

REQUEST FOR PROPOSALS FOR

**Information Technology Support and Services for the
Department of Public Welfare**

ISSUING OFFICE

Department of General Service

555 Walnut Street, 6th Floor

Harrisburg, PA 17101

RFP NUMBER

16-09

DATE OF ISSUANCE

June 21, 2010

REQUEST FOR PROPOSALS FOR
Information Technology Support and Services for the
Department of Public Welfare

TABLE OF CONTENTS

CALENDAR OF EVENTS	iv
Part I—GENERAL INFORMATION	I-1
Part II—PROPOSAL REQUIREMENTS	II-1
Part III—CRITERIA FOR SELECTION	III-1
Part IV—WORK STATEMENT	IV-1
Appendix A	Commonwealth Terms and Conditions
Appendix B	Audit Clause C
Appendix C	Proposal Coversheet
Appendix D	Trade Secret/Confidential Proprietary Information Notice
Appendix E	RFP Cross Reference Checklist
Appendix F	Domestic Workforce Certification
Appendix G	Lobbying Certification
Appendix H	Corporate Reference Template
Appendix I	Key Staff Reference Check Template
Appendix J	Procurement Library Table of Contents
Appendix K	Draft Service Level Agreements
Appendix L	Cost Submittal
Appendix M	M-WBE Reference List

Appendix N	Enterprise Architecture Blueprint
Appendix O	DPW's Integrated Enterprise Architecture diagram
Appendix P	DPW's Current Enterprise Functions and Services
Appendix Q	Governance Teams – Detailed Roles and Responsibilities Guidelines
Appendix R	Business Review Board Guideline
Appendix S	Architecture Review Board Guideline
Appendix T	DPW Integrated Strategic Systems Turnover Plan
Appendix U	Change Management Guideline
Appendix V	Annual Scoping Session Guideline
Appendix W	Deliverables Management Guideline
Appendix X	Software Release Numbering Guideline
Appendix Y	Corrective Action Plan Process Guideline
Appendix Z	High Level Estimating Process Guideline
Appendix AA	Work Plan Standard Guideline
Appendix BB	Risk Management Guideline
Appendix CC	Communications Management Guideline
Appendix DD	iCIS Application Context Diagram
Appendix EE	iCIS Organizational Chart
Appendix FF	PELICAN Application Context Diagram
Appendix GG	PELICAN Organizational Chart
Appendix HH	HCSIS Application Context Diagram
Appendix II	HCSIS Organizational Chart
Appendix JJ	Child Welfare Context Diagram
Appendix KK	Child Welfare Organizational Chart

Appendix LL	Child Welfare Strategic Implementation Plan
Appendix MM	Child Welfare Requirements Document and Traceability Matrix
Appendix NN	PACSES Context Diagram
Appendix OO	PACSES Organizational Chart
Appendix PP	PACSES Turnover Plan
Appendix QQ	DPW's Environments
Appendix RR	Application Life Cycle Management Dashboard
Appendix SS	Production Business Metrics and Trends
Appendix TT	iCIS Change Request List
Appendix UU	PELICAN Change Request List
Appendix VV	HCSIS Change Request List
Appendix WW	PACSES Change Request List
Appendix XX	Child Welfare Change Request List
Appendix YY	ITSS Organizational Chart
Appendix ZZ	Testing Plan Guideline
Appendix AAA	COTS Evaluation Selection Process
Appendix BBB	Defect Definitions & Report Guideline
Appendix CCC	Lot Definitions document
Appendix DDD	PACSES Feasibility Study & Alternatives Analysis
Appendix EEE	PACSES Strategic Implementation Plan
Appendix FFF	Pilot and Proof of Concept Evaluation Planning Document
Appendix GGG	Systems Architecture Blueprint Document

CALENDAR OF EVENTS

The Commonwealth will make every effort to adhere to the following schedule:

Activity	Responsibility	Date
Deadline to submit Questions via email to ra-rfp-16-09@state.pa.us	Potential Offerors	07/6/2010 12:00 PM Eastern Time
Pre-proposal Conference Forum Place, 6 th Floor Conference Room 1 555 Walnut Street Harrisburg, PA 17101	Issuing Office/Potential Offerors	07/12/2010 9:00 AM –1:00 PM Eastern Time
Deadline to submit Questions via email to ra-rfp-16-09@state.pa.us	Potential Offerors	07/16/2010 12:00 PM Eastern Time
Answers to Potential Offeror questions posted to the DGS website (http://www.dgsweb.state.pa.us/RTA/Search.aspx) no later than this date.	Issuing Office	7/23/2010
Please monitor website for all communications regarding the RFP.	Potential Offerors	
Sealed proposal must be received by the Issuing Office at Department of General Services Bureau of Procurement 555 Walnut Street, 6th Floor Harrisburg, PA 17101-1914 ATTN: Kay Shaffer	Offerors	8/23/2010 2:00 PM Eastern Time

PART I**GENERAL INFORMATION**

I-1. Purpose. This request for proposals (RFP) provides to those interested in submitting proposals for the subject procurement (“Offerors”) sufficient information to enable them to prepare and submit proposals for the **Department of Public Welfare (DPW)’s** consideration on behalf of the Commonwealth of Pennsylvania (“Commonwealth”) to satisfy a need for **Information Technology Support and Services** (“Project”).

I-2. Issuing Office. The **Department of General Services (DGS)** (“Issuing Office”) has issued this RFP on behalf of the Commonwealth. The sole point of contact in the Commonwealth for this RFP shall be Kay Shaffer, **Forum Place, 555 Walnut Street, 6th Floor, Harrisburg, PA 17101**, ra-rfp-16-09@state.pa.us, the Issuing Officer for this RFP. Please refer all inquiries to the Issuing Officer.

I-3. Scope. This RFP contains instructions governing the requested proposals, including the requirements for the information and material to be included; a description of the service to be provided; requirements which Offerors must meet to be eligible for consideration; general evaluation criteria; and other requirements specific to this RFP.

The procurement process for this RFP will be conducted in accordance with applicable federal regulations including 45 C.F.R Part 95, 42 C.F.R Part 434, and 7 C.F.R Part 277 and applicable procurement law and procedures established by the Commonwealth of Pennsylvania.

NOTE: Throughout this RFP and its attachments and appendices, the word “includes” (or “including,” or any other form of the word) is meant to convey that a list is not exhaustive. The word, or any form thereof, is to be construed to mean “includes (or “including”), but not limited to.”

I-4. Problem Statement. The purpose of this RFP is to procure professional information technology (IT) support and services to: 1) assist DPW business organizations in defining their IT service needs; and, 2) provide application maintenance and operational support services with enhancements, to support DPW’s strategic business systems while concurrently providing assistance in promoting and expanding DPW’s service adoption strategy.

DPW’s responsibilities are wide-ranging and include eligibility determination, benefit delivery, childcare services, early learning initiatives, home and community services, child welfare, and child support enforcement. With the passage of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA) in 1996, the core business of DPW was altered from one of providing material assistance to clients to one of client management.

As the role of technology became even more important in supporting the new business requirements resulting from PRWORA, DPW officials recognized the need to begin

migrating away from traditional silo systems. This was done in order to provide a holistic view of the services and supports being provided to PA's client base to ensure DPW's processes, information applications, and technology were optimized. The on-going challenge is to identify opportunities to improve this new business and technology paradigm without negatively impacting the day-to-day operations of the program offices.

Long before terms like enterprise architecture (EA), 'services', and Service Oriented Architecture (SOA) came into vogue, DPW was already moving in this direction with the introduction of its Human Services Network (H-Net) strategy in the summer of 1999. The H-Net strategy was in response to PRWORA. The goal of H-Net was to promote coordination among the various program offices within DPW to achieve a seamless web of integrated information and services. Several considerations must be made in the process of developing an integrated services network. These considerations pertain to the common business processes that have been identified throughout DPW, which serve as the building blocks for the integrated human services concept.

As used in the context of this RFP, DPW's service adoption strategy will identify common business functions, services, and data components to create sound business solutions that support enterprise business processes and business unit-specific processes using a holistic enterprise architecture and shared services approach (where appropriate) to deliver quality and cost effective citizen services.

Through this RFP, DPW seeks to purchase the best services at the most favorable, competitive prices and to give ALL qualified businesses, including those that are owned by minorities, women, and persons with disabilities, and small business enterprises, opportunity to do business with the Commonwealth as contractors and sub-contractors.

The scope of work in RFP #16-09 is partitioned into three (3) service types – 1) IT Consulting Services; 2) Systems Architecture Services; and 3) Technical Support Services.

DPW's requirements are divided into seven (7) separate Lots.

- Lot #1 – Eligibility Systems IT Consulting Services
- Lot #2 – Provider Management IT Consulting Services
- Lot #3 – Case Management IT Consulting Services
- Lot #4 – Child Welfare IT Consulting Services
- Lot #5 – Child Support Enforcement IT Consulting Services
- Lot #6 – Systems Architecture Services
- Lot #7 – Technical Support Services

Offerors may propose on one or more Lots but no Offeror will be awarded a contract for services in both the IT Consulting Services (Lots #1-5) and the Technical Support Services (Lot #7). The Systems Architecture Services (Lot #6) may be awarded separately or in combination with Lots #1-5 or Lot #7. Offerors may submit a maximum of seven (7) proposals. **Offerors must submit separate proposals (technical, cost,**

DB, etc.) for each Lot. Offerors are required to indicate their preference for award as between the Lots.

Additional detail is provided in **Part IV** of this RFP.

I-5. Access to Documents. An electronic online Procurement Library has been established at the Willow Oak Building, Room 49, of the DGS Annex Complex.

The Procurement Library contains resource materials and systems documentation that Offerors may find useful in preparing proposals. A Procurement Library Table of Contents is provided as **Appendix J**. All possible effort has been made to ensure that library materials are complete and current. When a conflict exists, the RFP requirements specified herein will take precedence over materials in the Procurement Library.

The Procurement Library will be available to Offerors **by appointment only, through August 23, 2010**, from 8:30 a.m. to 4:00 p.m. (ET), except for weekends and Commonwealth of PA holidays. Interested Offerors should arrange an appointment via email at ra-rfp-16-09@state.pa.us

Interested parties may print copies of materials in the Procurement Library. DPW will provide access to a printer. Potential Offerors may not remove any material from the Procurement Library. Copies will be provided at the Offeror's expense at \$.20 per single-sided page (only checks made payable to the Commonwealth of Pennsylvania will be accepted.)

I-6. Type of Contract. It is proposed that if DPW enters into contracts as a result of this RFP, they will be **fixed price** contracts containing the IT Contract Terms and Conditions as shown in **Appendix A** and other relevant appendices of the RFP. The Commonwealth, in its sole discretion, may undertake negotiations with Offerors whose proposals, in the judgment of the Commonwealth, show them to be qualified, responsible and capable of performing the Project.

I-7. Rejection of Proposals. The Commonwealth reserves the right, in its sole and complete discretion, to reject any proposal received as a result of this RFP. Furthermore, DPW in its sole discretion, may reject any proposals for any individual Lot and may cancel, rebid or procure any Lot or combination of Lots if it is deemed to be in the Commonwealth's best interests.

I-8. Incurring Costs. The Commonwealth is not liable for any costs the Offeror incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of the contract.

I-9. Pre-proposal Conference. The Commonwealth will hold a pre-proposal conference as specified in the Calendar of Events. The purpose of this conference is to provide opportunity for clarification of the RFP. Offerors should forward all questions to

the Issuing Officer in accordance with **Part I, Section I-10** to ensure adequate time for analysis before the Issuing Office provides an answer. Offerors may also ask questions at the conference. In view of the limited facilities available for the conference, Offerors should limit their representation to **two (2)** individuals per Offeror. The pre-proposal conference is for information only. Any answers furnished during the conference will not be official until they have been verified, in writing, by the Issuing Office. All questions and written answers will be posted on the Department of General Services' (DGS) website as an addendum to, and shall become part of, this RFP. Attendance at the pre-proposal conference is **optional**.

I-10. Questions & Answers. If an Offeror has any questions regarding this RFP, the Offeror must submit the questions by email (**with the subject line "RFP 16-09 Question"**) to the Issuing Officer named in **Part I, Section I-2** of the RFP. If the Offeror has questions, they must be submitted via email **no later than** the date indicated on the Calendar of Events. The Offeror shall not attempt to contact the Issuing Officer by any other means. The Issuing Officer shall post the answers to the questions on the DGS website by the date stated on the Calendar of Events.

All questions and responses as posted on the DGS website are considered as an addendum to, and part of, this RFP in accordance with RFP **Part I, Section I-11**. Each Offeror shall be responsible to monitor the DGS website for new or revised RFP information. The Commonwealth shall not be bound by any verbal information nor shall it be bound by any written information that is not either contained within the RFP or formally issued as an addendum by the Issuing Office. The Commonwealth does not consider questions to be a protest of the specifications or of the solicitation. The required protest process for Commonwealth procurements is described on the DGS website.

I-11. Addenda to the RFP. If the Commonwealth deems it necessary to revise any part of this RFP before the proposal response date, an addendum will be posted on the DGS website at <http://www.dgsweb.state.pa.us/RTA/Search.aspx>. It is the Offeror's responsibility to periodically check the website for any new information or addenda to the RFP. Answers to the questions asked during the Questions & Answers period also will be posted to the website as an addendum to the RFP.

I-12. Response Date. To be considered for selection, hard and electronic copies of proposals must arrive at the Issuing Office on or before the time and date specified in the RFP Calendar of Events. The Issuing Office will **not** accept proposals via email or facsimile transmission. Offerors who send proposals by mail or other delivery service should allow sufficient delivery time to ensure timely receipt of their proposals. If, due to inclement weather, natural disaster, or any other cause, the Commonwealth office location to which proposals are to be returned is closed on the proposal response date, the deadline for submission will be automatically extended until the next Commonwealth business day on which the office is open, unless the Issuing Office otherwise notifies Offerors. The hour for submission of proposals shall remain the same. The Issuing Office will reject, unopened, any late proposals.

I-13. Proposals. Offerors must submit separate proposals (technical, cost, DB, etc.) for each Lot. To be considered, Offerors should submit a complete response to this RFP to the Issuing Office, using the format provided in Part II, providing one (1) original and fifteen (15) paper copies of the Technical Submittal include with each copy of your Technical Submittal copies of the Domestic Workforce Utilization Certification; one (1) original and fifteen (15) paper copies of the Cost Submittal; one (1) original and two (2) paper copies of the Disadvantaged Business Submittal; one (1) original and two (2) paper copies of the Contractor Partnership Program (CPP) Submittal; and one (1) original and two (2) paper copies of the Mentor/Protégé Program (MPP) Submittal. In addition to the paper copies of the proposal, Offerors shall submit two (2) **complete and exact** copies of the entire proposal (Technical, Cost, Disadvantaged Business, CPP, and MPP Submittals, along with all requested documents) on CD-ROM or Flash drive in Microsoft Office or Microsoft Office-compatible format. The electronic copy must be a mirror image of the paper copy and any spreadsheets must be in Microsoft Excel. The Offerors may not lock or protect any cells or tabs. Offerors should ensure that there is no costing information in the technical submittal. Offerors should not reiterate technical information in the cost submittal. The CD or Flash drive should clearly identify the Offeror and include the name and version number of the virus scanning software that was used to scan the CD or Flash drive before it was submitted. The Offeror shall make no other distribution of its proposal to any other Offeror or Commonwealth official or Commonwealth consultant. Each proposal page should be numbered for ease of reference. An official authorized to bind the Offeror to its provisions must sign the proposal. If the official signs the Proposal Cover Sheet (**Appendix C to this RFP**) and the Proposal Cover Sheet is attached to the Offeror's proposal, the requirement will be met. For this RFP, the proposal must remain valid until a contract is fully executed. If DPW selects the Offeror's proposal for award, the contents of the selected Offeror's proposal will become, except to the extent the contents are changed through Best and Final Offers or negotiations, contractual obligations.

Each Offeror submitting a proposal specifically waives any right to withdraw or modify it, except that the Offeror may withdraw its proposal by written notice received at the Issuing Office's address for proposal delivery prior to the exact hour and date specified for proposal receipt. An Offeror or its authorized representative may withdraw its proposal in person prior to the exact hour and date set for proposal receipt, provided the withdrawing person provides appropriate identification and signs a receipt for the proposal. An Offeror may modify its submitted proposal prior to the exact hour and date set for proposal receipt only by submitting a new sealed proposal or sealed modification which complies with the RFP requirements.

I-14. Disadvantaged Business Information. The Commonwealth encourages participation by small disadvantaged businesses as prime contractors, joint ventures and subcontractors/suppliers and by socially disadvantaged businesses as prime contractors.

Small Disadvantaged Businesses are small businesses that are owned or controlled by a majority of persons, not limited to members of minority groups, who have been deprived of the opportunity to develop and maintain a competitive position in the economy because of social disadvantages. The term includes:

- A. Department of General Services Bureau of Minority and Women Business Opportunities (BMWBO)-certified minority business enterprises (MBEs) and women business enterprises (WBEs) that qualify as small businesses; and
- B. United States Small Business Administration certified 8(a) small disadvantaged business concerns.
- C. Businesses that BMWBO determines meet the Small Business Administration criteria for designation as a small disadvantaged business.

Small businesses are businesses in the United States which are independently owned, are not dominant in their field of operation, employ no more than 100 full-time or full-time equivalent employees, and earn less than \$20 million in gross annual revenues (\$25 million in gross annual revenues for those businesses in the information technology sales or service business).

Socially disadvantaged businesses are businesses in the United States that BMWBO determines are owned or controlled by a majority of persons, not limited to members of minority groups, who are subject to racial or ethnic prejudice or cultural bias, but which do not qualify as small businesses. In order for a business to qualify as “socially disadvantaged,” the offeror must include in its proposal clear and convincing evidence to establish that the business has personally suffered racial or ethnic prejudice or cultural bias stemming from the business person’s color, ethnic origin or gender.

Questions regarding this Program can be directed to:

Department of General Services
Bureau of Minority and Women Business Opportunities
Room 611, North Office Building
Harrisburg, PA 17125
Phone: (717) 783-3119
Fax: (717) 787-7052
Email: gs-bmwbo@state.pa.us
Website: www.dgs.state.pa.us

A database of BMWBO-certified minority- and women-owned businesses can be accessed at <http://www.dgsweb.state.pa.us/mbewbe/VendorSearch.aspx>. The federal vendor database can be accessed at <http://www.ccr.gov> by clicking on *Dynamic Small Business Search* (certified companies are so indicated).

I-15. Information Concerning Small Businesses in Enterprise Zones. The Commonwealth encourages participation by small businesses, whose primary or headquarters facility is physically located in areas the Commonwealth has identified as *Designated Enterprise Zones*, as prime contractors, joint ventures and subcontractors/suppliers.

The definition of headquarters includes, but is not limited to, an office or location that is the administrative center of a business or enterprise where most of the important functions of the business are conducted or concentrated and location where employees are conducting the business of the company on a regular and routine basis so as to contribute to the economic development of the geographical area in which the office or business is geographically located.

Small businesses are businesses in the United States which are independently owned, are not dominant in their field of operation, employ no more than 100 full-time or full-time equivalent employees, and earn less than \$20 million in gross annual revenues (\$25 million in gross annual revenues for those businesses in the information technology sales or service business).

There is no database or directory of small businesses located in Designated Enterprise Zones. Information on the location of *Designated Enterprise Zones* can be obtained by contacting:

Aldona M. Kartorie
Center for Community Building
PA Department of Community and Economic Development
4th Floor, Commonwealth Keystone Building
400 North Street
Harrisburg, PA 17120-0225
Phone: (717) 720-7409
Fax: (717) 787-4088
Email: akartorie@state.pa.us

I-16. Economy of Preparation. Offerors should prepare proposals simply and economically, providing a straightforward, concise description of the Offeror's ability to meet the requirements of the RFP. Hard copies of the proposals must follow the following format:

- A. Must be printed on white paper, double-sided with dimensions of 8.5 by 11 inches with right and left margins of one (1) inch
- B. Must use Arial or Times New Roman font with a size of twelve (12)
- C. Tab and section headings, shown in **Part II-1, General Proposal Requirements**, MUST be used
- D. Each page of a proposal must include the section, page number, the number of total pages, and identification of the Offeror in the page footer
- E. Tabs must separate each section of the Proposal

- F. Materials provided in any Appendix must be specifically referenced by page number(s) in the body of the proposal to be considered in the evaluation

Exceptions for paper and font sizes are permissible for project schedules (Microsoft Project) or for graphical exhibits and material in appendices which may be printed on white paper with dimensions of 11 by 17 inches.

I-17. Alternate Proposals. DPW has identified the basic approach to meeting its requirements, allowing Offerors to be creative and propose their best solution to meeting these requirements. The Commonwealth will not accept alternate proposals.

I-18. Discussions for Clarification. Offerors may be required to make an oral or written clarification of their proposals to the Commonwealth to ensure thorough mutual understanding and Offeror responsiveness to the solicitation requirements. The Issuing Officer will initiate requests for clarification. As part of the proposal evaluation process, DPW will ask for key personnel to be present during these discussions. The oral presentation or interviews will be held in Harrisburg, Pennsylvania. Any Offeror who refuses a request for or does not honor an appointment for an oral presentation may be deemed non-responsive and subsequently disqualified. All costs associated with oral presentations/interviews shall be borne entirely by the Offeror.

I-19. Prime Contractor Responsibilities. The contract will require the selected Offeror to assume responsibility for all services offered in its proposal whether it produces them itself or by subcontract. The DPW will consider the selected Offeror to be the sole point of contact with regard to contractual matters.

I-20. Proposal Contents.

- A. Confidential Information. The Commonwealth is not requesting, and does not require, confidential proprietary information or trade secrets to be included as part of Offerors' submissions in order to evaluate proposals submitted in response to this RFP. Accordingly, except as provided herein, Offerors should not label proposal submissions as confidential or proprietary or trade secret protected. Any Offeror who determines that it must divulge such information as part of its proposal must submit the signed written statement described in subsection c. below and must additionally provide a redacted version of its proposal, which removes only the confidential proprietary information and trade secrets, for required public disclosure purposes.
- B. Commonwealth Use. All material submitted with the proposal shall be considered the property of the Commonwealth of Pennsylvania and may be returned only at the Issuing Office's option. The Commonwealth has the right to use any or all ideas not protected by intellectual property rights that are presented in any proposal regardless of whether the proposal becomes part of a contract. Notwithstanding any Offeror copyright designations contained on proposals, the Commonwealth shall have the right to make copies and distribute proposals internally and to comply with public record or other disclosure requirements under the provisions of any Commonwealth or United

- States statute or regulation, or rule or order of any court of competent jurisdiction.
- C. **Public Disclosure.** After the award of a contract pursuant to this RFP, all proposal submissions are subject to disclosure in response to a request for public records made under the Pennsylvania Right-to-Know-Law, 65 P.S. § 67.101, et seq. If a proposal submission contains confidential proprietary information or trade secrets, a signed written statement to this effect must be provided with the submission in accordance with 65 P.S. § 67.707(b) for the information to be considered exempt under 65 P.S. § 67.708(b)(11) from public records requests (see **Appendix D, Trade Secret/Confidential Proprietary Information Notice**). Financial capability information submitted in response to Part II, Section II-7 of this RFP is exempt from public records disclosure under 65 P.S. § 67.708(b)(26).

I-21. Best and Final Offers. While not required, the Commonwealth reserves the right to conduct discussions with Offerors for the purpose of obtaining “best and final offers.” To obtain best and final offers from Offerors, the Commonwealth may do one or more of the following in any combination and order:

- A. Schedule oral presentations;
- B. Request revised proposals;
- C. Conduct a reverse online auction; and
- D. Enter into pre-selection negotiations.

The Commonwealth will limit any best and final offer opportunities to responsible Offerors (defined in Part III, Section III-4 of this RFP) whose proposals The Commonwealth has determined to be reasonably susceptible of being selected for award as being within the top competitive range of responsive proposals. The Evaluation Criteria found in Part III, Section III-3, shall also be used to evaluate the best and final offers. Price reductions offered through any reverse online auction shall have no effect upon the Offeror’s Technical Submittal. Dollar commitments to Disadvantaged Businesses and Enterprise Zone Small Businesses can be reduced only in the same percentage as the percent reduction in the total price offered through any reverse online auction or negotiations.

I-22. News Releases. Offerors shall not issue news releases, Internet postings, advertisements or any other public communications pertaining to this Project without prior written approval of the Issuing Office, and then only in coordination with the Issuing Office.

I-23. Restriction of Contact. From the issue date of this RFP until the Commonwealth selects a proposal for award, the Issuing Officer is the sole point of contact concerning this RFP. Any violation of this condition may be cause for the

Commonwealth to reject the offending Offeror's proposal. If the Commonwealth later discovers that the Offeror has engaged in any violations of this condition, the Commonwealth may reject the offending Offeror's proposal or rescind its contract award. Offerors must agree not to distribute any part of their proposals beyond the Issuing Office. An Offeror who shares information contained in its proposal with other Commonwealth personnel and/or competing Offeror personnel may be disqualified.

I-24. Debriefing Conferences. Offerors whose proposals are not selected will be notified of the name of the selected Offeror and given the opportunity to be debriefed. The Issuing Officer will schedule the time and location of the debriefing. The debriefing will not compare the Offeror with other Offerors, other than the position of the Offeror's proposal in relation to all other Offeror proposals. An Offeror's exercise of the opportunity to be debriefed does not constitute the filing of a protest.

I-25. Commonwealth Participation. Offerors shall provide all services, supplies, facilities, and other support necessary to complete the identified work, except as otherwise provided in this **Part I, Section I-25. The Commonwealth will provide the staffing resources necessary to administer this contract and fulfill the Commonwealth responsibilities specified in Part IV.**

I-26. Term of Contract. The term of the contracts will commence on the Effective Date and will end **in five (5) years with three (3) optional one (1) year renewals. These renewals may be exercised, in the Commonwealth's sole discretion, in single or multiple year increments.** DPW will fix the Effective Date after the contract has been fully executed by the selected Offeror and by the Commonwealth and all approvals required by Commonwealth contracting procedures have been obtained. The selected Offeror shall not start the performance of any work prior to the Effective Date of the contract and the Commonwealth shall not be liable to pay the selected Offeror for any service or work performed or expenses incurred before the Effective Date of the contract.

I-27. Offeror's Representations and Authorizations. By submitting its proposal, each Offeror understands, represents, and acknowledges that:

- A. All of the Offeror's information and representations in the proposal are material and important, and the Issuing Office may rely upon the contents of the proposal in awarding the contract(s). The Commonwealth shall treat any misstatement, omission or misrepresentation as fraudulent concealment of the true facts relating to the Proposal submission, punishable pursuant to 18 Pa. C.S. § 4904.
- B. The Offeror has arrived at the price(s) and amounts in its proposal independently and without consultation, communication, or agreement with any other Offeror or potential offeror.

- C. The Offeror has not disclosed the price(s), the amount of the proposal, nor the approximate price(s) or amount(s) of its proposal to any other firm or person who is an Offeror or potential offeror for this RFP, and the Offeror shall not disclose any of these items on or before the proposal submission deadline specified in the Calendar of Events of this RFP.
- D. The Offeror has not attempted, nor will it attempt, to induce any firm or person to refrain from submitting a proposal on this contract, or to submit a proposal higher than this proposal, or to submit any intentionally high or noncompetitive proposal or other form of complementary proposal.
- E. The Offeror makes its proposal in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive proposal.
- F. To the best knowledge of the person signing the proposal for the Offeror, the Offeror, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last **four** years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding or proposing on any public contract, except as the Offeror has disclosed in its proposal.
- G. To the best of the knowledge of the person signing the proposal for the Offeror and except as the Offeror has otherwise disclosed in its proposal, the Offeror has no outstanding, delinquent obligations to the Commonwealth including, but not limited to, any state tax liability not being contested on appeal or other obligation of the Offeror that is owed to the Commonwealth.
- H. The Offeror is not currently under suspension or debarment by the Commonwealth, any other state or the federal government, and if the Offeror cannot so certify, then it shall submit along with its proposal a written explanation of why it cannot make such certification.
- I. The Offeror has not made, under separate contract with the Issuing Office, any recommendations to the Issuing Office concerning the need for the services described in its proposal or the specifications for the services described in the proposal.
- J. Each Offeror, by submitting its proposal, authorizes Commonwealth agencies to release to the Commonwealth information concerning the Offeror's Pennsylvania taxes, unemployment compensation and workers' compensation liabilities.

- K. Until the selected Offeror receives a fully executed and approved written contract from the Issuing Office, there is no legal and valid contract, in law or in equity, and the Offeror shall not begin to perform.

I-28. Notification of Selection. The Issuing Office will notify the selected Offeror in writing of its selection for negotiation after DPW has determined, taking into consideration all of the evaluation factors, the proposal that is the most advantageous to the Commonwealth

I-29. RFP Protest Procedure. Offerors and prospective offerors who are aggrieved in connection with the solicitation or award of a contract under this RFP may file a protest with DPW. Any such protest must be in writing and must comply with the requirements set forth in the Commonwealth Procurement Code at 62 Pa.C.S. §1711.1. In no event may an Offeror file a protest later than seven days after the date the notice of award of the contract is posted on the DGS website. The date of filing is the date of receipt of the protest.

Any protest filed in relation to this RFP must be delivered to:

Department of Public Welfare
Division of Procurement
Room 525 Health and Welfare Building
Commonwealth Avenue and Forster Street
Harrisburg, Pennsylvania 17120
Attn: Daniel R. Boyd
Email address: dboyd@state.pa.us
Fax: 717-787-3560

Offerors and prospective offerors may file a protest electronically or by facsimile but also must simultaneously send a hard copy of the protest to the address listed above.

I-30. Use of Electronic Versions of this RFP. This RFP is being made available by electronic means. If an Offeror electronically accepts the RFP, the Offeror acknowledges and accepts full responsibility to insure that no changes are made to the RFP. In the event of a conflict between a version of the RFP in the Offeror's possession and the Issuing Office's version of the RFP, the Issuing Office's version shall govern.

I-31. Contractor Partnership Program (CPP)

A. Overview. The Contractor Partnership Program (CPP) was created by Pennsylvania's Department of Public Welfare (DPW) to create additional employment opportunities within the Commonwealth. The CPP is designed to leverage the economic resources of DPW to create jobs for individuals currently receiving Temporary Assistance for Needy Families (TANF) cash assistance by maximizing the recruitment, hiring, and retention of those individuals by Commonwealth contractors, subcontractors, and grantees. The CPP utilizes its partnerships with the local Workforce Investment

Agencies (WIAs), County Assistance Offices (CAOs), service delivery providers, and other community action agencies to advance this goal.

The CPP requires all individuals contracting with DPW to make a commitment to fill their vacancies and new positions with individuals currently receiving TANF cash assistance. The CPP will work cooperatively with contractors to assist in these efforts by coordinating the resources of local service providers to assist in the identification of qualified individuals for employment opportunities. While the CPP will provide assistance the Contractor is ultimately responsible for ensuring the goal is met.

Through CPP, DPW expects not only to increase the employment rate for individuals receiving TANF cash assistance, but to continue to contribute to the economic growth of the Commonwealth.

- B. Eligibility Requirements.** In order for Contractors to receive credit toward meeting the CPP contract requirements they must hire individuals currently receiving TANF cash assistance from DPW. This includes but it is not limited to individuals currently participating in any of DPW's employment and training programs such as EARN (Work Support and Career Development), Supported Work, Supported Engagement, Industry Specific Initiatives, KEYS., as well as, those individuals in self initiated activities at the CAO. Individuals receiving medical assistance and/or foods stamps only are not eligible.

For more information about the Contractor Partnership Program, please contact:

Contractor Partnership Program
PA Department of Public Welfare
Health & Welfare Building
2nd Floor West
7th & Forster Streets
Harrisburg PA 17105
Phone: 1-866-840-7214/Fax: (717) 787-4106
Email: RA-BETPCPP@state.pa.us

I-32. Mentor/Protégé Program

- A. Protégé Program Overview:** Mentor Protégé Program (MPP): The Mentor Protégé Program (MPP) is a key element of the Department of Public Welfare's (DPW) contracting goal to mentor and develop skills related to the services identified in this RFP and to assure that **Commonwealth of PA CERTIFIED** Minority and Woman Owned Business Enterprises and Disadvantaged Businesses are provided access to opportunities generated under this contract. The MPP has been launched to achieve that objective.

The MPP requires all individuals contracting with DPW to make a commitment to establish a formal Mentor Protégé Program that will further

develop the skills related to the services in this RFP with regard to the capacity and capability of **Commonwealth of PA CERTIFIED** Minority and Woman Owned Business Enterprises and Disadvantaged Businesses. DPW is committed to assisting prime contractors who undertake this important small business growth and development initiative. Each contractor electing to participate in this program will identify **Commonwealth of PA Certified** Minority and woman Owned Business Enterprises and Disadvantaged Businesses to receive mentorship assistance.

Refer to the Department of General Services for a listing of Commonwealth of PA CERTIFIED Minority and Woman Owned Business Enterprises and Disadvantaged Businesses:

Department of General Services
Bureau of Minority and Women Business Opportunities
611 North Office Building
Harrisburg, PA.
Phone: (717) 783-3119.
E-mail: gs-bmwbo@state.pa.us
Website: www.dgs.state.pa.us

Contractors are encouraged to seek input and guidance from DPW's Bureau of Equal Opportunity – Mentor Protégé Plan (DPW BEO - MPP) in selecting participants for mentorship by contacting:

Merry-Grace Majors, Director
Bureau of Equal Opportunity (DPW BEO – MPP)
Mentor Protégé Program
Department of Public Welfare
Commonwealth of Pennsylvania
Phone: (717) 787-3336
E-mail: mmajors@state.pa.us

DPW BEO - MPP will also assist contractors who are unable to identify minority or women owned enterprises or disadvantaged businesses for participation. Contractors should document their efforts to ensure consideration of **Commonwealth of PA CERTIFIED** Minority and Woman Owned Business Enterprise or Disadvantaged Business protégés prior to the award of any affected contract. While DPW BEO - MPP will provide assistance, the Offeror is ultimately responsible for ensuring the goal is met.

B. Eligibility Requirements: In order for Contractors to receive credit toward meeting the MPP contract requirements, they must prepare a Mentor Protégé Program Plan for any business that is Commonwealth of PA CERTIFIED Minority or Woman Owned Business Enterprise or Disadvantaged Business

as defined by the Department of General Services, Bureau of Minority and Women Owned Business Opportunities.

For more information about the Mentor Protégé Program, you may contact:

Merry-Grace Majors, Director
Bureau of Equal Opportunity (DPW BEO – MPP)
Mentor Protégé Program
Department of Public Welfare
Commonwealth of Pennsylvania
Phone: (717) 787-3336
E-mail: mmajors@state.pa.us

PART II

PROPOSAL REQUIREMENTS

Offerors must submit their proposals in the format, including heading descriptions, outlined below. To be considered, the proposal must respond to all requirements in this part of the RFP. Offerors should provide any other information thought to be relevant, but not applicable to the enumerated categories, as an appendix to the Proposal. All cost data relating to this proposal and all Disadvantaged Business cost data should be kept separate from and not included in the Technical Submittal. **Offerors must submit separate proposals for each Lot.** Each Proposal shall consist of the following **five (5)** separately sealed submittals:

- a. Technical Submittal, which shall be a response to RFP **Part II, Sections II-1 through II-12;**
- b. Disadvantaged Business Submittal, in response to RFP **Part II, Section II-13;**
- c. Cost Submittal, in response to RFP **Part II, Section II-14;**
- d. Contractor Partnership Program (CPP) Submittal, in response to RFP **Part II, Section II-10;** and
- e. Mentor/Protégé Program (MPP) Submittal, in response to **RFP Part II-Section II-11.**

The Commonwealth reserves the right to request additional information which, in the Commonwealth's opinion, is necessary to assure that the Offeror's competence, number of qualified employees, business organization, and financial resources are adequate to perform according to the RFP.

The Commonwealth may make investigations as deemed necessary to determine the ability of the Offeror to perform the Project, and the Offeror shall furnish to the Commonwealth all requested information and data. The Commonwealth reserves the right to reject any proposal if the evidence submitted by, or investigation of, such Offeror fails to satisfy the Commonwealth that such Offeror is properly qualified to carry out the obligations of the RFP and to complete the Project as specified.

Offerors must format their technical responses using the following guide:

1. Tab 1: Proposal Cover Sheet (use **Appendix C**)
2. Tab 2: Table of Contents
3. Tab 3: RFP Cross Reference Checklist (**Appendix E**)
4. Tab 4: Statement of the Problem
5. Tab 5: Management Summary
6. Tab 6: Work Plan
7. Tab 7: Prior Experience

8. Tab 8: Personnel
9. Tab 9: Contract Standards
10. Tab 10: Emergency Preparedness
11. Tab 11: Financial Capability
12. Tab 12: Objections and Additions to Contract Terms and Conditions
13. Tab 13: Domestic Workforce Utilization Certification (**Appendix F**)
14. Tab 14: Lobbying Certification (**Appendix G**)

II-1. Statement of the Problem. State in succinct terms your understanding of the problem presented and the service required by this RFP for the lot(s) being proposed. In addition to addressing the Lot requirements in **Part IV** of this RFP, the Offeror should address the requirements presented in **Part IV-6, General Requirements for all Lots**. The response to the Statement of the Problem should discuss specific issues/risks associated with providing the services requested and should include proposed solutions for addressing these issues/risks. The Offeror's response should demonstrate that the Offeror fully understands the scope of work, the Offeror's responsibilities, and the performance expectations for the Lot being proposed.

II-2. Management Summary. Include a narrative description of the proposed effort and a list of the items to be delivered or services to be provided. The summary will condense and highlight the contents of the technical proposal in a way that provides DPW with a broad understanding of the entire Technical Submittal. If the Offeror is proposing to subcontract portions of the work, the Offeror should identify the subcontractor and describe the general scope of the work to be subcontracted. This section must not exceed five (5) single sided pages.

Offerors are encouraged to highlight those factors that they believe distinguish their Proposal as follows:

- Overview of the proposed work plan and approach to meeting the General Requirements
- Proposed staffing and qualifications of key personnel, identification of any subcontractors to be used and a summary of the subcontractor's scope of work
- Highlights of the Offeror's corporate qualification and resources, including previous relevant experience, staff, computer facilities, and financial stability, should be included as well as a discussion of Offeror's corporate commitment to performing the contract and meeting the performance requirements
- Description of any specific qualifications or aspects of the proposed approach that the Offeror considers to be especially notable.

II-3. Work Plan. Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in **Part IV** of this RFP as your reference point. Modifications of the task descriptions are permitted; however, reasons for changes should be fully explained. Indicate the number of person hours allocated to each task. Include a Program Evaluation and Review Technique (PERT) or similar type display, time related, showing each event. If more than one approach is apparent, comment on why you chose this approach.

Where possible, the Offeror should provide specific examples of methodologies or approaches that will be used to fulfill the various requirements, how these methodologies will be adapted for this contract and implemented, and examples of the Offeror's similar experience and approach on comparable projects. This discussion should include a description of Offeror's experience with Service Oriented Architecture (SOA) methodologies, Enterprise Architecture (EA) methodologies, large-scale, complex system takeovers, implementations, maintenance and operations, and turnovers, as appropriate. This discussion should also include a description of the Offeror's experience and methodologies associated with strategy and planning, application support services, and, systems architecture services, technical services when relevant to the proposed Lot(s).

Provide a description of the Offeror's plan and approach for managing the Lot's Required Activities and Tasks. During this discussion, the Offeror should identify potential issues/risks and proposed solutions. For each of the Lot's Required Activities and Tasks, describe the processes that will be followed and tools that will be used; describe the reports that will be used to track, monitor work, and measure performance. Describe the management controls that will be used to identify and manage risk, maintain project schedules, ensure the quality of the work, and meet all of the performance expectations. Based on its experience, the Offeror should include a discussion of its formal and informal communication processes within a project of this nature. The Offeror should also address its approach to internally monitoring and evaluating its effectiveness in meeting the RFP requirements for the Lot throughout the course of the contract.

Offerors must also provide a complete list of any software products that they are proposing to use to support the requirements of the RFP and identify if the product is commercially available. If an alternative to one of the commercially available products currently in use is proposed, the Offeror must provide the rationale for the change and a description of the implications. If the Offeror is proposing to use additional commercially available products or proprietary products of the Offeror or another third party that are not commercially available, the Offeror must explain how the product will be used and the rationale for proposing this product. The Commonwealth reserves the right to approve or disapprove the use of any proprietary products that are not commercially available or are not transferable to the Commonwealth and its agents under the terms and conditions in **Appendix A, Section A-5.2.2**.

Offerors must also include a staffing chart that shows the proposed staffing for each week of the Orientation/Knowledge Acquisition for the period of April 1, 2011 to September 30, 2011 by labor category and job function. Show the total number of staff proposed and indicate the equivalent FTEs to account for any staff that are not assigned on a full-time basis. Distinguish on-site versus off-site staff and provide the justification for any staff that are off-site.

Provide staffing charts for the ongoing operational Activities and Tasks that show the proposed staff by labor category and job function.

Provide a staffing chart for the Offeror's proposed staffing for the Turnover task. Show the total number of staff proposed and indicate the equivalent FTEs to account for any staff that are not assigned on a full-time basis. Distinguish on-site versus off-site staff and provide the justification for any staff that is off-site.

Provide similar information for any subcontractors that are proposed.

Provide a role/description table for the Offeror's proposed staffing roles for all Activities and Tasks to support the requirements of the RFP. A description of the duties and functions to be performed by the staffing role must be indicated.

Describe the Offeror's proposed reporting structure to support effective internal Contractor communication (including any subcontractors) during the course of this contract as well as effective communication between the Offeror, other Offerors awarded contracts for the respective Lot(s) resulting from this RFP, and Commonwealth staff.

II-4. Prior Experience. Include experience in **providing IT services to other client(s) of similar size and complexity as the Department along with any prior experiences with client(s) belonging to the government sector.** Experience shown should be work done by individuals who will be assigned to this project as well as that of your company. Studies or projects referred to must be identified and the name of the customer shown, including the name, address, email address, and telephone number of the responsible official of the customer, company, or agency who may be contacted. Include any additional experience that the Offeror believes is relevant to the scope of work for the respective Lot and clearly describe how the experience cited is relevant. The Offeror's description of their experience should highlight specific experience in successfully preparing similar deliverables, adhering to similar project schedules, managing risk on similar projects, minimizing any staff turnover, and describing the lessons learned. Additionally, the Offeror should provide a description of their ability to accurately estimate large and small changes and then manage the work to meet the estimated schedule and cost. Discuss the Offeror's ability to respond to unforeseen resource needs during the course of the contract (e.g., new Commonwealth or federal program initiatives, disaster recovery needs, security issues).

A minimum of three (3) client references must be identified. A maximum of five (5) client references may be identified. The Commonwealth will conduct reference checks to verify the accuracy of submitted materials and to ascertain the quality of past performance. The Commonwealth may pursue any reference that may assist in completing the Technical Proposal evaluation. Reference checks shall be used in scoring this and previous sections of the RFP. Offeror's must complete **Appendix H, Corporate Reference Check template**, which provides the contact information for the Corporate Reference and include the completed template in Tab 7 of the Technical

Submittal. The Corporate Reference will be emailed the Corporate Reference Check Questionnaire for completion and submission during the evaluation period. It is suggested that Offeror's contact the Corporate Reference and thoroughly brief them about the process and the requirements as follows:

- Corporate References should be knowledgeable of the project and the work performed by the Offeror.
- Corporate References must INDEPENDENTLY complete the Corporate Reference Check Questionnaire.
- Corporate References must complete ALL questions of the Corporate Reference Check Questionnaire.
- Review with the Corporate References the instructions contained in the cover page of the Corporate Reference Questionnaire.

A follow-up contact with the Corporate Reference is HIGHLY RECOMMENDED. This is to ensure the Corporate Reference has completed and returned the Corporate Reference Questionnaire.

Offerors must disclose any contract cancellations, suspensions or disbarments within five (5) years preceding the issuance of this RFP. If a contract was canceled for lack of performance, the Offeror must provide details on the customer's allegations, the Offeror's position relevant to the allegations, and the final resolution of the contract cancellation. The Offeror must also include each customer's:

- Company or entity name,
- Address,
- Contact name,
- Phone number, and
- Email address.

The contact must be able to address questions concerning the cancellation. Failure to fully disclose canceled contracts within the scope of this requirement may result in disqualification. If the failure to disclose is not learned until a contract has been awarded to the Offeror, the contract may be terminated. In the event of such termination, the Offeror will be liable for all costs associated with the re-procurement including any increased costs for the services originally awarded.

The Offeror must describe its corporate identity, legal status and forms, including name, address, telephone number, facsimile number, and email address for the legal entity with whom the contract will be written. In addition, provide the name and address of the principal officers, a description of its major services, its legal status as a for-profit or not-for-profit company, and any specific licenses and accreditations held by the Offeror.

Offerors must provide similar organizational background information on subcontractors (exclusive of affiliates). If an Offeror is proposing to use the services or products of one of its subsidiaries or affiliated firms, the Offeror must describe the business arrangement with that entity and the scope of the services to be provided by that entity.

Offerors must provide similar organizational background information on any significant subcontractor (exclusive of affiliates). A significant subcontractor is defined as an organization undertaking more than ten (10%) (on a total cost basis) of the work associated with the respective Lot of this RFP.

If the experience of any proposed Subcontractor is being used to meet the qualifications and requirements of this RFP, then the same information as above must be provided for the contracts cited and the experience must be presented separately within this section, clearly identifying the Subcontractor experience and name of the Subcontractor.

- **Description of Subcontractors**

Respondent shall provide a list of the subcontractors who will provide services under the contract for the respective Lot(s) resulting from this RFP, including the following information:

- Business name,
- Address,
- Type of organization,
- Date of formation,
- State of charter and corporate charter number,
- FEIN, and
- Estimated percentage of the subcontractor's contribution to the overall project.

If the subcontracting company is a division or subsidiary of any other organization, the summary shall include the following information about the subcontract company's parent organization:

- Business name,
- Address,
- Type of organization,
- Date of formation,
- State of charter and corporate charter number, and
- FEIN.

A minimum of three (3) client references must be identified for each significant subcontractor and any proposed subcontractor being used to meet the minimum qualifications above. A maximum of five (5) client references may be identified for each of these subcontractors. DPW may contact any subcontractor's client references. Offeror's must provide these subcontractor references by completing the Corporate Reference Check Template as described above.

II-5. Personnel. Include the number of executive and professional personnel, analysts, auditors, researchers, programmers, consultants, etc., who will be engaged in the work. Show where these personnel will be physically located during the time they are engaged in the Project. For key personnel (**for purposes of this RFP, key personnel is any staff in a management or decision-making position, including team leads**), include the employee's name and, through a resume or similar document,

the Project personnel's education and experience in **providing information technology support and services**. Indicate the responsibilities each individual will have in this Project and how long each has been with your company. Identify by name any subcontractors you intend to use and the services they will perform. The Offeror must include an organizational chart specific to the personnel assigned to accomplish the work described in the respective Lot of this RFP. The organization chart must illustrate the lines of authority, designate the individual(s) responsible and accountable for the completion of each component and deliverable in the respective Lot of the RFP, indicate the names of the personnel that will be assigned to each role, and the number of hours per week each person is projected to work on the project. The organizational chart must clearly indicate any functions that are subcontracted along with the name of the subcontracting entities and the services they will perform.

A minimum of three (3) client references for each Key Staff must be identified. A maximum of five (5) client references for each Key Staff may be identified. At least two (2) of the client references for each Key Staff must be outside clients who can give information on the individual's experience and competence to perform project tasks similar to those requested in the respective Lot(s) of this RFP. Key Staff may be a member of the Offeror's organization, or any subcontractor included in the Offeror's proposal. The Commonwealth may conduct reference checks to verify the accuracy of submitted materials and to ascertain the quality of past performance. The Commonwealth may pursue any reference that may assist in completing the Technical Proposal evaluation. Reference checks shall be used in scoring this and previous sections of the RFP. Offeror's must complete **Appendix I, Key Staff Reference Check template**, which provides the contact information for the Key Staff Reference.

- A. **Staffing Narrative.** The narrative must, be no more than thirty (30) pages and:
1. Describe how the Offeror will fit into and interact with all Selected Offerors and state staff that will be working on the respective Lot(s)
 2. Identify the responsibilities of each of its Key Staff.
 3. Provide a description of all qualifications for each role the Offeror plans to fill, for all staff, including Key Staff.

The Offeror shall provide the following information about each of its Key Staff:

1. Title;
2. Employer;
3. Location(s) where work will be performed;
4. Percent of work day and project duration this individual will spend performing work for the respective Lot(s) of this RFP;
5. How long the individual has been with your company
6. Description of their current position and responsibilities.
7. Any other projects/commitments for this team member and when those commitments are scheduled to end; and
8. Whether or not this member participated in the development of the response to this Lot of the RFP and specify the RFP Section(s).

- B. Resumes.** In addition to assessing the experience of specific individuals, DPW will consider the resumes as a key indicator of the Offeror's understanding of the skills required for each essential staffing area. The resumes for each of all proposed Key Staff shall not exceed three (3) pages. The Offeror must include the specific skills and knowledge of each of the Key Staff that will enable them to successfully complete the requirements of the respective Lot(s) in this RFP.

The resumes of all Key Staff proposed must include:

- a. Name and job title;
- b. Experience in health and human services program management, system design, transfer, modification, development, implementation and operations with explicit descriptions of duties and accomplishments;
- c. Relevant education, qualifications, and training, including college degrees, dates, and institution name and location;
- d. Experience with the requirements listed in the respective Lot(s) of the RFP.

- C. Key Staff Diversions Or Replacement.** Once key staff (Offeror and subcontractor staff) are approved by DPW, the Offeror may not divert or replace personnel without approval of the DPW Contract Administrator and in accordance with the following procedures. The Offeror must provide notice of a proposed diversion or replacement to the DPW Contract Administrator at least thirty (30) days in advance and provide the name, qualifications, and background check of the person who will replace the diverted or removed staff. The DPW Contract Administrator will notify the Offeror within ten (10) days of the diversion notice whether the proposed diversion is acceptable and if the replacement is approved.

Divert or diversion is defined as the transfer of personnel by the Offeror or its subcontractor to another assignment within the control of either the Offeror or subcontractor. Advance notification and approval does not include changes in key personnel due to resignations, death and disability, dismissal for cause or dismissal as a result of the termination of a subcontract or any other causes that is beyond the control of the selected Offeror or its subcontractor. However, DPW must approve the replacement staff.

The DPW Contract Administrator may request that the selected Offeror remove its staff person from this project at any time. In the event that the selected Offeror staff person is removed from the project, the selected Offeror will have ten (10) days to fill the vacancy with a staff person acceptable in terms of experience and skills, subject to the DPW Contract Administrator's approval.

II-6. Contract Standards. Offerors should identify specific Service Level Agreements (SLAs) they would envision providing within the scope of services in their proposal.

The Commonwealth has developed a set of minimum SLAs the Offeror will need to adhere to in order to be in good standing on the contract. All pricing submitted through the Pricing Submittal will need to reflect these SLAs. The SLAs will be reviewed monthly by the DPW Contract Administrator to identify any issues requiring immediate attention, and will be reviewed again during the quarterly meetings between the DPW Contract Administrator and the Offeror. Please refer to **Appendix K** for the Draft SLAs.

The selected Offeror will be allowed a 60-day grace period following the Orientation/Knowledge Acquisition period of the contract to “ramp up” services, without scoring on the performance metrics provided in **Appendix K**. After the 60-day grace period, tracking of each of the performance metrics should begin, and the first report shall be due to the DPW Contract Administrator one month after the grace period ends.

II-7. Emergency Preparedness. To support continuity of operations during an emergency, including a pandemic, the Commonwealth needs a strategy for maintaining operations for an extended period of time. One part of this strategy is to ensure that essential contracts that provide critical business services to the Commonwealth have planned for such an emergency and put contingencies in place to provide needed goods and services. The following questions are to be addressed in the Offerors proposal:

- A. Describe how you anticipate such a crisis will impact your operations.
- B. Describe your emergency response continuity of operations plan. Please attach a copy of your plan, or at a minimum, summarize how your plan addresses the following aspects of pandemic preparedness:
 1. Employee training (describe your organization’s training plan, and how frequently your plan will be shared with employees)
 2. Identified essential business functions and key employees (within your organization) necessary to carry them out
 3. Contingency plans for:
 - a. How your organization will handle staffing issues when a portion of key employees are incapacitated due to illness.
 - b. How employees in your organization will carry out the essential functions if contagion control measures prevent them from coming to the primary workplace.
- C. How your organization will communicate with staff and suppliers when primary communications systems are overloaded or otherwise fail, including key contacts, chain of communications (including suppliers), etc.
- D. How and when your emergency plan will be tested, and if the plan will be tested by a third-party.

II-8. Financial Capability. Describe Offeror’s company’s financial stability and economic capability to perform the contract requirements. Provide Offeror’s financial statements for the past three fiscal years. If Offeror’s company is a publically traded

company, please provide a link to Offeror's financial records on Offeror's website; otherwise, provide three (3) years of Offeror's financial documents such as audited financial statements. Financial statements must include the Offeror's Balance Sheet, and Income Statement, Profit/Loss Statements, Statement of Cash Flows, and Notes to the Financial Statements. Also, include Dun & Bradstreet comprehensive report if available.

The Offeror is required to submit the following as well:

- Documentation about lines of credit that are available, including maximum credit amount and amount available thirty (30) days prior to the submission of the proposal.
- Disclosure of any and all judgments, pending or expected litigation, or other real or potential financial reversals, which might materially affect the viability or stability of the organization; or warrant that no such condition is known to exist.
- Disclosure of any pending lawsuits
- Disclosure of liquidated or punitive damages imposed since January 2004, including the circumstances and amounts involved
- Disclosure of any contracts that were terminated within the past five (5) years along with a description of the reasons for termination
- The Offeror must provide the identity of each entity that owns at least five percent (5%) of the proposing entity. Provide the required information on the proposing entity and for each entity that owns at least five percent (5%) of the proposing entity. If any information requested is not applicable or not available, provide an explanation. Offerors may submit appropriate documentation to support information provided.
- Disclosure of all related party information, as defined in Statement of Financial Accounting Standards No. 57, Related Party Disclosures (FAS 57).

The Offeror must provide a description of all proposed subcontracted arrangements and must include the following information for each arrangement:

- The full name, FEIN, and address of any organizations with which the Offeror anticipates subcontracting. The Offeror must describe how it will ensure a smooth working relationship with subcontractors.
- The percent of the total contract value that each subcontractor will receive and for services, the estimated number of hours that the contractor will work
- Copies of all proposed subcontracted arrangements and an indication of whether or not the arrangement has been finalized and signed. Ensure cost information is redacted from the subcontract agreement copies, and include the copies of these arrangements in an appendix to the Technical Submittal
- The full name and address of any proposed subcontractor in which the Offeror has a five percent (5%) or more ownership interest. The Offeror will provide a copy of its Financial and Accounting Policies and Procedures.
- A list of any financial interests the subcontractor may have in its organization or any financial interest its organization has in proposed subcontractors.
- Information about any pending litigation.

- For any subcontractor providing goods/services equal to ten percent (10%) or more of the proposed contract value in any state fiscal year, provide financial statements or comparable information for the two (2) most recent years, documentation on available lines of credit, and information on any pending litigation

The Offeror can append its financial documentation in an appendix rather than including it in the main body of the Technical Submittal.

II-9. Contractor Partnership Program (CPP). To receive credit for a response to the Contractor Partnership Program, Contractors must include the following information in the Contractor Partnership Submittal of their proposal for each Lot:

- A. Offeror's name, telephone number, and mailing address.
- B. County where the Offeror's headquarters is located if in Pennsylvania.
- C. The name, title, telephone number, mailing, and email address of the contact person for the Contractor Partnership Program.
- D. Mailing address for all satellite offices located in Pennsylvania including the county.
- E. Type of business entity. (i.e. not for profit, government entity, public corporation, university etc.)
- F. If a subcontractor will provide the primary service of the contract, list the company name and mailing address for offices located in Pennsylvania including the county.
- G. Type of services being provided.
- H. Type of positions needed for this project. Please specify management vs. non-management positions.

In addition to the above requested information; in order to receive credit for a response to the Contractor Partnership Program, Offerors must provide a written narrative that address the following statements and include the information in the Contractor Partnership Submittal of the proposal. All of the statements listed below pertain to the hiring of individuals that are currently receiving TANF cash assistance.

- A. Identify the anticipated number of employees that will be assigned to this project including vacancies.
- B. Identify the number of management and non-management employees.
- C. State the number of TANF cash assistance recipients that will be hired. Please **do not** include percentages.
- D. Describe the strategy that will be employed to identify and recruit individuals that meet the eligibility requirements for the Contractor Partnership Program.
- E. Describe the methods that will be used to retain TANF recipients once they are employed.
- F. Provide a brief explanation of the efforts that will be made to ensure TANF hiring commitments are met and remain in effect throughout the existence of the contract.

Offerors are only required to submit one (1) original and two (2) copy of its CPP Submittal. This Submittal must be clearly identified as CPP information and sealed in its own envelope, separate from the remainder of the proposal.

II-10. Mentor/Protégé Program (MPP). To receive credit for a response to the Mentor Protégé Program, the following information must be included in the Mentor Protégé Program (MPP) Submittal of the Proposal:

- A. Offeror's name, telephone number and mailing address
- B. County where the Offeror's headquarters is located
- C. The name, title, telephone number, mailing, and e-mail address of the contact person for the Mentor Protégé Program.
- D. Mailing address for all satellite offices located in Pennsylvania including county.
- E. Type of business entity: (i.e. not for profit, government entity, public corporation, university, etc.)

In addition to the above requested information; in order to receive credit for a response to the Mentor Protégé Program, Offerors **must provide a written Mentor Protégé Plan that must** include:

- A. The Protégé company's name and address
- B. Protégé company's contact person, title, telephone number, mailing and e-mail address
- C. **A Mentor Protégé Plan addressing the following areas to include meeting dates, time frames, goal setting, performance expectations and outcomes:**
 1. **Technical Assistance** Assistance in technical areas.
 2. **Budget Infrastructure** Assistance pertaining to general business management or corporate infrastructure, provided by the Mentor, may include the following:
 - a. Organizational planning management: strategic planning, business planning, legal/risk management, proposal development
 - b. Business development/marketing/sales: market research, product forecasting, web-based marketing, e-commerce.
 - c. Human Resource management
 - d. Financial management
 - e. Contract management
 - f. Facilities and plant management: security, health and safety
 - g. Any other assistance designed to develop the capabilities of the Protégé

II-11. Objections and Additions to IT Contract Terms and Conditions. The Offeror will identify which, if any, of the terms and conditions (contained in **Appendix A**) it

would like to negotiate and what additional terms and conditions the Offeror would like to add to the standard contract terms and conditions. The Offeror's failure to make a submission under this paragraph will result in its waiving its right to do so later, but the Issuing Office may consider late objections and requests for additions if to do so, in the Issuing Office's sole discretion, would be in the best interest of the Commonwealth. The Issuing Office may, in its sole discretion, accept or reject any requested changes to the standard contract terms and conditions. The Offeror shall not request changes to the other provisions of the RFP, nor shall the Offeror request to completely substitute its own terms and conditions for **Appendix A**. All terms and conditions must appear in one integrated contract. The Issuing Office will not accept references to the Offeror's, or any other, online guides or online terms and conditions contained in any proposal.

Regardless of any objections set out in its proposal, the Offeror must submit its proposal, including the cost proposal, on the basis of the terms and conditions set out in **Appendix A**. The Issuing Office will reject any proposal that is conditioned on the negotiation of the terms and conditions set out in **Appendix A, or to other provisions of the RFP**.

II-12. Disadvantaged Business Submittal.

Offerors competing for more than one Lot must submit a separate Disadvantaged Business (DB) submittal for each Lot. Your DB commitment for each Lot must be expressed as a percentage of the total amount paid to your firm by the Commonwealth under the contract for the respective Lot, if a contract is awarded to your firm. In addition to core project services and equipment, your DB commitment percentages may include ancillary services that will be performed by Small Disadvantaged Businesses in support of the contract, such as general administrative support, purchase of necessary supplies, janitorial services, etc. The successful Offeror(s) will be required to meet its DB percentage commitment for each Lot awarded.

A. Disadvantaged Business Information.

1. To receive credit for being a Small Disadvantaged Business or a Socially Disadvantaged Business or for entering into a joint venture agreement with a Small Disadvantaged Business or for subcontracting with a Small Disadvantaged Business (including purchasing supplies and/or services through a purchase agreement), a Offeror must include proof of Disadvantaged Business qualification in the Disadvantaged Business Submittal of the proposal, as indicated below:
 - a. A Small Disadvantaged Businesses certified by BMWBO as an MBE/WBE must provide a photocopy of their BMWBO certificate.
 - b. Businesses certified by the U.S. Small Business Administration pursuant to Section 8(a) of the Small Business Act (15 U.S.C. § 636(a)) as an 8(a) Small Disadvantaged Businesses must submit proof of U.S. Small Business Administration certification. The owners of such businesses must also submit proof of United States citizenship.
 - c. Businesses, which assert that they meet the U.S. Small Business Administration criteria for designation as a small disadvantaged

- business, must submit: a) self-certification that the business meets the Small Business Administration criteria and b) documentary proof to support the self-certification. The owners of such businesses must also submit proof of United States citizenship, and provide any relevant small disadvantaged business certifications by other certifying entities.
- d. All businesses claiming Small Disadvantaged Business status, whether as a result of BMWBO certification, or U.S. Small Business Administration certification as an 8(a) or self-certification as a U.S. Small Business Administration small disadvantaged business, must attest to the fact that the business has no more than 100 full-time or full-time equivalent employees.
 - e. All businesses claiming Small Disadvantaged Business status, whether as a result of BMWBO certification, or U.S. Small Business Administration certification as an 8(a) or self-certification as a U.S. Small Business Administration small disadvantaged business, must submit proof that their gross annual revenues are less than \$20,000,000 (\$25,000,000 for those businesses in the information technology sales or service business). This can be accomplished by including a recent tax return or audited financial statement.
2. All businesses claiming status as a Socially Disadvantaged Business must include in the Disadvantaged Business Submittal of the proposal clear and convincing evidence to establish that the business has personally suffered racial or ethnic prejudice or cultural bias stemming from the business person's color, ethnic origin or gender. The submitted evidence of prejudice or bias must:
 - a. Be rooted in treatment that the business person has experienced in American society, not in other countries.
 - b. Show prejudice or bias that is chronic and substantial, not fleeting or insignificant.
 - c. Indicate that the business person's experience with the racial or ethnic prejudice or cultural bias has negatively impacted his or her entry into and/or advancement in the business world.BMWBO shall determine whether the Offeror has established that a business is socially disadvantaged by clear and convincing evidence.
 3. In addition to the above verifications, the Offeror must include in the Disadvantaged Business Submittal of the proposal the following information:
 - a. Those Small Disadvantaged Businesses submitting a proposal as the Offeror, must include a numerical percentage which represents the total percentage of the work (as a percentage of the total cost in the Cost Submittal) to be performed by the Offeror and not by subcontractors and suppliers.
 - b. Those Small Disadvantaged Businesses submitting a proposal as a part of a joint venture partnership, must include a numerical percentage which represents the total percentage of the work (as a percentage of the total cost in the Cost Submittal) to be performed by

- the Small Disadvantaged Business joint venture partner and not by subcontractors and suppliers or by joint venture partners who are not Small Disadvantaged Businesses. Offeror must also provide:
- 1) The amount of capital, if any, each Small Disadvantaged Business joint venture partner will be expected to provide.
 - 2) A copy of the joint venture agreement signed by all parties.
 - 3) The business name, address, name and telephone number of the primary contact person for the Small Disadvantaged Business joint venture partner.
- c. **All** Offerors must include a numerical percentage which represents the total percentage of the total cost in the Cost Submittal that the Offeror commits to paying to Small Disadvantaged Businesses as subcontractors. To support its total percentage DB subcontractor commitment, Offeror must also include:
- 1) The dollar amount of each subcontract commitment to a Small Disadvantaged Business;
 - 2) The name of each Small Disadvantaged Business. The Offeror will not receive credit for stating that after the contract is awarded it will find a Small Disadvantaged Business.
 - 3) The services or supplies each Small Disadvantaged Business will provide, including the timeframe for providing the services or supplies.
 - 4) The location where each Small Disadvantaged Business will perform services.
 - 5) The timeframe for each Small Disadvantaged Business to provide or deliver the goods or services.
 - 6) A signed subcontract or letter of intent for each Small Disadvantaged Business. The subcontract or letter of intent must identify the specific work, goods or services the Small Disadvantaged Business will perform and how the work, goods or services relates to the project.
 - 7) The name, address and telephone number of the primary contact person for each Small Disadvantaged Business.
- d. The total percentages and each subcontractor commitment will become contractual obligations once the contract is fully executed.
- e. The name and telephone number of the Offeror's project (contact) person for the Small Disadvantaged Business information.
4. The Offeror is required to submit **two** copies of its Disadvantaged Business Submittal. The submittal shall be clearly identified as Disadvantaged Business information and sealed in its own envelope, separate from the remainder of the proposal.
 5. A Small Disadvantaged Business can be included as a subcontractor with as many prime contractors as it chooses in separate proposals.

6. An Offeror that qualifies as a Small Disadvantaged Business and submits a proposal as a prime contractor is not prohibited from being included as a subcontractor in separate proposals submitted by other Offerors.

C. Enterprise Zone Small Business Participation.

1. To receive credit for being an enterprise zone small business or entering into a joint venture agreement with an enterprise zone small business or subcontracting with an enterprise zone small business, an Offeror must include the following information in the Disadvantaged Business Submittal of the proposal:
 - a. Proof of the location of the business' headquarters (such as a lease or deed or Department of State corporate registration), including a description of those activities that occur at the site to support the other businesses in the enterprise zone.
 - b. Confirmation of the enterprise zone in which it is located (obtained from the local enterprise zone office).
 - c. Proof of United States citizenship of the owners of the business.
 - d. Certification that the business employs no more than 100 full-time or full-time equivalent employees.
 - e. Proof that the business' gross annual revenues are less than \$20,000,000 (\$25,000,000 for those businesses in the information technology sales or service business). This can be accomplished by including a recent tax return or audited financial statement.
 - f. Documentation of business organization, if applicable, such as articles of incorporation, partnership agreement or other documents of organization.
2. In addition to the above verifications, the Offeror must include in the Disadvantaged Business Submittal of the proposal the following information:
 - a. The name and telephone number of the Offeror's project (contact) person for the Enterprise Zone Small Business.
 - b. The business name, address, name and telephone number of the primary contact person for each Enterprise Zone Small Business included in the proposal. The Offeror must specify each Enterprise Zone Small Business to which it is making commitments. The Offeror will not receive credit for stating that it will find an Enterprise Zone Small Business after the contract is awarded or for listing several businesses and stating that one will be selected later.
 - c. The specific work, goods or services each Enterprise Zone Small Business will perform or provide.
 - d. The total cost amount submitted in the Offeror's cost proposal and the estimated dollar value of the contract to each Enterprise Zone Small Business.
 - e. Of the estimated dollar value of the contract to each Enterprise Zone Small Business, the percent of the total value of services or products

- purchased or subcontracted that each Enterprise Zone Small Business will provide.
- f. The location where each Enterprise Zone Small Business will perform these services.
 - g. The timeframe for each Enterprise Zone Small Business to provide or deliver the goods or services.
 - h. The amount of capital, if any, each Enterprise Zone Small Business will be expected to provide.
 - i. The form and amount of compensation each Enterprise Zone Small Business will receive.
 - j. For a joint venture agreement, a copy of the agreement, signed by all parties.
 - k. For a subcontract, a signed subcontract or letter of intent.
3. The dollar value of the commitment to each Enterprise Zone Small Business must be included in the same sealed envelope with the Disadvantaged Business Submittal of the proposal. The following will become a contractual obligation once the contract is fully executed:
- a. The amount of the selected Offeror's Enterprise Zone Small Business commitment;
 - b. The name of each Enterprise Zone Small Business; and
 - c. The services each Enterprise Zone Small Business will provide, including the timeframe for performing the services.

II-13. Cost Submittal. The information requested in this **Part II, Section II-13** shall constitute the Cost Submittal. The Cost Submittal shall be placed in a separate sealed envelope within the sealed proposal, separated from the technical submittal. The total proposed cost shall be broken down into the components as shown in **Appendix L - Cost Submittal**, using the instructions contained therein. **All costs must be inclusive of travel, subsistence, equipment and other expenses. These items may not be billed separately.** Offerors should **not** include any assumptions in their cost submittals. If the Offeror includes assumptions in its cost submittal, the Commonwealth may reject the proposal. Offerors should direct in writing to the Issuing Officer pursuant to **Part I, Section I-10**, of this RFP any questions about whether a cost or other component is included or applies. All Offerors will then have the benefit of the Commonwealth's written answer so that all proposals are submitted on the same basis.

NOTE: Lots 6 and 7: If the vendor consumes more or less than ten percent (10%) of the agreed upon Modifications/Enhancements hours necessary for any contract year, as determined by annual scoping sessions, the Department reserves the right to renegotiate the blended hourly rate. Any negotiated reduction in the blended rate will be effective retroactively for that contract year and for future years.

DPW will reimburse the selected Offeror for work satisfactorily performed after execution of a written contract and the start of the contract term, in accordance

with contract requirements, and only after the Commonwealth has issued a notice to proceed.

II-14. Domestic Workforce Utilization Certification. Complete and sign the Domestic Workforce Utilization Certification contained in **Appendix F** of this RFP. Offerors who seek consideration for this criterion must submit in hardcopy the signed Domestic Workforce Utilization Certification Form in the **same sealed envelope with the Technical Submittal**.

II-15. Lobbying Certification and Disclosure of Lobbying Activities. This Project will be funded, in whole or in part, with federal monies. Public Law 101-121, Section 319, prohibits federal funds from being expended by the recipient or by any lower tier sub-recipients of a federal contract, grant, loan, or a cooperative agreement to pay any person for influencing, or attempting to influence a federal agency or Congress in connection with the awarding of any federal contract, the making of any federal grant or loan, or entering into any cooperative agreement. All parties who submit proposals in response to this RFP must sign the "Lobbying Certification Form," (attached as **Appendix G**) and, if applicable, complete the "Disclosure of Lobbying Activities" form available at:

<http://www.whitehouse.gov/omb/assets/omb/grants/sfillin.pdf>.

**PART III
CRITERIA FOR SELECTION**

III-1. Mandatory Responsiveness Requirements. To be eligible for selection, a proposal must be:

- A. Timely received from an Offeror;
- B. Properly signed by the Offeror.

III-2. Technical Nonconforming Proposals. The two (2) Mandatory Responsiveness Requirements set forth in Section III-1 above (A-B) are the only RFP requirements that the Commonwealth will consider to be non-waivable. DPW reserves the right, in its sole discretion, to (1) waive any other technical or immaterial nonconformities in an Offeror's proposal, (2) allow the Offeror to cure the nonconformity, or (3) consider the nonconformity in the scoring of the Offeror's proposal..

III-3. Offeror Responsibility. To be responsible, an offeror must submit a responsive proposal and possess the capability to fully perform the contract requirements in all respects and the integrity and reliability to assure good faith performance of the contract.

In order for an offeror to be considered responsible for this RFP and therefore eligible for selection for best and final offers or selection for contract negotiations:

- A. the total score for the technical submittal of the offeror's proposal must be greater than or equal to 70% of the highest scoring technical submittal; and
- B. the offeror's financial information , as requested in section II-8, must demonstrate that the offeror possesses the financial capability to assure good faith performance of the contract. Failure to provide the Department these documents will result in nonconformity as described in Section III-2. DPW will assess each offeror's financial capacity based on industry standard analysis of the offeror's financial information submitted with the Technical Questionnaire. This may include:
 - 1. ratio, horizontal or vertical analysis;
 - 2. industry comparison using Dun & Bradstreet's Key Business Ratios to measure offerors' solvency, efficiency and profitability; and
 - 3. the offeror's sustainable growth rate.

The Commonwealth reserves the right, in its sole discretion, not to consider for best and final offers or selection for contract negotiation, any offeror which fails to achieve acceptable scores on the Dun & Bradstreet's Key Business Ratios, or which has a sustainable growth rate that does not support the addition of the expected annual spend for this contract.

Further, DPW will award a contract only to an Offeror determined to be responsible in accordance with the most current version of Commonwealth Management Directive 215.9, Contractor Responsibility Program.

III-4. Evaluation. DPW has selected a committee of qualified personnel to review and evaluate timely submitted proposals. Independent of the committee, DGS's BMWBO and DPW's CPP and BEO will evaluate the Disadvantaged Business, CPP, and MPP Submittals respectively, for each Lot; and provide a rating for these components of each proposal. The Commonwealth will notify in writing of its selection for negotiation the responsible Offeror whose proposal is determined to be the most advantageous to the Commonwealth as determined by DPW after taking into consideration all of the evaluation factors. DPW will award a contract only to an Offeror determined to be responsible in accordance with the most current version of Commonwealth Management Directive 215.9, *Contractor Responsibility Program*.

III-5. Criteria for Selection.

The following criteria will be used in evaluating each proposal. In order for a proposal to be considered for selection for best and final offers or selection for contract negotiations, the total score for the technical submittal of the proposal must be greater than or equal to 70% of the highest scoring technical submittal and be in the top competitive range of responsive proposals.

- A. **Technical:** DPW has established the weight for the Technical criterion for this RFP as **45 %** of the total points. Evaluation will be based upon the following in order of importance:
1. Approach to Service Delivery
 - a. Methodologies
 - b. Orientation/Knowledge Acquisition
 - c. Project Management/Work Plan
 - d. Service Level Agreements
 - e. Turnover
 - f. Application Support Services (Lots 1-5)
 - g. Support Services (Lot 7)
 2. Qualifications and Experience
 - a. Personnel and Staffing
 - b. Corporate Qualifications
 3. Understanding the Problem
 - a. Issues and Risks
 - b. Responsibilities and Performance Expectations
- B. **Cost:** DPW has established the weight for the Cost criterion for this RFP as **35 %** of the total points.

- C. **Disadvantaged Business Participation:** BMWBO has established the weight for the Disadvantaged Business Participation criterion for this RFP as **20 %** of the total points. Evaluation will be based upon the following in order of priority:

Priority Rank 1 Proposals submitted by Small Disadvantaged Businesses

Priority Rank 2 Proposals submitted from a joint venture with a Small Disadvantaged Business as a joint venture partner.

Priority Rank 3 Proposals submitted with subcontracting commitments to Small Disadvantaged Businesses.

Priority Rank 4 Proposals submitted by Socially Disadvantaged Businesses.

Each proposal will be rated for its approach to enhancing the utilization of Small Disadvantaged Businesses and/or Socially Disadvantaged Businesses. Each approach will be evaluated, with Priority Rank 1 receiving the highest score and the succeeding options receiving scores in accordance with the above-listed priority ranking

To the extent that an Offeror qualifies as a Small Disadvantaged Business or a Socially Disadvantaged Business, the Small Disadvantaged Business or Socially Disadvantaged Business cannot enter into subcontract arrangements for more than **40%** of the total estimated dollar amount of the contract. If a Small Disadvantaged Business or a Socially Disadvantaged Business subcontracts more than **40%** of the total estimated dollar amount of the contract to other contractors, the Disadvantaged Business Participation scoring shall be proportionally lower for that proposal.

- D. **Enterprise Zone Small Business Participation:** In accordance with the priority ranks listed below, bonus points in addition to the total points for this RFP, will be given for the Enterprise Zone Small Business Participation criterion. The maximum bonus points for this criterion are 3% of the total points for this RFP. The following options will be considered as part of the final criteria for selection:

Priority Rank 1 Proposals submitted by an Enterprise Zone Small Business will receive three percent bonus for this criterion.

Priority Rank 2 Proposals submitted by a joint venture with an Enterprise Zone Small Business as a joint venture partner will receive two percent bonus for this criterion.

Priority Rank 3 Proposals submitted with a subcontracting commitment to an Enterprise Zone Small Business will receive the one percent bonus for this criterion.

Priority Rank 4 Proposals with no Enterprise Zone Small Business Utilization shall receive no points under this criterion.

To the extent that an Offeror is an Enterprise Zone Small Business, the Offeror cannot enter into contract or subcontract arrangements for more than **40%** of the total estimated dollar amount of the contract in order to qualify as an Enterprise Zone Small Business for purposes of this RFP.

- E. **Domestic Workforce Utilization:** Any points received for the Domestic Workforce Utilization criterion are bonus points in addition to the total points for this RFP. The maximum bonus points for this criterion is 3% of the total points for this RFP. To the extent permitted by the laws and treaties of the United States, each proposal will be scored for its commitment to use domestic workforce in the fulfillment of the contract. Maximum consideration will be given to those Offerors who will perform the contracted direct labor exclusively within the geographical boundaries of the United States or within the geographical boundaries of a country that is a party to the World Trade Organization Government Procurement Agreement. Those who propose to perform a portion of the direct labor outside of the United States and not within the geographical boundaries of a party to the World Trade Organization Government Procurement Agreement will receive a correspondingly smaller score for this criterion. Offerors who seek consideration for this criterion must submit in hardcopy the signed Domestic Workforce Utilization Certification Form in the same sealed envelope with the Technical Submittal. The certification will be included as a contractual obligation when the contract is executed.
- F. **Contractor Partnership Program (CPP):** During the evaluation process, CPP will evaluate each Submittal, for each Lot, for its approach in enhancing employment opportunities for eligible CPP participants. Any points received for the CPP criterion are bonus points in addition to the total points for this RFP. The maximum bonus points for this criterion are 5% of the total points for this RFP.
- G. **Mentor/Protégé Program (MPP):** During the evaluation process, DPW BEO – MPP will evaluate each Submittal for its approach to mentoring and developing skills related to the services identified in this RFP. Any points received for the MPP criterion are bonus points in addition to the total points for this RFP. The maximum bonus points for this criterion is 3% of the total technical points for this RFP.

PART IV WORK STATEMENT

IV-1 PURPOSE

The Department of Public Welfare (DPW) is seeking proposals from Offerors for the provision of advanced information technology (IT) consulting, program and project management services, application support services, application maintenance/operations and enhancements, and technical support services for its Strategic Business Systems.

The systems covered in the scope of RFP 16-09 include: Integrated Client Information System (iCIS), Home and Community Based Services Information System (HCSIS), PA's Enterprise to Link Information for Children Across Networks (PELICAN), Child Welfare, and the Pennsylvania Child Support Enforcement System (PACSES). In planning this procurement, DPW has developed the following guiding principles to meet its objectives for the resulting contract:

- Develop a quality RFP that increases accountability and meets the needs of DPW by:
 - Documenting requirements
 - Defining and documenting the Offeror(s) roles and responsibilities.
 - Documenting performance measures and standards
 - Identifying DPW expectations
- Maximize competition so that DPW receives a competitive price for the required IT services.
- Develop an RFP that fosters collaboration between the Department and the Offeror(s) and utilizes the knowledge, expertise, and skill sets of all entities involved.
- Provide a framework in the RFP for contract management that monitors contractor performance, allows DPW to review planned system enhancement costs, and provides the best value to the Commonwealth.
- Retain DPW's current automated systems and control the scope of changes in order to reduce the overall cost of system maintenance and operations.
- Develop an RFP that encourages the simplification and integration of policies, procedures, and workflow (e.g. change management process) across all systems.

Offerors must understand that the work included in the scope of this RFP requires a high level of integration with DPW and Commonwealth-owned computing hardware and network infrastructures. Offerors should also recognize the critical nature of these

systems requires a high level of accountability and performance. All Offerors should carefully read and understand all RFP responsibilities, performance requirements, and terms and conditions before responding.

IV-2 OVERVIEW OF THE DEPARTMENT OF PUBLIC WELFARE

Pennsylvania has a mix of both state-supervised/state-administered systems and state-supervised/county-administered systems for the traditional social services, including programs such as public assistance and child welfare services. The Department of Public Welfare was created by Act 390, approved July 13, 1957, P.L. 852 (62 P.S. Sections 101 *et seq.*), and is responsible for the administration and oversight of multiple human service programs in the Commonwealth, including but not limited to multiple public assistance programs (62 P.S. § 401 *et seq.*); child welfare service programs (62 P.S. Section 701 *et seq.*), mental health programs (62 P.S. Section 1101 *et seq.*), and child support enforcement programs. The Department's budget for state fiscal year 2009-2010 is \$20 billion.

DPW oversees the state's county departments of social/human services, the state's public mental health system, Pennsylvania's system of services for people with developmental disabilities, and the state's juvenile corrections system through more than 18,000 employees and thousands of community-based service providers.

DPW has eight program offices that administer the Commonwealth's social/human services. An overview of these program offices is provided below. Additional information can be found at www.dpw.state.pa.us

Program Offices

- **Office of Administration (OA)**

The Office of Administration is responsible for providing IT support: human resources, recruitment, placement, labor relations, training, benefits; adjudications of administrative appeals; equal opportunity programs; audits and institutional support, contract execution, monitoring, and compliance, and procurements; and, building utilization, maintenance and office operations.

Program Offices:

- Bureau of Administrative Services
- Bureau of Equal Opportunity
- Bureau of Financial Operations
- Bureau of Hearings and Appeals
- Bureau of Human Resources
- Bureau of Information Systems

- **Office of Child Development and Early Learning (OCDEL)**

Since its inception in 2004, the Office of Child Development and Early Learning (OCDEL) has focused on creating opportunities for the Commonwealth's youngest children to develop and learn to their fullest potential. This goal is

accomplished through a framework of supports and systems that help ensure children and their families have access to high quality services.

OCDEL works with many partners to create opportunities for the Commonwealth's children. Parents, schools, child care, early intervention, Head Start, libraries, community organizations and other stakeholders have joined with the Office of Child Development and Early Learning to provide high quality early childhood programs and effective prevention strategies to mitigate challenges faced by families that affect school readiness and academic success.

OCDEL strives to build a strong foundation for children, starting in infancy, through the establishment of a statewide standard for excellence in early care and education and the creation of financial and technical supports to achieve that goal. The success of the Commonwealth's efforts today will be seen in the development of Pennsylvania citizens who are strong, independent and well prepared for the future.

OCDEL is jointly overseen by the Department of Public Welfare and the Department of Education. Offices are located in the Department of Education at 333 Market Street in Harrisburg.

Program Offices

- Bureau of Certification Services
 - Bureau of Early Intervention Services
 - Bureau of Early Learning Services
 - Bureau of Subsidized Child Care Services
 - Budget, Planning and Administration
- **Office of Children, Youth and Families (OCYF)**
Pennsylvania's child welfare system is county-administered and state-supervised. Child welfare and juvenile justice services are organized, managed, and delivered by County Children and Youth agencies and county Juvenile Probation Offices

Program Offices

- Bureau of Budget and Fiscal Support
 - Bureau of Juvenile Justice Services
 - Bureau of Children and Family Services
 - Bureau of Policy, Programs and Operations
- **Office of Developmental Programs (ODP)**
The Office of Developmental Programs' (ODP) mission is to support Pennsylvanians with developmental disabilities to achieve greater independence and enhanced quality of life. ODP has responsibility to administer funding and develop policies and requirements related to mental retardation services, including services provided under the Consolidated and Person/Family Directed

Support (P/FDS) Waivers and five State Centers for the mentally retarded. The Office also administers the Adult Autism Waiver and Adult Community Autism Program (ACAP) programs.

Program Offices:

- Bureau of Supports for People with Intellectual Disabilities
 - Bureau of Financial Management and Budget
 - Bureau of Policy and Program Support
 - Bureau of Autism Services
- **Office of Income Maintenance (OIM)**

The Office of Income Maintenance (OIM) is responsible for the administration of the Temporary Assistance for Needy Families (TANF) cash assistance program, Medicaid/Medical Assistance (MA), Supplemental Nutrition Assistance Program (SNAP) the new name for the Food Stamp program, child support, home heating assistance (LIHEAP program) and employment and training services. These programs are provided through county assistance offices (CAOs), which are located across Pennsylvania.

Program Offices:

- Bureau of Child Support Enforcement
 - Bureau of Employment and Training
 - Bureau of Operations
 - Bureau of Policy
 - Bureau of Program Evaluation
 - Bureau of Program Support
- **Office of Long Term Living (OLTL)**

Office of Long Term (OLTL) coordinates the services and supports of the long-term living system for Pennsylvanians with disabilities and for older Pennsylvanians. The Department provides for home and community-based services that enable individuals with disabilities and seniors to remain in their homes and communities. Home and community-based services promote independence and self-reliance, and maximize opportunities for family and community involvement.

At some point in their lives, the majority of people will need assistance with daily activities, such as bathing, dressing, and meal preparation, whether due to aging, injury, illness, or disability. Knowing what types of services are needed to remain in their homes and how to obtain them is not always easy. Whether a citizen needs help now or they are exploring future options for themselves or a loved one, information about services and supports is available through the Pennsylvania Office of Long Term Living.

OLTL'S goal is to provide services and support that allow the individual to live in the most integrated community setting appropriate for their service requirements and needs.

Program Offices:

- Bureau of Finance
 - Bureau of Provider Support
 - Bureau of Community Development
 - Bureau of Individual Support
- **Office of Medical Assistance Programs (OMAP)**

The Office of Medical Assistance Programs (OMAP) administers the joint state/federal Medical Assistance (also known as Medicaid) program that purchases health care for close to 1.9 million Pennsylvania residents. Local County Assistance Offices determine eligibility for Medical Assistance.

Medical Assistance purchases services through contracts with managed-care organizations and under an indemnity, or traditional, fee-for-service system. Facility based services are reimbursed under case-mix for long-term care for the elderly, while other facilities are paid on a prospective, or cost, basis. A medical provider is required to enroll in the program and must meet applicable national, federal, and state licensing and credential requirements.

The Office of Medical Assistance Programs is also responsible for enrolling providers, processing provider claims, establishing rates and fees, contracting and monitoring of managed care organizations, and detecting and deterring provider and recipient fraud and abuse.

Program Offices:

- Bureau of Data and Claims Management
 - Bureau of Fee-for-Service Programs
 - Bureau of Managed Care Operations
 - Bureau of Policy, Budget and Planning
 - Bureau of Program Integrity
 - Office of the Medical Director
- **Office of Mental Health and Substance Abuse Services (OMHSAS)**

Behavioral Health services range from community to hospital programs with emphasis on helping children, adolescents, and adults to remain in their communities. Community-based services are emphasized, with the goal to help people who have serious mental illness or serious emotional disturbance break the cycle of repeated hospital or residential admissions. The range of services includes outpatient, partial, residential, short-term inpatient hospital care, emergency crisis intervention services, counseling, information, referral, and case management services.

Services provided to adults are based on the Community Support Program (CSP) principles: consumer-centered, consumer-empowered, culturally appropriate, flexible, strengths-based, community-based, natural supports, needs based, and coordinated. In accordance with these principles, vocational/employment services, psychiatric rehabilitation services, community treatment teams, housing supports, consumer-run drop-in centers, social/recreational services as well as other locally designed services for special needs and populations are also available to adults.

A wide range of services is also provided to children and adolescents. They are all based on the Child and Adolescent Service System Program (CASSP) principles: child-centered, family-focused, community-based, multi-system, culturally competent, and least restrictive/least intrusive. Innovative community outreach services include home and community behavioral health services, and family-based rehabilitation services for children/adolescents with serious emotional disturbance in addition to residential treatment services and the other services listed above. The Student Assistance Program (SAP) services are available in schools for adolescents at risk of serious emotional disturbance.

In addition to the above-mentioned services, the Pennsylvania Department of Public Welfare operates eight state psychiatric hospitals for persons with serious mental illness, which provide special intensive treatment services for patients needing extended psychiatric inpatient services. Admission of persons committed under the Mental Health Procedures Act is made through the County Mental Health/Mental Retardation program after short-term treatment has been provided in the community.

The Department also operates a nursing home to provide long-term care for older people who no longer require psychiatric services but who need nursing care. South Mountain Restoration Center serves the entire Commonwealth.

The Office of Mental Health and Substance Abuse Services offers a wide variety of drug and alcohol services available to children and adults in conjunction with the Department of Health's Bureau of Drug and Alcohol Programs (BDAP).

Program Offices:

- Office of the Medical Director
- Bureau of Children's Behavioral Health Services
- Bureau of Financial Management and Administration
- Bureau of Policy and Program Development
- Bureau of Community and Hospital Operations
- Bureau of Quality Management and Data Review

IV-3 DPW TECHNOLOGY ENVIRONMENT

DPW relies heavily on automation to successfully manage and support a wide range of social/human service programs targeted at promoting economic self-sufficiency,

strengthening families, encouraging respect for employees, and helping Pennsylvania's most vulnerable residents. These programs are supported by large-scale information systems that provide for the determination of eligibility for benefits; the disbursement of cash, food stamps, and other benefits; and the management of home and community-based services. Additionally, DPW also administers the state's IV-D program, which is operated through cooperative agreements with the county Courts of Common Pleas. Most of the Department's information systems are partially funded by the Federal government and must comply with Federal guidelines, laws, and regulations.

In DPW, most Information Technology (IT) services are funded through the Information Systems State and Federal appropriations. These appropriations fund the operations of the Bureau of Information Systems (BIS), the Department's centralized IT support organization, and finance IT services in the areas of Information Resource Management strategy and planning; IT research and engineering; Information Systems (IS) development and delivery; IT infrastructure management and operation; IT program and project management; and IS performance management and security. The Information Systems appropriations also funds IT initiatives for the Department's program, administrative, and staff offices.

Information systems are integral to the management of Pennsylvania's social/human service programs and provide benefits to approximately 2.5 million eligible recipients in the Commonwealth of Pennsylvania. The basic doctrine under which all social/human service programs operate remains the same year after year — changes in program policies, procedures, laws, and regulations is the rule and not the exception. The challenge for the technology organization supporting these large and complex programs is to maintain a flexible and, at the same time, stable operating environment that can quickly address needed program and system changes.

There have been five major changes in the Commonwealth's social/human services landscape over the past several years.

- **Welfare Reform**

The sweeping changes brought about by welfare reform led to a business and technology transformation that affected all of DPW's strategic business systems. The Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996 (P.L. 104-193) replaced the Aid to Families With Dependent Children (AFDC) program with a block grant to states to provide Temporary Assistance for Needy Families (TANF). TANF has a heightened emphasis on work and job placement and establishes a 5-year lifetime limit on adults' receipt of federally funded TANF assistance.

To meet the new information needs and reporting requirements for welfare reform, information systems are required to share data across the numerous programs being used to help support a families' movement to economic independence, such as TANF, Medicaid, job training, childcare, and vocational rehabilitation.

With the passage of PRWORA in 1996, the core business of the Department of Welfare was altered from one of providing material assistance to clients to one of truly managing the client. As the role of technology became even more critical in supporting these new business requirements, DPW officials recognized the need to begin migrating away from traditional siloed systems in order to provide a holistic view of the services and supports being provided to PA's client base.

Long before terms like enterprise architecture (EA), 'services', and Service Oriented Architecture (SOA) came into vogue, DPW began moving in this direction with the introduction of its Human Services Network (H-Net) strategy. The goal of H-Net was to promote coordination among the various program offices within the Department to achieve a seamless web of integrated information and services.

The H-Net initiative began with an internal assessment of DPW's business processes. Six business functions were identified as areas for coordination. They are Client Management, Business Partner Management, Information Management, Financial Management, Customer Relationship Management, and Quality Management. These functions were further broken down into sub-functions. Using this assessment as a base, the initiative was expanded to include a technical assessment and an in-depth analysis of the logistics involved in coordinating each business function identified to be included in the H-Net effort. An H-Net business plan and alternatives analysis document was developed based on these assessments and continues to serve as a guide for the Department in its efforts to coordinate its business functions and integrate its program specific systems.

To implement the H-Net strategy, the basic business requirement was for each program office to conform to a standard of coordination when developing or automating new functions. The system requirements that comprise the infrastructure for H-Net are based on the technical components needed to facilitate the coordination of the common business processes. Enabling H-Net from a technical perspective involves technical infrastructure, network, security, application standards, development framework, configuration management, and interface and exchanges. It also includes adherence to the standards and policies that have been documented and defined by the Department.

H-Net was undertaken, in large part, to reduce the Department's operating costs by building common functionality and then re-using it in all systems that required that functionality. This approach also ensures common business functions are performed in a uniform and consistent manner across programs, and, avoids duplicated development and maintenance costs for functions that are common across programs. As a result, there are inter-relationships and inter-dependencies between DPW's systems that did not previously exist.

- **Medicaid Information Technology Services (MITA)**

The second major change affecting DPW's business and technical service delivery approach is the introduction of the Centers for Medicare and Medicaid Services' (CMS') Medicaid Information Technology Services (MITA) initiative. Information about MITA can be found on the CMS website: <http://www.cms.hhs.gov/MedicaidInfoTechArch> . Information about Health and Human Services Commission (HHSC) Medicaid systems that support operations is at the CMS MITA website: http://www.cms.hhs.gov/MedicaidInfoTechArch/04_MITAFramework.asp

Key features of the MITA Technical Architecture are the following:

- Service-oriented architecture
- Common interoperability and access services
- Adaptability and extensibility
- Hub architecture
- Performance metrics

DPW has already completed the MITA "As-Is" assessment and will be completing the MITA "To-Be" assessment next year. The results of the To-Be assessment may drive changes to the systems covered under this RFP.

- **Enterprise Architecture**

The third major change affecting DPW's business and technical service delivery approach is the introduction of an Enterprise Architecture (EA) Model into the business and technical cultures and environments. The overarching goal for all work performed under this contract is for the selected Offerors to assist DPW in refining and expanding our Enterprise Architecture Models to align business and technical strategies and resources to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. Different parts of the DPW organizations have differing business and IT needs to deliver citizen services. Information Technology (IT) is a critical enabler to supporting all activities of the DPW enterprise. The EA models will provide the strategic road maps and guidance for DPW as we transition to next generation of systems.

The DPW EA model outlines the five main EA components: Business Architecture, Data Architecture, Application Architecture, Technology Architecture, and Governance Models:

- a. Business Reference Model (BRM) outlines an enterprise functional view of DPW around common business areas as opposed to an organizational view of DPW. The BRM identifies all the core functions and operations performed by agencies, bureaus, and offices within DPW to discover common business areas and promote agency collaboration and identify opportunities to improve the i) mode of citizen service delivery, ii) Support delivery of citizen services, iii) Utilization and management of shared IT

assets required to provide citizen services. This view should align with MITA and our on-going assessments.

- b. Service Component Reference Model (SRM). For each functional area defined in the BRM, outline the inherent services components with respect to how they support business and associated performance objectives. There are customer/client services, back office services, business support and analytical services, etc). Each service consists of processes workflow models with internal and/or external interdependencies and key business performance measures. The SRM is a global view structured across horizontal and vertical service domains, that independent of the business function, can provide a leverage-able foundation to support reuse of resources in the application, data, and technology domains of Enterprise Architecture (EA), some of the details are highlighted below in the vision for DPW's Integrated Enterprise Architecture diagram in **Appendix O**.
- c. Data Reference Model (DRM) at an aggregate level; data and information that support all government programs and business line operations. Each service component outlined in the SRM consists of single or multiple interdependent processes with specific data/information (inputs/outputs). The DRM describes at an aggregate level, the data and information that support DPW programs and business line operations. The DRM enables agencies to describe the types of interaction and exchanges that occur between internal Commonwealth systems and agencies, business partners, citizens, and Federal Government. The DRM identifies redundant or duplicate data sources and exchanges and works toward common data models. The DRM is the starting point from which database architects should develop modeling standards and concepts to support data classification and enable horizontal and vertical information sharing.
- d. Technical Reference Model (TRM); this is the EA technology frameworks categorized by systems, standards, and technologies to support and enable the delivery of the Service Components. TRM architectural blueprints should drive and establish cost effective Service Oriented Architecture Frameworks and platforms to realize economies of scale and scope for the strategic and operational aspects of horizontal and vertical service domains independent of the business function and responsible Program Office.
- e. Governance Reference Model (GRM); this defines many of the governing aspects associated with legal actions, planning, advancing, managing, and controlling the EA Framework Model and shared resources. This component will outline governing bodies and their respective compositions and decision authority.

- **Service Oriented Architecture (SOA)**

The fourth major change affecting DPW's business and technology landscape is DPW's decision to continue and expand the work that began under the H-Net strategy.

The enterprise IT applications used to manage the administration of DPW's core programs are both large and complex, due to the intricate regulatory, financial, and fiduciary requirements of these systems. DPW began significant system modernization efforts of these systems more than 7 years ago, with the creation of their first web-based applications. These efforts have gained momentum over the last several years as DPW has sought to aggressively move select functionality off the mainframe platform and onto server-based systems. In addition, DPW has targeted a services-oriented approach for the next generation of systems. This approach will enable DPW to more effectively leverage IT functions and services among multiple programs areas that perform common business functions.

SOA is both a methodology and a software design strategy that packages common functionality and capabilities (*services*) with standard, well-defined *service interfaces*, to produce formally described functionality that can be invoked using a published *service contract*. A service can be built using new applications, legacy applications, Commercial Off the Shelf (COTS) software, or all three. DPW expects our selected Offerors to develop business solutions with SOA-Services. These services must be designed such that they can then be reused or easily adopted and/or modified to support program-specific implementations as well as expanded to support multiple consumers. One example of where SOA is used effectively is in Health & Human Services. In this hypothetical example, a citizen's request for benefits or assistance could involve many agencies and services. So to secure benefits and assistance a family looking for federal and state assistance with health needs during a pregnancy needs to visit several Web sites and offices for Medicaid, Women, Infants, and Children (WIC) assistance. Instead of going through multiple web sites or locations chasing different categories of benefits, the citizen could use a single point of access via the web (or Portal) that transparently links to a core SOA-service that would provide access to various programs such as WIC, CHIP, Medicaid, or teen pregnancy assistance programs. However behind the scenes, the web portal and core service was developed using an SOA approach with service composition components (i.e., service locator, query engine, request handler, UDDI registries, ESB, etc) that orchestrates and links all the separate applications, business rules, and databases. All this is done while protecting the citizens sensitive information and privacy. As EA-SOA continues to evolve, the common business functions and services being supported by separate or stove-piped systems start to merge as one composite service on shared IT platforms for greater economies and efficiencies leading to lower cost service delivery. In the end, less money is spent on IT infrastructure and operations and is redistributed to programs directly supporting the citizens.

The overall focus of EA-SOA is to produce tangible business results. DPW has targeted the EA-SOA approach for the next generation of systems. EA-SOA is the key to achieving strategic and comprehensive business-IT alignment, lowering the total cost of ownership while improving the delivery of citizen services. The diagram provided in **Appendix O** depicts the vision for DPW's Integrated Enterprise Architecture.

Some of the DPW Enterprise Services shown in the middle of DPW's Integrated Enterprise Architecture diagram already exist and are in use today. However, we expect the bulk of the EA reference models and SOA-services will be created during the term of the contract as opportunities arise through during business driven Application Modifications/Enhancement or technology consolidation and/or migration initiatives. **Appendix P** provides a listing and description of the current DPW enterprise functions and services.

Both DPW's EA strategy and SOA evolution will continue to be driven by the identified business needs of the Department and then achieved by taking a strategic and opportunistic approach in how technical solutions are both developed and implemented.

DPW's future vision diagrams provides Offerors with insights and also demonstrates that taking a holistic business functional-services view versus a siloed view of the DPW enterprise, exposes opportunities where common services and processes, including information, can be shared among the various business entities to achieve economies of scale and leverage assets for the benefit of all. During the course of this contract, the Commonwealth may also look for potential opportunities to expand DPW's SOA and EA strategy to include other program/systems within the Department or the Health and Human Services Community of Practice (CoP), if doing so would create additional economies and efficiencies for the Commonwealth. It is important for all Offerors to understand the evaluation of all technical proposals will assess the Offeror's ability to deliver the required IT services in a manner that supports and enables DPW's service oriented architecture (SOA) and enterprise architecture (EA) strategies.

In addition to DPW's strategic business systems, the Department also has a portfolio of more than 100 active business and administrative systems residing on a wide array of technology platforms that must also be managed and supported. The Bureau of Information Systems (BIS) has a relatively small complement of state information technology staff and, given all of the demands for maintaining these systems, there simply are not a sufficient number of staff with the appropriate skill sets to successfully meet the required business and technology demands.

- **Healthcare Reform**

The fifth and most recent change which will lead to significant changes in DPW's business and technology landscape in the near future is the recent passage of new healthcare legislation. On March 23, 2010, President Obama signed into law the Patient Protection and Affordable Care Act which is designed to provide coverage to 32 million people, adopt broad-reaching reforms in insurance industry practices, make major investments in public health, and reduce the federal deficit. It is expected that an additional 16 million individuals (mostly children and parents) will obtain coverage through Medicaid and CHIP and 29 million will obtain coverage through new health insurance Exchanges. PA is continuing to evaluate the new law and expect that changes will be needed in the IT systems covered in this RFP.

A. Strategic Planning and Budgeting

DPW has many external stakeholders that continuously affect its direction and vision. These stakeholders include: Federal Government, State Legislature, Governor's Office and Cabinet, Courts, advocacy groups, consumers of services, and family members. These stakeholders all affect DPW policy and procedures, and a major change by any of the above stakeholders, can have a tremendous impact on existing DPW initiatives/projects.

For example, the Federal Government outlines revised program-level policies, procedures, and mandates almost constantly. This is particularly true when there is a change in administration at the Federal level. A Federal change (for example, Welfare Reform, MITA, etc.) can bring sweeping new policies and procedures that can affect DPW's existing objectives. State gubernatorial elections in Pennsylvania do not occur in concert with Federal elections. This means that every two years, the Department of Public Welfare is subject to the impact of either a state or Federal election that can significantly alter its directions. In addition to these election-based impacts, court cases may also impact policy, and sometimes dictate it.

DPW's Strategic Planning and Budgeting process is a continual process that begins in February with the issuance of the Governor's budget and completes in October/November with the submission of the budget request to the Governor's Office.

In February, the Governor announces the budget for the upcoming Fiscal Year that begins in July 1. This budget is submitted to the Legislature for action. Once the Governor's budget is announced, the Department quickly analyzes the budget to see which of its programs were funded. This analysis also identifies the projects that DPW can proceed with in the upcoming Fiscal Year and those they will either need to lobby the Legislature to have added to their budget or wait until the following Fiscal Year to commence the project. In effect, this is the start of the budgeting and strategic planning cycle.

Shortly after the Governor's Budget is submitted, generally the March/April timeframe, the Department begins its' annual planning, budgeting, and project prioritization processes for the next fiscal year. These vendor-facilitated IT business visioning and planning sessions (Offerors #1-5) are used to re-prioritize work that will be carrying over into the next fiscal year as well as to identify and negotiate the scope of any new work being planned (in particular, required application modifications/enhancements) for the following fiscal year.

Through DPW's annual IT planning process, BIS will provide a clear list of project priorities and anticipated deadlines for the following fiscal year. From this, the selected Offeror(s) will provide the DPW Contract Administrator with an annual cost submission detailing the resources, hours, cost, deliverables, and work products necessary to achieve the DPW business plan for that year. The selected Offeror(s) must submit its work order estimates by May of the prior fiscal year to allow adequate processing time. The DPW management team will continue to measure the performance of the selected Offeror against deliverables identified during these planning sessions and reflected in work orders.

As state staff become available and skilled in newer technologies, an assessment will be made during the annual scoping process to determine what contracted work can be transitioned back to in-house resources. It is expected that selected Offerors will actively engage with state staff assigned to the various project initiatives in order to effect this transition.

B. DPW Governance Structure

Identifying common business processes enables the definition and reuse of common solutions, which in turn enables DPW's program offices and other organizations to share planning and development costs. All organizational entities are encouraged to work together to agree on common approaches where suitable, such as the need to share data, develop end-to-end processes that connect organizations, and reuse or repurpose existing technical solutions.

The Department of Public Welfare (DPW) has an established governance structure, business processes, and technical standards to improve its ability to serve customers, use assets efficiently, and promote best practices.

The Department's Project Governance provides a foundation for the organized and consistent planning and execution of projects. More specifically, it defines the roles and responsibilities project teams perform during a project. In the Department of Public Welfare (DPW), a six-team structure is used. These six teams consist of the Steering Team, Project Management Team, Development Team, Testing Team, User Education Team, and Logistics Team. Additional information about DPW's Governance Structure is provided in **Appendix Q Governance Teams – Detailed Roles and Responsibilities Guideline**. High-level goals for each team are shown in **Figure 3.1**:

Figure 3.1 DPW Governance Structure

Team	Roles	Goals
Steering Team	Provides executive sponsorship and facilitates communication across agencies	Satisfied customers and strategic alignment
Project Management Team	Develops and executes project schedule, oversees project activities, approves changes requests, and manages issue resolution	Deliver projects within constraints
Development Team	Manages technical design and quality	Design and build to project specifications
Testing Team	Verifies product design and functionality	Release after addressing issues
User Education Team	Identifies user impacts and develops required training	Enhance user performance
Logistics Team	Manages installation and operations	Smooth deployment and ongoing management

While the Department's Project Governance structure is the management framework for individual projects, the Commonwealth's Enterprise Project Management Methodology (EPMM) is the framework used to manage overall IT project development to assure that new projects meet business and technical standards. As new components to existing systems are proposed, portions of this process apply to those components.

Figure 3.2 Enterprise Project Management Methodology (EPMM)

Enterprise Project Management Methodology for Application Development (EPMM/SEP 3.0)

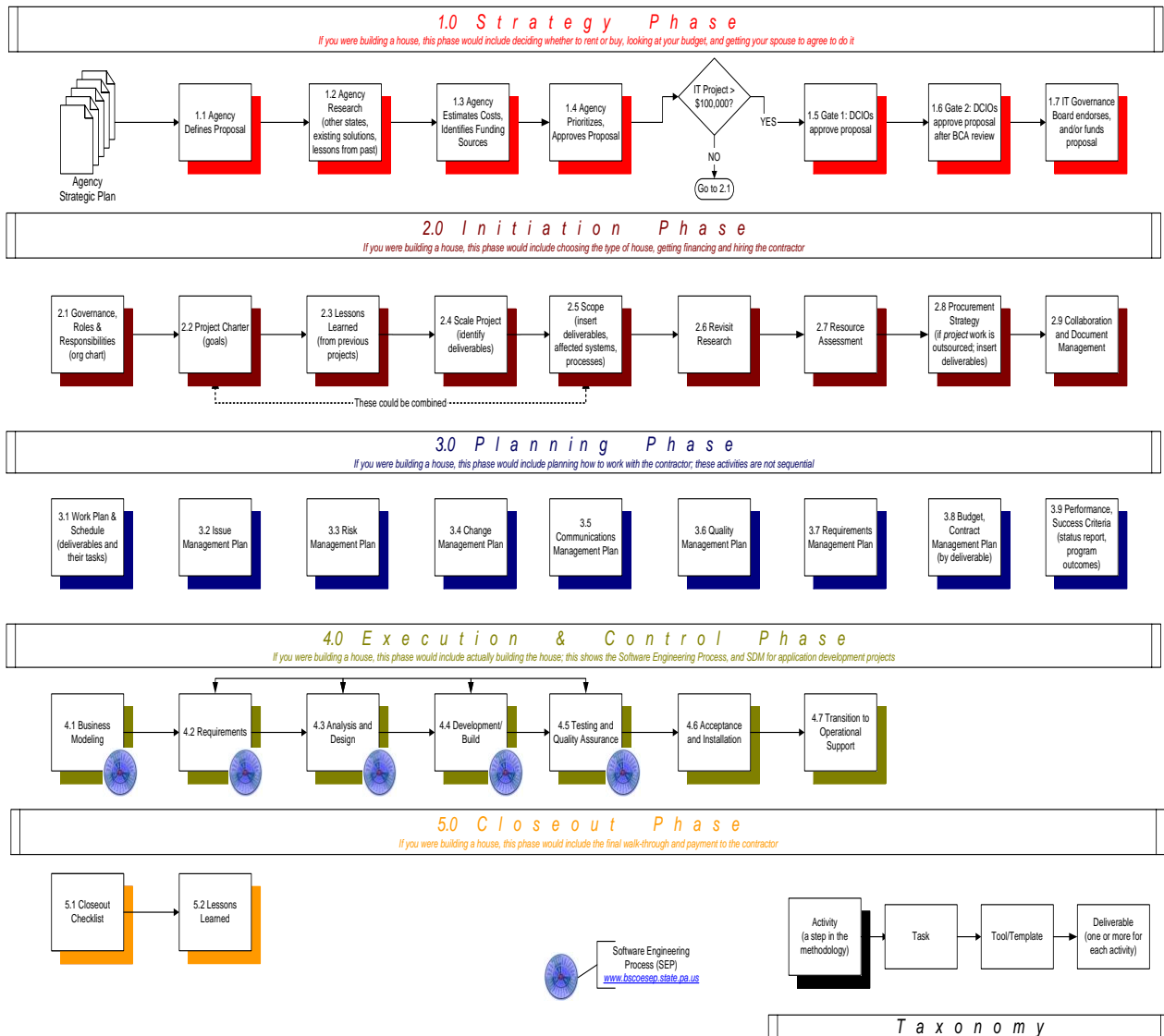
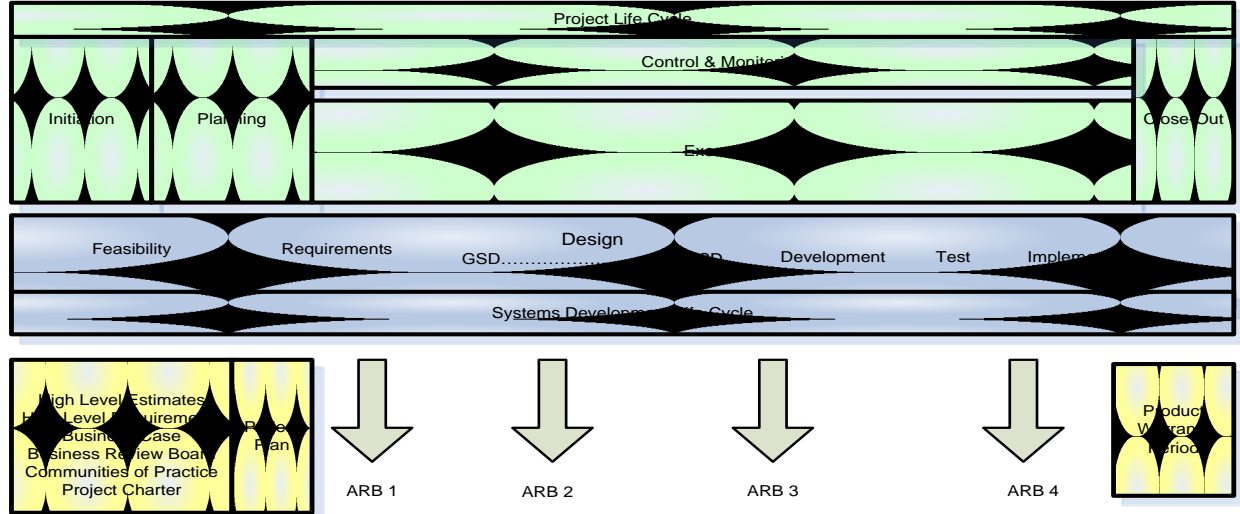


Figure 3.3 Business Solution Lifecycle View



Within DPW, two operational entities are used to review proposed new projects and new system functions:

Business Review Board

The Business Review Board (BRB) facilitates communication between the DPW business groups while ensuring the program needs and requirements are met. The primary purpose of the BRB is to review the business and program requirements in order to verify the business value of a proposed initiative is understood and to facilitate discussions leading to the sharing of products/services across the Department. Additional information about the Business Review Board is provided in **Appendix R Business Review Board Guideline**.

Architecture Review Board

The Architecture Review Board (ARB) facilitates communication between the various project stakeholders while ensuring the technical standards and guidelines are followed. The ARB is focused on providing a holistic, agency-wide perspective of the technical environment. The ARB establishes, maintains and enforces architecture design principles, policies, standards and best practices. Its members also consult with both internal and contracted project teams on technical and architectural design considerations and approve solution architectures and designs that support all requirements and comply with target architectures and standards. Additional information about the Architecture Review Board is provided in **Appendix S Architecture Review Process Guideline**.

C. Sourcing Strategy

The Department's Integrated Solutions contract with Deloitte Consulting will expire on June 30, 2011. In order to prevent a lapse in the critical services provided by this

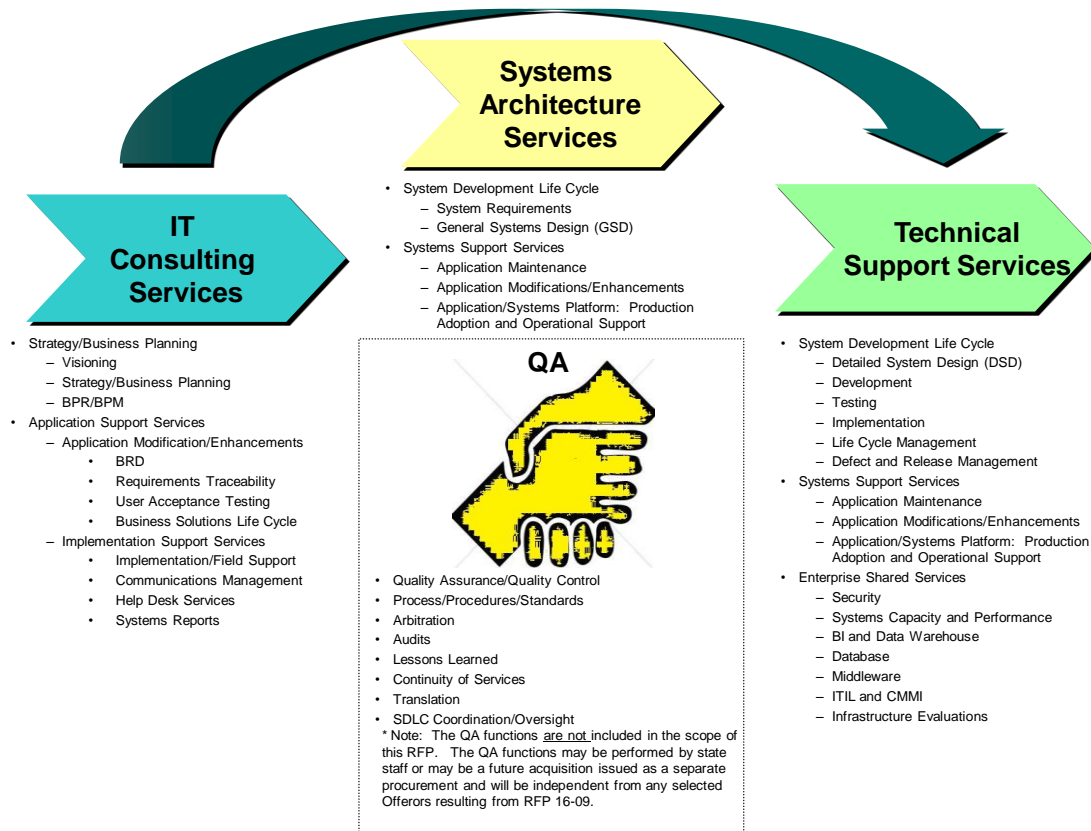
contract, DPW has already taken the following actions: 1) invoked the Turnover Services provisions of the current contract with Deloitte Consulting; and, 2) issued a Request for Information (RFI) to solicit new ideas and possibilities from the vendor community to assist in the planning and development of a procurement strategy that will best meet the Department's needs now and into the future. A copy of the Deloitte Integrated Solutions Turnover Plan is provided as **Appendix T** to this RFP.

The Department's contract for application maintenance and operational support services for PACSES is also due to expire on June 30, 2011. Although the PACSES contract, which is also with Deloitte Consulting, contains a provision to extend this contract until June 30, 2012, it has been decided to forego this option year and to consolidate the PACSES requirements into RFP #16-09.

After soliciting input from both internal and external sources regarding the future direction of sourcing for IT services, the Department has decided to pursue a different procurement strategy for the future provision of required information technology (IT) maintenance and operational support services for its strategic business systems. While many of the same types of services that are included in DPW's existing contract are still needed, RFP #16-09 has been restructured into a multi-sourcing model where the required services can be sourced from multiple best-in-class vendors that specialize in the required IT Consulting Services area or the Application and Technical Support Services area. The IT Consulting Services area is further sub-divided into five (5) different lots to provide opportunities for Offerors specializing in each specific business area.

The scope of work in RFP #16-09 is partitioned into three (3) service types – 1) IT Consulting Services; 2) Systems Architecture Services, and, 3) Technical Support Services. Reference **Figure 3.4**.

Figure 3.4 Activities/Tasks Overview – by Service Type



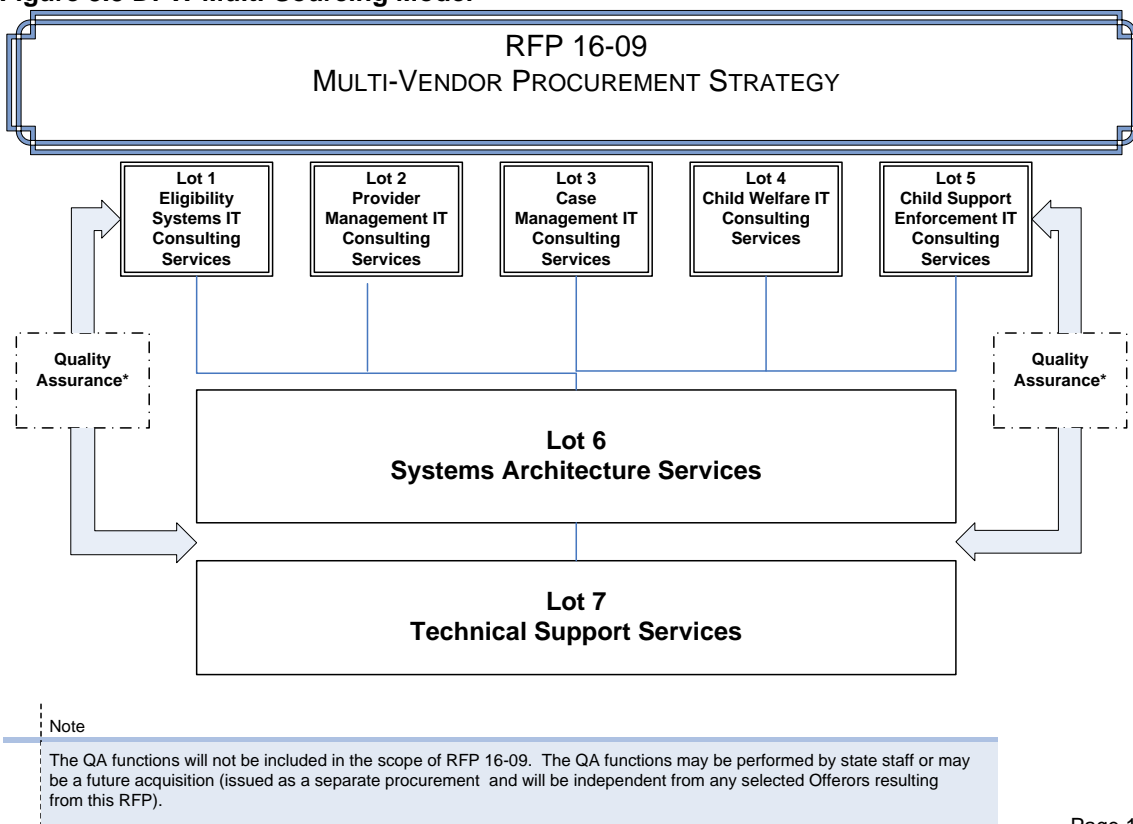
- Service type 1 - IT Consulting Services includes direct support to DPW's programs in the following areas:
 - Strategy/Business Planning
 - Visioning
 - Business Process Redesign (BPR)
 - Business Process Modeling (BPM)
 - Application Support Services
 - Application Modification/Enhancements
 - Implementation Support Services
- Service type 2 – Systems Architecture Services includes application architecture, System Development Life Cycle (System Requirements and General System Design), and Systems Support Services.
- Service type 3 - Technical Support Services includes IT application maintenance, application modifications/enhancements, integration, testing, technical training; Enterprise shared services, and Network services.

- System Development Life Cycle
 - Detailed System Design (DSD)
 - Development
 - Testing
 - Implementation
 - Life Cycle Management
 - Defect and Release Management
- System Support Services
 - Application Maintenance
 - Application Modifications/Enhancements
 - Application/Systems Platform: Production Adoption and Operational Support
- Enterprise Shared Services
 - Security
 - Systems Capacity and Performance
 - BI and Data Warehouse
 - Database
 - Middleware
 - ITIL and CMMI
 - Infrastructure Evaluations

Within service type 1 (IT Consulting Services), DPW's requirements are divided into five (5) separate lots as shown in **Figure 3.5**.

- Lot #1 – Eligibility Systems IT Consulting Services
- Lot #2 – Provider Management IT Consulting Services
- Lot #3 – Case Management IT Consulting Services
- Lot #4 – Child Welfare IT Consulting Services
- Lot #5 – Child Support Enforcement IT Consulting Services

Figure 3.5 DPW Multi-Sourcing Model



(***NOTE:** The QA functions will not be included in the scope of this RFP. The QA functions may be performed by state staff or may be a future acquisition (issued as a separate procurement and will be independent from any selected Offerors resulting from this RFP).)

Method of Award

Offerors may propose on one or more Lots but no Offeror will be awarded a contract for services in both the IT Consulting Services (Lots #1-5) and the Technical Support Services (Lot #7). The Systems Architecture Services (Lot #6) may be awarded separately or in combination with Lot(s) #1-5 or Lot #7. Offerors may submit a maximum of seven (7) proposals. Offerors are required to indicate their preference for award as between the Lots. Offerors must submit separate proposals (technical, cost, DB, etc) for each Lot.

Awards for each lot will be made to the Offerors providing the proposal determined to be the best value to the Commonwealth. After final evaluation of proposals, if it is determined to be in the Commonwealth's best interest, the Commonwealth may request top ranked Offerors to submit integrated solutions for combinations of Lots.

It is the Department's intent to award more than one (1) contract as a result of this RFP.

In order to address some of the complexities inherent in a multi-sourcing strategy, the Department will work with all of the selected Offerors during contract negotiations to develop and implement bilateral Operational Level Agreements (OLAs) in order to:

- Identify and address cross-vendor dependencies across the areas and processes of the outsourced services;
- Identify and resolve contractual gaps, in the area of service provision and associated service levels, across vendors; and,
- Identify and resolve tooling and process gaps, with respect to the holistic contractual obligations across vendors.

IV-4 OBJECTIVES OF THIS RFP

With the issuance of RFP 16-09, DPW is seeking to achieve the following:

1. Create a cost effective multi-vendor sourcing model for the future provision of required IT services.
2. Consolidate all of the on-going application maintenance, operational support, and technical support services for DPW's strategic IT systems into a single procurement in order to aggregate the Departments purchasing power and obtain the lowest possible prices for all the required services.
3. Provide opportunities for broad vendor participation by partitioning the required services into three (3) service types – business, systems architecture, and technical and then further dividing the IT Consulting Services into specialized 'Lots' that can be bid as separate bodies of work;
4. Stimulate competition in order to reduce the base and ongoing costs of providing the required IT services by separating the capture and definition of the business requirements from the development and deployment of those requirements;
5. Ensure Quality of Services through the establishment of a blended rate for each of the defined service categories and associated title and level descriptions;
6. Ensure Quality of Services through the expanded use of Service Level Agreements (SLAs) to objectively assess the selected Vendor's performance;
7. Continue DPW's support of M-WBE and small businesses;
8. Continue to improve and integrate administrative and technical support processes through the use of technology;
9. Complete a vendor-to-vendor transfer of all current services by September 30, 2011;
10. Provide a smooth transition from the current contract to the new contract(s) without interruption to the services provided and supported under these contracts;
11. Meet or exceed all service level agreements and service level objectives throughout the life of the contract; and,
12. Be responsive to ongoing state and federal changes.

As a result of this RFP, DPW expects to award multiple contracts.

IV-5 LEVERAGING EXISTING METHODOLOGIES & PROCESSES

The Department continues to strive toward system maintenance, enhancements, and operations that will minimize administrative costs in relation to service costs. DPW

highly recommends that prospective Offerors leverage existing tools, processes and methodologies currently in use by DPW and provide recommendations for updates and changes that DPW may evaluate for later approval. However, DPW is open to considering but not seeking to add new services or adopt new operational processes that an Offeror may want to introduce. If the selected Offerors propose new software, tools, processes, and methodologies; they must: a) Justify the need, value proposition, impacts to existing methodologies, processes, and IT assets; and define total cost of ownership in their responses, and b) The proposed new software, tools, processes, and methodologies must be implemented during the transition period and fully operational to support business operations. Hence, the Offeror must allocate time during the transition period to evaluate and fully implement (i.e., stand up, configure, convert/import and validate existing data sets, and implement) as well as educate and train DPW business and technical staff to support operations).

Figure 5.1 provides examples of existing methodologies and assets that must be incorporated by the Offerors:

NOTE: Contract scope as defined in the terms and conditions is separate and distinct from the scope as defined within the referenced Appendix. The Appendix defines scope in the context of the agreed upon workload baseline.

Figure 5.1 Examples of Existing Methodologies and Processes

Examples of Existing Methodology, Processes and Tools	Reference
Change Management Guideline	Appendix U
Annual Scoping	Appendix V
Business Review Board (BRB)	Appendix R
Architectural Review Board (ARB)	Appendix S
Deliverables Management Guideline	Appendix W
Governance Guideline	Appendix Q
Software Release Numbering	Appendix X
Corrective Action Plan	Appendix Y
High Level Estimating	Appendix Z
Work Plan Standard	Appendix AA
Risk Management	Appendix BB

Communications Management	Appendix CC
System Development Methodology	Procurement Library
DPW Business and Technical Standards and Guidelines	Procurement Library
Other Processes, Requirements and Standards covered in this RFP or in existence at the time of acquisition.	Referred to in the RFP or to be reviewed during the Orientation/Knowledge Acquisition period.
CIO Dashboard	Procurement Library
Project Runway	Procurement Library
Monthly Project Report	Procurement Library
Quarterly Project Report	Procurement Library

Business/Technical Standards

BIS created and published Business and Technology Standards and Policies to be consistent with the DPW's IT vision and mission statements. The selected Offerors must ensure that products and/or services provided under the resulting contracts comply with all applicable standards. In the event such standards change during the term of the resulting contract(s), the Department may create an amendment to the Contract(s) to request that the Offeror(s) comply with the changed standard at a cost mutually agreed upon by the DPW Contract Administrator and the Offeror(s). A copy of the DPW Business and Technical Standards and Guidelines and the Commonwealth's Office for Information Technology (OIT) standards, are available in the Procurement Library.

Project Folder

The selected Offerors are responsible for placing all working and final documentation in the Project Folder. The Project Folder is a central repository for all system related documentation for IT projects and is a collection of all documents related to a specific project including deliverables received, decisions made, issues raised, and correspondence exchanged. This collection documents the history and evolution of the project. The Project Folder is established at start-up and updated throughout all phases of the system lifecycle.

IV-6. GENERAL REQUIREMENTS FOR ALL LOTS

A. Contract Management and Project Management

1. Contract Management and Project Management - Overview

It is expected that the selected Offerors will set up a management structure and employ management methods to ensure all of the required services, work products, and deliverables are received timely; meet the performance requirements of this contract; and, meet the expectations of the Commonwealth. It is critical that the management processes and

management team are actively engaged from the outset in the Orientation/Knowledge Acquisition period and continue throughout the term of the contract. The Department expects the Offeror(s) to promote an approach that facilitates open and timely communication with DPW. The Department also expects the Offeror's management team to develop and maintain a strong working partnership with their counterparts at DPW and with other vendors performing work on the behalf of DPW.

The selected Offeror's overall contract management plan must include the activities required to successfully complete this project within budget and the defined schedule throughout the term of the contract. The approach may need to be tailored or adjusted in order to address the specific requirements of each Lot. The Offeror's contract management function must include:

- Project management including development and maintenance of detailed work plans for specific projects or functions and status tracking
- Formal status reporting procedures and schedules
- Communications Plan
- Risk/Issues management, impact assessments and mitigation strategies
- Issue identification, tracking, escalation, resolution and reporting procedures, including an automated tracking and management system
- Management and oversight of subcontractor activities
- Provisions for interfacing and cooperating with other selected Offerors
- Processes and procedures for developer desktop tools; including: securing and maintaining all required space and facilities, equipment, hardware, telecommunications, software, and supplies – as applicable
- Approach for ongoing Risk assessment and mitigation
- Performance measuring, monitoring, and reporting
- Ongoing methods for assuring quality, implementing process and quality improvements
- Method to ensure contract compliance
- Inventory and work flow tracking and management
- Flexibility to accommodate changes in DPW priorities and program initiatives

Where appropriate, the use of automation to facilitate these activities is encouraged. All work plans must be provided to the Department in both hard and electronic formats.

The selected Offeror(s) must attend regular status meetings with the Department. There may be a number of regular status meetings occurring during any given period of time. For example, in addition to the regular overall contract status, governance, and other meetings, as identified in the table below, the selected Offeror(s) should expect that there will be other regular meetings such as ongoing meetings to review the status of work orders and defects or monitor special projects. The selected Offeror(s) will be

required to provide written status reports, document the meetings, provide draft and final minutes, and assist in preparing agendas and other meeting materials.

The selected Offeror(s) will attend other DPW meetings as directed and support these meetings as required by providing status, participating in brainstorming and planning activities, providing consultation and technical assistance, and resolving issues. Many of these meetings are standing meetings that meet regularly, such as the Project Steering Teams. Other meetings include the DPW/BIS Logistics Team meetings and the DPW/BIS Architecture Review Board meetings. A list of some of the recurring meetings is shown in **Figure 6.1**.

Figure 6.1 Recurring Meetings

Meeting	Frequency	Description
Contract Administrator Meeting	Weekly	To enable, facilitate and promote effective contract management. Provides a forum designed to deliver and receive information in order to achieve the maximum benefit from the contract through effective management. A meeting agenda and contract dashboard (using agreed upon metrics) are used to review contract issues, financial information, project issues and risks, project highlights, action items, and decision reached.
Project Spotlight Meeting	Monthly	Following a predefined schedule, this meeting provides a more detailed update on a designated project's status with emphasis on the project schedule to include milestones, risks and issues, challenges the project is facing, and project highlights.
Database General Issues	Weekly	General discussion on database related items
Data Integrity Logistics	Weekly	Review of upcoming database initiatives for the week which require support
Data Administration	Weekly	Review of upcoming and outstanding Data Administration requests
Load Test Results Review	Major Application releases	Formal review of Application load testing results
Server Meeting	Weekly	General discussion centered around server and infrastructure items
Cross Project Logistics	Biweekly	Review of technical/application centric logistical issues
CTO/ITSS	Biweekly	ITSS management and lead application architects discuss issues and potential new technologies that have a potential for use/consideration within DPW's enterprise
DTE/DEA	Weekly	General issues discussion across organizations
ARB sessions	As Needed	Architecture Review 1, 2, 3, 4 sessions
IT Strategy	Monthly	Various topics to facilitate information sharing and/or determining IT strategy
Configuration Management Board	Three times a week	Discuss details of upcoming releases and review associated playbooks

The selected Offeror(s) shall provide high-level estimates on changes and enhancements on request and at no charge. The costs of providing these estimates cannot be rolled into future work orders or contract change orders.

The selected Offeror(s) must, at its own expense, make all records available for audit, review, or evaluation by the Department, its designated representatives or federal agencies. Access shall be provided either on-site, during normal business hours, or through the mail. During the contract and record retention period, these records shall be available at the selected Offeror's location, subject to approval of the Department. All records to be sent by mail shall be sent to the requesting entity within fifteen (15) calendar days of such request and at no expense to the requesting entity. Such requests made by the Department shall not be unreasonable.

In certain cases, the selected Offeror's expenses for providing requested information in support of lawsuits may be reimbursable. In these cases, the Department will request the information via the work order process.

The selected Offeror(s) must maintain books, records, documents, and other evidence pertaining to all revenues, expenditures and other financial activity pursuant to this contract as well as to all required programmatic activity and data pursuant to this contract. Records must be kept in an original paper state or retrievable electronic format. These books, records, documents and other evidence shall be available for review, audit or evaluation by authorized Department personnel or their representatives during the contract period and five years thereafter, except if an audit is in progress or audit findings are yet unresolved, in which case records shall be kept until all tasks are completed.

a. Commonwealth's Responsibilities: Contract Management and Project Management

Commonwealth responsibilities include:

- Provide overall contract goals and objectives, set priorities
- Oversee contract performance and compliance
- Review and approve deliverables
- Advise the selected Offeror(s) of any requirements for obtaining approval on subcontracts
- Prepare and maintain Service Level Agreements (SLAs)
- Define the desired content, format, frequency, and media for reports and documentation
- Conduct contract monitoring and issue contract monitoring reports

b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Actively manage all aspects of the Offeror's organization to ensure contract requirements are satisfied and performance requirements are met
- Develop and maintain project work plans; track status and report status
- Establish and manage project baselines and critical path analysis

- Risk/Issues Management
- Monitor and report on variances to project scope, schedule, and budget based on predefined thresholds
- Provide details Risk/Issues impact analysis relative to project scope, schedule, and budget with mitigation strategies and recommendations for Change Control Board (CCB) and executive steering teams
- Provide written status reports per agreed upon schedules
- Review communications plan and strategy with DPW and modify as required
- Attend DPW governance meetings (such as Steering or Project Teams; Project Status meetings, etc.) as directed and provide status on system, projects, and activities; and facilitate as directed
- Participate in DPW planning and brainstorming sessions and provide specific information and materials as directed
- Attend other DPW and Commonwealth meetings as directed
- Provide open and timely communication of status and issues to DPW through formal and informal means
- Develop and maintain strong working partnership relationship with DPW and other vendors performing work on behalf of the Department
- Provide draft minutes by noon on the 2nd day following the meeting for project status meetings
- Update draft minutes with comments and provide at next scheduled meeting
- Assist in preparing meeting agendas and materials
- Identify, track, and resolve issues relating to this contract
- Notify the DPW Contract Administrator of intent to enter into any subcontract and provide description of the scope of services to be subcontracted
- Oversee and manage subcontractor activities and performance
- Obtain approval on subcontracts as required by the Department
- Develop and implement procedures for measuring, monitoring, and reporting performance
- Develop and implement quality assurance procedures throughout the organization
- Monitor work loads and inventories and manage throughput and maintain any backlogs at acceptable levels
- Ensure the accuracy of all reports; this includes calculations and completeness of data used as input
- Ad-hoc and on-request reports must be produced by the request date or as agreed upon through the work order or change management process
- Maintain up-to-date complete user and system documentation
- Maintain a level of personnel to adequately meet the Department's needs to properly operate, maintain, and modify (as requested by Department) the in-scope systems

- Make recommendations on any area in which the selected Offeror thinks improvements can or should be made. Examples would be suggestions that would improve the efficiency of the system or making the system more user friendly
- Comply with Department requests for resends of lost, missing, or invalid data files
- Participate in both scheduled and ad hoc discussions to resolve data issues and discrepancies
- Prepare explanations and materials for discussion as related to action items assigned to the selected Offeror(s)
- Follow-up in a timely manner on outstanding issues and assignments
- Retain logs and data files as defined by Commonwealth retention and retrieval standards
- Implement policies and procedures required to ensure the in-scope applications are Personal Identification Information/Personal Health Information (PII/PHI) compliant
- Respond to the Department's monitoring reports with necessary corrective action plans within thirty (30) days
- The selected Offeror(s) must be able to respond to and correct issues that have the potential to cause harm or undue financial burden in a timely manner
- Maintain accounting and other records related to all aspects of the work performed under this contract and make available to Commonwealth as required
- Provide high-level estimates of schedule and level of effort for potential changes and enhancements at no additional cost
- Support all audits, as required
- Support lawsuits as directed by the Department
- Complete requests for information, reports, and/or queries in a timely manner.
- Provide and update as needed organizational charts identifying key personnel and staffing levels for each unit to the Department on a monthly basis

B. Work Order Completion Summary Report Requirements

Upon the completion of a work order and closure of warranty period (if applicable), the Offeror must submit the following three articles as one package to the DPW Contract Administrator: 1) Work Order Completion Letter, 2) Variance Summary Report, and 3) Final copy of work order and detailed cost sheet. The Work Order Completion Letter will outline the work order number, name, and state the completion of the work, completion date, contract number, and a brief summary of all the deliverables and outcomes. The Variance Summary Report and final copy of the work order with associated detailed cost sheet will be attached as appendices and referenced in the formal completion letter. The Variance Summary Report will contain but is not limited to, the

following elements: Contractor Name, Contract Number, Date of Submission, Funding Year, Work Order Number, Work Order Name and a detailed summary of each deliverable that outlines at a minimum the following information per deliverable: a) Deliverable Name, b) Role(s), c) Role Hourly Rate, d) Estimated Hours/Role, e) Actual Hours/Role, f) Estimated Costs/Role, e) Actual Costs/Role, f) total costs and hours/deliverable, g) variances for both cost and hours/role and overall. Please reference **Figure 6.2**:

Figure 6.2: Cost Summary Table

Deliverable Name:	Feasibility Study						
Position Title	Rate	Estimated Hours	Estimated Costs	Actual Hours	Actual Costs	Hours Variance	Cost Variance
Totals:							
Deliverable Name:	Requirements Document						
Position Title	Rate	Estimated Hours	Estimated Costs	Actual Hours	Actual Costs	Hours Variance	Cost Variance
Totals:							
Cost Summary Totals		Estimated Hours	Estimated Costs	Actual Hours	Actual Costs	Hours Variance	Cost Variance

C. Equipment and Facilities

It is expected the selected Offeror(s) will be responsible for providing the facilities and equipment for all proposed resources.

1. Equipment Requirements

a. Commonwealth Responsibilities: Equipment

The Commonwealth will be responsible for providing the data telecommunication service from the selected Offeror's project site to the Willow Oak facility, server, and mainframe environments (development through production). Any selected Offeror(s) purchased equipment that is directly involved with the development and implementation of application code will be placed upon the Commonwealth's network and will be using a Commonwealth provided image to ensure security. It is important to note that any equipment purchased by the Offeror(s) that is not directly related to the development and delivery of application services (i.e., project

operations) will not be placed onto the Commonwealth's network. Furthermore, all software tools used in the development and delivery of services will also be provided by the Commonwealth.

b. Offeror(s) Responsibilities: Equipment

The selected Offeror(s) must provide:

- i. Furniture, office supplies, and computer equipment as needed for Project operations at the Project Site.
- ii. Office equipment to include personal computers, printers, scanners, copiers, shredder, and desktop phones as the Offeror(s) determines necessary for Project operations.
- iii. A local area network for office automation and local program development as appropriate for efficient operations
- iv. Internet access and nationwide phone service as needed for Offeror's staff.

2. Facility Requirements

a. Commonwealth Responsibilities: Facility

Commonwealth responsibilities include: evaluate any Offeror requests for locating certain functions outside of the immediate Harrisburg area and approve as warranted

b. Offeror(s) Responsibilities: Facility

The Offeror(s) is responsible for providing a project site to house contracted staff working on the Project. Other responsibilities include:

- Secure, setup, and maintain facilities within fifteen (15) miles of the DGS Annex located at 2101 North Cameron Street, Harrisburg, PA 17105 for all key staff and other proposed contractor staff involved in the day-to-day business for the scope of work covered by this RFP.
- Obtain approval for any functions located outside the immediate Harrisburg area
- Provide reasonable access for Commonwealth staff to the Offeror's facilities and to parking
- Provide meeting space to accommodate up to thirty-five (35) people
- Provide Commonwealth space at any temporary facilities during the Orientation/Knowledge Acquisition period
- Secure and protect facilities and all information technology assets

Additional Offeror Responsibilities specific to each of the Lots if provided below:

- Lot #1: Provide testing facilities for up to twenty-five (25) people.
- Lot #2: a. Provide testing facilities for up to ten (10) people; and b. Provide training facilities for up to thirty (30) people.
- Lot #3: a. Provide testing facilities for up to twenty-five (25) people; and b. Provide training facilities for up to twenty-five (25) people.
- Lot #4: Provide training facilities for up to ten (10) people.

- Lot #7: Provide permanent on-site office space for up to eleven (11) Commonwealth staff to be co-located with the Selected Offeror's staff.

3. Equipment and Facilities Task Required Items

Equipment and Facilities Plan

Present a plan that demonstrates an understanding of the equipment and facilities responsibilities of the Commonwealth and the Offeror.

C. Security, Confidentiality, Audit Trails, and Controls

Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must provide for safeguarding of data and maintaining physical security of their facility(s). The selected Offeror(s) shall incorporate features for maintaining program integrity so the fiscal capabilities of the system are protected. The selected Offeror(s) shall ensure that all development activities are in accordance with all Commonwealth and DPW security policies and also federal regulations/guidelines related to security and confidentiality. The selected Offeror(s) must also utilize DPW's Identity and Access Management system for application security. The selected Offeror(s) must meet all privacy and security requirements defined in the HIPAA regulations and Social Security Administration agreement. Relevant publications include:

- Automatic Data Processing Physical Security and Risk Management (FIPS PUB 31)
- Computer Security Guidelines for Implementing the Privacy Act of 1974 (FIPS PUB 41)
- Guidelines for Security of Computer Applications (FIPS PUB 73)
- Federal Regulations at 45 CFR 95.621
- HIPAA laws and regulations
- The Commonwealth's SSA Agreement
- IRS Publication 1075

The selected Offeror(s) must take specific steps to ensure that Protected Health Information (PHI) is protected and that all of the applicable provisions related to HIPAA are complied with. Sensitive, confidential and PHI electronic data that is transmitted or emailed must be appropriately encrypted and secured.

The selected Offeror(s) must provide for the appropriate disposal of documents and media that contain sensitive, confidential, or PHI/PII information.

Commonwealth Responsibilities: Security, Confidentiality, and Audit Trails and Controls

DPW responsibilities include:

- Monitor the selected Offeror's security administration and perform periodic audits

- Review and approve deliverables
- Conduct audits as required

Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls –

Offeror(s) responsibilities include:

- Implement the system safeguards and controls and the manual procedures required to ensure that all of the data and files related to this contract(s) are protected from unauthorized access or disclosure
- Comply with HIPAA
- Dispose of documents and other media containing sensitive, confidential, and PHI information in an appropriate manner
- Implement the physical safeguards required to protect the selected Offeror's facility from unauthorized access and minimize the risk of damage from fire, water, and other hazards or disaster
- Support Security audits as required
- Provide Security Incident Reports if a security incident happens within the selected Offeror's purview.

D. Audit Requirements

Audit Clause C (**Appendix B**) will be the Audit Clause applicable to all lots of the RFP. All Lots will require a SAS-70 type II audit. The Department will procure an independent audit entity to perform the needed SAS-70 audits for all lots of this RFP. Selected offerors will be expected to fully cooperate with the selected audit entity in the performance of their audit functions.

E. Contract Requirements—Disadvantaged Business Participation and Enterprise Zone Small Business Participation.

All contracts containing Disadvantaged Business participation and/or Enterprise Zone Small Business participation must also include a provision requiring the selected contractor to meet and maintain those commitments made to Disadvantaged Businesses and/or Enterprise Zone Small Businesses at the time of proposal submittal or contract negotiation, unless a change in the commitment is approved by the BMWBO. All contracts containing Disadvantaged Business participation and/or Enterprise Zone Small Business participation must include a provision requiring Small Disadvantaged Business subcontractors, Enterprise Zone Small Business subcontractors and Small Disadvantaged Businesses or Enterprise Zone Small Businesses in a joint venture to perform at least **50%** of the subcontract or Small Disadvantaged Business/Enterprise Zone Small Business participation portion of the joint venture.

The selected contractor's commitments to Disadvantaged Businesses and/or Enterprise Zone Small Businesses made at the time of proposal submittal or contract negotiation shall be maintained throughout the term of the contract and through any renewal or extension of the contract. Any proposed change must be

submitted to BMWBO, which will make a recommendation to the Contracting Officer regarding a course of action.

If a contract is assigned to another contractor, the new contractor must maintain the Disadvantaged Business participation and/or Enterprise Zone Small Business participation of the original contract.

The selected contractor shall complete the Prime Contractor's Quarterly Utilization Report (or similar type document containing the same information) and submit it to the contracting officer of the Issuing Office and BMWBO within **10** workdays at the end of each quarter the contract is in force. This information will be used to determine the actual dollar amount paid to Small Disadvantaged Business and/or Enterprise Zone Small Business subcontractors and suppliers, and Small Disadvantaged Business and/or Enterprise Zone Small Business participants involved in joint ventures. Also, this information will serve as a record of fulfillment of the commitment the selected contractor made and for which it received Disadvantaged Business and Enterprise Zone Small Business points. If there was no activity during the quarter then the form must be completed by stating "No activity in this quarter."

NOTE: EQUAL EMPLOYMENT OPPORTUNITY AND CONTRACT COMPLIANCE STATEMENTS REFERRING TO COMPANY EQUAL EMPLOYMENT OPPORTUNITY POLICIES OR PAST CONTRACT COMPLIANCE PRACTICES DO NOT CONSTITUTE PROOF OF DISADVANTAGED BUSINESSES STATUS OR ENTITLE AN OFFEROR TO RECEIVE CREDIT FOR DISADVANTAGED BUSINESSES UTILIZATION.

F. CPP Reporting Requirements

The approved hiring commitment will become a contractual obligation included in the contract. Hiring commitments shall be maintained throughout the term of the contract, including any renewal or extensions. In the event of a renewal or extension of the original contract term and upon request of CPP, the selected Contractor will submit an updated plan. Any proposed change must be submitted to the Contractor Partnership Program, which will make a recommendation to the DPW Contract Administrator regarding course of action. Upon approval of the Department, this updated plan will become part of the contract. If a contract is assigned to another contractor, the new contractor must maintain the CPP recruiting and hiring plan of the original contract. Upon request of CPP, the Contractor will submit a revised plan. Upon approval, this plan will become a part of the contract.

Upon award of the contract, the selected Offeror is required to complete and submit the PA 1540 Quarterly Employment Report Form on a quarterly basis to document the number of TANF cash assistance recipients hired for that quarter. The form must be completed in its' entirety and forwarded to the Contractor Partnership Program, with a copy sent to the DPW Contract Monitor, by the

fifteenth day of the following month after the quarter ends. If the 15th falls on a weekend or state holiday, the report is due the next business day. The quarters are based on the Department of Public Welfare's fiscal year and are as follows:

Quarters	Begin Date	End Date	Reports Due
1 – First	July 1	September 30	October 15
2 – Second	October 1	December 31	January 15
3 – Third	January 1	March 31	April 15
4 – Fourth	April 1	June 30	July 15

The selected Offeror, regardless of its contract Effective Date, must submit the PA 1540 based on the schedule above. If a contract begins in the middle of a quarter the information reported will be based on activity that occurred from the contract Effective Date through the end of the quarter. If no activity occurred, the form must be completed by stating "No Activity in this Quarter with the Contractor's comments. This report must be signed by the entity that holds the contract with the DPW; it **may not** be signed by a subcontractor.

The information submitted on this report will be audited for its accuracy and the findings will be utilized to determine if the selected Offeror is meeting its hiring requirements.

Verification

The Contractor Partnership Program will review the PA 1540 Form for accuracy and completeness. In addition, the individuals reported on the 1540 Form as TANF cash assistance recipients will be verified through DPW's Client Information System (CIS). DPW will take a statistical sample of all public assistance hires reported to determine if the selected Offeror will receive credit. The results of the sample will determine if additional verification measures are needed. If the selected Offeror is found to report inaccurate information on a consistent basis, it will be reported to the Division of Financial Responsibility for appropriate action.

***Please note that the PA 1540 Form will be mailed to the Contractor after their contract is executed.**

G. MPP Reporting Requirements

The approved Mentor Protégé Plan commitment will become a contractual obligation included in the contract. Mentor Protégé Plan commitment shall be maintained throughout the term of the contract, including any renewals or extension of the original contract term and upon request of DPW BEO – MPP, the selected Contractor will submit an updated plan. Any proposal change must be submitted to the Department of Public Welfare, Bureau of Equal Opportunity, Mentor Protégé Program, which will make a recommendation to the Contracting Officer regarding course of action. Upon approval of the Department, this

updated plan will become part of the contract. If a contract is assigned to another contractor, the new contractor must maintain the Mentor Protégé Plan commitment. Upon request of DPW, BEO – MPP the Contractor will submit a revised plan. Upon approval, this plan will become part of the contract.

Upon award of the contract, the selected Offeror is required to provide a copy of the signed agreement between the Mentor and the Protégé. The Offeror is required to provide a written narrative to DPW BEO – MPP on a quarterly basis with an update of the Mentor Protégé Program Plan with a copy sent to the DPW Contract Monitor, by the fifteenth day of the following month after the quarter ends. If the 15th falls on a weekend or state holiday, the report is due the next business day. The quarters are based on the Department of Public Welfare's fiscal year and are as follows:

Quarters	Begin Date	End Date	Reports Due
1 – First	July 1	September 30	October 15
2 – Second	October 1	December 31	January 15
3 – Third	January 1	March 31	April 15
4 – Fourth	April 1	June 30	July 15

The selected Offeror, regardless of its contract Effective Date, must submit the written narrative based on the schedule above. If a contract begins in the middle of a quarter the information reported will be based on activity that occurred from the contract Effective Date through the end of the quarter. If no activity occurred, the written narrative must provide an explanation. This written narrative must be signed by the entity that holds the contract with DPW; it **MAY NOT** be signed by the Protégé.

The information submitted on this report will be audited for its accuracy and the findings will be utilized to determine if the selected Offeror is meeting its Mentor Protégé Program Plan.

Verification

The Department of Public Welfare, Bureau of Equal Opportunity – Mentor Protégé Plan will review the written narrative to ensure it is consistent with the Mentor Protégé Program Plan. In addition, DPW BEO – MPP may contact the Protégé to ensure compliance with Mentor Protégé Program Plan. The results will determine if additional verification measures are needed. If the selected Offeror is found to report inaccurate information on a consistent basis, it will be reported to the Contracting Officer for appropriate action.

LOT #1

ELIGIBILITY SYSTEMS IT CONSULTING SERVICES

A. BUSINESS OVERVIEW

The Department's Eligibility and Benefit Delivery Portfolio represents the collection of systems that are core to DPW's client facing service delivery. Today, the Portfolio consists of two large scale, complex systems – Integrated Client Information Systems (iCIS) and the Pennsylvania Child Support Enforcement System (PACSES). Lot #1, Eligibility Systems IT Consulting Services is primarily focused on Integrated Client Information Systems (iCIS) while Child Support Enforcement IT Consulting Services are detailed in Lot #5.

The iCIS suite of systems are primarily used by the County Assistance Offices (CAOs) and are also used by other program offices within DPW – Office of Developmental Programs (ODP): Office of Medical Assistance Programs (OMAP): Office of Long Term Living (OLTL): Office of Mental Health and Substance Abuse Services (OMHSAS); and Office of Child Development and Early Learning (OCDEL). In addition, other Departments such as Aging, Insurance, Education, and Health rely on these systems for their service delivery needs. Citizens, community partners, and providers access the self-service components of these systems to support client needs. The systems included in the iCIS suite are: Client Information System (CIS); Third Party Liability (TPL); Income Eligibility Verification System (IEVS); Supplemental Security Income (SSI); Commonwealth of PA Access to Social Services (COMPASS); Master Client Index (MCI), eCIS (Web AP), and Low Income Home Energy Assistance Program (LIHEAP). Where there is a reference in this section to CIS, iCIS, Eligibility Systems or Eligibility and Benefit Delivery Portfolio, it represents the collection of these systems.

The Department's Office of Income Maintenance (OIM) administers Pennsylvania's public assistance programs. Through the County Assistance Offices (CAOs), OIM is the public face of the Department, representing the Commonwealth's commitment to its most vulnerable citizens and its pledge to manage public resources effectively.

Modernization is a goal of most state eligibility offices because every state is facing the same challenges: social, political, and economic constraints with decreasing budgets and staff resources but increasing caseloads. There are increasing expectations for higher levels of performance and accountability. With ever-shrinking resources and a growing demand for services, meeting these expectations requires the identification of ways to work smarter, to streamline cumbersome processes, and to use technology whenever possible.

Given these realities, the Department is attempting to build on and improve the existing structure-retaining the best of our existing system while adding new and more effective modern elements. We want to create a Pennsylvania model that reflects DPW's principles and DPW's commitment to customer service, accountability, and integrity and one that is efficient, cost effective, and productive. To achieve these goals, the Commonwealth is striving for a model that offers diversity of access to meet the needs of a diverse staff with a diverse client population – working families, single parents, individuals with disabilities, senior citizens and others. A copy of the iCIS Application Context Diagram is provided as **Appendix DD**.

B. SYSTEM OVERVIEW

The iCIS suite is the largest of the systems included in the scope of this RFP. iCIS supports approximately 7,000 workers and 1,000 providers at over 100 separate locations including the 102 county/district offices, and the Pennsylvania citizens who provide services or receive them. Each year, DPW uses iCIS to provide over \$850 million of services through Temporary Assistance to Needy Families (TANF), Food Stamps (FS or SNAP), General Assistance (GA), State Blind Pension (SBP), Medical Assistance (MA), Long-Term Care (LTC), and supplements to basic Supplemental Security Income (SSI) grants.

The iCIS suite is the backbone for the Department and supports case processing, determines eligibility, authorizes services and distributes benefits to more than one million needy Pennsylvanians. It interfaces with more than 100 entities within the state and federal government for information matching and it is the key automation vehicle for the CAOs in delivering more than 20 programs and services. iCIS contains information on clients and their household members enrolled in cash assistance, medical assistance, and/or food stamps programs. Information maintained includes demographics, medical assistance and managed care enrollment history, and special populations (foster care, adoption, and SSI).

CIS, the COBOL-based, mainframe-driven suite of systems (implemented in 1985), coupled with the server systems, referred to as iCIS, perform both on-line and batch functions and is comprised of many components; the two biggest are eligibility determination/benefit calculation and case management. It is used to determine eligibility for Medicaid, TANF, Food Stamps (now called SNAP), General Assistance (state cash program), Home and Community-Based Services, Long-Term Care, and Medicaid Waiver Programs. The system can be cumbersome and often frustrates the 7,000 caseworkers and clerical staff who use it in the County Assistance Offices. Re-programming it to adjust to new state and federal programs and policies is a major and time-intensive effort.

Given the aging technology foundation for this mission-critical system, the Department started to incrementally refresh CIS (the mainframe component) in 2001, with the introduction of COMPASS, its on-line screening and application

tool. Several years ago, the Department also embarked on a strategy to incrementally migrate mainframe functionality to a browser-based platform and introduce additional automation tools to help streamline OIM's business processes and to meet CMS mandates, state legislative mandates, and changing consumer needs. These new web enabled components are referred to as eCIS. Collectively, the CIS and eCIS components are referred to as iCIS.

The IEVS Exchanges targeting logic and associated mainframe benefits eligibility determination business logic is in the process of being migrated from mainframe COBOL to a web-based Service Oriented Architecture (SOA) platform that utilizes a commercial off the shelf (COTS) rules engine product (Corticon) during the Incremental Renewals Phase IV and V initiatives. When fully implemented, the services can then be consumed across multiple program office applications thus providing business analysts and policy staff with self-service utilities, governance frameworks, and speed up our overall time to market.

iCIS is composed of several sub-components as shown in **Figure L1-1**, and a description of these sub-components immediately follows:

Figure L1.1 iCIS Sub-components

System	Number of Users/Citizens Served	Monthly Business Volume	Average Monthly Transaction Volume
CIS, IEVS, SSI, TPL	10,000 users/ 1.7 million citizens	Cases processing of: 1.1 million Food Stamp eligibles 1.8 million Medical Assistance eligibles 319,000 Cash eligible's	83 million
LIHEAP	7,200 users/ 350,000 citizens	\$12.5 million in benefits	51,000 payments/month
COMPASS	220,000 users/ Commonwealth citizens	65,200 applications and user logins to My COMPASS Account	3.1 million page views
eCIS, MCI/WEBAP	10,000 users/ 1.7 million citizens	98,500 applications, tickets, images	5.8 million page views

1. CIS Overview

The Department of Public Welfare's (DPW) Client Information System (CIS/MEDA) is the agency's current mainframe system. CIS is used on a daily basis by over 7,000 caseworkers in 67 counties throughout the Commonwealth. CIS has experienced several significant evolutions since its inception in the early 1980s. During the 1990s, automated eligibility determination and benefit calculation were introduced for Food Stamp and Cash cases. In 2005, DPW successfully implemented the largest enhancements to CIS to date – Medicaid Eligibility Determination Automation (MEDA). MEDA was a significant undertaking by DPW to enhance the existing CIS to include automation of Medicaid Eligibility Determination. Prior to the implementation of MEDA, CIS was limited to

determining eligibility for Cash and Food Stamp benefits only. CIS now automatically determines eligibility for medical benefits, including Long-Term Care.

The long-term goal for CIS is to convert it from a legacy-based mainframe architecture to a more fluid and robust open systems architecture. The migration from legacy to open system architecture is a staggered development, and has been underway for sometime. Throughout the development of CIS, we have implemented several key changes: Implementation of the Master Client Index (MCI); improved use of COMPASS applications; and the development of an automated Medicaid eligibility system (MEDA). The next step is to apply standard filing rules and data collection Cash and Food Stamps as is done for medical categories from our legacy based system to the open system architecture. The eligibility determination process will remain on the legacy-based applications. In future developments, we will move eligibility determination and the batch components of the legacy system to the open system architecture.

Refer to **Figure L1.1** iCIS Sub-components for sizing information.

2. TPL Overview

The Third Party Liability (TPL) system primarily keeps a record of insurance coverage for recipients in CIS. TPL also calculates and tracks the premium payments for certain medical categories like MAWD. Application Entry screens, Exchanges and Batch programs interact with TPL to establish the insurance information. In addition, TPL uses the Patient Pay and Cost of Care calculated by EDBC subsystem for patient pay and LTC related categories. The PROMISE system uses this insurance information during claims processing to identify the liable party that is responsible to cover the expenses.

Third Party Liability Insurance Coverage Statistics (as of 1/07/2010)	
Active Clients	1, 991,585
Clients with TPL Coverage	522,971
Recipient TPL Coverage breakdown:	
• Commercial coverage	228,426
• Medicare coverage	348,049
• Both Commercial and Medicare	53,504
Clients with no TPL coverage	1,468,614

HIPP/MAWD Statistics (as of 1/07/2010) Number of Users: 63	
Active Clients	
• HIPP	26,516
• MAWD	<u>18,360</u>
	44,876
Net HIPP savings for FY 08-09	\$108,060,446
HIPP premiums paid for FY 08-09	\$108,060,446
MAWD premiums collected for FY 08-09	\$6,051,727

3. IEVS Overview

IEVS was developed as a result of the Federal Deficit Reduction Act (DEFRA) of 1984, which required states to implement data exchanges to provide information to the county eligibility worker to aid in the determination of eligibility and the amount of the benefit. IEVS is an automated system developed to provide for the exchange of information between DPW and the Pennsylvania Department of Labor and Industry (DLI), Office of Employment Security (OES), the Social Security Administration (SSA), and the Internal Revenue Service (IRS). The IEVS system operates from the same host as CIS.

The highlights of IEVS business rules and/or conditions are:

- Comparisons with recipient eligibility files.
- Transactions to pass between IEVS and CIS menus and screens.
- History files of data exchange information.
- Standard procedures for using data exchanges.
- Information to workers within 24 hours after receipt.
- On-line reports for workload management and tracking.
- Ability to enter client Social Security Numbers (SSNs) into data exchanges daily.
- Ability to enter on-line, actions taken to benefits as a result of data exchange information.
- Restricts access to confidential information received from data exchanges through system security and registration process.
- Automates monitoring of 45-day follow-up requirement through tracking and reports on-line.
- Automates compilation of statistical reports of SSNs entered, matches received, actions taken, and actions pending.

a. IEVS Exchanges

Information on the IEVS database is compiled from automated matches with the state and Federal sources. These matches are referred to as data exchanges. Each data exchange provides different types of

information to be used in the determination of eligibility and amount of benefits. **Figure L1.2** lists the current IEVS Data Exchanges:

Figure L1.2 IEVS Data Exchanges

Exchange # 01	Wage Exchange, PA Dept. Labor and Industry.
Exchange # 02	Unemployment Compensation, PA DLI
Exchange # 03	BENDEX Information, Social Security Administration.
Exchange # 04	Earnings Reference File (ERF) Information obtained from SSA. However, this is IRS information and subject to strict confidentiality guidelines.
Exchange # 05	IRS Unearned Income Information, which is also subject to strict confidentiality guidelines.
Exchange # 06	SSI information obtained through the SDX exchange with SSA.
Exchange # 07	Buy-In process for Medicare - CMS.
Exchange # 08	Deceased Persons Match – Department of Health, SSA, MA Providers.
Exchange # 09	Interstate/Federal Matching
Exchange # 10	Commonwealth Judicial Inquiry System (JNET, SSA, PA Criminal History Agency Sources).
Exchange #11	Lottery, Pa Dept of Revenue

Total Number of IEVS Hits Generated in the first Quarter of 2009 were 706,849

Total Number of IEVS Alerts Generated in the first Quarter of 2009 were 2,676,791

b. IEVS Users

- There are 11,000 workstations including laptops.
- There are 7,200 active IEVS OIM users.
- There are also outside users like DPW's Bureau of Hearings and Appeals and the Office of Inspector General.

4. LIHEAP Overview

LIHEAP is a federally funded program that enables the Department to assist low-income households meet their home heating needs. The LIHEAP program is active from November through April of each fiscal year; DPW administers the LIHEAP program.

The Pennsylvania State LIHEAP Plan identifies three components:

- Cash benefits to help eligible low-income households pay for their home heating fuel.

- Crisis payments, if needed, to resolve weather related crises, supply shortage, and other household energy related emergencies.
- Energy conservation and weatherization measures to address long-range solutions to the home heating problems of low-income households.

The LIHEAP Automated System supports processes of the LIHEAP program from pending client applications, denying them, approving them, updating client information, adding vendors, updating vendor information, pre-notification of Electronic File Transfer (EFT) to process payments to vendors, setting up Electronic File Transfer (EFT) to process payments to vendors, employees viewing and reassigning caseloads to viewing and printing an array of reports to manage the Program.

The 2008-2009 Energy Year began in September 2008 and a total of over \$140 million LIHEAP benefits were issued for the year. The LIHEAP Pending process became available in September 2008 for CAOs to pend the mailed out applications. The CAOs mailed out approved applications in October 2008. The official start of the 2008-2009 Energy year was November 2008 when the CAOs began accepting new applications, COMPASS applications and approving Crisis Benefits.

a. LIHEAP 08-09 Heating Season Statistics (as of 12/25/2008)

Total Benefits Issued - \$141,908,731.00
Total Cash Benefits - \$111,139,941.00
Total Crisis Benefit - \$30,768,790.00

COMPASS Applications Received - 46,296
COMPASS Applications Imported - 36,236

Applications in Pending Status - 75,407
Applications in Approved Status - 347,531
Applications in Rejected Status - 45,867

b. LIHEAP Users

- There are 11,000 workstations including laptops.
- There are 7,200 DPW LIHEAP users.

5. SSI Overview

The primary purpose of the In-House State Supplement Payment Issuance is to issue in excess of 300,000 monthly state supplement payments (SSP) to eligible SSI recipients within Pennsylvania. The system is designed to synchronize SSI recipient status in CIS with the recipient's current status within the SSA system. This is done by reviewing each daily file automatically and taking action to include budget openings closes and issuances of past

due SSP associated with changes in the individual's SSI eligibility made by SSA.

On a monthly basis, the system compares the CIS record of all SSI recipients against the most current information from SSA. The system then takes action to suspend, reinstate, make changes in the SSP amount or adjust the budget program status code to match the eligibility and living arrangement information reported by SSA. Depending on the changes made, notices are issued to the recipients and alerts to the caseworker, as needed. Payments are then sent to the recipient by direct deposit, US Mail, or by the Electronic Benefit Transfer (EBT) vendor.

6. COMPASS Overview

The Department has been focused on expanding customer access and delivery by providing self-service opportunities for its constituents. COMPASS is the Department's strategic initiative that allows citizens and business partners to be screened and apply online without knowing all the specifics for the programs they are applying for. Productivity gains in the local offices are realized as workers spend less time in face-to-face interviews and entering data from paper applications. The ongoing evolution of COMPASS will continue to streamline the application process and simplify access to social and human services for Pennsylvania's citizens. The productivity gains from this strategic initiative are critical in these budget-constrained times.

COMPASS is a web site that allows individuals and community based organizations access to screen for, apply for, and renew a broad range of social programs, including:

- Healthcare Coverage
- Food Stamp Benefits
- Cash Assistance
- Long-Term Care
- Home and Community-Based Services for individuals with intellectual disabilities
- Low-Income Home Energy Assistance Program (Seasonal)

In addition to the programs mentioned, COMPASS also provides screening for all home and community-based services, and the school lunch program. Screening allows a user to provide basic information to determine if they are potentially eligible for a social service.

When fully implemented, COMPASS will include applications and renewals for all home and community-based services and child care subsidies.

COMPASS is offered in English and Spanish. Applications that are served by the Department of Public Welfare and the Department of Insurance interface with COMPASS. Applications to apply for Medicaid, Children's Health Insurance Program (CHIP), Food Stamps, Cash Assistance, Home and Community-Based Services, Long-Term Care, and Adult Basic Health Insurance are presently offered through COMPASS. A self-screening questionnaire is also available through COMPASS. The questionnaire allows individuals to screen for potential eligibility for all programs available in the application process. Individuals are also able to screen for potential eligibility for the School Lunch program. COMPASS now provides recipients with the ability to view their benefit information by logging onto the "my COMPASS account" function. My COMPASS account provides individuals with key information about their benefits thus reducing reliance on caseworkers for routine information requests. Subsequent releases of COMPASS will add programs and implement efficiencies to improve the effectiveness of this tool.

COMPASS application types submitted (by program) – 12/2008

Medicaid -15,370
CHIP - 715
adultBasic - 388
SelectPlan – 4,499
ChildCare – 1,408
Cash Assistance – 5,811
Food Stamps -12,589
HCBS - 41
LTC - 67
LIHEAP - 15361
NSLP - 2,812
Total (including LIHEAP) – 59,061

7. MCI/eCIS Overview

Client registration utilizing a Master Client Index (MCI) was identified as one of the Department's foundation enterprise processes. Since a client may be served by different business offices within DPW and multiple Departments across the Commonwealth, it is important to be able to recognize the same individual across programs. The MCI has been built within the Commonwealth's eligibility system in order to reduce redundant data storage and system maintenance. The Master Client Index began integrating with DPW applications in July of 2003. The technical architecture of MCI uses a model that combines a presentation /business tier and a data tier, and provides flexibility for system performance, operating system independence, security, and scalability. Also key to the MCI system is its use of an object library of common reusable application development components that can be used in a wide variety of applications with minimum time and effort.

The Master Client Index is an automated enterprise-wide client identification process that registers and identifies individuals uniquely within DPW. MCI:

- Provides a common central repository, accessible to users from various operational systems, which will make available consistent and uniform client information across programs and systems
- Makes basic information available for re-use and re-registration Department-wide, after the client has registered one time
- Provides a consistent interface for future DPW systems to register and identify clients
- Provides a mechanism to monitor how and where the client is interacting with the Department and allows for profile management
- Enables efficiencies to be gained by the re-use of application processes and functions
- Provides more reliable data due to consistent, enterprise-wide business standards.

MCI Clients (as of 5/31/2009)

Total (Unduplicated) - 6,709,201

eCIS - 3,636,978

CIS - 4,967,091

LIHEAP - 2,194,065

HCSIS -152,676

PELICAN - 893,760

As applications that utilize the benefits of MCI are developed, enhanced, or modified, MCI will also require maintenance, modifications, and enhancements to support those applications.

From a business perspective, Master Client Index supports the business function and sub-functions as shown in L1.3:

Figure L1.3 MCI Business Function/Sub-Functions

Term	Definition
Client Management	This function registers, captures application and detailed information, determines eligibility, provides ongoing case management, and delivers services to a client with the Department of Public Welfare.
Client Registration	This sub-function registers the household (unit) and the individuals that are requesting services with the Department of Public Welfare. It matches the individuals against an enterprise-wide individual repository to verify prior contact with the Department of Public Welfare. It also assigns a common unique identifier (MCI – Master Client Index) to the individual. It also includes a process that can screen the individuals for potential eligibility in multiple Department of Public Welfare human service programs and refers them to the appropriate service location or facility. (No Wrong Door)

C. BUSINESS NEEDS

Over the last three years, the authorized CAO complement has continued to decline: in State Fiscal Year 2006-2007 the authorized CAO complement was 6,809; in State Fiscal Year 2007-2008 the authorized complement was 6,708; and, in State Fiscal Year 2008-2009, the authorized complement is 6,626. In the wake of a reduced workforce and increasing caseloads, one of the biggest challenges facing OIM is the implementation of new business and technology processes to enhance the efficiency of core operations of the County Assistance Offices (CAOs) and address the rising costs of manual document processes and refocus energies on client services.

In addition, maintaining applications in the Eligibility and Benefit Delivery Portfolio is complex and challenging because:

- The number of applications involved and their interdependence
- The size of team required to maintain them
- Multiple technical platforms that support the systems
- The number of users impacted
- The number of citizens relying on the services and the complexity of the programs these systems support

D. ONGOING AND PLANNED ACTIVITIES FOR FY 2009-2010

In State Fiscal Year 2009-2010, a number of system enhancements are planned. Some of these enhancements are continuing from 2008-09, while others are new and are highlighted below.

1. **Incremental Renewal IV-B:** This focuses on realizing significant business process improvements and moving towards the technical objectives of the Department. Front and back office functions performed by clerical and caseworkers on a day-to-day basis will be simplified by moving Application Entry and related Case Maintenance activities from CIS to eCIS. Significant improvement in worker efficiency will be realized with the enhanced user interface functionality, ease of use and simplified navigation paradigms. Streamlined business processes will integrate more efficient workflows by reducing redundant tasks in authorizing benefits and ongoing case maintenance. The transfer of core case processing and ongoing case maintenance activities from CIS to eCIS will reduce the number of transactions performed on mainframe by about 2.5 million daily, and allow for the decommissioning of approximately 300 mainframe screens.
2. **COMPASS Upgrade to .NET:** As part of the Department of Public Welfare's Incremental Renewal evolution strategy and overall SOA approach, the COMPASS application will be re-engineered from the current unsupported COM+ technology to newer, supported and SOA aligned technology platform, which is Microsoft's .NET 3.5 Framework. This technology transition shall provide many advantages to the Department including enhanced system stability and improved usability.

3. **Client Notices Redesign:** The Client Notice Redesign initiative involves redesigning Medical Assistance (MA), Long-Term Care (LTC), Food Stamps (FS) and cash eligibility notices that are currently generated via CIS. As part of this initiative, the look and feel of the notices is being redesigned and will be generated via existing eCIS processes similar to those used by SAR/LIN and Automated Renewals. The wording of the notices is also being revisited and updated to produce an easier to understand communication for the clients. The notices will continue to be developed in both English and Spanish.
4. **Workload Dashboard Information Analysis and Reporting:** This initiative expands the WLD project and focuses on providing authorized CAO staff with metrics regarding business operations at the state, area, county, and county/district level. The source data is extracted to an operational reporting database from the Workload Dashboard application and presented to users in the forms of charts, graphs, and reports. Such operational reports aim to assist CAOs with identifying critical activities and vulnerabilities so that resources are deployed effectively.
5. **CHIP Reauthorization Phases I and II:** With the recently passed CHIP Reauthorization (CHIPRA) legislation, this initiative directly addressed the need to create a joint development effort between DPW and Pennsylvania Insurance Department (PID) to enhance the technology capabilities of the MCI, eCIS, CIS, and COMPASS applications. These enhancements will provide the means by which both DPW and PID can achieve the goals and objectives set forth by CMS through the CHIP Reauthorization Act of 2009.

Phase I is scheduled to run from April 2009 – February 2010 and includes:

- Modifications to support Citizenship and Identity verification (CIV)
 - eCIS user interface modifications to support CAO processing of CIV matches and exceptions
 - CIS eligibility determination modifications to include CIV results
- Integration of CHIP and adultBasic Processing System (CAPS) into MCI

Phase II is expected to run from July 2009 – May 2010 and will include:

- Updates to COMPASS screening/AFS for Medicaid and CHIPRA requirements
- Integration of MyCOMPASS Account with CAPS
- Enablement of CAPS integration with eCIS imaging and data exchanges and DPW HIPP processes

E. PLANNED ENHANCEMENTS FOR FY 2010-2013

Listed below are some of the planned enhancements for the 2010-2011 fiscal year. Approval is dependent on federal and state funding and prioritization within the Commonwealth. The Department reserves the right to replace the following initiatives with other priorities or utilize any or none of these options.

1. **COMPASS Attaching Scanned Documents:** The goal is to enable citizens and community partners to submit an electronic representation of their verification documents, as part of the Application and Renewal processes. This initiative will provide the ability to upload scanned verification documents ("images") through online attachments. These images will be stored in the central imaging repository within DPW.
2. **Imaging Improvements:** The current process of Scanning and Imaging is arduous, time intensive and unreliable. The County Assistance Offices (CAOs), staff spend inordinate amounts of time scanning paper documents and electronically attaching them to individuals in the system with mixed results. Based on feedback from the CAOs, the Department of Public Welfare's Scanning and Imaging workgroup has recommended usability improvements to the imaging process and several system modifications to make the system more accessible. This would lead to saving time and optimizing resources in the CAOs, as well as progress the CAOs to a paperless case record.
3. **LIHEAP Integration into eCIS – Phase IIIB:**

This follows LIHEAP Integration into eCIS Phase III scheduled for implementation in September 2009, which focuses on providing the CAO staff with one stop benefit application intake and eligibility determination capability. At the end of this phase, the LIHEAP system will be decommissioned and processes will be incorporated into eCIS. Phase IIIB: includes additional enhancements to the LIHEAP-eCIS integration effort to address desired future enhancements. The following future enhancements were identified during the FY08-09 LIHEAP/eCIS Integration initiative:

 - LIHEAP Integration with MyCOMPASS Account
 - Extending the Imaging solution to provide an ability to scan and attach LIHEAP related documentation
 - IVR integration
 - Leveraging Data Exchanges for initial hits at time of application
4. **IVR (Integrated Voice Response):**

The IVR will simplify the call-in process for both workers and clients by accurately and expeditiously directing clients to the proper channel to address their needs. Whenever feasible, calls will address client's questions through an automated voice response process. The aim is to reduce the overall length of client calls and those that need to be answered by workers.
5. **IEVS Targeting Logic – Phase 2 (All Remaining Exchanges):** This initiative improves the logic that is used to generate "hits" between information received about clients from the remaining external agencies (not covered in Phase 1), and CIS. The existing logic resides on the mainframe and has not been updated over several years despite changes in business policies of OIM. This initiative will enhance existing targeting logic rules addressing current concerns regarding policy alignment, and

overall operational efficiencies, as well as improve data quality and reliability by automating several manual case centric activities.

6. **Deficit Reduction Act (DRA) Phase II:** In 2006, the first phase of the DRA system enhancements were implemented, which lengthened the look-back period on asset transfers, instituted a penalty period for asset transfers not receiving fair consideration for applicants, created a cap on home equity value, and established hardship waiver exemptions. This phase did not include all of the system enhancements required to support the policy changes. This initiative will complete the system changes required to automate the policy amendments made with the Act. As a result, the system will be in full compliance with policy and will greatly reduce the amount of work required by the CAOs and provide them with more flexibility within the system.

The remaining DRA Phase II enhancements include the following:

1. Asset transfer penalty period rules for Recipients
 2. Penalty period overrides
 3. Creation of new TPL resources to indicate excess home equity
 4. Annuity data collection and resource determination amount of manual work currently handled by the CAO's. It will also provide the CAO's with more flexibility within the system.
7. **MIPPA Enhancements:** The Medicare Improvements for Patients and Providers Act (MIPPA) of 2008 enacted several federal mandates, including the change to resource limits for Medicare Savings Programs (buy in) to match the resource limits for individuals applying through SSA for the Low Income Subsidy (LIS) beginning with applications filed on or after January 1, 2010.
 8. **Automated Renewals Form Redesign:** This initiative entails modifications/enhancements to the renewals process to streamline the overall business process and also simplify renewal forms, thereby increasing the efficiency for the CAOs.

F. STAFFING REQUIREMENTS

The selected Offeror must supply IT Consulting staff. Staff assigned to this project will provide consultative services to help define, plan, and implement strategic, business, and operational change. Staff must be able to work cooperatively with Commonwealth staff and other individuals and entities during the project. The selected Offeror's staff must be able to coordinate and receive direction from designated DPW staff during this project. The selected Offeror's staff must be able to deliver work that is not in conflict with the priorities and hardware/software choices and limitations as established by the Commonwealth, Department of Public Welfare.

The Department currently uses a mix of state employees and contracted staff to support the work of iCIS. The iCIS organizational chart, showing both state and contracted resources currently supporting iCIS, is provided as **Appendix EE**.

The selected Offeror will assist in assessing the impact on other applications for any modifications to iCIS. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror must agree to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Offeror.

G. REQUIRED WORK SKILLS

For purposes of this part of the RFP, the selected Offeror must provide Key Staff with a detailed, verifiable history of up to three programs/projects of substantial similarity in nature to this initiative, completed or started within the last five years. Other required work skills include:

1. Minimum of five years of experience in planning, developing, deploying or implementing large-scale federal, state, or county Eligibility systems;
2. Providing comprehensive business analyses functions. Applied experience with human services service-oriented architecture (SOA) and enterprise architecture (EA) methodologies is preferred but not required.
3. Reengineering business processes. Applied experience with human services service-oriented architecture (SOA) and enterprise architecture (EA) methodologies is preferred but not required.
4. Business Analytics and Decision Strategy including Business Process Modeling
5. Business Requirements Definition
6. Requirements Traceability
7. User Acceptance Testing (Use Cases/Testing scenarios/Break Testing)
8. Utilizing Project Management Institute (PMI) methodologies; and,
9. Implementation Support Services

The selected Offeror may acquire specialized expertise through the use of subcontract agreements. Subcontracts must be identified in the proposal according to the requirements identified in **Part II, Proposal Requirements**.

H. REQUIRED ACTIVITIES/TASKS

1. Orientation/Knowledge Acquisition

Orientation/Knowledge Acquisition refers to a “transition phase” that consists of activities that must take place between the effective date of the contract and the selected Offeror’s start date. This includes all required activities.

The primary objectives of the Orientation/Knowledge Acquisition Transition Phase are the following:

- Ensure successful orientation, knowledge acquisition, and operational independence from incumbent contractor
- Ensure a smooth transition of responsibilities;

- Complete knowledge transfer and domain understanding;
- Establish accurate assessments and strong accountability controls;
- Mitigate risk to the Commonwealth, DPW, clients and taxpayers
- Establish facilities and appropriate infrastructure.

Orientation/Knowledge Acquisition Transition Phase activities will vary depending on whether the incumbent contractor or another Offeror is awarded the contract. If the incumbent contractor is awarded the contract, the activities will include changes or modifications in operational procedures consistent with the contract and a potentially shortened transition period. If a non-incumbent Offeror is awarded the contract, there will be a full transition including a period of knowledge transfer from the incumbent contractor to the winning Offeror(s).

Orientation/Knowledge Acquisition Transition Offeror Responsibilities:

- a. The selected Offeror will prepare and submit a comprehensive Orientation/Knowledge Acquisition Transition (OKA) Plan. The Orientation/Knowledge Acquisition Transition Plan will incorporate the activities necessary to turnover the business systems in an orderly manner. The plan will address specialized business and computer systems operational transition of all in scope systems and operations (i.e., DPW and PACSES Environments). The plan must address the resources required for the turnover including those from the Department, incumbent contractor, and new contractor if any. Additionally, the plan will identify the system turnover objectives and work plan activities on a Gantt chart and document activity time frames and responsibilities. The Transition Plan will be submitted to DPW for final review and approval.
- b. The selected Offeror must provide a well planned and executed transition of the on-going business operational and strategic business and policy activities currently being executed by the incumbent vendors associated with the systems and functions included in the scope of this RFP.
- c. The selected Offeror must ensure that knowledge transfer occurs in such a manner to enable its staff to confidently assume ownership, independently manage the in-scope operational systems without disrupting business operations or timely delivery of citizen services.
- d. The selected Offeror must receive the turnover of the operation and management of all in-scope operational business functions no later than the end of the transition period. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users, clients, and/or beneficiaries takes place.

- e. Upon approval of the Transition Plan, the selected Offeror will begin transitioning the business systems and provide the transition progress assessments and status updates. Offeror will coordinate with DPW regarding transition tasks prioritization issues or conflicting activities interfering with maintaining and operating the systems.
- f. At the end of the transition phase, the selected Offeror will prepare the OKA Transition Results Report. This will document the completion of turnover activities, and will provide status of each high-level task and activity that took place during the transition period. The report will highlight how each of the objectives stated in the Transition Plan have been achieved and the resolution of issues identified and prioritized during the turnover process.

Orientation/Acquisition Transition Plan: Project Initiation, Setup, and planning

a. Project Initiation, Setup, and Planning

Project Initiation, Setup, and Planning will include all activities and tasks required to begin the project. The Offeror will acquire and set up facilities, acquire and install the necessary hardware and software, establish the necessary telecommunication capabilities, and create various plans that must be followed during the execution of the project.

i. Deliverables and Outcomes: Project Initiation, Setup and Planning Deliverable

- **Project Initiation, Setup and Planning Deliverable** to include:

- **Detailed Project Work Plan**

The work plan must include but is not limited to defining each of the planned tasks and subtasks along with start dates, planned completion dates, primary responsibility, and dependencies.

- **Orientation/Knowledge Acquisition Plan of the CIS suite and DPW environment**

The Knowledge Acquisition plan must address the details of how the Orientation/Knowledge Acquisition needs of the project will be met. The details of the plan must include but not be limited to (a) purpose statement, (b) resource allocations, (c) details of knowledge acquisition approach, (d) dependencies, and (e) agreements that summarize and clarify roles and responsibilities among those who will execute and be part of the plan.

- **Issue Management Plan**

The issue management plan must provide procedures for identifying, evaluating, and resolving issues impacting the project. This plan will be developed as part of the planning process but will be updated as necessary throughout the

project.

- **Change Management Plan**

The change management plan must provide a process for evaluating, assessing, and determining the impact of any proposed changes to the project. This plan should incorporate DPW project change procedures.

- **Communications Management Plan**

The communications management plan must provide an explanation of the methods the Offeror intends to employ for communication with DPW during the project. The plan must identify the key stakeholders, what will be communicated through the plan, when it will be communicated, and the method(s) used for communication.

- **Quality Management Plan**

The quality management plan must address the quality control processes and procedures the Offeror will use to ensure the quality during the project.

- **Requirements Management Plan**

The requirements management plan must address how the Offeror will develop baseline requirements, the processes and procedures the Offeror will employ to track and monitor requirements throughout the project. The requirements management plan should include any software tool that the Offeror intends to use to manage requirements.

- **Budget/ Contract Management Plan**

The budget and contract management plan must provide the method to periodically report up-to-date budget information for the project.

- **Periodic Status Report templates**

The periodic status report templates will define the format and content of all Status Reporting documents.

- **Agenda and material for the Project Kickoff Meeting**

The Agenda and material for Project Kick-off will aid in planning the kick-off meeting and getting agreement on the presentation content for the meeting.

- **Non-Deliverable Outcomes:**

- Fully setup facilities, equipment
- Project Kickoff Meeting
- Readiness to commence the next set of project activities

- ii. **Commonwealth's Responsibilities: Project Initiation, Setup and Planning**

- Review, approve, disapprove or request modification and

- resubmission of each deliverable
- Identify Commonwealth key contacts
- Provide Offeror with access to Commonwealth facilities, personnel, documentation and other items under its control
- Provide coordination with and access to third parties, as required
- Participate in Project Initiation and Setup related discussions
- Coordinate Kickoff related activities

b. Orientation/Knowledge Acquisition Period

The contract will provide for a maximum of six months for transition from the incumbent vendor to the selected Offeror. Under the current timeline, this transition period will occur during April – September 2011.

The Offeror must carry out and participate in each of the specific activities delineated in the agreed-upon Orientation/Knowledge Acquisition Plan. During this activity, the Offeror must gain sufficient knowledge to understand the functionality provided by iCIS, its underlying data structures, its processing sequences, its key data input mechanisms, its interfaces, the operational aspects of iCIS such as concurrent usage, transaction volumes, etc.

The Offeror must allocate sufficient resources and time for Orientation/Knowledge Acquisition and ensure that Orientation/Knowledge Acquisition takes place in a partnership spirit and cooperative manner.

The Offeror will be responsible for satisfactorily meeting the deliverables and achieving the outcomes identified in H.1.b.i in a timely manner.

i. Deliverables and Outcomes: Orientation/Knowledge Acquisition

• **Deliverables**

○ **Knowledge Acquisition Completion Checklist**

The Offeror shall develop a Knowledge Acquisition Completion Checklist that will indicate that all planned Knowledge Acquisition activities have been complete.

• **Non-Deliverable Outcomes:**

- Offeror acquires sufficient knowledge of iCIS suite and its operating environment to successfully carry out the project requirements in an effective and timely manner.

ii. Commonwealth's Responsibilities: Project Initiation, Setup and Planning

- Provide access to Commonwealth facilities, personnel, systems, documentation, and other items under its control, and

coordination with and access to third parties as required for the Offeror to perform this task under the contract.

- Identify project team members and other stakeholders who will contribute to the Orientation/Knowledge Acquisition activities.
- Provide agreed-upon levels of active participation (of the business staff, technical staff, and management, as applicable) in the Orientation/Knowledge Acquisition work sessions.
- Coordinate with the current DPW vendor to ensure that the Orientation/Knowledge Acquisition needs are understood and can be met.
- Facilitate Stakeholder Engagement in the Orientation/Knowledge Acquisition process.
- Ensure that Orientation/Knowledge Acquisition takes place in a partnership spirit and cooperative manner.

c. Outgoing Vendor's Integrated Solutions Turnover Plan and Assumptions for Knowledge Transfer

A copy of the outgoing vendor's Turnover Plan is included as **Appendix T** to this RFP. A number of assumptions were made by the vendor while creating this work product in addition to the details contained within the Turnover Plan.

Orientation/Knowledge Acquisition Required Items:

The Offerors for **Lot #1** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Effectively stand up operations as well as perform and manage all the tasks outlined in the Orientation/Knowledge Acquisition section (i.e., Items a through d) for a successful transition period with in the specified time period allotted from April – September 2011(Duration of 179 calendar days); 2) Meet the primary objectives and responsibilities, 3) Provide a resource plan and organizational chart for the transition team and crosswalks to operational positions after completion, Resource and 4) Conduct activities and procedures for the evaluation, knowledge acquisition, and transition of the in-scope systems relative to, but no limited to the following items:

- Work materials
- Business and Technical Governance (Processes and Procedures)
- Software, tools, and end-user guides and operational documentation
- Project Plans and associated status (on-going initiatives and scheduled on baseline, risk/Issues logs, status reports, etc)
- Program Office business cycles demands and operational environments abilities, strengths, and constraints
- Program mission, vision, and strategies (domain understanding and continuity during transition)
- Program and documentation update procedures during transition
- On-going and scheduled operational activities

- On-going and scheduled computer systems Modifications/Enhancement activities and associated end-user adoption and implementation support activities
- Staffing Levels and Organizational Structures
- Defining and transition of responsibilities
- Skill sets requirements, staff training, and job shadowing
- Criteria for success, validations, and certifications
- Production program and documentation update procedures during transition
- Program Office business plans and strategies turnover procedures
- Understanding procedures for on-boarding business concepts through the Business Review Board, requesting changes to computer programs, and other documentation
- Transition alignment with business cycle and scheduled events
- Check points and transition operational readiness assessments throughout the transition period

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any Orientation/Knowledge Acquisition and transition activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

It is the Department's expectation that all **Orientation/Knowledge Acquisition** tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

2. Strategy/Business Planning

Pursuant to this RFP, DPW seeks to award a contract for a knowledgeable, experienced, qualified, and responsive consultant to provide IT Consulting Services for DPW's Benefit and Eligibility Systems Portfolio. In this capacity, the consultant is expected to provide "top-tier" support, advice, guidance, and management assistance to DPW's program offices in the planning of their IT needs and brings national experience with Eligibility and Benefit Delivery Systems to the table.

The selected Offeror of **Lot #1** is required to have domain understanding of their specific programs and operations as well as peripheral vision into other programs areas across horizontal and vertical service domains to looking for synergies, opportunities to join forces and consolidated initiatives, and ensure alignment of strategies to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. From a strategic perspective, the selected Offeror of **Lot #1** will be responsible for environmental scanning

in three venues: 1) Researching pending and/or current legislation and assessing the potential impacts to program office policies and current operations, 2) Scanning the national horizon for other innovative state programs and operational models that would reduce costs and improve citizen services, 3) Researching and evaluating citizen demographics and trends that impact DPW programs, shape policy, and change course to better serve the citizens of the Commonwealth. In addition, strategically **Lot # 1** Offeror will be required to refine and expand Enterprise Architecture (EA) frameworks to ensure alignment of business and technical strategies and resources to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. Specifically, the selected Offeror of **Lot # 1** will be responsible for 1) Identify common business functions, services, and data components to create sound program office business solutions that support enterprise business processes and business unit-specific processes using a holistic enterprise architecture and shared services approach (where appropriate) to deliver quality and cost effective citizen services; 2) Creating and maintaining the EA Business, Services, Data, and Governance reference models (including As Is - To-Be roadmaps); and 3) coordinating with the selected **LOT #6** Offeror to plan, architect, build, and evolve program business solutions that align with the enterprise architecture (EA) frameworks to support reuse of resources in the application, services, data, and technology domains of Enterprise Architecture blueprint.

Some other strategic and tactical requirements include but is not limited to, are as follows: 1) Conduct targeted feasibility studies to assess plausible alternatives and provide executive decision makers with sound cost effective recommendations that align with the DPW mission and program Office goals and objectives, 2) Coordinate with other Lot Offerors bringing business concepts to reality ensuring operational capability and readiness to support business operations, 3) Analyzing and reshaping business models, workflows, data/information flows, and the utilization of computing systems to support the dynamics, culture, and demands of program operations, 4) Annual scoping and planning with DPW program managers and portfolio managers for all business and technical project initiatives 5) Continued maturation with ITIL frameworks relative to business processes and solution development and delivery processes.

The Offeror is responsible for the following general requirements:

- Work cooperatively with key State staff, other project stakeholders, and the staff of other contractors as required in the course of the contract period.
- Identify efficiencies that could be garnered by increasing functionality, changing business processes and procedures, updating and/or

utilization of computer systems and operational equipment, or other changes.

- Inform DPW management staff of current strategic, tactical, and operational data, reporting, and business intelligence best practices and standards to better monitor, spot trends, and manage program outcomes.
- Provide information on best practices, new standards, and computing technologies use in other states and the federal government in the eligibility marketplace.
- Effective management and coordination regarding individual and multi-vendor project initiatives ensuring on target relative to schedule, budget, and performance (i.e., meeting stated goals, objectives, and outcomes)
- Present forward-thinking strategies on public policy to DPW management.
- Work cooperatively with State staff assigned to the project to ensure the success of the project.
- Maintain current, complete, and detailed records of all meetings, enterprise architecture and system development life cycle documents, project meetings, presentations, knowledge acquisition, and system change planning issues, infrastructure management documents, performance reporting, risk assessment, project planning schedules, and any other interactions related to the project described in this RFP and make such records electronically available to DPW on a regular basis, throughout the life of the contract.

The IT Consultant must provide subject matter experts with specific IT technical and business/functional skills in Eligibility and Benefit Delivery Systems.

a. Strategy/Business Planning Activities/Tasks

Description of Activities/Tasks	Sub-Component Service Offering
<p>Strategy/Business Planning</p>	<p>Strategy/Business Planning</p> <ul style="list-style-type: none"> • Consults with executive-level stakeholders to define business need or problem; conducts research, performs studies and surveys to obtain data; and analyzes problems to advise on or to provide recommended solutions based on relevant hands-on experience solving similar business problems at the State or Federal level. • Perform assessment of the impact of current regulations and policies upon the business operations and systems. • Establish necessary workgroups and work plans to address relevant policy issues. • Identify and assess system requirements that are the result of federal or state laws and regulations (e.g., constraints related to confidentiality). • Identify polices and regulations that should be changed to support the system and work to change them, including Internal DPW policies, Policies involving other state agencies, and/or State laws and regulations, when change may be feasible. • Centrally collect and catalog related policies, starting with those policies that are relevant

Description of Activities/Tasks	Sub-Component Service Offering
	<p>to the system</p> <ul style="list-style-type: none"> • Conducts research regarding business solution alternatives and feasibility studies. • Conducts business case analysis with portfolio managers and executive-level stakeholders. • Serve as an advisory council for other work streams that will impact organizational behavior <ul style="list-style-type: none"> ○ State and County Resource Management ○ Policy Regulation ○ Business Process Re-engineering ○ Training ○ State System ○ County System ○ Interim Projects ○ Pilot Testing and/or Proof of Concepts ○ Contingency Planning ○ Migration and Conversion • Provide a prioritized listing of all application modifications and enhancements planned for the following fiscal year, with accurate level of effort and resource estimates. • Enterprise Architecture strategies and reference models (i.e., Business, Services, data, and governance models) <p>Business Process Reengineering (BPR) /Business Process Modeling (BPM)</p> <ul style="list-style-type: none"> • Use visualization and modeling tools as requirements are elaborated and functional design tasks take shape <ul style="list-style-type: none"> ○ Prepare class diagrams, entity relationship diagrams for technical audiences ○ Develop use cases, activity diagrams, or sequence diagrams to walk through the system interface processes end-to-end ○ Business process modeling and workflow analysis and documentation • Coordinate business requirements related to developing a data dictionary or service hierarchy with other system project tasks <ul style="list-style-type: none"> ○ User interface specifications ○ In some cases, the selected Offeror will need to drill down to data at county and business partner level ○ Physical design ○ Regulatory and policy coordination • Clearly understand dependencies in the systems <ul style="list-style-type: none"> ○ Data elements that are derived in the business process ○ System interfaces that must execute in sequential order ○ Association classes that are created by transaction events ○ Business workflows, decision points, data/information flows relative to systems transactional processing and associated SOA shared services components.

b. Commonwealth's Responsibilities: Strategy/Business Planning

- Provide input during the Strategy/Business Planning
- Review and approve the prioritized listing of all application modification and enhancements planned for the following fiscal year
- Provide the necessary system documentation (including concept and visioning documents) for all planned modifications and enhancements

c. Offeror's Responsibilities: Strategy/Business Planning

- Conduct targeted feasibility studies to assess plausible alternatives and provide executive decision makers with sound cost effective recommendations that align with the DPW mission and program Office goals and objectives
- Provide a prioritized listing of all application modifications and enhancements planned for the following fiscal year.

- Researching pending and/or current legislation and assessing the potential impacts to program office policies and current operations
- Researching and evaluating innovative state programs and operational models that would reduce costs and improve citizen services, and proposing qualified recommendations to key decision makers.
- Researching and evaluating citizen demographics and trends that impact DPW programs, shape policy, and change course to better serve the citizens of the Commonwealth.
- Coordinate with other Lot Offerors bringing strategic business concepts to reality ensuring operational capability and readiness to support business operations
- Annual scoping and planning with DPW program managers and portfolio managers for all business and technical project initiatives
- Analyzing and reshaping business models, workflows, data/information flows, and the utilization of computing systems to support the dynamics, culture, and demands of program operations
- Refine and expand Enterprise Architecture (EA) frameworks to ensure alignment of business and technical strategies and resources to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. **Lot #1** Offeror will also provide EA-SOA Blueprints updates to **Lot #6** vendor relative to Business Reference Model (BRM), Service Component Reference Model (SRM), and Data Reference Model (DRM).
- Creating and maintaining the EA Business, Services, Data, and Governance reference models (including As Is - To-Be roadmaps)
- Continued maturation with ITIL frameworks relative to business processes and solution development and delivery processes
- Provide accurate level of effort and resource estimates for all planned modifications and enhancements.

