We use an array of controls, such as security information and event management (SIEM) software, which includes intrusion detection technologies and methods for recognizing when an attacker has successfully compromised a system by exploiting a vulnerability in the system. CMdS tracks and generates alerts for unauthorized access of data and information deemed sensitive, confidential, or personal, in compliance with program policies.

## SC-027

The solution should only allow access for authorized solution users located within the United States (U.S.) and its respective territories.

As requested by PRDoH, our solution will allow access only to authorized users located within the United States and its respective territories. CMdS uses a role-based security model that allows automated provisioning of access rights and access, defined by what information users need to do their assigned responsibilities. We use security profiles and data classification schemas to maintain security access control. Profiles can include limitations on the geographic location of the user.

Conduent uses ForgeRock Identity Management (IDM) to achieve strong identification, authentication, and authorization controls. We address access control and remote access in our PRDoH-approved SP. For further details on our use of ForgeRock, please see Technical Proposal Section H.08, Solution Management and Administration – Usability, Requirement TC-053.

## SC-028

The solution should be in compliance with all applicable government and federal laws and regulations, including 42 Code of Federal Regulation (CFR) Part 2 and Health Insurance Portability and Accountability Act (HIPAA), including privacy and client consent for release requirements.

Our solution complies with all applicable government and federal laws and regulations, including 42 Code of Federal Regulation (CFR) Part 2 and Health Insurance Portability and Accountability Act (HIPAA), including privacy and client consent for release requirements. PRDoH will benefit from our nearly five decades of experience gained in maintaining compliance with applicable government and federal laws and regulations on other accounts. We have mature established processes to maintain client privacy and meet consent for release of information requirements.

Conduent adheres to a comprehensive set of security policies aligned with the requirements of HIPAA and Health Information Technology for Economic and Clinical Health Act (HITECH) Act of 2009. We apply an array of security controls for preventing unauthorized access to Commonwealth data from any network, including use of vulnerability scanning, user access audit logs, firewalls, encryption, role-based access control, logical and physical systems isolation, and virus protection.

We take all necessary steps to be certain that appropriate authorization to access electronic Protected Health Information (ePHI) is in accordance with HIPAA sections, including but not limited to, HIPAA Security and Privacy Rule, 45 CFR Part 164, HIPAA General Administrative Requirements 45 CFR Part 160; 42 CFR Part 2, and the Affordable Care Act (ACA) sections 1104 - HIPAA Operating Rules, and 1561 - File Transfer Protocol. Our clients across the nation rely on our extensive compliance expertise.

## SC-029

The solution should conform to the sub-parts of Section 508 of the Americans with Disabilities Act (ADA), and any other appropriate Commonwealth or federal disability legislation.

Conduent's solution will conform to the sub-parts of Section 508 of the Americans with Disabilities Act (ADA), and any other appropriate Commonwealth or federal disability legislation. We design our solution to provide the same level of service for each user, regardless of accessibility needs. All of the products built and implemented by Conduent comply with the ADA, Section 508 of the Rehabilitation Act.

We employ an open source Web Accessibility Evaluation (WAVE) tool to do Section 508 testing prior to every release to continuously confirm to our commitment to accessibility. We fully comply with all applicable laws and regulations for disability and language access. These laws, regulations, and rules include the following:

- Title VI of the Civil Rights Act of 1964
- Section 1557 of the ACA
- The Americans with Disability Act
- Section 504 of the Rehabilitation Act of 1973

- Centers for Medicare and Medicaid Services' (CMS) regulations and guidance
- Commonwealth laws and regulations
- Commonwealth policies

#### SC-030

The solution should comply with all applicable Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) security policies and adhere to all legal, statutory, and regulatory requirements.

Our solution will comply with all applicable Commonwealth, PRDoH, and the PRMP security policies and adhere to all legal, statutory, and regulatory requirements. Examples of the legal, statutory, and regulatory requirements our CMdS solution complies with include, but are not limited to:

- All application programming interfaces (APIs) and module components adhere to National Information Exchange Model (NIEM), National Institute of Standards and Technology (NIST), and HIPAA compliance standards
- Security procedures meet the physical, technical, and administrative safeguards called for by the HITECH and HIPAA

#### SC-031

The solution should comply with accessibility requirements described in 45 Code of Regulation (CFR) 85 and the Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) accessibility requirements.

We ensure our solution complies with the accessibility requirements described in 45 CFR 85 and the Commonwealth, PRDoH, and the PRMP accessibility requirements. As stated previously, we design our solution to provide the same level of service for each user, regardless of accessibility needs. To maintain our commitment to accessibility, we test for accessibility with our WAVE tool prior to every release. The Commonwealth can count on our experience in consistently and comprehensively complying with all applicable laws, regulations, and program policies related to accessibility.

#### SC-032

The software used to install and update the solution, independent of the mode or method of conveyance, should be certified free of malevolent software. The vendor should self-certify compliance with this standard. The vendor should specify malware software and provide procedures and results that make use of commercial malware scanning software. The vendor should report and resolve any issues identified during independent certification of compliance.

Conduent will certify the software used to install and update our solution, independent of the mode or method of conveyance, is free of malevolent software. We make it a priority to protect all sensitive and confidential data. For all endpoint systems (servers, workstations, laptops, etc.), Conduent installs Carbon Black anti-malware protection and firewall software. We configure anti-malware controls are to protect systems and data from viruses, malware attacks,

and unauthorized access. Conduent also configures all anti-malware software to provide real-time detection and removal of all malware.

Conduent employs a Web Application Firewall (Imperva Cloud) to protect all web application traffic. The Web Application Firewall is configured to filter, monitor, and block Hypertext Transfer Protocol (HTTP) traffic to and from a web service. By inspecting HTTP traffic, it can prevent attacks exploiting a web application's known vulnerabilities, such as Extensible Markup Language (XML) attachments containing malware, cross-site scripting (XSS), file inclusion, and improper system configuration.

We use a suite of virus protection products on all network-connected hardware to prevent infection by, and propagation of, malware. The software packages we deploy for managing system backups also contain virus protection. Additionally, CMdS uses third-party, commercial malware software to scan for potential security threats, such as ransomware, before uploading files.

Conduent will report and resolve any issues identified during independent certification of compliance. We provide procedures for using malware software and managing the results of scans in our PRDoH-approved SP.

#### SC-033

The solution should not transmit or store any Personally Identifiable Information (PII) using publicly available storage over the internet or any wireless communication device, unless:

- a. The PII is “de-identified” in accordance with 45 Code of Federal Regulation (CFR) § 164.514(b)(2)
- b. Encrypted in accordance with applicable law, including the American Recovery and Reinvestment Act of 2009 and as required by policies and procedures established by the Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP).

Our solution does not transmit or store any Personally Identifiable Information (PII) using publicly available storage over the internet or any wireless communication device, unless:

- The PII is “de-identified” in accordance with 45 CFR § 164.514(b)(2)
- Encrypted in accordance with applicable law, including the American Recovery and Reinvestment Act of 2009 and as required by policies and procedures established by the Commonwealth, PRDoH, and the PRMP

Some examples of how we use de-identified data and encryption for PII include:

- We de-identified data in all testing environments
- We de-identify sensitive data in Commonwealth-specified, non-production environments such as training
- The PRDoH-approved SP includes encryption of data at rest and in transit on servers, databases, and computers

- As a corporate requirement, we encrypt all smart phones, workstations, laptops, and portable storage devices.
- Our network verifies full encryption before allowing access

#### SC-034

The solution should include the same security provisions for the development, system test, acceptance test, and training environment, as those used in the production environment except those provisions implemented specifically to protect confidential information, including, but not limited to:

##### Personally Identifiable Information (PII)

Conduent provides a mature process, thoroughly tested in five decades of Medicaid services, for masking, sanitizing, scrambling, or de-sensitizing sensitive data. We employ this reliable process when extracting data from the production environment into the PRMP-specified non-production environments for development, system test, acceptance test, and training environments. The process applies to data including, but not limited to:

- Protected Health Information (PHI)
- Personal Identifiable Information (PII)
- Supplemental Security Income (SSI)

We use the Conduent Security Framework to de-identified PHI, PII, and SSI according to Health Insurance Portability and Accountability Act (HIPAA) guidelines, including the 18 PHI identifiers. We load the de-identified data into the test environment and use it for test execution.

In order to preserve the integrity of the test data set, we refresh the test environments with the de-identified copy on an “as needed” basis. No testing or development environments will ever have live production data in them.

#### SC-035

The solution should be capable of operating within a Role-Based Access Control (RBAC) infrastructure conforming to American National Standard for Information Technology (ANSI) InterNational Committee for Information Technology Standards (INCITS) 359-2004, American National Standard for Information Technology – RBAC.

The CMdS solution is capable of operating within a Role-Based Access Control (RBAC) infrastructure conforming to American National Standard for Information Technology (ANSI) InterNational Committee for Information Technology Standards (INCITS) 359-2004, American National Standard for Information Technology – RBAC. We maintain data confidentiality and restrict access to authorized users through the Conduent Security Framework, which complies with federal regulations and industry standards. The security framework has a robust RBAC function to manage user profiles with associated roles and access to a specific combination of system features and data. Roles and access are determined in an administrator security matrix that assigns one or more users to the roles.

### SC-036

The solution should work in conjunction with system requirements to restore and recover session information following lockout and re-authentication.

Our solution works in conjunction with system requirements to restore and recover session information following lockout and re-authentication. We follow your requirements for preventing further viewing and access to CMdS by terminating the session after a specified timeout. After re-authentication, the system recovers and restores session information.

### SC-037

The solution should provide the ability to perform solution administration functions, including, but not limited to:

- a. Reference table maintenance
- b. Adding and removing authorized solution users from the solution

CMdS provides the ability to perform solution administration functions, including, but not limited to:

- Reference table maintenance
- Adding and removing authorized users from the solution

CMdS can provision authorized administrators with sufficient level user roles and privileges at the application level. These authorized administrative users can for example:

- Perform solution maintenance or update tasks such as create, edit, and remove valid values through configurable web pages
- Assign restrictions or privileges to individual users or groups
- Create or terminate users access

### SC-038

The solution should provide the capability to integrate with existing Commonwealth, Puerto Rico Department of Health (PRDoH), and Puerto Rico Medicaid Program (PRMP) enterprise authentication and authorization mechanisms, including, but not limited to:

- a. Active Directory
- b. Identity Management Solution(s)

CMdS provides the capability to integrate with existing Commonwealth, PRDoH, and Puerto Rico Medicaid Program (PRMP) enterprise authentication and authorization mechanisms, including, but not limited to:

- Active Directory
- Identity Management Solution(s)

Our user authentication and directory services describe how the CMdS product can be configured to leverage existing directory services for user authentication and access controls by integrating with Active Directory.

Recognizing the importance of safeguarding privacy and security, we make use of ForgeRock, an industry leader in digital identity management for these vital functions. ForgeRock was named a Visionary in the 2019 Gartner Magic Quadrant for Access Control Management, Worldwide, 2019. Its capabilities include identity management and governance, access management and strong identification and authentication, identity gateway, directory services, user-managed access, and edge security. The ForgeRock security platform integrates the CMdS web application into the Commonwealth's Identity Management Solution(s).

#### SC-039

The vendor should cooperate with any privacy and security audit or review conducted by authorized federal or Puerto Rico Medicaid Program (PRMP) entities, including, but not limited to:

- a. Providing requested policies and documentation
- b. Knowledgeable personnel to participate in reviews
- c. Script execution
- d. Dynamic application security scans for the solution

Conduent cooperates with any privacy and security audit or review conducted by authorized federal or PRMP entities, including, but not limited to:

- Providing requested policies and documentation
- Knowledgeable personnel to participate in reviews
- Script execution
- Dynamic application security scans for the solution

We provide PRDoH experience in supporting privacy and security audit processes, accumulated through decades of safeguarding security and privacy at Medicaid agencies across the United States. Our company performs its own internal audits on a regular basis. This approach includes assessments used to promote readiness of the infrastructure for any external audits or review activities.

#### SC-040

The solution should, at a minimum, provide a mechanism to comply with security requirements and safeguard requirements of the following federal agencies / entities, including, but not limited to:

- a. Health and Human Services (HHS) Centers for Medicare & Medicaid Services (CMS)
- b. Guidance from CMS including Medicaid Information Technology Architecture (MITA) Framework 3.0 and Harmonized Security and Privacy Framework
- c. Administration for Children and Families (ACF)

- d. National Institute of Standards and Technology (NIST) 800-53 r5, Minimum Acceptable Risk Standards for Exchanges (MARS-E) and Department of Defense (DOD) 8500.2
- e. IRS pub 1075, which points back to NIST 800-53 rev 5
- f. Federal Information Security Management Act (FISMA) of 2002
- g. Health Insurance Portability and Accountability Act (HIPAA) of 1996
- h. Health Information Technology for Economic and Clinical Health Act (HITECH) of 2009
- i. Privacy Act of 1974
- j. Patient Protection and Affordable Care Act of 2010, Section 1561 Recommendations
- k. Section 471(a)(8) of the Social Security Act
- l. Section 106(b)(2)(B)(viii) of the Child Abuse Prevention and Treatment Act
- m. Section 508 of the Americans with Disabilities Act (ADA)
- n. CMS Conditions and Standards

CMdS complies with the security and safeguard requirements of the following federal agencies/entities, including, but not limited to:

- Health and Human Services (HHS) CMS
- Guidance from CMS including Medicaid Information Technology Architecture (MITA) Framework 3.0 and Harmonized Security and Privacy Framework
- Administration for Children and Families (ACF)
- NIST 800-53 r5, Minimum Acceptable Risk Standards for Exchanges (MARS-E) and Department of Defense (DOD) 8500.2
- Internal Revenue Service (IRS) pub 1075, which points back to NIST 800-53 rev 5
- Federal Information Security Management Act (FISMA) of 2002
- HIPAA of 1996
- HITECH of 2009
- Privacy Act of 1974
- Patient Protection and Affordable Care Act of 2010, Section 1561 Recommendations
- Section 471(a)(8) of the Social Security Act
- Section 106(b)(2)(B)(viii) of the Child Abuse Prevention and Treatment Act
- Section 508 of the ADA
- CMS Conditions and Standards

PRDoH can trust that our five decades of Medicaid experience will provide a solution that fully meets all federal security and safeguard requirements. We address our adherence to federal regulations and standards in our PRDoH-approved SP.



#### SC-041

The solution should allow for controlled access to records. Authorized solution users should be able to view data within the solution at the Puerto Rico Medicaid Program (PRMP)-defined levels of access based on user security privileges.

Our solution allows for controlled access to records. Authorized solution users can view data within the solution at the PRMP-defined levels of access based on user security privileges. The security framework has a robust RBAC function to manage user profiles with associated roles and access to a specific combination of system features and data. Roles and access are determined in an administrator security matrix that assigns one or more users to the roles.

Users, departments, and their roles can vary and provide flexibility for access to multiple databases if applicable. To enforce separation of duties, CMdS prevents user access to unauthorized information. For example, a user with member access may not be able to view claims. If a user attempts to inappropriately access a portion of the system, an error screen appears

#### SC-042

The solution should provide the ability to limit access at the solution's record and field level based on the roles and privileges that been assigned and in alignment with the Puerto Rico Medicaid Program (PRMP)-defined Role-Based Access Controls (RBAC).

CMdS provides the ability to limit access at the solution's record and field level based on the roles and privileges assigned and in alignment with the PRMP-defined RBAC. CMdS uses a role-based security model that allows provisioning of access rights and access, defined by what information users need to do their assigned responsibilities. We use security profiles and data classification schemas to maintain security access control.

#### SC-043

The solution should, when access to an authorized solution user's account is restricted, provide a means for appropriately authorized users to obtain immediate access for emergency situations, as defined by the Puerto Rico Medicaid Program (PRMP) policy.

Our solution can when access to an authorized solution user's account is restricted, provide a means for appropriately authorized users to obtain immediate access for emergency situations, as defined by the PRMP policy. We will work with PRDoH during the Design, Development, and Implementation (DDI) phase to determine the business rules and requirements for this process and document it in the PRDoH-approved SP.

## SC-044

The solution should be certified to meet Web Content Accessibility Guidelines (WCAG) 2.0 and Section 508 Refresh Information and Communication Technologies (ICT) Final Standard.

We certify CMdS meets Web Content Accessibility Guidelines (WCAG) 2.0 and Section 508 Refresh Information and Communication Technologies (ICT) Final Standard. CMdS complies with section 508 of the Rehabilitation Act as outlined by the federal government. Section 508 accessibility compliance testing for the CMdS application is performed using the web accessibility evaluation tool, also known as WAVE.

The 508C test objective is to certify that the CMdS application does not violate any of the Section 508 paragraphs. The WAVE tool, as described above, detects, analyzes, and remediates web application vulnerabilities to help prevent security breaches and enable compliance. It determines our compliance with government standards and displays results in user-friendly dashboards and reports. Web Content Accessibility Guidelines (WCAG 2.0 AA) are technical guidelines that measure Section 508 compliance.

### H.11 Assumptions

Third-party security assessment must be performed annually.

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## Attachment I: Implementation Requirements Approach [RFP Attach.I]

### REQUIREMENT: RFP Section Attach.I

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

Instructions: The vendor should provide a narrative overview of how the proposed system will meet the requirements and narrative in this RFP. Use these response sections to provide specific details of the proposed approach to meeting the implementation requirements in each process area. Be advised, while some sections only require narrative around requirements and specifications, other sections may also contain pointed questions. Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from Supplement Two: Detailed Requirements and Attachment F: Mandatory Requirements.

Responses in the sections below should be focused on PRMP business processes and requirements. PRMP also expects the vendor to propose its approach for meeting the narrative included in this RFP.

The vendor is required to respond to the headings below to provide detail regarding their methodology for each project management component.

Subsections will list the category with the following:

- Certification
- Data Conversion
- Deployment
- Project Management, Planning, Organization, and Staffing
- Testing (System and Functional Method of Procedures [MoPs]/Features)
- Training

We provide our approach to meeting the RFP's implementation requirements under the following headings:

- Overview of How Our Solution Meets the Implementation Requirements
- Details of Our Proposed Approach to Meeting Implementation Requirements
  - Supplement Two: Certification
  - Supplement Two: Data Conversion
  - Supplement Two: Deployment
  - Supplement Two: Project Management, Planning, Organization, and Staffing
  - Supplement Two: Testing (System and Functional Method of Procedures [MoPs]/Features)
  - Supplement Two: Training
- Assumptions

Please note, our response to the mandatory requirements can be found in Attachment F: Mandatory Requirements.

## Overview of How Our Solution Meets the Implementation Requirements


### Supplement One: Project Requirements, Section 3. Scope of Work, 3.3 Implementation Requirements

The implementation requirements detail PRMP's expectations of the solution and solution vendor through the execution of project activities including, but not limited to: project management planning, solution testing, and training while ensuring a timely and successful CMS certification. Vendors should provide their detailed responses for each requirement utilizing Attachment I: Implementation Requirements Approach.

PRDoH needs a trusted partner to provide a low-risk, smooth, and timely implementation without disrupting beneficiaries, providers, MCOs, MAOs, and ongoing PRDoH operations. More than any single factor, disciplined project planning determines a successful CMdS solution implementation. Our recent MMIS implementation and certification efforts in New Hampshire, Alaska, North Dakota, and the District of Columbia, continue to demonstrate our ability to design, install, and maintain the infrastructure to support the most modern of today's MMIS systems in highly complex integration environments.

Conduent offers you business operations' excellence and evolutionary technology combined with expert project planning and project management oversight throughout the entire project life cycle. With extensive Medicaid-specific project management best practices, our leadership stands ready to see you through implementation and prepares PRDoH to mitigate risks and prevent key issues from affecting the success of MMIS Phase III.

CMdS provides PRDoH with a comprehensive MMIS Phase III solution that has the required functionality to facilitate the calculation, production, and distribution of capitation payments to carriers. To plan, organize, and implement CMdS and meet your expectations of the MMIS Phase III project, we follow our proven Quality Management System (QMS), which is composed of our Project Management Methodology (PMM), System Development Methodology (SDM), Training Methodology, and Operations Methodology. This holistic approach enables our team to reliably plan and implement project activities including project management planning, solution testing, training, and CMS certification support according to the Project Schedule. By advocating the standardized and consistent processes in our QMS, we not only implement a proven formula for success during implementation, but we are able to repeat these processes to support your MMIS Phase III solution as well as future enhancements for a comprehensive modular financial management solution.



**Mature, Repeatable Implementation Practices**

- PRDoH benefits from an experienced partner who has a history of successful MMIS implementations
- Replication of other implementation successes by building on proven templates for project management
- Successful track record of CMS certifications

### *Project Management Planning*

We take a documented, proven management approach by bringing a mature Project Management Methodology (PMM), which we have updated and improved over numerous large-scale MMIS implementation and integration projects. We fully satisfy Attachment F: Mandatory Requirement MR-021 as our PMM aligns with industry standards, such as the

Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) methodology, Software Engineering Institute's (SEI) Capability Maturity Model Integration (CMMI®), Agile framework, and the Institute for Electrical and Electronics Engineers (IEEE) among others.

Our PMM embeds process rigor into every project phase to provide oversight and monitoring of all implementation activities. Our PMM includes guidance to communicate with stakeholders, staff the project with skilled resources, identify assumptions or constraints on project tasks, anticipate and mitigate risks, proactively manage scope and business requirements, control costs, and maintain the Project Schedule in accordance with the implementation timeline and quality work products that meet PRDoH expectations.

### ***Solution Testing***

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Solution Testing is a key component of our System Development Methodology (SDM), which offers best practices, templates, procedures, and supporting tools to configure, test, and deploy our technical solution. Our efficient delivery model capitalizes on the extensive configuration and integration options available to meet your MMIS Phase III requirements. For this project, we plan a phased approach to implementation, configuring and testing across three phases so we can bring key functionality to your stakeholders quickly and efficiently. Through well-planned solution testing, we make sure the end-to-end business processes function as designed and are in accordance with validated requirements. Each phase includes user acceptance testing and operational readiness testing prior to go-live. Our SDM ensures we apply repeatable, proven, comprehensive practices and checklists to deploy CMdS for PRMP MES.

### ***Training***

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Our Training Methodology is aligned with the fundamental instructional design framework: Analyze, Design, Develop, Implement, and Evaluate (ADDIE) and includes a comprehensive, user-centric, and closely monitored learning approach. We leverage our operational experience from similar MMIS projects and incorporate key elements of existing training materials to create a comprehensive curriculum that facilitates user preparedness for the new system. We tailor training to the needs and learning styles of specific learner groups, including PRDoH staff, project team staff, external stakeholders, and end-users.

### ***CMS Certification***

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Conduent has a 100% success rate in helping clients to achieve and maintain federal certification of MMIS legacy and modular solutions in 15 MMIS implementations across 14 states and the District of Columbia (DC). We work with PRDoH and other stakeholders to validate that CMdS, as configured for MMIS Phase III, supports alignment with Medicaid Enterprise Certification Lifecycle (MECL), Medicaid Enterprise Certification Toolkit (MECT), and applicable certification requirements identified by PRDoH. We manage certification activities and deliverables with the project schedule and make available all system-related planning, DDI-related activity documentation deliverables including operational readiness review (ORR), outputs, documentation, and test results.

## Details of Our Proposed Approach to Meeting the Implementation Requirements

In the following subsections we provide specific details of our proposed approach to meeting the implementation requirements in each RFP subcategory. We reference requirements using the appropriate IDs from Supplement Two: Detailed Requirements.

### I.1 Supplement Two – Certification

Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from Supplement Two: Detailed Requirements and Attachment F: Mandatory Requirements

IM-001

The vendor should participate in the development and execution of certification-related Corrective Action Plans (CAPs).

Conduent's project team works promptly to remediate all review findings and participate in the development and execution of certification-related Corrective Action Plans (CAPs). During and immediately following certification reviews, we populate the certification review Action Items Log by noting the session ID, action item ID, captured by name, requestor name, date submitted, description, status, and comments. Each activity or action item is assigned to and researched by an SME and responded to in a timely manner – typically within 24 hours or less.

**Identifying Deficiencies.** Transparency, coupled with prompt communications and actions, is key to resolving unexpected issues that arise during the certification effort. Conduent notifies the PRDoH if it identifies an area in which certification or requirements may not be met or any reason for which maximum Federal Financial Participation (FFP) would not be granted. We notify PRDoH of the deficiency, present corrective action plans (CAP) promptly written notification of the discovery of a deficiency, then correct the deficiency and/or required remediation activities.

**Correcting Deficiencies.** Our certification approach includes proactive steps to mitigate potential deficiencies before certification reviews with CMS. We track, execute, and close any action items, deficiencies, and corrective action plans related to certification findings within the timeline agreed upon with CMS and PRDoH. The PRDoH then coordinates all closed action items, deficiencies, and corrective action plans with CMS. If CMS notifies the Commonwealth of a corrective action plan to satisfy findings, we work expeditiously to correct the deficiency to gain full certification.

We leverage our PMMs best practices for risk, issue, and action item management for certification is a consistent and cohesive approach. Options, proposed changes, and remedies are vetted and approved by PRDoH, then introduced into our change control process, when necessary, to assign appropriate priorities and resources on a schedule approved by CMS and the Commonwealth. Our procedures for tracking and correcting deficiencies are documented in the Defect Management Plan. Refer to Proposal Section I.5, Project Management Requirements.

## IM-002

The vendor should achieve federal certification of their solution in accordance with the Puerto Rico Medicaid Program (PRMP)-identified approach to Centers for Medicare & Medicaid Services (CMS) certification, including, but not limited to:

- a. CMS Medicaid Enterprise Certification Life Cycle (MECL)
- b. Medicaid Enterprise Certification Toolkit (MECT)
- c. PRMP-identified MECT checklist criteria
- d. Outcomes-Based Certification (OBC)
- e. Other certification approaches as defined by CMS

In accordance with the Puerto Rico Medicaid Program (PRMP)-identified approach to Centers for Medicare & Medicaid Services (CMS) certification, Conduent will achieve federal certification of our solution in a timely and expeditious manner as our successful certification track record with CMS positions us to best assist the Puerto Rico Department of Health (PRDoH) in achieving equivalent success within the Commonwealth's time frame following the operational start date.

### Proven Certification Success

Conduent brings extensive experience using the CMS Medicaid Enterprise Certification Life Cycle (MECL) and Medicaid Enterprise Certification Toolkit (MECT) as well as direct experience with modular certification using a State-identified approach to certification (that is, a specific custom checklist or Outcomes-Based Certification).

Our team has achieved an enviable record in supporting our clients' adherence to the MECT checklist requirements. Conduent also knows how to apply the latest CMS Outcomes-Based Certification (OBC) certification standards as we have five module implementations underway using the new process. Our proposed certification lead is managing those efforts and brings knowledge on how to successfully navigate MECT/MECL as well as the latest certification standards. To best position PRDoH for certification, we will leverage these repeatable processes and a complete set of artifact documents in a State/CMS proven format to use as templates in support of federal certification activities.



**Conduent Certification Advantage**

- 100% success rate of federal certifications
- Five Outcomes-Based Certification (OBC) projects underway
- 15 successful certifications of MMIS systems and/or our pharmacy module



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By working in tandem with our clients to meet their specific Medicaid Management Information System (MMIS) needs, Conduent has achieved a 100% success rate in helping states achieve and maintain federal certification of MMIS legacy and modular solutions in 15 implementations across 14 states and the District of Columbia (DC).

Our Health Enterprise solution, the predecessor to CMdS, is CMS-certified in three states – New Hampshire, Alaska, and North Dakota. In 2019, North Dakota was certified within three months of the onsite audit. By working to best position the State of North Dakota for certification, we developed a complete set of requirement artifact documents using MECT version 2.3 checklist requirements that were thoroughly vetted by the State of North Dakota, Independent Verification and Validation (IV&V) contractor, and CMS.

PRDoH's CMS certification goals are achieved through Conduent's unparalleled certification experience, capabilities and successes, and our continued partnership with PRDoH.

### ***Certification Support***

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CMS certification is the project team's responsibility. We bring a spirit of full collaboration with certification stakeholders – including PRDoH personnel and CMS staff.

With over 10 years of certification experience, our certification lead, **Nina Boyd**, has the knowledge and experience to assist the Commonwealth with the planning and coordination of all CMS certification activities. We also provide analyst support and SMEs to assist with certification activities.

Our project SMEs integrate with our operations and technical team. They are instrumental in working with the certification lead and analyst to complete key activities such as identifying and collecting required evidence and documentation for certification reviews. We engage our project team members early in the certification process to actively participate in certification planning, status meetings, and other certification related activities.

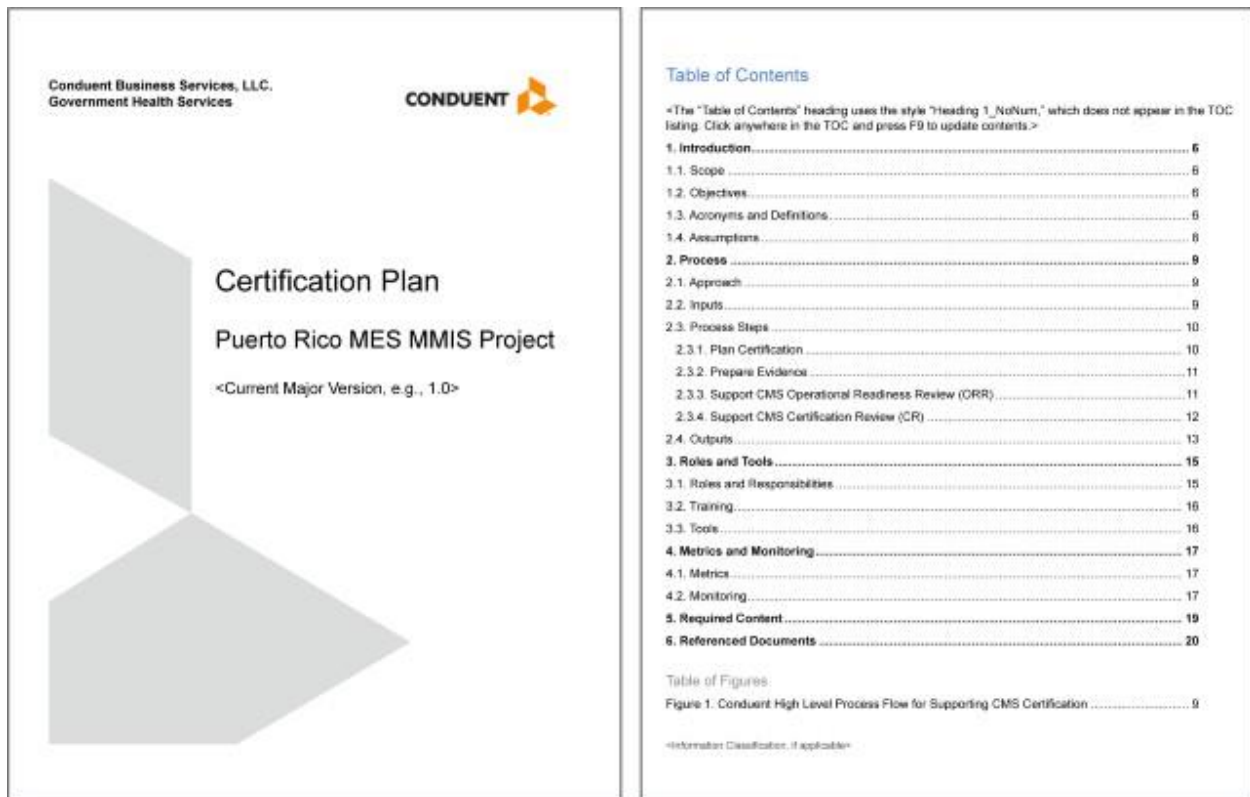
### ***Certification Plan***

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We begin our preparation for CMS certification at the start of the project. We align our delivered solution to all certification criteria. Our certification lead completes a comprehensive Certification Plan which defines the approach, tools, and methodology we use to achieve federal certification in accordance with the Puerto Rico Medicaid Program (PRMP)-identified approach. We provide updates and submit all required certification documentation to PRDoH for review and approval. Our plan:

- Includes detailed procedures we use to manage certification requirements throughout the project lifecycle.
- Defines our process for gathering and submitting supporting evidence/documentation
- Outlines how we support PRDoH in completing CMS reviews, milestones, and action items.

Figure I-1 shows a sample cover and table of contents of our comprehensive Certification Plan.



### Figure I-1. Sample Certification Plan Cover and Table of Contents

*The plan defines our approach and describes our process and procedures.*

We manage certification activities and deliverables with the project schedule and make available all system-related planning, DDI-related activity documentation deliverables including operational readiness review (ORR), outputs, documentation, and test results. We work with the Commonwealth's Systems Integrator contractor to provide seamless integration and standardized interfaces with other modules.

Conduent's proposed CMdS system is certification ready, and we bring:

- Experience with the latest CMS certification standards
- An extremely qualified certification lead well-versed in MECT and OBC
- First-hand knowledge of how important the certification process is to securing maximum federal matching funds

### IM-003

The vendor should provide documentation in a Puerto Rico Medicaid Program (PRMP) and Centers for Medicare & Medicaid Services (CMS)-prescribed format in support of CMS certification activities.

Conduent provides documentation in a format prescribed by the Puerto Rico Medicaid Program (PRMP) and Centers for Medicare & Medicaid Services (CMS) in support of CMS certification activities. We manage certification activities against the certification checklists for milestone reviews or against the CMS Intake Form template for certification reviews and produce the required certification documentation by using our lifecycle management tool, Azure DevOps, to load, track, and trace certification requirements to their evidence and supporting artifacts. We load the certification requirements into the tool at the start of the DDI effort, then trace back to the requirements as work is executed to confirm that the functionality meets CMS specifications. Through Azure DevOps, we can trace the relationship among CMS MECT requirements, CMS OBC outcomes, RFP requirements, system features, and design and testing tasks. All certification documentation is gathered and uploaded to a PRDoH approved document repository.

### IM-004

The vendor should correct solution deficiencies identified during certification until certification is achieved at no additional cost to the Puerto Rico Medicaid Program (PRMP).

Conduent accepts responsibility for any additional costs and penalties if CMdS or its components do not meet CMS certification standards.

### IM-005

The vendor should maintain federal and Commonwealth certification of their solution by complying with ongoing evaluations and reporting requirements as required by Centers for Medicare & Medicaid Services (CMS).

We are committed to maintaining federal and Commonwealth certification throughout the life of the contract. Moreover, should CMS require additional evaluation or periodic reporting requirements due to application upgrades or new federal legislation, our Maintenance and Operations team works with the PRDoH to comply with and provide the necessary documentation to maintain federal certification.

## I.2 Supplement Two – Data Conversion

Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from Supplement Two: Detailed Requirements and Attachment F: Mandatory Requirements

IM-006

As part of project initiation, the vendor should describe in the Detailed System Design (DSD) documents the approach and methodology for developing and maintaining system environments.

Conduent describes our approach and methodology for developing and maintaining system environments in documents submitted as part of the project initiation. We have decades of experience in providing system environments that consistently meet our Medicaid accounts' needs and we can do the same for the Commonwealth. The system environments we provide and maintain include the following:

- Development
- Quality Assurance
- User Acceptance Testing
- Production
- Disaster Recovery

We develop detailed design for each environment from the deployment architecture, network architecture, and data plan to stand up and maintain the different environments. With that design as the foundation, we use automated scripts to build the environments. Using a standard de-identification mechanism, we bring production quality data to lower environments without sensitive Protected Health Information (PHI) and Personally Identifiable Information (PII). Our reliable continuous integration (CI), continuous delivery (CD), and DevOps processes govern all environment configurations, code deployments, and version controls.

IM-007

The vendor should perform an analysis of existing data from the legacy solutions trading partners and identify the assumptions, constraints, risks, and prerequisites associated with data conversion.