Strategy/Business Planning Required Items:

The Selected Offeror for **Lot #1** must describe in detail how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Obtain and maintain domain understanding of their specific programs and operations as well as peripheral vision into other programs areas across horizontal and vertical service domains, 2) Approach to achieving the specific and general requirements and responsibilities; 3) Approach to effectively managing and coordinating multiple concurrent individual and multi-vendor project initiatives ensuring on target relative to schedule, budget, and performance (i.e., meeting stated goals, objectives, and outcomes); 4) Approach to providing quality end products and reliable actionable advise and recommendations to key decision makers, 5) Facilitate a

corporative culture and resolve differences of opinions with other selected Offerors.

The Offerors for **Lot #1** must propose the tools, process, and methodology to demonstrate how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Evaluate and propose new concepts and technologies to improve business operations and delivery of citizen services; 2) Ensure alignment of business and technical strategies to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services (include EA perspectives in your response), 3) Analyzing and re-engineer business models, workflows, data/information flows, to support the dynamics, culture, and demands of program operations.

The Selected Lot #1 Offeror must describe in detail: 1) The resources required to support Strategy/Business Planning tasks including skill sets and experience, and 2) The associated organizational chart

It is the Department's expectation that all **Strategy/Business Planning** tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

3. Application Support Services General:

3.1 Overview

The business applications included in RFP 16-09 serve a unique set of client needs and are administered under separate program offices within DPW. However, these applications share much in common around technology, infrastructure, development methodology and operations. Integration is not to be considered as an exceptional practice but instead as a necessity to optimally maintain and enhance these applications. Further, DPW shares both application functionality and information with many external partners with heterogeneous technical environments. The number and extent of this external interaction will only increase over the coming years. As a result, planning for new business applications must be undertaken with an eye toward openness, standards-based interfaces, and standards-based exchanges.

DPW's core enterprise IT applications are both large and complex, due to the intricate regulatory, financial, and fiduciary requirements of these systems. DPW began significant system modernization efforts of these systems more than seven (7) years ago, with the creation of their first web-based applications. These efforts have gained momentum over the last several years as DPW has sought to aggressively move select

functionality off of their mainframe platform and onto server-based systems. In addition, DPW has targeted an Enterprise Architecture Model and Service-Oriented framework approach for their next generation of systems.

The selected Offerors for **Lot #1** will be responsible for providing following **Application Support Services** for all the in-scope systems identified in this Lot of the RFP:

Application Modification/Enhancements

- Business Requirements Document (BRD)
- Requirements Traceability
- User Acceptance Test Plans
- User Acceptance Testing
- Business Solutions Life Cycle

Implementation Support Services

- Implementation/Field Support
- Communications Management

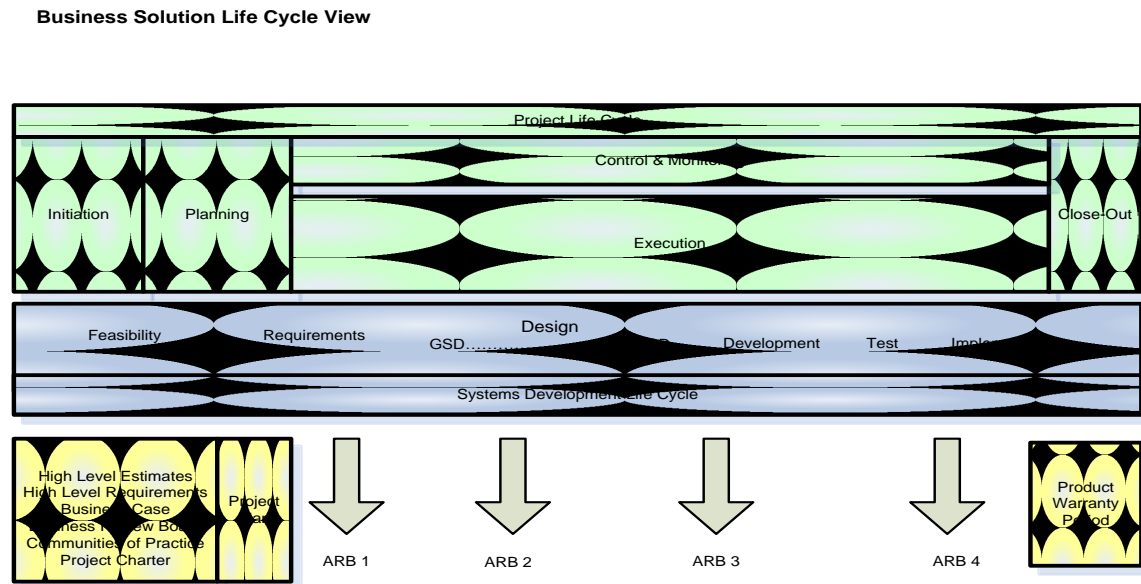
The Offeror of **Lot#1** will assume a critical role in the strategy, planning, validation, deployment, and life cycle management of DPW's core enterprise IT applications required to support program office business operations. The Offeror of **Lot #1** will be in tune with business drivers due to internal and external influences which inherently impact program office policy and eventually day-to-day business operations. In this light, the Offeror for **Lot #1** must have the domain understanding and foresight into the required changes to business procedures, processes, common services and delivery models, and the IT systems enablers to envision and conceptualize what needs to be done to meet the DPW mission, business drivers, and stated outcomes. Then coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors to bring concepts to reality. Offeror for **Lot #1** will be responsible for providing Application Support Services related to program business solutions and computing systems modifications/enhancements, adoption, and operational readiness assessments and support.

3.1.2 Project Management

Based on scope, complexity, and funding parameters projects initiatives must first be evaluated, prioritized, and authorized by the Program Offices and BIS Portfolio Managers via the Business Review Board (BRB) process. Project initiatives for maintenance and minor systems enhancements are required to be vetted through the program change request, change control, and software release management processes. Based on scope and complexity, the selected Offerors will be performing

the work associated with Application Support Services initiatives primarily using two types of project engagements: 1) Individual-vendor IT projects and 2) Multi-vendor IT projects. Individual-vendor IT Projects are specific strategic, tactical, or operational initiatives that fall under the purview of a specific vendor requiring little or no involvement with the other Lot Offerors. In this case, the Offeror will have primary ownership and responsibility to manage and coordinate all aspects of the project management throughout the project life cycle with state oversight and approvals. Multi-vendor IT Projects are enterprise wide strategic, tactical, or operational initiatives that fall under the purview of multiple vendors requiring significant involvement and commitments with the other Lot Offerors. In this case, a specific Offeror will be assigned as the enterprise project lead and will have primary ownership and responsibility to coordinate all aspects of the project with state oversight and approvals. The enterprise project lead will establish and maintain the master project plan framework (i.e., Master Communications Plan, Master Schedule, Master Risk/Issues logs, Master Deliverables schedule, change control, and consolidated project status reports) throughout the project life cycle with input from both DPW and the other participating Lot Offerors. DPW and the other participating Lot Offerors will have ownership of creating and managing sub-project plans and their respective sub-project phases and logistics (i.e., planning, control and monitoring, execution, risk/issues management, change control, and status reporting). The sub-project plans and their associated frameworks are integral parts of the master project plan requiring continuous coordination, communications, and alignment throughout the project life cycle. All projects will have a change control board (CCB) and executive steering team. Project managers and team leads are responsible and accountable for controlling and monitoring the project for all project phases and assessing changes, risks, and issues relative to the predefined schedule, performance, and budget. Project anomalies, potential risks, and ongoing issues that lead to variances that exceed predefined thresholds must be thoroughly evaluated with proposed solution recommendations presented to the change control board based on earned value methodologies and a detailed impact assessment that illustrates the severity and level of impact to project budget, schedule, or performance. The change control board will review and validate information and refine the recommendation(s) for consideration from the executive steering committee with final approval from the DPW Contract Administrator. All projects are required to follow DPW and Commonwealth project management methodologies, standards, and procedures. **Figure L1.4** below illustrates the business solution life cycle model illustrating the alignment of the project life cycle, systems development life cycle, and the architecture review boards.

Figure L1.4 Business Solution Life Cycle Model



3.1.3 Defect Management

It is imperative that DPW have an effective defect management with accurate, detailed analysis, and reporting of defect information per software release to assist management with risk management, process improvement, project management, and Go or No-Go operational readiness decisions. DPW does not want multiple and disparate defect management systems and disjointed processes. To achieve this objective, the Offeror of **Lot #7** will have overall responsibility for an enterprise defect management system and tracking of defects throughout all the SDLC phases as well as latent production defects. Selected Offeror's for **Lots #1-5**, and **Lot #6** will be expected to coordinate with and provide input to the **Lot #7** Offeror and DPW regarding defect prevention, discovery, tracking, categorizing (i.e., type and severity), resolution, reporting, and after action activities to improve end product quality and solution development and delivery processes. Offeror for **Lot #7** will be responsible for providing defect management reports as a contract deliverable throughout specific SDLC phases (i.e., Requirements, Design, Build, Integration, SAT, Production, and post Implementation) for each software release. **Lot #7** vendor will provide a production defect report and certify that the end product is operational and ready to migrate into live production environments from a systems perspective. **Lots #1-5** will certify that the end product is operational and ready to migrate into live production environments from a business perspective. The production defect report, SAT Completion Test Results, and both certifications are contract deliverables and required for DPW to assess the end product operational readiness profile and make an informed Go or No-Go decision. DPW makes the final determination of assigning a defect categorization and criticality. Offerors must provide

input and specific data and/or information upon request by the Department with regards to defect prevention, discovery, resolution, management, tracking, reporting, SDLC processes and test reports. Offerors are not authorized to make deletions or modifications to defects outside of status indicators without approval from the Department. Changes to a particular defect's categorization or criticality is not authorized and requires formal written authorization from DPW-BIS director, designated BIS SQA manager, or DPW Contract Administrator. The change control system is primarily used to track systems changes that are associated with systems modifications and maintenance activities tied to software release cycles. However, the systems maintenance Change Requests are linked to a software release incorporating a specific or group of defects for resolution depending on the complexity and criticality.

3.1.4 Change Control

The project change process is controlled by the following: a Change Control Board (CCB), the Division of Enterprise Portfolio and Project Management (DEPPM), project governance teams, program offices, and executive steering teams. Inputs to the project change process include baseline control items, maintenance requests, wish lists, miscellaneous problems, project change requests, project variances, risk/Issues impact assessments and recommendations, reports, and reference material for the project change process.

Changes to business systems also go through the Change Request process and vetted through the Change Control Board (CCB) whereby Change Requests are evaluated relative to their criticality, scope, complexity, level of effort, interdependencies with other systems changes or technology project initiatives, resource requirements, and availability of approved hours (allocated for systems maintenance and/or Modification/Enhancements). If the Change Request has potential cross program or project impacts, it must undergo a detailed assessment and impact analysis for each program office and their associated projects (i.e., ongoing or scheduled) that may be affected by the change. In this case, the CCB will require the Change Request be channeled through the DPW Portfolio Managers and vetted through the BRB process. For better efficiencies and economies of scale, Change Requests may be bundled together building a 'Bundled Change Request Package' in a formal Software Release that follows a DPW Software Development Methodology through Software Development Lifecycles. The Software Quality Assurance (SQA) unit must be notified prior to promoting the Software Release (with Bundled Change Request Package) to the next environment. Prior to promotion to each environment, metrics identifying and detailing defect rates, risks, issues and impacts must be provided via the Defect Management Process by the developer entity to SQA for

review, quality readiness assessment, approval or disapproval. If disapproved, the Software Release enters a hold state in the current environment. SQA will notify the DPW project and portfolio managers for further assessment regarding impacts to project scope, schedule, and budget. After resolution, the DPW project manager will notify SQA and SQA will authorize the promotion of the Software Release Package to the next environment.

Any changes that affect or result in modifications to the systems architecture or baseline characteristics and/or configurations in the production environments must be submitted for action through the change control process. Change will only be allowed if the severity level, risk assessment, and rollback procedures are included with the request, and the Change Management Board has approved the request upon review. This procedure will prevent uncontrolled change to the baseline that might create serious incompatibilities. Please reference change management **Appendix U**.

3.1.5 Business Solution Operational Readiness Validation/Certification:

Prior to moving the business solution into the test for production (TFP) environment and final Work Order completion authorization the following events must occur and conditions exist:

- a. The selected Technical Support Services Offeror shall conduct a thorough test and walk through of the business solution operational readiness profile results with the Department and the selected IT Consultant Services Offeror for all major projects or any projects required by the Department. The business solution operational readiness profile consists of the following components: 1) Production Defect Report, 2) SAT Test Results, 3) Security and Performance Test Results, 4) ADA Compliance Statement (if applicable), 5) Implementation Plan ensures business operations alignment with solution deployment strategy.
- b. All known Level 1 (Fatal) or Level 2 (Major) defects completely resolved. All Level 3 (Minor) defects resolved unless waivers have been authorized by the department or DPW Contract Administrator.
- c. Both IT Consultant Services Offeror (**Offeror Lot # 1-5**) and the Technical Support Services Offeror (**Lot #7**) provide operational readiness certifications. The designated Offeror for Lots #1-5 will certify that the business solution from their perspective is functioning properly and ready to be deployed into production and selected Offeror Lot #7 is will certify that the business solution

from their perspective is functioning properly and ready to be deployed into production.

- d. Endorsement from ARB IV to DPW CIO

3.1.6 Work Orders and High Level Estimates:

For modifications/enhancements, the Department will provide the selected Offerors for **Lot #1** with a Request for High Level Estimate (reference **Appendix Z.**) The Offeror must provide initial estimates for the total cost and total number of hours for their respective SDLC phases and associated deliverable(s) for the application modification/enhancement work. Once the scope of work has been finalized and required input deliverables have been provided, the Offerors must then submit a work order with a separate detailed cost sheet to the DPW Contract Administrator for review and approval. The detailed cost sheet must provide itemized line item costs details of the total costs and hours for the application modification/enhancement work. Hence, the Offerors must itemize the body of work to be completed based on specific work products (i.e., technical feasibility study and/or each SDLC phase and associated deliverables (BRD, SRD, Test Plan, etc) in a separate line item showing the cost summary for the end deliverable identifying the resource classifications and their respective quantity and number of hours required to complete the body of work and specific work products and/or SDLC phase and specific deliverables for the application modification/enhancement work as shown in **Figure L1.5**. The total hours and costs sums should be mathematically accurate and align with their respective line item cost figures. In addition to the Offeror's Estimate for the application related work, the Offeror must also identify and disclose any other costs required to successfully complete the requested body of work – for example, additional hardware requirements, additional software requirements, Shared Services costs, etc. Please note that HLEs are reviewed by DTE and DEA prior to formal submission to the DPW Contract Administrator to assess cost impacts relative to existing IT assets, software licensing, infrastructure, security, existing support agreements, other systems platforms, integrated team involvement, DGS print services, etc).

In addition, the selected Offeror will be required to maintain a summary log, updated weekly, of all Work Orders along with all of the detail information related to each system change order. The selected Offeror for **Lot #1**, State staff, and the other selected Offeror will design this report together. The report, including all of the detail, will be available on-line for access by the Contract Administrator and designated DPW and Offerors staff.

3.2 Application Modifications/Enhancements

During the contract term, there will be the need to complete application modifications and new application enhancements. There will be a number of modifications or enhancements needed to support business drivers such as improve worker usability, system reporting, and adding new functionality or enhancing existing functionality of the systems. Note that an Application Modification is defined as adding new functionality or changes to existing functionality of the application and requires execution of the systems development process (i.e., Business requirements, general and detailed designs, program specifications, coding, testing, implementation, and documentation).

Application enhancements exist when program source code must be changed to implement a system functional or performance requirements beyond the current system capabilities. However, if source code changes merely involve minor screen changes, adding, changing, or deleting data element values incorporated in the source code or used by the source code, the change is considered application maintenance. Further, to the extent that existing data element values are contained in the source code (compilable code or "hard-code"), changes including deletions and additions to the data element values, will also be considered application maintenance. An example is changes to values in Reference Tables. It is the Department's expectation that all modification/enhancement tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

Lot #1 Offeror will have five primary responsibilities associated with modifications/enhancements to business solutions and computing systems: 1) Business Requirements Management, 2) Business Functional Requirements identification, creation, prioritization, validation, documentation, and traceability, 3) User Acceptance Test plan creation, execution, validations, and coordination, 4) UAT test scenario creation, test monitoring, status reporting, and ensuring effective test coverage and effectiveness relative to specific systems functionality, 5) Assessing and certifying operational readiness to support business operations. Reference **Figure L1.5** below for specific activities and tasks associated with Modifications/Enhancements application support services.

LOT #1 Offeror required activities/tasks for Application Modifications/Enhancements include, but are not limited to:

Figure L1.5

Description of Activities/Tasks	Sub-Component Service Offering
<p>Application Support Services</p>	<p>Business Requirements Definition</p> <ul style="list-style-type: none"> • Create Requirements Management Plan. • Manage requirements sessions and project scope <ul style="list-style-type: none"> ○ Elicit, analyze, and validate requirements ○ Manage conflicts using issues management process ○ Record and baseline agreed upon requirements ○ Refine requirements and track changes using change control system • Maintain requirements for re-use <ul style="list-style-type: none"> ○ Select requirements to be maintained. ○ Facilitate ongoing use of requirements for impact analysis and solution maintenance. ○ Facilitate re-use of requirements on related projects to encourage enterprise consistency of business models. • Prepare requirements package <ul style="list-style-type: none"> ○ Identify formatting option based on analysis technique ○ Identify stakeholder requirements and preferences ○ Determine appropriate content for each stakeholder ○ Determine formality of requirements ○ Distribute and/or present as identified. • Communicate requirements <ul style="list-style-type: none"> ○ Obtain stakeholder approval for all requirements <p>Requirements Traceability</p> <ul style="list-style-type: none"> • Establish requirements traceability process • Perform impact analysis on requirements. • Create traceability matrix to ensure solution components and business functionality have been validated as well as ensuring they have not been missed and/or excluded. • Maintain traceability matrix throughout life of the project as specified in the requirements management plan. <p>User Acceptance Testing (UAT)</p> <ul style="list-style-type: none"> • Create Business process Workflows, Entity Relationship and Process Decomposition, and Use Cases for incorporation in the Requirements package and the testing process. • Using developed use cases as input, provide support in sizing the development effort for planning purposes. • Cross reference use cases, to Requirements Traceability Matrix • Develop and facilitate prioritization of testing scenarios for more efficient test execution process. • Establishing detailed test plans and acceptance criteria • Identify, evaluate, categorize, rank, and track defects identified in User Acceptance Testing (UAT) to facilitate process improvement and formulate Go or No-Go deployment recommendations. <p>Business Solution Life Cycle</p> <ul style="list-style-type: none"> • Prepare materials, conduct presentations, and actively participate in SDLC phases, BRB, and ARB processes as required.

3.2.1 Business Requirements Definition

Requirements collection is an interactive process with the business owners, end users, business partners, and business analysts to identify, define, refine, and record a precise representation of the business solution end product requirements. The Offeror of **Lot #1**, under the direction of the Project Manager, will gather, organize, prioritize, and document product requirements. They also verify that all requirements have been captured and track any changes to the

initial requirements. The methods used to accomplish the task of requirement collection include facilitated sessions, surveys, interviews, policies, law and business rule reviews and any other means necessary to assure that all requirements are identified. The process involves an analysis of business processes and needs and the translation of these process needs into formal requirements. The participants document the needs and expectations, and reach agreement about which requirements are to be addressed by the current project – and which are to be deferred or eliminated. The results of the requirements collection must be consolidated into a useable document. This document is the Business Requirements Document (BRD). The RSD and systems requirements become the initial baseline for the design phase and a reference point throughout the SDLC for determining whether the final product meets the approved requirements.

The Offeror for **Lot #1** will be responsible for leading or assisting with the facilitation of business requirements sessions and assisting state staff to clearly define, categorize, prioritize, validate, and document the business requirements. The Offeror must The Offeror(s) must work with state staff to ensure all affected stakeholders are represented at these requirements sessions. The Offeror(s) will also assist state staff in the identification and prioritization of business/functional requirements so they can be presented in a level of detail to facilitate to the proper design, develop, and implement a system change or enhancement that will satisfy these requirements.

The relationship between the statement of user requirements (business requirements document) and the system requirements document should be carefully considered. In general, the statement of user requirements (business requirements document) will be less technically oriented, and more specifically aimed at the business user as the principal audience and will identify *what* needs to be done to meet the business needs. Conversely, the system requirements document created by the selected **Lot #6** Offeror will be more oriented towards the software design tasks

The selected Offeror for **Lot #1** will coordinate with the **Lot #6** Offeror to clarify and validate Business Requirements Document (BRD) and for correct interpretation and translation of business requirements to develop the GSD and systems requirements. Once the BRD has been vetted through the Architecture Review Board (ARB) process and formally approved by DPW Contract Administrator, the BRD then becomes the blueprint for the Offeror of **Lot # 6** to build the GSD and systems requirements. There must be clear traceability and validation of business requirements throughout all the SDLC phases.

The offeror of **Lot #1** must participate in the 1) ARB 1 process to validate Business Requirement Document (BRD); 2) ARB 2 process to ensure that the General Systems Design (GSD) is aligned with and addresses all business requirements as presented in the BRD; 3) and ARB 4 process for implementation support and operational readiness.

It is the Department's expectation that all Modification/Enhancement tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications

Commonwealth's Responsibilities: Business Requirements Definition

- Identify state staff and other stakeholders who will participate in requirements gathering tasks.
- Ensure participants in the session are empowered to represent the program office.
- Review and approve the statement of user requirements (business requirements document).

Offeror's Responsibilities: Business Requirements Definition

- A.** Develop a Requirements Management Plan to establish and maintain agreement on the requirements which represent the project/product scope. The Plan must detail the process, assigns responsibilities, identifies the techniques to be used, associated tools, and documentation needs. The Plan must address but is not limited to, the following items:
- Identify State staff and other stakeholders who will participate in requirements gathering tasks.
 - Clearly define the roles and responsibilities of the participants and what role they are expected to fill in the requirements session(s).
 - Detail how the Offeror will manage requirement development and any ensuing changes to the requirements in order to ensure the initial business needs and project objectives can be directly traced to the resulting solution.
 - Define the schedule for the Requirements Session(s).
 - Describe how information from the requirements session will be reviewed and validated.
 - Create the Business Requirements Document (BRD) and revise based on any changes to the initial requirements per software release.

- Review BRD with key stakeholders and secure sign-off
- Align business requirements with business functional test scenarios for user acceptance testing (or SAT)
- Lead and facilitate user requirements sessions
- Ensure the requirements of the business clients are captured and documented correctly before a solution is developed and implemented.

B. Requirements Traceability

The Offeror must develop a requirements traceability matrix for recording the requirements through each stage of the requirements gathering process. High level concepts acquired in Strategy/Business Planning will be matched to scope items which will map to individual requirements which will map to corresponding functions. This matrix should also take into account any changes in scope during the life of the project. At the end of a project, this matrix should show each function built into a system, its source and the reason that any stated requirements may not have been delivered. The Offeror of **Lot #1** will coordinate with the Offerors to incorporate updates to the requirements traceability matrix.

3.2.2 User Acceptance Testing (UAT)

The Offeror(s) must work closely with State staff to develop an Acceptance Test Plan for the final tests prior to implementation/installation of any system modification or enhancement. The Acceptance Test Plan must be designed to ensure that, prior to placing any changes in production, all functionality to be introduced works properly in a simulation of the actual live environment in which it will be used.

User Acceptance Testing will not begin until the selected Lot #6 Offeror certifies in writing that the changes to the system(s) have been completely tested. After such certification, the State staff working with the Offeror(s) will begin to execute the User Acceptance Test Plan. Any defects, issues, or problems identified during the User Acceptance Test must be cataloged, reported to the DPW Contract Administrator, and then corrected by the selected **Lot #7** Offeror. The Offeror will work with State staff to determine which stakeholder groups and how many of their representatives need to be part of the User Acceptance Testing effort.

The selected Offeror of **Lot #1** will be required to develop user acceptance test (UAT) plans and test summary reports for each software release. The User Acceptance Test Plan should outline various parameters, resources, methods, and criteria to fully test the

system throughout the SDLC phases. Please reference the Testing Plan Guideline document provided in **Appendix ZZ**. The test summary reporting methodology process must formally and concisely provide the data required to assess execution progress of predefined test plan, operational readiness, and to facilitate ongoing process improvement activities. This methodology should at a minimum contain but is not limited to, the following information: 1) Overall test completion percentage for all systems tests, 2) Number of tests that passed, failed, or were unable to progress because of blocking defects, 3) Operational readiness profile based on: a) System's functional capabilities, reliability, performance (overall and by module/component), and requirements fulfillment and validation, b) Number of outstanding defects (by severity and by module/component), c) Resolution of all fatal and major defects with revalidation and certification of proper functionality.

Please note that the selected Offeror of **Lot #s 1-5** will be required to develop the User Acceptance Test: test scenarios, test plans, and test summary reports for each software release. The Selected **Lot#7** Offeror is expected to coordinate and work with **Lot #s 1-5** Offerors to align test plans, strategies, systems environments, and resources to effectively test the system as well as record, track, and resolve defects.

- **Commonwealth's Responsibilities: User Acceptance Testing**
 - Work with the Offeror to identify program office staff and other stakeholders who will participate in User Acceptance Testing.
 - Provide agreed-upon levels of State staff participation in the User Acceptance Testing.

- **Offeror's Responsibilities: User Acceptance Testing**
 - The Offeror will work with State staff to identify program office staff and other stakeholders who will participate in User Acceptance Testing.
 - The Offeror must ensure that the current functional release is meeting end user requirements and expectations.
 - The Offeror is required to develop a User Acceptance Testing Plan that documents the methodology to be used for testing (Refer to **Appendix ZZ** for the Testing Plan Guidelines). The User Acceptance Test Plan must include:
 - Test Requirements
 - Test scenarios/criteria/case definitions
 - Test cycle durations and dependency diagram
 - Test scenario expected results

- Resource Requirements (Staffing and Skill Levels)
- Test monitoring and reporting methods
- Systems acceptance criteria based
- Test error recording and revalidation testing criteria
- The Offeror must develop or assist State staff in developing test scripts for the execution of testing - including use cases, testing scenarios, and software break testing.
- The Offeror will perform or participate in the execution of User Acceptance Testing, as required.
- The Offeror must catalog any defects, issues or problems identified during testing.
- The Offeror must document and provide a User Acceptance Testing results report to the DPW Contract Administrator
- Coordinate and work with **Lot # 7** Offeror to align test plans, strategies, systems environments, and resources to effectively test the system as well as record, track, and resolve defects.
- Provide an operational readiness certification based on the criteria outlines in **Section 3.1.5**.

3.2.3 Business Solution Life Cycle

The Offeror(s) will be required to prepare materials, conduct presentations, and actively participate in System Development Life Cycle (SDLC) phases, Business Review Board (BRB), and Architecture Review Board (ARB) sessions, as required. A key component to life cycle management of business systems is application maintenance. Application maintenance activities are critical to effective life cycle management of both legacy and open systems application platforms supporting DPW's mission. Maintenance activities are scheduled events but on occasion can be ad-hoc events due to unforeseen environmental circumstances or latent production defects. The Change Request system tracks all approve systems change requests through the Change Control Board (CCB) process for both non-emergency and emergency situations. Emergency maintenance change requests require formal approvals from DPW-BIS DEA and/or DTE Directors. Maintenance activities are carefully reviewed and prioritized by a cross-functional business and technical team through the CCB. With the CCB's endorsement, the Offeror then submits maintenance work orders for formal review and approval from the DPW Contract Administrator. Multiple Application maintenance requests can be bundled into one Change Request and incorporated into a specific software release. All application maintenance software releases are required to be formally approved and logged on the production release schedule. Maintenance activities are typically associated with defect

resolution, technology updates, or minor changes to software application platforms. Like modification/enhancements, the Offerors are expected to effectively manage all maintenance project initiatives and software release cycles based on the business criticality, value-add, and alignment with technology roadmaps. **Lot # 1** Offeror will work through the CCB process and DPW portfolio managers and project managers to address maintenance activities and required involvement for systems operational testing.

Application Modifications/Enhancements Required Items:

The Selected **Lot #1** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Establish an automated tracking system and manage Work Orders throughout the life of the contract; 2) Establish and maintain a project tracking and management system

The Selected Offeror of **Lot #1** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Engage and support the Change Control process, including detail narrative regarding the methodology to assess the change; 2) Ensure compliance and use of the System Development Methodology (SDM), ARB, and SQA processes; 3) Manage and respond to defects associated with requirements or GSD translations, SAT, or a latent production defect; 4) Produce the best quality end products, and 4) Assist in ensuring requirements traceability throughout the SDLC phases.

The selected Offeror for **Lot #1** must propose a methodology that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Review and clarify the Business Requirements Documents (BRD), 2) Plan for design of sound cost effective solutions.

Lot # 1 Consulting Services Offeror must provide a review of the current change management process used by the Department as summarized in Section 3.1.4 and specifically in **Appendix U** in this RFP, describing the strengths and potential limitations of the current process. Describe the Offeror's proposed methodology for managing the change management process, including techniques for estimating modification resources and scheduling. Describe the Offeror's proposed solution to changing priorities and/or requirements during modifications/enhancements activities.

The Selected **Lot #1** Offeror must describe in detail: 1) The resources required to support Application Modifications-Enhancement tasks including skill sets and experience, and 2) The associated organizational chart

The Selected **Lot#1** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Create detailed test plans that ensure test coverage and effectiveness; 2) Provide timely accurate test summary reports; 3) Ensure proper systems operations and performance; 4) Demonstrate how tests management will be incorporated into the software development life cycle phases, defect management, and software quality assurance programs striving for process improvements and timely delivery of quality end products; 5) Coordinate with the Technical Services Support Offeror (**Lot #7**) regarding test planning, test execution, test/scenario errors, systems defect prevention, discovery, tracking, reporting, and resolution.

The Selected Offerors for **Lot # 1** must propose the tools, processes, and methodology that demonstrates how they will effectively manage, coordinate, and work with designated DPW stakeholders, third party vendors, and other selected Offerors(if applicable) to: 1) Ensure individual-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes; and 2) Ensure multi-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes

Consulting Services Offeror must describe in detail their approach to: 1) Staying in tune with business drivers and relevant internals and external influences and assessing the impacts to program office policy and day-to-day business operations; 2) Envision and conceptualize what needs to be done to meet the DPW mission, business drivers, and stated outcomes, 3) Coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors to bring concepts to reality.

The selected Offeror of **Lot #1** may propose various software, tools, techniques, technologies required to support this contract. The selected **Lot #1** vendor's software, tools, and technologies must be OPEN or if proprietary, the Offeror must make the licenses available to the Commonwealth of Pennsylvania. The licenses must be perpetual licenses and not licenses limited to the life of the contract. Reference **Appendix A, Section A-5.2.2**. The selected Offeror must allocate sufficient time during the transition period to implement, educate and train DPW business and technical staff regarding the proposed software, tools, technologies, and processes (if required) to support operations.

The Selected **Lot #1** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Establish an automated tracking system and

manage Work Orders throughout the life of the contract; 2) Establish and maintain a project tracking and management system; and 3) Provide access to DPW contract Administrator and designated staff.

3.3 Implementation Support Services

Implementation Support Services, in the context of this RFP, refers to a step-by-step process of enabling the adoption of new business processes and computing systems into the work environment. Business drivers dictate the need for changes in operational environments relative to organization structures, staffing, skill sets, governance, processes, procedures, and/or computing systems. The resulting change can often impact many aspects of business and technical operations with inherent interdependencies throughout the organization. Regardless of the amount of change brought about by business drivers, the activities required to evaluate, plan, and implement are critical to the success of the transition.

Implementing system changes, especially for the programs supported by the CAOs, is complex. That complexity means it is critical for DPW to have an Implementation Support Team who thoroughly understands how changes to applications in the Eligibility and Benefit Delivery Portfolio will impact end users, the flow of work among these users, and the potential impact of the change on the organizational structure of the CAOs, community partners, providers, and citizens.

The Offeror must minimize the disruption to CAO business operations during the deployment phase of new technology by:

- Assessing the CAOs' readiness for implementation and degree of end user resistance to change;
- Communicating regularly to end users about the reasons for the changes, the expected impacts of the new technology on their workloads and business processes, project status, and experiences of their peers in other CAOs;
- Supporting OIM's Division of Automation, Planning and Support (DAPS) and Operations and providing tools to enhance end user learning; and,
- Listening to end user concerns, issues, and suggestions, and appropriately filtering and providing feedback to DAPS about user needs and the relative priorities of those needs.

Assumptions for Implementation Support Services

- i. The Offeror will provide the appropriate level of detail and attention to implementation support activities such as open and inclusive outreach, detailed logistics planning, and a well thought out plan for implementation support that focuses on

- user needs and has a direct impact on the success of the implementation
- ii. The Offeror will be required to work with DPW’s program offices to prioritize and address support across the CAOs or impacted stakeholder groups.
 - iii. The Offeror must perform a consistent, multi-step process that successfully deploys the new IT initiative(s) to impacted stakeholder groups.
 - iv. For each new business initiative or software release, the Offeror must complete a distinct group of implementation activities before the system changes are ready for adoption.
 - v. The Offeror must identify the most appropriate implementation processes, procedures, templates, and techniques.

Implementation Support Activities/Tasks

Description of Activities/Tasks	Sub-Component Service Offering
<p>Application/Systems Adoption and Operational Support</p>	<p>Implementation/Field Support</p> <ul style="list-style-type: none"> ▪ Provide logistics and meeting management activities for DPW, Counties, and private providers in support of all implementations ▪ Develop communications plan, materials and distribute in support of change request releases and implementations. ▪ Provide limited, on-site field support for iCIS users as identified by Program office. ▪ Work with DPW regarding deployment strategies and planning ▪ Assist DPW in the planning and execution of Proof of Concept or Pilot Initiatives ▪ Assist DPW with Development of User guides and manuals ▪ Lead or assist DPW with Development of user training materials and operational user guides and manuals (as required) ▪ Assist DPW with Development of staff operational field support plans, materials, and readiness assessments ▪ Providing on-site training as identified by the Program office <p>Communications Management</p> <ul style="list-style-type: none"> • Develop effective marketing and communications. Could include road shows, demonstrations, focus groups and prototyping, newsletters, websites, social networking, Database marketing (loyalty campaigns), surveys, and/or User groups • Develop effective acceptance management including motivational behavior, feedback, labor/management relations, business process management, and culture of high-performance organizations.

i. Implementation/Field Support

The selected Offeror may be required to assist state staff in a full range of Implementation/Field Support to the iCIS Project. The Implementation/Field Support activities and approach will vary based on the complexity of the new functionality being released and the stakeholders involved. These major activities are critical to the ability of the iCIS users to apply iCIS functionality to the fullest extent and for the iCIS Management Team to understand the outcomes of the work being done.

- **Commonwealth’s Responsibilities: Implementation/Field Support**
 - o Prepare CAOs/stakeholders for implementation

- o Issue appropriate communication of Implementation Plan and schedule
 - o Provide site support, as necessary
 - o Assist in the identification and development of necessary field support materials
 - o Develop and implement an implementation/field support plan, as necessary
- **Offeror's Responsibilities: Implementation/Field Support**
 - o Track implementation items
 - o Prepare reports
 - o Resolve implementation/field support issues timely
 - o Assist with onsite support or training of site support staff
 - o Assist with development and implementation of a field support plan
 - o Provide limited, on-site field support for iCIS users as identified by Program office.
 - o Work with DPW regarding deployment strategies and planning
 - o Assist DPW in the planning and execution of Proof of Concept or Pilot Initiatives (as required)
 - o Assist with the development of User Guides and Manuals
 - o Assist with the staff operational training plans, materials, and readiness assessments

ii. **Communications Management**

The Offeror's Implementation Team will work closely with OIM DAPS, Policy, and Operations/Staff Development to help facilitate user adoption of technology. For example, the OIM DAPS staff is responsible for confirming user acceptance testing is comprehensive and completed on time, and concurrently they need to develop and distribute field communications. The DAPS staff is also called on by OIM's Staff Development to provide technical input for the creation of effective implementation/field support packages. This needs to occur prior to a system release being implemented. Meanwhile, this same staff is attending time-consuming meetings to define requirements for the next release of software while supporting the field and day-to-day operations. The Offeror's Implementation Team must be aware of and sensitive to these challenges and be able to step in and do the necessary tasks to help make implementations successful.

- **Commonwealth's Responsibilities: Communications Management**
 - o Work with OIM staff development to prepare field support materials

- o Draft daily status/operations memos/relevant field communication
- o Develop and implement a communication support plan when necessary
- **Offeror's Responsibilities: Communications Management**
 - o Assist with providing documentation to assist with field support
 - o Provide reports as necessary
 - o Assist with development and implementation of a communication support plan

iii. Application Help Desk Services

Application Help Desk services are not required. Application Help Desk services will be provided by state staff.

iv. System Reports

System Report services are not required. System Report services will be provided by state staff.

Offeror's Responsibilities Implementation Support Deliverables:

Deliverable	Description
Implementation Plan	The Implementation Plan will consist of the key activities that are necessary to support a successful software or business initiative. Components of the plan will include: scope, definition of functionalities to be implemented, implementation strategy and logistics, tools to be used/developed, field support plan (if any), and issue reporting and resolution process, Business Process Re-Engineering Gap Analysis and Roadmaps, Operational Readiness Assessments, Proof of Concept or Pilot planning, deployment strategies and planning.
Communications Plan	A master Communication Plan will be developed at the start of the contract period to establish the overall structure and content. The Communication Plan will be updated and tailored as needed for each initiative implementation over the course of the contract.
Resource Management	The Offeror must provide an organization chart that identifies the staff proposed for the Eligibility and Benefit Delivery Implementation Support Team; the role each individual will perform; and, a brief resume identifying their hands-on experience with user support and system implementation readiness efforts for Eligibility and Benefit Delivery applications.

Implementation Support Services Required Items:

The Selected **Lot #1** Offeror must describe in detail: 1) The resources required to support Implementation Support tasks including skill sets and experience, and 2) The associated organizational chart.

The Selected Offeror of **Lot #1** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to provide a step-by-step approach of enabling the adoption of new business processes and computing systems into the work environment with minimal disruption to business operations and associated work force.

The Selected Offeror of **Lot #1** must provide a detailed description of: 1) Their approach to developing utilizing and/or executing an Implementation Plan, Communications Plan, and Resource Management Plan to ensure a successful transition, 2) What essential elements are required in an Implementation, Communications, and Resource Management Plans to ensure a successful transition, 3) Triage to resolve operational issues, 4) Report and resolve anomalies discovered during implementation or adoption activities.

5. Turnover

This section presents the turnover requirements to which the selected Offeror must agree. Turnover is defined as those activities that are required for the selected Offeror to perform to transition contract service delivery to a subsequent vendor or to Commonwealth resources.

a. Turnover Scope

During turnover, the selected Offeror must ensure that program stakeholders do not experience any adverse impact from the transfer of services. Nine months prior to the end of the contract term, the selected Offeror must develop and submit a comprehensive Turnover Plan that details the proposed schedule, activities, and resource requirements associated with the turnover tasks identified. Six months prior to the end of the contract term, the selected Offeror must implement a DPW approved Turnover Plan. Turnover activities include, but are not limited to:

- Transfer of information including documentation relating to software and interfaces; functional requirements, business process flows; and operational information concerning subcontractors;
- The implementation of a quality assurance process to monitor turnover activities;
- The plan for training the State and/or its designated agent's staff in the delivery of services;
- Post-Turnover services including a Turnover Results Report and access to the Offeror's staff.
- Appoint, with State approval, a manager to manage and coordinate all turnover activities outlined in the Turnover Plan approved by the State.

The Selected Offeror must:

- Execute the approved Turnover Plan in cooperation with the incoming vendor's Transition Plan.
- Maintain service delivery staffing levels (no reduction in staffing) during the turnover period without prior approval by the DPW Contract Administrator;
- Not restrict or prevent the Offeror's staff from accepting employment or contract positions with DPW or with any successor vendor. DPW will work with the incumbent and successor vendors on the timing of any transition of incumbent staff.
- Notify the DPW Contract Administrator of reassignment or termination of employment or contract with any of its staff during Turnover prior to reassignment or termination of the staff.
- Provide to DPW or its agent, within 15 business days of the request, all updated scripts and other documentation and records required by the DPW or its agents.
- Turn over the operation and management of all service delivery functions to DPW or its designee. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users or clients takes place.
- Work closely with DPW to ensure that this turnover of responsibilities and the necessary knowledge transfer are completed by the end of the contract period.
- Respond in a reasonable time to all DPW requests regarding turnover information.

b. Turnover Deliverables

The following deliverables are associated with Turnover:

i. Turnover Plan**Figure L1.4 Turnover Plan Deliverable**

Turnover Plan	
Activity	Turnover
Expected Delivery	Submitted for approval no later than 9 months prior to the end of the contract term or within 3 months of request by DPW
Frequency	Once

Description	<p>The selected Offeror must develop and implement a DPW-approved Turnover Plan covering the possible turnover of the operational business activities to either DPW or its designee. The Turnover Plan must be a comprehensive document detailing the proposed schedule, activities and systems, and resource requirements associated with the turnover tasks. Additionally, the Turnover Plan, must be provided in a format and media specified by DPW.</p> <p>The Turnover Plan must include:</p> <ul style="list-style-type: none"> ▪ Turnover of copies of all relevant data, documentation, or other pertinent information necessary for DPW or its designee to take over and successfully assume operational business activities ▪ Turnover of correspondence, documentation of outstanding issues, and other service delivery support documentation ▪ A description of the Offeror’s approach and schedule for transfer of operational support information ▪ A description of information and systems required to continue service delivery ▪ Capability Turnover Plan ▪ Knowledge Transfer Topics ▪ Knowledge Transfer Schedule ▪ Staff Load and Qualification Document ▪ Turnover Inventory of Documents and Plan ▪ Turnover Completion Report ▪ Asset Inventory (Hardware, Software, Manuals etc)
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ii. Turnover Lessons Learned Report

Figure L1.5 Turnover Lessons Learned Report Deliverable

Turnover Lessons Learned Report	
Activity	Turnover
Expected Delivery	Submitted for approval no later than 9 months prior to the end of the contract term or within 3 months of request by DPW
Frequency	Once
Description	The selected Offeror must provide a Turnover Lessons Learned Report to either DPW or its designee. The Turnover Lessons Learned Report must be a comprehensive document detailing the lessons learned from planning and executing the Orientation/Knowledge Acquisition plan and process; and incorporate that information into their Turnover Plan. Additionally, the Turnover Lessons Learned Report, must be provided in a format and media specified by DPW.

iii. Turnover Results Report

Figure L1.6 Turnover Results Report Deliverable

Turnover Results Report	
Activity	Turnover
Expected Delivery	Submitted for approval within 30 calendar days of the completion of Turnover activities
Frequency	Once
Description	<ul style="list-style-type: none"> ▪ Following turnover of service delivery, the Offeror must provide DPW with a Turnover Results Report documenting the completion and outcomes of each step of the Turnover Plan previously approved by the DPW. Turnover will not be considered complete and final payment will not be made until the Turnover Results Report is received and approved by the DPW Contract Manager. ▪ Project Closure Correspondence

The Selected **Lot #1** Offeror must describe in detail: 1) The resources including skill sets and experience required, and resource allocation

strategies (roll-on or roll-off) of the to support a successful turnover, 2) The associated turnover organizational chart, 3) A turnover plan outline defining the key points and considerations, turnover success criteria, and the major tasks and subtasks they believe are pertinent to ensuring a successful turnover with minimal impact to business operations, and 4) How they would manage the plan, accurately assess progress, and mitigate variances for a successful turnover.

LOT #2

PROVIDER MANAGEMENT IT CONSULTING SERVICES

A. BUSINESS OVERVIEW

The Department's Provider Management function within the Children and Family Services Portfolio represents the collection of systems that focus on recruiting potential providers, supporting the needs of the population, maintaining information on the provider, and communicating with the provider community. Today, the Portfolio consists of two large-scale systems – PA's Enterprise to Link Information for Children Across Networks (PELICAN) and PA's Child Welfare initiative. Lot #2, Provider Management IT Consulting Services is primarily focused on PELICAN while the Child Welfare IT Consulting Services are addressed in Lot #4.

In October 2000, the Department began the design of a web-based centralized child care subsidy management system. The system was called Child Care Management Information System (CCMIS). Its broad purpose was to automate and standardize the process for child care eligibility determinations, enrollment of children, and payment to child care providers across 59 Child Care Information Services (CCIS) agencies and 98 County Assistance Offices (CAOs). It provided an integrated system that would meet child care needs from entry to exit across the two distinct offices within the Department of Public Welfare that offered subsidized child care. This system change was rolled out in a phased implementation approach beginning in 2002 with Release 1 and completed statewide in May 2007. More than 75,000 cases across multiple funding programs are now supported by the system.

Subsequent to the development of the CCMIS, Pennsylvania's governor developed a single office between the Departments of Education and Public Welfare – the Office of Child Development and Early Learning (OCDEL). The role of OCDEL is to transform early education programming by creating a quality early education continuum and meeting the diverse needs of families and helping more children in Pennsylvania overcome risks by receiving and participating in quality early education programming. Research shows that children who receive quality early education are better prepared for kindergarten; do better in school; are less likely to repeat a grade or require special education services; are more likely to graduate high school and attend college; have higher earnings; and are more productive citizens.

As a result of the creation of OCDEL, CCMIS was expanded in FY 07-08 to include additional programs and officially launched the Pennsylvania Enterprise to Link Information for Children Across Networks, or PELICAN. PELICAN represents and supports children's programs, including Child Care Works for subsidized child care services; Provider Certification for licensing of regulated

child care providers; Early Learning Services for quality initiatives including PA Pre-K Counts, Keys to Quality – Keystone STARS (Pennsylvania’s child care quality incentive and rating program); and, Early Intervention services for families with children with developmental delays. Each of these programs represents services that the Department of Public Welfare, working with the Department of Education, provides to over 250,000 children in the Commonwealth. The administrators of these programs require information systems that support integrated service delivery while also providing parents and educators with accurate and up-to-date information about the programs and providers available to support their child’s development.

The Departments of Public Welfare and Education are committed to meeting the technology needs of OCDEL. Rapid development has been taking place in multiple early learning services areas. By the end of 2010, OCDEL will have information systems that identify and link children from birth to college and provide for data collection and outcome information at the child, family, classroom/program, and state level in these ways:

1. At the child level to understand individual achievements, outcomes, and school readiness under different programs, services, settings, and demographic circumstances.
2. At the family level so that children can be supported at home as well as in the classroom by increasing the number of family outreach and involvement activities by sites/providers.
3. At the site/program level so that the classroom can be managed for quality by appropriately grouping children and teachers; and developing individualized instructions to meet the unique needs of the students and improving the quality of services provided to low-income children.
4. At the state level so that resources and finances can be directed towards the highest quality sites, classrooms, and programs.

The goal of technology in support of OCDEL is to provide a full view of the programs that support child development and early learning that focus on outcomes and minimize barriers.

A copy of the PELICAN Application Context Diagram is provided as **Appendix FF**.

B. SYSTEM OVERVIEW

OCDEL’s vision was to develop a comprehensive child-based early learning system. The goal is to have a single integrated information system that will allow OCDEL to focus on quality and provide easily accessible information for PA parents about early learning programs and services. PELICAN is the culmination of that goal. PELICAN supports children’s programs, including Child Care Works (formerly CCMIS) for subsidized child care services (including Low Income, TANF, and General Assistance); Provider Certification for licensing and certifying

compliance of child care providers; Early Learning Services for quality initiatives including PA Pre-K Counts, which was signed into law in July of 2007, Keys to Quality / Keystone STARS Integration, which is Pennsylvania's program for promoting quality child care services; and, Client Self Service and Provider Search capabilities. This system contains sub-systems that interface with the Commonwealth's Master Provider Index (MPI), Master Client Index (MCI), Commonwealth of Pennsylvania Access to Social Services (COMPASS), and iCIS to enable more efficient case management and utilization of services.

Components of PELICAN include:

1. **Child Care Works** – supports all processing of subsidized child care benefits for more than 150,000 needy Pennsylvanians. It supports more than 1,200 workers, 120,000 providers, and citizens who provide services or receive them. It interfaces with four other critical entities within the state for information processing including utilizing a batch process that generates a file for transfer to the Comptroller Office. The system produces 118 reports and correspondences, on a monthly basis, to support OCDEL business functions. CCW subsystem/modules are shown in **Figure L2.1**.

Figure L2.1 CCW Subsystem/Modules

Subsystem/Module	Description
Resource & Referral	Creates a comprehensive statewide database of regulated child care providers that includes schedules, rates, curriculum, and other service-oriented information. Automates referrals to regulated child care providers. Automates Care Check and Provider Clearance processes for Relative/Neighbor (R/N) providers. Provides the ability to match client needs to the appropriate regulated child care providers.
Provider Management	Tracks and supports the use of providers serving children from various CCISs. Utilizes MPI to create a statewide registry of providers.
Enrollments/Case Management	Supports policy, procedures, and the needs of clients who require Child Care enrollments. Authorizes enrollment of a child with a provider that meets the needs of the client. Calculates cost of care for a child based on Service Schedule, Provider Rates, Client Co-payments, etc. Tracks deadlines and due dates for end users.
Payment Management	Generates CCIS and Provider Invoices. Tracks payments, adjustments, and recoupments.
Funds/Fiscal Management	Provides real-time tracking of service and administrative allocations, and available funds on a statewide basis. Automates waiting list functions and provides a comprehensive statewide waiting list. Allows for allocation adjustments among CCISs based on service utilization and need. Provides the ability to monitor and manage fiscal data (e.g. Administrative Budgets, Available Funds, Anticipated Cost of Care for enrolled, waitlisted, or pending children).
Intake/File Clearance	Facilitates consistent client and provider data entry and data gathering. Utilizes MCI to create a statewide registry of clients.

Subsystem/Module	Description
Eligibility Determination	Standardizes and automates the eligibility process. Standardizes the enforcement of policy decisions, resulting in consistent procedures and eligibility results.
Reports and Correspondence	Provides statewide data reporting functionality. Enables users to track and manage client, provider, and fiscal data more effectively. Standardizes correspondence usage to meet policy and legal requirements. Centralizes the printing and mailing of eligibility notices and other correspondence.
Child Care Data Warehouse	Extracts and stores data for OCDEL use and manipulation as needed for ad hoc and standard reporting. Creates/maintains standardized data reports.

- 2. Provider Certification** – supports initial application processing, site inspections, complaints and incident processing, and sanctions and appeals processing for regulated providers.

The PELICAN Provider Certification system has automated the provider certification process. The technology moved certification from a mostly paper-based, manual process, to an online, web-based solution through a combination of a web-based application, a Motion Tablet PC and a Data Warehouse. Note: OCDEL is in the process of moving to laptops and all field staff will have laptops by June 2010. In addition, certain processes are now available to both providers and parents online via the Internet. For example, parents are able to get information about a provider's certificate of compliance and history online. This will be valuable information for parents, considering there are approximately 9,000 regulated providers in Pennsylvania. While child care is the first area, in which the licensing functionality is being used, Provider Certification was built with the possibility to expand into other program offices providing the Department with a reusable enterprise-level service option.

The Provider Certification Data Warehouse initiative added licensing information from the Provider Certification system to the Enterprise Data Warehouse. The data answers twenty-eight critical business questions related to Certification, Inspections, Complaints and Incidents, Sanctions, Appeals, Waivers and the Provider Survey. This allows OCDEL to easily obtain information to answer key business questions and make decisions around Certification resource allocation across the state. The additional data also supports OCDEL's interest in improving the quality of child care providers by providing data to report on provider staff qualifications and demographics and using this data to make informed decisions.

- 3. PA Pre-K Counts** – A comprehensive operational and reporting system for OCDEL so they can efficiently monitor service providers'

compliance with the PA Pre-K Counts provider requirements and the quality of program delivery, and improve their executive decision making by collecting, compiling and tracking information about children, agencies, locations, classrooms, teachers and curriculum; and use this data to manage their programs, resources and planning. The system supports more than 800 users, 400 grantees, and Program specialists across the Commonwealth. The initial system release was implemented in October 2007.

The Department integrated data from Pennsylvania Pre-K Counts into the Enterprise Data Warehouse in October 2008. The expanded data helps OCDEL answer 16 critical business questions related to program performance and effectively monitor program participation and child outcomes.

In October 2008, Release 2 was implemented to add Monitoring, Quality Assurance and Quality Improvement functionality to track and monitor provider compliance including the ability to view and monitor compliance checklist for designated staff. Correspondences were created for Providers; a Lead Agency Hierarchy was added, as well as functionality to allow designated staff to delete children, enrollment, lead agency, location, classroom, and curriculum information. In addition, an interface was added to the PELICAN Child Care Works module to generate Alerts to CCIS Case Workers if a subsidy child is participating in the PA Pre-K Counts program.

Release 3 was incorporated in late August 2009, which further enhanced PA Pre-K Counts functionality to include eligibility and enrollment; assessment; funds and financial management; waitlist and change management, and expanded to include school districts, licensed nurseries, and Head Start programs in the enterprise provider repository.

- 4. Provider Search and Expanded Client Self-Service** - The objective of the public-facing Provider Search portion of the site is to communicate the benefits of quality early education by providing information about Pennsylvania's early learning programs including child care. The purpose of the Client Self-Service portion of the site is to improve service delivery by streamlining the client application and re-determination processes for OCDEL and the Child Care Works subsidy program. Client Self-Service Expansion includes displaying early childhood education programs online by expanding the existing on-line child care provider search implemented in March 2008 to include providers of Head Start/Head Start Supplemental, PA Pre-K Counts, District-run Pre-K, Full-day Kindergarten (Full-day K), and Preschool Early Intervention.

- a. **Provider Self Service** - With the introduction of Child Care Provider Self Service, regulated providers are able to view and update their Resource and Referral information directly in the PELICAN Child Care Works system, whenever and wherever they want. This real-time access to update information replaces a manual process OCDEL and the Child Care Information Services (CCIS) agencies completed each year to distribute surveys and collect hard copy information to update provider demographics in the system.
 - b. **Client Self Service** - The addition of Child Care Client Self Service to COMPASS allows individuals to screen for, apply for, and renew child care services on-line. In addition, parents can search for a provider relative to their home or place of business. These initiatives are further examples of our effort to promote enhanced customer service to potential and existing clients within the Commonwealth.
 - c. **Provider Search Expansion** - This initiative enhanced the existing COMPASS child care provider search capability to include additional early childhood education providers (e.g. PA Pre-K Counts, Head Start). With this initiative, the COMPASS user interface was updated to improve function and align with the overall COMPASS User Interface (UI), enterprise provider search services were developed, and the PELICAN Provider Management module was enhanced to allow for clearing against MPI, creating and storing early learning providers. Furthermore, to most effectively meet the needs of this initiative and Keys to Quality, over 10 legacy PELICAN Provider Management screens were upgraded to .NET.
5. **Keys to Quality (K2Q)** - Incorporate the Pennsylvania Early Learning Keys to Quality Program PA's quality improvement program.

The Keystone STARS program is the Commonwealth's initiative to improve, support, and recognize the continuous quality improvement efforts of early learning programs in Pennsylvania. As part of this program, OCDEL, working with the PA and Regional Keys, continues to encourage regulated child care providers to participate in the STARS program. In June 2009, the systems used to track child care services and STARS ratings were integrated. The integration ensured that the PELICAN application and its users have the most up to date data on provider Keystone STARS ratings. This will allow the Department to better support new initiatives that focus on continuous quality improvements, such as a rate based incentive program, as well as reduce the system maintenance costs associated with two systems.

This initiative also allows OCDEL and Regional Keys to track providers, manage STARS and manage STARS grant information in the Keystone STARS rating system. Over 8,400 providers were processed as part of the Conversion of data from the previous system into PELICAN Keys to Quality.

The Keys to Quality component will be the main PELICAN interface with the Teacher Information Management System (TIMS). TIMS is a major initiative of the PA Department of Education and is in the design phase and will serve as the main repository for all teachers certified in state of PA. TIMS will be built as a service (service oriented architecture approach) and consumed by PELICAN – Pennsylvania’s Enterprise to Link Information for Children Across Networks.

6. **Early Learning Network:** A strategy was developed for Early Learning Network (ELN) and a plan put in place for a system expansion initiative. The goal is to have a comprehensive operational and reporting system for OCDEL, enabling the efficient monitoring of service providers' compliance with the Pre-K Counts requirements and the quality of program delivery while focusing on child outcomes. OCDEL will also be able to improve their executive-decision making by collecting, compiling, and tracking information about children, agencies, locations, classrooms, teachers, and curriculum and use this data to manage their programs, resources and planning. ELN was implemented in August 2009 and integrates information about children, teachers and classrooms that participate in PA Pre-K Counts, Early Intervention Infant and Toddlers, Early Intervention Pre-School, childcare providers with quality ratings of either 3 or 4 STARS, Head Start state supplemental programs, and Accountability Block Grant (ABG) Pre-K programs.

Components include 1) an on-line assessment tool for child based outcome information (Currently using Pearson’s Ounce and Work Sampling on-line tools with daily batch transfer for data coordination); 2) implementation of a web-based ELN solution allowing for the collection of child-based assessment information and other quality indicators; including a data warehouse component; and, 3) Information is also coordinated with PDE’s PA secure ID. ELN has been partially funded through private dollars, the solution is a cutting-edge concept, and OCDEL is recognized as a national leader in this area.

PELICAN Releases:

Over the past seven years, PELICAN was implemented across the state in phased releases. Here is the status to date:

1. Release 1 - Provider management and resource and referral functionality have been used by CCISs and CAOs since 2002.

2. Release 2 – Incorporated and implemented payment and funds management and reports functionality in all 59 CCISs in 2004.
3. Release 3 - Fully implemented across the state as of June 2005. This release incorporates subsidy case management, eligibility determinations and re-determinations, co-pay recalculations, OIM transfers, and reporting and correspondence all relating to the new subsidy regulations into PELICAN.
4. Release 4 – October 2006 (Implementation, Phase 1 of 5) - June 2007 (Completed Implementation, Phase 5 of 5) When Release 4 was implemented, all of the existing features became available for TANF, Food Stamps, and General Assistance parents who are receiving subsidized child care. Parents and providers are served through one integrated system that better meets their child care needs from entry to exit rather than having to navigate two different systems. With PELICAN, CCIS agencies and CAOs are able to communicate so parents do not need to report changes in two different places. With the implementation of Release 4, interfaces with ICIS increased and nightly batch processing of critical client information was added.
5. Release 5 was implemented in March 2008 and included PELICAN Child Care Provider Certification, Client Self Service, and Provider Self Service functionality.
6. Release 6 and 7 were a combined implementation that occurred in October 2008 and added Provider Search and a .NET upgrade to the PELICAN suite.
7. Release 8 was implemented in June 2009 and included the Keys to Quality subsystem as well as an expansion to the Provider Search module and upgrading the PELICAN batches to the DPW Standard .NET Framework.
8. Release 9 was implemented in August 2009. This release encompassed the functional and technical changes necessary to support Early Learning Network Expansion (ELN Release 2.0.0); PA Pre-K Counts Phase-3; Provider Search Expansion Phase 2; CCW Release 8.0.1 (and COMPASS 15.5.1)

PELICAN Metrics:

The following are PELICAN Direct Users:

- PELICAN currently serves over 978 staff in 59 CCIS agencies that serve 67 counties in PA;
- PELICAN also currently serves 97 CAO that employ 5,000 staff;
- There are currently 165 Commonwealth users that include staff located at four regional certification offices in Philadelphia, Pittsburgh, Scranton, and Harrisburg.
- PELICAN supports administration of the PA Pre-K Counts program with more than 800 users, 400 grantees, and Program specialists across the Commonwealth.

- PELICAN supports approximately 150 users at the Regional Keys and maintains quality information on over 8,400 providers.
- It is predicted that PELICAN will support approximately 250,000 local users such as teachers and administrators for the Early Learning Network.
- There are approximately 6,500 Certificates issued for Provider Certification. Note that Family providers are renewed every two years, while the groups and centers must renew every year.
- There are approximately about 5,500 confirmed STARS designations, with a change rate of approximately 2800 per year.

The following are current statistics for the number of Clients/Providers whose information is managed by PELICAN:

- PELICAN Case, Enrollment, and Payment subsystems together maintain the demographic, waitlist, enrollment, and cost of care and payment information for more than 128,000 children who are enrolled at any one time in subsidized child care. In addition, the waiting list currently consists of more than 16,000 children.
- The PELICAN Provider Management Subsystem contains provider demographics, legal entity information, services location information, payment address, hours of operation, and subsidy rates for 7,800 active regulated provider and 31,000 active R/N providers.
- PELICAN systems processed over 18,000 applications in FY 08-09.
- Over 26,000 Provider Searches were conducted in FY 08-09.

C. BUSINESS NEEDS

OCDEL is focused on creating opportunities for the Commonwealth's youngest children to develop and learn to their fullest potential. By developing an effective early childhood education system with high standards for programs and professionals, supports to meet these standards, accountability and community engagement, OCDEL is helping PA's children, families, teachers and communities reach their promise.

PELICAN is an integrated information system that automates and supports all PA's early learning and education programs including Early Intervention. Because OCDEL is a joint deputation of the Departments of Education and Public Welfare, PELICAN must link and interface with multiple state systems as well as systems that are used by OCDEL's community and federal partners. This wide-ranging constituency poses unique challenges and opportunities for system development. The following is a list of OCDEL's early care priorities linked with current PELICAN technology initiatives designed to support the needs of the program areas:

1. Establish and Support Early Learning Programs

Pennsylvania Pre-K Counts established by the Pennsylvania Department of Education, is bringing quality half-day and full-day pre-

kindergarten to 3 and 4 year olds. The information system has been designed to meet the administrative and reporting needs for this program.

Early Learning Network - The ELN allows for an automatic transfer of information collected and provided by teachers about child outcomes from the Pearson assessment tools into the ELN reporting database and also establishes an infrastructure for supporting the longitudinal tracking of child progress and program effectiveness. This is the groundwork for Pennsylvania to establish a comprehensive accountability program and provide information to parents, teachers, and administrators regarding child outcomes.

2. Improve Capacity of Early Learning Programs

Keys to Quality - The Keystone STARS program is the Commonwealth of Pennsylvania's flagship initiative to promote continuous quality improvement in early learning and school age environments. The Office of Child Development and Early Learning (OCDEL) is encouraging all subsidy providers to participate in the STARS program to increase parental and community awareness of the importance of quality early learning and child care. OCDEL implemented this PELICAN initiative in an effort to provide a standardized means for PA Regional Keys to facility related data and to enable PA DPW to generate statistical reports as necessary in addition to allowing them to plan and budget funding

Child Care Provider Certification – Is an automated system for provider licensing/certification management, and reporting of complaints and incidents.

3. Assure Access

Child Care Works - Single, integrated subsidized system that provides centralized program data to allow state administrators to effectively manage the program and local CCIS agencies to consistently apply policies, notifications, and business practices across all subsidized child care programs.

4. Engage and Educate

Provider Search - The Provider Search provides parents with the ability to search for early childhood education programs. The searchable early learning providers include child care providers, Head Start/Head Start Supplemental, PA Pre-K Counts, School District Pre-K, Full-Day K, Preschool Early Intervention, PA Nurse Family Partnership, Parent-Child Home Program, and Licensed Nurseries.

5. Systems Coordination and Integration

The priority is to achieve full coordination between the Departments of Education and Public Welfare to assure systematic support and public leadership for quality early childhood programs in community and in school settings.

This requires on-going system cooperation including interfaces and linkages with PIMS – Student Longitudinal data for K to 12, TIMS – Teacher Information System, PPID – Unique identifiers for teachers, PA Secure ID – Unique identifiers for children, HeadStart federal and state supplemental, and numerous other PDE projects and initiatives in addition to coordination with DPW’s service oriented architecture approach to system development.

D. ONGOING AND PLANNED ACTIVITIES FOR FY 2009-2010

In State Fiscal Year 2009-2010, a number of system enhancements are planned, some of which are highlighted below.

- 1. PA Pre-K Counts Phase 4 – On-line changes:** Modify PA Pre-K Counts to include requirements related to continuation grants. Estimates were based on approximately 10-15 screens, 10 operational reports and 5 correspondences. Will leverage existing PELICAN framework/functions where possible (e.g. correspondence and reporting framework, and FSWS enterprise services)
- 2. PA Pre-K Counts Phase 4 – Data Warehouse:** A second PA Pre-K Counts Data Warehouse release that will focus on pulling the newly collected data from Phases 2 and 3 into the Data Warehouse and creating new cubes and reports to answer approximately 30 additional business questions.
- 3. Keys to Quality Phase 2:** Expand Keys to Quality functionality to include management of the Technical Assistance subcomponent. The following enhancements will also be implemented:
 - Increased functionality to allow for greater access to data and the ability to support federal and state reporting requirements
 - Further integration and reuse with/of other PELICAN functionality
 - Increased business process automation and standardization
- 4. Certification Usability Improvements:** This initiative will involve the evaluation of current business processes, both operational and system dependent processes, to identify opportunities for process efficiencies and usability improvement system enhancements. The focus of the evaluation and the prioritized system enhancements will be on the workflow, navigation, and general system usability for the users working with the system remotely in the field. The results of the evaluation will be reviewed with OCDEL to prioritize the enhancement to be completed by this initiative. The scope is limited to the current business processes that are already in the system today.
- 5. Provider Search Expansion Phase 3:** Expand the provider search to include: a) Additional information about Early Learning providers; b) Self-service functionality for Early Learning providers to update demographic information; c) Enhance user interface of the existing provider search

pages. Existing Provider Management and Provider Self Service functionality will be leveraged.

6. **Early Learning Network Reporting Release 2:** This phase of the Early Learning Network Reporting initiative is targeted at expanding ad hoc query capability of the ELN data and building 2 operational reports for use by the end users that will assist with monitoring and compliance for increased accountability
7. **Early Learning Network Expansion to new programs:** This phase will increase participation to STARS 2 providers and will expand STARS 2, 3, and 4 providers to include family and group homes in addition to centers. It will also include data collection for Keystone Babies and Early Head Start and is scheduled for deployment in August 2010.

E. PLANNED ENHANCEMENTS FOR FY 2010-2011

Listed below are some of the planned enhancements for the 2010-2011 fiscal year. Approval is dependent on federal and state funding and prioritization within the Commonwealth. The Department reserves the right to replace the following initiatives with other priorities or utilize any or none of these options.

1. Early Learning Network

The Early Learning Network will be expanded to include PELICAN integration with TIMS (Teacher Information Management System). TIMS will be the main educator repository for the Pennsylvania Department of Education and will hold the majority of educator information upon its implementation through 2011. It will include, at a minimum, basic educator demographics, certifications held by the educator, professional development activities, etc. TIMS is both a repository and a service (service oriented architecture approach) and will be consumed by PELICAN so that early learning educators' information will be held in one centralized data store. The collection and analysis of this information is important for the longitudinal studies that will be conducted by OCDEL to better understand the contributing factors for good child outcomes and allow for increased accountability by OCDEL.

2. PELICAN Adhoc Reporting

This initiative will move all PELICAN data into the data repository and apply the Cognos Ad Hoc Reporting tools (Cognos Reports Studio and Query Studio) for data flexible reporting capabilities

F. STAFFING REQUIREMENTS

The selected Offeror must supply IT Consulting staff. Staff assigned to this project will provide consultative services to help define, plan, and implement strategic, business, and operational change. Staff must be able to work cooperatively with Commonwealth staff and other individuals and entities during the project. The selected Offeror's staff must be able to coordinate and receive direction from designated DPW staff during this project. The selected Offeror's

staff must be able to deliver work that is not in conflict with the priorities and hardware/software choices and limitations as established by the Commonwealth, Department of Public Welfare.

The Department currently uses a mix of state employees and contracted staff to support the work of PELICAN. The PELICAN organizational chart, showing both state and contracted resources currently supporting PELICAN, is provided as **Appendix GG**.

The selected Offeror will assist in assessing the impact on other applications for any modifications to PELICAN. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror must agree to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Offeror.

G. REQUIRED WORK SKILLS

For purposes of this part of the RFP, the selected Offeror must provide Key Staff with a detailed, verifiable history of up to three programs/projects of substantial similarity in nature to this initiative, completed or started within the last five years. Other required work skills include:

1. Minimum of five years of experience in planning, developing, deploying or implementing large-scale federal, state, or county Provider Management systems;
2. Providing comprehensive business analyses functions. Applied experience with human services service-oriented architecture (SOA) and enterprise architecture (EA) methodologies is preferred but not required.
3. Reengineering business processes. Applied experience with human services service-oriented architecture (SOA) and enterprise architecture (EA) methodologies is preferred but not required.
4. Business Analytics and Decision Strategy including Business Process Modeling
5. Business Requirements Definition
6. Requirements Traceability
7. User Acceptance Testing (Use Cases/Testing scenarios/Break Testing)
8. Utilizing Project Management Institute (PMI) methodologies; and,
9. Implementation Support Services

The selected Offeror may acquire specialized expertise through the use of subcontract agreements. Subcontracts must be identified in the proposal according to the requirements as identified in **Part II, Proposal Requirements**.

H. REQUIRED ACTIVITIES/TASKS

1. Orientation/Knowledge Acquisition

Orientation/Knowledge Acquisition refers to a “transition phase” that consists

of activities that must take place between the effective date of the contract and the selected Offeror's start date. This includes all required activities.

The primary objectives of the Orientation/Knowledge Acquisition Transition Phase are the following:

- Ensure successful orientation, knowledge acquisition, and operational independence from incumbent contractor
- Ensure a smooth transition of responsibilities;
- Complete knowledge transfer and domain understanding;
- Establish accurate assessments and strong accountability controls;
- Mitigate risk to the Commonwealth, DPW, clients and taxpayers
- Establish facilities and appropriate infrastructure.

Orientation/Knowledge Acquisition Transition Phase activities will vary depending on whether the incumbent contractor or another Offeror is awarded the contract. If the incumbent contractor is awarded the contract, the activities will include changes or modifications in operational procedures consistent with the contract and a potentially shortened transition period. If a non-incumbent Offeror is awarded the contract, there will be a full transition including a period of knowledge transfer from the incumbent contractor to the winning Offeror(s).

Orientation/Knowledge Acquisition Transition Offeror Responsibilities:

- a. The selected Offeror will prepare and submit a comprehensive Orientation/Knowledge Acquisition Transition (OKA) Plan. The Orientation/Knowledge Acquisition Transition Plan will incorporate the activities necessary to turnover the business systems in an orderly manner. The plan will address specialized business and computer systems operational transition of all in scope systems and operations (i.e., DPW and PACSES Environments). The plan must address the resources required for the turnover including those from the Department, incumbent contractor, and new contractor if any. Additionally, the plan will identify the system turnover objectives and work plan activities on a Gantt chart and document activity time frames and responsibilities. The Transition Plan will be submitted to DPW for final review and approval.
- b. The selected Offeror must provide a well planned and executed transition of the on-going business operational and strategic business and policy activities currently being executed by the incumbent vendors associated with the systems and functions included in the scope of this RFP.
- c. The selected Offeror must ensure that knowledge transfer occurs in such a manner to enable its staff to confidently assume ownership,

independently manage the in-scope operational systems without disrupting business operations or timely delivery of citizen services.

- d. The selected Offeror must receive the turnover of the operation and management of all in-scope operational business functions no later than the end of the transition period. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users, clients, and/or beneficiaries takes place.
- e. Upon approval of the Transition Plan, the selected Offeror will begin transitioning the business systems and provide the transition progress assessments and status updates. Offeror will coordinate with DPW regarding transition tasks prioritization issues or conflicting activities interfering with maintaining and operating the systems.
- f. At the end of the transition phase, the selected Offeror will prepare the OKA Transition Results Report. This will document the completion of turnover activities, and will provide status of each high-level task and activity that took place during the transition period. The report will highlight how each of the objectives stated in the Transition Plan have been achieved and the resolution of issues identified and prioritized during the turnover process.

Orientation/Acquisition Transition Plan: Project Initiation, Setup, and planning

a. Project Initiation, Setup, and Planning

Project Initiation, Setup, and Planning will include all activities and tasks required to begin the project. The Offeror will acquire and set up facilities, acquire and install the necessary hardware and software, establish the necessary telecommunication capabilities, and create various plans that must be followed during the execution of the project.

i. Deliverables and Outcomes: Project Initiation, Setup and Planning

- **Project Initiation, Setup and Planning Deliverable** to include:

- **Detailed Project Work Plan**

The work plan must include but is not limited to defining each of the planned tasks and subtasks along with start dates, planned completion dates, primary responsibility, and dependencies.

- **Orientation/Knowledge Acquisition Plan of the PELICAN suite and DPW environment**

The Knowledge Acquisition plan must address the details of how the Orientation/Knowledge Acquisition needs of the project will be met. The details of the plan must include but not be limited to (a) purpose statement, (b) resource

allocations, (c) details of knowledge acquisition approach, (d) dependencies, and (e) agreements that summarize and clarify roles and responsibilities among those who will execute and be part of the plan.

- **Issue Management Plan**

The issue management plan must provide procedures for identifying, evaluating, and resolving issues impacting the project. This plan will be developed as part of the planning process but will be updated as necessary throughout the project.

- **Change Management Plan**

The change management plan must provide a process for evaluating, assessing, and determining the impact of any proposed changes to the project. This plan should incorporate DPW project change procedures.

- **Communications Management Plan**

The communications management plan must provide an explanation of the methods the Offeror intends to employ for communication with DPW during the project. The plan must identify the key stakeholders, what will be communicated through the plan, when it will be communicated, and the method(s) used for communication.

- **Quality Management Plan**

The quality management plan must address the quality control processes and procedures the Offeror will use to ensure the quality during the project.

- **Requirements Management Plan**

The requirements management plan must address how the Offeror will develop baseline requirements, the processes and procedures the Offeror will employ to track and monitor requirements throughout the project. The requirements management plan should include any software tool that the Offeror intends to use to manage requirements.

- **Budget/ Contract Management Plan**

The budget and contract management plan must provide the method to periodically report up-to-date budget information for the project.

- **Periodic Status Report templates**

The periodic status report templates will define the format and content of all Status Reporting documents.

- **Agenda and material for the Project Kickoff Meeting**

The Agenda and material for Project Kick-off will aid in planning the kick-off meeting and getting agreement on the

presentation content for the meeting.

- **Non-Deliverable Outcomes:**

- Fully setup facilities, equipment
- Project Kickoff Meeting
- Readiness to commence the next set of project activities

- ii. **Commonwealth's Responsibilities: Project Initiation, Setup and Planning**

- Review, approve, disapprove or request modification and resubmission of each deliverable
- Identify Commonwealth key contacts
- Provide Offeror with access to Commonwealth facilities, personnel, documentation and other items under its control
- Provide coordination with and access to third parties, as required
- Participate in Project Initiation and Setup related discussions
- Coordinate Kickoff related activities

- b. **Orientation/Knowledge Acquisition Period**

The contract will provide for a maximum of six months for transition from the incumbent vendor to the selected Offeror. Under the current timeline, this transition period will occur during April - September 2011.

The Offeror must carry out and participate in each of the specific activities delineated in the agreed-upon Orientation/Knowledge Acquisition Plan. During this activity, the Offeror must gain sufficient knowledge to understand the functionality provided by PELICAN, its underlying data structures, its processing sequences, its key data input mechanisms, its interfaces, the operational aspects of PELICAN such as concurrent usage, transaction volumes, etc.

The Offeror must allocate sufficient resources and time for Orientation/Knowledge Acquisition and ensure that Orientation/Knowledge Acquisition takes place in a partnership spirit and cooperative manner.

The Offeror will be responsible for satisfactorily meeting the deliverables and achieving the outcomes identified in H.1.b.i in a timely manner.

- i. **Deliverables and Outcomes: Orientation/Knowledge Acquisition**

- **Deliverables**

- **Knowledge Acquisition Completion Checklist**

The Offeror shall develop a Knowledge Acquisition Completion Checklist that will indicate that all planned Knowledge Acquisition activities have been complete.

- **Non-Deliverable Outcomes:**
 - Offeror acquires sufficient knowledge of PELICAN and its operating environment to successfully carry out the project requirements in an effective and timely manner.
- ii. **Commonwealth's Responsibilities: Project Initiation, Setup and Planning**
 - Provide access to Commonwealth facilities, personnel, systems, documentation, and other items under its control, and coordination with and access to third parties as required for the Offeror to perform this task under the contract.
 - Identify project team members and other stakeholders who will contribute to the Orientation/Knowledge Acquisition activities.
 - Provide agreed-upon levels of active participation (of the business staff, technical staff and management, as applicable) in the Orientation/Knowledge Acquisition work sessions.
 - Coordinate with the current DPW vendor to ensure that the Orientation/Knowledge Acquisition needs are understood and can be met.
 - Facilitate Stakeholder Engagement in the Orientation/Knowledge Acquisition process.
 - Ensure that Orientation/Knowledge Acquisition takes place in a partnership spirit and cooperative manner.
- c. **Outgoing Vendor's Integrated Solutions Turnover Plan and Assumptions for Knowledge Transfer**
 - A copy of the outgoing vendor's Integrated Solutions Turnover Plan is included as **Appendix T** to this RFP. A number of assumptions were made by the vendor while creating this work product in addition to the details contained within the Turnover Plan.

Orientation/Knowledge Acquisition Required Items:

The Offerors for **Lot #2** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Effectively stand up operations as well as perform and manage all the tasks outlined in the Orientation/Knowledge Acquisition section (i.e., Items a through d) for a successful transition period with in the specified time period allotted from April – September 2011(Duration of 179 calendar days); 2) Meet the primary objectives and responsibilities, 3) Provide a resource plan and organizational chart for the transition team and crosswalks to operational positions after completion, Resource and 4) Conduct activities and procedures for the evaluation, knowledge acquisition, and transition of the in-scope systems relative to, but no limited to the following items:

- Work materials
- Business and Technical Governance (Processes and Procedures)

- Software, tools, and end-user guides and operational documentation
- Project Plans and associated status (on-going initiatives and scheduled on baseline, risk/Issues logs, status reports, etc)
- Program Office business cycles demands and operational environments abilities, strengths, and constraints
- Program mission, vision, and strategies (domain understanding and continuity during transition)
- Program and documentation update procedures during transition
- On-going and scheduled operational activities
- On-going and scheduled computer systems Modifications/Enhancement activities and associated end-user adoption and implementation support activities
- Staffing Levels and Organizational Structures
- Defining and transition of responsibilities
- Skill sets requirements, staff training, and job shadowing
- Criteria for success, validations, and certifications
- Production program and documentation update procedures during transition
- Program Office business plans and strategies turnover procedures
- Understanding procedures for on-boarding business concepts through the Business Review Board, requesting changes to computer programs, and other documentation
- Transition alignment with business cycle and scheduled events
- Check points and transition operational readiness assessments throughout the transition period

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any Orientation/Knowledge Acquisition and transition activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

It is the Department's expectation that all **Orientation/Knowledge Acquisition** tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

2. Strategy/Business Planning

Pursuant to this RFP, DPW seeks to award a contract for a knowledgeable, experienced, qualified, and responsive consultant to provide IT Consulting Services for DPW's Children and Family Services Systems Portfolio. In this capacity, the consultant is expected to provide "top-tier" support, advice, guidance, and management assistance to DPW's program offices in the planning of their IT needs and brings national experience with Provider Management Systems to the table.

The selected Offeror of **Lot #2** is required to have domain understanding of their specific programs and operations as well as peripheral vision into other programs areas across horizontal and vertical service domains to looking for synergies, opportunities to join forces and consolidated initiatives, and ensure alignment of strategies to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. From a strategic perspective, the selected Offeror of **Lot #2** will be responsible for environmental scanning in three venues: 1) Researching pending and/or current legislation and assessing the potential impacts to program office policies and current operations, 2) Scanning the national horizon for other innovative state programs and operational models that would reduce costs and improve citizen services, 3) Researching and evaluating citizen demographics and trends that impact DPW programs, shape policy, and change course to better serve the citizens of the Commonwealth. In addition, strategically **Lot # 2** Offeror will be required to refine and expand Enterprise Architecture (EA) frameworks to ensure alignment of business and technical strategies and resources to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. Specifically, the selected Offeror of **Lot # 2** will be responsible for 1) Identify common business functions, services, and data components to create sound program office business solutions that support enterprise business processes and business unit-specific processes using a holistic enterprise architecture and shared services approach (where appropriate) to deliver quality and cost effective citizen services; 2) Creating and maintaining the EA Business, Services, Data, and Governance reference models (including As Is - To-Be roadmaps); and 3) coordinating with the selected **LOT #6** Offeror to plan, architect, build, and evolve program business solutions that align with the enterprise architecture (EA) frameworks to support reuse of resources in the application, services, data, and technology domains of Enterprise Architecture blueprint.

Some other strategic and tactical requirements include but is not limited to, are as follows: 1) Conduct targeted feasibility studies to assess plausible alternatives and provide executive decision makers with sound cost effective recommendations that align with the DPW mission and program Office goals and objectives, 2) Coordinate with other Lot Offerors bringing business concepts to reality ensuring operational capability and readiness to support business operations, 3) Analyzing and reshaping business models, workflows, data/information flows, and the utilization of computing systems to support the dynamics, culture, and demands of program operations, 4) Annual scoping and planning with DPW program managers and portfolio managers for all business and technical project

initiatives 5) Continued maturation with ITIL frameworks relative to business processes and solution development and delivery processes.

The Offeror is responsible for the following general requirements:

- Work cooperatively with key State staff, other project stakeholders, and the staff of other contractors as required in the course of the contract period.
- Identify efficiencies that could be garnered by increasing functionality, changing business processes and procedures, updating and/or utilization of computer systems and operational equipment, or other changes.
- Inform DPW management staff of current strategic, tactical, and operational data, reporting, and business intelligence best practices and standards to better monitor, spot trends, and manage program outcomes.
- Provide information on best practices, new standards, and computing technologies used in other states and the federal government, in the provider management marketplace.
- Effective management and coordination regarding individual and multi-vendor project initiatives ensuring on target relative to schedule, budget, and performance (i.e., meeting stated goals, objectives, and outcomes.)
- Present forward-thinking strategies on public policy to DPW management.
- Work cooperatively with State staff assigned to the project to ensure the success of the project.
- Maintain current, complete, and detailed records of all meetings, enterprise architecture and system development life cycle documents, project meetings, presentations, knowledge acquisition, and system change planning issues, infrastructure management documents, performance reporting, risk assessment, project planning schedules, and any other interactions related to the project described in this RFP and make such records electronically available to DPW on a regular basis, throughout the life of the contract.

The IT Consultant must provide subject matter experts with specific IT technical and business/functional skills in Provider Management Systems.

a. Strategy/Business Planning Activities/Tasks

Description of Activities/Tasks	Sub-Component Service Offering
Strategy/Business Planning	<p>Strategy/Business Planning</p> <ul style="list-style-type: none"> • Consults with executive-level stakeholders to define business need or problem; conducts research, performs studies and surveys to obtain data; and analyzes problems to advise on or to provide recommended solutions based on relevant hands-on experience solving similar business problems at the State or Federal level. • Perform assessment of the impact of current regulations and policies upon the business operations and systems. • Establish necessary workgroups and work plans to address relevant policy issues. • Identify and assess system requirements that are the result of federal or state laws and regulations (e.g., constraints related to confidentiality). • Identify policies and regulations that should be changed to support the system and work to change them, including Internal DPW policies, Policies involving other state agencies, and/or State laws and regulations, when change may be feasible. • Centrally collect and catalog related policies, starting with those policies that are relevant to the system • Conducts research regarding business solution alternatives and feasibility studies. • Conducts business case analysis with portfolio managers and executive-level stakeholders. • Serve as an advisory council for other work streams that will impact organizational behavior <ul style="list-style-type: none"> ○ State and County Resource Management ○ Policy Regulation ○ Business Process Re-engineering ○ Training ○ State System ○ County System ○ Interim Projects ○ Pilot Testing and/or Proof of Concepts ○ Contingency Planning ○ Migration and Conversion • Provide a prioritized listing of all application modifications and enhancements planned for the following fiscal year, with accurate level of effort and resource estimates. • Enterprise Architecture strategies and reference models (i.e., Business, Services, data, and governance models) <p>Business Process Reengineering (BPR) /Business Process Modeling (BPM)</p> <ul style="list-style-type: none"> • Use visualization and modeling tools as requirements are elaborated and functional design tasks take shape <ul style="list-style-type: none"> ○ Prepare class diagrams, entity relationship diagrams for technical audiences ○ Develop use cases, activity diagrams, or sequence diagrams to walk through the system interface processes end-to-end ○ Business process modeling and workflow analysis and documentation • Coordinate business requirements related to developing a data dictionary or service hierarchy with other system project tasks <ul style="list-style-type: none"> ○ User interface specifications ○ In some cases, the selected Offeror will need to drill down to data at county and business partner level ○ Physical design ○ Regulatory and policy coordination • Clearly understand dependencies in the systems <ul style="list-style-type: none"> ○ Data elements that are derived in the business process ○ System interfaces that must execute in sequential order ○ Association classes that are created by transaction events ○ Business workflows, decision points, data/information flows relative to systems transactional processing and associated SOA shared services components.

b. Commonwealth's Responsibilities: Strategy/Business Planning

- Provide input during the Strategy/Business Planning

- Review and approve the prioritized listing of all application modification and enhancements planned for the following fiscal year
- Provide the necessary system documentation (including concept and visioning documents) for all planned modifications and enhancements

c. Offeror's Responsibilities: Strategy/Business Planning

- Conduct targeted feasibility studies to assess plausible alternatives and provide executive decision makers with sound cost effective recommendations that align with the DPW mission and program Office goals and objectives
- Provide a prioritized listing of all application modifications and enhancements planned for the following fiscal year.
- Researching pending and/or current legislation and assessing the potential impacts to program office policies and current operations
- Researching and evaluating innovative state programs and operational models that would reduce costs and improve citizen services, and proposing qualified recommendations to key decision makers.
- Researching and evaluating citizen demographics and trends that impact DPW programs, shape policy, and change course to better serve the citizens of the Commonwealth.
- Coordinate with other Lot Offerors bringing strategic business concepts to reality ensuring operational capability and readiness to support business operations
- Annual scoping and planning with DPW program managers and portfolio managers for all business and technical project initiatives
- Analyzing and reshaping business models, workflows, data/information flows, and the utilization of computing systems to support the dynamics, culture, and demands of program operations
- Refine and expand Enterprise Architecture (EA) frameworks to ensure alignment of business and technical strategies and resources to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. **Lot #2** Offeror will also provide EA-SOA Blueprints updates to **Lot #6** vendor relative to Business Reference Model (BRM), Service Component Reference Model (SRM), and Data Reference Model (DRM).
- Creating and maintaining the EA Business, Services, Data, and Governance reference models (including As Is - To-Be roadmaps)
- Continued maturation with ITIL frameworks relative to business processes and solution development and delivery processes
- Provide accurate level of effort and resource estimates for all planned modifications and enhancements.

Strategy/Business Planning Required Items:

The Selected Offeror for **Lot #2** must describe in detail how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Obtain and maintain domain understanding of their specific programs and operations as well as peripheral vision into other programs areas across horizontal and vertical service domains, 2) Approach to achieving the specific and general requirements and responsibilities; 3) Approach to effectively managing and coordinating multiple concurrent individual and multi-vendor project initiatives ensuring on target relative to schedule, budget, and performance (i.e., meeting stated goals, objectives, and outcomes); 4) Approach to providing quality end products and reliable actionable advise and recommendations to key decision makers, 5) Facilitate a corporative culture and resolve differences of opinions with other selected Offerors.

The Offerors for **Lot #2** must propose the tools, process, and methodology to demonstrate how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Evaluate and propose new concepts and technologies to improve business operations and delivery of citizen services; 2) Ensure alignment of business and technical strategies to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services (include EA perspectives in your response), 3) Analyzing and re-engineer business models, workflows, data/information flows, to support the dynamics, culture, and demands of program operations.

The Selected Lot #1 Offeror must describe in detail: 1) The resources required to support Strategy/Business Planning tasks including skill sets and experience, and 2) The associated organizational chart

It is the Department's expectation that all **Strategy/Business Planning** tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

3. Application Support Services General:**3.1 Overview**

The business applications included in RFP 16-09 serve a unique set of client needs and are administered under separate program offices within DPW. However, these applications share much in common around technology, infrastructure, development methodology and operations. Integration is not to be considered as an exceptional practice but instead

as a necessity to optimally maintain and enhance these applications. Further, DPW shares both application functionality and information with many external partners with heterogeneous technical environments. The number and extent of this external interaction will only increase over the coming years. As a result, planning for new business applications must be undertaken with an eye toward openness, standards-based interfaces, and standards-based exchanges.

DPW's core enterprise IT applications are both large and complex, due to the intricate regulatory, financial, and fiduciary requirements of these systems. DPW began significant system modernization efforts of these systems more than seven (7) years ago, with the creation of their first web-based applications. These efforts have gained momentum over the last several years as DPW has sought to aggressively move select functionality off of their mainframe platform and onto server-based systems. In addition, DPW has targeted an Enterprise Architecture Model and Service-Oriented framework approach for their next generation of systems.

The selected Offerors for **Lot #2** will be responsible for providing following **Application Support Services** for all the in-scope systems identified in this Lot of the RFP:

Application Modification/Enhancements

- Business Requirements Document (BRD)
- Requirements Traceability
- User Acceptance Test Plan
- User Acceptance Testing
- Business Process Management
- Operational Readiness Assessments
- Business Solutions Life Cycle

Implementation Support Services

- Implementation/Field Support
- Communications Management

The Selected Offeror for **Lot #2** must propose a tools, processes, and methodologies that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Lead and assist DPW in achieving the overarching goal and stated objectives; 2) Accomplish the stated expectations.

The Offeror of **Lot #2** will assume a critical role in the strategy, planning, validation, deployment, and life cycle management of DPW's core enterprise IT applications required to support program office business operations. The Offeror of **Lot #2** will be in tune with business drivers

due to internals and external influences which inherently impact program office policy and eventually day-to-day business operations. In this light, the Offeror for **Lot #2** must have the domain understanding and foresight into the required changes to business procedures, processes, common services and delivery models, and the IT systems enablers to envision and conceptualize what needs to be done to meet the DPW mission, business drivers, and stated outcomes. Then coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors to bring concepts to reality. Offeror for **Lot #2** will be responsible for providing Application Support Services related to program business solutions and computing systems modifications/enhancements, adoption, and operational readiness assessments and support.

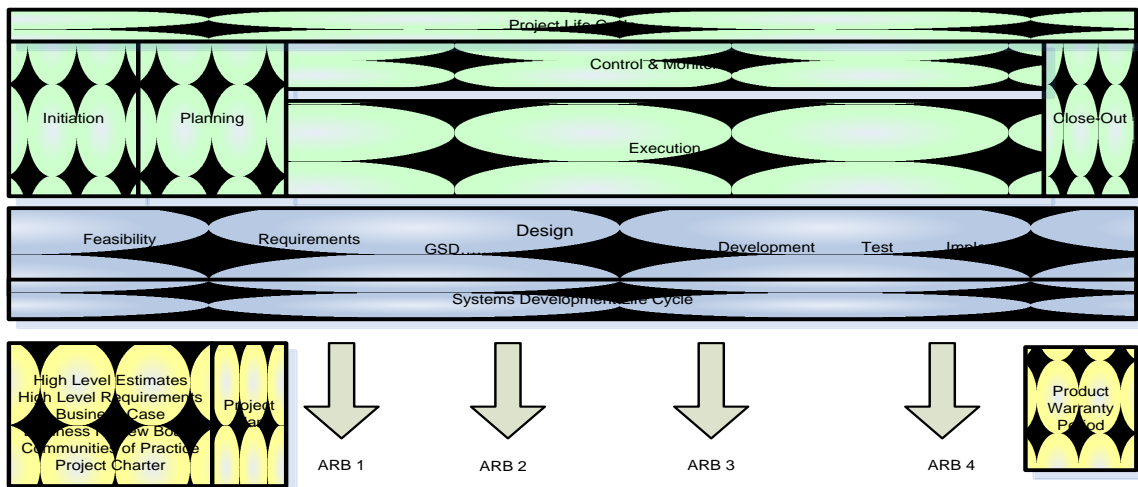
3.1.2 Project Management

Based on scope, complexity, and funding parameters projects initiatives must first be evaluated, prioritized, and authorized by the Program Offices and BIS Portfolio Managers via the Business Review Board (BRB) process. Project initiatives for maintenance and minor systems enhancements are required to be vetted through the program change request, change control, and software release management processes. Based on scope and complexity, the selected Offerors will be performing the work associated with Application Support Services initiatives primarily using two types of project engagements: 1) Individual-vendor IT projects and 2) Multi-vendor IT projects. Individual-vendor IT Projects are specific strategic, tactical, or operational initiatives that fall under the purview of a specific vendor requiring little or no involvement with the other Lot Offerors. In this case, the Offeror will have primary ownership and responsibility to manage and coordinate all aspects of the project management throughout the project life cycle with state oversight and approvals. Multi-vendor IT Projects are enterprise wide strategic, tactical, or operational initiatives that fall under the purview of multiple vendors requiring significant involvement and commitments with the other Lot Offerors. In this case, a specific Offeror will be assigned as the enterprise project lead and will have primary ownership and responsibility to coordinate all aspects of the project with state oversight and approvals. The enterprise project lead will establish and maintain the master project plan framework (i.e., Master Communications Plan, Master Schedule, Master Risk/Issues logs, Master Deliverables schedule, change control, and consolidated project status reports) throughout the project life cycle with input from both DPW and the other participating Lot Offerors. DPW and the other participating Lot Offerors will have ownership of creating and managing sub-project plans and their respective sub-project phases and logistics (i.e., planning, control and monitoring, execution, risk/issues management, change control, and status reporting). The sub-project plans and their associated

frameworks are integral parts of the master project plan requiring continuous coordination, communications, and alignment throughout the project life cycle. All projects will have a change control board (CCB) and executive steering team. Project managers and team leads are responsible and accountable for controlling and monitoring the project for all project phases and assessing changes, risks, and issues relative to the predefined schedule, performance, and budget. Project anomalies, potential risks, and ongoing issues that lead to variances that exceed predefined thresholds must be thoroughly evaluated with proposed solution recommendations presented to the change control board based on earned value methodologies and a detailed impact assessment that illustrates the severity and level of impact to project budget, schedule, or performance. The change control board will review and validate information and refine the recommendation(s) for consideration from the executive steering committee with final approval from the DPW Contract Administrator. All projects are required to follow DPW and Commonwealth project management methodologies, standards, and procedures. **Figure L2.2** below illustrates the business solution life cycle model illustrating the alignment of the project life cycle, systems development life cycle, and the architecture review boards.

Figure L2.2 Business Solution Life Cycle Model

Business Solution Life Cycle View



3.1.3 Defect Management

It is imperative that DPW have an effective defect management with accurate, detailed analysis, and reporting of defect information per software release to assist management with risk management, process improvement, project management, and Go or No-Go operational readiness decisions. DPW does not want multiple and disparate defect management systems and disjointed processes. To achieve this

objective, the Offeror of **Lot #7** will have overall responsibility for an enterprise defect management system and tracking of defects throughout all the SDLC phases as well as latent production defects. Selected Offeror's for **Lots #1-5**, and **Lot #6** will be expected to coordinate with and provide input to the **Lot #7** Offeror and DPW regarding defect prevention, discovery, tracking, categorizing (i.e., type and severity), resolution, reporting, and after action activities to improve end product quality and solution development and delivery processes. Offeror for **Lot #7** will be responsible for providing defect management reports as a contract deliverable throughout specific SDLC phases (i.e., Requirements, Design, Build, Integration, SAT, Production, and post Implementation) for each software release. **Lot #7** vendor will provide a production defect report and certify that the end product is operational and ready to migrate into live production environments from a systems perspective. **Lots #1-5** will certify that the end product is operational and ready to migrate into live production environments from a business perspective. The production defect report, SAT Completion Test Results, and both certifications are contract deliverables and required for DPW to assess the end product operational readiness profile and make an informed Go or No-Go decision. DPW makes the final determination of assigning a defect categorization and criticality. Offerors must provide input and specific data and/or information upon request by the Department with regards to defect prevention, discovery, resolution, management, tracking, reporting, SDLC processes and test reports. Offerors are not authorized to make deletions or modifications to defects outside of status indicators without approval from the Department. Changes to a particular defect's categorization or criticality is not authorized and requires formal written authorization from DPW-BIS director, designated BIS SQA manager, or DPW Contract Administrator. The change control system is primarily used to track systems changes that are associated with systems modifications and maintenance activities tied to software release cycles. However, the systems maintenance Change Requests are linked to a software release incorporating a specific or group of defects for resolution depending on the complexity and criticality.

3.1.4 Change Control

The project change process is controlled by the following: a Change Control Board (CCB), the Division of Enterprise Portfolio and Project Management (DEPPM), project governance teams, program offices, and executive steering teams. Inputs to the project change process include baseline control items, maintenance requests, wish lists, miscellaneous problems, project change requests, project variances, risk/Issues impact assessments and recommendations, reports, and reference material for the project change process.

Changes to business systems also go through the Change Request process and vetted through the Change Control Board (CCB) whereby Change Requests are evaluated relative to their criticality, scope, complexity, level of effort, interdependencies with other systems changes or technology project initiatives, resource requirements, and availability of approved hours (allocated for systems maintenance and/or Modification/Enhancements). If the Change Request has potential cross program or project impacts, it must undergo a detailed assessment and impact analysis for each program office and their associated projects (i.e., ongoing or scheduled) that may be affected by the change. In this case, the CCB will require the Change Request be channeled through the DPW Portfolio Managers and vetted through the BRB process. For better efficiencies and economies of scale, Change Requests may be bundled together building a 'Bundled Change Request Package' in a formal Software Release that follows a DPW Software Development Methodology through Software Development Lifecycles. The Software Quality Assurance (SQA) unit must be notified prior to promoting the Software Release (with Bundled Change Request Package) to the next environment. Prior to promotion to each environment, metrics identifying and detailing defect rates, risks, issues and impacts must be provided via the Defect Management Process by the developer entity to SQA for review, quality readiness assessment, approval or disapproval. If disapproved, the Software Release enters a hold state in the current environment. SQA will notify the DPW project and portfolio managers for further assessment regarding impacts to project scope, schedule, and budget. After resolution, the DPW project manager will notify SQA and SQA will authorize the promotion of the Software Release Package to the next environment.

Any changes that affect or result in modifications to the systems architecture or baseline characteristics and/or configurations in the production environments must be submitted for action through the change control process. Change will only be allowed if the severity level, risk assessment, and rollback procedures are included with the request, and the Change Management Board has approved the request upon review. This procedure will prevent uncontrolled change to the baseline that might create serious incompatibilities. Please reference change management **Appendix U**.

3.1.5 Business Solution Operational Readiness Validation/ Certification:

Prior to moving the business solution into the test for production (TFP) environment and final Work Order completion authorization the following events must occur and conditions exist:

- a. The selected Technical Support Services Offeror shall conduct a thorough test and walk through of the business solution operational readiness profile results with the Department and the selected IT Consultant Services Offeror for all major projects or any projects required by the Department. The business solution operational readiness profile consists of the following components: 1) Production Defect Report, 2) SAT Test Results, 3) Security and Performance Test Results, 4) ADA Compliance Statement (if applicable), 5) Implementation Plan ensures business operations alignment with solution deployment strategy.
- b. All known Level 1 (Fatal) or Level 2 (Major) defects completely resolved. All Level 3 (Minor) defects resolved unless waivers have been authorized by the department or DPW Contract Administrator.
- c. Both IT Consultant Services Offeror (**Offeror Lots #1-5**) and the Technical Support Services Offeror (**Lot #7**) provide operational readiness certifications. The designated Offeror for Lots #1-5 will certify that the business solution from their perspective is functioning properly and ready to be deployed into production and selected Offeror Lot #7 is will certify that the business solution from their perspective is functioning properly and ready to be deployed into production.
- d. Endorsement from ARB IV to DPW CIO

3.1.6 Work Orders and High Level Estimates:

For modifications/enhancements, the Department will provide the selected Offerors for **Lot #2** with a Request for High Level Estimate (reference **Appendix Z.**) The Offeror must provide initial estimates for the total cost and total number of hours for their respective SDLC phases and associated deliverable(s) for the application modification/enhancement work. Once the scope of work has been finalized and required input deliverables have been provided, the Offerors must then submit a work order with a separate detailed cost sheet to the DPW Contract Administrator for review and approval. The detailed cost sheet must provide itemized line item costs details of the total costs and hours for the application modification/enhancement work. Hence, the Offerors must itemize the body of work to be completed based on specific work products (i.e., technical feasibility study and/or each SDLC phase and associated deliverables (BRD, SRD, Test Plan, etc) in a separate line item showing the cost summary for the end deliverable identifying the resource classifications and their respective quantity and number of hours required to complete the body of work and specific work products and/or SDLC phase and specific

deliverables for the application modification/enhancement work as shown in **Figure L2.3**. The total hours and costs sums should be mathematically accurate and align with their respective line item cost figures. In addition to the Offeror's Estimate for the application related work, the Offeror must also identify and disclose any other costs required to successfully complete the requested body of work – for example, additional hardware requirements, additional software requirements, Shared Services costs, etc. Please note that HLEs are reviewed by DTE and DEA prior to formal submission to the DPW Contract Administrator to assess cost impacts relative to existing IT assets, software licensing, infrastructure, security, existing support agreements, other systems platforms, integrated team involvement, DGS print services, etc).

In addition, the selected Offeror will be required to maintain a summary log, updated weekly, of all Work Orders along with all of the detail information related to each system change order. The selected Offeror for **Lot #2**, State staff, and the other selected Offeror will design this report together. The report, including all of the detail, will be available on-line for access by the Contract Administrator and designated DPW and Offerors staff.

3.2 Application Modifications/Enhancements

During the contract term, there will be the need to complete application modifications and new application enhancements. There will be a number of modifications or enhancements needed to support business drivers such as improve worker usability, system reporting, and adding new functionality or enhancing existing functionality of the systems. Note that an Application Modification is defined as adding new functionality or changes to existing functionality of the application and requires execution of the systems development process (i.e., Business requirements, general and detailed designs, program specifications, coding, testing, implementation, and documentation).

Application enhancements exist when program source code must be changed to implement a system functional or performance requirements beyond the current system capabilities. However, if source code changes merely involve minor screen changes, adding, changing, or deleting data element values incorporated in the source code or used by the source code, the change is considered application maintenance. Further, to the extent that existing data element values are contained in the source code (compilable code or "hard-code"), changes including deletions and additions to the data element values, will also be considered application maintenance. An example is changes to values in Reference Tables. It is the Department's expectation that all modification/enhancement tasks and requirements

shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

Lot #2 Offeror will have five primary responsibilities associated with modifications/enhancements to business solutions and computing systems: 1) Business Requirements Management, 2) Business Functional Requirements identification, creation, prioritization, validation, documentation, and traceability, 3) User Acceptance Test plan creation, execution, validations, and coordination, 4) UAT test scenario creation, test monitoring, status reporting, and ensuring effective test coverage and effectiveness relative to specific systems functionality, 5) Assessing and certifying operational readiness to support business operations. Reference **Figure L2.3** below for specific activities and tasks associated with Modifications/Enhancements application support services.

LOT #2 Offeror required activities/tasks for Application Modifications/Enhancements include, but are not limited to:

Figure L2.3

Description of Activities/Tasks	Sub-Component Service Offering
<p>Application Support Services</p>	<p>Business Requirements Definition</p> <ul style="list-style-type: none"> • Create Requirements Management Plan. • Manage requirements sessions and project scope <ul style="list-style-type: none"> ○ Elicit, analyze, and validate requirements ○ Manage conflicts using issues management process ○ Record and baseline agreed upon requirements ○ Refine requirements and track changes using change control system • Maintain requirements for re-use <ul style="list-style-type: none"> ○ Select requirements to be maintained. ○ Facilitate ongoing use of requirements for impact analysis and solution maintenance. ○ Facilitate re-use of requirements on related projects to encourage enterprise consistency of business models. • Prepare requirements package <ul style="list-style-type: none"> ○ Identify formatting option based on analysis technique ○ Identify stakeholder requirements and preferences ○ Determine appropriate content for each stakeholder ○ Determine formality of requirements ○ Distribute and/or present as identified. • Communicate requirements <ul style="list-style-type: none"> ○ Obtain stakeholder approval for all requirements <p>Requirements Traceability</p> <ul style="list-style-type: none"> • Establish requirements traceability process • Perform impact analysis on requirements. • Create traceability matrix to ensure solution components and business functionality have been validated as well as ensuring they have not been missed and/or excluded. • Maintain traceability matrix throughout life of the project as specified in the requirements management plan. <p>User Acceptance Testing (UAT)</p> <ul style="list-style-type: none"> • Create Business process Workflows, Entity Relationship and Process Decomposition, and Use Cases for incorporation in the Requirements package and the testing process.

	<ul style="list-style-type: none"> • Using developed use cases as input, provide support in sizing the development effort for planning purposes. • Cross reference use cases, to Requirements Traceability Matrix • Develop and facilitate prioritization of testing scenarios for more efficient test execution process. • Establishing detailed test plans and acceptance criteria • Identify, evaluate, categorize, rank, and track defects identified in User Acceptance Testing (UAT) to facilitate process improvement and formulate Go or No-Go deployment recommendations. <p>Business Solution Life Cycle</p> <ul style="list-style-type: none"> • Prepare materials, conduct presentations, and actively participate in SDLC phases, BRB, and ARB processes as required.
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3.2.1 Business Requirements Definition

Requirements collection is an interactive process with the business owners, end users, business partners, and business analysts to identify, define, refine, and record a precise representation of the business solution end product requirements. The Offeror of **Lot #2**, under the direction of the Project Manager, will gather, organize, prioritize, and document product requirements. They also verify that all requirements have been captured and track any changes to the initial requirements. The methods used to accomplish the task of requirement collection include facilitated sessions, surveys, interviews, policies, law and business rule reviews and any other means necessary to assure that all requirements are identified. The process involves an analysis of business processes and needs and the translation of these process needs into formal requirements. The participants document the needs and expectations, and reach agreement about which requirements are to be addressed by the current project – and which are to be deferred or eliminated. The results of the requirements collection must be consolidated into a useable document. This document is the Business Requirements Document (BRD). The RSD and systems requirements become the initial baseline for the design phase and a reference point throughout the SDLC for determining whether the final product meets the approved requirements.

The Offeror(s) for **Lot #2** will be responsible for leading or assisting with the facilitation of business requirements sessions and assisting state staff to clearly define, categorize, prioritize, validate, and document the business requirements. The Offeror(s) must work with state staff to ensure all affected stakeholders are represented at these requirements sessions. The Offeror(s) will also assist state staff in the identification and prioritization of business/functional requirements so they can be presented in a level of detail to facilitate to the proper design, develop, and implement a system change or enhancement that will satisfy these requirements.

The relationship between the statement of user requirements (business requirements document) and the system requirements

document should be carefully considered. In general, the statement of user requirements (business requirements document) will be less technically oriented, and more specifically aimed at the business user as the principal audience and will identify *what* needs to be done to meet the business needs. Conversely, the system requirements document created by the selected **Lot #6** Offeror will be more oriented towards the software design tasks

The selected Offeror for **Lot #2** will coordinate with the **Lot #6** Offeror to clarify and validate Business Requirements Document (BRD) and for correct interpretation and translation of business requirements to develop the GSD and systems requirements. Once the BRD has been vetted through the Architecture Review Board (ARB) process and formally approved by DPW Contract Administrator, the BRD then becomes the blueprint for the Offeror of **Lot # 6** to build the GSD and systems requirements. There must be clear traceability and validation of business requirements throughout all the SDLC phases.

The offeror of **Lot #2** must participate in the 1) ARB 1 process to validate Business Requirement Document (BRD); 2) ARB 2 process to ensure that the General Systems Design (GSD) is aligned with and addresses all business requirements as presented in the BRD; 3) and ARB 4 process for implementation support and operational readiness.

It is the Department's expectation that all Modification/Enhancement tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications

Commonwealth's Responsibilities: Business Requirements Definition

- Identify state staff and other stakeholders who will participate in requirements gathering tasks.
- Ensure participants in the session are empowered to represent the program office.
- Review and approve the statement of user requirements (business requirements document).

Offeror's Responsibilities: Business Requirements Definition

- A.** Develop a Requirements Management Plan to establish and maintain agreement on the requirements which represent the project/product scope. The Plan must detail the process, assigns responsibilities, identifies the techniques to be used,

associated tools, and documentation needs. The Plan must address, but is not limited to the following items:

- Identify State staff and other stakeholders who will participate in requirements gathering tasks.
 - Clearly define the roles and responsibilities of the participants and what role they are expected to fill in the requirements session(s).
 - Detail how the Offeror will manage requirement development and any ensuing changes to the requirements in order to ensure the initial business needs and project objectives can be directly traced to the resulting solution.
 - Define the schedule for the Requirements Session(s).
 - Describe how information from the requirements session will be reviewed and validated.
- Create the Business Requirements Document (BRD) and revise based on any changes to the initial requirements per software release.
 - Review BRD with key stakeholders and secure sign-off
 - Align business requirements with business functional test scenarios for user acceptance testing (or SAT)
 - Lead and facilitate user requirements sessions
 - Ensure the requirements of the business clients are captured and documented correctly before a solution is developed and implemented.

B. Requirements Traceability

The Offeror must develop a requirements traceability matrix for recording the requirements through each stage of the requirements gathering process. High level concepts acquired in Strategy/Business Planning will be matched to scope items which will map to individual requirements which will map to corresponding functions. This matrix should also take into account any changes in scope during the life of the project. At the end of a project, this matrix should show each function built into a system, its source and the reason that any stated requirements may not have been delivered. The Offeror of Lot #2 will coordinate with the Offerors to incorporate updates to the requirements traceability matrix.

3.2.2 User Acceptance Testing (UAT)

The Offeror(s) must work closely with State staff to develop an Acceptance Test Plan for the final tests prior to implementation/installation of any system modification or enhancement. The Acceptance Test Plan must be designed to ensure that, prior to placing any changes in production, all

functionality to be introduced works properly in a simulation of the actual live environment in which it will be used.

User Acceptance Testing will not begin until the selected **Lot #6** Offeror certifies in writing that the changes to the system(s) have been completely tested. After such certification, the State staff working with the Offeror(s) will begin to execute the User Acceptance Test Plan. Any defects, issues, or problems identified during the User Acceptance Test must be cataloged, reported to the DPW Contract Administrator, and then corrected by the selected **Lot #7** Offeror. The Offeror will work with State staff to determine which stakeholder groups and how many of their representatives need to be part of the User Acceptance Testing effort.

The selected Offeror of **Lot #2** will be required to develop user acceptance test (UAT) plans and test summary reports for each software release. The User Acceptance Test Plan should outline various parameters, resources, methods, and criteria to fully test the system throughout the SDLC phases. Please reference the Testing Plan Guideline document provided in **Appendix ZZ**. The test summary reporting methodology process must formally and concisely provide the data required to assess execution progress of predefined test plan, operational readiness, and to facilitate ongoing process improvement activities. This methodology should at a minimum contain but is not limited to, the following information: 1) Overall test completion percentage for all systems tests, 2) Number of tests that passed, failed, or were unable to progress because of blocking defects, 3) Operational readiness profile based on: a) System's functional capabilities, reliability, performance (overall and by module/component), and requirements fulfillment and validation, b) Number of outstanding defects (by severity and by module/component), c) Resolution of all fatal and major defects with revalidation and certification of proper functionality.

Please note that the selected Offeror of **Lots #1-5** will be required to develop the User Acceptance Test: test scenarios, test plans, and test summary reports for each software release. The Selected **Lot #7** Offeror is expected to coordinate and work with **Lots #1-5** Offerors to align test plans, strategies, systems environments, and resources to effectively test the system as well as record, track, and resolve defects.

- **Commonwealth's Responsibilities: User Acceptance Testing**
 - Work with the Offeror to identify program office staff and other stakeholders who will participate in User Acceptance Testing.
 - Provide agreed-upon levels of State staff participation in the User Acceptance Testing.

- **Offeror's Responsibilities: User Acceptance Testing**
 - The Offeror will work with State staff to identify program office staff and other stakeholders who will participate in User Acceptance Testing.
 - The Offeror must ensure that the current functional release is meeting end user requirements and expectations.
 - The Offeror is required to develop a User Acceptance Testing Plan that documents the methodology to be used for testing (Refer **Appendix ZZ** for the Testing Plan Guidelines). The User Acceptance Test Plan must include:
 - Test Requirements
 - Test scenarios/criteria/case definitions
 - Test cycle durations and dependency diagram
 - Test scenario expected results
 - Resource Requirements (Staffing and Skill Levels)
 - Test monitoring and reporting methods
 - Systems acceptance criteria based
 - Test error recording and revalidation testing criteria
 - The Offeror must develop or assist State staff in developing test scripts for the execution of testing - including use cases, testing scenarios, and software break testing.
 - The Offeror will perform or participate in the execution of User Acceptance Testing, as required.
 - The Offeror must catalog any defects, issues, or problems identified during testing.
 - The Offeror must document and provide a User Acceptance Testing results report to the DPW Contract Administrator
 - Coordinate and work with **Lot #7** Offeror to align test plans, strategies, systems environments, and resources to effectively test the system as well as record, track, and resolve defects.
 - Provide an operational readiness certification based on the criteria outlines in **Section 3.1.5**

3.2.3 Business Solution Life Cycle

The Offeror(s) will be required to prepare materials, conduct presentations, and actively participate in System Development Life Cycle (SDLC) phases, Business Review Board (BRB), and

Architecture Review Board (ARB) sessions, as required. A key component to life cycle management of business systems is application maintenance. Application maintenance activities are critical to effective life cycle management of both legacy and open systems application platforms supporting DPW's mission. Maintenance activities are scheduled events but on occasion can be ad-hoc events due to unforeseen environmental circumstances or latent production defects. The Change Request system tracks all approve systems change requests through the Change Control Board (CCB) process for both non-emergency and emergency situations. Emergency maintenance change requests require formal approvals from DPW-BIS DEA and/or DTE Directors. Maintenance activities are carefully reviewed and prioritized by a cross-functional business and technical team through the CCB. With the CCB's endorsement, the Offeror then submits maintenance work orders for formal review and approval from the DPW Contract Administrator. Multiple Application maintenance requests can be bundled into one Change Request and incorporated into a specific software release. All application maintenance software releases are required to be formally approved and logged on the production release schedule. Maintenance activities are typically associated with defect resolution, technology updates, or minor changes to software application platforms. Like modification/enhancements, the Offerors are expected to effectively manage all maintenance project initiatives and software release cycles based on the business criticality, value-add, and alignment with technology roadmaps. **Lot # 2** Offeror will work through the CCB process and DPW portfolio managers and project managers to address maintenance activities and required involvement for systems operational testing.

Application Modifications/Enhancements Required Items:

The Selected **Lot #2** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Establish an automated tracking system and manage Work Orders throughout the life of the contract; 2) Establish and maintain a project tracking and management system

The Selected Offeror of **Lot #2** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Engage and support the Change Control process, including detail narrative regarding the methodology to assess the change; 2) Ensure compliance and use of the System Development Methodology (SDM), ARB, and SQA processes; 3) Manage and respond to defects associated with requirements or GSD

translations, SAT, or a latent production defect; 4) Produce the best quality end products, and 4) Assist in ensuring requirements traceability throughout the SDLC phases.

The selected Offeror for **Lot #2** must propose a methodology that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Review and clarify the Business Requirements Documents (BRD), 2) Plan for design of sound cost effective solutions.

Lot #2 Consulting Services Offeror must provide a review of the current change management process used by the Department as summarized in Section 3.1.4 and specifically in **Appendix U** in this RFP, describing the strengths and potential limitations of the current process. Describe the Offeror's proposed methodology for managing the change management process, including techniques for estimating modification resources and scheduling. Describe the Offeror's proposed solution to changing priorities and/or requirements during modifications/enhancements activities.

The Selected **Lot #2** Offeror must describe in detail: 1) The resources required to support Application Modifications-Enhancement tasks including skill sets and experience, and 2) The associated organizational chart

The Selected **Lot #2** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Create detailed test plans that ensure test coverage and effectiveness; 2) Provide timely accurate test summary reports; 3) Ensure proper systems operations and performance; 4) Demonstrate how tests management will be incorporated into the software development life cycle phases, defect management, and software quality assurance programs striving for process improvements and timely delivery of quality end products; 5) Coordinate with the Technical Services Support Offeror (**Lot #7**) regarding test planning, test execution, test/scenario errors, systems defect prevention, discovery, tracking, reporting, and resolution.

The Selected Offerors for **Lot #2** must propose the tools, processes, and methodology that demonstrates how they will effectively manage, coordinate, and work with designated DPW stakeholders, third party vendors, and other selected Offerors(if applicable) to: 1) Ensure individual-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes; and 2) Ensure multi-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes

Consulting Services Offeror must describe in detail their approach to: 1) Staying in tune with business drivers and relevant internal and external influences and assessing the impacts to program office policy and day-to-day business operations; 2) Envision and conceptualize what needs to be done to meet the DPW mission, business drivers, and stated outcomes, 3) Coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors to bring concepts to reality.

The selected Offeror of **Lot #2** may propose various software, tools, techniques, technologies required to support this contract. The selected **Lot #2** vendor's software, tools, and technologies must be OPEN or if proprietary, the Offeror must make the licenses available to the Commonwealth of Pennsylvania. The licenses must be perpetual licenses and not licenses limited to the life of the contract. Reference **Appendix A, Section A-5.2.2**. The selected Offeror must allocate sufficient time during the transition period to implement, educate and train DPW business and technical staff regarding the proposed software, tools, technologies, and processes (if required) to support operations.

The Selected **Lot #2** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Establish an automated tracking system and manage Work Orders throughout the life of the contract; 2) Establish and maintain a project tracking and management system; and 3) Provide access to DPW contract Administrator and designated staff.

3.3 Implementation Support Services

Implementation Support Services in the context of this RFP refers to a step-by-step process of enabling the adoption of new business processes and computing systems into the work environment. Business drivers dictate the need for changes in operational environments relative to organization structures, staffing, skill sets, governance, processes, procedures, and/or computing systems. The resulting change can often impact many aspects of business and technical operations with inherent interdependencies throughout the organization. Regardless of the amount of change brought about by business drivers, the activities required to evaluate, plan, and implement are critical to the success of the transition.

The Offeror must minimize the disruption to OCDEL and PDE business operations during the deployment phase of new technology by:

- Assessing the users' readiness for implementation and degree of end user resistance to change;
- Communicating regularly to end users about the reasons for the changes, the expected impacts of the new technology on their

workloads and business processes, project status, and experiences of their peers;

- Supporting OCDEL and Operations and providing tools to enhance end user learning; and,
- Listening to end user concerns, issues, and suggestions, and appropriately filtering and providing feedback to OCDEL about user needs and the relative priorities of those needs.

Assumptions for Implementation Support Services

- i. The Offeror will provide the appropriate level of detail and attention to implementation support activities such as open and inclusive outreach, detailed logistics planning, and a well thought out plan for implementation support that focuses on user needs and has a direct impact on the success of the implementation
- ii. The Offeror will be required to work with DPW’s program offices to prioritize and address support across the users or impacted stakeholder groups.
- iii. The Offeror must perform a consistent, multi-step process that successfully deploys the new IT initiative(s) to impacted stakeholder groups.
- iv. For each new business initiative or software release, the Offeror must complete a distinct group of implementation activities before the system changes are ready for adoption.
- v. The Offeror must identify the most appropriate implementation processes, procedures, templates, and techniques.

Implementation Support Activities/Tasks

Description of Activities/Tasks	Sub-Component Service Offering
<p>Application/Systems Adoption and Operational Support</p>	<p>Implementation/Field Support</p> <ul style="list-style-type: none"> ▪ Provide logistics and meeting management activities for DPW, Counties, and private providers in support of all implementations ▪ Develop communications plan, materials and distribute in support of change request releases and implementations. ▪ Provide limited, on-site field support for PELICAN users as identified by Program office. ▪ Development of an Implementation/Field Support Plan ▪ Work with DPW regarding deployment strategies and planning ▪ Assist DPW in the planning and execution of Proof of Concept or Pilot initiatives ▪ Lead or assist DPW with Development of User Guides and Manuals ▪ Assist DPW with Development of staff operational field support plans, training and operational materials, and readiness assessments <p>Communications Management</p> <ul style="list-style-type: none"> • Develop effective marketing and communications. Could include road shows, demonstrations, focus groups and prototyping, newsletters, websites, social networking, Database marketing (loyalty campaigns), surveys, and/or User groups • Develop effective acceptance management including motivational behavior, feedback, labor/management relations, business process management, and culture of high-performance organizations.

i. Implementation/Field Support

The selected Offeror is required to provide a full range of Implementation/Field Support to the PELICAN Project. The Implementation/Field Support activities and approach will vary based on the complexity of the new functionality being released and the stakeholders involved. These major activities are critical to the ability of the PELICAN users to apply PELICAN functionality to the fullest extent and for the PELICAN Management Team to understand the outcomes of the work being done.

• Commonwealth's Responsibilities: Implementation/Field Support

- Identify all stakeholders needed to participate in implementation support activities
- Identify for each project implementation, the affected field or business partner entities to which support should be targeted
- Review and approve all support materials, communications, and deliverables.
- Review and approve all implementation plans that have a field support component.
- Identify and prioritize on-going field and implementation support needs.
- Determine implementation support needs
- Develop and evaluate success measures for application support deliverables and application support activities.

• Offeror's Responsibilities: Implementation/Field Support

- Assist the program offices in system implementations and field support service activities including, but not limited to, stakeholder identification, engagement, and understanding of system functionality.
- Facilitate regular forums with field and business partner entities in order to collect information on support needs, risks, and issues.
- Develop and distribute materials including but not limited to communication plans, release documentation, field support materials, risk mitigation, and issue resolution details.
- Comply with Commonwealth implementation support deliverable requirements.
- Report on success measures for implementation support deliverables and provide narrative for the outcomes of those measures.
- Change implementation support activities or deliverables when measures do not meet the defined success thresholds.
- Provide limited, on-site field support for PELICAN users as identified by the Program office

- o Work with DPW regarding deployment strategies and planning
- o Assist DPW in the planning and execution of Proof of Concept or Pilot initiatives (as required)
- o Assist with the development of User Guides and Manuals
- o Assist with the staff operational field support plans, materials, and readiness assessments

ii. **Communications Management**

The Offeror's Implementation Team will work closely with OCDEL and BIS to help facilitate user adoption of technology. They are jointly responsible for confirming user acceptance testing is comprehensive and completed on time, and concurrently they need to develop and distribute field communications. This needs to occur prior to a system release being implemented. Meanwhile, this same staff is attending time-consuming meetings to define requirements for the next release of software while supporting the field and day-to-day operations. The Offeror's Implementation Team must be aware of and sensitive to these challenges and be able to step in and do the necessary tasks to help make implementations successful.

A significant amount of communication and logistics support is required to implement existing and new functionality of PELICAN with OCDEL. The distributed user operational structures of these service delivery systems require an implementation and field support approach that assures user understanding of the application but also requires that the Program Offices update policy and operations in conjunction with the application field support.

- **Commonwealth's Responsibilities: Communications Management**
 - o Identify all entities to which communications are needed, including the frequency and type of that communication.
 - o Approve communications developed by the Offeror.
 - o Assist Offeror in tailoring communications based on policy and operations decisions.
 - o Identify for each project implementation the affected field or business partner entities to which communications should be targeted.
- **Offeror's Responsibilities: Communications Management**
 - o Assist the programs in the identification of contributors and stakeholders in the business partner community.
 - o Develop and distribute communications including but not limited to implementation plans, release documentation, new

and updated field support materials, issue resolution plans, and stakeholder outreach.

- Change communications based upon Commonwealth requirements.

iii. Application Help Desk Services

Ongoing Application Help Desk services are not required. The PELICAN applications utilize one of two models for help desk services, either utilizing the DPW/BIS help desk for first tier resolution or an email account monitored by OCDEL business analysts. However, the Offeror may be called upon to provide limited support to the OCDEL help desk services on an as needed basis.

iv. System Reports

System Report services are not required. System Report services will be provided by state staff.

Deliverable	Description
Implementation Plan	The Implementation Plan will consist of the key activities that are necessary to support a successful software or business initiative. Components of the plan will include: scope, definition of functionalities to be implemented, implementation strategy and logistics, tools to be used/developed, field support plan (if any), and issue reporting and resolution process Business Process Re-engineering Gap Analysis and Roadmaps, Operational Readiness Assessments, Proof of Concept or Pilot Planning, deployment strategies and planning.
Communications Plan	A master Communication Plan will be developed at the start of the contract period to establish the overall structure and content. The Communication Plan will be updated and tailored as needed for each initiative implementation over the course of the contract.
Resource Management	The Offeror must provide an organization chart that identifies the staff proposed for the Provider Management Implementation Support Team; the role each individual will perform; and, a brief resume identifying their hands-on experience with user support and system implementation readiness efforts for Provider Management applications.
Implementation Support Reports	The Implementation Support Status Report covers the key activities completed during the reporting period.
Field Support Plan	The Field Support Plan will address the field support needs and outline the strategy necessary to get these users ready for implementation.
Certification of Field Support Complete	The Field Support Certification Letter will be delivered after completion of the Field Support to indicate that training has been completed as described in the Field Support Plan.

Implementation Support Services Required Items:

The Selected **Lot #2** Offeror must describe in detail: 1) The resources required to support Implementation Support tasks including skill sets and experience, and 2) The associated organizational chart

The Selected Offeror of **Lot #2** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to provide a step-by-step approach of enabling the adoption of new business processes and computing systems into the work environment with minimal disruption to business operations and associated work force.

The Selected Offeror of **Lot #2** must provide a detailed description of: 1) Their approach to developing utilizing and/or executing an Implementation Plan, Communications Plan, and Resource Management Plan to ensure a successful transition, 2) What essential elements are required in an Implementation, Communications, and Resource Management Plans to ensure a successful transition, 3) Triage to resolve operational issues, 4) Report and resolve anomalies discovered during implementation or adoption activities.

5. Turnover

This section presents the turnover requirements to which the selected Offeror must agree. Turnover is defined as those activities that are required for the selected Offeror to perform to transition contract service delivery to a subsequent vendor or to Commonwealth resources.

a. Turnover Scope

During turnover, the selected Offeror must ensure that program stakeholders do not experience any adverse impact from the transfer of services. Nine months prior to the end of the contract term, the selected Offeror must develop and submit a comprehensive Turnover Plan that details the proposed schedule, activities, and resource requirements associated with the turnover tasks identified. Six months prior to the end of the contract term, the selected Offeror must implement a DPW approved Turnover Plan. Turnover activities include, but are not limited to:

- Transfer of information including documentation relating to software and interfaces; functional requirements, business process flows; and operational information concerning subcontractors;
- The implementation of a quality assurance process to monitor turnover activities;
- The plan for training the State and/or its designated agent's staff in the delivery of services;
- Post-Turnover services including a Turnover Results Report and access to the Offeror's staff.
- Appoint, with State approval, a manager to manage and coordinate all turnover activities outlined in the Turnover Plan approved by the State.

The Selected Offeror must:

- Execute the approved Turnover Plan in cooperation with the incoming vendor's Transition Plan.
- Maintain service delivery staffing levels (no reduction in staffing) during the turnover period without prior approval by the DPW Contract Administrator;
- Not restrict or prevent the Offeror's staff from accepting employment or contract positions with DPW or with any successor vendor. DPW will work with the incumbent and successor vendors on the timing of any transition of incumbent staff.
- Notify the DPW Contract Administrator of reassignment or termination of employment or contract with any of its staff during Turnover prior to reassignment or termination of the staff.
- Provide to DPW or its agent, within 15 business days of the request, all updated scripts and other documentation and records required by the DPW or its agents.
- Turn over the operation and management of all service delivery functions to DPW or its designee. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users or clients takes place.
- Work closely with DPW to ensure that this turnover of responsibilities and the necessary knowledge transfer are completed by the end of the contract period.
- Respond in a reasonable time to all DPW requests regarding turnover information.

b. Turnover Deliverables

The following deliverables are associated with Turnover:

i. Turnover Plan

Figure L2.4 Turnover Plan Deliverable

Turnover Plan	
Activity	Turnover
Expected Delivery	Submitted for approval no later than 9 months prior to the end of the contract term or within 3 months of request by DPW
Frequency	Once

Description	<p>The selected Offeror must develop and implement a DPW-approved Turnover Plan covering the possible turnover of the operational business activities to either DPW or its designee. The Turnover Plan must be a comprehensive document detailing the proposed schedule, activities and systems, and resource requirements associated with the turnover tasks. Additionally, the Turnover Plan, must be provided in a format and media specified by DPW.</p> <p>The Turnover Plan must include:</p> <ul style="list-style-type: none"> ▪ Turnover of copies of all relevant data, documentation, or other pertinent information necessary for DPW or its designee to take over and successfully assume operational business activities ▪ Turnover of correspondence, documentation of outstanding issues, and other service delivery support documentation ▪ A description of the Offeror’s approach and schedule for transfer of operational support information ▪ A description of information and systems required to continue service delivery ▪ Capability Turnover Plan ▪ Knowledge Transfer Topics ▪ Knowledge Transfer Schedule ▪ Staff Load and Qualification Document ▪ Turnover Inventory of Documents and Plan ▪ Turnover Completion Report ▪ Asset Inventory (Hardware, Software, Manuals etc)
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ii. Turnover Lessons Learned Report

Figure L2.5 Turnover Lessons Learned Report Deliverable

Turnover Lessons Learned Report	
Activity	Turnover
Expected Delivery	Submitted for approval no later than 9 months prior to the end of the contract term or within 3 months of request by DPW
Frequency	Once
Description	The selected Offeror must provide a Turnover Lessons Learned Report to either DPW or its designee. The Turnover Lessons Learned Report must be a comprehensive document detailing the lessons learned from planning and executing the Orientation/Knowledge Acquisition plan and process; and incorporate that information into their Turnover Plan. Additionally, the Turnover Lessons Learned Report, must be provided in a format and media specified by DPW.

iii. Turnover Results Report

Figure L2.6 Turnover Results Report Deliverable

Turnover Results Report	
Activity	Turnover
Expected Delivery	Submitted for approval within 30 calendar days of the completion of Turnover activities
Frequency	Once
Description	<ul style="list-style-type: none"> ▪ Following turnover of service delivery, the Offeror must provide DPW with a Turnover Results Report documenting the completion and outcomes of each step of the Turnover Plan previously approved by the DPW. Turnover will not be considered complete and final payment will not be made until the Turnover Results Report is received and approved by the DPW Contract Manager. ▪ Project Closure Correspondence

The Selected **Lot #2** Offeror must describe in detail: 1) The resources including skill sets and experience required, and resource allocation

strategies (roll-on or roll-off) of the to support a successful turnover, 2) The associated turnover organizational chart, 3) A turnover plan outline defining the key points and considerations, turnover success criteria, and the major tasks and subtasks they believe are pertinent to ensuring a successful turnover with minimal impact to business operations, and 4) How they would manage the plan, accurately assess progress, and mitigate variances for a successful turnover.

LOT #3

CASE MANAGEMENT IT CONSULTING SERVICES

A. BUSINESS OVERVIEW

The Department's Case Management function within the Health Care Systems Portfolio collects information about the needs of the individual member, plan of treatment, targeted outcomes, and the individual's health status. Business processes with a common purpose (e.g. identify clients with special needs, assess needs, develop treatment plans, monitor and manage the plans, and report outcomes.) Today, the Portfolio consists of two large scale, complex systems – Home and Community Services Information System (HCSIS) and PA's Provider Reimbursement and Operations Management Information System (PROMISe). Lot #3, Case Management IT Consulting Services is focused on HCSIS while PROMISe is not within the scope of this procurement.

Major components of the mission of DPW are to: promote, improve, and help maintain the highest quality of life for Pennsylvania families and provide access to the highest quality services that help keep Pennsylvania's most vulnerable citizens safe and healthy. To meet the objectives of this mission when supporting consumers with special needs who wish to live outside of institutional settings, DPW provides a significant number of services outside of the context of traditional Medical Assistance Benefits. Programs administering these services are generally described as Home and Community-Based Services (HCBS).

HCBS are defined as a variety of services and supports delivered in community settings or in a person's home. These services are designed to assist individuals with disabilities that comprise adults, infant and toddlers, and young children and their families that require individualized support services in the home, in a community-based setting or early education program. Examples of HCBS include: personal care with bathing, chore assistance, adult day services, home-delivered meals, and physical, language, speech, social, emotional, adaptive, and cognitive development. In Pennsylvania, these services are sometimes called Waiver Funded Services or Waiver Programs because they are provided under special conditions through federal approval whereby certain rules for Medical Assistance eligibility are waived. In some instances for individuals who do not financially qualify for Medicaid services or are in need of services not covered by Medicaid or Medicaid waivers, the Commonwealth offers support directly out of state-funded appropriations. The IT system supporting these programs is HCSIS.

Individuals receiving services in any HCBS program must meet consumer-specific, non-financial, and financial eligibility for enrollment into either the Medicaid-waiver or state-funded programs. The program for which they would apply depends largely on their needs. State government administration of the

programs falls to the jurisdiction of the Department's of Public Welfare, Health, and Aging and within those Departments, the Offices of Long Term Living, Developmental Programs, and Mental Health and Substance Abuse Services.

Eligibility Requirements: Eligibility requirements for these programs may be consumer-specific, non-financial, or financial in their scope. Consumer-specific requirements may relate to the number of aids to daily living required by consumers, specific diagnosis (such as autism or traumatic brain injury), or age. Non-financial eligibility requirements include:

- U.S. Citizenship or a qualified Non-citizen.
- Pennsylvania residency.
- Social Security Number.

Financial Eligibility Requirements will vary between the Medicaid-funded or the state funded programs and may include:

- Income such as Social Security or Pension;
- Resources such as bank accounts or investments;
- Any transfer of assets (income and resources) for less than fair market value in a three-year period prior to application for Medical Assistance (a five-year period in the case of transfers to trusts).

Department and Program Office Jurisdictions: The breakdown of consumers supported by the Departments and program offices is as follows:

- Department of Public Welfare:
 - Office of Developmental Programs: This program office provides services and support for individuals with intellectual disabilities, autism, and their families.
 - Office of Long Term Living: This program office provides services and supports for adults with disabilities under the age of 60 to assist in their daily living activities.
 - Office of Child Development and Early Learning: This program office offers supports and systems that help ensure that children and their families have access to high quality services through early childhood programs and effective prevention strategies to mitigate challenges faced by families that affect school readiness and academic success.
 - Office of Mental Health and Substance Abuse Services: This program office supports consumers in need of behavioral health services; and implement services and policies to support recovery and resiliency in the adult behavioral health system.
- Department of Aging: This department provides services and supports for eligible individuals over the age of 60 and support the effort to allow these individuals to remain in their communities and homes.
- Department of Health: This Department, as part of their global mission, also provides educational and diagnostic screening services to consumer populations aligned with HCBS.

HCBS Programs: The HCBS programs offering services and support for consumers with special needs are as follows:

- Office of Developmental Programs (ODP) Waivers/Programs
 - Person/Family Directed Support Waiver (PFDS)
 - Consolidated Waiver
 - Autism Waiver
 - ACAP Program
 - ODP Base Program
 - Intermediate Care Facility/Mental Retardation (ICF/MR)
- Office of Long Term Living (OLTL) Waivers/Programs
 - Attendant Care Medicaid Waiver
 - Attendant Care State Funded Program (Act 150)
 - Community Care Waiver (COMMCARE)
 - OBRA Waiver
 - Independence Waiver
 - Michael Dallas Waiver
- Office of Mental Health and Substance Abuse Services (OHMSAS) Programs
 - Behavioral Health (Incident Management)
 - Consolidated Community Reporting (CCR)
 - CHIPP Consumer Reporting
- Office of Children, Youth, and Families (OCYF) Programs
 - Child Welfare (Incident Management)
- Office of Child Development and Early Learning (OCDEL) Early Intervention Waivers/Programs
 - Early Intervention – Infant Toddler and Family Waiver
 - Early Intervention – Preschool Program
- Department of Aging Waivers/Programs
 - Aging Waiver
- Department of Health (DOH) Programs
 - Head Injury Program
 - Healthy Women Program
 - Tuberculosis
 - ICF/MR Providers, via HCSIS-SAIS interface (Incident Management)

Figure L3.1 provides program office, waiver/programs, demographic and consumer information.

Figure L3.1 Program Office, Waivers/Programs, and Demographics

Program Office	Waivers/Programs	Demographics
Office of Child Development and Early Learning (OCDEL)	<ul style="list-style-type: none"> • Infant Toddler Family Waiver • Early Intervention Medicaid • State and County Base-Funded Services 	<ul style="list-style-type: none"> • Provides services for children who have a developmental delay in two age groups: 0 – 3 (Infant Toddler Program) 3 – 5 (Preschool Program)
Office of Mental Health & Substance Abuse Services (OMHSAS)	<ul style="list-style-type: none"> • Residential Providers (Incident Management) • CHIPP Program 	<ul style="list-style-type: none"> • Provides services for both children and adults with a mental illness and/or addictive disease
Office of Children, Youth & Families (OCYF)	<ul style="list-style-type: none"> • Incident Management for Residential & Foster Care Children 	<ul style="list-style-type: none"> • Organizes, manages and administers child welfare and juvenile justice services for children under 18 years of age
Office of Long Term Living (OLTL)	<ul style="list-style-type: none"> • Attendant Care Waiver • OBRA Waiver • Independence Waiver • COMMCARE Waiver • Michael Dallas Waiver • Act 150 Program • Aging Waiver (Interface with SAMS for claims processing) • Attendant Care over 60 Program 	<ul style="list-style-type: none"> • Provides services for individuals with disabilities in two age groups: 18 – 59 60 + (under the Attendant Care over 60 Program)
Office of Developmental Programs (ODP) – Mental Retardation Programs	<ul style="list-style-type: none"> • Person Family Directed Services Waiver • Consolidated Waiver • State and County Base Funded Services 	<ul style="list-style-type: none"> • Provides services for individuals in the approved waivers for individuals 3 and older • Provides services for all eligible individuals with mental retardation in the base programs
Office of Developmental Programs (ODP) – Autism Programs	<ul style="list-style-type: none"> • Autism Waiver • ACAP Program 	<ul style="list-style-type: none"> • Provides services for adults, age 18 and older, with Autism

The types of supports offered by these programs will depend and are constructed to meet the needs of their specific consumer populations.

Figure L3.2 shows the total number of Individuals receiving services, as of June 30, 2009, by program office by program.

Figure L3.2 HCBS Programs – Individuals Served

Federally Funded HCBS Program Individuals Served		
Agency/Program Office	HCBS Program	Individuals Served
Department of Aging	PDA (Aging) Waiver	14,913
Department of Public Welfare/Aging/OLTL	Michael Dallas Waiver	79
	Attendant Care Waiver	6,318
	OBRA Waiver	1,741
	Independence Waiver	3,131
	COMMCARE Waiver	606
Department of Public Welfare/ODP	Consolidated Waiver	14,948
	Person/Family Services Directed Waiver	9,513
	Autism Waiver	62
Department of Public Welfare/Education/OCDEL	Early Intervention (MA Funded)	5,049
	Early Intervention Infant/Toddler Waiver	3,426
Department of Health	Head Injury Program	42
	Health Woman Program	5,400
	Tuberculosis	2,100

State-Funded HCBS Program Individuals Served		
Agency/Program Office	HCBS Program	Individuals Served
Department of Public Welfare/Aging /OLTL	Act 150 Program	2,349
Department of Public Welfare/ODP	Base Program ICF/MR	21,699 1899
Department of Public Welfare/Education/OCDEL	Base Program	9,508
Department of Public Welfare/OMHSAS	Base Program	35,597
Department of Public Welfare/OCYF	Public Children and Youth (C&Y) Foster Care Child Residential Services	14,713*

*Includes active and temporary consumers.

A copy of the HCSIS Application Context Diagram is provided as **Appendix HH**.

B. SYSTEM OVERVIEW

HCSIS is the system that supports many of the administrative and oversight functions of HCBS. Management of HCSIS development, maintenance, and support is within the scope of the RFP.

HCSIS was developed incrementally to support HCBS Programs that services individuals with special needs. Currently, each mentioned HCBS Program utilizes this application.

As part of the Strategic Technology Plan development for HCSIS, the Department established the core Application Architecture requirements and the Technical Architecture requirements. From that information base, DPW conducted both an in-house and external review of DPW, Commonwealth, and external web-based systems to determine if the fundamental business requirements could be met. Working with the Centers for Medicaid and Medicare Services (CMS), the National Association of State Developmental Disability Directors, and surveying other states, it was confirmed that there were no existing state systems that provided a comprehensive approach to the management of home and community-based services. At most, the Department could find initial design activities for small components such as approaches to collect and manage incidents. The review of DPW, Commonwealth systems and available proprietary packages also showed no options that would meet the requirements or be packaged in a way that met existing Commonwealth technical standards. On-going business design sessions recognized the movement, at the county level, from one of providing the requirements for a county system build to the provision of a centralized system that the Commonwealth would maintain. Those guiding principles were joined by the evolution of the CMS Quality Management Framework for the administration of Home and Community-Based Waiver Programs, the emergence of HIPAA requirements, the Federal Court Olmstead ruling, and the growing Pennsylvania Waiting List for Waiver services.

HCSIS is a centralized, web-enabled system that provides data collection for state-level program management, and functions as the daily operating system for the 48 County ODP (non-Autism Intellectual Disabilities) Administrative Entities and service providers for OLTL, OCDEL, ODP, and ODP-Autism. Major functional areas within HCSIS include: Client Management, Supports Coordination Management, Provider Management, Financial Management, Quality and Incident Management, and Reports.

HCSIS maintains daily interfaces with: PROMISe, the Department's Medicaid claims processing system, with the Integrated Client Information System (iCIS), the Department's client eligibility system; and with the Early Learning Network. HCSIS also maintains daily interfaces with the Department's Master Client Index (MCI) and Master Provider Index (MPI); accepts applications for services from the Commonwealth of Pennsylvania Access to Social Services (COMPASS) application; and with the Department of Aging's Social Assistance Management System (SAMS) for claims processing. HCSIS also interfaces with the DOH Survey Agency Information System (SAIS) for incident data sharing for certain providers to which both departments provide oversight. HCSIS is comprised of 13 modules. Each module has been developed and implemented for a specific population of users. Modules have been modified to meet the individualized policy and operational needs of those business units.

Presently HCSIS serves 124,300 users at over 1,000 locations including the 48 county MH/MR offices, Early Intervention offices, Child and Youth facilities, and Long Term Living providers. This includes Program Office headquarters, all regional offices, providers, and other business partners.

1. HCSIS and the Enterprise Medicaid Strategy

The Department has merged its IT Business and Technology strategies in the development of the state MMIS (PROMISe) and HCSIS application to frame a strategic framework for its management of the Medicaid program. This activity followed the standard methodology: analyze and identify common business functions; reengineer and standardize business processes; and, automate and share business processes across programs.

This resulted in the shared functionality across PROMISe, HCSIS, MPI, MCI/iCIS, and COMPASS. The core business functions in this design were Member and Provider activities, as the Department's primary customers. From that starting point, the Department considered the Quality Management, Information Management, and Payment processes that also applied. The Department furthered this philosophy with the implementation of a strategy for its enterprise applications, which will allow it to more fully leverage IT modules that have already been built to service its core business functions.

In order to frame a comprehensive picture of the Medicaid Strategy it is important to understand the variety of “business functions” that are being discussed and how they crosswalk. For this discussion, we are looking at the DPW State Medicaid Manual (SMM) and the Medicaid IT Architecture (MITA), against the CMS Business Requirements.

CMS Initiatives	DPW Business	SMM	MITA
Statewide Assessment	<ul style="list-style-type: none"> Member (Client Management) 	<ul style="list-style-type: none"> Claims processing 	<ul style="list-style-type: none"> Member management Utilization and quality management
Service Definitions	<ul style="list-style-type: none"> Information management 	<ul style="list-style-type: none"> Reference file Utilization review 	<ul style="list-style-type: none"> Member management Payment management
Standardized Rate Setting	<ul style="list-style-type: none"> Financial Management 	<ul style="list-style-type: none"> Claims processing Reference file 	<ul style="list-style-type: none"> Member management Utilization and quality management
Provider Qualification	<ul style="list-style-type: none"> Provider Management 	<ul style="list-style-type: none"> Provider management 	<ul style="list-style-type: none"> Provider management

2. HCSIS and MITA

DPW completed the 'as is' portion of its Medicaid Information Technology Architecture (MITA) assessment in December 2008 and is planning to begin the 'to be' visioning portion after July 1, 2009. HCSIS is a critical component of this assessment because it performs financial management functionality for Medicaid-funded waiver programs detailed in the previous section. HCSIS is used for:

- Service prior authorization and the authorization of Medicaid-funded waiver claims;
- Utilization review;
- Claims generation for services developed out of consumer care plans;
- Service Provider Qualification, management, and information;
- Eligibility and member management;
- Service quality assurance; and,
- Incident management.

Each of these areas fall within the scope of the MITA maturity model and all existing and planned functionality in these areas are part of the 'as is' and 'to be' assessments.

3. HCSIS Modules

Figure L3.3 describes the various modules contained within HCSIS.

Figure L3.3 HCSIS Modules

Module	Description	Subsystems
M4Q	<p>Managing for Quality (M4Q) is the module within HCSIS that collects data and tracks outcome trends from Pennsylvania's quality management initiatives, each of which is a subsystem within M4Q.</p> <p>Each quality management initiative serves a unique purpose. For survey-based subsystems, teams from different organizational levels within ODP interview a sample number of consumers served by ODP. The findings from</p>	<p>IM4Q (client satisfaction survey) OMOC – OMR Monitoring of Counties (currently not being used) ODP Incident Management OMHSAS Incident Management Health Risk Profile (HRP) (not</p>

June 21, 2010

	these surveys are then used by ODP to help evaluate the quality of services provided to its consumers and also determine if it is in compliance with the federal regulations. Incident management is the primary process for assuring the quality of the lives the systems support.	currently being used)
Incident Management – PWIM (Public Welfare Incident Management)	This incident management module was using the new Microsoft .NET platform as an incident management service. This service currently supports OCYF and ODP-Autism.	OCYF IM Autism IM
Client Registration and Assessment	<p>Registration process is the beginning point for individuals and families seeking waiver services and supports in Pennsylvania. The first part of the Registration is the initial contact between the individual and the HCSIS system. This initial contact can happen in one of two ways:</p> <ul style="list-style-type: none"> • Through a visit to a local office • Through the COMPASS internet enabled website. <p>Consumers are then provided with information about services and supports, eligibility criteria, and the next steps in the registration process. New consumers are cleared against MCI in order to establish new or confirm existing MCI numbers.</p> <p>Once the pre-registration information is completed, the individual and family are referred to their county or region of residence for the next step in the registration process – the determination of eligibility.</p> <p>The county, regional, or provider office completes the eligibility assessment and records the determination in HCSIS. The worker also determines the individual’s eligibility for services and records this determination in HCSIS. If the individual is eligible to receive services and if the funds are available, Federal, state or county funds are communicated to the individual and family. If funding is not available, the individual is added to a waiting list.</p> <p>EI Infant Toddler and EI Preschool Intake/Referral Process Intake/Referral Process is the beginning point for individuals and families seeking EI services and support in Pennsylvania that is funded through ITF Waiver, MA and Base funding. The first part of the Intake/Referral is the initial contact between the individual/family and the HCSIS system. This initial contact can happen in one or two ways:</p> <ul style="list-style-type: none"> • Through a local MH/MR County Office for EI Infant/Toddler Services Note: ITF Waiver , MA and Base Funding • Through an Intermediate Unit or Mutually Agreed-Upon Written Arrangements (MAWA) Agency for EI Preschool Note: MA and Base Program Funding Only <p>Consumers are then provided with information about services and support and eligibility criteria. The next steps in the intake/referral process is the determination of eligibility.</p> <p>In the EI Infant Toddler Program, the local county office contracts with an independent Multi Disciplinary Evaluation (MDE) Team Member (ex. Physical Therapist, Independent Evaluator) to evaluate the individuals. The MDE evaluates the individual utilizing assessment tools and a scoring mechanism to establish developmental delay in specified categories. The result of the evaluation determines the individual's eligibility for the EI Program; then, records the eligibility determination in HCSIS.</p> <p>For the EI Preschool Program, the eligibility is determined by individuals that work within the Intermediate Unit or MAWA and the same evaluation process as the Infant Toddler Program is used to determine program eligibility.</p>	Waiting List (PUNS) Eligibility Demographics Personal Planning Information Clearance Assessment Switchboard (Support Intensity Scale (SIS))
Individual Service Plan (ODP)	The Individual Service Plan (ISP) module facilitates the person-centered planning process while allowing counties to broadly manage services. ISP records detailed medical, health and safety information for all individuals. Assessment data is captured. ISP service information is used to validate (prior authorization) services through an MMIS interface to authorize payment. In addition to this, ISP records the services/supports designed to address the individual's outcomes. While the ISP module standardizes what is stored in	Plan Administration Consumer Name Preference Medical Health and Safety Functional Information Financial Service and Support

	HCSIS, it does not dictate a standardized process for gathering information.	Scales of Independent Behavior-Revised Parental Stress Scale Baseline Outcomes
Individual Service Plan (OCDEL, OLTL, and ODP-Autism)	<p>On the .NET platform, OCDEL and ODP-Autism use the Individual Service Plan (ISP) module to facilitate the person-centered planning process while allowing providers or counties to broadly manage services. ISP records detailed medical, health and safety information for all individuals. Assessment data is captured. ISP service information is used to validate (prior authorization) services through an MMIS interface to authorize payment. In addition to this, ISP records the services/supports designed to address the individual's outcomes. While the ISP module standardizes what is stored in HCSIS, it does not dictate a standardized process for gathering information.</p> <p>There are differences in the manner in which each program approves and authorizes services on plans. For ODP and the Early Intervention Infant/Toddler program (OCDEL), the plans are created by the Service Coordinators and approved by the County Office. For OLTL and ODP-Autism, the plans are created by Service Coordinators but approved by the Central Office. For the Early Intervention Preschool program (OCDEL), the plans are created by the School Districts or Intermediate Units themselves and approved by a supervisor-level user.</p>	Plan Administration Consumer Name Preference Medical Health and Safety Functional Information Financial Service and Support Scales of Independent Behavior-Revised Parental Stress Scale Baseline Outcomes
Supports Coordination	<p>HCSIS is used by providers, Supports Coordinators, Supports Coordination Supervisory staff, County administrative staff, and regional staff as they complete their duties on a daily basis.</p> <p>The Supports Coordination (SC) module stores information about the individual, tracks interactions between the individual and Supports Coordinator, captures case comments, fulfills SC Service claims timekeeping requirements, facilitates SC monitoring of an individual's services and supports, and facilitates transfer of cases. The module provides Supports Coordination Supervisors with tools to: monitor Support Coordinator caseload sizes, review the productivity of Supports Coordinators in resolving issues and alerts, and identify situations where actions need to be taken by someone in HCSIS. This module also supports the creation of claims invoices for processing in the PROMISe system for billable service notes for ODP and OCDEL.</p>	Consumer Name Face sheet Caseload Management SC Service Claims Case Comments Individual Monitoring
Provider	The Provider module gives state staff or providers access and registration capabilities. The module also allows providers to qualify to render services for multiple HCBS programs, and the ability for program offices to manage that qualification process..	Administration Clearance Qualification Verification
Financial	The Financial module provides the necessary accounting mechanisms to support in the planning of fiscal year cycles for service financial data, funding for individuals, provider rate management and reporting of expenditures, including a ledger for service-related budget items from the point of allocation of dollars to a funding stream through service utilization.	County/Program Office Aging Plan Providers Consumer Names Contracts Rates
Reports	The Reports function provides a variety of data extracts, system reports, ODS and Data Warehouse reports and cubes to promote risk management, financial management, client management, and program management at the state, region, county/Administrative Entity, and provider levels.	Extracts System Reports Historical/Trending Reports Operational Reports Data Warehouse Reports and Cubes ODS

Figure L3.4 provides a perspective of the HCSIS functional and user statistics.

Figure L3.4 HCSIS Functional and User Statistics

HCSIS Subsystem	Aggregate # Records in Subsystem (Units)		Records created in Past Year
	Counts	Units	
IM4Q	122,832	Surveys	17,750
HRP	9,466	Samples	1,505
IM - ODP	453,096	Incidents	70,317
IM - OMHSAS	6,164	Incidents	2,753
IM - OCYF	30,347	Incidents	17,309
IM - BAS	2	Incidents	2
OMOC	3,367	Samples	0
Client Registration - ODP	87,336	Clients Registered	2,822
	<i>Active: 54,769</i>		<i>Active: 2305</i>
	<i>Inactive: 32,567</i>		<i>Inactive: 517</i>
Client Registration - OLTL	22,094	Clients Registered	4,166
	<i>Active: 15,371</i>		<i>Active: 3881</i>
	<i>Inactive: 6,723</i>		<i>Inactive: 285</i>
Client Registration - BAS	565	Clients Registered	564
	<i>Active: 557</i>		<i>Active: 557</i>
	<i>Inactive: 8</i>		<i>Inactive: 7</i>
Client Registration - EI	18,299	Clients Registered	18,298
	<i>Active: 15,256</i>		<i>Active: 15,255</i>
	<i>Inactive: 3,043</i>		<i>Inactive: 3,043</i>
Client Registration - OMHSAS	60,110	Clients Registered	57,697
	<i>Active: 56,057</i>		<i>Active: 53,724</i>
	<i>Inactive: 4,053</i>		<i>Inactive: 3,973</i>
Client Registration - OCYF	6,628	Clients Registered	3,042
	<i>Active: 6,628</i>		<i>Active: 3,042</i>
Client Registration - PDA	46,145	Clients Registered	9,639
Client Registration - Total	241,177	Clients Registered	86,589
	<i>Active: 194,783</i>		<i>Active: 78764</i>
	<i>Inactive: 46,394</i>		<i>Inactive: 7825</i>
Supports Coordination	10,809,506	Service Notes	2,311,843
Supports Coordination	60,820	Caseloads	19,455
Supports Coordination	1,269,400	SC Monitorings	277,783
Individual Service Plan	357,788	Legacy Plans	126,016
Individual Service Plan	10,588	New Plans	10,588
Provider Registration	1,900	Providers Registered	234
Provider Registration	10,564	Provider Locations	2,159
Financial Management Claims – PDA	3,951,292	Claims	750,588
Financial Management Claims – OLTL	3,814,819	Claims	1,099,512
Financial Management Claims - ODP	6,344,816	Claims	3,904,561
Financial Management Claims – Total	14,110,927	Claims	5,754,661
Reporting / Extracts	37,305	Data Extract Requests	12,904

June 21, 2010

C. BUSINESS NEEDS

Case management applications, including HCSIS, have consistently required new functionality and changes to meet CMS mandates that have required demonstrated improvements in data collection and reporting, quality assurance, financial management of services, provider oversight, and needs assessment. These changes have generated significant project change initiatives for case management applications used by DPW and have involved broad technical changes as well as far-reaching application support requirements. Management of these applications requires a maximum amount of flexibility in planning, design, and implementation to address the needs of this turbulent climate of change.

D. ONGOING AND PLANNED ACTIVITIES FOR FY 2009-2010

In State Fiscal Year 2009-2010, a number of system enhancements are planned. Some of these enhancements are continuing from 2008-2009, while others are new and are highlighted below.

- 1. Early Intervention Pre-School Phase 1:** This project supports the OCDEL Early Intervention Pre-school program and is intended to address the full operations for this program. The modules included in the implementation are: Provider Registration, Intake, Eligibility, Plan (or IEP), Case Management, Reports, Alerts, and Notices.
- 2. Autism Billable Service Notes:** This functionality involves the creation of an 837 record to be sent to the MMIS (PROMISe) system and will leverage existing functionality currently in use by ODP (MR) and OCDEL.
- 3. Early Intervention Provider Scheduling:** This initiative involves the development or adaptation of a web based scheduling component to HCSIS to provide access to therapist and provider schedules so that a location can be considered when selecting providers for authorized services.
- 4. Annual Renewal:** Due to a policy revision and in line with the CMS assurances for waiver renewals, Aging/OLTL is considering changing this date from July 1st to the consumer's waiver enrollment anniversary date. A HCSIS modification is required to accommodate this change in policy and involves a modification to the Individual Service Plan functionality for these consumers.
- 5. Early Intervention 3-5 Program:** The next and final phase for the Early Intervention integration into HCSIS follows the Phase 3 activities for the Early Intervention 0-3 program and is supported by the HCSIS integration already completed for the Pre-school 3-5 program. These system changes include claims processing and financial management for the Preschool 3-5 Program.

E. PLANNED ENHANCEMENTS FOR FY 2010-2011

Listed below are some of the planned enhancements for the 2010-2011 fiscal year. Approval is dependent on federal and state funding and prioritization within the Commonwealth. The Department reserves the right to replace the following initiatives with other priorities or utilize any or none of these options.

1. **Provider Certification and Licensing (Statewide Provider Qualification System):** this change would support multiple program offices as they qualify Medicaid Waiver and State funded providers to support consumers in their programs. ODP is expected to integrate in this application in the 2010-2011 state fiscal year. Some aspects of provider qualification exist; Enhancements may include certification and recertification processes and the automated tracking and integration with an enterprise licensing application. This modification will allow for a high level of end user configurability and will be rules driven.
2. **Personal Risk Screening:** As a component of the development of individual service plans, HCSIS will be used for the capture and calculation of personal risk. This information will involve an algorithm that will support the development of appropriate consumer supports and will guide program offices in consumer oversight, safety, and oversight of service appropriateness and quality. This modification will allow for a high level of end user configurability and will be rules driven.
3. **Reporting and Analytics:** Multiple program offices are interested in using existing data currently captured in case management and MMIS systems to discover and understand historical patterns and to model future program performance for improved decision-making, budget planning, capacity building, quality assurance, federal reporting requirements, and resource allocation.
4. **Intake:** In the Intake project, existing functionality will be adapted to begin the MA and Aging/OLTL Waiver Eligibility and level of care assessment process. Intake information will support this process. This functionality will need to process applications and articulate the application outcomes to the enrollment broker. The schedule for this activity is noted below:
5. **Assessment of Level-of-Care, Needs and Risk:** Assessment and planning tools will be used to support Aging/OLTL Level of Care, service needs, and risk determination and service level and budget level planning for clients. Assessments will be based on standards that have been combined to assess a client's needs based on a spectrum of considerations
6. **Enterprise Incident Management:** This project, formally described as Event Management, will support the mandate from CMS and will require The development and adaptation of existing and new, rules-driven functionality to support the capture, management, follow-up, and reporting of incidents for consumers; the use of data from multiple existing applications to support this process; and the reporting of incident

information from both the Enterprise Data Warehouse and the production system.

7. **MMIS Claim Generation:** As an alternative to the use of the HCSIS-MMIS interface for claims validation, HCSIS will maintain the capacity to generate valid claim records to be sent electronically to the MMIS system. These claims will be based upon completed services captured in the individual service plans and will be submitted in a manner consistent with any billing software system.
8. **External Source Data Uploads:** A part of both program start-up activities and ongoing data maintenance, HCSIS will maintain the ability to manage data exchanges with external data sources that meet specified criteria for these data exchanges. Data elements be involved in these exchanges may include demographic, provider, and service-related information.
9. **Consumer Demographic Merge Utility:** This utility is intended to allow HCSIS end users to merge duplicate consumer demographic and enrollment information and to combine service utilization information. The purpose of the utility is to allow end users the ability to correct demographic information on a real-time basis and to ensure that service utilization is appropriately associated with the correct consumer records.
10. **HCSIS-Corticon Integration:** Corticon® Technologies' Business Rules Management System provides the ability to model their recurring decisions, and to automate those decisions within enterprise systems to assure consistent and optimal results. Broad integration between HCSIS and Corticon, where appropriate is a desirable enhancement.
11. **Develop and Deploy Early Intervention Financial Management for Preschool:** Will permit centralized payment methodology for the pre-school administrative entities that run the Early Intervention Preschool program. This functionality will allow centralized payment through Treasury and improved fiscal accountability.
12. **MCI .NET Service Adoption:** HCSIS consumption of the .NET compliant service being offered by the MCI application. HCSIS will meet the DPW technical standard and will also allow users to take advantage of the enhanced functionality beyond the technology upgrade this service offers, allowing for better response to data anomalies between the applications.
13. **iCIS Eligibility Integration:** This modification will represent a service originating from the Integrated Client Information System (ICIS) and will allow eligibility determination and demographic data maintenance to originate in iCIS. HCSIS will use this service for processing information but will not be requirement to maintain a separate demographic and eligibility engine outside of the DPW eligibility system.
14. **HCSIS incidents for a sentinel event and Root cause analysis.** The reporting of sentinel events and subsequent Root Cause Analysis.
15. **OMHSAS data store flexible query and report generation beyond existing online report generation**

F. STAFFING REQUIREMENTS

The selected Offeror must supply IT Consulting staff. Staff assigned to this project will provide consultative services to help define, plan, and implement strategic, business, and operational change. Staff must be able to work cooperatively with Commonwealth staff and other individuals and entities during the project. The selected Offeror's staff must be able to coordinate and receive direction from designated DPW staff during this project. The selected Offeror's staff must be able to deliver work that is not in conflict with the priorities and hardware/software choices and limitations as established by the Commonwealth, Department of Public Welfare.

The Department currently uses a mix of state employees and contracted staff to support the work of HCSIS. The HCSIS organizational chart, showing both state and contracted resources currently supporting HCSIS, is provided as **Appendix II**.

The selected Offeror will assist in assessing the impact on other applications for any modifications to HCSIS. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror must agree to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Offeror.

G. REQUIRED WORK SKILLS

For purposes of this part of the RFP, the selected Offeror must provide Key Staff with a detailed, verifiable history of up to three programs/projects of substantial similarity in nature to this initiative, completed or started within the last five years. Other required work skills include:

1. Minimum of five years of experience in planning, developing, deploying or implementing large-scale federal, state, or county Case Management systems;
2. Providing comprehensive business analyses functions. Applied experience with human services service-oriented architecture (SOA) and enterprise architecture (EA) methodologies is preferred but not required.
3. Reengineering business processes. Applied experience with human services service-oriented architecture (SOA) and enterprise architecture (EA) methodologies is preferred but not required.
4. Business Analytics and Decision Strategy including Business Process Modeling
5. Business Requirements Definition
6. Requirements Traceability
7. User Acceptance Testing (Use Cases/Testing scenarios/Break Testing)
8. Utilizing Project Management Institute (PMI) methodologies; and,
9. Implementation Support Services
10. Help-Desk Support Services

The selected Offeror may acquire specialized expertise through the use of subcontract agreements. Subcontracts must be identified in the proposal according to the requirements identified in **Part II, Proposal Requirements**.

H. REQUIRED ACTIVITIES/TASKS

Orientation/Knowledge Acquisition

Orientation/Knowledge Acquisition refers to a “transition phase” that consists of activities that must take place between the effective date of the contract and the selected Offeror’s start date. This includes all required activities.

The primary objectives of the Orientation/Knowledge Acquisition Transition Phase are the following:

- Ensure successful orientation, knowledge acquisition, and operational independence from incumbent contractor
- Ensure a smooth transition of responsibilities;
- Complete knowledge transfer and domain understanding;
- Establish accurate assessments and strong accountability controls;
- Mitigate risk to the Commonwealth, DPW, clients and taxpayers
- Establish facilities and appropriate infrastructure.

Orientation/Knowledge Acquisition Transition Phase activities will vary depending on whether the incumbent contractor or another Offeror is awarded the contract. If the incumbent contractor is awarded the contract, the activities will include changes or modifications in operational procedures consistent with the contract and a potentially shortened transition period. If a non-incumbent Offeror is awarded the contract, there will be a full transition including a period of knowledge transfer from the incumbent contractor to the winning Offeror(s).

Orientation/Knowledge Acquisition Transition Offeror Responsibilities:

- a. The selected Offeror will prepare and submit a comprehensive Orientation/Knowledge Acquisition Transition (OKA) Plan. The Orientation/Knowledge Acquisition Transition Plan will incorporate the activities necessary to turnover the business systems in an orderly manner. The plan will address specialized business and computer systems operational transition of all in scope systems and operations (i.e., DPW and PACSES Environments). The plan must address the resources required for the turnover including those from the Department, incumbent contractor, and new contractor if any. Additionally, the plan will identify the system turnover objectives and work plan activities on a Gantt chart and document activity time frames and responsibilities. The Transition Plan will be submitted to DPW for final review and approval.

- b. The selected Offeror must provide a well planned and executed transition of the on-going business operational and strategic business and policy activities currently being executed by the incumbent vendors associated with the systems and functions included in the scope of this RFP.
- c. The selected Offeror must ensure that knowledge transfer occurs in such a manner to enable its staff to confidently assume ownership, independently manage the in-scope operational systems without disrupting business operations or timely delivery of citizen services.
- d. The selected Offeror must receive the turnover of the operation and management of all in-scope operational business functions no later than the end of the transition period. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users, clients, and/or beneficiaries takes place.
- e. Upon approval of the Transition Plan, the selected Offeror will begin transitioning the business systems and provide the transition progress assessments and status updates. Offeror will coordinate with DPW regarding transition tasks prioritization issues or conflicting activities interfering with maintaining and operating the systems.
- f. At the end of the transition phase, the selected Offeror will prepare the OKA Transition Results Report. This will document the completion of turnover activities, and will provide status of each high-level task and activity that took place during the transition period. The report will highlight how each of the objectives stated in the Transition Plan have been achieved and the resolution of issues identified and prioritized during the turnover process.

Orientation/Acquisition Transition Plan: Project Initiation, Setup, and planning

a. Project Initiation, Setup, and Planning

Project Initiation, Setup, and Planning will include all activities and tasks required to begin the project. The Offeror will acquire and set up facilities, acquire and install the necessary hardware and software, establish the necessary telecommunication capabilities, and create various plans that must be followed during the execution of the project.

i. Deliverables and Outcomes: Project Initiation, Setup and Planning

- **Project Initiation, Setup and Planning Deliverable** to include:

- **Detailed Project Work Plan**

The work plan must include but is not limited to defining each of the planned tasks and subtasks along with start dates,

planned completion dates, primary responsibility, and dependencies.

- **Orientation/Knowledge Acquisition Plan of the HCSIS suite and DPW environment**

The Knowledge Acquisition plan must address the details of how the Orientation/Knowledge Acquisition needs of the project will be met. The details of the plan must include but not be limited to (a) purpose statement, (b) resource allocations, (c) details of knowledge acquisition approach, (d) dependencies, and (e) agreements that summarize and clarify roles and responsibilities among those who will execute and be part of the plan.

- **Issue Management Plan**

The issue management plan must provide procedures for identifying, evaluating, and resolving issues impacting the project. This plan will be developed as part of the planning process but will be updated as necessary throughout the project.

- **Change Management Plan**

The change management plan must provide a process for evaluating, assessing, and determining the impact of any proposed changes to the project. This plan should incorporate DPW project change procedures.

- **Communications Management Plan**

The communications management plan must provide an explanation of the methods the Offeror intends to employ for communication with DPW during the project. The plan must identify the key stakeholders, what will be communicated through the plan, when it will be communicated, and the method(s) used for communication.

- **Quality Management Plan**

The quality management plan must address the quality control processes and procedures the Offeror will use to ensure the quality during the project.

- **Requirements Management Plan**

The requirements management plan must address how the Offeror will develop baseline requirements, the processes and procedures the Offeror will employ to track and monitor requirements throughout the project. The requirements management plan should include any software tool that the Offeror intends to use to manage requirements.

- **Budget/ Contract Management Plan**

The budget and contract management plan must provide the method to periodically report up-to-date budget information for

the project.

- **Periodic Status Report templates**

The periodic status report templates will define the format and content of all Status Reporting documents.

- **Agenda and material for the Project Kickoff Meeting**

The Agenda and material for Project Kick-off will aid in planning the kick-off meeting and getting agreement on the presentation content for the meeting.

- **Non-Deliverable Outcomes:**

- Fully setup facilities, equipment
- Project Kickoff Meeting
- Readiness to commence the next set of project activities

- ii. **Commonwealth's Responsibilities: Project Initiation, Setup and Planning**

- Review, approve, disapprove or request modification and resubmission of each deliverable
- Identify Commonwealth key contacts
- Provide Offeror with access to Commonwealth facilities, personnel, documentation and other items under its control
- Provide coordination with and access to third parties, as required
- Participate in Project Initiation and Setup related discussions
- Coordinate Kickoff related activities

- b. **Orientation/Knowledge Acquisition Period**

The contract will provide for a maximum of six months for transition from the incumbent vendor to the selected Offeror. Under the current timeline, this transition period will occur during April - September 2011.

The Offeror must carry out and participate in each of the specific activities delineated in the agreed-upon Orientation/Knowledge Acquisition Plan. During this activity, the Offeror must gain sufficient knowledge to understand the functionality provided by HCSIS, its underlying data structures, its processing sequences, its key data input mechanisms, its interfaces, the operational aspects of HCSIS such as concurrent usage, transaction volumes, etc.

The Offeror must allocate sufficient resources and time for Orientation/Knowledge Acquisition and ensure that Orientation/Knowledge Acquisition takes place in a partnership spirit and cooperative manner.

The Offeror will be responsible for satisfactorily meeting the deliverables and achieving the outcomes identified in H.1.b.i in a timely manner.

i. Deliverables and Outcomes: Orientation/Knowledge Acquisition

• Deliverables

○ Knowledge Acquisition Completion Checklist

The Offeror shall develop a Knowledge Acquisition Completion Checklist that will indicate that all planned Knowledge Acquisition activities have been complete.

• Non-Deliverable Outcomes:

- Offeror acquires sufficient knowledge of HCSIS suite and its operating environment to successfully carry out the project requirements in an effective and timely manner.**

ii. Commonwealth's Responsibilities: Project Initiation, Setup and Planning

- Provide access to Commonwealth facilities, personnel, systems, documentation, and other items under its control, and coordination with and access to third parties as required for the Offeror to perform this task under the contract.
- Identify project team members and other stakeholders who will contribute to the Orientation/Knowledge Acquisition activities.
- Provide agreed-upon levels of active participation (of the business staff, technical staff and management, as applicable) in the Orientation/Knowledge Acquisition work sessions.
- Coordinate with the current DPW vendor to ensure that the Orientation/Knowledge Acquisition needs are understood and can be met.
- Facilitate Stakeholder Engagement in the Orientation/Knowledge Acquisition process.
- Ensure that Orientation/Knowledge Acquisition takes place in a partnership spirit and cooperative manner.

c. Outgoing Vendor's Integrated Solutions Turnover Plan and Assumptions for Knowledge Transfer

A copy of the outgoing vendor's Integrated Solutions Turnover Plan is included as **Appendix T** to this RFP. A number of assumptions were made by the vendor while creating this work product in addition to the details contained within the Turnover Plan.

Orientation/Knowledge Acquisition Required Items:

The Offerors for **Lot #3** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Effectively stand up operations as well as perform and manage all the tasks outlined in the Orientation/Knowledge Acquisition section (i.e., Items a through d) for a successful transition period

with in the specified time period allotted from April – September 2011(Duration of 179 calendar days); 2) Meet the primary objectives and responsibilities, 3) Provide a resource plan and organizational chart for the transition team and crosswalks to operational positions after completion, Resource and 4) Conduct activities and procedures for the evaluation, knowledge acquisition, and transition of the in-scope systems relative to, but no limited to the following items:

- Work materials
- Business and Technical Governance (Processes and Procedures)
- Software, tools, and end-user guides and operational documentation
- Project Plans and associated status (on-going initiatives and scheduled on baseline, risk/Issues logs, status reports, etc)
- Program Office business cycles demands and operational environments abilities, strengths, and constraints
- Program mission, vision, and strategies (domain understanding and continuity during transition)
- Program and documentation update procedures during transition
- On-going and scheduled operational activities
- On-going and scheduled computer systems Modifications/Enhancement activities and associated end-user adoption and implementation support activities
- Staffing Levels and Organizational Structures
- Defining and transition of responsibilities
- Skill sets requirements, staff training, and job shadowing
- Criteria for success, validations, and certifications
- Production program and documentation update procedures during transition
- Program Office business plans and strategies turnover procedures
- Understanding procedures for on-boarding business concepts through the Business Review Board, requesting changes to computer programs, and other documentation
- Transition alignment with business cycle and scheduled events
- Check points and transition operational readiness assessments throughout the transition period

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any Orientation/Knowledge Acquisition and transition activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

It is the Department's expectation that all **Orientation/Knowledge Acquisition** tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

2. Strategy/Business Planning

Pursuant to this RFP, DPW seeks to award a contract for a knowledgeable, experienced, qualified, and responsive consultant to provide IT Consulting Services for DPW's Health Care Systems Portfolio. In this capacity, the consultant is expected to provide "top-tier" support, advice, guidance, and management assistance to DPW's program offices in the planning of their IT needs and brings national experience with its Case Management Systems to the table.

The selected Offeror of **Lot #3** is required to have domain understanding of their specific programs and operations as well as peripheral vision into other programs areas across horizontal and vertical service domains to looking for synergies, opportunities to join forces and consolidated initiatives, and ensure alignment of strategies to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. From a strategic perspective, the selected Offeror of **Lot #3** will be responsible for environmental scanning in three venues: 1) Researching pending and/or current legislation and assessing the potential impacts to program office policies and current operations, 2) Scanning the national horizon for other innovative state programs and operational models that would reduce costs and improve citizen services, 3) Researching and evaluating citizen demographics and trends that impact DPW programs, shape policy, and change course to better serve the citizens of the Commonwealth. In addition, strategically **Lot #3** Offeror will be required to refine and expand Enterprise Architecture (EA) frameworks to ensure alignment of business and technical strategies and resources to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. Specifically, the selected Offeror of **Lot #3** will be responsible for 1) Identify common business functions, services, and data components to create sound program office business solutions that support enterprise business processes and business unit-specific processes using a holistic enterprise architecture and shared services approach (where appropriate) to deliver quality and cost effective citizen services; 2) Creating and maintaining the EA Business, Services, Data, and Governance reference models (including As Is - To-Be roadmaps); and 3) coordinating with the selected **LOT #6** Offeror to plan, architect, build, and evolve program business solutions that align with the enterprise architecture (EA) frameworks to support reuse of resources in the application, services, data, and technology domains of Enterprise Architecture blueprint.

Some other strategic and tactical requirements include but is not limited to, are as follows: 1) Conduct targeted feasibility studies to assess plausible alternatives and provide executive decision makers with sound

cost effective recommendations that align with the DPW mission and program Office goals and objectives, 2) Coordinate with other Lot Offerors bringing business concepts to reality ensuring operational capability and readiness to support business operations, 3) Analyzing and reshaping business models, workflows, data/information flows, and the utilization of computing systems to support the dynamics, culture, and demands of program operations, 4) Annual scoping and planning with DPW program managers and portfolio managers for all business and technical project initiatives 5) Continued maturation with ITIL frameworks relative to business processes and solution development and delivery processes.

The Offeror is responsible for the following general requirements:

- Work cooperatively with key State staff, other project stakeholders, and the staff of other contractors as required in the course of the contract period.
- Identify efficiencies that could be garnered by increasing functionality, changing business processes and procedures, updating and/or utilization of computer systems and operational equipment, or other changes.
- Inform DPW management staff of current strategic, tactical, and operational data, reporting, and business intelligence best practices and standards to better monitor, spot trends, and manage program outcomes.
- Provide information on best practices, new standards, and computing technologies used in other states and the federal government, in the provider management marketplace.
- Effective management and coordination regarding individual and multi-vendor project initiatives ensuring on target relative to schedule, budget, and performance (i.e., meeting stated goals, objectives, and outcomes.)
- Present forward-thinking strategies on public policy to DPW management.
- Work cooperatively with State staff assigned to the project to ensure the success of the project.
- Maintain current, complete, and detailed records of all meetings, enterprise architecture and system development life cycle documents, project meetings, presentations, knowledge acquisition, and system change planning issues, infrastructure management documents, performance reporting, risk assessment, project planning schedules, and any other interactions related to the project described in this RFP and make such records electronically available to DPW on a regular basis, throughout the life of the contract.

The IT Consultant must provide subject matter experts with specific IT technical and business/functional skills in Case Management Systems.

a. Strategy/Business Planning Activities/Tasks

Description of Activities/Tasks	Sub-Component Service Offering
<p>Strategy/Business Planning</p>	<p>Strategy/Business Planning</p> <ul style="list-style-type: none"> • Consults with executive-level stakeholders to define business need or problem; conducts research, performs studies and surveys to obtain data; and analyzes problems to advise on or to provide recommended solutions based on relevant hands-on experience solving similar business problems at the State or Federal level. • Perform assessment of the impact of current regulations and policies upon the business operations and systems. • Establish necessary workgroups and work plans to address relevant policy issues. • Identify and assess system requirements that are the result of federal or state laws and regulations (e.g., constraints related to confidentiality). • Identify policies and regulations that should be changed to support the system and work to change them, including Internal DPW policies, Policies involving other state agencies, and/or State laws and regulations, when change may be feasible. • Centrally collect and catalog related policies, starting with those policies that are relevant to the system • Conducts research regarding business solution alternatives and feasibility studies. • Conducts business case analysis with portfolio managers and executive-level stakeholders. • Serve as an advisory council for other work streams that will impact organizational behavior <ul style="list-style-type: none"> ○ State and County Resource Management ○ Policy Regulation ○ Business Process Re-engineering ○ Training ○ State System ○ County System ○ Interim Projects ○ Pilot Testing and/or Proof of Concepts ○ Contingency Planning ○ Migration and Conversion • Provide a prioritized listing of all application modifications and enhancements planned for the following fiscal year, with accurate level of effort and resource estimates. • Enterprise Architecture strategies and reference models (i.e., Business, Services, data, and governance models) <p>Business Process Reengineering (BPR) /Business Process Modeling (BPM)</p> <ul style="list-style-type: none"> • Use visualization and modeling tools as requirements are elaborated and functional design tasks take shape <ul style="list-style-type: none"> ○ Prepare class diagrams, entity relationship diagrams for technical audiences ○ Develop use cases, activity diagrams, or sequence diagrams to walk through the system interface processes end-to-end ○ Business process modeling and workflow analysis and documentation • Coordinate business requirements related to developing a data dictionary or service hierarchy with other system project tasks <ul style="list-style-type: none"> ○ User interface specifications ○ In some cases, the selected Offeror will need to drill down to data at county and business partner level ○ Physical design ○ Regulatory and policy coordination • Clearly understand dependencies in the systems <ul style="list-style-type: none"> ○ Data elements that are derived in the business process ○ System interfaces that must execute in sequential order ○ Association classes that are created by transaction events ○ Business workflows, decision points, data/information flows relative to systems transactional processing and associated SOA shared services components.

b. Commonwealth's Responsibilities: Strategy/Business Planning

- Provide input during the Strategy/Business Planning
- Review and approve the prioritized listing of all application modification and enhancements planned for the following fiscal year
- Provide the necessary system documentation (including concept and visioning documents) for all planned modifications and enhancements

c. Offeror Responsibilities: Strategy/Business Planning

- Conduct targeted feasibility studies to assess plausible alternatives and provide executive decision makers with sound cost effective recommendations that align with the DPW mission and program Office goals and objectives
- Provide a prioritized listing of all application modifications and enhancements planned for the following fiscal year.
- Researching pending and/or current legislation and assessing the potential impacts to program office policies and current operations
- Researching and evaluating innovative state programs and operational models that would reduce costs and improve citizen services, and proposing qualified recommendations to key decision makers.
- Researching and evaluating citizen demographics and trends that impact DPW programs, shape policy, and change course to better serve the citizens of the Commonwealth.
- Coordinate with other Lot Offerors bringing strategic business concepts to reality ensuring operational capability and readiness to support business operations
- Annual scoping and planning with DPW program managers and portfolio managers for all business and technical project initiatives
- Analyzing and reshaping business models, workflows, data/information flows, and the utilization of computing systems to support the dynamics, culture, and demands of program operations
- Refine and expand Enterprise Architecture (EA) frameworks to ensure alignment of business and technical strategies and resources to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. **Lot #3** Offeror will also provide EA-SOA Blueprints updates to **Lot #6** vendor relative to Business Reference Model (BRM), Service Component Reference Model (SRM), and Data Reference Model (DRM).
- Creating and maintaining the EA Business, Services, Data, and Governance reference models (including As Is - To-Be roadmaps)
- Continued maturation with ITIL frameworks relative to business processes and solution development and delivery processes

- Provide accurate level of effort and resource estimates for all planned modifications and enhancements.

Strategy/Business Planning Required Items:

The Selected Offeror for **Lot #3** must describe in detail how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Obtain and maintain domain understanding of their specific programs and operations as well as peripheral vision into other programs areas across horizontal and vertical service domains, 2) Approach to achieving the specific and general requirements and responsibilities; 3) Approach to effectively managing and coordinating multiple concurrent individual and multi-vendor project initiatives ensuring on target relative to schedule, budget, and performance (i.e., meeting stated goals, objectives, and outcomes); 4) Approach to providing quality end products and reliable actionable advise and recommendations to key decision makers, 5) Facilitate a corporative culture and resolve differences of opinions with other selected Offerors.

The Offerors for **Lot #3** must propose the tools, process, and methodology to demonstrate how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Evaluate and propose new concepts and technologies to improve business operations and delivery of citizen services; 2) Ensure alignment of business and technical strategies to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services (include EA perspectives in your response), 3) Analyzing and re-engineer business models, workflows, data/information flows, to support the dynamics, culture, and demands of program operations.

The Selected Lot #1 Offeror must describe in detail: 1) The resources required to support Strategy/Business Planning tasks including skill sets and experience, and 2) The associated organizational chart

It is the Department's expectation that all **Strategy/Business Planning** tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

3. Application Support Services General:**3.1 Overview**

The business applications included in RFP 16-09 serve a unique set of client needs and are administered under separate program offices within DPW. However, these applications share much in common around

technology, infrastructure, development methodology and operations. Integration is not to be considered as an exceptional practice but instead as a necessity to optimally maintain and enhance these applications. Further, DPW shares both application functionality and information with many external partners with heterogeneous technical environments. The number and extent of this external interaction will only increase over the coming years. As a result, planning for new business applications must be undertaken with an eye toward openness, standards-based interfaces, and standards-based exchanges.

DPW's core enterprise IT applications are both large and complex, due to the intricate regulatory, financial, and fiduciary requirements of these systems. DPW began significant system modernization efforts of these systems more than seven (7) years ago, with the creation of their first web-based applications. These efforts have gained momentum over the last several years as DPW has sought to aggressively move select functionality off of their mainframe platform and onto server-based systems. In addition, DPW has targeted an Enterprise Architecture Model and Service-Oriented framework approach for their next generation of systems.

The selected Offerors for **Lot #3** will be responsible for providing following **Application Support Services** for all the in-scope systems identified in this Lot of the RFP:

Application Modification/Enhancements

- Business Requirements Document (BRD)
- Requirements Traceability
- User Acceptance Test Plans
- User Acceptance Testing
- Business Process Management
- Operational Readiness Assessments
- Business Solutions Life Cycle

Implementation Support Services

- Implementation/Field Support
- Communications Management
- Help Desk Services
- Systems Reports

The Selected Offeror for **Lot #3** must propose a tools, processes, and methodologies that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Lead and assist DPW in achieving the overarching goal and stated objectives; 2) Accomplish the stated expectations.

The Offeror of **Lot #3** will assume a critical role in the strategy, planning, validation, deployment, and life cycle management of DPW's core enterprise IT applications required to support program office business operations. The Offeror of **Lot #3** will be in tune with business drivers due to internal and external influences which inherently impact program office policy and eventually day-to-day business operations. In this light, the Offeror for **Lot #3** must have the domain understanding and foresight into the required changes to business procedures, processes, common services and delivery models, and the IT systems enablers to envision and conceptualize what needs to be done to meet the DPW mission, business drivers, and stated outcomes. Then coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors to bring concepts to reality. Offeror for **Lot #3** will be responsible for providing Application Support Services related to program business solutions and computing systems modifications/enhancements, adoption, and operational readiness assessments and support.

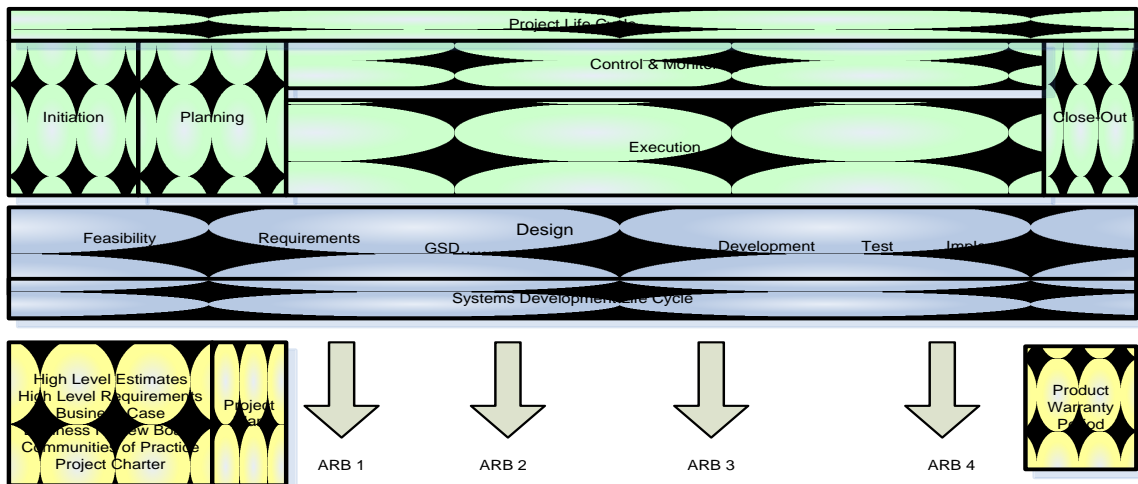
3.1.2 Project Management

Based on scope, complexity, and funding parameters projects initiatives must first be evaluated, prioritized, and authorized by the Program Offices and BIS Portfolio Managers via the Business Review Board (BRB) process. Project initiatives for maintenance and minor systems enhancements are required to be vetted through the program change request, change control, and software release management processes. Based on scope and complexity, the selected Offerors will be performing the work associated with Application Support Services initiatives primarily using two types of project engagements: 1) Individual-vendor IT projects and 2) Multi-vendor IT projects. Individual-vendor IT Projects are specific strategic, tactical, or operational initiatives that fall under the purview of a specific vendor requiring little or no involvement with the other Lot Offerors. In this case, the Offeror will have primary ownership and responsibility to manage and coordinate all aspects of the project management throughout the project life cycle with state oversight and approvals. Multi-vendor IT Projects are enterprise wide strategic, tactical, or operational initiatives that fall under the purview of multiple vendors requiring significant involvement and commitments with the other Lot Offerors. In this case, a specific Offeror will be assigned as the enterprise project lead and will have primary ownership and responsibility to coordinate all aspects of the project with state oversight and approvals. The enterprise project lead will establish and maintain the master project plan framework (i.e., Master Communications Plan, Master Schedule, Master Risk/Issues logs, Master Deliverables schedule, change control, and consolidated project status reports) throughout the project life cycle with input from both DPW and the other participating Lot Offerors. DPW and the other participating Lot Offerors

will have ownership of creating and managing sub-project plans and their respective sub-project phases and logistics (i.e., planning, control and monitoring, execution, risk/issues management, change control, and status reporting). The sub-project plans and their associated frameworks are integral parts of the master project plan requiring continuous coordination, communications, and alignment throughout the project life cycle. All projects will have a change control board (CCB) and executive steering team. Project managers and team leads are responsible and accountable for controlling and monitoring the project for all project phases and assessing changes, risks, and issues relative to the predefined schedule, performance, and budget. Project anomalies, potential risks, and ongoing issues that lead to variances that exceed predefined thresholds must be thoroughly evaluated with proposed solution recommendations presented to the change control board based on earned value methodologies and a detailed impact assessment that illustrates the severity and level of impact to project budget, schedule, or performance. The change control board will review and validate information and refine the recommendation(s) for consideration from the executive steering committee with final approval from the DPW Contract Administrator. All projects are required to follow DPW and Commonwealth project management methodologies, standards, and procedures. **Figure L3.5** below illustrates the business solution life cycle model illustrating the alignment of the project life cycle, systems development life cycle, and the architecture review boards.

Figure L3.5 Business Solution Life Cycle Model

Business Solution Life Cycle View



3.1.3 Defect Management

It is imperative that DPW have an effective defect management with accurate, detailed analysis, and reporting of defect information per

software release to assist management with risk management, process improvement, project management, and Go or No-Go operational readiness decisions. DPW does not want multiple and disparate defect management systems and disjointed processes. To achieve this objective, the Offeror of **Lot #7** will have overall responsibility for an enterprise defect management system and tracking of defects throughout all the SDLC phases as well as latent production defects. Selected Offeror's for **Lots #1-5**, and **Lot #6** will be expected to coordinate with and provide input to the **Lot #7** Offeror and DPW regarding defect prevention, discovery, tracking, categorizing (i.e., type and severity), resolution, reporting, and after action activities to improve end product quality and solution development and delivery processes. Offeror for **Lot #7** will be responsible for providing defect management reports as a contract deliverable throughout specific SDLC phases (i.e., Requirements, Design, Build, Integration, SAT, Production, and post Implementation) for each software release. **Lot #7** vendor will provide a production defect report and certify that the end product is operational and ready to migrate into live production environments from a systems perspective. **Lots #1-5** will certify that the end product is operational and ready to migrate into live production environments from a business perspective. The production defect report, SAT Completion Test Results, and both certifications are contract deliverables and required for DPW to assess the end product operational readiness profile and make an informed Go or No-Go decision. DPW makes the final determination of assigning a defect categorization and criticality. Offerors must provide input and specific data and/or information upon request by the Department with regards to defect prevention, discovery, resolution, management, tracking, reporting, SDLC processes and test reports. Offerors are not authorized to make deletions or modifications to defects outside of status indicators without approval from the Department. Changes to a particular defect's categorization or criticality is not authorized and requires formal written authorization from DPW-BIS director, designated BIS SQA manager, or DPW Contract Administrator. The change control system is primarily used to track systems changes that are associated with systems modifications and maintenance activities tied to software release cycles. However, the systems maintenance Change Requests are linked to a software release incorporating a specific or group of defects for resolution depending on the complexity and criticality.

3.1.4 Change Control

The project change process is controlled by the following: a Change Control Board (CCB), the Division of Enterprise Portfolio and Project Management (DEPPM), project governance teams, program offices, and executive steering teams. Inputs to the project change process include baseline control items, maintenance requests, wish lists, miscellaneous

problems, project change requests, project variances, risk/Issues impact assessments and recommendations, reports, and reference material for the project change process.

Changes to business systems also go through the Change Request process and vetted through the Change Control Board (CCB) whereby Change Requests are evaluated relative to their criticality, scope, complexity, level of effort, interdependencies with other systems changes or technology project initiatives, resource requirements, and availability of approved hours (allocated for systems maintenance and/or Modification/Enhancements). If the Change Request has potential cross program or project impacts, it must undergo a detailed assessment and impact analysis for each program office and their associated projects (i.e., ongoing or scheduled) that may be affected by the change. In this case, the CCB will require the Change Request be channeled through the DPW Portfolio Managers and vetted through the BRB process. For better efficiencies and economies of scale, Change Requests may be bundled together building a 'Bundled Change Request Package' in a formal Software Release that follows a DPW Software Development Methodology through Software Development Lifecycles. The Software Quality Assurance (SQA) unit must be notified prior to promoting the Software Release (with Bundled Change Request Package) to the next environment. Prior to promotion to each environment, metrics identifying and detailing defect rates, risks, issues and impacts must be provided via the Defect Management Process by the developer entity to SQA for review, quality readiness assessment, approval or disapproval. If disapproved, the Software Release enters a hold state in the current environment. SQA will notify the DPW project and portfolio managers for further assessment regarding impacts to project scope, schedule, and budget. After resolution, the DPW project manager will notify SQA and SQA will authorize the promotion of the Software Release Package to the next environment.

Any changes that affect or result in modifications to the systems architecture or baseline characteristics and/or configurations in the production environments must be submitted for action through the change control process. Change will only be allowed if the severity level, risk assessment, and rollback procedures are included with the request, and the Change Management Board has approved the request upon review. This procedure will prevent uncontrolled change to the baseline that might create serious incompatibilities. Please reference change management **Appendix U**.

3.1.5 Business Solution Operational Readiness Validation/ Certification:

Prior to moving the business solution into the test for production (TFP) environment and final Work Order completion authorization the following events must occur and conditions exist:

- a. The selected Technical Support Services Offeror shall conduct a thorough test and walk through of the business solution operational readiness profile results with the Department and the selected IT Consultant Services Offeror for all major projects or any projects required by the Department. The business solution operational readiness profile consists of the following components: 1) Production Defect Report, 2) SAT Test Results, 3) Security and Performance Test Results, 4) ADA Compliance Statement (if applicable), 5) Implementation Plan ensures business operations alignment with solution deployment strategy.
- b. All known Level 1 (Fatal) or Level 2 (Major) defects completely resolved. All Level 3 (Minor) defects resolved unless waivers have been authorized by the department or DPW Contract Administrator.
- c. Both IT Consultant Services Offeror (**Offeror Lots #1-5**) and the Technical Support Services Offeror (**Lot #7**) provide operational readiness certifications. The designated Offeror for Lots #1-5 will certify that the business solution from their perspective is functioning properly and ready to be deployed into production and selected Offeror Lot #7 is will certify that the business solution from their perspective is functioning properly and ready to be deployed into production.
- d. Endorsement from ARB IV to DPW CIO

3.1.6 Work Orders and High Level Estimates:

For modifications/enhancements, the Department will provide the selected Offerors for **Lot #3** with a Request for High Level Estimate (reference **Appendix Z.**) The Offeror must provide initial estimates for the total cost and total number of hours for their respective SDLC phases and associated deliverable(s) for the application modification/enhancement work. Once the scope of work has been finalized and required input deliverables have been provided, the Offerors must then submit a work order with a separate detailed cost sheet to the DPW Contract Administrator for review and approval. The detailed cost sheet must provide itemized line item costs details of the total costs and hours for the application modification/enhancement work. Hence, the Offerors must itemize the body of work to be

completed based on specific work products (i.e., technical feasibility study and/or each SDLC phase and associated deliverables (BRD, SRD, Test Plan, etc) in a separate line item showing the cost summary for the end deliverable identifying the resource classifications and their respective quantity and number of hours required to complete the body of work and specific work products and/or SDLC phase and specific deliverables for the application modification/enhancement work as shown in **Figure L3.6**. The total hours and costs sums should be mathematically accurate and align with their respective line item cost figures. In addition to the Offeror's Estimate for the application related work, the Offeror must also identify and disclose any other costs required to successfully complete the requested body of work – for example, additional hardware requirements, additional software requirements, Shared Services costs, etc. Please note that HLEs are reviewed by DTE and DEA prior to formal submission to the DPW Contract Administrator to assess cost impacts relative to existing IT assets, software licensing, infrastructure, security, existing support agreements, other systems platforms, integrated team involvement, DGS print services, etc).

In addition, the selected Offeror will be required to maintain a summary log, updated weekly, of all Work Orders along with all of the detail information related to each system change order. The selected Offeror for **Lot #3**, State staff, and the other selected Offeror will design this report together. The report, including all of the detail, will be available on-line for access by the Contract Administrator and designated DPW and Offerors staff.

3.2 Application Modifications/Enhancements

During the contract term, there will be the need to complete application modifications and new application enhancements. There will be a number of modifications or enhancements needed to support business drivers such as improve worker usability, system reporting, and adding new functionality or enhancing existing functionality of the systems. Note that an Application Modification is defined as adding new functionality or changes to existing functionality of the application and requires execution of the systems development process (i.e., Business requirements, general and detailed designs, program specifications, coding, testing, implementation, and documentation).

Application enhancements exist when program source code must be changed to implement a system functional or performance requirements beyond the current system capabilities. However, if source code changes merely involve minor screen changes, adding, changing, or deleting data element values incorporated in the source code or used by the source code, the change is considered application

maintenance. Further, to the extent that existing data element values are contained in the source code (compilable code or “hard-code”), changes including deletions and additions to the data element values, will also be considered application maintenance. An example is changes to values in Reference Tables. It is the Department's expectation that all modification/enhancement tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

Lot #3 Offeror will have five primary responsibilities associated with modifications/enhancements to business solutions and computing systems: 1) Business Requirements Management, 2) Business Functional Requirements identification, creation, prioritization, validation, documentation, and traceability, 3) User Acceptance Test plan creation, execution, validations, and coordination, 4) UAT test scenario creation, test monitoring, status reporting, and ensuring effective test coverage and effectiveness relative to specific systems functionality, 5) Assessing and certifying operational readiness to support business operations. Reference **Figure L3.6** below for specific activities and tasks associated with Modifications/Enhancements application support services.

LOT #3 Offeror required activities/tasks for Application Modifications/Enhancements include, but are not limited to:

Figure L3.6

Description of Activities/Tasks	Sub-Component Service Offering
<p>Application Support Services</p>	<p>Business Requirements Definition</p> <ul style="list-style-type: none"> • Create Requirements Management Plan. • Manage requirements sessions and project scope <ul style="list-style-type: none"> ○ Elicit, analyze, and validate requirements ○ Manage conflicts using issues management process ○ Record and baseline agreed upon requirements ○ Refine requirements and track changes using change control system • Maintain requirements for re-use <ul style="list-style-type: none"> ○ Select requirements to be maintained. ○ Facilitate ongoing use of requirements for impact analysis and solution maintenance. ○ Facilitate re-use of requirements on related projects to encourage enterprise consistency of business models. • Prepare requirements package <ul style="list-style-type: none"> ○ Identify formatting option based on analysis technique ○ Identify stakeholder requirements and preferences ○ Determine appropriate content for each stakeholder ○ Determine formality of requirements ○ Distribute and/or present as identified. • Communicate requirements <ul style="list-style-type: none"> ○ Obtain stakeholder approval for all requirements <p>Requirements Traceability</p> <ul style="list-style-type: none"> • Establish requirements traceability process • Perform impact analysis on requirements.

	<ul style="list-style-type: none"> • Create traceability matrix to ensure solution components and business functionality have been validated as well as ensuring they have not been missed and/or excluded. • Maintain traceability matrix throughout life of the project as specified in the requirements management plan. <p>User Acceptance Testing (UAT)</p> <ul style="list-style-type: none"> • Create Business process Workflows, Entity Relationship and Process Decomposition, and Use Cases for incorporation in the Requirements package and the testing process. • Using developed use cases as input, provide support in sizing the development effort for planning purposes. • Cross reference use cases, to Requirements Traceability Matrix • Develop and facilitate prioritization of testing scenarios for more efficient test execution process. • Establishing detailed test plans and acceptance criteria • Identify, evaluate, categorize, rank, and track defects identified in User Acceptance Testing (UAT) to facilitate process improvement and formulate Go or No-Go deployment recommendations. <p>Business Solution Life Cycle</p> <ul style="list-style-type: none"> • Prepare materials, conduct presentations, and actively participate in SDLC phases, BRB, and ARB processes as required.
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3.2.1 Business Requirements Definition

Requirements collection is an interactive process with the business owners, end users, business partners, and business analysts members to identify, define, refine, and record a precise representation of the business solution end product requirements. The Offeror of **Lot #3**, under the direction of the Project Manager, will gather, organize, prioritize, and document product requirements. They also verify that all requirements have been captured and track any changes to the initial requirements. The methods used to accomplish the task of requirement collection include facilitated sessions, surveys, interviews, policies, law and business rule reviews and any other means necessary to assure that all requirements are identified. The process involves an analysis of business processes and needs and the translation of these process needs into formal requirements. The participants document the needs and expectations, and reach agreement about which requirements are to be addressed by the current project – and which are to be deferred or eliminated. The results of the requirements collection must be consolidated into a useable document. This document is the Business Requirements Document (BRD). The RSD and systems requirements become the initial baseline for the design phase and a reference point throughout the SDLC for determining whether the final product meets the approved requirements.

The Offeror for **Lot #3** will be responsible for leading or assisting with the facilitation of business requirements sessions and assisting state staff to clearly define, categorize, prioritize, validate, and document the business requirements. The Offeror(s) must work with state staff to ensure all affected stakeholders are represented at these requirements sessions. The Offeror(s) will also assist state staff in the identification and prioritization of business/functional

requirements so they can be presented in a level of detail to facilitate to the proper design, develop, and implement a system change or enhancement that will satisfy these requirements.

The relationship between the statement of user requirements (business requirements document) and the system requirements document should be carefully considered. In general, the statement of user requirements (business requirements document) will be less technically oriented, and more specifically aimed at the business user as the principal audience and will identify *what* needs to be done to meet the business needs. Conversely, the system requirements document created by the selected **Lot #6** Offeror will be more oriented towards the software design tasks

The selected Offeror for **Lot #3** will coordinate with the **Lot #6** Offeror to clarify and validate Business Requirements Document (BRD) and for correct interpretation and translation of business requirements to develop the GSD and systems requirements. Once the BRD has been vetted through the Architecture Review Board (ARB) process and formally approved by DPW Contract Administrator, the BRD then becomes the blueprint for the Offeror of **Lot # 6** to build the GSD and systems requirements. There must be clear traceability and validation of business requirements throughout all the SDLC phases.

The offeror of **Lot #3** must participate in the 1) ARB 1 process to validate Business Requirement Document (BRD); 2) ARB 2 process to ensure that the General Systems Design (GSD) is aligned with and addresses all business requirements as presented in the BRD; 3) and ARB 4 process for implementation support and operational readiness.

It is the Department's expectation that all Modification/Enhancement tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications

Commonwealth's Responsibilities: Business Requirements Definition

- Identify state staff and other stakeholders who will participate in requirements gathering tasks.
- Ensure participants in the session are empowered to represent the program office.
- Review and approve the statement of user requirements (business requirements document).

Offeror's Responsibilities: Business Requirements Definition

A. Develop a Requirements Management Plan to establish and maintain agreement on the requirements which represent the project/product scope. The Plan must detail the process, assigns responsibilities, identifies the techniques to be used, associated tools, and documentation needs. The Plan must address, but is not limited to the following items:

- Identify State staff and other stakeholders who will participate in requirements gathering tasks.
 - Clearly define the roles and responsibilities of the participants and what role they are expected to fill in the requirements session(s).
 - Detail how the Offeror will manage requirement development and any ensuing changes to the requirements in order to ensure the initial business needs and project objectives can be directly traced to the resulting solution.
 - Define the schedule for the Requirements Session(s).
 - Describe how information from the requirements session will be reviewed and validated.
- Create the Business Requirements Document (BRD) and capture and track any changes to the initial requirements per software release
 - Review BRD with key stakeholders and secure sign-off
 - Align business requirements with business functional test scenarios for user acceptance testing (or SAT)
 - Lead and facilitate user requirements sessions
 - Ensure the requirements of the business clients are captured and documented correctly before a solution is developed and implemented.

B. Requirements Traceability

The Offeror must develop a requirements traceability matrix for recording the requirements through each stage of the requirements gathering process. High level concepts acquired in Strategy/Business Planning will be matched to scope items which will map to individual requirements which will map to corresponding functions. This matrix should also take into account any changes in scope during the life of the project. At the end of a project, this matrix should show each function built into a system, its source and the reason that any stated requirements may not have been delivered. The Offeror of Lot #3 will coordinate with the Offerors to incorporate updates to the requirements traceability matrix.

3.2.2 User Acceptance Testing (UAT)

The Offeror(s) must work closely with State staff to develop an Acceptance Test Plan for the final tests prior to implementation/installation of any system modification or enhancement. The Acceptance Test Plan must be designed to ensure that, prior to placing any changes in production, all functionality to be introduced works properly in a simulation of the actual live environment in which it will be used.

User Acceptance Testing will not begin until the selected **Lot #6** Offeror certifies in writing that the changes to the system(s) have been completely tested. After such certification, the State staff working with the Offeror(s) will begin to execute the User Acceptance Test Plan. Any defects, issues, or problems identified during the User Acceptance Test must be cataloged, reported to the DPW Contract Administrator, and then corrected by the selected **Lot #7** Offeror. The Offeror will work with State staff to determine which stakeholder groups and how many of their representatives need to be part of the User Acceptance Testing effort.

The selected Offeror of **Lot #3** will be required to develop user acceptance test (UAT) plans and test summary reports for each software release. The User Acceptance Test Plan should outline various parameters, resources, methods, and criteria to fully test the system throughout the SDLC phases. Please reference the Testing Plan Guideline document provided in **Appendix ZZ**. The test summary reporting methodology process must formally and concisely provide the data required to assess execution progress of predefined test plan, operational readiness, and to facilitate ongoing process improvement activities. This methodology should at a minimum contain but is not limited to, the following information: 1) Overall test completion percentage for all systems tests, 2) Number of tests that passed, failed, or were unable to progress because of blocking defects, 3) Operational readiness profile based on: a) System's functional capabilities, reliability, performance (overall and by module/component), and requirements fulfillment and validation, b) Number of outstanding defects (by severity and by module/component), c) Resolution of all fatal and major defects with revalidation and certification of proper functionality.

Please note that the selected Offeror of **Lots #1-5** will be required to develop the User Acceptance Test: test scenarios, test plans, and test summary reports for each software release. The Selected **Lot #7** Offeror is expected to coordinate and work with **Lots #1-5** Offerors to align test plans, strategies, systems environments, and

resources to effectively test the system as well as record, track, and resolve defects.

- **Commonwealth's Responsibilities: User Acceptance Testing**
 - Work with the Offeror to identify program office staff and other stakeholders who will participate in User Acceptance Testing.
 - Provide agreed-upon levels of State staff participation in the User Acceptance Testing.

- **Offeror's Responsibilities: User Acceptance Testing**
 - The Offeror will work with State staff to identify program office staff and other stakeholders who will participate in User Acceptance Testing.
 - The Offeror must ensure that the current functional release is meeting end user requirements and expectations.
 - The Offeror is required to develop a User Acceptance Testing Plan that documents the methodology to be used for testing (Refer **Appendix ZZ** for Testing Plan Guidelines). The User Acceptance Test Plan must include:
 - Test Requirements
 - Test scenarios/criteria/case definitions
 - Test cycle durations and dependency diagram
 - Test scenario expected results
 - Resource Requirements (Staffing and Skill Levels)
 - Test monitoring and reporting methods
 - Systems acceptance criteria based
 - Test error recording and revalidation testing criteria
 - The Offeror must develop or assist State staff in developing test scripts for the execution of testing - including use cases, testing scenarios, and software break testing.
 - The Offeror will perform or participate in the execution of User Acceptance Testing, as required.
 - The Offeror must catalog any defects, issues, or problems identified during testing.
 - The Offeror must document and provide a User Acceptance Testing results report to the DPW Contract Administrator
 - Coordinate and work with **Lot #7** Offeror to align test plans, strategies, systems environments, and resources to effectively test the system as well as record, track, and resolve defects.
 - Provide an operational readiness certification based on the criteria outlines in **Section 3.1.5**

3.2.3 Business Solution Life Cycle

The Offeror(s) will be required to prepare materials, conduct presentations, and actively participate in System Development Life Cycle (SDLC) phases, Business Review Board (BRB), and Architecture Review Board (ARB) sessions, as required. A key component to life cycle management of business systems is application maintenance. Application maintenance activities are critical to effective life cycle management of both legacy and open systems application platforms supporting DPW's mission. Maintenance activities are scheduled events but on occasion can be ad-hoc events due to unforeseen environmental circumstances or latent production defects. The Change Request system tracks all approved systems change requests through the Change Control Board (CCB) process for both non-emergency and emergency situations. Emergency maintenance change requests require formal approvals from DPW-BIS DEA and/or DTE Directors. Maintenance activities are carefully reviewed and prioritized by a cross-functional business and technical team through the CCB. With the CCB's endorsement the Offeror then submits maintenance work orders for formal review and approval from the DPW Contract Administrator. Multiple Application maintenance requests can be bundled into one Change Request and incorporated into a specific software release. All application maintenance software releases are required to be formally approved and logged on the production release schedule. Maintenance activities are typically associated with defect resolution, technology updates, or minor changes to software application platforms. Like modification/enhancements, the Offerors are expected to effectively manage all maintenance project initiatives and software release cycles based on the business criticality, value-add, and alignment with technology roadmaps. **Lot #3** Offeror will work through the CCB process and DPW portfolio managers and project managers to address maintenance activities and required involvement for systems operational testing.

Application Modifications/Enhancements Required Items:

The Selected **Lot #3** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Establish an automated tracking system and manage Work Orders throughout the life of the contract; 2) Establish and maintain a project tracking and management system

The Selected Offeror of **Lot #3** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Engage

and support the Change Control process, including detail narrative regarding the methodology to assess the change; 2) Ensure compliance and use of the System Development Methodology (SDM), ARB, and SQA processes; 3) Manage and respond to defects associated with requirements or GSD translations, SAT, or a latent production defect; 4) Produce the best quality end products, and 4) Assist in ensuring requirements traceability throughout the SDLC phases.

The selected Offeror for **Lot #3** must propose a methodology that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Review and clarify the Business Requirements Documents (BRD), 2) Plan for design of sound cost effective solutions.

Lot #3 Consulting Services Offeror must provide a review of the current change management process used by the Department as summarized in Section 3.1.4 and specifically in **Appendix U** in this RFP, describing the strengths and potential limitations of the current process. Describe the Offeror's proposed methodology for managing the change management process, including techniques for estimating modification resources and scheduling. Describe the Offeror's proposed solution to changing priorities and/or requirements during modifications/enhancements activities.

The Selected **Lot #3** Offeror must describe in detail: 1) The resources required to support Application Modifications-Enhancement tasks including skill sets and experience, and 2) The associated organizational chart

The Selected **Lot #3** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Create detailed test plans that ensure test coverage and effectiveness; 2) Provide timely accurate test summary reports; 3) Ensure proper systems operations and performance; 4) Demonstrate how tests management will be incorporated into the software development life cycle phases, defect management, and software quality assurance programs striving for process improvements and timely delivery of quality end products; 5) Coordinate with the Technical Services Support Offeror (**Lot #7**) regarding test planning, test execution, test/scenario errors, systems defect prevention, discovery, tracking, reporting, and resolution.

The Selected Offerors for **Lot #3** must propose the tools, processes, and methodology that demonstrates how they will effectively manage, coordinate, and work with designated DPW stakeholders, third party vendors, and other selected Offerors(if applicable) to: 1) Ensure individual-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes; and 2) Ensure multi-vendor IT project initiatives are

delivered on time, within budget, and meet predefined objectives and outcomes

Consulting Services Offeror must describe in detail their approach to: 1) Staying in tune with business drivers and relevant internal and external influences and assessing the impacts to program office policy and day-to-day business operations; 2) Envision and conceptualize what needs to be done to meet the DPW mission, business drivers, and stated outcomes, 3) Coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors to bring concepts to reality.

The selected Offeror of **Lot #3** may propose various software, tools, techniques, technologies required to support this contract. The selected **Lot #3** vendor's software, tools, and technologies must be OPEN or if proprietary, the Offeror must make the licenses available to the Commonwealth of Pennsylvania. The licenses must be perpetual licenses and not licenses limited to the life of the contract. Reference **Appendix A, Section A-5.2.2**. The selected Offeror must allocate sufficient time during the transition period to implement, educate and train DPW business and technical staff regarding the proposed software, tools, technologies, and processes (if required) to support operations.

The Selected **Lot #3** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Establish an automated tracking system and manage Work Orders throughout the life of the contract; 2) Establish and maintain a project tracking and management system; and 3) Provide access to DPW contract Administrator and designated staff.

3.3 Implementation Support Services

Implementation Support Services, in the context of this RFP, refers to a step-by-step process of enabling the adoption of new business processes and computing systems into the work environment. Business drivers dictate the need for changes in operational environments relative to organization structures, staffing, skill sets, governance, processes, procedures, and/or computing systems. The resulting change can often impact many aspects of business and technical operations with inherent interdependencies throughout the organization. Regardless of the amount of change brought about by business drivers, the activities required to evaluate, plan, and implement are critical to the success of the transition.

The Offeror must minimize the disruption to ODP, OLTL, OCDEL, OMHSAS, OCYF, OMAP, DOH, and PDA business operations during the deployment phase of new technology by:

- Assessing the users' readiness for implementation and degree of end user resistance to change;
- Communicating regularly to end users about the reasons for the changes, the expected impacts of the new technology on their workloads and business processes, project status, and experiences of their peers;
- Supporting ODP, OLTL, OCDEL, OMHSAS, OCYF, OMAP, DOH, PDA and Operations and providing tools to enhance end user learning; and,
- Listening to end user concerns, issues, and suggestions, and appropriately filtering and providing feedback to ODP, OLTL, OCDEL, OMHSAS, OCYF, OMAP, DOH, and PDA about user needs and the relative priorities of those needs.

Assumptions for Implementation Support Services

- i. The Offeror will provide the appropriate level of detail and attention to implementation support activities such as open and inclusive outreach, detailed logistics planning, and a well thought out plan for implementation support that focuses on user needs and has a direct impact on the success of the implementation
- ii. The Offeror will be required to work with DPW's program offices to prioritize and address support across the users or impacted stakeholder groups.
- iii. The Offeror must perform a consistent, multi-step process that successfully deploys the new IT initiative(s) to impacted stakeholder groups.
- iv. For each new business initiative or software release, the Offeror must complete a distinct group of implementation activities before the system changes are ready for adoption.
- v. The Offeror must identify the most appropriate implementation processes, procedures, templates, and techniques.

Implementation Support Activities/Tasks

Description of Activities/Tasks	Sub-Component Service Offering
Application/Systems Adoption and Operational Support	<p>Implementation/Field Support</p> <ul style="list-style-type: none"> ▪ Provide logistics and meeting management activities for DPW, Counties, and private providers in support of all implementations ▪ Develop communications plan, materials and distribute in support of Change Request releases and implementations. ▪ Provide limited, on-site field support for HCSIS users as identified by Program office. ▪ Development of an Implementation/Field Support Plan ▪ Work with DPW regarding deployment strategies and planning ▪ Assist DPW in the planning and execution of Proof of Concept or Pilot initiatives ▪ Assist DPW with Development of User guides and manuals ▪ Assist DPW with Development of staff operational field support plans, materials, and readiness assessments <p>Communications Management</p> <ul style="list-style-type: none"> • Develop effective marketing and communications. Could include road shows, demonstrations, focus groups and prototyping, newsletters, websites, social

Description of Activities/Tasks	Sub-Component Service Offering
	<p>networking, Database marketing (loyalty campaigns), surveys, and/or User groups</p> <ul style="list-style-type: none"> • Develop effective acceptance management including motivational behavior, feedback, labor/management relations, business process management, and culture of high-performance organizations. <p>Application Help Desk Services</p> <ul style="list-style-type: none"> • Provide help desk support service to take calls from various program offices. • Facilitate resolution of issues with program office subject matter experts. • Notify users when resolution has been achieved. • Provide reports, as defined, including call volume and details, and user satisfaction. <p>System Reports</p> <ul style="list-style-type: none"> • Identify needs and requirements in the financial management subsystem for additional extracts and reports. • Identify requirements for new data warehouse data/cubes/reports. • Identify the best ways to support and promote the activities of the Data Integrity Team.

i. Implementation/Field Support

The selected Offeror is required to provide a full range of Implementation/Field Support to the HCSIS Project. The Implementation/Field Support activities and approach will vary based on the complexity of the new functionality being released and the stakeholders involved. These three major activities are critical to the ability of the HCSIS users to apply HCSIS functionality to the fullest extent and for the HCSIS Management Team to understand the outcomes of the work being done.

- **Commonwealth's Responsibilities: Implementation/Field Support**
 - Identify all stakeholders needed to participate in implementation support activities
 - Identify for each project implementation, the affected field or business partner entities to which support should be targeted
 - Review and approve all support materials, communications, and deliverables.
 - Review and approve all implementation plans that have a field support component.
 - Identify and prioritize on-going field and implementation support needs.
 - Determine implementation support needs
 - Develop and evaluate success measures for application support deliverables and application support activities.
- **Offeror's Responsibilities: Implementation/Field Support**
 - Assist the program offices in system implementations and field support service activities including, but not limited to, stakeholder identification, engagement, and understanding of system functionality.

- o Facilitate regular forums with field and business partner entities in order to collect information on support needs, risks, and issues.
- o Develop and distribute materials including but not limited to communication plans, release documentation, field support materials, risk mitigation, and issue resolution details.
- o Comply with Commonwealth implementation support deliverable requirements.
- o Report on success measures for implementation support deliverables and provide narrative for the outcomes of those measures.
- o Change implementation support activities or deliverables when measures do not meet the defined success thresholds.
- o Provide limited, on-site field support for HCSIS users as identified by the Program office
- o Work with DPW regarding deployment strategies and planning
- o Assist DPW in the planning and execution of Proof of Concept or Pilot initiatives (as required)
- o Assist with the development of User Guides and Manuals
- o Assist with the staff operational field support plans, materials, and readiness assessments

ii. **Communications Management**

The Offeror's Implementation Team will work closely with ODP, OLTL, OCDEL, OMHSAS, OCYF, OMAP, DOH, PDA and BIS to help facilitate user adoption of technology. They are jointly responsible for confirming user acceptance testing is comprehensive and completed on time, and concurrently they need to develop and distribute field communications. This needs to occur prior to a system release being implemented. Meanwhile, this same staff is attending time-consuming meetings to define requirements for the next release of software while supporting the field and day-to-day operations. The Offeror's Implementation Team must be aware of and sensitive to these challenges and be able to step in and do the necessary tasks to help make implementations successful.

A significant amount of communication and logistics support is required to implement existing and new functionality of HCSIS with ODP, OLTL, OCDEL, OMHSAS, OCYF OMAP, DOH, and PDA. The distributed user operational structures of these service delivery systems require an implementation and field support approach that assures user understanding of the application but also requires that the Program Offices update policy and operations in conjunction with the application field support.

- **Commonwealth's Responsibilities: Communications Management**
 - Identify all entities to which communications are needed, including the frequency and type of that communication.
 - Approve communications developed by the Offeror.
 - Assist Offeror in tailoring communications based on policy and operations decisions.
 - Identify for each project implementation the affected field or business partner entities to which communications should be targeted.

- **Offeror's Responsibilities: Communications Management**
 - Assist the programs in the identification of contributors and stakeholders in the business partner community.
 - Develop and distribute communications including but not limited to implementation plans, release documentation, new and updated field support materials, issue resolution plans, and stakeholder outreach.
 - Change communications based upon Commonwealth requirements.

iii. Application Help Desk Services

The selected Offeror must provide staff that will assist HCSIS Project Management in the daily management and operation of a User Help Desk. The Help Desk must be available during regular business hours (Monday through Friday, 7:45 AM to 5:00 PM) to respond to HCSIS issues and questions from counties and other HCSIS users.

Currently, county/administrative entity offices and provider agencies designate a HCSIS Coordinator to manage the flow of questions and answers at the entity level. Users can communicate with the Help Desk by phone, fax, or email. The Help Desk uses ATS to support tracking and reporting activities.

The selected Offeror must work to continuously enhance the knowledge of the Help Desk staff regarding the HCSIS system in order to improve its capacity to deliver high quality assistance to local agencies. The selected Offeror will also seek to improve the accuracy and specificity of problem reports generated by the Help Desk and must facilitate communication and understanding of problems and their resolution between the system analysts and the Help Desk staff.

The selected Offeror must provide the ability for Help Desk staff to scan, save, and electronically route documentation. This applies to documents that, by procedure, are required to be routed or escalated to another group for resolution.

Currently the HCSIS Help Desk handles an average of 1250 user calls per week. This number could potentially change based on pending implementations of new programs in HCSIS in the future.

The selected Offeror must answer user calls for assistance for ODP, OLTL, OMHSAS, OCYF, OCDEL, OMAP, PDA, and DOH. The selected Offeror will:

- Facilitate resolution of issues with users.
- Coordinate resolution of policy issues with program office Subject Matter Experts.
- Notify users when resolution has been achieved.
- The Offeror must describe the approach that will be used to maintain weekly Help Desk reports.
- The Offeror must describe the solution to train new Help Desk staff and to keep Help Desk staff current with application changes and updated training materials.
- The Offeror must provide the methodology and approach that will be used to implement and manage a User Satisfaction survey tool or process that is not burdensome to the staff or users.
- The Offeror must propose the measurements that would trigger the discussion to increase the size of the Help Desk staffing.
- Appropriately staff the HCSIS Help Desk so as to meet the established Help Desk SLAs.

iv. System Reports

The selected Offeror will participate in decision support analysis as part of the process of building the requirements for new extracts, system reports and Data Warehouse cubes/reports. Part of this capacity is the ability to bring Subject Matter Experts to the discussion to assist Program Offices in the identification of the actual business. Activities will include finalizing reporting requirements for additional reports for ODP, OLTL, OCYF, OMHSAS, OCDEL, and OMAP.

An important component of this activity is the facilitation of data integrity activities. The selected Offeror is required to support the activities of the existing HCSIS Data Integrity Team, which will consist of representatives from each of the organizations supported by HCSIS.

In order for the selected Offeror to be able to compile data for use in the Implementation Support activities, staff must have the ability and

skill set to create and run ad-hoc queries to pull data from the application. The Offeror will insure that implementation and field support staff have these skills.

- **Commonwealth's Responsibilities: System Reports**

Commonwealth staff will maintain the following responsibilities relating to system reports and HCSIS:

- Review and delineation of data-related policies developed in support of Commonwealth Business practices;
- Active participation in discussions regarding business requirements;
- Prioritization and approval of system changes based upon identified business requirements;
- Active participation in data integrity discussions including but not limited to the HCSIS Data Integrity Team;
- Identification of key stakeholders to be involved in data-related activities;
- Participation in the layout of reports and ad-hoc queries from the application and review and approve results presented by the Offeror.
- Participation and support of user acceptance testing to the agreed-to levels appropriate to the projects.

- **Offeror's Responsibilities: System Reports**

The selected Offeror responsibilities for the System Reports Task of the HCSIS Project include but are not limited to:

- Identify needs and requirements in the financial management subsystem for additional extracts and reports
- Identify requirements for new data warehouse data/cubes/reports
- Identify the best ways to support and promote the activities of the Data Integrity Team
- The Offeror must describe the process for generation of reporting requirements in terms of format, content, and usage of reports produced.
- The Offeror must assist business entities in the development of an approach that will be used to build the reporting capacity to support program and service quality assurance and enhanced Financial Management at the ODP state and MR county program/Administrative Entity levels and Early Intervention county/AE levels.
- The Offeror must assist business entities in the development of an approach to build their own reporting capacity.
- The Offeror must assist business entities in the development of an approach and provide options for reporting needs to support

PDA and DOH functional requirements as pertain to HCSIS functionality.

- The Offeror must assist business entities in the development of an approach to build the data integrity capacity tailored to the organizational structures of the program offices/Departments supported by HCSIS.

Offeror's Responsibilities Implementation Support Deliverables:

Deliverable	Description
Implementation Plan	The Implementation Plan will consist of the key activities that are necessary to support a successful software or business initiative. Components of the plan will include: scope, definition of functionalities to be implemented, implementation strategy and logistics, tools to be used/developed, field support plan (if any), and issue reporting and resolution process, Business Process Re-engineering Gap Analysis and Roadmaps, Operational Readiness Assessments, Proof of Concept or Pilot planning, deployment strategies and planning.
Communications Plan	A master Communication Plan will be developed at the start of the contract period to establish the overall structure and content. The Communication Plan will be updated and tailored as needed for each initiative implementation over the course of the contract.
Resource Management	The Offeror must provide an organization chart that identifies the staff proposed for the Provider Management Implementation Support Team; the role each individual will perform; and, a brief resume identifying their hands-on experience with user support and system implementation readiness efforts for Provider Management applications.
Implementation Support Reports	The Implementation Support Status Report covers the key activities completed during the reporting period.
Field Support Plan	The Field Support Plan will address the field support needs and outline the strategy necessary to get these users ready for implementation.
Certification of Field Support Complete	The Field Support Certification Letter will be delivered after completion of the Field Support to indicate that the implementation/field support has been completed as described in the Field Support Plan.
Help Desk Report	The Help Desk Report will be a regular report that will include a summary of the number of calls received, the number of unresolved calls, weekly notes, provider clearance data, and Change Request information.

Implementation Support Services Required Items:

The Selected **Lot #3** Offeror must describe in detail: 1) The resources required to support Implementation Support tasks including skill sets and experience, and 2) The associated organizational chart

The Selected Offeror of **Lot #3** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to provide a step-by-step approach of enabling the adoption of new business processes

and computing systems into the work environment with minimal disruption to business operations and associated work force.

The Selected Offeror of **Lot #3** must provide a detailed description of: 1) Their approach to developing utilizing and/or executing an Implementation Plan, Communications Plan, and Resource Management Plan to ensure a successful transition, 2) What essential elements are required in an Implementation, Communications, and Resource Management Plans to ensure a successful transition, 3) Triage to resolve operational issues, 4) Report and resolve anomalies discovered during implementation or adoption activities.

5. Turnover

This section presents the turnover requirements to which the selected Offeror must agree. Turnover is defined as those activities that are required for the selected Offeror to perform to transition contract service delivery to a subsequent vendor or to Commonwealth resources.

a. Turnover Scope

During turnover, the selected Offeror must ensure that program stakeholders do not experience any adverse impact from the transfer of services. Nine months prior to the end of the contract term, the selected Offeror must develop and submit a comprehensive Turnover Plan that details the proposed schedule, activities, and resource requirements associated with the turnover tasks identified. Six months prior to the end of the contract term, the selected Offeror must implement a DPW approved Turnover Plan. Turnover activities include, but are not limited to:

- Transfer of information including documentation relating to software and interfaces; functional requirements, business process flows; and operational information concerning subcontractors;
- The implementation of a quality assurance process to monitor turnover activities;
- The plan for training the State and/or its designated agent's staff in the delivery of services;
- Post-Turnover services including a Turnover Results Report and access to the Offeror's staff.
- Appoint, with State approval, a manager to manage and coordinate all turnover activities outlined in the Turnover Plan approved by the State.

The Selected Offeror must:

- Execute the approved Turnover Plan in cooperation with the incoming vendor's Transition Plan.

- Maintain service delivery staffing levels (no reduction in staffing) during the turnover period without prior approval by the DPW Contract Administrator;
- Not restrict or prevent the Offeror's staff from accepting employment or contract positions with DPW or with any successor vendor. DPW will work with the incumbent and successor vendors on the timing of any transition of incumbent staff.
- Notify the DPW Contract Administrator of reassignment or termination of employment or contract with any of its staff during Turnover prior to reassignment or termination of the staff.
- Provide to DPW or its agent, within 15 business days of the request, all updated scripts and other documentation and records required by the DPW or its agents.
- Turn over the operation and management of all service delivery functions to DPW or its designee. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users or clients takes place.
- Work closely with DPW to ensure that this turnover of responsibilities and the necessary knowledge transfer are completed by the end of the contract period.
- Respond in a reasonable time to all DPW requests regarding turnover information.

b. Turnover Deliverables

The following deliverables are associated with Turnover:

i. Turnover Plan

Figure L3.7 Turnover Plan Deliverable

Turnover Plan	
Activity	Turnover
Expected Delivery	Submitted for approval no later than 9 months prior to the end of the contract term or within 3 months of request by DPW
Frequency	Once

Description	<p>The selected Offeror must develop and implement a DPW-approved Turnover Plan covering the possible turnover of the operational business activities to either DPW or its designee. The Turnover Plan must be a comprehensive document detailing the proposed schedule, activities and systems, and resource requirements associated with the turnover tasks. Additionally, the Turnover Plan, must be provided in a format and media specified by DPW.</p> <p>The Turnover Plan must include:</p> <ul style="list-style-type: none"> ▪ Turnover of copies of all relevant data, documentation, or other pertinent information necessary for DPW or its designee to take over and successfully assume operational business activities ▪ Turnover of correspondence, documentation of outstanding issues, and other service delivery support documentation ▪ A description of the Offeror’s approach and schedule for transfer of operational support information ▪ A description of information and systems required to continue service delivery ▪ Capability Turnover Plan ▪ Knowledge Transfer Topics ▪ Knowledge Transfer Schedule ▪ Staff Load and Qualification Document ▪ Turnover Inventory of Documents and Plan ▪ Turnover Completion Report ▪ Asset Inventory (Hardware, Software, Manuals etc)
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ii. Turnover Lessons Learned Report

Figure L3.8 Turnover Lessons Learned Report Deliverable

Turnover Lessons Learned Report	
Activity	Turnover
Expected Delivery	Submitted for approval no later than 9 months prior to the end of the contract term or within 3 months of request by DPW
Frequency	Once
Description	The selected Offeror must provide a Turnover Lessons Learned Report to either DPW or its designee. The Turnover Lessons Learned Report must be a comprehensive document detailing the lessons learned from planning and executing the Orientation/Knowledge Acquisition plan and process; and incorporate that information into their Turnover Plan. Additionally, the Turnover Lessons Learned Report, must be provided in a format and media specified by DPW.

iii. Turnover Results Report

Figure L3.9 Turnover Results Report Deliverable

Turnover Results Report	
Activity	Turnover
Expected Delivery	Submitted for approval within 30 calendar days of the completion of Turnover activities
Frequency	Once
Description	<ul style="list-style-type: none"> ▪ Following turnover of service delivery, the Offeror must provide DPW with a Turnover Results Report documenting the completion and outcomes of each step of the Turnover Plan previously approved by the DPW. Turnover will not be considered complete and final payment will not be made until the Turnover Results Report is received and approved by the DPW Contract Manager. ▪ Project Closure Correspondence

The Selected **Lot #3** Offeror must describe in detail: 1) The resources including skill sets and experience required, and resource allocation

strategies (roll-on or roll-off) of the to support a successful turnover, 2) The associated turnover organizational chart, 3) A turnover plan outline defining the key points and considerations, turnover success criteria, and the major tasks and subtasks they believe are pertinent to ensuring a successful turnover with minimal impact to business operations, and 4) How they would manage the plan, accurately assess progress, and mitigate variances for a successful turnover.

LOT #4

CHILD WELFARE IT CONSULTING SERVICES

A. BUSINESS OVERVIEW

The Department's Child Welfare functionality within the Children and Family Services Portfolio represents a collection of systems that focus on meeting federal reporting requirements, managing invoicing processes, and tracking child protective services contacts. Today, the Portfolio consists of two large-scale systems – PA's Child Welfare initiative and PA's Enterprise to Link Information for Children Across Networks (PELICAN). Lot #4, Child Welfare IT Consulting Services is focused on the Child Welfare initiative, while the Provider Management IT Consulting Services are addressed in Lot #2.

The Commonwealth of Pennsylvania's Department of Public Welfare (DPW), Office of Children, Youth, and Families (OCYF), is the State agency responsible for administering Federal Child Welfare programs under Titles IV-B and IV-E of the Social Security Act. Pennsylvania's Child Welfare program is State supervised, but locally administered at the county level. Sixty-seven counties carry out the Child Welfare programs under the supervision of OCYF.

OCYF is responsible for:

- Regulating the level and the scope of Child Welfare services, standards of Child Welfare service delivery, and standards of service administration;
- Supervising the administration of Child Welfare services;
- Consulting with and assisting each county to carry out its Child Welfare duties;
- Reimbursing counties for services provided in accordance with Federal and State laws and regulations;
- Adoption and Safe Families Act (ASFA) compliance.

OCYF's mission includes a commitment to ensuring that children and youth served in our public systems are safe; to promote, improve and sustain a higher quality of life while enhancing their well-being; and have permanent and stable family lives.

B. SYSTEM OVERVIEW

At the State level, DPW currently utilizes a combination of state staff and contractors for the provisioning of IT consulting services as well as application and technical support services for the multiple stand-alone systems that were built and implemented to comply with data reporting needs or program monitoring. The State systems are not shared by the county children and youth agencies and there is no centralized point of data entry or ability for counties to access their data once it is submitted to OCYF.

The Child Welfare legacy applications include the following systems:

ChildLine Millennium System: The ChildLine system is the Central Registry for all pending and investigated reports of child abuse in Pennsylvania. It is the only state level source of information on perpetrators of child abuse and is a vital link in ensuring the safety of children in the Commonwealth. In addition to being the central repository for child abuse reports, ChildLine also conducts clearances on prospective child care providers and school employees. In 2008, 512,942 applications for such clearances were processed through ChildLine. The data from the Childline system is used to report National Child Abuse and Neglect Data System (NCANDS) data to ACF on an annual basis.

The ChildLine system is in place to support the programmatic mandates of the Child Protective Services Law (CPSL), which was signed into law in 1975. This law created a definition of child abuse, defined mandated reporters, created a 24 hour hotline for reporting suspected abuse, and created the Statewide Central Register that allowed for the tracking of a child's or perpetrator's history of abuse. The law has been amended approximately 15 times, often requiring changes to the automated system.

The ChildLine database was originally designed in MAPPER and accessed MAPPER data tables. In 1998, a project began to redesign the ChildLine application using Microsoft Visual Basic 5.0 application language with an Oracle relational database using stored procedures. In 1999, a decision was made to convert the ChildLine database to Microsoft SQL Server. As part of this change in direction it was decided that any data relationships would be coded in the application instead of normalizing a relational database. Therefore, the Microsoft SQL Server database is a non-keyed table data space in a SQL Server instance version 2005 and the ChildLine application upgraded to Microsoft Visual Basic 6.0. The department is currently recompiling and will implement the ChildLine application in Visual Studio 2008 in order to maintain Microsoft support agreement. It is expected this change will be implemented by third quarter 2010.

Interstate Compact on the Placement of Children (ICPC): The ICPC processes mirror those in other states and are supported by an ACCESS database adopted from Illinois in 2007 and a MAPPER system developed in 1986. The ACCESS database was added to support the requirements of the Safe and Timely Interstate Placement of Foster Children Act of 2006 (HR 5403). This system allows Pennsylvania to process information on the interstate placement of children for the purposes of adoption, foster care, relative or residential placement. Minor modifications were made to the Illinois system to accommodate Pennsylvania's business needs. Currently, there is a need to combine the functionality in each system into the ACCESS database so the MAPPER system can be retired.

Interstate Compact on Adoption and Medical Assistance (ICAMA): The ICAMA system supports the business processes for providing medical assistance to children who have adoption assistance agreements and move into or out of Pennsylvania. The ICAMA system is written in Oracle APEX with an Oracle database, relational and normalized.

CY-28: The CY-28 is a semi-automated system that collects aggregate data on children and families involved with County Children and Youth Agencies. The information collected on the CY28 is used for county budget planning and federal reporting. The CY28 collects data for children and families receiving Child Welfare services on a quarterly basis. It includes placement, adoption and in-home information, as well as county workforce data. The data is submitted to DPW by each of the 67 counties on an Excel spreadsheet. DPW aggregates the data, which is used for reporting purposes.

Caseworker Visitation Tracking Database: Beginning in October 2007 and as a result of the Child and Family Services Improvement Act of 2006, states were required to begin reporting information on the percent of children in foster care who were visited each month and the percent of those visits that occurred in the child's primary place of residence. Pennsylvania adopted a spreadsheet created by another state and approved by ACF. In addition, ACF gave approval for Pennsylvania to submit a sample of visitation records and extended our submission deadline to December 31, 2007. Each year OCYF receives up to 67 separate spreadsheets that are merged into a state file in order to produce the visitation percentages to submit to ACF. More frequent sampling of county records is under consideration (possibly quarterly) and will require the same merging of county files, although submission to ACF would only occur annually.

Family Centers: For nearly a decade, Pennsylvania's Family Centers have integrated and provided community services to help families become healthier, better educated, and self-sufficient. Family Centers help parents to:

- Learn about their children's development.
- Engage in parent education and child development activities.
- Access health care information as well as assistance regarding health care services and insurance.
- Access education, training, and employment information.
- Receive information and assistance on other community resources, such as well-baby care, immunizations and early intervention services.

The DPW Family Centers system is primarily an intake system for Children and Family services and planning. The system is a web-based application with a SQL Server database, that has been supported by State and Federal grants. Annual statistics are reported October through December. There is a data warehouse component to collect additional data from Allegheny County.

Adoption and Foster Care Analysis and Reporting System (AFCARS): Federal law requires States to collect and submit data on children in foster care and those who have been adopted under the auspices of the State Child Welfare agency. The federal information system that collects and processes this data is known as the Adoption and Foster Care Analysis and Reporting System (AFCARS). States that fail to meet any of the standards set forth in 45 CFR 1355.40(a-d) are considered not to be in substantial compliance with the requirements of the Title IVE State plan, and are subject to penalties.

To meet this federal reporting requirement Pennsylvania has a two-step approach. The Department must first receive and process 67 county AFCARS text files, which are submitted to OCYF within 15 days of the end of the report period. These individual county files are submitted from multiple systems, including the Lotus Approach 97 System referred to as the Interim Solution (IS). Fifty-two counties enter the AFCARS elements into the IS, which must reside on a stand-alone workstation within each county and cannot be networked. The IS was developed as an interim solution in 1996 and does not meet all AFCARS reporting requirements. The Department then merges the 67 files into a state file using a PROGRESS application written in 1996 but revised in 2009 using PROGRESS V8. PROGRESS 8.0 is no longer supported by the manufacturer and is not a Commonwealth supported language. The PROGRESS AFCARS application is run on Enterprise Linux 4.0 operating system using VM ware.

This two-step process is highly inefficient and requires manual intervention at various steps to ensure a state file is submitted timely. Data quality can only be addressed with counties at the time of their file submission rather than at the time of data entry into a system. OCYF uses two methods to evaluate the quality of a county file: 1) the federal AFCARS utilities checks are run via an ACCESS database designed to mirror the utilities and provide a user-friendly report, and 2) additional data fields are compared and validated using a different ACCESS database to identify anomalies that may need to be corrected. Issues that require correction are communicated back to each county, which then resubmits a corrected file. These back-end applications are referred to as Data Quality Management (DQM) and AFCARS Data Analysis System (ADAS).

Adoptpakids.org Website: This OCYF public website contains information about children who are available for adoption, as well as other general information about adoption in Pennsylvania. It is hosted at the state. Content is maintained by various program office and contract staff through a web interface. The site is built in asp.NET with a SQL Server backend database.

Automated Intake and Incident Reporting System (AIIRS): This system collects demographics, intake, and incidents for youth who enter the YDC/YFC facilities. It is an ASP.NET application with an Oracle 10G backend database.

Needs Based Budget (NBB): The NBB system is a series of individual Access databases and Excel spreadsheets that are distributed to all counties for individual input and then returned to OCYF for program wide reviews and approvals of needs based budget requests and reporting. Critical linking of spreadsheets and databases, require significant care when modifications are necessary.

IV-E QA and Contracts: The IV-E QA system is the newest OCYF system. It is a web-based resource account for contract information, allowing counties to access and review financial information for providers servicing their agencies. It also includes an Invoicing quality assurance module that facilitates accurate payment of IV-E dollars for eligible service providers. The system is built in ASP.NET.

Adam Walsh: Adam Walsh supports the clearance process for adoptive parents. This application is used by the ChildLine staff. It is a Visual Basic 6 application with a SQL Server 2005 database.

Interstate Compact on Juveniles (ICJ): ICJ supports the operation of OCYF processes for the Interstate Compact on Juveniles. This is a Unisys Mapper application on the mainframe.

Pennsylvania Emergency Assistance Program System (PEAPS): The primary goal of the PEAPS application is to gather the data for TANF Grandfather Services provided by the counties every quarter and to identify duplicate applicants within a 12-month period. This application only collects data for the children for whom a CY-887 and EDW (Juvenile Detention or non Title IV-E Emergency Shelter) are completed. Non-placed children for whom a Means Test Worksheet is completed should not be entered into the system.

OCYF prepares a *Continuation Report* each quarter, detailing duplicates among all the counties, and any other data errors encountered (incorrect authorization dates, Supplement SSNs). It is the responsibility of each county to correct any errors and submit any changes to the database in writing to OCYF within 10 days of receiving the report. Once the final data from all counties has been consolidated, OCYF issues a final *Continuation Report*, which is used by the counties to remove duplicates from their PEAPS database. The counties may only remove names when there is a duplicate application within a 12-month period, within the county or in another county. Data is received from CCYAs by downloading from the DPW eGov website.

PEAPS is menu drive character-based user interface application developed on DBase III / DOS platform. The application is based on single-tier architecture, with the database stored as DBF files.

Child Welfare Legacy Systems Statistics are provided in **Figure L4.1**.

Figure L4.1 Child Welfare Legacy Systems Statistics

<u>Application Title:</u>	<u>Main Application or Sub Application</u>	<u>Platform:</u>	<u>Back-up/ Rec - Freq.</u>	<u>eGov FTP?</u>	<u>Revised since 2005</u>	<u>Number of Users</u>	<u>Database Sizing</u>	<u>Releases 2005-2009</u>
AFCARS	Main Application	Lotus Approach Progress V8.1	yes - Upon Request	Yes	Yes - 2009	OCYF Program Office: 25 users. 67 Counties using a system to collect data for AFCARS.	Database size 1 Gig. Annual Growth: 10 Meg.	1
Sub-Modules	Lotus Approach	Lotus Approach 97			no	OCYF Program Office: 25 users. 67 Counties using a system to collect data for AFCARS.		0
Sub-Modules	Data Quality Management	Access/SQL	yes - weekly (Sunday)		yes - 2008	OCYF Program Office: 5 users.	Less than 1 GIG.	2
Sub-Modules	Federal Utilities	C ++			No	OCYF Program Office: 5 users.		0
Sub-Modules	ADAS	Access	local only		New - 2007	OCYF Program Office: 5 users.		1
CY-28	CY-28 New Version	Excel /SQL2005	Yes (Differential daily) Full weekly	Yes	New - 2008	OCYF Program Office: 5 users.	Less than 1 GIG.	2
CVT	Case Worker Visitation (CVT) New Version	Excel - SQL2005	Yes (Differential daily) Full weekly	yes	New - 2008	OCYF Program Office: 5 users.	Less than 1 GIG.	1
PEAPS	PEAPS	Progress V6		Yes		OCYF Program Office: 1 user.	Less than 1 GIG.	0
ChildLine	Main Application	VB6-SQL2005	yes - daily database	Yes	yes - 2008	OCYF Program Office: 70	Database size 4.5 Gig.	24

June 21, 2010

						users, 15-20 Concurrent users.	Annual Growth: 100 Meg.	
Sub-Modules	CY-47	.NET 2.0-SQL2005	yes - daily database		yes 2008			1
Sub-Modules	CY-48	VB6-SQL2005	yes - daily database					
Sub-Modules	Perpetrators	VB6-SQL2005	yes - daily database					
Sub-Modules	Expunged Cases	VB6-SQL2005	yes - daily database					
Sub-Modules	ChildLine Certificates	VB6-SQL2005	yes - daily database		yes 2008			
Sub-Modules	Out-of-State Background checks	Access	yes - daily database		yes 2008			
Sub-Modules	ChildLine Letters	Crystal ReportsV8	yes - daily database		yes 2008			
Sub-Modules	NCANDS	VB6-SQL2005	yes - daily database	Yes				
IVE-QA	Main Systems AFCARS Invoice	N-Tier, .NET-SQL2005	yes - daily database	Yes	New 2008	OCYF Program Office: 10 users. 67 Counties access the system.		7
Sub-Module IVE-Contract	AFCARS - Contract Web Site	N-Tier, .NET-SQL2006	yes - daily database	no	New 2008			
Adam Walsh	Main Application Cogent Systems Version	SaaS Vendor	yes - daily database	yes	New 2008	OCYF Program Office: 20.	Less than 1 GIG.	9
Sub-Modules	Non-Digital Background Check System	Access-SQL	Yes (Differential 1 daily) Full weekly	Yes	New 2008			
Sub-Modules	Volunteer Background Checks Request System	Access	yes - daily database	no	Rev. 2008	OCYF Program Office: 20 users.	Less than 1 GIG.	0
ICAMA	Main Application	N-Tier, APEX-Oracle10G	Yes (Differential daily) Full weekly	no	Rev 2008	OCYF Program Office: 10 users.	Less than 1 GIG.	5
ICPC	Main Application	Access (Split EXE and DB)	yes - daily database	no	New 2007	OCYF Program Office: 10 users.	Less than 1 GIG.	5
ICJ	Main Application	MAPPER	yes - daily database	No	No	OCYF Program Office: 10 users.	Less than 1 GIG.	0
Sub-Modules Days of Care	Main Application	MAPPER Dept 34	yes - daily database	No		OCYF Program	Less than 1 GIG.	0

						Office: 5 users.		
Needs Based Budget	Main Application	Access		Yes	yes 2008	No OCYF controls documents	Less than 1 GIG.	3
Family Centers	Main Application	PHP / SQL 2005	Yes (Differential daily) Full weekly	Yes	New 2006	OCYF Program Office: 5 users. 37 Family Centers 45 users.	Less than 1 GIG.	16
Automated Intake & Incident Mgt System (AIIRS)	Main Application	.NET 2.0-Oracle10G	Yes (Differential daily) Full weekly	no	yes 2008	OCYF Program Office/Juvenile facilities: 2100 users, 150 Concurrent users.	Database size 3.5 Gig. Annual Growth: 100 Meg.	7

NOTE: Bold text denotes the main application; sub-modules are components of the main application.

A copy of the Child Welfare Application Context Diagram is provided as **Appendix JJ**.

C. BUSINESS NEEDS

Automated Child Welfare System

As a state supervised/county administered Child Welfare program, DPW must partner with the 67 County Children and Youth Agencies to fulfill its mission. DPW and the counties work collaboratively to ensure Child Welfare programs are administered as effectively and efficiently as possible throughout the Commonwealth. Although counties do maintain a level of autonomy, they are expected to consistently administer Child Welfare programs in compliance with state and federal laws, regulations, and policy.

In the 1990's the Commonwealth undertook the development and implementation of a statewide Child Welfare system. This initiative was referred to as the Pennsylvania Child Welfare Information System (PACWIS). Following the initial roll out of this system, problems were encountered and a decision was made to decommission this initiative. The Commonwealth's decision left many of the counties without automated support for the administration of their Child Welfare programs. For the more technologically advanced counties, the functionality previously provided by PACWIS was rebuilt or integrated into their other systems while some of other counties elected to procure other third-party solutions.

With a wide array of solutions embedded at the county-level and outdated legacy applications at the central office, the Department decided to obtain the services

of an independent contractor to assist in determining the strategic direction for PA's Child Welfare programs.

In January 2008, the Commonwealth's Department of Public Welfare (DPW) issued RFP #09-07, entitled Pennsylvania Child Welfare Program Feasibility Study and Alternatives Analysis, to obtain professional consulting services for conducting a study to determine the feasibility and alternatives for the successful design, development and implementation of an information technology solution to support Pennsylvania's Child Welfare Program. Specific activities and tasks for this engagement included:

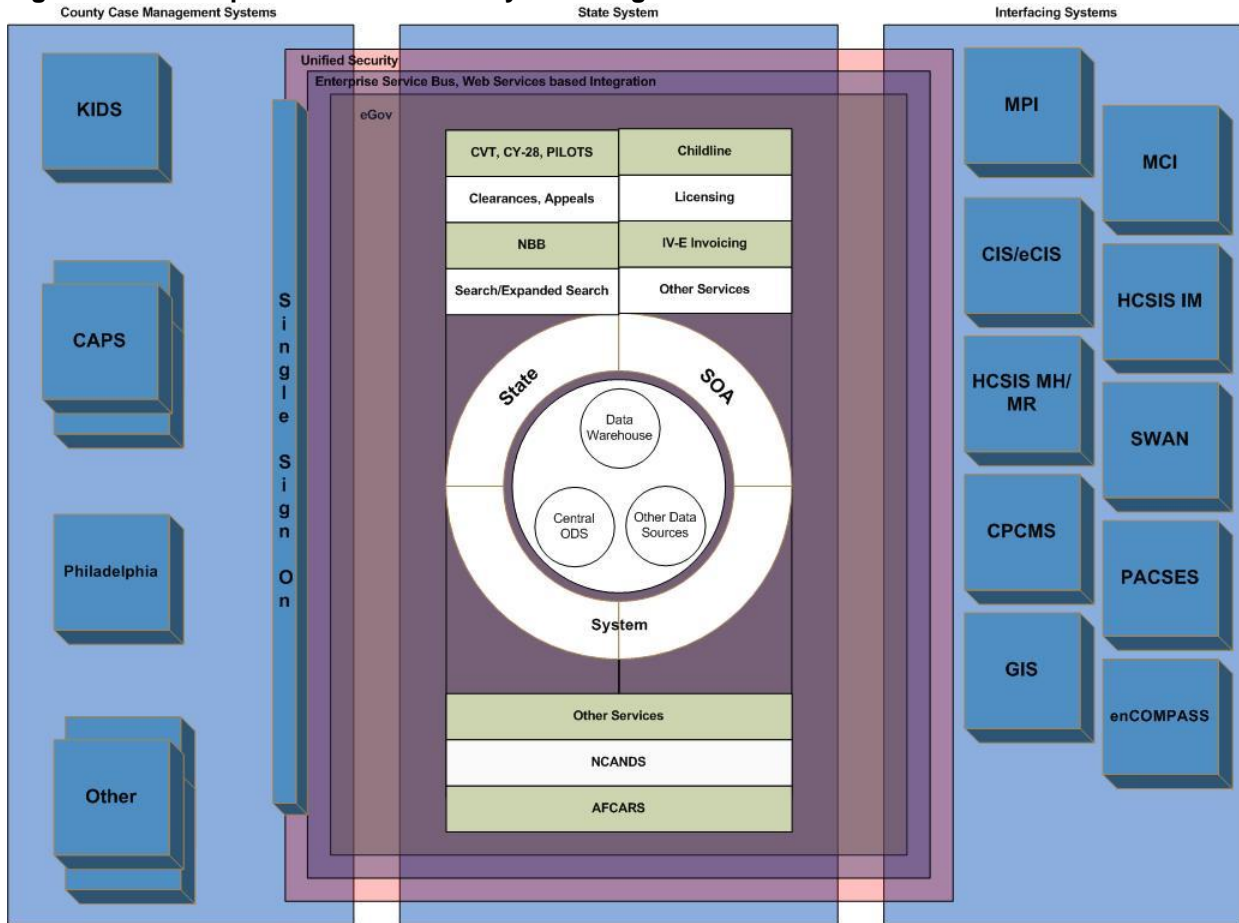
- Review DPW processes, and to document problems and opportunities for achieving efficiencies;
- Gather and prioritize Commonwealth and County business needs and functional requirements for PA's Child Welfare program;
- Assess the capabilities of existing systems used by DPW, county Child Welfare offices, and other Commonwealth agencies and other States to determine their appropriateness for inclusion in the alternatives analysis;
- Complete a feasibility study, alternatives analysis, and risk assessment to:
 - Determine if implementing a Statewide Automated Child Welfare Information System (SACWIS) in Pennsylvania is feasible
 - If SACWIS is not feasible, determine the best, most feasible technology approach to meet both the Office of Children, Youth, and Families (OCYF) and County requirements
 - If SACWIS is feasible, evaluate development and implementation approaches;
- Rank the alternatives considered;
- Conduct and document a detailed cost/benefit analysis;
- Develop a strategic implementation plan; and
- Assist Commonwealth staff in drafting the Statements of Work and associated evaluation criteria for the procurements needed, as a result of the Commonwealth's decision regarding a go forward strategy.

The Child Welfare program study was completed in the fall of 2009 and the Commonwealth has subsequently determined that implementing a statewide SACWIS would not be feasible for Pennsylvania. This decision, in large part, is due to a lack of county acceptance and the loss of investments in existing county case management technology assets. The recommendation of the feasibility study was to consolidate and further enhance the county systems, and to build state-level services and architecture to expand and centralize data collection and sharing. A copy of the Requirements Document is included as **APPENDIX MM** and a copy of the Strategic Implementation Plan is included as **APPENDIX LL**.

DPW has decided on a non-SACWIS, hybrid approach as its long-term solution for Child Welfare. This hybrid approach will be planned and implemented over the next five years; will leverage existing assets; and, evolve into a

comprehensive human services enterprise system using a services oriented architecture (SOA) strategy.

Figure L4.2 Anticipated Child Welfare System Diagram



The diagram shown as **Figure L4.2** is the expected final state of PA's Child Welfare System. At the end of 2015, the Child Welfare system is expected to be fully integrated by including interfaces with CPCMS, PaJCMS, GIS, and enCOMPASS based on reengineered business processes.

The conceptual model also shows existing assets that will be used. These assets include:

- The CAPS county case management system will be used as the seed for the state case management system.
- The FACTS2 (Philadelphia) Intake module, for intake services and ChildLine activities.
- Existing DPW assets and services including Master Client Index (MCI), Master Provider Index (MPI), DPW Data Warehouse, PELICAN Licensing, and HCSIS Incident management.

- KIDS (Allegheny County system) for primary database and as an approved and sustainable case management system for large tier counties.

Prior to the award of the contracts resulting from this procurement, the Commonwealth will work with the 67 counties to achieve automated case management processes in all 67 counties. The counties who currently do not have a case management system, or who have a case management system that has been determined to be unsustainable will be given approval to move forward with using CAPS. CAPS is a non-proprietary application used by approximately 20 counties across the Commonwealth. This will allow us to move toward centralized and standardized data structures that will ensure a seamless transition for nearly 40 counties when the state takes ownership of the CAPS application hosting.

Over the next two to three years, DPW will implement an interim plan to consolidate and support county case management needs and federal reporting requirements. This interim work will enable every county in the Commonwealth to adopt a sustainable case management system and provide DPW with the information needed to meet federal reporting requirements.

Child Welfare Legacy Systems

As previously indicated, most of the Child Welfare Legacy Systems are disparate systems, built on antiquated technology. For the most part, the systems do not interface with each other or with other DPW enterprise systems. These systems are being maintained and supported at a minimal level to meet the immediate business needs. Changes to the legacy systems are controlled and managed very tightly.

A Child Welfare Change Control Board has been established for the management of system change requests. Annual Scoping Sessions are held to define the work to be done during the course of the fiscal year, and system change requests are prioritized throughout the year using a defined change control process. Going forward, a key criterion in prioritizing the change requests is the impact of the change relative to the future direction for Child Welfare in Pennsylvania.

As OCYF identifies new or changed business requirements for the legacy systems, the selected Lot #4 Offeror will be required to assist the program office and state staff to assess the change requests in light of the Department's future direction for the program office.

D. ONGOING AND PLANNED ACTIVITIES FOR FY 2009-2010

During the course of 2009 – 2010, planned activities center around planning and laying the groundwork for the future development effort. These efforts will be

completed prior to the initiation of contracts awarded through RFP #16-09. Specific activities include the following:

1. The existing legacy AFCARS system will be moved to a more modern platform and manual processes will be automated.
2. Unique ID for all child clients served will be derived through the Master Client Index (MCI) and made available to all counties.
3. Existing, sustainable, county case management systems will continue to be developed and/or operated (depending upon what stage they are at), with the expectation that they will eventually interface with the state operational data store.
4. A web portal will be developed to provide county children and youth agencies with a one-stop shop for accessing existing state systems (e.g. HCSIS, iCIS, and PACSES).

E. PLANNED ACTIVITIES FOR FY 2010-2011

The Selected Offeror for Lot #4 will have a critical role in assisting DPW in implementing a Child Welfare central data repository. The Offeror for Lot #4 will be responsible for 1) reviewing, evaluating, validating, and finalizing the business requirements for creating a central Child Welfare data repository and associated data interface/exchanges, 2) Creating a Business Requirements Document; 3) Creating a Child Welfare Data Reference Model; and 4) Once the solution has been designed and built, coordinate with DPW and other designated Lot Offerors to test and validate operational readiness. During the course of 2010 – 2011, planned activities center around planning and laying the groundwork for the future development initiatives for a Child Welfare central data repository with interfaces to existing systems. The initial efforts for this initiative (Items 1, 2, 3, 4, and 5) are planned to be completed within the first 9 months after the initiation of contracts awarded through RFP #16-09. The scope of work for 2010-2011 includes the following activities and tasks:

1. Finalize Business Requirements and BRD Documents

- Review and clarify the Requirements Document produced during the Feasibility Study. Final BRD should include data reference model and business data interface requirements (reference Item 3 below);
- Identify any significant gaps in the requirements documentation;
- Prepare and facilitate requirements sessions to resolve any gaps or discrepancies (**Note:** the counties must be engaged throughout these requirements sessions.);
- Finalize the Business Requirements Document including participation in ARB 1.; and
- Validate system requirements and General System Design (GSD) as submitted by Lot 6 including participation in ARB 2 for this project.

2. Create a Child Welfare Data Reference Model as a preliminary blueprint for the Offeror of Lot #6 to create a General Systems Design (GSD) and Systems Requirements Document (SRD) for a Child Welfare central data repository and associated systems interfaces

The Child Welfare central data repository is a critical first step in creating an automated Child Welfare solution for Pennsylvania. The solution will establish interoperability of systems that reside at the state, county, and private provider levels. Data exchanges will be occurring between these systems, dictating a standardized and comprehensive data set for use by the Child Welfare entities of the Commonwealth. Given this, it is imperative that all systems are using the same data standards, data definitions, and data exchange requirements. The PA Child Welfare data dictionary will provide an authoritative approach to data exchange, for this purpose.

It is our intention to use the NIEM data standard for the Child Welfare data dictionary, and to expand the NIEM family services domain, as required to support the business needs of OCYF. All exchanges must be in conformance with NIEM standards. The Offeror(s) will work with DPW to post extended exchanges to NIEM.

- a. Map the NIEM data standard to CAPS, FACTS, and DPW's data standards;
- b. Identify and produce a report identifying all discrepancies;
- c. Assist the Department in resolving any discrepancies;
- d. Define and document the Child Welfare data requirements – including meta data; business rules; and interdependencies;
- e. Design and develop the Child Welfare database.

The Child Welfare Data Reference Model should include but is not limited to the following:

- i. Identify and evaluate data source, data sets, data criticality and classification, and data dependencies and informational requirements
- ii. Evaluate existing data naming conventions, data types, data attributes, data translation and/or transformation specifications.
- iii. Consolidate and define common data naming conventions and data types. A preliminary Child Welfare Data Reference Model is formulated
- iv. Finalize and create a Child Welfare Reference Model

3. Define and validate County Interface Requirements

Interfaces are defined as the interaction or data transfer between the external county systems, DPW databases, and enterprise services (i.e., MCI, MPI, SSRA, FSWS, etc) as necessary to meet business and operational requirements. To the extent possible, interface design requirements to existing and/or newly developed statewide Child Welfare applications must use real time, web-based services, or online transaction processing data interfaces where practical. DPW has made an investment in WebMethods, Informatica, and OpenTI for interfaces to the mainframe and/or other open systems applications. The Commonwealth's statewide Child Welfare systems will be required to leverage these investments in technology. Offerors who propose alternative recommendations should describe them within their proposal with sufficient justification.

Wherever external interfaces are required for business requirements and operational needs, the Department expects that all system processes and connections will be defined in a standardized and consistent manner.

- a. The system must interface with prescribed systems external to DPW existing systems.
- b. The system must support concurrent batch and online transactions (real time and background processing of large files).
- c. Each defined interfaces and external data import/export routines must be evaluated for business purpose.
- d. All interfaces must be online and real-time connections from external systems to the new Child Welfare systems, whenever possible. A database-to-database connection will be the preferred choice for online real-time transactional system integration. All online database-to-database connections must encrypt ALL data transmission between systems to ensure the confidentiality and privacy of all data interfaces.
- e. If the database application is temporarily unavailable, the system must hold the data until the database is once again available and resume normal processing. Where feasible, the data that is entered by an internal user should be retained when there is a system failure, and the data fields repopulated when the system is restored for use.
- f. The system must notify internal and external users when the component they are requesting or using is unavailable.
- g. The middleware product and processes must be designed to ensure guaranteed delivery and receipt of data both sent and received. The products referenced above must be utilized unless sufficient justification is provided. Offeror will be required to coordinate interface design and development initiatives with

DPW-BIS and use the existing DPW WebMethods Enterprise Service Bus (ESB) and/or BizTalk middleware platforms.

- h. All interfaces requiring batch transmission must use a secure means of transmission, such as FTP/SSL or encryption, when the data transfer will include confidential data elements. The Offeror is responsible for creating all processes, procedures, and definitions to support this requirement.
- i. All external database mirroring should use the standard replication processes defined within the database. Replication design, configuration, testing, deployment, operation, and maintenance must be the responsibility of the Solution Provider.
- j. All data import/export batch processing must have the ability to rerun, reprocess, recreate, back-out and historical audit archive all data files.

The selected Offeror for **Lot #4** is responsible for gathering the business functional, data naming and interface/exchange requirements. The selected **Lot #6** Offeror will then be responsible for defining the technical non-functional systems requirements defining the interface architecture parameters and specifications that align with predefined standards and design criteria translating all these elements into a comprehensive general systems design document (GSD) and also creating the systems requirements document (SRD). The Selected Offeror for **Lot #7** will be responsible for creating the detailed design document, building to business and technical specifications, and then implementing the end solution upon successful user acceptance testing and operational readiness certifications.

4. Create a Strategy and Approach Document

Develop a Strategy and Approach Document to describe approach to: a) requirements identification, documentation, evaluation\gap analysis, validation, and finalization; b) creating securing sign-off for the Data Reference Model; c) ensure collaboration, form consensus, and manage expectations with the county stakeholders; d) Coordinate with BIS and other technical Lot Offerors relative to project management and applicable systems development life cycle (SDLC) phase, and e) Must include a high level time line, resource requirements, and deliverables schedule for completing items 1, 2, 3 outlined above. **Note:** The Strategy and Approach Document must be submitted for review and approval by DPW, then the Selected Offeror of Lot #4 will provide a detailed project plan with associated governance frameworks.

5. Project Management Plan

The Offeror of Lot #4 will create a detailed project plan and associated project management and governance frameworks to accomplish these initiatives. The project plan will be created based on the mutually agreed

upon strategy and approach document approved by the program office. The project management plan should include but is not limited to the following items:

- a. **Project Plan**. The detailed project plan shall outline all major and associated sub tasks, resources, dependencies, schedule, and critical path using a phased deliverables based approach.
- b. **Communications Plan**: The Communications Management Plan must identify all of the project stakeholders and provide detailed information on how important project information will be communicated throughout the term of the contract — e.g., status, meetings, issues, access to deliverables, and design and document reviews. Once the Communications Management Plan is agreed to and accepted by the DPW Contract Administrator it is expected the selected Offerors will be responsible for assisting in the successful execution of the plan.
- c. **Quality Management Plan**: The quality management plan will outline the quality control and assurance processes the Offeror will use to ensure the project satisfies the stakeholder's needs and effectively manages expectations throughout the project life cycle. The quality management plan should address but is not limited to the following items:
 - i. End-Product/Deliverables review and acceptance processes
 - ii. Control and monitoring processes and associated tools and techniques
 - iii. Customer satisfaction, prevention, bench marking, responsibility, accountability, metrics, and verification
 - iv. Assessing and accurately reporting progress and status throughout the project life cycle
 - v. Close-out and lessons learned
- d. **Change Management Plan**: The change management plan must provide a process for evaluating, assessing, and determining the impact of any proposed changes to the project. This plan should incorporate DPW project change procedures. Change control processes must integrate sound risk/issues management, mitigation strategies and assessments (i.e., CBA, Impacts to schedule, performance, and budget)

Tentative schedule for activities and tasks:

Item Number	Task or Activity	Duration	Offeror
1 & 3	Requirements Evaluations, Gap Analysis, & BRD	60 Days: Start after DPW sign-off of Project Plan	Lot #4

June 21, 2010

2	Child Welfare Data Reference Model (CWDRM)	6-Months: Start after DPW sign-off of BRD and CWDRM)	Lot #4
4 & 5	Strategy and Approach Document & Project Management Plan	Completed 30 Days after contract award	Lot #4
6	Child Welfare Legacy Systems Maintenance and Operational Support	Ongoing: Start: After contract Award	Lot #7
7	Child Welfare Central Repository GSD and SRD	TBD: Start after DPW sign-off of BRD and CWDRM)	Lot #6
8	Child Welfare Central Repository DSD through Implementation	TBD: Start after DPW sign-off of GSD and SRD)	Lot #7

- 6. Assist in providing maintenance and operations support for the Child Welfare legacy systems.** Lot #4 Offeror will provide testing and operational support only as required for legacy applications.

Ongoing and Planned Activities Required Items:

The Selected Offeror for **Lot #4** must describe in detail how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Create a detailed strategy and approach document; 2) Review, evaluate, validate, and finalize the business requirements for creating a central Child Welfare data repository and associated data interface/exchanges, 3) Create a comprehensive Business Requirements Document and Child Welfare Data Reference Model; and 4) Create a project management plan, 5) Once the solution has been designed and built, outline their approach to coordinate with DPW and other designated Lot Offerors to test and validate operational readiness of the Child Welfare central data repository and associated data exchanges/interfaces.

The Selected Offeror for **Lot #4** must describe in detail how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Provide services and support for planned activities **in FY 2009-2010**; 2) Provide services and support for planned activities **in FY 2010-2011**; 3)

The Selected **Lot #4** Offeror must describe in detail: 1) The resources required to support ongoing and planned activities for FY 2009-2010 tasks including skill sets and experience, and 2) The associated organizational chart

The Selected **Lot #4** Offeror must describe in detail: 1) The resources required to support ongoing and planned activities for FY 2010-2011 tasks including skill sets and experience, and 2) The associated organizational chart

1. Develop a detailed Project Plan
2. **Develop and Implement a Communications Management Plan**

NOTE: County activities are contracted and managed by the counties independent from the state, and therefore, not included in the scope of this RFP. However, the county's activities must be considered and coordinated with the future direction of Child Welfare at the State-level to ensure that projects are aligned to ensure a successful implementation.

F. STAFFING REQUIREMENTS

The selected Offeror must supply IT Consulting staff. Staff assigned to this project will provide consultative services to help define, plan, and implement strategic, business, and operational change. Staff must be able to work cooperatively with Commonwealth staff and other individuals and entities during the project. The selected Offeror's staff must be able to coordinate and receive direction from designated DPW staff during this project. The selected Offeror's staff must be able to deliver work that is not in conflict with the priorities and hardware/software choices and limitations as established by the Commonwealth, Department of Public Welfare.

The Department currently uses a mix of state employees and contracted staff to support the work of the Child Welfare initiative. The Child Welfare organizational chart, showing both state and contracted resources currently supporting the Child Welfare legacy systems, is provided as **Appendix KK**.

The selected Offeror will assist in assessing the impact of modifications on legacy systems on other applications to the planned activities for the automated Child Welfare System. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror must agree to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Offeror.

G. REQUIRED WORK SKILLS

For purposes of this part of the RFP, the selected Offeror must provide Key Staff with a detailed, verifiable history of up to three programs/projects of substantial similarity in nature to this initiative, completed or started within the last five years. Other required work skills include:

1. Minimum of five years of experience in planning, developing, deploying or implementing large-scale federal, state, or county Child Welfare systems;

2. Providing comprehensive business analyses functions. Applied experience with human services service-oriented architecture (SOA) and enterprise architecture (EA) methodologies is preferred but not required.
3. Reengineering business processes. Applied experience with human services service-oriented architecture (SOA) and enterprise architecture (EA) methodologies is preferred but not required.
4. Business Analytics and Decision Strategy including Business Process Modeling
5. Business Requirements Definition
6. Requirements Traceability
7. User Acceptance Testing (Use Cases/Testing scenarios/Break Testing)
8. Utilizing Project Management Institute (PMI) methodologies; and,
9. Implementation Support Services

The selected Offeror may acquire specialized expertise through the use of subcontract agreements. Subcontracts must be identified in the proposal according to the requirements identified in **Part II, Proposal Requirements**.

H. REQUIRED ACTIVITIES/TASKS

1. Orientation/Knowledge Acquisition

Orientation/Knowledge Acquisition refers to a “transition phase” that consists of activities that must take place between the effective date of the contract and the selected Offeror’s start date. This includes all required activities.

The primary objectives of the Orientation/Knowledge Acquisition Transition Phase are the following:

- Ensure successful orientation
- Complete domain understanding;
- Establish accurate assessments and strong accountability controls;
- Mitigate risk to the Commonwealth, DPW, clients and taxpayers
- Establish facilities and appropriate infrastructure.

Orientation/Acquisition Transition Plan: Project Initiation, Setup, and planning

a. Project Initiation, Setup, and Planning

Project Initiation, Setup, and Planning will include all activities and tasks required to begin the project. The Offeror will acquire and set up facilities, acquire and install the necessary hardware and software, establish the necessary telecommunication capabilities, and create various plans that must be followed during the execution of the project.

i. Deliverables and Outcomes: Project Initiation, Setup and Planning

- **Project Initiation, Setup and Planning Deliverable** to include:

- **Detailed Project Work Plan**

The work plan must include but is not limited to defining each

of the planned tasks and subtasks along with start dates, planned completion dates, primary responsibility, and dependencies.

- **Orientation/Knowledge Acquisition Plan of the Child Welfare legacy systems and DPW environment**

The Knowledge Acquisition plan must address the details of how the Orientation/Knowledge Acquisition needs of the project will be met. The details of the plan must include but not be limited to (a) purpose statement, (b) resource allocations, (c) details of knowledge acquisition approach, (d) dependencies, and (e) agreements that summarize and clarify roles and responsibilities among those who will execute and be part of the plan.

- **Issue Management Plan**

The issue management plan must provide procedures for identifying, evaluating, and resolving issues impacting the project. This plan will be developed as part of the planning process but will be updated as necessary throughout the project.

- **Change Management Plan**

The change management plan must provide a process for evaluating, assessing, and determining the impact of any proposed changes to the project. This plan should incorporate DPW project change procedures.

- **Communications Management Plan**

The communications management plan must provide an explanation of the methods the Offeror intends to employ for communication with DPW during the project. The plan must identify the key stakeholders, what will be communicated through the plan, when it will be communicated, and the method(s) used for communication.

- **Quality Management Plan**

The quality management plan must address the quality control processes and procedures the Offeror will use to ensure the quality during the project.

- **Requirements Management Plan**

The requirements management plan must address how the Offeror will develop baseline requirements, the processes and procedures the Offeror will employ to track and monitor requirements throughout the project. The requirements management plan should include any software tool that the Offeror intends to use to manage requirements.

- **Budget/ Contract Management Plan**
The budget and contract management plan must provide the method to periodically report up-to-date budget information for the project.
 - **Periodic Status Report templates**
The periodic status report templates will define the format and content of all Status Reporting documents.
 - **Agenda and material for the Project Kickoff Meeting**
The Agenda and material for Project Kick-off will aid in planning the kick-off meeting and getting agreement on the presentation content for the meeting.
 - **Non-Deliverable Outcomes:**
 - Fully setup facilities, equipment
 - Project Kickoff Meeting
 - Readiness to commence the next set of project activities
- ii. Commonwealth's Responsibilities: Project Initiation, Setup and Planning**
- Review, approve, disapprove or request modification and resubmission of each deliverable
 - Identify Commonwealth key contacts
 - Provide Offeror with access to Commonwealth facilities, personnel, documentation and other items under its control
 - Provide coordination with and access to third parties, as required
 - Participate in Project Initiation and Setup related discussions
 - Coordinate Kickoff related activities

Orientation/Knowledge Acquisition Required Items:

The Offerors for **Lot #4** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Effectively stand up operations as well as perform and manage all the tasks outlined in the Orientation/Knowledge Acquisition section; 2) Meet the primary objectives and responsibilities, 3) Conduct activities and procedures for the evaluation and knowledge acquisition of the in-scope systems relative to, but no limited to the following items:

- Work materials
- Business and Technical Governance (Processes and Procedures)
- Software, tools, and end-user guides and operational documentation
- Project Plans and associated status (on-going initiatives and scheduled on baseline, risk/Issues logs, status reports, etc)
- Program Office business cycles demands and operational environments abilities, strengths, and constraints

- Program mission, vision, and strategies (domain understanding and continuity during transition)
- Program and documentation update procedures
- On-going and scheduled operational activities
- On-going and scheduled computer systems Modifications/Enhancement activities and associated end-user adoption and implementation support activities
- Staffing Levels and Organizational Structures
- Defining of responsibilities
- Skill sets requirements, staff training, and job shadowing
- Criteria for success, validations, and certifications
- Production program and documentation update procedures
- Program Office business plans and strategies turnover procedures
- Understanding procedures for on-boarding business concepts through the Business Review Board, requesting changes to computer programs, and other documentation
- Alignment with business cycle and scheduled events

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any Orientation/Knowledge Acquisition activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

It is the Department's expectation that all **Orientation/Knowledge Acquisition** tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

2. Strategy/Business Planning

Pursuant to this RFP, DPW seeks to award a contract for a knowledgeable, experienced, qualified, and responsive consultant to provide IT Consulting Services for DPW's Children and Family Services Systems Portfolio. In this capacity, the consultant is expected to provide "top-tier" support, advice, guidance, and management assistance to DPW's program offices in the planning of their IT needs and brings national experience with it Child Welfare Systems to the table.

The selected Offeror of **Lot #4** is required to have domain understanding of their specific programs and operations as well as peripheral vision into other programs areas across horizontal and vertical service domains to looking for synergies, opportunities to join forces and consolidated initiatives, and ensure alignment of strategies to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. From a strategic perspective, the

selected Offeror of **Lot #4** will be responsible for environmental scanning in three venues: 1) Researching pending and/or current legislation and assessing the potential impacts to program office policies and current operations, 2) Scanning the national horizon for other innovative state programs and operational models that would reduce costs and improve citizen services, 3) Researching and evaluating citizen demographics and trends that impact DPW programs, shape policy, and change course to better serve the citizens of the Commonwealth. In addition, strategically **Lot #4** Offeror will be required to refine and expand Enterprise Architecture (EA) frameworks to ensure alignment of business and technical strategies and resources to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. Specifically, the selected Offeror of **Lot #4** will be responsible for 1) Identify common business functions, services, and data components to create sound program office business solutions that support enterprise business processes and business unit-specific processes using a holistic enterprise architecture and shared services approach (where appropriate) to deliver quality and cost effective citizen services; 2) Creating and maintaining the EA Business, Services, Data, and Governance reference models (including As Is - To-Be roadmaps); and 3) coordinating with the selected **LOT #6** Offeror to plan, architect, build, and evolve program business solutions that align with the enterprise architecture (EA) frameworks to support reuse of resources in the application, services, data, and technology domains of Enterprise Architecture blueprint.

Some other strategic and tactical requirements include but is not limited to, are as follows: 1) Conduct targeted feasibility studies to assess plausible alternatives and provide executive decision makers with sound cost effective recommendations that align with the DPW mission and program Office goals and objectives, 2) Coordinate with other Lot Offerors bringing business concepts to reality ensuring operational capability and readiness to support business operations, 3) Analyzing and reshaping business models, workflows, data/information flows, and the utilization of computing systems to support the dynamics, culture, and demands of program operations, 4) Annual scoping and planning with DPW program managers and portfolio managers for all business and technical project initiatives 5) Continued maturation with ITIL frameworks relative to business processes and solution development and delivery processes.

The Offeror is responsible for the following general requirements:

- Work cooperatively with key State staff, other project stakeholders, and the staff of other contractors as required in the course of the contract period.

- Identify efficiencies that could be garnered by increasing functionality, changing business processes and procedures, updating and/or utilization of computer systems and operational equipment, or other changes.
- Inform DPW management staff of current strategic, tactical, and operational data, reporting, and business intelligence best practices and standards to better monitor, spot trends, and manage program outcomes.
- Provide information on best practices, new standards, and computing technologies used in other states and the federal government, in the provider management marketplace.
- Effective management and coordination regarding individual and multi-vendor project initiatives ensuring on target relative to schedule, budget, and performance (i.e., meeting stated goals, objectives, and outcomes.)
- Present forward-thinking strategies on public policy to DPW management.
- Work cooperatively with State staff assigned to the project to ensure the success of the project.
- Maintain current, complete, and detailed records of all meetings, enterprise architecture and system development life cycle documents, project meetings, presentations, knowledge acquisition, and system change planning issues, infrastructure management documents, performance reporting, risk assessment, project planning schedules, and any other interactions related to the project described in this RFP and make such records electronically available to DPW on a regular basis, throughout the life of the contract.

The IT Consultant must provide subject matter experts with specific IT technical and business/functional skills in Child Welfare Systems.

a. Strategy/Business Planning Activities/Tasks

Description of Activities/Tasks	Sub-Component Service Offering
Strategy/Business Planning	Strategy/Business Planning <ul style="list-style-type: none"> • Consults with executive-level stakeholders to define business need or problem; conducts research, performs studies and surveys to obtain data; and analyzes problems to advise on or to provide recommended solutions based on relevant hands-on experience solving similar business problems at the State or Federal level. • Perform assessment of the impact of current regulations and policies upon the business operations and systems. • Establish necessary workgroups and work plans to address relevant policy issues. • Identify and assess system requirements that are the result of federal or state laws and regulations (e.g., constraints related to confidentiality). • Identify polices and regulations that should be changed to support the system and work to change them, including Internal DPW policies, Policies involving other state

Description of Activities/Tasks	Sub-Component Service Offering
	<p>agencies, and/or State laws and regulations, when change may be feasible.</p> <ul style="list-style-type: none"> • Centrally collect and catalog related policies, starting with those policies that are relevant to the system • Conducts research regarding business solution alternatives and feasibility studies. • Conducts business case analysis with portfolio managers and executive-level stakeholders. • Serve as an advisory council for other work streams that will impact organizational behavior <ul style="list-style-type: none"> ○ State and County Resource Management ○ Policy Regulation ○ Business Process Re-engineering ○ Training ○ State System ○ County System ○ Interim Projects ○ Pilot Testing and/or Proof of Concepts ○ Contingency Planning ○ Migration and Conversion • Provide a prioritized listing of all application modifications and enhancements planned for the following fiscal year, with accurate level of effort and resource estimates. • Enterprise Architecture strategies and reference models (i.e., Business, Services, data, and governance models) <p>Business Process Reengineering (BPR) /Business Process Modeling (BPM)</p> <ul style="list-style-type: none"> • Use visualization and modeling tools as requirements are elaborated and functional design tasks take shape <ul style="list-style-type: none"> ○ Prepare class diagrams, entity relationship diagrams for technical audiences ○ Develop use cases, activity diagrams, or sequence diagrams to walk through the system interface processes end-to-end ○ Business process modeling and workflow analysis and documentation • Coordinate business requirements related to developing a data dictionary or service hierarchy with other system project tasks <ul style="list-style-type: none"> ○ User interface specifications ○ In some cases, the selected Offeror will need to drill down to data at county and business partner level ○ Physical design ○ Regulatory and policy coordination • Clearly understand dependencies in the systems <ul style="list-style-type: none"> ○ Data elements that are derived in the business process ○ System interfaces that must execute in sequential order ○ Association classes that are created by transaction events ○ Business workflows, decision points, data/information flows relative to systems transactional processing and associated SOA shared services components.

b. Commonwealth's Responsibilities: Strategy/Business Planning

- Provide input during the Strategy/Business Planning
- Review and approve the prioritized listing of all application modification and enhancements planned for the following fiscal year
- Provide the necessary system documentation (including concept and visioning documents) for all planned modifications and enhancements

c. Offeror's Responsibilities: Strategy/Business Planning

- Conduct targeted feasibility studies to assess plausible alternatives and provide executive decision makers with sound cost effective

recommendations that align with the DPW mission and program Office goals and objectives

- Provide a prioritized listing of all application modifications and enhancements planned for the following fiscal year.
- Researching pending and/or current legislation and assessing the potential impacts to program office policies and current operations
- Researching and evaluating innovative state programs and operational models that would reduce costs and improve citizen services, and proposing qualified recommendations to key decision makers.
- Researching and evaluating citizen demographics and trends that impact DPW programs, shape policy, and change course to better serve the citizens of the Commonwealth.
- Coordinate with other Lot Offerors bringing strategic business concepts to reality ensuring operational capability and readiness to support business operations
- Annual scoping and planning with DPW program managers and portfolio managers for all business and technical project initiatives
- Analyzing and reshaping business models, workflows, data/information flows, and the utilization of computing systems to support the dynamics, culture, and demands of program operations
- Refine and expand Enterprise Architecture (EA) frameworks to ensure alignment of business and technical strategies and resources to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. **Lot #4** Offeror will also provide EA-SOA Blueprints updates to **Lot #6** vendor relative to Business Reference Model (BRM), Service Component Reference Model (SRM), and Data Reference Model (DRM).
- Creating and maintaining the EA Business, Services, Data, and Governance reference models (including As Is - To-Be roadmaps)
- Continued maturation with ITIL frameworks relative to business processes and solution development and delivery processes
- Provide accurate level of effort and resource estimates for all planned modifications and enhancements.

Strategy/Business Planning Required Items:

The Selected Offeror for **Lot #4** must describe in detail how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Obtain and maintain domain understanding of their specific programs and operations as well as peripheral vision into other programs areas across horizontal and vertical service domains, 2) Approach to achieving the specific and general requirements and responsibilities; 3) Approach to effectively managing and coordinating multiple concurrent individual and multi-vendor project initiatives ensuring on target relative to schedule, budget, and

performance (i.e., meeting stated goals, objectives, and outcomes); 4) Approach to providing quality end products and reliable actionable advise and recommendations to key decision makers, 5) Facilitate a corporative culture and resolve differences of opinions with other selected Offerors.

The Offerors for **Lot #4** must propose the tools, process, and methodology to demonstrate how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Evaluate and propose new concepts and technologies to improve business operations and delivery of citizen services; 2) Ensure alignment of business and technical strategies to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services (include EA perspectives in your response), 3) Analyzing and re-engineer business models, workflows, data/information flows, to support the dynamics, culture, and demands of program operations.

The Selected Lot #1 Offeror must describe in detail: 1) The resources required to support Strategy/Business Planning tasks including skill sets and experience, and 2) The associated organizational chart

It is the Department's expectation that all **Strategy/Business Planning** tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

3. Application Support Services General:

3.1 Overview

The business applications included in RFP 16-09 serve a unique set of client needs and are administered under separate program offices within DPW. However, these applications share much in common around technology, infrastructure, development methodology, and operations. Integration is not to be considered as an exceptional practice but instead as a necessity to optimally maintain and enhance these applications. Further, DPW shares both application functionality and information with many external partners with heterogeneous technical environments. The number and extent of this external interaction will only increase over the coming years. As a result, planning for new business applications must be undertaken with an eye toward openness, standards-based interfaces, and standards-based exchanges.

DPW's core enterprise IT applications are both large and complex, due to the intricate regulatory, financial, and fiduciary requirements of these systems. DPW began significant system modernization efforts of these

systems more than seven (7) years ago, with the creation of their first web-based applications. These efforts have gained momentum over the last several years as DPW has sought to aggressively move select functionality off of their mainframe platform and onto server-based systems. In addition, DPW has targeted an Enterprise Architecture Model and Service-Oriented framework approach for their next generation of systems.

The selected Offerors for **Lot #4** will be responsible for providing following **Application Support Services** for all the in-scope systems identified in this Lot of the RFP:

Application Modification/Enhancements

- Business Requirements Document (BRD)
- Requirements Traceability
- User Acceptance Test Plans
- User Acceptance Testing
- Business Process Management
- Operational Readiness Assessment
- Business Solutions Life Cycle

Implementation Support Services

- Implementation/Field Support
- Communications Management
- Systems Reports

The Selected Offeror for **Lot #4** must propose a tools, processes, and methodologies that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Lead and assist DPW in achieving the overarching goal and stated objectives; 2) Accomplish the stated expectations.

The Offeror of **Lot #4** will assume a critical role in the strategy, planning, validation, deployment, and life cycle management of DPW's core enterprise IT applications required to support program office business operations. The Offeror of **Lot #4** will be in tune with business drivers due to internal and external influences which inherently impact program office policy and eventually day-to-day business operations. In this light, the Offeror for **Lot #4** must have the domain understanding and foresight into the required changes to business procedures, processes, common services and delivery models, and the IT systems enablers to envision and conceptualize what needs to be done to meet the DPW mission, business drivers, and stated outcomes. Then coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors to bring concepts to reality. Offeror for **Lot #4** will be responsible for providing Application Support Services related to

program business solutions and computing systems modifications/enhancements, adoption, and operational readiness assessments and support.

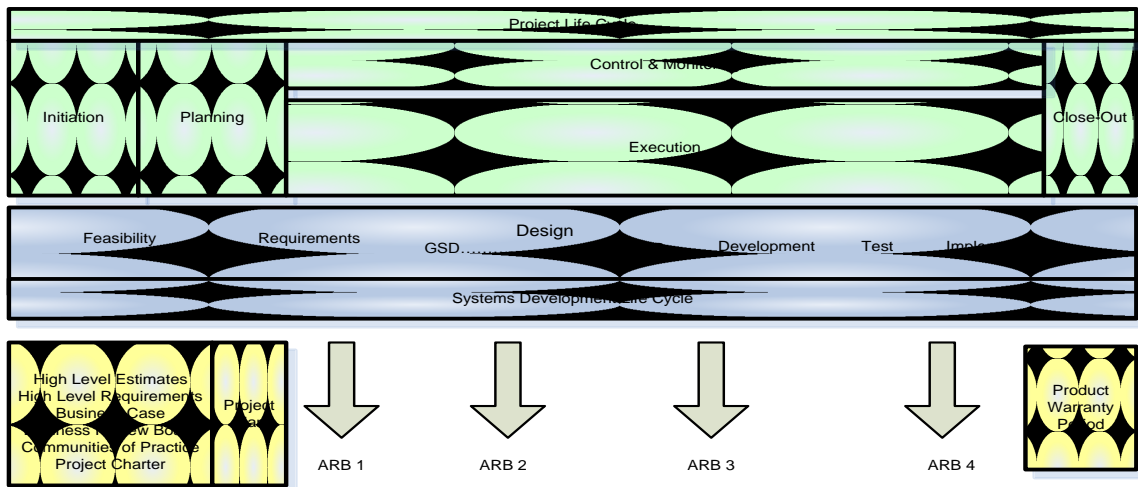
3.1.2 Project Management

Based on scope, complexity, and funding parameters projects initiatives must first be evaluated, prioritized, and authorized by the Program Offices and BIS Portfolio Managers via the Business Review Board (BRB) process. Project initiatives for maintenance and minor systems enhancements are required to be vetted through the program change request, change control, and software release management processes. Based on scope and complexity, the selected Offerors will be performing the work associated with Application Support Services initiatives primarily using two types of project engagements: 1) Individual-vendor IT projects and 2) Multi-vendor IT projects. Individual-vendor IT Projects are specific strategic, tactical, or operational initiatives that fall under the purview of a specific vendor requiring little or no involvement with the other Lot Offerors. In this case, the Offeror will have primary ownership and responsibility to manage and coordinate all aspects of the project management throughout the project life cycle with state oversight and approvals. Multi-vendor IT Projects are enterprise wide strategic, tactical, or operational initiatives that fall under the purview of multiple vendors requiring significant involvement and commitments with the other Lot Offerors. In this case, a specific Offeror will be assigned as the enterprise project lead and will have primary ownership and responsibility to coordinate all aspects of the project with state oversight and approvals. The enterprise project lead will establish and maintain the master project plan framework (i.e., Master Communications Plan, Master Schedule, Master Risk/Issues logs, Master Deliverables schedule, change control, and consolidated project status reports) throughout the project life cycle with input from both DPW and the other participating Lot Offerors. DPW and the other participating Lot Offerors will have ownership of creating and managing sub-project plans and their respective sub-project phases and logistics (i.e., planning, control and monitoring, execution, risk/issues management, change control, and status reporting). The sub-project plans and their associated frameworks are integral parts of the master project plan requiring continuous coordination, communications, and alignment throughout the project life cycle. All projects will have a change control board (CCB) and executive steering team. Project managers and team leads are responsible and accountable for controlling and monitoring the project for all project phases and assessing changes, risks, and issues relative to the predefined schedule, performance, and budget. Project anomalies, potential risks, and ongoing issues that lead to variances that exceed predefined thresholds must be thoroughly evaluated with proposed solution recommendations presented to the change control

board based on earned value methodologies and a detailed impact assessment that illustrates the severity and level of impact to project budget, schedule, or performance. The change control board will review and validate information and refine the recommendation(s) for consideration from the executive steering committee with final approval from the DPW Contract Administrator. All projects are required to follow DPW and Commonwealth project management methodologies, standards, and procedures. **Figure L4.3** below illustrates the business solution life cycle model illustrating the alignment of the project life cycle, systems development life cycle, and the architecture review boards.

Figure L4.3 Business Solution Life Cycle Model

Business Solution Life Cycle View



3.1.3 Defect Management

It is imperative that DPW have an effective defect management with accurate, detailed analysis, and reporting of defect information per software release to assist management with risk management, process improvement, project management, and Go or No-Go operational readiness decisions. DPW does not want multiple and disparate defect management systems and disjointed processes. To achieve this objective, the Offeror of **Lot #7** will have overall responsibility for an enterprise defect management system and tracking of defects throughout all the SDLC phases as well as latent production defects. Selected Offeror's for **Lots #1-5**, and **Lot #6** will be expected to coordinate with and provide input to the **Lot #7** Offeror and DPW regarding defect prevention, discovery, tracking, categorizing (i.e., type and severity), resolution, reporting, and after action activities to improve end product quality and solution development and delivery processes. Offeror for **Lot #7** will be responsible for providing defect management reports as a contract deliverable throughout specific SDLC phases (i.e.,

Requirements, Design, Build, Integration, SAT, Production, and post Implementation) for each software release. **Lot # 7** vendor will provide a production defect report and certify that the end product is operational and ready to migrate into live production environments from a systems perspective. **Lots #1-5** will certify that the end product is operational and ready to migrate into live production environments from a business perspective. The production defect report, SAT Completion Test Results, and both certifications are contract deliverables and required for DPW to assess the end product operational readiness profile and make an informed Go or No-Go decision. DPW makes the final determination of assigning a defect categorization and criticality. Offerors must provide input and specific data and/or information upon request by the Department with regards to defect prevention, discovery, resolution, management, tracking, reporting, SDLC processes and test reports. Offerors are not authorized to make deletions or modifications to defects outside of status indicators without approval from the Department. Changes to a particular defect's categorization or criticality is not authorized and requires formal written authorization from DPW-BIS director, designated BIS SQA manager, or DPW Contract Administrator. The change control system is primarily used to track systems changes that are associated with systems modifications and maintenance activities tied to software release cycles. However, the systems maintenance Change Requests are linked to a software release incorporating a specific or group of defects for resolution depending on the complexity and criticality.

3.1.4 Change Control

The project change process is controlled by the following: a Change Control Board (CCB), the Division of Enterprise Portfolio and Project Management (DEPPM), project governance teams, program offices, and executive steering teams. Inputs to the project change process include baseline control items, maintenance requests, wish lists, miscellaneous problems, project change requests, project variances, risk/Issues impact assessments and recommendations, reports, and reference material for the project change process.

Changes to business systems also go through the Change Request process and vetted through the Change Control Board (CCB) whereby PCR are evaluated relative to their criticality, scope, complexity, level of effort, interdependencies with other systems changes or technology project initiatives, resource requirements, and availability of approved hours (allocated for systems maintenance and/or Modification/Enhancements). If the Change Request has potential cross program or project impacts, it must undergo a detailed assessment and impact analysis for each program office and their associated projects (i.e., ongoing or scheduled) that may be affected by the change. In this

case, the CCB will require the Change Request be channeled through the DPW Portfolio Managers and vetted through the BRB process. For better efficiencies and economies of scale, Change Requests may be bundled together building a 'Bundled Change Request Package' in a formal Software Release that follows a DPW Software Development Methodology through Software Development Lifecycles. The Software Quality Assurance (SQA) unit must be notified prior to promoting the Software Release (with Bundled Change Request Package) to the next environment. Prior to promotion to each environment, metrics identifying and detailing defect rates, risks, issues and impacts must be provided via the Defect Management Process by the developer entity to SQA for review, quality readiness assessment, approval or disapproval. If disapproved, the Software Release enters a hold state in the current environment. SQA will notify the DPW project and portfolio managers for further assessment regarding impacts to project scope, schedule, and budget. After resolution, the DPW project manager will notify SQA and SQA will authorize the promotion of the Software Release Package to the next environment.

Any changes that affect or result in modifications to the systems architecture or baseline characteristics and/or configurations in the production environments must be submitted for action through the change control process. Change will only be allowed if the severity level, risk assessment, and rollback procedures are included with the request, and the Change Management Board has approved the request upon review. This procedure will prevent uncontrolled change to the baseline that might create serious incompatibilities. Please reference change management **Appendix U**.

3.1.5 Business Solution Operational Readiness Validation/ Certification:

Prior to moving the business solution into the test for production (TFP) environment and final Work Order completion authorization the following events must occur and conditions exist:

- a. The selected Technical Support Services Offeror shall conduct a thorough test and walk through of the business solution operational readiness profile results with the Department and the selected IT Consultant Services Offeror for all major projects or any projects required by the Department. The business solution operational readiness profile consists of the following components: 1) Production Defect Report, 2) SAT Test Results, 3) Security and Performance Test Results, 4) ADA Compliance Statement (if applicable), 5) Implementation Plan ensures business operations alignment with solution deployment strategy.

- b. All known Level 1 (Fatal) or Level 2 (Major) defects completely resolved. All Level 3 (Minor) defects resolved unless waivers have been authorized by the department or DPW Contract Administrator.
- c. Both IT Consultant Services Offeror (**Offeror Lots #1-5**) and the Technical Support Services Offeror (**Lot #7**) provide operational readiness certifications. The designated Offeror for Lots #1-5 will certify that the business solution from their perspective is functioning properly and ready to be deployed into production and selected Offeror Lot #7 is will certify that the business solution from their perspective is functioning properly and ready to be deployed into production.
- d. Endorsement from ARB IV to DPW CIO

3.1.6 Work Orders and High Level Estimates:

For modifications/enhancements, the Department will provide the selected Offerors for **Lot #4** with a Request for High Level Estimate (reference **Appendix Z.**) The Offeror must provide initial estimates for the total cost and total number of hours for their respective SDLC phases and associated deliverable(s) for the application modification/enhancement work. Once the scope of work has been finalized and required input deliverables have been provided, the Offerors must then submit a work order with a separate detailed cost sheet to the DPW Contract Administrator for review and approval. The detailed cost sheet must provide itemized line item costs details of the total costs and hours for the application modification/enhancement work. Hence, the Offerors must itemize the body of work to be completed based on specific work products (i.e., technical feasibility study and/or each SDLC phase and associated deliverables (BRD, SRD, Test Plan, etc) in a separate line item showing the cost summary for the end deliverable identifying the resource classifications and their respective quantity and number of hours required to complete the body of work and specific work products and/or SDLC phase and specific deliverables for the application modification/enhancement work as shown in **Figure L4.4**. The total hours and costs sums should be mathematically accurate and align with their respective line item cost figures. In addition to the Offeror's Estimate for the application related work, the Offeror must also identify and disclose any other costs required to successfully complete the requested body of work – for example, additional hardware requirements, additional software requirements, Shared Services costs, etc. Please note that HLEs are reviewed by DTE and DEA prior to formal submission to the DPW Contract Administrator to assess cost impacts relative to existing IT assets, software licensing, infrastructure, security, existing support

agreements, other systems platforms, integrated team involvement, DGS print services, etc).

In addition, the selected Offeror will be required to maintain a summary log, updated weekly, of all Work Orders along with all of the detail information related to each system change order. The selected Offeror for **Lot #4**, State staff, and the other selected Offeror will design this report together. The report, including all of the detail, will be available on-line for access by the Contract Administrator and designated DPW and Offerors staff.

3.2 Application Modifications/Enhancements

During the contract term, there will be the need to complete application modifications and new application enhancements. There will be a number of modifications or enhancements needed to support business drivers such as improve worker usability, system reporting, and adding new functionality or enhancing existing functionality of the systems. Note that an Application Modification is defined as adding new functionality or changes to existing functionality of the application and requires execution of the systems development process (i.e., Business requirements, general and detailed designs, program specifications, coding, testing, implementation, and documentation).

Application enhancements exist when program source code must be changed to implement a system functional or performance requirements beyond the current system capabilities. However, if source code changes merely involve minor screen changes, adding, changing, or deleting data element values incorporated in the source code or used by the source code, the change is considered application maintenance. Further, to the extent that existing data element values are contained in the source code (compilable code or "hard-code"), changes including deletions and additions to the data element values, will also be considered application maintenance. An example is changes to values in Reference Tables. It is the Department's expectation that all modification/enhancement tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

Lot #4 Offeror will have five primary responsibilities associated with modifications/enhancements to business solutions and computing systems: 1) Business Requirements Management, 2) Business Functional Requirements identification, creation, prioritization, validation, documentation, and traceability, 3) User Acceptance Test plan creation, execution, validations, and coordination, 4) UAT test

scenario creation, test monitoring, status reporting, and ensuring effective test coverage and effectiveness relative to specific systems functionality, 5) Assessing and certifying operational readiness to support business operations. Reference **Figure L4.4** below for specific activities and tasks associated with Modifications/Enhancements application support services.

LOT #4 Offeror required activities/tasks for Application Modification/Enhancements include, but are not limited to:

Figure L4.4

Description of Activities/Tasks	Sub-Component Service Offering
<p>Application Support Services</p>	<p>Business Requirements Definition</p> <ul style="list-style-type: none"> • Create Requirements Management Plan. • Manage requirements sessions and project scope <ul style="list-style-type: none"> ○ Elicit, analyze, and validate requirements ○ Manage conflicts using issues management process ○ Record and baseline agreed upon requirements ○ Refine requirements and track changes using change control system • Maintain requirements for re-use <ul style="list-style-type: none"> ○ Select requirements to be maintained. ○ Facilitate ongoing use of requirements for impact analysis and solution maintenance. ○ Facilitate re-use of requirements on related projects to encourage enterprise consistency of business models. • Prepare requirements package <ul style="list-style-type: none"> ○ Identify formatting option based on analysis technique ○ Identify stakeholder requirements and preferences ○ Determine appropriate content for each stakeholder ○ Determine formality of requirements ○ Distribute and/or present as identified. • Communicate requirements <ul style="list-style-type: none"> ○ Obtain stakeholder approval for all requirements <p>Requirements Traceability</p> <ul style="list-style-type: none"> • Establish requirements traceability process • Perform impact analysis on requirements. • Create traceability matrix to ensure solution components and business functionality have been validated as well as ensuring they have not been missed and/or excluded. • Maintain traceability matrix throughout life of the project as specified in the requirements management plan. <p>User Acceptance Testing (UAT)</p> <ul style="list-style-type: none"> • Create Business process Workflows, Entity Relationship and Process Decomposition, and Use Cases for incorporation in the Requirements package and the testing process. • Using developed use cases as input, provide support in sizing the development effort for planning purposes. • Cross reference use cases, to Requirements Traceability Matrix • Develop and facilitate prioritization of testing scenarios for more efficient test execution process. • Establishing detailed test plans and acceptance criteria • Identify, evaluate, categorize, rank, and track defects identified in User Acceptance Testing (UAT) to facilitate process improvement and formulate Go or No-Go deployment recommendations. <p>Business Solution Life Cycle</p> <ul style="list-style-type: none"> • Prepare materials, conduct presentations, and actively participate in SDLC phases, BRB, and ARB processes as required.

3.2.1 Business Requirements Definition

Requirements collection is an interactive process with the business owners, end users, business partners, and business analysts to identify, define, refine, and record a precise representation of the business solution end product requirements. The Offeror of **Lot #4**, under the direction of the Project Manager, will gather, organize, prioritize, and document product requirements. They also verify that all requirements have been captured and track any changes to the initial requirements. The methods used to accomplish the task of requirement collection include facilitated sessions, surveys, interviews, policies, law and business rule reviews and any other means necessary to assure that all requirements are identified. The process involves an analysis of business processes and needs and the translation of these process needs into formal requirements. The participants document the needs and expectations, and reach agreement about which requirements are to be addressed by the current project – and which are to be deferred or eliminated. The results of the requirements collection must be consolidated into a useable document. This document is the Business Requirements Document (BRD). The RSD and systems requirements become the initial baseline for the design phase and a reference point throughout the SDLC for determining whether the final product meets the approved requirements.

The Offeror for **Lot #4** will be responsible for leading or assisting with the facilitation of business requirements sessions and assisting state staff to clearly define, categorize, prioritize, validate, and document the business requirements. The Offeror(s) must work with state staff to ensure all affected stakeholders are represented at these requirements sessions. The Offeror(s) will also assist state staff in the identification and prioritization of business/functional requirements so they can be presented in a level of detail to facilitate to the proper design, develop, and implement a system change or enhancement that will satisfy these requirements.

The relationship between the statement of user requirements (business requirements document) and the system requirements document should be carefully considered. In general, the statement of user requirements (business requirements document) will be less technically oriented, and more specifically aimed at the business user as the principal audience and will identify *what* needs to be done to meet the business needs. Conversely, the system requirements document created by the selected **Lot #6** Offeror will be more oriented towards the software design tasks

The selected Offeror for **Lot #4** will coordinate with the **Lot #6** Offeror to clarify and validate Business Requirements Document (BRD) and for correct interpretation and translation of business requirements to develop the GSD and systems requirements. Once the BRD has been vetted through the Architecture Review Board (ARB) process and formally approved by DPW Contract Administrator, the BRD then becomes the blueprint for the Offeror of **Lot # 6** to build the GSD and systems requirements. There must be clear traceability and validation of business requirements throughout all the SDLC phases.

The offeror of **Lot #4** must participate in the 1) ARB 1 process to validate Business Requirement Document (BRD); 2) ARB 2 process to ensure that the General Systems Design (GSD) is aligned with and addresses all business requirements as presented in the BRD; 3) and ARB 4 process for implementation support and operational readiness.

It is the Department's expectation that all Modification/Enhancement tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications

Commonwealth's Responsibilities: Business Requirements Definition

- Identify state staff and other stakeholders who will participate in requirements gathering tasks.
- Ensure participants in the session are empowered to represent the program office.
- Review and approve the statement of user requirements (business requirements document).

Offeror's Responsibilities: Business Requirements Definition

- A.** Develop a Requirements Management Plan to establish and maintain agreement on the requirements which represent the project/product scope. The Plan must detail the process, assigns responsibilities, identifies the techniques to be used, associated tools, and documentation needs. The Plan must address, but is not limited to the following items:
- Identify State staff and other stakeholders who will participate in requirements gathering tasks.
 - Clearly define the roles and responsibilities of the participants and what role they are expected to fill in the requirements session(s).

- Detail how the Offeror will manage requirement development and any ensuing changes to the requirements in order to ensure the initial business needs and project objectives can be directly traced to the resulting solution.
- Define the schedule for the Requirements Session(s).
- Describe how information from the requirements session will be reviewed and validated.
- Create the Business Requirements Document (BRD) and revise based on any changes to the initial requirements per software release
- Review BRD with key stakeholders and secure sign-off
- Align business requirements with business functional test scenarios for user acceptance testing (or SAT)
- Lead and facilitate user requirements sessions
- Ensure the requirements of the business clients are captured and documented correctly before a solution is developed and implemented.

B. Requirements Traceability

The Offeror must develop a requirements traceability matrix for recording the requirements through each stage of the requirements gathering process. High level concepts acquired in Strategy/Business Planning will be matched to scope items which will map to individual requirements which will map to corresponding functions. This matrix should also take into account any changes in scope during the life of the project. At the end of a project, this matrix should show each function built into a system, its source and the reason that any stated requirements may not have been delivered. The Offeror of **Lot #4** will coordinate with the Offerors to incorporate updates to the requirements traceability matrix.

3.2.2 User Acceptance Testing (UAT)

The Offeror(s) must work closely with State staff to develop an Acceptance Test Plan for the final tests prior to implementation/installation of any system modification or enhancement. The Acceptance Test Plan must be designed to ensure that, prior to placing any changes in production, all functionality to be introduced works properly in a simulation of the actual live environment in which it will be used.

User Acceptance Testing will not begin until the selected **Lot #6** Offeror certifies in writing that the changes to the system(s) have been completely tested. After such certification, the State staff working with the Offeror(s) will begin to execute the User

Acceptance Test Plan. Any defects, issues, or problems identified during the User Acceptance Test must be cataloged, reported to the DPW Contract Administrator, and then corrected by the selected **Lot #7** Offeror. The Offeror will work with State staff to determine which stakeholder groups and how many of their representatives need to be part of the User Acceptance Testing effort.

The selected Offeror of **Lot #4** will be required to develop user acceptance test (UAT) plans and test summary reports for each software release. The User Acceptance Test Plan should outline various parameters, resources, methods, and criteria to fully test the system throughout the SDLC phases. Please reference the Testing Plan Guideline document provided in **Appendix ZZ**. The test summary reporting methodology process must formally and concisely provide the data required to assess execution progress of predefined test plan, operational readiness, and to facilitate ongoing process improvement activities. This methodology should at a minimum contain but is not limited to, the following information: 1) Overall test completion percentage for all systems tests, 2) Number of tests that passed, failed, or were unable to progress because of blocking defects, 3) Operational readiness profile based on: a) System's functional capabilities, reliability, performance (overall and by module/component), and requirements fulfillment and validation, b) Number of outstanding defects (by severity and by module/component), c) Resolution of all fatal and major defects with revalidation and certification of proper functionality.

Please note that the selected Offeror of **Lots #1-5** will be required to develop the User Acceptance Test: test scenarios, test plans, and test summary reports for each software release. The Selected **Lot #7** Offeror is expected to coordinate and work with **Lots #1-5** Offerors to align test plans, strategies, systems environments, and resources to effectively test the system as well as record, track, and resolve defects.

- **Commonwealth's Responsibilities: User Acceptance Testing**
 - Work with the Offeror to identify program office staff and other stakeholders who will participate in User Acceptance Testing.
 - Provide agreed-upon levels of State staff participation in the User Acceptance Testing.

- **Offeror's Responsibilities: User Acceptance Testing**
 - The Offeror will work with State staff to identify program office staff and other stakeholders who will participate in User Acceptance Testing.
 - The Offeror must ensure that the current functional release is meeting end user requirements and expectations.
 - The Offeror is required to develop a User Acceptance Testing Plan that documents the methodology to be used for testing (Refer **Appendix ZZ** for Testing Plan Guidelines). The User Acceptance Test Plan must include:
 - Test Requirements
 - Test scenarios/criteria/case definitions
 - Test cycle durations and dependency diagram
 - Test scenario expected results
 - Resource Requirements (Staffing and Skill Levels)
 - Test monitoring and reporting methods
 - Systems acceptance criteria based
 - Test error recording and revalidation testing criteria
 - The Offeror must develop or assist State staff in developing test scripts for the execution of testing - including use cases, testing scenarios, and software break testing.
 - The Offeror will perform or participate in the execution of User Acceptance Testing, as required.
 - The Offeror must catalog any defects, issues, or problems identified during testing.
 - The Offeror must document and provide a User Acceptance Testing results report to the DPW Contract Administrator
 - Coordinate and work with **Lot #7** Offeror to align test plans, strategies, systems environments, and resources to effectively test the system as well as record, track, and resolve defects.
 - Provide an operational readiness certification based on the criteria outlines in **Section 3.1.5**

3.2.3 Business Solution Life Cycle

The Offeror(s) will be required to prepare materials, conduct presentations, and actively participate in System Development Life Cycle (SDLC) phases, Business Review Board (BRB), and Architecture Review Board (ARB) sessions, as required. A key component to life cycle management of business systems is application maintenance. Application maintenance activities are critical to effective life cycle management of both legacy and open systems application platforms supporting DPW's mission. Maintenance activities are scheduled events but on occasion can be ad-hoc events due to unforeseen environmental circumstances or latent production defects. The Change Request system tracks

all approve systems change requests through the Change Control Board (CCB) process for both non-emergency and emergency situations. Emergency maintenance change requests require formal approvals from DPW-BIS DEA and/or DTE Directors. Maintenance activities are carefully reviewed and prioritized by a cross-functional business and technical team through the CCB. With the CCB's endorsement the Offeror then submits maintenance work orders for formal review and approval from the DPW Contract Administrator. Multiple Application maintenance requests can be bundled into one Change Request and incorporated into a specific software release. All application maintenance software releases are required to be formally approved and logged on the production release schedule. Maintenance activities are typically associated with defect resolution, technology updates, or minor changes to software application platforms. Like modification/enhancements, the Offerors are expected to effectively manage all maintenance project initiatives and software release cycles based on the business criticality, value-add, and alignment with technology roadmaps. **Lot #4** Offeror will work through the CCB process and DPW portfolio managers and project managers to address maintenance activities and required involvement for systems operational testing.

Application Modifications/Enhancements Required Items:

The Selected **Lot #4** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Establish an automated tracking system and manage Work Orders throughout the life of the contract; 2) Establish and maintain a project tracking and management system

The Selected Offeror of **Lot #4** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Engage and support the Change Control process, including detail narrative regarding the methodology to assess the change; 2) Ensure compliance and use of the System Development Methodology (SDM), ARB, and SQA processes; 3) Manage and respond to defects associated with requirements or GSD translations, SAT, or a latent production defect; 4) Produce the best quality end products, and 4) Assist in ensuring requirements traceability throughout the SDLC phases.

The selected Offeror for **Lot #4** must propose a methodology that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Review and

clarify the Business Requirements Documents (BRD), 2) Plan for design of sound cost effective solutions.

Lot #4 Consulting Services Offeror must provide a review of the current change management process used by the Department as summarized in Section 3.1.4 and specifically in **Appendix U** in this RFP, describing the strengths and potential limitations of the current process. Describe the Offeror's proposed methodology for managing the change management process, including techniques for estimating modification resources and scheduling. Describe the Offeror's proposed solution to changing priorities and/or requirements during modifications/enhancements activities.

The Selected **Lot #4** Offeror must describe in detail: 1) The resources required to support Application Modifications-Enhancement tasks including skill sets and experience, and 2) The associated organizational chart

The Selected **Lot #4** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Create detailed test plans that ensure test coverage and effectiveness; 2) Provide timely accurate test summary reports; 3) Ensure proper systems operations and performance; 4) Demonstrate how tests management will be incorporated into the software development life cycle phases, defect management, and software quality assurance programs striving for process improvements and timely delivery of quality end products; 5) Coordinate with the Technical Services Support Offeror (**Lot #7**) regarding test planning, test execution, test/scenario errors, systems defect prevention, discovery, tracking, reporting, and resolution.

The Selected Offerors for **Lot #4** must propose the tools, processes, and methodology that demonstrates how they will effectively manage, coordinate, and work with designated DPW stakeholders, third party vendors, and other selected Offerors(if applicable) to: 1) Ensure individual-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes; and 2) Ensure multi-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes

Consulting Services Offeror must describe in detail their approach to: 1) Staying in tune with business drivers and relevant internals and external influences and assessing the impacts to program office policy and day-to-day business operations; 2) Envision and conceptualize what needs to be done to meet the DPW mission, business drivers, and stated outcomes, 3) Coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors to bring concepts to reality.

The selected Offeror of **Lot #4** may propose various software, tools, techniques, technologies required to support this contract. The selected **Lot #4** vendor's software, tools, and technologies must be OPEN or if proprietary, the Offeror must make the licenses available to the Commonwealth of Pennsylvania. The licenses must be perpetual licenses and not licenses limited to the life of the contract. Reference **Appendix A, Section A-5.2.2**. The selected Offeror must allocate sufficient time during the transition period to implement, educate and train DPW business and technical staff regarding the proposed software, tools, technologies, and processes (if required) to support operations.

The Selected **Lot #4** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Establish an automated tracking system and manage Work Orders throughout the life of the contract; 2) Establish and maintain a project tracking and management system; and 3) Provide access to DPW contract Administrator and designated staff.

3.3 Implementation Support Services

Implementation Support Services, in the context of this RFP, refers to a step-by-step process of enabling the adoption of new business processes and computing systems into the work environment. Business drivers dictate the need for changes in operational environments relative to organization structures, staffing, skill sets, governance, processes, procedures, and/or computing systems. The resulting change can often impact many aspects of business and technical operations with inherent interdependencies throughout the organization. Regardless of the amount of change brought about by business drivers, the activities required to evaluate, plan, and implement are critical to the success of the transition.

The Offeror must minimize the disruption to OCYF business operations during the deployment phase of new technology by:

- Assessing the users' readiness for implementation and degree of end user resistance to change;
- Communicating regularly to end users about the reasons for the changes, the expected impacts of the new technology on their workloads and business processes, project status, and experiences of their peers;
- Supporting OCYF and providing tools to enhance end user learning; and,
- Listening to end user concerns, issues, and suggestions, and appropriately filtering and providing feedback to OCYF about user needs and the relative priorities of those needs.

Assumptions for Implementation Support Services

- i. The Offeror will provide the appropriate level of detail and attention to implementation support activities such as open and inclusive outreach, detailed logistics planning, and a well thought out plan for implementation support that focuses on user needs and has a direct impact on the success of the implementation
- ii. The Offeror will be required to work with DPW’s program offices to prioritize and address support across the users or impacted stakeholder groups.
- iii. The Offeror must perform a consistent, multi-step process that successfully deploys the new IT initiative(s) to impacted stakeholder groups.
- iv. For each new business initiative or software release, the Offeror must complete a distinct group of implementation activities before the system changes are ready for adoption.
- v. The Offeror must identify the most appropriate implementation processes, procedures, templates, and techniques.

Implementation Support Activities/Tasks

Description of Activities/Tasks	Sub-Component Service Offering
<p>Application/Systems Adoption and Operational Support</p>	<p>Implementation/Field Support</p> <ul style="list-style-type: none"> ▪ Provide logistics and meeting management activities for DPW, Counties, and private providers in support of all implementations ▪ Develop communications plan, materials and distribute in support of change request releases and implementations. ▪ Provide limited, on-site field support for Child Welfare users as identified by Program office. ▪ Development of an Implementation/Field Support Plan ▪ Work with DPW regarding deployment strategies and planning ▪ Assist DPW in the planning and execution of Proof of Concept or Pilot initiatives ▪ Assist DPW with the Development of User guides and manuals ▪ Assist DPW with Development of staff operational field support plans, materials, and readiness assessments <p>Communications Management</p> <ul style="list-style-type: none"> • Develop effective marketing and communications. Could include road shows, demonstrations, focus groups and prototyping; newsletters, websites, social networking, Database marketing (loyalty campaigns), surveys, and/or User groups. • Develop effective acceptance management including motivational behavior, feedback, labor/management relations, business process management, and culture of high-performance organizations <p>System Reports</p> <ul style="list-style-type: none"> • Identify needs and requirements for additional extracts and reports or modification to existing extracts or reports. • Identify requirements for new data warehouse data/cubes/reports. • Identify the best ways to support and promote the activities of the Data Integrity

i. Implementation/Field Support

The selected Offeror is required to provide a full range of Implementation/Field Support to the Child Welfare initiative. The Implementation/Field Support activities and approach will vary based on the complexity of the new functionality being released

and the stakeholders involved. These major activities are critical to the ability of the Child Welfare users to apply Child Welfare functionality to the fullest extent and for the Child Welfare Management Team to understand the outcomes of the work being done.

- **Commonwealth's Responsibilities: Implementation/Field Support**

- Identify all stakeholders needed to participate in implementation support activities
- Identify for each project implementation the affected stakeholder groups or business partner entities to which support should be targeted
- Review and approve all support materials, communications, and deliverables.
- Review and approve all implementation plans that have a field support component
- Identify and prioritize on-going implementation/field support needs
- Determine application support deliverables
- Develop and evaluate success measures for application support deliverables and application support activities

- **Offeror's Responsibilities: Implementation/Field Support**

- Assist OCYF in the identification and engagement of stakeholders affected by implementation activities
- Assist OCYF in the delivery of implementation/field support services
- Facilitate regular forums with stakeholder groups and business partner entities in order to collect information on support needs, risks, and issues
- Develop and distribute materials including but not limited to communication plans, release documentation, training materials, risk mitigation and issue resolution details
- Comply with Commonwealth application support deliverable requirements
- Report on success measures for application support deliverables and provide narrative for the outcomes of those measures
- Change application support activities or deliverables when measures do not meet success thresholds
- Provide limited, on-site field support for Child Welfare System users as identified by the Program Office
- Work with DPW regarding deployment strategies and planning

- Assist DPW in the planning and execution of Proof of Concept or Pilot initiatives (as required)
- Assist DPW with development of User Guides and Manuals
- Assist with the staff operational field support plans, materials, and readiness assessments

ii. **Communications Management**

A significant amount of communication and logistics support is required to implement new functionality of Child Welfare with OCYF State staff, OCYF Regional Staff, County Children and Youth Agencies, and various other stakeholders. The distributed user operational structures of these service delivery systems require an implementation and field support approach that assures user understanding of the application but also requires that the Program Office update policy and operations in conjunction with the application field support.

● **Commonwealth's Responsibilities: Communications Management**

- Identify all entities to which communications are needed, the frequency and type of that communication
- Approve communications developed by the Offeror
- Assist Offeror in tailoring communications based on policy and operations decisions
- Identify for each project implementation the affected stakeholder groups or business partner entities to which communications should be targeted

● **Offeror's Responsibilities: Communications Management**

- Assist OCYF in the identification of stakeholder groups and business partner entities to which communications should be directed
- Develop and distribute communications including but not limited to implementation plans, release documentation, new and updated training materials, issue resolution plans, and stakeholder outreach
- Change communication based upon Commonwealth requirements

iii. **Application Help Desk Services**

Application Help Desk services are not required.

iv. **System Reports**

The selected Offeror will participate in decision support analysis as part of the process of building the requirements for new extracts, system reports and Data Warehouse cubes/reports. Part of this

capacity is the ability to bring Subject Matter Experts to the discussion to assist the Program Office in the identification of the actual business. Activities will include finalizing reporting requirements and implementing additional reports for OCYF.

An important component of this activity is the facilitation of data integrity activities. The selected Offeror is required to support the activities of the OCYF Data Integrity Team, which will consist of representatives from all of the OCYF stakeholder groups.

- **Commonwealth's Responsibilities: System Reports**
 - Identification of key stakeholders to be involved in data-related activities
 - Identification of new system reports requirements or modifications to existing system reports
 - Prioritization and approval of system changes based upon identified business requirements
 - Participation in data integrity discussions
 - Participation in the general design of reports and ad-hoc queries and review and approve results presented by the Offeror
 - Participation and support of user acceptance testing and other testing to the agreed-to levels appropriate to the projects

- **Offeror's Responsibilities: System Reports**

The selected Offeror responsibilities for the System Reports Task of the Child Welfare Project include but are not limited to:

 - Assist OCYF and other stakeholders in the identification of requirements for extracts and reports including new data warehouse data/cubes/reports.
 - Identify the best ways to support and promote the data integrity activities
 - The Offeror must describe the process for generation of reporting requirements in terms of frequency, format, content, and usage of reports produced
 - The Offeror must assist OCYF, stakeholder groups and business partner entities in the development of an approach that will be used to build the reporting capacity to support program and service quality assurance at OCYF.
 - The Offeror must assist OCYF, stakeholder groups and business partner entities in the development of an approach to build the data integrity capacity tailored to the organizational structures of the Program Office and the County Children and Youth Agencies

Offeror's Responsibilities Implementation Support Deliverables:

Deliverable	Description
Implementation Plan	The Implementation Plan will consist of the key activities that are necessary to support a successful software or business initiative. Components of the plan will include: scope, definition of functionalities to be implemented, implementation strategy and logistics, tools to be used/developed, field support plan (if any), and issue reporting and resolution process, Business Process Re-engineering Gap Analysis and Roadmaps, Operational Readiness Assessments, Proof of Concept or Pilot planning, deployment strategies and planning.
Communications Plan	A master Communication Plan will be developed at the start of the contract period to establish the overall structure and content. The Communication Plan will be updated and tailored as needed for each initiative implementation over the course of the contract.
Resource Management	The Offeror must provide an organization chart that identifies the staff proposed for the Child Welfare Implementation Support Team; the role each individual will perform; and, a brief resume identifying their hands-on experience with user support and system implementation readiness efforts for Child Welfare applications.
Implementation Support Reports	The Implementation Support Status Report covers the key activities completed during the reporting period.
Field Support Plan	The Field Support Plan will address the field support needs and outline the strategy necessary to get these users ready for implementation.
Certification of Field Support Complete	The Field Support Certification Letter will be delivered after completion of the Field Support to indicate that training has been completed as described in the Field Support Plan.

Implementation Support Services Required Items:

The Selected **Lot #4** Offeror must describe in detail: 1) The resources required to support Implementation Support tasks including skill sets and experience, and 2) The associated organizational chart

The Selected Offeror of **Lot #4** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to provide a step-by-step approach of enabling the adoption of new business processes and computing systems into the work environment with minimal disruption to business operations and associated work force.

The Selected Offeror of **Lot #4** must provide a detailed description of: 1) Their approach to developing utilizing and/or executing an Implementation Plan, Communications Plan, and Resource Management Plan to ensure a successful transition, 2) What essential elements are required in an Implementation, Communications, and Resource Management Plans to ensure a successful transition, 3) Triage to resolve operational issues, 4) Report and resolve anomalies discovered during implementation or adoption activities.

5. Turnover

This section presents the turnover requirements to which the selected Offeror must agree. Turnover is defined as those activities that are required for the selected Offeror to perform to transition contract service delivery to a subsequent vendor or to Commonwealth resources.

a. Turnover Scope

During turnover, the selected Offeror must ensure that program stakeholders do not experience any adverse impact from the transfer of services. Nine months prior to the end of the contract term, the selected Offeror must develop and submit a comprehensive Turnover Plan that details the proposed schedule, activities, and resource requirements associated with the turnover tasks identified. Six months prior to the end of the contract term, the selected Offeror must implement a DPW approved Turnover Plan. Turnover activities include, but are not limited to:

- Transfer of information including documentation relating to software and interfaces; functional requirements, business process flows; and operational information concerning subcontractors;
- The implementation of a quality assurance process to monitor turnover activities;
- The plan for training the State and/or its designated agent's staff in the delivery of services;
- Post-Turnover services including a Turnover Results Report and access to the Offeror's staff
- Appoint, with State approval, a manager to manage and coordinate all turnover activities outlined in the Turnover Plan approved by the State.

The Selected Offeror must:

- Execute the approved Turnover Plan in cooperation with the incoming vendor's Transition Plan.
- Maintain service delivery staffing levels (no reduction in staffing) during the turnover period without prior approval by the DPW Contract Administrator;
- Not restrict or prevent the Offeror's staff from accepting employment or contract positions with DPW or with any successor vendor. DPW will work with the incumbent and successor vendors on the timing of any transition of incumbent staff.
- Notify the DPW Contract Administrator of reassignment or termination of employment or contract with any of its staff during Turnover prior to reassignment or termination of the staff.
- Provide to DPW or its agent, within 15 business days of the request, all updated scripts and other documentation and records required by the DPW or its agents.

- Turn over the operation and management of all service delivery functions to DPW or its designee. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users or clients takes place.
- Work closely with DPW to ensure that this turnover of responsibilities and the necessary knowledge transfer are completed by the end of the contract period.
- Respond in a reasonable time to all DPW requests regarding turnover information.

b. Turnover Deliverables

The following deliverables are associated with Turnover:

i. Turnover Plan

Figure L4.5 Turnover Plan Deliverable

Turnover Plan	
Activity	Turnover
Expected Delivery	Submitted for approval no later than 9 months prior to the end of the contract term or within 3 months of request by DPW
Frequency	Once
Description	<p>The selected Offeror must develop and implement a DPW-approved Turnover Plan covering the possible turnover of the operational business activities to either DPW or its designee. The Turnover Plan must be a comprehensive document detailing the proposed schedule, activities and systems, and resource requirements associated with the turnover tasks. Additionally, the Turnover Plan, must be provided in a format and media specified by DPW.</p> <p>The Turnover Plan must include:</p> <ul style="list-style-type: none"> ▪ Turnover of copies of all relevant data, documentation, or other pertinent information necessary for DPW or its designee to take over and successfully assume operational business activities ▪ Turnover of correspondence, documentation of outstanding issues, and other service delivery support documentation ▪ A description of the Offeror's approach and schedule for transfer of operational support information ▪ A description of information and systems required to continue service delivery ▪ Capability Turnover Plan ▪ Knowledge Transfer Topics ▪ Knowledge Transfer Schedule ▪ Staff Load and Qualification Document ▪ Turnover Inventory of Documents and Plan ▪ Turnover Completion Report ▪ Asset Inventory (Hardware, Software, Manuals etc)

ii. Turnover Lessons Learned Report

Figure L4.6 Turnover Lessons Learned Report Deliverable

Turnover Lessons Learned Report	
Activity	Turnover
Expected Delivery	Submitted for approval no later than 9 months prior to the end of the contract term or within 3 months of request by DPW
Frequency	Once
Description	The selected Offeror must provide a Turnover Lessons Learned Report to either DPW or its designee. The Turnover Lessons Learned Report must be a comprehensive document detailing the lessons learned from planning and executing the Orientation/Knowledge Acquisition plan and process; and incorporate that information into their Turnover Plan. Additionally, the Turnover Lessons Learned Report, must be provided in a format and media specified by DPW.

iii. Turnover Results Report

Figure L4.7 Turnover Results Report Deliverable

Turnover Results Report	
Activity	Turnover
Expected Delivery	Submitted for approval within 30 calendar days of the completion of Turnover activities
Frequency	Once
Description	<ul style="list-style-type: none"> ▪ Following turnover of service delivery, the Offeror must provide DPW with a Turnover Results Report documenting the completion and outcomes of each step of the Turnover Plan previously approved by the DPW. Turnover will not be considered complete and final payment will not be made until the Turnover Results Report is received and approved by the DPW Contract Manager. ▪ Project Closure Correspondence

The Selected **Lot #4** Offeror must describe in detail: 1) The resources including skill sets and experience required, and resource allocation strategies (roll-on or roll-off) of the to support a successful turnover, 2) The associated turnover organizational chart, 3) A turnover plan outline defining the key points and considerations, turnover success criteria, and the major tasks and subtasks they believe are pertinent to ensuring a successful turnover with minimal impact to business operations, and 4) How they would manage the plan, accurately assess progress, and mitigate variances for a successful turnover.

LOT #5

CHILD SUPPORT ENFORCEMENT IT CONSULTING SERVICES

A. BUSINESS OVERVIEW

The Department's Eligibility and Benefit Delivery Portfolio represents the collection of systems that are core to DPW's client facing service delivery. Today, the Portfolio consists of two large scale, complex systems – Integrated Client Information Systems (iCIS) and the Pennsylvania Child Support Enforcement System (PACSES). Lot #5, Child Support Enforcement IT Consulting Services is primarily focused on Pennsylvania's Child Support Enforcement System (PACSES), while Eligibility Systems IT Consulting Services are detailed in Lot #1.

The Commonwealth's IV-D Program is State-administered, Court-based, and County-operated. The Bureau of Child Support Enforcement (BCSE), within the Office of Income Maintenance (OIM) of the Department of Public Welfare (DPW), administers the State's IV-D Program, which is operated through Cooperative Agreements with the 67 County Courts of Common Pleas. The Domestic Relations Sections (DRSs) of the Courts of Common Pleas deliver the child support services within their respective Counties.

Thus, the Commonwealth's IV-D program is operationally based in the county DRSs under the Court of Common Pleas, and is judicially oriented in nature. Within this context, the federal legislation designed to establish administrative alternatives for service delivery has resulted in a mix of judicial and administrative procedures that provide the basis for delivering child support services.

1. Bureau of Child Support Enforcement

The Bureau of Child Support Enforcement (BCSE) established under the Office of Income Maintenance (OIM) administers the State's IV-D Program. In the context of administration of the State's IV-D Program, the responsibilities and the *Central Support Functions* of DPW/OIM/BCSE include:

- a. Legislative initiatives to maintain congruency with required Federal Laws and to improve program performance.
- b. Program Development (Policy) initiatives to implement new Federal and State laws and other requirements in order to maintain program funding and improve performance.
- c. Program Evaluation (County/Court Performance and Financial audits) to ensure the propriety of program related Invoices; and compliance with Supreme Court rules, and State and Federal laws and regulations.

- d. Liaison between State and County social services agencies (County Assistance Office-CAO/DRS).
- e. Central Registry for interstate child support service requests.
- f. Central Registry for voluntary establishments of paternity from hospitals and CAOs.
- g. Legislative liaison and communications for positive public relations.
- h. Governance of OCSE annual Data Reliability Audit of Pennsylvania Child Support Enforcement System (PACSES) data, which determines eligibility for incentive payments based on collections and performance (the audit must meet 95% confidence level or higher).
- i. Compile and submit annual Self Assessment Report, which is a summary of customer services outcome.
- j. Compile and submit official Federal Cost, Collections, and Outcome Reports.
- k. Maintain a nationwide Hotline, which answers about 18,000 calls and about 1500 correspondents annually.

Through its Division of Program Development and Evaluation (DPDE), BCSE provides the following services to the County/Court child support service delivery operations:

- a. Provide policy interpretation, information and operational assistance to DRSs, and issue directives.
- b. Publish Procedural Manuals, develop and disseminate public information materials and brochures.
- c. Coordinate Federal Audits of Child Support Program and when necessary, implement statewide corrective action plan across all counties.
- d. Conduct performance and operations audit of individual county office/court.
- e. Sponsor and evaluate Pilot Projects designed to improve program performance and operations.
- f. Review and approve system development, enhancement and maintenance activities.

In addition, DPW/OIM/BCSE supports and oversees the operation and maintenance:

- a. The federally certified Pennsylvania Child Support Enforcement System (PACSES), other ancillary systems, and the Child Support Website through BCSE's Division of Child Support Enforcement Systems (DCSES) and Division of Financial Services and Transactions (DFST)
- b. The State Collection and Disbursement Unit (SCDU), which processes child support collections and disbursements.

Other *Central Support Services* provided by DPW/OIM/BCSE/DCSES include the development and maintenance of various Federal/State Data

Interfaces; Unemployment Compensation (UC) and Internal Revenue Service (IRS) intercept programs; Financial Institution Data Match (FIDM); Driver License and Passport suspension initiatives; and Performance Improvement Initiatives including enhanced automation support.

2. Court of Common Pleas – Domestic Relations Sections

The Domestic Relations Sections (DRSs) of the Courts of Common Pleas, within each of 67 Counties/Judicial Districts, deliver the following child support enforcement services at the local level:

1. Case Intake
2. Locating non-custodial parents
3. Establishing Paternity on behalf of children
4. Establishing legal Support Orders obligating parents to pay child support, including health insurance coverage, for their children
5. Enforcing Support Orders through all available administrative and legal remedies
6. Reviewing and Adjusting Support Orders
7. Monitoring Child Support Collections and Disbursements
8. Cooperating in Interstate enforcement actions

3. Other Agency Partners

Other service partners that help BCSE in delivering child support services include:

1. Department of Labor and Industry
2. PennDOT (Pennsylvania Department of Transportation)
3. Department of Revenue
4. Department of State
5. Treasury
6. Social Security Administration
7. Internal Revenue Service
8. Federal Office of Child Support Enforcement (OCSE) including all its *Location and Collection and other Services*
9. Child Support Lien Network
10. JNet (Justice Network)
11. Credit Bureaus
12. United States Postal Service

4. Pennsylvania Child Support Enforcement Training Institute

Pennsylvania Child Support Enforcement Training Institute (PACSETI) imparts training on all facets of the State's IV-D Program to a variety of stakeholders including State staff, county DRS staff, IV-D attorneys, and members of the judiciary involved in child support cases.

PACSETI is charged with continued development and delivery of statewide training curricula, including instructions in Title IV-D policy, procedures, program performance enhancements, any and all relevant Federal regulations, State statutes, policies and standards, and

Pennsylvania Judicial Rules regarding child support enforcement. In addition, it also provides the end user training on the Pennsylvania Child Support Enforcement System (PACSES).

PACSETI's additional related tasks include: providing and coordinating training outreach; providing training sites, facilities, systems and staff; developing long-distance training; evaluating training effectiveness; updating curriculum; maintaining and updating the Child Support Program Manual, the style guides and the website.

A copy of the PACSES Application Context Diagram is provided as **Appendix NN**.

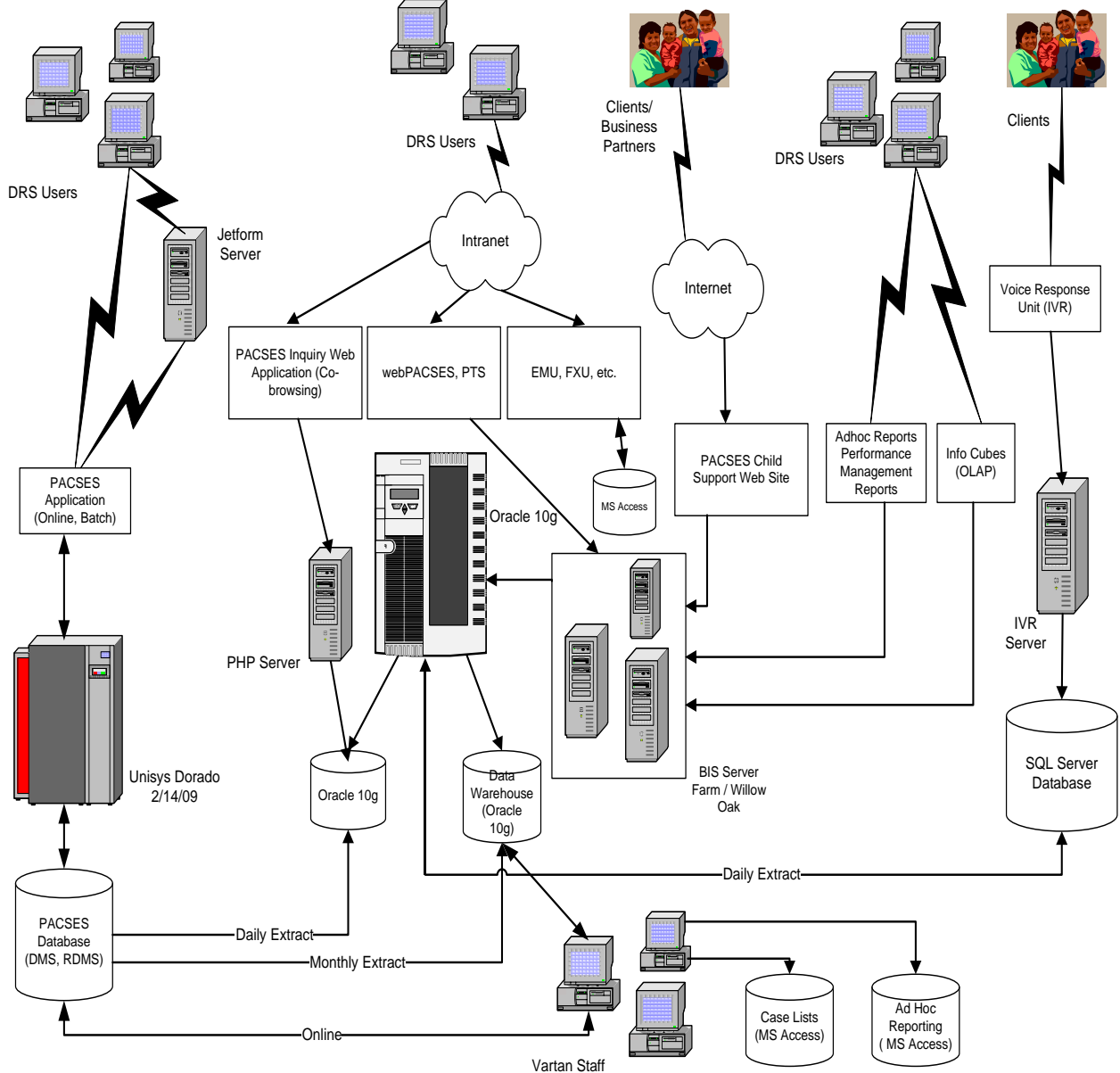
B. SYSTEM OVERVIEW

Automation support to the Commonwealth's IV-D Program is currently provided by an *application portfolio* consisting of a legacy Enterprise Information System (EIS), the Pennsylvania Child Support Enforcement System (PACSES) and a set of modern Ancillary Systems interconnected via data extracts through batch processes.

This complex computing environment has evolved over a period of time through a process of accretion. PACSES still remains the system of records and continues to support the core business processes. However, due to the inherent limitations of its architecture and dated technologies, BCSE made a choice to build modern ancillary systems external to PACSES, to meet its growing information needs. In the last 6-7 years, BCSE has built a number of such ancillary systems to support its performance goals and has added Online Analytical Processing (OLAP) and Interactive Voice Response (IVR) capabilities.

The **Figure L5.1** further illustrates the heterogeneous nature of BCSE's current computing environment.

Figure L5.1 PACSES Current Computing Environment



The individual components of the *application portfolio* depicted in **Figure L5.1** are briefly described in the following subsections.

1. Pennsylvania Child Support Enforcement System (PACSES)

PACSES is a member-based on-line and batch system derived from the New England Child Support Enforcement System (NECSES), which was built in the late 1980s utilizing hierarchical database structures and centralized mainframe technology.

NECSES was adapted to meet the State's requirements, including its migration to Unisys Mainframe platform, during the years 1993-1997. The

resulting system, PACSES was rolled out to all counties between 1998 through 1999 and achieved full Federal Certification in 2001.

From the time of its implementation, PACSES has continuously evolved with extensive modifications carried out to not only meet the changing Federal, State, and user needs, but also to significantly enhance its performance and capabilities to help BCSE achieve its program performance improvement goals.

a. Transaction Volumes and Operational Data

PACSES currently serves 4000+ registered users spread across 73 different locations that include 67 county judicial offices. Over 3,300 workstations are connected to its network. The system supports a caseload of about 480,000 cases and is capable of upward scalability.

Access to the PACSES online system is required Monday through Friday 7:30 AM to 5:30 PM, Wednesday evening until 9:00 PM, and Saturday from 8:00 AM to 12:00 PM.

PACSES handles about 2.8 million online transactions per day. Approximately 1,000 batch jobs run on a daily basis starting at 6:00 PM through midnight. The *Beginning of month* process, which runs on first Friday of each month, is the biggest batch process (with approximately 1,500 jobs). In addition, batch processing also occurs on a weekly, an end-of-month (last weekend of the month) and a calendar end-of-the-month basis.

The system generates about 40,000 Forms each day with the monthly Forms output reaching over 1 million. A majority of the forms are printed locally at the user's site either online (75%) or as a result of the nightly batch process (25%). About a quarter of the online forms require additional data to be inserted in the Form by the user before delivery to the client. The "filler" forms are delivered via the email system to the users' desktops where the additional data elements are added. Forms are available for reprint for a limited time period (ten days) and a very small portion is archived.

Additionally, PACSES also feeds pertinent information in the form of data extracts to the ancillary systems on a daily basis.

PACSES has about 400+ screens and maintains 450+ unique Forms templates. It has 50+ interfaces with other state, federal and business partner systems.

b. Technical Environment and Constructs

PACSES operates on Unisys Dorado 360 mainframe with the latest release of operating system (OS 2200) and system software products. Eight (8) distinct environments reside on the mainframe – Development, SAT, TFP, Retest, DBIO, SLDev, Training, and Production. Unisys Open TI is used for cross-platform communications.

The underlying database engines of PACSES are Unisys DMS 2200 (network DBMS) and RDMS 2200 (relational DBMS). The Production DMS database consists of 661 areas, 421 tables and 190 sets while the Production RDMS consists of 54 tables. Together, the two databases currently occupy about 340 GB space with expected annual volume growth of 17-18%. The databases are backed up (both incrementally and fully) on a daily basis in conformance with DPW's Disaster Recovery Plan (DR Plan). Data is purged on an annual basis as per the established guidelines and rules.

PACSES consists of approximately 1,100 programs (batch and online) with about 1.5 million lines of code mostly written in Unisys COBOL – 8R1. The online screens are presented to the users through a third party (KM Systems) product eQuate. For Forms generation, the system uses JetForm (a third-party product). Ad-hoc Reporting is handled through ViewFinder (third-party product). Louis II (third-party product) is used for 99% of the daily extracts to ancillary systems. Other third-party products used by the system include: SSA-NAME3, Code-1, QPlex, IQU, DBE, Torch, LA, and various other ancillary support products. Of the third-party products used by the system, Jet forms, SSA-NAME3, ViewFinder, Torch and LA are no longer supported by their vendors.

PACSES was developed using a proprietary middleware called the PACSES Support Layer (PSL). Its function is to provide an application programming environment that is isolated from the programming interfaces provided by the underlying operating system. The terms 'layer' and 'middleware' relate to the common practice of viewing a computing system in terms of abstraction layers. In this view, a middleware product like PSL is an additional layer (application framework) inserted between the application programs and the operating system.

Direct usage of operating system interfaces by application programs is not allowed, except to the extent those interfaces are part of standard COBOL. To the extent feasible, application programs are carefully isolated from the operating system. For

example, with a few exceptions, all DMS database input/output (I/O) is done by calling support layer code. This allows many characteristics of the database management software to be hidden from application programs. In particular, PSL hides the underlying data model, providing a much simpler and more abstract notion of database I/O. This greatly simplifies PACSES application programs. All RDMS database I/O is done by SQL coding located within the respective application program module.

Each application program is required to conform to one of the program models defined in the PSL Programmer's Reference. Each model defines the structure of a COBOL program. These program models are: (a) transaction program; (b) batch program; and (c) report program.

PSL contains approximately 250 "programs" (COBOL, MASM, SSG, and C), about 250,000 lines of meta-data, and 16 individual complexes.

Another proprietary component used in PACSES development is Giant Activity Matrix (GAM). GAM is akin to a rules-engine and provides a retrieval and output mechanism to PACSES.

c. Programmatic Support and Functional Constructs

PACSES is divided into seventeen (17) subsystems, each supporting either a system or IV-D programmatic function. **Figure L5.2** presents the summary level details:

Figure L5.2 PACSES Subsystems

PROGRAMMATIC/SYSTEMS FUNCTION	PACSES SUPPORT
Case Intake	Automates the client intake and interactive application process
Client Scheduling	Creates worker schedules and schedules client appointments.
Establishment	Provides automated processes for the following business activities: <ol style="list-style-type: none"> (1) Paternity establishment (2) Establishment of new orders (3) Modification of existing orders (4) Termination of existing orders (5) Guideline calculations
Enforcement	Identifies delinquency or non-compliance with support orders. Monitors compliance with financial and non-financial support order obligations, suggests appropriate remedies, and tracks the processing of those remedies.
Locate	Supports the process of locating missing case and member-level data regarding custodial and non-custodial parents
Interstate	Responsible for requests for child support functions to be performed in other states on behalf of Pennsylvania and allows Pennsylvania to respond to requests for assistance from other states.
Aging	Accrues a defendant's obligation(s) according to the terms of the support order. Monitors an account for payment and detects delinquency.
Billing	Summarizes the obligation(s) and produces a monthly billing file for payors and employers.
Support Order	Enables three key features: (1) entering the financial obligations of a support order

PROGRAMMATIC/SYSTEMS FUNCTION	PACSES SUPPORT
	and creating the basic structure through which the obligations will be charged, collected, distributed, and disbursed automatically through the Aging, Billing, Distribution, and Disbursement subsystems; (2) entering non-financial obligations of a support order and creating the basic structure through which these obligations will be automatically charged and tracked; and (3) entering fees that must be paid by the defendant.
Collections	Provides the receipt processing function of PACSES. Posts payments received from different sources and interfaces with the SCDU. Information about unidentified receipts is maintained by the collections subsystem.
Distribution	Facilitates the process of allocating collections for disbursement in accordance with the Commonwealth's established distribution hierarchy
Disbursement	Directs payments to the appropriate payee and/or disbursement recipients. Performs the payment production and disbursement at the Commonwealth's Statewide Collections and Disbursements Unit (SCDU).
Integrated System (ICS)	Interfaces with the Pennsylvania Department of Treasury to facilitate money transfers for assigned child support collections
Reference Tables	Creates, maintains, and displays code values commonly needed by workers using PACSES and by the PACSES programs.
History Maintenance	Maintains on-line and archived historical data from the PACSES system
Security Maintenance	Controls internal authorization for read-write access to subsystems and functions within PACSES
IV-A Interface	Processes Child Support referral and payment data between PACSES and the Department's TANF system, known as CIS – Client Information System.

d. Interfaces

Within the subsystems identified in **Figure L5.2**, there are active interfaces with other service partner systems. These interfaces exchange data on standard daily, weekly, and monthly schedules. **Figure L5.3** provides summary-level information regarding the current interfaces:

Figure L5.3 PACSES Interfaces

SYSTEM/AGENCY	FREQUENCY	# OUTGOING FILES	# INCOMING FILES
Automated Voice Response (AVR)	Daily	68	0
Bureau of Child Support Enforcement (BCSE)	Monthly	1	0
Bureau of Information Systems (BIS)	Monthly	1	2
Client Information System (CIS)	Daily	1	4
	Weekly	0	1
	Monthly	2	0
Code 1 (Address Verification)	Daily	3	0
Child Support Enforcement Network (CSENet)	Daily	1	2
	Semi-Monthly	0	1
Child Support Lien Network (CSLN)	Daily	0	1
	Monthly	1	0
Child Support Web Site (CSWS)	Daily	19	5
	Weekly	2	0
Credit Bureaus (4 separate)	Monthly	4	0
Data Warehouse	Monthly	32	0
Department of Revenue	Weekly	0	1
	Monthly	1	1
Department of State	Monthly	0	1
Federal Case Registry (FCR)	Daily	0	2
	Weekly	1	0
Financial Institution Data Match (FIDM)	Weekly	0	1

SYSTEM/AGENCY	FREQUENCY	# OUTGOING FILES	# INCOMING FILES
	Monthly	1	0
Integrated Centralized System (ICS)	Daily	9	0
	Weekly	3	0
	Ad Hoc	2	0
Internal Revenue Service (IRS)	Weekly	1	3
	Quarterly	0	1
Justice Network (JNET)	Daily	1	0
	Weekly	1	0
Labor and Industry (L&I)	Daily	1	3
	Weekly	2	2
PennDOT	Daily	1	5
	Weekly	2	1
State Collections & Disbursement Unit(SCDU)	Daily	7	30
	Weekly	1	1
	Monthly	0	4
Social Security Administration (SSA – ICR) <i>Interstate Case Reconciliation</i>	Ad Hoc	1	1
TOTALS		170	73

2. Ancillary Systems – Server-Based Systems

BCSE has designed and implemented external-to-PACSES Ancillary Systems (both internet and intranet) developed using contemporary Microsoft technologies, which are particularly geared towards improving IV-D Program performance by empowering stakeholders with easy-to-use yet powerful tools to access pertinent information. This section presents brief descriptions of these Ancillary Systems.

The current set of primary Ancillary Systems are

- Web PACSES
- Child Support Web Site (CSWS) and ancillary applications
- PACSES Home Page (PHP) and ancillary applications
- Data Management Applications
 - Data Integrity Tasks (DIT)
 - Data Warehouse (DW) and eReports
 - Directors Dashboard
 - Data Processing Service Request (DPSR)
- Central Data Operations Application - Medical Operations Maintenance
- Performance Improvement Module (PIM)

All of these applications reside on Unisys 7000 series servers/server farms running Windows 2003 OS with Oracle 10g as underlying database engine. Primarily, Microsoft products and technologies and are used for their development (mostly .NET 1.1, Visual Studio, and VB.NET & C#, but also .NET 2.0 or higher for all new development). All of these applications use Infragistics Controls and Enterprise Library Blocks, and are built using ITASCA.

The applications receive data extracts from PACSES mainframe system on a daily basis. While SiteMinder manages access to intranet applications, webMethods is used for Enterprise Service Bus (ESB). In order to present a complete picture of the current BCSE operating environment, a description of the ancillary systems are presented in the following subsections.

a. WEB PACSES

PACSES financial and case activity records that are more than two (2) years old are archived to the Oracle database environment on an annual basis. PACSES users are provided access to this data via the Web PACSES intranet application. Users performing account audits and other research will continue to get current financial information from PACSES; if the information they need is more than two (2) years old, users must navigate to the Archive Oracle database to conduct their research.

Most of the archived records are purged from the PACSES database after they are successfully archived to Oracle database. After the records are purged, the PACSES database is reorganized to optimize storage and enhance performance.

Web PACSES resides on an 8-CPU ES7000 server hosting the application/web server. The database server resides on a Windows 2003, dual 8-CPU ES7000 server running Oracle 10g database engine.

The Web PACSES application consists of twenty-five (25) programs and fifty-seven (57) stored procedures that represent three hundred thousand (300,000) lines of code. The database has twenty-four (24) tables, containing seven hundred fifty million (750 m) rows of data and consumes approximately 197GB of storage space. Four (4) batch programs run nightly to update the CSWS database with data for that current business day. The application code consists of ASP.NET, PL/SQL, SQL Loader, and SQL Server Reporting Services components.

There are approximately twenty thousand (20,000) hits on Web PACSES daily and three hundred (300) unique visitors per day.

b. Child Support Web Site (CSWS)

Child Support Website (CSWS) is an interactive web-based application, which provides a variety of services to the stakeholders involved in the PA IV-D Program. These services are:

1. Secure access to case and financial information, future scheduled events and docket information, and to provide employer tips for payors, etc.
2. Secure access to wage attachment and employee information for employers of individuals involved in the child support program.
3. Secure access to publicly available docket and lien information to attorneys, financial institutions, credit bureaus, and the general public.
4. Secure self-service capabilities to payors, payees and employers, which include but are not limited to:
 - Updating demographic information
 - Registering to receive email notification of Direct Deposit and stored value card disbursements, and scheduled events
 - Maintaining employee wage attachment information
5. General program information, child support program services, policy/ legal information, child support terms, frequently asked questions, county contact information, etc.
6. Refresh the server systems (Tuesday through Saturday) from the mainframe primary data source.

In addition to the public-facing website, the following ancillary applications are also considered as part of the CSWS:

1. Co-Browsing – Allows county and state staff who have access to the PACSES Home Page to view child support case and financial information.
2. Login Support Administration module – Provides maintenance tools for the customer support unit and program office by issuing surveys, broadcast messages, enabling/disabling accounts, password resets, etc.
3. Interactive Voice Response System (IVR) –The financial module accesses the Oracle DB to provide client specific information.
4. Paternity Tracking System (PTS) – Database of information collected through the voluntary Paternity Acknowledgement Form.
5. DRS-at-a-Glance – Table of county DRS demographic and contact information, which enables county staff to update the information presented through the Child Support Web Site directly.
6. JNET – Justice Network – A tool to provide information on Child Support Obligors through the Justice Network.

The Child Support Web Site application server operates on a three (3) node cluster of 4-CPU ES7000 servers in a load-balanced configuration. The database server currently runs Oracle 10g under Windows 2003 on 4-CPU ES7000/420 server configurations. The production application consists of five (5) functional modules and one (1) administrative module; and two hundred-forty-five (245) stored procedures that represent four hundred-fifty thousand (450,000) lines

of code. The Production database comprises of eighty-seven (87) tables, containing two hundred-fifty-million (250,000,000) rows of data and consuming approximately 45GB of storage space. Thirty-seven (37) batch programs run nightly to update the CSWS database with updated mainframe information for that current business day. The code is comprised of COM+, ASP.NET, PL/SQL, and SQL Loader components.

There are approximately two hundred thousand (200,000) hits on the CSWS daily and eight thousand-five hundred (8,500) unique visitors per day.

c. PACSES Home Page (PHP)

The PACSES Home Page (PHP) is a secure intranet application available to State and DRS staff. On average 1800 users and approximately 8000 hits per day. Technology/Size - 70 Oracle Webcenter Interaction (Formerly BEA AquaLogic) portal objects including portal pages, portlets, and 56 .NET custom objects including .ASPX and javascript files. SQL Server database stores menu items and user profile (My Links) information.

There are a number of ancillary applications, which can be accessed via PHP. These include,

1. Employer Maintenance (EMU)
2. Financial Exceptions Request (FXR)
3. Medical Operations Maintenance (MOM)
4. Request Third Party Liability (RTPL)
5. Data Integrity Tasks (DIT)
6. Data Processing Services Requests (DPSR)
7. CSWS Co-Browsing
8. CSWS Administration Module
9. DRS-at-a-glance
10. IRS Survey
11. eReports
12. Directors Dashboard
13. Forms Library
14. PACSES Intranet Website
15. DIRON
16. TraCE
17. OTC

d. Data Management Applications

The following applications belong to the Data Management Applications group.

i. Data Integrity Tasks (DIT)

Data Integrity Tasks (DIT) lists are a set of case and member listings that are delivered via PHP to State/county staff as a part of the data integrity and reliability improvement effort. All DIT lists can be downloaded to Excel for further analysis. Application is five .ASP pages with Access database; the DIT Data Ware House database is 210,676 kb. DIT lists (33 are produced monthly) have been organized into five (5) general categories:

- Affects Performance Measures – Reducing the number of these cases will improve State's overall performance.
- Affects Interfaces – Reducing the number of these cases will improve interfaces with other Agencies.
- Affects Data Integrity – Identifies data integrity issues which must be corrected to ensure data reliability.
- Systematic Updates – Provides a history of data corrections in existing data.
- Historic DIT Lists – DIT lists that have been manually corrected.

ii. Data Warehouse (DW) and eReports

BCSE's *application portfolio* includes a Data Warehouse (DW) component, which is a part of the DPW's Enterprise Data Warehouse hosted and operated by the Bureau of Information Systems (BIS).

BCSE primarily uses DW to generate various *Reports* which include Federal Reports (OCSE 157, 34a, Self Assessment), 'Enforcement Remedies' Reports (Credit Bureau Reports, FIDM Report, New Hire Collections, and Drivers License Suspension), and 'Production' Reports (about 43 Federal Tax Information Reports (FTI) and about 92 eReports). These *Reports*, generated at their varying frequencies, are sent to the PHP web server and can be viewed by State and DRS staff.

Both the eReports and the FTI (Federal Tax Information) Reports provide the ability for users to customize the reports by creating sorts on multiple columns, creating filters, and selecting the data elements that should appear on the report. Users are able to save their custom settings for each report, so that the custom settings are applied whenever the user opens that report. Both FTI and e-Reports provide auditing to track the usage of each report. FTI provides additional auditing features so the State can perform audits of the IRS data usage, as required by the IRS. The FTI reports while similar to e-Reports, fall under special IRS regulations for data security. The FTI Reports are required to be maintained for six (6) years.

The main source of data for the DW is PACSES. Data is extracted from PACSES twice each month and loaded into the DW. During the End-of-Month (EOM) batch processing on the last business day of the month, all data for the month (except disbursements to DPW) are extracted. During the Beginning-of-Month (BOM) batch processing on the first Friday of the month, all DPW disbursements for the prior month are extracted. The extracted information is loaded to the DW and the reports are refreshed the following week.

DW resides on a 4-CPU ES7000 Cognos 8.2 application server, a 4-CPU ES7000 Informatica 8.1.1 server, and a Windows 2003 8-CPU ES7000 database server running Oracle 10g. The DW is comprised of forty-three (43) cubes (MDC files), consuming 500 GB of disc space. It contains eighty-four (84) tables (48 Dimension Tables; 15 Fact Tables, 11 Reporting Tables, and 6 Dashboard and Cross-reference Tables) and three hundred-fifty (350) queries. The current DB size is 468 GB with an addition of 4 GB data per month.

The source data comes from PACSES in forty-five (45) flat files that are loaded into DW's Oracle tables using two hundred plus (200+) Informatica mappings. After the data is loaded to Oracle, Cognos Impromptu queries are run in a batch by BIS to refresh the cubes with the latest data. The cubes are then migrated to Production and accessed by the end users through the Cognos Frontend.

There are approximately twelve thousand (12,000) hits on the Data Warehouse each month and about one hundred-twenty-two (122) unique visitors per month.

iii. Directors Dashboard

The Dashboard is a management tool designed to help county Directors to monitor, plan, and prioritize their staff's activities to focus on improving performance. This simple but powerful application presents Directors with a consolidated view of key performance indicators and trends for their county, allowing them to measure their progress toward achieving performance goals, devise an appropriate management response, and maximize the deployment of resources. The Dashboard summarizes large amounts of complex, disparate information to help Directors quickly and easily identify how to allocate their limited staff resources in the most cost-effective manner, while achieving the broader goals of the Child Support program: *to provide support and services for all of Pennsylvania's children and families.*

The information in the Dashboard is refreshed monthly, after all source data is available. The Dashboard is accessible via the

PACSES Home Page (PHP). After the refresh each month, an email is sent to the authorized users containing a link to the Dashboard. Only DRS Directors and their authorized representatives have access to this tool. The environment is Framework 1.1, Dev 2003, Vb.NET, Oracle 10g with three main aspx pages, 10 vb.NET programs and stored procedures in the database. The database size is 12GB with 80-100 users.

iv. Data Processing Service Request (DPSR)

The Data Processing Service Request (DPSR) application was developed in response to the increasing demand for ad-hoc data delivery by the DRS users, BCSE, and other external stakeholders. It is used to receive, evaluate, process, and deliver ad-hoc data requests. Stakeholders submit DPSRs to obtain specific data that can assist them with the following tasks:

- Evaluation of County Performance
- Evaluation of Statewide Program Initiatives such as the outcome and effectiveness of Enforcement remedies
- Data clean-up activities
- Reorganization of local offices for better management and performance
- Prioritization of daily activities

The DPSR process provides a uniform mechanism for submitting requests and enables the PACSES team to effectively obtain/modify the information requested, assign requests to the appropriate person and track the requests through completion. All DPSRs are submitted electronically via the DPSR on-line request form on the PACSES Home Page (PHP), and are stored in a tracking database (in MS Access).

The DPSR system consists of three .ASP pages with Access database that is 22,900KB. In 2007, 2008 and 2009 753, 817 and 904 DPSRs respectively were processed

v. Performance Improvement Module (PIM)

The Performance Improvement Module (PIM) is the latest addition to the performance-driven set of ancillary systems. The most recent version of PIM was rolled out Statewide on August 24, 2009.

PIM is specifically designed to assist workers in improving collections on current support and arrears. PIM does this by:

- Empowering caseworkers with immediate access to all the pertinent information about their cases and the ability to search, query, sort and filter their caseload data in order to prioritize their work and focus enforcement actions based on the key metrics presented by the data.

- Presenting a consolidated view of all enforcement information about a given case on a single screen (instead going through multiple PACSES screens) to the worker, so that the worker can determine the appropriate action that needs to be taken on the case.
- Allowing the worker to view the progress he/she has made in collecting current support and arrears chronologically.
- Allowing the supervisors to review the progress made by their workers in order to take timely corrective actions, if needed.
- Making it easier to quickly schedule enforcement conferences thereby improving the chances that a payor remains an active payor.
- Allowing workers to easily modify a support order based on the payor's ability to pay, and by being realistic, especially given the current economic conditions, improve chances of continued collections (even if only partial).

In addition to all of the key improvements, PIM provides a number of other automation enhancements. With the click of a button, a worker can now:

- Close a Case
- Create a Non-Financial Obligation/Perform a Downward Revision to a Support Order
- Send a Petition of Modification to the defendant for any of the defendant's cases
- Send a Notice of Non-compliance for all of the defendants cases that are not in compliance
- Request that an Enforcement Conference be scheduled.

It is important to note that traditionally, the enforcement worker who identified a case in which a defendant should appear for an enforcement conference was also responsible for the time consuming process of scheduling the conference. PIM now allows enforcement workers to simply identify the case(s) that require a conference and provides a tool for clerical workers to schedule the conference. This allows enforcement workers to focus on what is really important – case management. Although PIM has been implemented only for a short period of time as of writing of this report, significant performance improvements have already been observed.

PIM has 40,870 lines of application code and 9,308 lines of database code utilizing Oracle 10g. With over 500 unique users PIM had 49,706 hits in February 2010 and has had 34930 logins since October 2009.

e. Central Data Operations Applications

The following applications are part of the centralized data operations established for improved accuracy and control.

i. Employer Maintenance

The Employer Maintenance application is accessible to authorized users through the PHP. It provides county users the ability to request the researching of employer information needed to process wage attachments timely. The SCDU vendor validates employer information, updates PACSES accordingly, and notifies the county requestor. Employers also provided updated information through the Child Support Website. An interface from the website provides SCDU/EM staff with a list of changes to the employer data from which PACSES is updated. NOTE: This application is maintained and operated by the SCDU vendor.

ii. Financials Exceptions Request (FXR)

The FXR application is an ancillary system accessed via the PACSES Home Page. DRS staff, BCSE staff, and SCDU staff are required to enter requests for modification and correction of PACSES financial records into the FXR database. The FXR application provides secure request tracking and audit capabilities, which are used by the Financial Exceptions Unit to identify and track adjustments, receipt reversals, collection and distribution holds, and misapplied payment corrections for PACSES cases. Access to the FXR application is limited to authorized users at the BCSE, the DRSs, and the SCDU. NOTE: This application is maintained and operated by the SCDU vendor.

iii. Medical Operations Maintenance (MOM)

Medical operations maintenance functions are a result of the interface between PACSES and the Third Party Liability Unit. PACSES data files are matched with the data provided by Health Insurance Providers to identify coverage for children on child support cases. Some of this information is loaded automatically to the PACSES medical information record. Information that cannot be automatically loaded needs further research by contacting health insurance providers, employers, and clients. There are approximately 400 records per months that need researched. Once information is identified RTPL database is updated with accurate insurance information and then this data is loaded via nightly batch into PACSES.

These duties are currently performed by the Help Desk staff with approximately 1 FTE needed.

3. Information Infrastructure

BCSE *information infrastructure* is spread across approximately seventy-three (73) locations including county sites, the PACSES Project Site, the four (4) BCSE Regional Offices, and the PACSES Mainframe Operations Center. The *infrastructure* is comprised of approximately three thousand-three hundred (3,300) desktop PCs (presently the vast majority are IBM Pentium 4. 2.26 GHz), two hundred (200) + servers, and seven hundred-fifty (750) printers all connected to the PACSES network. The PACSES network devices includes: desktop PCs; Windows 2003 servers; Cisco 2600 series routers; and Ethernet hubs and switches, as well as a PACSES dedicated cabling plant in each county. The Ethernet hubs and switches are being upgraded to a model 3500 Cisco switch.

PACSES is a high-availability system with a standard of 99.5% network availability. Internet access is provided through a separate contract by an Internet service provider. The Network Operations Center is located at the Willow Oak Building and houses a computer room for all internet servers and routers; and includes a PACSES internal centralized Microsoft Exchange server farm that services PACSES users. The server farm also interfaces with the Department of Public Welfare/Commonwealth mail system (CWOPA). The PACSES email system provides routine email services and serves as the mechanism for delivering certain types of PACSES Forms. (Note: the delivery of PACSES forms through email is presently being re-engineered and will be implemented in 2010.

The PACSES LAN interfaces with local county data processing networks in about one-half of the DRS sites via the PACSES provided onsite Cisco 2600 router.

4. Day-to-day Systems Management

The Division of Child Support Enforcement Systems Division Chief manages the Commonwealth staff assigned to the division and oversees the day-to-day operation of PACSES case management functions.

The Division of Financial Services and Transactions (DFST) Division Chief manages the Commonwealth staff assigned to the division and oversees the day-to-day operation of PACSES financial functions, including federal audits and reports.

5. Disaster Recover Support

In addition to well-established data backup, archiving and purge policies and procedures, PACSES has full Disaster Recovery Support through a contract with SunGard at facilities provided by Unisys outside of Philadelphia. This Disaster Recovery support, however, does not cover the Ancillary Systems.

C. BUSINESS NEEDS

The county Domestic Relations Sections (DRSs) operate the child support program in accordance with the provisions of the Cooperative Agreement with the Department of Public Welfare, State and federal laws and the administrative rules and regulations governing child support enforcement. The DRSs provide the following services to the public: establish paternity on behalf of children; establish legal orders obligating parents to pay child support, including health insurance coverage for their children; locate parents for the purpose of establishing paternity and/or support; collect; distribute and disburse child support monies; and enforce court order compliance through all available administrative and legal remedies.

The DRSs have been utilizing PACSES since 1998 to assist in conducting the daily child support business which includes developing and maintaining case data for all members, compiling court order information, and recording activities and financial data relating to the management of each client's case. PACSES has met all federal requirements and has been fully certified since 2001 but continues to require enhancements to conform to changing federal and state regulations and to support business process improvements. The primary focus of child support rules and regulations since 2002 has been on establishing business processes that improve the collection of child support. Thus, the suite of PACSES applications requires ongoing modifications to support these business needs. To accomplish this the Bureau of Child Support Enforcement continuously defines new system requirements to meet the new business practices of the DRSs.

D. ONGOING AND PLANNED ACTIVITIES FOR FY 2009-2010

In State Fiscal Year 2009-2010, a number of system enhancements are planned. Some of these enhancements are continuing from 2008-09, while others are new and are highlighted below.

- 1. Forms Generation Redesign:** This initiative is replacing the current JetForms software with Adobe LifeCycle as the forms solution with the PACSES application. This software will support printing and temporary store of all PACSES forms. In addition it allows staff to populate portions of the forms as needed to support the business needs for customizing certain sections of the forms.
- 2. Performance Improvement Module – Phase III:** The scope of this initiative included developing additional functionality within the Performance Improvement Module to provide case management tools in order to improve the Federal Performance measure of collections and collections of arrears.
- 3. Paternity Tracking System – Phase II:** The Paternity Tracking System (PTS) is a tool leveraged by PACSES to track the paternity establishment and support, especially for children born out of wedlock. This enhancement included: integration of existing DocuShare imaging of the

Paternity Acknowledgement form with PTS; integration of PTS with the PACSES system; and, data accuracy and reporting.

- 4. Fish and Game Interface Enhancements:** As a method to potentially increase collections, an additional enforcement remedy to revoke gaming and fishing licenses when a Non-Custodial parent is delinquent in payments has been identified. A new interface will be developed, a common file of the delinquent obligors will be sent for license denial, suspension, reinstatement, and matching.

E. PLANNED ENHANCEMENTS FOR FY 2010-2011

Listed below are some of the planned enhancements for the 2010-2011 fiscal year. Approval is dependent on federal and state funding and prioritization within the Commonwealth. The Department reserves the right to replace the following initiatives with other priorities or utilize any or none of these options.

- 1. e-CHIP Referral:** The goal behind this initiative is to remove barriers and enhance enrollment in the Children's Health Insurance Program (CHIP). Qualifying state government agencies are empowered under the CHIP Reauthorization Act of 2009 (CHIPRA) to submit applications for uninsured children. As a result, PACSES will be modified to pre-screen and submit applications for uninsured members to CHIP.
- 2. Debt Type Consolidation:** The 116 Debt Type Codes in PACSES are critical components of several major PACSES subsystems, such as Aging and Billing, Distribution, Support Order, and Enforcement. All financial debt account maintenance is predicated on Debt Code assignment. The objective of this option is to define general categories of debts and reduce the number of Debt Type Codes accordingly.
- 3. Offset Redesign:** Disbursement offset data displayed in PACSES is incomplete and different from the data displayed on reports, so that research into offset establishment and recovery is difficult and time consuming for PACSES workers. Preliminary research reveals that as much as half of all the unrecovered offsets may be unrecoverable. This initiative will reduce the amount of time users spend researching offsets; increase the capacity of PACSES to display offset information; comply with State policy concerning establishing offsets against support recipients; improve offset recovery procedures; and reduce the amount of unrecovered offsets; and provide visibility of offsets that are not likely to be recovered, to report unrecovered offsets to the State Attorney General.
- 4. Performance Improvement Module (PIM) – Predictive Modeling:** The goal for this initiative is to develop a predictive modeling module that will perform automated analysis of demographic data for members and regions to improve collections and effectiveness of enforcement of support orders.

5. **Performance Improvement Module (PIM) – Real-Time Notes Update:** The goal of this initiative is to develop a real time interface between the mainframe and the PIM application for updating notes.
6. **Performance Improvement Module (PIM) – Automated Actions / Other Enhancements:** This initiative will develop additional automated actions within the PIM application, such as additional prioritized enforcement actions, along with other enhancements to help improve enforcement results.
7. **Forms Redesign Phase 2 –** The objective of this initiative is to enhance self service; improve customer service; increase efficiencies; and reduce form delivery time and mailing costs, by providing the following features:
 - Provide a website for public case members to access forms electronically (e.g., through CSWS) instead of mailing notices or correspondence.
 - Provide electronic workflow for forms such that they would be automatically progressed to the next work step and relevant user (or user group) in a process.
 - Implement digital / electronic signatures for forms that require an approval or acknowledgement signature. This includes internal forms that are not shared with case members as well as forms that are forwarded to case members.
 - Implement a standard barcode schema statewide to facilitate consistent imaging-related processes across the counties. Also, add barcodes to forms within the current forms library including data barcodes for scanning/indexing and add USPS-related barcodes for mail handling.
 - Provide a single, consolidated user interface for the Forms Library, Workspace, and Forms Reprint functionality. This represents a Forms “home page” that provides a dashboard of pending/completed forms actions at particular levels – e.g., counts for the user, for the county, statewide, etc. – and links to each of the other Forms websites.
 - Provide a user- or county-selectable Output Sort capability for batch forms – specifically, support the sorting of batch forms for multiple user- or county-specified criteria, such as member and employer. Sorting may also be based upon form type, although only in the instance where many forms of the same type are being generated and printed for mass mailing
 - Implement two online, interactive forms – an Intake form that would allow a prospective customer to provide intake information (and load it prospectively into PACSES) prior to the first intake meeting, and a Petition to Modify form to provide information related to a plaintiff or defendant filing a support modification.

- 8. Employer Enhancements:** Searching employers and their affiliated parent company or subsidiaries is currently a cumbersome process for PACSES users. To improve this functionality for Employer Maintenance Unit (EMU) staff the PACSES team proposes to enhance the employer search and the quality of employer/other-party data, as well as perform other process improvements, leading to benefits such as - a higher quality of Employer Data; efficient employer search increases staff performance; and increased employer wage attachments result in higher collections.
- 9. Administrative Enforcement for Interstate (AEI):** Administrative Enforcement of Interstate cases allows for the enforcement of an existing support order by another state without the actual “registration” of the case and order by the other state jurisdiction. Administrative enforcement remedies include income withholding, tax intercept, license revocations, FIDM Intercepts as well as other enforcement remedies used by the state that is being requested to administratively enforce the order.
- 10. New Enforcement – Professional Insurance:** The Department of Insurance currently has approximately 166,000 members in its database, which PACSES can potentially suspend because of child support payment infractions. A new enforcement mechanism utilizing this database will be added to PACSES.
- 11. New Enforcement – Attorney General Contractor:** Contractors within the Commonwealth of Pennsylvania are required to register with the Office of the Attorney General (OAG). A new enforcement mechanism utilizing the OAG database will be added to PACSES.

Detailed Plan for Incremental Renewal Approach

On October 15, 2008, DPW awarded a contract to Symbiosis Solutions, Inc. to conduct a feasibility study relating to the future of the PACSES application. The key goal of PACSES Feasibility Study and Alternatives Analysis Project was to provide recommendations on the most feasible and effective alternative that will provide continued high quality automation support to Pennsylvania’s Child Support Enforcement Program. The guiding principle for the analysis was to determine the best approach in terms of achievability to ensure continued, uninterrupted, and steadily increasing levels of technology support to Pennsylvania’s Child Support program over the next decade and beyond, even as the current PACSES technology platforms become obsolete and its components can no longer be supported. The PACSES Feasibility Study and Alternatives Analysis is provided as **Appendix DDD**. The PACSES Strategic Implementation Plan is provided as **Appendix EEE**.

One of the key recommendations of the feasibility study was the need to undertake a detailed planning effort to establish a much more specific phased

approach than provided in the Feasibility Study. This Planning effort must recognize the existing budget constraints the Commonwealth is experiencing.

If the Department make the determination to move forward with the planning activities, the selected Offeror will be required to carry out this detailed analysis in order to recommend the best strategy to be adopted to incrementally deploy the Future PACSES Solution. The strategy must identify the Incremental Renewal Componentization model that would best minimize implementation complexities and project risks, and cause minimal disruptions to program operations and workers by providing uninterrupted automation support to end-users throughout the effort. It must minimize the amount of rework, project costs, technical risks, and project schedule, while ensuring high quality of the new system that is being created. The strategy must address aspects such as: (a) the order in which the legacy functionality /its technical components will be incrementally moved to the target platform (keeping the business logic in the source system intact), and (b) detailed information describing the scaffolding code that must be created to keep the system as a whole operational. The strategy must also consider that incremental development efforts must precede within existing budgetary constraints.

The strategy must be supplemented by the detailed planning necessary to successfully implement the Incremental Renewal Strategy. The plan must address aspects including but not limited to (a) Technology, (b) User Adoption, (c) Implementation and rollout timeframes, and (d) Risk Mitigation.

The contractor will be responsible for satisfactorily meeting the following deliverables in a timely manner.

1. Deliverables and Outcomes: Detailed Plan for Incremental Renewal Approach

a. Deliverables: Detailed Plan for Incremental Renewal Approach comprised of

- i.** Incremental Renewal Componentization Strategy
- ii.** This deliverable must present the recommended strategy for optimal componentization of the increments for deployment of the Future PACSES Solution. The Strategy must include but not be limited to:
 - The Componentization Model that support the recommended strategy.
 - The model must define the sequencing and the order in which the functionality/ system components will be built/moved on/to the new platform. It must also include the recommendations for interoperability between the deployed components of the new system and (a) PACSES, and (b) the ancillary systems that are part of the current PACSES suite.
 - The key guiding factors that led to the selection of the recommended strategy.

- The advantages of the recommended strategy over other options that were considered.
 - The risks associated with the strategy and the recommended approaches to mitigating these risks.
- b. Deliverable: Detailed Plan for executing the Incremental Renewal Componentization Strategy**
- The deliverable must include the detailed planning required to execute the recommended strategy. The Plan must include but not be limited to:
- i. Technology aspects such as:
 - The technology platforms, tools, and programming needed to maintain interoperability between the deployed components of the *Future PACSES Solution* and the current PACSES.
 - The extent, type and timing of changes, if any, that will need to be carried out in PACSES in order to execute the recommended incremental renewal componentization strategy.
 - Data Conversion needs
 - ii. User Adoption considerations including the extent of user training that will be associated with each increment, and the recommended timeframe between deployment of increments.
 - iii. A roadmap for executing the recommended incremental renewal strategy. This roadmap must identify the tasks, effort, milestones, and the expected timelines associated with each executing the recommended strategy.
 - iv. Details of the Risk Mitigation Plan
- c. Non-Deliverable Outcomes:**
- Availability of a well-thought through and approved plan for incrementally deploying the *Future PACSES Solution*.
- 2. Commonwealth's Responsibilities: Detailed Plan for Incremental Renewal Approach**
- a. Provide access to Commonwealth facilities, personnel, systems, documentation and other items under its control, and provide coordination with and access to third parties as required for the Contractor to perform this task under the contract.
 - b. Identify project team members and other stakeholders who will contribute to this task.
 - c. Facilitate Stakeholder Engagement in the providing the necessary input during the Detailed Planning for the Incremental Renewal Approach.
 - d. Review and approve the Detailed Plan for the recommended Incremental Renewal Approach.

F. STAFFING REQUIREMENTS

The selected Offeror must supply IT Consulting staff. Staff assigned to this project will provide consultative services to help define, plan, and implement

strategic, business, and operational change. Staff must be able to work cooperatively with Commonwealth staff and other individuals and entities during the project. The selected Offeror's staff must be able to coordinate and receive direction from designated DPW staff during this project. The selected Offeror's staff must be able to deliver work that is not in conflict with the priorities and hardware/software choices and limitations as established by the Commonwealth, Department of Public Welfare.

The Department currently uses a mix of state employees and contracted staff to support the work of PACSES. The PACSES organizational chart, showing both state and contracted resources currently supporting PACSES, is provided as **Appendix OO**.

The selected Offeror will assist in assessing the impact on other applications for any modifications to PACSES. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Offeror.

G. REQUIRED WORK SKILLS

For purposes of this part of the RFP, the selected Offeror must provide Key Staff with a detailed, verifiable history of up to three programs/projects of substantial similarity in nature to this initiative, completed or started within the last five years, proving experience in:

1. Planning, developing, deploying or implementing large-scale federal, state, or county Child Support Enforcement systems;
2. Providing comprehensive business analyses functions. Applied experience with human services service-oriented architecture (SOA) and enterprise architecture (EA) methodologies is preferred but not required.
3. Reengineering business processes. Applied experience with human services service-oriented architecture (SOA) and enterprise architecture (EA) methodologies is preferred but not required.
4. Business Analytics and Decision Strategy including Business Process Modeling
5. Business Requirements Definition
6. Requirements Traceability
7. User Acceptance Testing (Use Cases/Testing scenarios/Break Testing)
8. Utilizing Project Management Institute (PMI) methodologies; and,
9. Implementation Support Services
10. Help-Desk Support Services

The selected Offeror may acquire specialized expertise through the use of subcontract agreements. Subcontracts must be identified in the proposal according to the requirements as identified in **Part II, Proposal Requirements**.

H. REQUIRED ACTIVITIES/TASKS

1. Orientation/Knowledge Acquisition

Orientation/Knowledge Acquisition refers to a “transition phase” that consists of activities that must take place between the effective date of the contract and the selected Offeror’s start date. This includes all required activities.

The primary objectives of the Orientation/Knowledge Acquisition Transition Phase are the following:

- Ensure successful orientation, knowledge acquisition, and operational independence from incumbent contractor
- Ensure a smooth transition of responsibilities;
- Complete knowledge transfer and domain understanding;
- Establish accurate assessments and strong accountability controls;
- Mitigate risk to the Commonwealth, DPW, clients and taxpayers
- Establish facilities and appropriate infrastructure.

Orientation/Knowledge Acquisition Transition Phase activities will vary depending on whether the incumbent contractor or another Offeror is awarded the contract. If the incumbent contractor is awarded the contract, the activities will include changes or modifications in operational procedures consistent with the contract and a potentially shortened transition period. If a non-incumbent Offeror is awarded the contract, there will be a full transition including a period of knowledge transfer from the incumbent contractor to the winning Offeror(s).

Orientation/Knowledge Acquisition Transition Offeror Responsibilities:

- a. The selected Offeror will prepare and submit a comprehensive Orientation/Knowledge Acquisition Transition (OKA) Plan. The Orientation/Knowledge Acquisition Transition Plan will incorporate the activities necessary to turnover the business systems in an orderly manner. The plan will address specialized business and computer systems operational transition of all in scope systems and operations (i.e., DPW and PACSES Environments). The plan must address the resources required for the turnover including those from the Department, incumbent contractor, and new contractor if any. Additionally, the plan will identify the system turnover objectives and work plan activities on a Gantt chart and document activity time frames and responsibilities. The Transition Plan will be submitted to DPW for final review and approval.
- b. The selected Offeror must provide a well planned and executed transition of the on-going business operational and strategic business and policy activities currently being executed by the incumbent

vendors associated with the systems and functions included in the scope of this RFP.

- c. The selected Offeror must ensure that knowledge transfer occurs in such a manner to enable its staff to confidently assume ownership, independently manage the in-scope operational systems without disrupting business operations or timely delivery of citizen services.
- d. The selected Offeror must receive the turnover of the operation and management of all in-scope operational business functions no later than the end of the transition period. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users, clients, and/or beneficiaries takes place.
- e. Upon approval of the Transition Plan, the selected Offeror will begin transitioning the business systems and provide the transition progress assessments and status updates. Offeror will coordinate with DPW regarding transition tasks prioritization issues or conflicting activities interfering with maintaining and operating the systems.
- f. At the end of the transition phase, the selected Offeror will prepare the OKA Transition Results Report. This will document the completion of turnover activities, and will provide status of each high-level task and activity that took place during the transition period. The report will highlight how each of the objectives stated in the Transition Plan have been achieved and the resolution of issues identified and prioritized during the turnover process.

Orientation/Acquisition Transition Plan: Project Initiation, Setup, and planning

a. Project Initiation, Setup, and Planning

Project Initiation, Setup, and Planning will include all activities and tasks required to begin the project. The Offeror will acquire and set up facilities, acquire and install the necessary hardware and software, establish the necessary telecommunication capabilities, and create various plans that must be followed during the execution of the project.

i. Deliverables and Outcomes: Project Initiation, Setup and Planning

- **Project Initiation, Setup and Planning Deliverable** to include:
 - **Detailed Project Work Plan**
The work plan must include but is not limited to defining each of the planned tasks and subtasks along with start dates, planned completion dates, primary responsibility, and dependencies.
 - **Orientation/Knowledge Acquisition Plan of the PACSES**

suite and DPW environment

The Knowledge Acquisition plan must address the details of how the Orientation/Knowledge Acquisition needs of the project will be met. The details of the plan must include but not be limited to (a) purpose statement, (b) resource allocations, (c) details of knowledge acquisition approach, (d) dependencies, and (e) agreements that summarize and clarify roles and responsibilities among those who will execute and be part of the plan.

- **Issue Management Plan**

The issue management plan must provide procedures for identifying, evaluating, and resolving issues impacting the project. This plan will be developed as part of the planning process but will be updated as necessary throughout the project.

- **Change Management Plan**

The change management plan must provide a process for evaluating, assessing, and determining the impact of any proposed changes to the project. This plan should incorporate DPW project change procedures.

- **Communications Management Plan**

The communications management plan must provide an explanation of the methods the Offeror intends to employ for communication with DPW during the project. The plan must identify the key stakeholders, what will be communicated through the plan, when it will be communicated, and the method(s) used for communication.

- **Quality Management Plan**

The quality management plan must address the quality control processes and procedures the Offeror will use to ensure the quality during the project.

- **Requirements Management Plan**

The requirements management plan must address how the Offeror will develop baseline requirements, the processes and procedures the Offeror will employ to track and monitor requirements throughout the project. The requirements management plan should include any software tool that the Offeror intends to use to manage requirements.

- **Budget/ Contract Management Plan**

The budget and contract management plan must provide the method to periodically report up-to-date budget information for the project.

- **Periodic Status Report templates**

The periodic status report templates will define the format and content of all Status Reporting documents.

- **Agenda and material for the Project Kickoff Meeting**

The Agenda and material for Project Kick-off will aid in planning the kick-off meeting and getting agreement on the presentation content for the meeting.

- **Non-Deliverable Outcomes:**

- Fully setup facilities, equipment
- Project Kickoff Meeting
- Readiness to commence the next set of project activities

- ii. **Commonwealth's Responsibilities: Project Initiation, Setup and Planning**

- Review, approve, disapprove or request modification and resubmission of each deliverable
- Identify Commonwealth key contacts
- Provide Offeror with access to Commonwealth facilities, personnel, documentation and other items under its control
- Provide coordination with and access to third parties, as required
- Participate in Project Initiation and Setup related discussions
- Coordinate Kickoff related activities

- b. **Orientation/Knowledge Acquisition Period**

The contract will provide for a maximum of six months for transition from the incumbent vendor to the selected Offeror. Under the current timeline, this transition period will occur during April - September 2011.

The Offeror must carry out and participate in each of the specific activities delineated in the agreed-upon Orientation/Knowledge Acquisition Plan. During this activity, the Offeror must gain sufficient knowledge to understand the functionality provided by PACSES, its underlying data structures, its processing sequences, its key data input mechanisms, its interfaces, the operational aspects of PACSES such as concurrent usage, transaction volumes, etc.

The Offeror must allocate sufficient resources and time for Orientation/Knowledge Acquisition and ensure that Orientation/Knowledge Acquisition takes place in a partnership spirit and cooperative manner.

The Offeror will be responsible for satisfactorily meeting the deliverables and achieving the outcomes identified H.1.b.i in a timely manner.

i. Deliverables and Outcomes: Orientation/Knowledge Acquisition

• **Deliverables**

○ **Knowledge Acquisition Completion Checklist**

The Offeror shall develop a Knowledge Acquisition Completion Checklist that will indicate that all planned Knowledge Acquisition activities have been complete.

• **Non-Deliverable Outcomes:**

- Offeror acquires sufficient knowledge of PACSES and its operating environment to successfully carry out the project requirements in an effective and timely manner.

ii. Commonwealth's Responsibilities: Project Initiation, Setup and Planning

- Provide access to Commonwealth facilities, personnel, systems, documentation, and other items under its control, and coordination with and access to third parties as required for the Offeror to perform this task under the contract.
- Identify project team members and other stakeholders who will contribute to the Orientation/Knowledge Acquisition activities.
- Provide agreed-upon levels of active participation (of the business staff, technical staff, and management, as applicable) in the Orientation/Knowledge Acquisition work sessions.
- Coordinate with the current DPW vendor to ensure that the Orientation/Knowledge Acquisition needs are understood and can be met.
- Facilitate Stakeholder Engagement in the Orientation/Knowledge Acquisition process.
- Ensure that Orientation/Knowledge Acquisition takes place in a partnership spirit and cooperative manner.

c. Outgoing Vendor's PACSES Turnover Plan and Assumptions for Knowledge Transfer

A copy of the outgoing vendor's PACSES Turnover Plan is included as **Appendix PP** to this RFP. A number of assumptions were made by the vendor while creating this work product in addition to the details contained within the Turnover Plan.

Orientation/Knowledge Acquisition Required Items:

The Offerors for **Lot #5** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Effectively stand up operations as well as perform and manage all the tasks outlined in the Orientation/Knowledge Acquisition section (i.e., Items a through d) for a successful transition period within the specified time period allotted from April – September 2011 (Duration of 179 calendar days); 2) Meet the

primary objectives and responsibilities, 3) Provide a resource plan and organizational chart for the transition team and crosswalks to operational positions after completion, Resource and 4) Conduct activities and procedures for the evaluation, knowledge acquisition, and transition of the in-scope systems relative to, but no limited to the following items:

- Work materials
- Business and Technical Governance (Processes and Procedures)
- Software, tools, and end-user guides and operational documentation
- Project Plans and associated status (on-going initiatives and scheduled on baseline, risk/Issues logs, status reports, etc)
- Program Office business cycles demands and operational environments abilities, strengths, and constraints
- Program mission, vision, and strategies (domain understanding and continuity during transition)
- Program and documentation update procedures during transition
- On-going and scheduled operational activities
- On-going and scheduled computer systems Modifications/Enhancement activities and associated end-user adoption and implementation support activities
- Staffing Levels and Organizational Structures
- Defining and transition of responsibilities
- Skill sets requirements, staff training, and job shadowing
- Criteria for success, validations, and certifications
- Production program and documentation update procedures during transition
- Program Office business plans and strategies turnover procedures
- Understanding procedures for on-boarding business concepts through the Business Review Board, requesting changes to computer programs, and other documentation
- Transition alignment with business cycle and scheduled events
- Check points and transition operational readiness assessments throughout the transition period

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any Orientation/Knowledge Acquisition and transition activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

It is the Department's expectation that all **Orientation/Knowledge Acquisition** tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

2. Strategy/Business Planning

Pursuant to this RFP, DPW seeks to award a contract for a knowledgeable, experienced, qualified, and responsive consultant to provide IT Consulting Services for DPW's Eligibility and Benefit Delivery Systems Portfolio. In this capacity, the consultant is expected to provide "top-tier" support, advice, guidance, and management assistance to DPW's program offices in the planning of their IT needs and brings national experience with its Children Support Enforcement Systems to the table.

The selected Offeror of **Lot #5** is required to have domain understanding of their specific programs and operations as well as peripheral vision into other programs areas across horizontal and vertical service domains to looking for synergies, opportunities to join forces and consolidated initiatives, and ensure alignment of strategies to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. From a strategic perspective, the selected Offeror of **Lot #5** will be responsible for environmental scanning in three venues: 1) Researching pending and/or current legislation and assessing the potential impacts to program office policies and current operations, 2) Scanning the national horizon for other innovative state programs and operational models that would reduce costs and improve citizen services, 3) Researching and evaluating citizen demographics and trends that impact DPW programs, shape policy, and change course to better serve the citizens of the Commonwealth. In addition, strategically **Lot #5** Offeror will be required to refine and expand Enterprise Architecture (EA) frameworks to ensure alignment of business and technical strategies and resources to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. Specifically, the selected Offeror of **Lot #5** will be responsible for 1) Identify common business functions, services, and data components to create sound program office business solutions that support enterprise business processes and business unit-specific processes using a holistic enterprise architecture and shared services approach (where appropriate) to deliver quality and cost effective citizen services; 2) Creating and maintaining the EA Business, Services, Data, and Governance reference models (including As Is - To-Be roadmaps); and 3) coordinating with the selected **LOT #6** Offeror to plan, architect, build, and evolve program business solutions that align with the enterprise architecture (EA) frameworks to support reuse of resources in the application, services, data, and technology domains of Enterprise Architecture blueprint.

Some other strategic and tactical requirements include but is not limited to, are as follows: 1) Conduct targeted feasibility studies to assess plausible alternatives and provide executive decision makers with sound

cost effective recommendations that align with the DPW mission and program Office goals and objectives, 2) Coordinate with other Lot Offerors bringing business concepts to reality ensuring operational capability and readiness to support business operations, 3) Analyzing and reshaping business models, workflows, data/information flows, and the utilization of computing systems to support the dynamics, culture, and demands of program operations, 4) Annual scoping and planning with DPW program managers and portfolio managers for all business and technical project initiatives 5) Continued maturation with ITIL frameworks relative to business processes and solution development and delivery processes.

The Offeror is responsible for the following general requirements:

- Work cooperatively with key State staff, other project stakeholders, and the staff of other contractors as required in the course of the contract period.
- Identify efficiencies that could be garnered by increasing functionality, changing business processes and procedures, updating and/or utilization of computer systems and operational equipment, or other changes.
- Inform DPW management staff of current strategic, tactical, and operational data, reporting, and business intelligence best practices and standards to better monitor, spot trends, and manage program outcomes.
- Provide information on best practices, new standards, and computing technologies used in other states and the federal government, in the provider management marketplace.
- Effective management and coordination regarding individual and multi-vendor project initiatives ensuring on target relative to schedule, budget, and performance (i.e., meeting stated goals, objectives, and outcomes.)
- Present forward-thinking strategies on public policy to DPW management.
- Work cooperatively with State staff assigned to the project to ensure the success of the project.
- Maintain current, complete, and detailed records of all meetings, enterprise architecture and system development life cycle documents, project meetings, presentations, knowledge acquisition, and system change planning issues, infrastructure management documents, performance reporting, risk assessment, project planning schedules, and any other interactions related to the project described in this RFP and make such records electronically available to DPW on a regular basis, throughout the life of the contract.

The IT Consultant must provide subject matter experts with specific IT technical and business/functional skills in Child Support Enforcement Systems.

a. Strategy/Business Planning Activities/Tasks

Description of Activities/Tasks	Sub-Component Service Offering
<p>Strategy/Business Planning</p>	<p>Strategy/Business Planning</p> <ul style="list-style-type: none"> • Consults with executive-level stakeholders to define business need or problem; conducts research, performs studies and surveys to obtain data; and analyzes problems to advise on or to provide recommended solutions based on relevant hands-on experience solving similar business problems at the State or Federal level. • Perform assessment of the impact of current regulations and policies upon the business operations and systems. • Establish necessary workgroups and work plans to address relevant policy issues. • Identify and assess system requirements that are the result of federal or state laws and regulations (e.g., constraints related to confidentiality). • Identify policies and regulations that should be changed to support the system and work to change them, including Internal DPW policies, Policies involving other state agencies, and/or State laws and regulations, when change may be feasible. • Centrally collect and catalog related policies, starting with those policies that are relevant to the system • Conducts research regarding business solution alternatives and feasibility studies. • Conducts business case analysis with portfolio managers and executive-level stakeholders • Serve as an advisory council for other work streams that will impact organizational behavior <ul style="list-style-type: none"> ○ State and County Resource Management ○ Policy Regulation ○ Business Process Re-engineering ○ Training ○ State System ○ County System ○ Interim Projects ○ Pilot Testing and/or Proof of Concepts ○ Contingency Planning ○ Migration and Conversion • Provide a prioritized listing of all application modifications and enhancements planned for the following fiscal year, with accurate level of effort and resource estimates. • Enterprise Architecture strategies and reference models (i.e., Business, Services, data, and governance models) <p>Business Process Reengineering (BPR) /Business Process Modeling (BPM)</p> <ul style="list-style-type: none"> • Use visualization and modeling tools as requirements are elaborated and functional design tasks take shape <ul style="list-style-type: none"> ○ Prepare class diagrams, entity relationship diagrams for technical audiences ○ Develop use cases, activity diagrams, or sequence diagrams to walk through the system interface processes end-to-end ○ Business process modeling and workflow analysis and documentation • Coordinate business requirements related to developing a data dictionary or service hierarchy with other system project tasks <ul style="list-style-type: none"> ○ User interface specifications ○ In some cases, the selected Offeror will need to drill down to data at county and business partner level ○ Physical design ○ Regulatory and policy coordination • Clearly understand dependencies in the systems <ul style="list-style-type: none"> ○ Data elements that are derived in the business process ○ System interfaces that must execute in sequential order ○ Association classes that are created by transaction events ○ Business workflows, decision points, data/information flows relative to systems transactional processing and associated SOA shared services components.

b. Commonwealth's Responsibilities: Strategy/Business Planning

- Provide input during the Strategy/Business Planning
- Review and approve the prioritized listing of all application modification and enhancements planned for the following fiscal year
- Provide the necessary system documentation (including concept and visioning documents) for all planned modifications and enhancements

c. Offeror Responsibilities: Strategy/Business Planning

- Conduct targeted feasibility studies to assess plausible alternatives and provide executive decision makers with sound cost effective recommendations that align with the DPW mission and program Office goals and objectives
- Provide a prioritized listing of all application modifications and enhancements planned for the following fiscal year.
- Researching pending and/or current legislation and assessing the potential impacts to program office policies and current operations
- Researching and evaluating innovative state programs and operational models that would reduce costs and improve citizen services, and proposing qualified recommendations to key decision makers.
- Researching and evaluating citizen demographics and trends that impact DPW programs, shape policy, and change course to better serve the citizens of the Commonwealth.
- Coordinate with other Lot Offerors bringing strategic business concepts to reality ensuring operational capability and readiness to support business operations
- Annual scoping and planning with DPW program managers and portfolio managers for all business and technical project initiatives
- Analyzing and reshaping business models, workflows, data/information flows, and the utilization of computing systems to support the dynamics, culture, and demands of program operations
- Refine and expand Enterprise Architecture (EA) frameworks to ensure alignment of business and technical strategies and resources to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services. **Lot #5** Offeror will also provide EA-SOA Blueprints updates to **Lot #6** vendor relative to Business Reference Model (BRM), Service Component Reference Model (SRM), and Data Reference Model (DRM).
- Creating and maintaining the EA Business, Services, Data, and Governance reference models (including As Is - To-Be roadmaps)
- Continued maturation with ITIL frameworks relative to business processes and solution development and delivery processes

- Provide accurate level of effort and resource estimates for all planned modifications and enhancements.