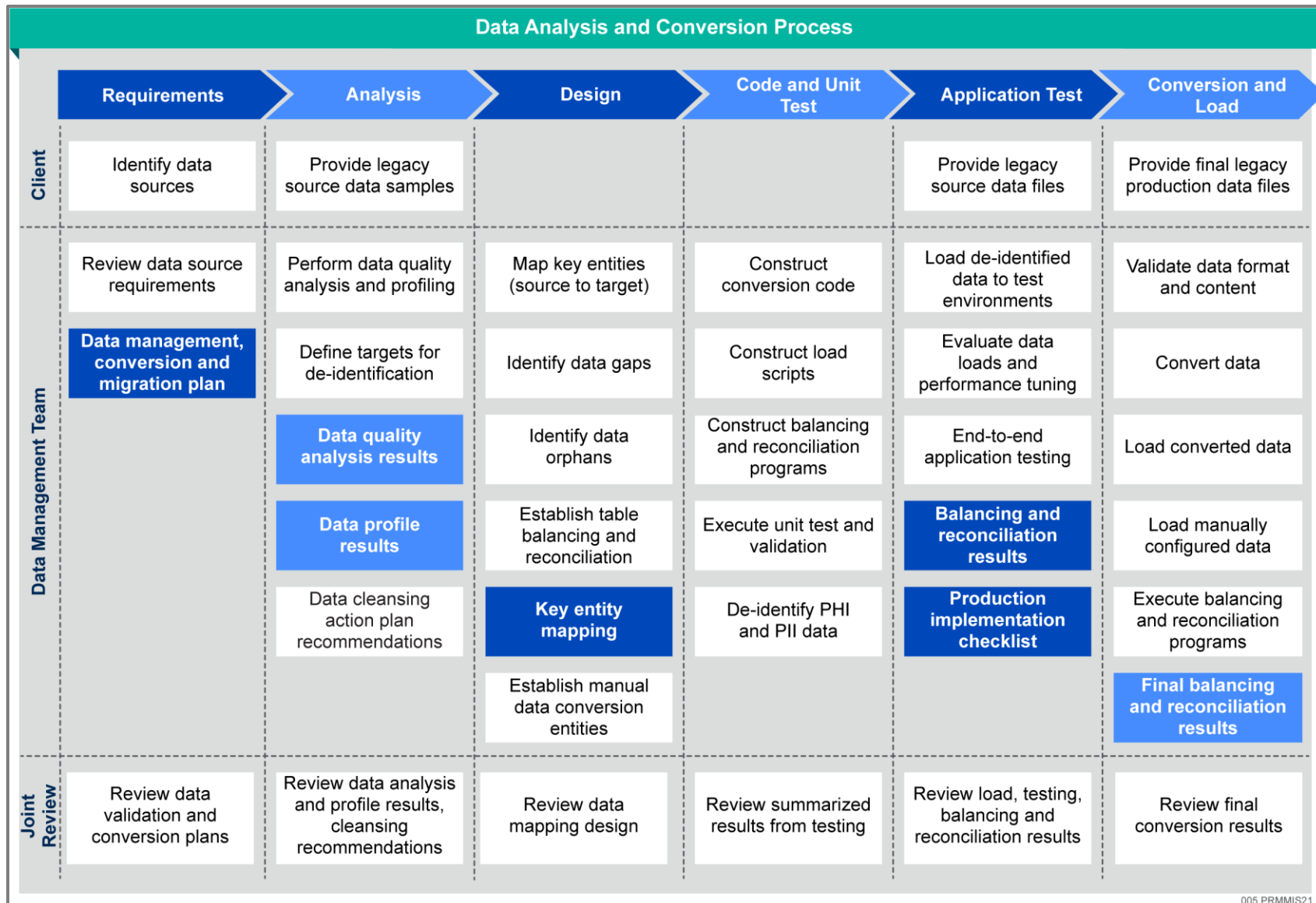
Once we establish the environment, we bring a proven and comprehensive Data Conversion Plan to DRPoH. This plan includes performing an analysis of existing data provided by the legacy solutions trading partners. One of our first steps in the conversion process is to analyze and profile your legacy data. Our Data Conversion Plan includes the results of our analysis, identified assumptions, constraints, risks, and prerequisites associated with data conversion. We jointly review these items with you throughout the data conversion process.

PRDoH benefits from reliable, high-quality data migration and conversion processes from Conduent, developed and constantly improved during our five decades of state Medicaid experience in transferring data from legacy systems to new systems. Conduent is PRDoH's low risk choice for data migration and conversion. Our Medicaid subject matter experts (SMEs) efficiently map and transfer your data supported by our:

- Extensive Medicaid Management Information System (MMIS) experience, requiring no learning curve with the data and database structures
- Recent successful data transfers of 22 million claims in one state and 470 million claims in another

Our expertise streamlines mapping efforts, reduces risk, and eliminates the need for extensive knowledge transfer from the PRDoH to Conduent. This translates into faster project timelines and accurate conversion of data from your sources to our CMdS Solution. Additionally, successful data conversion provides for more accurate and reliable solution testing activities, increasing the level of quality and reliability of our implemented system.

Specifically, for data conversion documentation, we develop and submit for your review a Data Conversion Plan. Conduent has recent experience developing state-approved Data Conversion Plans in other states. We use these approved practices, documents, and procedures as the basis for our deliverable to PRDoH. The plan describes our strategy for data migration, conversion, and validation, including how we automate conversion procedures to extract, transform, and load data. We then rigorously and systematically perform the activities in our PRDoH-approved Data Conversion Plan. Figure I-2 shows the overall data analysis and conversion process at a high level.



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**Figure I-2. Our Dependable Steps for Data Analysis, Conversion, and Migration**  
 PRDoH benefits from our proven process to transfer data from your systems to our CMdS solution.

We use Red Hat Fuse, our commercial-off-the shelf (COTS) Enterprise Service Bus (ESB) for much of the conversion process, including:

- Interfacing
- File transfer
- Extract, transform, load (ETL)
- Middleware tool

#### IM-008

The vendor should develop the data conversion specifications for each data element, including, but not limited to:

- a. Data source information
- b. Target data information
- c. Data cleansing rules
- d. Data conversion rules

During the data analysis, conversion, and migration process, Conduent develops data conversion specifications for each file, table, and data element, including, but not limited to:

- Data source information
- Target data information
- Data cleansing rules
- Data conversion rules

After we review the results of data quality analysis and profiling in the Analysis phase, we develop data cleansing recommendations and then present the analysis results and data cleansing recommendations in a joint session with PRDoH.

This leads into the Design phase, during which we design the rules for data mapping from data source to target, identifying gaps and orphans. This includes rules for converting existing values to the standard values in the solution and designating default values for data needed by CMdS but unavailable from legacy systems. We establish table balancing and reconciliation, along with any manual data conversion entities to complete key entity mapping. Conduent reviews the data mapping design and rules with PRDoH for review and approval

#### IM-009

The vendor should retain data from the legacy solutions subsequent to data conversion.

We retain data from the legacy solutions subsequent to data conversion. Pre-conversion, we preserve a complete copy of your unconverted legacy data in files for reference purposes. Then using our data conversion process, we convert a complete copy of that data. Post-conversion, after review and approval by the PRDoH, we load the required range of converted legacy data into the CMdS solution and archive the remaining converted data. We can provide access to the pre-conversion copy of unconverted legacy data and the post-conversion archived converted data if needed.

#### IM-010

The vendor should run all existing data from the current database tables and/or files through data quality checks and all data quality issues should be reported to the Puerto Rico Medicaid Program (PRMP).

As part of our data conversion process, we run all existing data from the current database tables and/or files through data quality checks. We report all data quality issues to the PRMP. Legacy data quality analysis is an integral part of our data analysis, and we review with PRDoH any data quality issues found as well as the results of our analysis.

During testing, we set up jobs to select and extract data, for example using code to extract claims and convert the source values to the solution's destination values. After execution, we perform quality assurance activities to evaluate job results and address any issues. We review with you the load, testing, balancing, and reconciliation results. After completing testing successfully and receiving your approval, we start the final conversion to migrate legacy data to the production environment.

#### IM-011

The vendor should perform any necessary corrective action under the supervision of the Puerto Rico Medicaid Program (PRMP), before final data conversion takes place in the new data integration and Extract, Transform, Load (ETL) component.

We review the results of conversion testing with the Commonwealth before final data conversion takes place in the new data integration and extract, transform, load (ETL) component. Should any necessary corrective action be identified, we work under the supervision of the PRMP to validate that the corrective action was completed. Upon successful completion of any correction actions, we request approval from the Commonwealth before we initiate the final conversion. This final phase also includes quality steps for data format and content validation, balancing and reconciliation, and a final joint review of the conversion results.

PRDoH can trust that our process will transfer data from your legacy systems to CMdS accurately and securely to support the success of your project.

### **I.3 Supplement Two – Deployment**

Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from Supplement Two: Detailed Requirements and Attachment F: Mandatory Requirements.



## IM-012

The vendor should be prepared to participate and provide documentation for planning discussions with all stakeholders impacted by the solution's implementation. These planning discussions should include, but not be limited to topics including:

- a. Deployment planning
- b. Interface testing
- c. Conversion and cutover
- d. Implementation plan and checklists
- e. Operational readiness plan
- f. Training, training materials, and desk level procedures
- g. Post go-live monitoring and support
- h. Disaster recovery and business continuity planning
- i. Others as defined within the Deployment Plan and by the Puerto Rico Medicaid Program (PRMP)

A comprehensive understanding of PRDoH vision, goals, and MMIS Phase III requirements is critical for the successful implementation of the CMdS solution. We achieve a complete understanding of your requirements and goals by engaging in comprehensive planning discussions with PRDoH and other stakeholders during project planning meetings to confirm the scope of services, business and technical requirements, and required deliverables needed to implement the CMdS solution and transition seamlessly into post go-live monitoring and support.

Our project planning and management methodology is proven and reliable; we have refined our approach over the course of 50 years to develop and implement MMIS solutions for clients, including Alaska, California, Hawaii, Mississippi, Montana, New Hampshire, New Mexico, Virginia, Wyoming, and DC, to name a few. This experience will be invaluable during planning discussions with all PRDoH stakeholders impacted by the CMdS solution deployment and implementation.

## ***CMdS Implementation Planning Discussions***

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After we complete project planning, we embark on three separate but incremental deployments to deliver CMdS functionality in a phased implementation approach:

- **Phase 1 Deployment.** 835 and MCO Encounter Matching
- **Phase 2 Deployment.** Federal reporting with encounter data and existing reports
- **Phase 3 Deployment.** CMdS Claims and Financial deployment for premium payment calculations

The phases begin concurrently and culminate in three separate deployments to production. We use our industry expertise and MMIS experience to divide and prioritize this functionality and engage your resources at the right times to make sure each implementation is on time, correct, and complete. We work with you during planning discussions to set expectations regarding activities and incremental deliverables that are integral to a phased implementation.

Planning discussions cannot be successful without the right people, so we seek to maximize stakeholder engagement and participation to ensure successful deployment and implementation of the CMdS solution. In addition to working with you and your stakeholders, we have partnered with CITRIOM to provide expert support related to system requirement documentation and subject matter expertise with PRPM data structure, modes, uses, exchanges, and challenges. Using the initial RFP implementation requirements in Supplement Two and Attachment F, we hold detailed planning discussions with PRDoH and applicable stakeholders with the goal of producing a full set of unique, measurable, testable, and implementable requirements. In addition to clarifying requirements, we use planning discussions to provide, review, and update deliverables, work products, and other artifacts that support and streamline deployment.

With extensive experience planning and implementing complex healthcare solutions, we have accumulated a number of best practices to execute before, during, and after planning discussions. We present a sample of these best practices in Figure I-3.

Check	Criteria
	The facilitator opens and closes each session. He or she ensures the agenda is followed and that all participants are informed of, and understand, the goals of the session.
	The facilitator informs attendees if the session is being recorded.
	The facilitator makes sure all required parties, especially decision makers, are in attendance. If not, the PM works with project leadership to determine whether the meeting should be rescheduled.
	The facilitator should introduce all attendees and their roles. If the attendance does not match the agenda, any variances should be communicated to the attendees and recorded in the meeting minutes.
	The facilitator introduces all attendees and their roles.
	The scribe captures attendance, decisions, reasons for decisions, pros/cons weighed, and the individuals involved in decisions.
	Upon identification, the Project Manager enters action items and issues into the SharePoint
	Documentation discussed during the meeting should be updated real-time, rather than capturing action items to update documentation later. This ensures updates are accurate and agreed upon by all attendees.
	The individual assigned to make updates in tools makes the necessary changes prior to the session start.
	Teams are encouraged to hold break-out sessions for topics that require fewer individuals and/or for parking lot items.
	The facilitator or presenter should close Microsoft Outlook and turn off any notifications and instant messaging during the session to avoid interruptions.

012.PRMMIS21

**Figure I-3. Best Practices for Planning Discussions – During the Session**  
*Conduent has collected a list of best practices for running planning discussions.*

To ensure a thorough understanding of your MMIS Phase III requirements and implementation expectations, we engage PRDoH and MES stakeholders in comprehensive planning discussions around the following implementation topics:

**Deployment Planning.** We collaborate with PRDoH and stakeholders to create the Deployment Plan that describes the tasks and activities required to implement and deliver changes to the CMdS environment. Through planning discussions, we define how release and deployment packages can be tracked, tested, verified, installed, and uninstalled or backed out; and how deviations, risks, and issues are addressed and mitigated. We also identify all CMdS end users, required trainings to optimize use of the solution, and any required process and procedure documentation.

**Interface Testing.** We engage PRDoH and stakeholders to discuss our System Integration Plan, which details our approach to integrating CMdS with the MES. The CMdS solution uses a modular, flexible architecture for system integration including open interfaces and Application Programming Interfaces (APIs). We incorporate thorough interface testing and validation in our Master Test Plan to ensure we meet MMIS Phase III interface and integration requirements. We collaborate with PRDoH and stakeholders to capture data on existing and new system interfaces in the System Interface Document and plan the tasks and activities for interface testing and required stakeholder involvement.

**Conversion and Cutover.** We begin conversion and cutover planning with PRDoH early in the project. We discuss and document roles and responsibilities for all stakeholders involved in the conversion and cutover process, the source of target data structures and validation methods used to transform the data from source systems, and the plan for final conversion and cutover for go-live.

**Implementation Plan and Checklists.** Conversion and cutover planning discussions also inform the Implementation Plan that details our approach to conducting the cutover from the existing MMIS module to CMdS. We work with PRDoH and MES stakeholders to build a comprehensive, PRDoH-approved plan for rolling out each phase of the CMdS solution to end users including major tasks and activities for solution configuration, solution distribution and installation, implementation schedule, security and privacy safeguards, implementation support procedures, configuration management, user documentation, operational handoff, staffing, training, performance monitoring, and implementation verification and validation. We also develop Implementation Checklists with input from PRDoH to identify and keep track of all items required to be completed during implementation to successfully cutover to CMdS.

**Operational Readiness Plan.** Our Operational Readiness Plan details our approach to Operational Readiness Review (ORR) and Operational Readiness Testing (ORT) that uses a series of production readiness checklists to confirm all aspects of the solution, staffing, and operations are ready for production. We work with PRDoH to plan for ORR and ORT. At the conclusion of readiness activities, we submit to you the results from executing the ORR checklists, assuring you that the systems, functions, processes, operational procedures, staffing, and other associated support are in place and ready for operation. The results capture and summarize our findings and readiness to Go Live, and we bring these findings to Go/No-Go decision meetings with PRDoH and stakeholders where we collaboratively determine if the system is ready for implementation.

**Training, Training Materials, and Desk Level Procedures.** Our training model incorporates a comprehensive, user-centric, and closely monitored learning approach designed to ramp up resources quickly and maximize productivity as soon as possible. We work with PRDoH to discuss training needs of specific user groups and tailor training, timing of the training, training materials, and desk level procedures based on the job functions that individuals perform.

**Post Go-live Monitoring and Support.** Having an adequate level of resources with specific skillsets is paramount to fostering a successful production environment after go-live. We provide a post-implementation support team that includes CITROM to continuously monitors application availability, latency, and performance. The goal is to make sure that all components are running at full capacity and fix or update functionalities in case of defects or deficiencies. In addition to SLA monitoring and weekly reporting, we collaborate with PRDoH to identify any additional post go-live monitoring and support needs to be implemented.

**Disaster Recovery and Business Continuity Planning.** We work with PRDoH to identify potential risks to vital business processes and develops strategies and action plans to mitigate business disruptions to PRDoH. Other goals include optimized decision-making and mobilization of recovery teams that respond effectively and efficiently to a specific incident. Disaster recovery and business continuity planning with PRDoH inform our Disaster Recovery and Business Continuity Plan that defines the scope, policies, recovery requirements, and recovery strategies necessary to help you continue to fulfill your responsibilities.

**Others as Defined within the Deployment Plan and by the Puerto Rico Medicaid Program (PRMP).** We are committed to collaborating with you and other PRDoH stakeholders to complete a successful CMdS implementation.

IM-013

The vendor should be prepared to support the resolution of issues or the mitigation of risks associated with Operational Readiness Review (ORR) activities.

### ***Operational Readiness Review (ORR)***

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We review our Operational Readiness Plan (ORP) with PRDoH that details the processes and procedures associated with operational readiness review and testing. We use a selection of production readiness checklists curated and refined using years of Conduent's MMIS implementation experience and operational proficiency. Our DDI team collaborates to review and validate each aspect of the technical solution to make sure it is ready for production. We also use ORR checklists that identify solution and operational processes and procedures to be tested. Business analysts and SMEs use applicable procedures, system documentation, business user documentation, and online help to refine these checklists for evaluating each business scenario. We designate a lead point of contact within each operational business area to manage the participation of the business operations staff in ORR. Conduent operations staff walk through their assigned procedures to demonstrate they can perform services in accordance with guidelines while meeting or exceeding SLAs. This testing includes end-to-end processing, including full system functionality, business operations, and other MMIS Phase III requirements to give a full picture of solution and operational readiness.

Our team logs any issues or deficiencies and resolves them using a process similar to defect resolution during system testing. Because the deficiencies in ORR can vary widely, an important first step is to triage and identify the source of the problem. It could be a system error, an incorrect or inefficient procedure, incorrect or confusing policy documentation, or insufficient or missing training elements. We identify the source and assign the defect to the right group in order to remedy the situation timely and completely and mitigate the risks of reoccurrence. We then re-run the ORR checklist to verify the fix was made properly and fully. Once all reviews have been passed, we prepare a final report indicating that the systems, functions, processes, operational procedures, staffing, connectivity, and other associated support are in place and ready for operation. We submit the final report to PRDoH prior to the Go/No-Go decision meetings.

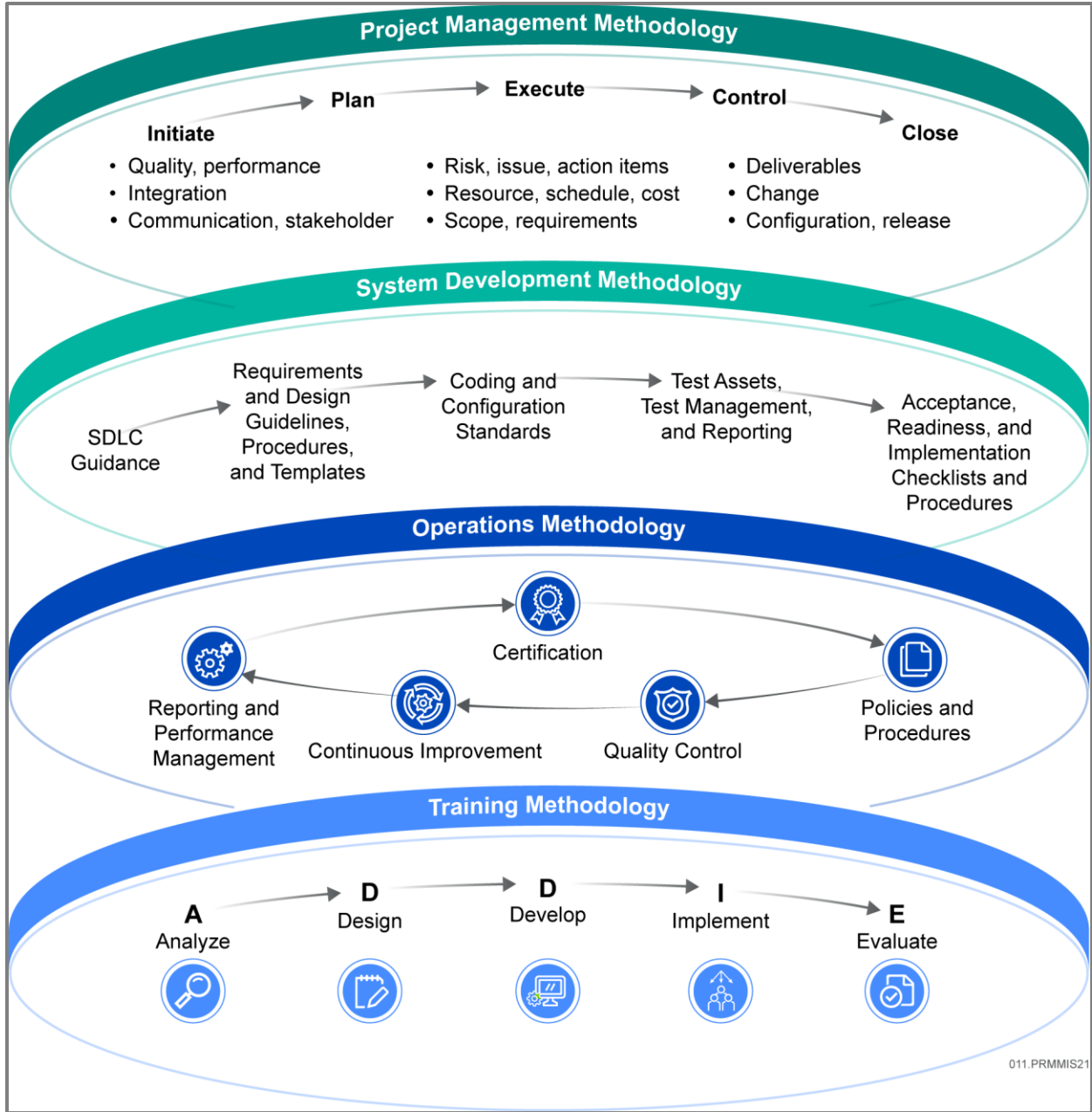
#### **I.4 Supplement Two – Project Management, Planning, Organization, and Staffing**

Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from Supplement Two: Detailed Requirements and Attachment F: Mandatory Requirements.

We take a documented, proven approach to project management by bringing a mature project management methodology (PMM) that we have updated and improved over numerous large-scale MMIS development and integration projects. Our PMM approach along with our System Development Methodology (SDM), Training Methodology, and Operations Methodology are guided by our Quality Management System (QMS) – a collection of turnkey plans, procedures, and delivery accelerators that enable our team to reliably initiate, plan, execute, manage, and control project activities in alignment with this RFP. Each process and procedure documented in our QMS includes Conduent best practices and are influenced by industry standards such as:

- Project Management Institute's A Guide to the Project Management Body of Knowledge (PMBOK® Guide)
- Software Engineering Institute's (SEI) Capability Maturity Model Integration (CMMI®)
- Institute for Electrical and Electronics Engineers (IEEE)
- Agile framework

With our QMS based on industry standards, we can quickly assess our processes and supporting artifacts against your quality expectations and configure them to meet your specific requirements. Figure I-4 depicts the components of our QMS.



**Figure I-4. Conduent QMS Overview.**  
*Our methodologies are integrated, turnkey, and comprehensive.*

**Project Management Methodology**

Conduent’s PMM is designed upon industry-standard best practices with a focus on repeatable processes, rigorous controls, and continuous communication with PRDoH. Our PMM incorporates the knowledge areas of the PMBOK Guide, but also extends beyond the PMBOK Guide by providing additional QMS artifacts, processes, procedures, and guidelines tested over decades of government healthcare experience.

Our PMM is documented as a series of plans that make up our Project Management Plan and defines key project management processes, their inputs, outputs, roles, and the related metrics that are required to initiate, plan, execute, and monitor all project management activities. The plans that make up our Project Management Plan for the MMIS Phase III Project are in line with RFP Appendix 1: Deliverables Dictionary and include the following:

- **Change Management Plan.** The Change Management Plan details the standards and activities that occur to manage changes to a project via change requests (CRs). It defines the strategy that the project team follows to support a continuous change management model. The process establishes a structured, repeatable process that effectively manages changes to any components of the project – hardware, software, or process – when required by respective configuration rules.
- **Communication Management Plan.** The Communication Management Plan establishes communication processes, protocols, and techniques. The plan references artifacts and procedures for planning communication events, documenting decisions, identifying and analyzing stakeholders, producing status reports, aligning on incident communication protocols, and collaborating using the project's SharePoint site.
- **Cost Management Plan.** The Cost Management Plan details the management strategy for managing project financial performance and budget adherence throughout the life of a project. This plan guides the Project Manager in communicating costing plans, progress, status, and changes with senior management and other project stakeholders as appropriate.
- **Documentation Management Plan.** The Documentation Management Plan details the management strategy for managing documents and deliverables. It requires that we set expectations for deliverables early in the project and conduct quality reviews to confirm and improve the quality of deliverables prior to delivery. It also provides a comprehensive delivery, review, comment, and approval process for client deliverables.
- **Modularity and Reusability Plan.** The Modularity and Reusability Plan details the strategies and methods for supporting and achieving modularity of the CMdS solution as part of the MMIS ecosystem. This plan also details the approach to reusing all or the greater part of the same programming code or system design in another application.
- **Project Work Plan.** Our approach to the Project Work Plan development encourages a dynamic, effort-driven, and predictive schedule. Our standards require consistency in naming tasks; effective and informative decomposition of tasks; and the use of historical data and industry-specific experience to improve the accuracy and predictability of the project work plan or schedule. Adherence to these and other standards means that staff know and understand their assigned tasks and durations, reviewers can quickly ascertain the status of clearly named and unique activities, and we can facilitate reporting by applying filters on clean, concise schedule data.



- **Quality Management Plan.** The Quality Management Plan details the management strategy for continually planning for, governing, promoting, implementing, and improving quality in all project activities. The quality activities begin with defined and measurable performance standards and goals that apply not only to the solution and operations, but also to all documents and deliverables. The project meets these performance measures by successfully executing requirements-aligned review processes and procedures. Our quality management process includes activities to monitor, evaluate, and report on all project work to measure actual performance.
- **Risk and Issue Management Plan.** The Risk and Issue Management Plan defines the approach the project takes to manage project risks and issues. We apply standardized processes to maintain ownership, accountability, tracking, reporting, and closure of action items, issues, and risks, so problems are identified before they negatively impact the quality of the project or technical solution.
- **Schedule Management Plan.** The Schedule Management Plan supports the establishment of a structured and repeatable schedule management process to track actual project progress against planned project progress and take corrective action if the project deviates significantly from the plan. The approach encourages ownership and accountability at all requirement levels and conformance to the project schedule and budget.
- **Scope Management Plan.** The Scope Management Plan establishes a structured, repeatable process to oversee that work performed by the project team is clearly within the contractually established parameters. The plan details how the project monitors scope adherence, i.e., the project shall complete contractually required work and account for any variances above or below the initial, contracted scope of work. The Project Manager also controls scope by overseeing that all changes to project requirements follow the change management process, and the project adheres to the schedule and budget.
- **Staffing Management Plan.** The Staffing Management Plan details the management strategy for properly staffing the project. It defines the approach for communicating resource needs to senior management and other project stakeholders to meet project staffing needs. It involves not only the placement and commitment of resources on a project, but also continued training of staff to enhance performance on current and future assignments.
- **Stakeholder Management Plan.** The Stakeholder Management Plan includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. Stakeholder management also focuses on continuous communication with stakeholders to understand their needs and expectations, addressing issues as they occur, managing conflicting interests, and fostering appropriate stakeholder engagement in project decisions and activities.

Our Project Management Plan is standardized and easily configurable, meaning we can quickly and effectively tailor the plan to align to your MMIS Phase III Project requirements. We set aside time during Project Initiation and Planning to review each plan with you and make sure we meet your standards, requirements, and expectations.

## IM-014

The vendor should collaborate with the Puerto Rico Medicaid Program's (PRMP's) Medicaid Enterprise Solution (MES) vendors as is necessary to support the solution's implementation, operation, and certification efforts.

While each MES vendor is responsible for the technology and operation of a specific scope of work, all stakeholders must work collaboratively toward common PRDoH vision and goals and the defined criteria for success of MMIS Phase III. All MES vendors—both current and future, as well as internal and PRDoH stakeholders—have certain expectations and requirements of each other to achieve the technical, operational, and information-driven transformation consistent with PRDoH's vision.

We work with PRDoH during Project Initiation and Planning to complete our Project Management Plan, Stakeholder Management Plan, and Communication Management Plan. These documents work in conjunction to:

- Identify PRMP's MES vendors
- Capture meeting and communication schedules and frequencies
- Document communication activities for the life of the project
- Define appropriate levels of MES vendor engagement
- Establish clear responsibilities and expectations

By setting collaboration expectations early in the project, we engage and build working relationships with PRDoH and other stakeholders well before operations. We advocate for the identification of stakeholders, not only at the beginning of the project, but as the project progresses from one phase to the next. We work with PRDoH throughout the project to complete and update the Stakeholder Analysis, which uses the Responsible, Accountable, Consulted, and Informed (RACI) model to define the level of stakeholder responsibility for processes and tasks. From this categorization, we can determine specific ways to engage and communicate with the appropriate MES vendors for solution implementation, operation, and certification efforts.

**Project Kickoff Meeting.** To jump start the collaborative effort early in the project, we hold a joint kickoff meeting with PRDoH, MES vendors, and other applicable stakeholders. We work with PRDoH prior to the meeting to align on key content and messaging, and we welcome speakers from PRDoH to join us in the presentation. Not only does the kickoff meeting inform stakeholders of our project implementation approach, but it also allows us to begin building relationships with MES vendors and stakeholders.

During the kick-off, we introduce our project team, present the organization chart, and identify points of contact for various functional areas. We also provide a project overview, which outlines the goals, priorities, and policies of the project. We present a high-level solution overview, detailing the solution components and how the modular solution fits into PRMP's MES as a whole. It is important all stakeholders understand the overall project vision; while each stakeholder may have a different role in the program, we must share common expectations to achieve project success.

At the end of the meeting, we hold a Q&A session to help address and begin monitoring any immediate stakeholder concerns. Reviewing these topics during the kick-off meeting helps the project team establish a mutual understanding of the project overview, goals, requirements, and vision.

**Project Schedule.** We collaborate with PRDoH and applicable MES vendors and stakeholders early in the project to review and finalize our Project Work Plan. During the review, we present our overall schedule, implementation timeline, project phases, key milestones, and any anticipated implementation challenges. We modify the Project Work Plan based on your feedback to create a collaborative schedule that considers stakeholder dependencies and constraints, as well as documentation and testing needs. The Project Work Plan review helps to establish a comprehensive baseline and mutual understanding of the work that Conduent, PRDoH, MES vendors, and other stakeholders must carry out throughout the project.

**Key Deliverables.** Conduent works with PRDoH and designees during project planning to create Deliverable Expectations Documents (DED) for all project deliverables. This collaborative effort captures and affirms our mutual understanding of requirements and required standards. The DED details each deliverable's description, outline, delivery timeline, acceptance criteria, and the stakeholders required to approve the deliverable. We continue this collaborative effort throughout the deliverable life cycle, holding formal and informal walkthroughs of deliverables and incorporating your feedback during the review process to produce documentation that meets deliverable content, quality, and timing expectations.

Through early engagement, we create a project environment that promotes collaboration and facilitates open communication with PRDoH and MES vendors.

#### IM-015

The vendor should provide technology and equipment for vendor staff necessary to support and complete the scope of work and meet contractual obligations.

Conduent agrees to provide all of our staff with the required technology and equipment to support and complete the scope of work and meet contractual obligations associated with this RFP. We understand providing the right equipment is an essential component of an organization's infrastructure and directly affects operational performance and the ability to provide quality services. Our solution provides each staff member, whether onsite at PRMP or remote, with all hardware and software necessary to their specific role. Conduent will maintain the staff technology and equipment for our staff throughout the life of the contract at no additional cost to PRDoH.

#### IM-016

The vendor should develop deliverables identified in the Request for Proposal (RFP) deliverable dictionary and make available to the Puerto Rico Medicaid Program (PRMP).

Our PMM includes a Documentation Management Plan, which we work with PRDoH to tailor during Project Initiation and Planning. This plan provides an approach that infuses quality into each step of the deliverable process. This includes creating deliverables based on a standard set of templates, aligning deliverables to documented standards, conducting quality reviews,

and supporting a formal, accountable PRDoH review, comment, and approval process. Adhering to the Documentation Management Plan, Conduent produces quality deliverables identified in the RFP deliverable dictionary and makes them available on PRMP's SharePoint site. Furthermore, we document all required deliverables in the PRDoH-approved Project Work Plan. This ensures all deliverables and submissions are accounted for in the project schedule.

#### IM-017

The vendor should develop the following documents in support of each deliverable, including, but not limited to:

- a. Deliverable Expectations Document (DED)
- b. Acceptance criteria
- c. Outline of project deliverable
- d. Draft deliverable
- e. Final deliverable

Our Documentation Management Plan guides our rigorous, quality-focused process for drafting, reviewing, submitting, seeking approval of, and maintaining deliverables. As part of this plan, Conduent works with PRDoH to develop the following documents in support of each deliverable:

- **Deliverable Expectations Document (DED).** The DED details each deliverable's description, outline, storage location, acceptance criteria, and the stakeholders required to approve the deliverable, as shown in Figure I-5. DED Template.
- **Acceptance Criteria.** Conduent meets with PRDoH to establish an approved set of deliverable acceptance criteria that is included in the DED. The acceptance criteria for each deliverable ensures the development of a complete and comprehensive deliverable consistent with PRDoH requirements, expectations, and SLAs.
- **Outline of Project Deliverable.** Our comprehensive DED includes an outline of the sections to be included in each deliverable. Prior to drafting the deliverable, Conduent submits the DED inclusive of the deliverable outline to PRDoH for any initial feedback.
- **Draft Deliverable.** Conduent develops a draft deliverable based on the DED and follows internal peer review and quality assurance processes. We schedule a deliverable walkthrough to provide a high-level review of the deliverable, present critical components, answer questions, and address any areas of concern.
- **Final Deliverable.** Following initial PRDoH review, Conduent incorporates all PRDoH feedback and corrects any deficiencies in the final draft of the deliverable. We store records of deliverable approval in PRMP's SharePoint site.

These process steps provide you with assurance that the deliverable reflects your requirements and collective feedback.

Deliverable Expectations for <Deliverable Name>				
<b>Requirements</b>	ID	Text		
	<Requirement ID or Section>	<Relevant Requirement Text>		
<b>Deliverable Description</b>	<Include a description of the document its purpose, objectives, and scope. State any items that will not be incorporated into the document. Indicate any sections that will use graphics or tables heavily or strictly.>			
<b>Location</b>	<Include the location of both the base template as well as the generated documents, if applicable.>			
<b>Acceptance Criteria</b>	<input checked="" type="checkbox"/> Alignment to RFP requirements <input type="checkbox"/> Clarity and value of reporting <input type="checkbox"/> Business and technical accuracy <input type="checkbox"/> Completeness of the document	<input type="checkbox"/> Alignment to the agreed upon template or standard <input type="checkbox"/> Feasibility of the proposed solution <input type="checkbox"/> Other: <Add>		
<b>Assumptions and Constraints</b>	<Assumptions here>			
<b>Process</b>	Review	<Describe the client review process, e.g., send document to client SharePoint, live walkthrough, etc.>		
	Comment	<Describe the client comment process, e.g., in-line comments, tracked changes, deliverable comments in SharePoint list.>		
	Approval	<Describe the approval mechanism, e.g., client transmittal, e-mail, etc.>		
<b>Periodic Updates</b>	<If the deliverable is expected to be updated on a periodic basis, list the proposed schedule of updates.>			
<b>Stakeholders</b>				
<b>Stakeholder Name/Title</b>	<b>Conduent Accountable</b>	<b>Conduent Responsible</b>	<b>Client Approver</b>	<b>Keep Informed</b>
<Name and Title>	X			
<Name and Title>		X		
<Name and Title>			X	
<Name and Title>				X

**Figure I-5. DED Template**

*Our DED template is a valuable tool to align deliverable expectations with PRDoH.*

IM-018

Following a ten (10) business day review period of the deliverable by the Puerto Rico Medicaid Program (PRMP), the vendor should address the PRMP's feedback and make requested changes within five (5) business days unless otherwise agreed to by the PRMP. Updated

deliverables are subject to final acceptance by the PRMP within ten (10) business days after resubmission.

We understand the importance of timely deliverable reviews and revisions. Conduent factors required review times into our draft Project Work Plan by assessing each deliverable's complexity. We schedule review times based on content, length, required SME input, and resource availability. We identify all project deliverables and review timelines in our Project Work Plan and welcome feedback from PRDoH during Project Initiation and Planning to coordinate and set appropriate review durations. Our proposed Project Work Plan incorporates a ten-day review period for initial review and ten-day review period for resubmission.

We work with PRDoH to identify deliverables that may require more or less time for PRMP review and acceptance. For example, with the proposed phased implementation, we may be required to incrementally develop and submit deliverables three times, once per phase. Each submission builds on the last iteration and may require less time for review and acceptance.

We document this review process in our Documentation Management Plan and seek PRDoH approval to set expectations for timely, appropriate reviews. Our Project Work Plan also incorporates an incremental delivery schedule for most deliverables, which helps avoid excessive simultaneous reviews. This allows PRDoH and other stakeholders time to thoroughly review deliverables, enter feedback, and ask questions – without being overloaded with too much content or too many deliverables at one time. We also encourage the use of both formal and informal deliverable walkthroughs and reviews to facilitate efficient identification and resolution of comments. If PRDoH or other stakeholders require clarification regarding our deliverables, we hold meetings outside the scheduled review cycle. We also make appropriate team members available to answer questions via phone call or email to provide clarifications and support the review process.

Once PRDoH approves a deliverable, we place the deliverable under configuration management, tracking the approval and any subsequent required changes. During Project Initiation and Planning, we work with PRDoH to identify the processes for deliverable management and configuration management. This establishes coordination with the overall modular program, ensuring changes to CMdS deliverables are not made without enterprise level coordination.

#### IM-019

The vendor should maintain project deliverables throughout the life of the contract.

In order to help manage and maintain project deliverables through the life of the contract, Conduent will use the PRMP Microsoft SharePoint site as a standard deliverable management tool for project documentation. Using this SharePoint site allows us to easily access, manage, and maintain the integrity and quality of project deliverables. We train the project team on best practices for document check-out, check-in, version control, and properties.

Once a deliverable is approved by PRDoH, we baseline the deliverable and place it under configuration control. This means we only modify the deliverable through approved change and maintenance protocols. This helps our project team to adhere to the project scope and

schedule. We work with you to set the mutually agreed upon level of control and frequency of maintenance that must be applied to each deliverable and document this information in the DED. These fundamental processes guide our teams in developing project deliverables that fully conforms to your requirements and accurately reflects our solution and services.

#### IM-020

The vendor should provide and maintain a project governance structure that identifies vendor and Puerto Rico Medicaid Program (PRMP) resources required to implement and operate the project.

With extensive experience on multi-vendor and collaborative projects, Conduent recognizes the importance of an established governance structure. Project governance makes up the foundation for effective communication and decision-making throughout the project. Governance is a critical function especially in this multi-module environment. Therefore, during Project Initiation and Planning, we work with PRDoH to introduce our proposed project governance model. We work with you to make sure our processes for communication and reporting meet your needs.