Strategy/Business Planning Required Items:

The Selected Offeror for **Lot #5** must describe in detail how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Obtain and maintain domain understanding of their specific programs and operations as well as peripheral vision into other programs areas across horizontal and vertical service domains, 2) Approach to achieving the specific and general requirements and responsibilities; 3) Approach to effectively managing and coordinating multiple concurrent individual and multi-vendor project initiatives ensuring on target relative to schedule, budget, and performance (i.e., meeting stated goals, objectives, and outcomes); 4) Approach to providing quality end products and reliable actionable advise and recommendations to key decision makers, 5) Facilitate a corporative culture and resolve differences of opinions with other selected Offerors.

The Offerors for **Lot #5** must propose the tools, process, and methodology to demonstrate how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Evaluate and propose new concepts and technologies to improve business operations and delivery of citizen services; 2) Ensure alignment of business and technical strategies to improve business performance and help agencies better execute their core missions, reduce costs, and improve citizen services (include EA perspectives in your response), 3) Analyzing and re-engineer business models, workflows, data/information flows, to support the dynamics, culture, and demands of program operations.

The Selected Lot #1 Offeror must describe in detail: 1) The resources required to support Strategy/Business Planning tasks including skill sets and experience, and 2) The associated organizational chart

It is the Department's expectation that all **Strategy/Business Planning** tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

3. Application Support Services General:**3.1 Overview**

The business applications included in RFP 16-09 serve a unique set of client needs and are administered under separate program offices within DPW. However, these applications share much in common around

technology, infrastructure, development methodology and operations. Integration is not to be considered as an exceptional practice but instead as a necessity to optimally maintain and enhance these applications. Further, DPW shares both application functionality and information with many external partners with heterogeneous technical environments. The number and extent of this external interaction will only increase over the coming years. As a result, planning for new business applications must be undertaken with an eye toward openness, standards-based interfaces, and standards-based exchanges.

DPW's core enterprise IT applications are both large and complex, due to the intricate regulatory, financial, and fiduciary requirements of these systems. DPW began significant system modernization efforts of these systems more than seven (7) years ago, with the creation of their first web-based applications. These efforts have gained momentum over the last several years as DPW has sought to aggressively move select functionality off of their mainframe platform and onto server-based systems. In addition, DPW has targeted an Enterprise Architecture Model and Service-Oriented framework approach for their next generation of systems.

The selected Offerors for **Lot #5** will be responsible for providing following **Application Support Services** for all the in-scope systems identified in this Lot of the RFP:

Application Modification/Enhancements

- Business Requirements Document (BRD)
- Requirements Traceability
- User Acceptance Test Plans
- User Acceptance Testing
- Business Process Management
- Operational Readiness Assessments
- Business Solutions Life Cycle

Implementation Support Services

- Implementation/Field Support
- Communications Management
- Help Desk Services

The Selected Offeror for **Lot #5** must propose a tools, processes, and methodologies that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Lead and assist DPW in achieving the overarching goal and stated objectives; 2) Accomplish the stated expectations.

The Offeror of **Lot #5** will assume a critical role in the strategy, planning, validation, deployment, and life cycle management of DPW's core enterprise IT applications required to support program office business operations. The Offeror of **Lot #5** will be in tune with business drivers due to internal and external influences which inherently impact program office policy and eventually day-to-day business operations. In this light, the Offeror for **Lot #5** must have the domain understanding and foresight into the required changes to business procedures, processes, common services and delivery models, and the IT systems enablers to envision and conceptualize what needs to be done to meet the DPW mission, business drivers, and stated outcomes. Then coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors to bring concepts to reality. Offeror for **Lot #5** will be responsible for providing Application Support Services related to program business solutions and computing systems modifications/enhancements, adoption, and operational readiness assessments and support.

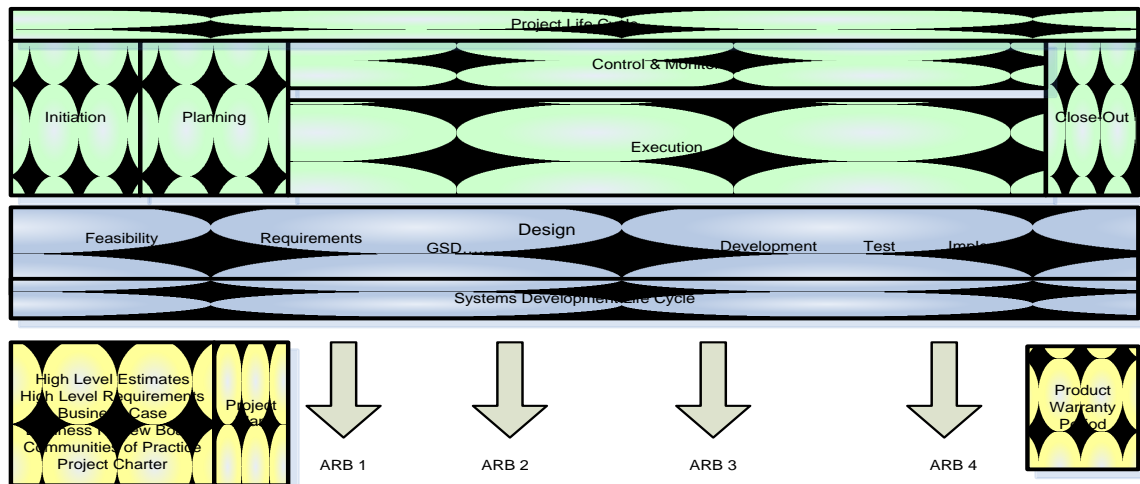
3.1.2 Project Management

Based on scope, complexity, and funding parameters projects initiatives must first be evaluated, prioritized, and authorized by the Program Offices and BIS Portfolio Managers via the Business Review Board (BRB) process. Project initiatives for maintenance and minor systems enhancements are required to be vetted through the program change request, change control, and software release management processes. Based on scope and complexity, the selected Offerors will be performing the work associated with Application Support Services initiatives primarily using two types of project engagements: 1) Individual-vendor IT projects and 2) Multi-vendor IT projects. Individual-vendor IT Projects are specific strategic, tactical, or operational initiatives that fall under the purview of a specific vendor requiring little or no involvement with the other Lot Offerors. In this case, the Offeror will have primary ownership and responsibility to manage and coordinate all aspects of the project management throughout the project life cycle with state oversight and approvals. Multi-vendor IT Projects are enterprise wide strategic, tactical, or operational initiatives that fall under the purview of multiple vendors requiring significant involvement and commitments with the other Lot Offerors. In this case, a specific Offeror will be assigned as the enterprise project lead and will have primary ownership and responsibility to coordinate all aspects of the project with state oversight and approvals. The enterprise project lead will establish and maintain the master project plan framework (i.e., Master Communications Plan, Master Schedule, Master Risk/Issues logs, Master Deliverables schedule, change control, and consolidated project status reports) throughout the project life cycle with input from both DPW and the other participating Lot Offerors. DPW and the other participating Lot Offerors

will have ownership of creating and managing sub-project plans and their respective sub-project phases and logistics (i.e., planning, control and monitoring, execution, risk/issues management, change control, and status reporting). The sub-project plans and their associated frameworks are integral parts of the master project plan requiring continuous coordination, communications, and alignment throughout the project life cycle. All projects will have a change control board (CCB) and executive steering team. Project managers and team leads are responsible and accountable for controlling and monitoring the project for all project phases and assessing changes, risks, and issues relative to the predefined schedule, performance, and budget. Project anomalies, potential risks, and ongoing issues that lead to variances that exceed predefined thresholds must be thoroughly evaluated with proposed solution recommendations presented to the change control board based on earned value methodologies and a detailed impact assessment that illustrates the severity and level of impact to project budget, schedule, or performance. The change control board will review and validate information and refine the recommendation(s) for consideration from the executive steering committee with final approval from the DPW Contract Administrator. All projects are required to follow DPW and Commonwealth project management methodologies, standards, and procedures. **Figure L5.4** below illustrates the business solution life cycle model illustrating the alignment of the project life cycle, systems development life cycle, and the architecture review boards.

Figure L5.4 Business Solution Life Cycle Model

Business Solution Life Cycle View



3.1.3 Defect Management

It is imperative that DPW have an effective defect management with accurate, detailed analysis, and reporting of defect information per

software release to assist management with risk management, process improvement, project management, and Go or No-Go operational readiness decisions. DPW does not want multiple and disparate defect management systems and disjointed processes. To achieve this objective, the Offeror of **Lot #7** will have overall responsibility for an enterprise defect management system and tracking of defects throughout all the SDLC phases as well as latent production defects. Selected Offeror's for **Lots #1-5**, and **Lot #6** will be expected to coordinate with and provide input to the **Lot #7** Offeror and DPW regarding defect prevention, discovery, tracking, categorizing (i.e., type and severity), resolution, reporting, and after action activities to improve end product quality and solution development and delivery processes. Offeror for **Lot #7** will be responsible for providing defect management reports as a contract deliverable throughout specific SDLC phases (i.e., Requirements, Design, Build, Integration, SAT, Production, and post Implementation) for each software release. **Lot #7** vendor will provide a production defect report and certify that the end product is operational and ready to migrate into live production environments from a systems perspective. **Lots #1-5** will certify that the end product is operational and ready to migrate into live production environments from a business perspective. The production defect report, SAT Completion Test Results, and both certifications are contract deliverables and required for DPW to assess the end product operational readiness profile and make an informed Go or No-Go decision. DPW makes the final determination of assigning a defect categorization and criticality. Offerors must provide input and specific data and/or information upon request by the Department with regards to defect prevention, discovery, resolution, management, tracking, reporting, SDLC processes and test reports. Offerors are not authorized to make deletions or modifications to defects outside of status indicators without approval from the Department. Changes to a particular defect's categorization or criticality is not authorized and requires formal written authorization from DPW-BIS director, designated BIS SQA manager, or DPW Contract Administrator. The change control system is primarily used to track systems changes that are associated with systems modifications and maintenance activities tied to software release cycles. However, the systems maintenance Change Requests are linked to a software release incorporating a specific or group of defects for resolution depending on the complexity and criticality.

3.1.4 Change Control

The project change process is controlled by the following: a Change Control Board (CCB), the Division of Enterprise Portfolio and Project Management (DEPPM), project governance teams, program offices, and executive steering teams. Inputs to the project change process include baseline control items, maintenance requests, wish lists, miscellaneous

problems, project change requests, project variances, risk/Issues impact assessments and recommendations, reports, and reference material for the project change process.

Changes to business systems also go through the Change Request process and vetted through the Change Control Board (CCB) whereby PCR are evaluated relative to their criticality, scope, complexity, level of effort, interdependencies with other systems changes or technology project initiatives, resource requirements, and availability of approved hours (allocated for systems maintenance and/or Modification/Enhancements). If the Change Request has potential cross program or project impacts, it must undergo a detailed assessment and impact analysis for each program office and their associated projects (i.e., ongoing or scheduled) that may be affected by the change. In this case, the CCB will require the Change Request be channeled through the DPW Portfolio Managers and vetted through the BRB process. For better efficiencies and economies of scale, Change Requests may be bundled together building a 'Bundled Change Request Package' in a formal Software Release that follows a DPW Software Development Methodology through Software Development Lifecycles. The Software Quality Assurance (SQA) unit must be notified prior to promoting the Software Release (with Bundled Change Request Package) to the next environment. Prior to promotion to each environment, metrics identifying and detailing defect rates, risks, issues and impacts must be provided via the Defect Management Process by the developer entity to SQA for review, quality readiness assessment, approval or disapproval. If disapproved, the Software Release enters a hold state in the current environment. SQA will notify the DPW project and portfolio managers for further assessment regarding impacts to project scope, schedule, and budget. After resolution, the DPW project manager will notify SQA and SQA will authorize the promotion of the Software Release Package to the next environment.

Any changes that affect or result in modifications to the systems architecture or baseline characteristics and/or configurations in the production environments must be submitted for action through the change control process. Change will only be allowed if the severity level, risk assessment, and rollback procedures are included with the request, and the Change Management Board has approved the request upon review. This procedure will prevent uncontrolled change to the baseline that might create serious incompatibilities. Please reference change management **Appendix U**.

3.1.5 Business Solution Operational Readiness Validation/

Certification:

Prior to moving the business solution into the test for production (TFP) environment and final Work Order completion authorization the following events must occur and conditions exist:

- a. The selected Technical Support Services Offeror shall conduct a thorough test and walk through of the business solution operational readiness profile results with the Department and the selected IT Consultant Services Offeror for all major projects or any projects required by the Department. The business solution operational readiness profile consists of the following components: 1) Production Defect Report, 2) SAT Test Results, 3) Security and Performance Test Results, 4) ADA Compliance Statement (if applicable), 5) Implementation Plan ensures business operations alignment with solution deployment strategy.
- b. All known Level 1 (Fatal) or Level 2 (Major) defects completely resolved. All Level 3 (Minor) defects resolved unless waivers have been authorized by the department or DPW Contract Administrator.
- c. Both IT Consultant Services Offeror (**Offeror Lots #1-5**) and the Technical Support Services Offeror (**Lot #7**) provide operational readiness certifications. The designated Offeror for **Lots #1-5** will certify that the business solution from their perspective is functioning properly and ready to be deployed into production and selected Offeror **Lot #7** is will certify that the business solution from their perspective is functioning properly and ready to be deployed into production.
- d. Endorsement from ARB IV to DPW CIO

3.1.6 Work Orders and High Level Estimates:

For modifications/enhancements, the Department will provide the selected Offerors for **Lot #5** with a Request for High Level Estimate (reference **Appendix Z.**) The Offeror must provide initial estimates for the total cost and total number of hours for their respective SDLC phases and associated deliverable(s) for the application modification/enhancement work. Once the scope of work has been finalized and required input deliverables have been provided, the Offerors must then submit a work order with a separate detailed cost sheet to the DPW Contract Administrator for review and approval. The detailed cost sheet must provide itemized line item costs details of the total costs and hours for the application modification/enhancement work. Hence, the Offerors must itemize the body of work to be

completed based on specific work products (i.e., technical feasibility study and/or each SDLC phase and associated deliverables (BRD, SRD, Test Plan, etc) in a separate line item showing the cost summary for the end deliverable identifying the resource classifications and their respective quantity and number of hours required to complete the body of work and specific work products and/or SDLC phase and specific deliverables for the application modification/enhancement work as shown in **Figure L5.5**. The total hours and costs sums should be mathematically accurate and align with their respective line item cost figures. In addition to the Offeror's Estimate for the application related work, the Offeror must also identify and disclose any other costs required to successfully complete the requested body of work – for example, additional hardware requirements, additional software requirements, Shared Services costs, etc. Please note that HLEs are reviewed by DTE and DEA prior to formal submission to the DPW Contract Administrator to assess cost impacts relative to existing IT assets, software licensing, infrastructure, security, existing support agreements, other systems platforms, integrated team involvement, DGS print services, etc).

In addition, the selected Offeror will be required to maintain a summary log, updated weekly, of all Work Orders along with all of the detail information related to each system change order. The selected Offeror for **Lot #5**, State staff, and the other selected Offeror will design this report together. The report, including all of the detail, will be available on-line for access by the Contract Administrator and designated DPW and Offerors staff.

3.2 Application Modifications/Enhancements

During the contract term, there will be the need to complete application modifications and new application enhancements. There will be a number of modifications or enhancements needed to support business drivers such as improve worker usability, system reporting, and adding new functionality or enhancing existing functionality of the systems. Note that an Application Modification is defined as adding new functionality or changes to existing functionality of the application and requires execution of the systems development process (i.e., Business requirements, general and detailed designs, program specifications, coding, testing, implementation, and documentation).

Application enhancements exist when program source code must be changed to implement a system functional or performance requirements beyond the current system capabilities. However, if source code changes merely involve minor screen changes, adding, changing, or deleting data element values incorporated in the source code or used by the source code, the change is considered application

maintenance. Further, to the extent that existing data element values are contained in the source code (compilable code or “hard-code”), changes including deletions and additions to the data element values, will also be considered application maintenance. An example is changes to values in Reference Tables. It is the Department's expectation that all modification/enhancement tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

Lot #5 Offeror will have five primary responsibilities associated with modifications/enhancements to business solutions and computing systems: 1) Business Requirements Management, 2) Business Functional Requirements identification, creation, prioritization, validation, documentation, and traceability, 3) User Acceptance Test plan creation, execution, validations, and coordination, 4) UAT test scenario creation, test monitoring, status reporting, and ensuring effective test coverage and effectiveness relative to specific systems functionality, 5) Assessing and certifying operational readiness to support business operations. Reference **Figure L5.5** below for specific activities and tasks associated with Modifications/Enhancements application support services.

LOT #5 Offeror required activities/tasks for Application Modifications/Enhancements include, but are not limited to:

Figure L5.5

Description of Activities/Tasks	Sub-Component Service Offering
<p>Application Support Services</p>	<p>Business Requirements Definition</p> <ul style="list-style-type: none"> • Create Requirements Management Plan. • Manage requirements sessions and project scope <ul style="list-style-type: none"> ○ Elicit, analyze, and validate requirements ○ Manage conflicts using issues management process ○ Record and baseline agreed upon requirements ○ Refine requirements and track changes using change control system • Maintain requirements for re-use <ul style="list-style-type: none"> ○ Select requirements to be maintained. ○ Facilitate ongoing use of requirements for impact analysis and solution maintenance. ○ Facilitate re-use of requirements on related projects to encourage enterprise consistency of business models. • Prepare requirements package <ul style="list-style-type: none"> ○ Identify formatting option based on analysis technique ○ Identify stakeholder requirements and preferences ○ Determine appropriate content for each stakeholder ○ Determine formality of requirements ○ Distribute and/or present as identified. • Communicate requirements <ul style="list-style-type: none"> ○ Obtain stakeholder approval for all requirements <p>Requirements Traceability</p> <ul style="list-style-type: none"> • Establish requirements traceability process • Perform impact analysis on requirements. • Create traceability matrix to ensure solution components and business functionality

	<p>have been validated as well as ensuring they have not been missed and/or excluded.</p> <ul style="list-style-type: none"> • Maintain traceability matrix throughout life of the project as specified in the requirements management plan. <p>User Acceptance Testing (UAT)</p> <ul style="list-style-type: none"> • Create Business process Workflows, Entity Relationship and Process Decomposition, and Use Cases for incorporation in the Requirements package and the testing process. • Using developed use cases as input, provide support in sizing the development effort for planning purposes. • Cross reference use cases, to Requirements Traceability Matrix • Develop and facilitate prioritization of testing scenarios for more efficient test execution process. • Establishing detailed test plans and acceptance criteria • Identify, evaluate, categorize, rank, and track defects identified in User Acceptance Testing (UAT) to facilitate process improvement and formulate Go or No-Go deployment recommendations. <p>Business Solution Life Cycle</p> <ul style="list-style-type: none"> • Prepare materials, conduct presentations, and actively participate in SDLC phases, BRB, and ARB processes as required.
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3.2.1 Business Requirements Definition

Requirements collection is an interactive process with the business owners, end users, business partners, and business analysts to identify, define, refine, and record a precise representation of the business solution end product requirements. The Offeror of **Lot #5**, under the direction of the Project Manager, will gather, organize, prioritize, and document product requirements. They also verify that all requirements have been captured and track any changes to the initial requirements. The methods used to accomplish the task of requirement collection include facilitated sessions, surveys, interviews, policies, law and business rule reviews and any other means necessary to assure that all requirements are identified. The process involves an analysis of business processes and needs and the translation of these process needs into formal requirements. The participants document the needs and expectations, and reach agreement about which requirements are to be addressed by the current project – and which are to be deferred or eliminated. The results of the requirements collection must be consolidated into a useable document. This document is the Business Requirements Document (BRD). The RSD and systems requirements become the initial baseline for the design phase and a reference point throughout the SDLC for determining whether the final product meets the approved requirements.

The Offeror for **Lot #5** will be responsible for leading or assisting with the facilitation of business requirements sessions and assisting state staff to clearly define, categorize, prioritize, validate, and document the business requirements. The Offeror(s) must work with state staff to ensure all affected stakeholders are represented at these requirements sessions. The Offeror(s) will also assist state staff in the identification and prioritization of business/functional

requirements so they can be presented in a level of detail to facilitate to the proper design, develop, and implement a system change or enhancement that will satisfy these requirements.

The relationship between the statement of user requirements (business requirements document) and the system requirements document should be carefully considered. In general, the statement of user requirements (business requirements document) will be less technically oriented, and more specifically aimed at the business user as the principal audience and will identify *what* needs to be done to meet the business needs. Conversely, the system requirements document created by the selected **Lot #6** Offeror will be more oriented towards the software design tasks

The selected Offeror for **Lot #5** will coordinate with the **Lot #6** Offeror to clarify and validate Business Requirements Document (BRD) and for correct interpretation and translation of business requirements to develop the GSD and systems requirements. Once the BRD has been vetted through the Architecture Review Board (ARB) process and formally approved by DPW Contract Administrator, the BRD then becomes the blueprint for the Offeror of **Lot # 6** to build the GSD and systems requirements. There must be clear traceability and validation of business requirements throughout all the SDLC phases.

The offeror of **Lot #5** must participate in the 1) ARB 1 process to validate Business Requirement Document (BRD); 2) ARB 2 process to ensure that the General Systems Design (GSD) is aligned with and addresses all business requirements as presented in the BRD; 3) and ARB 4 process for implementation support and operational readiness.

It is the Department's expectation that all Modification/Enhancement tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications

Commonwealth's Responsibilities: Business Requirements Definition

- Identify state staff and other stakeholders who will participate in requirements gathering tasks.
- Ensure participants in the session are empowered to represent the program office.
- Review and approve the statement of user requirements (business requirements document).

Offeror's Responsibilities: Business Requirements Definition

A. Develop a Requirements Management Plan to establish and maintain agreement on the requirements which represent the project/product scope. The Plan must detail the process, assigns responsibilities, identifies the techniques to be used, associated tools, and documentation needs. The Plan must address, but is not limited to the following items:

- Identify State staff and other stakeholders who will participate in requirements gathering tasks.
 - Clearly define the roles and responsibilities of the participants and what role they are expected to fill in the requirements session(s).
 - Detail how the Offeror will manage requirement development and any ensuing changes to the requirements in order to ensure the initial business needs and project objectives can be directly traced to the resulting solution.
 - Define the schedule for the Requirements Session(s).
 - Describe how information from the requirements session will be reviewed and validated.
- Create the Business Requirements Document (BRD) and revise based on any changes to the initial requirements per software release
 - Review BRD with key stakeholders and secure sign-off
 - Align business requirements with business functional test scenarios for user acceptance testing (or SAT)
 - Lead and facilitate user requirements sessions
 - Ensure the requirements of the business clients are captured and documented correctly before a solution is developed and implemented.

B. Requirements Traceability

The Offeror must develop a requirements traceability matrix for recording the requirements through each stage of the requirements gathering process. High level concepts acquired in Strategy/Business Planning will be matched to scope items which will map to individual requirements which will map to corresponding functions. This matrix should also take into account any changes in scope during the life of the project. At the end of a project, this matrix should show each function built into a system, its source and the reason that any stated requirements may not have been delivered. The Offeror of Lot #3 will coordinate with the Offerors to incorporate updates to the requirements traceability matrix.

3.2.2 User Acceptance Testing (UAT)

The Offeror(s) must work closely with State staff to develop a User Acceptance Test Plan for the final tests prior to implementation/installation of any system modification or enhancement. The User Acceptance Test Plan must be designed to ensure that, prior to placing any change in production, all functionality to be introduced works properly in a simulation of the actual live environment in which it will be used.

User Acceptance Testing will not begin until the selected **Lot #7** Offeror certifies in writing that the changes to the system(s) have completed system testing. After such certification, the State staff working with the Offeror(s) will begin to execute the User Acceptance Test Plan. Any defects, issues, or problems identified during the User Acceptance Test must be cataloged, reported to the DPW Contract Administrator, and then corrected by the selected Lot #7 Offeror. The Offeror will work with State staff to determine which stakeholder groups and how many of their representatives need to be part of the User Acceptance Testing effort.

- **Commonwealth's Responsibilities: User Acceptance Testing**
 - Work with the Offeror to identify program office staff and other stakeholders who will participate in User Acceptance Testing.
 - Provide agreed-upon levels of State staff participation in the User Acceptance Testing.

- **Offeror's Responsibilities: User Acceptance Testing**
 - The Offeror will work with State staff to identify program office staff and other stakeholders who will participate in User Acceptance Testing.
 - The Offeror must ensure that the current functional release is meeting end user requirements and expectations.
 - The Offeror is required to develop a User Acceptance Testing Plan that documents the methodology to be used for testing (Refer **Appendix ZZ** for Testing Plan Guidelines). The User Acceptance Test Plan must include:
 - Test Requirements
 - Test scenarios/criteria/case definitions
 - Test cycle durations and dependency diagram
 - Test scenario expected results
 - Resource Requirements (Staffing and Skill Levels)
 - Test monitoring and reporting methods
 - Systems acceptance criteria based

- Test error recording and revalidation testing criteria
 - The Offeror must develop or assist State staff in developing test scripts for the execution of testing - including use cases, testing scenarios, and software break testing.
 - The Offeror will perform or participate in the execution of User Acceptance Testing, as required.
 - The Offeror must catalog any defects, issues or problems identified during testing.
 - The Offeror must document and provide a User Acceptance Testing results report to the DPW Contract Administrator
 - Please note that Lot 5 Offeror will be primarily responsible for developing and executing the test scripts with BCSE oversight and approval.
 - Coordinate and work with **Lot #7** Offeror to align test plans, strategies, systems environments, and resources to effectively test the system as well as record, track, and resolve defects.
 - Provide an operational readiness certification based on the criteria outlines in **Section 3.1.5**

3.2.3 Business Solution Life Cycle

The Offeror(s) will be required to prepare materials, conduct presentations, and actively participate in System Development Life Cycle (SDLC) phases, Business Review Board (BRB), and Architecture Review Board (ARB) sessions, as required. A key component to life cycle management of business systems is application maintenance. Application maintenance activities are critical to effective life cycle management of both legacy and open systems application platforms supporting DPW's mission. Maintenance activities are scheduled events but on occasion can be ad-hoc events due to unforeseen environmental circumstances or latent production defects. The Change Request system tracks all approve systems change requests through the Change Control Board (CCB) process for both non-emergency and emergency situations. Emergency maintenance change requests require formal approvals from DPW-BIS DEA and/or DTE Directors. Maintenance activities are carefully reviewed and prioritized by a cross-functional business and technical team through the CCB. With the CCB's endorsement the Offeror then submits maintenance work orders for formal review and approval from the DPW Contract Administrator. Multiple Application maintenance requests can be bundled into one Change Request and incorporated into a specific software release. All application maintenance software releases are required to be formally approved and logged on the production release schedule. Maintenance activities are typically associated with defect resolution, technology updates, or minor changes to

software application platforms. Like modification/enhancements, the Offerors are expected to effectively manage all maintenance project initiatives and software release cycles based on the business criticality, value-add, and alignment with technology roadmaps. **Lot #5** Offeror will work through the CCB process and DPW portfolio managers and project managers to address maintenance activities and required involvement for systems operational testing.

Application Modifications/Enhancements Required Items:

The Selected **Lot #5** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Establish an automated tracking system and manage Work Orders throughout the life of the contract; 2) Establish and maintain a project tracking and management system

The Selected Offeror of **Lot #5** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Engage and support the Change Control process, including detail narrative regarding the methodology to assess the change; 2) Ensure compliance and use of the System Development Methodology (SDM), ARB, and SQA processes; 3) Manage and respond to defects associated with requirements or GSD translations, SAT, or a latent production defect; 4) Produce the best quality end products, and 4) Assist in ensuring requirements traceability throughout the SDLC phases.

The selected Offeror for **Lot #5** must propose a methodology that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Review and clarify the Business Requirements Documents (BRD), 2) Plan for design of sound cost effective solutions.

Lot #5 Consulting Services Offeror must provide a review of the current change management process used by the Department as summarized in Section 3.1.4 and specifically in **Appendix U** in this RFP, describing the strengths and potential limitations of the current process. Describe the Offeror's proposed methodology for managing the change management process, including techniques for estimating modification resources and scheduling. Describe the Offeror's proposed solution to changing priorities and/or requirements during modifications/enhancements activities.

The Selected **Lot #5** Offeror must describe in detail: 1) The resources required to support Application Modifications-Enhancement tasks including skill sets and experience, and 2) The associated organizational chart

The Selected **Lot #5** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Create detailed test plans that ensure test coverage and effectiveness; 2) Provide timely accurate test summary reports; 3) Ensure proper systems operations and performance; 4) Demonstrate how tests management will be incorporated into the software development life cycle phases, defect management, and software quality assurance programs striving for process improvements and timely delivery of quality end products; 5) Coordinate with the Technical Services Support Offeror (**Lot #7**) regarding test planning, test execution, test/scenario errors, systems defect prevention, discovery, tracking, reporting, and resolution.

The Selected Offerors for **Lot #5** must propose the tools, processes, and methodology that demonstrates how they will effectively manage, coordinate, and work with designated DPW stakeholders, third party vendors, and other selected Offerors(if applicable) to: 1) Ensure individual-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes; and 2) Ensure multi-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes

Consulting Services Offeror must describe in detail their approach to: 1) Staying in tune with business drivers and relevant internals and external influences and assessing the impacts to program office policy and day-to-day business operations; 2) Envision and conceptualize what needs to be done to meet the DPW mission, business drivers, and stated outcomes, 3) Coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors to bring concepts to reality.

The selected Offeror of **Lot #5** may propose various software, tools, techniques, technologies required to support this contract. The selected **Lot #5** vendor's software, tools, and technologies must be OPEN or if proprietary, the Offeror must make the licenses available to the Commonwealth of Pennsylvania. The licenses must be perpetual licenses and not licenses limited to the life of the contract. Reference **Appendix A, Section A-5.2.2**. The selected Offeror must allocate sufficient time during the transition period to implement, educate and train DPW business and technical staff regarding the proposed software, tools, technologies, and processes (if required) to support operations.

The Selected **Lot #5** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Establish an automated tracking system and

manage Work Orders throughout the life of the contract; 2) Establish and maintain a project tracking and management system; and 3) Provide access to DPW contract Administrator and designated staff.

3.3 Implementation Support Services

Implementation Support Services, in the context of this RFP, refers to a step-by-step process of enabling the adoption of new business processes and computing systems into the work environment. Business drivers dictate the need for changes in operational environments relative to organization structures, staffing, skill sets, governance, processes, procedures, and/or computing systems. The resulting change can often impact many aspects of business and technical operations with inherent interdependencies throughout the organization. Regardless of the amount of change brought about by business drivers, the activities required to evaluate, plan, and implement are critical to the success of the transition.

Implementing system changes, especially for the programs supported by the DRSs, is complex. That complexity means it is critical for DPW to have an Implementation Support Team who thoroughly understands how changes to applications in the Child Support program will impact end users, the flow of work among these users, and the potential impact of the change on the organizational structure of the DRSs, community partners, providers, and citizens.

The Offeror must minimize the disruption to DRS business operations during the deployment phase of new technology by:

- Assessing the DRSs' readiness for implementation and degree of end user resistance to change;
- Communicating regularly to end users about the reasons for the changes, the expected impacts of the new technology on their workloads and business processes, project status, and experiences of their peers in other DRSs;
- Supporting BCSE and providing tools to enhance end user learning;
- Listening to end user concerns, issues, and suggestions, and appropriately filtering and providing feedback to BCSE about user needs and the relative priorities of those needs.

The selected Offeror of **Lot # 5** will be required to provide Child Support Enforcement Subject Matter Experts (SMEs), to assist the program office, the selected **Lot #7** Offeror, and the DRSs with the Application Adoption and System Implementation Support. In the context of this RFP SMEs, are classified as key personnel.

General responsibilities of the SMEs are:

- Provide assessment of the impact of maintenance activities, work order requests, and legislative proposals on system users and the child support business process.
- Provide user input into system designs.
- Review application maintenance requests prior to assignment to **Lot #7** Offeror.
- Participate with the Commonwealth with reconciling system data problems through data cleanup initiatives.
- Develop Procedures/User documentation
- Participate in developing general requirements for workshop and training sessions for child support system users.
- Participate in providing updates for training course content changes when PACSES changes require course revisions.
- Scripting for and preparation of PACSES TV/Content Delivery Network
- Onsite support for implementations, as applicable.
- Support the daily operational needs of the DRSs and Child Support central operations. SME services handle help desk level II calls from DRSs, act as a liaison with a county DRS systems coordinator, review and update user documentation, analyze business/system process issues, and participate in troubleshooting maintenance and operational support service issues.

Data Management Support –

- Review of all Data Processing Service Requests (DPSRs)
- Monthly maintenance and review of all Data Integrity Task (DIT) lists, eReports, and Data Warehouse Reports.
- Analysis and identification of repeated DPSRs and suggestions for changes to existing or the addition of new Data Warehouse or eReports that provide enhanced business reporting for the majority of counties.
- Research and analysis of federal Office of Child Support Enforcement reporting changes and provide input to Data Warehouse changes required in order to comply with federal mandates.
- Validation of all federal Office of Child Support Enforcement reports generated from the Data Warehouse.
- Analysis of business and system processes and identification of changes that could increase federal performance measures and federal incentive funding

Program Office and Business Process Improvement Support -

- Identification of opportunities to streamline county business processes that could improve the delivery of services to counties and stakeholders.

- Identification of system changes to the PA Child Support Website that would enhance the services and data provided to child support clients, employers and other stakeholders
- Participate in PACSES Advisory Committee Meetings, preparing presentations for new initiatives or specific issues as requested, providing input as required and creating and distributing meeting minutes and other documentation.
- Create and deliver presentations on new initiatives or for specific topics at PAC, DRS director conferences, and other stakeholder meetings as required
- Track and report on all calls to Level 2 SME, Level 1 Help Desk, Medical Operations and Child Support Website Login Support and present to DPW Steering Team monthly

Systems Development Support -

- Participate in all phases of SDLC process utilizing knowledge of federal and state child support laws, business processes and functional knowledge of PACSES applications to provide input into Work Order requirements and design in order to ensure changes to functionality meet the needs of the child support workers and clients while also ensuring compliance with federal and state requirements and meeting the goals of the Program Office.
- Creation of user documentation, desk reference guides, and on-line help for all enhancement releases. Conducting live meetings with the counties to support the user documentation and releases. These tools are used as supplemental training resources that are in addition to the training provide by the PACSES Training vendor. Review and update of existing user documentation and on-line help for all maintenance releases,
- Meet with PACSES Training Vendor, PACSETI, to provide information on upcoming enhancement and maintenance releases and provide input as to the required level of training appropriate for specific releases.
- Quality review of all User Acceptance Testing (UAT) test script scenarios to ensure appropriate level of testing is being completed for changes identified and quality review of all UAT test results to ensure all scenarios have been successfully completed.
- Review and analysis of all PACSES Service Requests other than those closed by Level 1 Help Desk Support. Provide analysis and substantiation of application issue or enhance request and update Support Magic notes accordingly.
- Participate in client level workgroup meetings to review all Change Requests for application fixes and enhancement requests providing business level input into the issue or requested change and work with client and application team leads/managers to appropriately prioritize Change Requests.

- Participate in troubleshooting maintenance and operational support service issues

Assumptions for Implementation Support Services

- i. The Offeror will provide the appropriate level of detail and attention to implementation support activities such as open and inclusive outreach, detailed logistics planning, and a well thought out plan for implementation support that focuses on user needs and has a direct impact on the success of the implementation
- ii. The Offeror will be required to work with DPW’s program offices to prioritize and address support across the DRSs or impacted stakeholder groups.
- iii. The Offeror must perform a consistent, multi-step process that successfully deploys the new IT initiative(s) to impacted stakeholder groups.
- iv. For each new business initiative or software release, the Offeror must complete a distinct group of implementation activities before the system changes are ready for adoption.
- v. The Offeror must identify the most appropriate implementation processes, procedures, templates, and techniques.

Implementation Support Activities/Tasks

Description of Activities/Tasks	Sub-Component Service Offering
<p>Application/Systems Adoption and Operational Support</p>	<p>Implementation/Field Support</p> <ul style="list-style-type: none"> ▪ Provide logistics and meeting management activities for DPW, Counties, and private providers in support of all implementations ▪ Develop communications plan, materials and distribute in support of change request releases and implementations. ▪ Provide limited, on-site field support for PACSES users as identified by Program office. ▪ Work with DPW regarding deployment strategies and planning ▪ Assist DPW in the planning and execution of Proof of Concept or Pilot initiatives ▪ Assist DPW with Development of User guides and manuals ▪ Assist DPW with Development of staff operational field support plans, materials, and readiness assessments <p>Communications Management</p> <ul style="list-style-type: none"> • Develop effective marketing and communications. Could include road shows, demonstrations, focus groups and prototyping, newsletters, websites, social networking, Database marketing (loyalty campaigns), surveys, and/or User groups • Develop effective acceptance management including motivational behavior, feedback, labor/management relations, business process management, and culture of high-performance organizations. <p>Application Help Desk Services</p> <ul style="list-style-type: none"> • Provide help desk support service to take calls from various program offices. • Facilitate resolution of issues with program office subject matter experts. • Notify users when resolution has been achieved. • Provide reports, as defined, including call volume and details, and user satisfaction.

i. Implementation/Field Support

The selected Offeror is required to provide a full range of Implementation/Field Support to the PACSES Project. The Implementation/Field Support activities and approach will vary based on the complexity of the new functionality being released and the stakeholders involved. These major activities are critical to the ability of the PACSES users to apply PACSES functionality to the fullest extent and for the PACSES Management Team to understand.

ii. Communications Management

The Offeror's Implementation Team will work closely with PACSES and BIS to help facilitate user adoption of technology. They are jointly responsible for confirming user acceptance testing is comprehensive and completed on time, and concurrently they need to develop and distribute field communications. This needs to occur prior to a system release being implemented. Meanwhile, this same staff is attending meetings to define requirements for the next release of software while supporting the field and day-to-day operations. The Offeror's Implementation Team must be aware of and sensitive to these challenges and be able to step in and do the necessary tasks to help make implementations successful.

- **Commonwealth Responsibilities: Communications Management**
 - o Identify all entities to which communications are needed, including the frequency and type of that communication.
 - o Approve communications developed by the Offeror.
 - o Assist Offeror in tailoring communications based on policy and operations decisions.
 - o Identify for each project implementation the affected field or business partner entities to which communications should be targeted.

- **Offeror's Responsibilities: Communications Management**
 - o Assist the programs in the identification of contributors and stakeholders in the business partner community.
 - o Review and provide input into deliverables prepared by Lot 7 offeror related to communications including but not limited to implementation plans, release documentation, new and updated field support materials, issue resolution plans, and stakeholder outreach.

iii. Application Help Desk Services

Provide Help Desk Level I and II services which log, document respond, resolve, or refer DRS user issues with the PACSES system. The selected Offeror must operate a User Help Desk during regular business hours (Monday through Friday, 7:45 AM to 5:00 PM) to respond to PACSES issues and questions from counties and other PACSES users. The Offeror should present appropriate staffing and an operating methodology for a Help Desk operation that efficiently and effectively handles contacts related to application and hardware problems. The Offeror may propose a help desk methodology that routes problem reports to other staff with appropriate expertise. Note: Network issues are to be referred to a separate vendor responsible for Level II Help Desk support.

Currently, county offices designate a PACSES Coordinator to manage the flow of questions and answers at the county level. The local coordinators communicate with the Help Desk by phone, facsimile, or email and also have access to the Support Magic (Help Desk ticket tracking system) to query the status of previously reported problems or questions.

The selected Offeror must work to continuously enhance the knowledge of the Help Desk staff regarding the PACSES system in order to improve their capacity to deliver high quality assistance to local agencies. The selected Offeror will also seek to improve the accuracy and specificity of problem reports generated by the Help Desk and must facilitate communication and understanding of problems and their resolution between the Lot 7 Offeror and the Help Desk staff.

iv. System Reports

System Report services are not required. System Report services will be provided by **Lot #7** Offeror.

Offeror's Responsibilities Implementation Support Deliverables:

Deliverable	Description
Implementation Plan	The Implementation Plan will consist of the key activities that are necessary to support a successful software or business initiative. Components of the plan will include: scope, definition of functionalities to be implemented, implementation strategy and logistics, tools to be used/developed, field support plan (if any), and issue reporting and resolution process, Business Process Re-engineering Gap Analysis and Roadmaps, Operational Readiness Assessments, Proof of Concept or Pilot planning, deployment strategies and planning.
Communications Plan	A master Communication Plan will be developed at the start of the contract period to establish the overall structure and content. The Communication Plan will be updated and tailored as needed for each initiative implementation over the course of the contract.

Resource Management	The Offeror must provide an organization chart that identifies the staff proposed for the Provider Management Implementation Support Team; the role each individual will perform; and, a brief resume identifying their hands-on experience with user support and system implementation readiness efforts for Provider Management applications.
Implementation Support Reports	The Implementation Support Status Report covers the key activities completed during the reporting period.
Field Support Plan	The Field Support Plan will address the field support needs and outline the strategy necessary to get these users ready for implementation.
Certification of Field Support Complete	The Field Support Certification Letter will be delivered after completion of the Field Support to indicate that training has been completed as described in the Field Support Plan.
Help Desk Report	The Help Desk Report will be a regular report that will include a summary of the number of calls received, the number of unresolved calls, weekly notes, provider clearance data, and Change Request information.

Implementation Support Services Required Items:

The Selected **Lot #5** Offeror must describe in detail: 1) The resources required to support Implementation Support tasks including skill sets and experience, and 2) The associated organizational chart

The Selected Offeror of **Lot #5** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to provide a step-by-step approach of enabling the adoption of new business processes and computing systems into the work environment with minimal disruption to business operations and associated work force.

The Selected Offeror of **Lot #5** must provide a detailed description of: 1) Their approach to developing utilizing and/or executing an Implementation Plan, Communications Plan, and Resource Management Plan to ensure a successful transition, 2) What essential elements are required in an Implementation, Communications, and Resource Management Plans to ensure a successful transition, 3) Triage to resolve operational issues, 4) Report and resolve anomalies discovered during implementation or adoption activities.

5. Turnover

This section presents the turnover requirements to which the selected Offeror must agree. Turnover is defined as those activities that are required for the selected Offeror to perform to transition contract service delivery to a subsequent vendor or to Commonwealth resources.

a. Turnover Scope

During turnover, the selected Offeror must ensure that program stakeholders do not experience any adverse impact from the transfer of services. Nine months prior to the end of the contract term, the

selected Offeror must develop and submit a comprehensive Turnover Plan that details the proposed schedule, activities, and resource requirements associated with the turnover tasks identified. Six months prior to the end of the contract term, the selected Offeror must implement a DPW approved Turnover Plan. Turnover activities include, but are not limited to:

- Transfer of information including documentation relating to software and interfaces; functional requirements, business process flows; and operational information concerning subcontractors;
- The implementation of a quality assurance process to monitor turnover activities;
- The plan for training the State and/or its designated agent's staff in the delivery of services;
- Post-Turnover services including a Turnover Results Report and access to the Offeror's staff.
- Appoint, with State approval, a manager to manage and coordinate all turnover activities outlined in the Turnover Plan approved by the State.

The Selected Offeror must:

- Execute the approved Turnover Plan in cooperation with the incoming vendor's Transition Plan.
- Maintain service delivery staffing levels (no reduction in staffing) during the turnover period without prior approval by the DPW Contract Administrator;
- Not restrict or prevent the Offeror's staff from accepting employment or contract positions with DPW or with any successor vendor. DPW will work with the incumbent and successor vendors on the timing of any transition of incumbent staff.
- Notify the DPW Contract Administrator of reassignment or termination of employment or contract with any of its staff during Turnover prior to reassignment or termination of the staff.
- Provide to DPW or its agent, within 15 business days of the request, all updated scripts and other documentation and records required by the DPW or its agents.
- Turn over the operation and management of all service delivery functions to DPW or its designee. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users or clients takes place.
- Work closely with DPW to ensure that this turnover of responsibilities and the necessary knowledge transfer are completed by the end of the contract period.
- Respond in a reasonable time to all DPW requests regarding turnover information.

b. Turnover Deliverables

The following deliverables are associated with Turnover:

i. Turnover Plan

Figure L5.6 Turnover Plan Deliverable

Turnover Plan	
Activity	Turnover
Expected Delivery	Submitted for approval no later than 9 months prior to the end of the contract term or within 3 months of request by DPW
Frequency	Once
Description	<p>The selected Offeror must develop and implement a DPW-approved Turnover Plan covering the possible turnover of the operational business activities to either DPW or its designee. The Turnover Plan must be a comprehensive document detailing the proposed schedule, activities and systems, and resource requirements associated with the turnover tasks. Additionally, the Turnover Plan, must be provided in a format and media specified by DPW.</p> <p>The Turnover Plan must include:</p> <ul style="list-style-type: none"> ▪ Turnover of copies of all relevant data, documentation, or other pertinent information necessary for DPW or its designee to take over and successfully assume operational business activities ▪ Turnover of correspondence, documentation of outstanding issues, and other service delivery support documentation ▪ A description of the Offeror's approach and schedule for transfer of operational support information ▪ A description of information and systems required to continue service delivery ▪ Capability Turnover Plan ▪ Knowledge Transfer Topics ▪ Knowledge Transfer Schedule ▪ Staff Load and Qualification Document ▪ Turnover Inventory of Documents and Plan ▪ Turnover Completion Report ▪ Asset Inventory (Hardware, Software, Manuals etc)

ii. Turnover Lessons Learned Report

Figure L5.7 Turnover Lessons Learned Report Deliverable

Turnover Lessons Learned Report	
Activity	Turnover
Expected Delivery	Submitted for approval no later than 9 months prior to the end of the contract term or within 3 months of request by DPW
Frequency	Once
Description	<p>The selected Offeror must provide a Turnover Lessons Learned Report to either DPW or its designee. The Turnover Lessons Learned Report must be a comprehensive document detailing the lessons learned from planning and executing the Orientation/Knowledge Acquisition plan and process; and incorporate that information into their Turnover Plan. Additionally, the Turnover Lessons Learned Report, must be provided in a format and media specified by DPW.</p>

iii. Turnover Results Report

Figure L5.8 Turnover Results Report Deliverable

Turnover Results Report	
Activity	Turnover
Expected Delivery	Submitted for approval within 30 calendar days of the completion of Turnover activities
Frequency	Once
Description	<ul style="list-style-type: none"> ▪ Following turnover of service delivery, the Offeror must provide DPW with a Turnover Results Report documenting the completion and outcomes of each step of the Turnover Plan previously approved by the DPW. Turnover will not be considered complete and final payment will not be made until the Turnover Results Report is received and approved by the DPW Contract Manager. ▪ Project Closure Correspondence

The Selected **Lot #5** Offeror must describe in detail: 1) The resources including skill sets and experience required, and resource allocation strategies (roll-on or roll-off) of the to support a successful turnover, 2) The associated turnover organizational chart, 3) A turnover plan outline defining the key points and considerations, turnover success criteria, and the major tasks and subtasks they believe are pertinent to ensuring a successful turnover with minimal impact to business operations, and 4) How they would manage the plan, accurately assess progress, and mitigate variances for a successful turnover.

LOT #6 & Lot #7

Systems Architecture Lot #6 and Technical Support Services Lot #7

This RFP defines the major tasks and services that are to be completed by the selected Offeror's to provide new functionality and maintain and operate all the in-scope systems during the contract period. All activities must adhere to the DPW Business and Technical Standards and Guidelines and the Commonwealth's Office of Information Technology (OIT) standards. These tasks and services are divided into the following groups:

- **Orientation/Knowledge Acquisition** – The selected Offeror will be responsible for knowledge acquisition, comprehensive domain understanding, transition activities to assume complete ownership of all in-scope systems and independently provide life cycle management, and maintenance support activities currently being handled by the incumbent contractor.
- **Project Management** - The selected Offeror will be responsible for managing multiple concurrent IT projects for all application support services identified in this RFP.
- **Systems Support Services** – The selected Offerors for **Lot # 6** and **Lot #7** will be responsible for providing following services for all the in-scope systems identified in this RFP:
 - i. Application Maintenance: maintenance of all the in-scope production systems to ensure that all in-scope systems defined in this RFP are properly maintained to support business operations, technology and operating efficiently and effectively to serve its ever-growing user and customer community
 - ii. Application Modifications/Enhancements: assist in the planning and prioritization of modifications and to complete all approved modifications based on DPW's System Development Methodology (SDM).
 - iii. Application/Systems Adoption and Operational Support: assist in the deployment and adoption of business solutions and to maintain ongoing operational support of the in-scope applications and associated systems throughout their useful life in live production environments.
- **Defect Management**: effectively managing defects throughout the software development life cycle (SDLC) and live production environments to deliver quality end products and address emergency situations that must be resolved immediately.

- **Direct Technical Support Services:** The selected Offerors will be responsible for the Direct Technical Support Service activities necessary to support the DPW Application and Technical Engineering staff relative to strategic, tactical, and operational activities.
- **Turnover Services** – The selected Offeror will be responsible for providing a turnover plan that identifies the critical tasks that need to occur to provide a smooth and orderly turnover of functions between the outgoing Contractor and the new Contractor and/or state staff with minimal disruption to the operation.

Relative to the tasks and services outlined above, below provides a general overview of the core responsibilities for the Selected Systems Architecture Offeror (**Lot #6**) and the selected Technical Support Services Offeror (**Lot #7**).

The Selected Offeror for Lot #6: will be responsible for the following Systems Support Services activities and tasks throughout the term of the resulting contract:

- Orientation/Knowledge Acquisition Transition
- Application Support (i.e., Systems Requirements Application Maintenance and Application Modifications/Enhancements alignment with EA-SOA frameworks, and technology integration initiatives)
- Enterprise Architecture (EA) Blueprint Models (i.e., Strategies, Roadmaps, Governance, etc).
- EA-Systems Architecture (i.e., designs, assessments, integration, and re-engineering).
- Lead or assist in Architecture Review Board sessions (i.e., ARB1, ARB2, and ARB3 as required).
- Creating and maintaining EA Systems Blueprint Document (i.e., detailed business, data, application, and governance reference models with cross-references to SOA frameworks, EA assessments and roadmap strategies)
- Initial Capacity Planning (i.e., Projections and Baselines)
- Assist in systems production anomalies validations and resolution activities or systems load and performance test results analysis as required
- Commercial Off-The-Shelf, Software as a Solution (SaaS), and transfer Technology feasibility and architecture assessments.
- Assist in SWAT incident response activities as required
- Systems and Technology Integrations (i.e., Strategies, General Designs, Planning, Assessments, Roadmaps, EA-alignment, etc), as required.
- Business data and information life cycle management strategies
- Assist in ITIL and CMMI process Improvement Initiatives (as required)
- Direct Technical Support Services
- Turnover Services

Information about the required activities and tasks specific to the selected Offeror of **Lot # 6** are detailed in the remainder of this RFP.

The Selected Offeror for Lot #7: will be responsible for the following Systems Support Services activities and tasks throughout the term of the resulting contract:

- Orientation/Knowledge Acquisition Transition
- Application Support (Application Maintenance; and, Application Modifications/Enhancements)
- Information Infrastructure Support Services
- Lead or assist in Architecture Review Board sessions (i.e., ARB3, and ARB4 as required).
- Operational Readiness, Security, and Performance Assessments
- Assist in program Change Control Request and Change Control Board activities as required (i.e., Application Maintenance; and, Application Modifications/Enhancement initiatives)
- Business Solution Implementation Playbook (i.e., Systems Implementation and Support activities)
- Systems security vulnerability assessments
- Systems load and performance testing, analysis, and tuning
- Initial Capacity Projections validations based on testing outcomes and systems evaluations in applicable lower and live production environments
- Application Technology Domain Life Cycle Management (i.e., Application, Database, Reporting, Security, Middleware, Services, etc)
- Systems and Technology Integration Implementation and Documentation
- Systems and Technology Proof-of-Concept or Pilot Documentation
- Commercial Off-The-Shelf, Software as a Solution (SaaS), and transfer Technology assessments, integration, and implementation.
- Creating and maintaining Enterprise Systems Architecture Blueprints (i.e., detailed systems level document that identifies at a minimum but not limited to: application platforms, Technology Life Cycle Management for each domain, platform architecture designs details and configurations, services/components, database architectures and schemas, ESB and middleware components, security architectures and platform configurations, interfaces, version control, load and performance baselines, etc)
- Providing updates to selected Offeror for **Lot #6** for EA blueprints (i.e., SOA frameworks, technology upgrades for each domain, platform architecture and configurations changes, services and application components modifications, database architectures and schemas changes, security and platform configurations changes, interfaces, version control, systems capacity and performance baseline revisions, etc), as required

- Systems and Technology Integrations (i.e., Detailed designs, physical installations, integration, testing, implementation, and validations)
- Assist in SWAT incident response activities as required
- Assist in ITIL and CMMI process Improvement Initiatives (as required)
- Participation in non-functional requirements gathering sessions
- Participate in Problem Management activities, as required
- Direct Technical Support Services
- Turnover Services

Information about the required activities and tasks specific to the selected Offeror of **Lot # 7** are detailed in the remainder of this RFP.

The next section will provide overviews and specific information about the Selected Offerors for **Lot # 6** and **Lot #7** required activities and tasks. Offerors are reminded that all activities/tasks performed under the resulting contract must adhere to Commonwealth and DPW Business and Technical Standards and Guidelines.

A. OVERVIEW OF DPW's OPERATING ENVIRONMENTS

The Department of Public Welfare's enterprise application infrastructure is built on open systems platforms, products, and protocols. At a platform level, the Department has standardized on large multiprocessor Wintel platforms that can be dynamically partitioned into a series of 4-CPU, 8-CPU and 16-CPU servers as required by the applications and services that reside there. 64-bit Intel Xeon processors are currently in use with Microsoft Windows Server 2003 Datacenter Edition and Microsoft Windows Server 2008 Datacenter Edition as the standard operating systems. The 64-bit version of Datacenter is in use unless a platform hosts a third party product that does not currently have a 64-bit version. The Department also uses VMware ESX Server 3i to "soft partition" large physical servers into smaller logical servers, primarily in the development and test environments.

The advantage of this hardware approach is that it allows the Department to dynamically adjust to changing workload requirements by either scaling up or scaling out as required. This approach also allows the individual logical servers to leverage the performance and fault tolerance capabilities (i.e. high-speed backplane, multiple I/O and network channels, third level cache, redundant power supplies, etc.) of what is essentially a large partitionable Intel mainframe.

At a storage level, the Department uses EMC DMX and EMC CLARiiON SANs that provide both high performance and fault tolerance. This approach provides the flexibility to dynamically assign disk storage where it's needed when it's needed. Both SANs utilize a tiered storage architecture (using various disk sizes and speeds) which provides for more cost effective utilization of disk resources. Finally, this allows the

Department to use the same storage subsystem for both its proprietary Unisys ClearPath mainframes and its open systems servers, thus maximizing any investment in technical support staff and management tools.

The Department's applications are designed to leverage an n-tier architecture where the presentation/business logic layer and data access layer are logically segmented to provide enhanced performance and security. Servers supporting a specific function within this n-tiered architecture are either scaled up or scaled out as required to support evolving business requirements. If a scale out approach is used, the workload is distributed across multiple servers using a Cisco ACE hardware load balancer. Internet and Intranet Web applications are separately housed, but share a common database and utility environment. User access to Web applications occurs through the public network (the Internet in the case of the former and the Commonwealth MAN in the case of the latter) while communication between the Web applications and the database and utility servers occurs through a private VLAN in a gigabit Ethernet switch.

From a protocol perspective, every effort is made to utilize industry standard protocols like TCP/IP. SOAP is used for application-to-application communication where the applications are housed on heterogeneous systems (Windows and Solaris for example) with XML as a platform independent data format.

From an application environment perspective, the Department supports seven (7) separate environments as follows.

- **Development:** Most applications have dedicated development servers, typically a virtual environment, that provide a private sandbox for application development and testing.
- **Integration Test:** The first shared environment where applications coexist for compatibility testing.
- **Systems Acceptance Test:** This shared environment is tiered in a manner similar to Production – e.g., if Prod has load balanced Web servers, then SAT will as well; if Prod hosts a third party product on a separate utility server, then SAT will as well. SAT is used for User Acceptance Testing, Load, and Break Testing.

This environment is supported stand-alone load and performance testing for the Enterprise Applications. It is imperative to establish load and performance test baselines for each enterprise application individually to benchmark and document typical performance

characteristics simulating normal and peak business cycles for capacity planning and comparative analysis throughout the applications life cycle. A subset of load and performance testing is break testing. Break testing is to document and gain a clear understanding of the enterprise applications vulnerabilities and systems behaviors under extreme load conditions. Knowing the baselines and breakpoint thresholds is critical to effectively and proactively monitor performance and assess operational viability of these systems to adequately support business operations.

- **Test for Production:** This shared environment is the last environment an application migrates to prior to Production and is used as a final check of code readiness and to rehearse the deployment process. It is locked down from a security perspective so that only authorized staff can deploy objects to this environment. TFP is also the environment used to test emergency Production fixes if newer code is in SAT.
- **Integrated Load Test.** This environment is supported for the Enterprise Applications such as HCSIS, PELICAN, PACSES, and iCIS. The environment is set-up to see how changes from one system could potentially impact the other enterprise systems with a simulated Load. Results and recommendations are sent to each application team for review/corrective action. Integrated Load testing needs to be completed and presented to DPW 8 days prior to Implementation. Depending on results, implementation schedules may be modified if sufficient performance is not realized or a mitigation strategy put in place. It is imperative to establish load and performance test baselines for integrated enterprise applications to benchmark and document typical performance characteristics simulating normal and peak business cycles for capacity planning and comparative analysis throughout the applications life cycle.
- **Production:** Like TFP, this shared environment is locked down to only authorized administrative and technical support staff.
- **Training:** This shared environment is used to train an application's user base. The production version of an application could be migrated to Training either before the production release or after depending on the specifics of the release and the user community.

The Department also maintains two dedicated Disaster Recovery locations. One of these locations houses a Unisys ClearPath mainframe and Windows servers while the other location houses Windows servers. Application support staff are required to participate in DR planning sessions and to assist in the creation of recovery procedures for their respective

applications. This would include packaging the application for deployment at a DR site (just as it is packaged for deployment to TFP and Prod) and verifying that the deployed code is functioning correctly.

The Department's Bureau of Information Systems (BIS), Division of Engineering and Technology (DTE) Systems Engineering Section (SES) provides technical engineering support for the Department's enterprise application infrastructure. This includes a Unisys Dorado 380 mainframe as well as both central and distributed Windows 2003 and Windows 2008 servers. SES includes three Units which the selected Offeror's application teams may need to engage for specific services under this RFP. A description of these Units and the areas they support are as follows.

a. Enterprise Operating Systems Unit

The Enterprise Operating Systems Unit (EOSU) supports the Department's installed base of Windows servers. This includes both technical support for the Windows operating system as well as troubleshooting support for the applications and products hosted on Windows servers. EOSU also manages the Department's Premier Support Services contract with Microsoft and is thus the primary conduit to Microsoft for questions and issues involving Microsoft technology.

Application teams would typically engage EOSU to stand up an application in the Department's enterprise environment. This could involve either a custom coded application or a COTS (Commercial Off-The-Shelf) product and the number of environments may differ depending on the nature of the application. EOSU staff would work with the application team to determine where to install the application based on its specific requirements. The installation and configuration could include an approved third party product and EOSU would work with other BIS resources and the application team to identify technical support roles and responsibilities for that product.

Another area where an in-house or outsourced application team might need assistance from EOSU involves troubleshooting system and/or application problems. EOSU staff have detailed knowledge of the server infrastructure that applications utilize and the security permissions to examine log and configuration files for errors or anomalies. At a general level, application users experiencing problems would contact a help desk or defined contact list that would filter the call for user error or training issues. Problem details would then be forwarded to ESAU staff (described later on) who would attempt to reproduce the problem and perform some preliminary triage. If required, a standing diagnostic team that includes EOSU staff would then be engaged to drill down on the problem.

b. Mainframe & Performance Monitoring Unit

The Mainframe Performance Monitoring Unit (MPMU) Unit supports the Department's Unisys Dorado 380 mainframe. Although applications are no longer developed for this environment, it's not uncommon for Web-based applications to access data on the mainframe using middleware components. MPMU also provides performance monitoring support for both mainframe and open systems platforms using tools from SightLine Systems.

Application teams would typically engage MPMU to stand up an application that includes a mainframe component. This could be the result of the application team having to modify an existing mainframe transaction or develop a new middleware component that accesses data on the mainframe. MPMU would engage Unisys technical staff as required to support the testing and implementation effort.

Another area where an application team might need assistance from MPMU involves monitoring application performance either on a single platform or across the various tiers that an application touches. MPMU staff have SightLine Power Agents installed on the mainframe and most production Windows servers and can provide both real time performance statistics as well as historical trendline data. MPMU staff can also set up alerts to provide proactive notification of performance problems.

c. Enterprise Server Administration Unit

The Enterprise Server Administration Unit (ESAU) provides general system administration support for the Department's installed base of Windows servers. This includes triage services for system and application problems as well as support for application deployments and health checks. In addition, ESAU staff provide system administration and hardware configuration support for test servers in the Department's server farm.

Application teams would typically engage ESAU in two areas when implementing a new application or upgrading an existing application. The first involves the application deployment itself. Application teams typically deploy code in the Development, Integration Test, and Systems Acceptance Test environments while ESAU's Web Publishing Team deploys code in the Test for Production and Production environments. These deployments could involve either a scripted build or instructions to manually copy files to a specified location and execute specific commands. In either case, the application team would provide ESAU staff with appropriate documentation and would be available to assist in the event that

problems occur. Post deployment testing would be the responsibility of the application team and associated business stakeholders.

The second area involves application health checks. Although some of the Department's applications are 24x7, prime time is defined as 6:00am to 6:00pm, Monday through Friday. One of ESAU's responsibilities is to verify that all enterprise applications are available and responsive prior to 6:00am. This includes checking critical servers and services. In order to do this, application teams need to provide an architecture "footprint" diagram that clearly identifies all touch points for the application as well as a scripted health check that ESAU staff can use to verify that the application is functioning properly. This could be as simple as a series of steps to manually execute or as sophisticated as an automated script that the Department's Concord-based monitoring system can execute. In either case, the application team would need to identify who should be contacted if the health check fails.

Another area where an application team might need assistance from ESAU involves troubleshooting system and/or application problems. As previously indicated, ESAU staff are the initial contact point for system and application problems. After triaging the problem using infrastructure and application health checks, ESAU staff would engage a standing diagnostic team to work the problem to resolution.

BIS-DTE manages two key IT Infrastructure contracts: 1) Data Power House (DPH) contract currently supported by Unisys, 2) Networking, telecommunications, and Infrastructure contract currently supported by Verizon. The Offerors would have no direct contact or activities with these two entities and they would be essentially transparent to the Offerors performing their associated Application Support Services tasks. In the case of some lower environment servers that are outside the DPH, the vendor would still deal with BIS-DTE. In summary, the Offerors would in essence have one stop shopping for server configuration, database, security, and other enterprise services coordinating directly with BIS-DTE.

A copy of the DPW environments is provided as **Appendix QQ**. A copy of the DPW Application Life Cycle Management Dashboard for iCIS, PELICAN, HCSIS, PACSES, and Technology Enterprise Services are provided as **Appendix RR**. **Appendix SS** provides the Production Business Metrics and Trends for iCIS, PELICAN, HCSIS, and PACSES.

B. OVERVIEW OF THE PACSES OPERATING ENVIRONMENT

The PACSES Application infrastructure is separate from DPW's Enterprise Application Architecture. Detailed information on the PACSES infrastructure is provided in **Lot #5**, Child Support Enforcement IT Consulting Services.

Operating Environments Required Items:

The Offerors for both **Lot #6** and **Lot #7** must demonstrate their understanding of both the PACSES operating environments, inherent interdependencies with DPW operating environments, and propose a methodology that clearly outlines their approach as to how they will coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to effectively use and facilitate improvements for these environments to successfully manage and complete multiple concurrent program office project initiatives.

C. Orientation/Knowledge Acquisition (Offerors for Lot #6 and Lot #7)

Orientation/Knowledge Acquisition refers to a “transition phase” that consists of activities that must take place between the effective date of the contract and the selected Offeror’s start date. This includes all required activities.

The primary objectives of the Orientation/Knowledge Acquisition Transition Phase are the following:

- Ensure successful orientation, knowledge acquisition, and operational independence from incumbent contractor
- Ensure a smooth transition of responsibilities;
- Complete knowledge transfer and domain understanding;
- Establish accurate assessments and strong accountability controls;
- Mitigate risk to the Commonwealth, DPW, clients and taxpayers
- Establish facilities and appropriate infrastructure.

Orientation/Knowledge Acquisition Transition Phase activities will vary depending on whether the incumbent contractor or another Offeror is awarded the contract. If the incumbent contractor is awarded the contract, the activities will include changes or modifications in operational procedures consistent with the contract and a potentially shortened transition period. If a non-incumbent Offeror is awarded the contract, there will be a full transition including a period of knowledge transfer from the incumbent contractor to the winning Offeror(s).

1. Orientation/Knowledge Acquisition Transition Offeror Responsibilities for Lot #6 and Lot #7:

- a. The selected Offeror will prepare and submit a comprehensive Orientation/Knowledge Acquisition (OKA) Transition Plan. The OKA Transition Plan will incorporate the activities necessary to turnover the business systems in an orderly manner. The plan will address specialized business and technical transition of all in scope systems and operations (i.e., DPW and PACSES Environments). The plan must address the resources required for the turnover including those

from the Department, incumbent contractor, and new contractor if any. Additionally, the plan will identify the system turnover objectives and work plan activities on a Gantt chart and document activity time frames and responsibilities. The OKA Transition Plan will be submitted to DPW for final review and approval.

- b. The selected Offeror must provide a well planned and executed transition of the on-going development and maintenance activities currently being executed by the incumbent vendors associated with the systems and functions included in the scope of this RFP.
- c. The selected Offeror must ensure that knowledge transfer occurs in such a manner to enable its staff to confidently assume ownership, independently manage, modify, enhance, and maintain the in -scope operational systems without disrupting business operations or timely delivery of citizen services.
- d. The selected Offeror must receive the turnover of the operation and management of all in-scope operational business functions no later than the end of the transition period. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users, clients, and/or beneficiaries takes place.
- e. Upon approval of the Transition Plan, the selected Offeror will begin transitioning the business systems and provide the transition progress assessments and status updates. Offeror will coordinate with DPW regarding transition tasks prioritization issues or conflicting activities interfering with maintaining and operating the systems.
- f. At the end of the transition phase, the selected Offeror will prepare the OKA Transition Results Report. This will document the completion of turnover activities, and will provide status of each high-level task and activity that took place during the transition period. The report will highlight how each of the objectives stated in the Transition Plan have been achieved and the resolution of issues identified and prioritized during the turnover process.

1.1 Orientation/Acquisition Transition Plan: Project Initiation, Setup, and planning

Project Initiation, Setup, and Planning will include all activities and tasks required to begin the project. The selected Offerors for **Lot #6** and **Lot #7** will each acquire and set up facilities, acquire and install the necessary hardware and software, establish the necessary telecommunication capabilities, and create various plans that must be followed during the execution of the project. Each of the selected Offerors for **Lot #6** and **Lot #7** will perform the following Orientation/Knowledge Acquisition tasks:

1.1.1 Deliverables & Outcomes: Project Initiation, Setup and Planning Deliverable to include:

- **Detailed Project Work Plan**

The work plan must include but is not limited to defining each of the planned tasks and subtasks along with start dates, planned completion dates, primary responsibility, and dependencies.
- **Orientation/Knowledge Acquisition Plan of the DPW and PACSES environments**

The Knowledge Acquisition plan must address the details of how the Orientation/Knowledge Acquisition needs of the project will be met. The details of the plan must include but not be limited to (a) purpose statement, (b) resource allocations, (c) details of knowledge acquisition approach, (d) dependencies, and (e) agreements that summarize and clarify roles and responsibilities among those who will execute and be part of the plan, (f) Timelines, (g) Key metrics monitoring and dashboard reporting.
- **Issue Management Plan**

The issue management plan must provide procedures for identifying, evaluating, and resolving issues impacting the project. This plan will be developed as part of the planning process but will be updated as necessary throughout the project.
- **Change Management Plan**

The change management plan must provide a process for evaluating, assessing, and determining the impact of any proposed changes to the project. This plan should incorporate DPW project change procedures.
- **Communications Management Plan**

The communications management plan must provide an explanation of the methods the Offeror intends to employ for communication with DPW during the project. The plan must identify the key stakeholders, what will be communicated through the plan, when it will be communicated, and the method(s) used for communication.
- **Quality Management Plan**

The quality management plan must address the quality control processes and procedures the Offeror will use to ensure the quality during all phases of the project.
- **Software Requirements Management Plan**
 - Selected Offeror for LOT #6: The software requirements management plan must address how the Offeror will develop baseline systems requirements, the processes and procedures the Offeror will employ to track and monitor software requirements throughout the SDLC phases as well

as post implementation. The software requirements management plan should be traceable and trackable to the business requirements.

- Selected Offeror for **LOT #7**: The software requirements management plan must address how the Offeror will translate the GSD and baseline systems requirements, the processes and procedures the Offeror will employ to track and monitor software requirements throughout the SDLC phases as well as post implementation. The software requirements management plan should be traceable and trackable to the business requirements.
- **Budget/ Contract Management Plan**
The budget and contract management plan must provide the method to periodically report up-to-date budget information for the project.
- **Periodic Status Report templates**
The periodic status report templates will define the format and content of all Status Reporting documents.
- **Agenda and material for the Project Kickoff Meeting**
The Agenda and material for Project Kick-off will aid in planning the kick-off meeting and getting agreement on the presentation content for the meeting.

Non-Deliverable Outcomes:

- Fully setup facilities, equipments
- Project Kickoff Meeting
- Readiness to commence the next set of project activities

1.1.2 Commonwealth's Responsibilities: Orientation/Knowledge Acquisition Project Initiation, Setup and Planning

- Review, approve, disapprove or request modification and resubmission of each deliverable
- Identify Commonwealth key contacts
- Provide Offeror with access to Commonwealth facilities, personnel, documentation and other items under its control
- Provide coordination with and access to third parties, as required
- Participate in Project Initiation and Setup related discussions
- Coordinate Kickoff related activities

2. Orientation/Knowledge Acquisition Period

The contract will provide for a maximum of six months for transition from the incumbent vendor to the selected Offerors for **Lot #6** and **Lot #7**. Under the current timeline, this transition period will occur during April – September 2011 (Duration of 179 calendar days).

Each of the selected Offerors for **Lot #6** and **Lot #7** must carry out and participate in each of the specific activities delineated in the agreed-upon Orientation/Knowledge Acquisition Plan. During this activity, the Offerors must gain sufficient knowledge to understand the architecture, platform components/assets, technologies, mission criticality, maintenance windows, availability requirements, and functionality provided by the DPW, Child Welfare (Legacy), and PACSES environments, its underlying data structures, its processing sequences, its key data input mechanisms, its interfaces, the operational aspects of the DPW and PACSES environments such as concurrent usage, transaction volumes, etc.

The Offerors for **Lot #6** and **Lot #7** must allocate sufficient resources and time for Orientation/Knowledge Acquisition and ensure that Orientation/Knowledge Acquisition takes place in a partnership spirit and cooperative manner. The Offerors for **Lot #6** and **Lot #7** will be responsible for satisfactorily meeting the deliverables and achieving the outcomes identified in C (1.1.1) in a timely manner.

2.1 Deliverables & Outcomes: Orientation/Knowledge Acquisition

i. Deliverables

- **Knowledge Acquisition Completion Checklist**

The selected Offerors for **Lot #6** and **Lot #7** shall develop a Knowledge Acquisition Completion Checklist that will indicate that all planned Knowledge Acquisition activities have been complete.

ii. Non-Deliverable Outcomes:

- Selected Offerors for **Lot #6** and **Lot #7** acquires sufficient knowledge of DPW and PACSES environments to successfully carry out the project requirements in an effective and timely manner.

2.2 Commonwealth's Responsibilities: Project Initiation, Setup and Planning

2.2.1 Provide access to Commonwealth facilities, personnel, systems, documentation, and other items under its control, and coordination with and access to third parties as required for the selected Offerors for **Lot #6** and **Lot #7** to perform this task under the contract.

2.2.2 Identify project team members and other stakeholders who will contribute to the Orientation/Knowledge Acquisition activities.

2.2.3 Provide agreed-upon levels of active participation (of the business staff, technical staff and management, as applicable) in the Orientation/Knowledge Acquisition work sessions.

- 2.2.4 Coordinate with the current DPW vendor to ensure that the Orientation/Knowledge Acquisition needs are understood and can be met.
- 2.2.5 Facilitate Stakeholder Engagement in the Orientation/Knowledge Acquisition process.
- 2.2.6 Where feasible, coordinate joint Orientation/Knowledge Acquisition work sessions with current DPW vendor, state staff, and the selected Offerors for **Lot #6** and **Lot # 7**.
- 2.2.7 Ensure that Orientation/Knowledge Acquisition takes place in a partnership spirit and cooperative manner.

2.3 Outgoing Vendor's Integrated Solutions Turnover Plan and Assumptions for Knowledge Transfer

A copy of the outgoing vendor's Integrated Solutions Turnover Plan is included as **Appendix T** to this RFP. A number of assumptions were made by the vendor while creating this work product in addition to the details contained within the Integrated Solutions Turnover Plan.

2.4 Outgoing Vendor's PACSES Turnover Plan and Assumptions for Knowledge Transfer

A copy of the outgoing vendor's PACSES Turnover Plan is included as **Appendix PP** to this RFP. A number of assumptions were made by the vendor while creating this work product in addition to the details contained within the PACSES Turnover Plan.

Orientation/Knowledge Acquisition Required Items:

The Offerors for **Lot #6** and **Lot #7** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Effectively stand up operations as well as perform and manage all the tasks outlined in the Orientation/Knowledge Acquisition section (i.e., Items 1 through 5) for a successful transition period with in the specified time period allotted from April – September 2011 (Duration of 179 calendar days); 2) Meet the primary objectives and responsibilities, 3) Provide a resource plan and organizational chart for the transition team and crosswalks to operational positions after completion, Resource and 4) Conduct activities and procedures for the evaluation, knowledge acquisition, and transition of the in-scope systems relative to, but no limited to the following items:

- Work materials
- Business and Technical Governance (Processes and Procedures)
- Software, tools, and system documentation
- Project Plans and associated status (on-going initiatives and scheduled on baseline, risk/Issues logs, status reports, etc)
- SDLC and Systems life cycle management support tools;
- Systems Operational environments capacities and constraints
- Systems operational status

- Production program and documentation update procedures during transition
- On-going and scheduled maintenance activities (Changes request, defect resolution, technology upgrades, etc)
- On-going and scheduled Mods/Enhancement activities and associated SDLC documentation
- Staffing Levels and Organizational Structures
- Defining and transition of responsibilities
- Skill sets requirements, staff training, and job shadowing
- Criteria for success, validations, and certifications
- Production program and documentation update procedures during transition
- Source code turnover procedures
- General procedures for updating computer programs, data and reference files, ECL and other documentation
- Transition alignment with business cycle and scheduled events
- Check points and transition operational readiness assessments throughout the transition period

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any Orientation/Knowledge Acquisition and transition activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

D. SYSTEMS SUPPORT SERVICES for Lot #6 and Lot #7 OFFERORS

1. Systems Support Services General:

The business applications included in RFP 16-09 serve a unique set of client needs and are administered under separate program offices within DPW. However, these applications share much in common around technology, infrastructure, development methodology, and operations. Integration is not to be considered as an exceptional practice but instead as a necessity to optimally maintain and enhance these applications. Further, DPW shares both application functionality and information with many external partners with heterogeneous technical environments. The number and extent of this external interaction will only increase. As a result, applications development efforts must be undertaken with an eye toward openness, standards-based interfaces, and standards-based exchanges.

The overarching goal for all work performed under this contract is for the selected Offerors to assist DPW in refining and expanding our Enterprise Architecture frameworks to align business and technical strategies and resources to improve business performance and help agencies better

execute their core missions, reduce costs, and improve citizen services. To achieve this goal the selected Offerors under this contract will support DPW with the following objectives: 1) Refine and expand the DPW Enterprise Architecture reference models (i.e., Business Architecture, Data Architecture, Application Architecture, Technology Architecture, and Governance models) around common business areas and citizen services to reduce unnecessary and costly replication across horizontal and vertical service domains independent of the business function; 2) Build and evolve business solutions that align with the enterprise architecture (EA) frameworks to support reuse of resources in the application, data, and technology domains of Enterprise Architecture; 3) Achieve greater flexibility in terms of simplifying changes, rapid update to business rules, and facilitating agile transformations for changing business models and associated citizen services, workflows, and processes required to support DPW mission; 4) Create software services that become a formidable solution in end-to-end business processes involving cross-program enterprise applications with standard and secure inter and intra agency interfaces/data-exchanges; 5) Transform and/or design technology solutions that are maintainable, extensible, scalable, reusable, and secure; 6) Utilize Service Oriented Architecture frameworks, enterprise service bus, and Web technologies; 7) Achieve greater economies of scale and scope and lowering total cost of ownership.

In order to facilitate the accomplishment of the stated goals and objectives, the following expectations have been outlined in which DPW will look to the selected Offerors to: 1) provide SOA application solution designs and quality end products that embrace business driven enterprise architecture frameworks, building quality cost effective applications utilizing pluggable and reusable components and services (i.e., generic and composite) that can be leveraged across multiple program offices with common horizontal and vertical service domains. 2) Using an IT Shared Services Model for Technical Support Services, effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to deliver a sound technical solution to successfully satisfy the business drivers and specified business and technical requirements. 3) Clearly define, validate, and manage the solution's business and technical requirements throughout the systems development life cycle phases and associated support activities to facilitate the successful creation and implementation of reliable quality application solutions to support DPW mission; 5) Efficiently and effectively managing the Master Project Plan and/or associated sub project plans, associated tasks, issues and risks, change, and schedule to ensure on-time delivery without sacrificing end product quality, performance, or reliability; 6) Facilitate faultless and effective communications with designated project managers vendors and

all selected Offerors to design, create, and implement reliable quality software, technology, and/or custom software application solutions to support DPW business operations; 7) Continued maturation with both CMMI and ITIL frameworks relative to software engineering and solution development and delivery processes.

Systems Support Services include the following core services:

1. Application Maintenance
2. Application Modifications/Enhancements
3. Application/Systems Adoption and Operational Support

This RFP will use Offerors of **Lot# 6** and **Lot #7** for: 1) Business solutions design, development and delivery and 2) Technical Support Services with the bulk of the Technical Support Services and IT Direct Support Services residing with the **Lot # 7** Offeror. Different parts of the DPW organizations have differing business and IT needs to deliver citizen services. Information Technology (IT) is a critical enabler to supporting all activities of the DPW enterprise. EA-SOA is the key to achieving strategic and comprehensive business-IT alignment, lowering the total cost of ownership while improving the delivery of citizen services. **Lot #6** is the Systems Architecture Services Offeror who will work with the **Lots 1-5** Offerors and DPW in refining and expanding the Enterprise Architecture (EA): Business, Data, Services, and Governance Reference Models and defining the metaphysics of the enterprise from holistic viewpoint of the organization. **Lots 1-5** Offerors will provide **Lot #6** Offeror with updates to the Enterprise Architecture Blueprint Document regarding the Business, Data, Services, and Governance Reference Models. **Lots 1-5** Offerors will create the Business Requirements Document aligned with EA strategies and roadmaps. The selected **Lot #6** Offeror will translate the **Lots #1-5** Business Requirements Document (BRD), define the systems requirements, and then create a General Systems Design (GSD) document aligned with business goals and objectives as well as EA-SOA frameworks. **Lot #6** Offeror will have ownership of the comprehensive EA-SOA blueprint document outlining all the key EA Models relative to Business, Data, Application, Services, Technology, and Governance Reference Models with cross references to SOA frameworks. **Lot #7** is the Technical Support Services Offeror who will work with the **Lots 6** Offeror and DPW in designing, developing, and implementing the business solution. The Selected Offeror of **Lot #7** will be responsible for the Detailed Systems Design (DSD), Development, Systems Testing, and Implementation phases of the SDLC as well as post implementation life cycle management and operational support activities. **Lot #7** Offeror will have ownership of the DPW Systems Architecture Blueprint Document(s) defining all the SOA frameworks, ESB, Application platform components (hardware & software), domains, systems configurations, and associated

technologies for each system. The Systems Architecture Blueprint Documents make up the EA Technology Reference Model. **Lot #7** Offeror will provide updates to the **Lot #6** Offeror regarding the EA Blueprint Document relative to the EA technology reference Model components. **Lot #6** and **Lot #7** will both work with DPW technical staff assisting in periodic strategic, tactical, and operational evaluations and planning for EA-SOA frameworks, technology updates and migrations, application/technology adoption, and production operational support engagements.

DPW's enterprise IT applications are both large and complex, due to the intricate regulatory, financial, and fiduciary requirements of these systems. DPW began significant system modernization efforts of these systems more than seven (7) years ago, with the creation of their first web-based applications. These efforts have gained momentum over the last several years as DPW has sought to aggressively move select functionality off of their mainframe platform and onto server-based systems. In addition, DPW has targeted an Enterprise Architecture Model and Service-Oriented framework approach for their next generation of systems.

As our EA-SOA frameworks continue to evolve, having an IT Shared Services model is a necessity, especially during financially austere times, it's simply the only way IT service organizations can scale to meet the needs of their business stakeholders. In addition, having a dynamic IT Shared Service Model for all application support services facilitates better management of shared processes, standards, and technical assets. With this model, IT service organizations can extract and pool resources specializing in fields such as database administration, security, configuration management, architecture, software quality assurance, and performance tuning independent of organization lines of business. Pooling of these resources in a shared services capacity allows the IT Services organization and DPW to better address fluctuations in demand for these resources over time and avoid the over-allocation of funds for resources that were already available elsewhere within their project portfolio.

The Selected Offerors of **Lots # 6** and **Lot #7** will be performing the work associated with Technical Support Services initiatives as well as providing essential direct IT support services using an IT Shared Services Model. Shared services offerings will include, but not limited to, the following:

- a. Database Design & Support
- b. Configuration Management
- c. Security Designs, Assessments, & Support

- d. Enterprise Architecture Designs & Standards
- e. IT Asset Life Cycle Management
- f. Enterprise Service Bus & Middleware Support
- g. Knowledge Management
- h. Production Operations Management & Support
- i. COTS, Cloud Computing, & Transfer Technologies
- j. Business Rules Engines
- k. Network & Infrastructure
- l. Strategic, tactical, and operational EA-SOA activities
- m. Business solution development and delivery process improvements
- n. Project Management and affiliated portfolio dashboards

Section D of this RFP provides outlines specific support services by domains regarding a shared services model and Direct IT Services sub components that span across all three Systems Support Services.

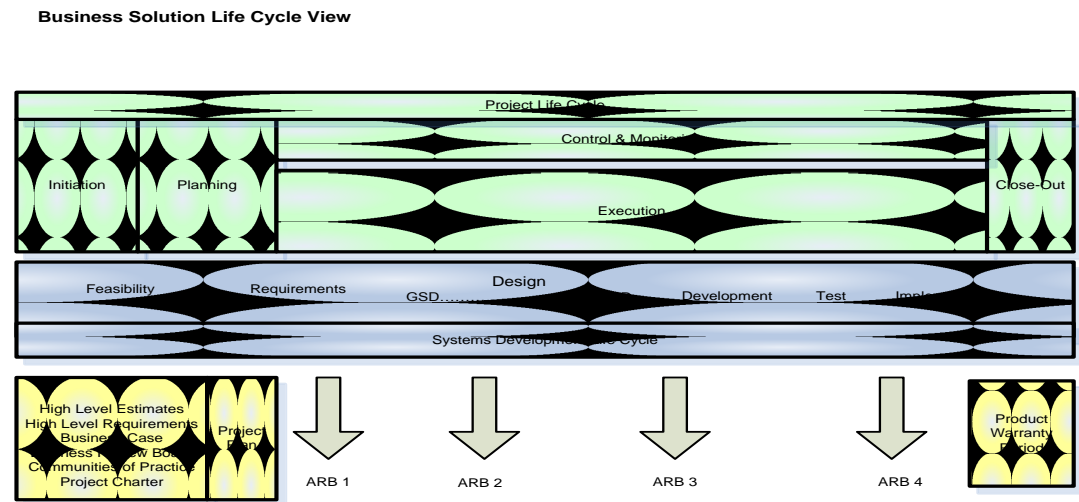
Project Management: Large projects initiations must first be evaluated, prioritized, and authorized by the Program Offices and BIS Portfolio Managers via the Business Review Board (BRB) process. Project initiatives for maintenance and minor systems enhancements are required to be vetted through the program change request, change control, and software release management processes. All the selected Lot Offerors will be performing the work associated with Technical Support Services initiatives primarily using two types of project engagements: 1) Individual-vendor IT projects and 2) Multi-vendor IT projects. Individual-vendor IT Projects are specific strategic, tactical, or operational initiatives that fall under the purview of a specific vendor requiring little or no involvement with the other Lot Offerors. In this case, the Offeror will have primary ownership and responsibility to manage and coordinate all aspects of the project management throughout the project life cycle with state oversight and approvals. Multi-vendor IT Projects are enterprise wide strategic, tactical, or operational initiatives that fall under the purview of multiple vendors requiring significant involvement and commitments with the other Lot Offerors. In this case, a specific Offeror will be assigned as the enterprise project lead and will have primary ownership and responsibility to coordinate all aspects of the project with state oversight and approvals. The enterprise project lead will establish and maintain the master project plan framework (i.e., Master Communications Plan, Master Schedule, Master Risk/Issues logs, Master Deliverables schedule, change control, and consolidated project status reports) throughout the project life cycle with input from both DPW and the other participating Lot Offerors. DPW and the other participating Lot Offerors will have ownership of creating and managing sub-project plans and their respective sub-project phases and logistics (i.e., planning, control &

monitoring, execution, risk/issues management, change control, and status reporting). The sub-project plans and their associated frameworks are integral parts of the master project plan requiring continuous coordination, communications, and alignment throughout the project life cycle. All projects will have a change control board (CCB) and executive steering team. Project managers and team leads are responsible and accountable for controlling and monitoring the project for all project phases and assessing changes, risks, and issues relative to the predefined schedule, performance, and budget. Project anomalies, potential risks, and ongoing issues that lead to variances that exceed predefined thresholds must be thoroughly evaluated with proposed solution recommendations presented to the change control board based on detailed impact assessments that illustrates the severity and level of impact to project budget, schedule, and performance. The change control board will review and validate information and refine the recommendation(s) for the executive steering committees consideration and final approval from the DPW Contract Administrator. All projects are required to follow DPW and Commonwealth project management methodologies, standards, and procedures. **Figure 1** below illustrates the business solution life cycle model illustrating the alignment of the project life cycle, systems development life cycle, and the architecture review boards.

Defect Management: It is imperative that DPW have an effective defect management with accurate, detailed analysis, and reporting of defect information per software release to assist management with risk management, process improvement, project management, and Go or No-Go operational readiness decisions. DPW does not want multiple and disparate defect management systems and disjointed processes. To achieve this objective, the Offeror of **Lot #7** will have overall responsibility for an enterprise defect management system and tracking of defects throughout all the SDLC phases as well as latent production defects. Selected Offeror's for **Lots # 1-5**, and **Lot #6** will be expected to coordinate with and provide input to the **Lot #7** Offeror and DPW regarding defect prevention, discovery, tracking, categorizing (i.e., type and severity), resolution, reporting, and after action activities to improve end product quality and solution development and delivery processes. Offeror for **Lot #7** will be responsible for providing defect management reports as a contract deliverable throughout specific SDLC phases (i.e., Requirements, Design, Build, Integration, SAT, Production, and post Implementation) for each software release. **Lot #7** vendor will provide a production defect report and certify that the end product is operational and ready to migrate into live production environments from a systems perspective. **Lot #s 1-5** will certify that the end product is operational and ready to migrate into live production environments from a business perspective. The production defect report, SAT Completion Test

Results, and both certifications are contract deliverables and required for DPW to assess the end product operational readiness profile and make an informed Go or No-Go decision. DPW makes the final determination of assigning a defect categorization and criticality. Offerors must provide input and specific data and/or information upon request by the Department with regards to defect prevention, discovery, resolution, management, tracking, reporting, SDLC processes and test reports. Offerors are not authorized to make deletions or modifications to defects outside of status indicators without approval from the Department. Changes to a particular defect's categorization or criticality is not authorized and requires formal written authorization from DPW-BIS director, designated BIS SQA manager, or DPW Contract Administrator. The change control system is primarily used to track systems changes that are associated with systems modifications and maintenance activities tied to software release cycles. However, the systems maintenance Change Requests are linked to a software release incorporating a specific or group of defects for resolution depending on the complexity and criticality.

Figure 1 Business Solution Life Cycle



Change Control

The project change process is controlled by the following: a Change Control Board (CCB), the Division of Enterprise Portfolio and Project Management (DEPPM), project governance teams, program offices, and executive steering teams. Inputs to the project change process include baseline control items, maintenance requests, wish lists, miscellaneous problems, project change requests, project variances, risk/Issues impact assessments and recommendations, reports, and reference material for the project change process.

Changes to business systems also go through the Change Request process and vetted through the Change Control Board (CCB) whereby Change Requests are evaluated relative to their criticality, scope, complexity, level of effort, interdependencies with other systems changes or technology project initiatives, resource requirements, and availability of approved hours (allocated for systems maintenance and/or Modification/Enhancements). If the Change Request has potential cross program or project impacts, it must undergo a detailed assessment and impact analysis for each program office and their associated projects (i.e., ongoing or scheduled) that may be affected by the change. In this case, the CCB will require the Change Request be channeled through the DPW Portfolio Managers and vetted through the BRB process. For better efficiencies and economies of scale, Change Request may be bundled together building a 'Bundled Change Request Package' in a formal Software Release that follows a DPW Software Development Methodology through Software Development Lifecycles. The Software Quality Assurance (SQA) unit must be notified prior to promoting the Software Release (with Bundled Change Request Package) to the next environment. Prior to promotion to each environment, metrics identifying and detailing defect rates, risks, issues and impacts must be provided via the Defect Management Process by the developer entity to SQA for review, quality readiness assessment, approval or disapproval. If disapproved, the Software Release enters a hold state in the current environment. SQA will notify the DPW project and portfolio managers for further assessment regarding impacts to project scope, schedule, and budget. After resolution, the DPW project manager will notify SQA and SQA will authorize the promotion of the Software Release Package to the next environment.

Any changes that affect or result in modifications to the systems architecture or baseline characteristics and/or configurations in the production environments must be submitted for action through the change control process. Change will only be allowed if the severity level, risk assessment, and rollback procedures are included with the request, and the Change Management Board has approved the request upon review. This procedure will prevent uncontrolled change to the baseline that might create serious incompatibilities.

REQUIRED WORK SKILLS

The selected Offeror of **Lot #6** and **Lot #7** staff providing Systems Support Services and IT Direct Support Services engagements must meet the following requirements:

- a. Provide a Project Manager with a minimum of 5 years of experience in Information Technology Project Management for large-scale federal, state, or county systems.
- b. Provide Senior IT Managers and Systems/Technical Architects with a minimum of 5 years of experience in large scale complex

Information Systems and Technology Integrations and business solution design, development, and delivery using EA-SOA.

- c. Applied knowledge of the EA models, SOA frameworks, complex security and SSO architectures and HIPAA.
- d. Provide Key Staff, as defined in I-29, Key Staff Diversions or Replacement, with experience in large complex health and human services Information Systems and Technology Integrations and business solution design, development, and delivery.
- e. Provide résumés of all Key Staff, as defined in I-29 Key Staff Diversions or Replacement.
- f. Key Staff must have relevant technical work skills and experience in the following platforms and programs as well as other upgrades, versions, and additional programs as identified herein:

i. CIS Platforms and Programs:

- Unisys 2200
- COBOL 74/85
- Oracle 10g
- Oracle 11g
- PL/SQL
- Golden 3.2 (Toad)
- Visual Studio Suite
- .NET Framework & Application Architecture
- Windows Communication Foundation (WCF)
- IQ-U PLUS-1
- DocuShare
- Corticon Rules Engine
- Unisys DMS-2200/RDMS-2200
- Team Foundation Server (TFS: project repository, build-server, work products)
- Unisys Open TI
- Adobe Forms
- Functional Tester
- HP Functional Tester (QuickTestPro 9.5)
- Automated tracking software
- Unisys Clearpath
- DPS Web TS
- Web Methods
- SQL Server Reporting Services
- Unisys ES7000
- Active Server Pages
- COM +
- SQL Server 2005 & 2008
- Erwin Data Modeler
- Enterprise Architect

- Microsoft Office Suite & Project
- Knowledge of accessible web site design according to the Commonwealth standard
- Team Foundation Studio
- Biz Talk
- Adobe Suite of products
- Cognos 8.3
- Informatica Power Center 8.6.1
- Software Vulnerability Tools (Web, Dev, and QA Inspect)

ii. PELICAN Platforms and Programs

- Visual Studio Suite
- .NET Application Architecture
- Session Management: ASP.NET session management capabilities to be the baseline technology solution.
- Error Manager with .NET
- Oracle Fine Grained Authorization: Security application block and Validation Application block to define fine grained access controls as the baseline technology solution.
- WebMethods 7.1:
 - SOAP 1.2
 - WSDL 2.0
 - SSL 128-bit encrypted
 - SOA Security Manager protected
 - MSMQ Plugin
- Enterprise Library 4.1 and New Testing Tools:
 - Unity Dependency Injection Block
 - Tools
 - XML Spy
 - HTTP Analyzer
 - SOAP UI
 - Ants Profiler
 - MbUnit
 - NCoverNDepend
- MSXML 4
- Team Foundation Server (TFS: project repository, build-server, work products)
- Internet Information Server (IIS)
- Component Services (COM+)
- Internet Explorer 8
- SQL Server Reporting Services
- Microsoft Visual J# .NET Redistributable Package 1.1
- Corticon Rules Engine
- Oracle Data Provider for .NET (ODP)

- Oracle 10g and 11g
- PL/SQL
- Golden 3.2 (Toad)
- Mainframe Integration category (JCA, OpenTI)
- Adobe Acrobat 5
- VBCommenter
- Benthic Golden32 or TOAD
- Ndoc 1.3
- Visio 2002
- Adobe Doc Server
- Automated tracking software
- Terminal Services/Remote Desktop Connection
- Unified Security/Netegrity/Siteminder
- OpCon Scheduler
- Load Test Software
- Code Review Software (NuMega)
- HP Functional Tester (QuickTestPro 9.5)
- Innovative Geo-Online - Client
- RouteMap - Client
- Code 39 Barcode Font from ID Automation v3.7
- Microsoft Office Suite & Project
- Bobby (ADA Compliance)
- WinZip
- FileNet
- Erwin data modeler
- Enterprise Architect
- Cognos 8.3
- Informatica Power Center 8.6.1
- Team Foundation Studio
- Functional Tester
- Software Vulnerability Tools (Web, Dev, and QA Inspect)

iii. HCSIS Platforms and Programs

- Windows 2003
- Oracle 10g and 11g
- Oracle Fine Grained Access
- XML, HTML
- Visual Studio 6.0
- Visual Studio Suite
- .NET Framework & Application Architecture
- Windows Communication Foundation (WCF)
- .ASP
- PL/SQL
- Golden 3.2 (Toad)

- Visual Source Safe
- Microsoft Office Suite & Project
- Automated tracking software
- FileNet
- ReportNet
- OpCon Scheduler
- Cognos 8.3
- Microsoft Office/Project
- Bobby (ADA Compliance)
- Informatica Power Center 8.6.1
- Docushare CPX 6.0
- Microsoft SQL Server Reporting Service (SSRS)
- Adobe Doc Server
- Adobe Live Cycle
- UNISYS ES 3700 Knowledge and skills
- Windows 2003 Data Center knowledge and skills
- Erwin Data Modeler
- Enterprise Architect
- SQL Server Reporting Services
- HP Functional Tester (QuickTestPro 9.5)
- Knowledge of accessible web site design according to the Commonwealth standard
- Software Vulnerability Tools (Web, Dev, and QA Inspect)
- Team Foundation Server (TFS: project repository, build-server, work products)
- Biztalk
- Software Vulnerability Tools (Web, Dev, and QA Inspect)

iv. Child Welfare Platforms and Programs

- Visual Studio Suite
- .NET Framework & Application Architecture
- Windows Communication Foundation (WCF)
- Session Management: ASP.NET session management capabilities to be the baseline technology solution.
- Error Manager with .NET resource files as the baseline technology solution.
- CA-SiteMinder Application Security and SSO access controls WebMethods 7.1:
 - SOAP 1.2
 - WSDL 2.0
 - SSL 128-bit encrypted
 - SOA Security Manager protected
 - MSMQ Plugin
- Enterprise Library 4.1 and New Testing Tools:
 - Unity Dependency Injection Block

- Tools
- XML Spy
- HTTP Analyzer
- SOAP UI
- Ants Profiler
- MbUnit
- NCoverNDepend
- MSXML 4
- Internet Information Server (IIS)
- Component Services (COM+)
- Internet Explorer 8
- Microsoft Visual J# .NET Redistributable Package 1.1
- Corticon Rules Engine
- Oracle Data Provider for .NET (ODP)
- Oracle 10g and 11g
- Mainframe Integration category (JCA, OpenTI)
- Adobe Acrobat 5
- Adobe Doc Server
- Adobe Live Cycle
- VBCommenter
- Benthic Golden32 or TOAD
- Ndoc 1.3
- Visio 2002
- SQL Server Reporting Services
- Adobe Doc Server
- Adobe Live Cycle
- Erwin modeler
- Enterprise Architect
- Automated tracking software
- Terminal Services/Remote Desktop Connection
- OpCon Scheduler
- Load Test Software
- Code Review Software (NuMega)
- HP Functional Tester (QuickTestPro 9.5)
- Innovative Geo-Online - Client
- RouteMap - Client
- Code 39 Barcode Font from ID Automation v3.7
- Microsoft Office Suite & Project
- Bobby (ADA Compliance)
- WinZip
- FileNet
- Erwin data modeler
- Enterprise Architect
- Cognos 8.3

- Informatica Power Center 8.6.1
- Team Foundation Server (TFS: project repository, build-server, work products)
- Functional Tester
- Software Vulnerability Tools (Web, Dev, and QA Inspect)
- CA-SiteMinder Application Security and SSO access controls Microsoft Office/Project/Access
- APEX

v. PACSES Platforms and Programs:

- Visual Studio Suite
- .NET Framework & Application Architecture
- Windows Communication Foundation (WCF)
- Unisys 2200
- COBOL 74/85
- Oracle 10g and 11g
- PL/SQL
- Golden 3.2 (Toad)
- IQ-U PLUS-1
- Mainframe Integration category (JCA, OpenTI)
- DocuShare
- Corticon Rules Engine
- Unisys DMS-2200/RDMS-2200
- Team Foundation Server (TFS: project repository, build-server, work products)
- Unisys Open TI
- Innovative Geo-Online - Client
- RouteMap - Client
- Adobe Doc Server
- Adobe Live Cycle
- HP Functional Tester (QuickTestPro 9.5)
- Automated tracking software
- Unisys Clearpath
- DPS Web TS
- Web Methods
- SQL Server Reporting Services
- Unisys ES7000
- Active Server Pages
- Component Services (COM +)
- SQL Server 2005 & 2008
- ASMX Services
- Erwin Data Modeler
- Enterprise Architect
- Microsoft Office Suite & Project

- Bobby (ADA Compliance)
- Knowledge of accessible web site design according to the Commonwealth standard
- Team Foundation Server (TFS: project repository, build-server, work products)
- Biz Talk
- Cognos 8.3
- Informatica Power Center 8.6.1
- CA-SiteMinder Application Security and SSO access controls
- Software Vulnerability Tools (Web, Dev, and QA Inspect)

The selected Offeror for **Lot #6** and **Lot #7** may acquire specialized expertise through the use of subcontract agreements. The selected Offeror, however, is required to have staff that have, or will obtain prior to performing work on the project, training, and/or certification in the recommended software solution products. Subcontracts must be identified in the proposal according to section **I-21 Prime Offeror Responsibilities**.

1.1 LOT # 6 Offeror required activities/tasks for Systems Support

Services include, but are not limited to:

- a. Lead and assist in the refining and expanding Enterprise Architecture (EA) Models and Service Oriented Architecture (SOA) Frameworks
- b. Solution Architecture Designs and Assessments
- c. Business Requirements Review and Translation
- d. Systems Requirements Document (SRD) creation and management
- e. General Systems Design (GSD) document creation and management
- f. Detailed Systems Design Document review
- g. Enterprise Architecture Blueprints Documentation creation and management (i.e., Business, Data, Application, and Governance Models to include and SOA Frameworks)
- h. Systems and technology feasibility studies, proof of concepts and pilots as required
- i. Application Modifications and enhancements alignment
- j. Initial Systems capacity estimates and planning
- k. Information Life Cycle Management (ILM) Systems Strategies
- l. New Technology Evaluations
- m. Evaluate custom, COTS, SaaS, and Transfer Technology solution options
- n. Project Management of Individual and Multi-Vendor IT projects
- o. Requirements Traceability Matrix Updates
- p. Business solution development and delivery process improvements

The selected Offeror is expected to complete activities related to the system in the following general areas: enhancements, modification(s), Business requirements translation and solution conceptualization, EA Models and SOA framework strategies and roadmaps, ARB and technical evaluation documentation, software maintenance, modifications/enhancements support (as required), business and systems technical architecture support, transitions, project management and Systems Development Life Cycle (SDLC) documentation updates. Warranty timeframes will be flexible and will be determined on a case-by-case basis during the High Level Estimates (HLE) process. Unless otherwise agreed to between the selected Offeror and the DPW Contract Administrator, the selected Offeror should assume a 90-day warranty period from the time the application is physically deployed into live production environments.

Before the Department will approve any Change Request, Change Request equivalent, or Work Order that involves custom development and/or new technologies, the Offeror will be required to provide written documentation that justifies why this approach is recommended over a solution that incorporates reusable service component(s), leveraging existing technology platforms and infrastructures, or a Commercial Off the Shelf (COTS) product.

The selected Offeror of **Lot #6** may recommend new technologies and software utilities during the contract period to support EA-SOA initiatives, improve business operations or solution design, development, and delivery processes. The selected Offeror of **Lot #6** must justify the need, value proposition, impacts to project resources and timelines, and total cost of ownership to the DPW Contract Administrator. To accomplish this, the Offeror must formally present their recommendation(s) and secure an endorsement through the Technical Review Board and/or Architecture Review Board process prior to submission of a Work Order requesting procurement requiring formal approval from the DPW Contract Administrator. Should the DPW Contract Administrator request the selected Offeror of **Lot #6** lead or assist in a pilot or proof of concept for a specific technology or software, the Offeror must provide a Pilot or Proof of Concept document that provides the level of detail, but not limited to, the information outlined in the Pilot/POC Guideline provided in **Appendix FFF**.

The selected Offeror of **Lot #6** will be required to architect sound cost effective technical solutions that at times may invoke a make versus buy decision. At the direction of the DPW Contract Administrator, the selected Offeror of **Lot #6** will be directed to propose a COTS, SaaS, or Transfer Technology solution alternative versus a custom-built solution to meet the business needs. Then the Offeror of **Lot #6** must conduct a

feasibility study incorporating the COTS Evaluation Selection Process results into the feasibility study document. Please reference COTS Evaluation Selection Process in **Appendix AAA**. Should the DPW Contract Administrator request the selected Offeror of **Lot #6** lead or assist in a pilot or proof of concept to evaluate the solution alternatives, the Offeror must provide a Pilot or Proof of Concept document that provides the level of detail, but is not limited to, the information outlined in the Pilot/POC Guideline provided in **Appendix FFF**.

The selected Offeror of **Lot #6** may propose various software, tools, techniques, technologies required to support this contract. The selected **Lot # 6** vendor's software, tools, and technologies must be OPEN or if proprietary, the Offeror must make the licenses available to the Commonwealth of Pennsylvania. The licenses must be perpetual licenses and not licenses limited to the life of the contract. Reference **Appendix A, Section A-5.2.2**. The selected Offeror must allocate sufficient time during the transition period to fully implement and educate and train DPW business and technical staff regarding the proposed software, tools, technologies, and processes (if required) to support operations.

The selected Offerors for both **Lot #6** and **Lot #7** will coordinate to validate the DSD document for correct interpretation and translation of the GSD and predefined systems requirements prior to formal artifact submission to DPW. Once the DSD has been vetted through the Architecture Review Board (ARB) process and formally approved by DPW Contract Administrator, the DSD then becomes the blueprint for the Offeror of **Lot # 7** to build the business systems solution. Deviations from the DSD in the build phase must be reviewed and approved through the ARB 3 process. Depending on the significance and impact assessment, variances to the DSD may require formal review and endorsements through the Change Control Board and executive steering teams with final approvals from the DPW Contract Administrator. Lastly, there must be clear traceability and validation of business requirements throughout all the SDLC phases.

DPW requires that the selected **Lot # 6** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any application support services activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

Systems Support Services Overview Required Items:

The Selected Offeror for **Lot #6** must describe in detail how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Lead and assist DPW in achieving the overarching goal and stated objectives; 2) Accomplish the stated expectations.

The Selected Offerors for **Lot # 6** must propose the tools, processes, and methodology that demonstrates how they will effectively manage, coordinate, and work with designated DPW stakeholders, third party vendors, and other selected Offerors(if applicable) to: 1) Ensure individual-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes; and 2) Ensure multi-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes .

For each of the major Systems Support Service areas outlined in Systems Support Services General, **Section D 1** (where applicable), the Selected Offeror for **Lot #6** must propose a tools, processes, and methodologies that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors to: 1) Provide and manage all Systems Support Services tasks/activities; 2) Effectively manage multiple concurrent Systems Support Services project initiatives ensuring objectives are met relative to schedule, budget, and performance; 3) Facilitate a corporative culture and resolve differences of opinions with other selected Offerors; and 4) A consolidated resource plan and organizational chart.

The Offerors for **Lot #6** must propose the tools, process, and methodology to demonstrate how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Evaluate and propose new technologies and/or software utilities to support EA-SOA and SDLC initiatives, improve business operations or solution design, development, and delivery processes, and 2) Evaluate and recommend make verses buy solution alternatives to meet the business needs.

It is imperative that the business solution's General Systems Design (GSD) align with both business and systems requirements. In addition, the design interpretations defined in the GSD document must address all

the functional and non-functional requirements as well as align with EA models and service-oriented architecture frameworks, systems requirements, applicable standards, and technology life cycle roadmaps. The selected Offeror for **Lot #6** must propose a methodology that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Review and clarify the Business Requirements Documents (BRD), 2) Architect sound cost effective solutions, 3) Create and validate systems requirements, 4) Ensure business and technical alignment, 5) Clarify points of uncertainty, and 6) Formulate a comprehensive General Systems Design Document.

It is equally imperative that the business solution General Systems Design and Detailed Systems Design documents align and the design interpretations correctly address all functional and nonfunctional requirements as well as align with EA models and service-oriented architecture frameworks, business and systems requirements, applicable standards, and technology life cycle roadmaps. The selected Offeror for **Lot #6** must propose a methodology that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Review, clarify points of uncertainty, negotiate and recommend design changes regarding the Detailed Systems Design (DSD) Document, 2) Clarify architectural specifications, GSD, and systems requirements, and 3) Ensure business and technical alignment with clear traceability and validation of business requirements.

The Selected **Lot #6** Offeror must propose the tools, process, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to effectively prevent, discover, document, resolve, and report defects as well as strive for process improvements and timely delivery of quality end products. Reference the defect management paragraph in Systems Support Services General; **Section D 1**.

The Selected **Lot #7** Offeror, must describe how they will ensure that DPW have an effective defect management with accurate, detailed analysis, and reporting of defect information per software release to assist management with risk management, process improvement, project management, and Go or No-Go operational readiness decisions.

1.2 LOT # 7 Offeror required activities/tasks for Systems Support Services include, but are not limited to:

- a. Business Solution: detailed systems architecture, detailed design, development, testing, and implementations

- b. General Systems Design (GSD) Review and Translation
- c. Business Requirements Document (BRD) review
- d. Systems Requirements Document (SRD) review
- e. Detailed Systems Design (DSD) document review and clarification
- f. Systems Test Plans and alignment with SAT tests planning initiatives
- g. Systems and Technology Integrations, implementations, and testing
- h. Update initial systems capacity estimates and planning
- i. Systems Architecture Blueprints
- j. EA-SOA Blueprint Input to **Lot # 6** Offeror
- k. Application modifications/enhancements and maintenance
- l. Application operational and production support activities
- m. Data conversions and validations
- n. Release Management and Version Control
- o. Defect Management and reporting throughout SDLC phases
- p. Implementation Support
- q. Business Rules Integration, Implementation, and Testing
- r. Provide application adoption and technical operations training as required
- s. Conduct Systems Security Vulnerability Assessments and load & Performance Testing
- t. Assist in Custom, COTS, SaaS, and Transfer Technology solution options assessments and integrations
- u. Technology proof of concepts and pilots as required
- v. Sub-Project Plans
- w. Traceability Matrix Updates
- x. Business solution development and delivery process improvements

The selected Offeror for **Lot #7** is expected to complete activities related to the system in the following general areas: enhancements, modification(s), versioning or control software and utilities, as well as software technical training, software maintenance, technical support, transition and documentation updates throughout all detailed systems design, development, testing, and implementation activities, detailed system design (DSD); programming; testing; other ARB and technical evaluation documentation; installation; systems configurations, technology integrations, data conversions and validations, application migrations, application deployment support (if needed); defect management, conducting technology proof of concepts and pilots as required, systems architecture blueprints component and project management documentation updates, and provide technical training as required for modifications and enhancements to components of the in-scope systems. Warranty timeframes will be flexible and will be determined on a case-by-case basis during the HLE process. Unless otherwise agreed to between the selected Offeror and DPW Contract

Administrator, the selected Offeror should assume a 90-day warranty period from the time the application is physically deployed into live production.

Before the Department will approve any Change Request, Change Request equivalent, or Work Order that involves custom development and/or new technologies, the Offeror will be required to provide written documentation that justifies why this approach is recommended over a solution that incorporates reusable service component(s), leveraging existing technology platforms and infrastructures, or a Commercial Off the Shelf (COTS) product.

The selected Offeror of **Lot #7** may recommend new technologies and software utilities during the contract period to support SOA initiatives and improve solution design, development, and delivery processes. The selected Offeror of **Lot #7** must justify the need, value proposition, impacts to project resources and timelines, and total cost of ownership to the DPW Contract Administrator. To accomplish this, the Offeror must formally present their recommendation(s) and secure an endorsement through the Technical Review Board and/or Architecture Review Board process prior to submission of a Work Order requesting procurement requiring DPW Contract Administrator approval. Should the DPW Contract Administrator request the selected Offeror of **Lot #7** lead or assist in a pilot or proof of concept for a specific technology or software, the Offeror must provide a Pilot or Proof of Concept document that provides the level of detail, but is not limited to, the information outlined in the Pilot/POC Guideline provided in **Appendix FFF**.

The selected Offeror of **Lot #7** will be required to design, construct, and implement sound cost effective technical solutions. Hence, the selected Offeror of **Lot #7** could conceivably propose a viable solution alternative verses custom built components to meet the systems requirements and design specifications during the detailed design phase or correcting a critical deficiency discovered during testing. To accomplish this, the selected Offeror of **Lot #7** must justify the need, value proposition, impacts to project resources and timelines, and total cost of ownership to the DPW Contract Administrator. To accomplish this, the Offeror must present their recommendation(s) and secure formal endorsement through the Technical Review Board and/or the Architecture Review Board (ARB 3) process prior to submission of a Work Order requesting procurement requiring Contract Administrator review and approval. Depending on the criticality and impact assessment, further reviews and endorsements will be required through the change control and executive steering teams with final authorization and approval from the DPW Contract Administrator.

Should the DPW Contract Administrator request the selected Offeror of **Lot #7** lead or assist in a pilot or proof of concept for a specific technology or software, the Offeror must provide a Pilot or Proof of Concept document that provides the level of detail, but is not limited to, the information outlined in the Pilot/POC Guideline provided in **Appendix FFF**.

The selected Offeror of **Lot #7** may propose any software, tools, techniques, or technologies required to support this contract. The selected **Lot # 7** vendor's software, tools, and technologies must be OPEN or if proprietary, the Offeror must make the licenses available to the Commonwealth of Pennsylvania. The licenses must be perpetual licenses and not licenses limited to the life of the contract. Reference **Appendix A, Section A-5.2.2**. The selected Offeror must allocate sufficient time during the transition period to fully implement and educate and train DPW business and technical staff regarding the proposed software, tools, technologies, and processes (if required) to support operations.

It is imperative that the Detailed Systems Design and General Systems Design documents align and the design interpretations correctly address all functional and nonfunctional requirements as well as align with EA models and service-oriented architecture frameworks, systems requirements, applicable standards, and technology life cycle roadmaps. The selected Offerors for both **Lot #7** and **Lot #6** will coordinate to validate the DSD document for correct interpretation and translation of the GSD prior to formal artifact submission to DPW. Once the DSD has been vetted through the Architecture Review Board (ARB) process and formally approved by DPW Contract Administrator, the DSD then becomes the final blueprint for the Offeror of **Lot # 7** to build the business application solution. Deviations from the approved DSD in the build phase must be reviewed by the ARB. Variances to the DSD must be evaluated relative to criticality and overall impact to end product standards conformance, capabilities, and reliability as well as overall impact to project schedule, budget, and performance. Changes that exceed predefined project thresholds will require formal review through the Change Control Board and executive steering team with final authorizations and approval from the DPW Contract Administrator.

The selected Offeror of **Lot #7** will be required to develop systems test plans and test summary reports for each software release. The systems test plan should outline various parameters, resources, methods, and criteria to fully test the system throughout the SDLC phases. Please reference the Testing Plan Guideline document provided in **Appendix ZZ**. The test summary reporting methodology

process must formally and concisely provide the data required to assess execution progress of predefined test plan, operational readiness, and to facilitate ongoing process improvement activities. This methodology should at a minimum contain but is not limited to, the following information: 1) Overall test completion percentage for all systems tests, 2) Number of tests that passed, failed, or were unable to progress because of blocking defects, 3) Operational readiness profile based on: a) System's functional capabilities, reliability, performance (overall and by module/component), and requirements fulfillment and validation, b) Number of outstanding defects (by severity and by module/component), c) Resolution of all fatal and major defects with revalidation and certification of proper functionality.

Please note that the selected Offeror of **Lots #1-5** will be required to develop the Systems Acceptance Test (SAT): test scenarios, test plans, and test summary reports for each software release. The Selected **Lot #7** Offeror is expected to coordinate and work with **Lots #1-5** Offerors to align test plans, strategies, systems environments, and resources to effectively test the system as well as record, track, and resolve defects.

DPW requires that the selected **Lot # 7** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any application support services activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

Systems Support Services Overview Required Items:

The Selected Offeror for **Lot #7** must describe in detail how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Lead and assist DPW in achieving the overarching goal and stated objectives; 2) Accomplish the stated expectations

The Selected Offerors for **Lot # 7** must propose the tools, processes, and methodology that demonstrates how they will effectively manage,

coordinate, and work with designated DPW stakeholders, third party vendors, and other selected Offerors(if applicable) to: 1) Ensure individual-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes; and 2) Ensure multi-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes .

For each of the major Systems Support Service areas outlined in Systems Support Services General, **Section D 1** (where applicable), the Selected Offeror for **Lot #7** must propose a tools, processes, and methodologies that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors to: 1) Provide and manage all Systems Support Services tasks/activities; 2) Effectively manage multiple concurrent Application Support Services project initiatives ensuring objectives are met relative to schedule, budget, and performance; 3) Facilitate a corporative culture and resolve differences of opinions with other selected Offerors, and 4) A consolidated resource plan and organizational chart.

The Offerors for **Lot #7** must propose a methodology that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Evaluate and propose new technologies and/or software utilities to support EA-SOA initiatives, improve solution design, development, and delivery processes, and 2) Evaluate and recommend buy verses custom built component alternatives to meet the systems requirements and design specifications.

DPW requires that the selected **Lot # 7** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support all of the application support services, shared and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demand and dynamically assign, reallocate, and level the qualified personnel resources as required to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems.

d. APPLICATION MAINTENANCE SERVICES

2.1 Application Maintenance Services Environments and Windows:

- ChildLine is a twenty-four hour, seven day a week operation with a monthly maintenance window for the DPH on Monday: 1:00 – 4:00 am.
- Maintenance activities that disrupt PELICAN availability may be subject to additional coordination requirements that would delay the start of the window until 9:00 pm.
- **PACSES Production Environment:** The PACSES production environment must remain available to end-users in DRSS until 9:00

pm on Wednesday's for night court; this is a contractual agreement between DPW and the county courts. The Production Environment must also be available Saturdays from 8:00 am to 12:00 noon.

- **DPW Stability Windows:** DPW-BIS has established two production stability windows: 1) Effective during the last two weeks of December through January 3rd and 2) end of June through the second week in July.
- **Enterprise Network Maintenance Window** – OA/OIT issued Information Technology Bulletin (ITB)-NET015 Enterprise Network Maintenance Scheduling. This ITB designates Sunday 11 p.m. to Monday 6 a.m. each week as the fixed routine scheduled maintenance window for the enterprise network along with Monday 11 p.m. until Tuesday 6 a.m., when needed.
- **DPW/BIS Maintenance Windows** for scheduled system and network maintenance activities are as follows:
 - Tuesdays: 6-10 PM
 - Thursdays: 9PM-1AM
 - Sundays: 6PM-4AM

DPW may use all or none of these windows each month. The in-scope systems, with the exception the instances identified, must be available for Commonwealth use on all Commonwealth workdays from 6:00 A.M. to 6:00 P.M., Eastern Time, Monday through Friday (excluding holidays) and, during overtime hours, as requested by the Commonwealth.

Application maintenance activities are critical to effective life cycle management of both legacy and open systems application platforms supporting DPW's mission. Maintenance activities are scheduled events but on occasion can be ad-hoc events due to unforeseen environmental circumstances or latent production defects. The Change Request system tracks all approve systems change requests through the Change Control Board (CCB) process for both non-emergency and emergency situations. Emergency maintenance change requests require formal approvals from DPW-BIS DEA and/or DTE Directors. Maintenance activities are carefully reviewed and prioritized by a cross-functional business and technical team through the CCB. With the CCB's endorsement the Offeror then submits maintenance work orders for formal review and approval from the DPW Contract Administrator. Multiple Application maintenance requests can be bundled into one Change Request and incorporated into a specific software release. All application maintenance software releases are required to be formally approved and logged on the production release schedule. Maintenance activities are typically associated with defect resolution, technology updates, or minor changes to software application platforms. Like

modification/enhancements, the Offerors are expected to effectively manage all maintenance project initiatives and software release cycles based on the business criticality, value-add, and alignment with technology roadmaps.

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of specific application maintenance activities or maintenance activities that impact other applications. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

2.2 Application Maintenance Services for Lot # 6 Offeror

The selected Offeror for **Lot #6** may be called upon to assist as required in incident resolution as well as corrective, adaptive, and preventive software maintenance activities for all of the in-scope systems. It is the Department's expectation that all maintenance tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other related support. Ongoing changes, corrections, or enhancements to the system will be characterized as either maintenance-related or as a modification effort. Maintenance will result from a determination by the Department or by the Offeror of **Lot #7** that a defect exists within the in-scope systems, including deficiencies found after implementation of modifications incorporated into the respective systems in live production environments. Software maintenance services can also include adapting software to a changed technical environment (e.g., architecture, technology upgrades, application upgrades, or platform migrations) or changed business requirements.

The Offeror for **Lot #6** is responsible for provided assistance to evaluate and/or validate systems performance anomalies, evaluate changes to EA-SOA platform architectures, and review systems capacity and performance test results on a needs be basis and provide recommendations to improve performance or mitigate potential security threats. This includes providing recommendations for upgrading technologies, re-architecting application (i.e., security, interface, and database components), or adding hardware and telecommunication capabilities. In addition, the Offeror of **Lot #6** will assist in the change control process to ensure maintenance and modification activities are in alignment with EA-SOA strategies and technology roadmaps. Changes to the application components as a result of maintenance and modification activities must be reflected in the Enterprise Architecture Blueprint document (if applicable).

Figure 2 Application Maintenance Services

Service Category	Description of Service	Sub-Component Service Offering
Application Support Services	Application maintenance services typically begin with corrective maintenance and then evolve to include adaptive, preventive, and perfective maintenance.	Application Maintenance and Operational Support Services – <ul style="list-style-type: none"> ○ Incident management and issues tracking (high level Security or Architecture); ○ Maintenance Defect Management ○ Fault investigation and diagnosis; as required ○ Scheduled upgrades alignment with EA-SOA Strategies and roadmaps ○ Software performance and capacity as required ○ Enterprise Architecture Blueprint Modifications/Updates; as required

2.2.1 Defects Management

The Offeror for **Lot #6** is expected to coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) regarding application maintenance defects and address emergency situations that must be resolved immediately. Defects will be deemed to be an emergency when normal business operations and processing is interrupted or stopped, or there are other significant errors in processing (i.e., Defect Severity Level 1: Fatal or Level 2: Major). Reference the defect management paragraph in Systems Support Services General; Section D 1, and Defects Management and Reporting Guideline Document in **Appendix BBB**.

The Offeror of **Lot #6** shall assist, provide input, and coordinate with the selected Offeror of **Lot # 7** (if required) to facilitate reconciliation, create collaborative responses, or formulate Corrective Action Plans (CAP) within the specified timeframes for emergency and non-emergency defect issues.

For other defects, the selected Offeror of **Lot #6** may be required, as determined by the Department, to submit a Corrective Action Plan (CAP), including a plan for the reconciliation of the defect within five (5) working days, of discovery or receipt of a deficiency notification from the Department. The Department's staff will review and approve or return the CAP to the Offeror for modification within five (5) working days, The Offeror shall correct the deficiency within thirty (30) working days unless the DPW Contract Administrator or delegate has granted an extension of the period of time necessary to cure the deficiency. The actual reconciliation must occur within sixty (60) working days, unless otherwise directed by the Department.

2.2.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror of **Lot #6** for the in-scope applications include:

- Activities necessary to modify the system to meet ongoing DPW business and systems requirements
- Assist in the change control process to ensure maintenance and modification activities are in alignment with EA-SOA strategies and technology roadmaps.
- Update Enterprise Architecture Blueprint document as a result of maintenance and modification activities (if applicable); Reference **Appendix GGG**.
- Assessments or guidance regarding complex updates to technology platforms, software, operating systems or other system components (as required)
- Assessments or guidance associated with updates to hardware architectures and platform technologies (as required)
- Assist as required in the isolation and resolution of production problems
- Assist as required in the isolation and resolution of security vulnerabilities and performance anomalies
- Ongoing liaison with BIS on complex technical issues, interfaces, technologies, architecture changes, and standards and procedures
- Assist in defect management
- Assist and support disaster recovery activities

The Offeror shall provide sufficient staff to perform all systems maintenance responsibilities.

Application Maintenance Services Environments and Windows Required Items:

The Offeror for **Lot #6** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Provide timely assistance and support in the isolation, resolution, and corrective action plan formulation regarding emergency application maintenance defects and 2) Respond in the event of receiving a deficiency notification from the Department, 3) Provide and manage all application maintenance and critical life cycle management support activities of both legacy and open systems application platforms supporting DPW's mission mindful of the environmental constraints and adherence to the predefined stability and maintenance windows.

The Selected **Lot #6** Offeror must describe in detail: 1) The resources required to support Application Maintenance tasks including skill sets and experience, and 2) The associated organizational chart

2.2.3 Staffing Requirements

The selected Offeror must supply Application and Technical staff. Staff assigned to this project must be able to work cooperatively with Commonwealth staff and other individuals and entities. The selected Offeror's staff must be able to coordinate and receive direction from designated DPW staff. The selected Offeror's staff must be able to deliver work that is not in conflict with the priorities and hardware/software choices and limitations as established by the Commonwealth, Department of Public Welfare.

The Department currently uses a mix of state employees and contracted staff. The iCIS, PELICAN, HCSIS, Child Welfare, PACSES, and ITSS organizational charts are provided as **Appendices Z, BB, DD, FF, and TT**. The selected Offeror will assist in assessing the impact on other applications for any modifications to the in-scope systems. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

DPW requires that the selected **Lot # 6** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any application support services activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

2.3 Application Maintenance Services for Lot # 7 Offeror

The Selected **Lot #7** Offeror will be responsible for the maintenance activities necessary to maintain ongoing operations of the in-scope systems. DPW requires that the selected **Lot # 7** Offeror provide a pool of suitable qualified personnel resources, facilities, and supplies necessary to support the production and operation of the in-scope systems and also meet the requirements and performance standards

described in this RFP. The in-scope systems, with the exception the instances identified, must be available for Commonwealth use on all Commonwealth workdays from 6:00 A.M. to 6:00 P.M., Eastern Time, Monday through Friday (excluding holidays) and, during overtime hours, as requested by the Commonwealth.

The selected Offeror for **Lot #7** will perform corrective, adaptive, and preventive software maintenance services for all of the component parts of the in-scope systems. It is the Department's expectation that all maintenance tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other related support. Ongoing changes, corrections, or enhancements to the system will be characterized as either maintenance-related or as a modification effort. Maintenance will result from a determination by the Department or by the Offeror that a defect exists within the in-scope systems, including deficiencies found after implementation of modifications incorporated into the respective operational project suite. Software maintenance services can also include adapting software to a changed technical environment (e.g., application upgrades or platform migrations) or changed business requirements.

The Offeror for **Lot #7** is responsible for maintaining the in-scope systems such that all of the performance requirements of the contract are met. It is expected that the **Lot #7** Offeror will monitor performance on an ongoing basis and proactively take the steps to tune and configure the respective project suites so the applications perform as required. This includes providing recommendations for upgrading or adding hardware and telecommunication capabilities, tuning the applications and the databases, and optimizing the configurations.

Figure 3 Application Maintenance Services

Service Category	Description of Service	Sub-Component Service Offering
Application Support Services	Application maintenance services typically begin with corrective maintenance and then evolve to include adaptive, preventive, and perfective maintenance.	Application Maintenance and Operational Support Services – <ul style="list-style-type: none"> ○ incident management and issues tracking; ○ defect management (identifying, ranking, tracking, and resolution) ○ fault investigation and diagnosis; ○ workaround provisions; ○ application bug fixes; ○ scheduled upgrades and preventative maintenance ○ Systems unit, module, and integration testing ○ Software performance and security vulnerability testing as required ○ Regression and user acceptance testing as required ○ release management

2.3.1 Defects Management

The Offeror for **Lot #7** must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to effectively manage application maintenance defects and address emergency situations that must be resolved immediately. Defects will be deemed to be an emergency when normal business operations and processing is interrupted or stopped, (i.e., Level 1: Fatal or Level 2: Major) or there are other significant errors in processing. The Offeror must describe its problem escalation procedure if a system defect cannot be readily resolved. The Offeror shall immediately notify the DPW Contract Administrator of any emergency defects identified by the Offeror; and advise the Department of the corrective action to be taken by the Offeror. Reference the defect management paragraph in Application Support Services General; Section D 1; and Defect Management & Reporting Guide (**Appendix BBB**).

Defect Definition: Defects are any errors that result in a "**failure to conform to specifications**" or a "**failure to function/operate properly**".

Defects are classified by severity level. Defect Severity is classified into four categories:

- a. Level 1: **Fatal Defects**
- b. Level 2: **Major Defects**
- c. Level 3: **Minor Defects**
- d. Level 4: **Cosmetic Defects**

Fatal Defects are the defects, which results in the failure of the complete software system, of a subsystem, or of a software unit so that no work or testing can be carried out after the occurrence of the defect. Fatal defects could result in critical loss of data, critical loss of system availability, critical loss of security, critical loss of safety, or cause very serious consequences to citizens and/or agency mission. Multiple functions are severely broken, cannot be used, and there is no workaround. This defect must be resolved prior to migration of approval of work product.

Major Defects are one, which also causes failure of entire or part of system, but there are some processing alternatives, which would allow further operation of the system. Major defects could cause significant consequences for the system and disruptions in business operations. One or more functions are badly broken, needs to be fixed but there is a workaround. This defect must be resolved prior to approval of work product.

Minor Defects does not result in failure but causes the system to produce incorrect, incomplete, or inconsistent results, or the defect slightly impairs the system usability. Minor defects could cause small or negligible consequences for the system, minor disruptions in business operations and would be relatively easy to recover or workaround. This defect should be resolved prior to approval of work product.

Cosmetic Defects are small errors that do not prevent or hinder functionality. Cosmetic defects are trivial defects that can cause no negative consequences for the system or business operations. Resolution of this defect needs to be negotiated with impacted personnel.

The Offeror of **Lot #7** shall respond within twenty-four (24) hours with a Corrective Action Plan (CAP) for any Level 1 (Fatal) and Level 2 (Major) emergency defects reported by the Department. Emergency Level 1 (Fatal) and Level 2 (Major) defects must be resolved within twenty-four (24) hours of identification unless otherwise agreed to by the DPW Contract Administrator and a root cause analysis must be submitted within five (5) days, including a plan for the reconciliation of any issues that are a result of the defect. The actual reconciliation must occur within thirty (30) working days, unless otherwise directed by the Department or unless the DPW Contract Administrator or delegate has granted an extension of the period of time necessary to cure the deficiency.

The Offeror of **Lot #7** shall respond within three (3) working days with a Corrective Action Plan (CAP) for any Level 3 (Minor) defects reported by the Department. Emergency Level 3 (Minor) defects must be resolved within forty-eight (48) hours of identification unless otherwise agreed to by the DPW Contract Administrator and a root cause analysis must be submitted within five (5) days, including a plan for the reconciliation of any issues that are a result of the defect. The actual reconciliation must occur within thirty (30) working days, unless otherwise directed by the Department or unless the DPW Contract Administrator or delegate has granted an extension of the period of time necessary to cure the deficiency.

For defects related to isolated problems but not interrupting production operations (Level 4: Cosmetic), the Offeror's maintenance staff shall submit a Corrective Action Plan (CAP) within five (5) working days of discovery or receipt of a defect notification to the DPW Contract Administrator for review and approval indicating how and when the deficiency will be corrected. The correction will apply to both systemic and processing/operational issues as well as any recoveries or reruns that are required.

The Department's staff will review and approve or return the CAP to the selected Offeror for modification within two (2) working days. The CAP will include information that will define any system and/or operational problem, the problem solution, and the level of effort required to code, test, implement, address operational issues and update documentation related to the deficiency. Once approved by the DPW Contract Administrator, the Offeror shall correct the deficiency within five (5) working days, including a plan for the reconciliation of and issues that are a result of the defect. The actual reconciliation must occur within thirty (30) working days, unless otherwise directed by the Department or unless the DPW Contract Administrator or delegate has granted an extension of the period of time necessary to cure the deficiency.

For other defects, the Offeror of **Lot #7** may be required, as determined by the Department, to submit a Corrective Action Plan (CAP), including a plan for the reconciliation of data that are a result of the defect within five (5) working days, of discovery or receipt of a deficiency notification from the Department. The Department's staff will review and approve or return the CAP to the Offeror for modification within five (5) working days, The Offeror shall correct the deficiency within thirty (30) working days unless the DPW Contract Administrator or delegate has granted an extension of the period of time necessary to cure the deficiency. The actual reconciliation must occur within sixty (60) working days, unless otherwise directed by the Department.

2.3.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror for the in-scope applications include:

- Activities necessary to provide for continuous effective and efficient operation of the system to keep it ready and able to meet program requirements including all performance criteria and SLAs (also known as "keeping the lights on")
- Activities necessary to modify the system to meet ongoing DPW requirements including maintaining test environments, control over application software versions, and maintenance of system documentation
- Activities necessary to ensure that all data, files, and programs are current and that errors are corrected
- Application controls related to Information Life Cycle Management and tier storage, restoring, archiving, tuning, partitioning, and expanding files and data bases
- File maintenance activities for updates to all files

- Schedule ongoing tasks to ensure system tuning, performance, response time, database stability, and processing
- Changes to the system parameters and configuration related to the frequency, number, format, and media of reports
- Validating systems operations associated with updates to software, operating systems or other system components requiring version updates, manufacturer 'patches' and other routine manufactures' updates to software
- Validating systems operations associated with updates to hardware including maintenance, replacement, conversion, and upgrades
- Immediate fixes to critical production and security vulnerability issues
- Addition of new values and changes to existing system tables and conversion of prior records, as necessary
- Provide assistance regarding production anomalies with scheduling jobs including quality checking, verifying outputs, troubleshooting, and resolving production problems
- Ongoing liaison with BIS on technical issues, interfaces, upgrades and changes, and standards and procedures
- Perform and support disaster recovery activities

DPW requires that the selected **Lot # 7** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any application support services activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

Application Maintenance Services Environments and Windows Required Items:

The Offeror for **Lot #7** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Provide and manage all application maintenance and critical life cycle management support activities of both legacy and open systems application platforms supporting DPW's mission mindful of the environmental constraints

and adherence to the predefined stability and maintenance windows; 2) Assess maintenance workload priorities and coordinate with the Change Control Board, 3) Perform systems maintenance activities relative to the SDLC phases, software release management, and validating proper systems operations, 4) Effectively track and manage all maintenance activities on multiple systems 5) Investigate, evaluate, and provide timely assistance and support in the isolation, resolution, and corrective action plan formulation regarding emergency and non-emergency defects and 6) Respond in the event of receiving a deficiency notification from the Department.

The Selected **Lot #7** Offeror must describe in detail: 1) The resources required to support Application Maintenance tasks including skill sets and experience, and 2) The associated organizational chart

The selected Offeror will assist in assessing the impact on other applications for any modifications to the in-scope systems. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

e. Application Modifications/Enhancements

3.1 Application Modifications/Enhancements General:

During the contract term, there will be the need to complete application modifications and new application enhancements. There will be a number of modifications or enhancements needed to improve worker usability, system accuracy, and data quality. Note that an Application Modification is defined as a change to existing functionality of the application and requires execution of the systems development process (i.e., general and detailed designs, program specifications, coding, testing, implementation, and documentation).

Application enhancements exist when program source code must be changed to implement a system functional or performance requirements beyond the current system capabilities. However, if source code changes merely involve minor screen changes, adding, changing, or deleting data element values incorporated in the source code or used by the source code, the change is considered application maintenance. Further, to the extent that existing data element values are contained in the source code (compilable code or "hard-code"), changes including deletions and additions to the data element values, will also be considered application maintenance. An example is changes to values in Reference Tables. It is the Department's

expectation that all modification/Enhancement tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

Hours required for applications modifications/enhancements are separate and distinct from operational support and maintenance hours. For Year 1 of the contract, the number of allotted hours for application modifications/enhancements will be as follows:

- iCIS – One hundred and seventy thousand (170,000) hours
- PELICAN – seventy thousand (70,000) hours
- HCSIS – Eighty-five thousand (85,000) hours
- Child Welfare – Four thousand (4,000) hours
- Child Support Enforcement – Forty thousand (40,000) hours

Adjustments to the allotted hours for application modifications/enhancements must be approved by the DPW Contract Administrator.

For modifications/enhancements, the Department will provide the selected Offerors for **Lot #6** and **Lot #7** with a Request for High Level Estimate (reference **Appendix Z**.) The Offerors must provide initial estimates for the total cost and total number of hours for their respective SDLC phases and associated deliverable(s) for the application modification/enhancement work. Once the scope of work has been finalized and required input deliverables have been provided, the Offerors must then submit a work order with a separate detailed cost sheet to the DPW Contract Administrator for review and approval. The detailed cost sheet must provide itemized line item costs details of the total costs and hours for the application modification/enhancement work. Hence, the Offerors must itemize the body of work to be completed based on specific work products (i.e., technical feasibility study) and/or each SDLC phase and associated deliverables (BRD, SRD, GSD, DSD, Test Plan) in a separate line item showing the cost summary for the end deliverable identifying the resource classifications and their respective quantity and number of hours required to complete the body of work and specific work products and/or SDLC phase and specific deliverables for the application modification/enhancement work as shown in **Figure 4**. The total hours and costs sums should be mathematically accurate and align with their respective line item cost figures. In addition to the Offeror's Estimate for the application related work, the Offeror must also identify and disclose any other costs required to successfully complete the requested body of work – for example, additional hardware requirements, additional software requirements, Shared Services costs, etc. Please note that HLEs are

reviewed by DTE and DEA prior to formal submission to the DPW Contract Administrator to assess cost impacts relative to existing IT assets, software licensing, infrastructure, security, existing support agreements, other systems platforms, integrated team involvement, DGS print services, etc).

The Selected Offeror of **Lot #6** will be responsible for the feasibility, systems requirements, and general systems design phases of the SDLC. The Selected Offeror of **Lot #7** will be responsible for the Detailed Systems Design (DSD), Development, Systems Testing, and Implementation phases of the SDLC. Each Offeror will be required to submit a Completion Letter.

Figure 4: DPW System Development Life Cycle (SDLC) Deliverables for Lot # 6 & Lot # 7 Offerors

SDLC Phase	Work Product/ Deliverable	Components (included as applicable)
Feasibility	Technical Solution Feasibility Study Document	<ol style="list-style-type: none"> 1. Executive Summary 2. Purpose & Problem Statement 3. Goals & Objectives 4. Assumptions & Constraints 5. Solution Alternatives 6. Business & Technical Assessments 7. CBA and Total Cost of Ownership 8. Comparative Analysis 9. Recommendations 10. Appendix
Requirements	System Requirements Document (SRD)	<ol style="list-style-type: none"> 1. SRD 2. Traceability Matrix (Functional & Non-functional Requirements) mapped to Use Cases 3. Use Cases – Organized by Subsystem/Function (If existing documentation is in the form of Process Model narratives PMNs (optional section), then use the PMN rather than Use Cases.) 4. Requirements Defect Report (Lot #7 with input from Lot # 1-5)
Design	General System Design (GSD)	<ol style="list-style-type: none"> 1. GSD 2. Use Cases (Alternative Flows Elaboration) (<i>If existing documentation is in the form of PMNs, PMNs will be used rather than Use Cases.</i>) 3. Logical Data Model 4. Screen Shot Details 5. Business Logic Diagrams (BLDs) (Mainframe) or Activity Diagrams (Open Systems) 6. Initial Capacity Plan 7. Initial Conversion or Day 0 Data Population Plan (if applicable) 8. Initial Key Considerations 9. Updated Traceability Matrix 10. Work Plan

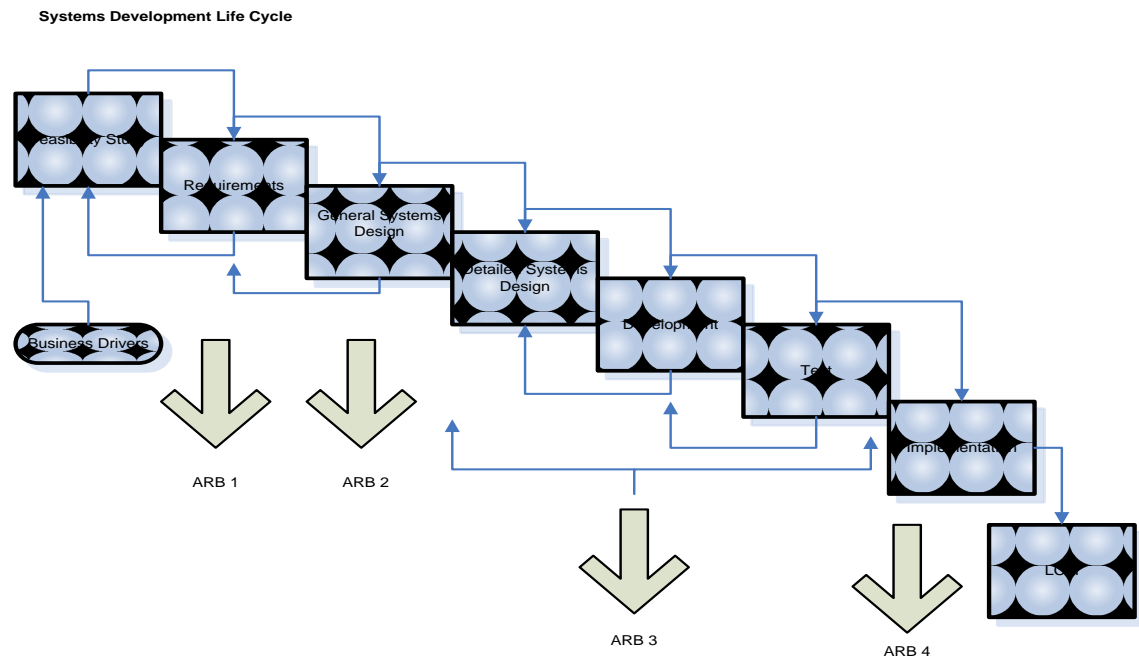
Design	Detailed System Design (DSD)	<ol style="list-style-type: none"> 1. Physical Data Model 2. Data Dictionary 3. Updated Screen Shot Details 4. Interface Specifications 5. Application Blueprint 6. Program Specifications (Mainframe) or Class & Sequence Diagrams (Open Systems) 7. Final Conversion Plan 8. Final Capacity Plan 9. ECSA (Electronic Commerce Security Assessment) 10. Updated Key Considerations 11. Updated Traceability Matrix 12. Updated Work Plan 13. Updated Training Plan (if applicable) 14. Updated Implementation Plan (if applicable) 15. Data Acquisition Plan (if applicable) 16. Detail Report Requirements (if applicable) 17. Metadata Management Plan (if applicable) 18. Backup and Recovery Plan (if applicable) 19. Design Defect Report (Lot #7 with input from Lot #6)
Development	Development Report	<ol style="list-style-type: none"> 1. Unit Test Checklist Summary (reference code and individual checklists in VSS) 2. Updated Traceability Matrix (Lot # 7) 3. Updated Work Plan 4. Integration Test Scenarios 5. Build Defect Report (Lot #7)
System Testing (Unit, Module, Integration, Acceptance)	Integration Test Work Products	<ol style="list-style-type: none"> 1. Documentation of Integration Test Complete (Scenario Results) 2. Updated Traceability Matrix 3. Systems Test Plan (Lot # 7) 4. SAT Test Plan (Lot #1-5 with input from Lot #7) 5. ADA Compliance Statement (see template, applies to open systems only) 6. Integration Defect Reports (Lot #7) 7. SAT Defect Reports (Lot #7 with input from Lot # 1-5)
Implementation and Implementation Activities) (Pre Post)	Production Readiness Reports and Work Products Operational Work Products Production Readiness Notification	<ol style="list-style-type: none"> 1. Production Readiness Reports and Work Products <ul style="list-style-type: none"> • Final Production Ready Software Build • User Acceptance Test (UAT) Progress Report and results (Lot #1-5) • Production Defect Report (Lot #7) • Business Operational Readiness Certification (Lot # 1-5) • Systems Operational Readiness Certification (Lot #7) • Implementation Playbook (Lot #7 with input from Lot # 1-5) • Implementation and Training Report (if applicable); Lot # 1-5 • ADA Compliance Statement (if not submitted w/ Integration Test Results; applies to open systems only, not mainframe); Lot # 7 • Security Vulnerability Report (does not apply to mainframe); Lot #7 2. The following Operational Work Products will be submitted as applicable: <ul style="list-style-type: none"> ▪ Batch Operations Manual (Lot #7) ▪ Load Test Report (Lot #7) ▪ End-User Documentation (Lot # 1-5 with input from Lot #7) ▪ Training Manuals (Lot # 1-5) 3. Operational Readiness Profile & Production Notification (SAT Completed and ARB IV approval) (Note: without approval, final product implementation is not permitted)
	Production Deployment Report Final Production Software Product	<ol style="list-style-type: none"> 1. Production Deployment Report (submitted on the last planned day of TFP) 2. Implementation Playbook (if applicable, Excel spreadsheet) 3. Security Certificate (If applicable) 4. Final Production Software Product
Completion	Completion Letter	<p>Section Completion (Submit after each section other than final WO section)</p> <ol style="list-style-type: none"> 1. Work Order with Completion Details 2. Completion Letter 3. Hour/Cost Variance Summary <p>Final Completion Letter (Submit after Warranty is completed)</p> <ol style="list-style-type: none"> 1. Work Order with Completion Details 2. Completion Letter 3. Hour Variance Summary 4. Business Outcomes

The selected Offerors for **Lot #6** and **Lot #7** must have qualified and adequate staff available in a timely basis to support application modification/enhancement task activities following the DPW Contract Administrator's approval of a Work Order. Modification/enhancement work will not impact the normal maintenance work being done as described in this RFP. It is the Department's expectation that all system modification/enhancement activity will be accomplished on time and within budget.

3.2 Systems Development Methodology and Software Development Methodology:

The SDM includes all the phases, high-level activities, and tasks necessary to ensure the successful development and delivery of custom built business solutions. The Department of Public Welfare (DPW) uses a Modified Water Fall (MWF) software development methodology for custom software development initiatives. The MWF software development method uses the Architecture Review Board (ARB) process as well as the Systems Development Life Cycle (SDLC) and Project Life Cycle (PLC) phases. All of which are integrated into a master project plan for IT business solution planning, development, and delivery. The MWF software development method illustrated in **Figure 5**, is a derivative of the traditional water fall model but with some minor variations relative to iterations between certain stages. Looking at the MWF model graphic (**Figure 5**), this presumes that the functional and systems architects have a thorough understanding of both the business and technical drivers to define both functional and non-functional requirements. The ARB 1 process is meant to facilitate this process between the business and technical teams. This can be an iterative process to clearly define, scrub, categorize, prioritize, and validate all requirements prior to starting the General Systems Design (GSD) phase. The GSD phase is the first interpretation and translation of these requirements into systems conceptual/logical designs, business work/data flow and architecture models. During the GSD phase, the functional and non-functional requirements are validated and finalized which is probably the most important step towards project success. Through the GSD and ARB 2 processes, the technical team has established and confirmed a mutual understanding and agreement of the all the requirements (business and systems) as well as the solutions design and architectural approaches. Changes in requirements beyond the GSD, constitutes a change in scope typically invoking the change control process. Hence, all business and systems requirements must be finalized before the Detailed Systems Design (DSD) phase starts in the MWF method. The DSD is the detailed systems design blueprint on how the solution will be constructed. The development team shall review

the Business Requirements Document (BRD), Systems Requirements Document (SRD), and then review and translate the GSD and then construct a detailed design document. The DSD becomes the final blueprint from which the development team builds the solution as outlined in the DSD. Any problems or issues discovered during the subsequent phases (Development and Testing) that require major changes and/or deviations in the DSD relative to technology, system's architecture and/or functionality, pre-defined requirements, or schedule changes will require an ARB 3. Testing phase is all encompassing to include the following: test planning document, unit testing, module testing, systems integration testing, regression testing, user acceptance testing (or SAT), load and performance testing, and software security vulnerability testing with integrated software quality assurance processes that link to requirements traceability and defect tracking and resolution. The SAT sign-off, security certificate, final test results, defect summary reports, and operational readiness certifications are the necessary check points to proceed to the ARB 4 to secure an endorsement to migrate finished product into the Test For Production (TFP) environment. TFP is the staging area where final preparations and the implementation playbook are finalized during the implementation phase. A detailed implementation playbook, resource alignment, systems operational readiness profile, and production readiness report are required to complete the migration into the live production environments and begin the deployment process. The MWF method requires specific deliverables (e.g., Project Management and SDLC), integration points with business and BIS staff, and sequential review periods for solution deliverables throughout the project life cycle.

Figure 5 MWF software development method

Nevertheless, the graphic illustrates a few critical principles of a good methodology:

- Work is done in stages primarily in sequence with some minor iterations,
- Content and deliverable reviews are conducted between certain stages, and
- Reviews represent quality gates, checkpoints, and decision points for continuing to the next SDLC phase.

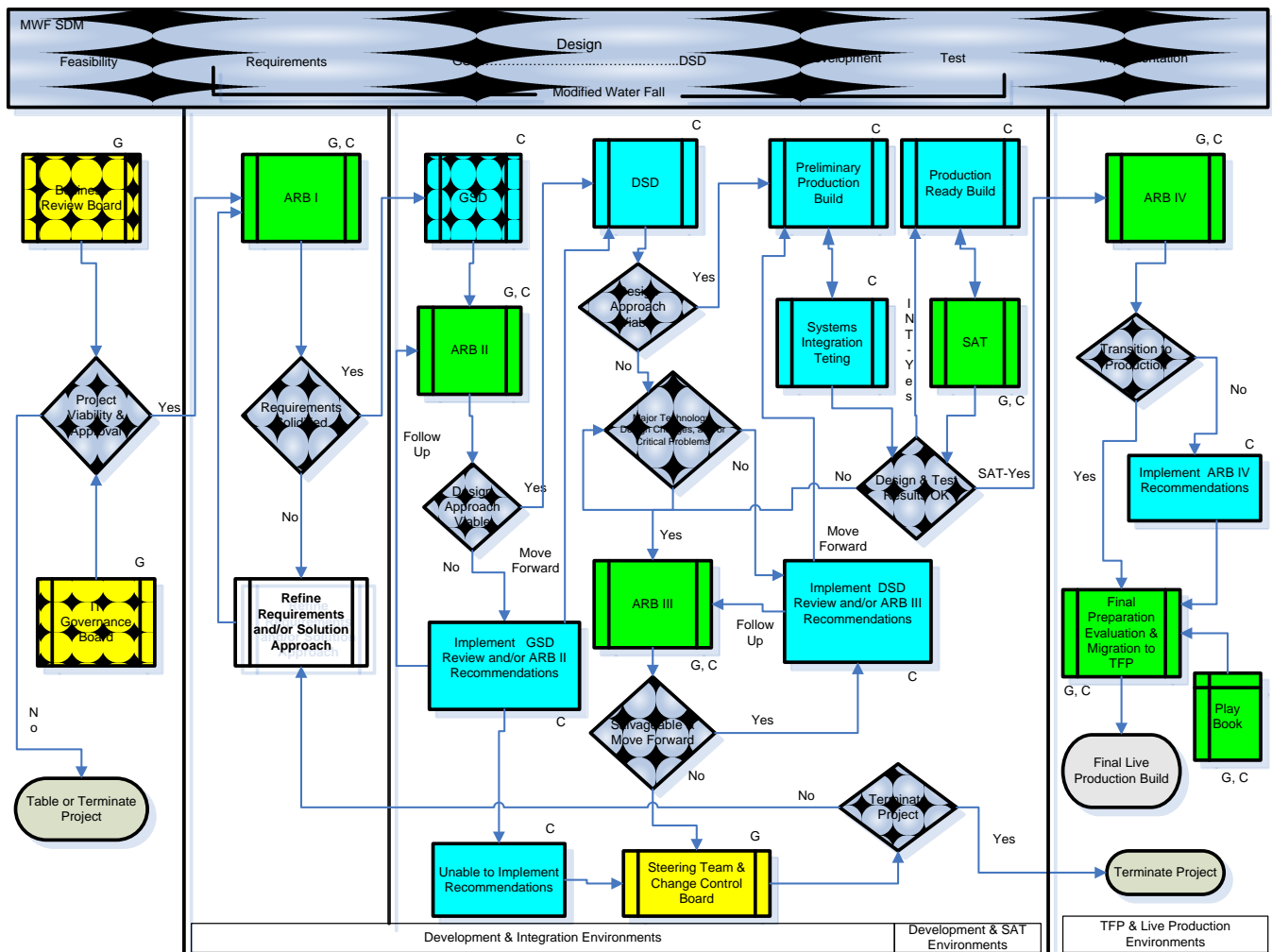
To deliver a quality end product, it is imperative that the development teams properly plan and then effectively manage the schedule and resources throughout the SDLC phases and ensure the test plan is comprehensive and testing phase is not shortchanged just to meet the end dates.

The modified waterfall provides an orderly sequence of development steps with some flexible iterative stages to facilitate the adequacy of documentation and design reviews to ensure the quality, reliability, and maintainability of the developed custom software. The MWF method is the preferred method of choice for highly complex and technology intensive custom software development project initiatives. **Figure 6** illustrates the MWF process flow as it relates to the SDLC and ARB processes.

The MWF software development method use project management resourced with a cross-functional team consisting of business and

technical subject matter experts (SMEs) and practitioners. Each SDM stages, associated tasks, and logistics are integrated into a master project plan and then appropriately managed and resourced accordingly toward successful outcomes. Secondly, a Software Engineering Process Group (SEPG), which is the focal point for business IT solution review and process improvement. This group is a cross-functional technical team composed of practitioners who have varied skills, the group is at the center of the collaborative effort of everyone in the organization who is involved with software engineering process improvement.

Figure 6



The SEPG is a collaboration of two entities within Bureau of Information Systems (BIS), 1) the Division of Engineering Technology (DTE) and 2) the Division of Enterprise Applications (DEA). These two entities participate in the Architecture Review Board process and the

Center of Excellence (COE) establishing applicable development technologies, standards, and associated software quality control and assurances processes that are aligned with the agency's business drivers and technology road maps.

The following subsections describe, in general, the operational responsibilities and performance expectations that DPW has for Application Modification/Enhancement-related activities for Offerors of **Lot #6** and **Lot #7**.

3.3 Application Modifications/Enhancements for Offeror of Lot # 6 Overview

The selected Offeror shall perform software modifications for all component parts of the in-scope systems and its implementation, as directed by the Department. The selected Offeror for **Lot #6** shall be responsible for: a) systems solution feasibility studies as required, b) business requirements review and translation, c) systems requirements, d) General System Design (GSD); e) EA Blueprints, f) Updating the Requirements Traceability Matrix, g) Assist as required for incident response activities, h) Create and maintain sub project plans, and i) implementing changes to the in-scope systems throughout the term of the contract as directed by the Department. Modifications will be performed on a cost basis and will be paid based on the fixed blended hourly rate. Modifications include:

- Implementation of new or changed functionality required to support programmatic or policy changes and/or new state or federal statutes or regulations
- Enhancements to support desired operational improvements and efficiencies
- At the Commonwealth's discretion, major in-scope upgrades and/or replacement of one or more components as a result of the Commonwealth/DPW MITA or EA-SOA vision

The selected Offeror for **Lot #6** must provide a lead resource for the in-scope project suites/portfolio. This resource shall serve as the primary liaison between the selected Offeror's modification staff, State staff, and the selected IT Consultant Services Offeror for all system changes and enhancements. This resource shall also manage and govern the project plan, logistics, and deliverables for either an Individual-vendor and Multi-vendor project initiative. This lead resource must plan system releases and review these plans with the State staff and the respective IT Consultant Services Offeror. The Department may request changes to a proposed release schedule as required based on changing business needs.

The Department will initiate all systems modifications through a written request for a High Level Estimate (HLE) as outlined in **Section 3.1** above and **Appendix Z**. The selected Offeror must respond, in writing, to DPW-initiated system change requests within a mutually agreed upon timeframe with the DPW Contract Administrator. The response shall consist of an acknowledgement of the request, and a preliminary estimate of the effort required to complete the change and the preliminary proposed approach. Please note that HLEs are reviewed by DTE and DEA prior to formal submission to the DPW Contract Administrator to assess cost impacts relative to existing IT assets, software licensing, procurement cycles, infrastructure, security, existing support agreements, other systems platforms, integrated team involvement, DGS print services, etc).

Upon receiving a copy of the DPW approved statement of user requirements (business requirements document) and the solution analysis directive (i.e., commercial vs. custom), the selected Offeror for **Lot #6** is required to provide the DPW Contract Administrator with a Work Order, itemized cost sheet (as described in Section 3.1), and implementation date for the Work Order based on a mutually agreed timeframe.

The selected Offeror for **Lot #6** is not permitted to make changes to a work order without prior authorization and formal written approval from the DPW Contract Administrator. After securing the authorization and approval from the DPW Contract Administrator, the Offeror must then submit a revised Work Order and itemized cost sheet for the DPW Contract Administrator's review and approval. A Work Order is deemed successfully completed when the selected Offeror has received a sign off by the DPW Contract Administrator. Once a Work Order is closed, no more hours can be billed. It is the Department's expectation that all Modification/Enhancement tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

Weekly and monthly modification status meetings will be held between State, the selected IT Consultant Services Offeror, and the selected Offeror's designated system technical architecture staff at the Department's premises, unless the Department elects to meet at the Offeror's facility. The weekly meeting will allow the selected Offeror to report progress against schedules and any necessary schedule revisions, and should allow for discussion of specific details where necessary. When appropriate, the deliverables presented during the week may be discussed. The monthly meetings shall be conducted so

as to provide a synopsis of the highlights of the month's weekly meetings. The selected Offeror shall document these weekly and monthly meetings, in writing. All completed Work Orders must be retained for documentation and analytical purposes.

In addition, the selected Offeror will be required to maintain a summary log, updated weekly, of all Work Orders along with all of the detail information related to each system change order. The selected Systems Architecture Services Offeror for **Lot #6**, State staff, and the selected IT Consultant Services Offeror will design this report together. The report, including all of the detail, will be available on-line for access by the Contract Administrator and designated DPW and Offerors staff. The selected Technical Support Services Offeror will maintain the report.

In order to assist DPW and the selected IT Consulting Services staff in establishing reasonable completion dates and setting priorities for modifications, the selected Offeror for **Lot #6** shall maintain a project tracking and management system for both individual and multi vendor IT project initiatives. This system will allow DPW, and designated IT Consulting Services Offeror's management staff to review current priorities and timeliness, and change priorities by adding new tasks and target dates, and see the impact of these new priorities on pre-existing priorities and their target dates. This reporting will allow review of functional and other system technical architects: available time, status of phase completion, and readjustment of target dates based on system staff being reassigned to new projects and priorities.

The objective of this system is to provide the selected IT Consulting Services Offeror and Commonwealth management with a means of incorporating new projects into pre-existing priorities and target dates, to see the overall impact on ongoing projects and their dates, and to provide a practical method to rearrange priorities. Information to be captured on the tracking system shall include information on each Work Order. This includes Work Order number, priority, subsystem or functional area, description of the change, request date, requester, projected start date, assigned primary resource, target and actual completion dates, estimated and actual hours, hours worked to date, estimated hours remaining, deliverable/milestone dates (date submitted to the DPW Contract Administrator and date approved), project status and expected completion date, tracking of any changes (requirements, priority, dates, etc.). In addition, the Offeror for **Lot #6** must provide the Department with easy access to the documents that are associated with each Work Order including detailed feasibility studies, enterprise architecture blueprints, systems design documents, detailed work plans, meeting notes, etc.

An automated tracking system must provide reports for tracking and management of Work Orders, including the flexibility to produce reports with varying content, format, sort, and selection criteria to meet both DPW and the Offeror for **Lot #6** reporting needs. All completed Work Orders must be maintained on the system file for analytical purposes throughout the life of the contract. The system and its data will be part of the system turned over to a subsequent contractor during the Turnover Task.

At a minimum, in August/September of each year, the selected Offeror must meet with the DPW Contract Administrator and/or designee to discuss related initiatives implemented or being implemented by the selected Offeror's corporation or other vendors in other states that is within the scope of the contract and may be worth consideration by the Department.

3.3.1 Commonwealth's Responsibilities : Application Modifications/ Enhancements

DPW responsibilities include:

- Participate in regularly scheduled status meetings with the Offeror-designated system modifications staff to monitor modification activities
- Review draft and final status meeting notes and minutes and provide comments in a timely manner as applicable
- Prepare and submit written requests for High Level Estimates when modifications are required along with the requested implementation date and relative priority
- Prepare Advance Planning Documents and obtain approval as required for changes where federal funding is requested
- Review and approve the selected Offeror's response to each Work Order that includes the Offeror's preliminary estimates and approach
- Assist the contractor in conducting a detailed business and systems requirements analysis on any system change order changes, as necessary
- Review and approve the selected Offeror's Technical Solutions Feasibility Study (technical) response for each Work Order that includes a final estimate of effort and the proposed completion date
- Review and approve the selected Offeror's Systems Requirements and General Systems Design (technical) response for each Work Order that includes a final estimate of effort and the proposed completion date

- Approve the Offeror's proposed completion date once the Technical Solutions Feasibility Study (technical) responses has been approved
- Approve the Offeror's proposed completion date once the General Systems Design (technical) has been approved
- Review all Work Orders in process and adjust priorities and renegotiate completion dates with the Offeror as required to meet the Commonwealth's needs
- Review and approve the feasibility study, system requirements, general systems design, detailed design, EA architecture blueprints, and other deliverables, when required for major changes
- Monitor Offeror's Work Order activities
- Review modification reports and summary log
- Review and approve updated requirements traceability matrix, and project plans
- Attend systems architecture design walkthroughs, as applicable
- Review and approve required test results, as applicable
- Review and approve required EA-SOA strategies and technology roadmaps
- Review and approve required solution and technology pilot and proof of concept planning documents and outcomes
- Review and approve updates to EA blueprints and associated system documentation
- Approve implementation of modification and provide signoff that modification is approved
- Review and approve increases in Work Order budgets and scope as determined justified by the Department
- The DPW Contract Administrator or the designee needs to approve changes in scope or budget of more than ten percent (10%) for additional payments to be made to the Offeror
- Review and approve Offeror's automated tracking system for system change orders

3.3.2 Offeror's Responsibilities: Application Modifications/Enhancements

The responsibilities of the selected Offeror will include:

- Provide the skilled resources required to perform modifications/enhancements for the in-scope systems
- Supplement this team as required from time to time to complete Work Order requests per the required completion dates
- Provide a monthly report that shows the expended time by each person for each work order

- Utilize and maintain an automated system for tracking and reporting of system work orders and provide regular reports to the DPW Contract Administrator
- Perform work assignments according to priorities set by the Department
- Assist as required in defect prevention, discovery, categorizations, resolution, and reporting throughout the SDLC phases per software release.
- Participate in regularly scheduled status meetings with the appropriate Department and IT Consulting Services' staff to monitor current operations and to monitor progress on modification activities, provide status on open system Work Orders, and review deliverables related to system Work Orders as appropriate
- Meet with the DPW Contract Administrator or designee annually to discuss the in-scope system related initiatives
- Receive requests for High Level Estimates and provide response with preliminary estimates and proposed approach within five (5) business days
- Conduct detailed business requirements analysis for each High Level Estimate request and provide an updated Work Order that includes a the problem definition, problem solution, and the number of hours required to define systems requirements, architecture designs and conceptual models, create General Systems Design, and update documentation related to the requested change(s) and the estimated completion date
- Submit updated proposed project schedule for Work Order implementation within fifteen (15) business days after submittal of preliminary estimate, unless otherwise approved by the DPW Contract Administrator
- Conduct technical research relative to EA Models and SOA framework strategies and technologies. Perform As-Is and To-Be assessments and gap analysis. Develop detailed tactical roadmaps to execute approved strategies and technologies.
- Ensure alignment of systems Modifications/Enhancement initiatives with EA-SOA and technology roadmap strategies.
- Conduct walkthroughs of feasibility studies, system requirements, general systems design, detailed EA blueprints and associated system design documents, pilot or proof of concepts plans and outcomes, project plans, risk/issue impact assessments, change management recommendations, and innovated solutions proposals as requested by the Commonwealth
- As required, estimate the impact of specific Work Orders on other projects and priorities and submit any revised completion dates to the DPW Contract Administrator for approval

- Submit required deliverables in accordance with DPW System Development Methodology, SDLC, standards, and guidelines for Department review and obtain approval
- Review and align Detailed Systems Design with systems requirements and General Systems Design with Offeror of **Lot # 7** prior to submission of finalized General Systems Design Document.
- Assist as required, in Custom, COTS, SaaS, and Transfer Technology solution options assessments, integrations, and implementations
- Prepare and submit updates to EA blueprints and associated systems documentation and any other necessary documentation and obtain approval within twenty (20) calendar days of the date that the modification/enhancement goes into production with the exception of report documentation (**Appendix GGG**)
- Documentation associated with report changes or newly created reports must be received prior to the first production run of that report
- Create Initial Systems Capacity Estimates and Plans
- Implement modifications/enhancements upon DPW approval
- Prepare and conduct technical training as required by the Department
- Submit proposed automated system work order tracking system to the DPW Contract Administrator and obtain approval to implement
- Implement automated system work order tracking system that captures detailed information related to each system work order, maintains status of each system work order, and provides the necessary reports to manage the system work order process and provide easy access to all of the documents and information related to each system work order
- Maintain information on all system work orders for the life of the contract
- Participate in brainstorming discussion on DPW initiatives, as requested

NOTE: Please reference **Section D**, System Support Service General narrative (**Paragraphs 1.0, 1.1, and 1.2**) in this RFP regarding project management, defect management, test management, SDLC logistics and coordination ownership and responsibilities for all application support service activities.

DPW requires that the selected **Lot # 6** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared

and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any application support services activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

Application Modifications/Enhancements Required Items:

The Selected Offeror of **Lot #6** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

- 1) Perform all their application Modification/Enhancement activities and responsibilities to support DPW mission;
- 2) Ensure compliance and use of the System Development Methodology (SDM), ARB, and SQA processes;
- 3) Plan and create project plans and their associated frameworks for individual and multi-vendor project engagements,
- 4) Effectively execute, monitor, and manage multiple concurrent IT project initiatives relative to schedule, performance, and budget as well as ensure timely submittal of quality end products and deliverables;
- 5) Lead or assist DPW in business solution development and delivery process improvement initiatives leveraging ITIL and CMMI methodologies;
- 6) Conduct a comprehensive technical feasibility study and provide sound cost effective recommendations; and
- 7) Plan, manage, and execute a pilot and proof of concept.

The Selected **Lot #6** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

- 1) Ensure a clear understanding and traceability of all business and technical requirements relative to the creation of the General Systems Design (GSD) document, and
- 2) Accurately assess conformance to:
 - a) business requirements,
 - b) systems requirements and design specifications,
 - c) applicable standards, and
 - d) EA-SOA frameworks and associated technology life cycle strategies and roadmaps.

The Selected **Lot #6** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to:

- 1) Establish an automated tracking system

and manage Work Orders throughout the life of the contract;
2) Establish and maintain a project tracking and management system;
3) Provide access to DPW, and designated IT Consulting Services Offeror's management staff to review current project priorities and timeliness
4) Maintain the Enterprise Architecture Blueprints

The Selected Offeror of **Lot #6** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Engage and support the Change Control process, including detail narrative regarding the methodology to assess the change; 2) Ensure compliance and use of the System Development Methodology (SDM), ARB, and SQA processes; 4) Respond to defects associated with missed requirements, requirements translations in the GSD, 3) Produce the best quality end products, 5) Ensure traceability with business and systems requirements throughout the SDLC phases

The Selected Offeror for **Lot #6** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: provide assistance, technical guidance, and analyze test results with regard to systems and technology integration testing, systems design and capacity variances, systems security and performance variances and/or anomalies, systems vulnerabilities, and problem resolution initiatives (as required).

The Selected **Lot #6** Offeror must describe in detail: 1) The resources required to support Application Modifications/Enhancement tasks including skill sets and experience, and 2) The associated organizational chart.

Lot # 6 Systems Architecture Services Offeror must provide a brief description of how the Offeror plans to meet the Application Modifications/Enhancements requirements as presented in **Part IV-D.1.b.**, including the approach, organization resources and management controls that will be employed to meet Application Modification/Enhancements requirements.

Lot # 6 Systems Architecture Services Offeror must provide a review of the current change management process used by the Department as summarized in Section D and specifically in **Appendix U** in this RFP, describing the strengths and potential limitations of the current process. Describe the Offeror's proposed methodology for managing the change management process, including techniques for estimating modification resources and scheduling. Describe the Offeror's

proposed solution to changing priorities and/or requirements during modifications/enhancements activities.

Lot # 6 Systems Architecture Services Offeror must provide a discussion of how the Offeror will meet, measure, track, and monitor the performance expectations as well as corrective actions that may need to be taken if inefficiencies occur. Include a description of the steps that the Offeror plans to take to ensure that application modifications/enhancements meet the user requirements and are installed on time, within budget and with minimum defects.

NOTE: The selected Offeror will assist in assessing the impact on other applications for any modifications to the in-scope systems. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

3.4 Application Modifications/Enhancements for Offeror of Lot # 7 Overview

The selected Offeror shall perform software modifications for all component parts of the in-scope systems and its implementation, as directed by the Department. The selected Offeror for **Lot #7** shall be responsible for: a) Business Requirements Document Review, b) Systems Requirements Document (SRD) review and translation, c) General System Design document review and translation, d) Detailed System Design (DSD); e) Systems Architecture Blueprints, f) Defect management, g) Test Plans, h) Updating the Requirements Traceability Matrix, g) Assist as required for incident response activities, i) Systems testing and validations, j) Create and maintain sub project plans, and k) implementing changes to the in-scope systems throughout the term of the contract as directed by the Department. Modifications will be performed on a cost basis and will be paid based on the fixed blended hourly rate. Modifications include:

- Implementation of new or changed functionality required to support programmatic or policy changes and/or new state or federal statutes or regulations
- Enhancements to support desired operational improvements and efficiencies

- At the Commonwealth's discretion, major in-scope upgrades and/or replacement of one or more components as a result of the Commonwealth/DPW MITA or SOA vision

The selected Offeror must provide a lead resource for the in-scope project suites/portfolios. This resource shall serve as the primary liaison between the selected Offeror's modification staff, State staff, and the selected IT Consultant Services Offeror for all system changes and enhancements. This resource shall also plan system releases and review these plans with the State staff and the respective IT Consultant Services Offeror. The Department may request changes to a proposed release schedule as required based on changing business needs.

The Department will initiate all systems modifications through a written request for a High Level Estimate (HLE) as outlined in **Section 3.1** above and **Appendix Z**. The selected Offeror must respond, in writing, to DPW-initiated system change requests within a mutually agreed upon timeframe with the DPW Contract Administrator. The response shall consist of an acknowledgement of the request, and a preliminary estimate of the effort required to complete the change and the preliminary proposed approach. Please note that HLEs are reviewed by DTE and DEA prior to formal submission to the DPW Contract Administrator to assess cost impacts relative to existing IT assets, software licensing, procurement cycles, infrastructure, security, existing support agreements, other systems platforms, integrated team involvement, DGS print services, etc).

Upon receiving a copy of the DPW approved statement of user requirements (business requirements document), Systems Requirements Document (SRD), and the General Systems Design Document (GSD), the selected Offeror for **Lot #7** is required to provide the DPW Contract Administrator with a Work Order, itemized cost sheet (as described in Section 3.1), and implementation date for the Work Order based on a mutually agreed timeframe with the DPW Contract Administrator. The selected Offeror for **Lot #7** is not permitted to make changes to a work order without prior authorization and formal written approval from the DPW Contract Administrator. After securing the authorization and approval from the DPW Contract Administrator, the Offeror must then submit a revised Work Order and itemized cost sheet for the DPW Contract Administrator's review and approval.

A Work Order is deemed successfully completed when the selected Offeror has received a sign off by the DPW Contract Administrator or designee and the business solution has run successfully in production

for thirty (30) calendar days or through a complete production cycle, and all documentation has been drafted, approved by the Department, and produced and distributed in final form. Prior to moving the business solution into the test for production (TFP) environment and final Work Order completion authorization the following events must occur and conditions exist:

- a. The selected Technical Support Services Offeror (**Lot #7**) shall conduct a thorough test and walk through of the business solution operational readiness profile results with the Department and the selected IT Consultant Services Offeror for all major projects or any projects required by the Department. The business solution operational readiness profile consists of the following components: 1) Production Defect Report, 2) SAT Test Results, 3) Security and Performance Test Results, 4) ADA Compliance Statement (if applicable), 5) Implementation Plan ensures business operations alignment with solution deployment strategy.
- b. All known Level 1 (Fatal) or Level 2 (Major) defects completely resolved. All Level 3 (Minor) defects resolved unless waivers have been authorized by the department or DPW Contract Administrator.
- c. Both IT Consultant Services Offeror (**Offeror Lot # 1-5**) and the Technical Support Services Offeror (**Lot #7**) provide operational readiness certifications. The designated Offeror for Lots # 1-5 will certify that the business solution from their perspective is functioning properly and ready to be deployed into production and selected Offeror Lot #7 is will certify that the business solution from their perspective is functioning properly and ready to be deployed into production.
- d. Endorsement from ARB IV to DPW CIO

A Work Order is deemed successfully completed when the selected Offeror has received a sign off by the DPW Contract Administrator. Once a Work Order is closed, no more hours can be billed. It is the Department's expectation that all Modification/Enhancement tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other applicable standards, procedures, and contract specifications.

Weekly and monthly modification status meetings will be held between State, the selected IT Consultant Services Offeror, and the

selected Offeror's designated system modifications staff at the Department's premises, unless the Department elects to meet at the Offeror's facility. The weekly meeting will allow the selected Offeror to report progress against schedules and any necessary schedule revisions, and should allow for discussion of specific details where necessary. When appropriate, the deliverables presented during the week may be discussed. The monthly meetings shall be conducted so as to provide a synopsis of the highlights of the month's weekly meetings. The selected Offeror shall document these weekly and monthly meetings, in writing. All completed Work Orders must be retained for documentation and analytical purposes.

In addition, the selected Offeror for **Lot #7** will be required to maintain a summary log, updated weekly, of all Work Orders along with all of the detail information related to each system change order. The selected Technical Support Services Offeror, State staff, and the selected IT Consultant Services Offeror will design this report together. The report, including all of the detail, will be available on-line for access by DPW staff, the selected IT Consultant Services staff, and the selected Technical Support Services Offeror's staff. The selected Application and Technical Support Services Offeror will maintain the report.

In order to assist DPW and the selected IT Consulting Services staff in establishing reasonable completion dates and setting priorities for modifications, the selected Technical Support Offeror shall maintain a project tracking and management system for both individual and multi vendor IT project initiatives. This system will allow DPW, This system will allow DPW, and designated IT Consulting Services Offeror's management staff to review current priorities and timeliness, and change priorities by adding new tasks and target dates, and see the impact of these new priorities on pre-existing priorities and their target dates. This reporting will allow review of system programmer/analyst available time, status of phase completion, and readjustment of target dates based on system staff being reassigned to new projects and priorities.

The objective of this system is to provide the selected IT Consulting Services Offeror and Commonwealth management with a means of incorporating new projects into pre-existing priorities and target dates, to see the overall impact on ongoing projects and their dates, and to provide a practical method to rearrange priorities. Information to be captured on the tracking system shall include information on each Work Order. This includes Work Order number, priority, subsystem or functional area, description of the change, request date, requester, projected start date, assigned primary resource,

target and actual completion dates, estimated and actual hours, hours worked to date, estimated hours remaining, deliverable/milestone dates (date submitted to the DPW Contract Administrator and date approved), project status and expected completion date, tracking of any changes (requirements, priority, dates, etc.). In addition, the Technical Support Services Offeror must provide the Department with easy access to the documents that are associated with each Work Order including detailed design documents, test plans, test results (i.e., development, integration, and SAT test results documents), defect reports (per SDLC phase per software release), detailed project plans, risk/issues impact assessments and summary documents, systems capacity documents (i.e., planning, operational data, and baselines) change control documents, source code, systems operational readiness documents, detailed work plans, meeting notes, etc.

An automated tracking system must provide reports for tracking and management of Work Orders, including the flexibility to produce reports with varying content, format, sort, and selection criteria to meet both DPW and the Technical Support Services Offeror's reporting needs. All completed Work Orders must be maintained on the system file for analytical purposes throughout the life of the contract. The system and its data will be part of the system turned over to a subsequent contractor during the Turnover Task.

At a minimum, in August/September of each year, the selected Offeror must meet with the DPW Contract Administrator and/or designee to discuss related initiatives implemented or being implemented by the selected Offeror's corporation or other vendors in other states that is within the scope of the contract and may be worth consideration by the Department.

The Selected Offeror for **Lot#7** Offeror will be required to provide assistance, technical guidance, and analyze test results with regard to systems and technology integration testing, systems design and capacity variances, systems security and performance variances and/or anomalies, systems vulnerabilities, and problem resolution initiatives (as required).

NOTE: Please reference **Section D**, Systems Support Service General narrative (**Paragraphs 1.0, 1.1, and 1.2**) in this RFP regarding project management, defect management, test management, SDLC logistics and coordination ownership and responsibilities for all application support service activities.

3.4.1 Commonwealth's Responsibilities : Application Modifications/ Enhancements

DPW responsibilities include:

- Participate in regularly scheduled status meetings with the Offeror-designated system modifications staff to monitor modification activities
- Review draft and final status meeting notes and minutes and provide comments in a timely manner as applicable
- Prepare and submit written requests for High Level Estimates when modifications are required along with the requested implementation date and relative priority
- Prepare Advance Planning Documents and obtain approval as required for changes where federal funding is requested
- Review and approve the selected Offeror's response to each Work Order that includes the Offeror's preliminary estimates and approach
- Assist the contractor in conducting a detailed requirements analysis on any system change order changes, as necessary
- Review and approve the selected Offeror's detailed system design (technical) response for each Work Order that includes a final estimate of effort and the proposed completion date
- Review and approve the selected Offeror's detailed system test plan and test result documentation (technical) response for each Work Order that includes a final estimate of effort and the proposed completion date
- Review and approve the selected Offeror's detailed system defect report summary documents (technical) response for each Work Order that includes a final estimate of effort and the proposed completion date
- Review and approve the selected Offeror's detailed systems technical training plan documents (technical) response for each Work Order that includes a final estimate of effort and the proposed completion date
- Review and approve the selected Offeror's detailed system Implementation Plan Document (technical) response for each Work Order that includes a final estimate of effort and the proposed completion date
- Review and approve the selected Offeror's detailed system pilot or proof of concept planning Document (technical) response for each Work Order that includes a final estimate of effort and the proposed completion date
- Review and approve the selected Offeror's detailed project plans, risk/issues impact assessments, and status reports Documentation (technical) response for each Work Order

- Review and approve the selected Offeror's detailed systems and technology upgrades documents (i.e, planning, approach, and validation criteria) (technical) response for each Work Order
- Approve the Offeror's proposed completion date once the detailed system design (technical) has been approved
- Review all Work Orders in process and adjust priorities and renegotiate completion dates with the Offeror as required to meet the Commonwealth's needs
- Review and approve the detailed design and other deliverables when required for major changes
- Monitor Offeror's Work Order activities
- Update Systems Architecture Blueprint Document (**Appendix N**)
- Review modification reports and summary log
- Review and approve required system test plans, including testing responsibilities
- Attend testing walkthroughs, as applicable
- Review and approve required test results
- Review and approve updates to system documentation
- Approve implementation of modification and provide signoff that modification is approved
- Review and approve increases in Work Order budgets and scope as determined justified by the Department
- The DPW Contract Administrator or the designee needs to approve changes in scope or budget of more than ten percent (10%) for additional payments to be made to the Offeror
- Review and approve Offeror's automated tracking system for system change orders
- Review and approve Offeror's automated defect tracking system for defect discovery, tracking, categorizing, and reporting

3.4.2 Offeror's Responsibilities: Application Modifications/Enhancements

The responsibilities of the selected Offeror will include:

- Provide the skilled resources required to perform modifications/enhancements for the in-scope systems
- Supplement this team as required from time to time to complete Work Order requests per the required completion dates
- Provide a monthly report that shows the expended time by each person for each work order
- Utilize and maintain an automated system for tracking and reporting of system work orders and provide regular reports to the DPW Contract Administrator
- Utilize and maintain an automated defect management system for tracking and reporting of system defects throughout the

SDLC phases per release and provide regular reports to the DPW Contract Administrator

- Create a systems operational readiness certification document
- Perform work assignments according to priorities set by the Department
- Defect management and reporting throughout the SDLC phases per software release
- Participate in regularly scheduled status meetings with the appropriate Department and IT Consulting Services' staff to monitor current operations and to monitor progress on modification activities, provide status on open system Work Orders, and review deliverables related to system Work Orders as appropriate
- Meet with the DPW Contract Administrator or designee annually to discuss the in-scope system related initiatives
- Receive requests for High Level Estimates and provide response with preliminary estimates and proposed approach within five (5) business days
- Conduct detailed requirements and GSD analysis for each High Level Estimate request and provide an updated Work Order that includes a the problem definition, problem solution, and the number of hours required to design, code, test, implement, and update documentation related to the requested change(s) and the estimated completion date
- Submit updated proposed project schedule for Work Order implementation within fifteen (15) business days after submittal of preliminary estimate, unless otherwise approved by the DPW Contract Administrator
- Create and execute systems test plans
- Conduct walkthroughs of detailed system design documents, defect reporting documents, implementation playbooks, system test plans, data conversion and validation (methods and strategies), pilots or proof of concept planning and outcomes documents, capacity planning and operational data statistics, security vulnerability assessment documents, and project plans as requested by the Commonwealth
- As required, estimate the impact of specific Work Orders on other projects and priorities and submit any revised completion dates to the DPW Contract Administrator for approval
- Submit required deliverables in accordance with DPW System Development Methodology for Department review and obtain approval
- Code programs/modifications
- Perform systems testing (including unit, integration, system, and regression testing, pilot testing, will also be included as necessary) and correct any problems encountered

- Walk through system test results with the selected IT Consulting Services Offeror and state staff.
- Submit system test results to the DPW Contract Administrator and obtain approval
- Data conversions and validations
- Implementation Systems Technical Support and Training as required
- Prepare and submit updates to systems documentation and any other necessary documentation and obtain approval within twenty (20) calendar days of the date that the modification/enhancement goes into production with the exception of report documentation
- Documentation associated with report changes or newly created reports must be received prior to the first production run of that report
- Update Initial Systems capacity Estimates and Plans
- Business Rules Integration, Implementation, and Testing
- Systems and Technology Integrations, implementations, and testing
- General Systems Design Review and Translation
- Update Systems Architecture Blueprint Document (**Appendix FFF**)
- Release Management and Version Control
- Assist in Custom, COTS, SaaS, and Transfer Technology solution options assessments, integrations, and implementations
- Implement modifications/enhancements upon DPW approval
- Prepare and conduct technical training as required by the Department
- Update requirements traceability matrix
- Provide EA-Blueprint component update information to the selected Offeror of **Lot # 6**
- Coordinate with Lot # 1-5 for SAT test planning, executions, and defect management activities
- Submit proposed automated system work order tracking system to the DPW Contract Administrator and obtain approval to implement
- Implement automated system work order tracking system that captures detailed information related to each system work order, maintains status of each system work order, and provides the necessary reports to manage the system work order process and provide easy access to all of the documents and information related to each system work order
- Maintain information on all system work orders for the life of the contract

- Participate in brainstorming discussion on DPW initiatives, as requested

NOTE: Please reference **Section D**, Systems Support Service General narrative (**Paragraphs 1.0, 1.1, and 1.2**) in this RFP regarding project management, defect management, test management, SDLC logistics and coordination ownership and responsibilities for all application support service activities.

DPW requires that the selected **Lot # 7** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any application support services activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

Application Modifications/Enhancements Required Items:

The Selected Offeror of **Lot #7** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Perform their application modification/Enhancement activities and responsibilities to support DPW mission; 2) Ensure compliance and use of the System Development Methodology (SDM), ARB, and SQA processes; 3) Plan and create project plans and their associated frameworks for individual and multi-vendor project engagements, 4) Effectively execute, monitor, and manage multiple concurrent IT project initiatives relative to schedule, performance, and budget as well as ensure timely submittal of quality end products and deliverables; 5) Lead or assist DPW in business solution development and delivery process improvement initiatives leveraging ITIL and CMMI methodologies; 6) Conduct a comprehensive technical assessments and feasibility study and provide sound cost effective recommendations, 7) Plan, manage, and execute a pilot and proof of concept.

The Selected Offeror of **Lot#7** must propose the tools, processes, and methodology that demonstrates how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to fully test and validate the operational

readiness of the business solution and assist in process and product quality improvement program initiatives.

It is imperative that the Detailed Systems Design and General Systems Design documents align and the design interpretations correctly address all functional and nonfunctional requirements as well as align with EA models and service-oriented architecture frameworks, systems requirements, applicable standards, and technology life cycle roadmaps. The selected Offeror for **Lot #7** must propose a methodology that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Review, clarify points of uncertainty, negotiate and recommend design changes regarding the Detailed Systems Design (DSD) Document, 2) Clarify concerns and uncertainties associated with the detailed design specifications, GSD, and systems requirements, 3) Ensure EA-SOA frameworks, business, and systems requirements alignment with DSD, and 4) Formulate a comprehensive Detailed Systems Design Document.

The Selected **Lot#7** Offeror must propose the tools, processes, and methodology that demonstrates how they will manage, coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to effectively manage and report defects and demonstrate how defect management will be incorporated into both the software development life cycle phases and software quality assurance programs striving for process improvements and timely delivery of quality end products. Reference the defect management paragraph in Application Support Services General; Section D 1.

The Selected Offeror for **Lot #7** must describe in detail how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: Establish comprehensive defect management system and processes that address but is not limited to, the following elements: 1) Defect Prevention, 2) Defect Discovery, 3) Defect Tracking, 4) Defect Resolution, 5) Defect Reporting, 6) Defect Origination, and 7) Software Quality Assurance and SDLC Process Improvements. The Offeror must propose a methodology to address defect categorizations, severity levels, and reporting per software release that is in compliance with the defects management and reporting guideline document provided in **APENDIX BBB**.

The Selected **Lot#7** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Create detailed test plans that ensure test coverage and effectiveness; 2) Provide timely accurate test summary reports; 3) Ensure proper systems operations and performance; and 4)

Demonstrate how tests management will be incorporated into the software development life cycle phases, defect management, and software quality assurance programs striving for process improvements and timely delivery of quality end products.

The Selected **Lot #7** Offeror must propose the tools, processes, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Establish an automated tracking system and manage Work Orders throughout the life of the contract; 2) Establish and maintain a project tracking and management system; 3) Provide access to DPW, and designated IT Consulting Services Offeror's management staff to review current project priorities and timeliness 4) Maintain the Systems Architecture Blueprint Documents

The Selected Offeror for **Lot#7** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Provide assistance, technical guidance, and analyze test results with regard to systems and technology integration testing, systems design and capacity variances, systems security and performance variances and/or anomalies, systems vulnerabilities, and problem resolution initiatives (as required)

The Selected Offeror of **Lot #7** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Engage and support the Change Control process, including detail narrative regarding the methodology to assess the change; 2) Ensure compliance and use of the System Development Methodology (SDM), ARB, and SQA processes; 3) Manage and respond to defects associated with requirements or GSD translations, design, build, SAT, or a latent production defect; 3) Produce the best quality end products, 4) Ensure requirements traceability throughout the SDLC phases, and 5) Ensure alignment with EA-SOA strategies and technology roadmaps

Lot # 7 Offeror must provide a brief description of how the Offeror plans to meet the Application Modifications/Enhancements requirements as presented in **Part IV-D.1.b.**, including the approach, organization resources and management controls that will be employed to meet Application Modification/Enhancements requirements.

Lot # 7 Offeror must provide a review of the current change management process used by the Department as summarized in Section D and specifically in **Appendix U** in this RFP, describing the

strengths and potential limitations of the current process. Describe the Offeror's proposed methodology for managing the change management process, including techniques for estimating modification resources and scheduling. Describe the Offeror's proposed solution to changing priorities and/or requirements during modifications/enhancements activities.

Lot # 7 Offeror must provide a discussion of how the Offeror will meet, measure, track, and monitor the performance expectations as well as corrective actions that may need to be taken if inefficiencies occur. Include a description of the steps that the Offeror plans to take to ensure that application modifications/enhancements meet the user requirements and are installed on time, within budget and with minimum defects.

The Selected **Lot #7** Offeror must describe in detail: 1) The resources required to support Application Modifications/Enhancement tasks including skill sets and experience, and 2) The associated organizational chart

NOTE: The selected Offeror will assist in assessing the impact on other applications for any modifications to the in-scope systems. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

4. Application/Systems Adoption and Operations Support

4.1 Applications/Systems Operations Support

The Offeror of **Lot #7** will have responsibility to maintain ongoing operational support of the in-scope applications and associated systems throughout their useful life in live production environments. Applications and associated systems platforms may be subject to periodic upgrades, technology migrations, latent production anomalies, and platform consolidations as directed by the Department. The Offeror of **Lot # 7** is required to verify application compatibility against new versions of the operating system and third party products on a schedule mutually agreed to with DPW. In addition, Applications shall be subject to regular vulnerability scanning performed by the Department. This may include third party penetration testing. Critical vulnerabilities, as determined by the Department, must be mitigated immediately after testing based on DPW approval of the mitigation strategy of the operating system and third party products on a schedule mutually agreed to with DPW. The Offeror of **Lot # 6** is required to provide support as required when highly complex

technology migrations and platform consolidations require systems architecture evaluations or re-engineering changes. The Department expects that the selected Offeror of **Lot #7** shall provide all services associated with Production Application/Systems Operations Support including, but not limited to, the following activities:

- Managerial and technical services required to maintain the ongoing operations
- Perform research immediately upon recognizing potential system defects in order to minimize system impact and improve processing.
- Scheduling and assisting in monitoring batch production runs and in resolving problems with batch jobs.
- Assist in monitoring batch report processing to ensure that reports are correct and optimized for performance.
- Work with the Commonwealth to periodically review the batch schedule and make recommendations for improving efficiency and streamlining performance
- Batch cycle scheduling specifications, including job turn-around time monitoring and problem resolution
- Actively participating in the scheduled production meetings
- Database administration and performance tuning
- Problem identification and resolution, including CAP and test results
- Software release management and emergency implementation
- System resource monitoring and forecasting
- Response time monitoring and problem resolution
- Software and technical platform migrations
- Security implementation and monitoring
- Systems operating systems
- Daily, weekly, and monthly production status reporting
- Technical liaison with BIS
- Maintain all application environments and version control
- Maintain business systems blue prints documentation
- Load and performance testing and monitoring
- Security vulnerability assessments and resolution
- Facilitate solutions to support business systems data and information life cycle management requirements

The Offeror shall provide application level database administration support for the in-scope systems, in compliance with DPW and Commonwealth's IT standards including, but not limited to, the following activities:

- Data modeling and normalization for both OLTP and Data Warehouse initiatives
- Logical database design

- Physical database design
- Database creation and update
- Coordinate and consult with applications software and testing teams for database centric activities
- Test and migration of database code and structure changes to Development, Integration, Systems Acceptance Test, Training and Load Test environments using version controls
- Provide database centric deployment scripts and playbooks for TFP and Production migrations
- Provide support for Production migrations should issues be encountered
- Provide input into database standards identification and perform compliance monitoring
- Develop database maintenance, reorganization scripts
- Provide and implement database security and encryption measures
- Develop application related data fixes
- Review database query performance and make recommendations for improvement
- Perform database related capacity planning
- Develop scripts and/or utilities along with accompanying documentation for refreshing lower environments
- Assist in troubleshooting and debugging database centric issues

4.1.1 Reporting of Operational Problems

Upon the selected Offeror's discovery of any problem that may jeopardize timely completion of its required tasks and obligations under this contract, the selected Offeror of **Lot #7** must notify the DPW Contract Administrator verbally and by e-mail. The notifications must be delivered as soon as possible but no later than at the close of business of the day the problem is identified if the problem occurs prior to the normal close of business. If the problem occurs after close of business, notification must be delivered no later than 9:00 A.M. Eastern Time the following business day. Daily status (via E-mail) of operational problems must be provided. Full written documentation that includes a Corrective Action Plan, that describes how the problem will be prevented from occurring again, must be delivered within five (5) business days. Where the operational problem results in delays in report distribution or problems in on-line access during the business day, the selected Offeror shall notify the DPW Contract Administrator or delegate within fifteen (15) minutes of discovery of the problem, in order for DPW work activities to be rescheduled. The selected Offeror shall additionally develop an automated method of monitoring the in-scope systems on at least a half-hourly basis twenty-four (24) hours daily, seven (7) days per week.

4.1.2 Commonwealth's Responsibilities: Application/Systems Operations Support DPW's responsibilities include:

- Participate in regularly scheduled status meetings with the selected Offeror's designated system maintenance staff to monitor current operations and to monitor progress on maintenance activities, defect resolution, and change processing
- Review draft and final meeting minutes and provide comments in timely manner as applicable
- Prepare and submit notices of system defect, as appropriate and designate whether defect is emergency or not
- Receive and review notices of maintenance support or proposed work requests from offeror
- Review and approve Corrective Action Plans including the proposed completion dates
- Prepare and submit change requests and designate the type of change – priority, routine, or special; designate if special cycle is required for priority changes
- Review and approve schedules for completing special change requests and approve the selected Offeror's requests for extensions on the standard time frames for completing priority and routine change requests
- Approve format and content of summary logs and detailed reports to be maintained on all defects and change requests
- Review regular maintenance reports, including summary and detail defect and change request logs and reports
- Communicate system changes as a result of maintenance activities to the selected Offeror
- Request updated versions of the disaster recovery and business continuity plans as appropriate
- Review and approve modifications to the disaster recovery plan and the business continuity plan
- Review and approve updates to system documentation

4.1.3 Offeror of Lot #7 Responsibilities: Application/Systems Operations Support

The selected Offeror's responsibilities include:

- Perform routine system maintenance of in-scope systems at no additional charge including resolving defects and processing change requests. A listing of all current Change Requests, by system, is included as **Appendix TT iCIS Change Request List; Appendix UU PELICAN Change Request List; Appendix VV HCSIS Change Request List; Appendix WW PACSES Change Request**, and **Appendix XX Child Welfare Change Request List**.