Our formal governance model, encapsulated in our Communication and Stakeholder Management Plans, encourages regular and open communication at all levels to assist in defining, monitoring, and meeting our overall project and performance objectives. We establish regularly scheduled governance meetings early in the project and continue this cadence through go-live and on-going operations, modifying supporting artifacts, agendas, and timing as needed throughout the life of the contract. This proactive approach to governance allows us to anticipate potential risks and issues and implement mitigation strategies prior to missing performance expectations.

The Conduent governance model emphasizes the importance of providing necessary, fact-based information to top-level staff for decision making and issue escalation. Executive leadership draws on available data and opinions and recommendations made by managers when rendering decisions, and when providing direction for mitigating risks and resolving issues.

Our governance approach provides the following benefits:

- A plan for clear definition of roles and responsibilities, channeling decision making and tasks to the most appropriate teams, individuals, and levels
- A streamlined process for decision making, drawing on data needed for leadership oversight while limiting escalation of decisions to matters affecting schedule, scope, or budget
- An approach to organizing the governance team for accountability and using a tiered team structure that channels decisions to the most appropriate levels
- Status reporting that maximizes project visibility to management and supports escalation of risk and issues when needed

- Regularly scheduled, structured, and thorough communications for improving alignment and mutual understanding of plans, activities, and information between Conduent, PRDoH, and other stakeholders. The proposed Communication and Stakeholder Management Plans center on a Responsible, Accountable, Consult, Inform (RACI) matrix that identifies communication tasks and expected stakeholder contributions
- Detailed and accurate deliverables tracking to complete deliverables on time and in accordance with contractual obligations and requirements
- Accurate, comprehensive post-implementation (transition) reporting, documenting lessons learned, observations, and recommendations for improvements

IM-021

The vendor should identify key positions with specific descriptions of roles and responsibilities, time devoted to the project during project phases, and the percentage of time the project staff members should work on-site.

Conduent recognizes the importance of thorough and thoughtful resource planning. Our staffing plan aligns with MMIS Phase III scope of work and covers the staffing approach and structure we propose to meet RFP requirements. In Attachment D: Project Organization and Staffing, we provide details on key staff and specific descriptions of their roles and responsibilities. Not only do we meet all staffing requirements for MMIS Phase III, our resource planning for this project exceeds PRDoH expectations of staff dedication to the project and onsite availability.

In Table I-1, we document key positions and the percentage of time they will be dedicated to the project and/or will work onsite.

**Table I-1. Key Positions with Percentage of Time Onsite**

Project Role	Project Initiation & Planning	Solution Design & Testing	Solution Deployment	Solution Operations and Maintenance	Contract Closing
Account Manager	Dedication to the project: 100% Remote				
Project Manager	Dedication to the project: 100% Estimated onsite availability: 100%				
Business Lead	Dedication to the project: 100% Estimated onsite availability: 100%				
Technical Lead	Dedication to the project: 100% Estimated onsite availability: 100%				
Implementation Manager	Dedication to the project: 100% Estimated onsite availability: 100%				
Operations Manager	Dedication to the project: 100% Estimated onsite availability: 100%				
Certification Lead	N/A	Dedication to the project: 70% Remote			N/A



Project Role	Project Initiation & Planning	Solution Design & Testing	Solution Deployment	Solution Operations and Maintenance	Contract Closing
Documentation Management Lead				Dedication to the project: 100% Estimated onsite availability: 100%	
Quality Assurance Manager				Dedication to the project: 100% Estimated onsite availability: 100%	
Testing Manager				Dedication to the project: 100% Estimated onsite availability: 100%	
Information Security Architect/ Privacy Data Protection Officer				Dedication to the project: 100% Remote	

### IM-022

The vendor should provide ongoing administration support required to manage software updates, patches, and data management.

Conduent offers our CMdS solution as a Software-as-a-Service (SaaS) product. This means we automatically provide the ongoing administrative and technical support required to manage software updates, patches, and data management as part of the solution. Conduent routinely applies patches and updates to help maintain the health of our systems, software, and related security measures.

### IM-023

The vendor should remove any personnel if requested by the Puerto Rico Medicaid Program (PRMP). The key personnel should be replaced within 15 business days after the position is vacant unless a longer period is approved by the PRMP.

We agree to remove any personnel if requested by the PRMP. When management receives notice of a permanent separation through a request by PRMP or through a notice of resignation, we prepare, whenever possible, by selecting a replacement before the terminating employee leaves. Although we strive to maintain a stable leadership workforce, if it is necessary to replace key personnel, we replace the resource as soon as possible and within 15 business days of vacancy and seek your approval for key personnel replacements.

We couple our staff retention and development activities with recruitment procedures built on our experience with similar projects to meet all staff needs, including replacements, in an efficient and effective manner by quality staff, with no disruption in services and solution.

#### IM-024

The vendor should provide a deliverable walkthrough within five (5) business days of the first ten (10) business days review period.

We know that success, efficiency, and quality are more achievable through active partnership and communication in the form of well-organized meetings, working sessions, interactive demonstrations, and collaborative walkthroughs. As such, we use collaborative deliverable walkthroughs to help produce accurate and correct documentation in alignment with your expectations. We work with PRDoH during the Project Initiation and Planning phase to set expectations for these walkthroughs to make sure we thoroughly cover all expected content during the walkthroughs.

We conduct deliverable walkthroughs within five business days of the initial ten-day review period to discuss PRDoH and stakeholder questions and comments. Before the walkthrough begins, we review the DED and corresponding deliverable to ensure all content is appropriately documented and no outlined sections were inadvertently left out or not fully addressed. During the walkthrough, we discuss our approach to the deliverable. We make applicable revisions, answer questions, and address any areas where a deliverable may not initially meet PRDoH expectations. We value these collaborative review sessions, as they help to validate deliverable content and alignment with your vision.

### **I.5 Supplement Two – Testing (System and Functional Method of Procedures [MoPs]/Features)**

Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from Supplement Two: Detailed Requirements and Attachment F: Mandatory Requirements

#### IM-025

The vendor should provide solution environments as appropriate for test phases and test environments that should nearly mirror the production environment.

Our solution test environments mirror the production environments. They support appropriate and thorough testing during project phases that require testing. The design, development, and implementation (DDI) team supports the following environments: development, system integration test, user acceptance test, disaster recovery, and production. Conduent maintains strict code configuration control and release procedures, as well as the use of configuration management tools, to govern the migration of code from one environment to the next.

We document our quality control and testing processes in our industry-standard, comprehensive Master Test Plan. The plan includes the following contents:

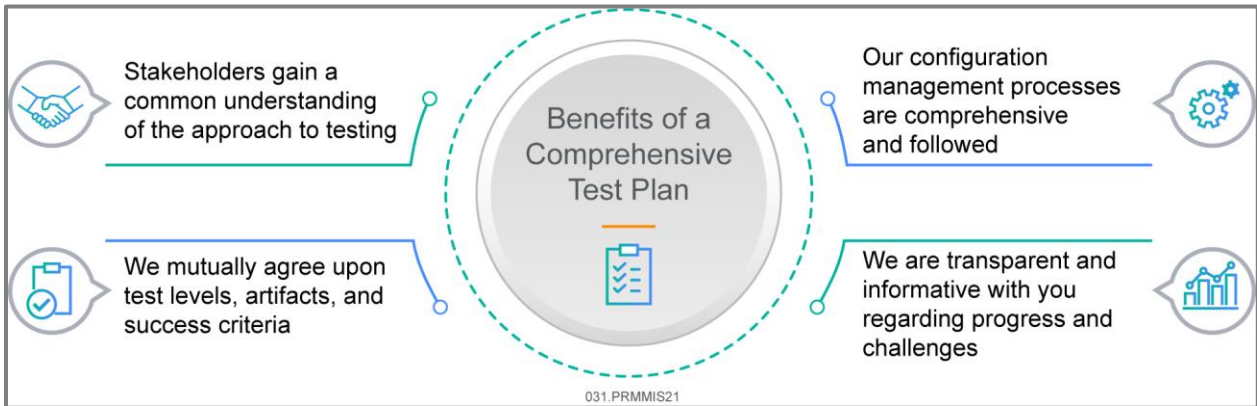
- Test overview
- Description and strategy for each test level and type
- Test coverage, including functionality to be tested
- Test case template and guidelines, standards, and pre-requisites

- Test tools and definition of test environments and facilities
- Roles and responsibilities
- Defect management and resolution processes
- Test reporting and outputs

During the DDI Initiation and Planning Phase, our Test Manager collaborates with the PRDoH and other stakeholders to tailor our Master Test Plan to the project. Because the resulting document guides our overall testing effort for the project, we value the input from the PRMP to align our processes to those across the PRMP modules. The processes we establish apply to all testing activities throughout the contract, including any changes or enhancements made during operations. The goals of the Master Test Plan are to:

- Provide a uniform and consistent approach and outputs to the testing life cycle
- Document all test-related activities
- Obtain Commonwealth approval of detailed level test plans and procedures that serve as roadmaps to the testing process
- Apply automation and management tools to support testing activities
- Clarify the timing and purpose of various test types and levels
- Implement regression and retesting throughout the contract to maintain the targeted level of quality

By having a complete, informative, and industry standard Master Test Plan, the project reaps many benefits, including those presented in Figure I-6.



**Figure I-6. Our Proven Test Plan Approach Benefits the PRMP**

*A mutually agreed upon and industry standard Master Test Plan contributes to solution quality, process transparency, and stakeholder buy-in to the test approach.*

We work with PRDoH to finalize and gain approval of the Master Test Plan and then begin work on the subsidiary level test plans that guide specific decisions on each test level, such as System and Integration Testing (SIT), Performance Testing, and User Acceptance Testing (UAT).

#### IM-026

The vendor should provide authorized users access to necessary testing environments as required for testing on-site from the Puerto Rico Medicaid Program (PRMP) offices and remotely throughout the life of the contract

Conduent provides authorized users access, as necessary, to our testing environments. This allows Commonwealth staff to perform required testing onsite from PRMP offices or remotely during the contract. Conduent controls the integrity of data through access and identity controls and strong role-based access controls. We work with the PRMP to identify and grant access to designated users in order to support testing activities. Our CMdS solution is accessible using the web and, therefore, can be accessed in accordance with these requirements for testing purposes.

#### IM-027

The vendor should integrate version control in each solution environment. The vendor should provide the Puerto Rico Medicaid Program (PRMP) with access to each version of the solution environment.

We integrate version control in every solution environment and provide PRMP staff access to each version. We document stringent processes to control the integration and code migration from the development environment across a series of testing environments through to production. Once features of the CMdS product have been successfully modified, configured, and unit tested, our team migrates them from the development environment to the system test environment and then to subsequent environments as test cases are completed and passed.

We manage software components in the solution through a defined migration process integrated with testing and problem tracking. Each level of migration requires signoff by the owner of the receiving environment through the lifecycle management and configuration management tool. All migrations are recorded and documented through the configuration management software including change reports. These procedures guide us to coordinate and communicate the changes while maintaining the quality and stability of the receiving environment. If necessary, we can back out migrated changes through managed processes within the configuration management systems.

#### IM-028

The vendor should help ensure that the test environment(s) are scalable in their size, files, databases, processing, and reporting, as appropriate for the implementation activity being completed in that environment.

To support the implementation activity being completed in that environment, we ensure that our test environments have scalability in their size, files, databases, processing, and reporting. Our experience implementing and operating both CMdS and its foundation solution, Health Enterprise, in states of all sizes has helped inform us as to the scalability needs of the system. By understanding the performance needs of the system and the volumes specific to Puerto Rico Medicaid, we scale the test environments in their size, files, databases, processing, and reporting to function according to the needs of the various test levels as well as to provide production-like performance during performance testing.

#### IM-029

The vendor should provide a process for masking, sanitizing, scrambling, or de-sensitizing sensitive data when extracting data from the production environment into the Puerto Rico Medicaid Program (PRMP)-specified non-production environments for purposes such as training, including, but not limited to:

- a. Protected Health Information (PHI)
- b. Personally Identifiable Information (PII)
- c. Supplemental Security Income (SSI)

Conduent provides a mature process, thoroughly tested in five decades of Medicaid services, for masking, sanitizing, scrambling, or de-sensitizing sensitive data. We employ this reliable process when extracting data from the production environment into the PRMP-specified non-production environments for purposes such as training or testing. The process applies to data including, but not limited to:

- Protected Health Information (PHI)
- Personally Identifiable Information (PII)
- Supplemental Security Income (SSI)

We use the Conduent Security Framework to de-identified PHI, PII, and SSI according to Health Insurance Portability and Accountability Act (HIPAA) guidelines, including the 18 PHI identifiers. We load the de-identified data into the test environment and use it for test execution.

In order to preserve the integrity of the test data set, we refresh the test environments with the de-identified copy on an “as needed” basis. No testing or development environments will ever have live production data in them.

#### IM-030

The vendor should make test environments available to support testing activities of other the Puerto Rico Medicaid Program (PRMP) modules.

We can provide test environments to support testing activities of other PRMP modules. We look forward to working with PRMP staff during the DDI phase to identify the other modules that need testing and the requirements for those testing activities.

Achieving software quality across PRMP modules requires collaboration and communication. For testing, we support integration and interface testing by making data and files available to the Commonwealth and other vendors if needed, by:

- Sending files as scheduled
- Validating any data or files received into our environments
- Granting appropriate access to environments to support test efforts

Our success is ingrained in, and dependent on, the success of the entire PRMP solution. As such, we collaborate with the Commonwealth to make test environments available. We also, participate in all integrated testing activities as requested, to verify the accuracy of and adherence to Commonwealth required functionality.

#### IM-031

The vendor should develop comprehensive positive and negative test cases for each testing phase.

To meet the testing needs of each phase, we develop appropriate comprehensive positive and negative test cases. Our Master Test Plan provides industry standards and best practices for test techniques, including validating positive, negative, and boundary conditions.

#### IM-032

The vendor should provide the Puerto Rico Medicaid Program (PRMP) and its authorized solution users access to test cases to facilitate execution of applicable testing cycles.

To facilitate execution of applicable testing cycles, we provide the PRMP and its authorized solution users access to test cases. Conduent offers multiple methods by which the Commonwealth and its designees can access test cases, review their content, and execute testing cycles. For your identified testing stakeholders and testers, especially during UAT, we provide access to the Test Plans area of our Azure DevOps lifecycle management tool. In this tool, we store test scenarios, cases, and scripts; we execute testing and record results; and, we log, resolve, and retest defects.

For stakeholders with less testing involvement, we can also export test cases and other test information, reports, and metrics to Microsoft Excel and store these artifacts in your SharePoint site for stakeholder access and review. We work with PRDoH during project initiation and planning to make sure we understand the various stakeholders, their roles in the testing process, and their tool access needs.

#### IM-033

The vendor should perform end-to-end regression testing for defects and retail regression testing results as is necessary.

When necessary, Conduent performs end-to-end regression testing for defects and retail regression testing results. We use Eclipse SDK, a tool that provides automated regression testing. Our Master Test Plan includes a detailed process for identifying, logging, triaging, resolving, and retesting defects to confirm they have been fixed. We perform regression/retesting and supply results of this testing to the team and the Commonwealth proving the defect is fixed. We review and document the results of these tests before closing each defect.

#### IM-034

The vendor should track and report on solution findings and defects, including, but not limited to:

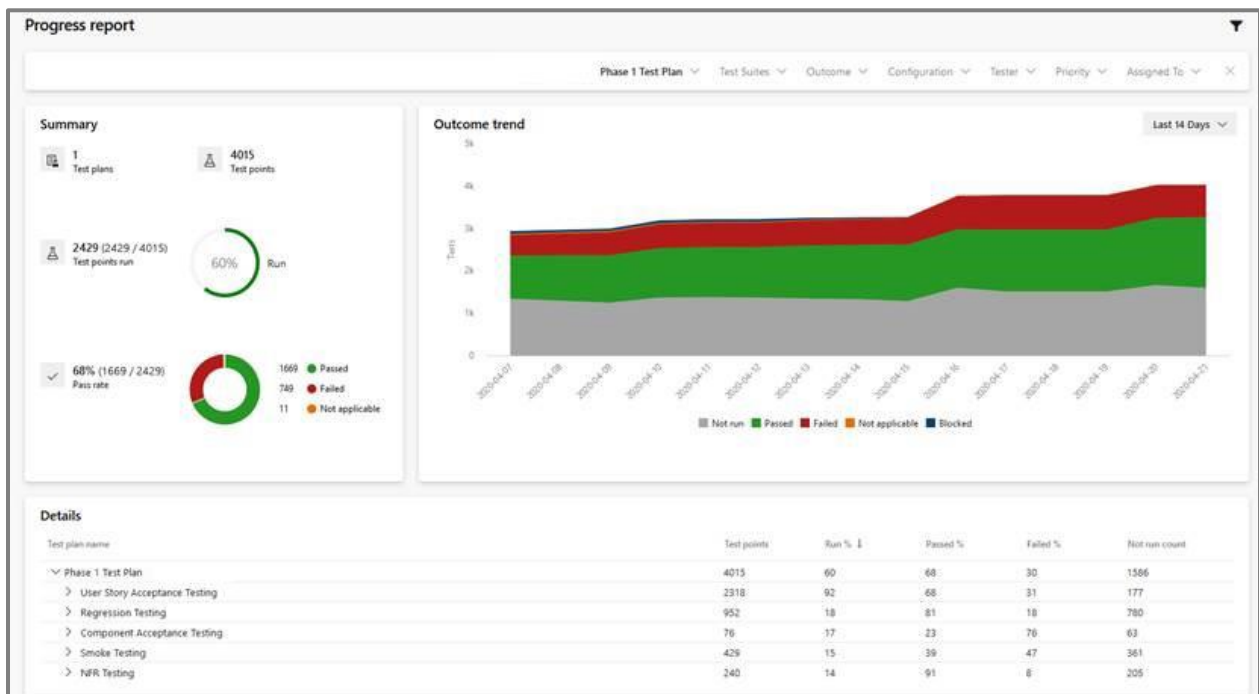
- a. Progress made towards resolution
- b. Number of tests completed
- c. Number of tests deferred or cancelled

- d. Results of the tests executed
- e. Defects identified by severity
- f. Corrections undertaken

Azure DevOps provides us the functionality to create detailed weekly test progress and defect resolution reports to keep you informed of our progress and quality levels. We track and report on solution testing findings and defects, including, but not limited to:

- Progress made towards resolution
- Number of tests completed
- Number of tests deferred or cancelled
- Results of the tests executed
- Defects identified by severity
- Corrections undertaken

Figure I-7 shows how Azure DevOps provides the functionality to create detailed test result reports to include the number of test scenarios, cases, scripts executed, and the pass/fail ratio.



**Figure I-7. Easy to Understand Test Progress Report in Azure DevOps**

*We produce a variety of test reports to inform you of test progress, execution, and pass/fail ratio.*

IM-035

The vendor should prepare, deliver to the Puerto Rico Medicaid Program (PRMP), and maintain a Requirements Traceability Matrix (RTM) throughout the design, testing, implementation, and certification efforts.

We will prepare, deliver to the PRMP, and maintain a Requirements Traceability Matrix (RTM) throughout the planning, design, testing, implementation, and certification efforts. Conduent has extensive experience developing and maintaining an RTM on our many Medicaid projects. Through the comprehensive, integrated capabilities of Azure DevOps, we can produce comprehensive traceability online queries and reports that provide evidence to the team, the Commonwealth, and other stakeholders that requirements have been met across the system development life cycle, including testing.

We trace requirements to the test cases that validate them, and we trace defects to the test cases in which they are found. We provide PRDoH with access to the tool so you can explore your requirements traceability, view requirement properties, evaluate progress and history, and confirm test coverage; using drill-down capabilities to explore linkages. Figure I-8 shows a view of Conduent's RTM in Azure DevOps. Users can click on any item to reveal more detail about the requirement, clarifications, related tasks, tests, and defects.

ID	Work Item Type	Title	Description	Supporting Artifact
488	Feature	Manage Accounts Receivable		
502	Contract Specification	Original RFP 1.041	Offeror shall describe how its p...	
490	Requirement	1.041b	Offeror shall describe how its p...	
488	Feature	Manage Accounts Receivable		
491	Requirement	1.041c	Offeror shall describe how its p...	
1370	Task	Update UI to Accept New Pa...		<a href="https://sp.conduent.com/Reqs/UIS-PGM-Af">https://sp.conduent.com/Reqs/UIS-PGM-Af</a>
491	Requirement	1.041c	Offeror shall describe how its p...	
488	Feature	Manage Accounts Receivable		
490	Requirement	1.041b	Offeror shall describe how its p...	
1366	Requirement	6.052a	The MMIS shall receive remitta...	<a href="https://sp.conduent.com/Reqs/Remittance3">https://sp.conduent.com/Reqs/Remittance3</a>
1273	Contract Specification	Original RFP 6.052	Offeror shall describe how its p...	
1367	Test Case	Validate RA Fields		
1368	Bug	Code Missing from RA		
1369	Task	Demonstrate RA in CRP		<a href="https://sp.conduent.com/Reqs/Remittance3">https://sp.conduent.com/Reqs/Remittance3</a>

**Figure I-8. Our Accessible Requirements Traceability Matrix**

*Using Azure DevOps, we build comprehensive, drill-down, informative RTMs that can be exported to Excel or reviewed directly and dynamically in the application.*

#### IM-036

The vendor should ensure that User Acceptance Testing (UAT) is conducted on a fully tested and production-ready module component that includes all solution features.

UAT is a critical testing process because a system that meets business requirements and passes system test is not truly ready until end-user representatives confirm that it meets their requirements. We work with you to understand your acceptance criteria and desired UAT participants. Participants should be representative of the end-user population so that test results are predictive of actual, operational user experiences.



Conduent emphasizes robust and comprehensive acceptance tests to verify the smooth implementation of the system into a production environment. Our User Acceptance Test Support Plan provides the details of how we will support the Commonwealth during UAT. Through the plan and related discussions, we review the responsibilities of each party, the testing schedule, how we will triage any identified defects, and any support we need to provide, e.g., running batch jobs, advancing system clocks, and providing test data.

Conduent establishes an acceptance test environment that is separate and distinct from other test environments. We prepare the environment using fully tested and production-ready module functionality, including all software features, and we make the environment available to support your verification of all required system functionality.

#### IM-037

The vendor should propose solutions for risks, issues, findings, and/or defects identified throughout the solutions implementation, operation, and related certification efforts.

After conducting thorough analysis, Conduent proposes solutions for risks, issues, findings, and/or defects identified throughout the solutions implementation, operation, and related certification efforts. We analyze and triage any problems—identified during any test level—using a consistent problem identification and analysis method. An important first triage step is to identify the source of the problem. It could be a system error, an incorrect or inefficient procedure, incorrect or confusing policy documentation, or insufficient or missing training elements. We identify the source and assign the defect to the right group in order to remedy the situation timely and completely. We then re-run the test case or checklist to verify the fix was made properly and fully.

#### IM-038

The vendor should provide demonstration of end-to-end business scenarios prior to User Acceptance Testing (UAT).

In preparation for UAT, we provide a demonstration of end-to-end business scenarios, to assist end user testers on validation of testing results or how to perform their activities. We have included tasks and time in our proposed work plan to provide the Commonwealth with an end-to-end demonstration of the system, including business scenarios and any changes or enhancements prior to UAT. We believe this exercise is important to confirm the readiness of the system for UAT and to give you confidence that our system meets your requirements.

#### IM-039

The vendor should provide User Acceptance Testing (UAT) training.

After providing the system demonstration, you can count on Conduent to provide all the training and support for end users who need to complete independent testing activities. Training your staff is an important component of our PRMP-approved User Acceptance Test Support Plan. We deliver training to all UAT testers so that each tester is fully trained on the CMdS solution and supporting components. We also provide each UAT tester with comprehensive and current

User and System Documentation to support UAT activities. The delivery of training prior to UAT serves two important purposes:

- Providing the UAT participants with the knowledge and skills necessary to use the system and validate the functionality selected for UAT
- Adding another layer of quality control for the presented training materials prior to delivery for the project implementation

In preparation for UAT training, our trainers select course materials for each tester to correspond with the system components or functions they will test. Once training and testing are completed, we review and update our training materials based on the user's feedback.

#### IM-040

The vendor should provide Subject Matter Expert (SME) support to assist with User Acceptance Testing (UAT)

We make Subject Matter Experts (SMEs) appropriate to the testing environment available to assist end users in performing their testing activities. Conduent provides the SMEs, senior systems analysts, and other technical staff necessary to coordinate activities and assist the PRMP and its identified stakeholders in the execution of test cases and analysis of test results. Conduent also provides business analysts and technical staff to analyze and correct any defects found.

#### IM-041

The vendor should provide test data as is necessary to support the User Acceptance Testing (UAT) effort.

You can rely on Conduent providing necessary test data for conducting UAT efforts. As discussed previously in our response to Requirement IM-029, we use the Conduent Security Framework process Conduent to copy production data. Once sensitive data is de-identified, we load it to the UAT environment. In order to preserve the integrity of the test data set, we refresh the test environments with the de-identified copy on an "as needed" basis. In addition, to prevent staleness of data scenarios, we refresh the Golden Copy from production on a defined schedule.

#### IM-042

The vendor should support the Puerto Rico Medicaid Program (PRMP) as is necessary with the documentation of User Acceptance Testing (UAT) findings and defects, and the retesting of resolved UAT findings and defects as is necessary.

We will support the PRMP, as necessary, with thorough documentation of UAT findings and defects, and the retesting of resolved UAT findings and defects.

As shown in Figure I-9, Azure DevOps provides us the functionality to create detailed defect reports for each test cycle. Reports include defects identified, their status, severity ranking, and the test cycle in which the defect was identified.

Type of query  Flat list of work items Query across projects

Filters for top level work items

	And/Or	Field	Operator	Value
+ X	<input type="checkbox"/>	Work Item Type	=	Bug
+ X	<input type="checkbox"/>	Area Path	=	
+ X	<input type="checkbox"/>	Created Date	>=	3/2/2020
+ X	<input type="checkbox"/>	Created Date	>=	3/15/2020

+ Add new clause

ID	Work Item...	Severity	Parent	Title	State	Assigned To
47688	Bug	3 - Mediu...	Payout Inquiry Payee t...	16793_System fails to display the error message as [Field Name] is re...	Closed	
47690	Bug	3 - Mediu...	Payout Inquiry FCN tab	16792_System is not posting the error message 9-3012-0265 when us...	Closed	
47691	Bug	1 - Critical	1099 Correction Search	17996_1099 Correction search results are not displaying in the 1099 C...	Closed	
47692	Bug	2 - High	System List Add/Update	14131_System fails to throw an error message as "When System List T...	Closed	
47693	Bug	1 - Critical	Account Receivable Write...	15476_User is not able to Save Account Receivable Write-Off Re-Estab...	Closed	
47694	Bug	3 - Mediu...	Account Receivable AR Entr...	15469_System fails to display the field name correctly in required field...	Closed	
47695	Bug	2 - High	Account Receivable Write...	15476_New FCN number is not auto - generated when user clicks on ...	Closed	
47696	Bug	2 - High	Account Receivable Write...	15476_Add Accounts Receivable button/link is not available in Account...	Closed	

**Figure I-9. Reliable Defect Reports in Azure DevOps**

*We produce a variety of defect reports to inform you of defect criticality, status, and resolution progress.*

#### IM-043

The vendor should be prepared to conduct regression testing throughout User Acceptance Testing (UAT).

As appropriate, we conduct regression testing throughout UAT. Our Master Test Plan includes a detailed process for regression testing. We use Eclipse SDK, a tool that provides automated regression testing. We perform regression testing and supply results of this testing to assure the team and the Commonwealth that the desired results were achieved.

#### IM-044

The vendor should prepare business scenarios to support User Acceptance Testing (UAT).

We prepare, with your input, all business scenarios required to complete UAT. The scenarios include a description and strategy for each test level and type, along with test coverage, including the functionality to be tested. After we develop the business scenarios for your project, we review them with your SMEs. This ensures we have covered all of your business activities and allows use to collaborate with you on developing UAT test cases based on these scenarios.

#### IM-045

The vendor should draft User Acceptance Test (UAT) cases and support the Puerto Rico Medicaid Program (PRMP) in capturing UAT results as is necessary.

To support the PRMP in completing their testing efforts, we work collaboratively to draft UAT cases and assist in capturing UAT results as necessary. We use our standardized test case template and guidelines to document your test cases. Our SMEs' knowledge of CMdS and your input on the business activities you need our system to perform, provides the foundation to develop comprehensive test cases for your UAT. Our SMEs' familiarity with the system and where the outcomes of test cases reside also supports capturing UAT results.

#### IM-046

The vendor should provide access to the Puerto Rico Medicaid Program (PRMP) as well as authorized solution users to the testing tool to support User Acceptance Testing (UAT) as well as other testing and project phases.

To support UAT, as well as other testing and project phases, we provide access for the PRMP and authorized solution users to the testing tool. This access to our Azure DevOps testing tool, provides full visibility into our test efforts including requirements tested, the associated test cases, the disposition of the test cases executed (pass/fail), and an online defect tracking and resolution tool. Using the online tool, the PRMP can inspect testing artifacts and results at any time. Earning your trust by providing the Commonwealth full visibility into our testing process is one of our testing goals.

### I.6 Supplement Two – Training

Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from Supplement Two: Detailed Requirements and Attachment F: Mandatory Requirements

#### IM-047

The vendor should support both online and in-person training options for the requirements included within this Request for Proposal (RFP).

Conduent's passion for program training is evident in our award for the Training Industry's Top 20 training companies in 2021 for both training and outsourcing and custom content development awarded in August this year. In 2020, in response to the challenges of COVID-19, we modified our traditional classroom training delivery model and successfully delivered both online and in-person training using a blended learning model. Our blended learning approach combines self-paced program-specific materials with focused instructor interaction online and in-person classroom training methods.

Our training methodology follows ADDIE, the industry best practice for training. With the ADDIE approach, we **Analyze** training needs and audiences and create training goals and objectives; **Design** curriculum outlines and training materials; **Develop** training materials and determine instruction methods; **Implement** training through scheduling and delivery; and **Evaluate** training through participant feedback and performance to improve training courses and materials. Staff learn by Virtual Instructor-Led Training (vILT), online eLearning, classroom, and hands-on programmatic training. The tools used to support the training initiative and the blended learning approach includes Microsoft Teams and our telephony solution to support call monitoring and quality control. Additionally, the flexibility of our blended training model allows us to onboard and train more staff than when we only taught in a classroom setting. We also have the ability to respond to staffing needs more efficiently. Conduent provides and maintains descriptive online tutorials that highlight the operational and processing features of the solution for new users.

The CMdS platform offers a new user experience designed to be intuitive, supported by self-explanatory labels and layouts. The system supports a self-directed user experience, requiring only minimal training. Users have access to enhanced online help features, which provide detailed tutorials on multiple topics, such as sequential functions, tasks, creating reports, fixing errors, and troubleshooting. Should a content search be necessary, the CMdS search feature provides dynamic access to an interconnected documentation library. Users can type a question, phrase, or word into the help field through the search functionality, prompting the help system to display a list of associated topics. The library includes various filters with flexible search criteria that restrict the search field and accelerate the process. Users can also export content from the online help and knowledge base to print specific documentation.

#### IM-048

The vendor should provide training materials in English and Puerto Rican Spanish for both in-person and online training options.

Conduent makes training materials available in English and Puerto Rican Spanish for both in-person and online training options. We design training modules with specific objectives for each user audience. Whether a one-page handout or a multi-chapter manual, our team is ready to create and deliver written training materials and supporting documentation tailored to the project for in-person and online training.

The team typically uses Microsoft Word, PowerPoint, and Adobe Captivate to develop and maintain engaging, role-specific training and support materials. Internal peer reviews occur regularly to check content for accuracy and alignment with the goals of each training course and module. After completing this process, the team and Training Coordinator meet for a final review and submit training materials to PRDoH for review and approval before publishing or delivering training. The team keeps the Department informed and involved in optimizing training content for all stakeholders, supporting the successful adoption of the solution in all user groups.

#### IM-049

The vendor should provide training materials in English and Puerto Rican Spanish in formats consistent with accessibility requirements of the Americans with Disabilities Act (ADA).

We provide all training materials in English and Puerto Rican Spanish in formats consistent with the Americans with Disabilities Act (ADA) accessibility requirements. Inclusiveness and ease of use are the guiding principles of our design. In addition to complying with the ADA, Conduent is committed to following modern accessibility standards such as Section 508 guidelines, Section 504 of the Rehabilitation Act, and W3C's Web Content Accessibility Guidelines (WCAG) 2.0 AA and successor versions.

We develop written training materials with readable font sizes, typically size 12 as a standard and 18 for large print format. We can also incorporate closed captioning into our videos to provide accessible content for individuals affected by visual or hearing impairments. Additionally, written materials include instructions on accessing the toll-free customer service number and teletypewriter telephone/text telephone (TTY/TDD) services.

The team uses various methods to test the readability of printed materials, including Flesch-Kincaid software to assign a reading grade level to the text, typically aiming for the 4th-grade level to achieve maximum understandability. We also adopt the Fry Method as an additional assessment recommended in the CMS 11-part publication, “Toolkit for Making Written Material Clear and Effective.” This comprehensive toolkit provides guidelines, tips, and tools to develop valuable materials that are easy to understand.

The close alignment of our tools with CMS standards and guidelines provides the Department and your stakeholders with bilingual materials that are accessible, compliant, and user-friendly training materials designed to optimize comprehension and content retention.

#### IM-050

The vendor should review and update training curriculum and materials quarterly after solution changes.

The team performs comprehensive quarterly reviews of the training materials and curriculum after system changes to maintain accuracy and consistency with the latest version of the system and procedures. Content reviews for relevance, accuracy, and consistency are an integral component of our training approach by adopting the ADDIE training cycle. During the Evaluate step of the process, the training team modifies and improves content based on feedback received from internal and external users. This approach delivers consistent improvement to the PRDoH program.

Content reviews also occur anytime there is an update or change in the system or PRMP processes and procedures that influence specific user groups. The Training Coordinator works closely with the project team to understand the difference and its impact on processes and procedures. The Training Plan documents the roadmap for communicating these changes to stakeholders. Upon approval from PRDoH, we incorporate the changes into the training materials and publish the updates.

This proactive stance on maintaining training materials to ensure they are current supports stakeholder adoption of the solution by providing system documentation that is always polished and up to date.

#### IM-051

The vendor should provide staff who are knowledgeable of the solution and supporting the Puerto Rico Medicaid Program (PRMP) business processes to perform training.

PRDoH can rely on Conduent’s experience and vast footprint in government healthcare and MMIS technology services to support the PRMP with a knowledgeable and dedicated team of professionals who can help users rapidly become proficient with the solution.

Our train-the-trainer (T3) approach provides an efficient model to train selected stakeholder representatives to train their staff. The T3 model aligns successful strategies we have implemented for our other clients in the spirit of CMS’ theme of collaboration and leveraging resources. Our trainers convey current processes to PRDoH stakeholders who will use our solutions and services. We identify topics that help individuals understand the project, the CMdS

product, PRDoH, and other program specifics. We provide tools for their specific job responsibilities to build proficiency and support learners as they progress to mastery.

Through T3, we develop trainers who also understand adult learning principles and build upon those themes to ensure that both the technical information and the behavioral change elements are correctly explained and reinforced. These activities reduce long-term training costs, increase skills retention, and strengthen the knowledge base across the program.

#### IM-052

The vendor should provide training support for user groups in accessible locations and formats.

Conduent provides training support in for users in accessible locations and formats. We supply our new hires with laptops or full desktops, including a monitor, mouse, headset, and keyboard. We load all computers with required software and web-based applications so staff can train to learn their jobs in a work-from-home environment as efficiently and effectively as trained in a traditional in-person environment.

We design our training approach for all users to achieve the goals of PRDoH and its stakeholders to continue to provide consumers with access to quality health care. As described in IM – 049, we provide all training materials in formats consistent with the Americans with Disabilities Act (ADA), Section 508 guidelines, Section 504 of the Rehabilitation Act, and W3C's Web Content Accessibility Guidelines (WCAG) 2.0 AA and successor versions accessibility requirements.

We partner with the Department through each phase and work closely to create training materials, including job aids, fact sheets, quick reference guides, process and procedure guides, and other documentation that guide staff through all the PRMP business services.

#### IM-053

The vendor should provide and maintain online tutorials for new users in English and Puerto Rican Spanish describing the operational and processing features of the solution.

The Conduent Team includes a number of employees that are bilingual with English and Puerto Rican Spanish. We provide and maintain recordings of tutorials in both English and Puerto Rican Spanish, describing the operational and processing features of the solution for new users. These recordings will be made available on your PRMP SharePoint site or other available platforms as needed. The CMdS solution offers a new user experience designed to be intuitive, supported by self-explanatory labels and layouts in English as outlined in Attachment H – Technical Requirements Approach – TC-075. The system supports a self-directed user experience, requiring only minimal training.

#### IM-054

The vendor should provide an assessment of the participants to determine the effectiveness of training and trainee competency.

Our training approach includes multiple checkpoints to gauge the effectiveness of our training program.

Needs assessment and student performance evaluation are both built-in components of the ADDIE training cycle. The Evaluation step of the process includes assessing the participants' acquired competencies and the efficacy of training elements such as materials, channels, and instructors. Throughout the training cycle, we take proficiency tests that allow trainers to identify group or individual level learning gaps. These assessments and our dynamic approach enable trainers, with approval, to realign the tempo, delivery approach, or content focus based on test results.

After each training session, we evaluate the training content, delivery, and approach by collecting feedback from participants. We develop, distribute, and assess training questionnaires from all training sessions, and we can provide PRDoH with a summary of responses. We use these questionnaires as a benchmark to identify potential improvements and changes for future training.