- Immediately notify DPW of any problems that could jeopardize timely completion of scheduled tasks
- Provide a maintenance team to operate and maintain the in-scope systems including the resources necessary to support all functions necessary for fulfilling the requirements of this contract and meet all the performance criteria
- Retain sufficient resources from initial knowledge transition as needed to support ongoing operation and maintenance of the in-scope applications and meet performance requirements.
- Correct emergency defects within twenty-four (24) hours and provide a root-cause analysis within five (5) days. The actual reconciliation must occur within thirty (30) working days, unless otherwise directed by the Department or unless the DPW Contract Administrator or delegate has granted an extension of the period of time necessary to cure the deficiency.
- For nonemergency defects, provide DPW with a CAP within two (2) working days for approval
- Correct all nonemergency defects within five (5) working days from CAP approval unless otherwise agreed, including a plan for the reconciliation of under payments, overpayments, and data that are a result of the defect. The actual reconciliation must occur within thirty (30) working days, unless otherwise directed by the DPW Contract Administrator or delegate has granted an extension of the period of time necessary to cure the deficiency.
- For all other defects, provide DPW with a CAP within five (5) working days for approval
- Correct all other defects within thirty (30) days of CAP approval unless otherwise agreed, including a plan for the reconciliation of data that are a result of the defect. The actual reconciliation must occur within sixty (60) working days, unless otherwise directed by the Department.
- Process all priority change requests in the next applicable processing cycle or specially scheduled cycle as applicable
- Process all routine change requests within seven (7) calendar days
- Submit a system test plan and the system test results and obtain approval when required by the Department for test specific defect fixes; note that specific defect fixes for which the Department requires test plans and test results cannot be implemented without DPW approval
- Verify the results of all maintenance performed on the system and take appropriate action for any problems encountered
- Attend regularly scheduled status meetings with the appropriate DPW staff to monitor current operations and to monitor progress on maintenance activities and provide status on open defects

- Provide summary logs and detailed reports on all defects and change requests in format acceptable to DPW; maintain most current version of these logs and reports on-line and provide updates and statistics at the status meetings
- Provide consultation to DPW or other vendors performing work on behalf of the Department in the development of maintenance requests as requested
- Utilize and maintain automated system for tracking and reporting of maintenance projects, and provide regular reports to the Commonwealth
- Perform work assignments according to priorities set by the Commonwealth
- Correct all errors and discrepancies found in the operational system at no additional charge for computer resources or personnel needed to maintain or correct the system;
- Responsible for packaging applications for deployment at a designated DPW disaster recovery facility. This would include a build and deployment script customized for that environment as well as post deployment testing to ensure that the applications are functioning properly.
- Participate in Commonwealth discussions and planning related to disaster recovery and business continuity
- Provide monthly reports detailing the activities of the maintenance staff, including a burn rate report, to DPW
- Participate in brainstorming discussions of DPW initiatives
- Participate in planning and testing the disaster recovery program, per the agreed schedule
- Manage, maintain, and monitor the various databases that support the in-scope systems.
- Manage, maintain, and monitor application components.
- Provide assistance to all interested or appropriate parties for changes or problem resolutions.
- Provide assistance for hardware and software based upgrades, as requested.
- Package applications for deployment to the Test for Production, Production, and Disaster Recovery environments in accordance with timelines established by DPW.
- Participate in host environment and Storage Area Network technology refreshes as requested by DPW.
- Identify and communicate changes to the application that could potentially impact DPW's network environment.
- Participate in an annual architectural review that comprises all components of the system in order to achieve performance and cost efficiencies. This will initially occur within six (6) months of the start of operations and annually thereafter. This review will

include recommendations on how to improve application performance.

- Participate in defining or identifying required upgrades or system changes in order to support upcoming modifications or enhancements related to increases in the workload or user base or other application changes that affect the existing architecture plan or performance level. This should occur during the annual review and on an as needed basis as determined by DPW.

DPW requires that the selected **Lot # 6** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any application support services activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

Applications/Systems Operations Support Required Items:

The Selected **Lot #7** Offeror must describe in detail: 1) The resources required to support Application/Systems Operations Support tasks including skill sets and experience, and 2) The associated organizational chart

The Selected Offeror of **Lot #7** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Maintain ongoing operational support of the in-scope applications and associated systems throughout their useful life in live production environments, 2) Ensure systems integrity and availability when performing periodic upgrades, technology migrations, and platform consolidations as directed by the Department, 3) Assist in problem resolutions, 4) Prevent and mitigate systems security threats and vulnerabilities, 5) Improve systems performance, and cost efficiencies

The Selected **Lot #6** Offeror must describe in detail: 1) The resources required to support Application/Systems Operations Support tasks including skill sets and experience, and 2) The associated organizational chart

The Selected Offeror of **Lot #6** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Maintain ongoing operational support of the in-scope applications and associated systems throughout their useful life in live production environments, 2) Assist as required when performing periodic upgrades, technology migrations, and platform consolidations as directed by the Department, 3) Assist in problem resolutions, 4) Prevent and mitigate systems security threats and vulnerabilities, 5) Improve systems performance, and cost efficiencies

NOTE: The selected Offeror will assist in assessing the impact on other applications for any modifications to the in-scope systems. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

4.2 Application Adoption and System Implementation Support

The selected Offeror of **Lot # 7** will be required to assist the program office and the selected Offeror(s) for **Lots #1-5** with the technology adoption process and implementation support activities. Examples of Application Adoption and System Implementation Support include, but not limited to:

- Provide assistance in the systems (application and technology) deployments
- Providing assistance to the system users in understanding the features and functions of the technology
- Providing assistance in getting users to use the system
- Participating in user education on the benefits of the system in terms of technology and how it can be used to make their jobs easier
- Ongoing support and maintenance for users, as required.
- Provide technical operational support training to DPW technical staff
- Onsite support for implementations, as applicable
- Provide assistances for application and technology deployments
- Triage for operational issues
- Lead or assist in the creation of Procedures/User documentation (as required)

DPW requires that the selected **Lot # 6** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared and direct technical services outlined in this RFP. The Offeror will be

required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

NOTE: The selected Offeror must work collaboratively in the assessment and implementation of any application support services activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

Application Adoption and System Implementation Support Required Items:

The Selected **Lot #7** Offeror must describe in detail: 1) The resources required to support Application Adoption and Systems Implementation Support tasks including skill sets and experience, and 2) The associated organizational chart

The Selected Offeror of **Lot #7** must provide a detailed description of how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Provide assistance for systems adoption and implementation support, 2) Triage to resolve operational issues, 3) Report and resolve anomalies discovered during implementation or adoption activities

NOTE: The selected Offeror will assist in assessing the impact on other applications for any modifications to the in-scope systems. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

E. Information Technology (IT) Shared Services Model & Direct Technical Support Services for LOT # 6 Offeror and Lot #7 Offeror

DPW's core enterprise IT applications are both large and complex, due to the intricate regulatory, financial, and fiduciary requirements of these systems. As our EA-SOA frameworks continue to evolve, having an IT Shared Services model is a necessity, especially during financially austere times, it's simply the only way IT service organizations can scale to meet the needs of their business stakeholders. In addition, having a dynamic IT Shared Service Model for all application support services facilitates better management of shared processes, standards, and

technical assets. With this model, IT service organizations can extract and pool resources specializing in fields such as database administration, security, configuration management, architecture, software quality assurance, and performance tuning independent of organization lines of business. Pooling of these resources in a shared services capacity allows the IT Services organization and DPW to better address fluctuations in demand for these resources over time and avoid the over-allocation of funds for resources that were already available elsewhere within their project portfolio.

The shared services model was established to create a stable, productive, and reliable environment for the applications that the Department develops and its stakeholders. DPW established a team of technology and Infrastructure subject matter experts that provide this technology and architecture services across multiple applications. This team plays a critical role in integrating the Department's business users with the technology team (BIS). One objective is to effectively perform as a bridge between these agencies and be successful in implementing the releases on an established schedule. Further, there is a great deal of efficiency in the use of resources that perform common technology activities for applications, in the common shared services model.

Under the shared services model technical resources fall under one of three categories:

- 1) **Customer Direct Technical Support:** The Offeror's technical resource is integrated into the states technical teams (DEA or DTE), is physically located at the Willow Oak facility, and dedicated full time under the direction of the DPW-BIS manager assigned.
- 2) **Shared Technical Consulting Support:** The Offeror's technical resource provides SME consulting services to DPW-BIS on a needs be basis but is also shared across the Offeror's technical teams advising and providing technical oversight. Resource is physically located at the Offeror's facilities and under the direction of the Offeror's management team.
- 3) **Vendor Technical Support:** The Offeror's technical resource is shared across the Offeror's technical teams based on project priorities, is physically located at the Offeror's facilities and dedicated full time under the direction of the Offeror's management team.

Shared service operates in two venues: 1) Technical and Infrastructure operational support and 2) Ongoing strategic and tactical consulting engagements or direct technical support services. **Figure 7** below, is a table that highlights specific application operational support services by domains and **Figure 8:** highlights the strategic consulting IT Shared Direct Support Services Table.

The Selected Offerors of **Lots # 6** and **Lot #7** will be performing the work associated with Systems Support Services initiatives and Direct IT Support Services using an IT Shared Services Model.

Figure 9 is a table that highlights specific IT shared services resource classifications and FTEs supporting both specific application operational support and IT Shared Direct Support Services.

Figure 7 Technical and Infrastructure Support Services Requirements by Domain

Service Category	Sub-Component Service Offering
<p>Technology Support Services (IT Shared Services)</p>	<p>Database Support</p> <ul style="list-style-type: none"> ▪ Database Design – physical and logical model creation ▪ Data Dictionary Management – adherence to naming standards; review with BIS Data team ▪ Performance – Query performance tuning/proactive monitoring ▪ Data Management – Managing test data through the various environments to support project initiatives ▪ Capacity Planning – Support quarterly capacity planning ▪ Upgrade Support – Support BIS in planning and execution of database upgrades ▪ Quality Assurance – Serve as the single point of contact from the project teams to BIS' database team. Review each request for completeness, accuracy and adherence to the strategic vision of DPW before submission to the DPW team for review and approval ▪ Communication/Coordination – communicate upcoming requests from the application teams to the BIS database team. Provide a summary of the requirements and high level scope to assist in resource planning
	<p>Configuration Management</p> <ul style="list-style-type: none"> ▪ Deployment Planning – Create playbooks, coordinate technical details with BIS, coordinate logistics discussions ▪ Deployment Execution – receive, plan, execute and verify application deployments through the test environments. Assist DPW with production deployments, including playbook management, stakeholder communication and application team testing coordination ▪ Performance – Proactively monitor application behavior for tuning opportunities. Work with BIS to identify system tuning solutions ▪ Upgrade Support – Support BIS in planning and execution of system upgrades ▪ Quality Assurance – Serve as the single point of contact from the project teams to BIS' server team. Review each request for completeness, accuracy and adherence to the DPW strategic vision ▪ Communication/Coordination – Communicate upcoming requests from the application teams to the BIS server team. Provide a summary of the requirements and high level scope to assist in resource planning.
	<p>Security</p> <ul style="list-style-type: none"> ▪ Security Design – Work with BIS to design and implement security solutions using the standard DPW architecture and security tools ▪ CA(2) – create and maintain the CA(2) document. This document is required for each major release of an application. This process also includes secure code review, and web application vulnerability scanning. ▪ Upgrade Support – Support BIS in planning and execution of security software ▪ Quality Assurance – Serve as the single point of contact from the project teams to BIS' security team. Review each request for completeness, accuracy and adherence to the processes set up by the DPW security team ▪ Vulnerability Testing – Support DPW's IT projects by performing vulnerability tests of the code developed by the project teams in non-production environments. The testing will be done using DPW standard tool sets ▪ Communication/Coordination – Communicate upcoming requests from the application teams to the BIS security team. ▪ IAM (Identity and Access Management Support) Work with BIS staff to help support DPW's IAM infrastructure, to also include Provisioning and Role Based access control assessments as needed. ▪ SIEM Work with BIS to provide support on DPW's Security Incident Event Management System.
	<p>Architecture</p> <ul style="list-style-type: none"> ▪ Design – Work with the application teams to create a strategic application design that aligns with the broader enterprise vision of DPW/BIS ▪ Standards Alignment – Facilitate initiative presentations to the Architecture Review Board (ARB) to verify adherence to standards. Perform ARB presentation rehearsals with the application team for efficient execution. Manage the vendor's Architecture Review Board team to verify consistent solutions and practices are being leveraged across all applications. Manage and maintain the

Service Category	Sub-Component Service Offering
	<p>Application Lifecycle Management Dashboard and overall application baseline to facilitate timeliness and improved accuracy</p> <ul style="list-style-type: none"> ▪ Communication/Coordination – Facilitate application team presentations at the Architectural Review Board III meetings to confirm integration, both technically and from a personnel perspective, of new architectural solutions within BIS.
	<p>Middleware</p> <ul style="list-style-type: none"> ▪ Design – Work with BIS’ middleware team to design WebMethods/OpenTI solutions to support project initiatives. ▪ Quality Assurance – Serve as the single point of contact from the project teams to BIS middleware team. Review each request for completeness, accuracy and adherence to the strategic vision of DPW/BIS ▪ Communication/Coordination – Communicate upcoming requests from the application teams to the BIS middleware team. Provide a summary of the system requirements and high-level scope to assist in resource planning.
	<p>Groupware/Network</p> <ul style="list-style-type: none"> ▪ Desktop Support – Work with BIS to assist in managing CWOPA desktop computer compliance with DPW standards and protocols. Includes SMS push support and software deployment coordination and management. (Note: DPW will manage the SMS pushes, anti-virus definition updates, etc.) ▪ Laptop Support – Work with BIS to manage safeboot accounts and access to Commonwealth equipment being used by Offeror staff ▪ Network Support – Support the network team with tasks or maintenance activities as required to support the Offeror’s CWOPA network services ▪ Quality Assurance – Serve as the single point of contact from the project teams to BIS network team. Review each request for completeness, accuracy and adherence to the strategic vision of DPW/BIS ▪ Communication/Coordination – Communicate upcoming requests from the application teams to the BIS network team. Provide a summary of the system requirements and high-level scope to assist in resource planning.
	<p>Knowledge Management</p> <ul style="list-style-type: none"> ▪ Metadata Management – capture, validate, and post metadata to the EDW Metadata Application • Document Creation – documentation adheres to published BIS standards and utilized approved / published Enterprise Knowledge Management templates • Quality Assurance - Serve as the single point of contact from the project teams to BIS Knowledge Management team. Review each request for completeness, accuracy and adherence to published BIS standards • Design - Work with BIS EKMS to design Knowledge Management solutions to support project initiatives involving Cognos BI and Data Warehouse. • Deployment Planning - Create playbooks, coordinate technical details with BIS, and coordinate deployment logistics • Capacity - Provide capacity estimates and support application capacity planning ▪ Application Testing - For BI application functionality and load testing, provide BIS with test cases and scenarios prior to testing and provide test results prior to TFP. ▪ Communication/Coordination – Communicate upcoming requests from the application teams to the BIS knowledge management team. Provide a summary of the system requirements and high-level scope to assist in resource planning.
	<p>Operations</p> <ul style="list-style-type: none"> ▪ Batch Management – Support creation of batch run books, escalation protocols and restart instructions for all project batch jobs. Assist BIS to set up the OPCON scheduler to support project batch schedules. Provide first-line of support to BIS for batch issues/questions ▪ Capacity Planning – Support the collection, assimilation and presentation of quarterly capacity plans ▪ Load and Break Testing – Facilitate the scheduling, execution and analysis of load and break tests. Work with the project team to assimilate results and present to BIS management with each major release ▪ Reporting – Automate and distribute operational project reports – such as the Daily Business Metrics - to project team, program office and BIS staff.
	<p>Production Support</p> <ul style="list-style-type: none"> ▪ Issue Management – Work with BIS to investigate, analyze and recommend solutions to production issues impacting all in-scope applications ▪ Infrastructure Management – Support BIS in the planning and testing of infrastructure upgrades such as software patches, hardware replacement, etc.

Direct Technical Support Overview

The selected Offeror for **Lot #7** will be responsible for the Direct Technical Support Consulting Service activities necessary to support the DPW Application

and Technical Engineering staff. These services span across all Systems Support Services outlined in **Section D,1** of this RFP. DPW requires that the selected Offeror provide suitably qualified personnel resources.

Figure 8 Direct Technical Support Services

Service Category	Sub-Component Service Offering
BIS Direct Support Services	<p>Technology Engineering</p> <ul style="list-style-type: none"> • Security architecture design and implementation support • Open system server configuration management support • Oracle database administration support • Middleware Architecture Support • DPW Technology Strategy Assistance and Commercial Off-the Shelf (COTS) product support <p>Enterprise Applications</p> <ul style="list-style-type: none"> • Middleware design, coding and implementation support • Middleware problem identification, trouble shooting, and resolution • Middleware architecture reviews • Middleware Technology Pilots and/or Proof of Concepts • Research and evaluation of new standards • Technology platform enhancements, migrations, and upgrades • Integrated SQA Models & standards <p>Enterprise ITIL & Software Engineering Processes</p> <ul style="list-style-type: none"> • Solution Development and Delivery Models • SEP Process Improvement Initiatives

The various types of Direct Technical support activities expected to be performed by the selected Offeror of **Lot # 7** for the in-scope applications include:

a. Application Direct Technical Support activities (Lot #7)

- Provide design, coding, and implementation support to the DPW Middleware Team. The specialized technical services support will focus specifically on middleware functions using WebMethods middleware and integration broker concepts for integration needs within DPW's application suite. The resources will support the DEA Middleware Team in defining the integration approach, architecture direction, application integration standards, and ongoing maintenance and operation functions.
- Support the WebMethods platform upgrades.
- Creation of BizTalk standards, processes, and related documentation to help integrate this platform with the Enterprise.
- Provide Open TI support in support existing and prioritized initiatives
- Develop middleware packages for prioritized initiatives
- Provide knowledge sharing and mentoring to the Commonwealth staff as directed by DPW management. This includes guidance and assistance required during initiatives.

b. Technical Engineering Direct Technical Support activities

- i. Security (**Lot #7**)
 - Enterprise Security Risk Assessment Framework

- Develop a framework for information security risk assessments within DPW. The framework will assist the Chief Security Officer in making security related decisions for the applications and infrastructure.
- Enhance RBAC (Role Based Access Control)
- Define and implement role management processes and enterprise level role-based model for the applicable Program offices. Define process to refine, optimize, and adapt role definitions to business changes. Define process to set quality targets and processes to fix privileges exceptions and flawed role definitions. Define process to recertify privileges changes and role updates with business managers. Define process to automate testing of privileges and roles against business process rules and policies such as segregation of duty.
- Automate User Provisioning (**Lot #7**)
 - Assess existing integrated identity management and provisioning solution to enable the potential to automate the creation, modification, and deletion of user identities and their access and entitlements to range of DPW's enterprise systems, from mainframe to web applications. Design and implement standard processes for On-boarding, Transfer, Periodic Access Review, and Off-boarding of all DPW employees. Design and implement discretionary or request driven access process flow for Functional Roles (for DPW employees). Define a process to periodically audit provisioning policies. Identify technical resources (provisioning targets) that will leverage the IBM TIM Provisioning solution. Define use cases and policies to be enforced by the TIM Provisioning solution. Define procedures for periodic user access reviews. Enhance self-service password services using GINA technology. Design and implement eSignature based MD205.34 user agreement collection process. Provide ongoing support for the TIM Infrastructure.
 - Support the Generic Self -registration service and password Services (Implementation and Rollout).
 - Implement the generic self-registration service to provide user account registration features for use by applications across the DPW.
- IAM Infrastructure Support and Enhancements (IBM Tivoli Identity Manager, CA Identity Manager, CA Siteminder, Radiant Logic VDS and CA SOA Security Manager); (**Lot #7**)
 - Provide ongoing IAM infrastructure (IBM Tivoli Identity Manager, CA Identity Manager, CA Siteminder, Radiant Logic VDS and CA SOA Security Manager) support and

- enhancement services i.e. defining the security approach, architecture direction, application integration standards and ongoing maintenance activities. Implement identity-based web services security solution to secure access to the DPW web services by inspecting the security information contained in the XML documents submitted by web service consumers.
- SIEM RSA enVision Support and Enhancements; **(Lot #7)**
 - Enhance the RSA enVision implementation by defining processes and procedures to monitor Key Performance Indicators (KPI). Provide support to existing envision implementation. Integrate devices with enVision. Assist with keeping enVision infrastructure up to date with patches, hot fixes, etc.
 - Network security assessment; **(Lot #7)**
 - Conduct network vulnerability assessment and penetration testing assessment using automated tools like Nmap, Nikto, Nessus, GFI Languard, Ethereal, Snort, Kismet, Airshark, MIBWalk. Conduct a manual analysis of the network devices and architecture. Perform configuration review of the network devices. Compare against security leading practices for network security and architecture and identify gaps.
 - Create detailed reports for each vulnerability identified with mitigation steps. Assist business owners to determine business impact and business risks of each identified vulnerability. Assist DPW to formalize remediation plan for mitigation of the vulnerabilities identified. This activity will require a separate vulnerability test agreement terms to be agreed to prior to scheduling a resource to assist.
 - Provide security vulnerability testing assessment assistance; **(Lot #7)**
 - The security testing consultant will assist BIS to identify security vulnerabilities within the web applications and environment, prioritized for testing by BIS. This assessment will include manual testing and tests conducted with the help of automated web application/ web service vulnerability assessment tools that DPW has, such as HP Web Inspect.
 - Improve the security team's request tracking System to support the USEC Change Request process.
 - Security DR and Backup; **(Lot #7)**
 - Define backup and recovery improvement opportunities within the security infrastructure to support more effective and efficient DR processes

- Virtual Server Technology; **(Lot #7)**
 - Assess and Incorporate virtual server technology within the Security infrastructure to facilitate improved management of hardware cost and resources.
 - Software Upgrade Support; **(Lot #7)**
 - Support upgrades to the Siteminder and IdentityManager software.
- ii. Configuration Management; **(Lot #7)**
Provide configuration management support, including:
- Leverage our understanding of the Enterprise Applications (HCSIS, PELICAN, iCIS, etc.) architecture, design, and operations to identify opportunities and to assist in improving Open System server performance. This includes enhance caching solutions, use of Microsoft solutions such as Web Gardening or, Monitor Server performance using tools.
 - Create and maintain infrastructure documentation (system blueprints, etc.).
 - Evaluate new technology, tools and best practices to mature our configuration management processes – including configuration file encryption, improved automated deployments methodologies, etc.
 - Identify solutions to maximize ROI on hardware investment (web gardens, splitting the application and presentation layer, etc.) by fully using the existing capacity.
 - Support upgrade planning (Windows 2008, etc.) and execution.
 - Support migration of test environments to Selinsgrove to support alternative DR solutions.
 - Provide configuration management solutions to best support DPW's vision of SOA and service management.
- iii. Database Administration; **(Lot #7)**
Provide database administration support. Provide Oracle Database Administrator services including:
- Assist in researching, defining, and implementing an Information Life Cycle Strategy.
 - Perform OLTP Query Performance tuning.
 - Perform PL/SQL Code reviews to ensure code is efficient and adheres to best practices.
 - Review and optimize Open Systems Batch queries and processes.
 - Assist in the Open Systems Database Backup/Recovery and Disaster Recovery processes.
 - Review logical and physical database designs.
 - Monitor database performance; identify and implement tuning opportunities.

- Apply database software patches and upgrades.
 - Provide application deployment support.
 - Develop database related maintenance processes and/or utilities.
 - Assist in developing database related standards and best practices.
 - Research and resolve issues related to the Database and/or application interaction with the Database.
- iv. **Middleware Architecture Support; (Lot #7)**
Provide architecture support within the middleware infrastructure, including:
- WebMethods upgrade support including installation, configuration, testing and analysis.
 - Biztalk support installation, configuration and prototyping of solutions to introduce this platform into the DPW architecture.
 - Enterprise Architecture support to configure, analyze and prototype solutions to support the Enterprise Service Business concept.
- v. **Enterprise Knowledge Management**
- Provide Business Intelligence – Cognos and Informatica support
 - Assist with Cognos troubleshooting related to application issues and ETL Informatica issues related to application issues.
 - Assist with Cognos Query Performance tuning for optimal results.
 - Assist in Cognos configuration reviews to ensure infrastructure is efficient and adheres to best practices.
 - Assist in developing Cognos and DW related performance monitoring procedures, standards, and best practices.
 - Research and resolve issues related to the Cognos and/or Informatica installations and application interaction with EKMS.
- vi. **DPW Technology Strategy Assistance and Alternative Solutions Support (Lot # 6 & Lot #7)**
Provide specialist assistance for DPW technology strategy support for annual planning efforts and COTS, Cloud Computing, and Transfer Technology product support. Based on the request and priorities set by Contract Administrator and DTE the following areas of technology and process specialist support services will be provided. Additional services in this category will be elaborated when DTE finalizes the priorities.
- Feasibility Studies and annual planning relative to COTS, Cloud Computing, and Transfer Technology (**Lot #6**)
 - Technology strategy support to establish a baseline for annual planning and scoping (**Lot #6 and Lot #7**)

- DTE-Enterprise Knowledge Management Services Assistance (**Lot # 7**)
 - Establish the ITIL (IT Infrastructure Library) Adoption Approach (**Lot # 7**)
- vii. DPW CMMI and ITIL Strategy Assistance and Solutions Support (**Lot #6 & Lot #7**)
- Provide specialist assistance for DPW strategy support for annual planning efforts for software quality control and solution development and delivery process improvement initiatives. Based on the request and priorities set by Contract Administrator, DEA, and DTE the following four areas of process specialist support services will be provided:
- Refinement and expansion of CMMI and ITIL models and governance frameworks
 - Provide strategy support to assess CMMI and ITIL model maturity level baselines and map annual strategies for annual targets
 - Technology strategy support to establish an integrated software quality assurance approach throughout the SDLC phases.

Information Technology (IT) Shared Services Model & Direct Technical Support Services Required Items:

The Selected **Lot #6** Offeror and Selected **Lot #7** Offeror must describe in detail: 1) The resources required to support Shared Services and Direct Technical Operational and Consulting tasks including skill sets and experience, and 2) The associated organizational chart

The Selected **Lot #6** Offeror and Selected **Lot #7** Offeror must provide a detailed description of their approach and as to how they will effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Provide effective Shared Services and Direct Technical Operational and Consulting assistance support for strategic, tactical, and operational initiatives throughout the life of this contract (as outline in Section E) , 2) Triage to resolve complex operational issues, 3) Be luminaries and IT visionaries relative to EA-SOA supporting DPW mission

c. Staffing Requirements

The selected Offeror must supply Application and Technical staff. Staff assigned to this project must be able to work cooperatively with Commonwealth staff and other individuals and entities. The selected Offeror's staff must be able to coordinate and receive direction from designated DPW staff. The selected Offeror's staff must be able to deliver work that is not in conflict with the priorities and hardware/software choices and limitations as established by the Commonwealth, Department of Public Welfare.

The Department currently uses a mix of state employees and contracted staff. The ITSS organizational chart is provided as **Appendix YY**.

Figure 9: IT Shared Services Model/IT Direct Support Services Table

Resource Classification	IT Direct Services Provided	Direct IT Support Services (FTEs)	Contractor Development Teams (FTEs)	Total FTEs	Resource Type	LOT #
Chief Application Architect	EA-SOA Designs and Strategies	0.4	0.6	1.0	STCS	6&7
Chief Security Architect	Enterprise Security Initiatives and Consulting	0.3	0.7	4.0	STCS & CDTS	6&7
Systems Architects	Enterprise	1.5	0.5	2.0	STCS & CDTS	7
Chief Database Architect	Database Architecture Designs & Tuning	0.25	0.75	1.0	STCS	6&7
ESB/Middleware Architect	ESB-Middleware Designs and Consulting	0.4	0.6	1.0	STCS	7
Sr. Application Developers	Middleware Support Web Methods	3.0	0	1.0	CDTS	7
Software Quality Assurance Specialist	CMMI & ITIL Solution Delivery Processes	1.0	0	2.0	CDTS	7
Sr. Application Developers	Business Intelligence & Data Warehouse	2.0	0	2.0	CDTS	7
Security Specialist	Software Threat/Vulnerability Prevention and Resolution	3.0	3.0	6.0	CDTS	7
Database Administrators	Administer Databases and support Application Teams	1.0	0	1.0	CDTS	7
Shared Services Manager	Key technical liaison with DPW-BIS for all project initiatives	0.5	0.5	1.0	STCS	7
Sr. Developers Legacy	Provide Mainframe Programming and Batch support activities	0.7	0.3	1.0	CDTS	7
Quality Manager or Software Process Engineer	Support ITIL and CMMI process improvements and Consulting	0.3	0.7	1.0	STCS	7
Chief Functional Architect	EA-SOA Designs and Strategies	0.4	0.6	1.0	STCS	6
Systems Configuration Specialists	Deployment, Load Test	0.20	0.80	4.0	STCS	7

***Note:** This table does not address Vendor Technical Support resources, only

DPW requires that the selected Offeror for **Lot #6** and **Lot #7** have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

The selected Offeror will assist in assessing the impact on other applications for any modifications to the in-scope systems. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

F. Turnover for Lot #6 Offeror and Lot #7 Offeror

This section presents the turnover requirements to which the selected Offeror must agree. Turnover is defined as those activities that are required for the selected Offeror to perform to transition contract service delivery to a subsequent vendor or to Commonwealth resources.

1. Turnover Scope

During turnover, the selected Offerors for **Lot #6** and **Lot #7** must ensure that program stakeholders do not experience any adverse impact from the transfer of services. Nine months prior to the end of the contract term, the selected Offeror must develop and submit a comprehensive Turnover Plan that details the proposed schedule, activities, and resource requirements associated with the turnover tasks identified. Six month prior to the end of the contract term, the selected Offeror must implement a DPW approved Turnover Plan. Turnover activities include, but are not limited to:

- Transfer of information including documentation relating to software and interfaces; functional business process flows; and operational information concerning subcontractors;
- The implementation of a quality assurance process to monitor turnover activities;
- The plan for training the State and/or its designated agent's staff in the delivery of services;
- Post-Turnover services including a Turnover Results Report and access to the Offeror's staff with technical and operational expertise.
- Appoint, with State approval, a manager to manage and coordinate all turnover activities outlined in the Turnover Plan approved by the State.

The selected Offeror for **Lot #6** and **Lot #7** must:

- Execute the approved Turnover Plan in cooperation with the incoming vendor's Transition Plan.
- Maintain service delivery staffing levels (no reduction in staffing) during the turnover period; all changes require prior approval by the DPW Contract Administrator;
- Not restrict or prevent the Offeror's staff from accepting employment or contract positions with DPW or with any successor vendor. DPW will work with the incumbent and successor vendors on the timing of any transition of incumbent staff.
- Notify the DPW Contract Administrator of reassignment or termination of employment or contract with any of its staff during Turnover prior to reassignment or termination of the staff.
- Provide to DPW or its agent, within 15 business days of the request, all updated scripts and other documentation and records required by the DPW or its agents.
- Turn over the operation and management of all service delivery functions to DPW or its designee. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users or clients takes place.
- Work closely with DPW to ensure that this turnover of responsibilities and the necessary knowledge transfer are completed by the end of the contract period.
- Submit turnover deliverables as outlined in **Figures 10, 11, and 12** below.
- Respond to all DPW requests regarding turnover information, in the timeframe defined by the Commonwealth at the time of the request.

2. Turnover Deliverables

The following deliverables are associated with Turnover:

a. Turnover Plan

Figure 10: Turnover Plan Deliverable

Turnover Plan	
Activity	Turnover
Expected Delivery	Submitted for approval no later than 9 months prior to the end of the contract term or within 3 months of request by DPW
Frequency	Once
Description	<p>The selected Offeror must develop and implement a DPW-approved Turnover Plan covering the possible turnover of the operational business activities and systems to either DPW or its designee. The Turnover Plan must be a comprehensive document detailing the proposed schedule, activities and systems, and resource requirements associated with the turnover tasks. Additionally, the Turnover Plan, must be provided in a format and media specified by DPW.</p> <p>The Turnover Plan must include:</p> <ul style="list-style-type: none"> ▪ Turnover of copies of all relevant data, documentation, or other

	<p>pertinent information necessary for DPW or its designee to take over and successfully assume operational business activities</p> <ul style="list-style-type: none"> ▪ Detailed description and diagram showing the configuration of the hardware and telecommunications network ▪ Detailed inventory of all Pennsylvania DPW software programs and modules, scripts, parameters, files and data bases, data element dictionary, user code or exits used in proprietary software packages, login IDs/passwords and other necessary credentials, etc. that comprise the Pennsylvania DPW systems ▪ Documentation of all external interfaces identifying the external entity, description of interface, frequency, volume (size of files), and media or type of interface (FTP server, email, CD/DVD, clearing house, tape file, etc.) ▪ Inventory of all documentation including systems, operations, user, provider, design, system change orders, defects, special projects, training materials, operational and desk-level procedures, and program policies, etc. that is used to carry out the Contractor responsibilities under this contract ▪ Turnover of correspondence, documentation of outstanding issues, and other service delivery support documentation ▪ A description of the Offeror's approach and schedule for transfer of operational support information ▪ A description of information and systems required to continue service delivery ▪ Vendors shall document how they will, as part of their turn over plan, support efforts of a new vendor in: <ul style="list-style-type: none"> ○ Engaging stakeholders ○ Describing the application or support service ○ Focusing the transition plan design ○ Supporting the well-rounded approach and credible efforts of the transition ○ Justifying the processing and conclusions of the transition. ▪ Capability Turnover Plan ▪ Knowledge Transfer Topics ▪ Knowledge Transfer Schedule ▪ Staff Load and Qualification Document ▪ Turnover Inventory of Documents and Plan ▪ Turnover Completion Report ▪ Asset Inventory (Hardware, Software, Manuals etc) ▪ Detailed Business Systems Platform Blueprints (Hardware & Software technologies, configurations, systems specifications, and associated technical procedures)
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b. Turnover Lessons Learned Report

Figure 11: Turnover Lessons Learned Report Deliverable

Turnover Lessons Learned Report	
Activity	Turnover
Expected Delivery	Submitted for approval no later than 9 months prior to the end of the contract term or within 3 months of request by DPW
Frequency	Once
Description	The selected Offeror must provide a Turnover Lessons Learned Report to either DPW or its designee. The Turnover Lessons Learned Report must be a comprehensive document detailing the lessons learned from their Orientation/Knowledge Acquisition plan and process; and incorporate that information into their Turnover Plan. Additionally, the Turnover Lessons Learned Report, must be provided in a format and media specified by DPW.

c. Turnover Results Report

Figure 12: Turnover Results Report

Turnover Results Report	
Activity	Turnover
Expected Delivery	Submitted for approval within 30 calendar days of the completion of Turnover activities
Frequency	Once
Description	<p>4 Following turnover of service delivery, the Offeror must provide DPW with a Turnover Results Report documenting the completion and outcomes of each step of the Turnover Plan previously approved by the DPW. Turnover will not be considered complete and final payment will not be made until the Turnover Results Report is received and approved by the DPW Contract Manager.</p> <p>5 Project Closure Correspondence</p>

Turnover Required Items:

The Selected **Lot #6** Offeror and Selected **Lot #7** Offeror must describe in detail: 1) The resources including skill sets and experience required, and resource allocation strategies (roll-on or roll-off) of the to support a successful turnover, 2) The associated turnover organizational chart, 3) A turnover plan outline defining the key points and considerations, turnover success criteria, and the major tasks and subtasks they believe are pertinent to ensuring a successful turnover with minimal impact to business operations, and 4) How they would manage the plan, accurately assess progress, and mitigate variances for a successful turnover.

Attachment A, Appendix A

**FINAL
CONTRACT
TERMS AND CONDITIONS**

If an award is made to an Offeror, the Offeror shall receive a Contract that obligates the Offeror to furnish the awarded services in accordance with these Contract Terms and Conditions:

1. TERM AND SCOPE OF CONTRACT

- (a) The term of the Contract shall commence on the Effective Date and shall end on the Expiration Date identified in the Contract, subject to the other provisions of the Contract. The Effective Date shall be: a) the date the Contract has been fully executed by the Contractor and by the Commonwealth and all approvals required by Commonwealth and federal contracting procedures have been obtained or b) the date referenced in the Contract, whichever is later. The Contract shall not be a legally binding contract until after the fully-executed Contract has been sent to the Contractor. The Issuing Office will issue a written Notice to Proceed to the Contractor directing the Contractor to start performance on or after the Effective Date.
- (b) The Commonwealth reserves the right to execute the original Contract, Purchase Orders or any follow-up Contract documents in ink or electronically. The Contractor understands and agrees that the receipt of an electronically-printed Contract with the printed name of the Commonwealth purchasing agent constitutes a valid, binding contract with the Commonwealth. The printed name of the purchasing agent on the Contract represents the signature of that individual who is authorized to bind the Commonwealth to the obligations contained in the Contract. The printed name also indicates that all approvals required by Commonwealth contracting procedures have been obtained.
- (c) The Contractor shall not start performance until all of the following have occurred: (1) the Effective Date has arrived; and (2) the Contractor has received a copy of the fully executed Contract. The Commonwealth shall not be liable to pay the Contractor for any supply furnished or work performed or expenses incurred before the Effective Date of the Contract. No Commonwealth employee has the authority to verbally direct the commencement of any work or delivery of any supply under this Contract prior to the Effective Date.
- (d) The Contractor agrees to furnish the requested services to the Commonwealth as such services are defined in this Contract, the Request for Proposals (RFP) and the Contractor's Proposal.

2. DEFINITIONS

- (a) Contract Officer. The person authorized to administer this Contract for the Commonwealth and to make written determinations with respect to the Contract.
- (b) Days. Unless specifically indicated otherwise, days mean calendar days.

- (c) Developed Works or Developed Materials. All documents, sketches, drawings, designs, works, papers, files, reports, computer programs, computer documentation, data, records, software, samples or any other literary works, works of authorship, or tangible material authored or prepared by Contractor in carrying out the obligations and services under this Contract, without limitation. The terms are used herein interchangeably.
- (d) Documentation. A term used to refer to all materials required to support and convey information about the services required by this Contract. It includes, but is not necessarily restricted to, written reports and analyses, diagrams, maps, logical and physical designs, system designs, computer programs, flow charts, disks, and/or other machine-readable storage media.
- (e) DPW. The Commonwealth of Pennsylvania's Department of Public Welfare.
- (f) Proposal. Contractor's response to a Request for Proposals (RFP) issued by the Issuing Agency as incorporated into the Contract.
- (g) Services. All Contractor activity necessary to satisfy the Contract.

3. CONTRACT SCOPE

- (a) If the Contractor must perform work at a Commonwealth facility outside of the daily operational hours set forth by the Commonwealth, it must make arrangements with the Commonwealth to assure access to the facility and equipment. No additional payment will be made on the basis of lack of access, unless the Commonwealth fails to provide access as set out in the RFP.
- (b) Except as set out in this Contract, the Contractor shall not offer for sale or provide Commonwealth agencies with any hardware or software (i.e., personal computers, file servers, laptops, personal computer packaged software, etc.). Contractor may recommend the use of tools such as hardware and software, without requiring agencies to purchase those tools. Software tools that are NOT on statewide contract will be acquired through separately procured purchase agreements, and the Contractor shall not be considered for award of such agreements if it has recommended their use.
- (c) Contractor shall comply with the IT standards and policies issued by the Governor's Office of Administration, Office for Information Technology (OA/OIT) (located at: <http://www.portal.state.pa.us/portal/server.pt?open=512&objID=416&PageID=210791&mode=2>), including the accessibility standards set out in IT Bulletin ACC001, IT Accessibility Policy and the Bureau of Information Systems Business and Technical Standards. The Contractor shall ensure that Services procured under this Contract comply with the applicable standards. In the event such standards change during Contractor's performance, and the Commonwealth requests that Contractor comply with the changed standard, then any incremental costs incurred by Contractor to comply with such changes shall be paid for pursuant to a change order to the Contract.

4. IDENTIFICATION NUMBER

The Contractor must have a SAP vendor number.

5. ORDER OF PRECEDENCE

If any conflicts or discrepancies should arise in the terms and conditions of the Contract, or the interpretation thereof, the order of precedence shall be:

- (a) The Contract; then
- (b) Attachment A; then
- (c) Attachments B-E.

6. CONTRACT INTEGRATION

- (a) The Contract, including all Riders and Attachments constitutes the final, complete, and exclusive Contract between the parties containing all the terms and conditions agreed to by the parties.
- (b) All representations, understandings, promises, and agreements pertaining to the subject matter of this Contract made prior to or at the time this Contract is executed are superseded by this Contract.
- (c) There are no conditions precedent to the performance of this Contract except as expressly set forth herein.
- (d) No contract terms or conditions are applicable to this Contract except as they are expressly set forth herein.

7. PERIOD OF PERFORMANCE

The Contractor, for the life of this Contract, shall complete all Services as specified under the terms of this Contract. In no event shall the Commonwealth be responsible or liable to pay for any services provided by the Contractor prior to the Effective Date, and the Contractor hereby waives any claim or cause of action for any such Services.

8. OPTION TO EXTEND

The Commonwealth reserves the right, upon notice to the Contractor, to further extend the term of the Contract for up to three (3) months upon the same terms and conditions. This will be utilized to prevent a lapse in Contract coverage and only for the time necessary, up to three (3) months, to enter into a new contract.

9. SPECIAL REQUIREMENTS

The Commonwealth reserves the right to purchase Services within the scope of this Contract through other procurement methods whenever the Commonwealth deems it to be in its best interest.

10. SUBCONTRACTS

The Contractor may subcontract any portion of the Services described in this Contract to third parties selected by Contractor and approved in writing by the Commonwealth, whose approval shall not be unreasonably withheld. Notwithstanding the above, if Contractor has disclosed the identity of Subcontractor(s) together with the scope of work to be subcontracted in its Proposal, award of the Contract is deemed approval of all named Subcontractors and a separate approval is not required. The existence of any subcontract shall not change the obligations of Contractor to the Commonwealth under this Contract. Upon request of the Commonwealth, the Contractor must provide the Commonwealth with a copy of the subcontract agreement between the Contractor and the subcontractor. The Commonwealth reserves the right, for good cause, to require that the Contractor remove a subcontractor from the project. The Commonwealth will not be responsible for any costs incurred by the Contractor in replacing the subcontractor if good cause exists.

11. OTHER CONTRACTORS

The Commonwealth may undertake or award other contracts for additional or related work, and the Contractor shall fully cooperate with other contractors and Commonwealth employees, and coordinate its Services with such additional work as may be required. The Contractor shall not commit or permit any act that will interfere with the performance of work by any other contractor or by Commonwealth employees. This paragraph shall be included in the Contracts of all contractors with which this Contractor will be required to cooperate. The Commonwealth shall equitably enforce this paragraph as to all contractors to prevent the imposition of unreasonable burdens on any contractor.

12. PRIME CONTRACTOR RESPONSIBILITIES

The Contractor will be responsible for all services in this Contract whether or not Contractor provides them directly. Further, the Contractor is the sole point of contact with regard to all contractual matters, including payment of any and all charges resulting from the Contract.

13. COMPENSATION

- (a) The Contractor shall be required to perform at the price(s) quoted in the Contract. All items shall be performed within the time period(s) specified in the Contract. The Contractor shall be compensated only for items supplied and performed to the satisfaction of the Commonwealth. The Contractor shall not be allowed or paid travel or per diem expenses except as specifically set forth in the Contract.
- (b) Unless the Contractor has been authorized by the Commonwealth for Evaluated Receipt Settlement or Vendor Self-Invoicing, the Contractor shall send an invoice itemized by line item to the address referenced on the Contract [within fifteen \(15\) days](#) after items are satisfactorily delivered. The invoice should include only amounts due under the Contract. The Contract number must be included on all invoices. In addition, the Commonwealth shall have the right to require the Contractor to prepare and submit a "Work In Progress" sheet that contains, at a

minimum, the tasks performed, number of hours, hourly rates, and the purchase order or task order to which it refers.

14. PAYMENT

- (a) The Commonwealth shall put forth reasonable efforts to make payment by the required payment date. The required payment date is:
 - (1) the date on which payment is due under the terms of the Contract; or
 - (2) forty-five (45) calendar days after a proper invoice actually is received at the "Bill To" address if a date on which payment is due is not specified in the Contract (a "proper" invoice is not received until the Commonwealth accepts the service as satisfactorily performed).

The payment date shall be the date specified on the invoice if later than the dates established by (1) and (2) above.

- (b) Payment may be delayed if the payment amount on an invoice is not based upon the price(s) as stated in the Contract. If any payment is not made within fifteen (15) days after the required payment date, the Commonwealth may pay interest as determined by the Secretary of Budget in accordance with Act No. 266 of 1982 and regulations promulgated pursuant thereto. Payment should not be construed by the Contractor as acceptance of the service performed by the Contractor. The Commonwealth reserves the right to conduct further testing and inspection after payment, but within a reasonable time after performance, and to reject the service if such post payment testing or inspection discloses a defect or a failure to meet specifications.
- (c) Electronic Payments
 - (1) The Commonwealth will make contract payments through the Automated Clearing House (ACH). Within 10 days of award of the Contract, the Contractor must submit or must have already submitted its ACH information within its user profile in the Commonwealth's procurement system (SRM).
 - (2) The Contractor must submit a unique invoice number with each invoice submitted. The unique invoice number will be listed on the Commonwealth of Pennsylvania's ACH remittance advice to enable the Contractor to properly apply the state agency's payment to the invoice submitted.
 - (3) It is the responsibility of the Contractor to ensure that the ACH information contained in SRM is accurate and complete. Failure to maintain accurate and complete information may result in delays in payments.
- (d) Upon written acceptance of deliverables from the DPW Contract Administrator, the Contractor must submit an invoice, a copy of the written acceptance of the deliverable and any required documentation to the DPW Contract Administrator. For each deliverable invoiced, the Contractor will provide documentation,

minimally disclosing the job position title and name of the individual(s) who performed the work for the invoiced amount, and actual hours worked and rate per hour and other documentation that will allow the reviewing officer to draw sufficient conclusion on acceptability of the invoice. Upon acceptance of the Contractor's invoice and confirmation of work performed, the Commonwealth will make payment according to the terms of this Contract.

15. ASSIGNABILITY

- (a) Subject to the terms and conditions of this Section, the Contract is binding upon the parties and their respective successors and assigns.
- (b) The Contractor may not assign, in whole or in part, the Contract or its rights, duties, obligations, or responsibilities hereunder without the prior written consent of the Commonwealth, which consent may be withheld at the sole and absolute discretion of the Commonwealth.
- (c) For the purposes of the Contract, the term "assign" shall include, but shall not be limited to, the sale, gift, assignment, encumbrance, pledge, or other transfer of any ownership interest in the Contractor provided, however, that the term shall not apply to the sale or other transfer of stock of a publicly traded company.
- (d) Any assignment consented to by the Commonwealth shall be evidenced by a written assignment agreement executed by the Contractor and its assignee in which the assignee agrees to be legally bound by all of the terms and conditions of the Contract and to assume the duties, obligations, and responsibilities being assigned.
- (e) Notwithstanding the foregoing, the Contractor may, without the consent of the Commonwealth, assign its rights to payment to be received under the Contract, provided that the Contractor provides written notice of such assignment to the Commonwealth together with a written acknowledgement from the assignee that any such payments are subject to all of the terms and conditions of the Contract.
- (f) A change of name by the Contractor, following which the Contractor's federal identification number remains unchanged, is not considered to be an assignment. The Contractor shall give the Commonwealth written notice of any such change of name.

16. INSPECTION AND ACCEPTANCE

- (a) Walkthroughs: The Contractor must provide structured walkthroughs in accordance with DPW's Bureau of Information System Development Methodology (SDM) processes and those associated with application release work packages. The DPW Contract Administrator may waive this requirement on a deliverable by deliverable basis. At the written request of the DPW Contract Administrator, the Contractor must provide a structured walkthrough of work completed to that point in time, including copies of supporting documentation and any visual aids normally used for that purpose. The Contractor will conduct each walkthrough presentation in a time and place convenient to DPW.

(b) Acceptance of Developed Materials will occur in accordance with the Deliverable Management Process Guideline located in the BIS Business and Technical Standards and the Deliverable Approval Plan submitted by the Contactor and approved by the Commonwealth. Upon approval of the plan by the Commonwealth, the Deliverable Approval Plan becomes part of this Contract. Where the development of software, the configuration of software, or the modification of software is the deliverable, the Deliverable Approval Plan must include an Acceptance Test Plan. The Acceptance Test Plan will provide for a Final Acceptance Test, and may provide for Interim Milestone Acceptance Tests. Each Acceptance Test will be designed to demonstrate that the Developed Materials conform with the functional specification for the Developed Materials, if any, and/or the requirements of this Contract. Contractor shall notify the Commonwealth when the deliverable is completed and ready for acceptance testing. The Commonwealth will not unreasonably delay commencement of acceptance testing.

- (1) For Projects that require software integration at the end of the Project, as set out in the RFP, the Commonwealth's acceptance of a deliverable or milestone shall be final unless at the time of Final Acceptance, the Developed Materials do not meet the acceptance criteria set forth in the RFP.
- (2) For Projects that do not require software integration at the end of the Project as set out in the RFP, the Commonwealth's acceptance of a deliverable or milestone shall be complete and final.

(c) Contractor shall certify, in writing, to the Commonwealth when a particular Deliverable milestone, interim or final, is completed and ready for acceptance (hereinafter Acceptance). Unless otherwise agreed to by the Commonwealth, the Acceptance period shall be ten (10) business days for interim milestones and ~~ten (10)~~ ten days for final milestones. On or before the 10th business day for interim milestones or ~~10th~~ 10th business day for the final milestone, following receipt by the Commonwealth of Contractor's certification of completion of a particular milestone, the Commonwealth shall either: (1) provide the Contractor with Commonwealth's written conditional acceptance of the Developed Materials in the completed milestone, subject to the Commonwealth's final acceptance of the Developed Materials or (2) identify to Contractor, in writing, the failure of the Developed Materials to comply with the specifications, listing all such errors and omissions with reasonable detail.

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(d) If the Developed Materials are in compliance with the specifications, then the Commonwealth shall provide the Contractor with Commonwealth's written conditional acceptance of the Developed Materials in the completed milestone. If the Developed Materials are not in compliance with the specifications, then the Commonwealth shall provide the Contractor with Commonwealth's written rejection of the Developed Materials in the completed milestone. If the Commonwealth fails to notify the Contractor in writing of any failures in the Acceptance period within the applicable Acceptance period or to request an extension of time for its review, the Developed Materials shall be deemed accepted. Payment for Developed Materials will only be made if the

Commonwealth has accepted the Developed Materials, either through written acceptance or through deemed acceptance.

(e) If the Developed Materials do not meet the accessibility standards referenced in Section 3(c), the Contractor must provide written justification for its failure to meet the standard. The justification must provide specific details as to why the standard has not been met. The Commonwealth may either waive the requirement as not applicable to the Commonwealth's business requirements or require that the Contractor provide an acceptable alternative. Any Commonwealth waiver of the requirement must be in writing.

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(f) Upon the Contractor's receipt of the Commonwealth's written notice of rejection, which must identify the reasons for the failure of the Developed Materials in a completed milestone to comply with the specifications, the Contractor shall have five (5) business days, or such other time as the Commonwealth and Contractor may agree is reasonable, within which to correct all such failures, and resubmit the corrected Developed Materials, certifying to the Commonwealth, in writing, that the failures have been corrected, and that the Developed Materials have been brought into compliance with the specifications. Upon receipt of such corrected and resubmitted Developed Materials and certification, the Commonwealth shall have thirty (30) business days to test the corrected Developed Materials to confirm that they are in compliance with the specifications. If the corrected Developed Materials are in compliance with the specifications, then the Commonwealth shall provide the Contractor with Commonwealth's conditional acceptance of the Developed Materials in the completed milestone.

(g) If, in the opinion of the Commonwealth, the corrected Developed Materials still contain material failures, the Commonwealth may either:

(1) Repeat the procedure set forth above; or

(2) Proceed with its rights under Section 21, (TERMINATION).

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(h) By submitting Developed Materials, the Contractor represents that, to the best of its knowledge, it has performed the associated tasks in a manner that will, in concert with other tasks, meet the contract specifications and objectives. By giving acceptance for the Developed Materials, the Commonwealth represents only that it has reviewed the Developed Materials and detected no deficiencies of sufficient gravity to defeat or substantially threaten the attainment of the objectives and to warrant the withholding of acceptance. The Commonwealth's acceptance of Developed Materials does not discharge the Contractor's responsibilities for comprehensiveness, functionality, effectiveness or validity of the deliverable except in cases where written notice is provided advising of a specific exception and the exception is formally acknowledged and agreed to by the Contracting Officer in his or her sole discretion. If the Commonwealth accepts Developed Materials under this contract, and the Commonwealth subsequently determines, at any point in time, that the comprehensiveness, functionality, effectiveness or validity is impaired in any way, the determination of which will be solely determined by the Commonwealth, then the Contractor must repair the deficiency at no expense to the Commonwealth.

17. DEFAULT

(a) The Commonwealth may, subject to the provisions of Section 18 (NOTICE OF DELAYS) and Section 50 (FORCE MAJEURE), and in addition to its other rights under the Contract, declare the Contractor in default by written notice thereof to the Contractor, and terminate (as provided in Section 21 (TERMINATION)) the whole or any part of this Contract for any of the following reasons:

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- (1) Failure to begin Services within the time specified in the Contract or as otherwise specified;
- (2) Failure to perform the Services with sufficient labor, equipment, or material to insure the completion of the specified Services in accordance with the Contract terms;
- (3) Unsatisfactory performance of the Services;
- (4) Failure to deliver the awarded item(s) within the time specified in the Contract or as otherwise specified;
- (5) Failure to provide an item(s) which is in conformance with the specifications referenced in the Contract;
- (6) Failure or refusal to remove material, or remove, replace, or perform any Services rejected as defective or noncompliant;
- (7) Discontinuance of Services without approval;
- (8) Failure to resume Services, which has been discontinued, within a reasonable time after notice to do so;
- (9) Insolvency;
- (10) Assignment made for the benefit of creditors;
- (11) Failure or refusal within 10 days after written notice by the Contracting Officer, to make payment or show cause why payment should not be made, of any amounts due subcontractors for materials furnished, labor supplied or performed, for equipment rentals, or for utility services rendered;
- (12) Failure to protect, to repair, or to make good any damage or injury to property;
- (13) Material breach of any provision of this Contract;
- (14) Failure to comply with representations made in the Contractor's Proposal;
or

- (15) Failure to comply with applicable industry standards, customs, and practice.

18. NOTICE OF DELAYS

Whenever the Contractor encounters any difficulty that delays or threatens to delay the timely performance of this Contract (including actual or potential labor disputes), the Contractor shall promptly give notice thereof in writing to the Commonwealth stating all relevant information with respect thereto. Such notice shall not in any way constitute a basis for an extension of the delivery schedule or be construed as a waiver by the Commonwealth of any rights or remedies to which it is entitled by law or pursuant to provisions of this Contract. Failure to give such notice, however, may be grounds for denial of any request for an extension of the delivery schedule because of such delay. If an extension of the delivery schedule is granted, it will be done consistent with Section 20 (CHANGES).

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19. CONDUCT OF SERVICES

Following the Effective Date of the Contract, Contractor shall proceed diligently with all Services and shall perform such Services with qualified personnel, in accordance with the completion criteria set forth in the Contract.

In determining whether or not the Contractor has performed with due diligence hereunder, it is agreed and understood that the Commonwealth may measure the amount and quality of the Contractor's effort against the representations made in the Contractor Proposal. The Contractor's Services hereunder shall be monitored by the Commonwealth and the Commonwealth's designated representatives. If the Commonwealth reasonably determines that the Contractor has not performed with due diligence, the Commonwealth and the Contractor will attempt to reach agreement with respect to such matter. Failure of the Commonwealth or the Contractor to arrive at such mutual determinations shall be a dispute concerning a question of fact within the meaning of Section 23 (CONTRACT CONTROVERSIES) of this Contract.

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20. CHANGES

- (a) At any time during the performance of the Contract, the Commonwealth or the Contractor may request a change to the Contract. Contractor will make reasonable efforts to investigate the impact of the change request on the price, timetable, specifications, and other terms and conditions of the Contract. If the Commonwealth is the requestor of the change, the Contractor will inform the Commonwealth if there will be any charges for the Contractor's services in investigating the change request prior to incurring such charges. If the Commonwealth and the Contractor agree on the results of the investigation and any necessary amendments to the Contract, the parties must complete and execute a change notice to modify the Contract. The change request will be evidenced by a Purchase Order and/ or a Change Order issued by the Commonwealth. No work may begin on the change request until the Contractor has received the Purchase Order and/ or Change Order from the Commonwealth. If the parties cannot agree upon the results of the investigation or the necessary amendments to the Contract, the change request will not be

implemented and, if the Contractor initiated the change request it may elect to handle the matter in accordance with Section 23 (CONTRACT CONTROVERSIES) of this Contract.

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- (b) Changes outside the scope of this Contract shall be accomplished through the Commonwealth's normal procurement procedures, and may result in an amended Contract or a new contract. No payment will be made for services outside of the scope of the Contract for which no amendment has been executed, prior to the provision of the services.

21. TERMINATION

- (a) For Convenience

- (1) The Commonwealth may terminate this Contract without cause by giving Contractor thirty (30) calendar days prior written notice (Notice of Termination) whenever the Commonwealth shall determine that such termination is in the best interest of the Commonwealth (Termination for Convenience). Any such termination shall be effected by delivery to the Contractor of a Notice of Termination specifying the extent to which performance under this Contract is terminated either in whole or in part and the date on which such termination becomes effective.

In the event of termination hereunder, Contractor shall receive payment for the following:

- (i) all Services performed consistent with the terms of the Contract prior to the effective date of termination;
- (ii) all actual and reasonable costs incurred by Contractor as a result of the termination of the Contract; and

In no event shall the Contractor be paid for any loss of anticipated profit (by the Contractor or any Subcontractor), loss of use of money, or administrative or overhead costs.

Failure to agree on any termination costs shall be a dispute handled in accordance with Section 23 (CONTRACT CONTROVERSIES) of this Contract.

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- (2) The Contractor shall cease Services as of the date set forth in the Notice of Termination, and shall be paid only for such Services as have already been satisfactorily rendered up to and including the termination date set forth in said notice, or as may be otherwise provided for in said Notice of Termination, and for such services performed during the thirty (30) calendar day notice period, if such services are requested by the Commonwealth, for the collection, assembling, and transmitting to the Commonwealth of at least all materials, manuals, magnetic media, studies, drawings, computations, maps, supplies, and survey notes including field books, which were obtained, prepared, or developed as part of the Services required under this Contract.

- (3) The above shall not be deemed to limit the Commonwealth's right to terminate this Contract for any reason as permitted by the other provisions of this Contract, or under applicable law.

(b) Non-Appropriation

Any payment obligation or portion thereof of the Commonwealth created by this Contract is conditioned upon the availability and appropriation of funds. When funds (state or federal) are not appropriated or otherwise made available to support continuation of performance in a subsequent fiscal year period, the Commonwealth shall have the right to terminate the Contract. The Contractor shall be reimbursed in the same manner as that described in this section related to Termination for Convenience to the extent that appropriated funds are available.

(c) Default

The Commonwealth may, in addition to its other rights under this Contract, terminate this Contract in whole or in part by providing written notice of default to the Contractor if the Contractor materially fails to perform its obligations under the Contract and does not cure such failure within thirty (30) days or, if a cure within such period is not practical, commence a good faith effort to cure such failure to perform within the specified period or such longer period as the Commonwealth may specify in the written notice specifying such failure, and diligently and continuously proceed to complete the cure . The Contracting Officer shall provide any notice of default or written cure notice for Contract terminations.

- (1) Subject to Section ~~29~~ (LIMITATION OF LIABILITY) of this Contract, in the event the Commonwealth terminates this Contract in whole or in part as provided in this Subsection ~~21~~(c), the Commonwealth may procure services similar to those so terminated, and the Contractor, in addition to liability for any liquidated damages, shall be liable to the Commonwealth for the difference between the Contract price for the terminated portion of the services and the actual and reasonable cost (but in no event greater than the fair market value) of producing substitute equivalent services for the terminated services, provided that the Contractor shall continue the performance of this Contract to the extent not terminated under the provisions of this section.

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- (2) Except with respect to defaults of Subcontractors, the Contractor shall not be liable for any excess costs if the failure to perform the Contract arises out of causes beyond the control of the Contractor. Such causes may include, but are not limited to, acts of God or of the public enemy, fires, floods, epidemics, quarantine restrictions, strikes, work stoppages, freight embargoes, acts of terrorism, and unusually severe weather. The Contractor shall notify the Contracting Officer promptly in writing of its

inability to perform because of a cause beyond the control of the Contractor.

(3) Nothing in this Subsection 21(c) shall abridge the Commonwealth's right to suspend, debar, or take other administrative action against the Contractor.

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(4) If it is later determined that the Commonwealth erred in terminating the Contract for default, then the Contract shall be deemed to have been terminated for convenience under Subsection (a).

(5) If this Contract is terminated as provided by this Subsection 21(c), the Commonwealth may, in addition to any other rights provided in this Subsection, and subject to Section 35 (OWNERSHIP RIGHTS) of this Contract, require the Contractor to deliver to the Commonwealth in the manner and to the extent directed by the Contracting Officer, such reports and other documentation as the Contractor has specifically produced or specifically acquired for the performance of such part of the Contract as has been terminated. Payment for such reports and documentation will be made consistent with the Contract.

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(d) The rights and remedies of the Commonwealth provided in this Section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.

(e) The Commonwealth's failure to exercise any rights or remedies provided in this Section shall not be construed to be a waiver by the Commonwealth of its rights and remedies in regard to the event of default or any succeeding event of default.

(f) Following exhaustion of the Contractor's administrative remedies as set forth in Section 23 (CONTRACT CONTROVERSIES), the Contractor's exclusive remedy shall be to seek damages in the Board of Claims.

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22. BACKGROUND CHECKS

(a) The Contractor must, at its expense, arrange for a background check for each of its employees, as well as the employees of any of its subcontractors, who will have access to Commonwealth IT facilities, either through on-site access or through remote access. Background checks are to be conducted via the Request for Criminal Record Check form and procedure found at <http://www.psp.state.pa.us>. The background check must be conducted prior to initial access and on an annual basis thereafter.

(b) Before the Commonwealth will permit access to the Contractor, the Contractor must provide written confirmation that the background checks have been conducted. If, at any time, it is discovered that an employee of the Contractor or an employee of a subcontractor of the Contractor has a criminal record that includes a felony or misdemeanor involving terroristic behavior, violence, use of a lethal weapon, or breach of trust/fiduciary responsibility or which raises concerns about building, system or personal security or is otherwise job-related, the Contractor shall not assign that employee to any Commonwealth facilities, shall

remove any access privileges already given to the employee and shall not permit that employee remote access unless the Commonwealth consents to the access, in writing, prior to the access. The Commonwealth may withhold its consent in its sole discretion. Failure of the Contractor to comply with the terms of this Section on more than one occasion or Contractor's failure to appropriately address any single failure to the satisfaction of the Commonwealth may result in the Contractor being deemed in default of its Contract.

- (c) The Commonwealth specifically reserves the right of the Commonwealth to conduct background checks over and above that described herein.

23. CONTRACT CONTROVERSIES

- (a) In the event of a controversy or claim arising from the Contract, the Contractor must, within six months after the cause of action accrues, file a written claim with the contracting officer for a determination. The claim shall state all grounds upon which the Contractor asserts a controversy exists. If the Contractor fails to file a claim or files an untimely claim, the Contractor is deemed to have waived its right to assert a claim in any forum.
- (b) The contracting officer shall review timely-filed claims and issue a final determination, in writing, regarding the claim. The final determination shall be issued within 120 days of the receipt of the claim, unless extended by consent of the contracting officer and the Contractor. The contracting officer shall send his/her written determination to the Contractor. If the contracting officer fails to issue a final determination within the 120 days (unless extended by consent of the parties), the claim shall be deemed denied. The contracting officer's determination shall be the final order of the purchasing agency.
- (c) Within fifteen (15) days of the mailing date of the determination denying a claim or within 135 days of filing a claim if, no extension is agreed to by the parties, whichever occurs first, the Contractor may file a statement of claim with the Commonwealth Board of Claims. Pending a final judicial resolution of a controversy or claim, the Contractor shall proceed diligently with the performance of the Contract in a manner consistent with the determination of the contracting officer and the Commonwealth shall compensate the Contractor pursuant to the terms of the Contract.

24. CONFIDENTIALITY

- (a) The Contractor agrees to protect the confidentiality of the Commonwealth's confidential information. The Commonwealth agrees to protect the confidentiality of Contractor's confidential information. In order for information to be deemed confidential, the party claiming confidentiality must designate the information as "confidential" in such a way as to give notice to the other party (notice may be communicated by describing the information, and the specifications around its use or disclosure, in the SOW). Neither party may assert that information owned by the other party is such party's confidential information. The parties agree that such confidential information shall not be copied, in whole or in part, or used or disclosed except when essential for authorized activities under this Contract and, in the case of disclosure, where the recipient of the confidential information has

agreed to be bound by confidentiality requirements no less restrictive than those set forth herein. Each copy of such confidential information shall be marked by the party making the copy with any notices appearing in the original. Upon termination or cancellation of this Contract or any license granted hereunder, the receiving party will return to the disclosing party all copies of the confidential information in the receiving party's possession, other than one copy, which may be maintained for archival purposes only. Both parties agree that a material breach of these requirements may, after failure to cure within the time frame specified in this Contract, and at the discretion of the non-breaching party, result in termination for default pursuant to Section 17.a (DEFAULT), in addition to other remedies available to the non-breaching party.

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- (b) The parties shall not use or disclose any information about a recipient receiving services from, or otherwise enrolled in, a Commonwealth program affected by or benefiting from services under this Contract for any purpose not connected with the parties' Contract responsibilities except with the written consent of such recipient, recipient's attorney, or recipient's parent or guardian pursuant to applicable state and federal law and regulations.
- (c) Insofar as information is not otherwise protected by law or regulation, the obligations stated in this Section do not apply to information:
 - (1) already known to the recipient at the time of disclosure other than through the contractual relationship;
 - (2) independently generated by the recipient and not derived from the information supplied by the disclosing party;
 - (3) known or available to the public, except where such knowledge or availability is the result of unauthorized disclosure by the recipient of the proprietary information;
 - (4) disclosed to the recipient without a similar restriction by a third party who has the right to make such disclosure; or
 - (5) required to be disclosed by the recipient by law, regulation, court order, or other legal process.

There shall be no restriction with respect to the use or disclosure of any ideas, concepts, know-how, or data processing techniques developed alone or jointly with the Commonwealth in connection with services provided to the Commonwealth under this Contract.

25. INSURANCE

- (a) The Contractor shall procure and maintain at its expense and require its subcontractors to procure and maintain, as appropriate, the following types of insurance, issued by companies acceptable to the Commonwealth and authorized to conduct such business under the laws of the Commonwealth of Pennsylvania:

- (1) Worker's Compensation Insurance for all of the Contractor's employees and those of any subcontractor engaged in performing Services in accordance with the *Worker's Compensation Act* (77 P.S. § 101, *et seq.*).
 - (2) Public liability and property damage insurance to protect the Commonwealth, the Contractor, and any and all Subcontractors from claims for damages for personal injury (including bodily injury), sickness or disease, accidental death, and damage to property, including loss of use resulting from any property damage which may arise from its operations under this Contract, whether such operation be by the Contractor, by any Subcontractor, or by anyone directly or indirectly employed by either. The limits of such insurance shall be in an amount not less than \$500,000 per person and \$2,000,000 per occurrence, personal injury and property damage combined. Such policies shall be occurrence based rather than claims-made policies and shall name the Commonwealth of Pennsylvania as an additional insured, as its interests may appear. The insurance shall not contain any endorsements or any other form designed to limit and restrict any action by the Commonwealth as an additional insured against the insurance coverages in regard to the Services performed for the Commonwealth.
- (b) Prior to commencing Services under the Contract, the Contractor shall provide the Commonwealth with a copy of each current certificate of insurance. These certificates shall contain a provision that coverages afforded under the policies will not be canceled or changed in such a way to cause the coverage to fail to comply with the requirements of this Paragraph until at least thirty (30) days prior written notice has been given to the Commonwealth.
 - (c) The Contractor agrees to maintain such insurance for the life of the Contract.
 - (d) Upon request to and approval by the Commonwealth, contractor's self-insurance of the types and amounts of insurance set for above shall satisfy the requirements of this Section 25 (INSURANCE), provided the Commonwealth may request from Contractor evidence each year during the term of the contract that Contractor has sufficient assets to cover such losses.

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26. CONTRACTOR RESPONSIBILITY PROGRAM

- (a) The Contractor certifies, for itself and all its subcontractors, that as of the date of its execution of this Bid/Contract that neither the Contractor, nor any subcontractors, nor any suppliers are under suspension or debarment by the Commonwealth or any governmental entity, instrumentality, or authority and, if the Contractor cannot so certify, then it agrees to submit, along with its Bid, a written explanation of why such certification cannot be made.
- (b) The Contractor also certifies, that as of the date of its execution of this Bid/Contract, it has no tax liabilities or other Commonwealth obligations.
- (c) The Contractor's obligations pursuant to these provisions are ongoing from and after the effective date of the contract through the termination date thereof. Accordingly, the Contractor shall have an obligation to inform the Commonwealth

if, at any time during the term of the Contract, it becomes delinquent in the payment of taxes, or other Commonwealth obligations, or if it or any of its subcontractors are suspended or debarred by the Commonwealth, the federal government, or any other state or governmental entity. Such notification shall be made within 15 days of the date of suspension or debarment.

- (d) The failure of the Contractor to notify the Commonwealth of its suspension or debarment by the Commonwealth, any other state, or the federal government shall constitute an event of default of the Contract with the Commonwealth.
- (e) The Contractor agrees to reimburse the Commonwealth for the reasonable costs of investigation incurred by the Office of State Inspector General for investigations of the Contractor's compliance with the terms of this or any other agreement between the Contractor and the Commonwealth, which results in the suspension or debarment of the Contractor. Such costs shall include, but shall not be limited to, salaries of investigators, including overtime; travel and lodging expenses; and expert witness and documentary fees. The Contractor shall not be responsible for investigative costs for investigations that do not result in the Contractor's suspension or debarment.
- (f) The Contractor may obtain a current list of suspended and debarred Commonwealth contractors by either searching the internet at <http://www.dgs.state.pa.us> or contacting the:

Department of General Services
Office of Chief Counsel
603 North Office Building
Harrisburg, PA 17125
FAX No. (717) 787-9138

27. OFFSET PROVISION FOR COMMONWEALTH CONTRACTS

The Contractor agrees that the Commonwealth may set off the amount of any state tax liability or other obligation of the Contractor or its subsidiaries to the Commonwealth against any payments due the Contractor under any contract with the Commonwealth.

28. TAXES-FEDERAL, STATE, AND LOCAL

The Commonwealth is exempt from all excise taxes imposed by the Internal Revenue Service and has accordingly registered with the Internal Revenue Service to make tax-free purchases under registration No. 23-23740001-K. With the exception of purchases of the following items, no exemption certificates are required and none will be issued: undyed diesel fuel, tires, trucks, gas-guzzler emergency vehicles, and sports fishing equipment. The Commonwealth is also exempt from Pennsylvania sales tax, local sales tax, public transportation assistance taxes, and fees and vehicle rental tax. The Department of Revenue regulations provide that exemption certificates are not required for sales made to governmental entities and none will be issued. Nothing in this Section is meant to exempt a construction contractor from the payment of any of these taxes or fees which are required to be paid with respect to the purchase, use, rental or lease of tangible personal property or taxable services used or transferred in connection with the performance of a construction contract.

29. LIMITATION OF LIABILITY

- (a) The Contractor's liability to the Commonwealth under this contract shall be limited to the value of this Contract (including any amendments). This limitation will apply, except as otherwise stated in this Section, regardless of the form of action, whether in contract or in tort, including negligence. This limitation does not, however, apply to damages for:
 - (1) bodily injury;
 - (2) death;
 - (3) intentional injury;
 - (4) damage to real property or tangible personal property for which the Contractor is legally liable; or
 - (5) the Contractor's indemnity of the Commonwealth for patent, copyright, trade secret, or trademark protection.
 - (6) Costs associated with a data breach under HIPAA, ARRA, state law, or any other applicable law, including the costs associated with notification and mitigation.
 - (7) Costs associated with Protected Health Information loss or damage.

- (b) In no event will the Contractor be liable for consequential or incidental damages, except damages associated with a data breach, or lost or damaged Protected Health Information. The Contractor will be liable for damages due to lost or damaged Protected Health Information, unless responsibility for the loss or damage is determined by a court of competent jurisdiction to lie with a party other than the Contractor or any of its subcontractors. The Contractor shall provide diligent assistance to the Commonwealth in restoring such lost or damaged records or data to their most recent backup copy. The Contractor's liability for damages in any breach or data loss incident shall be a maximum of \$10,000,000.

30. COMMONWEALTH HELD HARMLESS

- (a) The Contractor shall hold the Commonwealth harmless from and indemnify the Commonwealth against any and all third party claims, demands and actions based upon or arising out of any activities performed by the Contractor and its employees and agents under this Contract, provided the Commonwealth gives Contractor prompt notice of any such claim of which it learns. Pursuant to the Commonwealth Attorneys Act (71 P.S. § 732-101, et seq.), the Office of Attorney General (OAG) has the sole authority to represent the Commonwealth in actions brought against the Commonwealth. The OAG may, however, in its sole discretion and under such terms as it deems appropriate, delegate its right of defense. If OAG delegates the defense to the Contractor, the Commonwealth

will cooperate with all reasonable requests of Contractor made in the defense of such suits.

- (b) Notwithstanding the above, neither party shall enter into any settlement without the other party's written consent, which shall not be unreasonably withheld. The Commonwealth may, in its sole discretion, allow the Contractor to control the defense and any related settlement negotiations.

31. VIRUS, MALICIOUS, MISCHIEVOUS OR DESTRUCTIVE PROGRAMMING

- (a) Notwithstanding any other provision in this Contract to the contrary, if the Contractor or any of its employees, subcontractors or consultants introduces a virus or malicious, mischievous or destructive programming into the Commonwealth's software or computer networks and has failed to comply with the Commonwealth software security standards, and provided further that the Commonwealth can demonstrate that the virus or malicious, mischievous or destructive programming was introduced by the Contractor or any of its employees, subcontractors or consultants, the Contractor shall be liable for any damage to any data and/or software owned or licensed by the Commonwealth. The Contractor shall be liable for any damages incurred by the Commonwealth including, but not limited to, the expenditure of Commonwealth funds to eliminate or remove a computer virus or malicious, mischievous or destructive programming that result from the Contractor's failure to take proactive measures to keep virus or malicious, mischievous or destructive programming from originating from the Contractor, its servants, agents or employees through appropriate firewalls and maintenance of anti-virus software and software security updates (such as operating systems security patches, etc.). In the event of destruction or modification of software, the Contractor shall eliminate the virus, malicious, mischievous or destructive programming, restore the Commonwealth's software, and be liable to the Commonwealth for any resulting damages. The Contractor shall be responsible for reviewing Commonwealth software security standards and complying with those standards. The Contractor's liability shall cease if the Commonwealth has not fully complied with its own software security standards.
- (b) The Contractor shall perform a security scan on any software or computer program developed by the Contractor or its subcontractors in a country other than the United States of America that may come in contact with the Commonwealth's software or computer networks. Contractor shall perform such security scan prior to introducing any such software or computer program into a Commonwealth development environment, test environment or production environment. The results of these security scans will be provided to the Commonwealth prior to installing into any Commonwealth development environment, test environment or production environment. The Commonwealth may perform, at its discretion, additional security scans on any software or computer program prior to installing in a Commonwealth environment as listed above.
- (c) The Commonwealth may, at any time, audit, by a means deemed appropriate by the Commonwealth, any computing devices being used by representatives of the Contractor to provide services to the Commonwealth that will be connected to a

Commonwealth network for the sole purpose of determining whether those devices have anti-virus software with current virus signature files and the current minimum operating system patches or workarounds have been installed. Devices found to be out of compliance will immediately be disconnected and will not be permitted to connect or reconnect to the Commonwealth network until the proper installations have been made. The Commonwealth shall not install any software or monitoring tools on the Contractor's equipment without the Contractor's written consent to do so.

- (d) The Contractor may use the anti-virus software used by the Commonwealth to protect Contractor's computing devices used in the course of providing services to the Commonwealth. It is understood that the Contractor may not install the software on any computing device not being used to provide services to the Commonwealth, and that all copies of the software will be removed from all devices upon termination of this Contract.
- (e) Neither the Commonwealth nor the Issuing Agency will be responsible for any damages to the Contractor's computers, data, software, etc. caused as a result of the installation of the Commonwealth's anti-virus software or monitoring software on the Contractor's computers.

32. PATENT, COPYRIGHT, TRADEMARK, AND TRADE SECRET PROTECTION

- (a) The Contractor shall hold the Commonwealth harmless from any suit or proceeding which may be brought by a third party against the Commonwealth, its departments, officers or employees for the alleged infringement of any United States or foreign patents, copyrights, or trademarks, or for a misappropriation of trade secrets arising out of performance of this Contract, including all work, services, materials, reports, studies, and computer programs provided by the Contractor, and in any such suit or proceeding will satisfy any final award for such infringement, including costs. The Commonwealth agrees to give Contractor prompt notice of any such claim of which it learns. Pursuant to the Commonwealth Attorneys Act 71 P.S. § 732-101, *et seq.*, the Office of Attorney General (OAG) has the sole authority to represent the Commonwealth in actions brought against the Commonwealth. The OAG may, however, in its sole discretion and under the terms it deems appropriate, delegate its right of defense. If OAG delegates the defense to the Contractor, the Commonwealth will cooperate with all reasonable requests of Contractor made in the defense of such suits. No settlement which prevents the Commonwealth from continuing to use the Developed Materials as provided herein shall be made without the Commonwealth's prior written consent. In all events, the Commonwealth shall have the right to participate in the defense of any such suit or proceeding through counsel of its own choosing. It is expressly agreed by the Contractor that, in the event it requests that the Commonwealth to provide support to the Contractor in defending any such claim, the Contractor shall reimburse the Commonwealth for all expenses (including attorneys' fees, if such are made necessary by the Contractor's request) incurred by the Commonwealth for such support. If OAG does not delegate the defense of the matter, the Contractor's obligation to indemnify ceases. The Contractor will, at its expense, provide whatever cooperation OAG requests in the defense of the suit.

- (b) The Contractor agrees to exercise reasonable due diligence to prevent claims of infringement on the rights of third parties. The Contractor certifies that, in all respects applicable to this Contract, it has exercised and will continue to exercise due diligence to ensure that all works produced under this Contract do not infringe on the patents, copyrights, trademarks, trade secrets or other proprietary interests of any kind which may be held by third parties. The Contractor also agrees to certify that work produced for the Commonwealth under this contract shall be free and clear from all claims of any nature.
- (c) If the defense of the suit is delegated to the Contractor, the Contractor shall pay all damages and costs awarded therein against the Commonwealth. If information and assistance are furnished by the Commonwealth at the Contractor's written request, it shall be at the Contractor's expense, but the responsibility for such expense shall be only that within the Contractor's written authorization.
- (d) If, in the Contractor's opinion, the products, materials, reports, studies, or computer programs furnished hereunder are likely to or do become subject to a claim of infringement of a United States patent, copyright, or trademark, or for a misappropriation of trade secret, then without diminishing the Contractor's obligation to satisfy any final award, the Contractor may, at its option and expense, substitute functional equivalents for the alleged infringing products, materials, reports, studies, or computer programs or, at the Contractor's option and expense, obtain the rights for the Commonwealth to continue the use of such products, materials, reports, studies, or computer programs.
- (e) If any of the products, materials, reports, studies, or computer programs provided by the Contractor are in such suit or proceeding held to constitute infringement and the use or publication thereof is enjoined, the Contractor shall, at its own expense and at its option, either procure the right to publish or continue use of such infringing products, materials, reports, studies, or computer programs, replace them with non-infringing items, or modify them so that they are no longer infringing.
- (f) If the Contractor is unable to do any of the preceding, the Contractor agrees to pay the Commonwealth:
 - (1) any amounts paid by the Commonwealth less a reasonable amount based on the acceptance and use of the deliverable;
 - (2) any license fee less an amount for the period of usage of any software; and
 - (3) the prorated portion of any service fees representing the time remaining in any period of service for which payment was made
- (g) The obligations of the Contractor under this Section continue without time limit and survive the termination of this contract.
- (h) Notwithstanding the above, the Contractor shall have no obligation for:

- (1) modification of any product, service, or deliverable provided by the Commonwealth;
 - (2) any material provided by the Commonwealth to the Contractor and incorporated into, or used to prepare, a product, service, or deliverable;
 - (3) use of the product, service, or deliverable in other than its specified operating environment;
 - (4) the combination, operation, or use of the product, service, or deliverable with other products, services, or deliverables not provided by the Contractor as a system or the combination, operation, or use of the product, service, or deliverable, with any products, data, or apparatus that the Contractor did not provide;
 - (5) infringement of a non-Contractor product alone;
 - (6) the Commonwealth's distribution, marketing or use beyond the scope contemplated by the Contract; or
 - (7) the Commonwealth's failure to use corrections or enhancements made available to the Commonwealth by the Contractor at no charge.
- (i) The obligation to indemnify the Commonwealth, under the terms of this Section, shall be the Contractor's sole and exclusive obligation for the infringement or misappropriation of intellectual property.

33. SENSITIVE INFORMATION

- (a) The Contractor shall not publish or otherwise disclose, except to the Commonwealth or the Contractor's subcontractors and except matters of public record, any information or data obtained hereunder from private individuals, organizations, or public agencies, in a publication whereby the information or data furnished by or about any particular person or establishment can be identified, except with the consent of such person or establishment.
- (b) Contractor will comply with all federal or state laws related to the use of information that constitutes Protected Health Information (PHI) as defined by the Health Insurance Portability and Accountability Act (HIPAA). Further, in order to address the provision of PHI to the Contract, by signing this Contract, the Contractor agrees to the terms of the Business Associates Agreement, which is incorporated into this Contract as Appendix A .

34. CONTRACT CONSTRUCTION

The provisions of this Contract shall be construed in accordance with the provisions of all applicable laws and regulations of the Commonwealth of Pennsylvania. However, by executing this Contract, the Contractor agrees that it has and will continue to abide by the intellectual property laws of the United States of America.

35. OWNERSHIP RIGHTS

(a) Ownership of Properties

- (1) All “Developed Works” shall be owned according to the provisions set forth in this Section 35.
- (2) All software owned by the Commonwealth or its licensors (“Commonwealth Software”) as of the Effective Date, shall be and shall remain the exclusive property of the Commonwealth or its licensors, and Contractor shall acquire no rights or interests in the Commonwealth Software or Tools or that of its licensors by virtue of this Contract except as described in this Section or in another provision set forth in this Contract. The Contractor shall not use any Commonwealth Software, Commonwealth Tools or software or tools of its licensors for any purpose other than for completion of work to be performed under this Contract. In the use of Commonwealth Software, Commonwealth Tools or software or tools of its licensors, Contractor will be bound by the confidentiality provisions of this Contract.

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(b) Definitions

- (1) Software—For the purposes of this Contract, the term “software” means a collection of one or more programs, databases or microprograms fixed in any tangible medium of expression that comprises a sequence of instructions (source code) to carry out a process in, or convertible into, a form executable by an electronic computer (object code).
- (2) Data—For the purposes of this Contract, the term “data” means any recorded information, regardless of form, the media on which it may be recorded, or the method of recording.
- (3) Technical Data—For purposes of this Contract, the term “technical data” means any specific information necessary for the development, production or use of the Commonwealth Software.

(c) Commonwealth Property—Non-Exclusive, License Grant and Restrictions

During the term of this Contract, Commonwealth grants to Contractor for the limited purpose of providing the Services covered under this Contract, a limited, nonexclusive, nontransferable, royalty-free right (subject to the terms of any third party agreement to which the Commonwealth is a party) to do the following:

- (1) Obtain access to and use of the Commonwealth Software in accordance with the terms of this Contract.
- (2) Reproduce the Commonwealth Software for archival purposes or for other purposes expressly provided for under this Contract.
- (3) Modify the Commonwealth Software consistent with the terms and conditions of this Contract provided that Contractor agrees to assign to the Commonwealth, its rights, if any, in any derivative works resulting

from Contractor's modification of the Commonwealth Software. Contractor agrees to execute any documents required to evidence this assignment and to waive any moral rights and rights of attribution provided for in Section 106A of Title 17 of the United States Code, the Copyright Act of 1976.

- (4) Allow the Contractor's subcontractors approved by the Commonwealth to obtain access to the Commonwealth Software for the purposes of complying with the terms and conditions of this Contract; provided, however, that neither Contractor nor any of its subcontractors may decompile or reverse engineer, or attempt to decompile or reverse engineer, any of the Commonwealth Software. Commonwealth hereby represents that it has the authority to provide the license grant and rights set forth in this Section.
- (5) To the extent that Contractor uses Commonwealth Software, Commonwealth Tools or software or tools of its licensor, Contractor agrees to protect the confidentiality of these works and maintain these proprietary works with the strictest confidence.

(d) Impact of Third Party Agreements

Subject to the terms of any third party agreement to which the Commonwealth is a party, (i) the Commonwealth shall, at no cost to Contractor, provide Contractor with access to the Commonwealth Software in the form in use by Commonwealth as of the Effective Date of this Contract and, (ii) Contractor, as part of the Services to be rendered under this Contract, shall compile and, as changes are made, update a list of all of the Commonwealth Software then in use by Contractor or any of its subcontractors in connection with Contractor's performance of the Services required by this Contract.

(e) Reservation of Rights

All rights, not expressly granted here to Contractor on a nonexclusive basis, including the right to grant non-exclusive licenses and other rights are reserved by the Commonwealth.

(f) Termination of Commonwealth License Grant

Upon the expiration or termination for any reason of Contractor's obligation to provide the Services under this Contract, all rights granted to Contractor in this Section 3.5, (OWNERSHIP RIGHTS) shall immediately cease. Contractor shall, at no cost to Commonwealth, deliver to Commonwealth all of the Commonwealth Software and Tools (including any related source code then in Contractor's possession or under its control) in the form in use as of the Effective Date of such expiration or termination. Within fifteen (15) calendar days after termination, Contractor shall provide the Commonwealth with a current copy of the list of Commonwealth Software in use as of the date of such expiration or termination. Concurrently therewith, Contractor shall destroy or erase all other copies of any of the Commonwealth Software then in Contractor's possession or under its control unless otherwise instructed by Commonwealth, in writing; provided,

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however, that Contractor may retain one archival copy of such Commonwealth Software and Tools, until final resolution of any actively asserted pending disputes between the Parties, such retention being for the sole purpose of resolving such disputes.

(g) Effect of License Grant Termination

Consistent with the provisions of this Section, Contractor shall refrain from manufacturing, copying, marketing, distributing, or use of any Commonwealth Software or any other work which incorporates the Commonwealth Software. The obligations of this Section 35 (OWNERSHIP RIGHTS) shall survive any termination of this Contract.

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(h) Use of Contractor-Owned Software

All software owned by Contractor (Contractor Software) and tools owned by Contractor (Contractor Tools) prior to the Effective Date of this Contract shall be and shall remain the exclusive property of Contractor. The Commonwealth shall acquire no rights or interests in the Contractor Software or the Contractor Tools by virtue of this Contract except as set forth in this Section.

(i) Definition of Contractor Tools

Contractor Tools is defined as any tools, both in object code and source code form, which Contractor has previously developed, or which Contractor independently develops or licenses from a third party, excluding any tools that Contractor creates pursuant to this Contract. Contractor Tools includes but is not limited to, methodologies, information, concepts, toolbars for maneuvering between pages, search engines, JAVA applets, and ActiveX controls.

(j) Required Reports, Records and Inventory of Contractor Tools and Contractor Software

(1) Contractor must provide a list of all Contractor Tools and Contractor Software to be delivered in connection with the deliverables or Developed Materials prior to commencing any work under the Contract. Contractor must also provide a list of all other Contractor Tools and Contractor Software intended to be used by Contractor to provide the services under this Contract but will not become part of or necessary for the use of the Developed Materials. All Contractor Tools and Contractor Software necessary to use deliverables or Developed Materials shall be delivered to the Commonwealth along with the license set forth in Section 35(f). Contractor may amend these lists from time to time while the Contract is being carried out or upon its completion. In the event that the Contractor fails to list a Contractor Tool, but can demonstrate that such tool was independently developed by Contractor prior to the Contract on which it was used, Contractor shall nevertheless retain complete ownership of such Contractor Tool that is necessary to use the deliverables or Developed Materials, provided that notice is given to the Commonwealth prior to its use on the Contract. Any Contractor Tools or Contractor

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Software not included on the lists will be deemed to have been created under this Contract.

- (2) As part of its response to a RFP, the Contractor will provide a list of all software and tools that are commercially available and which are required to support the deliverables or Developed Materials.
- (3) During the term of this Contract, Contractor shall maintain at its principal office books of account and records showing its actions under this Contract. Upon reasonable notice by Commonwealth, Contractor shall allow Commonwealth to inspect these records and accounts for purposes of verifying the accuracy of such accounts and records.
- (4) In the event that Contractor fails to list a Contractor Tool or Contractor Software, but is able to demonstrate that such tool or software was independently developed by Contractor prior to the Effective Date of this Contract, Contractor shall retain complete ownership of such Contractor Tool or Contractor Software that is necessary to use the deliverables or Developed Works, provided that notice is given to the Commonwealth prior to use on the Contract.

(k) Expiration or Termination NonExclusive License Grant—Non-Commercial Contractor Tools and Software

Upon the expiration or termination for any reason of Contractor's obligation to provide the Services under this Contract, and at the request of Commonwealth, Contractor shall (i) grant to Commonwealth a paid-up, nonexclusive, nontransferable license to use, modify, prepare derivative works and unless Commonwealth terminates this Contract without cause, grant to third parties engaged by Commonwealth the right to use, modify, and prepare derivative works based upon all or any portion of the non-commercially available Contractor Software and the non-commercially available Contractor Tools owned by Contractor and used by Contractor in connection with the Services, the foregoing rights being granted to the extent reasonably necessary to facilitate Commonwealth's or such third party's completion of and maintenance of the Services to be provided by Contractor under this Contract immediately prior to such expiration or termination and (ii) deliver to Commonwealth the source code version of such non-commercially available Contractor Software and such non-commercially available Contractor Tools in the form used by Contractor in connection with the Services immediately prior to such expiration or termination to allow the Commonwealth to complete and maintain such work. If Commonwealth enters into a contract that allows for the use of the Contractor Software or Contractor Tools for which a license is granted under this Section 35 (OWNERSHIP RIGHTS), the Commonwealth will include a provision in that contract that limits the use of the Contractor Software or Contractor Tools as delineated in this Section.

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(l) Rules of Usage for Developed Works

- (1) If Developed Works modify, improve, or enhance application software programs or other materials generally licensed by the Contractor, then

such Developed Works shall be the property of the Contractor, and Contractor hereby grants Commonwealth an irrevocable, nonexclusive, worldwide, fully paid-up license (to include source code and relevant documentation) in perpetuity to use, modify, execute, reproduce, display, perform, prepare derivative works from and distribute, within the Commonwealth, of such Developed Works. For purposes of distribution under the license grant created by this section, Commonwealth includes any government agency, department, instrumentality, division, unit or other office that is part of the Commonwealth of Pennsylvania, together with the State System of Higher Education (including any of its universities), any county, borough, commonwealth, city, municipality, town, township special purpose district, or other similar type of governmental instrumentality located within the geographical boundaries of the Commonwealth of Pennsylvania. If federal funds are used in creation of the Developed Works, the Commonwealth also includes any other state government as well as the federal government.

- (2) If Developed Works modify, improve, or enhance application software or other materials not licensed to the Commonwealth by the Contractor, then such modifications, improvements and enhancements shall be the property of the Commonwealth or its licensor. To the extent Commonwealth owns the software or other materials, it hereby grants to Contractor an irrevocable, nonexclusive, worldwide, fully paid-up license to use, modify, execute, reproduce, display, perform, prepare derivative works from, and distribute copies of such Developed Works. To the extent Commonwealth has a license to the software or other materials, and to the extent that it, in its sole discretion determines it is able to do so the Commonwealth will grant to Contractor an irrevocable, nonexclusive, worldwide, fully paid-up license to use, modify, execute, reproduce, display, perform and distribute copies of such Developed Works.
- (3) If Developed Works have been funded by Commonwealth, to any extent, with either Commonwealth or federal funds, and the Developed Works do not include pre-existing materials generally licensed by the Contractor, then the Commonwealth shall have all right, title, and interest (including ownership of copyright and trademark) to such Developed Works and the Commonwealth hereby grants to Contractor an irrevocable, nonexclusive, worldwide, fully paid-up license to use, modify, execute, reproduce, display, perform, prepare derivative works from, and distribute copies of such Developed Works. The Commonwealth shall exclusively own all software products first developed under the terms of this contract by the Contractor, its subcontractors or other third party vendors that are specifically developed for, engineered and integrated into the Developed Works.
- (4) When the Developed Work is a report provided by a research company that was provided under this Contract, but which was not developed specifically for the Commonwealth under this Contract, the ownership of the Developed Work will remain with the Contractor, provided, however, that the Commonwealth has the right to copy and distribute the Developed Work within the Commonwealth.

(m) Copyright Ownership—Works Developed as Part of the Scope of Work for the Project, including Developed Works developed by Subcontractors, are the sole and exclusive property of the Commonwealth and shall be considered “works made for hire” under the United States Copyright Act of 1976, as amended, 17 United States Code. In the event that the Developed Works do not fall within the specifically enumerated works that constitute works made for hire under the United States copyright laws, Contractor agrees to assign and, upon their authorship or creation, expressly and automatically assigns all copyright interests, proprietary rights, trade secrets, and other right, title, and interest in and to such Developed Works to Commonwealth. Contractor further agrees that it will have its Subcontractors assign, and upon their authorship or creation, expressly and automatically assign all copyright interest, proprietary rights, trade secrets, and other right, title, and interest in and to the Developed Works to the Commonwealth. Commonwealth shall have all rights accorded an owner of copyright under the United States copyright laws including, but not limited to, the exclusive right to reproduce the Developed Works in multiple copies, the right to distribute, copies by sales or other transfers, the right to register all copyrights in its own name as author in the United States and in foreign countries, the right to prepare derivative works based upon the Creative Works and the right to display the Developed Works. The Contractor further agrees that it will include this requirement in any subcontractor or other agreement with third parties who in any way participate in the creation or development of Developed Works. Upon completion or termination of this Contract, all working papers, files and other documentation shall immediately be delivered by Contractor to the Commonwealth. Contractor warrants that the Developed Works are original and do not infringe any copyright, patent, trademark, or other intellectual property right of any third party and are in conformance with the intellectual property laws of the United States.

(n) Patent Ownership

(1) Contractor and its subcontractors shall retain ownership to patentable items, patents, processes, inventions or discoveries (collectively, the Patentable Items) made by the Contractor during the performance of this Contract. Notwithstanding the foregoing, the Commonwealth shall be granted a nonexclusive, nontransferable, royalty free license to use or practice the Patentable Items. Commonwealth may disclose to third parties any such Patentable Items made by Contractor or any of its subcontractors under the scope of work for the Project that have been previously publicly disclosed. Commonwealth understands and agrees that any third party disclosure will not confer any license to such Patentable Items.

(2) Contractor shall not use any computer program, code, or any works developed by or for Contractor independently of this Contract (“Pre-Existing Materials”) in the performance of the Services under this Contract, without the express written consent of the Commonwealth. Any Pre-Existing Materials used by Contractor for performance of Services under this Contract without Commonwealth consent shall be deemed to be Developed Works as that term is used in this Section. In the event

that Commonwealth provides such consent, Contractor shall retain any and all rights in such Pre-Existing Materials.

(o) Federal Government Interests

It is understood that certain funding under this Contract may be provided by the federal government. Accordingly, the rights to Developed Works or Patentable Items of Contractors or subcontractors hereunder will be further subject to government rights as set forth in 37 C.F.R. Section 401 and 45 C.F.R. § 95.617, and other applicable statutes.

(p) Usage Rights for Know-How and Technical Information

Either Party, in the ordinary course of conducting business, may use any ideas, concepts, know-how, methodologies, processes, components, technologies, algorithms, designs, modules or techniques not otherwise covered by this Section relating to the Services which Contractor or Commonwealth (alone or jointly with the Commonwealth) develops or learns in connection with Contractor's provision of Services to Commonwealth under this Contract.

(q) Commonwealth Intellectual Property Protection

Contractor acknowledges Commonwealth's exclusive right, title and interest, including without limitation copyright and trademark rights, in and to Commonwealth Software, Commonwealth Tools and the Developed Works developed under the provisions of this Section, shall not in any way, at any time, directly or indirectly, do or cause to be done any act or thing contesting or in any way impairing or tending to impair any part of said right, title, and interest, and shall not use or disclose the Commonwealth Software, Commonwealth Tools, or the Developed Works without Commonwealth's written consent, which consent may be withheld by the Commonwealth for any reason. Further, Contractor shall not in any manner represent that Contractor has any ownership interest in the Commonwealth Software, Commonwealth Tools, or the Developed Works. This provision is a material part of this Section.

(r) Contractor Intellectual Property Protection

Commonwealth acknowledges that it has no ownership rights in the Contractor Software or Contractor Tools other than those set forth in this Contract, or as may be otherwise granted in writing.

(s) Source Code and Escrow Items Obligations

Simultaneously with delivery of the Developed Works to Commonwealth, Contractor shall deliver a true, accurate and complete copy of all source codes relating to the Developed Works. To the extent that the Developed Works include application software or other materials generally licensed by the Contractor, then the source code shall be placed in escrow, subject to the terms and conditions of an Escrow Agreement to be executed by the Parties and an Escrow Agent that is acceptable to the Commonwealth.

(t) Contractor's Copyright Notice Obligations

Contractor will affix the following Copyright Notice to the Developed Works developed under this Section and all accompanying documentation: "Copyright © [year] by the Commonwealth of Pennsylvania. All Rights Reserved." This notice shall appear on all tangible versions of the Developed Works delivered under this Contract and any associated documentation. It shall also be programmed into any all Developed Works delivered hereunder so that it appears at the beginning of all visual displays of such Developed Works.

(u) Commercial Software

If a product or deliverable under this Contract is commercially available software or requires commercially available software for use, the Contractor hereby agrees that it will enter into a software license agreement with the Commonwealth that incorporates Appendix C (Software License Requirements) as a material part of the software license agreement. If the Contractor is not the licensor of the software, Contractor hereby agrees that it will inform the licensor of the software that it will be required to enter into a license agreement with the Commonwealth that incorporates Appendix C (Software License Requirements) as a material part of the software license agreement.

36. PUBLICATION RIGHTS AND/OR COPYRIGHTS

(a) Except as otherwise provided in Section 35 (OWNERSHIP RIGHTS), the Contractor shall not publish any of the results of the work without the written permission of the Commonwealth. The publication shall include the following statement: "The opinions, findings, and conclusions expressed in this publication are those of the author and not necessarily those of the Commonwealth of Pennsylvania." The Contractor shall not include in the documentation any copyrighted matter, unless the Contractor provides the Commonwealth with written permission of the copyright owner.

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(b) Except as otherwise provided in Section 35 (OWNERSHIP RIGHTS) and the confidentiality provisions of Section 24 (CONFIDENTIALITY), the Commonwealth shall have unrestricted authority to reproduce, distribute, and use any submitted report or data designed or developed and delivered to the Commonwealth as part of the performance of the Contract.

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(c) Rights and obligations of the parties under this Section 36 survive the termination of this Contract.

37. CHANGE OF OWNERSHIP OR INSOLVENCY

In the event that the Contractor should change ownership for any reason whatsoever, the Commonwealth shall have the exclusive option of continuing under the terms and conditions of this Contract with the Contractor or its successors or assigns for the full remaining term of this Contract, or continuing under the terms and conditions of this Contract with the Contractor or its successors or assigns for such period of time as is necessary to replace the products, materials, reports, studies, or computer programs, or immediately terminating this Contract. Nothing in this section limits the Commonwealth's

exercise of any rights that the Commonwealth may have under Section 21 (TERMINATION).

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38. OFFICIALS NOT TO BENEFIT

No official or employee of the Commonwealth and no member of its General Assembly who exercises any functions or responsibilities under this Contract shall participate in any decision relating to this Contract which affects their personal interest or the interest of any corporation, partnership, or association in which they are, directly or indirectly, interested; nor shall any such official or employee of the Commonwealth or member of its General Assembly have any interest, direct or indirect, in this Contract or the proceeds thereof.

39. INDEPENDENT CAPACITY OF CONTRACTOR

- (a) The parties to this Contract agree that the services performed by the Contractor under the terms of this Contract are performed as an independent Contractor. The Services performed by the Contractor are performed neither as an employee of the Commonwealth of Pennsylvania nor as a partnership or joint venture between the Commonwealth and the Contractor.
- (b) Except as otherwise provided by the terms of this Contract, the Commonwealth shall have no control over the manner in which the contractual Services are performed by the Contractor, or any subcontractor. Any job specifications or standards of work attached to or incorporated into this Contract or any subcontracting restrictions contained in this Contract shall not be construed as the Commonwealth's direction or control over the manner of the performance of services provided by the Contractor.

40. COMPLIANCE WITH LAWS

The Contractor shall comply with all federal, state, and local laws applicable to its Services, including, but not limited to, all statutes, regulations and rules that are in effect as of the Effective Date of the Contract and shall procure at its expense all licenses and all permits necessary for the fulfillment of its obligation.

If any existing law, regulation or policy is changed or if any new law, regulation or policy is enacted that affects the services provided under this Contract, the parties to the Contract shall modify this Contract to the extent reasonably necessary to (i) ensure that such services will be in full compliance with such laws, regulations and/or policies; (ii) modify the rates applicable to such services, and (iii) address any schedule impacts.

41. THE AMERICANS WITH DISABILITIES ACT

During the term of this Contract, the Contractor agrees as follows:

- (a) Pursuant to federal regulations promulgated under the authority of *The Americans With Disabilities Act*, 28 C.F.R. § 35.101, *et seq.*, the Contractor understands and agrees that no individual with a disability shall, on the basis of the disability, be excluded from participation in this Contract or from activities provided for under this Contract. As a condition of accepting and executing this

Contract, the Contractor agrees to comply with the *General Prohibitions Against Discrimination*, 28 C.F.R. § 35.130, and all other regulations promulgated under Title II of *The Americans With Disabilities Act* which are applicable to the benefits, services, programs, and activities provided by the Commonwealth of Pennsylvania through Contracts with outside Contractors.

- (b) The Contractor shall be responsible for and agrees to indemnify and hold harmless the Commonwealth of Pennsylvania from losses, damages, expenses claims, demands, suits, and actions brought by any party against the Commonwealth of Pennsylvania as a result of the Contractor's failure to comply with the provisions of subsection (a) above.

42. EXAMINATION OF RECORDS

- (a) The Contractor agrees to maintain, using its standard procedures, and in accordance with Generally Accepted Accounting Principles, books, records, documents, and other evidence pertaining to the charges under this Contract to the extent and in such detail as will properly reflect all charges for which reimbursement is claimed under the provisions of this Contract.

- (b) The Contractor agrees to make available at the office of the Contractor at all reasonable times, and upon reasonable written notice, during the term of this Contract and the period set forth in Section 42(c) below, any of the records for inspection, audit, or reproduction by any authorized Commonwealth representative. To the extent allowed by law, the Commonwealth agrees to maintain any documents so provided in accordance with the confidentiality provisions in Section 24 (CONFIDENTIALITY).

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- (c) The Contractor shall preserve and make available its records for a period of five (5) years from the date of final payment under this Contract:

- (1) If this Contract is completely or partially terminated, the records relating to the work terminated shall be preserved and made available for a period of five (5) years from the date of any resulting final settlement.
- (2) Non-privileged records which relate to litigation or the settlement of claims arising out of the performance of this Contract, or charges under this Contract as to which exception has been taken by the auditors, shall be retained by the Contractor until such litigation, claims, or exceptions have been finally resolved.

- (d) Except for documentary evidence retained pursuant to Section 42(c)(2) above, the Contractor may in fulfillment of its obligation to retain its records as required by this Section substitute photographs, microphotographs, or other authentic reproductions of such records, after the expiration of two (2) years following the last day of the month of reimbursement to the Contractor of the invoice or voucher to which such records relate, unless a shorter period is authorized by the Commonwealth with the concurrence of its auditors.

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- (e) The provisions of this Section shall be applicable to and included in each subcontract hereunder. The term "subcontract" as used in this contract only,

excludes purchase orders not exceeding \$1,000 and subcontracts or purchase orders for public utility services at rates established for uniform applicability to the general public.

- (f) In accordance with 45 C.F.R Part 74 and as required by 45 C.F.R. §95.615, the Contractor must allow federal and state officials and representatives access to its records relating to the system, in all its aspects, including but not limited to any design development, operation and cost records of the Contractor and its subcontractors at such intervals as are deemed necessary by the Department or the federal government.

43. SINGLE AUDIT ACT OF 1984

In compliance with the *Single Audit Act of 1984*, the Contractor agrees to the following:

- (a) This Contract is subject to audit by federal and state agencies or their authorized representative in accordance with the auditing standards promulgated by the Comptroller General of the United States and specified in *Government Auditing Standards*, 1994 Revisions (Yellow Book).
- (b) The audit requirement of this Contract will be satisfied if a single audit is performed under the provisions of the *Single Audit Act of 1984*, 31 U.S.C. § 7501, *et seq.*, and all rules and regulations promulgated pursuant to the Act.
- (c) The Commonwealth reserves the right for federal and state agencies or their authorized representatives to perform additional audits of a financial/compliance, economy/efficiency, or program results nature, if deemed necessary.
- (d) This contract is subject to audit in accordance with the Audit Clause attached as Appendix B.
- (e) The Contractor further agrees to comply with requirements that may be issued by the state agency upon receipt of additional guidance received from the federal government regarding the *Single Audit Act of 1984*.

44. ENVIRONMENTAL PROTECTION

In carrying out this Contract, the Contractor shall minimize pollution and shall strictly comply with all applicable environmental laws and regulations, including the *Clean Streams Law*, Act of June 22, 1937, as amended; the *Pennsylvania Solid Waste Management Act*, Act of July 7, 1980 (P.L. 380, No. 97), as amended; and the *Dam Safety and Encroachment Act*, Act of November 26, 1978 (P.L. 1375, No. 325), as amended.

45. NONDISCRIMINATION CLAUSE/SEXUAL HARASSMENT CLAUSE

Each contract entered into by a governmental agency shall contain the following provisions by which the contractor agrees:

- (a) In the hiring of any employee(s) for the manufacture of supplies, performance of work, or any other activity required under the contract or any subcontract, the

contractor, subcontractor, or any person acting on behalf of the contractor or subcontractor shall not, by reason of gender, race, creed, or color, discriminate against any citizen of this Commonwealth who is qualified and available to perform the work to which the employment relates.

- (b) Neither the contractor nor any subcontractor nor any person on their behalf shall in any manner discriminate against or intimidate any employee involved in the manufacture of supplies, the performance of work, or any other activity required under the contract on account of gender, race, creed, or color.
- (c) Contractors and subcontractors shall establish and maintain a written sexual harassment policy and shall inform their employees of the policy. The policy must contain a notice that sexual harassment will not be tolerated and employees who practice it will be disciplined.
- (d) Contractors shall not discriminate by reason of gender, race, creed, or color against any subcontractor or supplier who is qualified to perform the work to which the contracts relates.
- (e) The contractor and each subcontractor shall furnish all necessary employment documents and records to and permit access to their books, records, and accounts by the contracting agency and the Bureau of Minority and Women Business Opportunities, for purposes of investigation, to ascertain compliance with provisions of this Nondiscrimination/Sexual Harassment Clause. If the contractor or any subcontractor does not possess documents or records reflecting the necessary information requested, the contractor or subcontractor shall furnish such information on reporting forms supplied by the contracting agency or the Bureau of Contract Administration and Business Development.
- (f) The contractor shall include the provisions of this Nondiscrimination/Sexual Harassment Clause in every subcontract so that such provisions will be binding upon each subcontractor.
- (g) The Commonwealth may cancel or terminate the contract and all money due or to become due under the contract may be forfeited for a violation of the terms and conditions of this Nondiscrimination/Sexual Harassment Clause. In addition, the agency may proceed with debarment or suspension and may place the contractor in the Contractor Responsibility File.

46. CONTRACTOR INTEGRITY PROVISIONS

- (a) Definitions.
 - (1) Confidential information means information that is not public knowledge, or available to the public on request, disclosure of which would give an unfair, unethical, or illegal advantage to another desiring to contract with the Commonwealth.
 - (2) Consent means written permission signed by a duly authorized officer or employee of the Commonwealth, provided that where the material facts have been disclosed, in writing, by prequalification, bid, proposal, or

contractual terms, the Commonwealth shall be deemed to have consented by virtue of execution of this Contract.

- (3) Contractor means the individual or entity that has entered into this Contract with the Commonwealth, including directors, officers, partners, managers, key employees, and owners of more than a five percent (5%) interest.
 - (4) Financial Interest means:
 - (i) ownership of more than a 5% interest in any business; or
 - (ii) holding a position as an officer, director, trustee, partner, employee, or the like, or holding any position of management.
 - (5) Gratuity means any payment of more than nominal monetary value in the form of cash, travel, entertainment, gifts, meals, lodging, loans, subscriptions, advances, deposits of money, services, employment, or contracts of any kind.
- (b) The Contractor shall maintain the highest standards of integrity in the performance of this Contract and shall take no action in violation of state or federal laws, regulations, or other requirements that govern contracting with the Commonwealth.
 - (c) The Contractor shall not disclose to others any confidential information gained by virtue of this Contract.
 - (d) The Contractor shall not, in connection with this or any other Contract with the Commonwealth, directly or indirectly, offer, confer, or agree to confer any pecuniary benefit on anyone as consideration for the decision, opinion, recommendation, vote, other exercise of discretion, or violation of a known legal duty by any officer or employee of the Commonwealth.
 - (e) The Contractor shall not, in connection with this or any other Contract with the Commonwealth, directly or indirectly, offer, give, or agree or promise to give to anyone any gratuity for the benefit of or at the direction or request of any officer or employee of the Commonwealth.
 - (f) Except with the consent of the Commonwealth, neither the Contractor nor anyone in privity with him or her shall accept or agree to accept from, or give or agree to give to, any person, any gratuity from any person in connection with the performance of work under this Contract except as provided therein.
 - (g) Except with the consent of the Commonwealth, the Contractor shall not have a financial interest in any other Contractor, subcontractor, or supplier providing services, labor, or material on this project.
 - (h) The Contractor, upon being informed that any violation of these provisions has occurred or may occur, shall immediately notify the Commonwealth in writing.

- (i) The Contractor, by execution of this Contract and by the submission of any bills or invoices for payment pursuant thereto, certifies and represents that he or she has not violated any of these provisions.
- (j) The Contractor, upon the inquiry or request of the Inspector General of the Commonwealth or any of that official's agents or representatives, shall provide, or if appropriate, make promptly available for inspection or copying, any information of any type or form deemed relevant by the Inspector General to the Contractor's integrity or responsibility, as those terms are defined by the Commonwealth's statutes, regulations, or management directives. Such information may include, but shall not be limited to, the Contractor's business or financial records, documents, or files of any type or form which refer to or concern this contract. Such information shall be retained by the Contractor for a period of three (3) years beyond the termination of the Contract unless otherwise provided by law.
- (k) For violation of any of the above provisions, the Commonwealth may terminate this and any other Contract with the Contractor, claim liquidated damages in an amount equal to the value of anything received in breach of these provisions, claim damages for all expenses incurred in obtaining another Contractor to complete performance hereunder, and debar and suspend the Contractor from doing business with the Commonwealth. These rights and remedies are cumulative, and the use or nonuse of any one shall not preclude the use of all or any other. These rights and remedies are in addition to those the Commonwealth may have under law, statute, regulation or otherwise.

47. ASSIGNMENT OF RIGHTS UNDER THE ANTITRUST LAWS

The Contractor and the Commonwealth recognize that in actual economic practice, overcharges by Contractor's suppliers resulting from violations of state and federal antitrust laws are in fact borne by the Commonwealth. As part of the consideration for the award of this Contract, and intending to be legally bound, the Contractor assigns to the Commonwealth all rights, title, and interest in and to any claims Contractor now has or may hereafter acquire under state and federal antitrust laws relating to the goods and services which are subject to this Contract.

48. WARRANTIES

The Contractor warrants that the Services and Developed Works will conform in all material respects to the approved functional specifications for the Developed Works and/or the requirements of the Contract. The warranty period for the Services and Developed Works shall be ninety (90) days from final acceptance. The Contractor shall correct any non-conformity within the warranty period specified herein.

- (a) The Contractor hereby represents and warrants to the Commonwealth that the Contractor will not cause, or take any action that may directly or indirectly cause a disruption of the Commonwealth's operations. The Contractor further warrants that it shall perform the Services in a professional manner and in accordance with industry and Commonwealth standards and contractual requirements.

- (b) In the event of any nonconformity with the warranties, the Commonwealth will provide written notification of such nonconformity to the Contractor and the Contractor, at no cost to the Commonwealth, shall within ten (10) days notice of the nonconformity, commence work to remedy the nonconformity and shall work diligently, at no charge to the Commonwealth, until such time as the deliverable conforms, in all material respects, to the functional specifications of the Developed Works set forth in this Contract. The Contractor shall have no obligation with respect to nonconformities arising out of: (a) modifications to Developed Materials made by the Commonwealth, (b) use of the Developed Materials not in accordance with the documentation or specifications applicable thereto, (c) failure by the Commonwealth to implement any corrections or enhancements made available by the Contractor, (d) combination of the Developed Materials with any items not supplied or approved by the Contractor, or (e) the failure of any software licensed under a separate license agreement to conform to its specifications or documentation.
- (c) Contractor warrants that it has the necessary legal rights, including licenses to third party products, tools or materials, to perform the Services and deliver the Developed Materials under this Contract.
- (d) THE FOREGOING EXPRESS WARRANTIES ARE THE CONTRACTOR'S SOLE AND EXCLUSIVE WARRANTIES AND NO OTHER WARRANTIES, EXPRESS OR IMPLIED, SHALL APPLY, INCLUDING, BUT NOT LIMITED TO, THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.
- (e) All warranties shall survive final acceptance.
- (f) In the event of an action or complaint by Commonwealth against Contractor pertaining to these warranties, Contractor may raise any defenses that it may have.

49. LIQUIDATED DAMAGES

- (a) By accepting this Contract, the Contractor agrees to the delivery requirements of this Contract. If a Contract schedule is not met, the delay will interfere with the Commonwealth's program. In the event of any such delay, it would be impractical and extremely difficult to establish the actual damage for which the Contractor is the material cause. The Commonwealth and the Contractor therefore agree that, in the event of any such delay the amount of damage shall be the amount set forth in this Section 49, and agree that the Contractor shall pay such amount as liquidated damages, not as a penalty. Such liquidated damages are in lieu of all other damages arising from such delay.
- (b) Major Deliverables shall be identified by Contractor in its Proposal to the Commonwealth. The Commonwealth and Contractor shall agree on Major Deliverables for which liquidated damages shall be applicable in the event of delay and identify the Major Deliverables in the Contract. If Major Deliverables are not identified in the Contract, liquidated damages shall apply to the total value of the Contract.

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- (c) The amount of liquidated damages for work not completed by the deliverable schedule set out in the Contract shall be three-tenths of a percent (.3%) of the price of the specifically identified Major Deliverable for each calendar day following the scheduled completion date of such Major Deliverable. Liquidated damages shall be assessed each calendar day until the date on which the Contractor satisfactorily completes all required work for such Major Deliverable, up to a maximum of thirty (30) calendar days. Contractor shall recoup the amount of liquidated damages assessed against previous deliverables if the Contractor accelerates progress towards future deliverables and meets the final project completion date set out in the Contract.
- (d) If, at the end of the thirty (30) day period specified in Section 49, (b) above, the Contractor has not met the schedule for completion of the Contract, then the Commonwealth, at no additional expense and at its option, may either:
- (1) immediately terminate the Contract and all software, documentation, reports, Developed Materials and any other materials provided for or created for the Commonwealth as a result of this Contract shall be given to the Commonwealth, and the Commonwealth shall be entitled to its remedies under Section 23(c); or
 - (2) order the Contractor to continue with no decrease in effort until the work is completed in a manner acceptable to the Commonwealth or until the Commonwealth terminates the Contract. If the Contract is continued, the liquidated damages will also continue until the work is completed.
- (e) Liquidated damages shall be paid by the Contractor and collected by the Commonwealth by deducting them from the invoices submitted under this Contract or any other contract Contractor has with the Commonwealth, by collecting them through the performance security, if any, or by billing the Contractor as a separate item.
- (f) To the extent that the delay is caused by the Commonwealth, no liquidated damages will be applied.
- (g) If the delays are caused by the default of a Subcontractor, and if such default arises out of causes beyond the control of both the Contractor and Subcontractor, and without their fault or negligence, the Contractor shall not be liable for liquidated damages for delays, unless the supplies or services to be furnished by the Subcontractor were obtainable from other sources in sufficient time to permit the Contractor to meet the required performance schedule.

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50. FORCE MAJEURE

Neither party will incur any liability to the other if its performance of any obligation under this Contract is prevented or delayed by causes beyond its control and without the fault or negligence of either party. Causes beyond a party's control may include, but aren't limited to, acts of God or war, changes in controlling law, regulations, orders or the requirements of any governmental entity, severe weather conditions, civil disorders, natural disasters, fire, epidemics and quarantines, general strikes throughout the trade, and freight embargoes.

The Contractor shall notify the Commonwealth orally within five (5) days and in writing within ten (10) days of the date on which the Contractor becomes aware, or should have reasonably become aware, that such cause would prevent or delay its performance. Such notification shall (i) describe fully such cause(s) and its effect on performance, (ii) state whether performance under the contract is prevented or delayed and (iii) if performance is delayed, state a reasonable estimate of the duration of the delay. The Contractor shall have the burden of proving that such cause(s) delayed or prevented its performance despite its diligent efforts to perform and shall produce such supporting documentation as the Commonwealth may reasonably request. After receipt of such notification, the Commonwealth may elect to cancel the Contractor to extend the time for performance as reasonably necessary to compensate for the Contractor's delay.

In the event of a declared emergency by competent governmental authorities, the Commonwealth by notice to the Contractor, may suspend all or a portion of the Contract.

51. NOTICE

Any written notice to any party under this Agreement shall be deemed sufficient if delivered personally, or by facsimile, telecopy, electronic or digital transmission (provided such delivery is confirmed), or by a recognized overnight courier service (e.g., DHL, Federal Express, etc.), with confirmed receipt, or by certified or registered United States mail, postage prepaid, return receipt requested, sent to the address such party may designate by notice given pursuant to this section.

52. RIGHT-TO-KNOW LAW

- (a) The Pennsylvania Right-to-Know Law, 65 P.S. §§ 67.101-3104, ("RTKL") applies to this Contract. For the purpose of this provision #52, the term "the Commonwealth" shall refer to the contracting Commonwealth organization.
- (b) If the Commonwealth needs the Contractor's assistance in any matter arising out of the RTKL related to this Contract, it shall notify the Contractor using the legal contact information provided in this Contract. The Contractor, at any time, may designate a different contact for such purpose upon reasonable prior written notice to the Commonwealth.
- (c) Upon written notification from the Commonwealth that it requires the Contractor's assistance in responding to a request under the RTKL for information related to this Contract that may be in the Contractor's possession, constituting, or alleged to constitute, a public record in accordance with the RTKL ("Requested Information"), the Contractor shall:
 - (1) Provide the Commonwealth, within ten (10) calendar days after receipt of written notification, access to, and copies of, any document or information in the Contractor's possession arising out of this Contract that the Commonwealth reasonably believes is Requested Information and may be a public record under the RTKL; and
 - (2) Provide such other assistance as the Commonwealth may reasonably request, in order to comply with the RTKL with respect to this Contract.

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- (d) If the Contractor considers the Requested Information to include a request for a Trade Secret or Confidential Proprietary Information, as those terms are defined by the RTKL, or other information that the Contractor considers exempt from production under the RTKL, the Contractor must notify the Commonwealth and provide, within seven (7) calendar days of receiving the written notification, a written statement signed by a representative of the Contractor explaining why the requested material is exempt from public disclosure under the RTKL.
- (e) The Commonwealth will rely upon the written statement from the Contractor in denying a RTKL request for the Requested Information unless the Commonwealth determines that the Requested Information is clearly not protected from disclosure under the RTKL. Should the Commonwealth determine that the Requested Information is clearly not exempt from disclosure, the Contractor shall provide the Requested Information within five (5) business days of receipt of written notification of the Commonwealth's determination.
- (f) If the Contractor fails to provide the Requested Information within the time period required by these provisions, the Contractor shall indemnify and hold the Commonwealth harmless for any damages, penalties, costs, detriment or harm that the Commonwealth may incur as a result of the Contractor's failure, including any statutory damages assessed against the Commonwealth.
- (g) The Commonwealth will reimburse the Contractor for any costs associated with complying with these provisions only to the extent allowed under the fee schedule established by the Office of Open Records or as otherwise provided by the RTKL if the fee schedule is inapplicable.
- (h) The Contractor may file a legal challenge to any Commonwealth decision to release a record to the public with the Office of Open Records, or in the Pennsylvania Courts, however, the Contractor shall indemnify the Commonwealth for any legal expenses incurred by the Commonwealth as a result of such a challenge and shall hold the Commonwealth harmless for any damages, penalties, costs, detriment or harm that the Commonwealth may incur as a result of the Contractor's failure, including any statutory damages assessed against the Commonwealth, regardless of the outcome of such legal challenge. As between the parties, the Contractor agrees to waive all rights or remedies that may be available to it as a result of the Commonwealth's disclosure of Requested Information pursuant to the RTKL.
- (i) The Contractor's duties relating to the RTKL are continuing duties that survive the expiration of this Contract and shall continue as long as the Contractor has Requested Information in its possession.

53. GOVERNING LAW

This Contract shall be interpreted in accordance with and governed by the laws of the Commonwealth of Pennsylvania, without giving effect to its conflicts of law provisions. Except as set forth in Paragraph 23 (CONTRACT CONTROVERSIES), Commonwealth and Contractor agree that the courts of the Commonwealth of Pennsylvania and the federal courts of the Middle District of Pennsylvania shall have exclusive jurisdiction over disputes under this Contract and the resolution thereof. Any legal action relating to this

Contract must be brought in Dauphin County, Pennsylvania, and the parties agree that jurisdiction and venue in such courts is appropriate.

54. COVENANT AGAINST CONTINGENT FEES

The contractor warrants that no person or selling agency has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee (excepting bona fide employees or bona fide established commercial or selling agencies maintained by the contractor for the purpose of securing business). For breach or violation of this warranty, the Commonwealth may terminate this contract without liability or, in its discretion, deduct from the consideration otherwise due under the contract, or otherwise recover, the full amount of such commission, percentage, and brokerage or contingent fee.

55. LOBBYING CERTIFICATION AND DISCLOSURE

Commonwealth agencies will not contract with outside firms or individuals to perform lobbying services, regardless of the source of funds. With respect to an award of a federal contract, grant, or cooperative agreement exceeding \$100,000 or an award of a federal loan or a commitment providing for the United States to insure or guarantee a loan exceeding \$150,000 all recipients must certify that they will not use federal funds for lobbying and must disclose the use of non-federal funds for lobbying by filing required documentation. The contractor will be required to complete and return a "Lobbying Certification Form" and a "Disclosure of Lobbying Activities form" with their signed contract, which forms are attachments to the contract.

56. CONTRACTOR RESPONSIBILITY TO EMPLOY WELFARE CLIENTS

The contractor, within 10 days of receiving the notice to proceed, must contact the Department of Public Welfare's Contractor Partnership Program (CPP) to present, for review and approval, the contractor's plan for recruiting and hiring recipients currently receiving cash assistance. If the contract was not procured via Request for Proposal (RFP); such plan must be submitted on Form PA-778. The plan must identify a specified number (not percentage) of hires to be made under this contract. If no employment opportunities arise as a result of this contract, the contractor must identify other employment opportunities available within the organization that are not a result of this contract. The entire completed plan (Form PA-778) must be submitted to the Bureau of Employment and Training Programs (BETP): **Attention CPP Division. (Note: Do not keep the pink copy of Form PA-778). The approved plan will become a part of the contract.**

The contractor's CPP approved recruiting and hiring plan shall be maintained throughout the term of the contract and through any renewal or extension of the contract. Any proposed change must be submitted to the CPP Division which will make a recommendation to the Contracting Officer regarding course of action. If a contract is assigned to another contractor, the new contractor must maintain the CPP recruiting and hiring plan of the original contract.

The contractor, within 10 days of receiving the notice to proceed, must register in the Commonwealth Workforce Development System (CWDS). In order to register the selected contractor must provide business, location and contact details by creating an Employer Business Folder for review and approval, within CWDS at [HTTPS://WWW.CWDS.State.PA.US](https://www.cwds.state.pa.us) . Upon CPP review and approval of Form PA-778 and the Employer Business Folder in CWDS, the Contractor will receive written notice (via the pink Contractor's copy of Form PA-778) that the plan has been approved.

Hiring under the approved plan will be monitored and verified by Quarterly Employment Reports (Form PA-1540); submitted by the contractor to the Central Office of Employment and Training – CPP Division. A copy of the submitted Form PA-1540 must also be submitted (by the contractor) to the DPW Contract Monitor (i.e. Contract Officer). The reports must be submitted on the DPW Form PA-1540. The form may not be revised, altered, or re-created.

If the contractor is non-compliant, CPP Division will contact the Contract Monitor to request corrective action. The Department may cancel this contract upon thirty (30) days written notice in the event of the contractor's failure to implement or abide by the approved plan.

57. RECYCLED MATERIALS

Except as specifically waived by the Department of General Services in writing, any products which are provided to the Commonwealth as a part of the performance of the Contract must meet the minimum percentage levels for total recycled content as specified in Exhibit 1.

EXHIBIT 1
PAPER PRODUCTS
RECYCLED CONTENT

(A) **REQUIREMENT**

All paper offered by the bidder, or included in the final product offered by the bidder, and sold to the Commonwealth **must** contain the minimum percentage of post-consumer content as shown below for the applicable products:

Item	Notes	Post-Consumer Content (%)
Printing and Writing Papers		
Reprographic	Business papers such as bond, electrostatic, copy, mimeo, duplicator and reproduction	30
Offset	Used for book publishing, commercial printing, direct mail, technical documents, and manuals	30
Tablet	Office paper such as note pads and notebooks	30
Forms bond	Bond type papers used for business forms such as continuous, cash register, sales book, unit sets, and computer printout, excluding carbonless	30
Envelope	Wove	30
	Kraft, white and colored (including manila)	10
	Kraft, unbleached	10
Cotton fiber	Excludes custom envelopes High-quality papers used for stationery, invitations, currency, ledgers, maps, and other specialty items	30
Text and cover 30	Premium papers used for cover stock, books, and stationery and matching envelopes	
Supercalendered	Groundwood paper used for advertising and mail order inserts, catalogs, and some magazines	10
Machine finished groundwood	Groundwood paper used in magazines and catalogs	10
Papeteries	Used for invitations and greeting cards	30
Check safety	Used in the manufacture of commercial and government checks	10
Coated	Used for annual reports, posters, brochures, and magazines. Have gloss, dull, or matte finishes	10
Carbonless	Used for multiple-impact copy forms	30
File folders	Manila or colored	30
Dyed filing products	Used for multicolored hanging folders and wallet files	20

Index and card stock	Used for index cards and postcards	20
Pressboard	High-strength paperboard used in binders and report covers	20
Tags and tickets	Used for toll and lottery tickets, licenses, and identification and tabulating cards	20

Newsprint

Newsprint	Groundwood paper used in newspapers	20
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Commercial Sanitary Tissue Products

Bathroom tissue	Used in rolls or sheets	20
Paper towels	Used in rolls or sheets	40
Paper napkins	Used in food service applications	30
Facial tissue	Used for personal care	10
General-purpose	Used in cleaning and wiping applications	40
Industrial wipers		

Paperboard and Packaging Products

Corrugated containers	Used for packaging and shipping a variety of goods (<300 psi)	25
	(300 psi)	25
Solid fiber boxes	Used for specialized packaging needs such as dynamite packaging and army ration boxes	40
Folding cartons 40	Used to package a wide variety of foods, household products, cosmetics, pharmaceuticals, detergent, and hardware	
Industrial paperboard	Used to create tubes, cores, cans and drums	45
Miscellaneous	Includes "chipboard" pad backings, book covers, covered binders, mailing tubes, game boards, and puzzles	75
Padded mailers	Made from kraft paper that is usually brown but can be bleached white	5
Carrierboard	A type of folding carton designed for multipack beverage cartons	10
Brown papers	Used for bags and wrapping paper	5

Miscellaneous Paper Products

Tray liners	Used to line food service trays. Often contain printed information.	50
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"Post-consumer" content is "material or finished product that has served its intended use and has been diverted or recovered from waste destined for disposal, having completed its life as a consumer item. Post-consumer content is part of the broader category of recovered material."

The Commonwealth of Pennsylvania recognizes that paper products are universally made with scrap material recovered from the manufacturing process; use of such materials is a standard practice, both efficient and economical for the paper maker; therefore, bidders of paper products need not certify that their products are made with "pre-consumer," "recovered," or "secondary" paper fiber.

(B) BIDDER'S CERTIFICATION

Bidder certifies that the paper product(s) which the bidder is offering contains the required minimum percentage of post-consumer content as shown above for the product.

(C) MANUFACTURER/MILL CERTIFICATION

In addition to the Bidders Certification in Subsection (B), a mill certification must be completed and signed by the mill before payment will be made to the successful bidder for the delivered items. The enclosed **Manufacturer/Mill** Certification form must be used. Bidders are not required to submit the completed and signed **Manufacturer/Mill** Certification form with their bids. **THE COMMONWEALTH SHALL HAVE NO OBLIGATION TO PAY FOR THE ITEM(S) UNTIL A PROPERLY COMPLETED AND SIGNED MANUFACTURER/MILL CERTIFICATION IS SUBMITTED FOR THE DELIVERED ITEM.**

(D) ENFORCEMENT

Awarded bidders may be required, after delivery of the paper product(s), to provide the Commonwealth with documentary evidence that the paper product(s) were in fact produced with the required minimum percentage of post-consumer content.

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APPENDIX A

COMMONWEALTH OF PENNSYLVANIA

BUSINESS ASSOCIATE APPENDIX

WHEREAS, the Pennsylvania Department of Welfare (Covered Entity) and Contractor (Business Associate) intend to protect the privacy and security of certain Protected Health Information (PHI) to which Business Associate may have access in order to provide goods or services to or on behalf of Covered Entity, in accordance with the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191 (HIPAA), the Health Information Technology for Economic and Clinical Health (HITECH) Act, Title XIII of Division A and Title IV of Division B of the American Recovery and Reinvestment Act of 2009 (ARRA), Pub. L. No. 111-5 (Feb. 17, 2009) and related regulations, the HIPAA Privacy Rule (Privacy Rule), 45 C.F.R. Parts 160 and 164, as amended, the HIPAA Security Rule (Security Rule), 45 C.F.R. Parts 160, 162 and 164, as amended, 42 U.S.C. § 602(a)(1)(A)(iv), 42 U.S.C. § 1396a(a)(7), 35 P.S. § 7607, 50 Pa.C.S. § 7111, 71 P.S. § 1690.108(c), 62 P.S. § 404, 55 Pa. Code Chapter 105, 55 Pa. Code Chapter 5100, 42 C.F.R. §§ 431.301-431.302, 42 C.F.R. Part 2, 45 C.F.R. § 205.50, the Pennsylvania Breach of Personal Information Notification Act, 73 P.S. § 2301 *et seq.*, and other relevant laws, including subsequently adopted provisions applicable to use and disclosure of confidential information, and applicable agency guidance.

WHEREAS, Business Associate may receive PHI from Covered Entity, or may create or obtain PHI from other parties for use on behalf of Covered Entity, which PHI must be handled in accordance with this Agreement and the standards established by HIPAA, the HITECH Act and related regulations, and other applicable laws and agency guidance.

NOW, THEREFORE, Covered Entity and Business Associate agree as follows:

1. **Definitions.**
 - a. "Business Associate" shall have the meaning given to such term under HIPAA, the HITECH Act, applicable regulations and agency guidance.
 - b. "Covered Entity" shall have the meaning given to such term under HIPAA, the HITECH Act and applicable regulations and agency guidance.
 - c. "HIPAA" shall mean the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191.
 - d. "HITECH Act" shall mean the Health Information Technology for Economic and Clinical Health (HITECH) Act, Title XIII of Division A and Title IV of Division B of the American Recovery and Reinvestment Act of 2009 (ARRA), Pub. L. No. 111-5 (Feb. 17, 2009).
 - e. "Privacy Rule" shall mean the standards for privacy of individually identifiable health information in 45 C.F.R. Parts 160 and 164, as amended, and related agency guidance.
 - f. "Protected Health Information" or "PHI" means any information, transmitted or recorded in any form or medium; (i) that relates to the past, present or future physical or mental condition of an individual; the provision of health care to an individual; or the past, present or future payment for the provision of health care to an individual, and (ii) that identifies the individual or with respect to which there is a reasonable basis to believe the information can be used to identify the individual, and shall have the meaning given to such term under HIPAA, the HITECH Act and related regulations and agency guidance. PHI also includes any and all information that can be used to identify a current or former applicant or recipient of benefits or services of Covered Entity or Covered Entity's contractors/business associates.
 - g. "Security Rule" shall mean the security standards in 45 C.F.R. Parts 160, 162 and 164, as amended, and related agency guidance.

h. "Unsecured PHI" shall mean PHI that is not secured through the use of a technology or methodology as specified in HITECH regulations and agency guidance or as otherwise defined in the HITECH Act.

2. **Stated Purposes For Which Business Associate May Use Or Disclose PHI.** The Parties hereby agree that Business Associate shall be permitted to use and/or disclose PHI provided by or obtained on behalf of Covered Entity for the purposes of accomplishing work within the scope of Contract # _____ (Contract) according to the Contract's terms and except as otherwise stated in this Appendix.

NO OTHER DISCLOSURES OF PHI OR OTHER INFORMATION ARE PERMITTED.

3. **BUSINESS ASSOCIATE OBLIGATIONS:**

- a) **Limits On Use And Further Disclosure Established By Appendix And Law.** Business Associate hereby agrees that the PHI provided by, or created or obtained on behalf of Covered Entity shall not be further used or disclosed other than as permitted or required by this Appendix or as required by law and agency guidance.
- b) **Appropriate Safeguards.** Business Associate shall establish and maintain appropriate safeguards to prevent any use or disclosure of PHI other than as provided for by this Appendix. Appropriate safeguards shall include implementing administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the electronic PHI that is created, received, maintained, or transmitted on behalf of the Covered Entity and limiting use and disclosure to applicable minimum necessary requirements as set forth in applicable federal and state statutory and regulatory requirements and agency guidance.
- c) **Reports Of Improper Use Or Disclosure.** Business Associate hereby agrees that it shall report to Tom Zarb, Chief Information Security Officer, within two (2) days of discovery any use or disclosure of PHI not provided for or allowed by this Appendix.
- d) **Security Incidents.** In addition to following the breach notification requirements in section 13402 of the HITECH Act and related regulations, agency guidance and other applicable federal and state laws, Business Associate shall report to Tom Zarb, Chief Information Security Officer, within two (2) days of discovery any security incident of which it becomes aware. At its sole expense, Business Associate shall comply with all applicable federal and state breach notification requirements. Business Associate shall indemnify the Covered Entity for costs associated with any incident involving the acquisition, access, use or disclosure of Unsecured PHI in a manner not permitted under federal or state law and agency guidance.
- e) **Subcontractors And Agents.** Business Associate hereby agrees that any time PHI is provided or made available to any subcontractors or agents, Business Associate shall provide only the minimum necessary PHI for the purpose of the covered transaction and shall first enter into a subcontract or contract with the subcontractor or agent that contains the same terms, conditions and restrictions on the use and disclosure of PHI as contained in this Agreement.
- f) **Right Of Access To PHI.** Business Associate hereby agrees to allow an individual who is the subject of PHI maintained in a designated record set, to have access to and copy that individual's PHI within five (5) business days of receiving a written request from the Covered Entity. Business Associate shall provide PHI to the extent and in the manner required by 45 C.F.R. § 164.524 and other applicable federal and state law and agency guidance. If Business Associate maintains an electronic health record, Business Associate must provide the PHI in electronic format if requested. If any individual requests from Business Associate or its agents or subcontractors access to PHI, Business Associate shall notify Covered Entity of same within five (5) business days. Business associate shall further conform with and meet all of the requirements of 45 C.F.R. §164.524 and other applicable laws, including the HITECH Act and related regulations, and agency guidance.

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- (g) **Amendment And Incorporation Of Amendments.** Within five (5) business days of receiving a request from Covered Entity for an amendment of PHI maintained in a designated record set, Business Associate shall make the PHI available and incorporate the amendment to enable Covered Entity to comply with 45 C.F.R. §164.526, applicable federal and state law, including the HITECH Act and related regulations, and agency guidance. If any individual requests an amendment from Business Associate or its agents or subcontractors, Business Associate shall notify Covered Entity within five (5) business days.
- (h) **Provide Accounting Of Disclosures.** Business Associate agrees to maintain a record of all disclosures of PHI in accordance with 45 C.F.R. §164.528 and other applicable laws and agency guidance, including the HITECH Act and related regulations. Such records shall include, for each disclosure, the date of the disclosure, the name and address of the recipient of the PHI, a description of the PHI disclosed, the name of the individual who is the subject of the PHI disclosed, and the purpose of the disclosure. Business Associate shall make such record available to the individual or the Covered Entity within five (5) business days of a request for an accounting of disclosures.
- (i) **Requests for Restriction.** Business Associate shall comply with requests for restrictions on disclosures of PHI about an individual if the disclosure is to a health plan for purposes of carrying out payment or health care operations (and is not for treatment purposes), and the PHI pertains solely to a health care item or service for which the service involved was paid in full out-of-pocket. For other requests for restriction, Business Associate shall otherwise comply with the Privacy Rule, as amended, and other applicable statutory and regulatory requirements and agency guidance.
- (j) **Access To Books And Records.** Business Associate hereby agrees to make its internal practices, books, and records relating to the use or disclosure of PHI received from, or created or received by Business Associate on behalf of the Covered Entity, available to the Secretary of Health and Human Services or designee for purposes of determining compliance with applicable laws and agency guidance.
- (k) **Return Or Destruction Of PHI.** At termination or expiration of the Contract, Business Associate hereby agrees to return or destroy all PHI provided by or obtained on behalf of Covered Entity. Business Associate agrees not to retain any copies of the PHI after termination or expiration of this Agreement. If return or destruction of the PHI is not feasible, Business Associate agrees to extend the protections of this Agreement to limit any further use or disclosure until such time as the PHI may be returned or destroyed. If Business Associate elects to destroy the PHI, it shall certify to Covered Entity that the PHI has been destroyed.
- (l) **Maintenance of PHI.** Notwithstanding Section 3(k), Business Associate and its subcontractors or agents shall retain all PHI throughout the term of the Contract and shall continue to maintain the information required under the various documentation requirements of this Appendix (such as those in §3(h)) for a period of six (6) years after termination or expiration of the Contract, unless Covered Entity and Business Associate agree otherwise.
- (m) **Mitigation Procedures.** Business Associate agrees to establish and to provide to Covered Entity upon request, procedures for mitigating, to the maximum extent practicable, any harmful effect from the use or disclosure of PHI in a manner contrary to this Appendix or the Privacy Rule, as amended. Business Associate further agrees to mitigate any harmful effect that is known to Business Associate of a use or disclosure of PHI by Business Associate in violation of this Agreement or applicable laws and agency guidance.
- (n) **Sanction Procedures.** Business Associate agrees that it shall develop and implement a system of sanctions for any employee, subcontractor or agent who violates this Appendix, applicable laws or agency guidance.
- (o) **Grounds For Breach.** Non-compliance by Business Associate with this Appendix or the Privacy or Security Rules, as amended, is a breach of the Contract, if Business Associate knew or reasonably should have known of such non-compliance and failed to immediately take reasonable steps to cure the non-compliance.

- (p) **Termination by Commonwealth.** Business Associate authorizes termination of the Contract by the Commonwealth if the Commonwealth determines that the Business Associate has violated a material term of this Appendix.
- (q) **Failure to Perform Obligations.** In the event Business Associate fails to perform its obligations under this Appendix, Covered Entity may immediately discontinue providing PHI to Business Associate. Covered Entity may also, at its option, require Business Associate to submit to a plan of compliance, including monitoring by Covered Entity and reporting by Business Associate, as Covered Entity in its sole discretion determines to be necessary to maintain compliance with this Appendix and applicable laws and agency guidance.
- (r) **Privacy Practices.** The Department will provide and Business Associate shall immediately begin using any applicable form, including but not limited to, any form used for Notice of Privacy Practices, Accounting for Disclosures, or Authorization, upon the effective date designated by the Program or Department. The Department retains the right to change the applicable privacy practices, documents and forms. The Business Associate shall implement changes as soon as practicable, but not later than 45 days from the date of notice of the change.

4. OBLIGATIONS OF COVERED ENTITY:

- a) **Provision of Notice of Privacy Practices.** Covered Entity shall provide Business Associate with the notice of privacy practices that the Covered Entity produces in accordance with applicable law and agency guidance, as well as changes to such notice.
- b) **Permissions.** Covered Entity shall provide Business Associate with any changes in, or revocation of, permission by individual to use or disclose PHI of which Covered Entity is aware, if such changes affect Business Associate's permitted or required uses and disclosures.
- c) **Restrictions.** Covered Entity shall notify Business Associate of any restriction to the use or disclosure of PHI that the Covered Entity has agreed to in accordance with 45 C.F.R. §164.522 and other applicable laws and applicable agency guidance, to the extent that such restriction may affect Business Associate's use or disclosure of PHI.

AUDIT CLAUSE – VENDOR
Service Organizations

The Commonwealth of Pennsylvania, Department of Public Welfare (DPW), distributes federal and state funds to local governments, nonprofit, and for-profit organizations. Federal expenditures are subject to federal audit requirements, and federal funding and state funding passed through DPW are subject to DPW audit requirements. If any federal statute specifically prescribes policies or specific requirements that differ from the standards provided herein, the provisions of the subsequent statute shall govern.

Vendor means a dealer, distributor, merchant, or other seller providing goods or services to an auditee that are required for the **administrative support** of a program. These goods or services may be for an organization's own use or for the use of beneficiaries of the federal program. The vendor's responsibility is to meet the requirements of the procurement contract.

Department of Public Welfare Audit Requirements

If in connection with the agreement, an entity **expends \$300,000 or more in combined state and federal funds** during the program year, the entity shall ensure that, for the term of the contract, an independent auditor conducts annual examinations of its compliance with the terms and conditions of this contract. These examinations shall be conducted in accordance with the American Institute of Certified Public Accountants' Statements on Standards for Attestation Engagements (SSAE), Section 601, *Compliance Attestation*, and shall be of a scope acceptable to the DPW. The contractor shall also ensure that an independent auditor performs an audit of its policies and procedures applicable to the processing of transactions. These audits shall be performed in accordance with the Statement on Auditing Standards 70 (SAS 70), *Reports on the Processing of Transactions by Service Organizations*. The initial SAS 70 audit shall be completed for the official annual reporting period of this agreement and conducted annually thereafter. The independent auditor shall issue reports on its compliance examination, as defined in the SSAE, Section 601, and on the policies and procedures placed in operation and the tests of operating effectiveness, as defined in SAS 70.

The Commonwealth reserves the right for state and federal agencies, or their authorized representatives, to perform financial and performance audits if deemed necessary. If it is decided that an audit of this contract will be performed, the contractor will be given advance notice. The contractor shall maintain books, records, and documents that support the services provided, that the fees earned are in accordance with the contract, and that the contractor has complied with contract terms and conditions. The contractor agrees to make available, upon reasonable notice, at the office of the contractor, during normal business hours, for the term of this contract and the retention period set forth in this Audit Clause, any of the books, records, and

documents for inspection, audit, or reproduction by any state or federal agency or its authorized representative.

The contractor shall preserve all books, records, and documents related to this contract for a period of time that is the greater of five years from the contract expiration date, until all questioned costs or activities have been resolved to the satisfaction of the Commonwealth, or as required by applicable federal laws and regulations, whichever is longer. If this contract is completely or partially terminated, the records relating to the work terminated shall be preserved and made available for a period of five years from the date of any resulting final settlement.

AUDIT CLAUSE C – VENDOR
Service Organizations

Records that relate to litigation or the settlement of claims arising out of performance or expenditures under this contract to which exception has been taken by the auditors, shall be retained by the contractor or provided to the Commonwealth at the DPW's option until such litigation, claim, or exceptions have reached final disposition.

Except for documentary evidence delivered pursuant to litigation or the settlement of claims arising out of the performance of this contract, the contractor may, in fulfillment of his obligation to retain records as required by this Audit Clause, substitute photographs, microphotographs, or other authentic reproductions of such records, after the expiration of two years following the last day of the month of reimbursement to the contractor of the invoice or voucher to which such records relate, unless a shorter period is authorized by the Commonwealth.

DPW Required Audit Report Submission

The contractor shall submit the SSAE, Section 601, and SAS 70 audit reports to the DPW within 90 days after the required period of audit has ended. When either the SSAE, Section 601, or SAS 70 audit reports are other than unqualified, the contractor shall submit to the DPW, in addition to the audit reports, a plan describing what actions the contractor will implement to correct the situation that caused the auditor to issue a qualified report, a timetable for implementing the planned corrective actions, and a

process for monitoring compliance with the timetable and the contact person who is responsible for resolution.

Submit **two copies** of the DPW required audit report package.

1. Independent Accountant's Report – on the Attestation of an entity's compliance with specific requirements during a period of time in accordance with the contract and the appropriate schedule, as required.
2. Submit the audit report directly to the program office.

REMEDIES FOR NONCOMPLIANCE

The provider's failure to provide an acceptable audit, in accordance with the requirements of the Audit Clause Requirements, may result in the DPW's not accepting the report and initiating sanctions against the contractor that may include the following:

- Disallowing the cost of the audit.
- Withholding a percentage of the contract funding pending compliance.
- Suspending subsequent contract funding pending compliance.

AUDIT CLAUSE C – VENDOR
Service Organizations

TECHNICAL ASSISTANCE

Technical assistance on the DPW's audit requirements, will be provided by:

Department of Public Welfare

Bureau of Financial Operations

Division of Financial Policy and Operations

Audit Resolution Section

3rd Floor, Bertolino Building

P.O. Box 2675

Harrisburg, Pennsylvania 17105-2675

Phone: (717) 787-8890 FAX: (717) 772-2522

AUDIT CLAUSE C – VENDOR
Service Organizations
ENCLOSURE I

The Department of Public Welfare (DPW) requires an Independent Accountant's Report on the Attestation to be in the format described by the American Institute of Certified Public Accountants (AICPA). The following is the form of report an Independent Accountant should use when expressing an opinion on an entity's compliance with specified requirements during a period of time. For further guidance, refer to the AICPA guidelines.

Independent Accountant's Report

[Introductory Paragraph]

We have examined [*name of entity*]'s compliance with [*list specific compliance requirement*] during the [*period*] ended [*date*]. Management is responsible for [*name of entity*]'s compliance with those-requirements. Our responsibility is to express an opinion on [*name of entity*]'s compliance based on our examination.

[Scope Paragraph]

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and, accordingly, included examining, on a test basis, evidence about [*name of entity*]'s compliance with those

requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our examination provides a reasonable basis for our opinion. Our examination does not provide a legal determination on [*name of entity*]'s compliance with specified requirements.

[Opinion Paragraph]

In our opinion, [*name of entity*] complied, in all material respects, with the aforementioned requirements for the year ended December 31, 20XX.

[DATE] [SIGNATURE]

APPENDIX C

SOFTWARE LICENSE REQUIREMENTS

This Appendix shall be attached to and made a material part of Software Publisher's Software License Agreement (collectively the "Agreement") between Licensor and the Commonwealth of Pennsylvania ("Commonwealth"). The terms and conditions of this Appendix shall supplement, and to the extent a conflict exists, shall supersede and take precedence over the terms and conditions of Software Publisher's Software License Agreement.

1. **Enterprise Language:** The parties agree that more than one agency of the Commonwealth may license products under this Agreement, provided that any use of products by any agency must be made pursuant to one or more executed purchase orders or purchase documents submitted by each applicable agency seeking to use the licensed product. The parties agree that, if the licensee is a "Commonwealth Agency" as defined by the Commonwealth Procurement Code, 62 Pa.C.S. § 103, the terms and conditions of this Agreement apply to any purchase of products made by the Commonwealth, and that the terms and conditions of this Agreement become part of the purchase document without further need for execution. The parties agree that the terms of this Agreement supersede and take precedence over the terms included in any purchase order, terms of any shrink-wrap agreement included with the licensed software, terms of any click through agreement included with the licensed software, or any other terms purported to apply to the licensed software.
2. **Choice of Law/Venue:** This Agreement shall be governed by and construed in accordance with the substantive laws of the Commonwealth of Pennsylvania, without regard to principles of conflict of laws.
3. **Indemnification:** The Commonwealth does not have the authority to and shall not indemnify any entity. The Commonwealth agrees to pay for any loss, liability or expense, which arises out of or relates to the Commonwealth's acts or omissions with respect to its obligations hereunder, where a final determination of liability on the part of the Commonwealth is established by a court of law or where settlement has been agreed to by the Commonwealth. This provision shall not be construed to limit the Commonwealth's rights, claims or defenses which arise as a matter of law or pursuant to any other provision of this Agreement. This provision shall not be construed to limit the sovereign immunity of the Commonwealth.
4. **Patent, Copyright, Trademark, and Trade Secret Protection:**
 - a) **The Licensor shall, at its expense, defend, indemnify and hold the Commonwealth harmless from any suit or proceeding which may be brought by a third party against the Commonwealth, its departments, officers or employees for the alleged infringement of any United States patents, copyrights, or trademarks, or for a misappropriation of a United States trade secret arising out of performance of this Agreement (the "Claim"), including all licensed products provided by the Licensor. For the purposes of this Agreement, "indemnify and hold harmless" shall mean the Licensor's specific, exclusive, and limited obligation to (a) pay any judgments, fines, and penalties finally awarded by a court or competent**

jurisdiction, governmental/administrative body or any settlements reached pursuant to Claim and (b) reimburse the Commonwealth for its reasonable administrative costs or expenses, including without limitation reasonable attorney's fees, it necessarily incurs in handling the Claim. The Commonwealth agrees to give Licensor prompt notice of any such claim of which it learns. Pursuant to the Commonwealth Attorneys Act 71 P.S. § 732-101, et seq., the Office of Attorney General (OAG) has the sole authority to represent the Commonwealth in actions brought against the Commonwealth. The OAG may, however, in its sole discretion, delegate to Licensor its right of defense of a Claim and the authority to control any potential settlements thereof. Licensor shall not without the Commonwealth's consent, which shall not be unreasonably withheld, conditioned, or delayed, enter into any settlement agreement which (a) states or implies that the Commonwealth has engaged in any wrongful or improper activity other than the innocent use of the material which is the subject of the Claim, (b) requires the Commonwealth to perform or cease to perform any act or relinquish any right, other than to cease use of the material which is the subject of the Claim, or (c) requires the Commonwealth to make a payment which Licensor is not obligated by this Agreement to pay on behalf of the Commonwealth. If OAG delegates such rights to the Licensor, the Commonwealth will cooperate with all reasonable requests of Licensor made in the defense and or settlement of a Claim. In all events, the Commonwealth shall have the right to participate in the defense of any such suit or proceeding through counsel of its own choosing at its own expense and without derogation of Licensor's authority to control the defense and settlement of a Claim. It is expressly agreed by the Licensor that, in the event it requests that the Commonwealth to provide support to the Licensor in defending any such Claim, the Licensor shall reimburse the Commonwealth for all necessary expenses (including attorneys' fees, if such are made necessary by the Licensor's request) incurred by the Commonwealth for such support. If OAG does not delegate to Licensor the authority to control the defense and settlement of a Claim, the Licensor's obligation under this section ceases. If OAG does not delegate the right of defense to Licensor, upon written request from the OAG, the Licensor will, in its sole reasonable discretion, cooperate with OAG in its defense of the suit.

- b) The Licensor agrees to exercise reasonable due diligence to prevent claims of infringement on the rights of third parties. The Licensor certifies that, in all respects applicable to this Agreement, it has exercised and will continue to exercise due diligence to ensure that all licensed products provided under this Agreement do not infringe on the patents, copyrights, trademarks, trade secrets or other proprietary interests of any kind which may be held by third parties.
- c) If the right of defense of a Claim and the authority to control any potential settlements thereof is delegated to the Licensor, the Licensor shall pay all damages and costs finally awarded therein against the Commonwealth or agreed to by Licensor in any settlement. If information and assistance are furnished by the Commonwealth at the Licensor's written request, it shall

be at the Licensor's expense, but the responsibility for such expense shall be only that within the Licensor's written authorization.

- d) **If, in the Licensor's opinion, the licensed products furnished hereunder are likely to or do become subject to a claim of infringement of a United States patent, copyright, or trademark, or for a misappropriation of trade secret, then without diminishing the Licensor's obligation to satisfy any final award, the Licensor may, at its option and expense, substitute functional equivalents for the alleged infringing licensed products, or, at the Licensor's option and expense, obtain the rights for the Commonwealth to continue the use of such licensed products.**
- e) **If any of the licensed products provided by the Licensor are in such suit or proceeding held to constitute infringement and the use thereof is enjoined, the Licensor shall, at its own expense and at its option, either procure the right to continue use of such infringing products, replace them with non-infringing items, or modify them so that they are no longer infringing.**
- f) **If use of the licensed products is enjoined and the Licensor is unable to do any of the preceding set forth in item (e) above, the Licensor agrees to, upon return of the licensed products, refund to the Commonwealth the license fee paid for the infringing licensed products, pro-rated over a sixty (60) month period from the date of delivery plus any unused prepaid maintenance fees.**
- g) **The obligations of the Licensor under this Section continue without time limit and survive the termination of this Agreement.**
- h) **Notwithstanding the above, the Licensor shall have no obligation under this Section 4 for:**
 - (1) modification of any licensed products provided by the Commonwealth or a third party acting under the direction of the Commonwealth;
 - (2) any material provided by the Commonwealth to the Licensor and incorporated into, or used to prepare the product;
 - (3) use of the Software after Licensor recommends discontinuation because of possible or actual infringement and has provided one of the remedy's under (e) or (f) above;
 - (4) use of the licensed products in other than its specified operating environment;
 - (5) the combination, operation, or use of the licensed products with other products, services, or deliverables not provided by the Licensor as a system or the combination, operation, or use of the product, service, or deliverable, with any products, data, or apparatus that the Licensor did not provide;
 - (6) infringement of a non-Licensor product alone;

- (7) the Commonwealth's use of the licensed product beyond the scope contemplated by the Agreement; or
 - (8) the Commonwealth's failure to use corrections or enhancements made available to the Commonwealth by the Licensor at no charge.
- i) **The obligation to indemnify the Commonwealth, under the terms of this Section, shall be the Licensor's sole and exclusive obligation for the infringement or misappropriation of intellectual property.**

5. Virus, Malicious, Mischievous or Destructive Programming: Licensor warrants that the licensed product as delivered by Licensor does not contain any viruses, worms, Trojan Horses, or other malicious or destructive code to allow unauthorized intrusion upon, disabling of, or erasure of the licensed products (each a "Virus").

The Commonwealth's exclusive remedy, and Licensor's sole obligation, for any breach of the foregoing warranty shall be for Licensor to (a) replace the licensed products with a copy that does not contain Virus, and (b) if the Commonwealth, has suffered an interruption in the availability of its computer system caused by Virus contained in the licensed product, reimburse the Commonwealth for the actual reasonable cost to remove the Virus and restore the Commonwealth's most recent back up copy of data provided that:

- the licensed products have been installed and used by the Commonwealth in accordance with the Documentation;
- the licensed products has not been modified by any party other than Licensor;
- the Commonwealth has installed and tested, in a test environment which is a mirror image of the production environment, all new releases of the licensed products and has used a generally accepted antivirus software to screen the licensed products prior to installation in its production environment.

Under no circumstances shall Licensor be liable for damages to the Commonwealth for loss of the Commonwealth's data arising from the failure of the licensed products to conform to the warranty stated above.

6. Limitation of Liability: The Licensor's liability to the Commonwealth under this Agreement shall be limited to the greater of (a) the value of any purchase order issued; or (b) \$250,000. This limitation does not apply to damages for:

- (1) bodily injury;
- (2) death;
- (3) intentional injury;
- (4) damage to real property or tangible personal property for which the Licensor is legally liable; or
- (5) Licensor's indemnity of the Commonwealth for patent, copyright, trade secret, or trademark protection.

In no event will the Licensor be liable for consequential, indirect, or incidental damages unless otherwise specified in the Agreement. Licensor will not be liable for damages due to lost records or data.

7. Termination:

- a) Licensor may not terminate this Agreement for non-payment.
- b) The Commonwealth may terminate this Agreement without cause by giving Licensor thirty (30) calendar days prior written notice whenever the Commonwealth shall determine that such termination is in the best interest of the Commonwealth.

8. Background Checks: Upon prior written request by the Commonwealth, Licensor must, at its expense, arrange for a background check for each of its employees, as well as for the employees of its subcontractors, who will have on site access to the Commonwealth's IT facilities. Background checks are to be conducted via the Request for Criminal Record Check form and procedure found at <http://www.portal.state.pa.us/portal/server.pt?open=512&objID=4451&&PageID=458621&level=2&css=L2&mode=2>. The background check must be conducted prior to initial access by an IT employee and annually thereafter.

Before the Commonwealth will permit an employee access to the Commonwealth's facilities, Licensor must provide written confirmation to the office designated by the agency that the background check has been conducted. If, at any time, it is discovered that an employee has a criminal record that includes a felony or misdemeanor involving terrorist threats, violence, use of a lethal weapon, or breach of trust/fiduciary responsibility; or which raises concerns about building, system, or personal security, or is otherwise job-related, Licensor shall not assign that employee to any Commonwealth facilities, shall remove any access privileges already given to the employee, and shall not permit that employee remote access to Commonwealth facilities or systems, unless the agency consents, in writing, prior to the access being provided. The agency may withhold its consent at its sole discretion. Failure of Licensor to comply with the terms of this paragraph may result in default of Licensor under its contract with the Commonwealth.

9. Confidentiality: Each party shall treat the other party's confidential information in the same manner as its own confidential information. The parties must identify in writing what is considered confidential information.

10. Publicity/Advertisement: The Licensor must obtain Commonwealth approval prior to mentioning the Commonwealth or a Commonwealth agency in an advertisement, endorsement, or any other type of publicity. This includes the use of any trademark or logo.

11. Signatures: The fully executed Agreement shall not contain ink signatures by the Commonwealth. The Licensor understands and agrees that the receipt of an electronically-printed Agreement with the printed name of the Commonwealth purchasing agent constitutes a valid, binding contract with the Commonwealth. The printed name of the purchasing agent on the Agreement represents the signature of that individual who is authorized to bind the Commonwealth to the obligations contained in

the Agreement. The printed name also indicates that all approvals required by Commonwealth contracting procedures have been obtained.

Software Publisher acknowledges and agrees the terms and conditions of this Appendix shall supplement, and to the extent a conflict exists, shall supersede and take precedence over the terms and conditions of Software Publisher's Software License Agreement.

IN WITNESS WHEREOF, Software Publisher has executed and approved this Appendix to Software Publisher's Software License Agreement on the date indicated below.

Witness:

Software Publisher

Signature

Signature

Date

Date

Printed

Name

Name

Printed

Title

Title

Attachment 1

LIST OF LICENSED PRODUCTS AND FEES

The following information may be revised upon mutual agreement of the Commonwealth and the Licensor on a semiannual basis.

A. Licensed Product:

The Licensed Product includes (list all titles covered by this agreement)

_____.
(Note: Insert active link if list is extensive.)

For all fees paid by the Licensee, Licensor acknowledges the License Fee will be paid to Licensor by the Software Reseller contracted by the Commonwealth of Pennsylvania. Fees are listed in the "Services and Pricing Tables" attached to this Agreement.

B. Installation and Configuration Fees (if applicable):

The License Fee includes the following (e.g. installation, configuration services, project management support):

-
-

Additional hours may be purchased in accordance with Licensor's current Price List for such services and/or rate card set forth in the "Services and Pricing Tables".

C. Services Included in License Fee(s) (if applicable):

The License Fee includes the following services:

-
-

Additional services may be purchased in accordance with Licensor's current Price List for such services and/or rate card set forth in the "Services and Pricing Tables".

D. Maintenance and Support Fees:

Licensor will make the following Maintenance & Support Services available to the Licensee:

Standard Maintenance and Support Services

The Licensee shall receive support by phone, email, or if necessary site visits during the duration of the agreement. If site visits are deemed necessary travel must be in accordance with the **Management Directive 230.10** only at the discretion of the agency. ▼

The billable hours will begin in accordance with the established rate card as specified in the "Services and Pricing Tables".

Standard updates (e.g. service packs, security updates, patches, etc.) are included in the Standard Maintenance and Support Service Fee and will be delivered to the Licensee electronically, in a manner agreed upon by the parties (e.g., email attachment, web download,) or by sending a CD-rom. Licensee may request that a Licensor technician install the updates, either

Deleted: This Management Directive can be found by copying the following link into your internet browser:
¶
http://www.portal.state.pa.us/portal/server.pt?open=512&objID=711&PageID=228891&mode=2&contentid=http://pubcontent.state.pa.us/publis hedcontent/publish/cop_general_government_operations/oa/oa_portal/omd/p_and_p/management_directives/management_administrative_support/items/230_10.html

on-site, or remotely, in which case, such support shall be offered to Licensee on a time and materials basis at the rates set forth in the "Services and Pricing Tables".

Licensee may, at its option, allow Licensor technical staff to log into the Licensee's system remotely in order to install Updates or to resolve technical problems.

E. Renewal of Support Services/Software Maintenance

The Licensee may renew the Standard Maintenance and Support Services set forth in this Appendix, including Standard Maintenance and Support and Enhanced Maintenance and Support (if applicable), by paying an Annual Support Services Renewal Fee each year subsequent to the Initial Support Term. The Annual Support Services Renewal Fee shall be due within thirty (30) days of the Annual Support Services Renewal Date and Licensee's receipt of a proper invoice. The Annual Support Services Renewal Date shall be the same day each year. Included in the License Fee shall be the Support and Maintenance Services for a period of one (1) year. The Support Services Renewal Fee for the first year following the Initial Support Term shall be determined as follows:

Cost Calculation: Standard Maintenance and Support = Annual Maintenance Percentage * Net License Costs. The Commonwealth expects the "Annual Software Maintenance Percentage" shall not exceed 18% of the "Net License Costs." The Commonwealth may negotiate the "Annual Software Maintenance Percentage" on a product-by-product basis. The Commonwealth may elect ongoing Software Maintenance at its discretion.

The cost for renewals of Standard Maintenance and Support Services and Enhanced Maintenance and Support Services, if applicable, beyond the first year following the Initial Support Term shall be calculated based on the original Net License Costs to the Commonwealth. The Annual Software Maintenance Costs will remain fixed for a period of five (5) years.

Enhanced Support and Maintenance Fees are described in **Section 2** of this document.

F. Contacts and Support Service Levels

Licensor shall make several contacts available to the Licensee in three ways, as follows:
(Note: This information may be updated as necessary to accommodate organizational changes)

Primary Technical Contact:	Secondary Technical Contact:
Primary Number:	Primary Number:
Secondary Number:	Secondary Number:
Primary email:	Primary email:

Lead Account Contact:	Secondary Account Contact:
Primary Number:	Primary Number:
Secondary Number:	Secondary Number:
Primary email:	Primary email:

During normal business hours, Monday through Friday from 7:30 AM EST to 6:00 PM EST, Licensee shall use the primary email address to contact an individual, and/or the primary number. For after hour, weekend and holiday support, Licensee shall call _____ or e-mail _____

SECTION 2: Summary of Enhanced Maintenance and Support:

Provide a summary of various enhanced maintenance and support services. Describe completely.

-
-

Pricing will be accordance with the established schedule as specified in the "Service and Pricing Tables".

Service Level Agreement

(if applicable)

Provided the Licensee maintains and supplies remote access capability to Licensor's system, Licensor will use commercially reasonable efforts to correct and/or provide a work-around for any software error, or hardware error if Licensor-provided hardware, reported by Licensee in accordance with the priority level reasonably assigned to such error by Licensee and the associated response obligations set forth below: (insert Priority levels, with definitions and maximum SLA response times):

Service and Pricing Tables

1. Tiered License Costs or Enterprise Costs:
2. Installation and Configuration Fees: (attach rate card)
3. Additional Services:
4. Standard Maintenance and Support Fees:
5. Enhanced Maintenance and Support Fees:

RFP #16-09

APPENDIX B

SUBRECIPIENT / VENDOR AUDITS

AUDIT CLAUSE C – VENDOR

The Commonwealth of Pennsylvania, Department of Public Welfare (DPW), distributes federal and state funds to local governments, nonprofit, and for-profit organizations. Federal expenditures are subject to federal audit requirements, and federal funding and state funding passed through DPW are subject to DPW audit requirements. If any federal statute specifically prescribes policies or specific requirements that differ from the standards provided herein, the provisions of the subsequent statute shall govern.

Vendor means a dealer, distributor, merchant, or other seller providing goods or services to an auditee that are required for the **administrative support** of a program. These goods or services may be for an organization’s own use or for the use of beneficiaries of the federal program. The vendor’s responsibility is to meet the requirements of the procurement contract.

Department of Public Welfare Audit Requirement

If in connection with the agreement, an entity **expends \$300,000 or more in combined state and federal funds** during the program year, the entity shall ensure that, for the term of the contract, an independent auditor conducts annual examinations of its compliance with the terms and conditions of this contract. These examinations shall be conducted in accordance with the American Institute of Certified Public Accountants’ Statements on Standards for Attestation Engagements (SSAE), examinations, Section 601, *Compliance Attestation*, and shall be of a scope acceptable to the DPW. The initial SSAE, Section 601, compliance examination shall be completed for the official annual reporting period of this agreement and conducted annually thereafter. The independent auditor shall issue a report on its compliance examination, as defined in the SSAE, Section 601.

The Commonwealth reserves the right for state and federal agencies, or their authorized representatives, to perform financial audits, performance audits, attestation engagements, and/or nonaudit services (as defined in “Government Auditing Standards” as published by the Comptroller General of the United States – also known as the Yellow Book) if deemed necessary. The Commonwealth reserves the right to access all financial and non-financial records of the Contractor it deems necessary to perform these audits. This includes, but is not limited to: time sheets for all employees and for all contracts (not just those working on the contract covered by this clause); financial and non-financial records for the Contractor as a whole (not just those relating to the contract); financial and non-financial records supporting all overhead charges (not just those allocated to the contract); information considered to be proprietary; and information considered to be confidential. If it is decided that an audit of this contract will be performed, the contractor will be given advance notice. The contractor shall maintain books, records, and documents that support the services provided, that the fees earned are in accordance with the contract, the profit earned on the contract, and that the contractor has complied with contract terms and conditions. The contractor agrees to make available, upon reasonable notice, at the office of the contractor, during normal business hours, for the term of this contract and the retention period set forth in this Audit Clause, any of the books, records, and documents for inspection, audit, or reproduction by any state or federal agency or its authorized representative. Any failure to provide access to these records will be considered noncompliance with the contract, and will give the Commonwealth the option to terminate the contract. Noncompliance can also result in liquidated damages if specified in the contract.

The contractor shall preserve all books, records, and documents related to this contract for a period of time that is the greater of five years from the contract expiration date, until all questioned costs or activities have been resolved to the satisfaction of the Commonwealth, or as required by applicable federal laws and regulations, whichever is longer. If this contract is completely or partially terminated, the records relating to the work terminated shall be preserved and made available for a period of five years from the date of any resulting final settlement.

SUBRECIPIENT / VENDOR AUDITS

AUDIT CLAUSE C – VENDOR

Records that relate to litigation or the settlement of claims arising out of performance or expenditures under this contract to which exception has been taken by the auditors, shall be retained by the contractor or provided to the Commonwealth at the DPW's option until such litigation, claim, or exceptions have reached final disposition.

Except for documentary evidence delivered pursuant to litigation or the settlement of claims arising out of the performance of this contract, the contractor may, in fulfillment of his obligation to retain records as required by this Audit Clause, substitute photographs, microphotographs, or other authentic reproductions of such records, after the expiration of two years following the last day of the month of reimbursement to the contractor of the invoice or voucher to which such records relate, unless a shorter period is authorized by the Commonwealth

DPW Required Audit Report Submission

The contractor shall submit the SSAE, Section 601 audit report to the DPW within 90 days after the required period of audit has ended. When the SSAE, Section 601, audit report is other than unqualified, the contractor shall submit to the DPW, in addition to the audit reports, a plan describing what actions the contractor will implement to correct the situation that caused the auditor to issue a qualified report, a timetable for implementing the planned corrective actions, and a process for monitoring compliance with the timetable.

Submit **two copies** of the DPW required audit report package.

1. Independent Accountant's Report – on the Attestation of an entity's compliance with specific requirements during a period of time in accordance with the contract and the appropriate schedule, as required.
2. Submit the audit report directly to the program office.

REMEDIES FOR NONCOMPLIANCE

The provider's failure to provide an acceptable audit, in accordance with the requirements of the Audit Clause Requirements, may result in the DPW's not accepting the report and initiating sanctions against the contractor that may include the following:

- Disallowing the cost of the audit.
- Withholding a percentage of the contract funding pending compliance.
- Suspending subsequent contract funding pending compliance.

TECHNICAL ASSISTANCE

Technical assistance on the DPW's audit requirements, will be provided by:

Department of Public Welfare
Bureau of Financial Operations
Division of Financial Policy and Operations
Audit Resolution Section
3rd Floor, Bertolino Building
P.O. Box 2675
Harrisburg, Pennsylvania 17105-2675
Phone: (717) 787-8890 FAX: (717) 772-2522

SUBRECIPIENT / VENDOR AUDITS

AUDIT CLAUSE C – VENDOR ENCLOSURE I

The Department of Public Welfare (DPW) requires an Independent Accountant’s Report on the Attestation to be in the format described by the American Institute of Certified Public Accountants (AICPA). The following is the form of report an Independent Accountant should use when expressing an opinion on an entity’s compliance with specified requirements during a period of time. For further guidance, refer to the AICPA guidelines.

Independent Accountant’s Report

[Introductory Paragraph]

We have examined [*name of entity*]’s compliance with [*list specific compliance requirement*] during the [*period*] ended [*date*]. Management is responsible for [*name of entity*]’s compliance with those requirements. Our responsibility is to express an opinion on [*name of entity*]’s compliance based on our examination.

[Scope Paragraph]

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and, accordingly, included examining, on a test basis, evidence about [*name of entity*]’s compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our examination provides a reasonable basis for our opinion. Our examination does not provide a legal determination on [*name of entity*]’s compliance with specified requirements.

[Opinion Paragraph]

In our opinion, [*name of entity*] complied, in all material respects, with the aforementioned requirements for the year ended December 31, 20XX.

[DATE]

[SIGNATURE]

RFP #16-09

APPENDIX C

COMMONWEALTH OF PENNSYLVANIA
Department of Public Welfare
Division of Procurement
RFP #16-09

Enclosed in seven separately sealed submittals is the proposal of the Offeror identified below for the above-referenced RFP:

Offeror Information:	
Offeror Name	
Offeror Mailing Address	
Offeror Website	
Offeror Contact Person	
Contact Person's Phone Number	
Contact Person's Facsimile Number	
Contact Person's E-Mail Address	
Offeror Federal ID Number	

Submittals Enclosed and Separately Sealed:	
<input type="checkbox"/>	Technical Submittal
<input type="checkbox"/>	Disadvantaged Business Submittal
<input type="checkbox"/>	Cost Submittal
<input type="checkbox"/>	Domestic Workforce Utilization Submittal
<input type="checkbox"/>	Contractor Participation Program Submittal
<input type="checkbox"/>	Mentor/Protégé Program Submittal
<input type="checkbox"/>	Innovative Solution Submittal

Signature	
Signature of an official authorized to bind the Offeror to the provisions contained in the Offeror's proposal:	
Printed Name	
Title	

FAILURE TO COMPLETE, SIGN AND RETURN THIS FORM WITH THE OFFEROR'S PROPOSAL MAY RESULT IN THE REJECTION OF THE OFFEROR'S PROPOSAL

RFP #16-09

APPENDIX D

Trade Secret/Confidential Proprietary Information Notice

Instructions:

The Commonwealth may not assert on behalf of a third party an exception to the public release of materials that contain trade secrets or confidential proprietary information unless the materials are accompanied, at the time they are submitted, by this form or a document containing similar information.

It is the responsibility of the party submitting this form to ensure that all statements and assertions made below are legally defensible and accurate. The Commonwealth will not provide a submitting party any advice with regard to trade secret law.

Name of submitting party:

Contact information for submitting party:

Please provide a brief overview of the materials that you are submitting (e.g. bid proposal, grant application, technical schematics):

Please provide a brief explanation of why the materials are being submitted to the Commonwealth (e.g. response to bid #12345, application for grant XYZ being offered by the Department of Health, documents required to be submitted under law ABC)

Please provide a list detailing which portions of the material being submitted you believe constitute a trade secret or confidential proprietary information, and please provide an explanation of why you think those materials constitute a trade secret or confidential proprietary information. Also, please mark the submitted material in such a way to allow a reviewer to easily distinguish between the parts referenced below. (You may attach additional pages if needed)

Note: The following information will not be considered a trade secret or confidential proprietary information:

- Any information submitted as part of a vendor's cost proposal
- Information submitted as part of a vendor's technical response that does not pertain to specific business practices or product specification
- Information submitted as part of a vendor's technical or disadvantaged business response that is otherwise publicly available or otherwise easily obtained
- Information detailing the name, quantity, and price paid for any product or service being purchased by the Commonwealth

<u>Page Number</u>	<u>Description</u>	<u>Explanation</u>
--------------------	--------------------	--------------------

Acknowledgment

The undersigned party hereby agrees that it has read and completed this form, and has marked the material being submitted in accordance with the instructions above. The undersigned party acknowledges that the Commonwealth is not liable for the use or disclosure of trade secret data or confidential proprietary information that has not been clearly marked as such, and which was not accompanied by a specific explanation included with this form.

The undersigned agrees to defend any action seeking release of the materials it believes to be trade secret or confidential, and indemnify and hold harmless the Commonwealth, its agents and employees, from any judgments awarded against the Commonwealth in favor of the party requesting the materials, and any and all costs connected with that defense. This indemnification survives so long as the Commonwealth has possession of the submitted material, and will apply to all costs unless and until the undersigned provides a written statement or similar notice to the Commonwealth stating that it no longer wishes to exempt the submitted material from public disclosure.

The undersigned acknowledges that the Commonwealth is required to keep all records for at least as long as specified in its published records retention schedule.

The undersigned acknowledges that the Commonwealth reserves the right to reject the undersigned's claim of trade secret/confidential proprietary information if the Commonwealth determines that the undersigned has not met the burden of establishing that the information constitutes a trade secret or is confidential. The undersigned also acknowledges that if only a certain part of the submitted material is found to constitute a trade secret or is confidential, the remainder of the submitted material will become public; only the protected information will be removed and remain nonpublic.

If being submitted electronically, the undersigned agrees that the mark below is a valid electronic signature.

Signature

Title

Date

RFP #16-09

APPENDIX E

RFP #16-09 Cross Reference Checklist

- Technical Submittal
 - Tab 1 Cover Sheet Page _____
 - Tab 2 Table of Contents..... Page _____
 - Tab 3 RFP Cross Reference Checklist Page _____
 - Tab 4 Statement of the Problem Page _____
 - Tab 5 Management Summary..... Page _____
 - Tab 6 Work Plan Page _____
 - Tab 7 Prior Experience Page _____
 - Tab 8 Personnel..... Page _____
 - Tab 9 Contract Standards Page _____
 - Tab 10 Emergency Preparedness Page _____
 - Tab 11 Financial Capability Page _____
 - Tab 12 Objections and Additions to Contract Terms and Conditions..... Page _____
 - Tab 13 Domestic Workforce Utilization Certification Page _____
 - Tab 14 Lobbying Certification Page _____

Disadvantaged Business or Enterprise Zone Small Business Submittal

Cost Submittal

Contractor Partnership Program (CPP) Submittal

Mentor/Protégé Program (MPP) Submittal

RFP #16-09

APPENDIX F

DOMESTIC WORKFORCE UTILIZATION CERTIFICATION (07/24/09)

To the extent permitted by the laws and treaties of the United States, each proposal will be scored for its commitment to use the domestic workforce in the fulfillment of the contract. Maximum consideration will be given to those offerors who will perform the contracted direct labor exclusively within the geographical boundaries of the United States or within the geographical boundaries of a country that is a party to the World Trade Organization Government Procurement Agreement. Those who propose to perform a portion of the direct labor outside of the United States and not within the geographical boundaries of a party to the World Trade Organization Government Procurement Agreement will receive a correspondingly smaller score for this criterion. In order to be eligible for any consideration for this criterion, offerors must complete and sign the following certification. This certification will be included as a contractual obligation when the contract is executed. Failure to complete and sign this certification will result in no consideration being given to the offeror for this criterion.

I, _____ [title] of _____ [name of Contractor] a _____ [place of incorporation] corporation or other legal entity, ("Contractor") located at _____ [address], having a Social Security or Federal Identification Number of _____, do hereby certify and represent to the Commonwealth of Pennsylvania ("Commonwealth") (Check **one** of the boxes below):

All of the direct labor performed within the scope of services under the contract will be performed exclusively within the geographical boundaries of the United States or one of the following countries that is a party to the World Trade Organization Government Procurement Agreement: Aruba, Austria, Belgium, Bulgaria, Canada, Chinese Taipei, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hong Kong, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Latvia, Liechtenstein, Lithuania, Luxemburg, Malta, the Netherlands, Norway, Poland, Portugal, Romania, Singapore, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, and the United Kingdom

OR

_____ percent (____%) [Contractor must specify the percentage] of the direct labor performed within the scope of services under the contract will be performed within the geographical boundaries of the United States or within the geographical boundaries of one of the countries listed above that is a party to the World Trade Organization Government Procurement Agreement. Please identify the direct labor performed under the contract that will be performed outside the United States and not within the geographical boundaries of a party to the World Trade Organization Government Procurement Agreement and identify the country where the direct labor will be performed: _____

[Use additional sheets if necessary]

The Department of General Services [or other purchasing agency] shall treat any misstatement as fraudulent concealment of the true facts punishable under Section 4904 of the *Pennsylvania Crimes Code*, Title 18, of Pa. Consolidated Statutes.

Attest or Witness:

Corporate or Legal Entity's Name

Signature/Date

Signature/Date

Printed Name/Title

Printed Name/Title

RFP #16-09

APPENDIX G

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

Approved by OMB

0348-0046

(See reverse for public burden disclosure.)

1. Type of Federal Action: <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____
4. Name and Address of Reporting Entity: <input type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, <i>if known</i> : Congressional District, if known:	5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: Congressional District, if known:	
6. Federal Department/Agency:	7. Federal Program Name/Description: CFDA Number, <i>if applicable</i> : _____	
8. Federal Action Number, if known:	9. Award Amount, if known: \$ _____	
10. a. Name and Address of Lobbying Registrant <i>(if individual, last name, first name, MI):</i>	b. Individuals Performing Services <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i>	
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature: _____ Print Name: _____ Title: _____ Telephone No.: _____ Date: _____	
Federal Use Only:		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.

(b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.

RFP #16-09

APPENDIX H

Corporate Reference Template

Purpose of this Template:

To provide Corporate Reference contact information, and essential information about the contract/project work completed by the Offeror/Subcontractor for the Reference Organization

This Template is to be completed by:

Offerors (together with their subcontractors) submitting a proposal in response to RFP 16-09: The Pennsylvania Department of Public Welfare (DPW) IT Support and Services.

Instructions:

Offerors must provide a minimum of three (3) Corporate References who may be contacted. A maximum of five (5) Corporate References may be identified. In addition, a minimum of three (3) Corporate References must be identified (a maximum of five (5) may be identified) for each proposed Subcontractor whose experience is being used to meet the minimum qualifications specified in RFP 16-09, and for each proposed Significant Subcontractor.

A separate template is to be completed for each Corporate Reference contact.

Offerors must return the completed templates in their technical proposal as instructed in Part II of the RFP.

DPW will email the completed template together with the Corporate Reference questionnaire (Appendix K) to the reference contact at the email address provided in the reference template.

Definitions:

“Offeror”: The entity submitting a proposal in response to RFP 16-09

“Significant

Subcontractor”: A subcontractor who is proposed to undertake more than ten (10%) (on a total cost basis) of the work associated with the respective Lot of RFP 16-09

“Subcontractor”: An entity included in the Offeror’s proposal to whom the Offeror intends to subcontract work

“Reference”: The entity providing the reference information

Corporate Reference Template

Offeror Company Name:

Subcontractor Company Name (if applicable):

Reference Organization Name:

Reference Contact Name:

Reference Contact Title:

Reference Organization Address:

Reference Contact Phone:

Reference Contact Email Address:

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization:

Contract/Project Name: _____

Contract/Project Start Date: _____ Contract/Project End Date: _____

Contract/Project \$ Amount: _____

Corporate Reference Template

1) How long has the Offeror/Subcontractor Organization had a Business Relationship with the Reference Organization?

2) Provide names of individuals proposed to work on the DPW Project that worked on the Reference Organization's Contract/Project. Include the individual's role(s) & estimated hours each individual worked on the Reference Organization's Contract/Project:

3) Describe the nature of the Project/Contract work the Offeror/Subcontractor completed for the Reference Organization:

RFP #16-09

APPENDIX I

Key Staff Template

Purpose of this Template:

To provide Key Staff Reference contact information, and essential information about the Key Staff individual's role and the Contract/Project work completed by the Key Staff individual for the Reference Organization

This Template is to be completed by:

Offerors (together with their subcontractors) submitting a proposal in response to RFP 16-09: The Pennsylvania Department of Public Welfare (DPW) IT Support and Services.

Instructions:

Offerors must provide a minimum of three (3) Key Staff References who may be contacted for each Key Staff individual. A maximum of five (5) Key Staff References may be identified. In addition, a minimum of three (3) Key Staff References must be identified (a maximum of five (5) may be identified) for each Key Staff individual from a proposed Subcontractor whose experience is being used to meet the minimum qualifications specified in RFP 16-09, or from a proposed Significant Subcontractor.

A separate template is to be completed for each Key Staff Reference contact.

Offerors must return the completed templates in their technical proposal as instructed in Part II of the RFP.

DPW will email the completed template together with the Key Staff Reference questionnaire (Appendix M) to the reference contact at the email address provided in the reference template.

Definitions:

“Offeror”: The entity submitting a proposal in response to RFP 16-09

“Significant Subcontractor”: A subcontractor who is proposed to undertake more than ten (10%) (on a total cost basis) of the work associated with the respective Lot of RFP 16-09

“Subcontractor”: An entity included in the Offeror's proposal to whom the Offeror intends to subcontract work

“Key Staff”: For purposes of RFP 16-09, Key Staff is any staff in a management or decision-making position, including team leads

“Reference”: The entity providing the reference information

Key Staff Template

Offeror Company Name:

Subcontractor Company Name (if applicable):

Reference Organization Name:

Reference Contact Name:

Reference Contact Title:

Reference Organization Address:

Reference Contact Phone:

Reference Contact Email Address:

Offeror/Subcontractor's Key Staff individual about whom this Reference Information is requested:

Name: _____

Title: _____

Contract/Project the Offeror/Subcontractor Completed for the Reference Organization:

Contract/Project Name: _____

Contract/Project Start Date: _____ Contract/Project End Date: _____

Contract/Project \$ Amount: _____

Key Staff Template

1) How long has this individual had a Business Relationship with the Reference Organization?