When we identify training gaps, individual training needs, or systems and policy change, we take swift action to provide retraining or develop new training. Effective, role-specific training builds quality into our operations and allows us to evaluate and improve the proficiency and knowledge of our team members.

IM-055

The vendor should use the solution's activity logs to assess training needs.

We use activity logs to review the business processes that support production for efficiency, data quality issues, or identification of delays. This allows us to trace a quality issue to the source. We use this information to evaluate future training development to improve levels of service.

## I.7 Assumptions

- Conduent assumes that three years' worth of encounter data will be converted from the legacy system
- Conduent assumes that data is retained for five years
- Conduent will receive information on previous premium payments made under the current methods at a detailed enough level to assist in validating our test results
- Conduent will support the Commonwealth by maintaining the data configuration of the solution. Designated Commonwealth users will be able to view the configuration
- Third party software should be maintained no more than 1 major release behind



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## Attachment J: Maintenance and Operations Requirements Approach

This section will provide instructions to vendors to provide a narrative overview of the proposed system and the maintenance and operations requirements and the relevant mandatory requirements.

Maintenance and operations requirements ensure that the solution is fully functional and performing optimally until the end of the life cycle. The vendor's response should include a narrative overview describing its approach to maintenance of its proposed solution, including updates to new versions of the underlying Commercial Off-The-Shelf (COTS) products, and to configurations necessary to support changes in PRMP's business needs.

Use the response sections to provide specific details of the proposed approach to meeting the maintenance and operations requirements in each subcategories. Responses should reference requirements and relevant mandatory requirements using the appropriate IDs from Supplement Two: Detailed Requirements and Attachment F: Mandatory Requirements. PRMP also expects the vendor to propose its approach for meeting any narrative in Section 3: Scope of Work of this RFP.

We provide our approach to meeting the RFP's maintenance and operations requirements under the following headings:

- Approach to Maintenance and Operations of Our Proposed System
- Updates to New Versions of Underlying COTS Products
- Changes in PRMP's Business Needs
- Details of Our Approach to Maintenance and Operations
  - Supplement Two: Requirements MO-001 through MO-062
- Assumptions

Please note, our response to the mandatory requirements can be found in Attachment F: Mandatory Requirements.

### Approach to Maintenance and Operations of Our Proposed System

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#### Supplement One: Project Requirements, Section 3. Scope of Work, 3.4 Maintenance and Operations Requirements

The maintenance and operations requirements ensure that through careful contingency planning, and adherence to compliance, the solution runs optimally throughout its life cycle. Vendors are expected to provide their detailed responses for each requirement utilizing *Attachment J: Maintenance and Operations Requirements Approach*.

The vendor is responsible for continued delivery of the solution throughout the maintenance and operations phase, and should support services that enhance solution functionality, existing and future data sources, and the technical infrastructure. The vendor is also responsible as a part of the maintenance and operations phase for monitoring and analyzing reports generated by the solution and for responding and resolving solution issues.

Maintenance and operations (M&O) activities are essential to keep the Conduent Medicaid Suite (CMdS) fully functional and performing optimally through the end of the contract. The Agency can rely on Conduent to perform M&O activities with predictability and precision. We maintain high system availability since we can perform configurations on the live system and/or through application programming interface (API) microservices, or through planned maintenance activities, if necessary. Our impact assessment process provides thorough analysis so we can determine the best way to implement changes while avoiding disruptions and minimizing risk. We plan and execute services that enhance solution functionality, existing and future data sources, and the technical infrastructure. Our M&O services are staffed by qualified professionals with technical expertise – offering PRDoH access to highly trained and qualified staff. Our know-how stems from five decades of experience providing M&O services specifically for Medicaid programs.

**Approach to M&O**

- State-of-the art tools to monitor system performance
- Planned and scheduled maintenance for high availability and performance optimization
- Regular status meetings and reporting to communicate information
- Change management process to guide the implementation of enhancements

During M&O, we implement a 360-degree structure that preserves the achievements gained in a successful implementation. Figure J-1 shows the areas of support we provide during M&O. We develop the System Operations Plan, Operations Schedule, and Change Management Plan prior to Go-Live and submit them to PRDoH for review and approval. The purpose of these deliverables is to provide a blueprint for planning M&O activities; help desk support; system monitoring and maintenance; managing enhancement projects; and reporting on progress. The System Operations Plan and Operations Schedule provides our overall approach and procedures to perform M&O, while the Change Management Plan focuses on our approach to planning and implementing modifications to CMdS.

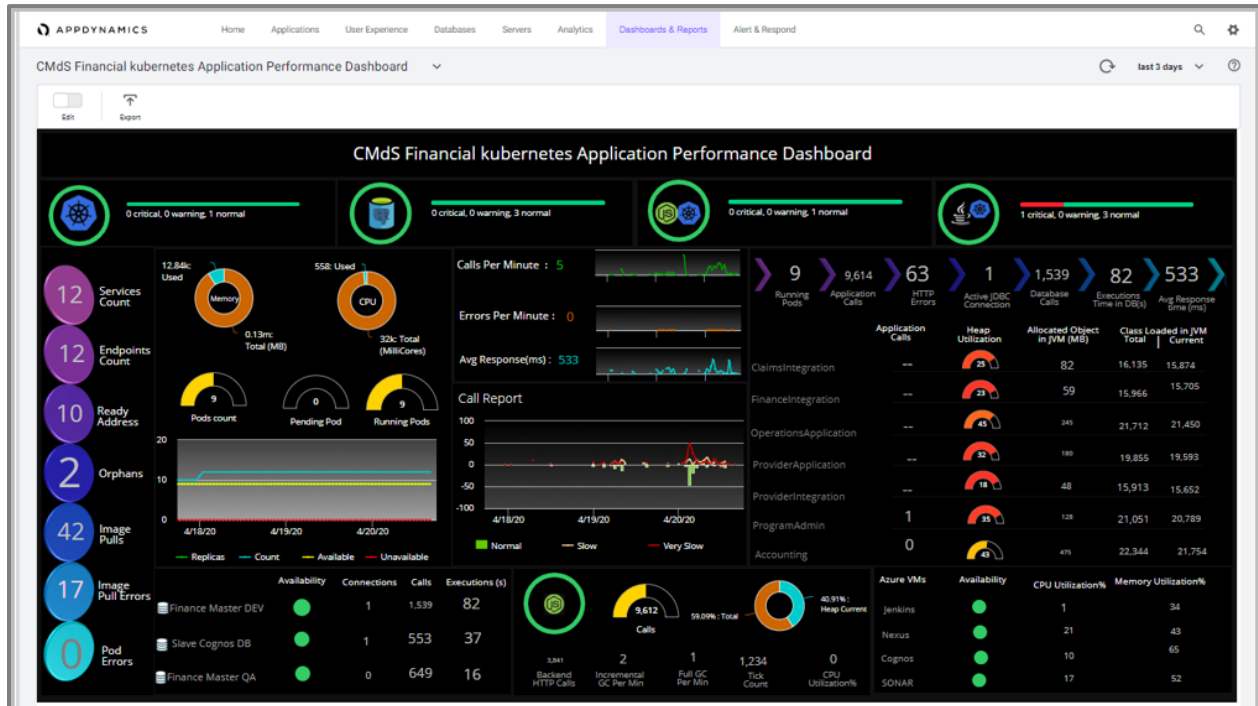


**Figure J-1. Our M&O Support**  
*We provide complete M&O support throughout the contract term.*

**Microsoft AppDynamics Tool**

Our support includes continuous CMdS monitoring using Microsoft AppDynamics. This tool provides detailed insight into business processes, infrastructure usage, bottleneck identification, system availability, and performance indices. Our goal is to make sure all CMdS components are running at full capacity. Through performance metrics, alerts, and notifications, this tool provides complete visibility into our solution’s performance and infrastructure, reducing exposure to threats, downtimes, and issue resolution times. We also run preconfigured scripts

to improve service availability and resources based on a sudden increased need and monitor and analyze reports generated by CMdS to keep system functioning correctly. Figure J-2 provides an overview of the scale of information that the tool offers to monitor the health of the services.



**Figure J-2. Health System Monitoring through AppDynamics**

*Performance monitoring uses non-intrusive state of the assessment and reporting capabilities to provide real-time visibility and insight into IT environments.*

## Communication

Transparency and open communication help foster a successful working relationship between PRDoH and Conduent throughout the M&O period. We establish regularly scheduled status meetings. We use best practices and protocols for meeting planning and administration, such as making sure the right stakeholders are in attendance to achieve desired outcomes; developing and circulating meeting agendas and status reports; and tracking meeting decisions, action items, notes, and resulting work products with accuracy and efficiency.

We provide Weekly Project Status Reports for the term of the contract. They provide the current status and health of the MMIS Phase III project and are used as an agenda for the weekly status meeting between PRDoH and Conduent. We also produce Monthly Project Status Reports that summarize data from the weekly reports, including executive summaries for presentation to management and oversight bodies. PRDoH and Conduent work together to define the weekly and monthly status report formats.

To relay the status of service level compliance associated with this contract, Conduent will submit an initial SLA report within the first month of implementation. We review and refine this report with PRMP prior to entering the operations period. During the M&O phase, we produce this SLA reporting bi-weekly, as required.

## Updates to New Versions of Underlying COTS Products

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CMdS is a Software as a Service (SaaS) solution and delivers production-ready technology upgrades for hardware and software, security updates, and bug fixes, at no additional cost to PRDoH. In the traditional model, customers must buy an upgrade package or pay for specialized services to enhance their environments. In contrast, we eliminate this burden by updating the solutions and making the new versions available to our customers. As a result, the project will always have the most up-to-date software while decreasing total maintenance costs.

## Changes in PRMP's Business Needs

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Conduent supports a change management process for the successful integration of CMdS enhancements resulting from changes in policy or PRMP's needs. We provide continual communication, thorough impact analysis, appropriate stakeholder engagement, and keen oversight to manage changes effectively. Proper communication, analysis, coordination, and contingency planning prevent CMdS changes from degrading core responsibilities or negatively impacting other Medicaid Enterprise System (MES) modules or components. We document our change management process in the Change Management Plan and work with you to review and coordinate the process. We use our mature and proven change management process in other Medicaid projects similar in scope to the MMIS Phase III Project to fully vet, analyze, size, prioritize, and gain approval of changes prior to implementation.

## Details of Our Approach to Meeting the Maintenance and Operations Requirements

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In the following section we provide specific details of our proposed approach to meeting the M&O requirements. We reference requirements using the appropriate IDs from Supplement Two: Detailed Requirements.

### J.1 Supplement Two – MO-001 through MO-062

#### MO-001

The vendor should develop and implement data backup and restore procedures in accordance with Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) policies and procedures.

Conduent will develop and implement data backup and restore procedures in accordance with PRDoH and PRMP policies and procedures. As part of our standard procedures, we perform weekly full and daily incremental backups to disk. Backup timeframes are configurable based on your requirements. Azure Backup will take the backup of the entire Virtual Machine (VM) including the backup taken on the weekly and daily basis. Azure Backup is retained based on

the required retention period and stored in a geographical area that is also configurable as needed.

We include these processes and describe them in more detail in our Puerto Rico Department of Health (PRDoH)-approved Disaster Recovery and Business Continuity Plan and Security, Privacy, and Confidentiality Plan.

#### MO-002

The vendor should create and maintain procedures and/or scripts to support backup and restore procedures.

Our team provides full support and maintenance for our product, and we create and maintain procedures and/or scripts to support backup and restore procedures. We develop policies and procedures governing backups based on the CMdS configuration. If necessary, we restore systems after unscheduled outages according to our documented procedures. Our solution maximizes system availability to give users consistent access to data and minimizes the times when users cannot access data needed to perform their business functions. Our built-in tools deliver asynchronous communication, timely alerts, and notification to keep users informed of the system's status.

We include these processes and describe them in more detail in our Puerto Rico Department of Health (PRDoH)-approved Disaster Recovery and Business Continuity Plan and Security, Privacy, and Confidentiality Plan.

#### MO-003

The vendor should test central and remote application backups, restore procedures bi-annually, and provide the Puerto Rico Medicaid Program (PRMP) with the results of the test.

Conduent conducts bi-annual disaster recovery (DR) tests, which will consist of standing up the Azure Backup region while the Azure production region is fully functional.

As part of the bi-annual DR tests, Conduent will:

- Verify that all data from the point of DR initiation is available in the Azure Backup region
- Confirm that the CMdS solution can achieve operational status in the Azure Backup region
- Validate that network connectivity between the Azure DR region, PRMP, and third parties remains functional
- Verify accuracy and clarity of documented procedures
- Update the Disaster Recovery and Business Continuity Plan to account for any failures or difficulties encountered during the test
- Identify recovery process improvements to decrease recovery time

Upon the completion of each test, Conduent will determine if all test objectives were met. If a test objective was not met, Conduent will include it as an objective in a future test. We also capture issues and recommendations from the test as needed for follow-up. We provide a summary of the results of each test to all participants including PRMP as evidence of successful testing of central and remote application backups.

#### MO-004

The vendor should verify backup integrity.

Conduent meets your requirement for backup integrity verification using Azure Backup. After each backup is completed, Azure Backup automatically checks the backed-up data to confirm its integrity. Only authorized users are permitted to restore the backup biannually.

#### MO-005

The vendor should encrypt all backups regardless of storage media.

We leverage Azure Backup, which uses Federal Information Processing Standard (FIPS) 140-2, to encrypt all backups regardless of storage media. FIPS 140-2 is a U.S. government accepted security standard for cryptographic modules issued by the National Institute of Standards and Technology (NIST).

#### MO-006

The vendor should store copies of the backups in a fireproof, waterproof, and secure off site facility.

Conduent meets requirement MO-006, as the redundancy offered by Azure Storage far exceeds your requirement to store backups in a fireproof, waterproof, and secure off-site facility. It does so by storing backups in different Availability Zones based on the infrastructure configuration. Azure Storage uses locally redundant storage (LRS), which copies your data synchronously three times within a single physical location in the primary region, and zone-redundant storage (ZRS), which copies your data across three availability zones in the primary region, with each zone in a separate physical location with independent power, cooling, and networking.

Azure Storage also offers options to copy your data to a secondary region. Geo-redundant storage (GRS) duplicates the LRS process, then copies your data asynchronously to a single physical location in the secondary region, where it is copied synchronously three times. Geo-zone-redundant storage (GZRS) first uses ZRS in the primary region, then copies your data asynchronously to a single physical location in the secondary region where it is copied synchronously three times. We will help PRDoH to determine which storage options best meet your needs.

#### MO-007

The vendor should restore single and multiple objects from the application backup solution.

Azure Backup provides a user interface through which authorized users can see the list of files and folders associated with every backup job – full or incremental. We can not only select the files and/or folders to be restored, but we can also choose an alternate restore location. Selecting an alternate location allows us to restore and review the data prior to deciding to place it back in its original location.

#### MO-008

The vendor should restore complete, incremental, and transactional application backup as is necessary.

Conduent uses Azure Backup to restore complete and incremental backups, while backup for transactional applications is performed at the app level by database owners, who perform backups to disk, where filesystem backups are captured. Azure Backup supports multiple types of backups and restores: A full backup captures all data; a differential backup supports all data since the last full backup; and an incremental backup captures changes since the previous backup. In addition to the file backups, Azure Backup supports connectors for backing up various types of transactional data, such as data stored in the CMdS databases. Conduent restores data from backups throughout the project as requested by authorized personnel. We perform daily full, weekly, and monthly backups on all servers in the environment.

#### MO-009

The vendor should roll forward from the archive logs after a restore, including, but not limited to:

- a. Point in time recovery
- b. Others as defined by the Puerto Rico Medicaid Program (PRMP)

All applications and system logs are stored or archived in the Azure Storage repository. CMdS can restore the logs from the Azure repository from a point in time, for six years, or based on any requirement timeframe determined by PRMP. CMdS solution uses the Azure backups for the recovery during the DR to reload the data. We will support any additional needs of PRMP to access the historical logs from the archived Azure Storage.

We will work closely with PRMP to define and configure the specifications around the daily archive times and full weekly archive times and the restore functions. These specifications are configurable based on the requirements defined by PRMP.

#### MO-010

The vendor should align its disaster recovery testing schedule with the overall Puerto Rico Medicaid Enterprise Solution (PR MES) disaster recovery testing schedule, as defined by the Puerto Rico Medicaid Program (PRMP).

Periodic disaster recovery testing provides an opportunity to assess, validate, and refine our Disaster Recovery and Business Continuity Plan (DR/BC). We align our DR testing schedule with the overall Medicaid Enterprise Solution (PR MES) disaster recovery testing schedule, as defined by the PRMP.

Conduent will work with the PRMP team to schedule recovery tests, coordinate test activities, and evaluate the recovery test results. We work with you to determine team members for planning the test as well as those who will participate in a test. We then track and document the recovery test, which will include any problems that occur and recommendations to remediate the issue in future tests. When a recovery test has been completed, we will facilitate a post-review meeting with the recovery test participants. Our team will provide a summary report showing tasks performed, task time frames, results, and action items. The summary report will be distributed to all test participants.



#### MO-011

The vendor should plan, coordinate, manage, and execute disaster recovery activities with Puerto Rico Medicaid Program (PRMP)-approved business partners.

Puerto Rico is no stranger to natural disasters, and we are keenly aware of the criticality of thorough disaster recovery and business continuity planning, preparation, and testing. Our BC/DR plan incorporates industry best practices, standards, and lessons learned from our hands-on experience: we have supported hundreds of recoveries, including emergencies such as Hurricane Maria that devastated Puerto Rico in 2017; Hurricane Katrina that devastated Louisiana in 2005; other Hurricanes such as Ike, Rita, Dennis, Gustav, and Wilma; as well as the eruption of Mount Redoubt in Alaska, which caused earthquake tremors more than 100 miles from the site of the volcano and directly affected our operations location in Anchorage.

Through these and other events in our 50-year history, we have learned better ways to both prepare for and react to disasters quickly and efficiently. We have developed prioritized checklists, contact lists, best practices, update procedures, inventories, and more. When a hurricane approaches or an earthquake strikes, we want our associates to focus on their safety and their families' well-being first. Having a thorough, proven plan helps them quickly take care of business and your Medicaid program as well – leveraging the support of local and remote Conduent staff and following a documented plan to get the program back up and running.

We have incorporated these practices into our baseline DR/BC documentation that we bring to the MMIS Phase III project.

To minimize the negative impact of a disaster on operations, we thoroughly plan disaster recovery activities with our stakeholders, including PRMP-approved business partners. Throughout preparation, testing, and in case of an actual disaster recovery scenario, we collaborate with PRMP-approved business partners to carefully coordinate, collaborate, and execute disaster recovery activities with careful oversight and detailed monitoring and tracking. By doing so, we quickly identify and resolve issues, mitigate risks, and restore critical functions to the PR MES.

#### MO-012

The vendor should provide backup network connectivity to both the primary production and disaster recovery environments with the capacity to support the solution.

The primary Microsoft Azure production site that hosts CMdS connects to the failover secondary site through a public, commercial internet connection to support DR/BC. The secondary site mirrors the capabilities of the primary site. Production processing fails over to the secondary site in near real-time. Additionally, redundancy built into the key points of the computer and network architectural solution minimizes the risk from hardware or other system failures. DR personnel can access the backup copies of all data files and confirm business continuity.

#### MO-013

The vendor should maintain or otherwise arrange for a disaster recovery environment for its system operations in the event a disaster renders the vendor's production environment inoperable.

We provide immediate access to a redundant, secondary disaster recovery site hosted in the Microsoft Azure Cloud to support system operations in the event a disaster renders our production environment inoperable. The secondary site, which is geographically separated from the production site, contains the backup databases. In case of a failure at the primary production site, processing switches in near real-time to the failover secondary site. There, the data is updated to meet the PRMP Recovery Time Objective (RTO) and Recovery Point Objective (RPO) in RFP Appendix 3: Service Level Agreements (SLAs) and Performance Standards.

#### MO-014

The vendor should perform an annual review of the disaster recovery backup environment procedures for offsite storage and validation of security procedures. The vendor should provide the results of their annual review to the Puerto Rico Medicaid Program (PRMP).

In addition to the review of the Disaster Recovery and Business Continuity Plan conducted after each DR test, Conduent will perform an annual review of the disaster recovery backup environment procedures for the cloud storage and validation of security procedures to confirm we are fully prepared for a disaster and have the backup data necessary to restore the system. We provide PRMP with the results of our annual review.

#### MO-015

The vendor should receive approval from the Puerto Rico Medicaid Program (PRMP) prior to returning to the original production environment from the disaster recovery environment.

We continually communicate with PRMP during a disaster to keep you aware of our progress toward resuming operations in the production environment. We handle production processing in the disaster recovery environment until we receive your written approval to return to the original production environment.

#### MO-016

The vendor should continue to perform the disaster recovery test at no cost to the Puerto Rico Medicaid Program (PRMP) until satisfactory results are received and approved by the PRMP.

Disaster recovery testing is crucial to assure PRDoH that we can return CMdS to full operational status following interruption of service. Disaster recovery testing addresses elements of the production system which may require recovery, such as hardware, software, telecommunications, production data files and system documentation. Conduent provides disaster recovery testing at no cost to the PRMP until we receive satisfactory results that are approved by the PRMP.

#### MO-017

The vendor should provide the Puerto Rico Medicaid Program (PRMP) with a report summarizing disaster recovery test results no later than five (5) business days after the conclusion of the test. This report should include remediation steps taken to resolve any issues discovered during the test.

We provide PRMP with a report summarizing disaster recovery test results no later than five business days after the conclusion of the test. This report includes remediation steps taken to resolve issues discovered during the test. We review the test results with you in a transparent manner. Together, we talk through recommendations for improvements or enhancements to the DR/BC Plan. We collaborate with you to execute all corrective actions in a seamless fashion that meets your satisfaction.

#### MO-018

The vendor should perform regression testing on the solution in support of findings, defect resolution, releases, and related solution changes.

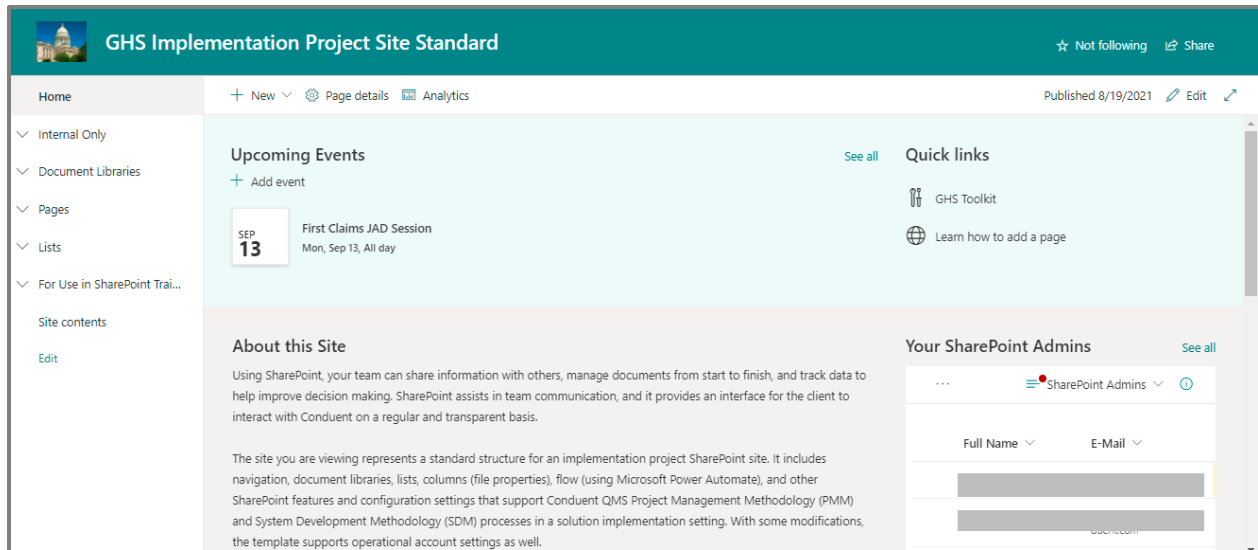
We perform regression testing of CMdS throughout the contract to support findings, defect resolution, releases, and related solution changes. We validate that recent program, configuration, or code changes did not adversely impact the system's existing features or did not add unnecessary stress to the environment. We use Eclipse SDK, a tool that provides automated regression testing. Our Master Test Plan includes a detailed process for performing regression testing, capturing any findings, and resolving them prior to the release of changes. By incorporating regression test processes into the Master Test Plan, we implement a consistent approach for triage, assignment, repair, and retesting – regardless of test type or test level.

#### MO-019

The vendor should leverage a document management solution as a repository for system-related documentation. The Puerto Rico Medicaid Program (PRMP) prefers the vendor leverage its installation of SharePoint, although the vendor can leverage other technologies assuming the vendor received the PRMP's approval to do so.

We work with PRMP to use its installation of SharePoint and make sure we agree upon documentation practices, processes, check out guidelines, approvals, and controls. By establishing and following agreed-upon document maintenance procedures, configuration controls, and versioning processes, we make sure that items are maintained and updated through proper protocols and approvals.

Conduent brings many years of experience and documented best practices for using SharePoint to maintain and control project documentation. We can also provide and maintain our standard Conduent hosted SharePoint site for use the project. Our standard SharePoint includes pre-built pages, lists, and libraries to capture project management items such as risks, action items, announcements, changes, events, deliverables, and reports. We also use the site to support robust document management workflow including creation, maintenance, submission, and approval. A sample of our standard SharePoint site is shown in Figure J-3.



**Figure J-3. Conduent's Standard SharePoint Template**

*While we plan to use PRMP's installation of SharePoint, we hope to discuss with you the best practices we have developed over many years using SharePoint on implementation and operations projects.*

#### MO-020

The vendor should propose other tools to be leveraged during the Maintenance and Operations phase of the engagement. The Puerto Rico Medicaid Program (PRMP) prefers the vendor leverages technologies already being leveraged by the PRMP, although the vendor can propose alternate technologies.

Conduent frequently leverages our client's preferred tools, including document repositories, monitoring systems, and project management tools. We recognize the benefits of using your tools: reduced learning curve, consistent reporting, common data, ease of access, and more.

Some tools we have selected for M&O include the following:

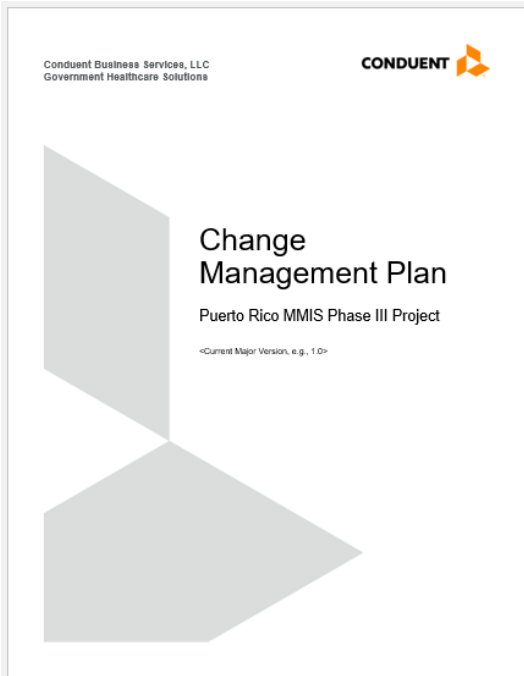
- Microsoft AppDynamics, for application performance monitoring, as described in J.1
- ELK, for application log analytics and analyzing logs during any triage calls to troubleshoot issues
- Jenkins, for automation of software development activities such as builds, testing, and deployment
- SonarQube, for continuous inspection of code quality
- WinSCP, for secure file transfer client and server
- JIRA Service Desk, for help desk support as described in our response to MO-033
- Microsoft Azure DevOps, for application lifecycle management including change request tracking and system testing as described in our response to requirement MO-021 and MO-027

These are just some of the tools we have selected as the best products to support our technology architecture. We can discuss these solutions with you to compare them to technologies already in place by the PRMP and identify the ideal mix for the project.

MO-021

The vendor should document change requests relating to implementation and maintenance and operations in accordance with the Change Management Plan.

We document change requests relating to implementation and maintenance and operations in the project's Azure DevOps application. By using Azure DevOps, we can log, assess, jointly approve, assign, and provide a high level of visibility to change requests. We monitor change requests throughout the development life cycle, making sure there is ownership, accountability, documentation, and validation.



Our Change Management Plan establishes a structured, repeatable change management process; provides our approach to managing change requests; and describes the tools and processes we use to track, analyze, manage, and implement changes according to the approved schedule.

We use our mature change management process, proved in other Medicaid projects similar in scope to the MMIS Phase III project, to fully vet, analyze, size, prioritize, and gain approval of changes prior to deployment.

Once the work begins on any approved change requests, we follow our documented system development life cycle (SDLC) to finalize requirements; gain your approval of design; code or configure the changes; and execute unit, system, integration, and regression testing. Whether the change is made during implementation or operations,

we apply our Project Management Methodology to oversee the change request effort, manage the resources, control the schedule, mitigate risks, resolve issues, and oversee quality reviews. We provide routine status updates to PRDoH on the status of changes. Finally, we seek your approval to deploy the change to production on a mutually agreed upon schedule.

MO-022

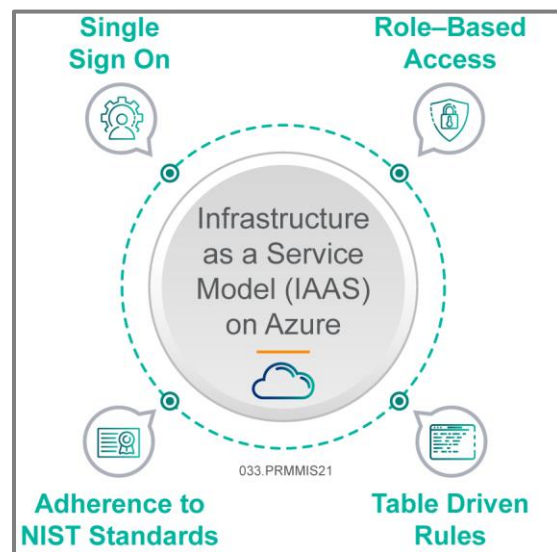
The vendor should demonstrate and assist the Puerto Rico Medicaid Program (PRMP) as necessary in defining how its solution advances the Medicaid Information Technology Architecture (MITA) maturity of the Medicaid Enterprise Solution (MES).

We have evaluated your 2019 Puerto Rico Medicaid Information Technology Architecture State Self-Assessment Report and Puerto Rico Medicaid Information Technology Architecture State Self-Assessment Roadmap Transition Strategy and Sequencing Plan, and we understand that

PRMP’s financial management MITA State Self-Assessment (SS-A) as-is maturity level is level one, and the to-be maturity level is two. PRMP’s expectation is that the MMIS Phase III solution’s technical environment should align with CMS MITA Technical Architecture and comply with CMS standards and conditions to improve PRMP MITA maturity levels to support the financial management needs and modernization of the PRMP Medicaid Enterprise.

One of the central themes of MITA is that business needs drive technology, rather than the other way around. At the heart of the MITA Technical Architecture are shared services governed by a services-oriented architecture (SOA) that provides the flexibility, scalability, reusability, and adaptability necessary to support the current and evolving needs of Medicaid programs. Our CMdS solution embodies these principles. We augment the CMdS SOA with carefully selected commercial off-the-shelf (COTS) products that perform specific tasks in a fully integrated environment. The technical architecture of CMdS is based fully upon the MITA Technical Architecture specifications. Perhaps the most prominent benefit of our properly developed SOA solution is that it more readily supports the changing needs of the business by providing the ability to modify or replace existing components and to incorporate new custom or COTS components far more readily than can be done in more traditional legacy client-server implementations.

Our CMdS solution provides you with a robust, configurable solution, and includes interoperable software components, web-based technologies, externalization of business rules, and use of COTS components. The CMdS product’s technical architecture supports MITA maturity level three. We propose to conduct mapping as necessary to confirm our understanding of PRDoH expectations. Figure J-4 shows how our use of the Microsoft Azure Cloud infrastructure platform, which provides an Infrastructure as a Service (IaaS) model, supports advanced MITA maturity. This platform is secure, scalable, and highly configurable to support business processes. The CMdS solution also provides PRDoH with additional capabilities, such as single sign-on, role-based access, adherence to National Institute of Standards and Technology (NIST) standards, table-driven rules, and many other features and functions that move PRDoH into a higher level of MITA maturity.



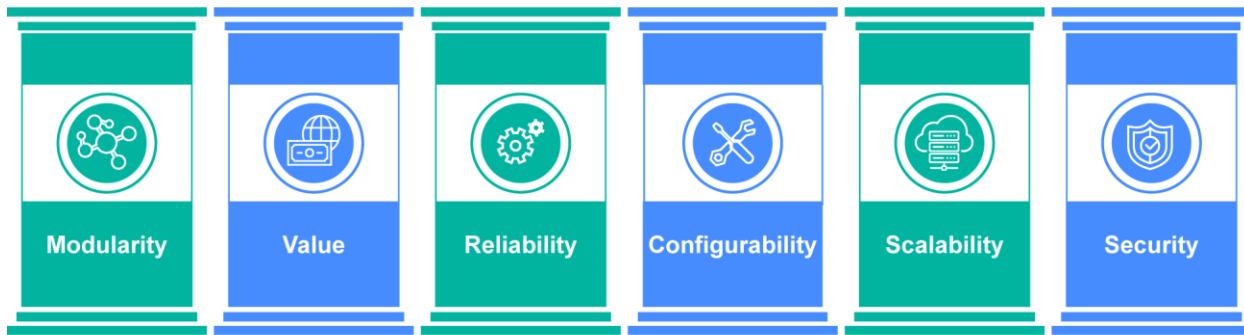
**Figure J-4. Infrastructure as a Service Model (IAAS) on Azure**

*The Azure infrastructure platform provides PRDoH with secure, scalable, and configurable business support*

## Embracing a Modular Approach: CMdS Pillars of Architecture

CMdS promotes collaboration, data sharing, and consolidation of processes. It uses a rules engine, web services, and a web-based user interface; all key to improving your MITA maturity levels. We base our approach on the principle that the IT solution should fully support your MITA maturity level goals.

Figure J-5 illustrates the six pillars of the CMdS architecture.



015.PRMMIS21

**Figure J-5. Six Pillars of the CMdS Architecture**

*The six pillars of the CMdS architecture provide the strength and support needed to fulfill the financial management module’s requirements and achieve higher levels of MITA maturity.*

We describe the benefits of each pillar in Table J-1 and describe how they support your MITA goals for modularity, scalability, capacity, extensibility, adaptability, performance, availability, stability, and security.

**Table J-1. Six Pillars of the CMdS Architecture**

Pillar	Description
<b>Modularity</b> (Extensibility)	Our CMdS solution is built using a modular, cloud-based architecture. This structure gives Puerto Rico flexibility to modify the solution as the PRMP evolves. Further, our solution offers the highest level of interoperability by managing data exchanges through our internal enterprise service bus (ESB). CMdS assists the PRMP in improving the processing time and integration of financial data into a centralized MES location; and integrates technology and business processes into a single modular financial management solution.
<b>Value</b>	Conduent provides the highest value solution that aligns with Puerto Rico’s strategic direction. We provide Software as a Service (SaaS) and state-of-the-art technology, backed by 50 years of Medicaid expertise. Included in our SaaS capabilities, Conduent handles hardware and software upgrades and versioning. PRDoH can consume releases of core capabilities and incorporate any necessary customizations or configurations.
<b>Reliability</b> (Performance and Availability)	The CMdS solution is built on cloud-based infrastructure, allowing Puerto Rico to harness powerful and reliable technology and performance. Our cloud architecture allows for load balancing, automated roll out and roll back, and self-healing of components, giving PRDoH availability, stability, and reliability of the overall solution framework.
<b>Configurability</b> (Adaptability)	The PRMP needs flexibility and configurability to keep pace with change. CMdS separates business rules from core programming and provides the business rules in both human and machine-readable formats. The solution provides a Business Rules Engine that supports multiple-date-based parameters and maintains historical versions of the business and disposition rules in accordance with PRMP specifications. Further, the solution provides a version-control mechanism to manage rule changes and an auditing mechanism to track and report rule changes and usage.
<b>Scalability</b> (Capacity)	The CMdS solution is a cloud-based solution, allowing for real-time infrastructure and resource scaling. The solution is designed to handle the workload projected for the start of the project and is scalable and flexible to adapt to higher workloads and more advanced technology in the future. Conduent applies a series of technologies for performance monitoring and sizing system resources for reliability and high availability. We monitor resources regularly and can add additional nodes or resources, if needed.

Pillar	Description
<b>Security</b>	The Security, Privacy, and Confidentiality Plan that we develop for PRDoH defines the approach we use to manage security, privacy, and confidentiality throughout the contract. Our approach is compliant with all federal, Commonwealth, PRMP, and PRDoH security mandates. Conduent’s security framework is based on industry standards like National Institute of Standards and Technology (NIST)-800-53, Minimum Acceptable Risk Standards for Exchanges (MARS-E), Federal Risk and Authorization Management Program (FedRAMP), etc. The amalgamation of security frameworks allows Conduent to address security holistically when it comes to the administrative, physical, and technical controls. The CMdS functionality is already certified in multiple states, reinforcing the ability of CMdS to meet and exceed technical requirements for security in the CMS Outcomes-Based Certification (OBC) and Medicaid Enterprise Certification Toolkit (MECT) process.

**MO-023**

The solution should comply with relevant standards, including, but not limited to:

- a. The National Information Exchange Model (NIEM)
- b. Council for Affordable Quality Healthcare - Committee on Operating Rules for Information Exchange (CAQH-CORE)
- c. Health Level Seven International (HL7)
- d. X12 (American National Standards Institute Accredited Standards Committee electronic data interchange standard)
- e. Electronic Data Exchange (EDI)
- f. Health Insurance Portability and Accountability Act (HIPAA)
- g. Others as defined by the Puerto Rico Medicaid Program (PRMP)

The CMdS solution complies with relevant standards, including those standards listed in MO-023. We have a detailed understanding of these standards because we have taken a leadership role in Health Insurance Portability and Accountability Act (HIPAA) advancement and are actively involved with industry organizations to assist in the development of transaction and code sets, identifiers, and privacy/security rules – such as the Accredited Standards Committee (ASC) X12, the Council for Affordable Quality Healthcare and Committee on Operating Rules for Information Exchange (CAQH-CORE), and others.

The CMdS solution, including all Application Programming Interfaces (APIs) and components, adheres to National Information Exchange Model (NIEM), National Institute of Standards and Technology (NIST), and HIPAA compliance standards. Further, CMdS uses standard transactions such as ASC X12 and CAQH-CORE standards whenever applicable for data exchanges. Our Electronic Data Interchange (EDI) solution provides translation and clearinghouse services for supported EDI transactions using industry standard translation software. EDI functions include receipt of transactions, translation of American National Standards Institute (ANSI) ASC X12N 837 standard formats, transaction processing, and the delivery of transaction responses. Finally, our solution can be adapted to other transaction standards defined by the PRMP following the approved change management process.



#### MO-024

The solution should comply with all current and future Health Insurance Portability and Accountability Act (HIPAA) standard Transactions and Code Sets (TCS) in place or mandated by the Commonwealth, Puerto Rico Department of Health (PRDoH), the Puerto Rico Medicaid Program (PRMP), and Centers for Medicare & Medicaid Services (CMS).

CMdS complies with all current Health Insurance Portability and Accountability Act (HIPAA) standard Transactions and Code Sets (TCS) required by this RFP. We follow the approved change management process to implement future HIPAA standard TCS mandated by the Commonwealth, PRDoH, the PRMP, and CMS.

#### MO-025

The vendor should provide any information requested by the Puerto Rico Medicaid Program (PRMP) to assess the vendor's compliance.

Account Manager **Simona Taylor** works with PRDoH to provide any information requested by the PRMP about our compliance with current and future HIPAA standard TCS in place or mandated by the Commonwealth, PRDoH, the PRMP, and CMS. Our goal is to provide open and transparent communication with PRDoH about the services we provide for the MMIS Phase III project.

#### MO-026

The vendor should provide the Puerto Rico Medicaid Program (PRMP) with responses and Corrective Action Plans (CAPs) for audits or findings that are not resolved within 15 calendar days of identification. The vendor should ensure that its subcontractors also comply. The vendor should provide monthly status updates for each CAP until the CAP is complete and the finding is resolved.

We provide a stable operations environment that meets or exceeds performance expectations. Our team strives to provide consistent and reliable operations support. On rare occasions a recurring performance issue related to technology or operational support quality may surface and require more in-depth investigation and the development of a Corrective Action Plan (CAP). We provide PRDoH with responses and CAPs to remedy deficiencies discovered during audits that are not resolved within 15 calendar days of identification. We also provide monthly status updates for each CAP until the CAP is complete and the finding is resolved.

**Simona** will be accountable for Conduent's completion of a Corrective Action Plan. This document includes information such as the issue description, impact, risk assessment, step-wise resolution plan, and root cause analysis, as shown in Figure J-6. She will make sure the team identifies not only the discrete resolution plan, but the steps to prevent re-occurrence of the issue. We present the CAP to PRDoH for review and approval. If approved, the operations team begins implementing the solution as outlined in the CAP.

As the team works its way through the planned resolution steps, our Account Manager provides status updates, monthly or more frequent depending on the nature of the CAP. When the CAP is complete, we add the necessary documentation to demonstrate resolution. We present the CAP to PRDoH for signoff and closure.

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### Corrective Action Plan:

Problem Statement	
Area(s) Affected	<b>Stakeholders Affected:</b>
	<b>Business Procedures Affected:</b>
	<b>Functional Areas Affected:</b>
	<b>Defect Log or Deficit ID:</b>
Owner	
Creation	
Approval	
Completion	
Root Cause Analysis	
CAP Overview	<b>Proposed Change to Business Procedure:</b>
	<b>Proposed change to system functionality, behavior, configuration, or data:</b>
	<b>Proposed correction to previously produced production artifacts including reports, data, and output files:</b>

Corrective Action Plan Steps

Action	Assigned To	Due Date	Completion Date	Status

**Figure J-6. Sample Template of a Corrective Action Plan**  
*This document includes information such as the issue description, impact, risk assessment, step-wise resolution plan, and root cause analysis.*

MO-027

The vendor should maintain the solution's software configuration in a configuration management tool.

CMdS solutions rely on continuous integration (CI), continuous delivery (CD), and DevOps practices to govern all environment configurations, code deployments, and version controls.

These processes are governed by our System Configuration Management Plan, which we deliver to the PRMP for review and approval. This plan documents our approach to managing configuration of the solution to meet and manage business needs, including how we maintain the solution's software configuration in a configuration management tool. Table J-2 describes the plan.

**Table J-2. System Configuration Management Plan**

Details	
Describes the process to identify, control, and manage released items (e.g., code, hardware, licensing, and documentation)	Assigns responsibility for creation and version management of configuration files and deployment packages
Describes how we maintain the solution's software configuration in a configuration management tool	Defines entire deployable units, including their dependencies
Establishes objective criteria to help maintain stability of services upon production release	Establishes responsibilities and requirements for system testing, performance testing, and capacity planning
Defines service staging and promotion process	Defines and implements services registration procedures
Identifies information captured pertaining to a service	Establishes sign-off and approval processes to migrate a service into production

During implementation, we provide configuration specialists who have a deep knowledge of the CMdS product. This team works closely with PRMP operations to define a set of desired configuration settings. We use Microsoft Azure DevOps application lifecycle management tool to track configuration changes for full transparency and traceability, from initiation through deployment and production.

**MO-028**

The vendor should provide user training documentation for solution enhancements, and make the documentation available to the Puerto Rico Medicaid Program (PRMP).

The success of ongoing operations depends significantly on the knowledge and skills of the people using the system. Providing end users with access to training and documentation to develop or refine their skills is a significant responsibility and one that we enthusiastically undertake. We develop a Deployment Plan for review and approval by PRMP. The plan describes the sequence of operations or steps to take to deliver changes and enhancements to CMdS, including user training and documentation. Using Microsoft Word, PowerPoint, and Adobe Captivate, we provide professional and comprehensive training materials and documentation regarding solution enhancements for PRMP and other designated stakeholders throughout the life of the contract.

**MO-029**

The vendor should maintain overall accountability and responsibility for management and maintenance of technical and system documentation.

Conduent provides PRDoH with accurate, compliant, and easy-to-understand documentation by leveraging our extensive experience in developing technical, system, user, and operations documentation. Documentation Management Lead **Amanda Musson** has worked at Conduent

for 17 years supporting multiple Medicaid projects. She understands the importance of well-written and accurate documentation and has the expertise to manage the tasks related to developing, reviewing, delivering, and maintaining high-quality project documentation.

To manage the documentation requirements of the RFP, we tailor our baseline Documentation Management Plan that describes how we manage project documentation and includes:

- Plan for storing various project assets, including—but not limited to—deliverables, acceptance criteria, meeting materials, artifacts, operations manuals, training materials, and user guides
- Use, access, and management of document repositories
- Approach to document management and version control of all project and operational documentation

To provide complete, concise, and correct documentation deliverables—including technical and system documentation—Conduent starts with baseline documentation. These baseline documents have been developed based

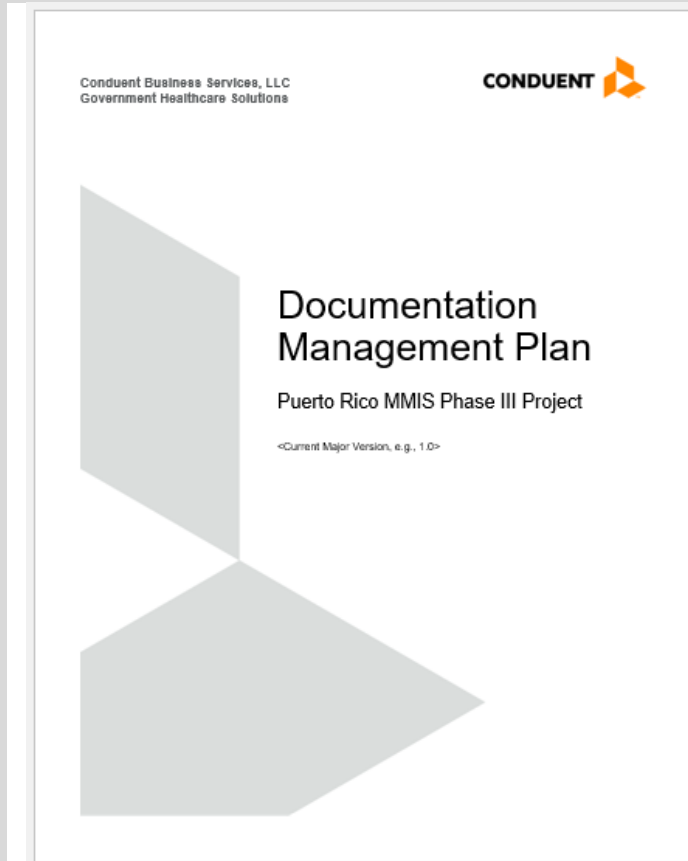
on our multi-state deployment of CMdS and fiscal agent operations. Then, based on thorough analysis and collaborative efforts with PRDoH, we employ a range of quality review processes to customize and update documentation and verify its accuracy and usability.

We use your Microsoft SharePoint site to serve as the MMIS Phase III project's document repository. SharePoint is a Web-based team collaboration tool that enables users to distribute and share information quickly and efficiently. This document repository is the central location for the delivery, management, and maintenance of all document artifacts and deliverables including technical and system documentation. Using the project's SharePoint site, authorized PRDoH users have access to timely, accurate, and comprehensive project documentation and information.

#### MO-030

The vendor should develop and document a process for maintaining documentation in support of the solution's maintenance and operation phase.

For the past 50 years in providing MMIS services, Conduent has been developing and fine-tuning documentation to support a variety of user groups. These groups include Medicaid program staff, providers, and beneficiaries using system functionality. Our documentation takes

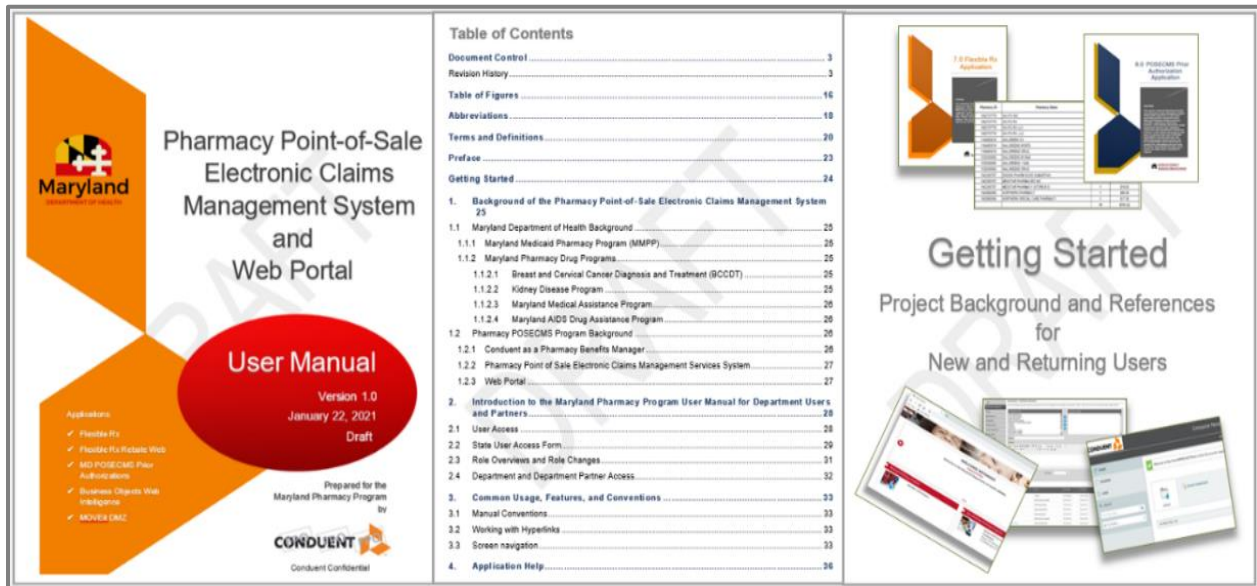


the form of context-sensitive help, user manuals, provider manuals, operational procedures, and technical system documentation. Well-designed documentation not only contributes as an on-the-job reference, but also as an effective training tool. When a change or enhancement is proposed during the maintenance and operations phase, our team uses our standard impact assessment template to evaluate the impact of the change—not just the technical impact—but also the user and documentation impact. We follow stringent document management procedures to maintain consistent, accurate, and up-to-date documentation. We also leverage the user documents during testing—particularly user acceptance and operational readiness testing—to validate the documentation itself as well as the users' training and readiness as we prepare to deploy the change.

Under the guidance and oversight of our Documentation Management Lead, our team maintains and follows the Documentation Management Plan and well-honed procedures for drafting, reviewing, submitting, and revising documentation deliverables in support of the solution's M&O phase. While the document-based deliverables may vary in audience and purpose, PRDoH will experience consistency, readability, and a high level of quality in every document.

Our documentation standards include the use of clickable Table of Contents, embedded hyperlinks for easy navigation, informative revision history tracking, and convenient acronyms and definitions tables to help users understand content.

Figure J-7 shows several pages from the draft user manual we recently developed for our Maryland Pharmacy Benefits Management (PBM) account.



**Figure J-7. Sample User Manual**

*Our comprehensive user documentation provides in-depth guidance on how to use our systems.*

MO-031

The vendor should adhere to escalation procedures as defined in the Incident Management Plan.

We develop and deliver an Incident Management Plan to PRMP for review and approval. The plan aligns with our methodology and approach to risk and issue management and details our approach to managing incidents as described in Table J-3. Conduent assigns staff around-the-clock that are responsible for actively resolving incidents and adhering to escalation procedures, as defined in our Incident Management Plan.

**Table J-3. Incident Management Plan**

Details	
Defines what constitutes an incident, including severity level, classifications, escalation procedures, and target times for responding and resolution	Confirms the plan complies and fulfills applicable requirements in NIST Special Publication (SP) 800-61 guidance
Defines process for reporting, logging, managing, and tracking incidents to resolution and closure	Describes our Corrective Action Plan (CAP) methodology and approach
Defines process for communicating with affected stakeholders	Identifies an incident manager

As part of the Incident Management Plan, we create, document, and maintain all incidents in an Incident Register using JIRA Service Desk and propose a mitigation plan for each item. Table J-4 describes the Incident Register features and capabilities.

**Table J-4. Incident Register**

Details	
Automated and catalogs all incidents	Tracks incidents based on established metrics
Allows users to self-report, categorize incidents, and configure alert messages when incidents occur	Notifies PRMP and affected stakeholders of incidents within timeframes defined by PRMP
Produces Incident Reports that identify and describe incidents, their impact, associated communication, escalation, reporting, resolution, and planned corrective action	

MO-032

The vendor should provide solution expertise and be actively involved in incident resolution as defined in the Incident Management Plan.

Conduent assigns staff around-the-clock who are responsible for actively resolving incidents and adhering to escalation procedures, as defined in our Incident Management Plan.

MO-033

The vendor should provide helpdesk support, including, but not limited to:

- a. Product support
- b. Defect fixes
- c. Releases

- d. Upgrades
- e. Future functionality
- f. Enhancement requests
- g. Others as defined by the Puerto Rico Medicaid Program (PRMP)

Providing help desk support is a core capability of our Medicaid projects, making us well-prepared to support your help desk requirements for the MMIS Phase III project. We provide a fully functioning help desk using the Verizon Contact Center (VCC) telephony solution and JIRA Service Desk to log, track, and resolve product support issues, identification of defects, enhancement requests, and other items listed in MO-033. We keep the helpdesk staff informed of any open defects, upcoming releases, upgrades, and future functionality so they can provide the best responses to users as they contact the helpdesk. Users can reach our help desk by telephone and email. Our help desk staff is well trained and knowledgeable in CMdS and is available 100% of the time during normal business hours from 6:00 a.m. to 7:00 p.m. Atlantic Standard Time (AST). Our help desk staff is equipped to handle both simple and complex issues related to the solutions we propose for the project. We also proactively monitor all CMdS components to identify and resolve issues before they affect end users.

**MO-034**

The vendor should conduct root cause analysis and proactive trend analysis to identify recurring infrastructure problems.

Conduent prepares and delivers a Root Cause Analysis (RCA) document and proactive trend analysis to identify recurring infrastructure problems. The RCA describes the steps we take to identify an issue, determine its cause, and the approach to prevent it going forward as described in Table J-5.

**Table J-5. Root Cause Analysis**

Details	
Summarizes the issue, including examples, identifiers, metrics, or anecdotal evidence	Describes an immediate strategy to resolve the defect/problem
Analyzes the problem, determines root cause category, and assesses impact and duration	Provides trend analysis to identify recurring infrastructure problems
Itemizes the steps to prevent or minimize the occurrence of the defect/problem in the future	

The Azure DevOps lifecycle management tool compiles information on defects and tracks the technical work we perform during testing or system operation, including managing defects and deficiencies; producing test incident reports; and performing root cause analysis.

**MO-035**

The vendor should recommend solutions to address recurring solution issues.

Our technical team identifies recurring solution issues by working closely with our help desk staff and analyzing RCA trends. They recommend solutions to PRMP and Conduent leaders to address recurring issues; and they develop and implement strategic changes, process improvements, and technical solutions to stop the issues from reoccurring.

#### MO-036

The vendor should provide expertise and be an active participant in the process to resolve incidents as required, including, but not limited to:

- a. Participating in "all-hands-on-deck" meetings until incidents are resolved

All incidents require attention and resolution. For critical incidents defined as any level 4 or level 5 severity levels (related to application issues for the system for which no work-around is available and/or users are unable to perform their tasks) the need to react with urgency is required. Our team is experienced, with a deep understanding of Medicaid programs and our CMdS solution. Should a critical incident occur, we bring technical experts, subject matter experts, and project leaders together in "all-hands-on-deck" meetings to evaluate the incident, identify an effective response strategy, and implement the solution to full and timely resolution and closure. We bring expert facilitation to these meetings: we conduct detailed discussions and analysis, and we assign and track specific action items in the project's SharePoint site, including detailed resolution steps and due dates for each. An assigned incident owner, such as the Operations Manager, oversees the meetings and monitors progress to ensure assigned actions are completed timely, and that the incident is resolved to PRDoH satisfaction.

#### MO-037

The vendor should provide a status report detailing the root cause of and procedure for correcting recurring problems until closure as determined by the Puerto Rico Medicaid Program (PRMP).

Conduent provides RCAs and CAPs, when needed, for correcting recurring problems until closure as determined by PRMP. Recurring problems are identified and consolidated into our Azure DevOps life cycle management tool, which is accessible by authorized project staff and used throughout the life of the contract to track all technical work. Quality problems are categorized based on the severity and the root cause. We identify problem owners and work to remediate the problem. The fixes can vary from changes to the interface, data conversion transformations, SQL-based data updates, or operational policies and procedures. We triage, assign, evaluate, fix, and retest any problems.

#### MO-038

The contractor should provide the Puerto Rico Medicaid Program (PRMP) with a Root Cause Analysis (RCA) document in a PRMP-approved format within five (5) business days of the discovery of a system or business process operational issue and/or problem. The RCA should be continually updated until the issue is completely resolved.

If a system or business process operational issue occurs, we respond to the problem quickly. We research the issue and provide a Root Cause Analysis (RCA) report within five business days of the discovery. We continually update the RCA until the issue is completely resolved. Refer to MO-034 for a description of the RCA document.



#### MO-039

The vendor should review all security patches relevant to the environment and classify the need and speed in which the security patches should be installed as defined by security policies.

We review all patches or updates issued by the software vendors or developers and prioritize evaluation and implementation of patches with security implications in a timely manner. Often, announcements about an identified security vulnerability are accompanied with a patch (or source code that fixes the problem). If an announcement does not include a patch, a Conduent developer works with the software supplier or organization responsible for maintaining the software to fix the problem. Once the problem is fixed, we test and release the package in accordance with PRDoH-approved project change and software configuration management procedures.

#### MO-040

The vendor should continually monitor data quality and identify opportunities for improvement.

We provide oversight to ensure all data requirements and standards are met so the integrity of the data is maintained. Examples of this include but are not limited to:

- Our internal data de-identification process removes sensitive information by applying sophisticated data transformation techniques to non-production environments. The result is realistic data, enabling application developers, testers, and outsourcing vendors to meet their objectives without ever exposing the personally identifiable information contained in the original production database.
- Our solution uses role-based access and audit trails to address data integrity by preventing and detecting improper alteration or destruction. We use an array of controls, such as security information and event management (SIEM) software, to identify users of systems who misuse their privileges or attempt to gain additional privileges for which they are not authorized.

The system is federally-compliant and supports applicable security standards—all backed by our 50 years of Medicaid experience.

#### MO-041

The vendor should perform training and other related activities required to prepare the Maintenance and Operations team to support the solution, including, but not limited to:

- a. System technologies, configurations, and customizations
- b. Operational processes
- c. Tools use
- d. Existing documentation and documentation standards
- e. Others as is necessary to enable authorized solution users' success

To achieve a successful implementation of CMdS, we perform training and other related readiness activities needed to prepare our maintenance and operations team to support the solution.

We make training materials available in English and Puerto Rican Spanish for both in-person and online training options. We design training modules with specific objectives for each user audience. Whether a one-page handout or a multi-chapter manual, our team is ready to create and deliver written training materials and supporting documentation tailored to the project for in-person and online training.

Training includes system technologies, configurations, and customizations; operational processes; how to use the tools; existing documentation and documentation standards; and more. We develop a detailed Training Plan that describes our approach to prepare the maintenance and operations team to support the solution. Further, we use Microsoft Word, PowerPoint, and Adobe Captivate to develop and maintain engaging, role-specific training and support materials.

We validate the sufficiency, completion, and accuracy of training and documentation through User Acceptance Testing and Operational Readiness Reviews prior to implementation. Through these validation activities, we can observe the M&O team and operational users using the system to perform their assigned job functions. If testing reveals inconsistencies, we evaluate the findings to determine an appropriate fix, such as changes within the system, training and documentation updates, or individual coaching and mentoring.

#### MO-042

The vendor should update or develop documentation as is necessary after transition from the Implementation team to the Maintenance and Operations team, including, but not limited to:

- a. Contact information
- b. Updated procedures
- c. Responsibilities for the vendor staff

Conduent's decades of experience implementing, and operating Medicaid systems have taught us the importance of a smooth transition from DDI to Operations. As we discuss in Attachment D, Project Organization and Staffing, we bring many of our M&O staff on board during the Solution Deployment Phase of DDI to provide for continuity, knowledge transfer, training, and operational readiness. Through this transition process, we update or develop documentation as is necessary after transition from the implementation team to the maintenance and operations (M&O) team to help the M&O team get up to speed and perform the operational services required by MMIS the Phase III project. This documentation includes, but is not limited to contact information, updated procedures, and responsibilities for Conduent staff.

#### MO-043

The vendor should develop weekly transition status reports detailing the status, risks, issues, and outstanding action items associated with the transition from the implementation phase to the Maintenance and Operations phase.

Our implementation services are transparent, organized, and carefully orchestrated to prepare for the maintenance and operations phase. They include comprehensive planning, experienced leadership, and knowledgeable staff to plan and execute the CMdS implementation. Our team is led by our Implementation Manager **Nancy Hyde** who coordinates activities and ensures we

have the resources needed to support Go-Live activities. Nancy prepares transition status reports detailing the status, risks, issues, and outstanding action items associated with the transition from the implementation phase to the maintenance and operations phase. Nancy coordinates closely with Operations Manager Kelly Mayo for a seamless transition of knowledge, process, resources, and tools. Nancy oversees the development of a detailed Implementation Plan described in Table J-6 to prepare and organize implementation.

**Table J-6. Implementation Plan**

Details			
Major tasks, implementation steps, and handoffs	System configurations, customizations, and interfaces	Distribution of solution components to external users	How solution components are installed and upgraded
Implementation roles and responsibilities	Installation of solution components	Approach to triaging issues and defects	Implementation support procedures
Installation scripts	Security and privacy safeguards	Personnel and staffing requirements	Implementation verification and validation
Points of contact	Implementation impacts	Implementation training	Risks and contingencies
Implementation schedule	User documentation	Outstanding issues	Performance monitoring

MO-044

The vendor should ensure the Turn-Over and Closeout Plan includes handing over the key assets in an agreed-to format. These assets include, but are not limited to:

- a. All hosting and subcontractor agreements that are required to provision the services
- b. Configuration information
- c. Databases
- d. Documentation
- e. Asset registers
- f. Programs
- g. Knowledge databases
- h. Fault databases
- i. Asset maintenance history and status
- j. Manuals
- k. Process and procedure documentation
- l. Any other similar items that the vendor used or produced during the course of, or for the purpose of, provisioning the services or relating to the configuration control of the services
- m. Source code
- n. Development tools and procedures
- o. Architecture and design documents

Chronologically, the turnover period represents the last set of activities completed by Conduent; however, these activities do not rank low in importance. We employ the same guiding principles for the turnover of contractual responsibilities as we do throughout the life of the Contract. Our approach supports an active, seamless, and cooperative transition with no interruption in service to PRDoH or its stakeholders.

Conduent recognizes the importance of turnover activities that are both carefully planned and properly executed. We also recognize our role in maintaining high service levels throughout this potentially disruptive period. We believe that an effective and efficient service delivery turnover at the end of the contract is vital to the success of this program.

We develop and submit to PRMP a Turnover and Closeout Management Plan within 120 calendar days after the execution of this contract. The plan is based on performing turnover activities six months prior to the end of the contract. The plan is extensive and includes information such as the turnover approach, staffing, tasks, schedule, turnover assets, knowledge transfer, deliverables, and many other items described in RFP Appendix 1: Deliverables Dictionary. We assemble a turnover team led by a turnover manager that performs all tasks included in the Turnover and Closeout Management Plan within the time frame requested by the PRMP and documented in the turnover work plan. Additionally, we use the same quality processes we use throughout our contract term to develop turnover deliverables that are accurate and complete and meet PRMP approval. The turnover team follows the Turnover and Closeout Plan to turn over the key assets listed in MO-044 at the end of the contract in a format agreed upon by PRMP and Conduent.

#### MO-045

The vendor should hold status meetings with the Puerto Rico Medicaid Program (PRMP) to discuss the status, issues, risks, and outstanding action items associated with the turnover phase of the contract.

Conduent designates a turnover manager who uses a collaborative approach to facilitate Conduent's turnover responsibilities. This manager leads weekly status meetings with PRMP to discuss status, issues, risks, and outstanding action items associated with the turnover phase of the contract. Prior to each meeting, the turnover manager coordinates the meeting preparation including the development and distribution of meeting agenda.

#### MO-046

The vendor should complete the knowledge transfer and/or transition of the services to the Puerto Rico Medicaid Program (PRMP) identified resources.

We are committed to perform comprehensive knowledge transfer activities to support turnover of services to the PRMP identified resources. We identify knowledge transfer needs and topics, and schedule knowledge transfer sessions with the identified resources. We maintain detailed checklists to identify, track, and monitor completion of turnover activities, services, and assets, so we can stay on track and on schedule.

#### MO-047

The vendor should identify and complete the transition of software licensing and solution code to the Puerto Rico Medicaid Program (PRMP) prior to completion of the turnover phase.

Prior to completion of the turnover, Conduent identifies, and transitions agreed upon software licensing and solution code to PRMP.

#### MO-048

The vendor should be prepared to perform all tasks included in the Turnover and Closeout Management Plan.

We assemble a turnover team led by a turnover manager that performs all tasks included in the Turnover and Closeout Management Plan within the time frame requested by the PRMP and documented in the turnover work plan. We use the same quality processes we use throughout our contract term to develop turnover deliverables that are accurate and complete and meet PRMP approval.

#### MO-049

The vendor should participate in and/or manage regularly scheduled ad hoc meetings, as well as other communications, to address issues that might affect how involved parties perform their responsibilities in relation to the Turnover and Closeout Management Plan.

During any transition, effective communication is key to minimizing risk and maximizing quality. We apply our standard, documented communication management practices during turnover, including stakeholder engagement, the capture of meeting agendas, expert facilitation, documenting minutes, sharing and collaborating on work products, tracking action items to closure, and more. We participate in and/or manage regularly scheduled ad hoc meetings, as well as other communications, to address issues that might affect how involved parties perform their responsibilities in relation to the Turnover and Closeout Management Plan.

#### MO-050

The vendor should introduce the new service provider to relevant information and training to show the new service provider to leverage tools and services to operate within the multi-vendor environment, as required.

We are committed to helping the new service provider succeed in their contract responsibilities. We introduce the new service provider to relevant information and training to show the new service provider how to leverage tools and services to operate within the multi-vendor environment. This may include discussions regarding MMIS and MCO interfaces, encounter/claim data, premium payment processing, and other topics.

#### MO-051

The vendor should develop and document the solution's user account maintenance procedures, including, but not limited to:

- a. Configuration of new authorized solution users, roles and responsibilities, and credentials
- b. Authorized solution users refresh, changes, and updates
- c. Authorized solution users deletion

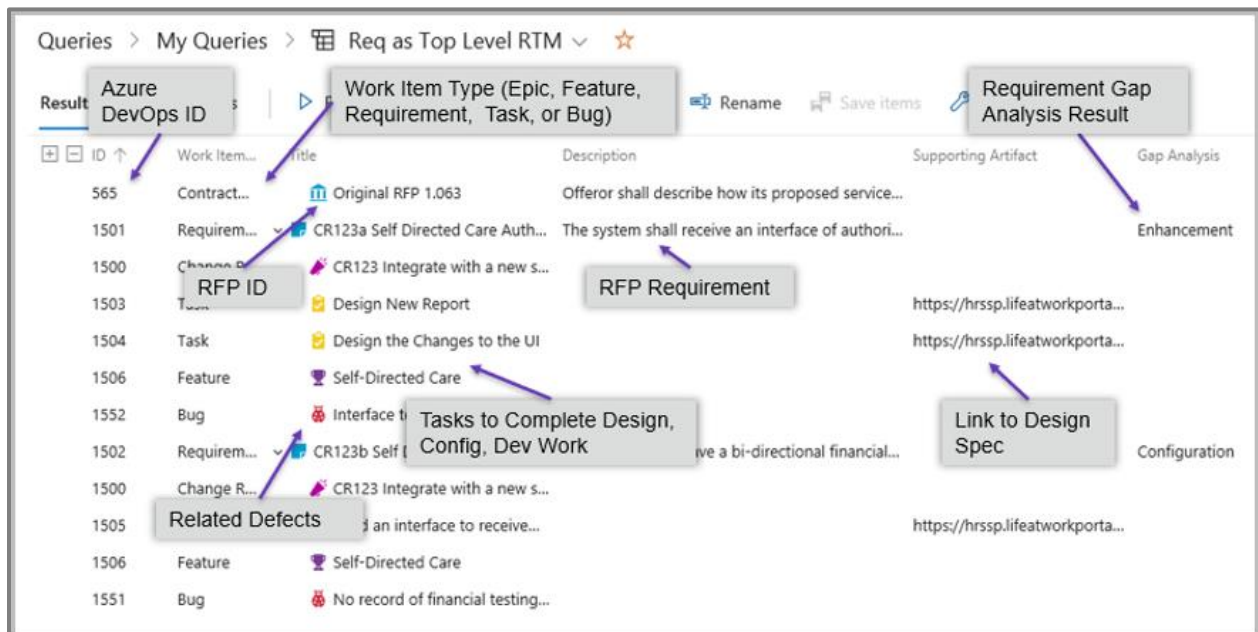
Conduent develops a System Operations Plan and submits it to PRMP for review and approval. The plan documents CMdS user account maintenance procedures including the items listed in MO-051. CMdS incorporates ForgeRock's identity management technology to control access to resources (e.g., web page, application, or web service). The ForgeRock Access Management

module centralizes access control by handling both authentication and authorization. Authentication is the process of identifying an individual (e.g., confirming a successful login) and authorization is the process of granting resource access to authenticated individuals. We work with PRMP during the Solution Design and Testing phase to set up the Access Management module for managing users, roles, access to resources, and the other items listed in MO-051.

### MO-052

The vendor should provide access to authorized solution users to tools used in support of change and configuration management.

We use Azure DevOps as our lifecycle management tool. Because we give PRDoH live access to Azure DevOps, you can monitor the progress of change and configuration management anytime. We use Azure DevOps to maintain requirements and their resulting design, configuration, and testing tasks. One of the primary advantages of Azure DevOps is that it traces work from the requirements definition phase to deployment into the production environment, giving us a holistic view of the events that transpired during the software development lifecycle (SDLC). We have used Azure DevOps successfully in many Medicaid development projects. Figure J-8 illustrates how we load and trace RFP requirements in Azure DevOps.



**Figure J-8. Azure DevOps Lifecycle Management Tool**

*We import requirements into Azure DevOps and trace them through the SDLC, including requirements verification, gap analysis, design, and testing.*

MO-053

The vendor should provide training for authorized solution users for the change and configuration management related tools.

To give you full insight to our project progress, changes, traceability, and testing, we want you to be comfortable exploring Microsoft Azure DevOps for change and configuration management information on a routine basis. We schedule and provide authorized solution users with training on the use of this tool so you can locate your RFP requirements, drill down to linked decomposed/validated requirements, link to solution documentation, and verify test coverage and test results. We not only provide formal training, but we collaborate with you as you learn the tool, building queries or showing you ways to get the information you need most.

MO-054

The vendor should ensure that all change request activity status is documented and reported on a regular basis as defined by the Puerto Rico Medicaid Program (PRMP).

We document change requests in Azure DevOps for tracking, assignment, impact assessment, and joint disposition. We monitor the change request activity from initiation through to closure, making sure there is ownership, accountability, documentation, traceability, and validation. We use the weekly status meetings with PRDoH to report on the status of change requests.

MO-055

The vendor should be prepared to support in the production of information necessary to maintain the solution's certification.

Conduent brings extensive CMS certification experience to the MMIS Phase III project to produce the information necessary to achieve and maintain the solution's certification.

Our Certification Lead **Nina Boyd** has worked at Conduent for 20 years and is a certification expert. She led the successful certification of our North Dakota MMIS and currently serves as the certification lead for five government healthcare projects.

We begin our preparation for CMS certification at the start of the project. **Nina** develops a comprehensive Certification Plan which defines the approach, tools, and methodology we use to achieve federal certification in accordance with PRMP guidance. Further, to best position PRDoH for certification, we leverage repeatable processes from other projects and a complete set of artifact documents in a PRMP/CMS proven format to use as templates in support of federal certification activities.



**Conduent Certification Advantage**

- 100% success rate of federal certifications
- Five Outcomes-Based Certification (OBC) projects underway
- 15 successful certifications of MMIS systems and/or our pharmacy module



028.PRMMIS21

Conduent provides documentation in a Puerto Rico Medicaid Program (PRMP) and Centers for Medicare & Medicaid Services (CMS)-prescribed format in support of CMS certification activities. We manage certification activities against the certification checklists for milestone reviews or against the CMS Intake Form template for certification reviews and produce the required certification documentation by using our lifecycle management tool, Azure DevOps, to load, track, and trace certification requirements to their evidence and supporting artifacts. We load the certification requirements into the tool at the start of the DDI effort, then trace back to the requirements as work is executed to confirm that the functionality meets CMS specifications. Through Azure DevOps, we can trace the relationship among CMS MECT requirements, CMS OBC outcomes, RFP requirements, system features, and design and testing tasks. We gather certification documentation and upload it to a PRDoH approved document repository.

#### MO-056

The vendor should be prepared to provide meeting agendas, minutes, and action item recaps throughout the life of the contract.

Our Communication Management Plan documents best practices and protocols for meeting planning and administration, and we make sure all our team members are well-versed in meeting facilitation best practices. Any team member facilitating a meeting will prepare a meeting agenda, capture action items, and share meeting minutes afterwards.

We use best practices and protocols for meeting planning and administration, such as making sure the right stakeholders are in attendance to achieve desired outcomes; developing and circulating meeting agendas and work products in advance; and tracking meeting decisions, action items, notes, and resulting documentation with accuracy and efficiency.

#### MO-057

The vendor should be prepared to facilitate status meetings with the Puerto Rico Medicaid Program (PRMP) on a weekly and/or monthly basis, as determined necessary by the PRMP.

We provide Weekly Project Status Reports for the term of the contract. They provide the current status and health of the MMIS Phase III project and are used as an agenda for the weekly status meeting between PRDoH and Conduent. We also produce Monthly Project Status Reports that summarize data from the weekly reports, including executive summaries for presentation to management and oversight bodies. PRDoH and Conduent work together to define the weekly and monthly status report formats and to schedule the meetings when stakeholders can attend and participate.

Figure J-9 presents a sample Project Status Report Template used to depict project status and health. It presents status heat map indicators of red, yellow, or green for key performance areas including schedule, financials, resources, scope, technical performance, and operational performance.

After the conclusion of each status meeting, we create and distribute meeting minutes that include a list of attendees, a summary of topic discussed, action item recaps, and any other key information discussed during the meeting. We maintain all meeting minutes in SharePoint for easy access by Conduent and PRMP staff.