2) Describe this individual's role on the contract/project, the nature of the work this individual completed, and his/her total estimated hours worked on behalf of the Reference Organization:

3) Describe the Contract/Project Objectives:

RFP #16-09

APPENDIX J

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

A. RFP 16-09

DRAFT RFP 16-09

01 RFI Cover Letter.pdf
02 RFP 16-09 Parts I II III FINAL DRAFT.pdf
03 RFP 16-09 PART IV Work Statment FINAL DRAFT.pdf
04 RFP 16-09 Appendix C Audit Clause C.pdf
05 RFP 16-09 Appendix L Procurement Lib TOC.pdf
06 RFP 16-09 Appendix M Draft Governance Teams - Details Roles Responsibilities.pdf
07 RFP 16-09 Appendix N Draft Business Review Board (BRB) Guideline.pdf
08 RFP 16-09 Appendix O Draft Architecture Review Board Process.pdf
09 RFP 16-09 Appendix P Integrated Strategic Systems Turnover Plan.pdf
10 RFP 16-09 Appendix Q Draft Deliverables Management Guideline.pdf
11 RFP 16-09 Appendix R Draft Project Change Management Guideline.pdf
12 RFP 16-09 Appendix S Software Release Numbering Standard.pdf
13 RFP 16-09 Appendix T Draft CAP Process Guideline.pdf
14 RFP 16-09 Appendix U High Level Estimate Guideline.pdf
15 RFP 16-09 Appendix V Work Plan Standard Guideline.pdf
16 RFP 16-09 Appendix W Project Risk Management Guideline.pdf
17 RFP 16-09 Appendix X Project Communication Plan Guideline.pdf
18 RFP 16-09 Appendix Z iCIS Org Chart.pdf
19 RFP 16-09 Appendix AA PELICAN Application Context Diagram.pdf
20 RFP 16-09 Appendix BB PELICAN Org Chart.pdf
21 RFP 16-09 Appendix CC HCSIS Application Context Diagram.pdf
22 RFP 16-09 Appendix DD HCSIS Org Chart.pdf
23 RFP 16-09 Appendix FF OCYF Org Chart.pdf
24 RFP 16-09 Appendix HH PELICAN Technical Architecture Diagram.pdf
25 RFP 16-09 Appendix II HCSIS Technical Architecture Diagram.pdf
26 RFP 16-09 Appendix JJ Child Welfare Technical Architecture Diagram.pdf
27 RFP 16-09 Appendix KK iCIS ALM.pdf
28 RFP 16-09 Appendix LL PELICAN ALM.pdf
29 RFP 16-09 Appendix MM HCSIS ALM.pdf
30 RFP 16-09 Appendix NN TechEntSvcs ALM.pdf
31 RFP 16-09 Appendix OO Production Business Metrics Trends.pdf
32 RFP 16-09 Appendix iCIS PCRs.pdf
33 RFP 16-09 Appendix QQ PELICAN PCRs.pdf
34 RFP 16-09 Appendix RR HCSIS PCR List.pdf
35 RFP 16-09 Appendix RR Child Welfare PCR Listi.pdf
36 RFP 16-09 Appendix TT ITSS Org Chart.pdf
37 RFP 16-09 Appendix UU Draft SLA SLOs.pdf
RFI 16-09 Flyer 1 Cover.pdf
RFI 16-09 Flyer 2.pdf
RFI 16-09 Flyer 3.pdf

Procurement Announcement

Procurement Announcement 3 FINAL.pdf
RFI16-09 responses for posting.pdf
RFP 16-09 Procurement Announcement - Delay FINAL 031610 (2).DOC
RFP 16-09 Procurement Announcement-Cover Ltr-FINAL 012510.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

Released RFP 16-09

“Empty” – Placeholder for documents to be added

DRAFT

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

B. System Documentation

HCSIS

1. Planning

1905-HCSIS-WO 0061 - Case Management Wizard for OLTL Work Plan.mpp
1976-HCSIS-WO 0086 - OCYF Application Enhancements.mpp
2305-HCSIS-WP-Early Intervention-Req-WO-0105-GSD-WBS.mpp
2398-HCSIS-Capturing Multiple Diagnosis in HCSIS Work plan.mpp
2456-HCSIS-WP-OMHSAS CCR-WO-0060 RDD-WBS.pdf
2489-HCSIS-WP-AutismIntegration-WO-0106-Workplan.pdf
2497-HCSIS-WP-Capturing Multiple Diagnosis in HCSIS Work Plan.pdf
2563-HCSIS-Del-FM Mods DSD-WO-0082-WBS.mpp
2634-HCSIS-WP-Removal of Admin Entities for OLTL-WO-0109-Work Plan.pdf
2635-HCSIS-WP-Removal of Admin Entities for OLTL-WO-0119-Work Plan.pdf
2644-HCSIS_FM_Mods_Development_WBS.mpp
2700-HCSIS_Autism_DSD_Work_Plan.mpp
2701-HCSIS_OMHSAS_CCR_DSD_Work_Plan.mpp
2719-HCSIS Del-Removal of Admin Entities for OLTL-WO-0119-Work Plan.mpp
2754-HCSIS-Del-Removal of Admin Entities for OLTL-WO-0119-Work Plan.pdf
2778-HCSIS-WP-EI Int-GSD Response-WO-0105-Work Plan.pdf
2789-HCSIS-WP-OMHSAS CCR Planning-GSD Response-WO-0060-Work Plan.pdf
2795-HCSIS-WP- Autism Int -GSD Response-WO-0106-Work Plan.pdf
2922-HCSIS-Del-241-Deliverable # 241 CMS Waiver Renewal Appendix H Integrated Work Plan.pdf
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-WBS.mpp
2983-HCSIS-Del-Autism Int-DSD-WO-0106-DSD_WBS.pdf
3016-HCSIS-WP-PDS_ISO-GSD-WO-0075-Work_Plan.pdf
3044-HCSIS-Del-CMS Waiv Ren App-Appen H AE Oversight Tool Rev and HCSIS Imp Analy-Del242.pdf
3105-HCSIS_Case_Management_As_Waiver_Service_DSD_WBS.pdf
3124-HCSIS-Alternate Admin Entity Changes to HCSIS-Req-WO-0135-Work Plan.pdf
3125-HCSIS-WP-PDS_ISO-Mod-GSD Response-WO-0075-Work_Plan.pdf
3190-HCSIS-WP-ODP PQ-Re-GSD-WO-0143 GSD Work_Plan.pdf
3207-HCSIS-Del-PDS_ISO Mods to HCSIS-DSD-Depl-WO-0075 WBS.pdf
3220-HCSIS-WP-Enh SIS Assess Rpt-WO-0147-Development_WBS.pdf
3222-HCSIS-Del-Enh to SIS AssmtRpt-DSD-Depl WO-0147 Testing-WBS.pdf
3249-HCSIS-Del-Capturing Multiple Diagnosis-DSD-Depl-Dev Report-WO-0062 Work Plan.pdf
3258-HCSIS-Del-Autism Waiver Int-DSD-Depl-WO-0106-Development Report-WBS.pdf
3259-HCSIS-Del-EI Int into HCSIS-DSD-Depl-WO-0105-Development Report-WBS.pdf
3298-HCSIS-Del-CM as WS for ODP-Mod-DSD-Depl-WO-0141-DSD-WBS.pdf
3299-HCSIS-Del-CM as WS for ODP-DSD-Depl-WO-0141-Dev Rpt-WBS.pdf
3325-HCSIS-Del-Prov Qual-DSD-Depl-WO-0143-DSD-WBS.pdf
3328-HCSIS-Del-PDS_ISO-DSD-Depl-WO-0075-Dev Rpt-WBS.pdf
3347-HCSIS-Del-Prov Qual-DSD-Depl Dev Rpt-WO-0143-WBS.pdf
3378-HCSIS-Admin Entity Over Rpt-GSD-WO-0134-GSD-DSD-WBS.pdf
3417-HCSIS-WP-CMS Appen H Changes-GSD-WO-0142 GSD-WBS.pdf
3436-HCSIS-Del-PUNS Bugt Data Pull-DSD-Depl-WO-0159-DSD-WBS.pdf
3443-HCSIS-WP-LTL Standard Assess Int-Req WO-0137-Req-Work Plan.pdf
3608-HCSIS-WP-Alternate Administrative Entity Changes to HCSIS-GSD-WO-0135-Work Plan.pdf
3630-HCSIS-Del-CMS Waiv Ren App-Appen H AE Over Tool Rev-HCSIS Impacts Anal-Del-242.pdf
3662-HCSIS-Del-CMS Appen H Changes-DSD-Depl-WO-0142-Develop Rpt-WBS.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

3663-HCSIS-Del-CMS Appendix H Changes-DSD-Depl-WO-0142-DSD-WBS.pdf
3779-HCSIS-Del-Aut Waiv Integ-DSD-Depl-WO-0106-Dev Rpt-WP.pdf
3780-HCSIS-Del-EI Integ into HCSIS-DSD-Depl-WO-0105-Dev Rpt-Workplan.pdf
4020-HCSIS-Del-Alter AE Changes to HCSIS-DSD-Depl-WO-0135-DSD-Work Plan.pdf
4021-HCSIS-Del-CMS Appen H Changes-DSD-Depl-WO-0142-Dev Rpt-Work Plan.pdf
4036-HCSIS-Del-OHMSAS CCR Plan-DSD-Depl-WO 0060-DSD-WP.pdf
4175-HCSIS-Del-Alt AE Changes to HCSIS-DSD-Depl-WO-0135-Dev Rpt-Work Plan.pdf
4209-HCSIS-WP-Autism IM-Req-GSD-WO-0183-GSD-Work Plan.pdf
4300-HCSIS-WP-LTL Standard Assess-Req-WO-0137-Req Response Work Plan.pdf
4522-HCSIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-Dev Rpt-Work Plan.pdf
4537-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD-Work Plan.pdf
4574-HCSIS-WP-ODP SVF-FMS Trans-GSD-WO-0182-GSD-Work Plan.pdf
4592-HCSIS-WP-EI ODS-GSD-WO-0184-GSD-Work Plan.pdf
4641-HCSIS-Del-ODP Alloc of Waiv Cap-Planning-WO-0223-Planning Report.pdf
4853-HCSIS-CC-Autism Incident Management Scope-WO-0183 Ltr.doc
4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-Work Plan.pdf
4874-HCSIS-WP- Enhanc to SIS Assess Ph 1-GSD-WO-0226-GSD-Work Plan.pdf
4888-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-DSD-Work Plan.pdf
4897-HCSIS-Del-EI ODS-DSD-Depl-WO-0184-DSD-Work Plan.pdf
4898-HCSIS-Del-EI DW-DSD-Depl-WO-0235-DSD-Work Plan.pdf
4955-HCSIS-Del-Early Intervention ODS-DSD-Depl-WO-0184-Dev Rpt-Work Plan.pdf
5002-HCSIS-Del-Enhance to SIS Assess-DSD-Depl-WO-0226-Dev Rpt-Work Plan.pdf
5003-HCSIS-WP-Enhance to SIS Assess Ph 1-DSD-Depl-WO-0226-DSD-Work Plan.pdf
5029-HCSIS-WP-Enhance to SIS Assess Ph 2-GSD-WO-0233-GSD-Work Plan.pdf
5030-HCSIS-Del-Early Intervention DW-DSD-Depl-WO-0235-Dev Rpt-Work Plan.pdf
5104-HCSIS-WP-ODP PTT Waiver Capacity Ph 1-GSD-WO-0239-Work Plan.pdf
5176-HCSIS-WP-ODP PTT-Waiv Cap-Ph 2-GSD-WO-0241-GSD-Work Plan.pdf
5184-HCSIS-WP-OLTL Ren Proc-Req-GSD-WO-0242-GSD-Work Plan.pdf
5194-HCSIS-Del-Decom HCSIS Crystal Reports-Mod-DSD-Depl Dev Rpt-WO-0168 Work Plan.pdf
5205-HCSIS-Del-WO-0182-ODP SVF-FMS Trans-DSD-Depl-Dev Rpt Workplan.pdf
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DSD-Work Plan.pdf
5220-HCSIS-WP-ODP PTT Waiver Capacity-Phase 1-Mod-DSD-WO-0239-Work Plan.pdf
5249-HCSIS-Del-EI DW-DSD-Depl-WO-0235-Dev Rpt Part 2-Work Plan.pdf
5307-HCSIS-Del-Enhance to SIS Assess Ph 2-DSD-Depl-WO-0233-Dev Rpt-Work Plan.pdf
5319-HCSIS-Del-OLTL Ren Process-DSD-Depl-WO-0242-DSD-Work Plan.pdf
5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-Work Plan.pdf
5375-HCSIS-Del-ODP PTT-Waiv Cap-Ph 1-DSD-Depl-WO-0239-Dev Rpt-Work Plan.pdf
5388-HCSIS-WP-OLTL Renewal Process-DSD-Depl-WO-0242-Dev Rpt-Work Plan.pdf
5486-HCSIS-WP-Aut ACAP Enh Aut Waiver Waitlist-Mod-GSD-WO-0246 GSD Work Plan.pdf
5526-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Work Plan.pdf
5595-HCSIS-Del-WO-0183-Autism Incident Mgmt-Mod-DSD-Depl-Dev Rpt-Work Plan.pdf
5596-HCSIS-WP-ODP PTT-Waiver Capacity-Phase 3-Mod-GSD-WO-0248-GSD-Work Plan.pdf
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-Mod-DSD-Depl-WO-0246-DSD-Work Plan.pdf
5642-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-Mod-DSD-Depl-Development Report-WO-0241-Work Plan.pdf
5643-HCSIS-WP-Autism Data Warehouse Enhancements-Mod-GSD-WO-0251-GSD-Work Plan.pdf
5746-HCSIS-Del-Autism ACAP Enh-Autism Waiv Waitlist-DSD-Depl-WO-0246-Dev Rpt-Work Plan.pdf
5751-HCSIS-Del-Autism ACAP Enh-Autism Waiv Waitlist-DSD-Depl-WO-0246-DSD-Response-Work Plan.pdf
5752-HCSIS-WP-ODP PTT-Waiver Cap-Ph 3-GSD-WO-0248-GSD-Response-Work Plan.pdf
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-Work Plan.pdf
5784-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD Part 2-Work Plan.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5797-HCSIS-WP-EI Infant Toddler FM-GSD-WO-0245-GSD-Work Plan.pdf
5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-Work Plan.pdf
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-Work Plan.pdf
5899-HCSIS-Del-Trans to Managed Domain-DSD-Depl-WO-0258-DSD-Work Plan.pdf
CC 1784-HCSIS-WO 0061 - Case Management Wizard for OLTL Work Plan.mpp
CC-1922-HCSIS-WP-Capt Mult Diag HCSIS-WO-0062 Req Work Plan-FY06-07-Contract
4000010162.mpp
CC-1971-HCSIS-CMS Initiative HCSIS Integration Report-FY06-07-Contract 4000010162.doc
CC-2056-HCSIS-Del-Case Mgmt Wizard OLTL-UTC Workplan-WO-0061-FY07-08-Contract
4000010162.pdf
CC-2082-HCSIS-Del-Autism ACAP Int-Dev-Depl UTC-WO-0107 Work Plan.PDF

2. Requirements

1387-HCSIS-Shared Consumers III-Mod-GSD-WO-0020-Use Cases.doc
1542-HCSIS-Del-DW Rel V-Functional Requirement Definition Document (Del41).doc
1889-ITSS-OWP-ARB-Architecture Review Board - OCYF Incident Management v[1].03.ppt
1889-ITSS-OWP-ARB-Architecture Review Board - Shared Consumers III_v2.ppt
1923-HCSIS_OLTL Provider Sites and Services Management-WO0064_UseCases.pdf
2271-ITSS-OWP-ARB-HCSIS_ACAP_ARB_2_20070816_v3.ppt
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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2985-HCSIS_OLTL LINK-Mod-Req-WO-0133-RDD.doc
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3106-HCSIS-WP-CM as WS for ODP-Req-GSD WO-0141 RDD.doc
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3124-HCSIS-Alternate Admin Entity Changes to HCSIS-Req-WO-0135-RDD.doc
3124-HCSIS-Alternate Admin Entity Changes to HCSIS-Req-WO-0135-Traceability Matrix.doc
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3252-HCSIS-WP-CMS Appendix H Changes WO-0142 Requirements RDD.doc
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3326-HCSIS-WP-LTL HCSIS DW-Req-WO-0138 Gap Assessment-DW-Catalog-Data Dict.xls
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3326-HCSIS-WP-LTL HCSIS DW-Req-WO-0138 Gap Assessment-DW Table Data Dict.xls
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3564-HCSIS-WP-ODP DW Mods-Req-WO-0136-Req-RDD.doc
3608-HCSIS-WP-Alternate Administrative Entity Changes to HCSIS-GSD-WO-0135-Traceability Matrix.doc
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3957-HCSIS-WP-LTL HCSIS DW-Mod-Req-WO-0138 Gap Assess Response Catalog Data Dictionary.xls
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Application Documents as of 06/30/09

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4172-HCSIS-WP-Decom HCSIS Crystal Rpts-Req-WO-0168-Req-RDD.doc
4175-HCSIS-Del-Alt AE Changes to HCSIS-DSD-Depl-WO-0135-Dev Rpt-120 Day Plan Coun To Alt AE Trans.doc
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4192-HCSIS-Del-AW Int-DSD-Depl-WO-0106-UAT Prog Rpt-Trace Matrix.doc
4193-HCSIS-Del-EI Int into HCSIS-DSD-Depl-WO-0105-UAT Prog Rpt-Trace Matrix.doc
4209-HCSIS-WP-Autism IM-Req-GSD-WO-0183-GSD-Trace Matrix.doc
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4227-HCSIS-Del-OMHSAS CCR-DSD-WO-0060-DSD Response Traceability Matrix.doc
4251-HCSIS-Del-CMS Appen H Changes-DSD-Depl-WO-0142-UAT Prog Rpt-Trace Matrix With Test Cases.doc
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4405-HCSIS-Del-CMS Appen H Changes-DSD-Depl-WO-0142-UAT Prog Rpt-Resp-Trace Matrix With Test Cases.doc
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4642-HCSIS-WP-Enhanc to SIS Assess-Req-WO-0226-Req-RDD.doc
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4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-Traceability Matrix.doc
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4873-HCSIS-WP-PRS App Changes-Req-WO-0224-Req-Response-Use Cases.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5176-HCSIS-WP-ODP PTT-Waiv Cap-Ph 2-GSD-WO-0241-GSD-Use Cases.doc
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5307-HCSIS-Del-Enhance to SIS Assess Ph 2-DSD-Depl-WO-0233-Dev Rpt-Trace Matrix.doc
5308-HCSIS-WP-Aut ACAP Enhance and AW Waitlist-Req-WO-0246-Req-RDD.doc
5308-HCSIS-WP-Aut ACAP Enhance and AW Waitlist-Req-WO-0246-Req-Trace Matrix.doc
5308-HCSIS-WP-Aut ACAP Enhance and AW Waitlist-Req-WO-0246-Req-Use Cases.doc
5319-HCSIS-Del-OLTL Ren Process-DSD-Depl-WO-0242-DSD-Trace Matrix.doc
5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-Trace Matrix.doc
5337-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-Int Test Results-Trace Matrix.doc
5375-HCSIS-Del-ODP PTT-Waiv Cap-Ph 1-DSD-Depl-WO-0239-Dev Rpt-Trace Matrix.doc
5387-HCSIS-Del-Enhance to SIS Assess Ph 2-DSD-Depl-WO-0233-Int Test Results-Trace Matrix.doc
5388-HCSIS-WP-OLTL Renewal Process-DSD-Depl-WO-0242-Dev Rpt-Trace Matrix.doc
5390-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-Dev Rpt-Response-Trace Matrix.doc
5391-HCSIS-WP-Early Intervention Infant Toddler Financial Mgmt-REQ-WO-0245 RDD.doc
5391-HCSIS-WP-Early Intervention Infant Toddler Financial Mgmt-REQ-WO-0245 Traceability Matrix.doc
5391-HCSIS-WP-Early Intervention Infant Toddler Financial Mgmt-REQ-WO-0245 Use Cases.doc
5412-HCSIS-Del-ODP PTT-Waiver Cap-Ph 1-DSD-Depl-WO-0239-Int Test Results-Trace Matrix.doc
5464-HCSIS-WP-WO-0246-Aut ACAP Enhance-Aut Waiv Waitlist-Req-WO-0246-Req-Response-RDD.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5595-HCSIS-Del-WO-0183-Autism Incident Mgmt-Mod-DSD-Depl-Dev Rpt-Traceability Matrix.doc
5596-HCSIS-WP-ODP PTT-Waiver Capacity-Phase 3-Mod-GSD-WO-0248-GSD-Traceability Matrix.doc
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5603-HCSIS-WP-Aut ACAP Enhance-Aut Waiv Waitlist-GSD-WO-0246-GSD-Response-Trace Matrix.doc
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5868-HCSIS-Del-Aut ACAP Enhance-Aut Waiv Waitlist-DSD-Depl-WO-0246-Int Test Results-Trace Matrix.doc
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Application Documents as of 06/30/09

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CC-2031-HCSIS-WP-OLTL Provider Sites Svcs Mgmt Req-GSD-WO-0064 Response-FY06-07-
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3. GSD (General Systems Design)

1542-HCSIS-(Del 42)-DW Rel V-4.1 Logical and Physical Data Model Overview.doc
1542-HCSIS-(Del 42)-DW Rel V-4.2 Logical Star Schema Model.doc
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1905-HCSIS_Case Management Wizard for OLTL-DSD-WO-0061-DataConversion_Mapping.xls
1905-HCSIS_Case Management Wizard for OLTL-DSD-WO-0061-ScreenShots.doc
1905-HCSIS_Case Management Wizard for OLTL-WO-0061-Capacity Plan.doc
2341-HCSIS-FM Modifications Initiative-GSD-WO-0082-Activity_Diagrams.doc
2341-HCSIS-FM Modifications Initiative-GSD-WO-0082-Executive_Summary.doc
2341-HCSIS-FM Modifications Initiative-GSD-WO-0082-Initial_Capacity_Plan_Prod.doc
2341-HCSIS-FM Modifications Initiative-GSD-WO-0082-Initial_Capacity_Plan_Non-Prod.doc
2341-HCSIS-FM Modifications Initiative-GSD-WO-0082-Logical_Data_Model.doc
2341-HCSIS-FM Modifications Initiative-GSD-WO-0082-Screen_Shots.doc
2398-HCSIS-Capturing Multiple Diagnosis in HCSIS Data Warehouse-WO-0062-GSD.doc
2398-HCSIS-Capturing Multiple Diagnosis in HCSIS-WO-0062-Activity Diagrams.doc
2398-HCSIS-Capturing Multiple Diagnosis in HCSIS-WO-0062-Initial Capacity Plan (Non
Production).doc
2398-HCSIS-Capturing Multiple Diagnosis in HCSIS-WO-0062-Initial Capacity Plan.doc
2398-HCSIS-Capturing Multiple Diagnosis in HCSIS-WO-0062-Initial Key Considerations.doc
2398-HCSIS-Capturing Multiple Diagnosis in HCSIS-WO-0062-Introduction.doc
2398-HCSIS-Capturing Multiple Diagnosis in HCSIS-WO-0062-Logical Data Model.doc
2398-HCSIS-Capturing Multiple Diagnosis in HCSISWO-0062-Screen Shot Details.doc
2460-HCSIS-WP-Financial Management Support Mods-WO-0082-Screen Shots.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-Final_Capacity_Plan_Prod.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-Final_Capacity_Plan_Non-Prod.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-Key_Considerations.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-Screen_Shots.doc
2635-HCSIS-WP-Removal of Admin Entities for OLTL-WO-0119-Conversion Plan.doc
2635-HCSIS-WP-Removal of Admin Entities for OLTL-WO-0119-GSD.doc
2700-HCSIS-AutWaiverInt-WO-0106-Activity_Diagrams.doc
2700-HCSIS-AutWaiverInt-WO-0106-GSD.doc
2700-HCSIS-AutWaiverInt-WO-0106-Initial_Capacity_Plan_Prod.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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2700-HCSIS-AutWaiverInt-WO-0106-Initial_Capacity_Plan_Release_Non-Prod.doc
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2700-HCSIS-AutWaiverInt-WO-0106-Logical_Data_Model.doc
2700-HCSIS-AutWaiverInt-WO-0106-Screen_Shot_Details.doc
2701-HCSIS-OMHSAS CCR Planning WO-0060-Activity_Diagrams.doc
2701-HCSIS-OMHSAS CCR Planning WO-0060-GSD.doc
2701-HCSIS-OMHSAS CCR Planning WO-0060-Initial_Capacity_Plan_Prod.doc
2701-HCSIS-OMHSAS CCR Planning WO-0060-Initial_Capacity_Plan_Non-Prod.doc
2701-HCSIS-OMHSAS CCR Planning WO-0060-Logical_Data_Model.doc
2701-HCSIS-OMHSAS CCR Planning WO-0060-Screen_Shot_Details.doc
2719-HCSIS Del-Removal of Admin Entities for OLTL-WO-0119-Conversion Plan.doc
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2778-HCSIS-WP-EI Int-GSD Response-WO-0105-GSD.doc
2778-HCSIS-WP-EI Int-GSD Response-WO-0105-Initial_Capacity_Plan_Prod.doc
2778-HCSIS-WP-EI Int-GSD Response-WO-0105-Initial_Capacity_Plan_Non-Prod.doc
2778-HCSIS-WP-EI Int-GSD Response-WO-0105-Key_Considerations.doc
2778-HCSIS-WP-EI Int-GSD Response-WO-0105-Logical_Data_Model.doc
2778-HCSIS-WP-EI Int-GSD Response-WO-0105-Screen_Shot_Details.doc
2789-HCSIS-WP-OMHSAS CCR Planning-GSD Response-WO-0060-Activity_Diagrams.doc
2789-HCSIS-WP-OMHSAS CCR Planning-GSD Response-WO-0060-GSD.doc
2789-HCSIS-WP-OMHSAS CCR Planning-GSD Response-WO-0060-Initial_Capacity_Plan_Prod.doc
2789-HCSIS-WP-OMHSAS CCR Planning-GSD Response-WO-0060-Initial_Capacity_Plan_Non-Prod.doc
2789-HCSIS-WP-OMHSAS CCR Planning-GSD Response-WO-0060-Logical_Data_Model.doc
2789-HCSIS-WP-OMHSAS CCR Planning-GSD Response-WO-0060-Screen_Shot_Details.doc
2795-HCSIS-WP- Autism Int -GSD Response-WO-0106-Activity_Diagrams.doc.doc
2795-HCSIS-WP- Autism Int -GSD Response-WO-0106-Initial_Capacity_Plan_Prod.doc
2795-HCSIS-WP- Autism Int -GSD Response-WO-0106-Initial_Capacity_Plan_Non-Prod.doc
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2795-HCSIS-WP- Autism Int -GSD Response-WO-0106-Logical_Data_Model.doc.doc
2795-HCSIS-WP- Autism Int -GSD Response-WO-0106-Screen_Shot_Details.doc
2852-HCSIS-WP-EI Int into HCSIS-WO-0105-Mod-GSD-GSD Response 2.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-Capacity_Non-Prod.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-Capacity_Plan.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-Key_Cons.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-ScreenShots.doc
2983-HCSIS-Del-Autism Int-DSD-WO-0106-Final_Capacity_Plan_Prod.doc
2983-HCSIS-Del-Autism Int-DSD-WO-0106-Final_Capacity_Plan_Non-Prod.doc
2983-HCSIS-Del-Autism Int-DSD-WO-0106-Key_Considerations.doc
2983-HCSIS-Del-Autism Int-DSD-WO-0106-Screen_Shot_Details.doc
3016-HCSIS-WP-PDS_ISO-GSD-WO-0075-Activity_Diagrams.doc
3016-HCSIS-WP-PDS_ISO-GSD-WO-0075-GSD.doc
3016-HCSIS-WP-PDS_ISO-GSD-WO-0075-Initial_Capacity_Plan_Prod.doc
3016-HCSIS-WP-PDS_ISO-GSD-WO-0075-Initial_Capacity_Plan_Non-Prod.doc
3016-HCSIS-WP-PDS_ISO-GSD-WO-0075-Logical_Data_Model.doc
3016-HCSIS-WP-PDS_ISO-GSD-WO-0075-Screen_Shot_Details.doc
3105-HCSIS_Case_Management_As_Waiver_Service_WO-0141-Activity_Diagrams.doc
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3105-HCSIS_Case_Management_As_Waiver_Service_WO-0141-Initial_Capacity_Plan_Non-Prod.doc
3105-HCSIS_Case_Management_As_Waiver_Service_WO-0141-Initial_Capacity_Plan_Prod.doc
3105-HCSIS_Case_Management_As_Waiver_Service_WO-0141-Key_Considerations.doc
3105-HCSIS_Case_Management_As_Waiver_Service_WO-0141-LDM.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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3125-HCSIS-WP-PDS_ISO-Mod-GSD Response-WO-0075-Initial_Capacity_Plan_Non-Prod.doc
3125-HCSIS-WP-PDS_ISO-Mod-GSD Response-WO-0075-Logical_Data_Model.doc
3125-HCSIS-WP-PDS_ISO-Mod-GSD Response-WO-0075-Screen_Shot_Details.doc
3190-HCSIS-WP-ODP PQ-Re-GSD-WO-0143 GSD Activity_Diagrams.doc
3190-HCSIS-WP-ODP PQ-Re-GSD-WO-0143 GSD Initial_Capacity_Plan_Prod.doc
3190-HCSIS-WP-ODP PQ-Re-GSD-WO-0143 GSD Initial_Capacity_Plan_Non-Prod.doc
3190-HCSIS-WP-ODP PQ-Re-GSD-WO-0143 GSD Logical_Data_Model.doc
3190-HCSIS-WP-ODP PQ-Re-GSD-WO-0143 GSD Screen_Shot_Details.doc
3190-HCSIS-WP-ODP PQ-Re-GSD-WO-0143 GSD.doc
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3207-HCSIS-Del-PDS_ISO Mods to HCSIS-DSD-Depl-WO-0075 ScrShotDetails.doc
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3220-HCSIS-WP-Enh SIS Assess Rpt-WO-0147-Development-Final_Capacity_Plan_Non-Prod.doc
3220-HCSIS-WP-Enh SIS Assess Rpt-WO-0147-Development-Screen_Shot_Details.doc
3242-HCSIS-WP-CM as WaiverSvc for ODP-Req-GSD-WO-0141 Resp GSD.doc
3298-HCSIS-Del-CM as WS for ODP-Mod-DSD-Depl-WO-0141-DSD-Final_Capacity_Plan_Non-Prod.doc
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3298-HCSIS-Del-CM as WS for ODP-Mod-DSD-Depl-WO-0141-DSD-Screen_Shot_Details.doc
3300-HCSIS-Del-PDS-ISO-DSD-Depl-WO-0075-Screen Shot Details.doc
3325-HCSIS-Del-Prov Qual-DSD-Depl-WO-0143-DSD-Final_Capacity_Plan_Prod.doc
3325-HCSIS-Del-Prov Qual-DSD-Depl-WO-0143-DSD-Final_Capacity_Plan_Non-Prod.doc
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3343-HCSIS-Del-Enhan to SIS Assess Rpt-DSD-Depl-WO-0147-Screen Shot Details.doc
3378-HCSIS-Admin Entity Over Rpt-GSD-WO-0134-GSD-DSD-CognosReportDetails.xls
3378-HCSIS-Admin Entity Over Rpt-GSD-WO-0134-GSD-DSD-ElementsMatrix.xls
3378-HCSIS-Admin Entity Over Rpt-GSD-WO-0134-GSD-DSD-SourcetoTargetDataMap.xls
3378-HCSIS-Admin Entity Over Rpt-GSD-WO-0134-GSD-DSD.doc
3417-HCSIS-WP-CMS Appen H Changes-GSD-WO-0142-GSD-Act Diag.doc
3417-HCSIS-WP-CMS Appen H Changes-GSD-WO-0142 GSD-Init Cap Plan Non-Prod.doc
3417-HCSIS-WP-CMS Appen H Changes-GSD-WO-0142 GSD-Init Cap Plan Prod.doc
3417-HCSIS-WP-CMS Appen H Changes-GSD-WO-0142-GSD-Intro.doc
3417-HCSIS-WP-CMS Appen H Changes-GSD-WO-0142 GSD-Key Cons.doc
3417-HCSIS-WP-CMS Appen H Changes-GSD-WO-0142 GSD-LDM.doc
3417-HCSIS-WP-CMS Appen H Changes-GSD-WO-0142 GSD-SS Details.doc
3436-HCSIS-Del-PUNS Bugt Data Pull-DSD-Depl-WO-0159-DSD-SS Details.doc
3608-HCSIS-WP-Alternate Administrative Entity Changes to HCSIS-GSD-WO-0135-Conversion Plan.doc
3608-HCSIS-WP-Alternate Administrative Entity Changes to HCSIS-GSD-WO-0135-GSD.doc
3608-HCSIS-WP-Alternate Administrative Entity Changes to HCSIS-GSD-WO-0135-Key Considerations.doc
3608-HCSIS-WP-Alternate Administrative Entity Changes to HCSIS-GSD-WO-0135-Logical Data Model.doc
3608-HCSIS-WP-Alternate Administrative Entity Changes to HCSIS-GSD-WO-0135-Screen Shots.doc
3663-HCSIS-Del-CMS Appendix H Changes-DSD-Depl-WO-0142-DSD-Final Cap Plan Non-Prod.doc
3663-HCSIS-Del-CMS Appendix H Changes-DSD-Depl-WO-0142-DSD-Final Cap Plan Prod.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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3663-HCSIS-Del-CMS Appendix H Changes-DSD-Depl-WO-0142-DSD-Key Consid.doc
3663-HCSIS-Del-CMS Appendix H Changes-DSD-Depl-WO-0142-DSD-SS Details.doc
3831-HCSIS-WP-Alternate Admin Entity Changes-WO-0135 Response Conversion Plan.doc
3831-HCSIS-WP-Alternate Admin Entity Changes-WO-0135 Response GSD.doc
3831-HCSIS-WP-Alternate Admin Entity Changes-WO-0135 Response Key Considerations.doc
3948-HCSIS-WP-Alternate Admin Entity Changes to HCSIS-GSD-WO-0135-Conversion Plan.doc
3948-HCSIS-WP-Alternate Admin Entity Changes to HCSIS-GSD-WO-0135-GSD.doc
4020-HCSIS-Del-Alter AE Changes to HCSIS-DSD-Depl-WO-0135-DSD-Conv Plan-County-to-AE.doc
4020-HCSIS-Del-Alter AE Changes to HCSIS-DSD-Depl-WO-0135-DSD-Conv Plan-County-to-County.doc
4020-HCSIS-Del-Alter AE Changes to HCSIS-DSD-Depl-WO-0135-DSD-Key Consid.doc
4036-HCSIS-Del-OHMSAS CCR Plan-DSD-Depl-WO 0060-DSD-Final Cap Plan-Non-Prod.doc
4036-HCSIS-Del-OHMSAS CCR Plan-DSD-Depl-WO 0060-DSD-Final Cap-Plan-Prod.doc
4036-HCSIS-Del-OHMSAS CCR Plan-DSD-Depl-WO 0060-DSD-Key Cons.doc
4036-HCSIS-Del-OHMSAS CCR Plan-DSD-Depl-WO 0060-DSD-SS Details.doc
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4209-HCSIS-WP-Autism IM-Req-GSD-WO-0183-GSD-Init Cap_Plan_Prod.doc
4209-HCSIS-WP-Autism IM-Req-GSD-WO-0183-GSD-Init_Cap_Plan_Non-Prod.doc
4209-HCSIS-WP-Autism IM-Req-GSD-WO-0183-GSD-Key Consid.doc
4209-HCSIS-WP-Autism IM-Req-GSD-WO-0183-GSD-LDM.doc
4209-HCSIS-WP-Autism IM-Req-GSD-WO-0183-GSD-PWIM Cap Plan Non-Prod Q4 2008.doc
4209-HCSIS-WP-Autism IM-Req-GSD-WO-0183-GSD-PWIM Cap Plan Prod Q4 2008.doc
4209-HCSIS-WP-Autism IM-Req-GSD-WO-0183-GSD-SS Details.doc
4209-HCSIS-WP-Autism IM-Req-GSD-WO-0183-GSD.doc
4227-HCSIS-Del-OMHSAS CCR-DSD-WO-0060-DSD Response Key Considerations.doc
4227-HCSIS-Del-OMHSAS CCR-DSD-WO-0060-DSD Response Screen Shot Details.doc
4470-HCSIS-WP-WO-0183-AI Mgmt-Req-GSD-WO-0183-GSD-Response-Screen Shots.pdf
4470-HCSIS-WP-WO-0183-AI Mgmt-Req-GSD-WO-0183-GSD-Response.pdf
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4537-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD-Final Cap Plan_Prod.doc
4537-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD-Key Consid.doc
4537-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD-SS Details.doc
4574-HCSIS-WP-ODP SVF-FMS Trans-GSD-WO-0182-GSD-Act Diagrams.doc
4574-HCSIS-WP-ODP SVF-FMS Trans-GSD-WO-0182-GSD-Init Cap Plan_Prod.doc
4574-HCSIS-WP-ODP SVF-FMS Trans-GSD-WO-0182-GSD-Init Cap Plan_Non-Prod.doc
4574-HCSIS-WP-ODP SVF-FMS Trans-GSD-WO-0182-GSD-Logical Data Model.doc
4574-HCSIS-WP-ODP SVF-FMS Trans-GSD-WO-0182-GSD-SS Details.doc
4574-HCSIS-WP-ODP SVF-FMS Trans-GSD-WO-0182-GSD.doc
4592-HCSIS-WP-EI ODS-GSD-WO-0184-GSD-Key Consid.doc
4592-HCSIS-WP-EI ODS-GSD-WO-0184-GSD.doc
4753-HCSIS-WP-ODP SVF-FMS Trans-GSD-WO-0182-GSD-Resp-SS Details.doc
4773-HCSIS-WP-EI ODS-GSD-WO-0184-GSD-Resp.doc
4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-Final Capacity Plan Non-Prod.doc
4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-Final Capacity_Plan_Prod.doc
4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-Key Considerations.doc
4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-PWIM Capacity Plan Non-Prod.doc
4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-PWIM Capacity Plan Prod.doc
4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-SS Details.doc
4874-HCSIS-WP- Enhanc to SIS Assess Ph 1-GSD-WO-0226-GSD-Act Diag.doc
4874-HCSIS-WP- Enhanc to SIS Assess Ph 1-GSD-WO-0226-GSD-Init Cap_Plan_Prod.doc
4874-HCSIS-WP- Enhanc to SIS Assess Ph 1-GSD-WO-0226-GSD-Init Cap_Plan_Non-Prod.doc
4874-HCSIS-WP- Enhanc to SIS Assess Ph 1-GSD-WO-0226-GSD-LDM.doc
4874-HCSIS-WP- Enhanc to SIS Assess Ph 1-GSD-WO-0226-GSD-SS Details.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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4874-HCSIS-WP- Enhanc to SIS Assess Ph 1-GSD-WO-0226-GSD.doc
4888-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-DSD-Final Cap Plan Non-Prod.doc
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4888-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-DSD-SS Details.doc
4897-HCSIS-Del-EI ODS-DSD-Depl-WO-0184-DSD-Final Capacity Plan Non-Prod.doc
4897-HCSIS-Del-EI ODS-DSD-Depl-WO-0184-DSD-Final Capacity Plan Prod.doc
4897-HCSIS-Del-EI ODS-DSD-Depl-WO-0184-DSD-Key Considerations.doc
4898-HCSIS-Del-EI DW-DSD-Depl-WO-0235-DSD-Final Capacity Plan Non-Prod.doc
4898-HCSIS-Del-EI DW-DSD-Depl-WO-0235-DSD-Final Capacity Plan Prod.doc
4898-HCSIS-Del-EI DW-DSD-Depl-WO-0235-DSD-Key Considerations.doc
5003-HCSIS-WP-Enhance to SIS Assess Ph 1-DSD-Depl-WO-0226-DSD-Final Cap Plan
_Prod.doc
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Prod.doc
5003-HCSIS-WP-Enhance to SIS Assess Ph 1-DSD-Depl-WO-0226-DSD-SS Details.doc
5029-HCSIS-WP-Enhance to SIS Assess Ph 2-GSD-WO-0233-Data Warehouse-GSD.doc
5029-HCSIS-WP-Enhance to SIS Assess Ph 2-GSD-WO-0233-Data Warehouse-Work Plan.pdf
5029-HCSIS-WP-Enhance to SIS Assess Ph 2-GSD-WO-0233-GSD-Activity Diagrams.doc
5029-HCSIS-WP-Enhance to SIS Assess Ph 2-GSD-WO-0233-GSD-Init Capacity Plan-Non-
Prod.doc
5029-HCSIS-WP-Enhance to SIS Assess Ph 2-GSD-WO-0233-GSD-Init Capacity Plan-Prod.doc
5029-HCSIS-WP-Enhance to SIS Assess Ph 2-GSD-WO-0233-GSD-Logical Data Model.doc
5029-HCSIS-WP-Enhance to SIS Assess Ph 2-GSD-WO-0233-GSD-Screen Shot Details.doc
5029-HCSIS-WP-Enhance to SIS Assess Ph 2-GSD-WO-0233-GSD.doc
5065-HCSIS-Del-ODP SVF-FMS Transition-DSD-Depl-WO-0182-DSD-Response-SS Details.doc
5104-HCSIS-WP-ODP PTT Waiver Capacity Ph 1-GSD-WO-0239-Activity Diagram.doc
5104-HCSIS-WP-ODP PTT Waiver Capacity Ph 1-GSD-WO-0239-General System Design.doc
5104-HCSIS-WP-ODP PTT Waiver Capacity Ph 1-GSD-WO-0239-Initial Capacity Plan Non-
Prod.doc
5104-HCSIS-WP-ODP PTT Waiver Capacity Ph 1-GSD-WO-0239-Initial Capacity Plan Prod.doc
5104-HCSIS-WP-ODP PTT Waiver Capacity Ph 1-GSD-WO-0239-Logical Data Model.doc
5104-HCSIS-WP-ODP PTT Waiver Capacity Ph 1-GSD-WO-0239-Screen Shot Details.doc
5139-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-Response-SS Details.doc
5176-HCSIS-WP-ODP PTT-Waiv Cap-Ph 2-GSD-WO-0241-GSD-Act Diag.doc
5176-HCSIS-WP-ODP PTT-Waiv Cap-Ph 2-GSD-WO-0241-GSD-Conv Plan.doc
5176-HCSIS-WP-ODP PTT-Waiv Cap-Ph 2-GSD-WO-0241-GSD-Init Cap Plan Rel Non-Prod.doc
5176-HCSIS-WP-ODP PTT-Waiv Cap-Ph 2-GSD-WO-0241-GSD-Init Cap Plan.doc
5176-HCSIS-WP-ODP PTT-Waiv Cap-Ph 2-GSD-WO-0241-GSD-LDM.doc
5176-HCSIS-WP-ODP PTT-Waiv Cap-Ph 2-GSD-WO-0241-GSD-SS Details.doc
5176-HCSIS-WP-ODP PTT-Waiv Cap-Ph 2-GSD-WO-0241-GSD.doc
5184-HCSIS-WP-OLTL Ren Proc-Req-GSD-WO-0242-GSD-Act Diag.doc
5184-HCSIS-WP-OLTL Ren Proc-Req-GSD-WO-0242-GSD-Init Cap Plan-Prod.doc
5184-HCSIS-WP-OLTL Ren Proc-Req-GSD-WO-0242-GSD-Init Cap Plan Rel-Non-Prod.doc
5184-HCSIS-WP-OLTL Ren Proc-Req-GSD-WO-0242-GSD-LDM.doc
5184-HCSIS-WP-OLTL Ren Proc-Req-GSD-WO-0242-GSD-SS Details.doc
5184-HCSIS-WP-OLTL Ren Proc-Req-GSD-WO-0242-GSD.doc
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DSD-Final Cap Plan-Non-Prod.doc
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DSD-Final Cap Plan-Prod.doc
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DSD-SS Details.doc
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DW DSD-Key Consid.doc
5220-HCSIS-WP-ODP PTT Waiver Capacity-Phase 1-Mod-DSD-WO-0239-Capacity Non-Prod.doc
5220-HCSIS-WP-ODP PTT Waiver Capacity-Phase 1-Mod-DSD-WO-0239-Capacity Prod.doc
5220-HCSIS-WP-ODP PTT Waiver Capacity-Phase 1-Mod-DSD-WO-0239-Screen Shot
Details.doc
5319-HCSIS-Del-OLTL Ren Process-DSD-Depl-WO-0242-DSD-Final Cap Plan-Non-Prod.doc

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Application Documents as of 06/30/09

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5319-HCSIS-Del-OLTL Ren Process-DSD-Depl-WO-0242-DSD-Final Cap Plan-Prod.doc
5319-HCSIS-Del-OLTL Ren Process-DSD-Depl-WO-0242-DSD-SS Details.doc
5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-Conv Plan.doc
5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-Final Cap Plan-Non-Prod.doc
5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-Final Cap Plan-Prod.doc
5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-SS Details.doc
5486-HCSIS-WP-Aut ACAP Enh Aut Waiver Waitlist-Mod-GSD-WO-0246 GSD Activity Diagrams.doc
5486-HCSIS-WP-Aut ACAP Enh Aut Waiver Waitlist-Mod-GSD-WO-0246 GSD Capacity Plan-Non Prod.doc
5486-HCSIS-WP-Aut ACAP Enh Aut Waiver Waitlist-Mod-GSD-WO-0246 GSD Capacity Plan-Prod.doc
5486-HCSIS-WP-Aut ACAP Enh Aut Waiver Waitlist-Mod-GSD-WO-0246 GSD Conversion Plan.doc
5486-HCSIS-WP-Aut ACAP Enh Aut Waiver Waitlist-Mod-GSD-WO-0246 GSD General System Design.doc
5486-HCSIS-WP-Aut ACAP Enh Aut Waiver Waitlist-Mod-GSD-WO-0246 GSD Logical Data Model.doc
5486-HCSIS-WP-Aut ACAP Enh Aut Waiver Waitlist-Mod-GSD-WO-0246 GSD Screen Shot Details.doc
5508-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-Response-Conv Plan.doc
5508-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-Response-SS Details.doc
5526-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Activity Diagrams.doc
5526-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Capacity Plan-Non Prod.doc
5526-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Capacity Plan-Prod.doc
5526-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Key Consid.doc
5526-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-LDM.doc
5526-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-SS Details.pdf
5526-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD.doc
5596-HCSIS-WP-ODP PTT-Waiver Capacity-Ph 3-Mod-GSD-WO-0248-GSD-Initial Cap Plan Rel Non-Prod.doc
5596-HCSIS-WP-ODP PTT-Waiver Capacity-Ph 3-Mod-GSD-WO-0248-GSD-Initial Cap Plan Rel Prod.doc
5596-HCSIS-WP-ODP PTT-Waiver Capacity-Phase 3-Mod-GSD-WO-0248-GSD-Activity Diagrams.doc
5596-HCSIS-WP-ODP PTT-Waiver Capacity-Phase 3-Mod-GSD-WO-0248-GSD-General System Design.doc
5596-HCSIS-WP-ODP PTT-Waiver Capacity-Phase 3-Mod-GSD-WO-0248-GSD-Logical Data Model.doc
5596-HCSIS-WP-ODP PTT-Waiver Capacity-Phase 3-Mod-GSD-WO-0248-GSD-Screen Shot Details.doc
5603-HCSIS-WP-Aut ACAP Enhance-Aut Waiv Waitlist-GSD-WO-0246-GSD-Response-Act Diag.doc
5603-HCSIS-WP-Aut ACAP Enhance-Aut Waiv Waitlist-GSD-WO-0246-GSD-Response-SS Details-1.pdf
5603-HCSIS-WP-Aut ACAP Enhance-Aut Waiv Waitlist-GSD-WO-0246-GSD-Response-SS Details-2.pdf
5603-HCSIS-WP-Aut ACAP Enhance-Aut Waiv Waitlist-GSD-WO-0246-GSD-Response.doc
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-Mod-DSD-Depl-WO-0246-DSD-Capacity Plan-Non Prod.doc
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-Mod-DSD-Depl-WO-0246-DSD-Capacity Plan-Prod.doc
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-Mod-DSD-Depl-WO-0246-DSD-Conversion Plan.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-Mod-DSD-Depl-WO-0246-DSD-DW-Key Cons.doc
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-Mod-DSD-Depl-WO-0246-DSD-Screen Shot Details A.pdf
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-Mod-DSD-Depl-WO-0246-DSD-Screen Shot Details B.pdf
5643-HCSIS-WP-Autism Data Warehouse Enhancements-Mod-GSD-WO-0251-GSD-Capacity Plan-Non Prod.doc
5643-HCSIS-WP-Autism Data Warehouse Enhancements-Mod-GSD-WO-0251-GSD-Capacity Plan-Prod.doc
5643-HCSIS-WP-Autism Data Warehouse Enhancements-Mod-GSD-WO-0251-GSD-Logical Data Model.doc
5643-HCSIS-WP-Autism Data Warehouse Enhancements-Mod-GSD-WO-0251-GSD-Screen Shot Details.doc
5643-HCSIS-WP-Autism Data Warehouse Enhancements-Mod-GSD-WO-0251-GSD.doc
5687-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Response-Activity Diagrams.doc
5687-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Response-Key Considerations.doc
5687-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Response-Logical Data Model.doc
5687-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Response-Prod Capacity Plan.doc
5687-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Response-SS Details-1.pdf
5687-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Response-SS Details-2.pdf
5687-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Response-SS Details-3.pdf
5687-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Response.doc
5705-HCSIS-WP-Autism ACAP Enhance and Autism Waiv Waitlist-GSD-WO-0246-GSD-Response 2-SS Details-1.pdf
5705-HCSIS-WP-Autism ACAP Enhance and Autism Waiv Waitlist-GSD-WO-0246-GSD-Response 2-SS Details-2.pdf
5751-HCSIS-Del-Aut ACAP Enhance-Aut Waiv Waitlist-DSD-Depl-WO-0246-DSD-Resp-DW-Key Consid.doc
5751-HCSIS-Del-Autism ACAP Enhance-Autism Waiv Waitlist-DSD-Depl-WO-0246-DSD-Resp-SS Details-1.pdf
5751-HCSIS-Del-Autism ACAP Enhance-Autism Waiv Waitlist-DSD-Depl-WO-0246-DSD-Resp-SS Details-2.pdf
5752-HCSIS-WP-ODP PTT-Waiver Cap-Ph 3-GSD-WO-0248-GSD-Response-LDM.doc
5752-HCSIS-WP-ODP PTT-Waiver Cap-Ph 3-GSD-WO-0248-GSD-Response-SS Details.doc
5752-HCSIS-WP-ODP PTT-Waiver Cap-Ph 3-GSD-WO-0248-GSD-Response.doc
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-Final Cap Plan Non-Prod.doc
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-Final Capacity Plan Prod.doc
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-SS Details.doc
5784-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD Part 2-Final Cap-Plan-Non-Prod.doc
5784-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD Part 2-Final Cap-Plan-Prod.doc
5784-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD Part 2-Key Consid.doc
5784-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD Part 2-SS Details.doc
5797-HCSIS-WP-EI Infant Toddler FM-GSD-WO-0245-GSD-Act Diag.doc
5797-HCSIS-WP-EI Infant Toddler FM-GSD-WO-0245-GSD-Conversion Plan.doc
5797-HCSIS-WP-EI Infant Toddler FM-GSD-WO-0245-GSD-Initial Capacity Plan Non-Prod.doc
5797-HCSIS-WP-EI Infant Toddler FM-GSD-WO-0245-GSD-Initial Capacity Plan Prod.doc
5797-HCSIS-WP-EI Infant Toddler FM-GSD-WO-0245-GSD-Key Considerations.doc
5797-HCSIS-WP-EI Infant Toddler FM-GSD-WO-0245-GSD-LDM.doc
5797-HCSIS-WP-EI Infant Toddler FM-GSD-WO-0245-GSD-Screen Shot Details.doc
5797-HCSIS-WP-EI Infant Toddler FM-GSD-WO-0245-GSD.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5799-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Response 2-GSD-SS Details-1.pdf
5799-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Response 2-GSD-SS Details-2.pdf
5799-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Response 2-GSD-SS Details-3.pdf
5799-HCSIS-WP-EI Preschool-GSD-WO-0225-GSD-Response 2-GSD.doc
5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-Final Cap Plan-Prod.doc
5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-Key Consid.doc
5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-SS Details.doc
5872-HCSIS-WP-Aut DW Enhance-GSD-WO-0251-Response-GSD-LDM.doc
5872-HCSIS-WP-Aut DW Enhance-GSD-WO-0251-Response-GSD-SS Details.doc
5872-HCSIS-WP-Aut DW Enhance-GSD-WO-0251-Response-GSD.doc
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-Final Prod Capacity Plan.doc
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-Key Considerations.doc
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-Non Prod Capacity Plan.doc
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-SS Details-1.pdf
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-SS Details-2.pdf
5897-HCSIS-Del-Aut ACAP Enhance-Aut Waiv Waitlist-DSD-Depl-WO-0246-DSD-Response 2-SS
Details.doc
5899-HCSIS-Del-Trans to Managed Domain-DSD-Depl-WO-0258-DSD-Key Consid.doc
5899-HCSIS-Del-Trans to Managed Domain-DSD-Depl-WO-0258-DSD-PWIM Cap Plan Non-
Prod.doc
5899-HCSIS-Del-Trans to Managed Domain-DSD-Depl-WO-0258-DSD-PWIM Cap Plan Prod.doc
CC-1322-HCSIS-Deliverable-HCSIS Changes for NPI-W0036-DSD-Depl DSD-
HCSIS_NPI_Conversion_v1.0.doc
CC-1322-HCSIS-Deliverable-HCSIS Changes for NPI-W0036-DSD-Depl DSD-
NPI_Conversion_Mapping_v1.0.xls
CC-1333-HCSIS-WP-OMNIA data upload to HCSIS Data Warehouse-WO-0019.doc
CC-1387-HCSIS WP Shared Con III-Mod-GSD-WO-0020-Response to Cond Approval
SC3_SS.doc
CC-1387-HCSIS WP Shared Cons III-Mod-GSD-WO-0020-Response to Cond Approval
GSDIntro.doc
CC-1428-HCSIS-Del-Incident Mgmt for OCYF-Req-GSD-WO-0049-GSD Capacity Plan.doc
CC-1428-HCSIS-Del-Incident Mgmt for OCYF-Req-GSD-WO-0049-Incident Mgmt BLD.doc
CC-1428-HCSIS-Del-Incident Mgmt for OCYF-Req-GSD-WO-0049-LDM.doc
CC-1428-HCSIS-Del-Incident Mgmt for OCYF-Req-GSD-WO-0049-Screen Shots.doc
CC-1626-HCSIS-Del-GSD DSD Del 42-HCSIS DW Release V Response Data Map.xls
CC-1626-HCSIS-Del-GSD DSD Del 42-HCSIS DW Release V Response Data Storage.doc
CC-1626-HCSIS-Del-GSD DSD Del 42-HCSIS DW Release V Response PowerPlay.xls
CC-1712-HCSIS-Del-Incident Mgmt for OCYF-DSD-Imp-WO-0049-DSD-Capacity Plan.doc

4. DSD (Detailed Systems Design)

2983-HCSIS-Del-Autism Int-DSD-WO-0106-Program Specs zip documents

GET_LIVING_QLFR_CURR.DOC
GET_LIVING_QLFR_HIST.DOC
GET_LIVING_SITUTN_CURR.DOC
GET_LIVING_SITUTN_HIST.DOC
GET_RE_TBL_VAL_TXT.doc
GET_USER_ORGN.doc
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pkg_case_mgt_search_body.doc
pkg_case_mgt_search.doc
pkg_case_mgt.doc
PKG_FINL_ALLOCNS_BODY.SQL.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

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PKG_FINL_ORBKNG.SQL.doc
PKG_FINL_REPORT_BODY.SQL.doc
PKG_FINL_REPORT.SQL.doc
PKG_GOAL_OUTCOME_BODY.SQL.doc
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PKG_SERVICES.SQL.doc
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pkg_waiver.doc
scscf.asp.doc
SCSIF.asp.doc
USP_GET_ASMT_SWITCHBOARD.doc
usp_get_case_cmts_bilng_dates.sql.doc
USP_GET_CNSR_EXP_SUM.doc
USP_GET_CTYJNDR_AGENCY_LIST.doc
USP_GET_DVLPL_DOMAINS.doc
USP_GET_ELIGTY_DTLS.doc
USP_GET_EVAL_SWITCHBOARD.doc
USP_GET_HEALTH_EVLTN.DOC
USP_GET_MY_CRC_ORGN.doc
USP_GET_NON_SERV_ENCMBR.doc
USP_GET_ORGN_PMO.doc
USP_GET_PROVR_UTLZTN.doc
USP_GET_REFL_INFO.doc
USP_GET_SUM_OF_EVAL_RESULTS.DOC
USP_SAVE_CNSR_DMGRPHCS_P2_1.doc
USP_SAVE_DVLPL_DOMAINS.doc
USP_SAVE_ELIGTY_DTLS.doc
USP_SAVE_EVLTN_REPORT.DOC
USP_SAVE_HEALTH_EVAL.doc
USP_SAVE_INDIV_CLNC.doc
USP_SAVE_REFL_INFO.doc
USP_SAVE_RSV_TO_ENCMBR.sql.doc
USP_SAVE_SUM_OF_EVAL_RESULTS.DOC
USP_SAVE_WAIVER_ENRLMT.doc

3207-HCSIS-Del-PDS_ISO Mods to HCSIS-DSD-Depl-WO-0075-PDSISO Program Specs zip documents

USP_GET_ALL_PROJ_ACT_UNITS_REPORT_SQL.DOC
USP_GET_ALL_SERV_FMWAIV_REPORT_SQL.DOC

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

USP_GET_ISORGN_SERV.doc
USP_GET_PROVR_ISORGN_SERV.doc
USP_GET_SERV_DETAIL_P3_3_0.doc
USP_SAVE_DATA_CLAIMS_SQL.DOC
USP_SAVE_PROVR_ISORGN_SERV.doc
USP_SAVE_SERV_DETAIL_P3_3.doc
USP_SAVE_SERV_UNIT_P3_2_2.doc

3298-HCSIS-Del-CM as WS for ODP-Mod-DSD-Depl-WO-0141-DSD-Program Specifications zip documents

pkg_finl_util_body.sql.doc
pkg_tsm.sql.doc
SCSLC.vb.doc
sctcc.aspx.doc
SCTSL.vb.doc
SCTSM.VB.doc

4020-HCSIS-Del-Alter AE Changes to HCSIS-DSD-Depl-WO-0135-DSD-Prog Specs zip documents

GET_IS_CNSR_INCDT_EDITBL.doc
GET_IS_MY_COUNTY_INCDT.doc
get_is_my_incdt.sql.doc
GET_IS_MY_REGION_INCDT.doc
USP_DELETE_AUTO_ALERT.doc
USP_GENR_NEW_ALERT.doc
USP_GENR_PPAHQ_ALERT_01.sql.doc
USP_GET_ALL_INDIV_IER.doc
USP_GET_ALL_WM_CMTS.doc
USP_GET_CNSR_CHIPP_INFO_HIST.doc
USP_GET_CNSR_CHIPP_INFO.doc
USP_GET_COUNTY_JOINER.doc
usp_get_county_prcs_mgt_report.sql.doc
USP_GET_HRA_CJ_SAMPLE_SIZE.doc
usp_get_im_cnsr_incdt.sql.doc
usp_get_im_medcatn_error.sql.doc
usp_get_im_opt_republ_detail.sql.doc
usp_get_im_opt_republ_sum.sql.doc
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usp_get_incdt_exrct_2.sql.doc
usp_get_incdt_mult_indiv.sql.doc
usp_get_incdt_mult.sql.doc
usp_get_incdt_provr.sql.doc
usp_get_incdt.sql.doc
USP_GET_MH_INCDT_PROVR.doc
USP_GET_MH_INCDT.sql.doc
usp_get_non_final_survey_cnt.doc
usp_get_non_final_survey.doc
USP_GET_PROVR_LOC_OTHER.doc
usp_get_provr_prcs_mgt_report.sql.doc
USP_GET_QLTY_CORV_ACTION.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

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USP_GET_STATUS_WM_FNLZE.doc
usp_get_target_rel.sql.doc
Usp_Get_Wm_Doc_Ctl_Nbr_Resp.doc
usp_inv_otcm_report.sql.doc
USP_SAVE_CNSR_CHIPP_INFO.doc
USP_SAVE_CNSR_DMGRPHCS_P2_1.doc
USP_SAVE_COUNTY_CNSR_CLNC_P2_1.doc
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USP_SAVE_ELIGTY_VALDN.doc
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USP_SAVE_INDIV_CLNC_INFO.doc
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USP_SAVE_SC_CNSR_CLNC_P2_1.doc
USP_SAVE_SC_ENTITY_CNSR_CLNC.doc
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USP_SAVE_SC_INDIV_CLNC.doc
USP_SAVE_TEMP_CNSR.doc
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USP_SAVE_WM_ACTN_PLAN_REVIEW.doc
USP_STATUS_WM_FNLZE_REPORT.doc
USP_STATUS_WM_SAMPLE_COMPLT.doc

4036-HCSIS-Del-OHMSAS CCR Plan-DSD-Depl-WO 0060-DSD-Prog Specs zip documents

CI000001_BAT.doc
CI000001_INI.doc
CI000001_WSF.doc
CI000002_000_wsf.doc
CI000002_BAT.doc
CI000002_INI.doc
CI000003_000_wsf.doc
CI000003_BAT.doc
CI000003_INI.doc
CI000004_000_wsf.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RENCL.asp.doc
RERST.doc
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USP_GET_ALL_MY_COUNTY.doc
USP_GET_CLOSE_CNSR_CIS_LOG.doc
USP_GET_CNSR_ALT_ID.doc
USP_GET_CNSR_DMGRPHCS.doc
USP_GET_CNSR_INFO.doc
USP_GET_CNSR_INS.doc
USP_GET_CNSR_PMO_NAM.DOC
USP_GET_CNSR_STATUS_HIST.doc
USP_GET_CNSR_STATUS_P4_3.doc
USP_GET_CNTC.doc
USP_GET_MAINT_CNSR_CIS_LOG.doc
USP_GET_OPEN_NEW_CNSR_CIS_LOG.doc
USP_GET_OPEN_NEW_CNSR_STAGE.doc
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USP_GET_SC_SUPVR_PROFL.doc
USP_GET_TEMP_CNSR.doc
USP_GET_TEMP_PROG_CNSR_P3_1.doc
USP_GET_WAIVER_ELIGTY.doc
USP_SAVE_CLOSE_CNSR_CIS_LOG.doc
USP_SAVE_CNSR_CIS_INTFC_LOG.doc
USP_SAVE_CNSR_CIS_STAGE.doc
USP_SAVE_CNSR_CLNC_INFO.doc
USP_SAVE_CNSR_CLNC.doc
USP_SAVE_CNSR_COUNTY_CIS_LOG.doc
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USP_SAVE_INDIV_CLNC.doc
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USP_SAVE_MCI_CASE_CNSR_STAGE.doc
USP_SAVE_NEW_CNSR_CIS_LOG.doc
USP_SAVE_OPEN_CNSR_CIS_LOG.doc
USP_SAVE_SC_CNSR_CLNC_INFO.doc
USP_SAVE_SC_CNSR_CLNC.doc
USP_SAVE_SC_INDIV_CLNC_INFO.doc
USP_SAVE_SC_INDIV_CLNC.doc

4227-HCSIS-Del-OMHSAS CCR-DSD-WO-0060-DSD Response Program Specifications zip documents

CI000001_BAT.doc
CI000001_INI.doc
CI000001_WSF.doc
CI000002_000_wsf.doc
CI000002_BAT.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

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CI000003_BAT.doc
CI000003_INI.doc
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CI000005_INI.doc
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CI000006_INI.doc
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clsREMC1.cls.doc
IMCLS.asp.doc
IMINF.asp.doc
IMNCL.asp.doc
IMPCC.asp.doc
IMURC.asp.doc
reclc.asp.doc
REINQ.asp.doc
RENCL.asp.doc
RERST.doc
USP_GET_ALL_COUNTY.doc
USP_GET_ALL_MY_COUNTY.doc
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USP_GET_CNSR_STATUS_P4_3.doc
USP_GET_CNTC.doc
USP_GET_MAINT_CNSR_CIS_LOG.doc
USP_GET_OPEN_NEW_CNSR_CIS_LOG.doc
USP_GET_OPEN_NEW_CNSR_STAGE.doc
USP_GET_PNDG_CNSR.doc
USP_GET_SC_SUPVR_PROFL.doc
USP_GET_TEMP_CNSR.doc
USP_GET_TEMP_PROG_CNSR_P3_1.doc
USP_GET_WAIVER_ELIGTY.doc
USP_SAVE_CLOSE_CNSR_CIS_LOG.doc
USP_SAVE_CNSR_CIS_INTFC_LOG.doc
USP_SAVE_CNSR_CIS_STAGE.doc
USP_SAVE_CNSR_CLNC_INFO.doc
USP_SAVE_CNSR_CLNC.doc
USP_SAVE_CNSR_COUNTY_CIS_LOG.doc
USP_SAVE_CNSR_STATUS.sql.doc
USP_SAVE_INDIV_CLNC_INFO.doc
USP_SAVE_INDIV_CLNC.doc
USP_SAVE_MAINT_CNSR_CIS_LOG.doc
USP_SAVE_MCI_CASE_CNSR_STAGE.doc
USP_SAVE_NEW_CNSR_CIS_LOG.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

USP_SAVE_OPEN_CNSR_CIS_LOG.doc
USP_SAVE_SC_CNSR_CLNC_INFO.doc
USP_SAVE_SC_CNSR_CLNC.doc
USP_SAVE_SC_INDIV_CLNC_INFO.doc
USP_SAVE_SC_INDIV_CLNC.doc

4537-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD-Prog Specs zip documents

USP_GET_CASE_CLSR_REPORT.doc
USP_GET_CASE_CMTS_LIST_REPORT.doc
USP_GET_CASE_PNDG_ASGMT.doc
USP_GET_CASE_TFR_REPORT.doc
USP_GET_CLAIM_STATUS_REPORT.doc
USP_GET_CNSR_DETAIL.doc
USP_GET_CNSR_PRE_SRVY_EXRCT.doc
USP_GET_FNDG_AMOUNT_EXCED.doc
USP_GET_OMR_ALLOCN_LEVEL.doc
USP_GET_PROVR_RATES.doc
USP_GET_PROVR_SERV_LOC_INFO.doc
USP_GET_SCOORD_PRDVTY_REPORT.doc
USP_GET_SERV_REM_REPORT.doc
USP_GET_SERV_STATUS_REPORT.doc
USP_GET_STATE_MATCH_VERIF.doc
USP_GET_UTLZTN_SUM.doc

4888-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-DSD-Prog Specs zip documents

ISHPT.ASP.DOC
ISISD.ASP.DOC
ISSS.ASP.doc
ISPPT.ASP.DOC
USP_GET_ALL_PROVR_PRGOFF_INFO.doc
USP_GET_CNSR_BDGT_EXRCT_DATA.doc
USP_GET_INDIV_PROVR_SERV_P330.doc
USP_GET_INDIV_PROVR_SERV.doc
USP_GET_ISORGN_SERV_EXRCT_DATA.doc
USP_GET_ISP_HIST_SECTN_DETAIL.DOC
USP_GET_ISP_SECTN_DETAIL_P2_2.doc
USP_GET_PROVR_ISORGN_SERV.doc
USP_GET_SERV_DETAIL_P2_2.doc
USP_GET_SERV_DETAIL_P3_3_0.doc
USP_GET_SERV_FNDG_STREAM_MAPNG.doc
USP_GET_SERV_SUM_P2_2.doc
USP_GET_TEMP_SERV_FNDG_STREAM.doc
USP_POPT_CNSR_PLAN_BAL_P3_2_2.doc
USP_POPT_OMR_CNSR_PLAN_BAL.doc
USP_POPT_T_PROVR_ORGN.doc
USP_SAVE_ISORGN_COUNTY_RATE.doc
USP_SAVE_ISORGN_SERV_PLAN_P2_2.doc
USP_SAVE_OMR_CNSR_PLAN_BAL.doc
USP_SAVE_OMR_SERV_FNDG.doc
USP_SAVE_PROVR_ISORGN_SERV.doc
USP_SAVE_PROVR_UNIQ_DATA_P2_2.doc
USP_SAVE_PROVR_UNIQUE_IDN_P2_2.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

UTHDR.ASP.DOC

5220-HCSIS-WP-ODP PTT Waiver Capacity-Phase 1-Mod-DSD-WO-0239 Program Specs zip documents

PKG_PRCSD_RATE_BODY.doc
PKG_PRCSD_RATE.doc
PKG_STG_PRCSD_RATE_BODY.doc
PKG_STG_PRCSD_RATE.doc

5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-Prog Specs zip documents

CountyAllocation.doc
FISEC.doc
FISPL.doc
FISTR.doc
ISDPS.ASP.DOC
ISSED.ASP.DOC
ISSPA.ASP.DOC
PKG_DMGRPHC_RQ_BODY.doc
PKG_DMGRPHC_RQ.doc
PKG_ENRLMT_INDCTR_BODY.doc
PKG_ENRLMT_INDCTR.doc
PKG_FINL_UTIL_BODY.doc
PKG_FINL_UTIL.doc
PKG_ODP_PROVR_CNTRCT_MGMT_BODY.doc
PKG_ODP_PROVR_CNTRCT_MGMT.doc
PKG_SC_CLSR_BODY.doc
PKG_SC_CLSR.doc
PKG_WAIVER_CAP_BODY.doc
PKG_WAIVER_CAP_RPT_BODY.doc
PKG_WAIVER_CAP_RPT.doc
PKG_WAIVER_CAP.doc
PKG_WAIVER_ELIGTY_BODY.doc
PKG_WAIVER_ELIGTY.doc
rpprm.asp.doc
USP_GET_PROVR_FFP_CLAIMS_SUM.doc
USP_GET_PROVR_FFP_CLAIMS.doc
USP_GET_QTRLY_BNFT_STMT.doc
USP_GET_SERV_TOTAL_REPORT.doc
USP_GET_STATE_ALLOCN.doc
USP_GET_UTLZTN_SUM.doc
USP_GET_WAIVER_FNDG_STREAM.doc
USP_GET_WAIVER_SERV_AUTH_DTLS.doc
USP_SAVE_FISCAL_SPLIT_SERV.doc
USP_SAVE_FNDG_HIRCHY_P3_3_0.doc
USP_SAVE_OMR_CNSR_PLAN_BAL.doc
USP_SAVE_PNDG_APRVL_P3_3_0.doc
USP_SAVE_WAIVER_PROG_ENRLMT.doc
USP_SAVE_WAIVER_SERV_AUTH_DTLS.doc

5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-Prog Spec zip documents

GET_CNSR_WAIVER_AUTH_AMT.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

GET_FISCAL_YEAR_ID.doc
PKG_CHANGE_RQ_BODY.doc
PKG_CHANGE_RQ.doc
PKG_SPNSN_BODY.doc
PKG_SPNSN.doc
USP_GET_INDIV_USNG_BASE_FNDG_RPT.doc
USP_GET_PROVR_SERV_DTLS_RPT.doc
USP_GET_PROVR_SERV_LOC_LIST_BODY.doc
USP_GET_PROVR_SERV_LOC_LIST.doc
USP_GET_WAIVER_UNDUPD_CNT_BODY.doc
USP_GET_WAIVER_UNDUPD_CNT_HIST_BODY.doc
USP_GET_WAIVER_UNDUPD_CNT_HIST.doc
USP_GET_WAIVER_UNDUPD_CNT_RPT.doc
USP_GET_WAIVER_UNDUPD_CNT.doc
USP_INDIV_EXP_SUMM_RPT.doc
USP_SAVE_WAIVER_UNDUPD_CNT_BODY.doc
USP_SAVE_WAIVER_UNDUPD_CNT.doc

5784-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD Part 2-Prog Specs zip documents

hcsis

parameter

USP_GET_ALL_FY.doc
USP_GET_ALL_MY_COUNTY_JOINDER.doc
USP_GET_ALL_MY_COUNTY.doc
USP_GET_ALL_MY_ORGN.doc
USP_GET_ALL_PROVR.doc
USP_GET_ALL_QLFCTN_PROVR.doc
USP_GET_CASE_CMTS_BILNG_DATES.doc
USP_GET_CASE_TFR_TYPE.doc
USP_GET_COUNTY_OR_ORGN_P3_3_0.doc
USP_GET_COUNTY_REGION_LIST.doc
USP_GET_CSLD_LIST_P2_1.doc
USP_GET_CYCLES.doc
USP_GET_FNDG_STREAM_P3_2_2.doc
USP_GET_FNDG_STREAM_P3_3_0.doc
USP_GET_FNDG_STREAM.doc
USP_GET_FY.doc
USP_GET_HCSIS_AGG_REPORT.DOC
USP_GET_HCSIS_PROVR_AGG_REPORT.DOC
USP_GET_IM_PROVR_LOC.doc
USP_GET_IM4Q_AGG_CYCLES.doc
USP_GET_ISP_OTCM_SUM_REPORT.doc
USP_GET_LAST_FOUR_QTR.doc
USP_GET_MY_CRC_ORGN.doc
USP_GET_OPERNL_UNIT.DOC
USP_GET_ORGN_LIST.doc
USP_GET_ORGN_REGION_LIST.doc
USP_GET_PRIM_INCDT_TYPES.doc
USP_GET_PROG_LIST.doc
USP_GET_PROVR_LOC.doc
USP_GET_PROVR_SERV_LOC.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

USP_GET_REPORT_SEQ_NUMBER.doc
USP_GET_REVR_NAME.doc
USP_GET_SC_AGENCY_ORGN.doc
USP_GET_SC_ENTITY_LIST_TO_TFR.doc
USP_GET_SC_ENTITY_LIST.doc
USP_GET_SC_FOR_ENTITY.doc
USP_GET_SC_FOR_SUPVSN.doc
USP_GET_SC_OPERNL_UNIT.doc
USP_GET_SC_ORGN.doc
USP_GET_SC_PROVR.doc
USP_GET_SC_REGION_OPERNL_UNIT.doc
USP_GET_SC.doc
USP_GET_SCTY_RPT.doc
USP_GET_SECD_INCDT_TYPE.doc
USP_GET_SECD_INCDT.doc
USP_GET_SERV_PROG.doc
USP_GET_SERV_REPORT.doc
USP_GET_SERV.doc
USP_GET_STATE_CENTERS.DOC
USP_GET_TSM_BILNG_CYCLE.doc

report

USP_GET_CASE_CMTS_MGT_REP.doc
USP_GET_CLAIMS_ADJMT.doc
USP_GET_CMS_ANNUAL_REPORT.doc
USP_GET_CMTS_DETAIL_REPORT.doc
USP_GET_CNSR_FNDG_STREAM_PLNG.doc
USP_GET_COUNTY_MATCH.doc
USP_GET_CRC_CSLD_REPORT.doc
USP_GET_CRC_WAIVER_REPORT.doc
USP_GET_ELIGTY_ERROR_REPORT.doc
USP_GET_ELIGTY_REPORT.doc
USP_GET_FFP_CLAIMS.doc
USP_GET_FNDG_EXCPT.doc
USP_GET_ICF_ELIGTY_REPORT.DOC
USP_GET_INDIV_BNFT_DETAIL.doc
USP_GET_INDIV_RATES_REPORT.doc
USP_GET_INDV_RATE_SETNGS.doc
USP_GET_ISP_PLAN_REPORT.DOC
USP_GET_MIDYR_REPORT.doc
USP_GET_NON_INDV_RTE_SETNGS.doc
USP_GET_OMR_INDIV_BNFT_DETAIL.doc
USP_GET_OMR_RSV_TO_ENCMBR.doc
USP_GET_OSP_OVER_60YR_REPORT.doc
USP_GET_OSP_UTLZTN_SUM.doc
USP_GET_OVRD_REPORT.doc
USP_GET_PROG_ELIGTY_REPORT.doc
USP_GET_PROVR_CNTRCT.doc
USP_GET_PUNS_CAT_AGG_REPORT.doc
USP_GET_PUNS_CNSR_REPORT.doc
USP_GET_PUNS_SERV_AGG_REPORT.doc
USP_GET_PUNS_UNFNLZD_REPORT.doc
USP_GET_QTRLY_BNFT_STMT.doc
USP_GET_RSV_TO_ENCMBR_REPORT.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

USP_GET_SC_MNTRNG_PNDG_REPORT.doc
USP_GET_SCOORD_MNTRNG_REPORT.doc
USP_GET_SERV_NOTES_REPORT.doc
USP_GET_SERV_PFCE_REPORT.DOC
USP_GET_SSD_PROVR_ADR_OTHER_P2_2.doc
USP_GET_SSD_PROVR_ADR_OTHER.doc
USP_GET_SSD_PROVR_ADR_P2_2.doc
USP_GET_SSD_PROVR_ADR.doc
USP_GET_SSD_PROVR_SITE_P2_2.doc
USP_GET_SSD_PROVR_SITE_SERV_P2_2.doc
USP_GET_SSD_PROVR_SITE_SERV.doc
USP_GET_SSD_PROVR_SITE.doc
USP_GET_STATE_ALLOCN.doc
USP_GET_STATE_MATCH_VERIF.doc
USP_GET_WAIVER_ELIGTY_REPORT.DOC

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parameter

USP_GET_ALL_MY_COUNTY_JOINDER.doc
USP_GET_ALL_MY_COUNTY.doc
USP_GET_ALL_PROVR.doc
USP_GET_IM_PROVR_LOC.doc
USP_GET_ORGN_LIST.doc
USP_GET_PRIM_INCDT_TYPES.doc
USP_GET_PROVR_SERV_LOC.doc
USP_GET_SC_REGION_OPERNL_UNIT.doc
USP_GET_SECD_INCDT.doc
USP_GET_STATE_CENTERS.DOC

report

PKG_IM_DETL_REPORT.SQL.DOC
PKG_IM_SUM_REPORT.SQL.DOC

5899-HCSIS-Del-Trans to Managed Domain-DSD-Depl-WO-0258-DSD-Prog Specs zip documents

MANAGEDOMAINSDSD

PKG_EIM.SQL.DOC
PKG_GENERIC.SQL.DOC
PKG_IM_BATCH.SQL.DOC
PKG_PROVR_CLNC.SQL.DOC
PKG_UT_ALERTS.SQL.DOC
USP_DELETE_INCDT.SQL.DOC
USP_DELETE_INFO_BIT.SQL.DOC
USP_DUPLICATE_SECD_CATEGORY.SQL.DOC
USP_GET_REPORT_RQ.SQL.DOC
USP_MARK_PROMPT_REQ.SQL.DOC
USP_SAVE_CNSR_INFO.SQL.DOC
USP_SAVE_CNSR_PROVR_REL.SQL.DOC
USP_SAVE_CONSUMER_ADR.SQL.DOC
USP_SAVE_DCN_COPY_P2_0.SQL.DOC

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

USP_SAVE_DCN_COPY.SQL.DOC
USP_SAVE_FNLZE_INCDT_DOC.SQL.DOC
USP_SAVE_IM_BSOB_ADD_FNLZE.SQL.DOC
USP_SAVE_IM_BSOB_INVESN_DCN.SQL.DOC
USP_SAVE_IM_BSOB_INVESN_FNLZE.SQL.DOC
USP_SAVE_IM_BSOB_MGT_REVIEW.SQL.DOC
USP_SAVE_IM_COFI.SQL.DOC
USP_SAVE_IM_COUNTY_INVESN_DCN.SQL.DOC
USP_SAVE_IM_COUNTY_INVESN.SQL.DOC
USP_SAVE_IM_COUNTY_MGT_REVIEW.SQL.DOC
USP_SAVE_IM_INCDT_FINAL_SECT.SQL.DOC
USP_SAVE_IM_INCDT_FINAL.SQL.DOC
USP_SAVE_IM_INCDT_P2_0.SQL.DOC
USP_SAVE_IM_INIT_NTFCTN_DCN.SQL.DOC
USP_SAVE_IM_MGT_DOC_LINKS.SQL.DOC
USP_SAVE_IM_PROVR_INVESN_DCN.SQL.DOC
USP_SAVE_IM_PROVR_INVESN_FNLZE.SQL.DOC
USP_SAVE_IM_REGION_ADD_FNLZE.SQL.DOC
USP_SAVE_IM_REGION_INVESN_DCN.SQL.DOC
USP_SAVE_IM_REGION_INVESN.SQL.DOC
USP_SAVE_IM_REGION_MGT_REVIEW.SQL.DOC
USP_SAVE_INCDT_CERTD_INVESR.SQL.DOC
USP_SAVE_INCDT_DOC_STATUS.SQL.DOC
USP_SAVE_INDIV_CLNC.SQL.DOC
USP_SAVE_INFO_BIT.SQL.DOC
USP_SAVE_LOGIN_MSG_BLOCK.SQL.DOC
USP_SAVE_MD.SQL.DOC
USP_SAVE_MGT_REV_COFI_CMTS.SQL.DOC
USP_SAVE_MGT_REV_INVESN_DETER.SQL.DOC
USP_SAVE_MGT_REVIEW_P2_0.SQL.DOC
USP_SAVE_NEW_INCDT_DOC.SQL.DOC
USP_SAVE_NEW_INCDT_P2_0.SQL.DOC
USP_SAVE_ORGN_INFO.SQL.DOC
USP_SAVE_ORGN_WORK.SQL.DOC
USP_SAVE_PAGE_NAME.SQL.DOC
USP_SAVE_PROMPT.SQL.DOC
USP_SAVE_REPORT_RQ_STATUS.SQL.DOC
USP_SAVE_RESP.SQL.DOC
USP_SAVE_STATUS.SQL.DOC
USP_SAVE_SURVEY_CLONE.SQL.DOC
USP_SAVE_TEMP_CNSR.SQL.DOC
USP_SAVE_WORK_ASGMT.SQL.DOC
USP_STATUS_IM_DOC.SQL.DOC
USP_UPDATE_PAGE_NAME.SQL.DOC
USP_UPDATE_PROMPT_NAME_DESC.SQL.DOC

PKG_EIM.SQL.DOC
PKG_GENERIC.SQL.DOC
PKG_INCDT_MGT.SQL.DOC
PKG_WRKLD_MGT.SQL.DOC
USP_SAVE_WORK_ASGMT.SQL.DOC

CC-1905-HCSIS-Del-Case Management Wizard for OLTL-DSD-WO-0061-Database Design zip documents

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

HCSIS_CMW_OLTL_Data_Dictionary.xls
HCSIS_CMW_OLTL_Physical_Data_Model.doc

CC-1905-HCSIS-Del-Case Management Wizard for OLTL-DSD-WO-0061-DSD Introduction zip documents

HCSIS_CMW_OLTL_DSDIntroduction.doc

CC-1905-HCSIS-Del-Case Management Wizard for OLTL-DSD-WO-0061-Program Specifications zip documents

_CMWOLTL_TableOfContents.xls
pkg_sc_clsr_body.doc
PKG_SC_MGT_BODY.doc
USP_GET_CASE_CLSR_REPORT.doc
USP_GET_CASE_TFR_REPORT.doc
USP_SAVE_CNSR_CLNC_INFO.doc
USP_SAVE_INDIV_CLNC_INFO.doc
USP_SAVE_SC_CNSR_CLNC_INFO.doc
USP_SAVE_SC_INDIV_CLNC_INFO.doc

CC-1905-HCSIS-Del-Case Management Wizard for OLTL-DSD-WO-0061-UML Documentation zip documents

HCSIS_CMW_OLTL_ClassDiagrams.RTF
HCSIS_CMW_OLTL_SequenceDiagrams.RTF

1542-HCSIS-(Del 42)-DW Rel V-HCSIS-1.1 GSD-DSD Introduction.doc
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-2.1 Report Detail Requirements.doc
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-2.2 Element Details and Definitions.doc
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-2.3 DW Elements Matrix.xls
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-3.1 Data Acquisition Plan.doc
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-3.2 Staging Area Load Process.xls
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-3.3 EDW Load Process.xls
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-3.4 Source to Target Data Map.xls
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-4.1 Logical and Physical Data Model Overview.doc
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-4.3 Physical Star Schema Model.doc
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-4.4 Data Dictionary.xls
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-5.1 Front End Design and User Navigation.doc
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-5.2 PowerPlay Cube and Cognos Report Details.xls
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-6.1 Security Strategy Plan.doc
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-6.2 Testing Strategy Plan.doc
1542-HCSIS-(Del 42)-DW Rel V-HCSIS-6.3 Data Storage and Disaster Recovery Plan.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-Application_Blueprint.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-Class_Diagrams.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-clsis000.cls.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-Data_Dictionary.xls
2563-HCSIS-Del-FM Mods DSD-WO-0082-ISDFT.ASP.DOC
2563-HCSIS-Del-FM Mods DSD-WO-0082-ISDPS.ASP.DOC
2563-HCSIS-Del-FM Mods DSD-WO-0082-Physical_Data_Model.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-PKG_FINL_BDGT_MGMT SQL.DOC
2563-HCSIS-Del-FM Mods DSD-WO-0082-PKG_FINL_BDGT_MGMT_BODY SQL.DOC
2563-HCSIS-Del-FM Mods DSD-WO-0082-pkg_sc_clsr_body.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-Sequence_Diagrams.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_DELETE_APVD_PLAN.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_DELETE_PLAN.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_GET_COMPNNT_LAST_CHANGE.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_GET_ISP_DETAIL_LAST_CHANGE.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_GET_PLAN_COMPNNT_DTLS.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_GET_PLAN_STATUS_P2_2.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_CREATE_DRAFT_P2_2.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_CREATE_DRAFT_P3_2_2.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_CREATE_DRAFT_P3_3.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_DRAFT_PLAN_DATA.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_DRAFT_PLAN_P3_3_0.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_ISP_COPY_OCTM_ACTION.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_ISP_COPY_OCTM.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_ISP_COPY_SEC.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_ISP_COPY_SERV_DETAIL.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_ISP_COPY_SERV_REQSTD.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_ISP_COPY_SURVEY_SEC.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_PLAN_DATA_OMAP.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_PNDG_APRVL_P2_2.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_PNDG_APRVL_P3_2_2.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_PNDG_APRVL_P3_3_0.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_PNDG_APRVL_PLAN_P3_3.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_PNDG_REVIEW_P3_2_2.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_PNDG_REVIEW.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_PNDG_RVSN.doc
2563-HCSIS-Del-FM Mods DSD-WO-0082-USP_SAVE_WAIVER_ENRLMT.doc
2719-HCSIS Del-Removal of Admin Entities for OLTL-WO-0119-Application Blueprint.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-Application_Blueprint.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-Class_Diagrams.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-Data_Dictionary.xls
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-DSD.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-EDW_Load_Process.xls
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-Elements_Matrix.xls
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-ISSPA.ASP.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-PDM.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-PKG_SC_CLSR_BODY.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-PKG_SC_CLSR.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-PowerPlay_Details.xls
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-Seq_Diag.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-Source_to_Target_Data_Map.xls
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-Staging_Area_Load_Process.xls
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-USP_GET_CNSR_EXRCT_DATA.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-USP_GET_IM_CNSR_EXRCT_2.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-USP_SAVE_PNDG_APRVL_P3_3_0.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-USP_SAVE_POPT_HRA_CNSR.doc
2938-HCSIS-Del-Cap Mul Diag-DSD-Depl-DSD-WO-0062-USP_SAVE_POPT_IM_CNSR.sql.doc
2983-HCSIS-Del-Autism Int-DSD-WO-0106-Application_Blueprint.doc
2983-HCSIS-Del-Autism Int-DSD-WO-0106-Class_Diagrams.doc
2983-HCSIS-Del-Autism Int-DSD-WO-0106-Data_Dictionary.xls
2983-HCSIS-Del-Autism Int-DSD-WO-0106-Physical_Data_Model.doc
2983-HCSIS-Del-Autism Int-DSD-WO-0106-Sequence_Diagrams.doc
3207-HCSIS-Del-PDS_ISO Mods to HCSIS-DSD-Depl-WO-0075 ApplBlpt.doc
3207-HCSIS-Del-PDS_ISO Mods to HCSIS-DSD-Depl-WO-0075 DataDict.xls
3207-HCSIS-Del-PDS_ISO Mods to HCSIS-DSD-Depl-WO-0075 PhysDataMod.doc
3220-HCSIS-WP-Enh SIS Assess Rpt-WO-0147-Development-pkg_indiv_asmt_body.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

3220-HCSIS-WP-Enh SIS Assess Rpt-WO-0147-Development-pkg_indiv_asmt.doc
3300-HCSIS-Del-PDS-ISO-DSD-Depl-WO-0075-Application Blueprint.doc
3300-HCSIS-Del-PDS-ISO-DSD-Depl-WO-0075-Physical Data Model.doc
3325-HCSIS-Del-Prov Qual-DSD-Depl-WO-0143-DSD-Application Blueprint.doc
3325-HCSIS-Del-Prov Qual-DSD-Depl-WO-0143-DSD-Class Diagrams.doc
3325-HCSIS-Del-Prov Qual-DSD-Depl-WO-0143-DSD-Data Dictionary.xls
3325-HCSIS-Del-Prov Qual-DSD-Depl-WO-0143-DSD-Physical_Data_Model.doc
3663-HCSIS-Del-CMS Appendix H Changes-DSD-Depl-WO-0142-DSD-Data Dict.xls
3663-HCSIS-Del-CMS Appendix H Changes-DSD-Depl-WO-0142-DSD-Phy Data Model.doc
3663-HCSIS-Del-CMS Appendix H Changes-DSD-Depl-WO-0142-DSD-Prog Spec.doc
3775-ITSS-CC-DPW ALM Compliance Dashboards v1.0-HCSIS.xls
3784-ITSS-CC-DPW ALM Compliance Dashboards v2.0-HCSIS.xls
4020-HCSIS-Del-Alter AE Changes to HCSIS-DSD-Depl-WO-0135-DSD-App Blueprint.doc
4020-HCSIS-Del-Alter AE Changes to HCSIS-DSD-Depl-WO-0135-DSD-Data Dict.xls
4020-HCSIS-Del-Alter AE Changes to HCSIS-DSD-Depl-WO-0135-DSD-Phy Data Model.doc
4032-ITSS-CC-DPW ALM Baseline and Comp Dash v3.0-HCSIS.xls
4036-HCSIS-Del-OHMSAS CCR Plan-DSD-Depl-WO 0060-DSD-App Blueprint.doc
4036-HCSIS-Del-OHMSAS CCR Plan-DSD-Depl-WO 0060-DSD-Class Diag.doc
4036-HCSIS-Del-OHMSAS CCR Plan-DSD-Depl-WO 0060-DSD-Data Dic.xls
4036-HCSIS-Del-OHMSAS CCR Plan-DSD-Depl-WO 0060-DSD-Phy Data Model.doc
4227-HCSIS-Del-OMHSAS CCR-DSD-WO-0060-DSD Response Class Diagrams.doc
4227-HCSIS-Del-OMHSAS CCR-DSD-WO-0060-DSD Response Sequence Diagrams.doc
4537-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD-App Blueprint.doc
4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-Application_Blueprint.doc
4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-Class Diagrams.doc
4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-Data Dictionary.xls
4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-PDM.doc
4866-HCSIS-Del-AI Management-DSD-Depl-WO-0183-DSD-Sequence Diagrams.doc
4888-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-DSD-App Blueprint.doc
4888-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-DSD-Class Diagrams.doc
4888-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-DSD-PDM.doc
4888-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-DSD-Seq Diag.doc
4897-HCSIS-Del-EI ODS-DSD-Depl-WO-0184-DSD-Data Dictionary.xls
4897-HCSIS-Del-EI ODS-DSD-Depl-WO-0184-DSD-Elements Matrix.xls
4897-HCSIS-Del-EI ODS-DSD-Depl-WO-0184-DSD-Load Process.xls
4897-HCSIS-Del-EI ODS-DSD-Depl-WO-0184-DSD-PowerPlay Cognos Cubes and Report
Details.xls
4897-HCSIS-Del-EI ODS-DSD-Depl-WO-0184-DSD-Source to Target Map.xls
4897-HCSIS-Del-EI ODS-DSD-Depl-WO-0184-DSD-Staging Area Load Process.xls
4897-HCSIS-Del-EI ODS-DSD-Depl-WO-0184-DSD.doc
4898-HCSIS-Del-EI DW-DSD-Depl-WO-0235-DSD-Data Dictionary.xls
4898-HCSIS-Del-EI DW-DSD-Depl-WO-0235-DSD-EDW Load Process.xls
4898-HCSIS-Del-EI DW-DSD-Depl-WO-0235-DSD-Elements Matrix.xls
4898-HCSIS-Del-EI DW-DSD-Depl-WO-0235-DSD-PowerPlay Cognos Cubes and Report
Details.xls
4898-HCSIS-Del-EI DW-DSD-Depl-WO-0235-DSD-Source to Target Data Map.xls
4898-HCSIS-Del-EI DW-DSD-Depl-WO-0235-DSD-Staging Area Load Process.xls
5003-HCSIS-WP-Enhance to SIS Assess Ph 1-DSD-Depl-WO-0226-DSD-Class Diag.doc
5003-HCSIS-WP-Enhance to SIS Assess Ph 1-DSD-Depl-WO-0226-DSD-Data Dict.xls
5003-HCSIS-WP-Enhance to SIS Assess Ph 1-DSD-Depl-WO-0226-DSD-PDM.doc
5003-HCSIS-WP-Enhance to SIS Assess Ph 1-DSD-Depl-WO-0226-DSD-Program Spec.doc
5003-HCSIS-WP-Enhance to SIS Assess Ph 1-DSD-Depl-WO-0226-DSD-Seq Diag.doc
5051-HCSIS-Del-Early Int ODS-DSD-Depl-WO-0184-DSD Resp-PowerPlay Cognos Cubes-Rpt
Details.xls
5051-HCSIS-Del-Early Intervention ODS-DSD-Depl-WO-0184-DSD Response-Data Dictionary.xls

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

5051-HCSIS-Del-Early Intervention ODS-DSD-Depl-WO-0184-DSD Response-ODS Load Process.xls
5051-HCSIS-Del-Early Intervention ODS-DSD-Depl-WO-0184-DSD Response-Source to Target Map.xls
5051-HCSIS-Del-Early Intervention ODS-DSD-Depl-WO-0184-DSD Response-Staging Load Process.xls
5051-HCSIS-Del-Early Intervention ODS-DSD-Depl-WO-0184-DSD Response.doc
5052-HCSIS-Del-Early Int DW-DSD-Depl-WO-0235-DSD-Resp-PowerPlay Cognos Cubes-Rpt Details.xls
5052-HCSIS-Del-Early Intervention DW-DSD-Depl-WO-0235-DSD-Response-Load Process.xls
5052-HCSIS-Del-Early Intervention DW-DSD-Depl-WO-0235-DSD-Response-Staging Area Load Process.xls
5052-HCSIS-Del-Early Intervention DW-DSD-Depl-WO-0235-DSD-Response.doc
5065-HCSIS-Del-ODP SVF-FMS Transition-DSD-Depl-WO-0182-DSD-Response-PDM.doc
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DSD-App Blueprint.doc
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DSD-Class Diag.doc
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DSD-Data Dict.xls
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DSD-Int Spec-Mapping.xls
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DSD-Int Spec-Overview.doc
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DSD-PDM.doc
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DSD-Seq Diag.doc
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DW DSD-Data Dict.xls
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DW DSD-EDW Load Process.xls
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DW DSD-Source to Target Data Map.xls
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DW DSD-Staging Area Load Proc.xls
5217-HCSIS-Del-En to SIS Assess Ph 2-DSD-Depl-WO-0233-DW DSD.doc
5220-HCSIS-WP-ODP PTT Waiver Capacity-Phase 1-Mod-DSD-WO-0239-App Blueprint.doc
5220-HCSIS-WP-ODP PTT-Waiver Capacity-Phase 1-Mod-DSD-WO-0239-Class Diagrams.doc
5220-HCSIS-WP-ODP PTT Waiver Capacity-Phase 1-Mod-DSD-WO-0239-Data Dictionary.xls
5220-HCSIS-WP-ODP PTT Waiver Capacity-Phase 1-Mod-DSD-WO-0239-Physical Data Model.doc
5220-HCSIS-WP-ODP PTT-Waiver Capacity-Phase 1-Mod-DSD-WO-0239-Sequence Diagrams.doc
5248-ITSS-OWP-DPW App Arc Baseline Update HCSIS_ALMComplianceDashboard.xls
5319-HCSIS-Del-OLTL Ren Process-DSD-Depl-WO-0242-DSD-App Blueprint.doc
5319-HCSIS-Del-OLTL Ren Process-DSD-Depl-WO-0242-DSD-Class Diag.doc
5319-HCSIS-Del-OLTL Ren Process-DSD-Depl-WO-0242-DSD-Data Dict.xls
5319-HCSIS-Del-OLTL Ren Process-DSD-Depl-WO-0242-DSD-PDM.doc
5319-HCSIS-Del-OLTL Ren Process-DSD-Depl-WO-0242-DSD-Seq Diag.doc
5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-App Blueprint.doc
5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-Class Diag.doc
5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-Data Dict ODS.xls
5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-Data Dict.xls
5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-PDM.doc
5320-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-DSD-Seq Diag.doc
5397-HCSIS-Del-ODP PTT-Waiv Cap-Ph 1-DSD-Depl-WO-0239-DSD-Response-Data Dict.xls
5397-HCSIS-Del-ODP PTT-Waiv Cap-Ph 1-DSD-Depl-WO-0239-DSD-Response-Seq Diag.doc
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-WO-0246-DSD-Application Blueprint.doc
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-WO-0246-DSD-Class Diagrams.doc
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-WO-0246-DSD-Cubes and Rpt Details.xls
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-WO-0246-DSD-Data Dictionary.xls
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-WO-0246-DSD-DW-Data Dictionary.xls
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-WO-0246-DSD-DW-DSD.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-WO-0246-DSD-DW-EDW Load Process.xls
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-WO-0246-DSD-DW-Elements Matrix.xls
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-WO-0246-DSD-DW-Source to Target Data Map.xls
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-WO-0246-DSD-DW-Staging Area Load Process.xls
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-WO-0246-DSD-Physical Data Model.doc
5615-HCSIS-Del-Autism ACAP Enh Autism Waiver Wait-WO-0246-DSD-Sequence Diagrams.doc
5751-HCSIS-Del-Autism ACAP Enh Autism Waiv Wait-WO-0246-DSD-Resp-DW-Cubes-Report Details.xls
5751-HCSIS-Del-Autism ACAP Enh Autism Waiv Wait-WO-0246-DSD-Resp-DW-Source to Tar Data Map.xls
5751-HCSIS-Del-Autism ACAP Enh Autism Waiv Wait-WO-0246-DSD-Response-DW-Data Dict.xls
5751-HCSIS-Del-Autism ACAP Enh Autism Waiv Wait-WO-0246-DSD-Response-DW-DSD.doc
5751-HCSIS-Del-Autism ACAP Enh Autism Waiv Wait-WO-0246-DSD-Response-DW-Elements.xls
5751-HCSIS-Del-Autism ACAP Enh Autism Waiv Wait-WO-0246-DSD-Response-PDM.doc
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-App Blueprint.doc
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-CA2.doc
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-Class Diagrams.doc
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-Data Dictionary.xls
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-DW-Cubes and Report Details.xls
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-DW-Data Dictionary.xls
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-DW-DSD.doc
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-DW-EDW Load Process.xls
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-DW-Elements Matrix.xls
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-DW-Source to Target Data Map.xls
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-DW-Staging Area Load Process.xls
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-ODS-Data Dictionary.xls
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-ODS-Detailed System Design.doc
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-ODS-ODS Load Process.xls
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-ODS-Source to Target Data Map.xls
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-ODS-Stage Load Process.xls
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-PDM.doc
5780-HCSIS-Del-ODP PTT-Waiv Cap Ph 3-DSD-Depl-WO-0248-DSD-Seq Diag.doc
5784-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD Part 2-App Blueprint.doc
5784-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD Part 2-Class Diag.doc
5784-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-DSD Part 2-Seq Diag.doc
5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-Data Dictionary.xls
5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-EDW Load Process.xls
5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-EDW Staging Area Load Proc.xls
5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-ODS Load Process.xls
5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-ODS Stage Load Process.xls
5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-PDM.doc
5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-Report Details.xls

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-Source to Target Data Map.xls
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-App Blueprint.doc
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-CA2.doc
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-Class Diagrams.doc
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-Data Dictionary.xls
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-DW Cubes_Report Details.xls
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-DW Data Map.xls
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-DW Detailed System Design.doc
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-DW EDW Load Process.xls
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-DW Elements Matrix.xls
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-DW Staging Load Process.xls
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-Physical Data Model.doc
5880-HCSIS-Del-EI Preschool-DSD-Depl-WO-0225-DSD-Sequence Diagrams.doc
5899-HCSIS-Del-Trans to Managed Domain-DSD-Depl-WO-0258-DSD-App Blueprint.doc
5899-HCSIS-Del-Trans to Managed Domain-DSD-Depl-WO-0258-DSD-Data Dict.xls
5899-HCSIS-Del-Trans to Managed Domain-DSD-Depl-WO-0258-DSD-PDM.doc
5902-ITSS-OWP-DPW Enterprise Application Architecture Baseline to Version 5.0-HCSIS-ALM-CD.xls
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-clslT001.cls.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-clslT002.cls.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-clsoBSAV.cls.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-DBServices.vb.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-DSDIntroduction_v1.0.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-GET_PROVR_SERV_LOC_NPI.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-HCSIS-NPI_Data_Dictionary_V1.0.xls
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-IPAPR.ASPX.DOC
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-IPPAS.ASCX.DOC
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-ITCLD.ASPX.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-ITCLR.ASPX.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-ITCPS.DOC
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-ITLTK.ASPX.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-ITMNP.ASPX.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-ITPSI.rpt.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-ITSAS.ASPX.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-ITSLD.ASPX.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-ITTPS.DOC
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-NPI Interface List.xls
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-nt013.rpt.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-Physical_Data_Model_v1.0.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-PKG_PROVR_CLNC.SQL.DOC
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-PKG_PROVR_IDENTITY_INFO.SQL.DOC
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-PKG_PROVR_SITES_SERVICES.SQL.DOC
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-PKG_TEMP_PROVR.SQL.DOC
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-pkg_tsm.sql.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-Provider_Class_Diagrams.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-Provider_Sequence_Diagrams.RTF

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-scetp.asp.doc
CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-scgis.asp.doc
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CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-
USP_CPB_VOID_CLAIM_INTL.doc
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CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-USP_CPBPC_PDA.doc
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CC-1322-HCSIS-Del-HCSIS Changes for NPI-W0036-DSD-Depl DSD-
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CC-1976-HCSIS-Del-OCYF IM Enhancements DSD-WO-0086-PKG_WRKLD_MGT.doc
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CC-1976-HCSIS-Del-OCYF IM Enhancements DSD-WO-0086-V_MPI_PROVR_LOC_NPI_TAXMY.doc
CC-1976-HCSIS-Del-OCYF IM Enhancements DSD-WO-0086-V_MPI_PROVR_LOC_TYPE_SPECLTY.doc
CC-1976-HCSIS-Del-OCYF IM Enhancements DSD-WO-0086-V_MPI_PROVR_LOC.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5. Development

FM Mods Development Work Product

CodeReviewChecklists

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

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HCSIS_FMMods_Unit_Test_Cklt_AuthorizedServicesBO.vb.doc
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HCSIS_FMMods_Unit_Test_Cklt_USP_SAVE_COPY_PLAN_SERV.doc
HCSIS_FMMods_Unit_Test_Cklt_USP_SAVE_COPY_SERV_DETAIL.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

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HCSIS Case Mgmt Wizard Unit Test Checklists

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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HCSIS Shared Customers

CodeReviewCheckLists

5.9.0 ASP.NET CODE_REVIEW_ISPPD.ASPX.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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5.9.0_Code_Review_PLSQL_USP_GET_ISP_HIST_SECTN_DETAIL.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_ISP_PRINT_LIST_P2_2.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_ISP_SECTN_DETAIL_P2_2.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_MDCAD.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_PGM_ISP_PRINT_LIST.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_PGM_PLAN_INFO.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_PLAN_STATUS_P2_2.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_PLAN_STATUS.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_PRE_SCREEN.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_REC GW_PMO.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_REFL_EXRCT_DATA.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_REFL_INFO.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_SERV_PFCE_EXRCT_DATA.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_SERV_PFCE_P2_2.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_SERV_PFCE_REPORT.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_SERV_PFCE_VALID_RECORD.SQL.doc
c
5.9.0_Code_Review_PLSQL_USP_GET_SUPPL_DOCUM.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_TEMP_CNSR_SEARCH.SQL.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

5.9.0_Code_Review_PLSQL_USP_GET_TEMP_CNSR.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_WM_CASES.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_WM_CNSR_SEARCH.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_WM_DOC_VERS_DETL.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_WM_DOC.SQL.doc
5.9.0_Code_Review_PLSQL_USP_GET_WM_SAMPLE.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_ACCEPT_CASE_TFR.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_CASE_TO_CSLD.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_CLIENT_ALT_ID.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_CLIENT_INFO.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_CNSR_CIS_STAGE.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_CNSR_CLNC_INFO.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_CNSR_CLNC.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_CNSR_DMGRPHCS_P2_1.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_CNSR_STATUS.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_ELIGTY_FORM_P2_2.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_ELIGTY_SERV_PFCE.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_ELIGTY_VALDN.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_EVAL_ASSESS.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_HRA_AUTO_SAMPLE.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_HRA_IQM_SAMPLE.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_HRA_REQSTD_SAMPLE.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_ICF_ELIGTY_P2_2.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_LEV_CARE.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_MNTRNG_BATCH_ALERTS.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_MULTI_ICF_ELIGTY_P2_2.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_PNDG_CNSR.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_POPT_HRA_CNSR.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_POPT_IM_CNSR.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_PROG_CNSR_P2_2.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_PROG_CNSR.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_PROVR_CNSR_CLNC.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_REFL_INFO.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_SC_CNSR_CLNC_INFO.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_SC_CNSR_CLNC.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_SC_ENTITY_PROG_CNSR.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_SC_PROG_CNSR_P2_2.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_SERV_PFCE_P2_2.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_SHARED_CNSR_CLNC.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_SUPPL_DOCUM.SQL.doc
5.9.0_Code_Review_PLSQL_USP_SAVE_TEMP_CNSR.SQL.doc

UnitCheckLists

5.9.0 ASP.NET Checklist_ISPPD.aspx.doc
5.9.0 ASP.NET Checklist_ISPPL.aspx.doc
5.9.0 ASP.NET Checklist_RECDX.ascx.doc
5.9.0 ASP.NET Checklist_RECDX.aspx.doc
5.9.0 ASP.NET Checklist_RECOP.aspx.doc
5.9.0 ASP.NET Checklist_RELOC.aspx.doc
5.9.0 ASP.NET Checklist_RESDX.aspx.doc
5.9.0 ASP.NET Checklist_RESOP.aspx.doc
5.9.0 ASP.NET Checklist_REUCD.aspx.doc
5.9.0 ASP.NET Checklist_REWOP.aspx.doc
5.9.0_Unit_CheckList_ASP_IMCSR.asp.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

5.9.0_Unit_CheckList_ASP_IMINF.asp.doc
5.9.0_Unit_CheckList_ASP_IMNCL.asp.doc
5.9.0_Unit_CheckList_ASP_IMPCC.asp.doc
5.9.0_Unit_CheckList_ASP_IMURC.asp.doc
5.9.0_Unit_CheckList_ASP_ISHPT.asp.doc
5.9.0_Unit_CheckList_ASP_ISPPS.asp.doc
5.9.0_Unit_CheckList_ASP_ISPPT.asp.doc
5.9.0_Unit_CheckList_ASP_RE001.asp.doc
5.9.0_Unit_CheckList_ASP_READD.asp.doc
5.9.0_Unit_CheckList_ASP_RECHI.asp.doc
5.9.0_Unit_CheckList_ASP_RECLS.asp.doc
5.9.0_Unit_CheckList_ASP_RECNT.asp.doc
5.9.0_Unit_CheckList_ASP_RECPR.asp.doc
5.9.0_Unit_CheckList_ASP_REHST.asp.doc
5.9.0_Unit_CheckList_ASP_REINF.asp.doc
5.9.0_Unit_CheckList_ASP_REINQ.asp.doc
5.9.0_Unit_CheckList_ASP_RELEV.asp.doc
5.9.0_Unit_CheckList_ASP_RELOC.asp.doc
5.9.0_Unit_CheckList_ASP_REMDC.asp.doc
5.9.0_Unit_CheckList_ASP_RENCL.asp.doc
5.9.0_Unit_CheckList_ASP_REPSR.asp.doc
5.9.0_Unit_CheckList_ASP_RERST.asp.doc
5.9.0_Unit_CheckList_ASP_RESEP.asp.doc
5.9.0_Unit_CheckList_ASP_REUID.asp.doc
5.9.0_Unit_CheckList_ASP_REWPE.asp.doc
5.9.0_Unit_CheckList_ASP_SCSIF.asp.doc
5.9.0_Unit_CheckList_COM_clsCPSAV.cls.doc
5.9.0_Unit_CheckList_COM_clsIMCLR.cls.doc
5.9.0_Unit_CheckList_COM_clsIMSAV.cls.doc
5.9.0_Unit_CheckList_COM_clsRE000.cls.doc
5.9.0_Unit_CheckList_PLSQL_GET_ADDNL_RE_TBL_VAL_TXT.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_ADDNL_RE_VAL_TXT.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_CNSR_ALL_COUNTY_AGENCY.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_CNSR_ALL_SC_ENTITY_NAM.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_CNSR_ALL_SC_NAM.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_ELIGTY_STATUS_CNT.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_ELIGTY_STATUS_OTHER_PMO.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_ELIGTY_VALDN_REPORT.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_ELIGTY_VALDN.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_HRA_ELIG_CNSR_HCQU_COUNT.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_IS_CNSR_PGM_SHARED.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_LIVING_QLFR_CURR.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_LIVING_QLFR_HIST.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_LIVING_SITUTN_CURR.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_LIVING_SITUTN_DTE.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_LIVING_SITUTN_HIST.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_NAM_ORGN_FOR_CNSR.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_OMAP_ELIGTY_VALDN.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_OMR_ELIGTY_VALDN.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_PLAN_ORGN_IDN.SQL.doc
5.9.0_Unit_CheckList_PLSQL_get_re_tbl_val_txt.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_RECGW_NAM.sql.doc
5.9.0_Unit_CheckList_PLSQL_GET_RECGW_PMO.SQL.doc
5.9.0_Unit_CheckList_PLSQL_GET_VERIFY_ELIGTY_STATUS.SQL.doc
5.9.0_Unit_CheckList_PLSQL_PKG_DMGRPHC_RQ.SQL.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5.9.0_Unit_CheckList_PLSQL_PKG_ELIGTY.SQL.doc
5.9.0_Unit_CheckList_PLSQL_PKG_OMHSAS_SCTY.SQL.doc
5.9.0_Unit_CheckList_PLSQL_PKG_REG_MGT.SQL.doc
5.9.0_Unit_CheckList_PLSQL_PKG_SC_CLSR.SQL.doc
5.9.0_Unit_CheckList_PLSQL_PKG_SC_MGT.SQL.doc
5.9.0_Unit_CheckList_PLSQL_PKG_STATE_CENTER_DMGRPHCS.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_ADDNL_KEY_VALUE_PAIRS.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_ADDNL_TABLE_VALUE.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CASE_CMTS_EXRCT_DATA.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CASE_REFL_INFO.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CLIENT_ALT_ID.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CLIENT_DMGRPHCS_HIST.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CLIENT_DMGRPHCS.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_ADR.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_DMGRPHCS_HIST.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_DMGRPHCS_INFO.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_DMGRPHCS_SEARCH.SQL.doc
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5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_DMGRPHCS.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_EXRCT_DATA.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_EXRCT.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_HIST_EXRCT_DATA.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_HIST_STATUS.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_INFO.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_INS.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_PMO_NAM.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_PRE_SRVY_EXRCT.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_PROFL_LIST_P2_1 .SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_PROFL.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_PROVR_REL.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_SEARCH.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_STATUS_P4_3.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNSR_STATUS.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CNTC.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_CURR_APVD_PLAN.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_DMGRPHCS_INFO_P2_2.sql.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_ELIG_FORM_EXRCT_DATA.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_ELIGTY_FORM_P2_2.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_EVAL_ASSESS.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_HRA_CJ_SAMPLE_SIZE.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_ICF_ELIGTY_EXRCT_DATA.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_ICF_ELIGTY_P2_2.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_IM_CNSR_EXRCT_2.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_IM_SUBJ_BAR.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_IS_CNSR_SHARED.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_ISP_HIST_PRINT_LIST.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_ISP_HIST_SECTN_DETAIL.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_ISP_PRINT_LIST_P2_2.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_ISP_SECTN_DETAIL_P2_2.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_MDCAD.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_PGM_ISP_PRINT_LIST.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_PGM_PLAN_INFO.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_PLAN_STATUS_P2_2.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_PLAN_STATUS.sql.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_PRE_SCREEN.SQL.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

5.9.0_Unit_CheckList_PLSQL_USP_GET_RECGW_PMO.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_REFL_EXRCT_DATA.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_REFL_INFO.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_SERV_PFCE_EXRCT_DATA.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_SERV_PFCE_P2_2.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_SERV_PFCE_REPORT.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_SERV_PFCE_VALID_RECORD.SQL.d
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5.9.0_Unit_CheckList_PLSQL_USP_GET_SUPPL_DOCUM.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_TEMP_CNSR_SEARCH.sql.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_TEMP_CNSR.sql.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_WM_CASES.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_WM_CNSR_SEARCH.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_WM_DOC_VERS_DETL.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_WM_DOC.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_GET_WM_SAMPLE.SQL.doc
5.9.0_Unit_CheckList_PLSQL_osp_save_accept_case_tfr.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_CASE_TO_CSLD.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_CLIENT_ALT_ID.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_CLIENT_INFO.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_CNSR_CIS_STAGE.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_CNSR_CLNC_INFO.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_CNSR_CLNC.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_CNSR_DMGRPHCS_P2_1.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_CNSR_STATUS.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_ELIGTY_FORM_P2_2.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_ELIGTY_SERV_PFCE.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_ELIGTY_VALDN.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_EVAL_ASSESS.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_HRA_AUTO_SAMPLE.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_HRA_IQM_SAMPLE.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_HRA_REQSTD_SAMPLE.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_ICF_ELIGTY_P2_2.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_LEV_CARE.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_MNTRNG_BATCH_ALERTS.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_MULTI_ICF_ELIGTY_P2_2.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_PNDG_CNSR.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_POPT_HRA_CNSR.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_POPT_IM_CNSR.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_PROG_CNSR_P2_2.sql.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_PROG_CNSR.SQL.doc
5.9.0_Unit_CheckList_PLSQL_osp_save_provr_cnsr_clnc.sql.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_REFL_INFO.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_SC_CNSR_CLNC_INFO.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_SC_CNSR_CLNC.SQL.doc
5.9.0_Unit_CheckList_PLSQL_osp_save_sc_entity_prog_cnsr.sql.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_SC_PROG_CNSR_P2_2.sql.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_SERV_PFCE_P2_2.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_SHARED_CNSR_CLNC.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_SUPPL_DOCUM.SQL.doc
5.9.0_Unit_CheckList_PLSQL_USP_SAVE_TEMP_CNSR.SQL.doc
5.9.0_UnitTest_Checklist_NET_BC_ippl.vb.doc
5.9.0_UnitTest_Checklist_NET_BC_recdx.vb.doc
5.9.0_UnitTest_Checklist_NET_BC_recop.vb.doc
5.9.0_UnitTest_Checklist_NET_BC_reloc.vb.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

5.9.0_UnitTest_Checklist_NET_BC_resop.vb.doc
5.9.0_UnitTest_Checklist_NET_BC_rewop.vb.doc
5.9.0_UnitTest_Checklist_NET_BWC_ipppl.vb.doc
5.9.0_UnitTest_Checklist_NET_BWC_recdx.vb.doc
5.9.0_UnitTest_Checklist_NET_BWC_recop.vb.doc
5.9.0_UnitTest_Checklist_NET_BWC_reloc.vb.doc
5.9.0_UnitTest_Checklist_NET_BWC_resop.vb.doc
5.9.0_UnitTest_Checklist_NET_BWC_rewop.vb.doc
5.9.0_UnitTest_Checklist_NET_BWC_utsec.vb.doc
5.9.0_UnitTest_Checklist_NET_DAL_ipppl.vb.doc
5.9.0_UnitTest_Checklist_NET_DAL_recdx.vb.doc
5.9.0_UnitTest_Checklist_NET_DAL_recop.vb.doc
5.9.0_UnitTest_Checklist_NET_DAL_reloc.vb.doc
5.9.0_UnitTest_Checklist_NET_DAL_resop.vb.doc
5.9.0_UnitTest_Checklist_NET_DAL_rewop.vb.doc
5.9.0_UnitTest_Checklist_NET_DC_ipppl.vb.doc
5.9.0_UnitTest_Checklist_NET_DC_recdx.vb.doc
5.9.0_UnitTest_Checklist_NET_DC_reloc.vb.doc
5.9.0_UnitTest_Checklist_NET_DC_resdx.vb.doc
5.9.0_UnitTest_Checklist_NET_DC_reucd.vb.doc
5.9.0_UnitTest_Checklist_NET_Helper_rebeh.vb.doc

Shared Consumers 3_Summary_Checklist.doc

HCSIS_Autism_ACAP_Development_Deliverable

Code Review Checklists

ASP

HCSIS_ACAP_Code_Review_Cklt_ASP_is013.doc
HCSIS_ACAP_Code_Review_Cklt_ASP_ismss.doc
HCSIS_ACAP_Code_Review_Cklt_ASP_RECLS.doc
HCSIS_ACAP_Code_Review_Cklt_ASP_REEGT.doc
HCSIS_ACAP_Code_Review_Cklt_ASP_REELI.doc
HCSIS_ACAP_Code_Review_Cklt_ASP_relog.doc
HCSIS_ACAP_Code_Review_Cklt_ASP_remtg.doc
HCSIS_ACAP_Code_Review_Cklt_ASP_RENCL.doc
HCSIS_ACAP_Code_Review_Cklt_ASP_reprs.doc
HCSIS_ACAP_Code_Review_Cklt_ASP_rerfr.doc
HCSIS_ACAP_Code_Review_Cklt_ASP_REWPE.doc
HCSIS_ACAP_Code_Review_Cklt_ASP_scsur.doc
HCSIS_ACAP_Code_Review_Cklt_ASP_uthdr.doc

ASP.NET

HCSIS_ACAP_Code_Review_Cklt_ASP.NET_ISHAS.doc
HCSIS_ACAP_Code_Review_Cklt_ASP.NET_recdx.doc
HCSIS_ACAP_Code_Review_Cklt_ASP.NET_reucd.doc
HCSIS_ACAP_Code_Review_Cklt_ASP.NET_SCMNU.doc
HCSIS_ACAP_Code_Review_Cklt_ASP.NET_SCSIB.doc

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

HCSIS_ACAP_Code_Review_Cklt_COM_CLSIS000.doc
HCSIS_ACAP_Code_Review_Cklt_COM_SCBEH.doc
HCSIS_ACAP_Code_Review_Cklt_COM_UTSEC.doc

DOTNET

PL-SQL

HCSIS_ACAP_Code_Review_Cklt_PLSQL_GET_BAS_ELIGTY_V
ALDN.doc
HCSIS_ACAP_Code_Review_Cklt_PLSQL_GET_CNSR_PMO_N
AM.doc
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HCSIS_ACAP_Code_Review_Cklt_PLSQL_GET_ELIGTY_VALD
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ROFL_INFO.doc
HCSIS_ACAP_Code_Review_Cklt_PLSQL_usp_get_cnsr_reg_se
arch_p2_1.doc
HCSIS_ACAP_Code_Review_Cklt_PLSQL_USP_GET_DSTNCT_
PLAN_RESP_SEQ.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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_ENRLMT.doc

UnitTest Checklists

ASP

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ASP.NET

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COM

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

DOTNET

PL-SQL

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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HARED_CNSR_CLNC.doc
HCSIS_ACAP_Unit_Test_Checklist_Consolidated_USP_SAVE_W
AIVER_ENRLMT.doc
PMO_Unit_Test_Checklist_Consolidated_PKG_REG_MGT_BODY
.doc
PMO_Unit_Test_Checklist_Consolidated_USP_GET_KEY_VALU
E_PAIRS.SQL.doc

Checklist Summary.xls

NPI-Unit_Test_Checklists

Code Review Checklists

ASPX

5.8.0 ASP.NET CODE_REVIEW_IT000.aspx.doc
5.8.0 ASP.NET CODE_REVIEW_IT001.aspx.doc
5.8.0 ASP.NET CODE_REVIEW_ITADR.aspx.doc
5.8.0 ASP.NET CODE_REVIEW_ITCLN.ASPX .doc
5.8.0 ASP.NET CODE_REVIEW_ITCSD.ASPX.doc
5.8.0 ASP.NET CODE_REVIEW_ITCTC.aspx.doc
5.8.0 ASP.NET CODE_REVIEW_ITIDI.aspx.doc
5.8.0 ASP.NET CODE_REVIEW_ITLOG.aspx.doc
5.8.0 ASP.NET CODE_REVIEW_ITORG.aspx.doc
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5.8.0 ASP.NET CODE_REVIEW_ITTPS.ASCX.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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BC

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BWC

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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DC

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

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5.8.0_Code_Review_NET_v5_itspl.vb.doc
5.8.0_Code_Review_NET_v5_ittax.vb.doc
5.8.0_Code_Review_NET_v5_ittpr.vb.doc

Unit Test Checklists

Aspx

5.8.0 ASP.NET Checklist_ITADR.aspx.doc
5.8.0 ASP.NET CHECKLIST_ITCLN.ASPX.doc
5.8.0 ASP.NET CHECKLIST_ITCSD.ASPX.doc
5.8.0 ASP.NET Checklist_ITCTC.aspx.doc
5.8.0 ASP.NET Checklist_ITIDI.aspx.doc
5.8.0 ASP.NET Checklist_ITLOG.aspx.doc
5.8.0 ASP.NET Checklist_ITORG.aspx.doc
5.8.0 ASP.NET Checklist_ITRTX.aspx.doc
5.8.0 ASP.NET CHECKLIST_ITSAD.ASPX.doc
5.8.0 ASP.NET CHECKLIST_ITSIS.ASCX.doc
5.8.0 ASP.NET CHECKLIST_ITSIS.ASPX.doc
5.8.0 ASP.NET CHECKLIST_ITSLD.ASPX.doc
5.8.0 ASP.NET Checklist_ITSLO.ASPX.doc
5.8.0 ASP.NET Checklist_ITSSO.ASPX.doc
5.8.0 ASP.NET Checklist_ITSTI.ASPX.doc
5.8.0 ASP.NET Checklist_ITTAC.ASPX.doc
5.8.0 ASP.NET Checklist_ITTAX.ASPX.doc
5.8.0 ASP.NET CHECKLIST_ITTPS.ASCX.doc
5.8.0 ASP.NET CHECKLIST_ITTPS.ASPX.doc
5.8.0 ASP.NET Checklist_UTF00.ASCX .doc
5.8.0 ASP.NET Checklist_UTF01.ASCX .doc
5.8.0 ASP.NET Checklist_UTH00.ASCX .doc
5.8.0 ASP.NET Checklist_UTH01.ascx.doc
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5.8.0 ASP.NET Checklist_UTL01.ASCX .doc
5.8.0 ASP.NET Checklist_UTM00.ASCX .doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5.8.0 ASP.NET Checklist_UTM01.ascx.doc
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5.8.0 ASP.NET Checklist_UTR01.ASCX .doc
5.8.0 ASP.NET Checklist_UTTAB.ASCX .doc
5.8.0 ASP.NET Checklist_IT000.aspx.doc
5.8.0 ASP.NET Checklist_IT001.aspx.doc

BC

5.8.0_UnitTest_Checklist_NET_BC_itadr.vb.doc
5.8.0_UnitTest_Checklist_NET_BC_ITCLR.vb.doc
5.8.0_UnitTest_Checklist_NET_BC_itcnt.vb.doc
5.8.0_UnitTest_Checklist_NET_BC_itlog.vb.doc
5.8.0_UnitTest_Checklist_NET_BC_itpbs.vb.doc
5.8.0_UnitTest_Checklist_NET_BC_itslo.vb.doc
5.8.0_UnitTest_Checklist_NET_BC_itsti.vb.doc
5.8.0_UnitTest_Checklist_NET_BC_ittpr.vb.doc

BWC

5.8.0_UnitTest_Checklist_NET_BWC_ITCLR.vb.doc
5.8.0_UnitTest_Checklist_NET_BWC_itreg.vb.doc

DAL

5.8.0_AddressDataManager_Unit Test Checklist.doc
5.8.0_ClearedAddressDataManager_Unit Test Checklist.doc
5.8.0_ClearedAddressDataProvider_Unit Test Checklist.doc
5.8.0_ClearedAlternateIdDataProvider_Unit Test Checklist.doc
5.8.0_ClearedContactDataManager_Unit Test Checklist.doc
5.8.0_ClearedOrganizationDataManager_Unit Test Checklist.doc
5.8.0_ClearedProviderDataManager_Unit Test Checklist.doc
5.8.0_ClearedProviderDataProvider_Unit Test Checklist.doc
5.8.0_ClearedProviderTypeDataManager_Unit Test Checklist.doc
5.8.0_ClearedServiceDataManager_Unit Test Checklist.doc
5.8.0_ClearedServiceLocationDataManager_Unit Test Checklist.doc
5.8.0_ClearedServiceLocationDataProvider_Unit Test Checklist.doc
5.8.0_ClearedSiteDataManager_Unit Test Checklist.doc
5.8.0_ClearedSiteDataProvider_Unit Test Checklist.doc
5.8.0_ClearedSpecialtiesDataManager_Unit Test Checklist.doc
5.8.0_ClearedSpecialtiesDataProvider_Unit Test Checklist.doc
5.8.0_ClearedTaxonomyDataManager_Unit Test Checklist.doc
5.8.0_ClearedTaxonomyDataProvider_Unit Test Checklist.doc
5.8.0_ContactDataManager_Unit Test Checklist.doc
5.8.0_ContactDataProvider_Unit Test Checklist.doc
5.8.0_CustomServiceLocationMapDataProvider_Unit Test Checklist.doc
5.8.0_DataManager_Unit Test Checklist.doc
5.8.0_OrganizationDataManager_Unit Test Checklist.doc
5.8.0_ProviderDataFactory_Unit Test Checklist.doc
5.8.0_ProviderDataManager_Unit Test Checklist.doc
5.8.0_ProviderTypeDataManager_Unit Test Checklist.doc
5.8.0_SerivceDataManager_Unit Test Checklist.doc
5.8.0_ServiceLocationDataManager_Unit Test Checklist.doc
5.8.0_SiteDataManager_Unit Test Checklist.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5.8.0_StagingAddressDataProvider_Unit Test Checklist.doc
5.8.0_StagingContactDataProvider_Unit Test Checklist.doc
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5.8.0_StagingOrganizationDataProvider_Unit Test Checklist.doc
5.8.0_StagingRegionOrgnDataProvider_Unit Test Checklist.doc
5.8.0_StagingServiceLocationDataProvider_Unit Test Checklist.doc
5.8.0_StagingSiteDataProvider_Unit Test Checklist.doc
5.8.0_StagingSpecitaltiesDataProvider_Unit Test Checklist.doc
5.8.0_StagingTaxonomyDataProvider_Unit Test Checklist.doc
5.8.0_TaxonomyDataManager_Unit Test Checklist.doc
5.8.0_TempAddressDataManager_Unit Test Checklist.doc
5.8.0_TempAddressDataProvider_Unit Test Checklist.doc
5.8.0_TempAlternateIdProvider_Unit Test Checklist.doc
5.8.0_TempContactDataManager_Unit Test Checklist.doc
5.8.0_TempContactDataProvider_Unit Test Checklist.doc
5.8.0_TempOrganizationAltIdDataProvider_Unit Test Checklist.doc
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5.8.0_TempServiceDataManager_Unit Test Checklist.doc
5.8.0_TempServiceLocationDataManager_Unit Test Checklist.doc
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5.8.0_TempTaxonomyDataProvider_Unit Test Checklist.doc

DC

5.8.0_UnitTest_Checklist_NET_DC_itadc.vb.doc
5.8.0_UnitTest_Checklist_NET_DC_itadr.vb.doc
5.8.0_UnitTest_Checklist_NET_DC_ITCLR.VB.doc
5.8.0_UnitTest_Checklist_NET_DC_itcnt.vb.doc
5.8.0_UnitTest_Checklist_NET_DC_itcom.vb.doc
5.8.0_UnitTest_Checklist_NET_DC_itenm.vb.doc
5.8.0_UnitTest_Checklist_NET_DC_itind.vb.doc
5.8.0_UnitTest_Checklist_NET_DC_itore.vb.doc
5.8.0_UnitTest_Checklist_NET_DC_itpag.vb.doc
5.8.0_UnitTest_Checklist_NET_DC_itpba.vb.doc
5.8.0_UnitTest_Checklist_NET_DC_itpst.vb.doc
5.8.0_UnitTest_Checklist_NET_DC_itreg.vb.doc
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5.8.0_UnitTest_Checklist_NET_DC_ittpr.vb.doc
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5.8.0_UnitTest_Checklist_NET_v5_itadr.vb.doc
5.8.0_UnitTest_Checklist_NET_v5_itcnt.vb.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5.8.0_UnitTest_Checklist_NET_v5_itcom.vb.doc
5.8.0_UnitTest_Checklist_NET_v5_itenm.vb.doc
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5.8.0_UnitTest_Checklist_NET_v5_itspl.vb.doc
5.8.0_UnitTest_Checklist_NET_v5_ittax.vb.doc
5.8.0_UnitTest_Checklist_NET_v5_ittpr.vb.doc

Stored Procedure

5.8.0_Code_Review_PLSQL_PKG_MPI_PROVR_BODY.doc
5.8.0_Code_Review_PLSQL_PKG_MPI_PROVR.doc
5.8.0_Code_Review_PLSQL_PKG_PROVR_CLNC_BODY.SQL .doc
5.8.0_Code_Review_PLSQL_PKG_PROVR_CLNC.SQL .doc
5.8.0_Code_Review_PLSQL_PKG_PROVR_MPI_CLNC_BODY.SQL .doc
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5.8.0_Code_Review_PLSQL_PKG_STAGE_PROVR.doc
5.8.0_Code_Review_PLSQL_PKG_TEMP_PROVR_BODY.doc
5.8.0_Code_Review_PLSQL_PKG_TEMP_PROVR.doc
5.8.0_Unit_CheckList_PLSQL_PKG_MPI_PROVR_BODY.doc
5.8.0_Unit_CheckList_PLSQL_PKG_MPI_PROVR.doc
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5.8.0_Unit_CheckList_PLSQL_PKG_STAGE_PROVR_BODY.doc
5.8.0_Unit_CheckList_PLSQL_PKG_STAGE_PROVR.doc
5.8.0_Unit_CheckList_PLSQL_PKG_TEMP_PROVR_Body.doc
5.8.0_Unit_CheckList_PLSQL_PKG_TEMP_PROVR.doc

NPI_Summary_Checklist.doc

OCYF IM – Unit Test Checklists

ASPX

OCYF R1.0_UnitTest_Checklist_ASP.NET_ADBUL.ASPX.doc
OCYF R1.0_UnitTest_Checklist_ASP.NET_ADIBU.ASPX.doc
OCYF R1.0_UnitTest_Checklist_ASP.NET_ALPRC.ASPX.doc
OCYF R1.0_UnitTest_Checklist_ASP.NET_ALSPA.ASPX.doc
OCYF R1.0_UnitTest_Checklist_ASP.NET_IMCMT.ASPX.doc
OCYF R1.0_UnitTest_Checklist_ASP.NET_IMDIN.ASPX.doc
OCYF R1.0_UnitTest_Checklist_ASP.NET_RECPL.ASPX.doc
OCYF R1.0_UnitTest_Checklist_ASP.NET_RECPR.ASPX.doc
OCYF R1.0_UnitTest_Checklist_ASP.NET_RPREQ.ASPX.doc
OCYF R1.00.00 ASP.NET Checklist_IMDIN.ASPX.DOC
OCYF R1.00.00 ASP.NET Checklist_IMDMI.ASPX.DOC
OCYF R1.00.00 ASP.NET Checklist_IMHOM.ASPX.DOC
OCYF R1.00.00 ASP.NET Checklist_IMINC.ASCX.DOC

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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OCYF R1.00.00 ASP.NET Checklist_RELCR.ASPX.DOC
OCYF R1.00.00 ASP.NET Checklist_RETCN.ASPX.DOC
OCYF R1.00.00 ASP.NET Checklist_RETCS.ASPX.DOC
OCYF R1.00.00 ASP.NET CHECKLIST_UACTX.APX.doc
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OCYF R1.00.00 ASP.NET CHECKLIST_UTHOM.APX.doc

BC

OCYF R1.0_UnitTest_Checklist_NET_BC_RECPR.vb.doc
OCYF R1.0_UnitTest_Checklist_NET_BC_UTALE.vb.doc
OCYF R1.0_UnitTest_Checklist_NET_BC_UTBUL.vb.doc
OCYF R1.0_UnitTest_Checklist_NET_BC_UTREP.vb.doc
OCYF R1.00.00 UnitTest_Checklist_NET_BC_utale.vb.doc
OCYF R1.00.00 UnitTest_Checklist_NET_BC_utbul.vb.doc
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OCYF R1.00.00 UnitTest_Checklist_NET_BC_UTCON.vb.doc
OCYF R1.00.00 UnitTest_Checklist_NET_BC_UTORGN.vb.doc
OCYF R1.00.00 UnitTest_Checklist_NET_BC_UTREF.vb.doc
OCYF R1.00.00 UnitTest_Checklist_NET_BC_UTREP.vb.doc
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OCYF R1.00.00_UnitTest_Checklist_NET_BC_imctr.vb.doc
OCYF R1.00.00_UnitTest_Checklist_NET_BC_imexn.vb.doc
OCYF R1.00.00_UnitTest_Checklist_NET_BC_imfnl.vb.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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OCYF R1.00.00_UnitTest_Checklist_NET_BC_imind.vb.doc
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OCYF R1.00.00_UnitTest_Checklist_NET_BC_immgr.vb.doc
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OCYF R1.00.00_UnitTest_Checklist_NET_BC_recls.vb.doc

BWC

OCFY R1.00.00_UnitTest_Checklist_NET_BWC_utale.vb.doc
OCFY R1.00.00_UnitTest_Checklist_NET_BWC_utbul.vb.doc
OCFY R1.00.00_UnitTest_Checklist_NET_BWC_utorgn.vb.doc
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R1.00.00_UnitTest_Checklist_NET_BWC_ConsumerDemographicsBWC.vb.doc
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OCYF R1.00.00_UnitTest_Checklist_NET_BWC_recls.vb.doc

COM

OCYF R1.00.00_Unit_CheckList_COM_clsRE000.cls.doc

DAL

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OCYF R1.00.00_UnitTest_Checklist_NET_DAL_utsec.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

OCYF

R1.00.00_UnitTest_Checklist_NET_DAL_ConsumerDemographicsDAL.vb.doc
OCYF R1.00.00_UnitTest_Checklist_NET_DAL_DBServices.vb.doc
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OCYF R1.00.00_UnitTest_Checklist_NET_DAL_IMPRT.VB.doc
OCYF R1.00.00_UnitTest_Checklist_NET_DAL_recls.vb.doc

Database

Package

OCYF R1.0_UnitTest_Checklist_PLSQL_PKG_IM_BATCH.SQL .doc
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OCYF R1.0_UnitTest_Checklist_PLSQL_PKG_UT_BATCH.SQL .doc

Procs - Functions

OCYF R1.0_Unit_CheckList_PLSQL_GET_CNSR_ORGN_NAM.doc
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OCYF
R1.0_Unit_CheckList_PLSQL_GET_UPDATABLE_REVIEW_LEVEL.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

OCYF R1.0_Unit_CheckList_PLSQL_GET_USER_NAM.doc
OCYF R1.0_Unit_CheckList_PLSQL_IS_PROMPT_EXIST.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_ADD_REFTABLE_VALUE.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_CHECK_MANDATORY_FIELDS.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_DEL_PRIM_INCDT_CATEGORY.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_DEL_SECD_INCDT_CATEGORY.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_DELETE_DUP_RESP.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_DELETE_EXCPT_LOG.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_DELETE_IM_MGT_REVIEW.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_DELETE_INCDT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_DELETE_INFO_BIT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_DELETE_LONG_RESP.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_DELETE_PAGE.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_DELETE_PROMPT.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_DELETE_PROVR_STAGE_LOC.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_DELETE_REF_TABLE_NAME.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_DELETE_REPORT_RQ.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_DELETE_RESP.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_DELETE_STATUS.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_DUPLICATE_SECD_CATEGORY.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_ACTIVE_PROVR_USER.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_ADDNL_INFO_ORGN.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_ALL_COUNTY_ORGN.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_ALL_FIELD_HELP.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_ALL_PAGE_NAME.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_ALL_PPT_REF_TBL.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_ALL_PROMPT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_ALL_PROVR.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_ALL_REFTABLE_NAMES.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_AVBL_DOC_PAGE.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_CAT_HAS_INCDT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_CNSR_ADR.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_CNSR_EDITBL.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_CNSR_INCDTS.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_CNSR_INFO.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_CNSR_PROVR_REL.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_CNSR_REG_SEARCH.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_CONDTN_MAND.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_CONSUMER_INFO.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_COUNTY_LIST.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_COUNTY_PRCS_MGT_REPO
RT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_CYCLES.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_DCN_INVESN_OCCURED.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_DCN_SECD_TYPE.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_DOC_PAGES.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_DROP_DOWN.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_DSTNCT_RESP_SEQ.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_DUP_RESP_DETAIL.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_DUP_RESP.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_IM_CLASS.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_IM_CNSR_SEARCH.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_IM_COFI.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_IM_DOC_COMPLT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_IM_DOC_IDNS.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_IM_EXTN_NTFCTN.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_IM_FINAL_SECTN_PAGE.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_IM_MGT_REVIEW_P2_0.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_IM_NAVIG_GOTO.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_IM_PROMPT_RESP.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_IM_PROVIDER_ID.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_IM_PROVR_LOC.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_IM_PROVR_SEARCH.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_IM_REPORT_P2_0.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_IM_SEARCH.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_IM_SUBJ_BAR_INFO.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_IM_VERIF_TIME_CAT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_INCDT_CMTS.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_INCDT_DESC.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_INCDT_DETAIL.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_INCDT_PRINT_MGT_REV.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_INCDT_PRINT_SUM_RESP.do
c
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_INCDT_PRINT_SUM.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_INCDT_REV_LOG.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_INCDT_TYPES.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_INDV_PROVR_INFO.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_INFO_BIT_LIST.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_INFO_BIT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_INPUT_TYPES.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_INVESN_DATES.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_INVESN_DETAIL.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_INVESN_STATUS.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_INVEST_ASSIGNED.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_IS_BSOB_INCDT.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_IS_CNSR_PROVR_REL.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_IS_INVESN_EDITBL.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_IS_MY_COUNTY_INCDT.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_KEY_VALUE_PAIRS.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_LOGIN_MSG_BLOCK.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_LONG_RESP.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_MASTER_DOC_ID.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_MASTER_DOC_TYPE.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_MASTER_DOC.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_MEDCATN_ERROR_OPT.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_MGT_REV_COFI_CMTS.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_MGT_REV_INVESN_DETER.d
oc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_MGT_REV_INVESN.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_MIN_RESP_SEQ.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_MPI_ERROR_P2_2.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_MY_ORGN_TYPE.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_NAVIG_GOTO.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_NBR_SEQ.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_NEXT_DCN.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_NEXT_INFO_BIT_ID.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_NEXT_PAGE_URL.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_NEXT_RESP_SEQ.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_NEXT_SEQ_NUMBER.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_OPT_REPABL_EVENT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_ORGN_LIST.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_PAGE_DETAIL.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_PAGE_INFO.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_PAGE_NAM.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_PAGE_PROMPT_RESP.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_PAGE_PROMPT.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_PAGE_PRSTN_SET.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_PAGE_TYPE.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_PAGEPROMPT_REF_VALUES.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_PRCSD_REPORT.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_PRIM_INCDT_TYPES.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_PRINTABLE_INCDT_SUMM.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_PROMPT_DETAIL.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_PROMPT_RESP.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_PROMPT_SEQ_NBR.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_PROMPT_TYPES.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_PROVR_ALL_COUNTY.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_PROVR_LIST.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_PROVR_LOC.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_PROVR_PRCM_MGT_REPORT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_PROVR.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_PRSTN_SET_PROMPT_IDS.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_RE_TBL_VAL_TXT.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_REFTABLE_VALUES.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_REPORT_NAV_PAGES.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_REPORT_PARAMS_LIST.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_REPORT_PARAMS.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_REPORT_RQ.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_REPORT_TYPE.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_REPORT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_RESLVD_ORG_ID.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_RESP_TXT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_RESP_VAL.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_REVIEW_APPROVAL_VAL.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_SCREEN_HELP.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_SECD_INCD_TYPE_INFO.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_SECD_INCDT_TYPE.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_SECD_INCDT.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_SITE_LEVEL_INCDTS.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_STATE.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_STATUS_ON_REV_ID.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_SUB_SYSTEM_ID.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_SUB_SYSTEM.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_SUBJ_CDE.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_SUM_PROMPT.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_TEMP_CNSR_SEARCH.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_TEMP_CNSR.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_GET_USER_NAM.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GET_USER_REPORT_LIST.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_GETPAGES_BY_REPORT_TYPE.doc
c
OCYF R1.0_Unit_CheckList_PLSQL_USP_MARK_PROMPT_REQ.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_PROMPT_INCDT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_CNSR_INFO.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_CNSR_PROVR_REL.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_CONSUMER_ADR.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_DCN_COPY_P2_0.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_DCN_COPY.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_EXCPT_LOG.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_EXTN_NTFCTN_P2_0.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_FNLZE_INCDT_DOC.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_BSOF_ADD_FNLZE.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_BSOF_INVESN_DCN.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_BSOF_INVESN_FNLZE.doc
oc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_BSOF_MGT_REVIEW.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_COFI.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_COUNTY_INVESN_DCN.doc
oc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_COUNTY_INVESN.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_COUNTY_MGT_REVIEW.doc
doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_INCDT_CNSR.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_INCDT_FINAL_SECT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_INCDT_FINAL.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_INCDT_P2_0.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_INIT_NTFCTN_DCN.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_MGT_DOC_LINKS.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_PROVR_INVESN_DCN.doc
c

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_PROVR_INVESN_FNLZE.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_REGION_ADD_FNLZE.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_REGION_INVESN_DCN.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_REGION_INVESN.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_IM_REGION_MGT_REVIEW.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_INCDT_CERTD_INVESR.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_INCDT_CMTS.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_INCDT_DOC_STATUS.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_INCDT_REV_LOG.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_INDIV_CLNC.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_INFO_BIT.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_LOGIN_MSG_BLOCK.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_LONG_RESP.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_MD.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_MGT_REV_COFI_CMTS.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_MGT_REV_INVESN_DETER.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_MGT_REV_INVESN.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_MGT_REVIEW_P2_0.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_NEW_INCDT_DOC.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_NEW_INCDT_P2_0.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_ORGN_WORK.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_PAGE_NAME.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_PRIM_INCDT_TYPE.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_PROMPT.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_REFTABLE_NAME.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_REPORT_RQ_STATUS.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_RESP.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_SECD_CATEGORY.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_SECD_PAGE_DETAIL.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_STATUS.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_SUR_RESP.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_SURVEY_CLONE.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_SAVE_TEMP_CNSR_LINK.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SAVE_TEMP_CNSR.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SEARCH_REF_TABLES.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SECD_INCDT_IN_USE.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_SECND_INCDT_CNT.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_STATE.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_STATUS_DOC.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_STATUS_IM_DOC.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_TRNCAT_TABLE.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_UPD_SECD_CAT_INVEST_DETAIL.
doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_UPDATE_COUNTY_OCCRD_INVES
T.doc
OCYF R1.0_Unit_CheckList_PLSQL_USP_UPDATE_PAGE_NAME.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_UPDATE_PRIM_INCDT_TYPE.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_UPDATE_PROMPT_NAME_DESC.d
oc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_UPDATE_REF_TABLE_NAME.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_UPDATE_REF_TABLE_VALUE.doc
OCYF
R1.0_Unit_CheckList_PLSQL_USP_UPDATE_SECD_INCDT_TYPE.doc
OCYF R1.0_UnitTest_Checklist_PLSQL_USP_DELETE_INCDT.SQL .doc
OCYF R1.0_UnitTest_Checklist_PLSQL_USP_DELETE_INFO_BIT.SQL
.doc
OCYF
R1.0_UnitTest_Checklist_PLSQL_USP_GET_CNSR_PROVR_REL.SQL
.doc
OCYF
R1.0_UnitTest_Checklist_PLSQL_USP_GET_CNSR_REG_SEARCH.SQL
.doc
OCYF
R1.0_UnitTest_Checklist_PLSQL_USP_GET_CONSUMER_INFO.SQL
.doc
OCYF R1.0_UnitTest_Checklist_PLSQL_USP_GET_INCDT_CMTS.SQL
.doc
OCYF R1.0_UnitTest_Checklist_PLSQL_USP_GET_INCDT_DETAIL.SQL
.doc
OCYF
R1.0_UnitTest_Checklist_PLSQL_USP_GET_INFO_BIT_LIST.SQL .doc
OCYF
R1.0_UnitTest_Checklist_PLSQL_USP_GET_LOGIN_MSG_BLOCK.SQL
.doc
OCYF R1.0_UnitTest_Checklist_PLSQL_USP_GET_PROVR_LIST.SQL
.doc
OCYF
R1.0_UnitTest_Checklist_PLSQL_USP_GET_USER_REPORT_LIST.SQL
.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

OCYF
R1.0_UnitTest_Checklist_PLSQL_USP_SAVE_CNSR_PROVR_REL.SQL
.doc
OCYF R1.0_UnitTest_Checklist_PLSQL_USP_SAVE_INCDT_CMTS.SQL
.doc
OCYF R1.0_UnitTest_Checklist_PLSQL_USP_SAVE_INFO_BIT.SQL
.doc
OCYF
R1.0_UnitTest_Checklist_PLSQL_USP_SAVE_LOGIN_MSG_BLOCK.SQ
L.doc

DC

OCYF R1.0_UnitTest_Checklist_NET_DC_ALSPA.VB.doc
OCYF R1.0_UnitTest_Checklist_NET_DC_IMCMT.VB.doc
OCYF R1.0_UnitTest_Checklist_NET_DC_RECPR.VB.doc
OCYF R1.0_UnitTest_Checklist_NET_DC_UTBUL.VB.doc
OCYF R1.0_UnitTest_Checklist_NET_DC_UTREP.VB.doc
OCYF R1.00.00_UnitTest_Checklist_NET_DC_AddressDC.vb.doc
OCYF
R1.00.00_UnitTest_Checklist_NET_DC_ConsumerDemographicsDC.vb.doc
OCYF R1.00.00_UnitTest_Checklist_NET_DC_imbar.vb.doc
OCYF R1.00.00_UnitTest_Checklist_NET_DC_iminc.vb.doc
OCYF R1.00.00_UnitTest_Checklist_NET_DC_immgt.vb.doc
OCYF R1.00.00_UnitTest_Checklist_NET_DC_impmt.vb.doc
OCYF R1.00.00_UnitTest_Checklist_NET_DC_imprn.vb.doc
OCYF R1.00.00_UnitTest_Checklist_NET_DC_IMPRO.vb.doc
OCYF R1.00.00_UnitTest_Checklist_NET_DC_imprt.vb.doc
OCYF R1.00.00_UnitTest_Checklist_NET_DC_imSCH.vb.doc
OCYF R1.00.00_UnitTest_Checklist_NET_DC_RECLS.vb.doc

OCYF IM - Summary Checklist.doc

SDRC-Unit Test Checklists

Dot Net Objects

5.8.0 ASP.NET Checklist_Adaad.aspx.doc
5.8.0 ASP.NET Checklist_adacd.aspx.doc
5.8.0 ASP.NET Checklist_adaic.aspx.doc
5.8.0 ASP.NET Checklist_ADAIP.aspx.doc
5.8.0 ASP.NET Checklist_adais.aspx.doc
5.8.0 ASP.NET Checklist_Adaos.aspx.doc
5.8.0 ASP.NET Checklist_ADAPD.aspx.doc
5.8.0 ASP.NET Checklist_ADAPN.aspx.doc
5.8.0 ASP.NET Checklist_ADAPO.aspx.doc
5.8.0 ASP.NET Checklist_ADAPS.aspx.doc
5.8.0 ASP.NET Checklist_adard.aspx.doc
5.8.0 ASP.NET Checklist_Adasa.aspx.doc
5.8.0 ASP.NET Checklist_Adasd.aspx.doc
5.8.0 ASP.NET Checklist_adavi.aspx.doc
5.8.0 ASP.NET Checklist_adavm.aspx.doc
5.8.0 ASP.NET Checklist_admsd.aspx.doc
5.8.0 ASP.NET Checklist_adsbr.ascx.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5.8.0 ASP.NET Checklist_adsim.ascx.doc
5.8.0 ASP.NET Checklist_Adsiq.aspx.doc
5.8.0 ASP.NET Checklist_adsms.ascx.doc
5.8.0 ASP.NET Checklist_adsms.aspx.doc
5.8.0 ASP.NET Checklist_adsrc.ascx.doc
5.8.0 ASP.NET Checklist_adsrc.aspx.doc
5.8.0 Unit Test Checklist Consolidated_adaad.aspx.doc
5.8.0 Unit Test Checklist Consolidated_adacd.aspx.doc
5.8.0 Unit Test Checklist Consolidated_adaic.aspx.doc
5.8.0 Unit Test Checklist Consolidated_adaip.aspx.doc
5.8.0 Unit Test Checklist Consolidated_adais.aspx.doc
5.8.0 Unit Test Checklist Consolidated_adaos.aspx.doc
5.8.0 Unit Test Checklist Consolidated_adapd.aspx.doc
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5.8.0 Unit Test Checklist Consolidated_adsms.aspx.doc
5.8.0 Unit Test Checklist Consolidated_adsrc.ascx.doc
5.8.0 Unit Test Checklist Consolidated_adsrc.aspx.doc
5.8.0 Unit Test Checklist Consolidated_BC_fisau.vb.doc
5.8.0 Unit Test Checklist Consolidated_BC_itpso.vb.doc
5.8.0 Unit Test Checklist Consolidated_BC_itpsp.vb.doc
5.8.0 Unit Test Checklist Consolidated_BC_itsct.vb.doc
5.8.0 Unit Test Checklist Consolidated_BC_itsdf.vb.doc
5.8.0 Unit Test Checklist Consolidated_BC_itsim.vb.doc
5.8.0 Unit Test Checklist Consolidated_BEH_adbeh.vb.doc
5.8.0 Unit Test Checklist Consolidated_BWC_fisau.vb.doc
5.8.0 Unit Test Checklist Consolidated_BWC_itpso.vb.doc
5.8.0 Unit Test Checklist Consolidated_BWC_itpsp.vb.doc
5.8.0 Unit Test Checklist Consolidated_BWC_itsct.vb.doc
5.8.0 Unit Test Checklist Consolidated_BWC_itsdf.vb.doc
5.8.0 Unit Test Checklist Consolidated_BWC_itsim.vb.doc
5.8.0 Unit Test Checklist Consolidated_DAL_fisau.vb.doc
5.8.0 Unit Test Checklist Consolidated_DAL_itpso.vb.doc
5.8.0 Unit Test Checklist Consolidated_DAL_itpsp.vb.doc
5.8.0 Unit Test Checklist Consolidated_DAL_itsct.vb.doc
5.8.0 Unit Test Checklist Consolidated_DAL_itsdf.vb.doc
5.8.0 Unit Test Checklist Consolidated_DAL_itsim.vb.doc
5.8.0 Unit Test Checklist Consolidated_DC_fisau.vb.doc
5.8.0 Unit Test Checklist Consolidated_DC_itmrc.vb.doc
5.8.0 Unit Test Checklist Consolidated_DC_itpso.vb.doc
5.8.0 Unit Test Checklist Consolidated_DC_itpsp.vb.doc
5.8.0 Unit Test Checklist Consolidated_DC_itsct.vb.doc
5.8.0 Unit Test Checklist Consolidated_DC_itsdf.vb.doc
5.8.0 Unit Test Checklist Consolidated_DC_itsim.vb.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders / Documents***

5.8.0 VB.NET Checklist_bc_fisau.vb.doc
5.8.0 VB.NET Checklist_BC_ITPSO.vb.doc
5.8.0 VB.NET Checklist_BC_ITPSP.vb.doc
5.8.0 VB.NET Checklist_BC_Itsct.vb.doc
5.8.0 VB.NET Checklist_Bc_itsdf.vb.doc
5.8.0 VB.NET Checklist_BC_ITSIM.vb.doc
5.8.0 VB.NET Checklist_BEH_ADBEH.vb.doc
5.8.0 VB.NET Checklist_bwc_fisau.vb.doc
5.8.0 VB.NET Checklist_BWC_ITPSO.vb.doc
5.8.0 VB.NET Checklist_BWC_ITPSP.vb.doc
5.8.0 VB.NET Checklist_BWC_Itsct.vb.doc
5.8.0 VB.NET Checklist_bwc_itsdf.vb.doc
5.8.0 VB.NET Checklist_BWC_ITSIM.vb.doc
5.8.0 VB.NET Checklist_dal_fisau.vb.doc
5.8.0 VB.NET Checklist_DAL_ITPSO.vb.doc
5.8.0 VB.NET Checklist_DAL_ITPSP.vb.doc
5.8.0 VB.NET Checklist_DAL_Itsct.vb.doc
5.8.0 VB.NET Checklist_dal_itsdf.vb.doc
5.8.0 VB.NET Checklist_DAL_ITSIM.vb.doc
5.8.0 VB.NET Checklist_dc_fisau.vb.doc
5.8.0 VB.NET Checklist_DC_Itmrc.vb.doc
5.8.0 VB.NET Checklist_DC_ITPSO.vb.doc
5.8.0 VB.NET Checklist_DC_ITPSP.vb.doc
5.8.0 VB.NET Checklist_DC_Itsct.vb.doc
5.8.0 VB.NET Checklist_dc_itsdf.vb.doc
5.8.0 VB.NET Checklist_DC_ITSIM.vb.doc

Stored Procedures

5.8.0 Code_Review_PLSQL_CALCULATE_NEW_RATE.doc
5.8.0 Code_Review_PLSQL_GET_PLAN_END_DATE.doc
5.8.0 Code_Review_PLSQL_GET_PLAN_START_DATE.doc
5.8.0 Code_Review_PLSQL_GET_PROVR_SERV_PLAN_CNSR.doc
5.8.0 Code_Review_PLSQL_GET_QUEUE_CNT.doc
5.8.0 Code_Review_PLSQL_USP_DELETE_CHANGE_RQ.doc
5.8.0
Code_Review_PLSQL_USP_GENR_MASS_RATE_PLAN_QUEUE.doc
5.8.0
Code_Review_PLSQL_USP_GENR_PROVR_SERV_PLAN_QUEUE.doc
5.8.0 Code_Review_PLSQL_USP_GENR_PROVR_SERV_QUEUE.doc
5.8.0 Code_Review_PLSQL_USP_GENR_SERV_CNTRCT_QUEUE.doc
5.8.0 Code_Review_PLSQL_USP_GET_ALL_OMR_PROVR_SERV.doc
5.8.0 Code_Review_PLSQL_USP_GET_ALL_OMR_SERVICES.doc
5.8.0
Code_Review_PLSQL_USP_GET_ALL_OPERNL_UNIT_PROVR.doc
5.8.0
Code_Review_PLSQL_USP_GET_CHGD_RQ_CNTRCT_STATUS.doc
5.8.0 Code_Review_PLSQL_USP_GET_IMPCTD_CLAIMS.doc
5.8.0 Code_Review_PLSQL_USP_GET_IMPCTD_CNTRCT_DTLS.doc
5.8.0
Code_Review_PLSQL_USP_GET_IMPCTD_PLAN_SERV_DTLS.doc
5.8.0 Code_Review_PLSQL_USP_GET_IMPCTD_PLAN_SERV.doc
5.8.0
Code_Review_PLSQL_USP_GET_IMPCTD_PROVR_SERV_DTLS.doc
5.8.0 Code_Review_PLSQL_USP_GET_IMPCTD_PROVR_SERV.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5.8.0 Code_Review_PLSQL_USP_GET_IMPCTD_SERV_CNTRCT.doc
5.8.0 Code_Review_PLSQL_USP_GET_INDSP_SEARCH.doc
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Code_Review_PLSQL_USP_GET_MASS_RATE_CHANGE_RQ.doc
5.8.0 Code_Review_PLSQL_USP_GET_MC_RATE_IMPCT_SUM.doc
5.8.0
Code_Review_PLSQL_USP_GET_OPERNL_UNIT_PROVR_SITE.doc
5.8.0
Code_Review_PLSQL_USP_GET_OPERNL_UNIT_SC_ENTITY.doc
5.8.0 Code_Review_PLSQL_USP_GET_PROVR_SERV_SEARCH.doc
5.8.0 Code_Review_PLSQL_USP_GET_PROVR_TYPE_SPECLTY.doc
5.8.0
Code_Review_PLSQL_USP_GET_RATE_CHANGE_IMPCT_SUM.doc
5.8.0 Code_Review_PLSQL_USP_GET_RATE_IMPCTD_CNTRCT.doc
5.8.0 Code_Review_PLSQL_USP_GET_RQ_SERV_CNTRCT.doc
5.8.0 Code_Review_PLSQL_USP_GET_SERV_AUTH_DTLS.doc
5.8.0 Code_Review_PLSQL_USP_GET_SERV_AUTH_NOTICE.doc
5.8.0 Code_Review_PLSQL_USP_GET_SERV_AUTH_SEARCH.doc
5.8.0 Code_Review_PLSQL_USP_GET_SERV_CHANGE_RQ.doc
5.8.0 Code_Review_PLSQL_USP_GET_SERV_CHANGE_TYPE.doc
5.8.0 Code_Review_PLSQL_USP_GET_SERV_CNTRCT_SEARCH.doc
5.8.0
Code_Review_PLSQL_USP_GET_SERV_DEFNTN_IMPCT_SUM.doc
5.8.0 Code_Review_PLSQL_USP_GET_SERV_MODIFY_VALID.doc
5.8.0 Code_Review_PLSQL_USP_GET_SSERV_FNDG_STREAM.doc
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Code_Review_PLSQL_USP_SAVE_ALL_IMPCTD_INDSP_SERV.doc
5.8.0 Code_Review_PLSQL_USP_SAVE_CHANGE_RQ_QUEUE.doc
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5.8.0 Code_Review_PLSQL_USP_SAVE_PROVR_SERV_PLAN.doc
5.8.0 Code_Review_PLSQL_USP_SAVE_SERV_CNTRCT_QUEUE.doc
5.8.0 Code_Review_PLSQL_USP_SAVE_SERV_CNTRCT_SPLIT.doc
5.8.0 Code_Review_PLSQL_USP_SAVE_SERV_DEFNTN_UPDATE.doc
5.8.0 Code_Review_PLSQL_USP_SAVE_SERV_DEFNTN.doc
5.8.0 Code_Review_PLSQL_USP_SAVE_SERV_FNDG_STREAM.doc
5.8.0 Code_Review_PLSQL_USP_SAVE_SERVICE_CHANGE_RQ.doc
5.8.0 Unit Test
Checklist_Consolidated_GET_PLAN_END_DATE.SQL.doc
5.8.0 Unit Test
Checklist_Consolidated_GET_PLAN_START_DATE.SQL.doc
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Checklist_Consolidated_GET_PROVR_SERV_PLAN_CNSR.SQL.doc
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Checklist_Consolidated_USP_DELETE_CHANGE_RQ.SQL.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5.8.0 Unit Test
Checklist_Consolidated_USP_GENR_MASS_RATE_PLAN_QUEUE.SQL.doc
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5.8.0 Unit Test
Checklist_Consolidated_USP_GET_PROVR_TYPE_SPECLTY.SQL.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

5.8.0 Unit Test
Checklist_Consolidated_USP_GET_RATE_CHANGE_IMPCT_SUM.SQL.d
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Checklist_Consolidated_USP_GET_SERV_CHANGE_TYPE.SQL.doc
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5.8.0 Unit Test
Checklist_Consolidated_USP_SAVE_MASS_RATE_CHANGE_RQ.SQL.d
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5.8.0 Unit Test
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5.8.0 Unit Test
Checklist_Consolidated_USP_SAVE_PROVR_SERV_OFFNG.SQL.doc
5.8.0 Unit Test
Checklist_Consolidated_USP_SAVE_PROVR_SERV_PLAN.SQL.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5.8.0 Unit Test
Checklist_Consolidated_USP_SAVE_SERV_CNTRCT_QUEUE.SQL.doc
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5.8.0 Unit Test
Checklist_Consolidated_USP_SAVE_SERV_DEFNTN.SQL.doc
5.8.0 Unit Test
Checklist_Consolidated_USP_SAVE_SERV_FNDG_STREAM.SQL.doc
5.8.0 Unit Test
Checklist_Consolidated_USP_SAVE_SERVICE_CHANGE_RQ.SQL.doc
5.8.0 Unit Test
Checklist_Consolidated_CALCULATE_NEW_RATE.SQL.doc

2754-HCSIS-Del-Removal of Admin Entities for OLTL-WO-0119-UTC Summary.xls
3222-HCSIS-Del-Enh to SIS AssmtRpt-DSD-Depl WO-0147 UTC Summary.xls
3249-HCSIS-Del-Capturing Multiple Diagnosis-DSD-Depl-Dev Report-WO-0062 UTC Summary.xls
3258-HCSIS-Del-Autism Waiver Int-DSD-Depl-WO-0106-Development Report-Cklt_Summary_Del.xls
3259-HCSIS-Del-EI Int into HCSIS-DSD-Depl-WO-0105-Development Report-Cklt_Summary_Del.xls
3299-HCSIS-Del-CM as WS for ODP-DSD-Depl-WO-0141-Dev Rpt-CheckList_Summary.xls
3328-HCSIS-Del-PDS_ISO-DSD-Depl-WO-0075-Dev Rpt-Cklt Sum Del.xls
3347-HCSIS-Del-Prov Qual-DSD-Depl Dev Rpt-WO-0143-Cklt Summary.xls
3662-HCSIS-Del-CMS Appen H Changes-DSD-Depl-WO-0142-Develop Rpt-UTC Sum.xls
3779-HCSIS-Del-Aut Waiv Integ-DSD-Depl-WO-0106-Dev Rpt-Checklist Sum.xls
3780-HCSIS-Del-EI Integ into HCSIS-DSD-Depl-WO-0105-Dev Rpt-Checklist Sum.xls
4021-HCSIS-Del-CMS Appen H Changes-DSD-Depl-WO-0142-Dev Rpt-UTC Sum.xls
4175-HCSIS-Del-Alt AE Changes to HCSIS-DSD-Depl-WO-0135-Dev Rpt-120 Day Plan Coun To Alt AE Trans.doc
4175-HCSIS-Del-Alt AE Changes to HCSIS-DSD-Depl-WO-0135-Dev Rpt-120 Day Plan Coun To Coun Trans.doc
4347-HCSIS-Del-Alt AE Changes to HCSIS-DSD-Depl-WO-0135-Dev Rpt-Resp-120 Day Plan Coun To Coun Trans.doc
4347-HCSIS-Del-Alt AE Changes to HCSIS-DSD-Depl-WO-0135-Dev Rpt-Resp-120 Day Plan County Alt AE Tran.doc
4522-HCSIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-Dev Rpt-Cklt_Summary_Del.xls
4955-HCSIS-Del-Early Intervention ODS-DSD-Depl-WO-0184-Dev Rpt-UTC Summary.xls
5002-HCSIS-Del-Enhance to SIS Assess-DSD-Depl-WO-0226-Dev Rpt-UTC Summary.xls
5030-HCSIS-Del-Early Intervention DW-DSD-Depl-WO-0235-Dev Rpt-UTC Summary.xls
5194-HCSIS-Del-Decom HCSIS Crystal Reports-Mod-DSD-Depl Dev Rpt-WO-0168 UTC Summary.xls
5205-HCSIS-Del-WO-0182-ODP SVF-FMS Trans-DSD-Depl-Dev Rpt UTC Summary.xls
5249-HCSIS-Del-EI DW-DSD-Depl-WO-0235-Dev Rpt Part 2-UTC Summary.xls
5307-HCSIS-Del-Enhance to SIS Assess Ph 2-DSD-Depl-WO-0233-Dev Rpt-UTC Sum.xls
5375-HCSIS-Del-ODP PTT-Waiv Cap-Ph 1-DSD-Depl-WO-0239-Dev Rpt-UTC Sum.xls
5388-HCSIS-WP-OLTL Renewal Process-DSD-Depl-WO-0242-Dev Rpt-UTC Summary.xls
5595-HCSIS-Del-WO-0183-Autism Incident Mgmt-Mod-DSD-Depl-Dev Rpt-UTC Summary.xls
5642-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-Mod-DSD-Depl-Development Report-WO-0241-UTC Sum.xls
5642-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-Mod-DSD-Depl-Development Report-WO-0241-UTC.xls
5746-HCSIS-Del-Autism ACAP Enhance-Autism Waiv Waitlist-DSD-Depl-WO-0246-Dev Rpt-UTC Sum.xls

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

CC-1975-HCSIS-Del-OCYF IM App Enh-DSD-Depl Unit Test Checklists-WO-0086.XLS

6. System Training

3623-HCSIS-Del-PDS Training Mat Role Def and Proc Design Del-Del240.pdf
3697-HCSIS-Del-HCSIS Add Field Sup-Train Needs Assess Rpt-Del-249.pdf
3752-HCSIS-Del-HCSIS-OLTL HCSIS Train-App Supp Srvc-Train Doc-WO-0167-COLA
Timeline.xls
3752-HCSIS-Del-HCSIS-OLTL HCSIS Train-App Supp Srvc-Train Doc-WO-0167-Neg Rates.xls
3752-HCSIS-Del-HCSIS-OLTL HCSIS Train-App Supp Srvc-Train Doc-WO-0167-PROMISE Ref
File Req Form.xls
3752-HCSIS-Del-HCSIS-OLTL HCSIS Train-App Supp Srvc-Train Doc-WO-0167-Vendor Srvc
Rates.xls
3752-HCSIS-Del-HCSIS-OLTL HCSIS Train-App Supp Srvc-Train Doc-WO-0167.pdf
3842-HCSIS-Del-PDS Train Mat, Role Def and Proc Des Del-Del-240-Response.pdf
3949-HCSIS-Del-HCSIS-OLTL HCSIS Train-App Supp Srvc-Train Doc-WO-0167 Response Neg
Rates.xls
3949-HCSIS-Del-HCSIS-OLTL HCSIS Train-App Supp Srvc-Train Doc-WO-0167 Response.pdf
5643-HCSIS-WP-Autism Data Warehouse Enhancements-Mod-GSD-WO-0251-GSD-Training
Plan.doc
5864-HCSIS-Del-Autism DW Enhance-DSD-Depl-WO-0251-DSD-Training Plan.doc
5872-HCSIS-WP-Aut DW Enhance-GSD-WO-0251-Response-GSD-Training Plan.doc
CC-1380-HCSIS-Del-Wave 3 Training Plan (Del # 38) Training Plan.doc
CC-1754-HCSIS-Del-HCSIS Changes for NPI Impl Training Report.doc
CC-1954-HCSIS-Del-Wave 3 Certification of Training Complete Del39.doc

7. Testing

2289-HCSIS-Deliverable-Autism ACAP Integration-WO-0107-Response to Cond Approval.xls
2295-HCSIS-Del-Case Management Wizard for OLTL Mod-INT-UAT Progress Report-WO-
0061.pdf
2297-HCSIS-Autism ACAP Integration-Mod-Dev-Depl UAT Progress Report-WO-0107.pdf
2644-HCSIS_FM Support Development-WO-0082-Scenarios.xls
2746-HCSIS-FinMgmtMod-WO-0082-DSD-Depl-UTC Scenarios.xls
2754-HCSIS-Del-Removal of Admin Entities for OLTL-WO-0119-Int Scenarios.xls
2834-HCSIS-Del-Financial Mgmt Mods-DSD-Depl-WO-0082-UAT Progress Report.pdf
2858-HCSIS-Del-Removal of Admin Entities for OLTL-DSD-Depl-WO-0119-UAT Progress Rpt.pdf
3222-HCSIS-Del-Enh to SIS AssmtRpt-DSD-Depl WO-0147 IntTestScenarios.xls
3249-HCSIS-Del-Capturing Multiple Diagnosis-DSD-Depl-Dev Report-WO-0062 Int Test
Scenarios.xls
3258-HCSIS-Del-Autism Waiver Int-DSD-Depl-WO-0106-Development Report-
Autism_Scenarios.xls
3259-HCSIS-Del-EI Int into HCSIS-DSD-Depl-WO-0105-Development Report-Scenarios.xls
3264-HCSIS-Del-Enhan to SIS Assess Rpt-DSD-Depl UAT Progress Report-WO-0147.pdf
3299-HCSIS-Del-CM as WS for ODP-DSD-Depl-WO-0141-Dev Rpt-Int Test Scenarios.xls
3328-HCSIS-Del-PDS_ISO-DSD-Depl-WO-0075-Dev Rpt-Intg Test Scen.xls
3347-HCSIS-Del-Prov Qual-DSD-Depl Dev Rpt-WO-0143-Scenarios.xls
3382-HCSIS-Del-Cap Mult Diag in HCSIS-DSD-Depl-WO-0062-Int Test Res.pdf
3429-HCSIS-Del-Aut Waiv Int-DSD-Depl-Int Test Results-WO-0106.pdf
3432-HCSIS-Del-WO-0075-PDS_ISO-Mod-DSD-Depl-IntTestResults.pdf
3433-HCSIS-Del-WO-0105-EI Int HCSIS-Mod-DSD-Depl-IntTestResults.pdf
3440-HCSIS-Del-WO-0143-Prov Qual-Mod-DSD-Depl-IntTestResults.pdf
3441-HCSIS-Del-Case Mgmt Waiver Svc for ODP-Mod-DSD-Depl IntTestResults.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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3483-HCSIS-Del-PDS and ISO Mods to HCSIS-WO-0075-DSD-Depl-Dev Rpt-Int Test Scen.xls
3639-HCSIS-Del-WO-0143-ODP Provider Qual-Mod-DSD-Depl-Accessibility Cpl Rpt.doc
3639-HCSIS-Del-WO-0143-ODP Provider Qual-Mod-DSD-Depl-UAT Prg Rpt.pdf
3644-HCSIS-Del-WO-0141-Case Mgt as Waiver Srv for ODP-Mod-DSD-Depl-UAT Prg Rpt.pdf
3649-HCSIS-Del-WO-0106-AWI-DSD-Depl-Accessibility Compliance Rpt.doc
3649-HCSIS-Del-WO-0106-AWI-DSD-Depl-UAT Prg Rpt.pdf
3651-HCSIS-Del-WO-0105-Early Int Integ into HCSIS-DSD-Depl-Access Compl Rpt.doc
3651-HCSIS-Del-WO-0105-Early Int Integ into HCSIS-DSD-Depl-UAT Prog Rpt.pdf
3662-HCSIS-Del-CMS Appen H Changes-DSD-Depl-WO-0142-Develop Rpt-Int Scen.xls
3666-HCSIS-Del-WO-0075-Part Dir Srvc-ISO Mods to HCSIS-DSD-Depl-WO-0075-Access Comp Rpt.doc
3666-HCSIS-Del-WO-0075-Part Dir Srvc-ISO Mods to HCSIS-DSD-Depl-WO-0075-UAT Prg Rpt.pdf
3667-HCSIS-Del-WO-Capt Mult Diag in HCSIS-DSD-Depl-WO-0062-Access Compl Rpt.doc
3667-HCSIS-Del-WO-Capt Mult Diag in HCSIS-DSD-Depl-WO-0062-UAT Progress Rpt.pdf
3680-HCSIS-Del-CMS Appx H Changes-DSD-Depl-WO-0142-Intg Test Results.pdf
3778-HCSIS-Del-Admin Ent Ov Rpting-Dev-Depl-WO-0134-UAT Progress Rpt.pdf
3779-HCSIS-Del-Aut Waiv Integ-DSD-Depl-WO-0106-Dev Rpt-Int Test Scen.xls
3780-HCSIS-Del-EI Integ into HCSIS-DSD-Depl-WO-0105-Dev Rpt-Int Test Scen.xls
3836-HCSIS-Del-CMS_Appen H Changes-DSD-Depl-WO-0142-ADA Compliance Report.doc
3836-HCSIS-Del-CMS_Appen H Changes-DSD-Depl-WO-0142-UAT Progress Report.pdf
4021-HCSIS-Del-CMS Appen H Changes-DSD-Depl-WO-0142-Dev Rpt-Int Scen.xls
4070-HCSIS-Del-AW Integration-DSD-Depl-WO-0106-Int Test Results.pdf
4072-HCSIS-Del-EI Integration into HCSIS-DSD-Depl-WO-0105-Int Test Results.pdf
4096-HCSIS-Del-CMS Appen H Changes-DSD-Depl-WO-0142-Int Test Results.pdf
4175-HCSIS-Del-Alt AE Changes to HCSIS-DSD-Depl-WO-0135-Dev Rpt-Int Test Scen.pdf
4192-HCSIS-Del-AW Int-DSD-Depl-WO-0106-UAT Prog Rpt-ADA Comp Rpt.doc
4192-HCSIS-Del-AW Int-DSD-Depl-WO-0106-UAT Prog Rpt.pdf
4193-HCSIS-Del-EI Int into HCSIS-DSD-Depl-WO-0105-UAT Prog Rpt-ADA Comp Rpt.doc
4193-HCSIS-Del-EI Int into HCSIS-DSD-Depl-WO-0105-UAT Prog Rpt.pdf
4251-HCSIS-Del-CMS Appen H Changes-DSD-Depl-WO-0142-UAT Prog Rpt-ADA Comp Rpt.doc
4251-HCSIS-Del-CMS Appen H Changes-DSD-Depl-WO-0142-UAT Prog Rpt.pdf
4305-HCSIS-Del-Alt AE Changes to HCSIS-DSD-Depl-WO-0135-Int Test Results.pdf
4416-HCSIS-Del-Alt AE Changes to HCSIS-DSD-Depl-WO-0135-UAT Prog Rpt.pdf
4456-HCSIS-Del-EI Int into HCSIS-DSD-Depl-WO-0105-UAT Prog Rpt-Response.pdf
4522-HCSIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-Dev Rpt-Int Scenarios.pdf
4666-HCSIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-Dev Rpt-Resp-Inte Scen.pdf
4824-HCSIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-Int Test Results.pdf
4933-HCSIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-UAT Prog Rpt-ADA Compl Rpt.doc
4933-HCSIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-UAT Prog Rpt.pdf
5002-HCSIS-Del-Enhance to SIS Assess-DSD-Depl-WO-0226-Dev Rpt-Int Test Scenarios.pdf
5027-HCSIS-Del-Early Intervention ODS-DSD-Depl-WO-0184-UAT Progress Rpt.pdf
5028-HCSIS-Del-Enhance to SIS Assess-DSD-Depl-WO-0226-Int Test Results-ADA Compl Rpt.doc
5028-HCSIS-Del-Enhance to SIS Assess-DSD-Depl-WO-0226-Int Test Results.pdf
5048-HCSIS-Del-Enhance to SIS Assess-DSD-Depl-WO-0226-UAT Prog Rpt.pdf
5055-HCSIS-Del-Early Intervention DW-DSD-Depl-WO-0235-UAT Prog Rpt.pdf
5194-HCSIS-Del-Decomm HCSIS Crystal Reports-Mod-DSD-Depl Dev Rpt-WO-0168 Int Scenarios.pdf
5205-HCSIS-Del-WO-0182-ODP SVF-FMS Trans-DSD-Depl-Dev Rpt Int Test Scen.pdf
5253-ITSS-OWP-HCSIS R6.2.0 Load Test Presentation.pdf
5307-HCSIS-Del-Enhance to SIS Assess Ph 2-DSD-Depl-WO-0233-Dev Rpt-Int Test Scen.pdf
5337-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-Int Test Results-ADA Compl Rpt.doc
5337-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-Int Test Results.pdf
5374-HCSIS-Del-Decomm HCSIS Crystal Rpts-DSD-Depl-WO-0168-Int Test Results.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5375-HCSIS-Del-ODP PTT-Waiv Cap-Ph 1-DSD-Depl-WO-0239-Dev Rpt-Int Test Scen.pdf
5387-HCSIS-Del-Enhance to SIS Assess Ph 2-DSD-Depl-WO-0233-Int Test Results.pdf
5388-HCSIS-WP-OLTL Renewal Process-DSD-Depl-WO-0242-Dev Rpt-Int Test Scen.pdf
5390-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-Dev Rpt-Response-Int Test Scen.pdf
5412-HCSIS-Del-ODP PTT-Waiver Cap-Ph 1-DSD-Depl-WO-0239-Int Test Results.pdf
5434-HCSIS-Del-EI DW-DSD-Depl-WO-0235-UAT Progress Rpt Part 2.pdf
5445-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-UAT Prog Rpt.pdf
5446-HCSIS-Del-WO-0233-Enhance SIS Assess Phase 2-Mod-DSD-Depl-UAT Progress Rpt-ADA
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5446-HCSIS-Del-WO-0233-Enhance SIS Assess Phase 2-Mod-DSD-Depl-UAT Progress Rpt.pdf
5447-HCSIS-WP-OLTL Ren Process-Mod-DSD-Depl-WO-0242-UAT Progress Rpt ADA Comp
Rpt.doc
5447-HCSIS-WP-OLTL Ren Process-Mod-DSD-Depl-WO-0242-UAT Progress Rpt.pdf
5485-HCSIS-Del-ODP PTT-Waiv Capacity-Ph 1-DSD-Depl-WO-0239-UAT Prog Rpt.pdf
5500-HCSIS-Del-Decomm HCSIS Crystal Rpts-DSD-Depl-WO-0168-UAT Prog Rpt-ADA
Compliance.doc
5500-HCSIS-Del-Decomm HCSIS Crystal Rpts-DSD-Depl-WO-0168-UAT Prog Rpt.pdf
5530-HCSIS-Del-Decomm HCSIS Crystal Rpts-DSD-Depl-WO-0168-Int Test Results-Response.pdf
5595-HCSIS-Del-WO-0183-Autism Incident Mgmt-Mod-DSD-Depl-Dev Rpt-Integration
Scenarios.pdf
5642-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-Mod-DSD-Depl-Development Report-WO-0241-
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5651-ITSS-OWP-HCSIS R6.3.0 Load Test Presentation.pdf
5745-HCSIS-Del-Autism IM-DSD-Depl-WO-0183-Int Test Results-ADA Compliance Report.doc
5745-HCSIS-Del-Autism IM-DSD-Depl-WO-0183-Int Test Results.pdf
5746-HCSIS-Del-Autism ACAP Enhance-Autism Waiv Waitlist-DSD-Depl-WO-0246-Dev Rpt-Int
Test Scen.pdf
5787-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-Int Test Results-ADA Compl.doc
5787-HCSIS-Del-ODP PTT-Waiv Cap-Ph 2-DSD-Depl-WO-0241-Int Test Results.pdf
5868-HCSIS-Del-Aut ACAP Enhance-Aut Waiv Waitlist-DSD-Depl-WO-0246-Int Test Results.pdf
CC-1408-HCSIS-Del-OMNIA data upload to HCSIS Data Warehouse-WO-0019 Integration Test
Results.pdf
CC-1501-HCSIS-Del-OMNIA data upload UAT Progress Rpt-WO-0019.doc
CC-1556-HCSIS Del-HCSIS Changes for NPI-Integration Test Results-WO-0036.pdf
CC-1575-HCSIS-Del-SDRC Flex Mod-Int Test Results.pdf
CC-1657-HCSIS-Del-HCSIS Changes for NPI-UAT Progress Report-WO-0036.pdf
CC-1659-HCSIS-Del-Svc Def Rate Change Flex-Mod-DSD-Inst UAT Progress Rpt-WO-0018.PDF
CC-1660-HCSIS-Del-Shared Consumers 3-Mod-UTC-WO-0020 Int Scenarios.doc
CC-1660-HCSIS-Del-Shared Consumers 3-Mod-UTC-WO-0020 Int Test Plan.doc
CC-1714-HCSIS-Incident Mgmt for OCYF-DSD-Imp-WO-0049-Integration Test Plan.doc
CC-1714-HCSIS-Incident Mgmt for OCYF-DSD-Imp-WO-0049-Integration Test Results.doc
CC-1715-HCSIS-Incident Mgmt for OCYF-DSD-Imp-WO-0049-UAT Progress Rpt.doc
CC-1785-HCSIS-Del-Shared Consumers 3 Int Test Results-WO-0020.pdf
CC-1827-HCSIS-Cert App Code Unit Test Complete (Del # 43)-HCSIS DW Release V Ltr.doc
CC-1882-HCSIS-Del-Shared Consumers 3-WO-0020-UAT Progress Rpt.pdf
CC-1974-HCSIS-Del-OCYF IM App Enh-DSD-Depl Int Test Results-WO-0086.pdf
CC-2056-HCSIS-Del-Case Mgmt Wizard OLTL-UTC Scenarios-WO-0061.doc
CC-2082-HCSIS-Del-Autism ACAP Int-Dev-Depl UTC-WO-0107 Scenarios.xls
CC-2131-HCSIS-Del-OCYF IM Enh UAT Progr Rpt-WO-0086.pdf
CC-2149-HCSIS-OWP-OCYF IM R1.1.0 Load Testing Presentation.ppt
CC-2156-HCSIS-Del-Autism ACAP Int-Dev-Depl Int Test Results-WO-0107.xls
CC-2193-HCSIS-Del-Case Mgmt Wizard for OLTL-Int-Depl-Int Test Results-WO-0061.pdf

8. System Implementation

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5535-HCSIS-Del-ODP SVF-FMS Trans-DSD-Depl-WO-0182-Prod Depl Rpt-Imp Playbook.xls
5542-HCSIS-Del-ODP PTT-Waiv Cap-Ph 1-DSD-Depl-WO-0239-Prod Depl Rpt-Imp Playbook.xls
5542-HCSIS-Del-ODP PTT-Waiv Cap-Ph 1-DSD-Depl-WO-0239-Prod Depl Rpt.doc
5567-HCSIS-Del-Decom HCSIS Crystal Rpts-DSD-Depl-WO-0168-Prod Depl Rpt-Imp Playbook.xls
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5659-HCSIS-Del-EI Imp Spt Svcs-Imp Spt Svcs-WO-0209-Imp Roadmap-April 09-Response.pdf
5666-HCSIS-Del-ODP PTT Imp Spt Svcs-Imp Spt Svcs-Imp Readiness Rpt-WO-0212-May
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CC-1600-HCSIS-Del-WO-0059 PUNS Budget Fin Cat Red Prod Read Rpt-FY06-07-Contract
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CC-1729-HCSIS-Del-SDRC-Depl Prod Depl Rpt-WO-0018-FY06-07-Contract 4000010162.pdf
CC-1730-HCSIS-Del-HCSIS Changes for NPI-Mod-DSD-Depl Prod Depl Rpt-WO-0036.pdf
CC-1733-HCSIS-SS-OWP-Production Readiness Report-FY06-07-Contract 4000010162 Ltr.doc
CC-1755-HCSIS-Del-OCYF IM-WO-0049 Prod Depl Rpt-FY06-07-Contract 4000010162.doc
CC-1755-HCSIS-Del-OCYF IM-WO-0049 Prod Playbook-FY06-07-Contract 4000010162.pdf
CC-1761-HCSIS-DPW Strat IT-OWP-eCIS HCSIS Exp Releases Prod Read Notification Ltr.doc
CC-1774-HCSIS-WO-0059 PUNS Budget and Financial Categorical Reductions Prod Depl
Report.doc
CC-1874-CCMIS, e-CIS and HCSIS Production Readiness Notification Ltr.DOC
CC-1945-DPW Strat IT-OWP-ATS_R5.3.6_Prod_Readiness_Notification Ltr.doc
CC-1946-DPW Strat IT-OWP-HCSIS_R5.8.3_Prod_Readiness_Notification Ltr.doc
CC-1949-DPW Strat IT-OWP-HCSIS_R5.9.0_Prod_Readiness_Notification Ltr.doc
CC-1955-HCSIS-Del-Shared Consumers 3 Prod Readiness Rpt-WO-0020.doc
CC-1977-HCSIS-Del-OLTL Prov Access Production Deployment Report-WO-0063.pdf
CC-1978-HCSIS-Del-Autism Prg HCSIS Sys Frmwk Strat BP_Automation_Plan.doc
CC-1978-HCSIS-Del-Autism Prg HCSIS Sys Frmwk Strat-HCSIS-1.doc
CC-1978-HCSIS-Del-Autism Prg HCSIS Sys Frmwk Strat-HCSIS-1.PPT
CC-1978-HCSIS-Del-Autism Prg HCSIS Sys Frmwk Strat-HCSIS.doc
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CC-2084-HCSIS-OWP-R5.9.0 Patch1-Prod_Read_Not-FY07-08 Contract 4000010162 Ltr.doc
CC-2085-HCSIS-OWP-R5.9.0-Patch2-Prod_Read_Not-FY07-08 Contract 4000010162 Ltr.doc
CC-2106-HCSIS-OWP-HCSIS_R5.9.1_Production_Readiness_Notification-FY07-08-Contract
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CC-2107-HCSIS-OWP-OCYF_IM_R1.1.0_Production_Readiness_Notification-FY07-08-Contract
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CC-2130-HCSIS-Del-OCYF IM Enh Prod Depl Rpt-WO-0086-FY07-08-Contract 4000010162.pdf
CC-2163-ITSS-OWP-HCSIS R5.9.0 Patch 3 Prod Read Notif-FY07-08-Contract 4000010162
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CC-2164-ITSS-OWP-OCYF IM R1.1.0 Patch1 Prod Read Notifi-FY07-08-Contract 4000010162
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CC-2190-HCSIS-OWP-OCYF IM R1.1.0 Patch 2 Prod Readiness Notification Ltr.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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2083-iCIS-TANF WS Phase II-Work Plan-WO-0068.mpp
2128-iCIS-Del-COMPASS-LIHEAP ILM Approach-WO-0072 COMPASS ILM Approach.doc
2128-iCIS-Del-COMPASS-LIHEAP ILM Approach-WO-0072 LIHEAP ILM Approach.doc
2128-iCIS-Del-COMPASS-LIHEAP ILM Approach-WO-0072 Operations Memo.pdf
2257-iCIS-WP-PlanSmart for Women GSD-WO-0069-Work Plan.mpp
2349-iCIS-Del-Appendix C - Screen Evolution (CIS to eCIS).xls
2349-iCIS-Del-Appendix E - Consolidated Meeting Minutes.doc
2349-iCIS-Del-Appendix F - Work Plan.mpp
2349-iCIS-Del-Appendix G - Smart Client or Web Browser DAR.xls
2349-iCIS-Del-IR Ph IV-Req Execution Approach.doc
2350-iCIS-Del-eCIS ILM Approach-WO-0072 Operations Memo.pdf
2360-iCIS-Del-Pre-Population of SAR LIN DSD-WO-0074-Work Plan.mpp
2378-iCIS-Del-Medicare Part D-DSD-Depl WO-0070-Updated Work Plan.pdf
2397-iCIS-Del-Incremental Renewal DSD-INT DX UTC-WO-0002 Workplan.pdf
2453-iCIS-Del-LIHEAP Crisis Applications-WO 0111-UTC-Work_Order_Work_Plan.pdf
2457-iCIS-OWP-Federal TANF Data Reporting As-Is Assessment.pdf
2520-iCIS-Del-Incremental Renewal DSD-INT DX UTC-WO-0002-Workplan.doc
2545-iCIS-DEL IR Phase 4 Mod Req Execution Approach-WO-0072-Appendix C- Screen Evolution.xls
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2560-iCIS-Del-PrePopSAR LIN Unit Test Cklt-WO-0074-WBS App.pdf
2614-iCIS-Del-Medicare Part D-DSD-Depl WO-0070-Dev Work Plan.pdf
2624-iCIS-Del-HCHS DSD-Depl-WO-0071-Int Testing Workplan.pdf
2691-iCIS-Del-Medicare Part D-DSD-Depl WO-0070-Workplan.pdf
2710-iCIS-Del-SelectPlan for Women Unit Test Checklist-WO-0069-Int Test Workplan.pdf
2723-iCIS-OWP-Medicare Part D UTC Update-DSD-Depl WO-0070-Workplan.pdf
2968-iCIS-WP-iCIS-.NET Transition Mod-Req-GSD-Requirements-WO-0096-Work Plan.pdf
3012-iCIS-WP-COMPASS Usability Enhancements-WO-0126-GSD-Work Plan.doc
3146-iCIS-Del-iCIS Aut Waiv Int-WO-0130-DSD Work Plan.pdf
3157-iCIS-Del-COMPASS Usability Enhancements-WO-0126-Mod-DSD-Dev Work Plan.doc
3213-iCIS-WP-COMPASS-CIS DataInt-WO-0132 GSD Work Plan.doc
3216-iCIS-WP-MFP-Mod-Req-GSD-WO-0140 WBS_App.pdf
3270-iCIS-Del-iCIS Aut Waiv Int-DSD-Depl-WO-0130-Dev Rpt-Updated Workplan.pdf
3316-iCIS-Del-MFP-DSD-Depl-WO-0140-DSD-Work Plan.pdf
3324-iCIS-Del-COMPASS-CIS Data Int-DSD-Depl-WO-00132-Work Plan.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-Work Plan.doc
3380-iCIS-Del-EI Int-DSD-Depl-WO-0130-Dev Rpt-WP.pdf
3393-iCIS-Del-COMPASS CIS Data Int-DSD-Depl-WO-0132-WP.doc
3409-iCIS-WP-WebAP .NET Enab-Req-GSD-WO-0144 Work Plan.doc
3442-iCIS-Del-MFP-DSD-Depl-WO-0140-Dev Rpt-WBS.pdf
3534-iCIS-OWP-ABC System Impact Rpt Volume 1.doc
3719-iCIS-Del-iCIS-WebAP .NET Enable-DSD-Depl-DSD-WO-0144-DSD-Work Plan.pdf
3896-iCIS-Del-iCIS .NET Transition-DSD-Depl-WO-0096-Dev Rpt-Sys Integ Testing WP.pdf
4012-iCIS-WP-SP for Wom Ph II-Req-GSD-WO-0199-GSD-Work Plan.pdf
4022-iCIS-WP-Auto Ren Mail-In-Req-GSD-WO-0206-GSD-Work Plan.pdf
4076-iCIS-WP- Imp Infor Lifecycle Mgmnt for Img-Req-GSD-WO-0192-GSD-Work Plan.pdf
4126-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-DSD-Work Plan.pdf
4127-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-Dev Rpt-Work Plan.pdf
4210-iCIS-WP-Trans Cash Ben-Req-GSD-WO-0200-GSD-Work Plan.pdf

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Application Documents as of 06/30/09

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4351-iCIS-Del-Imp Info LM for Img-DSD-Depl-WO-0192-Dev Rpt-Work Plan.pdf
4353-iCIS-Del-Auto Ren Mail-In-DSD-Depl-WO-0206-DSD-Work Plan.pdf
4370-iCIS-WP-Imp Info LM for Img-Req-GSD-WO-0192-GSD-Resp-Work Plan.pdf
4393-iCIS-Del-Imp Info LM for Img-DSD-Depl-WO-0192-DSD-Work Plan.pdf
4471-iCIS-WP-LIHEAP Int into eCIS PhIII-Req-GSD-WO-0172-GSD-Work Plan.doc
4486-iCIS-WP-SP for Women Phase II-Req-GSD-WO-0199-GSD Part 2-Work Plan.pdf
4492-iCIS-OWP-PA ABC System Impact Assess Rpt Vol 2.doc
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4527-iCIS-WP-OHMSAS CCR Planning-Req-GSD-WO-0060-GSD-Work Plan.pdf
4545-iCIS-Del-SP for Women Ph II-DSD-Depl-WO-0199-DSD-Work Plan.pdf
4546-iCIS-WP-CN Consol-Req-GSD-WO-0218-GSD-Work Plan.pdf
4583-iCIS-Del-Auto Ren Mail-In-DSD-Depl-WO-0206-Dev Rpt-Work Plan.pdf
4701-iCIS-Del-CN Consol-DSD-Depl-WO-0218-DSD-Updated Work Plan.pdf
4759-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-Dev Rpt-Part 2-Work Plan.pdf
4796-iCIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-DSD-Work Plan.pdf
4818-iCIS-WP-Trans Cash Assistance-Req-GSD-WO-0200-Updated GSD-Work Plan.pdf
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Work Plan.doc
4844-iCIS-Del-iCIS OMHSAS CCR Planning-DSD-Depl-WO-0060-Dev Rpt-WorkPlan.pdf
4899-iCIS-Del-Trans Cash Assis-DSD-Depl-WO-0200-DSD-Work Plan.pdf
4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Work Plan.pdf
4942-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD-Work Plan.doc
4943-iCIS-Del-Client Notice Consol-DSD-Depl-WO-0218-Dev Rpt-Work Plan.pdf
5005-iCIS-Del-Trans Cash Assistance-DSD-Depl-WO-0200-Dev Rpt-Work Plan.pdf
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Work Plan.pdf
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-Work Plan.doc
5350-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Response-Work Plan.doc
5379-iCIS-WP-WLD Info Analysis-Mgnt Rpt-Req-GSD-WO-0243-GSD-Work Plan.doc
5448-iCIS-Del-LIHEAP eCIS Integration-DSD-Depl-WO-0172-Dev Rpt Work Plan.pdf
5593-iCIS-OWP-PA ABC Volume 2 Report.doc
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5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Work Plan.doc
5753-iCIS-WO-COMPASS Attach Scanned Docs-GSD-WO-0240-GSD-Work Plan.pdf
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-Work Plan.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Work Plan.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-Work Plan.pdf
5893-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-GSD-Work Plan.doc
CC-1395-iCIS-WP-WO-0011-FNS Grant Enhancements-General System Design-FNS DSD Work Plan.doc
CC-1397-iCIS-eCIS Incr Rnwl Phases III-B-III-C-GSD Workload Management-WO-0002-WLM DSD Work Plan.doc
CC-1434-iCIS-Del-WO-0012-PID Post Screen-DSD Development Work Plan.doc
CC-1462-iCIS-WP-eCIS Incr Ren Phases III-B - III-C-Mod-GSD-DX-WO-0002 DSD Work Plan.doc
CC-1463-iCIS-Del-FNS Grant Enhancements-Mod-Detailed System Design-WO-0011-FNS Dev Work Plan.doc
CC-1519-iCIS-WP-WO-0002-104 Workload Management-General System Design-WLM DSD Work Plan.doc
CC-1577-iCIS-WP-WO-0058-COMPASS Sec Enh Keystone Key GSD DSD Workplan.doc
CC-1716-iCIS-Del-eCIS Incr Ren Workload-Dashboard DSD-Development Workplan.doc
CC-1717-iCIS-WO-0052- LIHEAP eCIS Integration Phase II-DSD Work Plan.doc
CC-1718-iCIS-WP-eCIS Incr Ren Workload-Dashboard GSD-DSD Workplan REVISED.doc
CC-1731-iCIS-DEL-WO-0058-COMPASS Sec Enh_Keystone Key-DSD-DEV Work Plan.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CC-2219-iCIS-DEL-WO-0071-HCHS-Mod-DSD Dev Workplan.doc
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CC-2351-iCIS-Del-Deloitte-DPW-FY07-08-WO-0111-Crisis-Mod-DSD-Development_Work_Plan.pdf
CC-2486-iCIS-Del-PlanSmart for Women-WO-0069-Mod-DSD Dev Workplan.doc
CC-3059-iCIS-WP-iCIS Aut Waiv Int-Req-GSD-WO-0130 GSD-Work Plan.pdf
CC-3117-iCIS-WP-iCIS-.NET Transition Mod-Req-GSD-MCI NET-GSD-Work_Order_Work_Plan.doc
CC-3138-iCIS-WP-Early Intervention Int-Mod-Req-GSD-WO-0131-Work Plan.pdf
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CC-3408-iCIS-WO-0096-iCIS-.NET Trans Mod-DSD-Depl-DevWorkPlan.doc

2. Requirements

1332-iCIS-Citizenship and Identity Verification-0001-SysAFS Appendix F - PMN Functions and Processes.xls
1332-iCIS-Citizenship Identity Verification-0001-eCIS - Citi-ID UseCases V2.doc
1332-iCIS-Citizenship Identity Verification-0001-PMN Apply For Services.doc
1332-iCIS-Citizenship Identity Verification-0001-PMN Power User.doc
1332-iCIS-Citizenship Identity Verification-0001-PW Appendix D - PMN Functions and Processes.xls
1332-iCIS-Citizenship Identity Verification-0001-Requirements_V4.doc
1355-iCIS-Deployment Implementation Playbook-eCIS Release 13.0-Traceability Matrix.xls
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1403-iCIS-Citizenship and Identity Verification GSD-WO-0001-Trace Matrix.xls
1409-iCIS-eCIS - Citi-ID Traceability Matrix.xls
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Executive Summary.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Functional Requirements.doc
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1541-iCIS-eCIS - Citi-ID Traceability Matrix.xls
1760-iCIS-103 Data Exchanges - Traceability Matrix.xls
1890-ITSS-OWP-ARB-2006-01-22 BIS.ppt
1890-ITSS-OWP-ARB-Architecture Review Board - Child Care Self Service- May 24.ppt
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2060-ITSS-OWP-ARB-Architecture Review Board - Healthcare Handshake- 20070612.ppt
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2290-iCIS-WP-PlanSmart For Women-WO-0069-Req Def Doc.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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2377-iCIS-Del-iCIS TANF Work Support Phase II-Mod-DSD-Depl Int Test Results-WO-0068-Traceability.pdf
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2969-iCIS-WP-COMPASS Usability Enhance-WO-0126-Req-AFS Appen A-Decomp Diagram.vsd
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2969-iCIS-WP-COMPASS Usability Enhance-WO-0126-Req-PMN 1.0 Apply for Services.doc
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3137-iCIS-WP-WebAP .NET Req-GSD-Requirements-WO-0144 Tracability.xls
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3443-iCIS-WP-LTL Standard Assess Int-Req WO-0137-Req-RDD.doc
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3443-iCIS-WP-LTL Standard Assess Int-Req WO-0137-Req-Use Case Diag.doc
3719-iCIS-Del-iCIS-WebAP .NET Enable-DSD-Depl-DSD-WO-0144-DSD-Traceability.xls
3897-iCIS-WP-SP Women Phase II-Req-GSD-WO-0199 Req App B - Automated Renewals Packets.xls

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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3897-iCIS-WP-SP Women Phase II-Req-GSD-WO-0199 Requirements RDD.doc
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3947-iCIS-WP-Imple Infor Lifecycle Mgmnt for Imaging-Req-GSD-WO-0192-Req-RDD.doc
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3990-iCIS-WP-Auto Renewal Mail In-Reg-GSD-WO-0206-Req-R16.0-Appen A-Flow Diagrams.pdf
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3990-iCIS-WP-Auto Renewal Mail In-Reg-GSD-WO-0206-Req-R16.0-IF Appen B-Inter Arch.pdf
3990-iCIS-WP-Auto Renewal Mail In-Reg-GSD-WO-0206-Req-R16.0 Interfaces List.xls
3990-iCIS-WP-Auto Renewal Mail In-Reg-GSD-WO-0206-Req-R16.0-Packet to Categ Mapping.xls
3990-iCIS-WP-Auto Renewal Mail In-Reg-GSD-WO-0206-Req-R16.0 PMN Batch.doc
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4022-iCIS-WP-Auto Ren Mail-In-Req-GSD-WO-0206-GSD-Trace Matrix.xls
4065-iCIS-WP-SP for Women Phase II-Req-GSD-WO-0199-Resp-Req-App C-Pack to Cate Map.xls
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4077-iCIS-WP-LIHEAP-Int into eCIS PhIII-Req-GSD-WO-0172-Req-RDD-LIHEAP-eCIS.doc
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4077-iCIS-WP-LIHEAP-Int into eCIS PhIII-Req-GSD-WO-0172-Req-Trace Matrix.xls
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4126-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-DSD-Traceability.xls
4127-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-Dev Rpt-Trace.xls
4148-iCIS-WP-Imp Info LM-Req-GSD-WO-0192-Req-Resp-RDD.doc
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4213-iCIS-Del-iCIS WebAP .NET Enab-DSD-Depl-WO-0144-Dev Rpt-Traceability.xls
4215-iCIS-WP-Trans Cash Benefit-Req-GSD-WO-0200-Req-Resp-RDD.doc
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4308-iCIS -WP-Client Notice Consol-Req-GSD-WO-0218-Req-RDD.pdf
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4343-iCIS-WP-IR Phase IV-B-Req-GSD-WO-0173-Req-Appen A-Cash and FS Budget Comp Rules.doc
4343-iCIS-WP-IR Phase IV-B-Req-GSD-WO-0173-Req-Appen B-Screen Ev-CIS to eCIS.xls
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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4343-iCIS-WP-IR Phase IV-B-Req-GSD-WO-0173-Req-RDD.pdf
4343-iCIS-WP-IR Phase IV-B-Req-GSD-WO-0173-Req-Trace Matrix.xls
4343-iCIS-WP-IR Phase IV-B-Req-GSD-WO-0173-Req-Use Cases.doc
4351-iCIS-Del-Imp Info LM for Img-DSD-Depl-WO-0192-Dev Rpt-Trace Matrix.xls
4353-iCIS-Del-Auto Ren Mail-In-DSD-Depl-WO-0206-DSD-Trace Matrix.xls
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4371-iCIS-WP-Imp Info LM for Img-Req-GSD-WO-0192-Req-Resp 2-RDD.doc
4371-iCIS-WP-Imp Info LM for Img-Req-GSD-WO-0192-Req-Resp 2-Trace Matrix.xls
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4384-iCIS-WP-CN Redesign Ph I-Req-GSD-WO-0186-Req-Appen B.pdf
4384-iCIS-WP-CN Redesign Ph I-Req-GSD-WO-0186-Req-Appen C.pdf
4384-iCIS-WP-CN Redesign Ph I-Req-GSD-WO-0186-Req-Appen D.doc
4384-iCIS-WP-CN Redesign Ph I-Req-GSD-WO-0186-Req-RDD.doc
4384-iCIS-WP-CN Redesign Ph I-Req-GSD-WO-0186-Req-Trace Matrix.xls
4384-iCIS-WP-CN Redesign Ph I-Req-GSD-WO-0186-Req-Use Cases.doc
4393-iCIS-Del-Imp Info LM for Img-DSD-Depl-WO-0192-DSD-Trace Matrix.xls
4396-iCIS-WP-LIHEAP Int into eCIS Phase III-Req-GSD-WO-0172-Req-Resp-LIHEAP Req.doc
4396-iCIS-WP-LIHEAP Int into eCIS Phase III-Req-GSD-WO-0172-Req-Resp-RDD.doc
4396-iCIS-WP-LIHEAP Int into eCIS Phase III-Req-GSD-WO-0172-Req-Resp-Trace Matrix.xls
4396-iCIS-WP-LIHEAP Int into eCIS Phase III-Req-GSD-WO-0172-Req-Resp-Use Cases.doc
4439-ITSS-OWP-ARB-iCIS_LIHEAP_eCIS_Integration_ARB 2.ppt
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4486-iCIS-WP-SP for Women Phase II-Req-GSD-WO-0199-GSD Part 2-PMN 2.0 Screening.doc
4486-iCIS-WP-SP for Women Phase II-Req-GSD-WO-0199-GSD Part 2-PMN Forms.doc
4486-iCIS-WP-SP for Women Phase II-Req-GSD-WO-0199-GSD Part 2-PMN Interfaces.doc
4486-iCIS-WP-SP for Women Phase II-Req-GSD-WO-0199-GSD Part 2-Trace Matrix.xls
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4546-iCIS-WP-CN Consol-Req-GSD-WO-0218-GSD-Trace Matrix.xls
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4550-iCIS-WP-LIHEAP Int into eCIS PhIII-Req-GSD-WO-0172-Req-Resp 2-Use Cases.doc
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4755-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-Req-Resp-Trace Matrix.xls

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Application Documents as of 06/30/09

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4759-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-Dev Rpt-Part 2-Trace Matrix.xls
4760-iCIS-Del-Auto Renewal Mail-In-DSD-Depl-WO-0206-Int Test Results-Trace Matrix.xls
4790-iCIS-WP-Trans Cash Assistance-Req-GSD-WO-0200-Updated Req-RDD.doc
4796-iCIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-DSD-Trace Matrix.xls
4818-iCIS-WP-Trans Cash Assistance-Req-GSD-WO-0200-Updated GSD-Trace Matrix.xls
4819-iCIS-WP-LIHEAP Int into eCIS Ph III-Req-GSD-WO-0172-GSD-Response-Use Cases.pdf
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Trace Matrix.xls
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Use Cases.doc
4844-iCIS-Del-iCIS OMHSAS CCR Planning-DSD-Depl-WO-0060-Dev Rpt-Trace Matrix.xls
4899-iCIS-Del-Trans Cash Assis-DSD-Depl-WO-0200-DSD-Trace Matrix.xls
4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Trace Matrix.xls
4928-iCIS-WP-Trans Cash Assis-Req-GSD-WO-0200-Updated Req-Resp-RDD.doc
4929-iCIS-Del-SelectPlan for Women Ph II-DSD-Depl-WO-0199-Int Test Results Part 2-Trace Matrix.xls
4942-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD-Traceability Matrix.xls
4942-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD-Use Cases.doc
4943-iCIS-Del-Client Notice Consol-DSD-Depl-WO-0218-Dev Rpt-Trace Matrix.xls
4944-iCIS-WP-COMPASS Tech Upgrade to .NET-Req-GSD-WO-0219-Req-RDD.pdf
4944-iCIS-WP-COMPASS Tech Upgrade to .NET-Req-GSD-WO-0219-Req-Trace Matrix.xls
4944-iCIS-WP-COMPASS Tech Upgrade to .NET-Req-GSD-WO-0219-Req-Use Cases.pdf
4976-iCIS-WP-LIHEAP Int into eCIS Ph III-Req-GSD-WO-0172-GSD-Response 2-Trace Matrix.xls
4976-iCIS-WP-LIHEAP Int into eCIS Ph III-Req-GSD-WO-0172-GSD-Response 2-Use Cases.doc
4992-iCIS-Del-iCIS OMHSAS CCR Planning-DSD-Depl-WO-0060-Int Test Results-Trace Matrix.xls
5005-iCIS-Del-Trans Cash Assistance-DSD-Depl-WO-0200-Dev Rpt-Trace Matrix.xls
5086-ITSS-OWP-ARB-ARB_3_WO0226_WO233_Enhancements to SIS Assessment.ppt
5087-ITSS-OWP-ARB-Client Notice Redesign_ARB 2 (Final).ppt
5088-ITSS-OWP-ARB-iCIS_Incremental_Renewal_Phase_IVB_for_ARB_Team_2.ppt
5091-ITSS-OWP-ARB-iCIS_COMPASS_TechnologyUpgrade_ARB-1.ppt
5092-ITSS-OWP-ARB-ARB IV WO206-eCIS Automated Mail In.ppt
5141-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Response-Trace Matrix.xls
5178-iCIS-Del-CN Consolidation-DSD-Depl-WO-0218-Int Test Results-Trace Matrix.xls
5195-iCIS-Del-WO-0200-TCA-DSD-Depl-Integration Test Results Trace Matrix.xls
5294-iCIS-WP-COMPASS Attach Scanned Documents-Req-WO-0240-RDD.doc
5294-iCIS-WP-COMPASS Attach Scanned Documents-Req-WO-0240-Trace Matrix.xls
5294-iCIS-WP-COMPASS Attach Scanned Documents-Req-WO-0240-Use Cases.doc
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-Trace Matrix.xls
5350-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Response-Trace Matrix.xls
5378-iCIS-WP-WLD Info Analysis-Mgmt Rpt-Req-GSD-WO-0243-Req-RDD.pdf
5378-iCIS-WP-WLD Info Analysis-Mgmt Rpt-Req-GSD-WO-0243-Req-Trace Matrix.xls
5378-iCIS-WP-WLD Info Analysis-Mgmt Rpt-Req-GSD-WO-0243-Req-Use Cases.pdf
5448-iCIS-Del-LIHEAP eCIS Integration-DSD-Depl-WO-0172-Dev Rpt Traceability Matrix.xls
5531-iCIS-WP-WLD Info Analysis Mgmt Rpt-Req-GSD-WO-0243-GSD-Response-Trace Matrix.xls
5531-iCIS-WP-WLD Info Analysis Mgmt Rpt-Req-GSD-WO-0243-GSD-Response-Use Cases.doc
5532-iCIS-WP-WLD Info Analysis-Mgmt Rpt-Req-GSD-WO-0243-Req-Response-RDD.doc
5574-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-Req-Appen A Exchange 1 BLD.doc
5574-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-Req-Appen B Exchange 2 BLD.doc
5574-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-Req-RDD.doc
5574-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-Req-Trace Matrix.xls
5574-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-Req-Use Cases.doc
5608-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-Req-Response-RDD.pdf
5608-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-Req-Response-Trace Matrix.xls
5608-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-Req-Response-Use Cases.doc
5610-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response-Trace Matrix.xls
5610-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response-UseCases.doc
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Traceability Matrix.xls