Summary Status for <Status Reporting Period>									
Account Manager				<Name Here>		Overall Status		Green	
Project Manager				<Name Here>					
Development Manager				<Name Here>					
Project Activities, Discussion Topics									
Key Accomplishments Last Period			Key Activities Planned for Next Period			Discussion Topics			
<Comments Here>			<Comments Here>			<Comments Here>			
Heat Map Indicator Status by Category									
Category	Status	Trend	Comments						
Schedule	Green	No Change							
Financials	Green	No Change							
Resources	Yellow	No Change							
Scope	Green	No Change							
Technical Perf.	Green	No Change							
Operational Perf.	N/A	No Change							
Risks and Issues									
Risk/Issue and ID	Title			Status	Mitigation or Resolution Plan				
Risk #14	Resources on Vacation May Delay Session			Open	Looking for replacement resources from another functional team for requirements session to keep schedule on track.				
Issue #5	Code not migrated to DR Environment			Resolved	Fixed migration script same day and migrated code to DR environment per plan.				
Summary Metrics									
Base Start	Base Finish	Actual Start	Planned Finish	Duration (days)	Base Work	Current Forecasted Work	Actual Work	Rem Work	% Work Complete
12/31/2017	12/31/2021	12/31/2017	12/31/2021	365	500,000	500,100	320,000	180,100	64%
Key Deliverables and Milestones									
ID	Deliverable and Milestone Name				Baseline Completion	Current Forecasted Date	Actual Completion	Status	
1383	D: System Test Cases and Scripts Submitted for Web Portal				06/04/21		06/04/2021	Complete	
520	D: Test Cases and Scripts Submitted for System Testing Submitted				05/30/21			Green	
917	D: Consolidated Requirements Analysis Document (RAD) Delivered				06/06/21			Redelivery	
928	WP: Requirements Traceability Matrix (RTM) Updated				06/07/21			Green	

**Figure J-9. Customizable Status Report Template**

*Our Status Report Template presents a customizable view of project status, risks, issues, deliverables, milestones, and progress against the schedule.*

MO-058

The vendor should maintain backup infrastructure.

Our combined, comprehensive Disaster Recovery and Business Continuity Plan contains procedures for data backup, restoration, and emergency mode operations in the event of hardware or software failures, human error, natural disaster, or other unforeseeable emergencies. This includes maintaining the backup infrastructure in the Azure Cloud. We deliver the plan to the Commonwealth 120 business days before go-live and annually thereafter as well as after any substantive changes to our solution that would require revision to the plans.

#### MO-059

The vendor should produce documentation and/or perform outreach in the event that similar issues are raised to the helpdesk.

By using JIRA Service Desk, we not only can log service requests and track them to timely and accurate resolution, but our Operations Manager and Quality Assurance Manager use the tool to monitor tickets for common issues, trends, and possible defects. If they determine that documentation updates or outreach activities can improve usage or prevent future tickets, they will work with the documentation lead or trainer to determine materials to update, and they will coordinate with PRDoH on planning appropriate outreach opportunities.

#### MO-060

The vendor should conduct annual planning for technology refresh in compliance with software vendor licensing, specifications, and upgrades.

As part of Maintenance and Operations, we apply consistent, repeatable, and quality-focused processes when making service changes and system upgrades. Our System Operations Plan captures comprehensive processes to plan technology upgrades, security upgrades, bug fixes, new product feature releases as part of product enhancements, and any required maintenance activities or configurations performed on base product features. This will include the required annual planning for technology refresh.

Our use of Azure simplifies the technology refresh process, as Microsoft maintains and upgrades the infrastructure on a continual basis.

Based on the direction provided in Q&A response #95 the annual technology refresh costs are included in Conduent's bid price (operational pricing).

#### MO-061

The parent, affiliate, or subsidiary organization should conduct annual planning for technology refresh in compliance with software vendor licensing, specifications, and upgrades.

Conduent does not have a parent, affiliate, or subsidiary. We work with our own Conduent corporate organization to conduct annual planning for MMIS Phase III technology refreshes to make sure all equipment and infrastructure are kept current and compliant with software vendor licensing and upgrades. As mentioned in our response to MO-060, our use of Azure simplifies the technology refresh process, as Microsoft maintains and upgrades the infrastructure on a continual basis. Based on the direction provided in Q&A response #95 the annual technology refresh costs are included in Conduent's bid price (operational pricing).

#### MO-062

The vendor's risk mitigation and issue resolution approaches should take into account the probability and severity of the risk and issue.

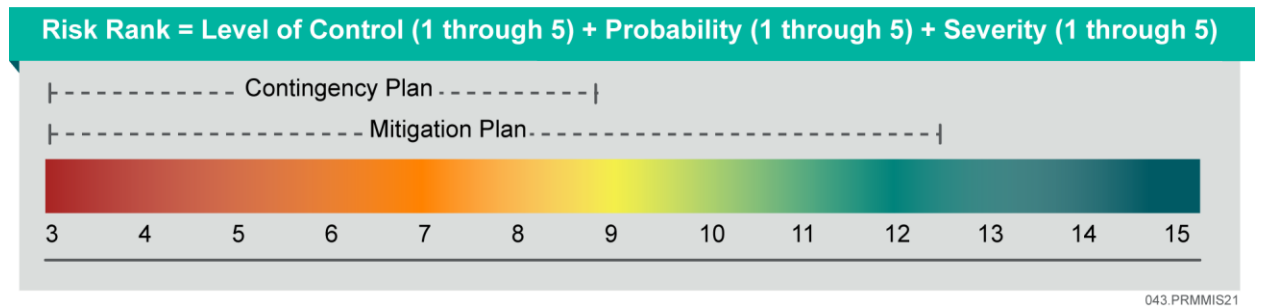
We apply stringent risk and issue management throughout the project life cycle to help minimize the effects of risks and issues on the project's success. Early identification of potential risks and

issues provides the basis for effective and prudent mitigation. Conduent relies on two critical deliverables that we submit to PRDoH for review and approval to manage risks and issues:

- **Risk and Issues Management Plan** describes our *PMBOK Guide*-aligned approach to monitor, manage, and report project risks and issues in accordance with SLAs.
- **Risk and Issues Register** provides a tracking and reporting mechanism for project risks with mitigation and contingency plans and project issues with their resolution plans.

We apply standardized processes to maintain ownership, accountability, tracking, reporting, and closure of risks and issues, so these items are mitigated before they negatively affect the quality of the project and technical solution. We encourage and train all team members to identify and log risks and issues per the processes found in our Risk and Issues Management Plan. Our constant awareness helps us to accurately evaluate risks and issues and respond quickly.

The Risk and Issues Register, which we typically maintain as a list in the project’s SharePoint site, provides PRDoH and Conduent with at-a-glance views of the project’s risks and issues. The priority for each risk is determined by assessing the risk or problem against a multifaceted, numerical scale to assess the potential or real impact to the project for each respective problem. Figure J-10 provides an example of how we provide increased process rigor for key performance areas such as project risk. In this case, our QMS provides users with instruction on what level of risk mitigation should occur opposite the risk rank.



**Figure J-10. Risk Ranking**

*We rank risks by considering their probability and severity. Those with the lowest rank represent the highest risk, and therefore require both contingency and mitigation plans.*

We hold review meetings to assess and update risks and problems each week, and then we publish the results of these updates on dashboards using the project’s SharePoint site. We report associated metrics and risk and problem status in the Weekly Project Status Report, so we can focus status meetings on discussing progress being made, risk mitigation plans in progress, and barriers to issue resolution.

**J.2 Assumptions**

Conduent will support the Commonwealth by maintaining the data configuration of the solution. Designated Commonwealth users will be able to view the configuration.

## **Attachment K: Terms and Conditions Response [RFP Attach.K]**

### **REQUIREMENT: RFP Section Attach.K**

In the following pages, please find our Attachment K – Terms and Conditions Responses.

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## ATTACHMENT K: TERMS AND CONDITIONS RESPONSE

This section describes the Terms and Conditions of the RFP, the PRMPs expectations of vendors, and compliance with federal procedures.

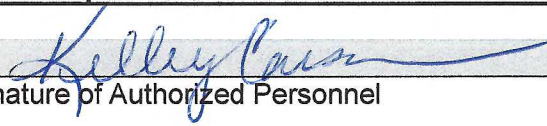
### 1. Title Page

The vendor should review **Attachment K: Terms and Conditions Response** signing each provided signature block using blue ink in order to note the vendor's acknowledgement and intent of compliance. The vendor should identify any exceptions to the Terms and Conditions. If exceptions are not noted in **Attachment K: Terms and Conditions Response** of the RFP but raised during contract negotiations, PRMP reserves the right to cancel the negotiation if, at its sole discretion, it deems that to be in the best interests of PRMP.

### 2. RFP Terms and Conditions

RFP Terms and Conditions consist of provisions throughout this RFP. Moreover, these provisions encapsulate instructions, State and federal procedures, and PRMP's expectations of the vendor when submitting a proposal. The vendor should understand and strictly adhere to the RFP Terms and Conditions. Failure to follow any instructions within this RFP may, at PRMP's sole discretion, result in the disqualification of the vendor's proposal.

**Please provide an authorized signature stipulating the vendor's acknowledgement, understanding, and acceptance of these RFP Terms and Conditions.**

Kelley Carson, VP 	9/13/2021
Printed Name / Signature of Authorized Personnel	Date

### 3. Customary Terms and Conditions

The selected vendor will sign a contract with PRMP to provide the goods and services described in the vendor's response. The following documents shall be included in any contract(s) resulting from this RFP:

- **Appendix 3: Service Level Agreements and Performance Standards**
- **Appendix 6: IT Terms and Conditions**
- **Appendix 7: Proforma Contract Draft inclusive of HIPAA Business Associate Agreement**

**Please provide a signature stipulating the vendor's acknowledgement and complete review of these documents.**

Kelley Carson, VP 	9/13/2021
Printed Name / Signature of Authorized Personnel	Date

**If the vendor is NOT taking exceptions to any of PRMP Customary Terms and Conditions, then the vendor needs to provide a binding signature stipulating its acceptance of these documents.**

Kelley Carson, VP 	9/13/2021
<b>Printed Name / Signature of Authorized Personnel</b>	<b>Date</b>

**4. Mandatory Requirements and Terms**

The following items are Mandatory Terms and Documents. Please be advised, the vendor should provide its affirmative acceptance of these items in order to move forward with consideration under this RFP.

- **Attachment F: Mandatory Requirements** (attached Microsoft Excel® file, **AttachmentF – Mandatory Requirements**)
- Prior to the Contract resulting from this RFP is signed, the successful vendor must be registered with the “Registro Único de Proveedores de Servicios Profesionales” (RUP) from the Puerto Rico General Services Administration (ASG) and with the Puerto Rico Treasury Department (Hacienda) for the collection of sales and use tax (IVU) as a provider (if applicable) in the Internal Revenue Unified System (SURI). PRMP shall not award a contract, unless the vendor provides proof of such registration or provides documentation from the Puerto Rico Treasury Department that the Contractor is exempt from this registration requirement in the SURI system. The foregoing is a mandatory requirement of an award of a contract pursuant to this solicitation. For more information, please refer to the PR Treasury Department’s web site <http://www.hacienda.pr.gov> or [www.suri.hacienda.pr.gov](http://www.suri.hacienda.pr.gov)
- Prior to the Contract resulting from this RFP is signed, the successful vendor must provide a Certificate of Insurance issued by an insurance company licensed or authorized to provide insurance in Puerto Rico. Each Certificate of Insurance shall indicate current insurance coverages meeting minimum requirements as specified by this RFP. A failure to provide a current, Certificate of Insurance will be considered a material breach and grounds for contract termination. A list of the Insurance policies that may be included in this Contract are provided in **Appendix 7: Proforma Contract Draft**.
- A performance bond may be required for this RFP
- **Appendix 3: Service Level Agreements and Performance Standards**
- **Appendix 7: Proforma Contract Draft inclusive of HIPAA Business Associate Agreement**

Vendors that are not able to enter into a contract under these conditions should not submit a bid.

**Please provide an authorized signature stipulating the vendor’s acknowledgement, understanding, and acceptance of the Mandatory Requirements and Terms stipulated in this section.**

Kelley Carson, VP 	9/13/2021
<b>Printed Name / Signature of Authorized Personnel</b>	<b>Date</b>

## 5. Commercial Materials

The vendor should list any commercial and proprietary materials it will deliver that are easily copied, such as Commercial Software, and in which PRMP will have less than full ownership (“Commercial Materials”). Generally, these will be from third parties and readily available in the open market. The vendor need not list patented parts of equipment.

The listing below is third party IP only (not Conduent):

- Atlassian JIRA
- Azure DevOps Repository
- Azure Purview
- Azure Synapse
- Informatica IDQ
- Microsoft Project Portfolio Management
- Microsoft SharePoint
- Microsoft Project

## 6. Exceptions

The vendor should indicate exceptions to PRMP’s Terms and Conditions in this RFP. Any exceptions should include an explanation for the vendor’s inability to comply with such term or condition and, if applicable, alternative language the vendor would find acceptable. Rejection of PRMP’s Terms and Conditions, in part or in whole, or without any explanation, may be cause for PRMP’s rejection of a vendor’s Proposal. If an exception concerning the Terms and Conditions is not noted in this response template, but raised during contract negotiations, PRMP reserves the right to cancel the negotiation, at its sole discretion, if it deems that to be in the best interests of PRMP.

The terms and conditions of a vendor’s software license, maintenance support agreement, and SLA, if applicable, will be required for purposes of contract negotiations for this project. Failure to provide the applicable vendor terms, if any, as part of the RFP response may result in rejection of the vendor’s proposal.

**Instructions:** Identify and explain any exceptions to PRMP’s terms and conditions using the tables provided below, adding tables, as needed. If no changes are listed, the vendor is indicating that no changes to the Terms and Conditions are proposed, and that the vendor intends to accept them as written if the vendor’s Proposal is selected. Mandatory Requirements and Terms noted in this RFP are non-negotiable.

- The vendor may add additional tables, as appropriate.
- Do not submit vendor’s Standard Terms and Contracting Provisions in lieu of stipulating exceptions below.
- Making revisions to PRMP statutes and regulations is prohibited.
- PRMP has no obligation to accept any exception(s).



### 6.1 Exception #1 – <Limitation of Liability>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference to specific section of Vendor’s Terms, If Any Provided As Part of the RFP Response
Limitation of Liability (None)	In accordance with Amendment 2 to RFP # 2021-PRMP-MES-MMIS-P3-001, specifically Bidders’ Q&A # 76, Conduent seeks some limits on its overall liability.	Conduent requests the opportunity during contract negotiations to negotiate the total liability amount, carve-outs, and a disclaimer of indirect and consequential damages.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

### 6.2 Exception #3 – <Penalties>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference to specific section of Vendor’s Terms, If Any Provided As Part of the RFP Response
Penalties (Appendix 3 (Service Level Agreements (SLAs) and Performance Standards))	In accordance with Amendment 2 to RFP # 2021-PRMP-MES-MMIS-P3-001, specifically Bidders’ Q&A # 79, Conduent seeks some limits on its overall exposure to liquidated damages.	Conduent requests the opportunity during contract negotiations to negotiate monthly and contract term Liquidated Damages caps, to confirm its understanding that PRDoH only will assess the liquidated damages associated with one Performance Standard for any single performance failure and to otherwise seek to clarify the operation of the SLA and Performance structure.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

### 6.3 Exception #4 – <Intellectual Property>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference to specific section of Vendor's Terms, if Any Provided As Part of the RFP Response
Intellectual Property (App 6 and 7)	In accordance with Amendment 2 to RFP # 2021-PRMP-MES-MMIS-P3-001, specifically Bidders' Q&A # 80, Conduent seeks to ensure the Intellectual Property rights are properly suited to its proposed solution.	Conduent requires the opportunity during contract negotiations to negotiate intellectual property terms that are applicable to and appropriate for Contractor's proposed solution (e.g., COTS, SaaS, pre-existing, independently developed, and/or third-party IP) and reflect changes to the CMS CFRs that apply to that proposed solution.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

### 6.4 Exception #5 – <Force Majeure>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable) Cross-Reference to specific section of Vendor's Terms, if Any Provided As Part of the RFP Response
Force Majeure (none)	In accordance with Amendment 2 to RFP # 2021-PRMP-MES-MMIS-P3-001, specifically Bidders' Q&A # 77, Conduent seeks to extend the Force Majeure provision included in the SLA appendix as it relates to levels 4 (Disabled, no Workaround) and 5 (Emergency) incidents to a more general provision that would protect both parties in the event of a Force Majeure event.	Conduent requires the opportunity during contract negotiations to negotiate mutual Force Majeure terms.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

### 6.5 Exception #6 – <Warranty>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable)  Cross-Reference to specific section of Vendor's Terms, If Any Provided As Part of the RFP Response
§§2 and 3, App 6; and §11, App 7; and Att F; and Bidder Q&A	In accordance with Amendment 2 to RFP # 2021-PRMP-MES-MMIS-P3-001, specifically Bidders' Q&A # 83, Conduent seeks to negotiate warranty terms that are appropriate for its solution.	Conduent requires the opportunity during contract negotiations to negotiate mutual warranty terms.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

### 6.6 Exception #7 – <Insurance Requirements>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor's Explanation (Required for Any Rejection/Exception)	Vendor's Proposed Alternative Language (If Applicable)  Cross-Reference to specific section of Vendor's Terms, If Any Provided As Part of the RFP Response
Section 21 (Insurance Policies) of Appendix 7 (Pro Forma Contract) of the RFP	Per Conduent's policy and due to the Freedom of Information Act (FROIA), Conduent does not provide its insurance policies. In lieu of insurance policies, Conduent will provide certificates of insurance.	Conduent requests the last sentence in this Section be deleted as follows:  <i>Copy of all policies will be part of this Agreement's file.</i>
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

### 6.7 Exception #7 – <Termination>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference to specific section of Vendor’s Terms, If Any Provided As Part of the RFP Response
§§9, 13, 20, 30(G), 31 App 7; and §VIII, App B	Conduent seeks to provide, inter alia, a notice period for terminations for default in the event Conduent is found to have purportedly “acted negligently and/or abandoned” its “duties and/or obligations.”	Conduent requests a notice period for terminations pursuant to this section.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

### 6.8 Exception #7 – <Changes in Law>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference to specific section of Vendor’s Terms, If Any Provided As Part of the RFP Response
§3, General Instructions of the RFP, § 3, Att B; §11, App 1; §§26 -43, App 7; and §II(7), App B	The proposed contract does not say how changes in law will be managed or whether Conduent will receive an equitable adjustment for any material impacts.	Conduent seeks to include a provision that would add provisions for equitable adjustments for changes in the law to the Change Management Plan.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

**6.9 Exception #7 – <Audit Rights>**

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference to specific section of Vendor’s Terms, If Any Provided As Part of the RFP Response
§§19 and 30(D)(7), App 7 and Att F	Audit rights are broad and not limited to records that are directly related records to the services Conduent will be providing. Further, the audit may be performed without notice and by a competitor of Conduent.	Conduent requests the opportunity to negotiate mutually acceptable audit provisions that allow sufficient access to relevant records while preserving Conduent’s proprietary information and without disrupting Conduent’s operations.
NOTES/COMMENTS: <FOR PRMP USE ONLY>		

Mandatory Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
MR-001	The vendor must provide right of access to systems, facilities, data, and documentation to the Puerto Rico Medicaid Program (PRMP) or its designee to conduct audits and inspections as is necessary.	Audit and Inspection	Will Meet	Attachment F - Mandatory Requirements	F.1	F-3
MR-002	The vendor must support the Puerto Rico Medicaid Program's (PRMP's) requests for information in response to activities including, but not limited to: a. Compliance audits b. Investigations c. Legislative requests	Audit Compliance Support and Deliverables	Will Meet	Attachment F - Mandatory Requirements	F.2	F-4
MR-003	The vendor must provide assistance as is necessary in support of the proposed solution's Centers for Medicare & Medicaid Services (CMS) certification efforts.	Certification	Will Meet	Attachment F - Mandatory Requirements	F.3	F-4
MR-004	The vendor must warrant that the proposed and implemented solution will meet Centers for Medicare & Medicaid Services (CMS) certification requirements, and that certification will be available retroactive to the first day of operations to ensure full Federal Financial Participation (FFP).	Certification	Will Meet	Attachment F - Mandatory Requirements	F.4	F-4
MR-005	The vendor must provide authorization from a parent, affiliate, or subsidiary organization for the Puerto Rico Medicaid Program (PRMP) to have access to its records if such a relationship exists that impacts the vendor's performance under the proposed contract.	CMS RFP Checklist	Will Meet	Attachment F - Mandatory Requirements	F.5	F-5
MR-006	The vendor must agree to comply with current and future Puerto Rico Medicaid Program (PRMP) and federal regulations as is necessary to support the proposed solution and this Request for Proposal (RFP).	Compatibility	Will Meet	Attachment F - Mandatory Requirements	F.6	F-5
MR-007	The vendor must ensure that all applications inclusive of internet, intranet, and extranet applications associated with this contract are compliant with Section 508 of the Rehabilitation Act of 1973, as amended by 29 United States Code (U.S.C.) §794d, and 36 Code of Federal Regulation (CFR) 1194.21 and 36 CFR 1194.22.	Compliance with Rehabilitation Act of 1973	Will Meet	Attachment F - Mandatory Requirements	F.7	F-5
MR-008	The vendor must perform according to approved Service-Level Agreements (SLAs) and identified Key Performance Indicators (KPIs) with associated metrics in the areas listed in Appendix 4: Service-Level Agreements.	Compliance with Service Level Agreements	Will Meet	Attachment F - Mandatory Requirements	F.7	F-6
MR-009	Vendors proposing Commercial off-the-Shelf (COTS) components must develop all documentation necessary to support the receipt of federal match related to the implementation of the component, upon request by the Puerto Rico Medicaid Program (PRMP).	COTS Waiver Documentation	Will Meet	Attachment F - Mandatory Requirements	F.8	F-7
MR-010	The vendor must update deliverables as is detailed within the Request for Proposal (RFP), as is necessary for project success, and at the request of the Puerto Rico Medicaid Program (PRMP).	Deliverable Updates	Will Meet	Attachment F - Mandatory Requirements	F.9	F-7
MR-011	The vendor must submit updated deliverables for the Puerto Rico Medicaid Program's (PRMP's) approval based on the Project Schedule.	Deliverable Updates	Will Meet	Attachment F - Mandatory Requirements	F.10	F-7
MR-012	The vendor must provide a drug free workplace, and individuals must not engage in the unlawful manufacture, distribution, dispensation, possession, abuse, or use of a controlled substance in the performance of the contract.	Drug Free Workplace Act of 1988	Will Meet	Attachment F - Mandatory Requirements	F.11	F-7
MR-013	The vendor must comply with federal Executive Order 11246 related to Equal Employment Opportunity Act, the Clean Air Act, and the Clean Water Act.	Equal Employment Opportunity, Clean Air Act, and Clean Water Act	Will Meet	Attachment F - Mandatory Requirements	F.12	F-8
MR-014	The vendor must perform all work associated with this contract within the continental United States (U.S.) or U.S. Territories.	Facility	Will Meet	Attachment F - Mandatory Requirements	F.13	F-8
MR-015	The vendor must be responsible for any lost Federal Medical Assistance Percentages (FMAP) due to system deficiencies or deficiencies noted during federal reviews. The vendor will be responsible for only the portion of FMAP lost that is determined by the Puerto Rico Medicaid Program (PRMP) to be the fault of the vendor.	FMAP	Will Meet	Attachment F - Mandatory Requirements	F.14	F-8
MR-016	The solution must maintain full Health Insurance Portability and Accountability Act (HIPAA) compliance throughout the life of the contract at no additional cost to the Puerto Rico Medicaid Program (PRMP).	HIPAA	Will Meet	Attachment F - Mandatory Requirements	F.15	F-9
MR-017	The vendor must designate one named individual in its proposal as the vendor organization's Health Insurance Portability and Accountability Act of 1996 (HIPAA) compliance officer.	HIPAA Compliance Officer	Will Meet	Attachment F - Mandatory Requirements	F.16	F-9

Mandatory Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
MR-018	The vendor must, at a minimum, include the standard invoice package contents for the Puerto Rico Medicaid Program (PRMP), including, but not limited to: a. An authorized representative of the contracted party must sign an itemized description of services rendered for the invoice period. Additionally, the vendor must include a written certification stating that no officer or employee of the PRMP, its subsidiaries, or affiliates, will derive or obtain any benefit or profit of any kind from this vendor's contract. Invoices that do not include this certification will not be paid b. Provide the PRMP with a summary, for time and materials related costs, of hours for services rendered inside and outside Puerto Rico as well as outside Puerto Rico for each vendor resource c. Provide the PRMP with a list of all deliverables and project services completed within an invoice period, as well as evidence that the PRMP has accepted and approved the work d. Provide the PRMP with four (4) physical and one (1) electronic invoice packages in support of the PRMP's review and approval of each invoice. Invoice Package #1 - Original Signature Invoice Packages #2 - #4 - Hard Copy Invoice Package #5 - Electronic	Invoice Package	Will Meet	Attachment F - Mandatory Requirements	F.17	F-9
MR-019	The vendor must implement a solution that supports the Puerto Rico Medicaid Program's (PRMP's) Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) vision, goals, and objectives.	MITA Alignment	Will Meet	Attachment F - Mandatory Requirements	F.18	F-10
MR-020	The vendor must provide a solution that includes key functionality enablers to shared use and modularity to eliminate barriers between different applications and diverse data types. The vendor must share how the proposed solution will include modular components to meet the Centers for Medicare & Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA), and describe how the solution will lend itself to future reuse, including open interfaces and other architectural features to allow for integration into other solutions. This requires the use of a modular, flexible approach to systems including the use of open interfaces and exposed Application Programming Interfaces (API); the separation of standardized business rule definitions from core programming; and the availability of standardized business rule definitions in both human and machine-readable formats.	Modularity	Will Meet	Attachment F - Mandatory Requirements	F.19	F-10
MR-021	The vendor must use industry-standard project management standards, methodologies, and processes to ensure the project is delivered on time, within scope, within budget, and in accordance with the Puerto Rico Medicaid Program's (PRMP's) quality expectations. The PRMP utilizes the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) methodology.	Project Management	Will Meet	Attachment F - Mandatory Requirements	F.20	F-11
MR-022	The vendor must provide increased staffing levels if requirements, timelines, quality, or other standards are not being met, based solely on the discretion of and without additional cost to the Puerto Rico Medicaid Program (PRMP). In making this determination, the PRMP will evaluate whether the vendor is meeting deliverable dates, producing quality materials, consistently maintaining high quality and production rates, and meeting Request for Proposal (RFP) standards without significant rework or revision.	Staffing Levels	Will Meet	Attachment F - Mandatory Requirements	F.21	F-12
MR-023	The vendor must agree that the Puerto Rico Medicaid Program (PRMP) retains ownership of all data, procedures, applications, licenses, and materials developed during design, development, and implementation (DDI), and Operations, as well as the licensing for installed Commercial-off- the-shelf (COTS) software in alignment with 45 Code of Federal Regulation (CFR) §95.615 and 45 CFR §95.617. Manufacturers' support and maintenance for the COTS software licensing subsequent to the initial install must be provided for the life of the contract. The PRMP is not responsible for costs associated with software releases.	State Ownership CFR	Will Meet	Attachment F - Mandatory Requirements	F.22	F-12
MR-024	The vendor Technical Support Center must be located within the continental United States, as established in requirements related to handling of Federal Tax Information (FTI) contained in Internal Revenue Service (IRS) Publication 1075, Section 5.3 Access to FTI via State Tax Files or through other agencies under the authority granted by United States Code §6013(p)(4)(C).	Technical Support Call Center Location(s)	Will Meet	Attachment F - Mandatory Requirements	F.23	F-13
MR-025	The vendor must make available to the Puerto Rico Medicaid Program (PRMP) the results of any third-party audit. The audit results must be delivered to PRMP at the same time as the vendor.	Third Party Audit	Will Meet	Attachment F - Mandatory Requirements	F.24	F-13

Mandatory Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
MR-026	The vendor must notify the Puerto Rico Medicaid Program (PRMP) of any findings within a third party audit assessment that requires the vendor's or PRMP's immediate attention. The vendor will work with PRMP to identify the recipient of the third-party audit report(s).	Third Party Audit	Will Meet	Attachment F - Mandatory Requirements	F.24	F-13
MR-027	The solution must perform all functions described in this Request for Proposal (RFP), and continue all operations from the date of acceptance of each release until each function is turned over to a successor at the end of the contract, including any optional additional periods or extensions.	Turnover and Closeout Operations	Will Meet	Attachment F - Mandatory Requirements	F.25	F-13
MR-028	The vendor must provide evidence that staff have completed all necessary forms prior to executing work for the contract.	Vendor Employee Confidentiality Statements	Will Meet	Attachment F - Mandatory Requirements	F.26	F-14
MR-029	The vendor staff must not have the capability to access, edit, and share personal information data, with unauthorized solution users, including but not limited to: a. Protected Health Information (PHI) b. Personally Identifiable Information (PII) c. Financial Transaction Information (FTI) d. Social Security Administration (SSA) data including, but not limited to: family, friends, and acquaintance information	Viewing Human Services Program Information	Will Meet	Attachment F - Mandatory Requirements	F.27	F-14



Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-001	The solution should provide the capability to access individual beneficiary claims and/or encounter histories to extract data needed to produce annual reports to Centers for Medicare & Medicaid Services (CMS) on services amount.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	G.1	G-9
BF-002	The solution should support the Interface with Health Insurance Portability and Accountability Act (HIPAA) Version 5010 X12 835 claims payment and remittance advice business processing.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	G.1	G-10
BF-003	The solution should be able to prepare and deliver an Electronic Funds Transfer (EFT) file to entities, including, but not limited to: a. Financial institutions b. Managed Care Organizations (MCOs) c. Providers	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	G.1	G-10
BF-004	The solution should provide a workflow process supporting the Medicaid Information Technology Architecture (MITA) Price Claim and/or Value Encounter business process in accordance with program policy reflected in Puerto Rico Medicaid Program (PRMP) defined business rules.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	G.1	G-12
BF-005	The solution should support interfaces to support premium payment pricing.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	G.1	G-13
BF-006	The solution should have the ability to process and report "\$0.00" payment claims and encounters and non-payment claims and encounters, including, but not limited to suppressed checks to: a. Providers b. Contractors c. Other Commonwealth agencies	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	G.1	G-13
BF-007	The solution should have the ability to prioritize payment algorithms from funding sources.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	G.1	G-14
BF-008	The solution should apply and store the appropriation code, funding source, and Centers for Medicare & Medicaid Services (CMS)-64 information on every priced encounter and financial transaction.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	G.1	G-15
BF-009	The solution should have the ability to maintain pricing data according to Puerto Rico Medicaid Program (PRMP) retention standards and provide files to ingest in a PRMP specified data repository.	Accounts Payable Information/Disbursement	Will Meet	Attachment G - Business Requirements Approach	G.1	G-16
BF-010	The solution should support a beneficiary data set that contains data elements, including, but not limited to: a. Premium payment calculation b. Premium payments	Beneficiary Data	Will Meet	Attachment G - Business Requirements Approach	G.2	G-17
BF-011	The vendor should support the management of beneficiary information, including, but not limited to: a. Archives b. Reports c. Transactions d. Transaction error tracking	Beneficiary Data	Will Meet	Attachment G - Business Requirements Approach	G.2	G-18
BF-012	The solution should maintain a record of benefit assignment(s) for beneficiaries and retain the records according to the Puerto Rico Medicaid Program's (PRMPs) retention policy.	Beneficiary Data	Will Meet	Attachment G - Business Requirements Approach	G.2	G-20
BF-013	The solution should have the ability to edit and validate data, duplicate records, perform quality checks, and send error messages if appropriate.	Beneficiary Data	Will Meet	Attachment G - Business Requirements Approach	G.2	G-21
BF-014	The solution should have the ability to separate business rules from core programming and provide the business rules in both human and machine-readable formats.	Business Rules Management	Will Meet	Attachment G - Business Requirements Approach	G.3	G-22
BF-015	The solution should provide a version-control mechanism to manage rule changes.	Business Rules Management	Will Meet	Attachment G - Business Requirements Approach	G.3	G-24
BF-016	The solution should provide an auditing mechanism to track and report rules changes and usage.	Business Rules Management	Will Meet	Attachment G - Business Requirements Approach	G.3	G-25

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-017	The solution should provide a Business Rules Engine (BRE) that supports multiple-date-based parameters. The solution should be able to maintain historical versions of the business rules and disposition rules in accordance with the Puerto Rico Medicaid Program (PRMP) specifications.	Business Rules Management	Will Meet	Attachment G - Business Requirements Approach	G.3	G-25
BF-018	The vendor should produce and maintain documentation regarding all business rules, including, but not limited to: a. Exception handling rules b. Rule dependencies	Business Rules Management	Will Meet	Attachment G - Business Requirements Approach	G.3	G-26
BF-019	The vendor should complete tests for high availability and failover prior to the release to User Acceptance Testing (UAT).	Business Rules Management	Will Meet	Attachment G - Business Requirements Approach	G-3	G-27
BF-020	The solution should track federal and state match associated with all program and administration funding amounts.	Fund	Will Meet	Attachment G - Business Requirements Approach	G.4	G-28
BF-021	The solution should provide detail and summary level reporting.	Fund	Will Meet	Attachment G - Business Requirements Approach	G.4	G-29
BF-022	The solution should provide reports following payment cycles identifying all Commonwealth and federal revenue sources and expenditure amounts.	Fund	Will Meet	Attachment G - Business Requirements Approach	G.4	G-30
BF-023	The solution should provide alert functionality as defined by the Puerto Rico Medicaid Program (PRMP), including, but not limited to: a. System error alerts b. Payment error alerts c. Data transmission alerts, including, but not limited to: success and failure	Fund	Will Meet	Attachment G - Business Requirements Approach	G.4	G-31
BF-024	The solution should have the ability to create and submit accurate, timely Centers for Medicare & Medicaid Services (CMS)-21 reports, in the event federal requirements are modified and the Commonwealth is required to submit this report.	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	G.5	G-31
BF-025	The solution should have the ability to produce various financial reports to facilitate cost reporting and financial monitoring.	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	G.5	G-32
BF-026	<del>The solution should have the ability to produce various financial reports to facilitate cost reporting and financial monitoring.</del>	<del>Generate Financial Report</del>		<del>Attachment G - Business Requirements Approach</del>		
BF-027	The solution should create periodic reports required under Hacienda rule 49.	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	G.5	G-33
BF-028	The solution should create federal reports, including, but not limited to: a. Centers for Medicare & Medicaid Services (CMS)-64 b. CMS-37 c. Incurred but not reported (IBNR) d. Federal Financial Report (FFR)-425 e. Any additional reports as defined by Puerto Rico Medicaid Program (PRMP)	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	G.5	G-33
BF-029	The solution should have the infrastructure to import or export data to the Puerto Rico Medicaid Program's (PRMPs) data repository, including, but not limited to: a. Data warehouse b. Data hub c. Data mart	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	G.5	G-35
BF-030	The vendor should perform any necessary corrective action under the supervision of Puerto Rico Medicaid Program (PRMP), before final data conversion takes place in the New Data Integration and Extract, Translate, Load (ETL) component.	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	G.5	G-36
BF-031	The solution's messaging capabilities should have the ability to support a wide variety of Application to Application (A2A) patterns including, but not limited to: a. Data look-up and retrieval b. Data look-up with services provided by other applications c. Simple bulk data transfer to and/or from other solutions	Generate Financial Report	Will Meet	Attachment G - Business Requirements Approach	G.5	G-38

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-032	The solution should ensure carriers are not paid High Cost High Needs (HCHN) rates for ineligible beneficiaries, including, but not limited to: a. Dual eligibles b. Virtual region beneficiaries	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	G.6	G-39
BF-033	The solution should maintain a High Cost High Needs (HCHN) registry of beneficiaries found eligible for inclusion using criteria defined by the Puerto Rico Medicaid Program (PRMP).	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	G.6	G-39
BF-034	The solution should maintain a High Cost High Needs (HCHN) pre-registry of beneficiaries identified by carriers as potentially qualifying for inclusion using criteria defined by the Puerto Rico Medicaid Program (PRMP).	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	G.6	G-39
BF-035	The solution should support movement of beneficiaries into and out of the High Cost High Needs (HCHN) pre-registry and registry using criteria defined by the Puerto Rico Medicaid Program (PRMP).	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	G.6	G-40
BF-036	The solution should retroactively adjust premium payments to carriers when retrospective review indicates beneficiaries were not eligible to be considered High Cost High Needs (HCHN).	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	G.6	G-40
BF-037	The solution should provide detailed and summary reports and the ability to query on High Cost High Needs (HCHN) beneficiaries and premium payments as required by the Puerto Rico Medicaid Program (PRMP).	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	G.6	G-40
BF-038	The vendor should provide a workflow process and conceptual data diagram supporting the premium capitation business process, including High Cost High Needs (HCHN) payments.	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	G.6	G-41
BF-039	The solution should capture and maintain data sets to support mandatory federal reporting, including, but not limited to: a. Transformed Medicaid Statistical Information System (T-MSIS) b. Centers for Medicare & Medicaid Services (CMS)-64 c. CMS-37	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	G.6	G-43
BF-040	The solution should maintain diagnostic, clinical, utilization, and other indicators of High Cost High Needs (HCHN) status obtained from encounters and claims.	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	G.6	G-44
BF-041	The solution should accept information from monthly Report 8 and/or any subsequent proprietary or standard file layout of a file sent by a carrier containing comparable information identifying potential High Cost High Needs (HCHN) beneficiaries.	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	G.6	G-44
BF-042	The solution should identify beneficiaries who have terminated enrollment, disenrolled, or are deceased, and exclude those individuals from the monthly carrier payment, including assignment of High Cost High Needs (HCHN) rate cells.	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	G.6	G-45
BF-043	The solution should support verification of the appropriateness of use of an High Cost High Needs (HCHN) rate cell for a beneficiary using encounter and claims data.	HCHN Premium	Will Meet	Attachment G - Business Requirements Approach	G.6	G-45
BF-044	The vendor should compare the Payment Error Rate Measurement (PERM) universe data file with the Centers for Medicare & Medicaid Services (CMS)-64 reports to ensure consistency of data sources and the inclusion of all applicable data.	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-46
BF-045	The solution should have the ability to generate reports and files containing all capitation rates, rate cell assignments, and all non-capitation payments made for beneficiaries for a specified time period without requiring manual processes, including, but not limited to: a. Payments for prescription drugs b. Bundled payments	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-47

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-046	The solution should have the ability to retrieve all premium rate cell assignments, for a beneficiary for a specified time period without requiring manual processes.	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-47
BF-047	The solution should have the ability to retrieve all non-premium payments made to carriers for a beneficiary for a specified time period without requiring manual processes, including, but not limited to: a. Payments for prescription drugs b. Bundled payments	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-47
BF-048	The solution should have the ability to support and maintain compliance with routine Payment Error Rate Measurement (PERM) or PERM Plus requirements, as defined by Centers for Medicare & Medicaid Services (CMS).	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-48
BF-049	The solution should capture and maintain all data elements necessary for Payment Error Rate Measurement (PERM) submissions, including, but not limited to: a. Beneficiary eligibility and enrollment data b. Premium payment data c. All non-premium payments made to carriers, including, but not limited to: prescription and bundled payment data d. Beneficiary demographic data	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-48
BF-050	The solution should have the ability to accurately select transactions to be included in the submission of Payment Error Rate Measurement (PERM) universe data files, including, but not limited to: a. Relying on the original carrier paid date criteria b. Including zero dollar paid encounters and/or claims, denied encounters and/or claims, and excluding encounters and/or claims types specified in PERM documentation	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-48
BF-051	The solution should have the ability to link adjustments in premium payments to initial premium payments at the beneficiary level.	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-49
BF-052	The solution should have the ability to link adjustments and voids in prescription (NCPDP) and any other non-premium payments to initial payments at the beneficiary level.	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-49
BF-053	The vendor should provide the resources necessary to support Payment Error Rate Measurement (PERM) activities and requirements, including interaction with the Centers for Medicare & Medicaid Services (CMS) PERM team.	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-49
BF-054	The vendor should create comprehensive documentation related to the contents of the Payment Error Rate Measurement (PERM) universe data files submitted to Centers for Medicare & Medicaid Services (CMS), including, but not limited to: a. The content and data selection process, control totals, data dictionary, file layout and variable crosswalk as required in the PERM Manual	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-50
BF-055	The solution should have the ability to identify the premium and capitation payments that correspond to each carrier and beneficiary.	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-50
BF-056	The solution should have the ability to accommodate Puerto Rico-specific situations, as identified by Centers for Medicare & Medicaid Services (CMS) or its Payment Error Rate Measurement (PERM) contractors, including but not limited to: a. Federally Qualified Health Center (FQHC) wrap around payments b. Maternity kick payments c. Dual Eligible Special Needs Plans (D-SNPs) wrap around payments	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-51
BF-057	The vendor should ensure timely submission of quarterly Payment Error Rate Measurement (PERM) universe data files to meet PERM cycle deadlines.	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-52

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-058	The solution should identify federal and Commonwealth shares of claims paid in error.	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-52
BF-059	The solution should identify the federal and Commonwealth shares that should be recouped in the event that claims were paid in error.	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-53
BF-060	The vendor should provide the resources necessary to manually integrate information from non-Medicaid Management Information System (MMIS) solutions about possible financial adjustments that tie to payments selected for the sample, including, but not limited to: a. Third Party Liability (TPL) b. Provider recoupment	PERM	Will Meet	Attachment G - Business Requirements Approach	G.7	G-53
BF-061	The solution should capture and maintain cost data and supporting documentation received from the carriers to provide capitation paid to Federally Qualified Health Centers (FQHC) and FQHC look alikes.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-54
BF-062	The solution should automatically generate wraparound payment authorizations based on a number of criteria, algorithms, and cohorts, including, but not limited to: a. Commonwealth-Only capitation b. Federally Qualified Health Center (FQHC) c. Rural Health Clinic (RHC) d. Beneficiary's program category of eligibility, benefit package, gender, age, date of death, geography, care management program algorithms, provider or beneficiary relationship, plan, rate table, retroactive eligibility, full risk, partial risk, specialty or ancillary service, premium payment, and time span	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-54
BF-063	The solution should have the ability to identify immunizations by providers to Early and Periodic Screening Diagnostic and Treatment (EPSDT) beneficiaries and generate an adjustment to the premium based on the Puerto Rico Medicaid Program (PRMP)-defined criteria.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-55
BF-064	The solution should take into account Medicaid's status as the payer of last resort and Third Party Liability (TPL) recoveries with respect to premium payment rate calculation.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-55
BF-065	The solution should have the ability to report Managed Care Organization (MCO) recoupment for inclusion in premium payment rate calculation.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-55
BF-066	The solution should have the ability to adjust premium payments due to factors that include, but are not limited to: a. Beneficiary enrollments b. Beneficiary disenrollments c. Beneficiary death d. Changes in rates e. Changes in beneficiary circumstances f. Change in or incorrect beneficiary rate cell assignment g. Changes in benefit plan h. Partial month enrollments i. Others as defined by the Puerto Rico Medicaid Program (PRMP)	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-56
BF-067	The solution should have the ability to calculate premium payments for any program administered or developed by the Puerto Rico Medicaid Program (PRMP).	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-58
BF-068	The solution should have the ability to correct and reconcile the transfer of the premium payments when a beneficiary disenrolls from one Managed Care Organization (MCO) and enrolls in another plan or program.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-59

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-069	The vendor should develop and provide the Puerto Rico Medicaid Program (PRMP) with an enrollment and premium payment reconciliation process that includes, but is not limited to: a. Newborns back to date of birth b. Deceased beneficiaries c. Double payments d. Maternity kick payments	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-59
BF-070	The vendor should maintain premium payment data according to the Puerto Rico Medicaid Program (PRMP) retention standards. The data file should be transferred, by PRMP specified media, for ingesting data into a PRMP specified data repository.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-60
BF-071	The solution should have the ability to perform mass voids and replacements to rates for premium payments as defined by Puerto Rico Medicaid Program (PRMP), including, but not limited to: a. Annual adjustment b. Negotiated rate change c. Court settlement	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-60
BF-072	The solution should have the ability to determine all premium rate cell assignments, including for high cost high needs (HCHN) beneficiaries.	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-60
BF-073	The solution should have the ability to assign a beneficiary to a rate cell based on PRMP-defined criteria and hierarchy taking into account demographic characteristics and in support of programs that include, but are not limited to: a. High Cost High Needs (HCHN)	Premium Payment	Will Meet	Attachment G - Business Requirements Approach	G.8	G-61
BF-074	The solution should have the ability to produce reports for audits as needed on accuracy and timeliness of encounter and claims data, including, but not limited to: a. Matching encounters and claims processed by the Medicaid Management Information System (MMIS) to carriers paid claims and to provider billing	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	G.9	G-61
BF-075	The solution should verify the transfer of the provider capitation payment when a beneficiary disenrolls from one carrier and enrolls in another plan or program.	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	G.9	G-62
BF-076	The solution should verify the transfer of the provider capitation payment when a beneficiary disenrolls from one provider receiving a capitation payment and enrolls with another eligible for that type of capitation payment.	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	G.9	G-62
BF-077	The solution should provide detailed and summary reports, as well as allow queries on provider capitation payments made by carriers, as required by the Puerto Rico Medicaid Program (PRMP).	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	G.9	G-63
BF-078	The vendor should provide a workflow process and conceptual data diagram supporting the verification of the provider capitation payments.	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	G.9	G-63
BF-079	The solution should accept information from the Per Member Per Month (PMPM) Payment Disbursement Report and/or any subsequent proprietary or standard file layout containing related information.	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	G.9	G-64
BF-080	The solution should verify capitation payment for the actual number of days of eligibility in a month in those instances where a beneficiary is not to be enrolled for a full month, if applicable, under carrier policy.	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	G.9	G-64
BF-081	The solution should verify that beneficiaries who have terminated enrollment, disenrolled, or are deceased are excluded from the monthly carrier capitation payments to providers.	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	G.9	G-64

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
BF-082	The solution should verify that capitation payments are adjusted based on reconciliation of errors or corrections, including, but not limited to: a. Retroactive adjustments to a particular capitation payment based on more accurate data that the Medicaid Management Information System (MMIS) obtains retroactively on beneficiary enrollments, disenrollments, deaths, and terminations	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	G.9	G-64
BF-083	The solution should verify the accuracy of mass adjustments to rates according to carrier policy, including, but not limited to: a. Annual adjustment b. Negotiated rate change c. Court settlement	Provider Capitation Verification	Will Meet	Attachment G - Business Requirements Approach	G.9	G-65
DM-001	The solution's data integration and Extract, Transform, Load (ETL) component should provide a number of parsing capabilities, including, but not limited to: a. Ability to split text fields based on delimiters, such as space or commas b. Ability to split text fields by matching character strings against packaged knowledge bases of terms, names, and more c. Facilities for adding to, or customizing terms in, packaged knowledge bases, and the ability to create new knowledge bases d. Ability to perform parsing operations using knowledge bases from third-party sources e. Facilities for configuring user-defined parsing rules	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	G.10	G-65
DM-002	The solution's data integration and Extract, Transform, Load (ETL) component should include metadata capabilities, including, but not limited to: a. Automated discovery and acquisition of metadata from data sources, applications, and other tools b. Generation of lineage and impact analysis reports via graphical and tabular formats c. Open metadata repository with the ability to share metadata bi-directionally with other tools d. Automated synchronization of metadata across multiple instances of the tools e. Ability to extend metadata repository with customer-defined attributes and relationships f. Documentation of project and program delivery definitions and design principles that support requirements definitions g. Business analyst and end-user interfaces that view and work with metadata h. Capabilities that offer metadata management across unstructured data, including, but not limited to: using search, taxonomy management alongside structured data, and rules and data models that serve the needs for data quality across the entire enterprise information landscape	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	G.10	G-68

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-003	<p>The solution's data integration and Extract, Transform, Load (ETL) component should provide a number of matching and relationship identification capabilities, including, but not limited to:</p> <ul style="list-style-type: none"> <li>a. Predefined rules for performing exact value-based matching</li> <li>b. Predefined algorithms/rules for matching, based on mathematical models, rather than on exact data values</li> <li>c. Linguistic techniques and other types of matching algorithms</li> <li>d. Entity identification and resolution across data of differing linguistic and cultural nuances</li> <li>e. Ability to weight, prioritize and tune matching rules, including, but not limited to: to optimize the frequency and number of potential matches</li> <li>f. Facilities for implementing and customizing rules by which duplicate or related records can be merged into a single "survivor"</li> <li>g. Automatic removal of duplicate records based on rules for determining survival</li> <li>h. Ability to create logical groups of records by relating those with user-determined properties</li> <li>i. Ability for users to extend and/or customize the algorithms for matching, merging, linking and deleting duplications</li> <li>j. Ability to switch on and off data masking of records so that users are able to address data quality issues without compromising privacy and data security rules</li> </ul>	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	G.10	G-69
DM-004	<p>The solution's data integration and Extract, Transform, Load (ETL) component should support location-related data standardization and cleansing, including, but not limited to:</p> <ul style="list-style-type: none"> <li>a. Vendor-provided libraries certified by relevant postal authorities</li> <li>b. Support for address extensions, including, but not limited to: United States (U.S.) Postal Service's Zip+4 code look-up service, change of address notification, and delivery-point validation</li> <li>c. Ability to provide some degree of email address validation such as domain-level or user-level</li> <li>d. Frequency and mechanism by which updates to postal libraries are delivered and applied</li> <li>e. Ability to tag records with geocoding information, including, but not limited to: latitude and longitude</li> <li>f. Level of precision of geocoding data in relevant to Puerto Rico's geographical areas, including, but not limited to: street, block, or rooftop</li> </ul>	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	G.10	G-72



Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-005	The solution's data integration and Extract, Transform, Load (ETL) component should include metadata capabilities, including, but not limited to: a. Automated discovery and acquisition of metadata from data sources, applications and other tools b. Generation of lineage and impact analysis reports via graphical and tabular formats c. Open metadata repository with the ability to share metadata bi-directionally with other tools d. Automated synchronization of metadata across multiple instances of the tools e. Ability to extend metadata repository with customer-defined attributes and relationships f. Documentation of project and program delivery definitions and design principles that support requirements definitions g. Business analyst and end-user interfaces that view and work with metadata h. Capabilities that offer metadata management across unstructured data, including, but not limited to: using search, taxonomy management alongside structured data, and rules and data models that serve the needs for data quality across the entire enterprise information landscape	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	G.10	G-73
DM-006	The solution's data integration and Extract, Transform, Load (ETL) component should provide tools that enables the storage or retrieving of information from data stores, including, but not limited to: a. Distributed query functionality that parses incoming queries into subqueries and the execution of those subqueries, via the connectivity layer, against the respective sources where the desired data resides	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	G.10	G-74
DM-007	The solution's data integration and Extract, Transform, Load (ETL) component should have the ability to present profiling results using third-party reporting or business intelligence tools, including, but not limited to: a. Graphically or in tabular form	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	G.10	G-75
DM-008	The solution's data integration and Extract, Transform, Load (ETL) component should provide process flow and user interface capabilities to enable business users to perform data quality related tasks and fulfill stewardship functions, including, but not limited to: a. Packaged processes, including steps used to perform common quality tasks, including, but not limited to: providing values for incomplete data, resolving conflicts of duplicate records, specifying custom rules for merging records, profiling, and auditing b. User interface in which quality processes and issues are exposed to business users, stewards, and others c. Functionality to manage the data quality issue resolution process through the stewardship workflow, including, but not limited to: status tracking, escalation, and monitoring of the issue resolution process d. Ability to customize the user interface and workflow of the resolution process e. Ability to execute data quality resolution steps in the context of a process orchestrated by business process management (BPM) tools including, but not limited to: packaged integration or other ability to work with popular BPM suites	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	G.10	G-76

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-009	The solution's data Integration and Extract, Transform, Load (ETL) component should provide content publication capabilities, including, but not limited to: a. Support in-context editing and the ability to preview rendered content in a staging area. b. Verifying content for hygiene, including, but not limited to: accessibility, spelling, format validation, privacy, security, and speed of deployment c. Publish to multiple locations and channels based on predefined attributes d. Rolling back content publication if unsuccessful e. Automatically publishing on a scheduled date f. Support dynamic and event-driven presentation of content	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	G.10	G-76
DM-010	The solution's data integration and Extract, Transform, Load (ETL) component should include mechanisms for aiding the ongoing understanding and assurance of data quality, including, but not limited to: a. Ability to develop business rules that check for specific quality issues b. Ability to deploy monitoring rules within existing applications and data flows c. Ability to deploy monitoring rules as a stand-alone process d. Ability to generate alerts of various types, including, but not limited to: email, page, and error message if monitoring rules have been violated e. Prebuilt and customizable reports that show numbers and types of monitoring rule violations over time	Data Integration-ETL	Will Meet	Attachment G - Business Requirements Approach	G.10	G-77
DM-011	The solution's Database Management System (DBMS) component design should provide the framework for naming conventions used in naming tables, views, columns, and indexes.	Database Management (DBMS)	Will Meet	Attachment G - Business Requirements Approach	G.11	G-79
DM-012	The solution's Business Intelligence (BI) component should provide the ability to impose graduated access to reports based on authorized solution user roles as defined by the Puerto Rico Medicaid Program (PRMP) to better analyze program data.	Database Management (DBMS)	Will Meet	Attachment G - Business Requirements Approach	G.11	G-79
DM-013	The solution's Database Management System (DBMS) component design should specify if the application code is database agnostic or tied to a specific database. If the code is partially database agnostic, the design should specify which modules are solution's DBMS specific.	Database Management (DBMS)	Will Meet	Attachment G - Business Requirements Approach	G.11	G-79
DM-014	The solution's Database Management System (DBMS) component should support geo-coded address data for the storage and retrieval of latitude and longitude coordinates.	Database Management (DBMS)	Will Meet	Attachment G - Business Requirements Approach	G.11	G-80
DM-015	The solution's Database Management System (DBMS) component design should provide the framework to assist the Puerto Rico Medicaid Program (PRMP) in developing procedures to ensure that specified data is archived and protected from loss, unauthorized access, and/or destruction.	Database Management (DBMS)	Will Meet	Attachment G - Business Requirements Approach	G.11	G-80
DM-016	The solution should provide the functionality that provides reliability for applications, services or message flows, including, but not limited to: a. Load balancing b. High availability c. Fault tolerance d. Failover e. In-order delivery f. Transaction support g. Execution prioritization h. Message prioritization	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-80

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-017	The solution's interfaces should secure and protect the data and the associated infrastructure from a confidentiality, integrity, and availability perspective.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-82
DM-018	The solution's components should be committed to an advanced approach to interoperability using web services and Service Oriented Architecture (SOA) aligned with the Puerto Rico Medicaid Program (PRMP), industry standards, and the PRMP's vision for interoperability.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-82
DM-019	The solution should interface with the existing the Puerto Rico Medicaid Program (PRMP) Data Warehouse, which includes, but is not limited to: a. Power Business Intelligence (BI) reporting b. Cognos c. Business Objects d. Tableau e. Structured Query Language (SQL) Server Analytic Services (SSAS) f. SQL Server Reporting Services (SSRS) g. SQL Server Integration Services (SSIS)	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-83
DM-020	The solution's services should be classified with one of the following values, including, but not limited to: a. Presentation b. Process c. Business d. Data e. Access f. Utility	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-83
DM-021	The solution's design should allow for the system to continue operating despite failure or unavailability of one or more individual technology solution components.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-84
DM-022	The following metadata attributes should be tracked for all services in the services catalog, including, but not limited to: a. Name b. Lifecycle status c. Class, description d. Owner e. Version f. Revision history g. Release frequency h. Versioning policy i. Deprecation policy j. Message exchange patterns k. Compensating transaction support l. Availability requirements m. Volume n. Max message size o. Security attributes p. Service-Level Agreement (SLA) q. Logging requirements	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-84
DM-023	The solution should have the ability to support Application to Application (A2A) synchronous and asynchronous messaging using web services.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-85
DM-024	The solution should have message and data formats based on logical representations of business objects, rather than native application data structures.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-85
DM-025	The solution should have data transformations that should be to and from normalized formats to facilitate composition and reduce the number of transformations that must be created and maintained. A canonical data representation that spans the enterprise can be used but is not required, and a federated approach to data normalization can also be used.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-85

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-026	The solution should provide tools to support the Extract, Transform, Load (ETL) process to extract data into the Puerto Rico Medicaid Program's (PRMP's) data warehouse or other analytical environments.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-85
DM-027	The solution should implement, at a minimum, real-time and/or batch interfaces with the applications and data sources as specified by the Puerto Rico Medicaid Program (PRMP).	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-86
DM-028	All Web Services Description Languages (WSDLs) developed for the Puerto Rico Medicaid Program (PRMP) should conform to the WSDL development standards.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-86
DM-029	The solution should have the ability to implement synchronous and asynchronous program-to-program communication, moving messages between Service Oriented Architecture (SOA) service consumer modules and service provider modules at run-time. The Enterprise Service Bus (ESB) component may also move files, database rows, and other data.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-86
DM-030	The solution's Service Oriented Architecture (SOA)-related messages should be formally defined with Extensible Markup Language (XML), Schema Definition XML schema definitions (XSD), or Document Type Definition (DTDs). The solution should use a Service Oriented Architecture (SOA) Architecture Repository.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-87
DM-031	The solution's Service Oriented Architecture (SOA)-related services should be implemented on a framework to include, but not be limited to: a. Java b. .Net	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-87
DM-032	The solution should integrate with external solutions using a Service Oriented Architecture (SOA) by using an Enterprise Service Bus (ESB), responsible for, including, but not limited to: a. Monitoring and controlling routing message exchange between services b. Resolving contention between communicating service components c. Controlling deployment and versioning of services d. Marshalling use of redundant services	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-87
DM-033	The solution's Service Oriented Architecture (SOA) services should be attributed with one of the following SOA Lifecycle Status values: a. Candidate b. Justified c. Defined d. Designed e. Implemented f. Operational g. Retired	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-88
DM-034	The Service Oriented Architecture (SOA) Architecture Repository along with the Enterprise Repository should be hosted on the future Puerto Rico Medicaid Program (PRMP) Hub.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-88
DM-035	The solution should have the capability to integrate with Master Data Manager (MDM) technology for Enterprise Master Person Index (EMPI) implemented as part of the the Puerto Rico Medicaid Program (PRMP) Hub in a centralized or registry style implementation.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-89

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-036	The solution should provide support for integrating with applications with Service Oriented Architecture (SOA) and event-driven architectures in a manner that supports implementation strategies, including, but not limited to: a. Web Services: Web Services Interoperability (WS-I) Organization-compliant implementation of basic Web services standards, including Simple Object Access Protocol (SOAP), Web Services Description Language (WSDL) and Universal Description, Discovery, and Integration (UDDI), as well as higher-level Web services standards, such as Web Services (WS)-Security b. Representational Department Transfer (REST): Support for Extensible Markup Language (XML)-based messages, processing and Hypertext Transfer Protocol (HTTP), and Extensible HyperText Markup Language (XHTML) WSDL	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-89
DM-037	The solution should provide the technology that manages the metadata and provides the features needed to support the reliable operation of services including, but not limited to: a. Online catalog of services and associated artifacts such as Web Services Description Language (WSDL) files, XML Schema Definitions (XSDs), Business Process Execution Language (BPEL) files b. A single point of controlled access for cataloging, promoting, publishing, and searching for information about managed assets c. Metadata that enables an Enterprise Service Bus (ESB) to find, bind to, and invoke the execution of a service implementation d. Support for extending existing asset types and defining and populating custom asset types	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-90
DM-038	The solution should facilitate integration through an Enterprise Service Bus (ESB).	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-90
DM-039	The solution should have the ability to work with security policy manager for web services that allows for centrally defined security policies that govern web services operations, including, but not limited to: a. Access policy b. Logging policy c. Load balancing	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-91
DM-040	The solution should provide the capabilities for a real-time, or near real-time, integrated enterprise where common data elements about the members served and services rendered are easily shared across organizational units with appropriate adherence to Commonwealth, the Puerto Rico Medicaid Program (PRMP), the Puerto Rico Department of Health (PRDoH), and federal security and privacy restrictions.	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-91
DM-041	The solution should have the capability to integrate with the Puerto Rico Medicaid Program (PRMP) Data Hub to perform syntactic and semantic hub-based transformation of messages, including, but not limited to: a. Support of taxonomy b. Support of ontology c. Reusable transformation maps d. Built-in transformation functions e. Extending the transformation function with custom-coded logic f. Support for business to business (B2B) project translation including, but not limited to Electronic Data Interchange (EDI), RosettaNet, and Health Level Seven (HL7)	Interoperability - Interfaces	Will Meet	Attachment G - Business Requirements Approach	G.12	G-91

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
DM-042	The vendor should run all existing data from the current database tables and/or files through the data quality checks and all data quality issues should be reported to the Puerto Rico Medicaid Program (PRMP).	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	G.13	G-92
DM-043	The solution's data integration and Master Data Management (MDM) component's data model should be capable of handling categories of elements for clients and providers, including, but not limited to: a. Identification b. Demographics c. Contact information d. Relationships with other entities and/or providers e. Interactions with other entities and/or providers	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	G.13	G-93
DM-044	The solution's data integration and Master Data Management (MDM) component should provide workflow services for remediation of quality issues in client and provider data.	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	G.13	G-93
DM-045	The solution's data integration/Master Data Management (MDM) component should protect and complement the data layer with a layer of business services for accessing and manipulating the client and provider data that is built for an service oriented architecture (SOA) environment, by exposing web services interfaces.	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	G.13	G-94
DM-046	The solution's data integration and Master Data Management (MDM) component should include integration middleware, including publishing and subscription mechanisms, to provide a communication backbone for the bidirectional flow of client and provider data between the central repository and the spoke data integration and MDM components, be they copies or subsets of the repository, or remote applications.	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	G.13	G-94
DM-047	The Master Data Management (MDM) component should have the capability to support the global identification, linking, and/or synchronization of client and provider information across heterogeneous data sources through semantic reconciliation of master client and master provider data.	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	G.13	G-94
DM-048	The Master Data Management (MDM) component should create and manage a central, database-based data integration and MDM component or index of record for master data.	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	G.13	G-95
DM-049	The solution's data integration and Master Data Management (MDM) component should have the ability to support in batch and real-time the profiling, cleansing, matching, linking, identifying, and semantically reconciling master data in different data sources to create and maintain the source of truth.	Master Data Management	Will Meet	Attachment G - Business Requirements Approach	G.13	G-95

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-001	The solution's data integration and Extract, Transform, Load (ETL) component should have the ability to interact with a range of different data structure types including, but not limited to: a. Connectivity and native access data stored in relational database management system b. Connectivity to, and native access to, data stored in non-relational structures c. Support for access to and interpretation of a variety of flat-file formats d. Support for "interpret" and "create" XML structures e. Interfaces to common packaged applications via the standard application interfaces provided by a vendor f. Interfaces to common applications delivered off-premises via SaaS or cloud-based environments g. Interpretation and creation of industry-standard message formats h. Connectivity to message queues, including those provided by application integration middleware products and standards-based architectures i. Support for data structures such as graph-oriented, XML and other No SQL-style database management system j. Connectivity to data resident in popular mobile device operating data integration and ETL components and mobility platforms k. Connectivity to Application Programming Interfaces (APIs) l. Support for in-memory database management system and in-memory data grids m. Ability to access data in nontraditional source types, such as email, Web, office productivity tools and content repositories	API	Will Meet	Attachment H - Technical Requirements Approach	H.1	H-12
TC-002	The solution's Database Management System (DBMS) component should provide standard data extraction Application Programming Interfaces (APIs) to allow import and export of data.	API	Will Meet	Attachment H - Technical Requirements Approach	H.1	H-13
TC-003	The Enterprise Service Bus (ESB) and Application Integration component shall provide the technology that combines design tools and run-time software to implement programs, transforming among protocols, connecting to databases and linking pre-System Oriented Architecture (SOA) Application Programming Interfaces (APIs) to the SOA. To support Business to Business (B2B) projects, adapters also need to support SOA services using B2B protocols such as Applicability 1 (AS1)/Applicability 2 (AS2), Rosetta Net and Electronic Data Interchange for Administration, Commerce and Transportation (EDIFACT).	API	Will Meet	Attachment H - Technical Requirements Approach	H.1	H-13
TC-004	The Application Server must provide a standard set of user analytics and required Application Programming Interfaces (API) configuration to collect additional metrics and reporting.	API	Will Meet	Attachment H - Technical Requirements Approach	H.1	H-14
TC-005	The solution's Enterprise Content Management (ECM) and Document Management component should provide the ability to communicate with the document management Application Program Interface (API).	API	Will Meet	Attachment H - Technical Requirements Approach	H.1	H-14
TC-006	The solution should seamlessly work with the technology and programs transforming among protocols, connecting to databases, and linking pre-Service Oriented Architecture (SOA) Application Programming Interfaces (APIs) to the SOA backplane.	API	Will Meet	Attachment H - Technical Requirements Approach	H.1	H-14

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-007	The solution should possess the capacity and functionality to interface with the Puerto Rico Medicaid Program (PRMP) systems at various stages of maturity. Each interface should allow for a bidirectional data exchange if necessary. The PRMP anticipates that the searching and querying to identify records in the respective source system(s) as well as the ability to update information will be accomplished through an Application Programming Interface (API).	API	Will Meet	Attachment H - Technical Requirements Approach	H.1	H-14
TC-008	The solution should provide Application Programming Interfaces (APIs), web services, and/or other programmatic interfaces that expose the matching functionality to technical users.	API	Will Meet	Attachment H - Technical Requirements Approach	H.1	H-15
TC-009	The solution's Application Programming Interface (API) functionality should conform to all technical, documentation, and data access standards and requirements specified or referenced within 42 Code of Federal Regulation (CFR) §431.60(c)-(g).	API	Will Meet	Attachment H - Technical Requirements Approach	H.1	H-15
TC-010	The solution's information should be accessible to its current beneficiaries or the beneficiaries' personal representative through the Application Programming Interface (API), and include, but not limited to: a. All encounters data on the beneficiary, including encounters data from any network providers the health plan is compensating on the basis of capitation payments and adjudicated claims data from any subcontractors b. Encounters from providers compensated on the basis of capitation payments posted no later than one (1) business day after receiving the data from providers c. Data concerning claims data for payment decisions that may be appealed, were appealed, or are in the process of appeal, and provider remittances and member cost sharing pertaining to such claims, no later than one (1) business day after a claim is processed	API	Will Meet	Attachment H - Technical Requirements Approach	H.1	H-15
TC-011	The Application Server component should be a scalable, enterprise-ready application and should support the deployment of many types of distributed applications and provides an ideal foundation for building applications based on Service-Oriented Architectures (SOA).	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.2	H-16
TC-012	The Application Server should prioritize work based on pre-defined rules and on monitoring actual run-time performance statistics.	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.2	H-17
TC-013	The Application Server should provide store-and-forward services to enable the server to deliver messages reliably between applications that are distributed across many server instances.	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.2	H-17
TC-014	The Application Server component should enable deployment of mission-critical applications or components in a robust, secure, highly available, and scalable environment.	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.2	H-18
TC-015	The Application Server component clusters should provide scalability and reliability for applications by load balancing across the application clusters.	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.2	H-19
TC-016	The solution should include capacity and availability planning, and metrics to prevent overload conditions, including, but not limited to: a. Network transaction volume b. Authorized user volume	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.2	H-19
TC-017	The solution should include performance thresholds, metrics, and measurements consistent with the Puerto Rico Medicaid Program's (PRMP's) transaction volume and network traffic expectations during both normal and peak periods.	App. Infra Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.2	H-19



Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-018	The solution's Enterprise Service Bus (ESB) and Application Integration component should have the ability to support varying message payloads, including, but not limited to: a. Individual transactions to files larger than 1GB containing multiple transactions	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-20
TC-019	The solution's Enterprise Service Bus (ESB) and Application Integration component should have features that enable in-flight message manipulation including, but not limited to: a. Transformation b. Intelligent routing c. Naming d. Addressing	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-20
TC-020	The solution's Enterprise Service Bus (ESB) and Application Integration component should have the ability to apply logic to the routing of messages, including, but not limited to support for the following file interaction styles: a. Store and forward: Ability to persist a message and then send it to destinations b. Publish and subscribe: Ability to distribute a message to multiple destinations based on a message attribute usually described as the subject area of the message c. Request and reply: Ability to correlate asynchronous messages so that the target's response is associated with the appropriate request made by the source d. Content-based: Ability to route a message based on a value(s) within a message including, but not limited to: the ability to route a referral message with a small target turnaround timely to a different set of targets than those of a referral message whose turnaround time is high	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-20
TC-021	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide for syntactic conversion and semantic transformation, including, but not limited to: a. Ease of use and reuse b. Number of built-in functions c. Ease of extending the transformation function with custom-coded logic and Extensible Markup Language (XML) support including, but not limited to: Schema and Extensible Stylesheet Language Transformations (XSLT)	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-21
TC-022	The solution's Enterprise Service Bus (ESB) and Application Integration component should have the capability during operations to assist service consumers by dynamically finding, binding to, and invoking the execution of service providers.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-22

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-023	<p>The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the technology that hosts the execution of process logic spanning multiple back-end services or applications - typically for short-term, seconds or minutes, processes that can occasionally also be long term, hours, days, weeks - with the aim of implementing composite services or automated ESB and Application Integration component-to-ESB and Application Integration component processes.</p> <p>Features should include, but not be limited to:</p> <ul style="list-style-type: none"> <li>a. Graphical design surface for specifying process flows</li> <li>b. Support for standard specification languages including, but not limited to: Business Process Modeling Notation (BPMN)</li> <li>c. Support for standard representations including, but not limited to: Business Process Execution Language (BPEL), Extensible Markup Language (XML) Process Definition Language (XPDL), Business Process Modeling Language (BPML), and Web Services Flow Language (WSFL)</li> <li>d. Ability to specify compensating transactions and execute those transactions upon failure of the process flow</li> <li>e. Integration with workflow</li> </ul>	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-22
TC-024	<p>The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the functionality that provides reliability for applications, services, or message flows, including, but not limited to:</p> <ul style="list-style-type: none"> <li>a. Load balancing</li> <li>b. High availability</li> <li>c. Fault tolerance</li> <li>d. Failover</li> <li>e. In-order delivery</li> <li>f. Transaction support</li> <li>g. Execution prioritization</li> <li>h. Message prioritization</li> <li>i. Downstream throttling</li> </ul>	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-22
TC-025	<p>The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the functionality used to monitor the operation of the overall ESB and Application Integration component, and to collect events and usage information aimed at populating technical key performance indicators (KPIs) of the deliverables supported by the service-oriented architecture (SOA) backplane and of the SOA backplane components by monitoring and collecting metrics including, but not limited to:</p> <ul style="list-style-type: none"> <li>a. Messaging traffic</li> <li>b. Process state and behavior</li> <li>c. Application and service parameters and behavior for all nodes in a local area network (LAN) or wide area network (WAN)</li> </ul>	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-25
TC-026	<p>The solution's Enterprise Service Bus (ESB) and Application Integration component should provide for any combination of alert destinations, including, but not limited to:</p> <ul style="list-style-type: none"> <li>a. Email</li> <li>b. Java Message Service (JMS)</li> <li>c. Simple Network Management Protocol (SNMP)</li> <li>d. Reporting services</li> <li>e. Server logs</li> </ul>	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-25

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-027	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the functionality to assist the Puerto Rico Medicaid Program's (PRMP's) operations personnel in keeping the resultant ESB and Application Integration component running at peak efficiency at all times, including, but not limited to: a. Establishing rules for automated ESB and Application Integration component monitoring b. Establishing network-alert-based management c. Supporting autonomous network behavior so local management and problem resolution can continue during an outage d. A console that enables domain-specific display for multiple devices	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-26
TC-028	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the technology that manages the metadata and provides the features needed to support the reliable operation of services, including, but not limited to: a. Online catalog of services and associated artifacts, including, but not limited to: web services description language (WSDL) files, XML schema definitions (XSDs), and business process execution language (BPEL) files b. A single point of controlled access for cataloging, promoting, publishing, and searching for information about managed assets c. Metadata that enables an ESB to find, bind to, and invoke the execution of a service implementation d. Support for extending existing asset types and defining and populating custom asset types	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-26
TC-029	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide support for building frameworks and extensible tools that enable the design, configuration, assembly, deployment, monitoring, and management of software designed around a service-oriented architecture (SOA).	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-27
TC-030	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the technology to implement processing logic that directly manipulates data values, and the representation of those values, for storage, transport, or presentation purposes. This processing logic is used to establish common access to data sources, improve data quality, or aggregate data from multiple sources.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-27
TC-031	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide the data infrastructure tooling that enables authorized solution users to represent semantic models, identify model-to-model relationships, and execute the necessary translations to reconcile data with differing semantic models.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-27

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-032	The solution's Enterprise Service Bus (ESB) and Application Integration component should provide optimization services that continuously read various types of metadata from across the architecture. The optimization verbs should use the semantic and logical services to reconcile context to data content and deliver against some aspect of the application service-level agreement, including, but not limited to: a. Requirements for data quality b. Data freshness c. Data volumes d. Throughput parameters e. Data-mining results f. On-demand data aggregation or summarization g. Data enrichment	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-28
TC-033	The solution's Enterprise Service Bus (ESB) and Application Integration component should incorporate the ability to undo changes, detect and resolve conflicts, test service connectivity with tracing information, easily enable and/or disable services, provide logging, and view all session activities and/or change history attributable to each logged-in authorized solution user.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-28
TC-034	The solution's Enterprise Service Bus (ESB) and Application Integration component should subscribe to new or modified assets.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-28
TC-035	The solution's Enterprise Service Bus (ESB) and Application Composite applications should discover updated endpoints and web services description language (WSDL) locations.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-28
TC-036	The solution's Enterprise Service Bus (ESB) and Application run-time monitoring tooling should publish metrics to the Service Registry, which serves as an integration point for run-time tooling.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-29
TC-037	The solution's Enterprise Service Bus (ESB) component should provide dynamic discovery and service-level monitoring of all artifacts deployed in the Application Server.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-29
TC-038	The solution's Enterprise Service Bus (ESB) and Application Integration component should support the industry standard messaging, data management, service coordination, and interfaces relevant to Health and Human Services (HHS) organizations, including, but not limited to: a. Health Level Seven (HL7) Versions 2.x, 3.x, and Continuity of Care Document (CCD) b. Integrating the Healthcare Enterprise (IHE) XD* ProfilesD c. National Information Exchange Model (NIEMS)-Core Health Information Exchange (HIX)	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-29
TC-039	The solution's Enterprise Service Bus (ESB) and Application Integration component alerts should be customizable with respect to the frequency of the alert, the ability to enable and/or disable an alert, rule expiration dates, starting and ending times for an alert, and customizable conditions for an alert.	Integration Service Layer	Will Meet	Attachment H - Technical Requirements Approach	H.3	H-29
TC-040	The solution should integrate data with all required data sources as defined by the Puerto Rico Medicaid Program (PRMP).	Interoperability - Interfaces	Will Meet	Attachment H - Technical Requirements Approach	H.4	H-30
TC-041	The solution should have the ability to support session replication and transparent failover using high-availability architectural options.	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	H.5	H-32
TC-042	The solution should leverage virtualization in conjunction with replication to expedite disaster recovery, to enable system owners to quickly reconfigure system platforms without having to acquire additional hardware.	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	H.5	H-33