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5657-iCIS-WP-CHIP Reauthorization-Req-GSD-WO-0249-PMN_AM_Part1.doc
5657-iCIS-WP-CHIP Reauthorization-Req-GSD-WO-0249-PMN_ED.doc
5657-iCIS-WP-CHIP Reauthorization-Req-GSD-WO-0249-RDD.doc
5657-iCIS-WP-CHIP Reauthorization-Req-GSD-WO-0249-Trace Matrix.xls
5657-iCIS-WP-CHIP Reauthorization-Req-GSD-WO-0249-Use Cases.doc
5724-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response 2-Trace Matrix.xls
5728-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-Req-Response-Appen A Exchange 1
BLD.doc
5728-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-Req-Response-Appen B Exchange 2
BLD.doc
5728-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-Req-Response-RDD.doc
5728-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-Req-Response-Trace Matrix.xls
5728-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-Req-Response-Use Cases.doc
5753-iCIS-WO-COMPASS Attach Scanned Docs-GSD-WO-0240-GSD-Trace Matrix.xls
5753-iCIS-WO-COMPASS Attach Scanned Docs-GSD-WO-0240-GSD-Use Cases.doc
5754-iCIS-WP-Imaging Improvements-Req-WO-0187-Req-RDD.doc
5754-iCIS-WP-Imaging Improvements-Req-WO-0187-Req-Trace Matrix.xls
5754-iCIS-WP-Imaging Improvements-Req-WO-0187-Req-Use Cases.doc
5801-iCIS-Del-WLD Information Analysis-Mgmt Rpting-DSD-WO-0243-DSD-Response-Trace
Matrix.xls
5801-iCIS-Del-WLD Information Analysis-Mgmt Rpting-DSD-WO-0243-DSD-Response-Use
Cases.doc
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-Trace Matrix.xls
5847-iCIS-WP-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Req-Response-RDD.doc
5847-iCIS-WP-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Req-Response-Trace
Matrix.xls
5847-iCIS-WP-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Req-Response-Use
Cases.doc
5848-iCIS-WP-CHIP Reauth-Req-GSD-WO-0249-Response-RDD.pdf
5848-iCIS-WP-CHIP Reauth-Req-GSD-WO-0249-Response-Trace Matrix.xls
5848-iCIS-WP-CHIP Reauth-Req-GSD-WO-0249-Response-Use Cases.doc
5849-iCIS-Del-LIHEAP Int into eCIS Phase III-DSD-Depl-WO-0172-Int Test Results-Trace
Matrix.xls
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Trace Matrix.xls
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-PMN_AM_Part 1.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-RDD 1.0 Application Entry.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-RDD 2.5 Alerts.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-RDD 4.6 MCI Interface.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-RDD 7.2 Notebook & 7.3
Monitoring.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-RDD 8.2.47 Process Alerts.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-RDD 9.1 Application Entry
Clearance.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-Trace Matrix.xls
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-Use Case.doc
5893-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-GSD-Trace Matrix.xls
5893-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-GSD-Use Cases.doc
CC-1354-iCIS-WP-PID-Post Screening-Mod-Req-GSD WO-0012 Requirements PID Process
Model Narrative.doc
CC-1354-iCIS-WP-PID-Post Screening-Mod-Req-GSD WO-0012 Requirements-RDD.doc
CC-1354-iCIS-WP-PID-Post Screening-Mod-Req-GSD WO-0012 Requirements-Trace Matrix.xls
CC-1395-iCIS-WP-WO-0011-FNS Grant Enhancements-General System Design-FNS Grant Use
Cases.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

CC-1395-iCIS-WP-WO-0011-FNS Grant Enhancements-General System Design-FNS Traceability Matrix.xls
CC-1395-iCIS-WP-WO-0011-FNS Grant Enhancements-Requirements-FY06-07-Contract 4000010162.doc
CC-1397-iCIS-eCIS Incr Rnwl Phases III-B-III-C-GSD Workload Management-WO-0002-WLM Traceability Matrix.xls
CC-1397-iCIS-eCIS Incr Rnwl Phases III-B-III-C-GSD Workload Management-WO-0002-WLM Use Case Diagrams.doc
CC-1403-iCIS-WP-Citizenship and Identity Verification GSD-WO-0001 REV1 Response eCIS UseCases.doc
CC-1405-iCIS-WP-WO-0012-PID Post Screening-GSD-PID Post Screen Traceability Matrix.xls
CC-1462-iCIS-WP-eCIS Incr Ren Phases III-B - III-C-Mod-GSD-DX-WO-0002 Use Case Diagrams.doc
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CC-1474-iCIS-WP-FNS Grant Enh-Mod-WO-0011 GSD Response-Grant Use Cases-FY06-07-Contract 4000010162.doc
CC 1502-iCIS-COMPASS Security Enhancement and Keystone Key Requirements Definition.doc
CC 1502-iCIS-COMPASS Security Enhancements-General System Design-Use Cases.doc
CC 1502-iCIS-COMPASS Security Enhancements-Traceability Matrix.xls
CC-1519- iCIS-WP-WO-0002-104 Workload Management-General System Design-WLM Use Case Diagrams.doc
CC-1519-iCIS-WP-WO-0002-104 WLM-General System Design-WLM Traceability Matrix-.xls
CC-1533-iCIS-Del-LIHEAP eCIS Int Phase II-WO-0052 Req Traceability Matrix-FY06-07-Contract 4000010162.xls
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CC-1533-iCIS-Del-LIHEAP eCIS Int Phase II-WO-0052 Requirements Def-FY06-07-Contract 4000010162.doc
CC-1577-iCIS-WP-WO-0058-COMPASS Sec Enh Keystone Key GSD Traceability Matrix.xls
CC-1577-iCIS-WP-WO-0058-COMPASS Sec Enh Keystone Key GSD Use Cases-FY06-07-Contract 4000010162.doc
CC-1618-ICIS-WP-eCIS Incr Ren Dashboard Reporting GSD-Traceability Matrix-FY06-07-Contract 4000010162.xls
CC-1618-ICIS-WP-eCIS Incr Ren Dashboard Reporting GSD-Use Case Diagrams-FY06-07-Contract 4000010162.doc
CC-1688-iCIS-WP-TANF Work Support Phase II-Req Def Doc-WO-0068-FY06-07-Contract 4000010162.doc
CC-1701-iCIS-Del-LIHEAP eCIS Int Phase II-WO-0052 Req Traceability Matrix-FY06-07-Contract 4000010162.xls
CC-1701-iCIS-Del-LIHEAP eCIS Int Phase II-WO-0052 Req Use Case-FY06-07-Contract 4000010162.rtf
CC-1701-iCIS-Del-LIHEAP eCIS Int Phase II-WO-0052 Requirements Def-FY06-07-Contract 4000010162.doc
CC-1716-iCIS-Del-eCIS Incr Ren Workload-Dashboard DSD-Traceability Matrix.xls
CC-1717-iCIS-WO-0052- LIHEAP eCIS Integration Phase II-Use Case Diagrams-FY06-07-Contract 400010162.rtf
CC-1717-iCISWO-0052- LIHEAP eCIS Integration Phase II-Traceability Matrix-FY06-07-Contract 4000101621.xls
CC-1718-iCIS-WP-eCIS Incr Ren Workload-Dashboard GSD-Traceability Matrix-REVISED.xls
CC-1718-iCIS-WP-eCIS Incr Ren Workload-Dashboard GSD-Use Case Diagrams-REVISED.rtf
CC-1719-iCIS-WP-DPW Req_GSD-PNA Combined RSD_GSD V1-FY06-07-Contract 4000010162.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CC-1800-iCIS-WP-WO-0071 Healthcare Hand-Appndx B - Implementation Options.ppt
CC-1800-iCIS-WP-WO-0071 Healthcare Hand-Req-Appndx C - Reason Code Referral Criteria.xls
CC-1800-iCIS-WP-WO-0071 Healthcare Hand-Req-Appndx D - Category Code Referral Criteria.xls
CC-1800-iCIS-WP-WO-0071 Healthcare Hand-Req-Requirements Definition Document.doc
CC-1800-iCIS-WP-WO-0071 Healthcare Handshake-Mod-Req-Traceability Matrix.xls
CC-1800-iCIS-WP-WO-0071 Healthcare Handshake-Mod-Req-Use Case Document.doc
CC-1826-iCIS-WP-PNA DSD PNA Traceability Matrix V1.1-FY06-07-Contract 4000010162.xls
CC-1856-iCIS-WP-Pre-Pop of SAR LIN REQ-WO-0074 2SARLIN_LINFORM-Trace Matrix.pdf
CC-1856-iCIS-WP-Pre-Pop of SAR LIN REQ-WO-0074 2SARLIN_LINFORM_20070627.pdf
CC-1856-iCIS-WP-Pre-Pop of SAR LIN REQ-WO-0074 RDD_20070629_v1 0.pdf
CC-1856-iCIS-WP-Pre-Pop of SAR LIN REQ-WO-0074 SARLIN_SARFORM_20070627.pdf
CC-1857-iCIS-WP-Medicare Part D Req-WO-0070-FY06-07-Contract 4000010162.doc
CC-1857-iCIS-WP-Medicare Part D Req-WO-0070 Traceability-FY06-07-Contract 4000010162v.xls
CC 1865-iCIS-WO-0068-iCIS TANF Work Support Phase II - Mod-Req-GSD Requirements RESPONSE.DOC
CC-1896-iCIS-WP-PlanSmart For Women WO-0069-Mod-Req-PMN 1.0 Apply for Service-.doc
CC-1896-iCIS-WP-PlanSmart For Women WO-0069-Mod-Req-PMN 2.0 Power User.doc
CC-1896-iCIS-WP-PlanSmart For Women WO-0069-Mod-Req-PMN 3.0 Community Partner View-.doc
CC-1896-iCIS-WP-PlanSmart For Women WO-0069-Mod-Req-PMN 4.0 Administrative.doc
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CC-1896-iCIS-WP-PlanSmart For Women WO-0069-Mod-Req-Requirements Definition Document.doc
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CC-2045-iCIS-WP-WO-0071-HCHS-Mod-GSD Use Cases-FY07-08-Contract 4000010162.doc
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CC-2094-iCIS-Pre-Pop SAR LIN Req-WO-0074-Trace Matrix.xls
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CC-2168-iCIS-WP-Deloitte-DPW-FY07-08-WO-0071-HCHS-Mod-GSD-Use_Cases.doc
CC-2257-iCIS-WP-PlanSmart For Women WO-0069-Mod-GSD-PMN 1.0 Apply for Service.doc
CC-2257-iCIS-WP-PlanSmart For Women WO-0069-Mod-GSD-PMN 2.0 Power User.doc
CC-2257-iCIS-WP-PlanSmart For Women WO-0069-Mod-GSD-PMN 3.0 Community Partner View.doc
CC-2257-iCIS-WP-PlanSmart For Women WO-0069-Mod-GSD-PMN 4.0 Administrative.doc
CC-2257-iCIS-WP-PlanSmart For Women WO-0069-Mod-GSD-PMN 5.0 MCA.doc
CC-2257-iCIS-WP-PlanSmart For Women WO-0069-Mod-GSD-PMN 6.0 Interfaces.doc
CC-2257-iCIS-WP-PlanSmart For Women WO-0069-Mod-GSD-Traceability Matrix.xls
CC-2257-iCIS-WP-PlanSmart For Women WO-0069-Mod-GSD-Use Case Diagram.doc
CC-2292-iCIS-WP-Deloitte-DPW-FY07-08-WO-0111-CRISIS-GSD-Tracibility_Matrix.xls
CC-2292-iCIS-WP-Deloitte-DPW-FY07-08-WO-0111-CRISIS-GSD-Use_Cases.doc
CC-2486-iCIS-Del-PlanSmart For Women-WO-0069-Mod-DSD-Use Case Diagram.doc
CC-2486-iCIS-Del-PSFW-WO-0069-Mod-DSD-Traceability Matrix.xls
CC-3059-iCIS-WP-Autism Waiver Int-Mod-Req-GSD-WO-0130-Traceability Matrix.xls
CC-3081-iCIS-WP-COMPASS-CIS DataInt-Mod-Req-GSD-WO-0132 RDD.doc
CC-3081-iCIS-WP-COMPASS-CIS DataInt-Mod-Req-GSD-WO-0132 TraceMatr.xls
CC-3117-iCIS-WP-iCIS-.NET Transition Mod-Req-GSD-MCI NET-GSD-Traceability Matrix.xls

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CC-3138-iCIS-WP-Early Intervention Int-Mod-Req-GSD-WO-0131-Traceability Matrix.xls
CC-3408-iCIS-WO-0096-iCIS-.NET Trans Mod-DSD-Depl-TraceMatr.xls
PMN Interfaces.doc

3. GSD (General Systems Design)

4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-SS Details zip documents

0.0 Application Outline.doc
1.0 Search.doc
1.1 Case Non-Financial Summary.doc
1.2 Household.doc
1.3 Program Request.doc
1.4 Provider Vendor.doc
2.1 Individual Non-Financial Summary.doc
2.10 Absent Relative.doc
2.11 Sanctions or Disqualifications.doc
2.12 Waiver.doc
2.13 Facility Placement.doc
2.14 Special Past SSI.doc
2.15 Long Term Care.doc
2.16 Alien-Refugee.doc
2.17 Alien-Refugee Sponsor.doc
2.18 Veteran.doc
2.19 Domestic Violence.doc
2.2 Demographic.doc
2.20 Potential Benefits.doc
2.21 MAWD Premium Tracking.doc
2.22 Borders.doc
2.23 Extended TANF.doc
2.24 GIS Address Validation.doc
2.25 MCI Search Results.doc
2.26 Provider Search Results.doc
2.27 ETP Activity Tracking.doc
2.28 Individual Information.doc
2.29 Individual Eligibility History.doc
2.3 Relationships.doc
2.4 Individual Attributes.doc
2.5 Individual Non-Financial Questions.doc
2.6 Pregnancy.doc
2.7 Disability.doc
2.8 School Attendance.doc
2.9 ETP Project Enrollment.doc
3.1 Resource Summary.doc
3.10 Share Resources (pop-up).doc
3.2 Resource Questions.doc
3.3 Miscellaneous Resources.doc
3.4 Vehicles.doc
3.5 Insurance.doc
3.6 Burial Resources.doc
3.7 Real Property & Mobile Home.doc
3.8 Lump Sum.doc
3.9 Resource Transfer.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

4.1 Income Summary.doc
4.10 Annualized Income.doc
4.2 Income Questions.doc
4.3 Employment and Wage.doc
4.4 Unearned Income.doc
4.5 Room & Board Income.doc
4.6 Self Employment.doc
4.7 Family Works Calculation.doc
4.8 Sharing FSA.doc
4.9 Incentive Income.doc
5.1 Expense Summary.doc
5.2 Expense Questions.doc
5.3 Dependent Care.doc
5.4 Medical.doc
5.5 Child Support.doc
5.6 Shelter and Utilities.doc
6.1 Eligibility Results Summary.doc
6.10 Eligibility Iterations Results.doc
6.11 Pending Verification Items.doc
6.12 Cash Recurring Benefits and OTI.doc
6.13 FS Recurring Benefits and OTI.doc
6.14 Eligibility History.doc
6.2 Non-Fin Eligibility Result Details.doc
6.3 Resource Eligibility Result Details.doc
6.4 Child Care Result Details.doc
6.5 Income Eligibility Result Details Cash.doc
6.6 Income Eligibility Result Details Food Stamps.doc
6.7 Income Eligibility Result Details MA.doc
6.8 Build New SFU Budget Composition.doc
6.9 Composition Change.doc
7.1 TPL Summary.doc
7.2 TPL Main Carrier.doc
8.1 Cash Budget Authorization.doc
8.2 MA Budget Authorization.doc
8.3 FS Budget Authorization.doc
8.4 Client Notice.doc
8.5 Additional Text (Pop-Up).doc
9.1 Managed Care Plan Information.doc
Master Screenshot Document.doc

5350-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Response-SS Docs zip documents

0.0 Application Outline.doc
1.0 Search.doc
1.1 Case Non-Financial Summary.doc
1.2 Household.doc
1.3 Program Request.doc
1.4 Provider Vendor.doc
2.1 Individual Non-Financial Summary.doc
2.10 Absent Relative.doc
2.11 Sanctions or Disqualifications.doc
2.12 Waiver.doc
2.13 Facility Placement.doc
2.14 Special Past SSI.doc
2.15 Long Term Care.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

2.16 Alien-Refugee.doc
2.17 Alien-Refugee Sponsor.doc
2.18 Veteran.doc
2.19 Domestic Voilence.doc
2.2 Demographic.doc
2.20 Potential Benefits.doc
2.21 MAWD Premium Tracking.doc
2.22 Boarders.doc
2.23 Extended TANF.doc
2.24 GIS Address Validation.doc
2.25 MCI Search Results.doc
2.26 Provider Search Results.doc
2.27 ETP Activity Tracking.doc
2.28 Individual Information.doc
2.29 Individual Eligibility History.doc
2.3 Relationships.doc
2.4 Individual Attributes.doc
2.5 Individual Non-Financial Questions.doc
2.6 Pregnancy.doc
2.7 Disability.doc
2.8 School Attendance.doc
2.9 ETP Project Enrollment.doc
3.1 Resource Summary.doc
3.10 Itcassettransfer.doc
3.11Share Resources (pop-up).doc
3.2 Resource Questions.doc
3.3 Miscellaneous Resources.doc
3.4 Vehicles.doc
3.5 Insurance.doc
3.6 Burial Resources.doc
3.7 Real Property & Mobile Home.doc
3.8 Lump Sum.doc
3.9 Resource Transfer.doc
4.1 Income Summary.doc
4.10 Annualized Income.doc
4.2 Income Questions.doc
4.3 Employment and Wage.doc
4.4 Unearned Income.doc
4.5 Room & Board Income.doc
4.6 Self Employment.doc
4.7 Family Works Calculation.doc
4.8 Sharing FSA.doc
4.9 Incentive Income.doc
5.1 Expense Summary.doc
5.2 Expense Questions.doc
5.3 Dependent Care.doc
5.4 Medical.doc
5.5 Child Support.doc
5.6 Shelter and Utilities.doc
6.1 Eligibility Results Summary.doc
6.10 Eligibility Iterations Results.doc
6.11 Pending Verification Items.doc
6.12 Cash Recurring Benefits and OTI.doc
6.13 FS Recurring Benefits and OTI.doc
6.14 Eligibility History.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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6.2 Non-Fin Eligibility Result Details.doc
6.3 Resource Eligibility Result Details.doc
6.4 Child Care Result Details.doc
6.5 Income Eligibility Result Details Cash.doc
6.6 Income Eligibility Result Details Food Stamps.doc
6.7 Income Eligibility Result Details MA.doc
6.8 Build New SFU Budget Composition.doc
6.9 Composition Change.doc
7.1 TPL Summary.doc
7.2 TPL Main Carrier.doc
8.1 Cash Budget Authorization.doc
8.2 MA Budget Authorization.doc
8.3 FS Budget Authorization.doc
8.4 Client Notice.doc
8.5 Additional Text (Pop-Up).doc
9.1 Managed Care Plan Information.doc
Master Screenshot Document.doc

5460-iCIS-WP-IR Phase IV-B-Req-GSD-WO-0173-GSD-Screen Shots zip documents

~\$2 Household.doc
0.0 Application Outline.doc
1.0 Search.doc
1.1 Case Non-Financial Summary.doc
1.2 Household.doc
1.3 Program Request.doc
1.4 Provider Vendor.doc
2.1 Individual Non-Financial Summary.doc
2.10 Absent Relative.doc
2.11 Sanctions or Disqualifications.doc
2.12 Waiver.doc
2.13 Facility Placement.doc
2.14 Special Past SSI.doc
2.15 Long Term Care.doc
2.16 Alien-Refugee.doc
2.17 Alien-Refugee Sponsor.doc
2.18 Veteran.doc
2.19 Domestic Violence.doc
2.2 Demographic.doc
2.20 Potential Benefits.doc
2.21 MAWD Premium Tracking.doc
2.22 Borders.doc
2.23 Extended TANF.doc
2.24 GIS Address Validation.doc
2.25 MCI Search Results.doc
2.26 Provider Search Results.doc
2.27 ETP Activity Tracking.doc
2.28 Individual Information.doc
2.29 Individual Eligibility History.doc
2.3 Relationships.doc
2.4 Individual Attributes.doc
2.5 Individual Non-Financial Questions.doc
2.6 Pregnancy.doc
2.7 Disability.doc
2.8 School Attendance.doc

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Application Documents as of 06/30/09

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2.9 ETP Project Enrollment.doc
3.1 Resource Summary.doc
3.10 Itcassettransfer.doc
3.11 Share Resources (pop-up).doc
3.2 Resource Questions.doc
3.3 Miscellaneous Resources.doc
3.4 Vehicles.doc
3.5 Insurance.doc
3.6 Burial Resources.doc
3.7 Real Property & Mobile Home.doc
3.8 Lump Sum.doc
3.9 Resource Transfer.doc
4.1 Income Summary.doc
4.10 Annualized Income.doc
4.2 Income Questions.doc
4.3 Employment and Wage.doc
4.4 Unearned Income.doc
4.5 Room & Board Income.doc
4.6 Self Employment.doc
4.7 Family Works Calculation.doc
4.8 Sharing FSA.doc
4.9 Incentive Income.doc
5.1 Expense Summary.doc
5.2 Expense Questions.doc
5.3 Dependent Care.doc
5.4 Medical.doc
5.5 Child Support.doc
5.6 Shelter and Utilities.doc
6.1 Eligibility Results Summary.doc
6.10 Eligibility Iterations Results.doc
6.11 Pending Verification Items.doc
6.12 Cash Recurring Benefits and OTI.doc
6.13 FS Recurring Benefits and OTI.doc
6.14 Eligibility History.doc
6.2 Non-Fin Eligibility Result Details.doc
6.3 Resource Eligibility Result Details.doc
6.4 Child Care Result Details.doc
6.5 Income Eligibility Result Details Cash.doc
6.6 Income Eligibility Result Details Food Stamps.doc
6.7 Income Eligibility Result Details MA.doc
6.8 Build New SFU Budget Composition.doc
6.9 Composition Change.doc
7.1 TPL Summary.doc
7.2 TPL Main Carrier.doc
8.1 Cash Budget Authorization.doc
8.2 MA Budget Authorization.doc
8.3 FS Budget Authorization.doc
8.4 Client Notice.doc
8.5 Additional Text (Pop-Up).doc
9.1 Managed Care Plan Information.doc
Master Screenshot Document.doc

5753-iCIS-WO-COMPASS Attach Scanned Docs-GSD-WO-0240-GSD-SS Details zip documents

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Application Documents as of 06/30/09

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5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-SS Details zip documents

5869-iCIS-WP-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Screenshot Documents

0.0 Case Search.doc
0.1 Individual Information.doc
1.1 Case Non-Financial Summary.doc
1.2 Household.doc
1.3 Program Request.doc
1.4 Budget Action.doc
1.5 Individual Program Request.doc
1.6 Program Request Questions.doc
1.7 Vendor & Provider.doc
1.8 Eligibility History.doc
1.9 Individual Eligibility History.doc
10.0 Correspondence-ClientNoticeInformation.doc
10.1 Correspondence-ClientNoticeSearch.doc
11.0 Case Administration.doc
11.1 Workflow Audit Trail.doc
2.1 Individual Non-Financial Summary.doc
2.10 Absent Relative.doc
2.11 Sanctions or Disqualifications.doc
2.12 Waiver.doc
2.13 Facility Placement.doc
2.14 Special Past SSI.doc
2.15 Long Term Care.doc
2.16 Alien-Refugee.doc
2.17 Alien-Refugee Sponsor.doc
2.18 Veteran.doc
2.19 Domestic Violence.doc
2.2 Demographic.doc
2.20 Potential Benefits.doc
2.21 MAWD Premium Tracking.doc
2.22 Boarders.doc
2.23 Extended TANF.doc
2.24 GIS Address Validation.doc
2.25 Provider Search Results.doc
2.3 Relationships.doc
2.4 Relevant Member.doc
2.5 Individual Attributes.doc
2.6 Individual Non-Financial Questions.doc
2.7 Pregnancy.doc
2.8 Disability.doc
2.9 School Attendance.doc
3.1 Resource Summary.doc
3.10 LTC Asset Transfer.doc
3.2 Resource Questions.doc
3.3 Miscellaneous Resources.doc
3.4 Vehicles.doc
3.5 Insurance.doc
3.6 Burial Resources.doc
3.7 Real Property & Mobile Home.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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3.8 Lump Sum.doc
3.9 Resource Transfer.doc
4.1 Income Summary.doc
4.10 Annualized Income.doc
4.11 Deemed Income.doc
4.2 Income Questions.doc
4.3 Employment and Wage.doc
4.4 Unearned Income.doc
4.5 Room & Board Income.doc
4.6 Self Employment.doc
4.7 Family Works Calculation.doc
4.8 Sharing FSA.doc
4.9 Incentive Income.doc
5.1 Expense Summary.doc
5.2 Expense Questions.doc
5.3 Dependent Care.doc
5.4 Medical.doc
5.5 Child Support.doc
5.6 Shelter & Utilities.doc
6.0 Pending Verification Items.doc
6.1 Eligibility Results Summary.doc
6.10 Build New SFU Budget Composition.doc
6.11 SFU Composition Change.doc
6.12 Eligibility Iterations Results.doc
6.2 Cash Recurring Benefits & OTI.doc
6.3 FS Recurring Benefits & OTI.doc
6.4 Non-Fin Eligibility Result Details.doc
6.5 Resource Eligibility Result Details.doc
6.6 Child Result Details.doc
6.7 Income Eligibility Result Details Cash.doc
6.8 Income Eligibility Result Details Food Stamps.doc
6.9 Income Eligibility Result Details MA.doc
7.1 TPL Summary.doc
7.2 Add TPL Main Carrier.doc
7.3 Individual Carrier Information.doc
8.1 Cash Budget Authorization.doc
8.2 MA Budget Authorization.doc
8.3 FS Budget Authorization.doc
9.1 ETP Project Enrollment.doc
9.2 ETP Activity Tracking.doc
9.3 Managed Care Plan Information.doc
9.4 Client Notice.doc
9.5 Consolidated Client Notice.doc
9.6 Case Exit.doc
Master Screenshot Document.doc

1409-iCIS eCIS - Citi ID Conversion Plan.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Capacity Plan Appendix.xls
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Capacity Plan.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Logical Data Model.pdf
1541-iCIS eCIS - Citi ID Conversion Plan.doc
3216-iCIS-WP-MFP-Mod-Req-GSD-WO-0140 KeyCons.doc
3216-iCIS-WP-MFP-Mod-Req-GSD-WO-0140 ScrShotDetails.doc
3301-iCIS-WP-MFP-Req-GSD-WO-0140-Response General System Design.doc
3301-iCIS-WP-MFP-Req-GSD-WO-0140-Response Screen Shot Details.doc

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Application Documents as of 06/30/09

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3324-iCIS-Del-COMPASS-CIS Data Int-DSD-Depl-WO-00132-Conversion Plan.doc
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3719-iCIS-Del-iCIS-WebAP .NET Enable-DSD-Depl-DSD-WO-0144-DSD-Final Cap Plan-Prod.pdf
3719-iCIS-Del-iCIS-WebAP .NET Enable-DSD-Depl-DSD-WO-0144-DSD-Key Considerations.pdf
3719-iCIS-Del-iCIS-WebAP .NET Enable-DSD-Depl-DSD-WO-0144-DSD-SS Details.pdf
3933-iCIS-WP-WebAP .NET Enablement Mod-DSD-Depl-DSD-WO-0144 Screen Shot Details.doc
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4012-iCIS-WP-SP for Wom Ph II-Req-GSD-WO-0199-GSD-Key Consid.doc
4012-iCIS-WP-SP for Wom Ph II-Req-GSD-WO-0199-GSD-SS Details.doc
4012-iCIS-WP-SP for Wom Ph II-Req-GSD-WO-0199-GSD.doc
4022-iCIS-WP-Auto Ren Mail-In-Req-GSD-WO-0206-GSD-eCIS-Init-Cap-Plan-Non-Prod.doc
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4076-iCIS-WP- Imp Infor Lifecycle Mgmt for Img-Req-GSD-WO-0192-GSD-LDM.pdf
4126-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-DSD-COMPASS_Final Cap_Plan.doc
4126-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-DSD-COMPASS_Final_Capacity_Plan_Non-Prod.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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4126-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-DSD-SS Details.doc
4210-iCIS-WP-Trans Cash Ben-Req-GSD-WO-0200-GSD-BLD-SFU.pdf
4210-iCIS-WP-Trans Cash Ben-Req-GSD-WO-0200-GSD-BLD-TCA WPR.pdf
4210-iCIS-WP-Trans Cash Ben-Req-GSD-WO-0200-GSD-CIS-Cap Plan-Non Prod.doc
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4353-iCIS-Del-Auto Ren Mail-In-DSD-Depl-WO-0206-DSD-SS Details.doc
4370-iCIS-WP-Imp Info LM for Img-Req-GSD-WO-0192-GSD-Resp-Act Diag.doc
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4370-iCIS-WP-Imp Info LM for Img-Req-GSD-WO-0192-GSD-Resp-Init CapPlan_Prod.doc
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4393-iCIS-Del-Imp Info LM for Img-DSD-Depl-WO-0192-DSD-SS Details.doc
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4471-iCIS-WP-LIHEAP Int into eCIS PhIII-Req-GSD-WO-0172-GSD-Init Cap Plan-Non-Prod.doc
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4471-iCIS-WP-LIHEAP Int into eCIS PhIII-Req-GSD-WO-0172-GSD-Logical Data Model.doc
4471-iCIS-WP-LIHEAP Int into eCIS PhIII-Req-GSD-WO-0172-GSD-Screen Shot Details.doc
4471-iCIS-WP-LIHEAP Int into eCIS PhIII-Req-GSD-WO-0172-GSD-Subsystem Arch.doc
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Application Documents as of 06/30/09

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4546-iCIS-WP-CN Consol-Req-GSD-WO-0218-GSD-Key Consid.doc
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4551-iCIS-Del-Auto Ren Mail-In-DSD-Depl-WO-0206-DSD-Resp-SS Details.doc
4701-iCIS-Del-CN Consol-DSD-Depl-WO-0218-DSD-Final Cap Plan-Non Prod.doc
4701-iCIS-Del-CN Consol-DSD-Depl-WO-0218-DSD-Final Cap Plan-Prod.doc
4701-iCIS-Del-CN Consol-DSD-Depl-WO-0218-DSD-Updated Key Consid.doc
4796-iCIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-DSD-Init Cap Plan-Non Prod.doc
4796-iCIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-DSD-Init Cap Plan-Prod.doc
4796-iCIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-DSD-Key Consid.doc
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4819-iCIS-WP-LIHEAP Int into eCIS Ph III-Req-GSD-WO-0172-GSD-Response-SS Details.pdf
4819-iCIS-WP-LIHEAP Int into eCIS Ph III-Req-GSD-WO-0172-GSD-Response.pdf
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Act Diag.doc
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen A-Cash-FS Bud Comp.doc
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen B-Screen Evol Matrix.xls
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen C-Sch Matrix.xls
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen D-Cash SSI BLD.pdf
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen E-Cash SBP-ESA BLD.pdf
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen F-Cash TANF BLD.pdf
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen G-Cash GA BLD.pdf
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen H-Food Stamps BLD.pdf
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen I-Cash Deprivation BLD.pdf
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen J-Cash Pay Name BLD.pdf
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen K-CIS Design Consid.doc
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen L-Svcs Arch.doc
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen M-Out of Scope.doc
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Appen N-CC40.xls
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Conv Plan.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Data Dict.xls
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Init Cap Plan-CIS-Non-Prod.doc
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Init Cap Plan-CIS-Prod.doc
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Init Cap Plan-eCIS-Non-Prod.doc
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4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Key Consid.doc
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-LDM.doc
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Subsystem Arch.doc
4838-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD.doc
4899-iCIS-Del-Trans Cash Assis-DSD-Depl-WO-0200-DSD-CIS-Final Cap Plan-Non Prod.doc
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4899-iCIS-Del-Trans Cash Assis-DSD-Depl-WO-0200-DSD-SS Details.doc
4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Conv Plan.pdf
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4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Final Cap Plan-Prod.doc
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4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-SS Details.pdf
4942-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD-Activity Diagrams.doc
4942-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD-Business Logic Diagrams.doc
4942-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD-CIS Init Cap Plan Non-Prod.doc
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4942-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD-GSD Appendix A.pdf
4942-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD-Init Key Considerations.doc
4942-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD-Logical Data Model.doc
4942-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD-Screen Shot Details.doc
4942-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD-Subsystem Architecture.doc
4942-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD.doc
4976-iCIS-WP-LIHEAP Int into eCIS Ph III-Req-GSD-WO-0172-GSD-Response 2-Act Diag.doc
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5141-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Response-Final Cap Plan-Non-Prod.doc
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5141-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Response-SS Details.doc
5179-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD Response GSD.doc
5179-iCIS-WP-CNR Phase I-Req-GSD-WO-0186-GSD Response SS Details.doc
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Act Diag.doc
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5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-AppB Post Screen Rules.doc
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-AppC Rout Rules.doc
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-AppD MTL-Admin.xls
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-AppE AdminSecRoles.xls
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-ARB-1.pdf
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-ARB-2.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Conv Plan.doc
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5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Init Cap Plan-Non-Prod.doc
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Init Cap Plan-Prod.doc
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Key Consid.doc
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-LDM.pdf
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Middle Svcs Arch.doc
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5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Screen Shots.doc
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Screening Rules.doc
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Sub Arch.doc
5293-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-User Exp Map.doc
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-CIS Final Cap Plan Non-Prod.doc
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5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-eCIS Final Cap Plan Non-Prod.doc
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-eCIS Final Cap Plan Prod.doc
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-Key Consids.doc
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-SS Details.doc
5350-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Response-Appen A-Cash-FS Bgt Comp.doc
5350-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Response-Appen D-Cash SSI BLD.pdf
5350-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Response-Appen E-Cash SBP-ESA BLD.pdf
5350-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Response-Appen F-Cash TANF BLD.pdf
5350-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Response-Appen G-Cash GA BLD.pdf
5350-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Response-Appen H-FS BLD.pdf
5350-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Response-Appen I-Cash Dep BLD.pdf
5350-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Response-LDM.pdf
5350-iCIS-WP-IR Ph IV-B-Req-GSD-WO-0173-GSD-Response.doc
5350-iCIS-WP-IVB-WO-0173-Screen Shot Document-Master Screenshot Document.doc
5379-iCIS-WP-WLD Info Analysis-Mgnt Rpt-Req-GSD-WO-0243-GSD-Act Diag.doc
5379-iCIS-WP-WLD Info Analysis-Mgnt Rpt-Req-GSD-WO-0243-GSD-ALM.xls
5379-iCIS-WP-WLD Info Analysis-Mgnt Rpt-Req-GSD-WO-0243-GSD-Conv Plan.doc
5379-iCIS-WP-WLD Info Analysis-Mgnt Rpt-Req-GSD-WO-0243-GSD-Init Cap Plan-Non Prod.doc
5379-iCIS-WP-WLD Info Analysis-Mgnt Rpt-Req-GSD-WO-0243-GSD-Init Cap Plan-Prod.doc
5379-iCIS-WP-WLD Info Analysis-Mgnt Rpt-Req-GSD-WO-0243-GSD-Key Consids.doc
5379-iCIS-WP-WLD Info Analysis-Mgnt Rpt-Req-GSD-WO-0243-GSD-LDM.doc
5379-iCIS-WP-WLD Info Analysis-Mgnt Rpt-Req-GSD-WO-0243-GSD-SS Details.doc
5379-iCIS-WP-WLD Info Analysis-Mgnt Rpt-Req-GSD-WO-0243-GSD.doc
5460-iCIS-WP-IR Phase IV-B-Req-GSD-WO-0173-GSD.doc
5499-iCIS-Del-WO-0186-CNR Phase I-DSD-Depl-DSD-Response-Key Consid.doc
5499-iCIS-Del-WO-0186-CNR Phase I-DSD-Depl-DSD-Response-SS Details.doc
5531-iCIS-WP-WLD Info Analysis Mgmt Rpt-Req-GSD-WO-0243-GSD-Response-Act Diag.doc
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5531-iCIS-WP-WLD Info Analysis Mgmt Rpt-Req-GSD-WO-0243-GSD-Response.doc
5577-iCIS-WP-IR Phase IV-B-Req-GSD-WO-0173 Response Master Screenshot Document.doc
5577-iCIS-WP-IR Phase IV-B-Req-GSD-WO-0173 Response Screenshots 1.2 Household.doc
5577-iCIS-WP-IR Phase IV-B-Req-GSD-WO-0173 Response Screenshots 2.4 Individual Attributes.doc
5610-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response-Act Diag.doc
5610-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response-AppB_PostScreeningRules.doc
5610-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response-AppC_RoutingRules.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5610-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response-InitCapPlan-Prod.doc
5610-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response-Master Text List for AFS.xls
5610-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response-MasterTextList_Screening.xls
5610-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response-Middleware Services Arch.doc
5610-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response-SS Details.pdf
5610-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response.pdf
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Activity Diagrams.doc
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Conversion Plan.doc
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Final Capacity Plan Non Prod.doc
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Final Capacity Plan Prod.doc
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Key Considerations.doc
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Screenshot Details.doc
5724-iCIS-WP-COMPASS Tech Upgrade-Req-GSD-WO-0219-GSD-Response 2.pdf
5753-iCIS-WO-COMPASS Attach Scanned Docs-GSD-WO-0240-GSD-Act Diag.doc
5753-iCIS-WO-COMPASS Attach Scanned Docs-GSD-WO-0240-GSD-ALM Compl Dashboard.xls
5753-iCIS-WO-COMPASS Attach Scanned Docs-GSD-WO-0240-GSD-InitialCapacityPlanProd.doc
5753-iCIS-WO-COMPASS Attach Scanned Docs-GSD-WO-0240-GSD-InitialCapacityPlanReleaseNon-Prod.doc
5753-iCIS-WO-COMPASS Attach Scanned Docs-GSD-WO-0240-GSD-Key Consid.doc
5753-iCIS-WO-COMPASS Attach Scanned Docs-GSD-WO-0240-GSD-LDM.pdf
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5801-iCIS-Del-WLD Information Analysis-Mgmt Rpting-DSD-WO-0243-DSD-Response-Final Cap Plan Non-Prod.doc
5801-iCIS-Del-WLD Information Analysis-Mgmt Rpting-DSD-WO-0243-DSD-Response-SS Details.doc
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-Conv Plan.doc
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-FinalCapPlanNon-Prod.doc
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5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-Key Consid.doc
5802-iCIS-DEL-WO-0219-COMPASS Technology Upgrade-Mod-DSD-Depl-DSD-Screenshots_Admin.pdf
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5802-iCIS-DEL-WO-0219-COMPASS Technology Upgrade-Mod-DSD-Depl-DSD-Screenshots_SelfReg.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Capacity Plan CIS (Non-Prod).doc
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Capacity Plan CIS (Prod).doc
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Capacity Plan eCIS (Non-Prod).doc
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5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Final Conversion Plan.doc
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Key Consid.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-BLD Citizenship-ID Medicaid.pdf
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-CAPS Capacity Plan.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-CAPS Screen Shots-AE.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-CAPS Screen Shots-AM.doc
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ConsolidatedApp.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-CAPS Screen Shots-Eligibility.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-CAPS Screen Shots-PM.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-CIS Initial Capacity Plan-Non
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5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-CIS Intial Capacity Plan-Prod.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-CIS SS Details.doc
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5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-DD 2.5 Alerts.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-DD 4.6 MCI Interface.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-DD 8.2.47 Process Alerts.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-DD 9.1 Application Entry
Clearance.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-DD 9.3 Clearance Log.doc
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5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-Document Review Tracking.xlsx
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-eCIS Initial Capacity Plan-Non
Prod.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-eCIS Initial Capacity Plan-
Prod.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-eCIS SS Details.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-Key Consid.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-LDM.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-NET Trace Diagram 2.0 AM.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-NET Trace Diagram 4.6 MCI
Interface.doc
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Processes.doc
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Clearance.doc
5875-iCIS-WP-CHIP Reauthorization Req-GSD-WO-0249-GSD-RDD 9.5 MCI Clearance.doc
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5893-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-GSD-LDM.doc
5893-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-GSD-SS Details.doc
5893-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-GSD-Sub Arch.doc
5893-iCIS-WP-IEVS Targeting Logic-Req-GSD-WO-0191-GSD.doc
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CC-1395-iCIS-WP-WO-0011-FNS Grant Enhancements-General System Design-FNS CIS Screen
Shot Details.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CC-1395-iCIS-WP-WO-0011-FNS Grant Enhancements-General System Design-FNS Logical Data Model.doc
CC-1395-iCIS-WP-WO-0011-FNS Grant Enhancements-General System Design-FNS Screen Shot Details.doc
CC-1397-eCIS Incr Rnwl Phases III-B-III-C-GSD Workload Management-WO-0002-WLM General System Design.doc
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Application Documents as of 06/30/09

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Application Documents as of 06/30/09

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Plan.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CC-2486-iCIS-Del-PlanSmart For Women-WO-0069-Mod-DSD-Key Considerations.doc
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CC-3059-iCIS-WP-Autism Waiver Int-Mod-Req-GSD-WO-0130-Key_Considerations.doc
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Application Documents as of 06/30/09

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CC-3117-iCIS-WP-iCIS-.NET Transition Mod-Req-GSD-MCI NET-GSD-eCIS Initial Capacity Plan (Prod).doc
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CC-3117-iCIS-WP-iCIS-.NET Transition Mod-Req-GSD-MCI NET-GSD-Subsystem Architecture.doc
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4. DSD (Detailed Systems Design)

4545-iCIS-Del-SelectPlan Women Phase II-DSD-WO-0199_COMPASS_Program_Specifications

1.8.5 ASPSpec-SUPSM.doc
2.2.1 ASPSpec-SC003.doc
2.3.1 ASPSpec-SC010.doc
2.3.3 ASPSpec-SC012.doc
2.3.6 ASPSpec-SC016.doc

CC-2351-iCIS-Del-Deloitte-DPW-FY07-08-WO-0111-CRISIS-DSD-Physical Data Models

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CIS Program Specifications

CITID-ARM600.doc
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Application Documents as of 06/30/09

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CITID-CCN42R.doc
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CITID-CZN10DMM.doc
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Citi ID

CIS - Citi ID Detailed System Design AI Flow.vsd

Citizen ID Verification Response

CIS Program Specifications

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CITID-CZN10DMM.doc
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COMPASS-CIS Data Int Program Specification

1.3.2 ASPspec-ICEMI.doc

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Application Documents as of 06/30/09

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1.4.3 ASPSpec-XPTRE.doc
1.4.4 ASPSpec-XPSUM.doc
7.5 ASPSpec-PWICM.doc

eCIS Detailed System Design Document

eCIS - Citi ID Detailed System Design.doc

iCIS IR Phase IV Appendices

Appendices

5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen A-Eligibility
DSD.doc
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen AA-Ref Tables
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Care Dating Rules.xls
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Logic Diag.doc
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5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen I-Cash SSI SFU
Rules.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen J-Cash SBP-ESA
SFU Rules.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen K-Cash TANF
SFU Rules.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen L-Cash GA SFU
Rules.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen M-Food Stamps
SFU Rules.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen N-Family Works
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5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen O-CIS_Design
Consid.doc
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen P-eCIS-
CIS_Interfaces.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen Q-Out of Scope Items.doc
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen R-CIS Services Arch.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen S-Security Matrix.xls
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen T-Relevant Members Rules.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen U-Verification Matrix.xls
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen V-Managed Care Enroll Rules.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen W-Client Notice Rules.xls
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen X-CIS Batch Update Analysis Rules.xls
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen Y-SAR-Reapp Due Date BLD.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Appen Z-Refresh-Commit Rules.xls
Thumbs.db

LIHEAP Comptroller Enhancements

ASP

AlertMessagesProcessing.doc
ManageVTProcessCriteria.doc
ProcessManageVTProcessCriteria.doc
ProcessTransferFunds.doc
ProcessUpdateAppropriationBalance.doc
ProcessUpdateFunds.doc
ProcessViewCommittedUnpaidPmts.doc
ProcessViewCommittedUnpaidPmtsByVendor.doc
ProcessVTProcessCriteriaHistory.doc
SendEmail.doc
UpdateFunds.doc
ViewCommittedUnpaidPmts.doc
ViewCommittedUnpaidPmtsByVendor.doc
VTProcessCriteriaHistory.doc

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LHRDBATCH_WEEKLY.doc
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COM

COMSpec-BL_Funds.doc
COMSpec-BL_UTILITY.doc
COMSpec-BL_Voucher.doc
COMSpec-DL_Funds.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

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Data Model

LIHEAP_DATA_MODEL_CMPTLR-ENH.pdf

Stored Procedure

Stored Procedures Spec.doc

PlanSmart for Women COMPASS

1.1.10 ASPSpec-SAARR.doc
1.1.20 ASPSpec-SAFRM.doc
1.1.21 ASPSpec-SAINF.doc
1.1.29 ASPSpec-SACHS.doc
1.1.32 ASPSpec-SASSC.doc
1.1.35 ASPSpec-SAAPS.doc
1.10.2 ASPSpec-RPRST.doc
1.2.1 ASPSpec-HHAPL.doc
1.2.2 ASPSpec-HHIND.doc
1.2.5 ASPSpec-HHSUM.doc
1.5.5 ASPSpec-HISUM.doc
1.8.3 ASPSpec-SUARR_.doc
1.8.3 ASPSpec-SUARR.doc
1.8.4 ASPSpec-SUAPQ.doc
1.8.5 ASPSpec-SUPSM.doc
1.8.7 ASPSpec-SUCAT.doc
2.1.1 ASPSpec-SC001.doc
4.1.1 ASPSpec-ADSRH.doc
4.1.5 ASPSpec-ADFST.doc
4.2.1 ASPSpec-ADRAC.doc
6.2 ASPSpec-PV002.doc
7.1 ASPSpec-PWSTR.doc
7.11 ASPSpec-PWSUB.doc
7.2 ASPSpec-PWHHQ.doc
7.3 ASPSpec-PWIIN.doc
7.7 ASPSpec-PWHIN.doc
8.1.1 ASPXSpec-CAHOM.doc
CAMCA.ASCX.DOC
COMSpec-APPLNPROFILE.doc
COMSpec-COMPBUSOB.clsIndivProfile.doc
COMSpec-COMPGEXML.doc
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PKGSPEC-COMPASS_APPLN_PROFILE.doc
PKGSPEC-HOHL.DOC

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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PKGSpec-SWMSS.doc
PSFW_XSD_Specifications.xls

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clsAppReg_DO.HTML
clsCaseInitiation.HTML
clsCIS_ApplInfo_DO.doc
clsCOMPASSINBOX_BO.doc
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MCI16.doc
MCI2.doc
MCI27.doc
MCI28.doc
MCI9.doc
PKG_T_APPLN.doc
PKG_T_COMPASS_INBOX.doc
PKG_T_PENDING_APPS_RO.doc

Program Specifications - COMPASS

1.1.1 ASPSpec-SAWEL.doc
1.2.27 ASPSpec-HHCID.doc
1.2.5 ASPSpec-HHSUM.doc
1.2.7 ASPSpec-HHMIN.doc
7.3 ASPSpec-PWIIN.doc
CompassSchema.doc
CompassSchema.xsd
COMSpec-COMPPWIIN.doc
COMSpec-COMPSWMSS.doc
IF Appendix C - XML TAGS.xls
IndivInfoForCISOut.doc
IndivInfoForCISOut.xsd
PA-600-COMPASS-Mapping.xls
PKGSpec-GEXML.doc
PKGSpec-HOHLD.doc
PKGSpec-PWIIN.doc
PKGSpec-SWMSS.doc

Program Specifications - EA Documentation

AP - Class Diagrams.rtf
APInterface - Class Diagrams.rtf
Citild - Sequence Diagrams.rtf
Data Exchanges - Class Diagrams.rtf
Interfaces - Class Diagrams.rtf
MCI - Class Diagrams.rtf
MCIInterface - Class Diagrams.rtf

Program Specifications - eCIS

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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BirthCertificateCriteria.xsd
BirthCertificateReply.xsd
BirthCertificateRequest-Reply.doc
BirthCertificateRequest.xsd
CaseInitiationOut.doc
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DriverInfoReply.xsd
DriverInfoRequest-Reply.doc
DriverInfoRequest.xsd
MCI_DataTypes.doc
MCI_datatypes.xsd
UpdateSSNIn.doc
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Shared Consumers 3 Mod Program Specifications

4. Program Specifications

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clsRE000.cls.doc
clsRESAV.cls.doc
GET_ELIGTY_STATUS_CNT.doc
GET_ELIGTY_VALDN_REPORT.doc
GET_ELIGTY_VALDN.doc
GET_LIVING_SITUTN_DTE.doc
GET_OMAP_ELIGTY_VALDN.doc
GET_OMR_ELIGTY_VALDN.doc
GET_VERIFY_ELIGTY_STATUS.doc
imcsr.asp.doc
IMINF.asp.doc
IMURC.asp.doc
ISHPT.ASP.DOC
ISPPS.ASP.doc
ISPPT.ASP.DOC
PKG_DMGRPHC_RQ_BODY.doc
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RECNT.asp.doc
RECPR.asp.doc
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relev.asp.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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REUCD.asp.doc
REUID.asp.doc
rewpe.asp.doc
SCSIF.asp.doc
USP_GET_CASE_CMTS_EXRCT_DATA.doc
USP_GET_CLIENT_ALT_ID.doc
USP_GET_CLIENT_DMGRPHCS_HIST.doc
USP_GET_CLIENT_DMGRPHCS.doc
USP_GET_CNSR_ADR.doc
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USP_GET_CNSR_DMGRPHCS_HIST.doc
USP_GET_CNSR_DMGRPHCS_SEARCH.doc
USP_GET_CNSR_DMGRPHCS.doc
USP_GET_CNSR_EXRCT_DATA.doc
USP_GET_CNSR_EXRCT.DOC
USP_GET_CNSR_HIST_EXRCT_DATA.doc
USP_GET_CNSR_INFO.doc
USP_GET_CNSR_INS.doc
USP_GET_CNSR_PMO_NAM.DOC
USP_GET_CNSR_PRE_SRVY_EXRCT.doc
USP_GET_CNSR_PROFL_LIST_P2_1.doc
USP_GET_CNSR_PROFL.doc
USP_GET_CNSR_PROVR_REL.doc
USP_GET_CNSR_SEARCH.doc
USP_GET_CNSR_STATUS_P4_3.doc
USP_GET_CNSR_STATUS.doc
USP_GET_CNTC.doc
USP_GET_CURR_APVD_PLAN.doc
USP_GET_DX.doc
USP_GET_ELIG_FORM_EXRCT_DATA.doc
USP_GET_ELIGTY_FORM_P2_2.doc
USP_GET_ELIGTY_FORM.doc
USP_GET_EVAL_ASSESS.doc
USP_GET_HRA_CJ_SAMPLE_SIZE.doc
USP_GET_ICF_CMTS_EXRCT_DATA.doc
USP_GET_ICF_ELIGTY_EXRCT_DATA.doc
USP_GET_ICF_ELIGTY_P2_2.doc
USP_GET_ICF_ELIGTY_REPORT.DOC
usp_get_im_cnsr_exrct_2.sql.doc
usp_get_im_subj_bar.sql.doc
USP_GET_ISP_HIST_PRINT_LIST.sql.doc
USP_GET_ISP_HIST_SECTN_DETAIL.SQL.doc
USP_GET_ISP_PRINT_LIST_P2_2.doc
USP_GET_ISP_SECTN_DETAIL_P2_2.doc
USP_GET_MDCAD.doc
USP_GET_PGM_LOC.DOC
USP_GET_PGM_SERV_PFCE.DOC
USP_GET_PGM_WAIVER_ENRLMT.DOC

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

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USP_GET_RECGW_ORGN.DOC
USP_GET_REFL_EXRCT_DATA.doc
USP_GET_REFL_INFO.doc
USP_GET_SERV_PFCE_EXRCT_DATA.doc
USP_GET_SERV_PFCE_P2_2.doc
USP_GET_SERV_PFCE_REPORT.DOC
USP_GET_SERV_PFCE_VALID_RECORD.doc
USP_GET_SUPPL_DOCUM.doc
USP_GET_WM_CASES.doc
USP_GET_WM_CNSR_SEARCH.doc
usp_get_wm_doc_vers_detl.doc
USP_GET_WM_DOC.doc
USP_GET_WM_SAMPLE.doc
USP_REFSH_ELIGTY_VALDN_REPORT.doc
USP_SAVE_CLIENT_INFO.doc
USP_SAVE_CNSR_CIS_STAGE.doc
USP_SAVE_CNSR_CLNC_INFO.doc
USP_SAVE_CNSR_CLNC.doc
USP_SAVE_CNSR_DMGRPHCS_P2_1.doc
USP_SAVE_CNSR_STATUS.sql.doc
USP_SAVE_DX.doc
USP_SAVE_ELIGTY_FORM_P2_2.doc
USP_SAVE_ELIGTY_SERV_PFCE.doc
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USP_SAVE_EVAL_ASSESS.doc
USP_SAVE_HRA_AUTO_SAMPLE.doc
USP_SAVE_HRA_IQM_SAMPLE.doc
USP_SAVE_HRA_REQSTD_SAMPLE.doc
USP_SAVE_ICF_ELIGTY_P2_2.doc
USP_SAVE_LEV_CARE.doc
USP_SAVE_MULTI_ICF_ELIGTY_P2_2.doc
USP_SAVE_PNDG_CNSR.doc
USP_SAVE_POPT_HRA_CNSR.DOC
usp_save_popt_im_cnsr.sql.doc
USP_SAVE_REFL_INFO.doc
USP_SAVE_SC_CNSR_CLNC_INFO.doc
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V_CMTS.doc
V_CNSR_INFO.doc
V_CNSR_PROVR_REL.doc
V_CNSR_SCTY.doc
V_CNSR_STATUS_INFO.doc
V_CNSR_STATUS.doc
V_CNSR.doc
V_CORE_CNSR.doc
V_HRA_DOC_VERS_DETL.doc
v_incdt_cnsr.sql.doc
V_OMR_CNSR.doc
V_RPT_WM_DOC_VERS_DETL.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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V_WM_DOC_VERS_STATUS_DETL.doc

Usability Enhancements Program Specifications

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1.1.28 ASPSpec-SAUFA.doc
1.1.35 ASPSpec-SAAPS.doc
1.1.39 ASPSpec-SACPV.doc
1.1.40 ASPSpec-SARNW.doc
1.1.41 ASPSpec-SACID.doc
1.1.9 ASPSpec-SAMAP.doc
1.10.10 ASPSpec-RPSUM.doc
1.2.1 ASPSpec-HHAPL.doc
1.2.12 ASPSpec-HHSTU.doc
1.2.2 ASPSpec-HHIND.doc
1.2.5 ASPSpec-HHSUM.doc
1.2.7 ASPSpec-HHMIN.doc
1.3.2 ASPspec-ICEMI.doc
1.3.4 ASPspec-ICOTH.doc
1.5.2 ASPSpec-HIHII.doc
1.7.1 ASPspec-OIQUS.doc
1.7.4 ASPspec-OIHLU.doc
1.8.4 ASPSpec-SUAPQ.doc
1.8.6 ASPSpec-SUPSU.doc
2.2.1 ASPSpec-SC003.doc
2.3.3 ASPSpec-SC012.doc
2.3.6 ASPSpec-SC016.doc
2.5.2 ASPSpec-SC015.doc

1.1.40 ASPSpec-SARNW.doc
103 Data Exchanges - Data Dictionary.xls
103 Data Exchanges - Interface Specifications.xls
103 Data Exchanges - PDM change log.xls
103 Data Exchanges-ApplicationBlueprint.doc
103 Data Exchanges-ClassDiagrams.rtf
103 Data Exchanges-Final Capacity Plan.doc
103 Data Exchanges-Open TI Program Specifications.doc
103 Data Exchanges-Physical Data Model.doc.pdf
103 Data Exchanges-Screen Shots Details.doc
103 Data Exchanges-SequenceDiagrams.rtf
103 Data Exchanges-Subsystem Architecture.doc
1410-iCIS-Shared Consumers 3 Mod Detailed System Design-WO-0020-Class_Diagrams.doc
1410-iCIS-Shared Consumers 3 Mod Detailed System Design-WO-0020-Data_Dictionary.xls
1410-iCIS-Shared Consumers 3 Mod Detailed System Design-WO-0020-DSDIntroduction.doc
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1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Cube and Report Details.xls
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Cube Report Metadata Document.xls
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Data Access and Delivery Method.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Data Acquisition Plan.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Data Dictionary.xls
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Data Model Overview.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Extraction Logic.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW General System Design.doc
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1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Physical Data Model.pdf
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Technical Architecture.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-CCDW Transformation Matrix.xls
1463-iCIS-FNS Grant Enhancements-WO-0011-R14 ASPSpec-ICPSP.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-R14 ASPSpec-PWICM.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-R14 COMSpec-COMPPWICM.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-R14 COMSpec-COMPMSWMSC.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-R14 COMSpec-COMPMSWUTL.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-R14 FNS Appendix A-File Specification.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-R14 FNS CIS Program Modifications.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-R14 FNS Class Diagrams.doc
1463-iCIS-FNS Grant Enhancements-WO-0011-R14 FNS Sequence Diagrams.doc
2083-iCIS - TANF Work Support Phase II-DSD-WO-0068.doc
2219-iCIS-Del-WO-HCHS-0071-DSD CIS Program Specs.doc
2360-iCIS-Del-Pre-Population of SAR LIN DSD-WO-0074 DSD.doc
2360-iCIS-SARLIN_Application_Blueprint_20070911_v1.0.doc
2360-iCIS-SARLIN_CIS_Program_Descriptions_20070907_v1.1.doc
2360-iCIS-SARLIN_Class_Diagrams_20070910_v1.0.doc
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2376-iCIS-Del-WO-0071-HCHS-Mod-DSD Appendix D-CIS Flat File Layouts.xls
2376-iCIS-Del-WO-0071-HCHS-Mod-DSD CIS Program Specs.doc
2378-iCIS-Del-Medicare Part D-DSD-Depl WO-0070-Appendix.doc
2378-iCIS-Del-Medicare Part D-DSD-Depl WO-0070-Batch Program Spec.doc
2378-iCIS-Del-Medicare Part D-DSD-Depl WO-0070-Detailed System Design.doc
2378-iCIS-Del-Medicare Part D-DSD-Depl WO-0070-Online Program Spec.doc
2475-iCIS-Del-Pre-Population of SAR LIN DSD Response-WO-0074-App Blueprint.doc
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2614-iCIS-Del-Medicare Part D-DSD-Depl WO-0070-Appendix.doc
2614-iCIS-Del-Medicare Part D-DSD-Depl WO-0070-Batch Program Spec.doc
2614-iCIS-Del-Medicare Part D-DSD-Depl WO-0070-Detailed System Design.doc
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2615-iCIS-Del-SelectPlan for Women DSD-DSD-Depl-WO-0069-ASPSpec-SAARR.doc
2615-iCIS-Del-SelectPlan for Women DSD-DSD-Depl-WO-0069-CIS Online Program Specs.doc
3146-iCIS-Del-iCIS Aut Waiv Int-WO-0130-DSD Online Program Specs.doc
3157-iCIS-Del-COMPASS Usability Enhancements-WO-0126-DSD-Application Blueprint.doc
3157-iCIS-Del-COMPASS Usability Enhancements-WO-0126-DSD-Class Diagrams.doc
3157-iCIS-Del-COMPASS Usability Enhancements-WO-0126-DSD-Detailed System Design.doc
3157-iCIS-Del-COMPASS Usability Enhancements-WO-0126-DSD-Sequence Diagrams.doc
3316-iCIS-Del-MFP-DSD-Depl-WO-0140-DSD-Batch Program Specs.doc
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3324-iCIS-Del-COMPASS-CIS Data Int-DSD-Depl-WO-00132-AFS Appen E-Master Req.xls
3324-iCIS-Del-COMPASS-CIS Data Int-DSD-Depl-WO-00132-Data Dictionary.xls
3324-iCIS-Del-COMPASS-CIS Data Int-DSD-Depl-WO-00132-IF Appen C - XML TAGS.xls
3324-iCIS-Del-COMPASS-CIS Data Int-DSD-Depl-WO-00132-IF Appen F -
GetAllAppInfoInterfaceMapping.xls
3324-iCIS-Del-COMPASS-CIS Data Int-DSD-Depl-WO-00132-Interface Specs.xls
3324-iCIS-Del-COMPASS-CIS Data Int-DSD-Depl-WO-00132-Online Program Specs CIS.doc
3324-iCIS-Del-COMPASS-CIS Data Int-DSD-Depl-WO-00132-Physical Data Model.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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3719-iCIS-Del-iCIS-WebAP .NET Enable-DSD-Depl-DSD-WO-0144-DSD-Class Diagrams.pdf
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3719-iCIS-Del-iCIS-WebAP .NET Enable-DSD-Depl-DSD-WO-0144-DSD-Main Prog Specs.pdf
3719-iCIS-Del-iCIS-WebAP .NET Enable-DSD-Depl-DSD-WO-0144-DSD-Phy Data Model.pdf
3719-iCIS-Del-iCIS-WebAP .NET Enable-DSD-Depl-DSD-WO-0144-DSD-Seq Diag.pdf
3719-iCIS-Del-iCIS-WebAP .NET Enable-DSD-Depl-DSD-WO-0144-DSD-Subsystem Arch.pdf
3775-ITSS-CC-DPW ALM Compliance Dashboards v1.0-iCIS.xls
3784-ITSS-CC-DPW ALM Compliance Dashboards v2.0-iCIS.xls
4032-ITSS-CC-DPW ALM Baseline and Comp Dash v3.0-iCIS.xls
4126-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-DSD-AFS Appen E-Master Req.xls
4353-iCIS-Del-Auto Ren Mail-In-DSD-Depl-WO-0206-DSD-ALMCompDashboard.xls
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4393-iCIS-Del-Imp Info LM for Img-DSD-Depl-WO-0192-DSD-Act Diag.doc
4393-iCIS-Del-Imp Info LM for Img-DSD-Depl-WO-0192-DSD-ALMCompDashboard.xls
4393-iCIS-Del-Imp Info LM for Img-DSD-Depl-WO-0192-DSD-ClassDiag.doc
4393-iCIS-Del-Imp Info LM for Img-DSD-Depl-WO-0192-DSD-Data Dic.xls
4393-iCIS-Del-Imp Info LM for Img-DSD-Depl-WO-0192-DSD-PDM.pdf
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4545-iCIS-Del-SP for Women Ph II-DSD-Depl-WO-0199-DSD-Appen C-Forms Data Map.xls
4545-iCIS-Del-SP for Women Ph II-DSD-Depl-WO-0199-DSD-eCIS Batch Class Diag.doc
4545-iCIS-Del-SP for Women Ph II-DSD-Depl-WO-0199-DSD-eCIS Batch Seq Diag.doc
4545-iCIS-Del-SP for Women Ph II-DSD-Depl-WO-0199-DSD-eCIS Data Dict.xls
4545-iCIS-Del-SP for Women Ph II-DSD-Depl-WO-0199-DSD-PDM.pdf
4545-iCIS-Del-SP for Women Ph II-DSD-Depl-WO-0199-DSD-R16.0 Batch Appen A-Flow Diag.pdf
4701-iCIS-Del-CN Consol-DSD-Depl-WO-0218-DSD-Program Specs.doc
4796-iCIS-Del-OMHSAS CCR Planning-DSD-Depl-WO-0060-DSD-Prog Specs.doc
4899-iCIS-Del-Trans Cash Assis-DSD-Depl-WO-0200-DSD-Batch Prog Specs.doc
4899-iCIS-Del-Trans Cash Assis-DSD-Depl-WO-0200-DSD-Online Prog Specs.doc
4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-App Blueprint.pdf
4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Class Diagrams.pdf
4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Conv Mapping.xls
4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Data Dict.xls
4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Inter Spec.xls
4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-PDM.pdf
4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Prog Specs.pdf
4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Seq Diag.pdf
4922-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Subsystem Arch.pdf
5141-iCIS-WP-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Response-Subsystem Arch.doc
5247-ITSS-OWP-eCIS ALM Dashboard Post R16.xls
5248-ITSS-OWP-DPW App Arc Baseline Update iCIS_ALMComplianceDashboard.xls
5312-iCIS-Del-LIHEAP Int into eCIS PhIII-DSD-Depl-WO-0172-DSD-Response 2-Sub Arch.pdf
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-ALM Compl Dash.xls
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-App Blueprint.doc
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-Appen A.doc
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-Appen B.xls
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5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-Appen D.xls
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5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-CIS Prog Specs.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-Class Diag.doc
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-Data Dict.xls
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-PDM.doc
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-Seq Diag.doc
5340-iCIS-Del-CNR Phase I-DSD-Depl-WO-0186-DSD-Subsystem Arch.doc
5413-iCIS-Del-LIHEAP Int into eCIS Ph III-DSD-Depl-WO-0172-DSD-Response-Sub Arch.doc
5499-iCIS-Del-WO-0186-CNR Phase I-DSD-Depl-DSD-Response-Appendix B.xls
5499-iCIS-Del-WO-0186-CNR Phase I-DSD-Depl-DSD-Response-Appendix C.xls
5499-iCIS-Del-WO-0186-CNR Phase I-DSD-Depl-DSD-Response-Sub Arch.doc
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Application Blueprint.doc
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Data Dictionary.xls
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-PDM.pdf
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Source to Staging Load Process.xls
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Source to Target Data Map.xls
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Staging to EDW Load Process.xls
5644-iCIS-WP-WLD Info Analysis-Mod-DSD-WO-0243 DSD-Subsystem Architecture.doc
5801-iCIS-Del-WLD Information Analysis-Mgmt Rpting-DSD-WO-0243-DSD-Response-Act
Diag.doc
5801-iCIS-Del-WLD Information Analysis-Mgmt Rpting-DSD-WO-0243-DSD-Response-Data
Dict.xls
5801-iCIS-Del-WLD Information Analysis-Mgmt Rpting-DSD-WO-0243-DSD-Response-PDM.pdf
5801-iCIS-Del-WLD Information Analysis-Mgmt Rpting-DSD-WO-0243-DSD-Response-Sub
Arch.doc
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-ALM Compl.xls
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-App Blueprint.doc
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-CA2.doc
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-Class Diag.doc
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-Data Dict.xls
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-Enterprise Arch.doc
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-Interface Specs.xls
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-PDM.pdf
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-Screening Rules.doc
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-Seq Diag.doc
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-SSRS.ppt
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-Style Guide.pdf
5802-iCIS-Del-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-DSD-Verification Rules.xls
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List.xls
5802-iCIS-DEL-WO-0219-COMPASS Technology Upgrade-Mod-DSD-Depl-DSD-Master
Screening Text List.xls
5802-iCIS-DEL-WO-0219-COMPASS Technology Upgrade-Mod-DSD-Depl-DSD-NSLP Rules
Template.pdf
5802-iCIS-DEL-WO-0219-COMPASS Technology Upgrade-Mod-DSD-Depl-DSD-PostScreening
Rules Template.pdf
5802-iCIS-DEL-WO-0219-COMPASS Technology Upgrade-Mod-DSD-Depl-DSD-Routing Rules
Templates.pdf
5802-iCIS-DEL-WO-0219-COMPASS Technology Upgrade-Mod-DSD-Depl-DSD-Screening Rules
Template.pdf
5802-iCIS-DEL-WO-0219-COMPASS Technology Upgrade-Mod-DSD-Depl-DSD-Verification
Rules Template.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Class Diagrams - Authorization.rtf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Class Diagrams - Case Non Fin.rtf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Class Diagrams - Common.rtf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Class Diagrams - Cover Page.doc
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Class Diagrams - Eligibility.rtf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5869-iCIS-Del-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Class Diagrams - Indiv Non Fin.rtf
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5869-iCIS-Del-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Class Diagrams - Service Layer.rtf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Physical Data Model.pdf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Sequence Diagrams - Authorization.rtf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Sequence Diagrams - Batch Programs.rtf
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5869-iCIS-Del-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Sequence Diagrams - Common.rtf
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-DSD-WO-0173 Sequence Diagrams -
Correspondences.rtf
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5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-ALM Dashboard.xls
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-App Blueprint.doc
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Application Compl Checklist.xls
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-CA2.doc
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Data Dict.xls
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Interface Specs.xls
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Mainfram Prog Specs.doc
5869-iCIS-Del-IR Phase IV-B-DSD-Depl-WO-0173-DSD-Subsys Arch.doc
5902-ITSS-OWP-DPW Enterprise Application Architecture Baseline to Version 5.0-iCIS_ALM-
CD.xls
5922-iCIS-Del-WLD Info Analysis-DSD-Depl-WO-0243-DSD-Response 2-Data Dictionary.xls
7.6 ASPSpec-PWEXP.doc
AIM20D new 2002.vsd
AIM25D new 2002.vsd
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AIM60D with TSA updates 2002.vsd
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CC-1302-iCIS-Del-BENDEX _SSA_ and TPL Interface Enhancements-DSD-WO-0022-RESPONSE
DSD.pdf
CC-1347-iCIS-Del-Integration with CWDS-Mod-WO-0006 Detailed System Design.doc
CC-1434-iCIS-Del-WO-0012-PID Post Screen-DSD Application Blueprint.doc
CC-1463-iCIS-Del-FNS Grant Enh-Mod-Detailed System Design-WO-0011-FNS App Blueprint.doc
CC-1463-iCIS-Del-FNS Grant Enh-Mod-Detailed System Design-WO-0011-FNS Data
Dictionary.xls
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CC-1716-iCIS-Del-eCIS Incr Ren Workload-Dashboard DSD-Application Blueprint.doc
CC-1716-iCIS-Del-eCIS Incr Ren Workload-Dashboard DSD-Class Diagrams.doc
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CC-1716-iCIS-Del-eCIS Incr Ren Workload-Dashboard DSD-Open TI Program Specifications.doc
CC-1716-iCIS-Del-eCIS Incr Ren Workload-Dashboard DSD-Physical Data Dictionary.xls
CC-1716-iCIS-Del-eCIS Incr Ren Workload-Dashboard DSD-Physical Data Model.doc
CC-1716-iCIS-Del-eCIS Incr Ren Workload-Dashboard DSD-Sequence Diagrams.doc
CC-1716-iCIS-Del-eCIS Incr Ren Workload-Dashboard DSD-Subsystem Architecture.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CC-1716-iCIS-Del-eCIS Incr Ren Workload-Dashboard DSD-Unified Security Roles and Resource Matrix.xls
CC-1731-iCIS-DEL-WO-0058-COMPASS Sec Enh_ Keystone Key-DSD-Class Diagram.doc
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CC-1731-iCIS-DEL-WO-0058-COMPASS Sec Enh_Keystone Key-DSD-DataDict.xls
CC-1731-iCIS-DEL-WO-0058-COMPASS Sec Enh_Keystone Key-DSD-File Specs.doc
CC-1731-iCIS-DEL-WO-0058-COMPASS Sec Enh_Keystone Key-DSD-Int Specs.xls
CC-1731-iCIS-DEL-WO-0058-COMPASS Sec Enh_Keystone Key-DSD-Physical Data Model.doc
CC-1731-iCIS-DEL-WO-0058-COMPASS Sec Enh_Keystone Key-DSD-Sequence Diagrams.doc
CC-1826-iCIS-WP-PNA Detailed System Design-FY06-07-Contract 4000010162.doc
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CC-1839-iCIS-Del-LIHEAP eCIS Integration-DSD-Application Blueprint.doc
CC-1839-iCIS-Del-LIHEAP eCIS Integration-DSD-Data Dictionary.xls
CC-1839-iCIS-Del-LIHEAP eCIS Integration-DSD-Interface Specifications.xls
CC-1875-iCIS-Del-WO-0002-eCIS IR-C-Mod-Data Exch DSD RESPONSE-103DX-ApplicationBluePrint.doc
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CC-1875-iCIS-Del-WO-0002-eCIS IR-C-Mod-Data Exch DSD RESPONSE-103DX-StagingPhysicalDataModel.pdf
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CC-2219-iCIS-DEL-WO-0071-HCHS-Mod-DSD Appendix D - CIS Flat File Layouts-FY07-08-Contract 4000010162.xls
CC-2219-iCIS-DEL-WO-0071-HCHS-Mod-DSD Application Blueprint.doc
CC-2219-iCIS-DEL-WO-0071-HCHS-Mod-DSD CIS Program Specs-FY07-08-Contract 4000010162.doc
CC-2219-iCIS-DEL-WO-0071-HCHS-Mod-DSD COMPASS Class Diagram Documentation-FY07-08-Contract 4000010162.doc
CC-2219-iCIS-DEL-WO-0071-HCHS-Mod-DSD COMPASS Sequence Diagram Documentation-FY07-08-Contract 4000010162.doc
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CC-2219-iCIS-DEL-WO-0071-HCHS-Mod-DSD eCIS Sequence Diagram Documentation-FY07-08-Contract 4000010162.doc
CC-2219-iCIS-DEL-WO-0071-HCHS-Mod-DSD Interface Specs-FY07-08.xls
CC-2219-iCIS-DEL-WO-0071-HCHS-Mod-DSD Physical Data Model.doc
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CC-2486-iCIS-Del-PlanSmart for Women-DSD-Depl-WO-0069-Detailed System Design.doc
CC-2486-iCIS-Del-PlanSmart for Women-WO-0069-Mod-DSD-Application Blueprint.doc
CC-2486-iCIS-Del-PlanSmart for Women-WO-0069-Mod-DSD CIS Batch Program Specs.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CC-2486-iCIS-Del-PSFW-WO-0069-Mod-DSD-Data Dictionary.xls
CC-2486-iCIS-Del-PSFW-WO-0069-Mod-DSD-Interface Specifications.xls
CC-3327-iCIS-Del-Early Inter Int-DSD-Depl-WO-0131-DSD-Program Specs.doc
CC-3408-iCIS-WO-0096-iCIS-.NET Trans Mod-DSD-Depl-AppBlueprint.doc
CC-3408-iCIS-WO-0096-iCIS-.NET Trans Mod-DSD-Depl-ClassDiagr.doc
CC-3408-iCIS-WO-0096-iCIS-.NET Trans Mod-DSD-Depl-DataDictionary.xls
CC-3408-iCIS-WO-0096-iCIS-.NET Trans Mod-DSD-Depl-InterfaceSpecs.xls
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CC-3408-iCIS-WO-0096-iCIS-.NET Trans Mod-DSD-Depl-PhysDataModel.doc
CC-3408-iCIS-WO-0096-iCIS-.NET Trans Mod-DSD-Depl-SeqDiagr.doc
CC-3408-iCIS-WO-0096-iCIS-.NET Trans Mod-DSD-Depl-SubsystArch.doc
CIS - Citi ID Detailed System Design AI Flow.vsd
CIT60DS new 2002.vsd
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Compass Citi_ID Verify Data Dictionary.xls
COMPASS_CVI_PDM.pdf
ConfirmWebAppAction.doc
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CWD01RFLOW new 2002.vsd
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eCIS - Citi ID Interface List.xls
eCIS - Citi ID Verify Data Dictionary.xls
eCIS - Citi ID Detailed System Design.doc
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eCIS_CVI_PDM.pdf
Healthcare Handshake ASPSpec-SUPSM.doc
Healthcare Handshake ASPSpec-SUPSU.doc
Healthcare Handshake COMSpec-COMPASS_APPMAINT.doc
Healthcare Handshake COMSpec-COMPASS_RESUBAPP.doc
Healthcare Handshake COMSpec-COMPGEXML.doc
Healthcare Handshake COMSpec-COMPINFCE.doc
Healthcare Handshake PKGSPEC-GEXML.doc
IF Appendix C - XML TAGS.xls
MACWDS new 2002.vsd
MW401R 2002.vsd
P02AIMSVC01 2002.vsd
P02AIMSVC03 2002.vsd
PKGSPEC-PWEXP.doc
PMN Interfaces.doc
ProcessSearchWebApp.doc
ProcessWebAppAction.doc
ProcessWebAppDetail.doc
ProcessWebAppInquiry.doc
R14 ASPSpec-ICPSP.doc
R14 ASPSpec-PWICM.doc
R14 COMSpec-COMPPWICM.doc
R14 COMSpec-COMPSWMSC.doc
R14 COMSpec-COMPSWUTL.doc
SearchWebApp.doc
SUB11R 2002.vsd

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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WebAppAction.doc
WebAppDetail.doc
WebAppInquiry.doc

5. Development

2397-iCIS-Del-Incremental Renewal DSD-INT DX UTC-WO-0002 Checklist Summary.pdf
2453-iCIS-Del-LIHEAP Crisis Applications-WO 0111-UTC-App Status Check-Consol.doc
2453-iCIS-Del-LIHEAP Crisis Applications-WO 0111-UTC-App Submission-Consol.doc
2453-iCIS-Del-LIHEAP Crisis Applications-WO 0111-UTC-Code Review Summary Cklt.xls
2520-iCIS-Del-Incremental Renewal DSD-INT DX UTC_Checklist Summary-WO-0002.xls
2560-iCIS-Del-PrePopSAR LIN Unit Test Cklt-WO-0074-Checklist Summary.xls
2624-iCIS-Del-HCHS DSD-Depl-WO-0071-UTC_Cklt Summary.xls
2710-iCIS-Del-SelectPlan for Women Unit Test Checklist-WO-0069-Cklt Summary.xls
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Unit_Test_Checklist_App_Status.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-Unit_Test_Checklist_HH.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-Unit_Test_Checklist_HI.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-
Unit_Test_Checklist_Homepage.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-Unit_Test_Checklist_IC.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-
Unit_Test_Checklist_MCA.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-Unit_Test_Checklist_OI.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-
Unit_Test_Checklist_Renewals.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-Unit_Test_Checklist_RP.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-Unit_Test_Checklist_RS.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-Unit_Test_Checklist_SA.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-Unit_Test_Checklist_SP.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-Unit_Test_Checklist_SU.doc
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-Unit_Test_Checklist_XP.doc
3393-iCIS-Del-COMPASS CIS Data Int-DSD-Depl-WO-0132-Checklist Summary.xls
3896-iCIS-Del-iCIS .NET Transition-DSD-Depl-WO-0096-Dev Rpt- UTC Checklist Sum.xls
4127-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-Dev Rpt-UTC Sum.xls
4213-iCIS-Del-iCIS WebAP .NET Enab-DSD-Depl-WO-0144-Dev Rpt-UTC_Checklist_Sum.xls
4351-iCIS-Del-Imp Info LM for Img-DSD-Depl-WO-0192-Dev Rpt-UTC Checklist Summary.xls
4583-iCIS-Del-Auto Ren Mail-In-DSD-Depl-WO-0206-Dev Rpt-UTC Checklist Sum.xls
4759-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-Dev Rpt-Part 2-COMPASS
Checklist Sum.xls

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5448-iCIS-Del-LIHEAP eCIS Integration-DSD-Depl-WO-0172-Dev Rpt Checklist Sum.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - ASP-AlertMessagesProcessing.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - ASP-ManageVTProcessCriteria.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - ASP-
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CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - ASP-
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CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - ASP-ProcessTransferFunds.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - ASP-
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ProcessViewCommittedUnpaidPmtsByVendor.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - ASP-
ProcessVTProcessCriteriaHistory.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - ASP-SendEmail.xls
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CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - ASP-ViewCommittedUnpaidPmts.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - ASP-
ViewCommittedUnpaidPmtsByVendor.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - ASP-VTProcessCriteriaHistory.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - COM-LRBL_Main.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - COM-LRDL_Main.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - EXE-Data_Export.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist - EXE-LHRDBATCH_WEEKLY.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Checklist -DB-Stored_Procedures.xls
CC-1394-iCIS-Del-LIHEAP UTC-R4.0.9 Code QA Tracking.xls
CC-1594-iCIS-Del-FNS Grant Enh-Unit Test Checklist-WO-0011-FY06-07-Contract
4000010162.xls
CC-1595-iCIS-Del-PID Post Screen-WO-0012 UTC-COMPINCOM_Code_Review_COM_v5.doc
CC-1595-iCIS-Del-PID Post Screen-WO-0012 UTC-COMPPWICM_Code_Review_COM_v5.doc
CC-1595-iCIS-Del-PID Post Screen-WO-0012 UTC-COMPPWSTR_Code_Review_COM_v5.doc
CC-1595-iCIS-Del-PID Post Screen-WO-0012 UTC-COMPPWSUB_Code_Review_COM_v5.doc
CC-1595-iCIS-Del-PID Post Screen-WO-0012 UTC-COMPSTRAP_Code_Review_COM_v5.doc
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CC-1595-iCIS-Del-PID Post Screen-WO-0012 UTC-ICPSP_Code_Review_ASP_v6.doc
CC-1595-iCIS-Del-PID Post Screen-WO-0012 UTC-
PKG_COMPASS_APPLN_SERV_Code_Review_PLSQL_v4.doc
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Pkg_Compass_Incom_Code_Review_PLSQL_v4.doc
CC-1595-iCIS-Del-PID Post Screen-WO-0012 UTC-PWICM_Code_Review_ASP_v6.doc
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CC-1824-iCIS-Del-COMPASS Sec Enh Keystone Key-WO-0058 Checklist.xls
CC-2037-iCIS-Del-LIHEAP eCIS Int-Unit Test Checklists-WO-0052 Checklist.xls

6. System Training

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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2920-iCIS-Del-Employment and Training Quarterly Rpt-2nd Quarter-FY07-08-Del-178.doc
3014-iCIS-Del-Empl and Training Qtrly Report-3rd Qtr FY07-08 Del179.doc
CC-1845-iCIS-FNS Grant Enhancements-Mod-DSD-Depl-Training Document-WO-0011.pdf
CC-1897-iCIS-CIS-CWDS Implementation Support-WO-0079-App Spt-Employ-Training Report.DOC
PDE NSLP Training CD

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2245-iCIS-Del-LH eCIS Int Ph II-UAT Progress Report-WO-0052.pdf
2258-iCIS-Del-Integration with CWDS-Mod-WO-0006 UAT Progress Report.xls
2320-iCIS-Del-Incr Ren Phases III-B and III-C-Mod-DSD-Int-WLD Intg Test Results-WO-0002.pdf
2377-iCIS-Del-iCIS TANF Work Support Phase II-Mod-DSD-Depl Int Test Results-WO-0068-Scenario Details.pdf
2453-iCIS-Del-LIHEAP Crisis Applications-WO 0111-UTC-Int Test Scenario List.pdf
2468-iCIS-Del-TANF Work Spt II-Mod-DSD-Depl-UAT Prog Report-WO-0068.pdf
2490-iCIS-Del-Incr Ren Phases III-B and III-C-Mod-DSD-Int-DX Intg Test Results-WO-0002-Int Test Results.pdf
2508-iCIS-OWP-Wrk Dashboard Int Test Results Update-WO-0002 eCIS Incr Ren-Phases III-B-III-C.pdf
2514-iCIS-Del -Crisis Applications-Mod-DSD-Depl Integration Test Results- WO-0111.pdf
2520-iCIS-Del-Incremental Renewal DSD-INT DX UTC_Integration Scenarios Deliv77-WO-0002.pdf
2520-iCIS-Del-Incremental Renewal DSD-INT DX UTC_Integration Scenarios Deliv81-WO-0002.pdf
2520-iCIS-Del-Incremental Renewal DSD-INT DX UTC_Integration Scenarios Deliv86-WO-0002.pdf
2520-iCIS-Del-Incremental Renewal DSD-INT DX UTC_Integration Scenarios Deliv87-WO-0002.pdf
2560-iCIS-Del-PrePopSAR LIN Unit Test Cklt-WO-0074-Int Test Scenarios.doc
2576-iCIS-Del-eCIS Incr Ren-Mod-DSD-Int-WrklD Dsbd Int Test Results-WO-0002-Integration Test Results.pdf
2585-iCIS-OWP-DX Part1 INT Test Results Update-WO-0002 eCIS Incr Ren-Phases III-B-III-C.pdf
2612-iCIS-OWP-Wrk Dash Int Test Results Update 2-WO-0002 eCIS Incr Ren-Ph III-B-III-C.pdf
2617-iCIS-Del-eCIS Incr Renewal Phases-Mod-DSD-Int-Data Ex Int Test Results-WO-0002.pdf
2622-iCIS-Del-Crisis Applications-Mod-DSD-Depl UAT Progress Report-WO-0111.pdf
2624-iCIS-Del-HCHS DSD-Depl-WO-0071-CIS INT Test Scenarios.pdf
2624-iCIS-Del-HCHS DSD-Depl-WO-0071-COMPASS INT Test Scenarios.pdf
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2680-iCIS-Del-Incr Ren Phases III-B and III-C-Mod-DSD-Int-DX Intg Test Results-WO-0002.pdf
2691-iCIS-Del-Medicare Part D-DSD-Depl WO-0070-Integration Test Scenarios.pdf
2710-iCIS-Del-SelectPlan for Women Unit Test Checklist-WO-0069-CIS Int Test Scenarios.pdf
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2710-iCIS-Del-SelectPlan for Women Unit Test Checklist-WO-0069-eCIS Int Test Scenarios.pdf
2715-iCIS-OWP-DX Part1 INT Test Results Update-WO-0002 eCIS Incr Ren-Phases III-B-III-C.pdf
2723-iCIS-OWP-Medicare Part D UTC Update-DSD-Depl WO-0070-Integration Test Scenarios.pdf
2744-iCIS-Del-WO-0070 Medicare Part D-Mod-DSD-Depl-Int Test Results.pdf
2759-iCIS-OWP-DX Pt2 IntTestResUpdt-WO-0002 eCIS IR-Ph3B-C.pdf
2773-iCIS-Del-iCIS SelectPlanforWomen-CIS-Mod-DSD-Depl-Int-WO-0069 IntTestRes.pdf
2773-iCIS-Del-iCIS SelectPlanforWomen-COMPASS-Mod-DSD-Depl-Int-WO-0069 IntTestRes.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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2792-iCIS-Del-eCIS IR-C-DX-DSD-Int IntTestResultsPt2 Resp.pdf
2832-iCIS-Del-Healthcare Handshake-WO-0071-Mod-DSD-Depl-CIS Int Test Results.pdf
2832-iCIS-Del-Healthcare Handshake-WO-0071-Mod-DSD-Depl-COMPASS Int Test Results.pdf
2832-iCIS-Del-Healthcare Handshake-WO-0071-Mod-DSD-Depl-eCIS Int Test Results.pdf
2849-iCIS-Del-SPFW-DSD-Depl-Int Test Results-WO-0069-COMPASS.pdf
2850-iCIS-Del-Pre-population of SAR LIN forms-WO-0074 Int Test Results Response CIS.pdf
2860-iCIS-OWP-Healthcare Handshake-DSD-Install-WO-0071-Int Test Complete-CIS.pdf
2860-iCIS-OWP-Healthcare Handshake-DSD-Install-WO-0071 Int Test Complete-COMPASS.pdf
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2874-iCIS Del-SelectPlan for Women Init-DSD-Depl-WO-0069-UAT Progress Rpt CIS.pdf
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2902-iCIS-OWP-SelectPlan for Women-DSD-Depl-Int Test Results Completion-WO-0069-CIS.pdf
2912-iCIS-Del-WO-0070-iCIS Medicare Part D-Mod-DSD-Depl UAT Progress Report-CIS.pdf
2931-iCIS-WP-eCIS Increm Renewal-C-Mod-WLD-UAT-Depl-WO-0002-UAT Progress Rpt-
Conversion Scen.pdf
2931-iCIS-WP-eCIS Increm Renewal-C-Mod-WLD-UAT-Depl-WO-0002-UAT Progress Rpt-
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2932-iCIS-WP-eCIS Increm Renewal-C-Data Ex-UAT-Depl-WO-0002-UAT Progress Rpt.pdf
2935-iCIS-Del-Pre-Pop of SAR and LIN-WO-0074-DSD Depl-UAT Progress Report-CIS.pdf
2959-iCIS-OWP-eCIS Incr Ren PhIII-B-C Data Exch-UAT-Depl-Scorecard-WO-0002.xls
3045-iCIS-Del-HCHS-Mod-DSD-Inst-WO-0071 UAT Progr Rpt CIS ATS Print.pdf
3045-iCIS-Del-HCHS-Mod-DSD-Inst-WO-0071 UAT Progr Rpt COMPASS ATS Print.pdf
3045-iCIS-Del-HCHS-Mod-DSD-Inst-WO-0071 UAT Progr Rpt eCIS ATS Print.pdf
3046-iCIS-OWP-HCHS-DSD-Depl-WO-0071 Integration Test Completion-CIS.pdf
3046-iCIS-OWP-HCHS-DSD-Depl-WO-0071 Integration Test Completion-COMPASS.pdf
3046-iCIS-OWP-HCHS-DSD-Depl-WO-0071 Integration Test Completion-eCIS.pdf
3131-iCIS-OWP-HCHS-Mod-DSD-Inst UAT Completion-WO-0071 CIS.pdf
3131-iCIS-OWP-HCHS-Mod-DSD-Inst UAT Completion-WO-0071 COMPASS.pdf
3131-iCIS-OWP-HCHS-Mod-DSD-Inst UAT Completion-WO-0071 eCIS.pdf
3247-ITSS-OWP-COMPASS R15.1.0 Load Test Presentation.pdf
3270-iCIS-Del-iCIS Aut Waiv Int-DSD-Depl-WO-0130-Dev Rpt-Int Test Scen.pdf
3366-iCIS-Del-COMPASS Usa Enhan-DSD-Depl-WO-0126-Dev Rpt-Int Scen.pdf
3380-iCIS-Del-EI Int-DSD-Depl-WO-0130-Dev Rpt-Int Scen.pdf
3393-iCIS-Del-COMPASS CIS Data Int-DSD-Depl-WO-0132-INT Scen Rpt.pdf
3403-iCIS-Del-Aut Waiv Int-DSD-Depl-WO-0130 Int Test Results.pdf
3435-iCIS-Del-COMPASS Usa Enh-DSD-Depl-WO-0126-Int Test Res.pdf
3442-iCIS-Del-MFP-DSD-Depl-WO-0140-Dev Rpt-Int Test Scen.pdf
3517-iCIS-Del-COMPASS-CIS Data Int-WO-0132-DSD-Depl-Int Test Results.pdf
3517-iCIS-Del-COMPASS-CIS Data Int-WO-0132-DSD-Depl-Integ Comp Rpt.doc
3520-iCIS-Del-MFP-DSD-Depl-WO-0140-Int Test Results-CIS.pdf
3521-iCIS-Del-EI Inter-DSD-Depl-WO-0131-Int Test Results-CIS ATS Print.pdf
3563-iCIS-Del-COMPASS Usabil Enhan-DSD-Depl-WO-0126-UAT Prog Rpt-Access Compl
Rpt.doc
3563-iCIS-Del-COMPASS Usabil Enhan-DSD-Depl-WO-0126-UAT Prog Rpt.pdf
3565-iCIS-Del-COMPASS-CIS Data Int-DSD-Depl-WO-0132-UAT Progress Rpt.pdf
3606-iCIS-Del-WO-0130-AW Intg-DSD-Depl UAT Progress RPT CIS.pdf
3609-iCIS-Del-WO-0131-EI Intg-DSD-Depl UAT Progress RPT CIS.pdf
3610-iCIS-Del-MFP-DSD-Depl-WO-0140-UAT Progress Rpt-CIS.pdf
3643-iCIS-OWP-iCIS Maint OpenSystems-FY07-08-WO-0091-SAT Progress Rpt.pdf
3896-iCIS-Del-iCIS .NET Transition-DSD-Depl-WO-0096-Dev Rpt-Int Test Scen.pdf
4127-iCIS-Del-SelectPlan Women Phase II-DSD-Depl-WO-0199-Dev Rpt-Int Test Scen.pdf
4213-iCIS-Del-iCIS WebAP .NET Enab-DSD-Depl-WO-0144-Dev Rpt-Int Test Scen.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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4270-iCIS-Del-SelectPlan for Women Phase II-DSD-Depl-WO-0199-Int Test Res-ADA Comp Rpt.doc
4270-iCIS-Del-SelectPlan for Women Phase II-DSD-Depl-WO-0199-Int Test Res.pdf
4349-iCIS-OWP-SP for Women Phase II-SP Int-Int Test Results Final Status.pdf
4351-iCIS-Del-Imp Info LM for Img-DSD-Depl-WO-0192-Dev Rpt-Int Test Scenarios.pdf
4354-iCIS-Del-SelectPlan for Women Phase II-DSD-Depl-WO-0199-UAT Prog Rpt.pdf
4445-iCIS-Del-iCIS .NET Trans-DSD-Depl-WO-0096-Int Test Results.pdf
4446-iCIS-Del-iCIS WebAP .Net Enable-DSD-Depl-WO-0144-Int Test Results-Sub Arch Revised.doc
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4624-iCIS-OWP-iCIS WebAP .NET Enable-DSD-Depl-WO-0144-Updt Int Test Stat4-eCIS ATS.pdf
4668-iCIS-Del-Imp ILM for Imaging-DSD-Depl-WO-0192-Int Test Results-ADA Comp Rpt.doc
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4760-iCIS-Del-Auto Renewal Mail-In-DSD-Depl-WO-0206-Int Test Results-ADA Compliance.doc
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4797-iCIS-Del-ILM for Imaging-DSD-Depl-WO-0192-UAT Prog Rpt-ADA Comp Rpt.doc
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4844-iCIS-Del-iCIS OMHSAS CCR Planning-DSD-Depl-WO-0060-Dev Rpt-Int Test Scen.pdf
4929-iCIS-Del-SelectPlan for Women Ph II-DSD-Depl-WO-0199-Int Test Results Part 2-ADA Comp Rpt.doc
4929-iCIS-Del-SelectPlan for Women Ph II-DSD-Depl-WO-0199-Int Test Results Part 2.pdf
4930-iCIS-Del-WO-0206-Automated Renewal Mail-In-Mod-UAT Progress Report ADA Compliance Rpt.doc
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4940-iCIS-Del-iCIS .Net Transition-DSD-Depl-WO-0096-UAT Prog Rpt.pdf
4941-iCIS-Del-iCIS WebAP.Net Enablement-DSD-Depl-WO-0144-UAT Prog Rpt-ADA Compl Rpt.doc
4941-iCIS-Del-iCIS WebAP.Net Enablement-DSD-Depl-WO-0144-UAT Prog Rpt.pdf
4943-iCIS-Del-Client Notice Consol-DSD-Depl-WO-0218-Dev Rpt-Int Test Scen.pdf
4992-iCIS-Del-iCIS OMHSAS CCR Planning-DSD-Depl-WO-0060-Int Test Results-CIS.pdf
4995-iCIS-Del-SP for Women Ph II-DSD-Depl-WO-0199-UAT Progress Rpt Part 2.pdf
5005-iCIS-Del-Trans Cash Assistance-DSD-Depl-WO-0200-Dev Rpt-Int Test Scenarios.pdf
5075-iCIS-Del-iCIS OMHSAS CCR Planning-DSD-Depl-WO-0060-UAT Prog Rpt-CIS.pdf
5095-ITSS-OWP-eCIS R16.0 Load Test Presentation.pdf
5178-iCIS-Del-CN Consolidation-DSD-Depl-WO-0218-Int Test Results.pdf
5195-iCIS-Del-WO-0200-TCA-DSD-Depl-Integration Test Results.pdf
5256-iCIS-Del-CN Consolidation-DSD-Depl-WO-0218-UAT Prg Rpt.pdf
5339-iCIS-Del-TCA-DSD-Depl-WO-0200-UAT Progress Rpt.pdf
5448-iCIS-Del-LIHEAP eCIS Integration-DSD-Depl-WO-0172-Dev Rpt Int Test Scen.pdf
5849-iCIS-Del-LIHEAP Int into eCIS Phase III-DSD-Depl-WO-0172-Int Test Results-ADA Compl Rpt.doc
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CC-1362-iCIS-WP-Test Report (Documentation of User Acceptance Test Complete)- iCIS PA CAP.doc
CC-1364-iCIS-Del-CIS LTL Mass Change Auto-WO-0009-Int Test Results Del 177 LTL COLA Scenarios.pdf
CC-1364-iCIS-Del-CIS LTL Mass Change Auto-WO-0009-Int Test Results Del 177 LTL July Mass Change.pdf
CC-1376-iCIS-WP-BENDEX (SSA) and TPL Interface Enhancements-Integration Test Results-WO-0022.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CC-1499-iCIS- Del-CIS LTL Mass Change Auto-UAT Progress Rpt-WO-0009-FY06-07-Contract
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CC-1531-iCIS-Del-LIHEAP Comptroller Enhancements UAT Progress Report-WO-0038-FY06-07-
Contract 4000010162.pdf
CC-1696-iCIS Del-FNS Grant Enh-WO-0011 Int Test Results-WO-00012 CIS-FY06-07-Contract
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CC-1696-iCIS Del-FNS Grant Enh-WO-0011 Int Test Results-WO-00012 COMPASS-FY06-07-
Contract 4000010162.pdf
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CC-1728-iCIS-Del-Int with CWDS-WO-0006 Int Test Results-FY07-08-Contract 4000010162.pdf
CC-1775-iCIS-Del-COMPASS Security Enh Keystone Key Int Test Results-WO-0058-FY06-07-
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CC-1798-iCIS Del- COMPASS Sec Enh Keystone Key UAT Progress Rpt-WO-0058- FY06-07-
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CC-1799-iCIS-Del FNS Grant Enh UAT Progress Report- WO-0011-FY06-07-Contract
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CC-1801-iCIS-Del-PID Post Screening UAT Progress Rpt-WO-0012-FY06-07-Contract
4000010162.pdf
CC-1824-iCIS-Del-COMPASS Sec Enh Keystone Key-WO-0058 Int Test Rpt-FY06-07-Contract
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CC-1930 COMPASS Security Enh-Keystone Key-WO-0058-Mod- DSD-Depl - Int Test Results.PDF
CC-1936-iCIS-OWP-COMPASS_R14.0_Load_Testing_Presentation-FY06-07-Contract
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CC-1959-iCIS-Del-PNA UAT Progress Report-FY06-07-Contract 4000010162.pdf
CC-1960-iCIS-Del-PNA Int Test Results-FY06-07-Contract 4000010162.pdf
CC-1981-iCIS-Del-COMPASS Sec Enh Keystone Key-WO-0058-FY06-07-Contract
4000010162.pdf
CC-2037-iCIS-Del-LIHEAP eCIS Int-Unit Test Checklists-WO-0052 Scenarios-FY07-08-Contract
4000010162.pdf
CC-2102-iCIS-OWP-COMPASS_R14.1.0_Load_Testing_Presentation-FY06-07-Contract
4000010162.ppt
CC-2103-iCIS-OWP-eCIS_R14.0.0_Load_Testing_Presentation-FY06-07-Contract
4000010162.ppt
CC-2126-iCIS-Del-LIHEAP eCIS Int Phil Int Test Results-WO-0052-FY07-08-Contract
4000010162.pdf

8. System Implementation

2273-iCIS-OWP-eCIS R14.0.1 Production Readiness Notification Ltr.doc
2387-iCIS-OWP-LIHEAP R5.0.0 Production Readiness Notification Ltr.doc
2518-iCIS-Del-WO-0068-iCIS TANF Work Support Phase II-Mod-DSD-Depl-Production
Deployment Rpt.xls
2519-iCIS-Del-WO-0006-Integration with CWDS-Mod-UAT-Depl-Production Deployment Report.xls
2641-iCIS-Del-LIHEAP Crisis-WO-0111-Compass r14.2.0,eCIS r14.0.2,LIHEAP r5.0.1-PRD Deploy
Playbook.pdf
2641-iCIS-Del-LIHEAP Crisis-WO-0111-Production Readiness Report COMPASS r14.2.0.doc
2641-iCIS-Del-LIHEAP Crisis-WO-0111-Production Readiness Report eCIS r14.0.2.doc
2641-iCIS-Del-LIHEAP Crisis-WO-0111-Production Readiness Report LIHEAP r5.0.1.doc
2738-DPW Strat IT-OWP-LIHEAP R5.0.3 Production Readiness Notification Ltr.doc
2945-iCIS-OWP-Enterprise Release 1.0.0 Production Readiness Notification Ltr.doc
2963-iCIS Del-Pre-Pop of SAR LIN-DSD-Depl Prod Readiness Rpt-WO-0074-eCIS r15.0.0.doc
2963-iCIS Del-Pre-Pop of SAR LIN-DSD-Depl Prod Readiness Rpt-WO-0074-PlayBook.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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2964-iCIS Del-iCIS SelectPlan for Women Initia-DSD-Depl-WO-0069-Prod Deploy Rpt COMPASS r15.0.0.doc
2964-iCIS Del-iCIS SelectPlan for Women Initia-DSD-Depl-WO-0069-Prod Deploy Rpt-eCIS r15.0.0.doc
2964-iCIS Del-iCIS SelectPlan for Women Initia-DSD-Depl-WO-0069-Prod Deploy RptPlayBook.pdf
2973-iCIS-Del-iCIS Medicare Part D-Mod-DSD-Depl Prod Deploy Rpt-WO-0070-Playbook.pdf
2974-iCIS-WP-eCIS Incre Ren-C-Mod-WrklD Dash-UAT-Depl-WO-0002-Prod Deploy-eCIS r15.0.0.doc
2974-iCIS-WP-eCIS Incre Ren-C-Mod-WrklD Dash-UAT-Depl-WO-0002-Prod Deploy-PlayBook.pdf
2975-iCIS-WP-eCIS Inc Ren-Mod-Data Ex-UAT-Depl-WO-0002-Prod Deploy-eCIS r15.0.0.doc
2975-iCIS-WP-eCIS Inc Ren-Mod-Data Ex-UAT-Depl-WO-0002-Prod Deploy-PlayBook.pdf
3217-iCIS-Del-HCHS-Mod-DSD-Inst WO-0071 Prod Depl Report PlayBook.pdf
3217-iCIS-Del-HCHS-Mod-DSD-Inst WO-0071 ProdDeplRpt COMPASS R15.1.0.doc
3217-iCIS-Del-HCHS-Mod-DSD-Inst WO-0071 ProdDeplRpt eCIS R15.1.0.doc
3231-iCIS-Contract Corres-eCIS-IIIC Revised Data Exchanges Go-Live Plan-WO-0002.ppt
3645-iCIS-Del-Money Follows the Person-DSD-Depl-WO-0140 ProdDeplRpt.xls
3646-iCIS-Del-Early Intervention Integr-DSD-Depl-WO-0131 ProdDeplRpt.xls
3647-iCIS-Del-iCIS AutWaiverInt-DSD-Depl-WO-0130 ProdDeplRpt.xls
3661-iCIS-WP-COMPASS-CIS Data Integ-DSD-Depl-WO-0132-Prod Depl Rpt.doc
3664-iCIS-Del-COMPASS Usa Enh-DSD-Depl-Prod Depl Rpt-COMPASS_r15 2 98_v.1.0.doc
3664-iCIS-Del-COMPASS Usa Enh-DSD-Depl-Prod Depl Rpt-Entrp R1.2.0_PRD_PlayBook_ver8.xls
4478-iCIS-Del-SP for Women Phase II-DSD-Depl-WO-0199-Prod Depl Rpt-COMPASS 15.3.0.doc
4478-iCIS-Del-SP for Women Phase II-DSD-Depl-WO-0199-Prod Depl Rpt-COMPASS_ECIS_15.3.0 Playbook.xls
4478-iCIS-Del-SP for Women Phase II-DSD-Depl-WO-0199-Prod Depl Rpt-eCIS 15.3.0.doc
4993-iCIS-Del-iCIS .NET Transition-DSD-Depl-WO-0096-Prod Depl Rpt-Imp Playbook.xls
4993-iCIS-Del-iCIS .NET Transition-DSD-Depl-WO-0096-Prod Depl Rpt.pdf
4994-iCIS-Del-iCIS WebAP .NET Enable-DSD-Depl-WO-0144-Prod Depl Rpt-Imp Playbook.xls
4994-iCIS-Del-iCIS WebAP .NET Enable-DSD-Depl-WO-0144-Prod Depl Rpt.pdf
4998-iCIS-Del-SP for Women Ph II-DSD-Depl-WO-0199-Prod Depl Rpt Part 2-COMPASS 15.4.0.pdf
4998-iCIS-Del-SP for Women Ph II-DSD-Depl-WO-0199-Prod Depl Rpt Part 2-eCIS 16.0.0.pdf
4998-iCIS-Del-SP for Women Ph II-DSD-Depl-WO-0199-Prod Depl Rpt Part 2-Imp Playbook.xls
5000-iCIS-Del-Auto Renewal Mail-In-DSD-Depl-WO-0206-Prod Depl Rpt-Imp Playbook.xls
5000-iCIS-Del-Auto Renewal Mail-In-DSD-Depl-WO-0206-Prod Depl Rpt.pdf
5001-iCIS-Del-Imp Info LM for Imaging-DSD-Depl-WO-0192-Prod Depl Rpt-Imp Playbook.xls
5001-iCIS-Del-Imp Info LM for Imaging-DSD-Depl-WO-0192-Prod Depl Rpt.pdf
5130-iCIS-Del-iCIS OMHSAS CCR-DSD-Depl-WO-0060-Prod Depl Rpt-Imp Playbook.xls
5389-iCIS-Del-TCA-DSD-Depl-WO-0200-Prod Depl Rpt-Imp Playbook.xls
5419-iCIS-Del-CN Consol-DSD-Depl-WO-0218-Prod Depl Rpt-Imp Playbook.xls
5564-iCIS-OWP-iCIS Workload Dashboard Implementation Report.pdf
CC-1334-iCIS-OWP-Batch Operations Manual-eCIS Release 13.0-FY06-07-Contract 400010162.doc
CC-1335-iCIS-OWP-Deployment Implementation Playbook-eCIS Release 13.0-FY06-07-Contract 400010162.xls
CC-1348-CIS-Del-eCIS DRA related Modifications-Production Readiness Report-WO-0008.xls
CC-1460-iCIS-WP-BENDEX(SSA) and TPL Int Enh-Prod Readiness Rpt-WO-0022 CC38_BNDX_Instructions.doc
CC-1460-iCIS-WP-BENDEX(SSA) and TPL Int Enh-Prod Readiness Rpt-WO-0022 DPWDMS38-.xls
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CC-1532-iCIS-Del-LIHEAP Compt Enh-Mod-Prod Readiness Rpt-WO-0038-FY06-07-Contract 400010162.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CC-1761-DPW Strat IT-OWP-eCIS HCSIS Exp Releases Prod Read Notification Ltr.doc
CC-1874-CCMIS, e-CIS and HCSIS Production Readiness Notification ltr.DOC
CC-1916-iCIS-Del-FNS Grant Enh-WO-0011-FY06-07- COMPASS R14.0 Prod Playbook.pdf
CC-1916-iCIS-Del-FNS Grant Enh-WO-0011 FY06-07-COMPASS R14.0 Prod Depl Report.doc
CC-1917-iCIS-Del-PID Post-Screening-WO-0012 COMPASS R14.0 Prod Depl Report.doc
CC-1917-iCIS-Del-PID Post-Screening-WO-0012 COMPASS R14.0 Prod Playbook.pdf
CC-1918-iCIS-Del-Security Enh-WO-0058 Prod Depl Rpt Playbook-FY06-07-Contract
4000010162.pdf
CC-1918-iCIS-Del-Security Enh-WO-0058 Prod Depl Rpt Readiness Rpt-FY06-07-Contract
4000010162.doc
CC-1945-DPW Strat IT-OWP-ATS_R5.3.6_Prod_Readiness_Notification-FY06-07-Contract
4000010162 Ltr.doc
CC-1948-iCIS - COMPASS R14.0 Production Readiness Notification ltr.DOC
CC-1957-iCIS-OWP-COMPASS_R14.0_Deployment_Playbook-FY06-07-Contract 4000010162.xls
CC-1980-iCIS-PNA Production Depl Report-FY06-07-Contract 4000010162.xls
CC-2104-iCIS-OWP-COMPASS R14.1.0 Production Readiness Notification Ltr.doc
CC-2105-iCIS-OWP-eCIS R14.0.0 Production Readiness Notification-FY07-08-Contract
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CC-2129-iCIS-Del-COMPASS Sec Enh Keystone Key-WO-0058-Playbook FY07-08-Contract
4000010162.pdf
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CC-2347-iCIS-Del-LIHEAP eCIS Integration Phase II-WO-0052 Prod Depl Rpt.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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OCYF

AFCARS

AFCARS – Invoice_APER_V1.doc
AFCARS_APER_V1.doc

Childline

Childline_APER

CY-28

CY28_APER_V1.doc

IV-E QA

Application Architecture.vsd
OCYF IV-E QA Architecture Review Board.ppt
Technical Architecture.vsd

Misc. Applications

ICJ_APER_V1.doc
ICPC_APER_V1.doc
IMA_APER_V1.doc
PEAPS_APER_V1.doc

Policy

Child%20welfare%20practice%20standards.pdf
links to websites.doc

Support

APER.doc
APER_Rollout_Schedule.xls
APER_Template.doc
OCYF Org Chart RFP classification
OCYF Support Counts
SCR Listing.xls
Summary APER V11.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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PACSES

1. Planning

2642-PACSES-Del-App Sup Serv Del Plan.pdf
2967-PACSES-WP-CHIP Interface-Req-GSD-WO-0124-Workplan.pdf
3069-PACSES-Del-PACSES Child Support Estimator Work Plan DSD WO-0116.pdf
3069-PACSES-Del-PACSES CSE-Mod-DSD-Int-WO-0116-Work Plan.pdf
3109-PACSES-WP-SSDR-Rec 90-WO-0121 GSD Work Plan.pdf
3173-PACSES-WP-PHP Redesign-Mod-Req-GSD WO-0125 WorkPlan.pdf
3238-PACSES-WP-e-IWO Phase I Req-GSD-WO-0149 GSD-Work Plan.pdf
3250-PACSES-WP-FIPS International Tribal-WO-0127 GSD Work Plan.pdf
3342-PACSES-Del-PACSES Child Sup Est-DSD-Int-WO-0116-UTC-Work Plan.pdf
3349-PACSES-Del-e-IWO Phase I DSD-Depl-WO-0149 DSD Work Plan.pdf
3373-PACSES-Del-CHIP Interface-DSD-Int-WO-0124-Work Plan.pdf
3374-PACSES-Del-FIPS Int Tribal-DSD-Int-WO-0127-DSD-Work Plan.pdf
3396-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-DSD-WP.pdf
3434-PACSES-Del-SpousSupptDistrRuleChgs-Rec-90-DSD-WO-0121-Work Plan.pdf
3479-PACSES-Del-PACSES Child Sup Est-DSD-Int-WO-0116-UTC-WP.pdf
3494-PACSES-WP-IRS Finding H.4 Implemen-Req-GSD-WO-0151-GSD-Work Plan.pdf
3495-PACSES-Del-e-IWO Phase I-DSD-Depl-WO-0149-Dev Rpt-Work Plan.pdf
3562-PACSES-Del-FIPS Inter Tribal-DSD-Intg-WO-0127-Dev Rpt-Work Plan.pdf
3570-PACSES-WP-DRA IRS Dist Rule Changes-Req-GSD-WO-0146-GSD-Work Plan.pdf
3607-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-Dev Rpt-Work Plan.pdf
3613-PACSES-Del-CHIP Interface-DSD-Int-WO-0124-Dev Rpt-Work Plan.pdf
3720-PACSES-Del-PHP Redesign-Mod-DSD-WO-0125-DSD Workplan.pdf
3754-PACSES-WP-Med Supp Enhanc-Req-GSD-WO-0158-GSD-Work Plan.pdf
3755-PACSES-WP-Open Sys Batch Red-Req-GSD-WO-0157-GSD-Work Plan.pdf
3772-PACSES-WP-Cent Elec Inc Withhold-Req-GSD-WO-0118-GSD-Work Plan.pdf
3773-PACSES-Del-DRA IRS Dist Rule Changes DSD-WO-0146 Work Plan.pdf
3776-PACSES-Del-SS Dist Rule Changes Rec90-Dev-WO-0121-Dev Rpt -Work Plan.pdf
3982-PACSES-Del-IRS Finding H.4 Imp-Mod-DSD-Depl-WO-0151 Work Plan.pdf
4004-PACSES-WP-Perf Impr Module-Phase I-GSD-WO-0161-GSD-Work Plan.pdf
4067-PACSES-Del-DRA IRS Dist Rule Changes-Dev-Depl-WO-0146 Dev Rpt-Work Plan.pdf
4144-PACSES-Del-Medical Supp Enhan-DSD-Depl-WO-0158-DSD-Work Plan.pdf
4183-PACSES-Del-PHP Redesign-Mod-Dev-WO-0125 Dev Rpt Work Plan.pdf
4190-PACSES-Del-IRS Finding H.4 Imp-DSD-Depl-WO-0151-Dev Rpt-Work Plan.pdf
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-Workplan.pdf
4243-PACSES-Del-Cent Elec Inc Withholding-DSD-Depl-WO-0118-DSD-Work Plan.pdf
4306-PACSES-Del-CHIP Interface-DSD-Depl-WO-0124-DSD-Work Plan.pdf
4307-PACSES-WP-CHIP Interface-Req-GSD-WO-0124-GSD-Work Plan.pdf
4348-PACSES-Del-CHIP Interface-DSD-Depl-WO-0124-Dev Rpt-Work Plan.pdf
4369-PACSES-Del-Per Imp Mod-Phase I-DSD-Depl-WO-0161-Dev Rpt-Work Plan.pdf
4402-PACSES-Del-Open Sys Batch Redesign-DSD-Depl-WO-0157-DSD-WP.pdf
4535-PACSES-Del-Med Sup Enhanc-DSD-Depl-WO-0158-Dev Rpt-Work Plan.pdf
4643-PACSES-WP-Spousal Support Distribution Rule Changes-Req-GSD-WO-0121 Updated Work Plan.pdf
4687-PACSES-WP-Perf Imp Module-Phase II-WO-0197 GSD Work Plan.pdf
4702-PACSES-Del-Cent Elec Inc Withholding-DSD-Depl-WO-0118-Dev Rpt-Work Plan.pdf
4736-PACSES-Del-SS Dist Rule Changes Rec90-DSD-Depl-WO-0121-Updated DSD-Work Plan.pdf
4798-PACSES-Del-Spous Supp Dist Rule Ch Rec90-DSD-Depl-WO-0121-Update Dev Rpt-Work Plan.pdf
4831-PACSES-Del-Open Systems Batch Red-DSD-Depl-WO-0157-Dev Rpt-Work Plan.pdf
4939-PACSES-WP-Automated Case Closure-Req-GSD-WO-0194-GSD-Work Plan.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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4991-PACSES-WP-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204-GSD-Work Plan.pdf
5010-PACSES-Del-Perf Improvment Mod-Ph II-DSD-Depl-WO-0197-DSD-Work Plan.pdf
5118-PACSES-WP-Auto Case Closure-Req-GSD-WO-0194-GSD-Response-Work Plan.pdf
5218-PACSES-Del-Perf Imp Module-Phase II-Mod-DSD-WO-0197-Response Work Plan.pdf
5276-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-DSD-Work Plan.pdf
5474-PACSES-Del-DRA Pre-assis Arrears Dist Change-DSD-Depl-WO-0204-DSD-Work Plan.pdf
5518-PACSES-Del-Perf Imp Module-Phase 2-DSD-Depl-WO-0197-Dev Rpt-Work Plan.pdf
5519-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-Dev Rpt-Work Plan.pdf
5894-PACSES-Del-DRA Pre-Assistance Arrears Dist Change-DSD-Depl-WO-0204-Dev Rpt-Work Plan.pdf

2. Requirements

2793-PACSES-WP-Intfc w-CHIP-Mod-Req-GSD-WO-0124 Req.pdf
2793-PACSES-WP-Intfc w-CHIP-Mod-Req-GSD-WO-0124 TraceMtrx.pdf
2806-PACSES-WP-Spousal Support Dist Rule-Mod-Req-GSD-WO-0121-RDD.pdf
2806-PACSES-WP-Spousal Support Dist Rule-Mod-Req-GSD-WO-0121-Traceability Matrix.pdf
2825-PACSES-WP-PACSES Home Page (PHP) Redesign-Req-GSD-WO-0125-RDD.pdf
2825-PACSES-WP-PACSES Home Page (PHP) Redesign-Req-GSD-WO-0125-Traceability Matrix.pdf
2841-PACSES-WP-Enhanced CSWS Employ Module-Mod-Req-GSD-WO-0122-RDD.pdf
2841-PACSES-WP-Enhanced CSWS Employ Module-Mod-Req-GSD-WO-0122-Traceability Matrix.pdf
2966-PACSES-WP-FIPS IntITribal-Mod-Req-GSD-WO-0127-RDD.pdf
2966-PACSES-WP-FIPS IntITribal-Mod-Req-GSD-WO-0127 TraceMatr.pdf
2967-PACSES-WP-CHIP Interface-Req-GSD-WO-0124-Traceability Matrix.pdf
3109-PACSES-WP-SSDRC-Rec 90-WO-0121 GSD Traceability Matrix.pdf
3173-PACSES-WP-PHP Redesign-Mod-Req-GSD WO-0125 ReqTraceMatrix.doc
3173-PACSES-WP-PHP Redesign-Mod-Req-GSD WO-0125 UseCases.doc
3215-PACSES-WP-e-IWO Phase-1-Mod Req-GSD-WO-0149 RDD.pdf
3215-PACSES-WP-e-IWO Phase-1-Mod Req-GSD-WO-0149 TraceMatrix.pdf
3238-PACSES-WP-e-IWO Phase I Req-GSD-WO-0149 Traceability Matrix.pdf
3250-PACSES-WP-FIPS International Tribal-WO-0127 GSD Traceability Matrix.pdf
3273-PACSES-WP-DRA IRS Dist Rule Changes Req-GSD-WO-0146 RDD.pdf
3273-PACSES-WP-DRA IRS Dist Rule Changes Req-GSD-WO-0146 Traceability Matrix.pdf
3381-PACSES-WP-IRS Finding H.4 Imp-Req-GSD-WO-0151-Req-RDD.pdf
3381-PACSES-WP-IRS Finding H.4 Imp-Req-GSD-WO-0151-Req-Trace Matrix.pdf
3439-PACSES-WP-Centr Electr Inc Withholding-Req-GSD-WO-0118 RDD.pdf
3439-PACSES-WP-Centr Electr Inc Withholding-Req-GSD-WO-0118 TraceMatr.pdf
3494-PACSES-WP-IRS Finding H 4 Implemen-Req-GSD-WO-0151-GSD-Trace Matrix.pdf
3519-PACSES-WP-Open Sys Batch Redesign-Req-GSD-WO-0157-Req-RDD.pdf
3519-PACSES-WP-Open Sys Batch Redesign-Req-GSD-WO-0157-Req-Trace Matrix.pdf
3559-PACSES-WP-Perf Improv Module-Phase I-Req-WO-0161-Req-RDD.pdf
3559-PACSES-WP-Perf Improv Module-Phase I-Req-WO-0161-Req-Traceability Matrix.pdf
3561-PACSES-WP-Med Supp Enhance-Req-GSD-WO-0158-Req-RDD.pdf
3561-PACSES-WP-Med Supp Enhance-Req-GSD-WO-0158-Req-Traceability Matrix.pdf
3570-PACSES-WP-DRA IRS Dist Rule Changes-Req-GSD-WO-0146-GSD-Traceability Matrix.pdf
3720-PACSES-Del-PHP Redesign-Mod-DSD-WO-0125-DSD Requirements_Traceability_Matrix.doc
3754-PACSES-WP-Med Supp Enhanc-Req-GSD-WO-0158-GSD-Trace Matrix.pdf
3755-PACSES-WP-Open Sys Batch Red-Req-GSD-WO-0157-GSD-Trace Matrix.pdf
3755-PACSES-WP-Open Sys Batch Red-Req-GSD-WO-0157-GSD-Use Cases.pdf
3772-PACSES-WP-Cent Elec Inc Withhold-Req-GSD-WO-0118-GSD-Trace Matrix.pdf
3982-PACSES-Del-IRS Finding H.4 Imp-Mod-DSD-Depl-WO-0151 Traceability Matrix.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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4004-PACSES-WP-Perf Impr Module-Phase I-GSD-WO-0161-GSD-Trace Matrix.pdf
4004-PACSES-WP-Perf Impr Module-Phase I-GSD-WO-0161-GSD-Use Cases.pdf
4144-PACSES-Del-Medical Supp Enhan-DSD-Depl-WO-0158-DSD-Trace Matrix.pdf
4145-PACSES-WP-CHIP Interface-Req-WO-0124-Req-RDD.pdf
4145-PACSES-WP-CHIP Interface-Req-WO-0124-Req-Trace Matrix.pdf
4183-PACSES-Del-PHP Redesign-Mod-Dev-WO-0125 Dev Rpt Traceability Matrix.pdf
4190-PACSES-Del-IRS Finding H.4 Imp-DSD-Depl-WO-0151-Dev Rpt-Trace Matrix.pdf
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-Trace Matrix.pdf
4234-PACSES-WP-Perf Imp Mod-Phase I-GSD-WO-0161-GSD-Resp-Use Cases.pdf
4243-PACSES-Del-Cent Elec Inc Withholding-DSD-Depl-WO-0118-DSD-Trace Matrix.pdf
4306-PACSES-Del-CHIP Interface-DSD-Depl-WO-0124-DSD-Trace Matrix.pdf
4307-PACSES-WP-CHIP Interface-Req-GSD-WO-0124-GSD-Trace Matrix.pdf
4326-PACSES-WP-Perf Imp Module-Phase II-Req-GSD-WO-0197-Req-Trace Matrix.pdf
4326-PACSES-WP-Perf Imp Module-Phase II-Req-GSD-WO-0197-Req-Use Cases.pdf
4326-PACSES-WP-Perf Imp Module-Phase II-Req-GSD-WO-0197-Req.pdf
4348-PACSES-Del-CHIP Interface-DSD-Depl-WO-0124-Dev Rpt-Trace Matrix.pdf
4369-PACSES-Del-Per Imp Mod-Phase I-DSD-Depl-WO-0161-Dev Rpt-Trace Matrix.pdf
4402-PACSES-Del-Open Sys Batch Redesign-DSD-Depl-WO-0157-DSD-Trace Matrix.pdf
4532-PACSES-WP-Perf Imp Mod-Ph 2-Req-GSD-WO-0197-Resp-RDD.pdf
4535-PACSES-Del-Med Sup Enhanc-DSD-Depl-WO-0158-Dev Rpt-Trace Matrix.pdf
4544-PACSES-WP-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204-Req-RDD.pdf
4544-PACSES-WP-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204-Req-Trace Matrix.pdf
4565-PACSES-Del-Perf Imp Mod-Ph I-DSD-Depl-WO-0161-Int Test Results-Trace Matrix.pdf
4571-PACSES-WP-SS Dist Rule Changes Rec90-Req-GSD-WO-0121-Updated Req-RDD.pdf
4571-PACSES-WP-SS Dist Rule Changes Rec90-Req-GSD-WO-0121-Updated Req-Trace Matrix.pdf
4643-PACSES-WP-Spousal Support Distribution Rule Changes-Req-GSD-WO-0121 Traceability Matrix.pdf
4687-PACSES-WP-Perf Imp Module-Phase II-WO-0197 GSD Traceability Matrix.pdf
4687-PACSES-WP-Perf Imp Module-Phase II-WO-0197 GSD Use Cases.pdf
4736-PACSES-Del-SS Dist Rule Changes Rec90-DSD-Depl-WO-0121-Updated DSD-Trace Matrix.pdf
4743-PACSES-WP-Auto Case Closure-Req-GSD-WO-0194-Req-RDD.pdf
4743-PACSES-WP-Auto Case Closure-Req-GSD-WO-0194-Req-Trace Matrix.pdf
4798-PACSES-Del-Spous Supp Dist Rule Ch Rec90-DSD-Depl-WO-0121-Update Dev Rpt-Trace Matrix.pdf
4831-PACSES-Del-Open Systems Batch Red-DSD-Depl-WO-0157-Dev Rpt-Traceability Matrix.pdf
4842-PACSES-Del-Spous Supp Dist Rule ChRec90-DSD-Depl-WO-0121-Update Int Test Results-Trace.pdf
4939-PACSES-WP-Automated Case Closure-Req-GSD-WO-0194-GSD-Traceability Matrix.pdf
4991-PACSES-WP-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204-GSD-Trace Matrix.pdf
5010-PACSES-Del-Perf Improvement Mod-Ph II-DSD-Depl-WO-0197-DSD-Traceability Matrix.pdf
5276-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-DSD-Trace Matrix.pdf
5309-PACSES-Del-PACSES Home Page PHP Redesign-UAT-Depl-WO-0125-UAT Prog Rpt-Trace Matrix.pdf
5474-PACSES-Del-DRA Pre-assis Arrears Dist Change-DSD-Depl-WO-0204-DSD-Trace Matrix.pdf
5518-PACSES-Del-Perf Imp Module-Phase 2-DSD-Depl-WO-0197-Dev Rpt-Trace Matrix.pdf
5519-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-Dev Rpt-Trace Matrix.pdf
5658-PACSES-Del-Perf Improvement Module Ph 2-DSD-Depl-WO-0197-Int Test Results-Trace Matrix.pdf
5667-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-Response-Traceability Matrix.pdf
5894-PACSES-Del-DRA Pre-Assist Arrears Dist Change-DSD-Depl-WO-0204-Dev Rpt-Trace Matrix.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

5906-PACSES-WP-Forms Gen Redesign-Req-WO-0253-Req-RDD.pdf
5906-PACSES-WP-Forms Gen Redesign-Req-WO-0253-Req-Trace Matrix.pdf
5906-PACSES-WP-Forms Gen Redesign-Req-WO-0253-Req-Use Cases.pdf

3. GSD (General Systems Design)

2967-PACSES-WP-CHIP Interface-Req-GSD-WO-0124-Business Logic Diagrams.pdf
2967-PACSES-WP-CHIP Interface-Req-GSD-WO-0124-General System Design.pdf
2967-PACSES-WP-CHIP Interface-Req-GSD-WO-0124-Key Considerations.pdf
3069-PACSES-Del-PACSES ChildSuppEst-DSD-Int-WO-0116 Capacity Plan.pdf
3069-PACSES-Del-PACSES ChildSuppEst-DSD-Int-WO-0116 Key Cons.pdf
3069-PACSES-Del-PACSES ChildSuppEst-DSD-Int-WO-0116 Screen Shot Details.pdf
3109-PACSES-WP-SSDRC-Rec 90-WO-0121 GSD Conversion Plan.pdf
3109-PACSES-WP-SSDRC-Rec 90-WO-0121 GSD Key Considerations.pdf
3109-PACSES-WP-SSDRC-Rec 90-WO-0121 GSD.pdf
3109-PACSES-WP-SSDRC-Rec 90-WO-0121 GSDBusiness Logic Diagrams.pdf
3173-PACSES-WP-PHP Redesign-Mod-Req-GSD WO-0125 ActivityDiag.doc
3173-PACSES-WP-PHP Redesign-Mod-Req-GSD WO-0125 ApplBlueprint.doc
3173-PACSES-WP-PHP Redesign-Mod-Req-GSD WO-0125 ConvPlan.doc
3173-PACSES-WP-PHP Redesign-Mod-Req-GSD WO-0125 DAR.xls
3173-PACSES-WP-PHP Redesign-Mod-Req-GSD WO-0125 GenSystemDesign.doc
3173-PACSES-WP-PHP Redesign-Mod-Req-GSD WO-0125 InitCapPlan NonProd.doc
3173-PACSES-WP-PHP Redesign-Mod-Req-GSD WO-0125 InitCapPlan Prod.doc
3173-PACSES-WP-PHP Redesign-Mod-Req-GSD WO-0125 KeyConsid.doc
3173-PACSES-WP-PHP Redesign-Mod-Req-GSD WO-0125 ScrShotDetails.doc
3225-PACSES-Del-PACSES ChSupptEst-DSD-Int-WO-0116 DSD Response Screen Shots.doc
3238-PACSES-WP-e-IWO Phase I Req-GSD-WO-0149 Business Logic Diagrams.pdf
3238-PACSES-WP-e-IWO Phase I Req-GSD-WO-0149 GSD.pdf
3238-PACSES-WP-e-IWO Phase I Req-GSD-WO-0149 Key Considerations.pdf
3250-PACSES-WP-FIPS International Tribal-WO-0127 GSD Business Logic Diagram.pdf
3250-PACSES-WP-FIPS International Tribal-WO-0127 GSD Key Considerations.pdf
3250-PACSES-WP-FIPS International Tribal-WO-0127 GSD Logical Data Mode.pdf
3250-PACSES-WP-FIPS International Tribal-WO-0127 GSD Screen Shot Details.pdf
3250-PACSES-WP-FIPS International Tribal-WO-0127 GSD.pdf
3302-PACSES-WP-Enhanced CSWS Emp Mod-Req-GSD-WO-0122-GSD-GSD.pdf
3302-PACSES-WP-Enhanced CSWS Emp Mod-Req-GSD-WO-0122-GSD-Screen Shot Details.pdf
3349-PACSES-Del-e-IWO Phase I DSD-Depl-WO-0149-DSD Key Considerations.pdf
3373-PACSES-Del-CHIP Interface-DSD-Int-WO-0124-Key Consid.pdf
3374-PACSES-Del-FIPS Int Tribal-DSD-Int-WO-0127-DSD-Cap Plan Non-Prod.pdf
3374-PACSES-Del-FIPS Int Tribal-DSD-Int-WO-0127-DSD-Capacity Plan Release Prod.pdf
3374-PACSES-Del-FIPS Int Tribal-DSD-Int-WO-0127-DSD-Key Cons.pdf
3374-PACSES-Del-FIPS Int Tribal-DSD-Int-WO-0127-DSD-Screen Shot Details.pdf
3396-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-DSD-Final Cap Plan Rel Non-Prod.pdf
3396-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-DSD-Final Cap Plan Rel Prod.pdf
3396-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-DSD-Key Cons.pdf
3396-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-DSD-SS Details.pdf
3434-PACSES-Del-SpousSupptDistrRuleChgs-Rec-90-DSD-WO-0121-Conversion Plan.pdf
3434-PACSES-Del-SpousSupptDistrRuleChgs-Rec-90-DSD-WO-0121-Key Considerations.pdf
3434-PACSES-Del-SpousSupptDistrRuleChgs-Rec-90-DSD-WO-0121-Screen Shot Details.pdf
3494-PACSES-WP-IRS Finding H 4 Implemen-Req-GSD-WO-0151-GSD-BLD.pdf
3494-PACSES-WP-IRS Finding H 4 Implemen-Req-GSD-WO-0151-GSD-Conv Plan.pdf
3494-PACSES-WP-IRS Finding H 4 Implemen-Req-GSD-WO-0151-GSD-Key Consid.pdf
3494-PACSES-WP-IRS Finding H 4 Implemen-Req-GSD-WO-0151-GSD-Log Data Model.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

3494-PACSES-WP-IRS Finding H 4 Implemen-Req-GSD-WO-0151-GSD-SS Details.pdf
3494-PACSES-WP-IRS Finding H 4 Implemen-Req-GSD-WO-0151-GSD.pdf
3570-PACSES-WP-DRA IRS Dist Rule Changes-Req-GSD-WO-0146-GSD-BLDs.pdf
3570-PACSES-WP-DRA IRS Dist Rule Changes-Req-GSD-WO-0146-GSD-Conv Plan.pdf
3570-PACSES-WP-DRA IRS Dist Rule Changes-Req-GSD-WO-0146-GSD.pdf
3672-PACSES-WP-IRS Finding H.4 Implt-Req-GSD-WO-0151-GSD.pdf
3720-PACSES-Del-PHP Redesign-Mod-DSD-WO-0125-DSD Conversion Plan .pdf
3720-PACSES-Del-PHP Redesign-Mod-DSD-WO-0125-DSD Final_Capacity_Plan_Release_Non-Prod .pdf
3720-PACSES-Del-PHP Redesign-Mod-DSD-WO-0125-DSD Final_Capacity_Plan_Release.pdf
3720-PACSES-Del-PHP Redesign-Mod-DSD-WO-0125-DSD Initial_Capacity_Plan_Release_Non-Prod .pdf
3720-PACSES-Del-PHP Redesign-Mod-DSD-WO-0125-DSD Initial_Capacity_Plan_Release.pdf
3720-PACSES-Del-PHP Redesign-Mod-DSD-WO-0125-DSD Key Considerations.pdf
3720-PACSES-Del-PHP Redesign-Mod-DSD-WO-0125-DSD Screen_Shot_Details.pdf
3754-PACSES-WP-Med Supp Enhanc-Req-GSD-WO-0158-GSD-BLD.pdf
3754-PACSES-WP-Med Supp Enhanc-Req-GSD-WO-0158-GSD-Conv Plan.pdf
3754-PACSES-WP-Med Supp Enhanc-Req-GSD-WO-0158-GSD-DW Cap Plan Non-Prod.pdf
3754-PACSES-WP-Med Supp Enhanc-Req-GSD-WO-0158-GSD-DW Cap Plan Rel Prod.pdf
3754-PACSES-WP-Med Supp Enhanc-Req-GSD-WO-0158-GSD-Log Data Model.pdf
3754-PACSES-WP-Med Supp Enhanc-Req-GSD-WO-0158-GSD-SS Details.pdf
3754-PACSES-WP-Med Supp Enhanc-Req-GSD-WO-0158-GSD.pdf
3755-PACSES-WP-Open Sys Batch Red-Req-GSD-WO-0157-GSD-Act Diag.pdf
3755-PACSES-WP-Open Sys Batch Red-Req-GSD-WO-0157-GSD-Init Cap Plan Non-Prod.pdf
3755-PACSES-WP-Open Sys Batch Red-Req-GSD-WO-0157-GSD-Init Cap Plan.pdf
3755-PACSES-WP-Open Sys Batch Red-Req-GSD-WO-0157-GSD-Key Consid.pdf
3755-PACSES-WP-Open Sys Batch Red-Req-GSD-WO-0157-GSD-LDM.pdf
3755-PACSES-WP-Open Sys Batch Red-Req-GSD-WO-0157-GSD.pdf
3772-PACSES-WP-Cent Elec Inc Withhold-Req-GSD-WO-0118-GSD-BLD.pdf
3772-PACSES-WP-Cent Elec Inc Withhold-Req-GSD-WO-0118-GSD-LDM.pdf
3772-PACSES-WP-Cent Elec Inc Withhold-Req-GSD-WO-0118-GSD-SS Details.pdf
3772-PACSES-WP-Cent Elec Inc Withhold-Req-GSD-WO-0118-GSD.pdf
3773-PACSES-Del-DRA IRS Dist Rule Changes DSD-WO-0146 Conversion Plan.pdf
3954-PACSES-WP-Medical Support Enhancements-Req-GSD-WO-0158-GSD Response BLD.pdf
3982-PACSES-Del-IRS Finding H.4 Imp-Mod-DSD-Depl-WO-0151 Conversion Plan.pdf
3982-PACSES-Del-IRS Finding H.4 Imp-Mod-DSD-Depl-WO-0151 Key Considerations.pdf
3982-PACSES-Del-IRS Finding H.4 Imp-Mod-DSD-Depl-WO-0151 Screen Shot Details.pdf
4004-PACSES-WP-Perf Impr Module-Phase I-GSD-WO-0161-GSD-Activity Diagram.pdf
4004-PACSES-WP-Perf Impr Module-Phase I-GSD-WO-0161-GSD-App Blueprint.pdf
4004-PACSES-WP-Perf Impr Module-Phase I-GSD-WO-0161-GSD-Appen A- User Inter Eval.pdf
4004-PACSES-WP-Perf Impr Module-Phase I-GSD-WO-0161-GSD-Init Cap Plan Non-Prod.pdf
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4004-PACSES-WP-Perf Impr Module-Phase I-GSD-WO-0161-GSD-Key Consid.pdf
4004-PACSES-WP-Perf Impr Module-Phase I-GSD-WO-0161-GSD-Log Data Model.pdf
4004-PACSES-WP-Perf Impr Module-Phase I-GSD-WO-0161-GSD-SS Details.pdf
4004-PACSES-WP-Perf Impr Module-Phase I-GSD-WO-0161-GSD.pdf
4144-PACSES-Del-Medical Supp Enhan-DSD-Depl-WO-0158-DSD-Conv Plan.pdf
4144-PACSES-Del-Medical Supp Enhan-DSD-Depl-WO-0158-DSD-DW Cap Plan Non-Prod.pdf
4144-PACSES-Del-Medical Supp Enhan-DSD-Depl-WO-0158-DSD-DW Cap Plan Release Prod.pdf
4144-PACSES-Del-Medical Supp Enhan-DSD-Depl-WO-0158-DSD-SS Details.pdf
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-Final Cap Plan Non Prod.pdf
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-Final Cap Plan.pdf
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-Key Consid.pdf
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-SS Details.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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4234-PACSES-WP-Perf Imp Mod-Phase I-GSD-WO-0161-GSD-Resp-Key Consid.pdf
4234-PACSES-WP-Perf Imp Mod-Phase I-GSD-WO-0161-GSD-Resp-SS Details.pdf
4243-PACSES-Del-Cent Elec Inc Withholding-DSD-Depl-WO-0118-DSD-SS Details.pdf
4307-PACSES-WP-CHIP Interface-Req-GSD-WO-0124-GSD-BLDs.pdf
4307-PACSES-WP-CHIP Interface-Req-GSD-WO-0124 GSD.pdf
4402-PACSES-Del-Open Sys Batch Redesign-DSD-Depl-WO-0157-DSD-Final Cap Plan Non-Prod.pdf
4402-PACSES-Del-Open Sys Batch Redesign-DSD-Depl-WO-0157-DSD-Final Cap Plan.pdf
4402-PACSES-Del-Open Sys Batch Redesign-DSD-Depl-WO-0157-DSD-Key Consid.pdf
4643-PACSES-WP-Spousal Support Dist Rule Changes-Req-GSD-WO-0121 Updated BLD.pdf
4643-PACSES-WP-Spousal Support Dist Rule Changes-Req-GSD-WO-0121 Updated Conv Plan.pdf
4643-PACSES-WP-Spousal Support Distribution Rule Changes-Req-GSD-WO-0121 Updated GSD.pdf
4687-PACSES-WP-Perf Imp Module-Phase II-WO-0197 GSD .pdf
4687-PACSES-WP-Perf Imp Module-Phase II-WO-0197 GSD Activity Diagram.pdf
4687-PACSES-WP-Perf Imp Module-Phase II-WO-0197 GSD App A Business Logic.pdf
4687-PACSES-WP-Perf Imp Module-Phase II-WO-0197 GSD Business Logic Diagrams.pdf
4687-PACSES-WP-Perf Imp Module-Phase II-WO-0197 GSD Initial Capacity Plan Non-Prod.pdf
4687-PACSES-WP-Perf Imp Module-Phase II-WO-0197 GSD Initial Capacity Plan.pdf
4687-PACSES-WP-Perf Imp Module-Phase II-WO-0197 GSD Key Considerations.pdf
4687-PACSES-WP-Perf Imp Module-Phase II-WO-0197 GSD Logical Data Model.pdf
4687-PACSES-WP-Perf Imp Module-Phase II-WO-0197 GSD ScreenShot Details.pdf
4736-PACSES-Del-SS Dist Rule Changes Rec90-DSD-Depl-WO-0121-Updated DSD-Conv Plan.pdf
4736-PACSES-Del-SS Dist Rule Changes Rec90-DSD-Depl-WO-0121-Updated DSD-SS Details.pdf
4939-PACSES-WP-Automated Case Closure-Req-GSD-WO-0194-GSD-Business Logic Diagrams.pdf
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4939-PACSES-WP-Automated Case Closure-Req-GSD-WO-0194-GSD-Initial Capacity Plan Non-Prod.pdf
4939-PACSES-WP-Automated Case Closure-Req-GSD-WO-0194-GSD-Initial Capacity Plan-Prod.pdf
4939-PACSES-WP-Automated Case Closure-Req-GSD-WO-0194-GSD-Key Considerations.pdf
4939-PACSES-WP-Automated Case Closure-Req-GSD-WO-0194-GSD-Logical Data Model.pdf
4939-PACSES-WP-Automated Case Closure-Req-GSD-WO-0194-GSD-Screen Shot Details.pdf
4939-PACSES-WP-Automated Case Closure-Req-GSD-WO-0194-GSD.pdf
4991-PACSES-WP-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204-GSD-BLDs.pdf
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4991-PACSES-WP-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204-GSD-SS Details.pdf
4991-PACSES-WP-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204-GSD.pdf
5010-PACSES-Del-Perf Improvment Mod-Ph II-DSD-Depl-WO-0197-DSD-Final Cap Plan Non-Prod.pdf
5010-PACSES-Del-Perf Improvment Mod-Ph II-DSD-Depl-WO-0197-DSD-Final Cap Plan.pdf
5010-PACSES-Del-Perf Improvment Mod-Ph II-DSD-Depl-WO-0197-DSD-Key Consid.pdf
5010-PACSES-Del-Perf Improvment Mod-Ph II-DSD-Depl-WO-0197-DSD-SS Details.pdf
5118-PACSES-WP-Auto Case Closure-Req-GSD-WO-0194-GSD-Response-SS Details.pdf
5118-PACSES-WP-Auto Case Closure-Req-GSD-WO-0194-GSD-Response.pdf
5218-PACSES-Del-Perf Imp Module-Phase II-Mod-DSD-WO-0197-Response Key Cons.pdf
5218-PACSES-Del-Perf Imp Module-Phase II-Mod-DSD-WO-0197-Response Screen Shot Details.pdf
5276-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-DSD-Conv Plan.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

5276-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-DSD-Final Cap Plan Non-Prod.pdf
5276-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-DSD-Final Cap Plan-Prod.pdf
5276-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-DSD-Key Consid.pdf
5276-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-DSD-SS Details.pdf
5474-PACSES-Del-DRA Pre-assis Arrears Dist Change-DSD-Depl-WO-0204-DSD-Conv Plan.pdf
5474-PACSES-Del-DRA Pre-assis Arrears Dist Change-DSD-Depl-WO-0204-DSD-SS Details.pdf
CC-1411-PACSES-WP-PACSES Medical Support Allocation-CC619 GSD-WO-0055.doc
CC-1420-PACSES-WP-Non-Financial Obligation CC618 WO-0053 GSD-DSD.doc
CC-1777-PACSES-WP-National Medical Support Notice Phase 2-CC565-GSD-DSD-WO-0083.doc
CC-1943-PACSES-WP-Centr Income Withholding-CC614-GSD-WO 0087 GSD.doc

4. DSD (Detailed Systems Design)

1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-OBLE-EXT.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PABAGNG.DOC
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PABBFLE.doc
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1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PABIATT.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PACAUPB.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PACAUPD.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PACCAMT.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PACCBUD.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PACFORM.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PACMSO.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PACOBUD.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PACS011.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PAGFOAU.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PAGFOBU.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PAGGCCX.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PAGGHIX.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PAGGIDS.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PAGGINX.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PAGGMDX.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PAGIATT.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PAGOBHA.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-PAGOBLE.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-TECHSPEC-WO-0050-FUTA-EXT.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD-TECHSPEC-WO-0050-FUTO-EXT.doc
1313-PACSES-Del-Monthly Obligations-WO-0050-DSD.doc
3069-PACSES-Del-PACSES ChildSuppEst-DSD-Int-WO-0116 Appl Blueprint.pdf
3069-PACSES-Del-PACSES ChildSuppEst-DSD-Int-WO-0116 Data Dict.pdf
3069-PACSES-Del-PACSES ChildSuppEst-DSD-Int-WO-0116 Est Class Diag.pdf
3069-PACSES-Del-PACSES ChildSuppEst-DSD-Int-WO-0116 Phys Data Model.pdf
3069-PACSES-Del-PACSES ChildSuppEst-DSD-Int-WO-0116 SeqDiagDoc.pdf
3349-PACSES-Del-e-IWO Phase I DSD-Depl-WO-0149-DSD Batch Program Spec.pdf
3349-PACSES-Del-e-IWO Phase I DSD-Depl-WO-0149-DSD Online Program Spec.pdf
3373-PACSES-Del-CHIP Interface-DSD-Int-WO-0124-App Blueprint.pdf
3373-PACSES-Del-CHIP Interface-DSD-Int-WO-0124-Batch Program Spec.pdf
3373-PACSES-Del-CHIP Interface-DSD-Int-WO-0124-Interface Specs.pdf
3373-PACSES-Del-CHIP Interface-DSD-Int-WO-0124-Online Program Specs.pdf
3374-PACSES-Del-FIPS Int Tribal-DSD-Int-WO-0127-DSD-Batch Program Spec.pdf
3374-PACSES-Del-FIPS Int Tribal-DSD-Int-WO-0127-DSD-Data Dic.xls
3374-PACSES-Del-FIPS Int Tribal-DSD-Int-WO-0127-DSD-Online Program Spec.pdf
3374-PACSES-Del-FIPS Int Tribal-DSD-Int-WO-0127-DSD-Physical Data Model.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

3374-PACSES-Del-FIPS Int Tribal-DSD-Int-WO-0127-DSD-Program Spec.pdf
3396-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-DSD-Appl Blueprint.pdf
3396-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-DSD-Batch Program Spec.pdf
3396-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-DSD-Class Diagram.pdf
3396-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-DSD-Data Dictionary.xls
3396-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-DSD-Online Program Spec.pdf
3396-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-DSD-Phy Data Model.pdf
3396-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-DSD-Seq Diag Doc.pdf
3434-PACSES-Del-SpousSupptDistrRuleChgs-Rec-90-DSD-WO-0121-BatchProgrSpecs.pdf
3434-PACSES-Del-SpousSupptDistrRuleChgs-Rec-90-DSD-WO-0121-Data Dictionary.pdf
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4144-PACSES-Del-Medical Supp Enhan-DSD-Depl-WO-0158-DSD-Batch Prog Specs.pdf
4144-PACSES-Del-Medical Supp Enhan-DSD-Depl-WO-0158-DSD-Data Dict.xls
4144-PACSES-Del-Medical Supp Enhan-DSD-Depl-WO-0158-DSD-DW Data Dict.xls
4144-PACSES-Del-Medical Supp Enhan-DSD-Depl-WO-0158-DSD-DW Program Spec.pdf
4144-PACSES-Del-Medical Supp Enhan-DSD-Depl-WO-0158-DSD-Online Program Specs.pdf
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-App Blueprint.pdf
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-Class Diag.pdf
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-Data Dict.xls
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-Mainframe Batch Spec.pdf
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-Mainframe Data Dict.xls
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-Open System Batch Spec.pdf
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-Phy Data Model.pdf
4229-PACSES-Del-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-DSD-Seq Diag.pdf
4243-PACSES-Del-Cent Elec Inc Withholding-DSD-Depl-WO-0118-DSD-App Blueprint.pdf
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4243-PACSES-Del-Cent Elec Inc Withholding-DSD-Depl-WO-0118-DSD-Interface Specs.xls
4243-PACSES-Del-Cent Elec Inc Withholding-DSD-Depl-WO-0118-DSD-Online Prog Spec.pdf
4243-PACSES-Del-Cent Elec Inc Withholding-DSD-Depl-WO-0118-DSD-PDM.pdf
4306-PACSES-Del-CHIP Interface-DSD-Depl-WO-0124-DSD-Batch Program Spec.pdf
4402-PACSES-Del-Open Sys Batch Redesign-DSD-Depl-WO-0157-DSD-App Blueprint.pdf
4402-PACSES-Del-Open Sys Batch Redesign-DSD-Depl-WO-0157-DSD-Batch Spec.pdf
4402-PACSES-Del-Open Sys Batch Redesign-DSD-Depl-WO-0157-DSD-Class Diagram.pdf
4402-PACSES-Del-Open Sys Batch Redesign-DSD-Depl-WO-0157-DSD-Data Dict.xls
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4402-PACSES-Del-Open Sys Batch Redesign-DSD-Depl-WO-0157-DSD-Seq Diag.pdf
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Program Spec.pdf
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Spec.pdf
5010-PACSES-Del-Perf Improvment Mod-Ph II-DSD-Depl-WO-0197-DSD-Application Blueprint.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5010-PACSES-Del-Perf Improvment Mod-Ph II-DSD-Depl-WO-0197-DSD-Class Diagrams.pdf
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5010-PACSES-Del-Perf Improvment Mod-Ph II-DSD-Depl-WO-0197-DSD-Inter Specs.xls
5010-PACSES-Del-Perf Improvment Mod-Ph II-DSD-Depl-WO-0197-DSD-Mainframe Batch Prog Spec.pdf
5010-PACSES-Del-Perf Improvment Mod-Ph II-DSD-Depl-WO-0197-DSD-Open System Batch Spec.pdf
5010-PACSES-Del-Perf Improvment Mod-Ph II-DSD-Depl-WO-0197-DSD-PDM.pdf
5010-PACSES-Del-Perf Improvment Mod-Ph II-DSD-Depl-WO-0197-DSD-Sequence Diagrams.pdf
5218-PACSES-Del-Perf Imp Module-Phase II-Mod-DSD-WO-0197-Response Appendix B.pdf
5218-PACSES-Del-Perf Imp Module-Phase II-Mod-DSD-WO-0197-Response Data Dictionary.xls
5248-ITSS-OWP-DPW App Arc Baseline Update PACSES_ALMComplianceDashboard.xls
5276-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-DSD-Appen A.pdf
5276-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-DSD-Class Diag.pdf
5276-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-DSD-DW Data Dict.xls
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5276-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-DSD-MF Batch Specs.pdf
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5474-PACSES-Del-DRA Pre-assis Arrears Dist Change-DSD-Depl-WO-0204-DSD-Data Dict.xls
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5474-PACSES-Del-DRA Pre-assis Arrears Dist Change-DSD-Depl-WO-0204-DSD-Prog Spec-Batch.pdf
5474-PACSES-Del-DRA Pre-assis Arrears Dist Change-DSD-Depl-WO-0204-DSD-Prog Spec-Online.pdf
5902-ITSS-OWP-DPW Enterprise Application Architecture Baseline to Version 5.0-PACSES_ALM-CD.xls
CC-1762-PACSES-Del-FTROP Expansion of Elegibility-CC616-GSD-DSD-WO-0080.pdf

5. Development

Auto Case Closure-DSD-Depl-WO-0194-Dev Rpt-DW UTC

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5519-PACSES-Del-Automated Case Closure-DSD-Depl-WO-0194 Dev UTC mLoadCaseActvFact.doc
5519-PACSES-Del-Automated Case Closure-DSD-Depl-WO-0194 Dev UTC mUpdate_Case_Fact_CCOM.doc
5519-PACSES-Del-Automated Case Closure-DSD-Depl-WO-0194 Dev UTC R606.doc
5519-PACSES-Del-Automated Case Closure-DSD-Depl-WO-0194 Dev UTC R625.doc
5519-PACSES-Del-Automated Case Closure-DSD-Depl-WO-0194 Dev UTC R626.doc
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Auto Case Closure-DSD-Depl-WO-0194-Dev Rpt-Mainframe UTC

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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Cent Elec Inc Withholding-DSD-Depl-WO-0118-Dev Rpt-UTC

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CHIP Interface-DSD-Int-WO-0124-Dev Rpt-UTC

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5894-PACSES-Del-DRA Pre-Assistance Arrears Dist Change-DSD-Depl-WO-0204 Dev UTC Batch Spec Ecl.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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Med Sup Enhanc-DSD-Depl-WO-0158-Dev Rpt

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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PHP Redesign-Mod-Dev-WO-0125 Dev Rpt UTC Summary

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Media Portlet.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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3776-PACSES-Del-Spousal Support Distribution Rule Changes (Rec. 90)-Dev-WO-0121-UTC-PACUOWE.doc
3776-PACSES-Del-Spousal Support Distribution Rule Changes (Rec. 90)-Dev-WO-0121-UTC-PAGCMEM.doc
3776-PACSES-Del-Spousal Support Distribution Rule Changes (Rec. 90)-Dev-WO-0121-UTC-PAGDEBT.doc
3776-PACSES-Del-Spousal Support Distribution Rule Changes (Rec. 90)-Dev-WO-0121-UTC-PAGFOAU.doc
3776-PACSES-Del-Spousal Support Distribution Rule Changes (Rec. 90)-Dev-WO-0121-UTC-PAGFOBU.doc
3776-PACSES-Del-Spousal Support Distribution Rule Changes (Rec. 90)-Dev-WO-0121-UTC-PAGLTDN.doc
3776-PACSES-Del-Spousal Support Distribution Rule Changes (Rec. 90)-Dev-WO-0121-UTC-PAGLTDR.doc
3776-PACSES-Del-Spousal Support Distribution Rule Changes (Rec. 90)-Dev-WO-0121-UTC-PAGOBHA.doc
3776-PACSES-Del-Spousal Support Distribution Rule Changes (Rec. 90)-Dev-WO-0121-UTC-PAGOBLE.doc
3776-PACSES-Del-Spousal Support Distribution Rule Changes (Rec. 90)-Dev-WO-0121-UTC-PAZ0240.doc
3776-PACSES-Del-Spousal Support Distribution Rule Changes (Rec. 90)-Dev-WO-0121-UTC-PAZ0241.doc

3342-PACSES-Del-PACSES Child Sup Est-DSD-Int-WO-0116-UTC-UTC Sum.pdf
3495-PACSES-Del-e-IWO Phase I-DSD-Depl-WO-0149-Dev Rpt-UTC-PABIATT.doc
3495-PACSES-Del-e-IWO Phase I-DSD-Depl-WO-0149-Dev Rpt-UTC-PACFORM.doc
3495-PACSES-Del-e-IWO Phase I-DSD-Depl-WO-0149-Dev Rpt-UTC-PAGIATT.doc
4348-PACSES-Del-CHIP Interface-DSD-Depl-WO-0124-Dev Rpt-UTC PABTPLC.pdf
4369-PACSES-Del-Per Imp Mod-Phase I-DSD-Depl-WO-0161-Dev Rpt-UTC.xls
4535-PACSES-Del-Med Sup Enhanc-DSD-Depl-WO-0158-Dev Rpt-CR-Checklist R209.pdf
4831-PACSES-Del-Open Systems Batch Red-DSD-Depl-WO-0157-Dev Rpt-Unit Test Checklist.xls
5518-PACSES-Del-Perf Imp Module-Phase 2-DSD-Depl-WO-0197-Dev Rpt-UTC Summary.xls
5519-PACSES-Del-Auto Case Closure-DSD-Depl-WO-0194-Dev Rpt-UTC Sum.xls

6. System Training

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7. Testing

2992-PACSES-CC-Accessibility Testing Compliance Notification-CSWS.pdf
2992-PACSES-CC-Accessibility Testing Compliance Notification-webPACSES.pdf
2992-PACSES-CC-Accessibility Testing Compliance Notification-webPTS.pdf
3539-PACSES-Del-PACSES Child Support Est-UAT-Depl-WO-0116-Access Testing Compl Not.pdf
3539-PACSES-Del-PACSES Child Support Est-UAT-Depl-WO-0116-UAT Prog Rpt.pdf
3562-PACSES-Del-FIPS Inter Tribal-DSD-Intg-WO-0127-Dev Rpt-Int Test Scen.pdf

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Application Documents as of 06/30/09

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3589-PACSES-Del-e-IWO Phase I-Mod-DSD-Depl-WO-0149 UAT Progress Report.pdf
3607-PACSES-Del-Enh CSWS Emp Mod-DSD-Int-WO-0122-Dev Rpt-Int Test Scen.pdf
3760-PACSES-Del-Enh CSWS Empl Module-DSD-Int-WO-0122-Access Testing Comp Not.pdf
3760-PACSES-Del-Enh CSWS Empl Module-DSD-Int-WO-0122-Int Test Results.pdf
3761-PACSES-Del-FIPS International Tribal-DSD-Int-WO-0127-Int Test Results.pdf
3776-PACSES-Del-SS Dist Rule Changes Rec90-Dev-WO-0121-Dev Rpt-Int Test Scen.pdf
3983-PACSES-Del-Enhanced CSWS Employer Module-Mod-UAT-Depl-WO-0122 UAT Progress Rpt.pdf
3984-PACSES-Del-FIPS Inter Tribal-UAT-Depl-WO-0127-UAT Prog Rpt.pdf
4067-PACSES-Del-DRA IRS Dist Rule Changes-Dev-Depl-WO-0146 Dev Rpt-Int Test Scen.pdf
4069-PACSES-Del-SS Dist Rule Changes-Rec. 90-Int-Depl-WO-0121-Int Test Results.pdf
4191-PACSES-Del-DRA IRS Dist Rule Changes-Dev-Depl-WO-0146-Int Test Results.pdf
4313-PACSES-Del-DRA IRS Dist Rule Changes-Dev-Depl-WO-0146-UAT Prog Rpt.pdf
4314-PACSES-Del-SS Dist Rule Changes Rec 90-Int-Depl-WO-0121-UAT Prog Rpt.pdf
4369-PACSES-Del-Per Imp Mod-Phase I-DSD-Depl-WO-0161-Dev Rpt-Int Test Scen.pdf
4565-PACSES-Del-Perf Imp Mod-Ph I-DSD-Depl-WO-0161-Int Test Results.pdf
4575-PACSES-Del-CHIP Interface-DSD-Depl-UAT Prog Rpt-WO-0124.pdf
4620-PACSES-Del-IRS Finding H.4 Imp-DSD-Depl-WO-0151-UAT Prog Rpt.pdf
4681-PACSES-Del-Performance Improvement Module-DSD-Depl-WO-0161-UAT Progress Rpt Load Test Results.pdf
4681-PACSES-Del-Performance Improvement Module-DSD-Depl-WO-0161-UAT Progress Rpt.pdf
4702-PACSES-Del-Cent Elec Inc Withholding-DSD-Depl-WO-0118-Dev Rpt-Int Test Scen.pdf
4720-PACSES-Del-Med Sup Enhanc-DSD-Depl-WO-0158-UAT Prog Rpt.pdf
4742-PACSES-Del-Centralized Elec Inc Withholding-DSD-Depl-WO-0118-Int Test Results.pdf
4798-PACSES-Del-Spous Supp Dist Rule Ch Rec90-DSD-Depl-WO-0121-Update Dev Rpt-Int Test Scen.pdf
4800-PACSES-Del-Centralized Electronic Income Withholding-DSD-Depl-WO-0118-UAT Progress Report.pdf
4831-PACSES-Del-Open Systems Batch Red-DSD-Depl-WO-0157-Dev Rpt-Int Test Scenarios.pdf
4842-PACSES-Del-Spous Supp Dist Rule ChRec90-DSD-Depl-WO-0121-Update Int Test Results.pdf
4938-PACSES-Del-Spousal Supp Dist Rule Changes Rec90-DSD-Depl-WO-0121-Updated UAT Prog Rpt.pdf
5309-PACSES-Del-PACSES Home Page PHP Redesign-UAT-Depl-WO-0125-UAT Prog Rpt.pdf
5444-PACSES-Del-OS Batch Redesign-DSD-Depl-WO-0157-UAT Prog Rpt-Load Test Report.pdf
5444-PACSES-Del-OS Batch Redesign-DSD-Depl-WO-0157-UAT Prog Rpt.pdf
5518-PACSES-Del-Perf Imp Module-Phase 2-DSD-Depl-WO-0197-Dev Rpt-Int Test Scen.pdf
5658-PACSES-Del-Perf Improvement Module Ph 2-DSD-Depl-WO-0197-Int Test Results-ADA Compl.pdf
5658-PACSES-Del-Perf Improvement Module Ph 2-DSD-Depl-WO-0197-Int Test Results.pdf
5883-PACSES-Del-Automated Case Closure-DSD-Depl-WO-0194-UAT Progress Report.pdf
CC-1510-PACSES-Del-Integration Test-Monthly Obligations-WO-0050.doc
CC-2010-PACSES-Del-WO-0080-FTROP-CC616-Dev-Depl Integration Test Results.doc

8. System Implementation

2844-PACSES-Del-App Support Services Delivery Plan.pdf
3757-PACSES-Del-e-IWO Phase I-DSD-Depl-WO-0149-Prod Depl Rpt.pdf
3777-PACSES-Del-PACSES Child Support Estimator-UAT-Depl-WO-0116-Imple Playbook.pdf
4068-PACSES-Del-Enhanced CSWS Empr Mod-UAT-Depl-WO-0122-Prod Depl Rpt-Imp Playbook.pdf
4068-PACSES-Del-Enhanced CSWS Empr Mod-UAT-Depl-WO-0122-Prod Depl Rpt.pdf
4392-PACSES-Del-FIPS International Tribal-UAT-Depl-WO-0127-Imp Playbook.xls
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Application Documents as of 06/30/09

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4417-PACSES-Del-DRA IRS Dist Rule Changes-Dev-Depl-WO-0146-Prod Depl Rpt.pdf
4719-PACSES-Del-Med Sup Enhanc-DSD-Depl-WO-0158-Prod Depl Rpt-Imp Playbook.xls
4719-PACSES-Del-Med Sup Enhanc-DSD-Depl-WO-0158-Prod Depl Rpt.pdf
4799-PACSES-Del-Central Elec Income Withholding-DSD-Depl-WO-0118-Prod Depl Rpt-Imp
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4799-PACSES-Del-Centralized Electronic Income Withholding-WO-0118-DSD-Depl-Prod Depl
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4826-PACSES-Del-CHIP Interface-DSD-Depl-WO-0124-Prod Depl Rpt-Imp Playbook.xls
4826-PACSES-Del-CHIP Interface-DSD-Depl-WO-0124-Prod Depl Rpt.pdf
4827-PACSES-Del-IRS Finding H 4 Imp-DSD-Depl-WO-0151-Prod Depl Rpt Imp Playbook.xls
4827-PACSES-Del-IRS Finding H 4 Imp-DSD-Depl-WO-0151-Prod Depl Rpt.pdf
4833-PACSES-Del-Perf Imp Module-Ph I-DSD-Depl-WO-0161-Prod Depl Rpt-Imp Playbook.xls
4833-PACSES-Del-Perf Imp Module-Ph I-DSD-Depl-WO-0161-Prod Depl Rpt.pdf
4936-PACSES-Del-Spousal Supp Dist Rule Changes Rec90-DSD-Depl-WO-0121-Prod Depl Rpt-
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5400-PACSES-Del-WO-PHP Redesign-UAT-Depl-WO-0125-Prod Depl Rpt-Imp Playbook.xls
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CC-1573-PACSES-Del-Med Support Allocation-WO-0055 TFP Certification.doc
CC-1588-Del-PACSES Monthly Obligations Mod DSD-WO-0050 TFP Certification.doc
CC-1608-PACSES-Del-Non-Financial Obligation-CC618-WO-0053 TFP Certification.doc
CC-1972-PACSES-Del-Natl Med Spt Notice Ph2- CC565-TFP Certification-WO-0083.doc
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Application Documents as of 06/30/09

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1683-CCMIS-WO-0025-Child Care Provider Certification-General System Design-DSD Work Plan-FY06-07.doc
2096-CCMIS-Provider Cert-WO-0025-DSD-Development Work Plan-FY06-07.doc
2310-CCMIS-WP-Integration of KIDS Functionality-WO-0047 Exec Strategy.ppt
2311-CCMIS-Del-Rates for Keystone STARS Prov-DSD-Depl-UTC-WO-0076-WorkPlan.mpp
2332-CCMIS-WP-Provider Self service-WO-0104-Req-Work Plan.doc
2364-CCMIS-OWP-CSS Focus Group Session Findings and Recommendations-WO-0048.xls
2400-CCMIS-WP-Integration of KIDS Functionality-WO-0047 Exec Strategy.ppt
2413-CCMIS-WP-Provider Self-service-Mod-REQ-GSD-WO-0104-GSD-WorkPlan.doc
2469-CCMIS-Pre-K Coubts-WO-0077-Mod-DSD-Depl-Workplan.pdf
2521-ELN-Early Learning Network Assessment-Focus Group Results and Conclusions Report.doc
2584-CCMIS-Del-Pre-K Counts-WO-0077-Mod-DSD-Depl-Updated Work Plan.pdf
2627-CCMIS-Del-Provider Self-service-Mod-DSD-Depl-WO-0104-DSD-Workplan.doc
2640-ELN-Del-Focus Group Results and Conclusions Report.doc
2684-CCMIS-Del-Client Self Service-COMPASS Int-DSD-Depl-WO-0048 Workplan.pdf
2692-CCMIS-Del-Provider Certification-WO-0025-Unit Test Checklist-WBS App.pdf
2707-ELN-Del-DPW-PDE Avail Syst Capabilities Rpt.doc
2708-ELN-Del-SystDocResultsConcl Rpt.doc
2709-ELN User Tech Preferences Rpt.doc
2788 ELN-Del-Netwk System Options.doc
2807-CCMIS-Del-Provider Self Service-DSD-Depl-WO-0104-Work Plan.pdf
2830 ELN-Del-Alternatives Strategy Analysis Report.doc
2838-ELN-Del-System Doc Results and Conclusions Report.doc
2847-ELN-Del-User Community Tech Pref Rpt.doc
3262-PELICAN-WP-Corres .NET Enable-Mod-Req-GSD-WO-0145-GSD-Work Plan.doc
3384-PELICAN-WP-PELICAN .NET Enable Rpts-Req-GSD-WO-0155-GSD-Work Plan.doc
3401-PELICAN-WP-Case Mgnt .NET 3.5 Conv-Req-GSD-WO-0153-GSD-WP.pdf
3437-PELICAN-WP-.Net Enable for EN-FM-PM-Req-GSD-WO-0154-GSD-WP.pdf
3487-PELICAN-Del- PELICAN Corres .NET Enable-DSD-Depl-WO-0145-DSD-WP.doc
3571-CCMIS-Del-PELICAN .Net Enable for Enroll-Funds-Pay-DSD-Depl-WO-0154-DSD-Work Plan.doc
3573-CCMIS-WP-PELICAN PA PRE-K Counts Enhanc Phase 1-Req-GSD-WO-0160-GSD-Work Plan.pdf
3591-PELICAN-Del-CM .NET Conv-DSD-Depl-WO-0153-DSD-Work Plan.pdf
3637-PELICAN-Del-.Net EnablRpts-DSD-Depl DSD Work Plan.doc
3638-CCMIS-Del-PELICAN Corres .NET Enable-DSD-Depl-WO-0145-Dev Rpt-Work Plan.doc
3753-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-GSD-Workplan.doc
3790-CCMIS-Del-PELICAN CM .NET Conv-DSD-Depl-WO-0153-Dev Rpt-Work Plan.pdf
3817-CCMIS-Del-CM .NET Conv-DSD-Depl-WO-0153-DSD-Resp-Work Plan.pdf
3848-CCMIS-Del-PELICAN PA PRE-K Counts Enh Ph 1-DSD-Depl-WO-0160 DSD Work Plan.pdf
3861-CCMIS-Del-PELICAN .NET Enable Rpts-DSD-Depl-WO-0145-Dev Rpt-Work Plan.doc
3993-CCMIS-Del-Prov Cert Enhance Phase 1-DSD-Depl-WO-0163-DSD-Work Plan.pdf
3994-PELICAN-Del-.Net EEFP-Mod-DSD-Depl-WO-0154-Dev Rpt Work plan.pdf
4078-PELICAN-Del-PELICAN Prov Cert Enhanc Phase 1-DSD-Depl-WO-0163-Dev Rpt-Work Plan.pdf
4080-PELICAN-Del-PELICAN PA PRE-K Counts Enh Phase 1-DSD-Depl-WO-0160-Dev Rpt-Work Plan.pdf
4293-PELICAN-WO-PELICAN Keys to Qual-GSD-WO-0164-GSD-Work Plan.doc
4465-PELICAN-WP-ELN DW Rel 1-GSD-WO-0217-GSD-Work Plan.pdf
4593-PELICAN-WP-0203-ELN System Expansion-Mod-GSD-Work Plan.pdf
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-Work Plan.pdf

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Application Documents as of 06/30/09

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4828-PELICAN-WP-PELICAN Prov Search Exp-GSD-WO-0221-GSD-Work Plan.pdf
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Work Plan.pdf
5167-PELICAN-WP-PELICAN CM .Net Enhanc-Req-GSD-WO-0238-GSD-Work Plan.pdf
5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-Work Plan.pdf
5254-PELICAN-Del-Prov Search Exp-DSD-Depl-WO-0221-DSD-Work Plan.pdf
5257-PELICAN-WP-ELN System Exp-Req-GSD-WO-0203-Updated GSD-Work Plan.pdf
5338-PELICAN-Del-ELN DW Release 1-DSD-Depl-WO-0217-Dev Rpt-Work Plan.pdf
5356-PELICAN-Del-Keys to Quality-Mod-DSD-Depl-DSD-WO-0164 Dev Rpt-Work Plan.PDF
5420-PELICAN-Del-WO-0238-PELICAN CM .Net Enhance-DSD-Depl-WO-0238-DSD-Work Plan.pdf
5487-PELICAN-Del-ELN Sys Exp-DSD-Depl-WO-0203-DSD-Work Plan.pdf
5488-PELICAN-Del-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Work Plan.pdf
5597-PELICAN-Del-Provider Search Expansion-Mod-DSD-Depl-WO-0221-Dev Rpt-Work Plan.pdf
5652-PELICAN-Del-PELICAN Case Mgmt .NET Enhance-DSD-Depl-WO-0238-Dev Rpt-Work Plan.pdf
5692-PELICAN-WP-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-GSD-Work Plan.pdf
5896-PELICAN-Del-PELICAN Prov Search Exp Ph 2-DSD-Depl-WO-0250-DSD-Work Plan.pdf
5900-PELICAN-Del-ELN System Exp-DSD-Depl-WO-0203-Dev Rpt-Work Plan.pdf
5901-PELICAN-Del-PELICAN PA PRE-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Dev Rpt-Work Plan.pdf
CC-1579-CCMIS-DEL-WO-0044-Dashboard-Workplan-DSD-FY06-07-Contract 400010162.mpp
CC-1679-CCMIS-DEL-DPW-FY06-07-WO-0044-CCMIS Dashboard-DSD-Workplan.mpp
CC-1706-CCMIS R&R Enhancements-WO-0046-Mod-GSD-DSD Workplan-FY06-07-Contract 4000010162.mpp
CC-1855-CCMIS-Del-RandR Enhancements-DSD-Workplan-WO-0046-FY06-07-Contract 4000010162.mpp
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048-GSD-DSD Work Plan.doc
CC-1903-CCMIS Keystone STARS Prov-WO-0076-GSD-Workplan-FY06-07-Contract 4000010162.mpp
CC-2074-CCMIS-WP-Pre-K Counts-WO-0077-Execution Strategy FY07-08-Contract 4000010162.ppt
CC-2121-CCMIS-WP-Prov Self Svc-WO-0104 Work Plan-FY07-08-Contract 4000010162.doc
CC-2153-ELN-Del-Microsoft Proj Plan-FY07-08-PO 4300021988.pdf
CC-2201-CCMIS Keystone STARS Prov-WO-0076-DSD-Workplan-FY07-08-Contract 4000010162.mpp
CC-2225-CC Self Service-DSD-DPL-WO-0048-Updated WO Work Plan.doc
CC-2380-CCMIS Pre-K Counts-WO-0077-Mod-GSD-DSD Workplan-FY07-08-Contract 4000010162.mpp

2. Requirements

1683-CCMIS-WO-0025-Provider Certification-General System Design - CCMIS - Traceability Matrix.xls
1683-CCMIS-WO-0025-Provider Certification-General System Design - CCPC - Traceability Matrix.xls
1683-CCMIS-WO-0025-Provider Certification-PMN 1.0 Certification Management.doc
1683-CCMIS-WO-0025-Provider Certification-PMN 10.0 Administration.doc
1683-CCMIS-WO-0025-Provider Certification-PMN 2.0 Waivers Management.doc
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1683-CCMIS-WO-0025-Provider Certification-PMN 4.0 Complaints and Incidents Management.doc
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Application Documents as of 06/30/09

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1806-CCMIS-WO-0025-Child Care Provider Certification System-GSD Traceability Matrix-FY06-07.xls
1806-CCMIS-WO-0025-Child Care Provider Certification System-PMN 1.0 Certification Management.doc
1806-CCMIS-WO-0025-Child Care Provider Certification System-PMN 10.0 Administration.doc
1806-CCMIS-WO-0025-Child Care Provider Certification System-PMN 2.0 Waivers Management.doc
1806-CCMIS-WO-0025-Child Care Provider Certification System-PMN 3.0 Inspections Management.doc
1806-CCMIS-WO-0025-Child Care Provider Certification System-PMN 4.0 Complaints Incidents Mgmt.doc
1806-CCMIS-WO-0025-Child Care Provider Certification System-PMN 6.0 Negative Sanctions Management.doc
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1888-ITSS-OWP-ARB-Architecture Review Board - CCPC - ARB MAR 15_v3.ppt
1888-ITSS-OWP-ARB-CCMIS Management Summary-Dashboard ARB Presentation.ppt
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2096-PELICAN-WO-0025-ProvCert-DSD--Key Considerations-FY06-07.doc
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2116-ITSS-OWP-ARB-CCMIS Rates for Keystone STARS Providers - ARB[1].v04.ppt
2332-CCMIS-WP-Provider Self service-WO-0104-Req-PMN-Resource and Referral.doc
2332-CCMIS-WP-Provider Self service-WO-0104-Req-Requirements Definition.doc
2332-CCMIS-WP-Provider Self service-WO-0104-Req-Traceability Matrix.doc
2340-Provider Certification Data Warehouse-WP-Requirements-WO-0108-Funct Req.doc
2379-CCMIS-WP-Pre-K Counts-WO-0077-Req-Requirements Definition.doc
2413-CCMIS-WP-Provider Self-service-Mod-REQ-GSD-WO-0104-GSD-PMN-Resource & Referral.doc
2413-CCMIS-WP-Provider Self-service-Mod-REQ-GSD-WO-0104-GSD-Traceability Matrix.doc
2437-CCMIS Pre-K Counts-WO-0077-Mod-GSD-Traceability Matrix.doc
2437-CCMIS Pre-K Counts-WO-0077-Mod-GSD-Use Cases.doc
2439-CCMIS-WP-Pre-K Counts-WO-0077-Req-Requirements Definition.doc
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2476-ITSS-OWP-ARB-CCMIS Provider Self-service - ARB - September 27 2007.ppt
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2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Reporting Detail Requirements.doc
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2595-CCMIS-WP-ProvSelf Svc-Mod-Req-GSD-WO-0104-PMN-Resource and Referral.doc
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2685-ITSS-OWP-ARB-CCMIS PreKCounts ARB2 - Technical Standards Compliance Checklist.xls
2721-ELN-Deliverable 12-Req Doc Response.doc
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Application Documents as of 06/30/09

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2877-ELN-Del-Gap Analysis Report.doc
2946-ITSS-OWP-ARB-CCMIS Self-service - ARB 4 - January 17 2008.ppt
3263-PELICAN-WP-Corres .NET Enablement-Req-GSD-WO-0145-Req-RDD.doc
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3263-PELICAN-WP-Corres .NET Enablement-Req-GSD-WO-0145-Req-Use Case Document.doc
3383-PELICAN-WP-PELICAN .NET Enab Rpts-Req-GSD-WO-0155-Req-RDD.doc
3383-PELICAN-WP-PELICAN .NET Enab Rpts-Req-GSD-WO-0155-Req-Trace Matr.xls
3383-PELICAN-WP-PELICAN .NET Enab Rpts-Req-GSD-WO-0155-Req-Use Case.doc
3402-PELICAN-WP-Case Mgnt .NET 3.5 Conv-Req-GSD-WO-0153-Req-Traceability Matrix.xls
3402-PELICAN-WP-Case Mgnt .NET 3.5 Conv-Req-GSD-WO-0153-Req-Use Case.doc
3402-PELICAN-WP-Case Mgnt .NET 3.5 Conv-Req-GSD-WO-0153-Req.doc
3410-PELICAN-WP-PELICAN Corres .NET Enab-WO-0145-Requirements Response RDD.doc
3410-PELICAN-WP-PELICAN Corres .NET Enab-WO-0145-Requirements Response Use Case.doc
3438-CCMIS-WP-PELICAN .Net EN FN PM-WO-0154-Requirements-RDD.doc
3438-CCMIS-WP-PELICAN .Net EN FN PM-WO-0154-Requirements-TraceMatr.xls
3438-CCMIS-WP-PELICAN .Net EN FN PM-WO-0154-Requirements-UC Enroll.doc
3438-CCMIS-WP-PELICAN .Net EN FN PM-WO-0154-Requirements-UC Funds.doc
3438-CCMIS-WP-PELICAN .Net EN FN PM-WO-0154-Requirements-UC Pay.doc
3496-CCMIS-WP-PELICAN Prov Cert Enh-Phase 1-Req-GSD-WO-0163-Req-PMN-Cert.doc
3496-CCMIS-WP-PELICAN Prov Cert Enh-Phase 1-Req-GSD-WO-0163-Req-PMN-Insp.doc
3496-CCMIS-WP-PELICAN Prov Cert Enh-Phase 1-Req-GSD-WO-0163-Req-RDD.doc
3496-CCMIS-WP-PELICAN Prov Cert Enh-Phase 1-Req-GSD-WO-0163-Req-TM.xls
3523-PELICAN-WP-Pelican .NET Enable Rpts-Req-GSD-WO-0155-Req-RDD.doc
3523-PELICAN-WP-Pelican .NET Enable Rpts-Req-GSD-WO-0155-Req-Traceability Matrix.xls
3523-PELICAN-WP-Pelican .NET Enable Rpts-Req-GSD-WO-0155-Req-Use Case.doc
3524-PELICAN-WP-Pelican .NET Enable Rpts-Req-GSD-WO-0155-Req-RDD .doc
3524-PELICAN-WP-Pelican .NET Enable Rpts-Req-GSD-WO-0155-Req-Use Case.doc
3550-PELICAN-WP-CM .NET Conv-Req-GSD-WO-0153-Req-RDD.doc
3550-PELICAN-WP-CM .NET Conv-Req-GSD-WO-0153-Req-Traceability Matrix.xls
3550-PELICAN-WP-CM .NET Conv-Req-GSD-WO-0153-Req-Use Case.doc
3558-CCMIS-WP-PELICAN .Net Enable for Enroll-Funds-Pay-Req-GSD-WO-0154-Req-RDD.doc
3558-CCMIS-WP-PELICAN .Net Enable for Enroll-Funds-Pay-Req-GSD-WO-0154-Req-Traceability Matrix.xls
3558-CCMIS-WP-PELICAN .Net Enable for Enroll-Funds-Pay-Req-GSD-WO-0154-Req-UC Narrative-Enroll.doc
3558-CCMIS-WP-PELICAN .Net Enable for Enroll-Funds-Pay-Req-GSD-WO-0154-Req-UC Narrative-Funds.doc
3558-CCMIS-WP-PELICAN .Net Enable for Enroll-Funds-Pay-Req-GSD-WO-0154-Req-UC Narrative-Pay.doc
3572-CCMIS-WP-PELICAN PA PRE-K Counts Enhance Phase 1-Req-GSD-WO-0160-Req-RDD.doc
3572-CCMIS-WP-PELICAN PA PRE-K Counts Enhance Phase 1-Req-GSD-WO-0160-Req-Traceability Matrix.xls
3572-CCMIS-WP-PELICAN PA PRE-K Counts Enhance Phase 1-Req-GSD-WO-0160-Req-Use Case.doc
3574-CCMIS-WP-PELICAN PA PRE-K Counts DW-Req-GSD-WO-0162-Req-Exec Summary.doc
3574-CCMIS-WP-PELICAN PA PRE-K Counts DW-Req-GSD-WO-0162-Req-Funct Req.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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3673-CCMIS-WP-PELICAN .Net Enable for Enroll-Funds-Pay-Req-GSD-WO-0154-Req-Use Case Narr-Pay.doc
3673-CCMIS-WP-PELICAN .Net Enable for Enroll-Funds-Pay-Req-GSD-WO-0154-Req-Use Case Narra-Enroll.doc
3718-CCMIS-WP-PELICAN Prov Cert-KIDS Integ-Req-Require-RDD.doc
3718-CCMIS-WP-PELICAN Prov Cert-KIDS Integ-Req-Require-Trace Matrix.xls
3718-CCMIS-WP-PELICAN Prov Cert-KIDS Integ-Req-Require-UC.doc
3753-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-GSD-PMN-Cert.doc
3753-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-GSD-PMN-Insp.doc
3753-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-GSD-TM.xls
3768-CCMIS-WP-PELICAN PA PRE-K Counts Enhanc Phase 1-Req-GSD-WO-0160-Req-Resp RDD.doc
3768-CCMIS-WP-PELICAN PA PRE-K Counts Enhanc Phase 1-Req-GSD-WO-0160-Req-Resp UC Narr.doc
3771-CCMIS-WP-PA PRE-K Counts DW-Req-GSD-WO-0162-Req-Resp-Exec Sum.doc
3771-CCMIS-WP-PA PRE-K Counts DW-Req-GSD-WO-0162-Req-Resp-Funct Req.doc
3822-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-Resp-Req-PMN-Cert.doc
3822-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-Resp-Req-PMN-Insp.doc
3822-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-Resp-Req-RDD.doc
3822-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-Resp-Req-TM.xls
3860-CCMIS-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD-Exec Sum.doc
3955-CCMIS-WO-0164-PELICAN Keys Quality-Req Requirements Response RDD.doc
3955-CCMIS-WO-0164-PELICAN Keys Quality-Req Requirements Response Traceability Matrix.xls
3955-CCMIS-WO-0164-PELICAN Keys Quality-Req Requirements Response Use Case Document.doc
3956-CCMIS-Prov Cert-WP-PELICAN Provider Cert Enh-Phase 1-Mod-Req-GSD-WO-0163-PMN-Cert.doc
3956-CCMIS-Prov Cert-WP-PELICAN Provider Cert Enh-Phase 1-Mod-Req-GSD-WO-0163-PMN-Insp.doc
4064-PELICAN-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-Resp 2-GSD-PMN-Insp.doc
4078-PELICAN-Del-PELICAN Prov Cert Enhan Phase 1-DSD-Depl-WO-0163-Dev Rpt-Traceability.xls
4180-PELICAN-WP-ELN DW Release 1-Req-WO-0217-Req-RDD.doc
4180-PELICAN-WP-ELN DW Release 1-Req-WO-0217-Req-Traceability Matrix.xls
4181-PELICAN-WP-ELN System Exp-Req-WO-0203-Req-RDD.doc
4181-PELICAN-WP-ELN System Exp-Req-WO-0203-Req-Trace Matrix.xls
4181-PELICAN-WP-ELN System Exp-Req-WO-0203-Req-Use Cases.doc
4211-PELICAN-Del-PELICAN Prov Cert Enhan Phase 1-DSD-Depl-WO-0163-Int Test Res-Trace Matrix.xls
4293-PELICAN-WO-PELICAN Keys to Qual-GSD-WO-0164-GSD-Trace Matrix.doc
4293-PELICAN-WO-PELICAN Keys to Qual-GSD-WO-0164-GSD-Use Case.doc
4331-PELICAN-WP-ELN Sys Exp-Req-WO-0203-Req-Resp-Use Cases Narrative v1.1.doc
4332-PELICAN-WP-ELN DW Release 1-Req-WO-0217-Req-Resp-Trace Matrix.xls
4441-ITSS-OWP-ARB-20081002_PELICAN_Release7_ARB4.ppt
4465-PELICAN-WP-ELN DW Rel 1-GSD-WO-0217-GSD-Trace Matrix.doc
4465-PELICAN-WP-ELN DW Rel 1-GSD-WO-0217-GSD-Use Case.doc
4485-PELICAN-WP-PELICAN Prov Search Exp-Req-WO-0221-Req-RDD.doc
4485-PELICAN-WP-PELICAN Prov Search Exp-Req-WO-0221-Req-Traceability Matrix.xls
4485-PELICAN-WP-PELICAN Prov Search Exp-Req-WO-0221-Req-Use Case.doc
4500-PELICAN-Del-PELICAN Keys to Quality-GSD-WO-0164-GSD-Resp-Trace Matrix.doc
4500-PELICAN-Del-PELICAN Keys to Quality-GSD-WO-0164-GSD-Resp-Use Case.doc
4593-PELICAN-WP-0203-ELN System Expansion-Mod-GSD-Use Case Document.doc
4593-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-Trace Matrix.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

4679-PELICAN-WP-PELICAN Prov Search Exp-Req-WO-0221-Req-Resp-RDD.doc
4679-PELICAN-WP-PELICAN Prov Search Exp-Req-WO-0221-Req-Resp-Use Case.doc
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-Traceability Matrix.doc
4774-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-Resp-Use Case.doc
4775-PELICAN-WP-ELN DW Release 1-GSD-WO-0217-GSD-Resp-Use Case.doc
4828-PELICAN-WP-PELICAN Prov Search Exp-GSD-WO-0221-GSD-Trace Matrix.doc
4828-PELICAN-WP-PELICAN Prov Search Exp-GSD-WO-0221-GSD-Use Case.doc
4882-PELICAN-WP-ELN System Expansion-GSD-Resp 2-GSD-Use Case.doc
4996-PELICAN-WP-PELICAN PA PRE-K Counts Enhance Ph 3-Req-WO-0229-Req-RDD.doc
4996-PELICAN-WP-PELICAN PA PRE-K Counts Enhance Ph 3-Req-WO-0229-Req-Trace Matrix.xls
4996-PELICAN-WP-PELICAN PA PRE-K Counts Enhance Ph 3-Req-WO-0229-Req-Use Case.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Exec Sum.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Trace Matrix.doc
5089-ITSS-OWP-ARB-ARB_3_WO225_SpellCheck_20081209.ppt
5093-ITSS-OWP-ARB-PELICAN - PA Pre-K Counts-ARB-1.ppt
5094-ITSS-OWP-ARB-PELICAN - Provider Search Expansion-ARB_2_v1 1 .0.ppt
5166-PELICAN-WP-PELICAN CM .Net Enhanc-Req-GSD-WO-0238-Req-RDD.doc
5166-PELICAN-WP-PELICAN CM .Net Enhanc-Req-GSD-WO-0238-Req-Trace Matrix.xls
5166-PELICAN-WP-PELICAN CM .Net Enhanc-Req-GSD-WO-0238-Req-Use Cases.doc
5248-ITSS-OWP-ARB-DPW App Arc Baseline Update PELICAN_ALMComplianceDashboard.xls
5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-Trace Matrix.doc
5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-Use Case.doc
5254-PELICAN-Del-Prov Search Exp-DSD-Depl-WO-0221-DSD-Trace Matrix.doc
5258-PELICAN-WP-ELN System Exp-Req-GSD-WO-0203-Updated Req-RDD.doc
5258-PELICAN-WP-ELN System Exp-Req-GSD-WO-0203-Updated Req-Trace Matrix.doc
5258-PELICAN-WP-ELN System Exp-Req-GSD-WO-0203-Updated Req-Use Case.doc
5338-PELICAN-Del-ELN DW Release 1-DSD-Depl-WO-0217-Dev Rpt-Trace Matrix.doc
5356-PELICAN-Del-Keys to Quality-Mod-DSD-Depl-DSD-WO-0164 Dev Rpt-Traceability Matrix.doc
5420-PELICAN-Del-WO-0238-PELICAN CM .Net Enhance-DSD-Depl-WO-0238-DSD-Trace Matrix.doc
5425-PELICAN-WP-ELN System Exp-Req-GSD-WO-0203-Updated Req-Response-RDD.doc
5425-PELICAN-WP-ELN System Exp-Req-GSD-WO-0203-Updated Req-Response-Use Case.doc
5435-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-Int Test Results-Trace Matrix.doc
5487-PELICAN-Del-ELN Sys Exp-DSD-Depl-WO-0203-DSD-Traceability Matrix.doc
5488-PELICAN-Del-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Trace Matrix.doc
5597-PELICAN-Del-Provider Search Expansion-Mod-DSD-Depl-WO-0221-Dev Rpt-Traceability Matrix.doc
5652-PELICAN-Del-PELICAN Case Mgmt .NET Enhance-DSD-Depl-WO-0238-Dev Rpt-Trace Matrix.doc
5691-PELICAN-WP-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-Req-RDD.doc
5691-PELICAN-WP-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-Req-Trace Matrix.xls
5691-PELICAN-WP-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-Req-Use Case.doc
5711-PELICAN-Del-PELICAN Keys to Quality-DSD-Depl-WO-0164-Int Test Results-Trace Matrix.doc
5712-PELICAN-Del-PELICAN Prov Search Exp-DSD-Depl-WO-0221-Int Test Results-Trace Matrix.doc
5735-PELICAN-Del-PELICAN CM .Net Enhance-DSD-Depl-WO-0238-Int Test Results-Trace Matrix.doc
5896-PELICAN-Del-PELICAN Prov Search Exp Ph 2-DSD-Depl-WO-0250-DSD-Trace Matrix.doc
5900-PELICAN-Del-ELN System Exp-DSD-Depl-WO-0203-Dev Rpt-Trace Matrix.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

5901-PELICAN-Del-PELICAN PA PRE-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Dev Rpt-Trace Matrix.doc
CC-1315-CCMIS-Work Product-Provider Cert Mod-Req-WO-0025 CCPC -RDD.doc
CC-1315-CCMIS-Work Product-Provider Cert Mod-Req-WO-0025 CCPC Traceability Matrix-1.0.doc
CC-1315-CCMIS-Work Product-Provider Cert Mod-Req-WO-0025 CCPC Traceability Matrix 10.0.doc
CC-1315-CCMIS-Work Product-Provider Cert Mod-Req-WO-0025 CCPC Traceability Matrix 2.0.doc
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CC-1315-CCMIS-Work Product-Provider Cert Mod-Req-WO-0025 CCPC Traceability Matrix.xls
CC-1407-CCMIS-DEL-WO-0044-Management Summary-GSD Traceability Matrix.xls
CC-1407-CCMIS-DEL-WO-0044-Management Summary-GSD Use Cases.doc
CC-1413-CCMIS-WP-WO-0025 Provider Cert Mod Req Resub Correspondence and Alerts Trigger Lists .xls
CC-1413-CCMIS-WP-WO-0025 Provider Cert Mod Req Resub PMN 1.0 Certification Mgmt.doc
CC-1413-CCMIS-WP-WO-0025 Provider Cert Mod Req Resub PMN 10.0 Administration.doc
CC-1413-CCMIS-WP-WO-0025 Provider Cert Mod Req Resub PMN 2.0 Waivers Mgmt.doc
CC-1413-CCMIS-WP-WO-0025 Provider Cert Mod Req Resub PMN 3.0 Inspections Mgmt.doc
CC-1413-CCMIS-WP-WO-0025 Provider Cert Mod Req Resub PMN 4.0 Complaints and Incidents Mgmt .doc
CC-1413-CCMIS-WP-WO-0025 Provider Cert Mod Req Resub PMN 6.0 Negative Sanctions Mgmt.doc
CC-1413-CCMIS-WP-WO-0025 Provider Cert Mod Req Resub PMN 7.0 Appeals Mgmt.doc
CC-1413-CCMIS-WP-WO-0025 Provider Cert Mod Req Resub PMN 8.0 Correspondence.doc
CC-1413-CCMIS-WP-WO-0025 Provider Cert Mod Req Resub PMN 9.0 Reports Mgmt.doc
CC-1413-CCMIS-WP-WO-0025 Provider Cert Mod Req Resub Requirements Specifications - CCPC.doc
CC-1413-CCMIS-WP-WO-0025 Provider Cert Mod Req Resub Traceability Matrix - CCPC.xls
CC-1461-CCMIS-WP-ILCM and Archival Strategy-WO-0045-Requirements.doc
CC-1521-CCMIS-WP-WO-0044-Management Summary-GSD-Traceability Matrix.xls
CC-1521-CCMIS-WP-WO-0044-Management Summary-GSD-Use Cases.doc
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Executive Summary.doc
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Functional Requirements.doc
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Reporting Detail Requirements.doc
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Retention Requirements.doc
CC-1572-CCMIS-WP-ILCM and Archival Strategy-WO-0045-Requirements v2.doc
CC-1579-CCMIS-DEL-WO-0044-Dashboard-Traceability Matrix-DSD.doc
CC-1616-CCMIS-WP-Self Service-COMPASS Int-WO-0048 Req-PMN 1.0 Screening.doc
CC-1616-CCMIS-WP-Self Service-COMPASS Int-WO-0048 Req-PMN 2.0 Apply For Services.doc
CC-1616-CCMIS-WP-Self Service-COMPASS Int-WO-0048 Req-PMN 3.0 Interfaces.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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CC-1616-CCMIS-WP-Self Service-COMPASS Int-WO-0048 Req-PMN 5.0 Case Mgmt.doc
CC-1616-CCMIS-WP-Self Service-COMPASS Int-WO-0048 Req-PMN 6.0 CCMIS R and R.doc
CC-1616-CCMIS-WP-Self Service-COMPASS Int-WO-0048 Req-Req Def.doc
CC-1616-CCMIS-WP-Self Service-COMPASS Int-WO-0048 Req-Traceability Matrix-.xls
CC-1616-CCMIS-WP-Self Service-COMPASS Int-WO-0048 Req-UseCase Provider Search.doc
CC-1617-CCMIS-WP-Resource & Referral Enh-WO-0046-Req-Requirements Definition.doc
CC-1617-CCMIS-WP-Resource & Referral Enh-WO-0046-Req-Traceability Matrix-.doc
CC-1617-CCMIS-WP-Resource & Referral Enh-WO-0046-Req-Use Cases.doc
CC-1679-CCMIS-DEL-DPW-FY06-07-WO-0044-CCMIS Dashboard-DSD-Traceability Matrix.doc
CC-1706-CCMIS R&R Enhancements-WO-0046-Mod-GSD-Traceability Matrix.doc
CC-1706-CCMIS R&R Enhancements-WO-0046-Mod-GSD-Use Cases.doc
CC-1722-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 Req-Definition Document.doc
CC-1722-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 Req-PMN 1.0 Screening.doc
CC-1722-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 Req-PMN 2.0 Apply For Services.doc
CC-1722-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 Req-PMN 3.0 Interfaces.doc
CC-1722-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 Req-PMN 4.0 Batch.doc
CC-1722-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 Req-PMN 5.0 CCMIS Case Management.doc
CC-1722-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 Req-PMN 6 0 CCMIS Resource-Referral.doc
CC-1722-CCMIS Self Service-COMPASS Intn-Mod-Req-WO-0048 Req-UseCase Prov Search.doc
CC-1722-CCMIS Self Service-Requirements-Traceability Matrix.xls
CC-1722-CCMIS Self Service-SC Appendix E - Child Care Benefits Rules.doc
CC-1723-CCMIS-WP-Resource-Referral Enh-WO-0046-Req-Req Def.doc
CC-1723-CCMIS-WP-Resource-Referral Enh-WO-0046-Req-Traceability.doc
CC-1723-CCMIS-WP-Resource-Referral Enh-WO-0046-Req-Use Cases.doc
CC-1781-CCMIS-WP-CCMIS R-R Enh-WO-0046 GSD Response Traceability Matrix.doc
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048 GSD-PMN 1.0 Screening.doc
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048 GSD-PMN 2.0 Apply For Services.doc
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048 GSD-PMN 3.0 Interfaces.doc
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048 GSD-PMN 4.0 Batch.doc
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048 GSD-PMN 5.0 CCMIS Case Mgmt.doc
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048 GSD-PMN 6 0 CCMIS Res-Referral.doc
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048 GSD-Traceability Matrix.xls
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048 GSD-UseCase Provider Search.doc
CC-1903-CCMIS Keystone STARS Prov-WO-0076-GSD-Traceability Matrix.doc
CC-1903-CCMIS Keystone STARS Prov-WO-0076-GSD-Use Cases.doc
CC-1994-CCMIS Self Svc-COMPASS Int-Req-GSD-WO-0048 Response PMN 2.0.doc
CC-1994-CCMIS Self Svc-COMPASS Int-Req-GSD-WO-0048 Response PMN 5.0.doc
CC-1994-CCMIS Self Svc-COMPASS Int-Req-GSD-WO-0048 Response Traceability.xls
CC-2121-CCMIS-WP-Prov Self Svc-WO-0104 R&R PMN.doc
CC-2121-CCMIS-WP-Prov Self Svc-WO-0104 Requirements Definition.doc
CC-2121-CCMIS-WP-Prov Self Svc-WO-0104 Traceability Matrix.doc
CC-2380-CCMIS Pre-K Counts-WO-0077-Mod-GSD-Traceability Matrix.doc
CC-2380-CCMIS Pre-K Counts-WO-0077-Mod-GSD-Use Cases.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