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-043	The solution should have the ability to recover from data loss due to end-user error and end-application error.	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	H.5	H-34
TC-044	The solution should have the ability to perform archival and incremental backups, and support open and closed database backups.	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	H.5	H-35
TC-045	The solution should provide all necessary functionalities to ensure data integrity, including, but not limited to: a. Transactional processing b. Database back-out capabilities c. Backup and restore capabilities d. Transaction log database restores	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	H.5	H-35
TC-046	The solution architecture should support replication of the virtual machines to a secondary site so the System Integrator (SI) can recover the environment within Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO).	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	H.5	H-36
TC-047	The solution should support all batch processes and back-ups between the hours of 11 PM and 7 AM Atlantic Standard Time (AST) seven (7) days a week, or as approved by the Puerto Rico Medicaid Program (PRMP).	Performance and Availability	Will Meet	Attachment H - Technical Requirements Approach	H.5	H-36
TC-048	The solution should be designed for ease of maintenance and readily allow future functional enhancements, using modern design principles for service-oriented architecture (SOA), applying principles of modularity, interface abstraction, and loose coupling.	Scalability	Will Meet	Attachment H - Technical Requirements Approach	H.6	H-37
TC-049	The solution should be scalable and adaptable to meet future growth and expansion and/or contraction needs such that the solution can be expanded on demand and have the ability to retain its performance levels when adding additional lines of business, new authorized solution users, functions, data, and connectivity.	Scalability	Will Meet	Attachment H - Technical Requirements Approach	H.6	H-38
TC-050	The solution should move all historical, expired, and/or unnecessary data to offline storage, according to a set of business rules and on a schedule according to criteria to be defined by the Puerto Rico Medicaid Program (PRMP).	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-40
TC-051	The solution should protect all communications with at least 256-bit encryption.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-41
TC-052	The solution should be supported by public and/or private key encryption Secure Socket Layer (SSL) certificates.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-41
TC-053	The solution should allow an authorized solution user to recover archived data based on security access level.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-41
TC-054	The solution should have the ability to generate administrative alerts and warnings when statistics indicate an impact or potential limits on solution component performance and availability.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-42
TC-055	The solution should securely support the Puerto Rico Medicaid Program's (PRMP's) existing remote control capabilities deployed for any type of client workstation, including, but not limited to: a. Support personnel's ability to take over the authorized solution user device for troubleshooting and support	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-42
TC-056	The solution should provide event management and monitoring functionality according to best practices in alignment with the Puerto Rico Medicaid Program's (PRMP's) Enterprise Standards and the Incident Management Plan.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-42

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-057	The solution should provide Application Performance Monitoring and Management capabilities, including but not limited to: a. Transaction monitoring b. Synthetic transactions c. Component root cause analysis including, Application Server Management, in alignment with the Puerto Rico Medicaid Program (PRMP) Enterprise Standards	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-43
TC-058	The solution should be designed to support a performance management toolset that integrates with the Puerto Rico Medicaid Program's (PRMP's) Enterprise Standards performance management approach to provide an end-to-end solution. The vendor should propose, implement, and manage one or more monitoring tool(s) to proactively monitor the performance of the application.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-43
TC-059	The solution should be instrumented and have tools to allow end-to-end transaction response time across multiple modules of the Puerto Rico Medicaid Program (PRMP's) Enterprise Standards and report against Service-Level Agreements (SLAs).	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-43
TC-060	The solution should detect and report errors related to one or more system components in conformance with service-level agreement (SLA) requirements, including, but not limited to: a. Loss of network connectivity b. Database server going offline c. The application suffers an out-of-memory situation	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-44
TC-061	The solution should detect and report less than desirable application performance, including, but not limited to: a. Degraded servlet b. Database c. Other back end resource response times	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-44
TC-062	The solution should have safeguards designed to ensure that configuration variables affecting the application and the back-end resources remain at some predetermined configuration settings.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-44
TC-063	The solution should report on capacity management.	Solution Management and Administration	Will Meet	Attachment H - Technical Requirements Approach	H.7	H-45
TC-064	The solution should generate reports and files in formats that include, but are not limited to: a. jpg b. pdf c. doc d. xls e. csv f. tiff	Usability	Will Meet	Attachment H - Technical Requirements Approach	H.8	H-45
TC-065	The solution should allow for reports and files to be printed in various formats that include, but are not limited to: a. jpg b. pdf c. doc d. xls e. csv f. tiff	Usability	Will Meet	Attachment H - Technical Requirements Approach	H.8	H-46
TC-066	The solution should support report generation and file import and export in multiple file types, as applicable. File formats include, but are not limited to: a. jpg b. pdf c. doc d. xls e. csv f. tiff	Usability	Will Meet	Attachment H - Technical Requirements Approach	H.8	H-46

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
TC-067	The solution should accommodate diverse populations of authorized solution users, including those with Limited English Proficiency (LEP) as per the Commonwealth, Puerto Rico Department of Health (PRDoH), the Puerto Rico Medicaid Program (PRMP), and federal regulations, subject to independent verification for compliance.	Usability	Will Meet	Attachment H - Technical Requirements Approach	H.8	H-46
TC-068	The solution should utilize standard web browser-based Thin-Client Technology that supports centralized software distribution and implementation and should be available with encryption capability on the three most recent versions of commonly used browsers, including, but not limited to: a. Chrome b. Safari c. Firefox d. Microsoft Internet Explorer 11 and above	Usability	Will Meet	Attachment H - Technical Requirements Approach	H.8	H-47
TC-069	The solution should provide the capability for remote access in compliance with existing Puerto Rico Medicaid Program (PRMP), federal, Commonwealth, and/or Puerto Rico Department of Health (PRDoH) policies.	Usability	Will Meet	Attachment H - Technical Requirements Approach	H.8	H-47
TC-070	The solution should provide an authorized solution user friendly graphical user interface (GUI) that is consistent throughout all areas and functions of the solution that supports flexible navigation to other parts of the solution and then allows the user to return.	Usability	Will Meet	Attachment H - Technical Requirements Approach	H.8	H-47
TC-071	The solution should eliminate error-prone conditions or check for them and present authorized solution users with a confirmation option before they commit and provide an "emergency exit" when mistakes occur.	Usability	Will Meet	Attachment H - Technical Requirements Approach	H.8	H-47
TC-072	The solution should have an alert function to express its error messages in plain language, precisely indicate the problem, and constructively suggest a solution and notify the authorized solution user when available information may be out of date because of system issues.	Usability	Will Meet	Attachment H - Technical Requirements Approach	H.8	H-48
TC-073	The solution should allow secure multitasking and multiple windows capability and support closure of all sessions when an authorized solution user logs offs or times out.	Usability	Will Meet	Attachment H - Technical Requirements Approach	H.8	H-48
TC-074	The solution should include only necessary information and functionality on screens, including, but not limited to: a. Hiding unnecessary or prohibited fields based on the authorized solution user's access level and configuration	Usability	Will Meet	Attachment H - Technical Requirements Approach	H.8	H-48
TC-075	The solution should use English as the primary language for all user interfaces, notifications, and messages.	Usability	Will Meet	Attachment H - Technical Requirements Approach	H.8	H-48
SC-001	The solution should provide for security concepts, including, but not limited to: a. Virtual Private Network (VPN) b. Firewall technology c. Demilitarized Zone (DMZ) d. Virus and intrusion detection e. Mail and content filtering avoiding false positives f. Encryption g. Public Key Infrastructure (PKI)	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-49
SC-002	The solution should support security at the object level, including, but not limited to: a. Table b. View c. Index	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-53
SC-003	The solution should support security at the database row and column level.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-53

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
SC-004	The solution should support auditing at the database object level including, but not limited to: a. Table b. Column	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-53
SC-005	The solution should provide the ability for concurrent authorized solution users to simultaneously view the same record, documentation, and/or template.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-53
SC-006	The solution should provide protection to maintain the integrity of data during concurrent access.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-54
SC-007	The solution should be configurable to prevent corruption or loss of data already accepted into the solution in the event of any solution component failure.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-54
SC-008	The solution should enforce minimum password requirements compliant with the Puerto Rico Medicaid Program (PRMP) provided security policies.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-54
SC-009	The solution should prevent multiple concurrent sessions for any single authorized solution user.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-55
SC-010	The solution should support grouping authorized solution users by roles, functional departments, or other organization to simplify security maintenance.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-55
SC-011	The solution should, upon detection of inactivity of an interactive session, prevent further viewing and access to the solution by that session by terminating the session, or by initiating a session lock that remains in effect until the authorized solution user reestablishes access using appropriate identification and authentication procedures.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-56
SC-012	The solution should be able to perform time synchronization using Network Time Protocol (NTP), Simple Network Time Protocol (SNTP), and use this synchronized time in all security records of time.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-56
SC-013	The solution should have the ability to format for export recorded time stamps using Universal Time Coordinated (UTC) based on International Organization for Standardization (ISO) 8601.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-56
SC-014	The solution should protect the historical audit records from unauthorized deletion in accordance with the Puerto Rico Medicaid Program's (PRMP's) policies.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-56
SC-015	The solution should utilize network scanning tools, intrusion detection and prevention systems, and end-point protections to identify and prevent the use of prohibited functions, ports, protocols, and services.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-57
SC-016	The solution should provide logging, reporting, and accessing errors and exceptions in alignment with National Institute of Standards and Technology (NIST) and Centers for Medicare & Medicaid Services (CMS) standards.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-58
SC-017	The solution should enforce a limit of consecutive invalid access attempts by an authorized solution user. The Identity Access Management (IAM) component should protect against further, possibly malicious, authorized solution user authentication attempts using an appropriate mechanism, including, but not limited to: a. Locks the account until released by an administrator b. Locks the account for a configurable time period c. Delays the next login prompt according to a configurable delay algorithm	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-58
SC-018	The solution should provide immediate capability to override a role and restrict access to information by authorized solution user(s) or groups of authorized solution users.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-59



Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
SC-019	The solution should allow an authorized solution user to change their password at any time and support self-service reset functionality in accordance with the Puerto Rico Medicaid Program (PRMP)-defined policies.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-59
SC-020	The solution should notify specified authorized solution users and provide an audit trail when emergency access is necessary.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-60
SC-021	The solution should provide the ability to maintain a directory of all personnel who currently use or access the solution.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-60
SC-022	The solution should, upon detection, be configurable for inactivity timeout(s).	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-60
SC-023	The vendor should support establishing a secure connection, such as Virtual Private Network (VPN), to any inter-system connections to the Puerto Rico Medicaid Program (PRMP) infrastructure required to support the solution. The secure connection shall be established following PRMP-defined standards.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-60
SC-024	The solution should maintain a historical directory of all personnel who have accessed the solution based on the Puerto Rico Medicaid Program (PRMP)-defined criteria.	Management	Will Meet	Attachment H - Technical Requirements Approach	H.9	H-61
SC-025	The solution should be configurable to prevent corruption or loss of data already accepted into the solution in the event of a solution failure, including, but not limited to: a. Integrating with a Uninterruptible Power Supply (UPS) b. Backup and restore functionality c. Data protector	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-61
SC-026	The vendor should provide a Security Operations Center (SOC) for system security to monitor, alert, and protect the Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) against web application attacks of internet-facing applications.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-62
SC-027	The solution should only allow access for authorized solution users located within the United States (U.S.) and its respective territories.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-62
SC-028	The solution should be in compliance with all applicable government and federal laws and regulations, including 42 Code of Federal Regulation (CFR) Part 2 and Health Insurance Portability and Accountability Act (HIPAA), including privacy and client consent for release requirements.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-63
SC-029	The solution should conform to the sub-parts of Section 508 of the Americans with Disabilities Act (ADA), and any other appropriate Commonwealth or federal disability legislation.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-63
SC-030	The solution should comply with all applicable Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) security policies and adhere to all legal, statutory, and regulatory requirements.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-64
SC-031	The solution should comply with accessibility requirements described in 45 Code of Regulation (CFR) 85 and the Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) accessibility requirements.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-64
SC-032	The software used to install and update the solution, independent of the mode or method of conveyance, should be certified free of malevolent software. The vendor should self-certify compliance with this standard. The vendor should specify malware software and provide procedures and results that make use of commercial malware scanning software. The vendor should report and resolve any issues identified during independent certification of compliance.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-64

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
SC-033	The solution should not transmit or store any Personally Identifiable Information (PII) using publicly available storage over the internet or any wireless communication device, unless: a. The PII is "de-identified" in accordance with 45 Code of Federal Regulation (CFR) § 164.514(b)(2) b. Encrypted in accordance with applicable law, including the American Recovery and Reinvestment Act of 2009 and as required by policies and procedures established by the Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP)	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-65
SC-034	The solution should include the same security provisions for the development, system test, acceptance test, and training environment, as those used in the production environment except those provisions implemented specifically to protect confidential information, including, but not limited to: a. Personally Identifiable Information (PII)	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-66
SC-035	The solution should be capable of operating within a Role-Based Access Control (RBAC) infrastructure conforming to American National Standard for Information Technology (ANSI) InterNational Committee for Information Technology Standards (INCITS) 359-2004, American National Standard for Information Technology – RBAC.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-66
SC-036	The solution should work in conjunction with system requirements to restore and recover session information following lockout and re authentication.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-67
SC-037	The solution should provide the ability to perform solution administration functions, including, but not limited to: a. Reference table maintenance b. Adding and removing authorized solution users from the solution	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-67
SC-038	The solution should provide the capability to integrate with existing Commonwealth, Puerto Rico Department of Health (PRDoH), and Puerto Rico Medicaid Program (PRMP) enterprise authentication and authorization mechanisms, including, but not limited to: a. Active Directory b. Identity Management Solution(s)	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-67
SC-039	The vendor should cooperate with any privacy and security audit or review conducted by authorized federal or Puerto Rico Medicaid Program (PRMP) entities, including, but not limited to: a. Providing requested policies and documentation b. Knowledgeable personnel to participate in reviews c. Script execution d. Dynamic application security scans for the solution	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-68

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
SC-040	The solution should, at a minimum, provide a mechanism to comply with security requirements and safeguard requirements of the following federal agencies / entities, including, but not limited to: a. Health and Human Services (HHS) Centers for Medicare & Medicaid Services (CMS) b. Guidance from CMS including Medicaid Information Technology Architecture (MITA) Framework 3.0 and Harmonized Security and Privacy Framework c. Administration for Children and Families (ACF) d. National Institute of Standards and Technology (NIST) 800-53 r5, Minimum Acceptable Risk Standards for Exchanges (MARS-E) and Department of Defense (DOD) 8500.2 e. IRS pub 1075, which points back to NIST 800-53 rev 5 f. Federal Information Security Management Act (FISMA) of 2002 g. Health Insurance Portability and Accountability Act (HIPAA) of 1996 h. Health Information Technology for Economic and Clinical Health Act (HITECH) of 2009 i. Privacy Act of 1974 j. Patient Protection and Affordable Care Act of 2010, Section 1561 Recommendations k. Section 471(a)(8) of the Social Security Act l. Section 106(b)(2)(B)(viii) of the Child Abuse Prevention and Treatment Act m. Section 508 of the Americans with Disabilities Act (ADA) n. CMS Conditions and Standards	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-68
SC-041	The solution should allow for controlled access to records. Authorized solution users should be able to view data within the solution at the Puerto Rico Medicaid Program (PRMP)-defined levels of access based on user security privileges.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-70
SC-042	The solution should provide the ability to limit access at the solution's record and field level based on the roles and privileges that been assigned and in alignment with the Puerto Rico Medicaid Program (PRMP)-defined Role-Based Access Controls (RBAC).	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-70
SC-043	The solution should, when access to an authorized solution user's account is restricted, provide a means for appropriately authorized users to obtain immediate access for emergency situations, as defined by the Puerto Rico Medicaid Program (PRMP) policy.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-70
SC-044	The solution should be certified to meet Web Content Accessibility Guidelines (WCAG) 2.0 and Section 508 Refresh Information and Communication Technologies (ICT) Final Standard.	Standards Compliance	Will Meet	Attachment H - Technical Requirements Approach	H.10	H-71
IM-001	The vendor should participate in the development and execution of certification-related Corrective Action Plans (CAPs).	Certification	Will Meet	Attachment I - Implementation Requirements Approach	I.1	I-6
IM-002	The vendor should achieve federal certification of their solution in accordance with the Puerto Rico Medicaid Program (PRMP)-identified approach to Centers for Medicare & Medicaid Services (CMS) certification, including, but not limited to: a. CMS Medicaid Enterprise Certification Life Cycle (MECL) b. Medicaid Enterprise Certification Toolkit (MECT) c. PRMP-identified MECT checklist criteria d. Outcomes-Based Certification (OBC) e. Other certification approaches as defined by CMS	Certification	Will Meet	Attachment I - Implementation Requirements Approach	I.1	I-7

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
IM-003	The vendor should provide documentation in a Puerto Rico Medicaid Program (PRMP) and Centers for Medicare & Medicaid Services (CMS)-prescribed format in support of CMS certification activities.	Certification	Will Meet	Attachment I - Implementation Requirements Approach	I.1	I-10
IM-004	The vendor should correct solution deficiencies identified during certification until certification is achieved at no additional cost to the Puerto Rico Medicaid Program (PRMP).	Certification	Will Meet	Attachment I - Implementation Requirements Approach	I.1	I-10
IM-005	The vendor should maintain federal and Commonwealth certification of their solution by complying with ongoing evaluations and reporting requirements as required by Centers for Medicare & Medicaid Services (CMS).	Certification	Will Meet	Attachment I - Implementation Requirements Approach	I.1	I-10
IM-006	As part of project initiation, the vendor should describe in the Detailed System Design (DSD) documents the approach and methodology for developing and maintaining system environments.	Data Conversion	Will Meet	Attachment I - Implementation Requirements Approach	I.2	I-11
IM-007	The vendor should perform an analysis of existing data from the legacy solutions trading partners and identify the assumptions, constraints, risks, and prerequisites associated with data conversion.	Data Conversion	Will Meet	Attachment I - Implementation Requirements Approach	I.2	I-11
IM-008	The vendor should develop the data conversion specifications for each data element, including, but not limited to: a. Data source information b. Target data information c. Data cleansing rules d. Data conversion rules	Data Conversion	Will Meet	Attachment I - Implementation Requirements Approach	I.2	I-14
IM-009	The vendor should retain data from the legacy solutions subsequent to data conversion.	Data Conversion	Will Meet	Attachment I - Implementation Requirements Approach	I.2	I-14
IM-010	The vendor should run all existing data from the current database tables and/or files through data quality checks and all data quality issues should be reported to the Puerto Rico Medicaid Program (PRMP).	Data Conversion	Will Meet	Attachment I - Implementation Requirements Approach	I.2	I-15
IM-011	The vendor should perform any necessary corrective action under the supervision of the Puerto Rico Medicaid Program (PRMP), before final data conversion takes place in the new data integration and Extract, Transform, Load (ETL) component.	Data Conversion	Will Meet	Attachment I - Implementation Requirements Approach	I.2	I-15
IM-012	The vendor should be prepared to participate and provide documentation for planning discussions with all stakeholders impacted by the solution's implementation. These planning discussions should include, but not be limited to topics including: a. Deployment planning b. Interface testing c. Conversion and cutover d. Implementation plan and checklists e. Operational readiness plan f. Training, training materials, and desk level procedures g. Post go-live monitoring and support h. Disaster recovery and business continuity planning i. Others as defined within the Deployment Plan and by the Puerto Rico Medicaid Program (PRMP)	Deployment	Will Meet	Attachment I - Implementation Requirements Approach	I.3	I-16
IM-013	The vendor should be prepared to support the resolution of issues or the mitigation of risks associated with Operational Readiness Review (ORR) activities.	Deployment	Will Meet	Attachment I - Implementation Requirements Approach	I.3	I-20
IM-014	The vendor should collaborate with the Puerto Rico Medicaid Program's (PRMP's) Medicaid Enterprise Solution (MES) vendors as is necessary to support the solution's implementation, operation, and certification efforts.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	I.4	I.25
IM-015	The vendor should provide technology and equipment for vendor staff necessary to support and complete the scope of work and meet contractual obligations.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	I.4	I.26

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
IM-016	The vendor should develop deliverables identified in the Request for Proposal (RFP) deliverable dictionary and make available to the Puerto Rico Medicaid Program (PRMP).	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	I.4	I-26
IM-017	The vendor should develop the following documents in support of each deliverable, including, but not limited to: a. Deliverable Expectations Document (DED) b. Acceptance criteria c. Outline of project deliverable d. Draft deliverable e. Final deliverable	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	I.4	I-27
IM-018	Following a ten (10) business day review period of the deliverable by the Puerto Rico Medicaid Program (PRMP), the vendor should address the PRMP's feedback and make requested changes within five (5) business days unless otherwise agreed to by the PRMP. Updated deliverables are subject to final acceptance by the PRMP within ten (10) business days after resubmission.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	I.4	I-28
IM-019	The vendor should maintain project deliverables throughout the life of the contract.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	I.4	I-29
IM-020	The vendor should provide and maintain a project governance structure that identifies vendor and Puerto Rico Medicaid Program (PRMP) resources required to implement and operate the project.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	I.4	I-30
IM-021	The vendor should identify key positions with specific descriptions of roles and responsibilities, time devoted to the project during project phases, and the percentage of time the project staff members should work on-site.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	I.4	I-31
IM-022	The vendor should provide ongoing administration support required to manage software updates, patches, and data management.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	I.4	I-32
IM-023	The vendor should remove any personnel if requested by the Puerto Rico Medicaid Program (PRMP). The key personnel should be replaced within 15 business days after the position is vacant unless a longer period is approved by the PRMP.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	I.4	I-32
IM-024	The vendor should provide a deliverable walkthrough within five (5) business days of the first ten (10) business days review period.	Project Management/Planning/Organization/Staffing	Will Meet	Attachment I - Implementation Requirements Approach	I.4	I-33
IM-025	The vendor should provide solution environments as appropriate for test phases and test environments that should nearly mirror the production environment.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	I.5	I-33
IM-026	The vendor should provide authorized users access to necessary testing environments as required for testing on-site from the Puerto Rico Medicaid Program (PRMP) offices and remotely throughout the life of the contract.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	I.5	I-35
IM-027	The vendor should integrate version control in each solution environment. The vendor should provide the Puerto Rico Medicaid Program (PRMP) with access to each version of the solution environment.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	I.5	I-35
IM-028	The vendor should help ensure that the test environment(s) are scalable in their size, files, databases, processing, and reporting, as appropriate for the implementation activity being completed in that environment.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	I.5	I-35

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
IM-029	The vendor should provide a process for masking, sanitizing, scrambling, or de-sensitizing sensitive data when extracting data from the production environment into the Puerto Rico Medicaid Program (PRMP)-specified non-production environments for purposes such as training, including, but not limited to: a. Protected Health Information (PHI) b. Personally Identifiable Information (PII) c. Supplemental Security Income (SSI)	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-36
IM-030	The vendor should make test environments available to support testing activities of other the Puerto Rico Medicaid Program (PRMP) modules.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-36
IM-031	The vendor should develop comprehensive positive and negative test cases for each testing phase.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-37
IM-032	The vendor should provide the Puerto Rico Medicaid Program (PRMP) and its authorized solution users access to test cases to facilitate execution of applicable testing cycles.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-37
IM-033	The vendor should perform end-to-end regression testing for defects and retail regression testing results as is necessary.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-37
IM-034	The vendor should track and report on solution findings and defects, including, but not limited to: a. Progress made towards resolution b. Number of tests completed c. Number of tests deferred or cancelled d. Results of the tests executed e. Defects identified by severity f. Corrections undertaken	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-37
IM-035	The vendor should prepare, deliver to the Puerto Rico Medicaid Program (PRMP), and maintain a Requirements Traceability Matrix (RTM) throughout the design, testing, implementation, and certification efforts.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-38
IM-036	The vendor should ensure that User Acceptance Testing (UAT) is conducted on a fully tested and production-ready module component that includes all solution features.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-39
IM-037	The vendor should propose solutions for risks, issues, findings, and/or defects identified throughout the solutions implementation, operation, and related certification efforts.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-40
IM-038	The vendor should provide demonstration of end-to-end business scenarios prior to User Acceptance Testing (UAT).	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-40
IM-039	The vendor should provide User Acceptance Testing (UAT) training.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-40
IM-040	The vendor should provide Subject Matter Expert (SME) support to assist with User Acceptance Testing (UAT).	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-41
IM-041	The vendor should provide test data as is necessary to support the User Acceptance Testing (UAT) effort.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-41
IM-042	The vendor should support the Puerto Rico Medicaid Program (PRMP) as is necessary with the documentation of User Acceptance Testing (UAT) findings and defects, and the retesting of resolved UAT findings and defects as is necessary.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-41
IM-043	The vendor should be prepared to conduct regression testing throughout User Acceptance Testing (UAT).	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-42
IM-044	The vendor should prepare business scenarios to support User Acceptance Testing (UAT).	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	1.5	1-42

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
IM-045	The vendor should draft User Acceptance Test (UAT) cases and support the Puerto Rico Medicaid Program (PRMP) in capturing UAT results as is necessary.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	I.5	I-42
IM-046	The vendor should provide access to the Puerto Rico Medicaid Program (PRMP) as well as authorized solution users to the testing tool to support User Acceptance Testing (UAT) as well as other testing and project phases.	Testing (System and Functional MoPs/Features)	Will Meet	Attachment I - Implementation Requirements Approach	I.5	I-43
IM-047	The vendor should support both online and in-person training options for the requirements included within this Request for Proposal (RFP).	Training	Will Meet	Attachment I - Implementation Requirements Approach	I.6	I-43
IM-048	The vendor should provide training materials in English and Puerto Rican Spanish for both in-person and online training options.	Training	Will Meet	Attachment I - Implementation Requirements Approach	I.6	I-44
IM-049	The vendor should provide training materials in English and Puerto Rican Spanish in formats consistent with accessibility requirements of the Americans with Disabilities Act (ADA).	Training	Will Meet	Attachment I - Implementation Requirements Approach	I.6	I-44
IM-050	The vendor should review and update training curriculum and materials quarterly after solution changes.	Training	Will Meet	Attachment I - Implementation Requirements Approach	I.6	I-45
IM-051	The vendor should provide staff who are knowledgeable of the solution and supporting the Puerto Rico Medicaid Program (PRMP) business processes to perform training.	Training	Will Meet	Attachment I - Implementation Requirements Approach	I.6	I-45
IM-052	The vendor should provide training support for user groups in accessible locations and formats.	Training	Will Meet	Attachment I - Implementation Requirements Approach	I.6	I-46
IM-053	The vendor should provide and maintain online tutorials for new users in English and Puerto Rican Spanish describing the operational and processing features of the solution.	Training	Will Meet	Attachment I - Implementation Requirements Approach	I.6	I-46
IM-054	The vendor should provide an assessment of the participants to determine the effectiveness of training and trainee competency.	Training	Will Meet	Attachment I - Implementation Requirements Approach	I.6	I-46
IM-055	The vendor should use the solution's activity logs to assess training needs.	Training	Will Meet	Attachment I - Implementation Requirements Approach	I.6	I-47
MO-001	The vendor should develop and implement data backup and restore procedures in accordance with Commonwealth, Puerto Rico Department of Health (PRDoH), and the Puerto Rico Medicaid Program (PRMP) policies and procedures.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-6
MO-002	The vendor should create and maintain procedures and/or scripts to support backup and restore procedures.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-7
MO-003	The vendor should test central and remote application backups, restore procedures bi-annually, and provide the Puerto Rico Medicaid Program (PRMP) with the results of the test.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-7
MO-004	The vendor should verify backup integrity.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-8
MO-005	The vendor should encrypt all backups regardless of storage media.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-8
MO-006	The vendor should store copies of the backups in a fireproof, waterproof, and secure off site facility.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-8
MO-007	The vendor should restore single and multiple objects from the application backup solution.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-8
MO-008	The vendor should restore complete, incremental, and transactional application backup as is necessary.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-9
MO-009	The vendor should roll forward from the archive logs after a restore, including, but not limited to: a. Point in time recovery b. Others as defined by the Puerto Rico Medicaid Program (PRMP)	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-9
MO-010	The vendor should align its disaster recovery testing schedule with the overall Puerto Rico Medicaid Enterprise Solution (PR MES) disaster recovery testing schedule, as defined by the Puerto Rico Medicaid Program (PRMP).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-9
MO-011	The vendor should plan, coordinate, manage, and execute disaster recovery activities with Puerto Rico Medicaid Program (PRMP)-approved business partners.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-10

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
MO-012	The vendor should provide backup network connectivity to both the primary production and disaster recovery environments with the capacity to support the solution.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-10
MO-013	The vendor should maintain or otherwise arrange for a disaster recovery environment for its system operations in the event a disaster renders the vendor's production environment inoperable.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-11
MO-014	The vendor should perform an annual review of the disaster recovery backup environment procedures for offsite storage and validation of security procedures. The vendor should provide the results of their annual review to the Puerto Rico Medicaid Program (PRMP).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-11
MO-015	The vendor should receive approval from the Puerto Rico Medicaid Program (PRMP) prior to returning to the original production environment from the disaster recovery environment.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-11
MO-016	The vendor should continue to perform the disaster recovery test at no cost to the Puerto Rico Medicaid Program (PRMP) until satisfactory results are received and approved by the PRMP.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-11
MO-017	The vendor should provide the Puerto Rico Medicaid Program (PRMP) with a report summarizing disaster recovery test results no later than five (5) business days after the conclusion of the test. This report should include remediation steps taken to resolve any issues discovered during the test.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-12
MO-018	The vendor should perform regression testing on the solution in support of findings, defect resolution, releases, and related solution changes.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-12
MO-019	The vendor should leverage a document management solution as a repository for system-related documentation. The Puerto Rico Medicaid Program (PRMP) prefers the vendor leverage its installation of SharePoint, although the vendor can leverage other technologies assuming the vendor received the PRMP's approval to do so.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-12
MO-020	The vendor should propose other tools to be leveraged during the Maintenance and Operations phase of the engagement. The Puerto Rico Medicaid Program (PRMP) prefers the vendor leverages technologies already being leveraged by the PRMP, although the vendor can propose alternate technologies.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-13
MO-021	The vendor should document change requests relating to implementation and maintenance and operations in accordance with the Change Management Plan.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-14
MO-022	The vendor should demonstrate and assist the Puerto Rico Medicaid Program (PRMP) as necessary in defining how its solution advances the Medicaid Information Technology Architecture (MITA) maturity of the Medicaid Enterprise Solution (MES).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-14
MO-023	The solution should comply with relevant standards, including, but not limited to: a. The National Information Exchange Model (NIEM) b. Council for Affordable Quality Healthcare - Committee on Operating Rules for Information Exchange (CAQH-CORE) c. Health Level Seven International (HL7) d. X12 (American National Standards Institute Accredited Standards Committee electronic data interchange standard) e. Electronic Data Exchange (EDI) f. Health Insurance Portability and Accountability Act (HIPAA) g. Others as defined by the Puerto Rico Medicaid Program (PRMP)	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-17



Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
MO-024	The solution should comply with all current and future Health Insurance Portability and Accountability Act (HIPAA) standard Transactions and Code Sets (TCS) in place or mandated by the Commonwealth, Puerto Rico Department of Health (PRDoH), the Puerto Rico Medicaid Program (PRMP), and Centers for Medicare & Medicaid Services (CMS).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-18
MO-025	The vendor should provide any information requested by the Puerto Rico Medicaid Program (PRMP) to assess the vendor's compliance.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-18
MO-026	The vendor should provide the Puerto Rico Medicaid Program (PRMP) with responses and Corrective Action Plans (CAPs) for audits or findings that are not resolved within 15 calendar days of identification. The vendor should ensure that its subcontractors also comply. The vendor should provide monthly status updates for each CAP until the CAP is complete and the finding is resolved.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-18
MO-027	The vendor should maintain the solution's software configuration in a configuration management tool.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-19
MO-028	The vendor should provide user training documentation for solution enhancements, and make the documentation available to the Puerto Rico Medicaid Program (PRMP).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-20
MO-029	The vendor should maintain overall accountability and responsibility for management and maintenance of technical and system documentation.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-20
MO-030	The vendor should develop and document a process for maintaining documentation in support of the solution's maintenance and operation phase.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-21
MO-031	The vendor should adhere to escalation procedures as defined in the Incident Management Plan.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-23
MO-032	The vendor should provide solution expertise and be actively involved in incident resolution as defined in the Incident Management Plan.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-23
MO-033	The vendor should provide helpdesk support, including, but not limited to: a. Product support b. Defect fixes c. Releases d. Upgrades e. Future functionality f. Enhancement requests g. Others as defined by the Puerto Rico Medicaid Program (PRMP)	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-23
MO-034	The vendor should conduct root cause analysis and proactive trend analysis to identify recurring infrastructure problems.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-24
MO-035	The vendor should recommend solutions to address recurring solution issues.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-24
MO-036	The vendor should provide expertise and be an active participant in the process to resolve incidents as required, including, but not limited to: a. Participating in "all-hands-on-deck" meetings until incidents are resolved	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-25
MO-037	The vendor should provide a status report detailing the root cause of and procedure for correcting recurring problems until closure as determined by the Puerto Rico Medicaid Program (PRMP).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-25
MO-038	The contractor should provide the Puerto Rico Medicaid Program (PRMP) with a Root Cause Analysis (RCA) document in a PRMP-approved format within five (5) business days of the discovery of a system or business process operational issue and/or problem. The RCA should be continually updated until the issue is completely resolved.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-25

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
MO-039	The vendor should review all security patches relevant to the environment and classify the need and speed in which the security patches should be installed as defined by security policies.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-26
MO-040	The vendor should continually monitor data quality and identify opportunities for improvement.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-26
MO-041	The vendor should perform training and other related activities required to prepare the Maintenance and Operations team to support the solution, including, but not limited to: a. System technologies, configurations, and customizations b. Operational processes c. Tools use d. Existing documentation and documentation standards e. Others as is necessary to enable authorized solution users' success	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-26
MO-042	The vendor should update or develop documentation as is necessary after transition from the Implementation team to the Maintenance and Operations team, including, but not limited to: a. Contact information b. Updated procedures c. Responsibilities for the vendor staff	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-27
MO-043	The vendor should develop weekly transition status reports detailing the status, risks, issues, and outstanding action items associated with the transition from the implementation phase to the Maintenance and Operations phase.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-27
MO-044	The vendor should ensure the Turn-Over and Closeout Plan includes handing over the key assets in an agreed-to format. These assets include, but are not limited to: a. All hosting and subcontractor agreements that are required to provision the services b. Configuration information c. Databases d. Documentation e. Asset registers f. Programs g. Knowledge databases h. Fault databases i. Asset maintenance history and status j. Manuals k. Process and procedure documentation l. Any other similar items that the vendor used or produced during the course of, or for the purpose of, provisioning the services or relating to the configuration control of the services m. Source code n. Development tools and procedures o. Architecture and design documents	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-28
MO-045	The vendor should hold status meetings with the Puerto Rico Medicaid Program (PRMP) to discuss the status, issues, risks, and outstanding action items associated with the turnover phase of the contract.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-29
MO-046	The vendor should complete the knowledge transfer and/or transition of the services to the Puerto Rico Medicaid Program (PRMP) identified resources.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-29
MO-047	The vendor should identify and complete the transition of software licensing and solution code to the Puerto Rico Medicaid Program (PRMP) prior to completion of the turnover phase.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-29
MO-048	The vendor should be prepared to perform all tasks included in the Turnover and Closeout Management Plan.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-30

Detailed Requirements			Vendor Response			
Requirement ID #	Requirement Text	Subcategory	Vendor's Disposition	Attachment	Section	Page #
MO-049	The vendor should participate in and/or manage regularly scheduled ad hoc meetings, as well as other communications, to address issues that might affect how involved parties perform their responsibilities in relation to the Turnover and Closeout Management Plan.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-30
MO-050	The vendor should introduce the new service provider to relevant information and training to show the new service provider to leverage tools and services to operate within the multi-vendor environment, as required.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-30
MO-051	The vendor should develop and document the solution's user account maintenance procedures, including, but not limited to: a. Configuration of new authorized solution users, roles and responsibilities, and credentials b. Authorized solution users refresh, changes, and updates c. Authorized solution users deletion	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-30
MO-052	The vendor should provide access to authorized solution users to tools used in support of change and configuration management.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-31
MO-053	The vendor should provide training for authorized solution users for the change and configuration management related tools.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-32
MO-054	The vendor should ensure that all change request activity status is documented and reported on a regular basis as defined by the Puerto Rico Medicaid Program (PRMP).	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-32
MO-055	The vendor should be prepared to support in the production of information necessary to maintain the solution's certification.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-32
MO-056	The vendor should be prepared to provide meeting agendas, minutes, and action item recaps throughout the life of the contract.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-33
MO-057	The vendor should be prepared to facilitate status meetings with the Puerto Rico Medicaid Program (PRMP) on a weekly and/or monthly basis, as determined necessary by the PRMP.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-33
MO-058	The vendor should maintain backup infrastructure.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-34
MO-059	The vendor should produce documentation and/or perform outreach in the event that similar issues are raised to the helpdesk.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-35
MO-060	The vendor should conduct annual planning for technology refresh in compliance with software vendor licensing, specifications, and upgrades.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-35
MO-061	The parent, affiliate, or subsidiary organization should conduct annual planning for technology refresh in compliance with software vendor licensing, specifications, and upgrades.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-35
MO-062	The vendor's risk mitigation and issue resolution approaches should take into account the probability and severity of the risk and issue.	NA	Will Meet	Attachment J: Maintenance and Operations Requirements Approach	J.1	J-36