3. GSD (General Systems Design)

1683-CCMIS-WO-0025-Child Care Provider Cert System-GSD-Activity Diagrams.rtf
1683-CCMIS-WO-0025-Child Care Provider Cert System-GSD-Alerts Trigger Matrix.xls
1683-CCMIS-WO-0025-Child Care Provider Cert System-GSD-CCPC_Capacity Plan -FY06-07.doc
1683-CCMIS-WO-0025-Child Care Provider Cert System-GSD-Correspondence Architecture.doc
1683-CCMIS-WO-0025-Child Care Provider Cert System-GSD-Correspondence Matrix.xls
1683-CCMIS-WO-0025-Child Care Provider Cert System-GSD Definition-FY06-07-Contract.doc
1683-CCMIS-WO-0025-Child Care Provider Cert System-GSD-High Level Domain Model.doc
1683-CCMIS-WO-0025-Child Care Provider Cert System-GSD-Issues and Action Items.xls
1683-CCMIS-WO-0025-Child Care Provider Cert System-GSD-Logical Data Model.doc
1683-CCMIS-WO-0025-Child Care Provider Cert System-GSD-Screen Shot Details-CCMIS--FY06-07.doc
1683-CCMIS-WO-0025-Child Care Provider Cert System-GSD-Screen Shot Details-FY06-07.doc
1806-CCMIS-WO-0025-Child Care Provider Certification System-General System Design - Alerts Trigger Mat-1.xls
1903-CCMIS-Rates Keystone STARS Prov-WO-0076-14_1_1 ESTABLISH CHILD ENROLLMENT.pdf
2238-CCMIS-Del-Provider Certification-WO-0025-DSD-Key Considerations.doc
2238-CCMIS-Del-Provider Certification-WO-0025-DSD-Key Design Considerations.doc
2340-CCMIS-Provider Certification Data Warehouse-WP-GSD-WO-0108-GSD.doc
2340-CCMIS-Provider Certification Data Warehouse-WP-GSD-WO-0108-LDM.pdf
2340-CCMIS-Provider Certification Data Warehouse-WP-Requirements-WO-0108-Exec Summary.doc
2413-CCMIS-WP-Provider Self-service-Mod-REQ-GSD-WO-0104-GSD-Activity Diagrams.doc
2413-CCMIS-WP-Provider Self-service-Mod-REQ-GSD-WO-0104-GSD-Initial Capacity Plan Non Prod.doc
2413-CCMIS-WP-Provider Self-service-Mod-REQ-GSD-WO-0104-GSD-Initial Capacity Plan.doc
2413-CCMIS-WP-Provider Self-service-Mod-REQ-GSD-WO-0104-GSD-Initial Key Considerations.doc
2413-CCMIS-WP-Provider Self-service-Mod-REQ-GSD-WO-0104-GSD-Logical Data Model.doc
2413-CCMIS-WP-Provider Self-service-Mod-REQ-GSD-WO-0104-GSD-Outline.doc
2413-CCMIS-WP-Provider Self-service-Mod-REQ-GSD-WO-0104-GSD-Screen Shot Details.doc
2437-CCMIS Pre-K Counts-WO-0077-Mod-GSD-Activity Diagrams.doc
2437-CCMIS Pre-K Counts-WO-0077-Mod-GSD-GSD Outline.doc
2437-CCMIS Pre-K Counts-WO-0077-Mod-GSD-Logical Data Model.doc
2437-CCMIS Pre-K Counts-WO-0077-Mod-GSD-Screen Shot Details.doc
2524-CCMIS-Del-Pre-K Counts-Mod-Req-DSD-WO-0077-Screen Shot Details.doc
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Capacity Plan Appendix.xls
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Capacity Plan.doc
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW General System Design.doc
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW LDM.pdf
2595-CCMIS-WP-ProvSelf Svc-Mod-Req-GSD-WO-0104-Outline.doc
2595-CCMIS-WP-ProvSelf Svc-Mod-Req-GSD-WO-0104-Screen Shot Details.doc
2627-CCMIS-Del-Provider Self-service-Mod-DSD-Depl-WO-0104-DSD-Final Capacity Plan.doc
2627-CCMIS-Del-Provider Self-service-Mod-DSD-Depl-WO-0104-DSD-Final Conversion Plan.doc
2627-CCMIS-Del-Provider Self-service-Mod-DSD-Depl-WO-0104-DSD-Key Considerations.doc
2627-CCMIS-Del-Provider Self-service-Mod-DSD-Depl-WO-0104-DSD-Screenshot Details.doc
2729-CCMIS-Del-ProviderCert DW-DSD-Depl-WO-0108 Response-PCDW CapPlan Appendix.xls
2729-CCMIS-Del-ProviderCert DW-DSD-Depl-WO-0108 Response-PCDW CapPlan.doc
2729-CCMIS-Del-ProviderCert DW-DSD-Depl-WO-0108 Response-PCDW General System Design.doc
2729-CCMIS-Del-ProviderCert DW-DSD-Depl-WO-0108 Response-PCDW LDM.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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2770-CCMIS-DelProvSelfSvc-Mod-DSD-Depl-WO-0104-DSD FinalCapPlan.pdf
2770-CCMIS-DelProvSelfSvc-Mod-DSD-Depl-WO-0104-DSD-FinalConvPlan.pdf
2770-CCMIS-DelProvSelfSvc-Mod-DSD-Depl-WO-0104-DSD-ScrshDetails.pdf
3262-PELICAN-WP-Corres .NET Enable-Mod-Req-GSD-WO-0145-GSD-Activity Diagrams.doc
3262-PELICAN-WP-Corres .NET Enable-Mod-Req-GSD-WO-0145-GSD-Capacity Plan Non
Prod.doc
3262-PELICAN-WP-Corres .NET Enable-Mod-Req-GSD-WO-0145-GSD-Capacity Plan.doc
3262-PELICAN-WP-Corres .NET Enable-Mod-Req-GSD-WO-0145-GSD-Conversion Plan.doc
3262-PELICAN-WP-Corres .NET Enable-Mod-Req-GSD-WO-0145-GSD-General System
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3262-PELICAN-WP-Corres .NET Enable-Mod-Req-GSD-WO-0145-GSD-Key Considerations.doc
3262-PELICAN-WP-Corres .NET Enable-Mod-Req-GSD-WO-0145-GSD-Logical Data Model.doc
3262-PELICAN-WP-Corres .NET Enable-Mod-Req-GSD-WO-0145-GSD-Screen Shot Details.doc
3384-PELICAN-WP-PELICAN .NET Enable Rpts-Req-GSD-WO-0155-GSD-Act Diag.doc
3384-PELICAN-WP-PELICAN .NET Enable Rpts-Req-GSD-WO-0155-GSD-General System
Design.doc
3384-PELICAN-WP-PELICAN .NET Enable Rpts-Req-GSD-WO-0155-GSD-Init Cap Plan Non
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3384-PELICAN-WP-PELICAN .NET Enable Rpts-Req-GSD-WO-0155-GSD-Initial Capacity
Plan.doc
3384-PELICAN-WP-PELICAN .NET Enable Rpts-Req-GSD-WO-0155-GSD-Key Consi.doc
3401-PELICAN-WP-Case Mgnt .NET 3.5 Conv-Req-GSD-WO-0153-GSD-Act Diag.doc
3401-PELICAN-WP-Case Mgnt .NET 3.5 Conv-Req-GSD-WO-0153-GSD-Init Cap Plan Non
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3401-PELICAN-WP-Case Mgnt .NET 3.5 Conv-Req-GSD-WO-0153-GSD.doc
3410-PELICAN-WP-PELICAN Corres .NET Enab-WO-0145-Requirements Response Act Diag.doc
3410-PELICAN-WP-PELICAN Corres .NET Enab-WO-0145-Requirements Response GSD.doc
3437-PELICAN-WP-.Net Enable for EN-FM-PM-Req-GSD-WO-0154-GSD-Act Diag.doc
3437-PELICAN-WP-.Net Enable for EN-FM-PM-Req-GSD-WO-0154-GSD-GSD Outline.doc
3437-PELICAN-WP-.Net Enable for EN-FM-PM-Req-GSD-WO-0154-GSD-Init Cap Plan Non
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3437-PELICAN-WP-.Net Enable for EN-FM-PM-Req-GSD-WO-0154-GSD-Init Key Cons.doc
3487-PELICAN-Del- PELICAN Corres .NET Enable-DSD-Depl-WO-0145-DSD-Final Cap Plan Non
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3487-PELICAN-Del- PELICAN Corres .NET Enable-DSD-Depl-WO-0145-DSD-SS Det.doc
3523-PELICAN-WP-Pelican .NET Enable Rpts-Req-GSD-WO-0155-GSD.doc
3523-PELICAN-WP-Pelican .NET Enable Rpts-Req-GSD-WO-0155-GSD-Activity Diagrams.doc
3550-PELICAN-WP-CM .NET Conv-Req-GSD-WO-0153-GSD-Activity Diagrams.doc
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3571-CCMIS-Del-PELICAN .Net Enable Enroll-Funds-Pay-DSD-Depl-WO-0154-DSD-Final Cap
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3571-CCMIS-Del-PELICAN .Net Enable Enroll-Funds-Pay-DSD-Depl-WO-0154-DSD-Key
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Plan Non Prod.doc
3573-CCMIS-WP-PELICAN PA PRE-K Counts Enhanc Phase 1-Req-GSD-WO-0160-GSD-Activity
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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3573-CCMIS-WP-PELICAN PA PRE-K Counts Enhanc Phase 1-Req-GSD-WO-0160-GSD-Init Cap Plan-Non-Prod.doc
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3573-CCMIS-WP-PELICAN PA PRE-K Counts Enhanc Phase 1-Req-GSD-WO-0160-GSD-Init Conv Plan.doc
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3573-CCMIS-WP-PELICAN PA PRE-K Counts Enhanc Phase 1-Req-GSD-WO-0160-GSD-LDM.pdf
3573-CCMIS-WP-PELICAN PA PRE-K Counts Enhanc Phase 1-Req-GSD-WO-0160-GSD-Screenshot Details.doc
3573-CCMIS-WP-PELICAN PA PRE-K Counts Enhanc Phase 1-Req-GSD-WO-0160-GSD.doc
3575-CCMIS-WP-PELICAN PA PRE-K Counts DW-Req-GSD-WO-0162-GSD-Log Data Model.pdf
3575-CCMIS-WP-PELICAN PA PRE-K Counts DW-Req-GSD-WO-0162-GSD.doc
3577-CCMIS-WP-PELICAN .Net Enable for Enroll-Funds-Pay-Activity Diagrams.doc
3577-CCMIS-WP-PELICAN .Net Enable for Enroll-Funds-Pay-GSD.doc
3591-PELICAN-Del-CM .NET Conv-DSD-Depl-WO-0153-DSD-Final Cap Plan Non Prod.doc
3591-PELICAN-Del-CM .NET Conv-DSD-Depl-WO-0153-DSD-Final Cap Plan Prod.doc
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3637-PELICAN-Del-.Net EnablRpts-DSD-Depl DSD Final Capacity Plan Non Prod.doc
3637-PELICAN-Del-.Net EnablRpts-DSD-Depl DSD Final Capacity Plan Prod.doc
3637-PELICAN-Del-.Net EnablRpts-DSD-Depl DSD Key Considerations.doc
3753-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-GSD-Act Diag.doc
3753-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-GSD-Cap-Non-Prod.doc
3753-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-GSD-Cap-Prod.doc
3753-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-GSD-Init Conv Plan.doc
3753-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-GSD-Key Cons.doc
3753-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-GSD-LDM.pdf
3753-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-GSD-SS Details.doc
3753-CCMIS-WP-PELICAN Prov Cert Enh Phase 1-Req-GSD-WO-0163-GSD.doc
3769-CCMIS-WP-PELICAN PA PRE-K Counts Enh Phase 1-Req-GSD-WO-0160-GSD-Resp-Act Diagrams.doc
3769-CCMIS-WP-PELICAN PA PRE-K Counts Enh Phase 1-Req-GSD-WO-0160-GSD-Resp-GSD Outline.doc
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3769-CCMIS-WP-PELICAN PA PRE-K Counts Enh Phase 1-Req-GSD-WO-0160-GSD-Resp-Screenshot Details.doc
3770-CCMIS-WP-PELICAN PA PRE-K Counts DW-Req-GSD-WO-0162-GSD Response GSD.doc
3770-CCMIS-WP-PELICAN PA PRE-K Counts DW-Req-GSD-WO-0162-GSD Response Log Data Model.pdf
3848-CCMIS-Del-PELICAN PA PRE-K Counts Enh Ph 1-DSD-Depl-WO-0160 DSD Final Cap Plan-Non-Prod.doc
3848-CCMIS-Del-PELICAN PA PRE-K Counts Enh Ph 1-DSD-Depl-WO-0160 DSD Final Cap Plan.doc
3848-CCMIS-Del-PELICAN PA PRE-K Counts Enh Ph 1-DSD-Depl-WO-0160 DSD Final Conv Plan.doc
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3848-CCMIS-Del-PELICAN PA PRE-K Counts Enh Ph 1-DSD-Depl-WO-0160 DSD SS Details.doc
3860-CCMIS-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD-Cap Plan Appen.xls
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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3863-PELICAN-Del-PELICAN .NET Enab Rpts-DSD-Depl-WO-0155-DSD Response Key Cons.doc
3993-CCMIS-Del-Prov Cert Enhance Phase 1-DSD-Depl-WO-0163-DSD-Cap-Non-Prod.doc
3993-CCMIS-Del-Prov Cert Enhance Phase 1-DSD-Depl-WO-0163-DSD-Cap-Prod.doc
3993-CCMIS-Del-Prov Cert Enhance Phase 1-DSD-Depl-WO-0163-DSD-Conv Plan.doc
3993-CCMIS-Del-Prov Cert Enhance Phase 1-DSD-Depl-WO-0163-DSD-Key Consid.doc
3993-CCMIS-Del-Prov Cert Enhance Phase 1-DSD-Depl-WO-0163-DSD-Screenshot Details.doc
4013-PELICAN-Del-PELICAN PA PRE-K Counts Enh Ph 1-DSD-Depl-WO-0160-DSD-Resp-Final Cap Plan-Non-Prod.doc
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4013-PELICAN-Del-PELICAN PA PRE-K Counts Enh Ph 1-DSD-Depl-WO-0160-DSD-Resp-SS Details.pdf
4293-PELICAN-WP-PELICAN Keys to Qual-GSD-WO-0164-GSD-Act Diag.doc
4293-PELICAN-WP-PELICAN Keys to Qual-GSD-WO-0164-GSD-GSD.doc
4293-PELICAN-WP-PELICAN Keys to Qual-GSD-WO-0164-GSD-Init Cap Plan Non Prod.doc
4293-PELICAN-WP-PELICAN Keys to Qual-GSD-WO-0164-GSD-Init Cap Plan Prod.doc
4293-PELICAN-WP-PELICAN Keys to Qual-GSD-WO-0164-GSD-Init Conv Plan.doc
4293-PELICAN-WP-PELICAN Keys to Qual-GSD-WO-0164-GSD-Key Consid.doc
4293-PELICAN-WP-PELICAN Keys to Qual-GSD-WO-0164-GSD-LDM.doc
4293-PELICAN-WP-PELICAN Keys to Qual-GSD-WO-0164-GSD-SS Details.doc
4465-PELICAN-WP-ELN DW Rel 1-GSD-WO-0217-GSD-Act Diag.doc
4465-PELICAN-WP-ELN DW Rel 1-GSD-WO-0217-GSD-Init Cap Plan Non Prod.doc
4465-PELICAN-WP-ELN DW Rel 1-GSD-WO-0217-GSD-Init Cap Plan Prod.doc
4465-PELICAN-WP-ELN DW Rel 1-GSD-WO-0217-GSD-Init Key Consid.doc
4465-PELICAN-WP-ELN DW Rel 1-GSD-WO-0217-GSD-LDM.doc
4465-PELICAN-WP-ELN DW Rel 1-GSD-WO-0217-GSD-OLTP LDM.doc
4465-PELICAN-WP-ELN DW Rel 1-GSD-WO-0217-GSD-Screen Shots.doc
4465-PELICAN-WP-ELN DW Rel 1-GSD-WO-0217-GSD.doc
4500-PELICAN-Del-PELICAN Keys to Quality-GSD-WO-0164-GSD-Resp-Act Diagrams.doc
4500-PELICAN-Del-PELICAN Keys to Quality-GSD-WO-0164-GSD-Resp-SS Details.doc
4500-PELICAN-Del-PELICAN Keys to Quality-GSD-WO-0164-GSD-Resp.doc
4593-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-Activity Diagrams.doc
4593-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-Conv Plan.doc
4593-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-Init Cap Plan Non Prod.doc
4593-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-Init Cap Plan Prod.doc
4593-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-Initial Key Considerations.doc
4593-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-LDM.doc
4593-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-SS Details.doc
4593-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD.doc
4634-PELICAN-Del-PELICAN Keys to Qual-GSD-WO-0164-GSD-Resp 2.doc
4732-PELICAN-Del-PELICAN Keys to Qual-GSD-WO-0164-GSD-Resp 3.doc
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-Final Cap Plan Non Prod.doc
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-Final Cap Plan Prod.doc
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-Final Conv Plan.doc
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-Key Consid.doc
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-SS Details 1.doc
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-SS Details 2.doc
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-SS Details 3.doc
4774-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-Resp-Conv Plan.doc
4774-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-Resp-Init Cap Plan Prod.doc
4774-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-Resp-Logical Data Model.doc
4774-PELICAN-WP-ELN System Exp-GSD-WO-0203-GSD-Resp-SS Details.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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4775-PELICAN-WP-ELN DW Release 1-GSD-WO-0217-GSD-Resp-OLTP LDM.doc
4775-PELICAN-WP-ELN DW Release 1-GSD-WO-0217-GSD-Resp.doc
4828-PELICAN-WP-PELICAN Prov Search Exp-GSD-WO-0221-GSD-Act Diagram.doc
4828-PELICAN-WP-PELICAN Prov Search Exp-GSD-WO-0221-GSD-Init Cap Plan-Non Prod.doc
4828-PELICAN-WP-PELICAN Prov Search Exp-GSD-WO-0221-GSD-Init Cap Plan-Prod.doc
4828-PELICAN-WP-PELICAN Prov Search Exp-GSD-WO-0221-GSD-Init Key Consid.doc
4828-PELICAN-WP-PELICAN Prov Search Exp-GSD-WO-0221-GSD-Log Data Model.doc
4828-PELICAN-WP-PELICAN Prov Search Exp-GSD-WO-0221-GSD-SS Details.doc
4828-PELICAN-WP-PELICAN Prov Search Exp-GSD-WO-0221-GSD.doc
4893-PELICAN-Del-Keys to Qual-DSD-Depl-WO-0164-DSD-Resp-Key Consid.doc
4893-PELICAN-Del-Keys to Qual-DSD-Depl-WO-0164-DSD-Resp-Screen Shot Details 1.doc
4893-PELICAN-Del-Keys to Qual-DSD-Depl-WO-0164-DSD-Resp-Screen Shot Details 2.doc
4893-PELICAN-Del-Keys to Qual-DSD-Depl-WO-0164-DSD-Resp-Screen Shot Details 3.doc
4974-PELICAN-WP-PELICAN Prov Search Exp-GSD-WO-0221-GSD-Response-Screen Shot
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4974-PELICAN-WP-PELICAN Prov Search Exp-GSD-WO-0221-GSD-Response.doc
4982-PELICAN-Del-PELICAN Keys to Quality-DSD-Depl-WO-0164-DSD-Response 2-SS Details
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5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-DW Cap Plan Appen.xls
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5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Final Cap Plan Non Prod.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Final Cap Plan Prod.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Key Consid.doc
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5167-PELICAN-WP-PELICAN CM .Net Enhanc-Req-GSD-WO-0238-GSD-Act Diag.doc
5167-PELICAN-WP-PELICAN CM .Net Enhanc-Req-GSD-WO-0238-GSD-Init Cap Plan-Non-
Prod.doc
5167-PELICAN-WP-PELICAN CM .Net Enhanc-Req-GSD-WO-0238-GSD-Init Cap Plan-Prod.doc
5167-PELICAN-WP-PELICAN CM .Net Enhanc-Req-GSD-WO-0238-GSD-Key Consid.doc
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Plan.doc
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Non-Prod.doc
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Prod.doc
5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-Key
Consid.doc
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5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-SS
Details.doc
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5254-PELICAN-Del-Prov Search Exp-DSD-Depl-WO-0221-DSD-Final Cap Plan-Non Prod.doc
5254-PELICAN-Del-Prov Search Exp-DSD-Depl-WO-0221-DSD-Final Cap Plan-Prod.doc
5254-PELICAN-Del-Prov Search Exp-DSD-Depl-WO-0221-DSD-Key Consid.doc
5254-PELICAN-Del-Prov Search Exp-DSD-Depl-WO-0221-DSD-SS Details.doc
5257-PELICAN-WP-ELN System Exp-Req-GSD-WO-0203-Updated GSD-Act Diag.doc
5257-PELICAN-WP-ELN System Exp-Req-GSD-WO-0203-Updated GSD-Conv Plan.doc
5257-PELICAN-WP-ELN System Exp-Req-GSD-WO-0203-Updated GSD-Init Cap Plan Non
Prod.doc
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5257-PELICAN-WP-ELN System Exp-Req-GSD-WO-0203-Updated GSD-LDM.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5414-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-GSD-Response.doc
5420-PELICAN-Del-WO-0238-PELICAN CM .Net Enhance-DSD-Depl-WO-0238-DSD-Final Cap Plan-Non-Prod.doc
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5533-PELICAN-Del-PELICAN Prov Search Exp-DSD-Depl-WO-0221-DSD-Response-SS Details.pdf
5636-PELICAN-Del-PELICAN PA Pre-K Counts Enhance Ph-3-DSD-Depl-WO-0229-DSD-Response-SS Details.pdf
5692-PELICAN-WP-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-GSD-Act Diag.doc
5692-PELICAN-WP-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-GSD-Initial Cap Plan-Non-Prod.doc
5692-PELICAN-WP-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-GSD-Initial Cap Plan-Prod.doc
5692-PELICAN-WP-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-GSD-Key Consid.doc
5692-PELICAN-WP-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-GSD-SS Details.doc
5718-PELICAN-Del-ELN System Exp-DSD-Depl-WO-0203-DSD-Response-Key Considerations.doc
5718-PELICAN-Del-ELN System Exp-DSD-Depl-WO-0203-DSD-Response-Screen Shot Details.doc
5729-PELICAN-Del-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Response 2-SS Details.pdf
5860-PELICAN-Del-ELN System Exp-DSD-Depl-WO-0203-DSD-Response 2-Key Considerations.doc
5896-PELICAN-Del-PELICAN Prov Search Exp Ph 2-DSD-Depl-WO-0250-DSD-Final Cap Plan-Non-Prod.doc
5896-PELICAN-Del-PELICAN Prov Search Exp Ph 2-DSD-Depl-WO-0250-DSD-Final Cap Plan-Prod.doc
5896-PELICAN-Del-PELICAN Prov Search Exp Ph 2-DSD-Depl-WO-0250-DSD-Key Consid.doc
5896-PELICAN-Del-PELICAN Prov Search Exp Ph 2-DSD-Depl-WO-0250-DSD-SS Details.doc
CC-1407-CCMIS-DEL-WO-0044-Management Summary-GSD General System Design.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

CC-1407-CCMIS-DEL-WO-0044-Management Summary-GSD Initial Capacity Plan.doc
CC-1407-CCMIS-DEL-WO-0044-Management Summary-GSD Initial Conversion Plan.doc
CC-1407-CCMIS-DEL-WO-0044-Management Summary-GSD Logical Data Model.pdf
CC-1407-CCMIS-DEL-WO-0044-Management Summary-GSD Screen Shot Details.doc
CC-1521-CCMIS-WP-WO-0044-Management Summary-GSD-Screen Shot Details.doc
CC-1521-CCMIS-WP-WO-0044-Management Summary-GSD.doc
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Capacity Plan
Appendix.xls
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Capacity Plan.doc
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-General System
Design.doc
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Logical Data Model.pdf
CC-1579-CCMIS-DEL-WO-0044-Dashboard-Capacity Plan-DSD-FY06-07-Contract
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CC-1579-CCMIS-DEL-WO-0044-Dashboard-Conversion Plan-DSD-FY06-07-Contract
400010162.doc
CC-1579-CCMIS-DEL-WO-0044-Dashboard-Screen Shots-DSD-FY06-07-Contract
400010162.doc
CC-1679-CCMIS-DEL-DPW-FY06-07-WO-0044-CCMIS Dashboard-DSD-Conversion Plan.doc
CC-1679-CCMIS-DEL-DPW-FY06-07-WO-0044-CCMIS Dashboard-DSD-Screen Shot Details.doc
CC-1706-CCMIS R&R Enhancements-WO-0046-Mod-GSD-Activity Diagrams.doc
CC-1706-CCMIS R&R Enhancements-WO-0046-Mod-GSD-Day Zero Data Population Plan.doc
CC-1706-CCMIS R&R Enhancements-WO-0046-Mod-GSD-GSD Outline-FY06-07-Contract
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CC-1706-CCMIS R&R Enhancements-WO-0046-Mod-GSD-Initial Capacity Plan-FY06-07-Contract
4000010162.doc
CC-1706-CCMIS R&R Enhancements-WO-0046-Mod-GSD-Initial Capacity Plan Lower
Environments.doc
CC-1706-CCMIS R&R Enhancements-WO-0046-Mod-GSD-Physical Data Model-FY06-07-
Contract 4000010162.pdf
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CC-1781-CCMIS-WP-CCMIS R-R Enh-WO-0046 GSD Response Outline-FY06-07-Contract
4000010162.doc
CC-1855-CCMIS-Del-RandR Enhancements-DSD-Activity Diagrams-WO-0046.doc
CC-1855-CCMIS-Del-RandR Enhancements-DSD-Day Zero Data Population Plan-WO-0046.doc
CC-1855-CCMIS-Del-RandR Enhancements-DSD-Final Capacity Plan-WO-0046.doc
CC-1855-CCMIS-Del-RandR Enhancements-DSD-Screen Shot Details-WO-0046.doc
CC-1881-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 GSD-AFS Appendix A - Decomp
Diagram.vsd
CC-1881-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 GSD-AFS Appendix B - Module
Flow Diagrams.vsd
CC-1881-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 GSD-AFS Appendix C- Routing
Rules.vsd
CC-1881-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 GSD-AFS Appendix F - PMN
Functions and Processes.xls
CC-1881-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 GSD-SC Appendix B -
Screening Driver Flow Diagram.vsd
CC-1881-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 GSD-SC Appendix G - PMN
Functions and Processes.xls
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048-GSD-
ActivityDiagram.doc
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048-GSD-Capacity Plan.doc
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Plan(Non-Prod).doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048-GSD-CCMIS Logical Data Model.doc
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048-GSD-COMPASS Logical Data Model.doc
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048-GSD-Definition Document.doc
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048 GSD-SC Appendix A - Decomp Diagram.vsd
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048 GSD-SC Appendix E - Child Care Benefits~1.doc
CC-1881-CCMIS Self Service-COMPASS Integration-Mod-Req-WO-0048 GSD-Screen Shot Details.doc
CC-1903-CCMIS Keystone STARS Prov-WO-0076-GSD-Activity Diagrams-FY06-07-Contract 4000010162.doc
CC-1903-CCMIS Keystone STARS Prov-WO-0076-GSD-GSD Outline-FY06-07-Contract 4000010162.doc
CC-1903-CCMIS Keystone STARS Prov-WO-0076-GSD-Initial Capacity Plan-FY06-07-Contract 4000010162.doc
CC-1903-CCMIS Keystone STARS Prov-WO-0076-GSD-Initial Capacity Plan-Lower Environemnts.doc
CC-1903-CCMIS Keystone STARS Prov-WO-0076-GSD-Logical Data Model-FY06-07-Contract 4000010162.PDF
CC-1903-CCMIS Keystone STARS Prov-WO-0076-GSD-Screen Shot Details-FY06-07-Contract 4000010162.doc
CC-1994-CCMIS Self Svc-COMPASS Int-Req-GSD-WO-0048 Response Appendix E-FY07-08-Contract 4000010162.doc
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CC-1994-CCMIS Self Svc-COMPASS Int-Req-GSD-WO-0048 Response Screen Shots-FY07-08-Contract 4000010162.doc
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CC-2148-CCMIS-WP-Keystone STARS Prov-GSD-WO-0076 Response Enrollment.pdf
CC-2148-CCMIS-WP-Keystone STARS Prov-GSD-WO-0076 Response GSD Outline.doc
CC-2148-CCMIS-WP-Keystone STARS Prov-GSD-WO-0076 Response Screen Shots.doc
CC-2201-CCMIS Keystone STARS Prov-WO-0076-DSD-Final Capacity Plan-Lower Env.doc
CC-2201-CCMIS Keystone STARS Prov-WO-0076-DSD-Final Capacity Plan.doc
CC-2201-CCMIS Keystone STARS Prov-WO-0076-DSD-Screen Shot Details.doc
CC-2225-CC Self Service-DSD-DPL-WO-0048-Key Design Considerations.doc
CC-2225-CC Self Service-DSD-DPL-WO-0048-Screen Shot Details.doc
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CC-2380-CCMIS Pre-K Counts-WO-0077-Mod-GSD-Logical Data Model-FY07-08-Contract 4000010162.doc
CC-2380-CCMIS Pre-K Counts-WO-0077-Mod-GSD-Screen Shot Details-FY07-08-Contract 4000010162.doc
CC-2437-CCMIS-WP-Pre-K Counts-WO-0077-GSD-GSD Outline-QR007-FY07-08-Contract 4000010162.doc
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CC-2469-CCMIS Pre-K Counts-WO-0077-Mod-DSD-Final Capacity Plan-Lower Env.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CC-2469-CCMIS Pre-K Counts-WO-0077-Mod-DSD-Screen Shot Details-FY07-08-Contract
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4. DSD (Detailed Systems Design)

CC 2096-PELICAN-WO-0025-ProvCert-DSD zip documents

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ADALR_CI_002.FS.doc
ADALR_CI_003.FS.doc
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ADALR_CT_001.FS.doc
ADALR_CT_002.FS.doc
ADALR_CT_003.FS.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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ADBCE.ASPX.FS.doc
ADBCH.aspx FS.doc
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ADINS.FS.aspx .doc
Administration_DSD_Deliverable_Summary.xls
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AdministrationWorkflowConfig.FS.xls
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ADXIA.FS.aspx .doc
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ADXRI.FS.aspx .doc
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CI401.FS.xls
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CM101-1.FS.xls
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CM101-3.FS.xls
CM102.FS.xls
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CMNUL.FS.ASPX.doc
CMNUL.TS.APSX.RTF
CO_EXP_BAT.FS.doc
CO_RQPROCESS_BAT.FS.doc
CO_SYSCORR_GEN_BAT.FS.doc
Complaint Form.doc
Correspondence_DSD_Deliverable_Summary.xls
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CSPRS.FS.ASPX.doc
CSPRS.TS.ASPX.rtf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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IMSRC.ASPX.doc
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IN301-2.FS.xls
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INSI2.FS.ASPX.Doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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PFSUB.FS.ASPX.doc
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ProvCert_Admin_Alerts_Matrix v4.xls
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ProvCert_Admin_Security_Matrix v6.xls
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RE114.FS.ASPX.DOC
RE117.FS.ASPX.doc
RE122.FS.ASPX.doc
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RE316.FS.ASPX.DOC
RE506.FS.ASPX.DOC
RECNI.FS.ASPX.DOC
RECR.TS.ASPX.DOC
Reference Tables v3.xls
REHOM.FS.ASPX.DOC
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REIBX.TS.ASPX.RTF
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Reports_DSD_Deliverable_Summary.xls
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SCHM1.TS.RTF
SCHM2.FS.doc
SCHM2.TS.RTF

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

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SCLP1.FS.DOC
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SCLP2.FS.DOC
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SCURC1.TS.RTF
SCURC2.TS.RTF
SCURC3.TS.RTF
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SCWK2.TS.RTF
SCWK3.FS.DOC
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SCWK4.TS.RTF
SCWK5.FS.DOC
SCWK5.TS.RTF
Self-Reported Non-Compliance Form.doc
Survey Generator in .NET.doc
Survey_Generator_PDM.pdf
SurveyGenerator.EAP
UTCLC.FS.aspx.doc
UTCLR.ASPX.TS.RTF
UTCLR.FS.ASPX.doc
UTGEO.fs.aspx.doc
UTRI1.FS.ASPX.doc
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UTRI5.FS.ASPX.doc
UTRI5.TS.ASPX.RTF
UTRI6.FS.ASPX.Doc
UTRI6.TS.ASPX.RTF

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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UTSP2.FS.ASPX.doc
UTSP2.TS.ASPX.RTF
UTSP3.FS.ASPX.doc

CC-2225-CCMIS-Self-Service-COMPASS Integration-WO-0084-CCMIS zip documents

Capacity Plan

CC-2225-CC Self Service-DSD-DPL-WO-0048-Capacity Plan.doc
CC-2225-CC Self Service-DSD-DPL-WO-0048-Capacity Plan(Non-Prod).doc

Class Diagrams

CC-2225-CC Self Service-DSD-DPL-WO-0048-CCMIS Class Diagrams.doc
CC-2225-CC Self Service-DSD-DPL-WO-0048-PS Class Diagrams.doc

Data Dictionary

CC-2225-CC Self Service-DSD-DPL-WO-0048-CCMIS Data Dictionary.xls
CC-2225-CC Self Service-DSD-DPL-WO-0048-COMPASS Data Dictionary.xls

ECSA

Interface Specs

CC-2225-CC Self Service-DSD-DPL-WO-0048-Intfc Specs.xls

PDM

CC-2225-CC Self Service-DSD-DPL-WO-0048-CCMIS_SelfService_pdm.pdf
CC-2225-CC Self Service-DSD-DPL-WO-0048-COMPASS_SelfService_PDM.pdf

PMN_Updates

CC-2225-CC Self Service-DSD-DPL-WO-0048--Appendix B - Seq Diagrams.vsd
CC-2225-CC Self Service-DSD-DPL-WO-0048-Appendix A - Flow Diagrams.vsd
CC-2225-CC Self Service-DSD-DPL-WO-0048-Appendix C - XML TAGS.xls
CC-2225-CC Self Service-DSD-DPL-WO-0048-Batch Appendix A - Flow
Diagrams.vsd
CC-2225-CC Self Service-DSD-DPL-WO-0048-Batch Ops Manual.DOC
CC-2225-CC Self Service-DSD-DPL-WO-0048-Batch PMN.doc

Program Specifications

CCMIS-Program Specs

CC-2225-CC Self Service-DSD-DPL-WO-0048-CM-Batch-Program
Specs.doc
CC-2225-CC Self Service-DSD-DPL-WO-0048-RR Program
Specifications.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

COMPASS-Program Specs

1.1.1 ASPSpec-SAWEL.doc
1.1.21 ASPSpec-SAINF.doc
1.1.29 ASPSpec-SACHS.doc
1.1.35 ASPSpec-SAAPS.doc
1.1.40 ASPSpec-SARNW.doc
1.1.41 ASPSpec-SACID.doc
1.10.2 ASPSpec-RPRST.doc
1.2.1 ASPSpec-HHAPL.doc
1.2.5 ASPSpec-HHSUM.doc
1.2.7 ASPSpec-HHMIN.doc
1.3.1 ASPspec-ICINQ.doc
1.3.13 ASPspec-ICTRN.doc
1.3.2 ASPspec-ICEMI.doc
1.3.5 ASPSpec-ICSUM.doc
1.4.1 ASPSpec-XPQES.doc
1.4.12 ASPSpec-XPALM.doc
1.4.13 ASPSpec-XPMED.doc
1.4.4 ASPSpec-XPSUM.doc
1.6.1 ASPSpec-SPQUS.doc
1.6.4 ASPSpec-SPDIS.doc
1.8.3 ASPSpec-SUARR.doc
1.8.4 ASPSpec-SUAPQ.doc
1.8.7 ASPSpec-SUCAT.doc
1.9.11 ASPSpec-SMMAP.doc
2.1.5 ASPSpec-SC033.doc
2.2.1 ASPSpec-SC003.doc
2.3.3 ASPSpec-SC012.doc
2.3.6 ASPSpec-SC016.doc
2.5.1 ASPSpec-SC014.doc
2.5.2 ASPSpec-SC015.doc
2.5.5 ASPSpec-SC030.doc
CC-2225-CC Self Service-DSD-DPL-WO-0048-AFS Appendix E - Master Requirements.xls
COMSpec-COMPEXPEN.doc
COMSpec-COMPINCOM.doc
PKGSPEC-EXPEN.doc
PKGSPEC-HOHLD.doc
PKGSPEC-INCOM.doc
PKGSPEC-SPQIN.doc

Sequence Diagrams

CC-2225-CC Self Service-DSD-DPL-WO-0048-CCMIS Seq Diagrams.doc
CC-2225-CC Self Service-DSD-DPL-WO-0048-PS Seq Diagrams.doc

CC-2225-CC Self Service-DSD-DPL-WO-0048-Application Blueprint-FY06-07.doc

1855-CCMIS-RandR Enhancements-WO-0046-Physical Data Model.pdf
2238-CCMIS-Del-Provider Certification-WO-0025-DSD-Functional Specifications.doc
2238-CCMIS-Del-Provider Certification-WO-0025-DSD-Tablet PC Architecture.doc
2524-CCMIS-Del-Pre-K Counts-Mod-Req-DSD-WO-0077-Outline.doc
2524-CCMIS-Del-Pre-K Counts-Mod-Req-DSD-WO-0077-Program Specifications.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Cube and Report Details.xls
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Cube Report Metadata Document.xls
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Data Access and Delivery Method.doc
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Data Acquisition Plan.doc
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Data Dictionary.xls
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Data Model Overview.doc
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Extraction Logic.doc
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Metadata Management Plan.doc
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Phy Data Model.pdf
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Technical Architecture.doc
2559-CCMIS-ProvCert DW-DSD-WO-0108-PCDW Transformation Matrix.xls
2627-CCMIS-Del-Provider Self-service-WO-0104-DSD-Application Blueprint.doc
2627-CCMIS-Del-Provider Self-service-WO-0104-DSD-Interface Specifications.xls
2627-CCMIS-Del-Provider Self-service-WO-0104-DSD-Physical Data Model.doc
2627-CCMIS-Del-Provider Self-service-WO-0104-DSD-Program Specifications.doc
2729-CCMIS-Del-ProviderCert DW-WO-0108 Response-PCDW Cube Report Details.xls
2729-CCMIS-Del-ProviderCert DW-WO-0108 Response-PCDW Cube Report Metadata.xls
2729-CCMIS-Del-ProviderCert DW-WO-0108 Response-PCDW Data Access Delivery.doc
2729-CCMIS-Del-ProviderCert DW-WO-0108 Response-PCDW Data Acquisition Plan.doc
2729-CCMIS-Del-ProviderCert DW-WO-0108 Response-PCDW Data Dictionary.xls
2729-CCMIS-Del-ProviderCert DW-WO-0108 Response-PCDW Data Model Overview.doc
2729-CCMIS-Del-ProviderCert DW-WO-0108 Response-PCDW Extraction Logic.doc
2729-CCMIS-Del-ProviderCert DW-WO-0108 Response-PCDW Metadata Management Plan.doc
2729-CCMIS-Del-ProviderCert DW-WO-0108 Response-PCDW PDM.pdf
2729-CCMIS-Del-ProviderCert DW-WO-0108 Response-PCDW Technical Architecture.doc
2729-CCMIS-Del-ProviderCert DW-WO-0108 Response-PCDW Transformation Matrix.xls
2770-CCMIS-DelProvSelfSvc-Mod-DSD-Depl-WO-0104-DSD-ProgrSpecs.pdf
3487-PELICAN-Del- PELICAN Corres .NET Enable-WO-0145-DSD-App Blueprint.doc
3487-PELICAN-Del- PELICAN Corres .NET Enable-WO-0145-DSD-Enter Arch.doc
3487-PELICAN-Del- PELICAN Corres .NET Enable-WO-0145-DSD-File Storage Arch.doc
3487-PELICAN-Del- PELICAN Corres .NET Enable-WO-0145-DSD-Inter Specs.xls
3487-PELICAN-Del- PELICAN Corres .NET Enable-WO-0145-DSD-Phy Data Mod.doc
3487-PELICAN-Del- PELICAN Corres .NET Enable-WO-0145-DSD.doc
3571-CCMIS-Del-PELICAN .Net Enable for Enroll-Funds-Pay-WO-0154-DSD-App Blueprint.doc
3571-CCMIS-Del-PELICAN .Net Enable for Enroll-Funds-Pay-WO-0154-DSD-Detail System Design.doc
3591-PELICAN-Del-CM .NET Conv-DSD-Depl-WO-0153-DSD-3.0 Architecture.doc
3591-PELICAN-Del-CM .NET Conv-DSD-Depl-WO-0153-DSD-App Blueprint.doc
3591-PELICAN-Del-CM .NET Conv-DSD-Depl-WO-0153-DSD-Detail System Design.doc
3591-PELICAN-Del-CM .NET Conv-DSD-Depl-WO-0153-DSD-Interface Specs.xls
3622-CCMIS-Del-PELICAN Corresp .NET Enable-DSD-Depl-WO-0145-DSD-PDM.doc
3622-CCMIS-Del-PELICAN Corresp .NET Enable-DSD-Depl-WO-0145-DSD.doc
3637-PELICAN-Del-.Net EnablRpts-DSD-Depl-WO-0155-DSD Application Blueprint.doc
3637-PELICAN-Del-.Net EnablRpts-DSD-Depl-WO-0155-DSD.doc
3767-PELICAN-Del-.NET Enblt for Enroll Fds and Pyts-DSD-Depl-WO-0154 Response DSD.doc
3775-ITSS-CC-DPW ALM Compliance Dashboards v1.0-CCMIS.xls
3784-ITSS-CC-DPW ALM Compliance Dashboards v2.0-CCMIS.xls
3848-CCMIS-Del-PELICAN PA PRE-K Counts Enh Ph 1-DSD-Depl-WO-0160 DSD Appl Blue.doc
3848-CCMIS-Del-PELICAN PA PRE-K Counts Enh Ph 1-DSD-Depl-WO-0160 DSD Data Dict.xls
3848-CCMIS-Del-PELICAN PA PRE-K Counts Enh Ph 1-DSD-Depl-WO-0160 DSD Phy Data Model.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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3860-CCMIS-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD-Data Acq Plan.doc
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3860-CCMIS-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD-Data Model.doc
3860-CCMIS-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD-Extrac Logic.doc
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3860-CCMIS-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD-Meta Mgmt Plan.doc
3860-CCMIS-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD-Phys Data Model.pdf
3860-CCMIS-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD-Report Detail Req.doc
3860-CCMIS-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD-Ret Req.doc
3860-CCMIS-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD-Tech Arch.doc
3860-CCMIS-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD-Transf Matrix.xls
3863-PELICAN-Del-PELICAN .NET Enab Rpts-DSD-Depl-WO-0155-DSD Response.doc
3885-CCMIS-Del-PELICAN .NET Enable Enroll-Funds-Pay-WO-0154-DSD Response 2.doc
3993-CCMIS-Del-Prov Cert Enhance Phase 1-DSD-Depl-WO-0163-DSD-App Blueprint.doc
3993-CCMIS-Del-Prov Cert Enhance Phase 1-DSD-Depl-WO-0163-DSD-Data Dict.xls
3993-CCMIS-Del-Prov Cert Enhance Phase 1-DSD-Depl-WO-0163-DSD-Phy Data Model.pdf
3993-CCMIS-Del-Prov Cert Enhance Phase 1-DSD-Depl-WO-0163-DSD-Program Specs.doc
4013-PELICAN-Del-PELICAN PA PRE-K Counts Enh Ph 1-WO-0160-DSD-Resp-Appl Blue.doc
4013-PELICAN-Del-PELICAN PA PRE-K Counts Enh Ph 1-WO-0160-DSD-Resp-DSD.pdf
4032-ITSS-CC-DPW ALM Baseline and Comp Dash v3.0-PELICAN.xls
4034-PELICAN-Del-PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD Response Cube Rpt Det.xls
4034-PELICAN-Del-PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD Response Data Acq Plan.doc
4034-PELICAN-Del-PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD Response Data Model.doc
4034-PELICAN-Del-PA PRE-K Counts DW-DSD-Depl-WO-0162-DSD Response Funct Req.doc
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-App Blueprint.doc
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-Inter Specs.xls
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-PDM.doc
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-Report Output.xls
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD.doc
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4893-PELICAN-Del-Keys to Qual-DSD-Depl-WO-0164-DSD-Resp-Report Output.xls
4893-PELICAN-Del-Keys to Qual-DSD-Depl-WO-0164-DSD-Resp.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-App Blueprint.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Cube-Rpt Details.xls
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Cube Rpt Metadata.xls
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Data Access-Del Method.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Data Acq Plan.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Data Model Overview.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-DW Data Dict.xls
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-DW PDM.pdf
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Extraction Logic.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Interface Specs.xls
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Metadata Mgmt Plan.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-PDM.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Program Specs.doc
5006-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-DSD-Reporting Detail Req.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5254-PELICAN-Del-Prov Search Exp-DSD-Depl-WO-0221-DSD-App Blueprint.doc
5254-PELICAN-Del-Prov Search Exp-DSD-Depl-WO-0221-DSD-Data Dict.doc
5254-PELICAN-Del-Prov Search Exp-DSD-Depl-WO-0221-DSD-Interface Specs.xls
5254-PELICAN-Del-Prov Search Exp-DSD-Depl-WO-0221-DSD-PDM.doc
5254-PELICAN-Del-Prov Search Exp-DSD-Depl-WO-0221-DSD.doc
5420-PELICAN-Del-WO-0238-PELICAN CM .Net Enhance-DSD-Depl-WO-0238-DSD-App
Blueprint.doc
5420-PELICAN-Del-WO-0238-PELICAN CM .Net Enhance-DSD-Depl-WO-0238-DSD-Class-Seq
Diag.doc
5420-PELICAN-Del-WO-0238-PELICAN CM .Net Enhance-DSD-Depl-WO-0238-DSD-Interface
Specs.xls
5427-PELICAN-Del-PELICAN Prov Search Exp-DSD-Depl-WO-0221-DSD-Response-Data
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5427-PELICAN-Del-PELICAN Prov Search Exp-DSD-Depl-WO-0221-DSD-Response.doc
5487-PELICAN-Del-ELN Sys Exp-DSD-Depl-WO-0203-DSD-App Blueprint.doc
5487-PELICAN-Del-ELN Sys Exp-DSD-Depl-WO-0203-DSD-Class and Sequence Diag (ELN).doc
5487-PELICAN-Del-ELN Sys Exp-DSD-Depl-WO-0203-DSD-Class and Sequence Diag
(HCSIS).doc
5487-PELICAN-Del-ELN Sys Exp-DSD-Depl-WO-0203-DSD-Data Dict.doc
5487-PELICAN-Del-ELN Sys Exp-DSD-Depl-WO-0203-DSD-Interface Specs.xls
5487-PELICAN-Del-ELN Sys Exp-DSD-Depl-WO-0203-DSD-PDM.doc
5487-PELICAN-Del-ELN Sys Exp-DSD-Depl-WO-0203-DSD-Services Architecture.doc
5488-PELICAN-Del-PELICAN PA PRE-K Counts Enhanc Ph 3-DSD-Depl-WO-0229-DSD-App
Blueprint.doc
5488-PELICAN-Del-PELICAN PA PRE-K Counts Enhanc Ph 3-DSD-Depl-WO-0229-DSD-Class
Diag.doc
5488-PELICAN-Del-PELICAN PA PRE-K Counts Enhanc Ph 3-DSD-Depl-WO-0229-DSD-Data
Dict.doc
5488-PELICAN-Del-PELICAN PA PRE-K Counts Enhanc Ph 3-DSD-Depl-WO-0229-DSD-Inter
Spec.xls
5488-PELICAN-Del-PELICAN PA PRE-K Counts Enhanc Ph 3-DSD-Depl-WO-0229-DSD-PDM.doc
5488-PELICAN-Del-PELICAN PA PRE-K Counts Enhanc Ph 3-DSD-Depl-WO-0229-DSD-Seq
Diag.doc
5533-PELICAN-Del-PELICAN Prov Search Exp-DSD-Depl-WO-0221-DSD-Response-Data
Dict.pdf
5860-PELICAN-Del-ELN System Exp-DSD-Depl-WO-0203-DSD-Response 2-ELN Shared Fields
List.xls
5896-PELICAN-Del-PELICAN Prov Search Exp Ph 2-DSD-Depl-WO-0250-Class and Seq
Diagrams.doc
5896-PELICAN-Del-PELICAN Prov Search Exp Ph 2-DSD-Depl-WO-0250-DSD-App Blueprint.doc
5902-ITSS-OWP-DPW Enterprise Application Architecture Baseline to Version 5.0-
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CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Cube Report Details.xls
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Cube Report
Metadata.xls
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Data Access
Delivery.doc
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Data Acquisition
Plan.doc
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Data Dictionary.xls
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Data Model
Overview.doc
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Extraction Logic.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Logical Physical Data Model.erwin
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Metadata Management Plan.doc
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Physical Data Model.pdf
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Technical Architecture.doc
CC-1529-CCMIS-Del-Rpt Enh-Rel 2 DSD-Depl WO-0027 DSD-Response-Transformation Matrix.xls
CC-1579-CCMIS-DEL-WO-0044-Dashboard-Data Dictionary-DSD-FY06-07-Contract 400010162.xls
CC-1579-CCMIS-DEL-WO-0044-Dashboard-DSD Outline-DSD-FY06-07-Contract 400010162.doc
CC-1579-CCMIS-DEL-WO-0044-Dashboard-Physical Data Model-DSD-FY06-07-Contract 400010162.pdf
CC-1579-CCMIS-DEL-WO-0044-Dashboard-Program Specs-DSD-FY06-07-Contract 400010162.doc
CC-1679-CCMIS-DEL-DPW-FY06-07-WO-0044-CCMIS Dashboard-DSD-Data Dictionary.xls
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CC-1679-CCMIS-DEL-DPW-FY06-07-WO-0044-CCMIS Dashboard-DSD-Physical Data Model.pdf
CC-1679-CCMIS-DEL-DPW-FY06-07-WO-0044-CCMIS Dashboard-DSD-Program Specifications.doc
CC-1679-CCMIS-DEL-DPW-FY06-07-WO-0044-CCMIS Dashboard-DSD-Transformation Matrix.xls
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CC-1855-CCMIS-Del-RandR Enhancements-DSD-Program Specifications-WO-0046.doc
CC-1855-CCMIS-Del-RandR Enhancements-DSD-Sequence Diagrams-WO-0046.doc
CC 2096-PELICAN-WO-0025-CCMIS-DSD-Data Dictionary-FY06-07.doc
CC 2096-PELICAN-WO-0025-CCMIS-DSD-Functional Specifications-FY06-07.doc
CC 2096-PELICAN-WO-0025-ProvCert-DSD- Application&Architecture Blueprint - FY06-07.doc
CC 2096-PELICAN-WO-0025-ProvCert-DSD--Correspondence Technical Architecture.doc
CC 2096-PELICAN-WO-0025-ProvCert-DSD-Physical Data Model-FY06-07.doc
CC 2096-PELICAN-WO-0025-ProvCert-DSD-Tablet PC Architecture-FY06-07.doc
CC 2096-PELICAN-WO-0025-ProvCert-DSD-User Registration-FY06-07.doc
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CC-2201-CCMIS Keystone STARS Prov-WO-0076-DSD-Outline.doc
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CC-2469-CCMIS Pre-K Counts-WO-0077-DSD-Application-Blueprint.doc
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CC-2469-CCMIS Pre-K Counts-WO-0077-DSD-Physical Data Model-FY07-08-Contract 4000010162.pdf
CC-2469-CCMIS Pre-K Counts-WO-0077-Mod-DSD-Outline-FY07-08-Contract 4000010162.doc
CC-2469-CCMIS Pre-K Counts-WO-0077-Mod-DSD-Program Specifications.doc

5. Development

R&R Enhancements

CodeReview

ADMUNICIPALITYDETAIL.ASPX-4.0.6-CR.doc
ADMUNICIPALITYDETAIL.ASPX.VB-4.0.6-CR.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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ADSCHOOLEDTAIL.ASPX-4.0.6-CR.doc
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ADSCHOOLEDISTRICTDETAIL.ASPX-4.0.6-CR.doc
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CLSRFRLCORE.CLS-4.0.6-CR.doc
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CLSRFRLSRCH.CLS-4.0.6-CR.doc
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DALCSCHOOLEDISTRICT.VB-4.0.6-CR.doc
DALCSCHOOLEDISTRICTRELATIONSHIP.VB-4.0.6-CR.doc
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PKG_CORE_PROVR.SQL-4.0.6-CR.doc
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PKG_REFL_SRCH.SQL-4.0.6-CR.doc
PKG_RPT_RE212.SQL-4.0.6-CR.doc
PKG_RPT_RE812.SQL-4.0.6-CR.doc
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PKG_TRANSP_PROVR.SQL-4.0.6-CR.doc
PKG_UTIL.SQL-4.0.6-CR.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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SCHOOLDISTRICT.VB-4.0.6-CR.doc
SCHOOLTYPE.VB-4.0.6-CR.doc
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UnitTest

ADMUNICIPALITYDETAIL.ASPX-4.0.6-UT.doc
ADMUNICIPALITYDETAIL.ASPX.VB-4.0.6-UT.doc
ADMUNICIPALITYHISTORY.ASPX-4.0.6-UT.doc
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ADMUNICIPALITYSUMMARY.ASPX-4.0.6-UT.doc
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ADSCHOOLDDETAIL.ASPX-4.0.6-UT.doc
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ADSCHOOLDISTRICTDETAIL.ASPX-4.0.6-UT.doc
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ADSCHOOLDISTRICTRELATIONSHIPDETAIL.ASPX-4.0.6-UT.doc
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BEMUNICIPALITY.VB-4.0.6-UT.doc
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BESCHOOLDISTRICT.VB-4.0.6-UT.doc
BESCHOOLDISTRICTRELATIONSHIPS.VB-4.0.6-UT.doc
CCMISUSPOSTALADDRESSCONTROL.VB-4.0.6-UT.doc
CCMISZIPCONTROL.VB-4.0.6-UT.doc
CLSCLNTCLRNC.CLS-4.0.6-UT.doc
CLSOFFICE.CLS-4.0.6-UT.doc

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Application Documents as of 06/30/09

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CLSRFRLSRCH.CLS-4.0.6-UT.doc
CM052.ASP-4.0.6-UT.doc
DALCMUNICIPALITY.VB-4.0.6-UT.doc
DALCSCHOOL.VB-4.0.6-UT.doc
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PKG_CLNT_CORE.SQL-4.0.6-UT.doc
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PKG_REFL_FLW_UP.SQL-4.0.6-UT.doc
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2311-CCMIS-Del-Rates for Keystone STARS Prov-DSD-Depl-UTC-WO-0076-UTC Summary.xls
2584-CCMIS-Del-Pre-K Counts-WO-0077-Mod-DSD-Dep-Unit Test Checklists.xls
2684-CCMIS-Del-Client Self Service-COMPASS Int-DSD-Depl-WO-0048-COMPASS- UTC
Summary.xls
2692-CCMIS-Del-Provider Certification-WO-0025-Unit Test Checklist-Checklist Summary.xls
2807-CCMIS-Del-Provider Self Service-DSD-Depl-WO-0104-UTC Summary.xls
3638-CCMIS-Del-PELICAN Corres .NET Enable-DSD-Depl-WO-0145-Dev Rpt-UTC Summary.xls

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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3861-CCMIS-Del-PELICAN .NET Enable Rpts-DSD-Depl-WO-0145-Dev Rpt-UTC Summary.xls
3994-PELICAN-Del-.Net EEFP-Mod-DSD-Depl-WO-0154-Dev Rpt UTC Summary.xls
4078-PELICAN-Del-PELICAN Prov Cert Enhan Phase 1-DSD-Depl-WO-0163-Dev Rpt-UTC.xls
4080-PELICAN-Del-PELICAN PA PRE-K Counts Enh Phase 1-DSD-Depl-WO-0160-Dev Rpt-UTC
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5338-PELICAN-Del-ELN DW Release 1-DSD-Depl-WO-0217-Dev Rpt-UTC Summary.xls
5356-PELICAN-Del-Keys to Quality-Mod-DSD-Depl-DSD-WO-0164 Dev Rpt-UTC Summary.xls
5597-PELICAN-Del-Provider Search Expansion-Mod-DSD-Depl-WO-0221-Dev Rpt-UTC
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5652-PELICAN-Del-PELICAN Case Mgmt .NET Enhance-DSD-Depl-WO-0238-Dev Rpt-UTC
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5900-PELICAN-Del-ELN System Exp-DSD-Depl-WO-0203-Dev Rpt-UTC Summary.xls
5901-PELICAN-Del-PELICAN PA PRE-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Dev Rpt-
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6. System Training

2562-CCMIS-Del-Provider Cert-Mod-DSD-Depl-Training Document-WO-0025.doc
2720-CCMIS-Del-ProviderCert-DSD-Depl-WO-0025-Training Document.doc
2779-CCMIS-Del-PreK Counts-Mod-DSD-Depl-WO-0077 TrainingDoc.doc
4418-PELICAN-Del-PELICAN Prov Cert Enhanc Phase 1-DSD-Depl-WO-0163-Training Doc.doc
4528-PELICAN-Del-PELICAN PA PRE-K Counts Enhanc Ph 1-DSD-Depl-WO-0160-Training
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5908-PELICAN-Del-PELICAN Keys to Quality-Imp Spt Svc-WO-0164-Training Document.doc

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2270-CCMIS-Del-Resource and Referral Enhancements-WO-0046 UAT Progress Report.pdf
2311-CCMIS-Del-Rates for Keystone STARS Prov-DSD-Depl-UTC-WO-0076-Int Scenarios.pdf
2357-CCMIS-Del-Rates for Keystone STARS Prov-DSD-Depl-Int Test Results-WO-0076.pdf
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2584-CCMIS-Del-Pre-K Counts-WO-0077-Mod-DSD-Dep-Integration Test Scenarios.pdf
2645-CCMIS-Del-Pre-K Counts-WO-0077-Mod-DSD-Depl-Int Test Results.pdf
2679-CCMIS-Del-Pre-K Counts-WO-0077-DSD-Depl-UAT Progress Report.pdf
2684-CCMIS-Del-Client Self Service-COMPASS Int-DSD-Depl-WO-0048-CCMIS-Integration
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2684-CCMIS-Del-Client Self Service-COMPASS Int-DSD-Depl-WO-0048-COMPASS-Integration
Scenarios.pdf
2692-CCMIS-Del-Provider Certification-WO-0025-Unit Test Checklist-Int Test Scenarios.pdf
2791-CCMIS-Del-ProvCert-Mod-DSD-Depl-WO-0025-Integration Test Results.pdf
2807-CCMIS-Del-Provider Self Service-DSD-Depl-WO-0104-Intg Test Scenarios.pdf
2808-CCMIS-Del-Client SS COMPASS Int-Mod-DSD-Depl-WO-0048-CCMIS Intg Test Results.pdf
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2829-CCMIS-Del-CCPC DW-DSD-Depl-WO-0108-Integration Test Results.doc
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2901-CCMIS-WO-ProvCert-Mod-DSD-Depl-WO-0025-UAT Progress Report.pdf
2910-CCMIS-Del-CCMIS SS-COMPASS Int-DSD-Depl-WO-0048-CCMIS-UAT Progress Rpt.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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3638-CCMIS-Del-PELICAN Corres .NET Enable-DSD-Depl-WO-0145-Dev Rpt-Int Test Scen.pdf
3790-CCMIS-Del-PELICAN CM .NET Conv-DSD-Depl-WO-0153-Dev Rpt-Int Test Scen.pdf
3861-CCMIS-Del-PELICAN .NET Enable Rpts-DSD-Depl-WO-0145-Dev Rpt-Int Test Scen.pdf
3895-PELICAN-Del-PELICAN Corres .NET Enab-DSD-Depl-WO-0145-Int Test Results-ADA Comp Rpt.doc
3895-PELICAN-Del-PELICAN Corres .NET Enab-DSD-Depl-WO-0145-Int Test Results.pdf
3994-PELICAN-Del-.Net EEPF-Mod-DSD-Depl-WO-0154-Dev Rpt Integration Scenarios.pdf
3995-PELICAN-Del-PELICAN Case Mgmt .NET Conv-DSD-Depl-WO-0153 Int Test Res Doc Int Complete.pdf
4035-PELICAN-Del- .Net Enable Rpts-DSD-Depl-WO-0155 Dev Rpt Response Int Test Scen.pdf
4078-PELICAN-Del-PELICAN Prov Cert Enhan Phase 1-DSD-Depl-WO-0163-Dev Rpt-Int Test Scen.pdf
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4195-PELICAN-Del-PELICAN .NET Enable Rpts-DSD-Depl-WO-0155-UAT Prog Rpt.pdf
4211-PELICAN-Del-PELICAN Prov Cert Enhan Phase 1-DSD-Depl-WO-0163-Int Test Res-ADA.doc
4211-PELICAN-Del-PELICAN Prov Cert Enhan Phase 1-DSD-Depl-WO-0163-Int Test Res.pdf
4212-CCMIS-Del-PELICAN PA Pre-K Counts DW-WO-0162-Mod-DSD-Depl-Int Test Results.doc
4252-PELICAN-Del- PA PRE-K Counts Enh Phase 1-DSD-Depl-WO-0160-Int Test Results ADA Comp Rpt.doc
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4271-PELICAN-Del-PELICAN Prov Cert Enhanc Phase 1-DSD-Depl-WO-0163-UAT Prog Rpt.pdf
4272-PELICAN-Del-PELICAN .Net Enable for EFP-DSD-Depl-WO-0154-Int Test Res-ADA Comp Rpt.doc
4272-PELICAN-Del-PELICAN .Net Enable for EFP-DSD-Depl-WO-0154-Int Test Res.pdf
4360-PELICAN-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-UAT Prog Rpt.pdf
4362-PELICAN-Del-PELICAN Prov Cert Enhan Phase 1-DSD-Depl-WO-0163-Int Test Results-Resp-ADA Comp.doc
4366-PELICAN-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-Int Test Results-Resp.doc
4403-PELICAN-Del-PELICAN PA PRE-K Counts Enhance Phase 1-DSD-Depl-WO-0160-UAT Prog Rpt.pdf
4464-PELICAN-Del-PELICAN .Net Enable for EFP-DSD-Depl-WO-0154-UAT Prog Rpt-Load Test Report.pdf
4464-PELICAN-Del-PELICAN .Net Enable for EFP-DSD-Depl-WO-0154-UAT Prog Rpt.pdf
4497-PELICAN-Del-PELICAN Corres .NET Enable-DSD-Depl-WO-0145-UAT Prog Rpt.pdf
5338-PELICAN-Del-ELN DW Release 1-DSD-Depl-WO-0217-Dev Rpt-Int Test Scen.pdf
5356-PELICAN-Del-Keys to Quality-Mod-DSD-Depl-DSD-WO-0164 Dev Rpt-Int Scenarios.PDF
5435-PELICAN-Del-ELN DW Rel 1-DSD-Depl-WO-0217-Int Test Results-ADA Compliance.doc
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5597-PELICAN-Del-Provider Search Expansion-Mod-DSD-Depl-WO-0221-Dev Rpt-Int Scenarios.pdf
5617-PELICAN-Del-ELN DW Release 1-DSD-Depl-WO-0217-UAT Progress Rpt.pdf
5652-PELICAN-Del-PELICAN Case Mgmt .NET Enhance-DSD-Depl-WO-0238-Dev Rpt-Int Test Scen.pdf
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Application Documents as of 06/30/09

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5735-PELICAN-Del-PELICAN CM .Net Enhance-DSD-Depl-WO-0238-Int Test Results.pdf
5788-PELICAN-Del-Keys to Quality-DSD-Depl-WO-0164-UAT Prog Rpt.pdf
5789-PELICAN-Del-PELICAN Provider Search Exp-DSD-Depl-WO-0221-UAT Prog Rpt.pdf
5870-PELICAN-Del-PELICAN CM .Net Enhance-DSD-Depl-WO-0238-UAT Prog Rpt.pdf
5900-PELICAN-Del-ELN System Exp-DSD-Depl-WO-0203-Dev Rpt-Int Test Scenarios.pdf
5901-PELICAN-Del-PELICAN PA PRE-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Dev Rpt-Int Test Scen.pdf
CC-1810-CCMIS-Del-Integration Test Results-WO0044-FY06-07-Contract 4000010162.doc
CC-1846 CCMIS Reporting Enh - Release 2-WO-0027 Integration Test Results.DOC
CC-2003-CCMIS-Del-UAT Progress Report-WO-0027-FY06-07-Contract 4000010162.doc
CC-2194-CCMIS-Del-R&R Enhancements Int Test Results-Executive Summary-WO-0046.doc
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8. System Implementation

CC-2054-CCMIS-OWP-Release 4 0 App Supp WPs zip documents

CCMIS_Training_R4 23 Processing A Client Advance Payment_R4_ zip documents

CCMIS_Training_R4 23 Processing A Client Advance Payment_R4_.doc

CCMIS_Training_R4 P23 Processing A Client Advance Payment_R4 zip documents

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CCMIS_App Support_CIS Inbox Manager_R4_20070709_v1.doc
CCMIS_App Support_Notes of Gratitude_R4_20070709_v1.doc
CCMIS_App Support_OWP Exeuctive Summary_R4_20070727_v1.doc
CCMIS_Application Support_Appendix A Detailed Matrix_R4_2007.xls
CCMIS_Implementation_00_Phase5_CCIS_Cover_Pg_R4_20070709_v1.pdf
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CCMIS_Implementation_000a_Phase5Cldr_R4_20070709_v1.pdf
CCMIS_Implementation_000d_ContactInfo_R4_20070709_v1.pdf
CCMIS_Implementation_01 CCMIS Newsletter October 2006_R4_200.pdf
CCMIS_Implementation_01_FSGACases_R4_20070709_v1.xls
CCMIS_Implementation_01_Introduction_R4_20070709_v1.pdf
CCMIS_Implementation_01_Phase5_Introduction_R4_20070709_v1.pdf
CCMIS_Implementation_01_Unification Agenda Phase 1 CAO CCIS .doc
CCMIS_Implementation_02 CCMIS Newsletter December 2006_R4_20.pdf
CCMIS_Implementation_02_CaseExistsAutomFailure_R4_20070709_v.xls
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CCMIS_Implementation_03b_Alerts_R4_20070709_v1.pdf
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CCMIS_Implementation_03c_R4 Reports Matrix_R4_20070709_v1.pdf
CCMIS_Implementation_03d_Correspondence Matrix_R4_20070709_v.pdf
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CCMIS_Implementation_04 CCMIS Newsletter April 2007_R4_20070.pdf
CCMIS_Implementation_04_Timelines_R4_20070709_v1.pdf
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CCMIS_Implementation_05_Job Functions_R4_20070709_v1.pdf
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CCMIS_Implementation_05b_Role Descriptions_R4_20070709_v1.pdf
CCMIS_Implementation_05c_Job Functions Worksheet_R4_20070709.pdf
CCMIS_Implementation_05c_JobFnsWorksht_R4_20070709_v1.pdf
CCMIS_Implementation_05d_Job Functions Blank Worksheet_R4_20.pdf
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CCMIS_Implementation_06b_CAO CCMIS Contact List_R4_20070709_.pdf
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CCMIS_Implementation_07_PaymentsInAddBudgetGroups_R4_2007070.xls
CCMIS_Implementation_07_Training_R4_20070709_v1.pdf
CCMIS_Implementation_07a_Training Schedule_R4_20070709_v1.pdf
CCMIS_Implementation_07b_Phase5 Training Schedule_R4_200707.pdf
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CCMIS_Implementation_07c_CCIS WBT Courses By Role_R4_2007070.pdf
CCMIS_Implementation_07c_WBTs_R4_20070709_v1.pdf
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CCMIS_Implementation_08_Chester-Montgomery-Delaware Meet and.ppt
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CCMIS_Implementation_08_Conversion_R4_20070709_v1.pdf
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CCMIS_Implementation_09_Implementation Support for your CCIS.pdf
CCMIS_Implementation_09_ImpSuppt_R4_20070709_v1.pdf
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CCMIS_Implementation_10_FileNoteC-M-D M&G_R4_20070709_v1.doc
CCMIS_Implementation_10_Help Desk_R4_20070709_v1.pdf
CCMIS_Implementation_10_InvalidSchedule_R4_20070709_v1.xls
CCMIS_Implementation_11_CCIS Director Tasks Checklists_R4_20.pdf
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CCMIS_Implementation_11_Phase 5 Philadelphia CCIS-CAO Meet a.doc
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Application Documents as of 06/30/09

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CCMIS_Implementation_12a_Handouts_R4_20070709_v1.pdf
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CCMIS_Implementation_13_DuplicatePayments_R4_20070709_v1.xls
CCMIS_Implementation_13_Phase 5 Philadelphia Meet and Greet .doc
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CCMIS_Implementation_13A_CAO CCMIS Contact List_R4_20070709_.PDF
CCMIS_Implementation_14_CCMIS R4 Appendix Poster_R4_20070709.pdf
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CCMIS_Implementation_14_InHomeIndicatorIsYes_R4_20070709_v1.xls
CCMIS_Implementation_14_Phase 5 Philadelphia Meet and Greet_.ppt
CCMIS_Implementation_C.30 Alerts_R4_20070709_v1.doc
CCMIS_Implementation_CAO CCIS File Notes Narrative_R4_200707.doc
CCMIS_Implementation_CaseParentCareDistrict_R4_20070709_v1.xls
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CCMIS_Implementation_CCMIS R4 Phase 5 - Phila Open Issues Tr.xls
CCMIS_Implementation_CCMIS R4 Phase 5 - Philadelphia Workpla.xls
CCMIS_Implementation_CCMIS R4 Phase 5 Daily Status_052907_R4.doc
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CCMIS_Implementation_CCMIS R4 Phase 5 Daily Status_060507_R4.doc
CCMIS_Implementation_CCMIS R4 Phase 5 Daily Status_060707_R4.doc
CCMIS_Implementation_Cheat Sheet for Tasks &Checklists v2_R4.doc
CCMIS_Implementation_Conversion Exception Document Narrative.doc
CCMIS_Implementation_Conversion Exception Report_Narrative_R.doc
CCMIS_Implementation_Copy of Lead Trainers Phila_R4_20070709.xls
CCMIS_Implementation_Default Caseload Assign_R4_20070709_v1.xls
CCMIS_Implementation_Directors eRoom - an Overview_R4_200707.ppt
CCMIS_Implementation_EARN Centers Info_R4_20070709_v1.xls
CCMIS_Implementation_End Users Guide Insert Dividers_R4_2007.doc
CCMIS_Implementation_End Users Guide Overview_R4_20070709_v1.doc
CCMIS_Implementation_End-Users_Guide_Narrative_R4_20070709_v.doc
CCMIS_Implementation_eRoom FAQ 062207_R4_20070709_v1.xls
CCMIS_Implementation_eRoom_Utilization_Narrative_R4_20070709.doc
CCMIS_Implementation_FAQ Narrative_R4_20070709_v1.doc
CCMIS_Implementation_Getting to Know Excel_Narrative_R4_2007.doc
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CCMIS_Implementation_Go-Live Strategy Narrative_R4_20070709_.doc
CCMIS_Implementation_Go-Live_Support_Observations_R4_2007070.doc
CCMIS_Implementation_Headquarters_Command Center Narrative_R.doc
CCMIS_Implementation_IPT_Narrative_R4_20070709_v1.doc
CCMIS_Implementation_Issue Tracking_R4_20070709_v1.xls
CCMIS_Implementation_Keys_to_Success_Narrative_R4_20070709_v.doc
CCMIS_Implementation_Meet_and_Greet_Narrative_R4_20070709_.doc
CCMIS_Implementation_On-Site Support Guide Narrative_R4_2007.doc
CCMIS_Implementation_P5Go-LiveStrategy_R4_20070709_v1.doc
CCMIS_Implementation_Partnership list 1_R4_20070709_v1.xls
CCMIS_Implementation_Phase 5_We Are Live End Users Guide_R4_.doc
CCMIS_Implementation_Phase1 Survey Results_R4_20070709_v1.pdf
CCMIS_Implementation_Phase2 Survey Results_R4_20070709_v1.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CCMIS_Implementation_Phase3 Survey Results_R4_20070709_v1.pdf
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CCMIS_Implementation_Phase4 Survey Results_R4_20070709_v1.pdf
CCMIS_Implementation_Phase4CAO CCIS Call CCMIS R4 Unificatio.doc
CCMIS_Implementation_Phase4CAO-CCISConfCall_R4_20070709_v1.doc
CCMIS_Implementation_Phase5 End User Guide Title Page_R4_200.doc
CCMIS_Implementation_Phase5 Survey Sample_R4_20070709_v1.pdf
CCMIS_Implementation_Phase5 We Are Live End Users Guide_R4_2.doc
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CCMIS_Implementation_Phase5_00c OnSite Support Cover TOC_R4_.doc
CCMIS_Implementation_Phase5_01 GoLiveDatesPhaseMap_R4_200707.ppt
CCMIS_Implementation_Phase5_02 CCIS Phases by Color Code v2_.doc
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CCMIS_Implementation_Phase5_05 FieldSupptContactInfo_R4_2007.doc
CCMIS_Implementation_Phase5_06 PostImplIssueResolution_R4_200.doc
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CCMIS_Implementation_Phase5_10 CCMIS URL List v5_R4_20070709.doc
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CCMIS_Implementation_Phase5_IPT Cover Letter CCIS Dir_R4_200.pdf
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CCMIS_Implementation_Phase5CAO CCIS Call Session 1_R4_200707.doc
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CCMIS_Implementation_POCObsvns_R4_20070709_v1.doc
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CCMIS_Implementation_Survey_Narrative_R4_20070709_v1.doc
CCMIS_Implementation_SWAT Team Assignments_R4_20070709_v1.xls
CCMIS_Implementation_SWAT Team Narrative_R4_20070709_v1.doc
CCMIS_Implementation_Table Of Contents_R4_20070709_v1.doc
CCMIS_Implementation_TelephoneSuptObsvns_R4_20070709_v1.doc
CCMIS_Implementation_We_Are_Live_Now_What_Narrative_R4_2007.doc
CCMIS_Training_Phase 5_R4P5 Critical Topics V5.4 20070525_R.doc
CCMIS_Training_01 update oct06_R4_20070709_v1.doc
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CCMIS_Training_02 update nov06_R4_20070709_v1.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CCMIS_Training_03_Phase4 Training Environment_R4_20070709_v1.doc
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CCMIS_Training_04_Phase5 Training Environment_R4_20070709_v1.doc
CCMIS_Training_05 update mar2307_R4_20070709_v1.doc
CCMIS_Training_05_Phase 2-3 TE Master_R4_20070709_v1.xls
CCMIS_Training_06 update apr07_R4_20070709_v1.doc
CCMIS_Training_06_Phase 2-3 case creation proposal_R4_200707.doc
CCMIS_Training_07 update may07_R4_20070709_v1.doc
CCMIS_Training_07_Phase 4-5 TE Master_R4_20070709_v1.xls
CCMIS_Training_08_Instructions Removing Cases from CIS Inbox.doc
CCMIS_Training_09_Instructions for staging CAP_R4_20070709_v.doc
CCMIS_Training_10_Replicator_R4_20070709_v1.sql
CCMIS_Training_11_Time for creating cases_R4_20070709_v1.doc
CCMIS_Training_12_Training Environment Notes_R4_20070709_v1.doc
CCMIS_Training_13_Instructions for Creating Cases_R4_2007070.doc
CCMIS_Training_14_Training Environment 2006-2007 Calendar_R4.doc
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CCMIS_Training_Adv Mtg System Training Advisor_R4_20070709_v.ppt
CCMIS_Training_Agenda_R4_20070709_v1.doc
CCMIS_Training_Assessing Eligibility LO_R4_20070709_v1.doc
CCMIS_Training_C.30 Alerts_R4_20070709_v1.pdf
CCMIS_Training_CAP Overview_R4_20070709_v1.ppt
CCMIS_Training_CCMIS Go-Live Dates Map 010307_R4_20070709_v1.ppt
CCMIS_Training_Changing Funding Program LO_R4_20070709_v1.doc
CCMIS_Training_Child Care Stop Letter Client_R4_20070709_v1.pdf
CCMIS_Training_Client Advance Payment Summary Client_R4_2007.pdf
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CCMIS_Training_Closing Reopening TANFFSGA Case LO_R4_2007070.doc
CCMIS_Training_Creating TANFFSGA Case LO_R4_20070709_v1.doc
CCMIS_Training_Creating TANFFSGA Enrollment LO_R4_20070709_v.doc
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CCMIS_Training_Glossary and OIM Acroynms_R4_20070709_v1.doc
CCMIS_Training_Job Aids Narrative_R4_20070709_v1.doc
CCMIS_Training_LMS_Updates Narrative_R4_20070709_v1.doc
CCMIS_Training_New R4 Correspondences_R4_20070709_v1.pdf
CCMIS_Training_Phase 5 Supplemental Training Survey_R4_20070709_v1.pdf
CCMIS_Training_Phase 5 Tent Cards_R4_20070709_v1.doc
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CCMIS_Training_Phase2 Survey Summary Results_R4_20070709_v1.pdf
CCMIS_Training_Phase3 Survey Summary Results_R4_20070709_v1.pdf
CCMIS_Training_Phase4 Survey Summary Results_R4_20070709_v1.pdf
CCMIS_Training_Phase5 Survey Summary Results_R4_20070709_v1.pdf
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CCMIS_Training_QRG_Narrative_R4_20070709_v1.doc
CCMIS_Training_R4 01 Searching the CIS Inbox_R4_20070709_v1.doc
CCMIS_Training_R4 02 Ongoing Communication is Fundamental_R4.doc
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CCMIS_Training_R4 03 Pulled Case General Process_R4_20070709.doc
CCMIS_Training_R4 04 Single Budget Group_R4_20070709_v1.doc
CCMIS_Training_R4 05 Two Budget Groups_R4_20070709_v1.doc
CCMIS_Training_R4 06 Budget Groups_R4_20070709_v1.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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CCMIS_Training_R4 11 CIS Inbox Push Process_R4_20070709_v1.doc
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CCMIS_Training_R4 13 CIS CCMIS Page Ownership_R4_20070709_v1.doc
CCMIS_Training_R4 14 TANF Funding Program Selection_R4_20070.doc
CCMIS_Training_R4 15 CIS Inbox Pull Process_R4_20070709_v1.doc
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CCMIS_Training_R4 17 Pull With History_R4_20070709_v1.doc
CCMIS_Training_R4 18 Completing the Pull process_R4_20070709.doc
CCMIS_Training_R4 19 Searching the Update Inbox_R4_20070709_.doc
CCMIS_Training_R4 19A Managing the Update Inbox_R4_20070709_.doc
CCMIS_Training_R4 20 Acceptable Uses of the Refresh Button_R.doc
CCMIS_Training_R4 20A Close Reopen Assessing Eligibility_R4_.doc
CCMIS_Training_R4 20B Case Close Reopen_R4_20070709_v1.doc
CCMIS_Training_R4 20C Intracounty Transfer for CIS Cases v5_.doc
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CCMIS_Training_R4 21 Change CC Program Final_R4_20070709_v1.doc
CCMIS_Training_R4 22 Changing a Child Care Program_R4_200707.doc
CCMIS_Training_R4 22A Change Reopen FT to TANF Unpaid_R4_200.doc
CCMIS_Training_R4 24 CCMIS Alerts Transmitted to CIS_R4_2007.doc
CCMIS_Training_R4 25 CCMIS Alerts for CIS Cases_R4_20070709_.doc
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CCMIS_Training_R4 Correspondence Chart_R4_20070709_v1.doc
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CCMIS_Training_R4 S02 CAO Sanction Screenshot_R4_20070709_v1.doc
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CCMIS_Training_R4 S13 Tracking Date Summary Screenshot_R4_20.doc
CCMIS_Training_R4 S14 Update Inbox_R4_20070709_v1.doc
CCMIS_Training_R4 S15 Workload and Budget Selection screensh.doc
CCMIS_Training_R4 WBT List_R4_20070709_v1.doc
CCMIS_Training_RE507 Individual Match Report_R4_20070709_v1.doc
CCMIS_Training_RE914 Welcome Letter Client_R4_20070709_v1.pdf
CCMIS_Training_RE932 Missing Information Letter Provider_R4_.pdf
CCMIS_Training_RE935 Enrollment Ineligible Notice Client_R4_.pdf
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CCMIS_Training_RE936 AA CIScc Provider_R4_20070709_v1.pdf
CCMIS_Training_Release 4.0.4 Training Overview_R4_20070709_v.doc
CCMIS_Training_Scenario 1 Trainer_R4_20070709_v1.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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CCMIS_Training_Scenario 9 Trainer_R4_20070709_v1.doc
CCMIS_Training_Scenario 9 User_R4_20070709_v1.doc
CCMIS_Training_Searching TANFFSGA Case LO_R4_20070709_v1.doc
CCMIS_Training_Sign In Sheet_R4_20070709_v1.doc
CCMIS_Training_Supplemental Training Plan Needs Assessment A.doc
CCMIS_Training_Supplemental_Training_Narrative_R4_20070709_v.doc
CCMIS_Training_Supplemental_Training_Observations_R4_20070709.doc
CCMIS_Training_SuppNeedsAssessmentAgenda_R4_20070709_v1.doc
CCMIS_Training_SuppTrngPlan&DesignStarterGuide_R4_20070709_v.doc
CCMIS_Training_Survey_Narrative_R4_20070703_v1.doc
CCMIS_Training_System Training Advisor_R4_20070709_v1.pdf
CCMIS_Training_TANF Transfer Letter No Provider_R4_20070709_.pdf
CCMIS_Training_TOC_R4_20070709_v1.doc
CCMIS_Training_Trainer's Agenda_R4_20070709_v1.doc
CCMIS_Training_Training Evaluation_R4_20070709_v1.doc
CCMIS_Training_Training Schedule_R4_20070709_v1.xls
CCMIS_Training_Training_Environment_Narrative_R4_20070709_v1.doc
CCMIS_Training_Training_Manual_Narrative_R4_20070709_v1.doc
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CCMIS_Training_Tutorial Training County Overview - Delaware_.doc
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CCMIS_Training_Updating TANFFSGA Case LO_R4_20070709_v1.doc
CCMIS_Training_WBT_Narrative_R4_20070709_v1.doc

2342-CCMIS-Del-Production Deployment Report-WO-0046.doc
2444-CCMIS-Del-Rates for Keystone STARS Prov-DSD-Depl-Prod-Deploy-Report-WO-0076.doc
2447-CCMIS-OWP-CCMIS R4.0.6 Production Readiness Notification Ltr.doc
2561-CCMIS-Del-ProviderCert-DSD-Depl WO-0025 Implementation Plan Roadmap.doc
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2727-CCMIS-Del-Pre-K Counts-WO-0077-DSD-Depl-Prod-Deployment-Report.doc
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2972-CCMIS-Del-Provider Self Service-DSD-Depl-WO-0104-Prod Deploy Rpt-CCMISr5.0.0.doc
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2976-CCMIS-Del-CCMIS SS-COMPASS Int-DSD-Depl-WO-0048-Prod Deploy Rpt-CCMISr5.0.0.doc
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2986-CCMIS-Del-ProvCert-DSD-Depl-WO-0025 ProdDeplRpt.doc
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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3426-CCMIS-Del-CCMIS Prov SS-DSD-Depl-WO-0104-Impl and Train Rpt.doc
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3428-CCMIS-Del-Prov Cert Mod-DSD-Depl-WO-0025-Imp and Train Rpt.doc
3578-CCMIS-Del-CCMIS Prov SS-DSD-Depl-WO-0104-Impl and Train Rpt-Survey.doc
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4182-PELICAN-Del-PELICAN Corres .NET Enab-DSD-Depl-WO-0145-UAT Prog Rpt-Batch Ops Manual.doc
4195-PELICAN-Del-PELICAN .NET Enable Rpts-DSD-Depl-WO-0155-UAT Prog Rpt-Batch Ops Manual.doc
4196-PELICAN-Del-PELICAN .NET Enable Rpts-DSD-Depl-WO-0155-Prod Depl Rpt-Imp Playbook.xls
4196-PELICAN-Del-PELICAN .NET Enable Rpts-DSD-Depl-WO-0155-Prod Depl Rpt.doc
4197-PELICAN-Del-PELICAN Corres .Net Enable-DSD-Depl-WO-0145-Prod Depl Rpt-CCW.doc
4197-PELICAN-Del-PELICAN Corres .Net Enable-DSD-Depl-WO-0145-Prod Depl Rpt-FSWS_1.0.doc
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4197-PELICAN-Del-PELICAN Corres .Net Enable-DSD-Depl-WO-0145-Prod Depl Rpt-Pelican Services.doc
4247-PELICAN-Del-PELICAN CM .NET Conv-DSD-Depl-WO-0153-Prod Depl Rpt.doc
4293-PELICAN-WO-PELICAN Keys to Qual-GSD-WO-0164-GSD-Train Imp Plan.ppt
4342-PELICAN-Del-PELICAN Prov Cert Enhan Phase 1-DSD-Depl-WO-0163-Prod Depl Rpt-Imp Playbook.xls
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464-PELICAN-Del-PELICAN .Net Enable for EFP-DSD-Depl-WO-0154-UAT Prog Rpt-Batch Ops Manual.doc
4500-PELICAN-Del-PELICAN Keys to Quality-GSD-WO-0164-GSD-Resp-Train and Imp Plan.pdf
4529-PELICAN-Del-PELICAN PA PRE-K Counts Enhanc Phase 1-DSD-Depl-WO-0160-Prod Depl Rpt.doc
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4553-PELICAN-Del-PELICAN PA PRE-K Counts DW-DSD-Depl-WO-0162-DW Imp Playbook.xls
4744-PELICAN-Del-PELICAN Keys to Qual-DSD-Depl-WO-0164-DSD-Training and Imp Plan.pdf
5444-PACSES-Del-OS Batch Redesign-DSD-Depl-WO-0157-UAT Prog Rpt-Batch Ops Manual.pdf
5488-PELICAN-Del-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Training-Imp Plan.pdf
5617-PELICAN-Del-ELN DW Release 1-DSD-Depl-WO-0217-UAT Progress Rpt-Batch Operations Manual.doc
5690-ELN-Del-DW Rel 1-DSD-Depl-WO-0217-Prod Depl Rpt-Implementation Playbook.xls
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5870-PELICAN-Del-PELICAN CM .Net Enhance-DSD-Depl-WO-0238-UAT Prog Rpt-Batch Ops Mnl v8.3.doc
5888-PELICAN-Del-ELN Training-Imp Svcs-Imp Spt Svcs-WO-0252-Imp Plan-Response.ppt
5907-PELICAN-Del-PELICAN Keys to Quality-DSD-Depl-WO-0164-Prod Depl Rpt-Imp Playbook.xls
5907-PELICAN-Del-PELICAN Keys to Quality-DSD-Depl-WO-0164-Prod Depl Rpt.doc
5909-PELICAN-Del-PELICAN Prov Search Exp-DSD-Depl-WO-0221-Prod Depl Rpt-CCW R8 0 0.doc
5909-PELICAN-Del-PELICAN Prov Search Exp-DSD-Depl-WO-0221-Prod Depl Rpt-COMPASS R15 5 0.doc
5909-PELICAN-Del-PELICAN Prov Search Exp-DSD-Depl-WO-0221-Prod Depl Rpt-Imp Playbook.xls

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

CC-1371-CCMIS-OWP-CCMIS Release 4 Readiness Status-CCMIS Release 4 Readiness Status.ppt
CC-1371-CCMIS-OWP-CCMIS Release 4 Readiness Status-eHealth Trend Report_010106_063006.pdf
CC-1371-CCMIS-OWP-CCMIS Release 4 Readiness Status-eHealth Trend Report_070106_123106.PDF
CC-1371-CCMIS-OWP-CCMIS Release 4 Readiness Status-Service Summary_100106_103106.pdf
CC-1371-CCMIS-OWP-CCMIS Release 4 Readiness Status-Service Summary_110106_113006.pdf
CC-1592-CCMIS-OWP-Rel 4 Phase 3 Readiness eHealth Trend Report-FY06-07-Contract 4000010162 .pdf
CC-1592-CCMIS-OWP-Rel 4 Phase 3 Readiness-FY06-07-Contract 4000010162.ppt
CC-1592-CCMIS-OWP Rel 4 Phase 3 Readiness Service Summary-FY06-07-Contract 4000010162 .pdf
CC-1710-CCMIS-OWP-Release 4 Phase 4 Readiness Status Rpt-FY06-07-Contract 4000010162.ppt
CC-1822-CCMIS-OWP-CCMIS Rel 4 Phase 5 Readiness Status-FY06-07-Contract 4000010162.ppt
CC-1874-CCMIS, e-CIS and HCSIS Production Readiness Notification Ltr.DOC
CC-1881-CCMIS Self Service-COMPASS Int-Mod-Req-WO-0048 GSD-Batch Appen B-COMPASS Batch Ops Manual.doc
CC-1931-CCMIS-Del-Production Deployment Report-FY06-07-Contract 4000010162.doc
CC-1944-CCMIS-Onsite Support CCMIS Rel 4 Phase 5 CCISs-FY06-07-Contract 4000010162 Ltr.doc
CC-1945-DPW Strat IT-OWP-ATS_R5.3.6_Prod_Readiness_Notification-FY06-07-Contract 4000010162 Ltr.doc
CC-1947-CCMIS Dashboard R1.0.0 Production Readiness Notification Ltr.DOC
CC-2049-CCMIS-Del-Rptg Enh Implementation Playbook-WO-0027-FY07-08-Contract 4000010162.xls

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

C. Technical Documentation

Application

2451-ITSS-WP-Components and Services Catalog

Alerts and Notifications Services.doc
Correspondence Generation and Management Services.doc
Document Retention Service.doc
DPW Services and Components Catalog-Master.doc
DPWFunctionalServiceCatalog - As-Is view.xls
DPWFunctionalServiceCatalog - metadata view.xls
Incidents and Complaints Management Services.doc
Master Client Index.doc
Master Provider Index.doc
Ready-to-Adopt Components and Services Catalog.doc

3493-DPW Strat IT-CC-DPW ALM Baseline v1.0-ALM Process Flow.pdf
3493-DPW Strat IT-CC-DPW ALM Baseline v1.0.xls
3674-ITSS-CC-DPW ALM Baseline v1.0-ALM Process Flow.pdf
3674-ITSS-CC-DPW ALM Baseline v1.0.xls
3775-ITSS-CC-DPW ALM Compliance Dashboards v1.0-TechEntSvcs.xls
3784-ITSS-CC-DPW ALM Baseline v2.0.xls
3784-ITSS-CC-DPW ALM Compliance Dashboards v2.0-TechEntSvcs.xls
4032-ITSS-CC-DPW ALM Baseline and Comp Dash v3.0-TechEntSvcs.xls
4032-ITSS-CC-DPW ALM Baseline and Comp Dash v3.0.xls
4395-ITSS-OWP-Developers Handbook Ltr.doc
5248-ITSS-OWP-DPW App Arc Baseline Update DPW_ALMBaseline.xls
5248-ITSS-OWP-DPW App Arc Baseline Update TechEntSvcs_ALMComplianceDashboard.xls
5902-ITSS-OWP-DPW Enterprise Application Architecture Baseline to Version 5.0-
DPW_ALMBaseline_v5.xls
5902-ITSS-OWP-DPW Enterprise Application Architecture Baseline to Version 5.0-TechEntSvcs_ALM-
CD.xls
CC-1417-DPW Strat IT-Contract Corres-.NET Adoption Prioritization Strategy-FY06-07-Contract
4000010162 Ltr.doc

Business

20090220_COTS.doc
20090723 EA Blueprint Slides - Alternate Distro.ppt

ITSS – Planning

2127-ITSS-OWP-DPW .NET Enablement Approach-FY07-08-Contract 4000010162.pdf
2450-WP-ITSS-SOA To-Be Arch-WO-0112-ARB Req Template.doc
2450-WP-ITSS-SOA To-Be Arch-WO-0112-CurrentwebMethodsPkgs.xls
2450-WP-ITSS-SOA To-Be Arch-WO-0112-SOA ArchFigforDoc.pdf
2450-WP-ITSS-SOA To-Be Arch-WO-0112-SOA BusCaseSlides.pdf
2450-WP-ITSS-SOA To-Be Arch-WO-0112-SOA To-BeArch.doc
2452-ITSS-WP-DPW Ent SOA Apprfor.NETEnable-WO-0112-TechImpRdmp.ppt
2452-ITSS-WP-DPW Ent SOA Apprfor.NETEnable-WO-0112-TechImpRdmpGantt.ppt
2452-ITSS-WP-DPW Ent SOA Apprfor.NETEnable-WO-0112.doc
2452-ITSS-WP-DPW Ent SOA Apprfor.NETEnable-WO-0112.pdf
2483-ITSS-WP-DPW Enterprise SOA Approach to .NET-WO-0112-Work Plan.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

Security

HCSIS

HCSIS Delegated Model Redesign - Deliverables

HCSIS Delegated IM - System Requirement Specification v3.doc
HCSIS Identity Management Redesign v4.ppt
hcsisroles.xls
Scope_types.xls
USEC_ORGS_GROUPED_BY_ORG_TYPE.xls
USEC_ROLES_GROUPED_BY_SCOPE_TYPE.xls

Identity Manager Upgrade – Deliverables

CA Identity Manager SP2 rollout plan.ppt
CA IDM SP2 TEWS Implementation changes.doc
DPW Identity Management SP2 Upgrade.ppt
Identity Manager SP2 Migration - Project summary.doc
Impact Analysis_ TEWS Calls.doc
PSS Screenshots.doc
SP2 Migration Project summary.doc

Password Services Redesign - Deliverables

DRAFT - Password Services Build Document v1.0.doc
DRAFT - Solution Requirements and Design Document v1.4.docx
Password services deployment.doc
Password Services redesign.ppt
Self reg and password services Kick Off.ppt
Self reg service v5.ppt

RBAC – Phase I – Deliverables

Process Flows

image1.jpg
image2.jpg
image3.jpg
image4.jpg
image5.jpg
slideshow.ppt

DPW RBAC Assessment Deliverable Outline.doc
DPW RBAC Assessment Deliverable.doc
DPW RBAC Assessment Questionnaire v1-0.doc
DPW RBAC Role Lifecycle Management v0-2.doc
RBAC Assessment Deliverable Review.ppt
RBAC Presentation 8-5-OIM.ppt

Roles_Requests_and_Role_Docs

HCSIS

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

CDM

Role Request PW-CDM-User.doc
Role Template Example.doc

ODP

Role Requests

Role Request PW-HCSIS-PDAAdmin.DOC
Role_Request_PW-HCSIS-ODPCntrctAdmin[1].doc
Role_Request_PW_HCSIS_BAS_BehvlSupSpeclt[1].doc

Roles

Role PW-HCSIS-PdaAdminr.doc

iCIS

OIM

Role Requests

Role Request Form –LIHEAP eCIS Integration – eCIS USEC.doc

Roles

PW-OIM-Clerical.doc
PW-OIM-ClericalSupervisor.doc
PW-OIM-EAW.doc
PW-OIM-ExeDirectorManager.doc
PW-OIM-IMCW.doc
PW-OIM-IMCWSupervisor.doc

PELICAN

OCDEL-OCYF

Request Forms

Role Request Form_KTQHQDirector.doc
Role Request Form_KTQHQStaff.doc
Role Request Form_KTQPAKeysERSAssessor.doc
Role Request Form_KTQRKDirector.doc
Role Request Form_KTQRKGrantManager.doc
Role Request Form_KTQRKManager.doc
Role Request Form_KTQRKSpecialist.doc
Role Request Form_KTQSuperUser.doc

Roles

Role Template-KTQHQDirector.doc
Role Template-KTQHQStaff.doc
Role Template-KTQPAKeysERSAssessor.doc
Role Template-KTQRKDirector.doc

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

Role Template-KTQRKGrantManager.doc
Role Template-KTQRKManager.doc
Role Template-KTQRKSpecialist.doc
Role Template-KTQSuperUser.doc

KTQ_USEC_Matrix_03262009.xls
Role Request Form_KTQHQRReadOnly.doc
Role Template-KTQHQRReadOnly.doc

PW-ELN-Location.doc
PW-ELN-Provider.doc
Role Request Form - ELN.doc

Web Services Security - Deliverables

DPW Web Services Security.doc

DRAFT

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

D. Business and Technical Standards

00.0 INTRODUCTION

- Organization of the Technical Standards and Policies

01.0 SECURITY DOMAIN

Policy

- DPW IT Security Incident Reporting

Procedures

- Network Security Requests
- Management Practices
 - Organizational Structure
 - Security Awareness
 - OA/OIT Security Policies
- Operations Security
 - Operator/System Administrator Privileges
 - Audit Trails and Logging
- Cryptography
- Telecommunications and Network Security
 - Firewalls and Proxies
 - Dial-up Security
 - VPN Security
 - Wireless Security
- Applications and Systems Security
 - Data Classification
 - Enterprise Platform
 - Desktop
 - Web
 - Web Applications Security (Siteminder)
 - Web Applications Security Scanning
 - Virus Protection
 - Guidelines for Use of eSignatures
- Physical Security
 - Administrative Facilities
 - Data Center
 - County Assistance Offices
- Unified Security
 - Unified Security Architecture
 - Unified Security Management Model
- HIPAA
- Secure E-mail

Forms

- IT Security Incident Reporting Form
- Commonwealth Internet E-mail User Agreement (MD205.34)

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

02.0 NETWORK DOMAIN

- TelCom(ISS) Documents
- Telephone
 - Landlines
 - Wireless
- Wide, Metropolitan, and Local Area Networks
 - DPW
 - Business Partners
 - Protocols
- Network Connectivity
- Video Conferencing
- Physical Media and Mechanisms
 - Cabling
 - Hardware
- Network Design
- Administrative Procedures
- Data Transfers

03.0 KNOWLEDGE MANAGEMENT DOMAIN

- Business Intelligence
- Data Analysis
- Data Warehouse
 - Metadata
 - Information Delivery
 - Online Analytical Processing
 - Query and Reporting
- Enterprise Content Management
 - Content Lifecycle Framework
 - Imaging
 - Workflow Processes
 - Web Publishing
- Geographic Information System Mapping
- Metadata
- Operational Data Store

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

04.0 PLATFORM DOMAIN

- Commonwealth – Use of Freeware Policy ITB-PLT013
- Commonwealth – Statewide PC/Terminal Maintenance Contract ITB-PLT004
- Enterprise Platforms
 - Unisys Mainframe Platform
 - ES 7000 Platform
 - Capacity Planning for Enterprise Applications
- Network Platforms
 - Hardware Architecture
 - Operating Systems
- Client Platforms
 - Desktop
 - Laptop
 - Handheld Devices
- Enterprise Storage
 - Disk Storage
 - Tape Storage
- Systems Management
 - Systems Management Server
- Performance Monitoring
- Enterprise Scheduling
- Product Selection Guide
- Load Testing

05.0 INTEGRATION AND MIDDLEWARE DOMAIN

- Open TI .Net Interfaces
- Data Exchange
- Asynchronous Message Queuing
 - MQSeries
- Message Routing
 - MS Queue Manager
- Integration Tools
 - Open TI Components
 - OSI-TP
 - Enterprise Asynchronous Report Processing
- Middleware Forms & Reference Documents
 - Instructions for Submitting a Middleware Service Request
 - Request for Middleware Services Form
 - Glossary of Middleware Terms

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

06.0 DATA DOMAIN

- Commonwealth Database Management Systems ITB-INF001
- Information Life Cycle Management
- Database Backup Strategies
- Database Forms
- Data Modeling
- Database Support Procedures
- DMS Physical Implementation
- Enterprise Database Coding
- Enterprise Physical Implementation
- Enterprise XML Standards
- Microsoft SQL Coding
- Oracle Physical Implementation
- RDMS Physical Implementation
- SQL Server Physical Implementation

07.0 OPERATIONS AND SUPPORT DOMAIN

- Service Levels
 - Objectives and Agreements
 - Performance Management
 - Network and Application Performance Monitoring
 - Configuration and Change Management
- Recovery Planning
 - Backup and Restoration Procedures
 - Disaster Recovery Procedures
 - General Operations Procedures

08.0 GROUPWARE DOMAIN

- Office Automation Tools
 - E-Mail
 - Microsoft Office Products

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

09.0 APPLICATION DOMAIN

- Coding Standards
 - Mainframe
 - MAPPER
 - COBOL
 - Development Tools
 - Workbench
 - Server
 - ASP
 - COM
 - JavaScript
 - HTML
 - Visual Basic
 - VB Script
 - Visual FoxPro
- DPW Web Development
- Testing
- Database Programming
- DPW Quality Assurance
 - Enterprise Object Library
 - Mainframe
- Architecture Review Board
- User Interface
- Source Code and Version Control

10.0 COMPONENTWARE DOMAIN

- ITASCA
- Microsoft Solutions Framework
- Open TI Components
- Enterprise XML Standards

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

11.0 BUSINESS DOMAIN

- DPW IT Project Calendar Guideline

Project Strategy

- Community of Practice (CoP)
 - Community of Practice (CoP) Guideline
 - Community of Practice (CoP) Template

Project Initiation

- Business Review Board (BRB)
 - DPW Business Review Board Overview
 - BRB Calendar
 - BRB Presentation Template
 - Business Function Glossary
 - Business Review Board (BRB) Workbook
 - DPW Value Map
 - Business Review Board (BRB) Guideline

- Content Management
 - Project Folder
 - Project File Structure
 - Project Folder Administration Guideline
 - Project Folder End User Guideline
 - Project Folder Orientation
 - Project Folder Quick Tips Brochure

Project Planning

- Work Planning & Scheduling
 - Work Plan Standard
 - Work Plan Standard Guideline
 - Work Plan Standard
 - Guidelines
 - Templates
 - Checklists
 - Sub-Work Plan Templates
- Risk Management
 - Risk Management Guideline
 - Risk Management Process Map
- Communications Management
 - Communications Management Guideline
 - Communications Management Template
 - Stakeholder Chart
- Change Management
 - Project Change Management
 - Project Change Management Guideline
 - Project Change Management Process Map
- Deliverables Review Process Guideline
- Software Release Numbering
 - Software Release Numbering Guideline

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

Project Execution & Control

- System Development Methodology (SDM)
 - System Development Methodology
 - Guidelines
 - Templates
 - Check Lists

Project Closeout

- Lessons Learned Guideline
 - Lessons Learned Presentation
 - Lessons Learned Summary

12.0 PROCEDURES DOMAIN

- COSS Desktop Procedures
- COSS Laptop Procedures
- DMS Desktop Procedures
- EAS Enterprise Procedures
- DIMO IMD Logistics Checklist
- DIMO Server Application Procedures

13.0 PRIVACY DOMAIN

- Health Insurance Portability and Accountability Act (HIPAA)
- Electronic Information Privacy Officer (ITB-PRV002)
- Commonwealth of Pa. Electronic Information Privacy Policy (ITB-PRV001)
- Whistleblower Law, Act 1986-169
- Right-to-Know Law, 65 P.S. ~67.101-67.3104
- Auditing Demand Access on the UNISYS Mainframe Systems
- Spam E-mail Instructions
- Investigation Request Form Instructions
- Investigation Request Form

14.0 ACCESS DOMAIN

- [Web Publishing](#)
- Commonwealth IT Accessibility Policy ITB-ACC001

99.1 Appendix I

99.2 Appendix II

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

E. Exec Orders & Directives

Exec Orders

Contract Compliance: 2006-02
Enterprise IT Governance Board: 2004-8 as amended

Management Directives

Management Directive 205.34 (IT Acceptable Use Policy)
Management Directive 210.15 (Instant Messaging)
Management Directive 230.10 (Travel and Subsistence Allowances as amended)
Management Directive 245.18 (IT Administrator Acceptable Use Policy)
Management Directive 305.7 (Interest Penalties for Late Payment)

F. Commonwealth of PA Links

COMPASS
Department of Aging
Department of Education
Department of General Services
Department of Health
Department of Public Welfare
Office of Administration

G. Org Charts

DPW BIS Organizational Chart
DPW OA Organizational Chart

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

H. Existing Methodologies and Processes

Work Order Cycle – Beginning with Project Charter

01 Project Charter

project_charter Pre k v3.doc

02 High Level Estimate

CC-3083-PELICAN-OWP-PELICAN Pre-K Counts HLE.pdf

03 Work Order

4563-PELICAN-WP-PELICAN PA PRE-K Counts Enhanc Ph 3-Req-WO-0229 Ltr.pdf
4563-PELICAN-WP-PELICAN PA PRE-K Counts Enhanc Ph 3-Req-WO-0229-Res Plan.pdf
4563-PELICAN-WP-PELICAN PA PRE-K Counts Enhanc Ph 3-Req-WO-0229-Work Order.pdf
4806-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Phase 3-Req-WO-0229-Rev 1 Ltr.pdf
4806-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Phase 3-Req-WO-0229-Rev 1-Res
Plan.pdf
4806-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Phase 3-Req-WO-0229-Rev 1-Work
Order.pdf
5035-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229 Ltr.pdf
5035-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-Res Plan.pdf
5035-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-Work Order.pdf
5171-PELICAN-CL-PELICAN PA Pre-K Counts Enhance Ph3-Req-WO-0229-Section Comp-Var
Sum.pdf
5171-PELICAN-CL-PELICAN PA Pre-K Counts Enhance Ph3-Req-WO-0229-Section Comp-Work
Order.pdf
5171-PELICAN-CL-PELICAN PA Pre-K Counts Enhance Ph3-Req-WO-0229-Section Compl Ltr.pdf
5326-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Del Sch.pdf
5326-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229 Ltr.pdf
5326-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Res Plan.pdf
5326-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Work
Order.pdf
5511-PELICAN-CL-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-Section Compl
Ltr.pdf
5511-PELICAN-CL-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-Section Compl-Var
Summary.pdf
5511-PELICAN-CL-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-Section Compl-
Work Order.pdf
6151-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Rev 1-Del
Sch.pdf
6151-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Rev 1 Ltr.pdf
6151-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Rev 1-Res
Plan.pdf
6151-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Rev 1-Work
Order.pdf
WO0229 Deposition.pdf
WO0229R1 Disp PA Pre-K Cts Enhan Phs 3 - Req - 4806 .pdf

04 Requirements

4996 PELICAN PELICAN PA PRE-K Counts Enhance Ph 3-Req-WO-0229-Req-RDD.doc
4996 PELICAN PELICAN PA PRE-K Counts Enhance Ph 3-Req-WO-0229-Req-Trace Matrix.xls

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

4996 PELICAN PELICAN PA PRE-K Counts Enhance Ph 3-Req-WO-0229-Req-Use Case.doc

05 General Systems Design

5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-Act Diag.rtf
5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-Conv Plan.doc
5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-Init Cap Plan
Non-Prod.doc
5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-Init Cap Plan
Prod.doc
5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-Key
Consid.doc
5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-LDM.doc
5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-Trace
Matrix.doc
5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-Use Case.doc
5250-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph3-GSD-WO-0229-GSD-Work Plan.pdf
5414-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-GSD-Response-SS
Details.doc
5414-PELICAN-WP-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-GSD-
Response.doc

06 Detailed Systems Design

5488-PELICAN--WO-0229-DSD-Inter Spec.xls
5488-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-App Blueprint.doc
5488-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Class Diag.doc
5488-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Conv Plan.doc
5488-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Data Dict.doc
5488-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Final Cap Plan-Non-
Prod.doc
5488-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Final Cap Plan-Prod.doc
5488-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Key Consid.doc
5488-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-PDM.doc
5488-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Seq Diag.doc
5488-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Trace Matrix.doc
5488-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Training-Imp Plan.pdf
5488-PELICAN PA PRE-K Counts Enhan Ph 3-DSD-Depl-WO-0229-DSD-Work Plan.pdf
5729-PELICAN-DeI-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Response 2-
SS Details.pdf

07 Development

5901 PELICAN PA PRE-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Dev Rpt-Int Test Scen.pdf
5901 PELICAN PA PRE-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Dev Rpt-Trace Matrix.doc
5901 PELICAN PA PRE-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Dev Rpt-UTC Summary.xls
5901 PELICAN PA PRE-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Dev Rpt-Work Plan.pdf

08 Integration Test Result

6092 PELICAN PA Pre-K Cts Enhan Ph 3-DSD-Depl-WO-0229-Int Test Results-ADA Compl.doc
6092 PELICAN PA Pre-K Cts Enhan Ph 3-DSD-Depl-WO-0229-Int Test Results-Trace Matrix.doc
6092 PELICAN PA Pre-K Cts Enhan Ph 3-DSD-Depl-WO-0229-Int Test Results.pdf

09 User Acceptance Testing

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

6241 PELICAN PA Pre-K Cts Enh Phs 3 WO-0229 UAT Prog Rpt-Acc Test Prog Rpt.pdf
6241 PELICAN PA Pre-K Cts Enh Phs 3 WO-0229 UAT Prog Rpt-Batch Ops.doc
6401 PELICAN Rsp PA Pre-K Cts Enh Ph 3 - UAT Prog Rpt - Load Test Rpt.ppt

10 Production Deployment Report

6290 PELICAN PA Pre-K Cts Enhance Ph 3 - WO-0229-Prod Depl Rpt-Imp Playbook.xls
6290 PELICAN PA Pre-K Cts Enhance Ph 3 - WO-0229-Prod Depl Rpt.doc

4427-HCSIS-Del-MonthlyProjRpt Del254 Sept08 App1.pdf
4427-HCSIS-Del-MonthlyProjRpt Del254 Sept08 App3.pdf
4427-HCSIS-Del-MonthlyProjRpt Del254 Sept08.pdf
4428-iCIS-Del-MonthlyProjRpt Del307 Sept08 App1.pdf
4428-iCIS-Del-MonthlyProjRpt Del307 Sept08 App3.pdf
4428-iCIS-Del-MonthlyProjRpt Del307 Sept08.pdf
4429-ITSS Monthly Status Report-Sept 08-WO-0174.pdf
4430-ITSS PACSES-Monthly Status Report-WO0180 Sept08.pdf
4432-PELICAN-Del-MonthlyProjRpt Del360 Sept08 App1.pdf
4432-PELICAN-Del-MonthlyProjRpt Del360 Sept08 App3.pdf
4432-PELICAN-Del-MonthlyProjRpt Del360 Sept08.pdf
4525-PACSES-Del-PACSES Quarterly Report 1st Qtr FY08-09-Del 44.pdf
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Application Documents as of 06/30/09

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Application Documents as of 06/30/09

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Application Documents as of 06/30/09

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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WO183

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3804-HCSIS-WO-Autism Inc Mgt-Mod-Req-GSD-WO-0183-Work Order.pdf
4260-HCSIS-WO-Autism IM-Req-GSD-WO-0183-Rev 1 Ltr.pdf
4260-HCSIS-WO-Autism IM-Req-GSD-WO-0183-Rev 1-Res Plan.pdf
4260-HCSIS-WO-Autism IM-Req-GSD-WO-0183-Rev 1-Work Order.pdf
4336-HCSIS-WO-Autism IM-DSD-Depl-WO-0183 Del Schedule.pdf
4336-HCSIS-WO-Autism IM-DSD-Depl-WO-0183 Ltr.pdf
4336-HCSIS-WO-Autism IM-DSD-Depl-WO-0183-Res Plan.pdf
4336-HCSIS-WO-Autism IM-DSD-Depl-WO-0183 Work Order.pdf
4580-HCSIS-CL-Autism IM-Req-GSD-WO-0183-Section Compl Ltr.pdf
4580-HCSIS-CL-Autism IM-Req-GSD-WO-0183-Section Compl-Variance Summary.pdf
4580-HCSIS-CL-Autism IM-Req-GSD-WO-0183-Section Compl-Work Order.pdf
4856-HCSIS-WO-AI Management-DSD-Depl-WO-0183-Response Ltr.pdf
4864-HCSIS-WO-AI Management-DSD-Del-WO-0183-Rev 1-Del Sch.pdf
4864-HCSIS-WO-AI Management-DSD-Del-WO-0183-Rev 1 Ltr.pdf
4864-HCSIS-WO-AI Management-DSD-Del-WO-0183-Rev 1-Res Plan.pdf
4864-HCSIS-WO-AI Management-DSD-Del-WO-0183-Rev 1-Work Order.pdf
4917-HCSIS-WO-Autism Incident Management-DSD-Depl-WO-0183-Rev 1-Resp Ltr.pdf
4917-HCSIS-WO-Autism Incident Management-DSD-Depl-WO-0183-Rev 1-Resp-Work Order.pdf
5273-HCSIS-WO-Autism Incident Mgnt-WO-0183-DSD-Depl-Rev 2-Del Sch.pdf
5273-HCSIS-WO-Autism Incident Mgnt-WO-0183-DSD-Depl-Rev 2 Ltr.pdf
5273-HCSIS-WO-Autism Incident Mgnt-WO-0183-DSD-Depl-Rev 2-Res Plan.pdf
5273-HCSIS-WO-Autism Incident Mgnt-WO-0183-DSD-Depl-Rev 2-Work Order.pdf

WO184

3803-HCSIS-WO-Early Interv ODS-Req-WO-0184 Ltr.pdf
3803-HCSIS-WO-Early Interv ODS-Req-WO-0184-Res Plan.pdf
3803-HCSIS-WO-Early Interv ODS-Req-WO-0184-Work Order.pdf
3864-HCSIS-WO-Early Intervention ODS-WO-0184 Response Ltr.pdf
3864-HCSIS-WO-Early Intervention ODS-WO-0184 Response Resource Plan.pdf
3864-HCSIS-WO-Early Intervention ODS-WO-0184 Response Work Order.pdf
3953-HCSIS-WO- Early Intervention ODS-WO-0184-Req Response 2 Ltr.pdf
3953-HCSIS-WO- Early Intervention ODS-WO-0184-Req Response 2.pdf
4158-HCSIS-WO-Early Interv ODS-Req-WO-0184-Rev 1 Ltr.pdf
4158-HCSIS-WO-Early Interv ODS-Req-WO-0184-Rev 1-Res Plan.pdf
4158-HCSIS-WO-Early Interv ODS-Req-WO-0184-Rev 1-Work Order.pdf
4250-HCSIS-WO-Early Intervention ODS-Req-WO-0184-Rev 2 Ltr.pdf
4250-HCSIS-WO-Early Intervention ODS-Req-WO-0184-Rev 2-Res Plan.pdf
4250-HCSIS-WO-Early Intervention ODS-Req-WO-0184-Rev 2-Work Order.pdf
4337-HCSIS-WO-Early Interv ODS-GSD-WO-0184 Ltr.pdf
4337-HCSIS-WO-Early Interv ODS-GSD-WO-0184-Resource Plan.pdf
4337-HCSIS-WO-Early Interv ODS-GSD-WO-0184-Work Order.pdf
4543-HCSIS-WO-EI ODS-GSD-WO-0184-Resp Ltr.pdf
4611-HCSIS-CL-Early Intervention ODS-Req-WO-0184-Section Compl Ltr.pdf
4611-HCSIS-CL-Early Intervention ODS-Req-WO-0184-Section Compl-Var Summary.pdf
4611-HCSIS-CL-Early Intervention ODS-Req-WO-0184-Section Compl-Work Order.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

4739-HCSIS-WO-EI ODS-DSD-Depl-WO-0184-Del Sch.pdf
4739-HCSIS-WO-EI ODS-DSD-Depl-WO-0184 Ltr.pdf
4739-HCSIS-WO-EI ODS-DSD-Depl-WO-0184-Res Plan.pdf
4739-HCSIS-WO-EI ODS-DSD-Depl-WO-0184-Work Order.pdf
4902-HCSIS-WO-EI ODS-DSD-Depl-WO-0184-Rev 1-Del Sch.pdf
4902-HCSIS-WO-EI ODS-DSD-Depl-WO-0184-Rev 1 Ltr.pdf
4902-HCSIS-WO-EI ODS-DSD-Depl-WO-0184-Rev 1-Res Plan.pdf
4902-HCSIS-WO-EI ODS-DSD-Depl-WO-0184-Rev 1-Work Order.pdf
5031-HCSIS-CL-EI ODS-GSD-WO-0184-Section Compl Ltr.pdf
5031-HCSIS-CL-EI ODS-GSD-WO-0184-Section Compl-Variance Summary.pdf
5031-HCSIS-CL-EI ODS-GSD-WO-0184-Section Compl-Work Order.pdf
5117-HCSIS-WO-EI ODS-DSD-Depl-WO-0184-Rev 2-Deliverable Schedule.pdf
5117-HCSIS-WO-EI ODS-DSD-Depl-WO-0184-Rev 2 Ltr.pdf
5117-HCSIS-WO-EI ODS-DSD-Depl-WO-0184-Rev 2-Resource Plan.pdf
5117-HCSIS-WO-EI ODS-DSD-Depl-WO-0184-Rev 2-Work Order.pdf
5314-HCSIS-CL-Early Intervention ODS-DSD-Depl-WO-0184-Final Compl Letter Package.pdf
514-HCSIS-CL-Early Intervention ODS-DSD-Depl-WO-0184-Final Compl Ltr.pdf
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WO209

3812-HCSIS-WO-EI App Spprt-Mod-APSS-WO-0209-Del Sch.pdf
3812-HCSIS-WO-EI App Spprt-Mod-APSS-WO-0209 Ltr.pdf
3812-HCSIS-WO-EI App Spprt-Mod-APSS-WO-0209-Res Plan.pdf
3812-HCSIS-WO-EI App Spprt-Mod-APSS-WO-0209-Work Order.pdf
3869-HCSIS-WO-EI App Sppt-APSS-WO0209-WO Resp Ltr.pdf
4000-HCSIS-WO-EI Imp Spt Svcs-Imp Spt Svcs-WO-0209-Rev 1 Del Sch.pdf
4000-HCSIS-WO-EI Imp Spt Svcs-Imp Spt Svcs-WO-0209-Rev 1 Ltr.pdf
4000-HCSIS-WO-EI Imp Spt Svcs-Imp Spt Svcs-WO-0209-Rev 1 Res Plan.pdf
4000-HCSIS-WO-EI Imp Spt Svcs-Imp Spt Svcs-WO-0209-Rev 1 Work Order.pdf

WO210

3813-HCSIS-WO-Autism App Support-Mod-AppSS-WO-0210 Del Sch.pdf
3813-HCSIS-WO-Autism App Support-Mod-AppSS-WO-0210 Ltr.pdf
3813-HCSIS-WO-Autism App Support-Mod-AppSS-WO-0210 Res Plan.pdf
3813-HCSIS-WO-Autism App Support-Mod-AppSS-WO-0210 Work Order.pdf
3868 eSub Ltr.PDF
3868-HCSIS-WO-Aut App Supp-APSS-WO-0210-Resp Work Order.pdf
4001-HCSIS-WO-Autism Imple Sup Svcs-Imp Spt Svcs-WO-0210-Rev 1 Del Sch.pdf
4001-HCSIS-WO-Autism Imple Sup Svcs-Imp Spt Svcs-WO-0210-Rev 1 Ltr.pdf
4001-HCSIS-WO-Autism Imple Sup Svcs-Imp Spt Svcs-WO-0210-Rev 1 Res Plan.pdf
4001-HCSIS-WO-Autism Imple Sup Svcs-Imp Spt Svcs-WO-0210-Rev 1 Work Order.pdf
4322-HCSIS-WO-AI Sup Svcs-Imp Sup Svcs-WO-0210-Rev 2-Del Sch.pdf
4322-HCSIS-WO-AI Sup Svcs-Imp Sup Svcs-WO-0210-Rev 2 Ltr.pdf
4322-HCSIS-WO-AI Sup Svcs-Imp Sup Svcs-WO-0210-Rev 2-Res Plan.pdf
4322-HCSIS-WO-AI Sup Svcs-Imp Sup Svcs-WO-0210-Rev 2-Work Order.pdf
5136-HCSIS-WO-Autism Imp Spt Svcs-WO-0210-Imp Spt Svcs-Rev 3-Del Sch.pdf
5136-HCSIS-WO-Autism Imp Spt Svcs-WO-0210-Imp Spt Svcs-Rev 3 Ltr.pdf
5136-HCSIS-WO-Autism Imp Spt Svcs-WO-0210-Imp Spt Svcs-Rev 3-Res Plan.pdf
5136-HCSIS-WO-Autism Imp Spt Svcs-WO-0210-Imp Spt Svcs-Rev 3-Work Order.pdf

WO212

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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3815-HCSIS-WO-ODP PTT App Support-Mod-APSS-WO-0212-Res Plan.pdf
3815-HCSIS-WO-ODP PTT App Support-Mod-APSS-WO-0212 Work Order.pdf
3867 eSub CD HCSIS WO0212 Resp Ltr.pdf
3867 eSub CD HCSIS WO0212 Work Order.PDF
4019-HCSIS-WO-ODP PTT Imp Supp Svc-Imp Supp Svc-WO-0212-Rev 1-Del Sch.pdf
4019-HCSIS-WO-ODP PTT Imp Supp Svc-Imp Supp Svc-WO-0212-Rev 1 Ltr.pdf
4019-HCSIS-WO-ODP PTT Imp Supp Svc-Imp Supp Svc-WO-0212-Rev 1-Res Plan.pdf
4019-HCSIS-WO-ODP PTT Imp Supp Svc-Imp Supp Svc-WO-0212-Rev 1-Work Order.pdf
4885-HCSIS-WO-ODP PTT Imp Supp Srvcs-Imp Supp Srvcs-WO-0212-Del Sch-Rev 2.pdf
4885-HCSIS-WO-ODP PTT Imp Supp Srvcs-Imp Supp Srvcs-WO-0212 Ltr.pdf
4885-HCSIS-WO-ODP PTT Imp Supp Srvcs-Imp Supp Srvcs-WO-0212-Res Plan-Rev 2.pdf
4885-HCSIS-WO-ODP PTT Imp Supp Srvcs-Imp Supp Srvcs-WO-0212-Work Order-Rev 2.pdf
5135-HCSIS-WO-ODP PTT Imp Spt Svcs-WO-0212-Imp Spt Svcs-Rev 3-Del Sch.pdf
5135-HCSIS-WO-ODP PTT Imp Spt Svcs-WO-0212-Imp Spt Svcs-Rev 3 Ltr.pdf
5135-HCSIS-WO-ODP PTT Imp Spt Svcs-WO-0212-Imp Spt Svcs-Rev 3-Res Plan.pdf
5135-HCSIS-WO-ODP PTT Imp Spt Svcs-WO-0212-Imp Spt Svcs-Rev 3-Work Order.pdf

WO213

3816-HCSIS-WO-ODP SVF-FMS App Supp-Mod-APSS-WO-0213 Del Sch.pdf
3816-HCSIS-WO-ODP SVF-FMS App Supp-Mod-APSS-WO-0213 Ltr.pdf
3816-HCSIS-WO-ODP SVF-FMS App Supp-Mod-APSS-WO-0213 Res Plan.pdf
3816-HCSIS-WO-ODP SVF-FMS App Supp-Mod-APSS-WO-0213 Work Order.pdf
4002-HCSIS-WO-ODP SVF-FMS Imp Spt Srvcs-Imp Supp Srvcs-WO-0213-Rev 1 Del Sch.pdf
4002-HCSIS-WO-ODP SVF-FMS Imp Spt Srvcs-Imp Supp Srvcs-WO-0213-Rev 1 Ltr.pdf
4002-HCSIS-WO-ODP SVF-FMS Imp Spt Srvcs-Imp Supp Srvcs-WO-0213-Rev 1 Res Plan.pdf
4002-HCSIS-WO-ODP SVF-FMS Imp Spt Srvcs-Imp Supp Srvcs-WO-0213-Rev 1 Work Order.pdf
4323-HCSIS-WO-ODP SVF-FMS Imp Sup Srvcs-Imp Sup Srvcs-WO-0213-Rev 2-Del Sch.pdf
4323-HCSIS-WO-ODP SVF-FMS Imp Sup Srvcs-Imp Sup Srvcs-WO-0213-Rev 2 Ltr.pdf
4323-HCSIS-WO-ODP SVF-FMS Imp Sup Srvcs-Imp Sup Srvcs-WO-0213-Rev 2-Res Plan.pdf
4323-HCSIS-WO-ODP SVF-FMS Imp Sup Srvcs-Imp Sup Srvcs-WO-0213-Rev 2-Work Order.pdf

WO214

3811-HCSIS-WO-HCSIS Sec Vulner Test-Req-WO-0214-Del Sch.pdf
3811-HCSIS-WO-HCSIS Sec Vulner Test-Req-WO-0214 Ltr.pdf
3811-HCSIS-WO-HCSIS Sec Vulner Test-Req-WO-0214-Res Plan.pdf
3811-HCSIS-WO-HCSIS Sec Vulner Test-Req-WO-0214 Work Order.pdf
4051-HCSIS-WO-Security Vulnerability Testing-WO-0214 Rev 1 Del Sch.pdf
4051-HCSIS-WO-Security Vulnerability Testing-WO-0214 Rev 1 Ltr.pdf
4051-HCSIS-WO-Security Vulnerability Testing-WO-0214 Rev 1 Resource Plan.pdf
4051-HCSIS-WO-Security Vulnerability Testing-WO-0214 Rev 1 Work Order.pdf
4097-HCSIS-WO- Security Vulnerability Testing-Mod-Req-Work Order Revision 1-WO-0214-Response to Cond Approval Ltr.pdf
4097-HCSIS-WO- Security Vulnerability Testing-Mod-Req-Work Order Revision 1-WO-0214-Response to Cond Approval WO.pdf
4303-HCSIS-CL-HCSIS Security Vul Testing-Req-WO-0214-Section Compl Ltr.pdf
4303-HCSIS-CL-HCSIS Security Vul Testing-Req-WO-0214-Section Compl-Var Sum.pdf
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WO222

4309-HCSIS-WO-ODP PTT Reporting Changes-Req-WO-0222 Ltr.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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5204-HCSIS-CL-ODP PTT Rpt Changes-Req-WO-0222-Section Compl Ltr.pdf
5204-HCSIS-CL-ODP PTT Rpt Changes-Req-WO-0222-Section Compl-Var Summary.pdf
5204-HCSIS-CL-ODP PTT Rpt Changes-Req-WO-0222-Section Compl-Work Order.pdf

WO223

4310-HCSIS-WO-ODP Allocation of Waiver Capacity-WO-0223-Planning Ltr.pdf
4310-HCSIS-WO-ODP Allocation of Waiver Capacity-WO-0223-Planning-Res Plan.pdf
4310-HCSIS-WO-ODP Allocation of Waiver Capacity-WO-0223-Planning-Work Order.pdf
4489-HCSIS-WO-ODP Allocation of Waiv Cap-Planning-WO-0223-Resp Ltr.pdf
4489-HCSIS-WO-ODP Allocation of Waiv Cap-Planning-WO-0223-Resp.pdf
4692-HCSIS-WO-ODP Alloc of Waiv Cap-Req-WO-0223 Ltr.pdf
4692-HCSIS-WO-ODP Alloc of Waiv Cap-Req-WO-0223-Res Plan.pdf
4692-HCSIS-WO-ODP Alloc of Waiv Cap-Req-WO-0223-Work Order.pdf
4754-HCSIS-WO-ODP Allocation of Waiv Cap-Req-WO-0223-Resp Ltr.pdf
4858-HCSIS-WO-ODP Allocation of Waiv Cap-Req-WO-0223-Response 2 Ltr.pdf
4887-HCSIS-WO-ODP Alloc of Waiv Cap-Req-WO-0223-Rev 1 Ltr.pdf
4887-HCSIS-WO-ODP Alloc of Waiv Cap-Req-WO-0223-Rev 1-Res Plan.pdf
4887-HCSIS-WO-ODP Alloc of Waiv Cap-Req-WO-0223-Rev 1-Work Order.pdf
4909-HCSIS-CL-ODP Alloc of Waiv Cap-Planning-WO-0223-Section Compl Ltr.pdf
4909-HCSIS-CL-ODP Alloc of Waiv Cap-Planning-WO-0223-Section Compl-Var Summary.pdf
4909-HCSIS-CL-ODP Alloc of Waiv Cap-Planning-WO-0223-Section Compl-Work Order.pdf
5053-HCSIS-CL-ODP Alloc Waiver Capacity-Req-WO-0223-Section Completion Var Summary.pdf
5053-HCSIS-CL-ODP Alloc Waiver Capacity-Req-WO-0223-Section Completion Work Order.pdf

WO224

4311-HCSIS-WO-ODP Personal Risk Screening-Req-WO-0224 Ltr.pdf
4311-HCSIS-WO-ODP Personal Risk Screening-Req-WO-0224-Res Plan.pdf
4311-HCSIS-WO-ODP Personal Risk Screening-Req-WO-0224-Work Order.pdf
5150-HCSIS-CL-ODP PRS App Changes-Req-WO-0224-Section Compl Ltr.pdf
5150-HCSIS-CL-ODP PRS App Changes-Req-WO-0224-Section Compl-Var Summary.pdf
5150-HCSIS-CL-ODP PRS App Changes-Req-WO-0224-Section Compl-Work Order.pdf

WO225

4318-HCSIS-WO-EI Preschool-Req-WO-0225 Ltr.pdf
4318-HCSIS-WO-EI Preschool-Req-WO-0225-Res Plan.pdf
4318-HCSIS-WO-EI Preschool-Req-WO-0225-Work Order.pdf
4600-HCSIS-WO-EI Preschool-Req-WO-0225-Work-Order-Resp Ltr.pdf
4600-HCSIS-WO-EI Preschool-Req-WO-0225-Work-Order-Resp.pdf
4965-HCSIS-WO-EI Preschool-GSD-WO-0225 Ltr.pdf
4965-HCSIS-WO-EI Preschool-GSD-WO-0225-Resource Plan.pdf
4965-HCSIS-WO-EI Preschool-GSD-WO-0225-Work Order.pdf
5064-HCSIS-WO-Early Intervention Preschool-Req-WO-0225-Rev 1 Ltr.pdf
5064-HCSIS-WO-Early Intervention Preschool-Req-WO-0225-Rev 1-Res Plan.pdf
5064-HCSIS-WO-Early Intervention Preschool-Req-WO-0225-Rev 1-Work Order.pdf
5116-HCSIS-WO-Early Intervention Preschool-Req-WO-0225-Rev 2 Ltr.pdf
5116-HCSIS-WO-Early Intervention Preschool-Req-WO-0225-Rev 2-Resource Plan.pdf
5116-HCSIS-WO-Early Intervention Preschool-Req-WO-0225-Rev 2-Work Order.pdf
5296-HCSIS-WO-Early Intervention Preschool-GSD-WO-0225-Response Ltr.pdf
5329-HCSIS-CL-EI Preschool-Req-WO-0225 Section Completion Ltr.pdf
5329-HCSIS-CL-EI Preschool-Req-WO-0225 Section Completion Variance Summary.pdf
5329-HCSIS-CL-EI Preschool-Req-WO-0225 Section Completion Work Order.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

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5421-HCSIS-WO-EI Preschool-GSD-WO-0225-Rev 1-Work Order.pdf
5477-HCSIS-WO-EI Preschool-DSD-Depl-WO-0225-Del Sch.pdf
5477-HCSIS-WO-EI Preschool-DSD-Depl-WO-0225 Ltr.pdf
5477-HCSIS-WO-EI Preschool-DSD-Depl-WO-0225-Res Plan.pdf
5477-HCSIS-WO-EI Preschool-DSD-Depl-WO-0225-Work Order.pdf
5695-HCSIS-WO-Early Intervention Preschool-GSD-WO-0225-Rev 2 Ltr.pdf
5695-HCSIS-WO-Early Intervention Preschool-GSD-WO-0225-Rev 2-Resource Plan.pdf
5695-HCSIS-WO-Early Intervention Preschool-GSD-WO-0225-Rev 2-Work Order.pdf
5816-iCIS-WO-Early Intervention Preschool-Req-GSD-WO-0225 Ltr.pdf
5816-iCIS-WO-Early Intervention Preschool-Req-GSD-WO-0225-Resource Plan.pdf
5816-iCIS-WO-Early Intervention Preschool-Req-GSD-WO-0225-Work Order.pdf
5873-HCSIS-WO-EI Preschool-DSD-Depl-WO-0225-Rev 1-Del Sch.pdf
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5873-HCSIS-WO-EI Preschool-DSD-Depl-WO-0225-Rev 1-Res Plan.pdf
5873-HCSIS-WO-EI Preschool-DSD-Depl-WO-0225-Rev 1-Work Order.pdf
5964-HCSIS-CL-EI Preschool-GSD-WO-0225-Section Compl Ltr.pdf
5964-HCSIS-CL-EI Preschool-GSD-WO-0225-Section Compl-Var Summary.pdf
5964-HCSIS-CL-EI Preschool-GSD-WO-0225-Section Compl-Work Order.pdf
6715-iCIS-EI Preschool-Req-GSD-WO0225-SCL Ltr.pdf
6715-iCIS-EI Preschool-Req-GSD-WO0225-SCL-Var Summ.pdf
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WO226

4442-HCSIS-WO-Enhance to SIS Assess-Req-WO-0226 Ltr.pdf
4442-HCSIS-WO-Enhance to SIS Assess-Req-WO-0226-Res Plan.pdf
4442-HCSIS-WO-Enhance to SIS Assess-Req-WO-0226-Work Order.pdf
4508-HCSIS-WO-Enhanc to SIS Assess-Req-WO-0226-Resp Ltr.pdf
4508-HCSIS-WO-Enhanc to SIS Assess-Req-WO-0226-Resp-Work Order.pdf
4610-HCSIS-WO-Enhanc to SIS Assess-Req-WO-0226-Rev 1 Ltr.pdf
4610-HCSIS-WO-Enhanc to SIS Assess-Req-WO-0226-Rev 1-Res Plan.pdf
4610-HCSIS-WO-Enhanc to SIS Assess-Req-WO-0226-Rev 1-Work Order.pdf
4738-HCSIS-WO-Enhancement to SIS Assessment-GSD-WO-0226 Ltr.pdf
4738-HCSIS-WO-Enhancement to SIS Assessment-GSD-WO-0226-Resource Plan.pdf
4738-HCSIS-WO-Enhancement to SIS Assessment-GSD-WO-0226-Work Order.pdf
4903-HCSIS-WO-Enhanc to SIS Assess-DSD-Depl-WO-0226-Del Sch.pdf
4903-HCSIS-WO-Enhanc to SIS Assess-DSD-Depl-WO-0226 Ltr.pdf
4903-HCSIS-WO-Enhanc to SIS Assess-DSD-Depl-WO-0226-Res Plan.pdf
4903-HCSIS-WO-Enhanc to SIS Assess-DSD-Depl-WO-0226-Work Order.pdf
5050-HCSIS-WO-Enhance to SIS Assess-DSD-Depl-WO-0226-Rev 1-Del Sch.pdf
5050-HCSIS-WO-Enhance to SIS Assess-DSD-Depl-WO-0226-Rev 1 Ltr.pdf
5050-HCSIS-WO-Enhance to SIS Assess-DSD-Depl-WO-0226-Rev 1-Res Plan.pdf
5050-HCSIS-WO-Enhance to SIS Assess-DSD-Depl-WO-0226-Rev 1-Work Order.pdf
5080-HCSIS-CL-Enhance to SIS Assess-GSD-WO-0226 Section Compl Ltr.pdf
5080-HCSIS-CL-Enhance to SIS Assess-GSD-WO-0226 Section Compl-Var Summary.pdf
5080-HCSIS-CL-Enhance to SIS Assess-GSD-WO-0226 Section Compl-Work Order.pdf
5081-HCSIS-CL-Enhance to SIS Assess-Req-WO-0226-Section Completion Ltr.pdf
5081-HCSIS-CL-Enhancements to SIS Assessment-WO-0226 Section Completion Letter-Variance Summary.pdf
5081-HCSIS-CL-Enhancements to SIS Assessment-WO-0226 Section Completion Letter-Work Order.pdf
5316-HCSIS-CL-Enhance to SIS Assessment-DSD-Depl-WO-0226-Final Compl Letter Package.pdf
5316-HCSIS-CL-Enhance to SIS Assessment-DSD-Depl-WO-0226-Final Compl Ltr.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5316-HCSIS-CL-Enhance to SIS Assessment-DSD-Depl-WO-0226-Final Compl-Work Order.pdf

WO231

4598-HCSIS-WO-ODP PTT Impact on Rates and Contracts-Req-WO-0231 Ltr.pdf
4598-HCSIS-WO-ODP PTT Impact on Rates and Contracts-Req-WO-0231-Res Plan.pdf
4598-HCSIS-WO-ODP PTT Impact on Rates and Contracts-Req-WO-0231-Work Order.pdf
4731-HCSIS-WO-ODP PTT Impact on Rates and Contracts-Req-WO-0231-Resp Ltr.pdf
4731-HCSIS-WO-ODP PTT Impact on Rates and Contracts-Req-WO-0231-Resp-Work Order.pdf
4891-HCSIS-WO-ODP PTT Impact on Rates and Contracts-Req-WO-0231 Ltr Rev 1.pdf
4891-HCSIS-WO-ODP PTT Impact on Rates and Contracts-Req-WO-0231-Req-Res Plan-Rev 1.pdf
4891-HCSIS-WO-ODP PTT Impact on Rates and Contracts-Req-WO-0231-Req-WO-Rev 1.pdf
4958-HCSIS-WO-ODP PTT Impact on Rates and Contracts-Req-WO-0231-Rev 1-Response Ltr.pdf
5190-HCSIS-CL-ODP PTT Imp on Rates-Contracts-Req-WO-0231-Section Compl Ltr.pdf
5190-HCSIS-CL-ODP PTT Imp on Rates-Contracts-Req-WO-0231-Section Compl-Var Sum.pdf
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WO233

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4669-HCSIS-WO-Enhancement to SIS Assessment Phase 2-WO-0233-Res Plan.pdf
4669-HCSIS-WO-Enhancement to SIS Assessment Phase 2-WO-0233-Work Order.pdf
4904-HCSIS-WO-Enhanc to SIS Assess Phe 2-GSD-WO-0233 Ltr.pdf
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5076-HCSIS-CL-Enhance to SIS Assess Ph II-Req-WO-0233-Section Compl Ltr.pdf
5076-HCSIS-CL-Enhance to SIS Assess Ph II-Req-WO-0233-Section Compl-Variance Sum.pdf
5076-HCSIS-CL-Enhance to SIS Assess Ph II-Req-WO-0233-Section Compl-Work Order.pdf
5239-HCSIS-CL-Enhance to SIS Assess Ph II-GSD-WO-0233-Section Compl Ltr.pdf
5239-HCSIS-CL-Enhance to SIS Assess Ph II-GSD-WO-0233-Section Compl-Var Summary.pdf
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5683-HCSIS-CL-Enhance to SIS Assess Ph 2-DSD-Depl-WO-0233-Final Compl Letter Package.pdf
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WO235

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4767-HCSIS-WO-Early Interv DW-DSD-Depl-WO-0235 Ltr.pdf
4767-HCSIS-WO-Early Interv DW-DSD-Depl-WO-0235-Res Plan.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5033-HCSIS-WO-ODP PTT Waiver Capacity Ph 1-GSD-WO-0239-Work Order.pdf
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5046-HCSIS-WO-ODP PTT Waiver Capacity Ph 2-GSD-WO-0241-Resource Plan.pdf
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5163-HCSIS-WO-OLTL Renewal Process-Req-GSD-WO-0242 Ltr.pdf
5163-HCSIS-WO-OLTL Renewal Process-Req-GSD-WO-0242 Resource Plan.pdf
5163-HCSIS-WO-OLTL Renewal Process-Req-GSD-WO-0242 Work Order.pdf
5213-HCSIS-WO-0242-OLTL Renewal Process-Mod-DSD-Depl-Work Order.pdf
5213-HCSIS-WO-WO-0242-OLTL Renewal Process-Mod-DSD-Depl Del Sch.pdf
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5142-HCSIS-WO-EI Infant Toddler FM-Req-WO-0245-Req-Resource Plan.pdf
5142-HCSIS-WO-EI Infant Toddler FM-Req-WO-0245-Req-Work Order.pdf
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5478-HCSIS-WO-EI Infant Toddler FM-GSD-WO-0245-Work Order.pdf
5709-HCSIS-CL-Early Intervention FM-Req-WO-0245-Section Compl Ltr.pdf
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5181-HCSIS-WO-Autism ACAP Enhance and Waitlist-Req-WO-0246-Res Plan.pdf
5181-HCSIS-WO-Autism ACAP Enhance and Waitlist-Req-WO-0246-Work Order.pdf
5272-HCSIS-WO-Aut ACAP Enhance-Aut Waiv Waitlist-Req-WO-0246-Response Ltr.pdf
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5354-HCSIS-WO-Autism ACAP Enhance and AW Waitlist-WO-0246-GSD Ltr.pdf
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5479-HCSIS-WO-Aut ACAP Enhance-Aut Waiv Waitlist-WO-0246-DSD-Depl-Del Sch.pdf
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5438-HCSIS-WO-ODP PTT Waiver Cap Ph 3-GSD-WO-0248-Resource Plan.pdf
5438-HCSIS-WO-ODP PTT Waiver Cap Ph 3-GSD-WO-0248-Work Order.pdf
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RFP 16-09 Procurement Library TOC
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5948-HCSIS-WO-ODP PTT Waiv Capacity Phase 3-DSD-Depl-WO-0248-Rev 2-Del Sch.pdf
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5948-HCSIS-WO-ODP PTT Waiv Capacity Phase 3-DSD-Depl-WO-0248-Rev 2-Res Plan.pdf
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5677-HCSIS-WO-Autism DW Enhance-DSD-Depl-WO-0251-Work Order.pdf
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WO254

5698-HCSIS-WO-OLTL Analytics Planning-WO-0254 Deliverable Schedule.pdf
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WO257

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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WO258

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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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WO144

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3793-iCIS-WO-iCIS WebAP .NET Enable-DSD-Depl-WO-0144-Rev 1-Del Sch.pdf
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3793-iCIS-WO-iCIS WebAP .NET Enable-DSD-Depl-WO-0144-Rev 1-Work Order.pdf
4254-iCIS-WO-iCIS WebAP .NET Enable-DSD-Depl-WO-0144-Rev 2-Del Sch.pdf
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4254-iCIS-WO-iCIS WebAP .NET Enable-DSD-Depl-WO-0144-Rev 2-Res Plan.pdf
4254-iCIS-WO-iCIS WebAP .NET Enable-DSD-Depl-WO-0144-Rev 2-Work Order.pdf
5043-iCIS-WO-iCIS WebAP .NET Enable-DSD-Depl-WO-0144-Rev 3-Del Sch.pdf
5043-iCIS-WO-iCIS WebAP .NET Enable-DSD-Depl-WO-0144-Rev 3 Ltr.pdf
5043-iCIS-WO-iCIS WebAP .NET Enable-DSD-Depl-WO-0144-Rev 3-Res Plan.pdf
5043-iCIS-WO-iCIS WebAP .NET Enable-DSD-Depl-WO-0144-Rev 3-Work Order.pdf
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WO172

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

3543-iCIS-WO-LIHEAP Int into eCIS Phase III-Req-GSD-WO-0172 Ltr.pdf
3543-iCIS-WO-LIHEAP Int into eCIS Phase III-Req-GSD-WO-0172-Res Plan.pdf
3543-iCIS-WO-LIHEAP Int into eCIS Phase III-Req-GSD-WO-0172-Work Order.pdf
3794-iCIS-WO-LIHEAP Integ into eCIS Ph III-Req-GSD-WO-0172-Rev 1 Ltr.pdf
3794-iCIS-WO-LIHEAP Integ into eCIS Ph III-Req-GSD-WO-0172-Rev 1-Res Plan.pdf
3794-iCIS-WO-LIHEAP Integ into eCIS Ph III-Req-GSD-WO-0172-Rev 1-Work Order.pdf
4290-iCIS-WO-LIHEAP Int into eCIS PhIII-Req-GSD-WO-0172-Rev 2 Ltr.pdf
4290-iCIS-WO-LIHEAP Int into eCIS PhIII-Req-GSD-WO-0172-Rev 2-Res Plan.pdf
4290-iCIS-WO-LIHEAP Int into eCIS PhIII-Req-GSD-WO-0172-Rev 2-Work Order.pdf
4530-iCIS-WO-LIHEAP Int into eCIS PhIII-Req-GSD-WO-0172-Rev 3 Ltr.pdf
4530-iCIS-WO-LIHEAP Int into eCIS PhIII-Req-GSD-WO-0172-Rev 3-Res Plan.pdf
4530-iCIS-WO-LIHEAP Int into eCIS PhIII-Req-GSD-WO-0172-Rev 3-Work Order.pdf
4655-iCIS-WO-LIHEAP Int into eCIS Phase III-DSD-Depl-WO-0172-Del Sch.pdf
4655-iCIS-WO-LIHEAP Int into eCIS Phase III-DSD-Depl-WO-0172 Ltr.pdf
4655-iCIS-WO-LIHEAP Int into eCIS Phase III-DSD-Depl-WO-0172-Res Plan.pdf
4655-iCIS-WO-LIHEAP Int into eCIS Phase III-DSD-Depl-WO-0172-Work Order.pdf
5240-iCIS-CL-LIHEAP Integration eCIS Ph III-Req-GSD-WO-0172-Section Completion Ltr.pdf
5240-iCIS-CL-LIHEAP Integration eCIS Ph III-Req-GSD-WO-0172-Section Completion Var Summary.pdf
5240-iCIS-CL-LIHEAP Integration eCIS Ph III-Req-GSD-WO-0172-Section Completion Work Order.pdf
5852-iCIS-WO-LIHEAP Int eCIS Phase III-Mod-DSD-Depl-WO-0172 Rev 1-Del Schedule.pdf
5852-iCIS-WO-LIHEAP Int eCIS Phase III-Mod-DSD-Depl-WO-0172 Rev 1 Ltr.pdf
5852-iCIS-WO-LIHEAP Int eCIS Phase III-Mod-DSD-Depl-WO-0172 Rev 1-Resource Plan.pdf
5852-iCIS-WO-LIHEAP Int eCIS Phase III-Mod-DSD-Depl-WO-0172 Rev 1-Work Order.pdf
6104-iCIS-WO-LIHEAP Int into eCIS Ph III-DSD-Depl-WO-0172-Revise 2-Del Sch.pdf
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WO173

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3544-iCIS-WO-Incre Ren Phase IV-B-WO-0173 Res Plan.pdf
3544-iCIS-WO-Incre Ren Phase IV-B-WO-0173 Work Order.pdf
4408-iCIS-WO-Increm Ren Phase IV-B-Req-GSD-WO-0173-Rev 1 Ltr.pdf
4408-iCIS-WO-Increm Ren Phase IV-B-Req-GSD-WO-0173-Rev 1-Res Plan.pdf
4408-iCIS-WO-Increm Ren Phase IV-B-Req-GSD-WO-0173-Rev 1-Work Order.pdf
4475-iCIS-WO-Incr Ren Ph IV-B-Req-GSD-WO-0173-Resp Ltr.pdf
4475-iCIS-WO-Incr Ren Ph IV-B-Req-GSD-WO-0173-Resp-Work Order.pdf
4851-iCIS-WO-Incr Renewal IV-B-Req-GSD-WO-0173-Rev 2 Ltr.pdf
4851-iCIS-WO-Incr Renewal IV-B-Req-GSD-WO-0173-Rev 2-Res Plan.pdf
4851-iCIS-WO-Incr Renewal IV-B-Req-GSD-WO-0173-Rev 2-Work Order.pdf
5036-iCIS-WO-Incr Renewal Ph IV-B-Req-GSD-WO-0173-Rev 3 Ltr.pdf
5036-iCIS-WO-Incr Renewal Ph IV-B-Req-GSD-WO-0173-Rev 3-Resource Plan.pdf
5036-iCIS-WO-Incr Renewal Ph IV-B-Req-GSD-WO-0173-Rev 3-Work Order.pdf
5120-iCIS-WO-Incre Renewal Ph IV-B-DSD-WO-0173-Del Sch.pdf
5120-iCIS-WO-Incre Renewal Ph IV-B-DSD-WO-0173 Ltr.pdf
5120-iCIS-WO-Incre Renewal Ph IV-B-DSD-WO-0173-Res Plan.pdf
5120-iCIS-WO-Incre Renewal Ph IV-B-DSD-WO-0173-Work Order.pdf
5186-iCIS-WO-Incre Renewal P4-B-Req-GSD-WO-0173-Rev 4 Ltr.pdf
5186-iCIS-WO-Incre Renewal P4-B-Req-GSD-WO-0173-Rev 4-Res Plan.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5246-iCIS-WO-Inc Renewal Ph IV-B-Mod-DSD WO-0173 Response Work Order.pdf
5739-iCIS-WO-Incremental Renewal PhIV-B-WO-0173-DSD-Depl-Rev 1-Del Sch.pdf
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5739-iCIS-WO-Incremental Renewal PhIV-B-WO-0173-DSD-Depl-Rev 1-Res Plan.pdf
5739-iCIS-WO-Incremental Renewal PhIV-B-WO-0173-DSD-Depl-Rev 1-Work Order.pdf
5762-iCIS-CL-IR Phase IV-B-Req-GSD-WO-0173-Section Compl Ltr.pdf
5762-iCIS-CL-IR Phase IV-B-Req-GSD-WO-0173-Section Compl-Var Summary.pdf
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5854-iCIS-WO-Inc Renewal Ph IV-B-WO-0173-DSD-Depl-Rev 2-Res Plan.pdf
5854-iCIS-WO-Inc Renewal Ph IV-B-WO-0173-DSD-Depl-Rev 2-Work Order.pdf
5992-iCIS-WO-Inc Renewal Ph IV-B-DSD-Depl-WO-0173-Rev 3-Del Sch.pdf
5992-iCIS-WO-Inc Renewal Ph IV-B-DSD-Depl-WO-0173-Rev 3 Ltr.pdf
5992-iCIS-WO-Inc Renewal Ph IV-B-DSD-Depl-WO-0173-Rev 3-Res Plan.pdf
5992-iCIS-WO-Inc Renewal Ph IV-B-DSD-Depl-WO-0173-Rev 3-Work Order.pdf

WO186

3704-iCIS-WO-Client Not Rede Phase I-Req-GSD-WO-0186 Ltr.pdf
3704-iCIS-WO-Client Not Rede Phase I-Req-GSD-WO-0186-Res Plan.pdf
3704-iCIS-WO-Client Not Rede Phase I-Req-GSD-WO-0186-Work Order.pdf
4011-iCIS-WO-Client Notice Redesign Phase I-Req-GSD-WO-0186 Ltr.pdf
4011-iCIS-WO-Client Notice Redesign Phase I-Req-GSD-WO-0186 Resource Plan.pdf
4011-iCIS-WO-Client Notice Redesign Phase I-Req-GSD-WO-0186 Work Order.pdf
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4071-iCIS-WO-Client Notice Redesign Phase 1-Req-GSD-WO-0186-Rev 2 Res Plan.pdf
4071-iCIS-WO-Client Notice Redesign Phase 1-Req-GSD-WO-0186-Rev 2-Work Order.pdf
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4438-iCIS-WO-Client Notice Redesign Phase I-Req-GSD-WO-0186-Rev 3-Res Plan.pdf
4438-iCIS-WO-Client Notice Redesign Phase I-Req-GSD-WO-0186-Rev 3-Work Order.pdf
4590-iCIS-WO-Client Notice Redesign Phase I-Req-GSD-WO-0186-Rev 3-Resp Ltr.pdf
4590-iCIS-WO-Client Notice Redesign Phase I-Req-GSD-WO-0186-Rev 3-Resp-Work Order.pdf
4896-iCIS-WO-Client Notice Redesign Ph 1-DSD-Depl-WO-0186-Del Sch.pdf
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4896-iCIS-WO-Client Notice Redesign Ph 1-DSD-Depl-WO-0186-Res Plan.pdf
4896-iCIS-WO-Client Notice Redesign Ph 1-DSD-Depl-WO-0186-Work Order.pdf
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5234-iCIS-WO-CN Redesign Ph I-Req-GSD-WO-0186-Rev 4-Res Plan.pdf
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5489-iCIS-CL-CNR Phase I-Req-GSD-WO-0186-Section Compl Ltr.pdf
5489-iCIS-CL-CNR Phase I-Req-GSD-WO-0186-Section Compl-Var Summary.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

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6352-iCIS-WO-CNR Phase I-DSD-Depl-WO-0186-Rev 3-Res Plan.pdf
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6664-iCIS-WO-CNR Ph I-DSD-Depl-WO-0186-Rev 4-Del Sch.pdf
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WO187

5649-iCIS-WO-Imaging Improvements-Req-WO-0187 Ltr.pdf
5649-iCIS-WO-Imaging Improvements-Req-WO-0187-Res Plan.pdf
5649-iCIS-WO-Imaging Improvements-Req-WO-0187-Work Order.pdf
5725-iCIS-WO-Imaging Improve-Req-WO-0187-Response Ltr.pdf
5877-iCIS-WO-Imaging Improvements-Req-WO-0187-Rev 1 Ltr.pdf
5877-iCIS-WO-Imaging Improvements-Req-WO-0187-Rev 1-Resource Plan.pdf
5877-iCIS-WO-Imaging Improvements-Req-WO-0187-Rev 1-Work Order.pdf
6384-iCIS-CL-Imaging Improvements-Req-WO-0187-Section Compl Ltr.pdf
6384-iCIS-CL-Imaging Improvements-Req-WO-0187-Section Compl-Variance Summary.pdf
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WO190

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3972-iCIS-WO-Mnged Care Expan-HealthChoic NW Lehigh-Cap SE Zones-Req-GSD-WO-0190-Rev 1-Work Order.pdf
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WO191

5405-iCIS-WO-IEVS Targeting Logic-Req-GSD-WO-0191 Ltr.pdf
5405-iCIS-WO-IEVS Targeting Logic-Req-GSD-WO-0191-Res Plan.pdf
5405-iCIS-WO-IEVS Targeting Logic-Req-GSD-WO-0191-Work Order.pdf
5459-iCIS-WO-IEVS Targeting Logic-Req-GSD-WO-0191-Response Ltr.pdf
5459-iCIS-WO-IEVS Targeting Logic-Req-GSD-WO-0191-Response-Work Order.pdf
5736-iCIS-WO-IEVS Targeting Logic-DSD-Depl-WO-0191-Del Sch.pdf
5736-iCIS-WO-IEVS Targeting Logic-DSD-Depl-WO-0191 Ltr.pdf
5736-iCIS-WO-IEVS Targeting Logic-DSD-Depl-WO-0191-Res Plan.pdf
5736-iCIS-WO-IEVS Targeting Logic-DSD-Depl-WO-0191-Work Order.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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5856-iCIS-WO-IEVS Targeting Logic-DSD-Depl-WO-0191-Rev 1 Ltr.pdf
5856-iCIS-WO-IEVS Targeting Logic-DSD-Depl-WO-0191-Rev 1-Res Plan.pdf
5856-iCIS-WO-IEVS Targeting Logic-DSD-Depl-WO-0191-Rev 1-Work Order.pdf
5942-iCIS-WO-IEVS Targeting Logic-Req-GSD-WO-0191-Rev 1 Ltr.pdf
5942-iCIS-WO-IEVS Targeting Logic-Req-GSD-WO-0191-Rev 1-Res Plan.pdf
5942-iCIS-WO-IEVS Targeting Logic-Req-GSD-WO-0191-Rev 1-Work Order.pdf
6098-iCIS-CL-IEVS Targeting Logic-Req-GSD-WO-0191-Section Compl Ltr.pdf
6098-iCIS-CL-IEVS Targeting Logic-Req-GSD-WO-0191-Section Compl-Variance Summary.pdf
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6300-iCIS-WO-IEVS Targeting Logic-DSD-Depl-WO-0191-Rev 2 Del Sch.pdf
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6300-iCIS-WO-IEVS Targeting Logic-DSD-Depl-WO-0191-Rev 2 Resource Plan.pdf
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WO192

3709-iCIS-WO-IILM for Imaging-Mod-Req-GSD-WO-0192 Ltr.pdf
3709-iCIS-WO-IILM for Imaging-Mod-Req-GSD-WO-0192-Resource Plan.pdf
3709-iCIS-WO-IILM for Imaging-Mod-Req-GSD-WO-0192-Work Order.pdf
4082-iCIS-WO-Img Info LM for Img-DSD-Depl-WO-0192-Del Sch.pdf
4082-iCIS-WO-Img Info LM for Img-DSD-Depl-WO-0192 Ltr.pdf
4082-iCIS-WO-Img Info LM for Img-DSD-Depl-WO-0192-Res Plan.pdf
4082-iCIS-WO-Img Info LM for Img-DSD-Depl-WO-0192-Work Order.pdf
4085-iCIS-WO-Img Info LM-Req-GSD-WO-0192-Rev 1 Ltr.pdf
4085-iCIS-WO-Img Info LM-Req-GSD-WO-0192-Rev 1-Res Plan.pdf
4085-iCIS-WO-Img Info LM-Req-GSD-WO-0192-Rev 1-Work Order.pdf
4346-iCIS-WO-Img Info LM for Img-DSD-Depl-WO-0192-Rev 1-Del Sch.pdf
4346-iCIS-WO-Img Info LM for Img-DSD-Depl-WO-0192-Rev 1 Ltr.pdf
4346-iCIS-WO-Img Info LM for Img-DSD-Depl-WO-0192-Rev 1-Res Plan.pdf
4346-iCIS-WO-Img Info LM for Img-DSD-Depl-WO-0192-Rev 1-Work Order.pdf
4387-iCIS-WO-Img Info LM for Img-Req-GSD-WO-0192-Rev 2 Ltr.pdf
4387-iCIS-WO-Img Info LM for Img-Req-GSD-WO-0192-Rev 2-Res Plan.pdf
4387-iCIS-WO-Img Info LM for Img-Req-GSD-WO-0192-Rev 2-Work Order.pdf
4503-iCIS-CL-Impl Info LM for Imag-Req-GSD-WO-0192-Sect Compl Ltr.pdf
4503-iCIS-CL-Impl Info LM for Imag-Req-GSD-WO-0192-Sect Compl-Var Sum.pdf
4503-iCIS-CL-Impl Info LM for Imag-Req-GSD-WO-0192-Sect Compl-Work Order.pdf
5044-iCIS-WO-Impl Info LM for Img-DSD-Depl-WO-0192-Rev 2-Del Sch.pdf
5044-iCIS-WO-Impl Info LM for Img-DSD-Depl-WO-0192-Rev 2 Ltr.pdf
5044-iCIS-WO-Impl Info LM for Img-DSD-Depl-WO-0192-Rev 2-Res Plan.pdf
5044-iCIS-WO-Impl Info LM for Img-DSD-Depl-WO-0192-Rev 2-Work Order.pdf
5202-iCIS-CL-Impl Info Lifecycle Mgmt for Imaging-DSD-Depl-Final Compl Letter Package.pdf
5202-iCIS-CL-Impl Info Lifecycle Mgmt for Imaging-DSD-Depl-Final Compl Ltr.pdf
5202-iCIS-CL-Impl Info Lifecycle Mgmt for Imaging-DSD-Depl-Final Compl-Work Order.pdf

WO193

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3710-iCIS-WO-iCIS Sec Vul Ttg-Req-WO-0193 Ltr.pdf
3710-iCIS-WO-iCIS Sec Vul Ttg-Req-WO-0193 Res Plan.pdf
3710-iCIS-WO-iCIS Sec Vul Ttg-Req-WO-0193 Work Order.pdf
4204-iCIS-CL-iCIS Sec Vul Testing-Req-WO-0193-Sect Compl Ltr.pdf
4204-iCIS-CL-iCIS Sec Vul Testing-Req-WO-0193-Sect Compl-Var Sum.pdf
4204-iCIS-CL-iCIS Sec Vul Testing-Req-WO-0193-Sect Compl-Work Order.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

WO199

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3712-iCIS-WO-SelectPlan for Women Phase II-Req-GSD-WO-0199-Work Order.pdf
3945-iCIS-WO-SelectPlan for Women Phase II-Req-GSD-WO-0199-Rev 1 Ltr.pdf
3945-iCIS-WO-SelectPlan for Women Phase II-Req-GSD-WO-0199-Rev 1-Res Plan.pdf
3945-iCIS-WO-SelectPlan for Women Phase II-Req-GSD-WO-0199-Rev 1-Work Order.pdf
4031-iCIS-WO-SelectPlan for Women Phase II-DSD-Depl-WO-0199-Del Sch.pdf
4031-iCIS-WO-SelectPlan for Women Phase II-DSD-Depl-WO-0199 Ltr.pdf
4031-iCIS-WO-SelectPlan for Women Phase II-DSD-Depl-WO-0199-Res Plan.pdf
4031-iCIS-WO-SelectPlan for Women Phase II-DSD-Depl-WO-0199-Work Order.pdf
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4364-iCIS-WO-SelectPlan for Women Phase II-Mod-Req-GSD Rev 2 Work Order.pdf
4365-iCIS-WO-SelectPlan for Women Phase II-Mod-DSD-Depl Rev 1 Del Sch.pdf
4365-iCIS-WO-SelectPlan for Women Phase II-Mod-DSD-Depl Rev 1 Ltr.pdf
4365-iCIS-WO-SelectPlan for Women Phase II-Mod-DSD-Depl Rev 1 Resource Plan.pdf
4365-iCIS-WO-SelectPlan for Women Phase II-Mod-DSD-Depl Rev 1 Work Order.pdf
4368-iCIS-CL-SelectPlan for Women Ph II-Req-GSD-WO-0199-Section Compl Ltr.pdf
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4477-iCIS-WO-SP for Women Phase II-DSD-Depl-WO-0199-Rev 2-Resp Ltr.pdf
4926-iCIS-WO-SelectPlan For Women-DSD-Depl-WO-0199-Rev 2-Del Sch.pdf
4926-iCIS-WO-SelectPlan For Women-DSD-Depl-WO-0199-Rev 2 Ltr.pdf
4926-iCIS-WO-SelectPlan For Women-DSD-Depl-WO-0199-Rev 2-Res Plan.pdf
4926-iCIS-WO-SelectPlan For Women-DSD-Depl-WO-0199-Rev 2-Work Order.pdf
5045-iCIS-WO-SelectPlan For Women-DSD-Depl-WO-0199-Rev 3-Del Sch.pdf
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5107-iCIS-Del-SelectPlan for Women Phase II-WO-0199-DSD-Depl-Response Ltr.pdf
5236-iCIS-CL-SP for Women Ph II-DSD-Depl-WO-0199-Final Compl Letter Package.pdf
5236-iCIS-CL-SP for Women Ph II-DSD-Depl-WO-0199-Final Compl Ltr.pdf
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WO200

3713-iCIS-WO-Transitional Cash Benefit-Req-GSD-WO-0200 Ltr.pdf
3713-iCIS-WO-Transitional Cash Benefit-Req-GSD-WO-0200 Res Plan.pdf
3713-iCIS-WO-Transitional Cash Benefit-Req-GSD-WO-0200-Work Order.pdf
4166-iCIS-WO-Trans Cash Benefit-DSD-Depl-WO-0200-Del Sch.pdf
4166-iCIS-WO-Trans Cash Benefit-DSD-Depl-WO-0200 Ltr.pdf
4166-iCIS-WO-Trans Cash Benefit-DSD-Depl-WO-0200-Res Plan.pdf
4166-iCIS-WO-Trans Cash Benefit-DSD-Depl-WO-0200-Work Order.pdf
4188-iCIS-WO-Trans Cash Benefit-Req-GSD-WO-0200-Rev 1 Ltr.pdf
4188-iCIS-WO-Trans Cash Benefit-Req-GSD-WO-0200-Rev 1-Res Plan.pdf
4188-iCIS-WO-Trans Cash Benefit-Req-GSD-WO-0200-Rev 1-Work Order.pdf
4283-iCIS-WO-Trans Cash Benefit-Req-GSD-WO-0200-Rev 1-Resp Ltr.pdf
4283-iCIS-WO-Trans Cash Benefit-Req-GSD-WO-0200-Rev 1-Resp-Work Order.pdf
4385-iCIS-WO-Transitional Cash Benefit-DSD-Depl-WO-0200-Rev 1 Ltr.pdf
4385-iCIS-WO-Transitional Cash Benefit-DSD-Depl-WO-0200-Rev 1-Res Plan.pdf
4385-iCIS-WO-Transitional Cash Benefit-DSD-Depl-WO-0200-Rev 1-Work Order.pdf
4635-iCIS-Trans Cash Assis-Req-GSD-WO-0200-Rev 2 Ltr.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

4635-iCIS-Trans Cash Assis-Req-GSD-WO-0200-Rev 2-Work Order.pdf
4751-iCIS-WO-Trans Cash Assis-DSD-Depl-WO-0200-Rev 2-Del Sch.pdf
4751-iCIS-WO-Trans Cash Assis-DSD-Depl-WO-0200-Rev 2 Ltr.pdf
4751-iCIS-WO-Trans Cash Assis-DSD-Depl-WO-0200-Rev 2-Res Plan.pdf
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5151-iCIS-CL-TCA-Req-GSD-WO-0200-Section Compl Ltr.pdf
5151-iCIS-CL-TCA-Req-GSD-WO-0200-Section Compl-Var Summary.pdf
5151-iCIS-CL-TCA-Req-GSD-WO-0200-Section Compl-Work Order.pdf
5539-iCIS-CL-Transitional Cash Assistance WO-0200-Final Compl Letter-Final Completion Package.pdf
5539-iCIS-CL-Transitional Cash Assistance WO-0200-Final Compl Letter Ltr.pdf
5539-iCIS-CL-Transitional Cash Assistance WO-0200-Final Compl Letter-Work Order.pdf

WO201

3714-iCIS-WO-WLD and DX and Sys Sup-Post Impl Sup-WO-0201-Del Sch.pdf
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3714-iCIS-WO-WLD and DX and Sys Sup-Post Impl Sup-WO-0201-Res Plan.pdf
3714-iCIS-WO-WLD and DX and Sys Sup-Post Impl Sup-WO-0201-Work Order.pdf
6449-iCIS-WLD and DX Enhance and Sys Spt-Pst Imp Spt-WO0201-FCL Ltr.pdf
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WO205

3748-iCIS-WO-Ext TANF Collapsing Tracks-Mod-Req-GSD-WO-0205 Ltr.pdf
3748-iCIS-WO-Ext TANF Collapsing Tracks-Mod-Req-GSD-WO-0205-Res Plan.pdf
3748-iCIS-WO-Ext TANF Collapsing Tracks-Mod-Req-GSD-WO-0205-Work Order.pdf
4120-iCIS-WO-E TANF Coll Tracks-Req-GSD-WO-0205-Rev 1 Ltr.pdf
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4120-iCIS-WO-E TANF Coll Tracks-Req-GSD-WO-0205-Rev 1-Work Order.pdf
4205-iCIS-CL-ETANF-Collap Tracks-Req-GSD-WO-0205-Section Comp Ltr.pdf
4205-iCIS-CL-ETANF-Collap Tracks-Req-GSD-WO-0205-Variance Summary.pdf
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WO206

3749-iCIS-WO-Automated Renewal Mail-In-Req-GSD-WO-0206 Ltr.pdf
3749-iCIS-WO-Automated Renewal Mail-In-Req-GSD-WO-0206-Res Plan.pdf
3749-iCIS-WO-Automated Renewal Mail-In-Req-GSD-WO-0206-Work Order.pdf
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4074-iCIS-WO-Auto Renewal Mail-In-DSD-Depl-WO-0206-Res Plan.pdf
4074-iCIS-WO-Auto Renewal Mail-In-DSD-Depl-WO-0206-Work Order.pdf
4086-iCIS-WO-Auto Ren Mail-In-Req-GSD-WO-0206-Rev 1 Ltr.pdf
4086-iCIS-WO-Auto Ren Mail-In-Req-GSD-WO-0206-Rev 1-Res Plan.pdf
4086-iCIS-WO-Auto Ren Mail-In-Req-GSD-WO-0206-Rev 1-Work Order.pdf
4435-iCIS-CL-WO-0206-Automated Renewal Mail-In-Mod-Req-GSD Ltr.pdf
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4435-iCIS-CL-WO-0206-Automated Renewal Mail-In-Mod-Req-GSD Work Order.pdf
4805-iCIS-WO-Auto Renewal Mail-In-DSD-Depl-WO-0206-Rev 1-Del Sch.pdf
4805-iCIS-WO-Auto Renewal Mail-In-DSD-Depl-WO-0206-Rev 1 Ltr.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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4872-iCIS-WO-Auto Renewal Mail-In-DSD-Depl-WO-0206-Rev 2-Work Order.pdf
5041-iCIS-WO-Auto Renewal Mail-In-DSD-Depl-WO-0206-Rev 3-Del Sch (1).pdf
5041-iCIS-WO-Auto Renewal Mail-In-DSD-Depl-WO-0206-Rev 3-Del Sch.pdf
5041-iCIS-WO-Auto Renewal Mail-In-DSD-Depl-WO-0206-Rev 3 Ltr.pdf
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5332-iCIS-CL-Automated Renewal Mail-DSD-Depl-WO-0206-Final Compl-Final Completion Package Ltr.pdf
5332-iCIS-CL-Automated Renewal Mail-DSD-Depl-WO-0206-Final Compl-Final Completion Package-Work Order.pdf
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WO218

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4073-iCIS-WO-Client Notice Consol-Req-GSD-WO-0218-Resource Plan.pdf
4073-iCIS-WO-Client Notice Consol-Req-GSD-WO-0218-Work Order.pdf
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4591-iCIS-WO-Client Notice Consol-DSD-Depl-WO-0218-Work Order.pdf
4609-iCIS-WO-Client Notice Consol-Req-GSD-WO-0218-Rev 1 Ltr.pdf
4609-iCIS-WO-Client Notice Consol-Req-GSD-WO-0218-Rev 1-Res Plan.pdf
4609-iCIS-WO-Client Notice Consol-Req-GSD-WO-0218-Rev 1-Work Order.pdf
4761-iCIS-CL-Client Notice Consolidation-Req-GSD-WO-0218-Section Compl Ltr.pdf
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5408-iCIS-WO-CN Consol-DSD-Depl-WO-0218-Rev 1-Del Sch.pdf
5408-iCIS-WO-CN Consol-DSD-Depl-WO-0218-Rev 1 Ltr.pdf
5408-iCIS-WO-CN Consol-DSD-Depl-WO-0218-Rev 1-Res Plan.pdf
5408-iCIS-WO-CN Consol-DSD-Depl-WO-0218-Rev 1-Work Order.pdf
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5576-iCIS-CL-CN Consolidation-DSD-Depl-WO-0218-Final Compl Letter Package.pdf
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WO219

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4176-iCIS-WO-COMPASS Tech Upgrade to .NET-WO-0219-Req-GSD-Work Order.pdf
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4967-iCIS-WO-COMPASS .NET-Req-GSD-WO-0219 Rev 1 Resource Plan.pdf
4967-iCIS-WO-COMPASS .NET-Req-GSD-WO-0219 Rev 1 Work Order.pdf
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5336-iCIS-WO-COMPASS Tech Upgrade to .NET-Req-GSD-WO-0219-Rev 2-Res Plan.pdf
5336-iCIS-WO-COMPASS Tech Upgrade to .NET-Req-GSD-WO-0219-Rev 2-Work Order.pdf
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5363-iCIS-WO-COMPASS Tech Upgrade To .NET-DSD-WO-0219 Ltr.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

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5737-iCIS-WO-COMPASS Tech Upgrade To .NET-DSD-Depl-WO-0219-Rev 1-Res Plan.pdf
5737-iCIS-WO-COMPASS Tech Upgrade To .NET-DSD-Depl-WO-0219-Rev 1-Work Order.pdf
5855-iCIS-WO-COMPASS Tech Upgrade .NET-WO-0219-DSD-Depl Rev 2-Del Schedule.pdf
5855-iCIS-WO-COMPASS Tech Upgrade .NET-WO-0219-DSD-Depl Rev 2 Ltr.pdf
5855-iCIS-WO-COMPASS Tech Upgrade .NET-WO-0219-DSD-Depl Rev 2-Res Plan.pdf
5855-iCIS-WO-COMPASS Tech Upgrade .NET-WO-0219-DSD-Depl Rev 2-Work Order.pdf
6099-iCIS-CL-COMPASS Tech Upgrade to .NET-Req-GSD-WO-0219-Section Compl Ltr.pdf
6099-iCIS-CL-COMPASS Tech Upgrade to .NET-Req-GSD-WO-0219-Section Compl-Variance Summary.pdf
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6473-iCIS-WO-COMPASS Tech Upgrade to .NET-DSD-Depl-WO-0219-Rev 3-Res Plan.pdf
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6640-iCIS-WO-COMPASS Tech Upgrade To .NET-DSD-Depl-WO-0219-Rev 4 Ltr.pdf
6640-iCIS-WO-COMPASS Tech Upgrade To .NET-DSD-Depl-WO-0219-Rev 4-Res Plan.pdf
6640-iCIS-WO-COMPASS Tech Upgrade To .NET-DSD-Depl-WO-0219-Rev 4-Work Order.pdf
6648-iCIS-COMPASS Tech Upgrade to .NET-WO0219R5-Del Sch.pdf
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6648-iCIS-COMPASS Tech Upgrade to .NET-WO0219R5-Res Plan.pdf
6648-iCIS-COMPASS Tech Upgrade to .NET-WO0219R5-Work Order.pdf
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6828-iCIS-COMPASS Tech Upgrade to .NET-DSD-Depl-WO0219R6 Ltr.pdf
6828-iCIS-COMPASS Tech Upgrade to .NET-DSD-Depl-WO0219R6-Res Plan.pdf
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6892-iCIS-COMPASS Tech Upgrade to .NET-DSD-Depl-WO0219R7-Del Sch.pdf
6892-iCIS-COMPASS Tech Upgrade to .NET-DSD-Depl-WO0219R7 Ltr.pdf
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6892-iCIS-COMPASS Tech Upgrade to .NET-DSD-Depl-WO0219R7-Work Order.pdf

WO234

4749-iCIS-WO-CIS-CWDS Interface Phase 2-WO-0234-Req-GSD Ltr .pdf
4749-iCIS-WO-CIS-CWDS Interface Phase 2-WO-0234-Req-GSD Resource Plan.pdf
4749-iCIS-WO-CIS-CWDS Interface Phase 2-WO-0234-Req-GSD Work Order.pdf
5241-iCIS-CL-CWDS Interface Phase 2-Req-GSD-WO-0234-Section Compl Ltr.pdf
5241-iCIS-CL-CWDS Interface Phase 2-Req-GSD-WO-0234-Section Compl-Var Summary.pdf
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WO240

5037-iCIS-WO-Attaching Scanned Docs in COMPASS-Req-GSD-WO-0240 Ltr.pdf
5037-iCIS-WO-Attaching Scanned Docs in COMPASS-Req-GSD-WO-0240-Res Plan.pdf
5037-iCIS-WO-Attaching Scanned Docs in COMPASS-Req-GSD-WO-0240-Work Order.pdf
5221-iCIS-WO-COMPASS Attach Scanned Docs-Mod-Req-GSD WO-0240 Response Ltr.pdf
5330-iCIS-WO-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Rev 1 Ltr.pdf
5330-iCIS-WO-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Rev 1-Res Plan.pdf
5330-iCIS-WO-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Rev 1-Work Order.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5436-iCIS-WO-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Rev 2-Res Plan.pdf
5436-iCIS-WO-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Rev 2-Work Order.pdf
5520-iCIS-WO-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Rev 3 Ltr.pdf
5520-iCIS-WO-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Rev 3-Res Plan.pdf
5520-iCIS-WO-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Rev 3-Work Order.pdf
5601-iCIS-WO-COMPASS Attach Scanned Documents-WO-0240 Req-GSD Rev 4 Ltr.pdf
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5738-iCIS-WO-COMPASS Attach Scanned Docs-DSD-Depl-WO-0240 Ltr.pdf
5738-iCIS-WO-COMPASS Attach Scanned Docs-DSD-Depl-WO-0240-Res Plan.pdf
5738-iCIS-WO-COMPASS Attach Scanned Docs-DSD-Depl-WO-0240-Work Order.pdf
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6168-iCIS-WO-COMPASS Attach Scanned Docs-DSD-Depl-0240-Rev 1-Res Plan.pdf
6168-iCIS-WO-COMPASS Attach Scanned Docs-DSD-Depl-0240-Rev 1-Work Order.pdf
6195-iCIS-WO-COMPASS Attach Scanned Docs-DSD-Depl-WO-0240-Rev 1-Response Ltr.pdf
6262-iCIS-WO-COMPASS Attach Scanned Docs-DSD-Depl-WO-0240-Rev 2-Del Sch.pdf
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6262-iCIS-WO-COMPASS Attach Scanned Docs-DSD-Depl-WO-0240-Rev 2-Work Order.pdf
6270-iCIS-CL-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Section Compl Ltr.pdf
6270-iCIS-CL-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Section Compl-Variance Summary.pdf
6270-iCIS-CL-COMPASS Attach Scanned Docs-Req-GSD-WO-0240-Section Compl-Work Order.pdf
6440-iCIS-WO-COMPASS Attach Scanned Docs-DSD-Depl-WO-0240-Rev 3-Del Sch.pdf
6440-iCIS-WO-COMPASS Attach Scanned Docs-DSD-Depl-WO-0240-Rev 3 Ltr.pdf
6440-iCIS-WO-COMPASS Attach Scanned Docs-DSD-Depl-WO-0240-Rev 3-Res Plan.pdf
6440-iCIS-WO-COMPASS Attach Scanned Docs-DSD-Depl-WO-0240-Rev 3-Work Order.pdf
6641-iCIS-WO-COMPASS ASD-DSD-Depl-WO-0240-Rev 4-Del Sch.pdf
6641-iCIS-WO-COMPASS ASD-DSD-Depl-WO-0240-Rev 4 Ltr.pdf
6641-iCIS-WO-COMPASS ASD-DSD-Depl-WO-0240-Rev 4-Res Plan.pdf
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WO243

5121-iCIS-WO-WLD Info Analy Mgmt Rptg-Req-GSD-WO-0243 Ltr.pdf
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5121-iCIS-WO-WLD Info Analy Mgmt Rptg-Req-GSD-WO-0243-Work Order.pdf
5415-iCIS-WO-WD Info Analysis-Mgmt Rpt-DSD-Depl-WO-0243-Del Sch.pdf
5415-iCIS-WO-WD Info Analysis-Mgmt Rpt-DSD-Depl-WO-0243 Ltr.pdf
5415-iCIS-WO-WD Info Analysis-Mgmt Rpt-DSD-Depl-WO-0243-Res Plan.pdf
5415-iCIS-WO-WD Info Analysis-Mgmt Rpt-DSD-Depl-WO-0243-Work Order.pdf
5650-iCIS-WO-WD Info Analysis-Mgmt Rpt-Dev-Depl-WO-0243-Del Sch.pdf
5650-iCIS-WO-WD Info Analysis-Mgmt Rpt-Dev-Depl-WO-0243 Ltr.pdf
5650-iCIS-WO-WD Info Analysis-Mgmt Rpt-Dev-Depl-WO-0243-Res Plan.pdf
5650-iCIS-WO-WD Info Analysis-Mgmt Rpt-Dev-Depl-WO-0243-Work Order.pdf
5796-iCIS-CL-WD Info Analysis Mgmt Rpt-Req-GSD-WO-0243-Section Compl Ltr.pdf
5796-iCIS-CL-WD Info Analysis Mgmt Rpt-Req-GSD-WO-0243-Section Compl-Var Summary.pdf
5796-iCIS-CL-WD Info Analysis Mgmt Rpt-Req-GSD-WO-0243-Section Compl-Work Order.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

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5982-iCIS-WO-Workload Dash Info Analysis-Mod-Dev-Depl-WO-0243 Rev 1-Resource Plan.pdf
5982-iCIS-WO-Workload Dash Info Analysis-Mod-Dev-Depl-WO-0243 Rev 1-Work Order.pdf
6100-iCIS-CL-WD Information Analysis-DSD-WO-0243-Section Compl Ltr.pdf
6100-iCIS-CL-WD Information Analysis-DSD-WO-0243-Section Compl-Var Summary.pdf
6100-iCIS-CL-WD Information Analysis-DSD-WO-0243-Section Compl-Work Order.pdf
6379-iCIS-WO-WD Info Analysis Mgmt Reporting-Dev-Depl-WO-0243-Rev 2-Del Sch.pdf
6379-iCIS-WO-WD Info Analysis Mgmt Reporting-Dev-Depl-WO-0243-Rev 2 Ltr.pdf
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WO249

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5440-iCIS-WO-CHIP Reauthorization-Req-GSD-WO-0249-Resource Plan.pdf
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5689-iCIS-WO-CHIP Reauthorization-Req-GSD-WO-0249-Rev 1 Ltr.pdf
5689-iCIS-WO-CHIP Reauthorization-Req-GSD-WO-0249-Rev 1-Res Plan.pdf
5689-iCIS-WO-CHIP Reauthorization-Req-GSD-WO-0249-Rev 1-Work Order.pdf
5805-iCIS-WO-CHIP Reauthorization-Req-GSD-WO-0249-Rev 2 Ltr.pdf
5805-iCIS-WO-CHIP Reauthorization-Req-GSD-WO-0249-Rev 2-Res Plan.pdf
5805-iCIS-WO-CHIP Reauthorization-Req-GSD-WO-0249-Rev 2-Work Order.pdf
5941-iCIS-WO-CHIP Reauthorization-Req-WO-0249-Rev 3 Ltr.pdf
5941-iCIS-WO-CHIP Reauthorization-Req-WO-0249-Rev 3-Res Plan.pdf
5941-iCIS-WO-CHIP Reauthorization-Req-WO-0249-Rev 3-Work Order.pdf
6271-iCIS-CL-CHIP Reauthorization-Req-GSD-WO-0249-Section Compl Ltr.pdf
6271-iCIS-CL-CHIP Reauthorization-Req-GSD-WO-0249-Section Compl-Variance Summary.pdf
6271-iCIS-CL-CHIP Reauthorization-Req-GSD-WO-0249-Section Compl-Work Order.pdf

IT Shared Services

WO174

3691-ITSS-WO-Information Technology Shared Services Support-WO-0174 Deliverable Schedule.pdf
3691-ITSS-WO-Information Technology Shared Services Support-WO-0174 Ltr.pdf
3691-ITSS-WO-Information Technology Shared Services Support-WO-0174 Resource Plan.pdf
3691-ITSS-WO-Information Technology Shared Services Support-WO-0174 Work Order.pdf
4160-ITSS-WO-InfoTech SS Supp-TSS-WO-0174-Rev 1-Del Sch.pdf
4160-ITSS-WO-InfoTech SS Supp-TSS-WO-0174-Rev 1-Init List.pdf
4160-ITSS-WO-InfoTech SS Supp-TSS-WO-0174-Rev 1 Ltr.pdf
4160-ITSS-WO-InfoTech SS Supp-TSS-WO-0174-Rev 1-Res Plan.pdf
4160-ITSS-WO-InfoTech SS Supp-TSS-WO-0174-Rev 1-Work Order.pdf
4558-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 2-Del Sch.pdf
4558-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 2-Initiative List.pdf
4558-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 2 Ltr.pdf
4558-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 2-Res Plan.pdf
4558-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 2-Work Order.pdf
4768-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 3-Del Sch.pdf
4768-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 3-Initiative List.pdf
4768-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 3 Ltr.pdf
4768-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 3-Res Plan.pdf
4768-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 3-Work Order.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

5034-ITSS-WO-Information Technology Shared Services Support-TSS-WO-0174-Rev 4-Del Sch.pdf
5034-ITSS-WO-Information Technology Shared Services Support-TSS-WO-0174-Rev 4 Ltr.pdf
5034-ITSS-WO-Information Technology Shared Services Support-TSS-WO-0174-Rev 4-Res Plan.pdf
5034-ITSS-WO-Information Technology Shared Services Support-TSS-WO-0174-Rev 4-Work Order.pdf
5222-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 5-Del Sch.pdf
5222-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 5 Ltr.pdf
5222-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 5-Res Plan.pdf
5222-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 5-Work Order.pdf
5310-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 6-Deliverable Schedule.pdf
5310-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 6 Ltr.pdf
5310-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 6-Resource Plan.pdf
5310-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 6-Work Order.pdf
5392-ITSS-WO-Information Technology Shared Services Support-WO-0174 Rev7 Deliv Breakdown.pdf
5392-ITSS-WO-Information Technology Shared Services Support-WO-0174 Rev7 Deliv Schedule.pdf
5392-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 7 Ltr.pdf
5392-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 7-Res Plan.pdf
5392-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 7-Work Order.pdf
5742-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 8-Deliverable Schedule.pdf
5742-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 8 Ltr.pdf
5742-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 8-Resource Plan.pdf
5742-ITSS-WO-ITSS Support-TSS-WO-0174-Rev 8-Work Order.pdf

WO180

3696-ITSS-WO-PACSES Infor Techn SS Supp-TSS-WO-0180-Del Sch.pdf
3696-ITSS-WO-PACSES Infor Techn SS Supp-TSS-WO-0180 Ltr.pdf
3696-ITSS-WO-PACSES Infor Techn SS Supp-TSS-WO-0180-Res Plan.pdf
3696-ITSS-WO-PACSES Infor Techn SS Supp-TSS-WO-0180-Work Order.pdf

PACSES Modifications

WO118

3736-PACSES-WO-CEI Withdg-Mod-DSD-Depl-WO-0118 Del Sch.pdf
3736-PACSES-WO-CEI Withdg-Mod-DSD-Depl-WO-0118 Ltr.pdf
3736-PACSES-WO-CEI Withdg-Mod-DSD-Depl-WO-0118 Res Plan.pdf
3736-PACSES-WO-CEI Withdg-Mod-DSD-Depl-WO-0118 Work Order.pdf
3874-PACSES-WO-Centralized Electronic Income Withholding-WO-0118 Response Ltr.pdf
4691-PACSES-WO-Central Elec Inc Withholding-DSD-Depl-WO-0118-Rev 1-Del Sch.pdf
4691-PACSES-WO-Central Elec Inc Withholding-DSD-Depl-WO-0118-Rev 1 Ltr.pdf
4691-PACSES-WO-Central Elec Inc Withholding-DSD-Depl-WO-0118-Rev 1-Res Plan.pdf
4691-PACSES-WO-Central Elec Inc Withholding-DSD-Depl-WO-0118-Rev 1-Work Order.pdf
4913-PACSES-CL-Central Elec Income Withholding-DSD-Depl-WO-0118-Final Compl Letter Package.pdf
4913-PACSES-CL-Central Elec Income Withholding-DSD-Depl-WO-0118-Final Compl Ltr.pdf
4913-PACSES-CL-Central Elec Income Withholding-DSD-Depl-WO-0118-Final Compl-Work Order.pdf

WO121

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

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2496-PACSES-WO-Spousal Support Distribution Rule Changes (Rec. 90)-WO-0121-Resource Plan.pdf
2496-PACSES-WO-Spousal Support Distribution Rule Changes (Rec. 90)-WO-0121-Work Order.pdf
2665-PACSES-WO-Spousal Support Dist Rule Change-WO-0121 Ltr.pdf
2665-PACSES-WO-Spousal Support Dist Rule Change-WO-0121-Work Order.pdf
2776-PACSES-WO-SpslSuppDistRuleChg-Rec90-Mod-Req-GSD-WO-0121 Rev1 Ltr.pdf
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3149-PACSES-WO-SpousSpptDistrRuleChgs Rec90-Mod-DSD-WO-0121 DelSch.pdf
3149-PACSES-WO-SpousSpptDistrRuleChgs Rec90-Mod-DSD-WO-0121 Ltr.pdf
3149-PACSES-WO-SpousSpptDistrRuleChgs Rec90-Mod-DSD-WO-0121 ResPlan.pdf
3149-PACSES-WO-SpousSpptDistrRuleChgs Rec90-Mod-DSD-WO-0121 Work Order.pdf
3369-PACSES-WO-SS Distr Rule Changes Rec. 90-Dev-WO-0121-Del Schedule.pdf
3369-PACSES-WO-SS Distr Rule Changes Rec. 90-Dev-WO-0121 Ltr.pdf
3369-PACSES-WO-SS Distr Rule Changes Rec. 90-Dev-WO-0121-Resource Plan.pdf
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3394-PACSES-CL-SS Dis Rule Changes Rec90-Req-GSD-WO-0121 Ltr.pdf
3394-PACSES-CL-SS Dis Rule Changes Rec90-Req-GSD-WO-0121-Var Sum.pdf
3394-PACSES-CL-SS Dis Rule Changes Rec90-Req-GSD-WO-0121-Work Order.pdf
3560-PACSES-CL-Spou Supp Dist Rule Changes Rec90-DSD-WO-0121-Section Comp Ltr.pdf
3560-PACSES-CL-Spou Supp Dist Rule Changes Rec90-DSD-WO-0121-Var Summary.pdf
3560-PACSES-CL-Spou Supp Dist Rule Changes Rec90-DSD-WO-0121-Work Order.pdf
3745-PACSES-WO-SS Dist Rule Changes-Rec90-Int-Depl-WO-0121-Del Sch.pdf
3745-PACSES-WO-SS Dist Rule Changes-Rec90-Int-Depl-WO-0121 Ltr.pdf
3745-PACSES-WO-SS Dist Rule Changes-Rec90-Int-Depl-WO-0121-Res Plan.pdf
3745-PACSES-WO-SS Dist Rule Changes-Rec90-Int-Depl-WO-0121-Work Order.pdf
3872-PACSES-WO-Spousal Support Distribution Rule Changes Rec 90-WO-0121 Ltr.pdf
4159-PACSES-CL-SS Dist Rule Changes _Rec 90_-Dev-WO-0121-Sec Compl Ltr.pdf
4159-PACSES-CL-SS Dist Rule Changes (Rec 90)-Dev-WO-0121-Sec Compl-Var Sum.pdf
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4494-PACSES-WO-Spousal Support Dist Rule (Rec 90)-Mod-Req-GSD-Rev 2 WO-0121 Res Plan.pdf
4494-PACSES-WO-Spousal Support Dist Rule (Rec 90)-Mod-Req-GSD-Rev 2 WO-0121 Work Order.pdf
4495-PACSES-WO-Spousal Support Dist Rule (Rec 90)-Mod-Int-UAT-Rev 1 WO-0121 Change Tbl.pdf
4495-PACSES-WO-Spousal Support Dist Rule (Rec 90)-Mod-Int-UAT-Rev 1 WO-0121 Del Sch.pdf
4495-PACSES-WO-Spousal Support Dist Rule (Rec 90)-Mod-Int-UAT-Rev 1 WO-0121 Res Plan.pdf
4495-PACSES-WO-Spousal Support Dist Rule (Rec 90)-Mod-Int-UAT-Rev 1 WO-0121 Work Order.pdf
4504-PACSES-CL-Spou Supp Dist Rule Changes Rec90-Int-UAT-WO-0121-Section Compl Ltr.pdf
4504-PACSES-CL-Spou Supp Dist Rule Changes Rec90-Int-UAT-WO-0121-Section Compl-Var Summary.pdf
4504-PACSES-CL-Spou Supp Dist Rule Changes Rec90-Int-UAT-WO-0121-Section Compl-Work Order.pdf
4656-PACSES-WO-Spousal Support Distribution Rule Changes-DSD-Depl-WO-0121 Rev 2-Del Sch.pdf
4656-PACSES-WO-Spousal Support Distribution Rule Changes-DSD-Depl-WO-0121 Rev 2 Ltr.pdf
4656-PACSES-WO-Spousal Support Distribution Rule Changes-DSD-Depl-WO-0121 Rev 2-Res Plan.pdf
4656-PACSES-WO-Spousal Support Distribution Rule Changes-DSD-Depl-WO-0121 Rev 2-Work Order.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders** / Documents

4791-PACSES-CL-Spousal Supp Dist Rule Changes Rec90-Req-GSD-WO-0121-Section Compl Ltr.pdf
4791-PACSES-CL-Spousal Supp Dist Rule Changes Rec90-Req-GSD-WO-0121-Section Compl-Var Summary.pdf
4791-PACSES-CL-Spousal Supp Dist Rule Changes Rec90-Req-GSD-WO-0121-Section Compl-Work Order.pdf
5054-PACSES-CL-Spousal Spt Dist Rule Changes Rec90-DSD-Depl-WO-0121-Final Compl Letter Package.pdf
5054-PACSES-CL-Spousal Spt Dist Rule Changes Rec90-DSD-Depl-WO-0121-Final Compl-Work Order.pdf

WO122

3739-PACSES-WO-Enhan CSWS Emp Mod-UAT-Depl-WO-0122-Del Sch.pdf
3739-PACSES-WO-Enhan CSWS Emp Mod-UAT-Depl-WO-0122 Ltr.pdf
3739-PACSES-WO-Enhan CSWS Emp Mod-UAT-Depl-WO-0122-Res Plan.pdf
3739-PACSES-WO-Enhan CSWS Emp Mod-UAT-Depl-WO-0122-Work Order.pdf
3873-PACSES-Del-Enhanced CSWS Employer Module-UAT-Depl-WO-0122 Resp Ltr.pdf
4281-PACSES-CL-Enhan CSWS Emp Module-UAT-Depl-WO-0122-Final Compl-Bus Outcomes.pdf
4281-PACSES-CL-Enhan CSWS Emp Module-UAT-Depl-WO-0122-Final Compl Ltr.pdf
4281-PACSES-CL-Enhan CSWS Emp Module-UAT-Depl-WO-0122-Final Compl-Var Sum.pdf
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WO124

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2500-PACSES-WO-Mod-Req-GSD-WO-0124-CHIP Interface-Resource Plan.pdf
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2948-PACSES-WO-CHIP Interface-Req-GSD-WO-0124-Rev 1 Ltr.pdf
2948-PACSES-WO-CHIP Interface-Req-GSD-WO-0124-Rev 1-Resource Plan.pdf
2948-PACSES-WO-CHIP Interface-Req-GSD-WO-0124-Rev 1-Work Order.pdf
3030-PACSES-WO-Chip Interface-Mod-DSD-Intg-WO-0124 Del Sch.pdf
3030-PACSES-WO-CHIP Interface-Mod-DSD-Intg-WO-0124 Ltr.pdf
3030-PACSES-WO-Chip Interface-Mod-DSD-Intg-WO-0124 Resource Plan.pdf
3030-PACSES-WO-Chip Interface-Mod-DSD-Intg-WO-0124 Work Order.pdf
3086-PACSES-CL-CHIP Interface-Req-GSD-WO-0124 Ltr.pdf
3086-PACSES-CL-CHIP Interface-Req-GSD-WO-0124 VarSummary.pdf
3086-PACSES-CL-CHIP Interface-Req-GSD-WO-0124 Work Order.pdf
3837-PACSES-CL-CHIP Interface-DSD-Int-WO-0124 Ltr.pdf
3837-PACSES-CL-CHIP Interface-DSD-Int-WO-0124 Var Summary.pdf
3837-PACSES-CL-CHIP Interface-DSD-Int-WO-0124 Work Order.pdf
4007-PACSES-WO-CHIP Interface-Req-GSD-WO-0124-Rev 2 Ltr.pdf
4007-PACSES-WO-CHIP Interface-Req-GSD-WO-0124-Rev 2-Res Plan.pdf
4007-PACSES-WO-CHIP Interface-Req-GSD-WO-0124-Rev 2-Work Order.pdf
4235-PACSES-WO-CHIP Interface-DSD-Depl-WO-0124-Rev 1-Del Sch.pdf
4235-PACSES-WO-CHIP Interface-DSD-Depl-WO-0124-Rev 1 Ltr.pdf
4235-PACSES-WO-CHIP Interface-DSD-Depl-WO-0124-Rev 1-Res Plan.pdf
4235-PACSES-WO-CHIP Interface-Mod-DSD-Depl-WO-0124 Work Order Rev 1.pdf
4468-PACSES-CL-CHIP Interface-Req-GSD-WO-0124-Sect Compl Ltr.pdf
4468-PACSES-CL-CHIP Interface-Req-GSD-WO-0124-Sect Compl-Var Sum.pdf
4468-PACSES-CL-CHIP Interface-Req-GSD-WO-0124-Sect Compl-Work Order.pdf
5152-PACSES-CL-CHIP Interface-DSD-Depl-WO-0124-Final Compl Letter Package.pdf
5152-PACSES-CL-CHIP Interface-DSD-Depl-WO-0124-Final Compl Ltr.pdf
5152-PACSES-CL-CHIP Interface-DSD-Depl-WO-0124 Work Order.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

WO125

3744-PACSES-WO-PACSES Home Page _PHP_ Redesign-Dev-WO-0125 Ltr.pdf
3744-PACSES-WO-PACSES Home Page (PHP) Redesign-Dev-WO-0125 Del Sch.pdf
3744-PACSES-WO-PACSES Home Page (PHP) Redesign-Dev-WO-0125 Res Plan.pdf
3744-PACSES-WO-PACSES Home Page (PHP) Redesign-Dev-WO-0125 Work Order.pdf
4189-PACSES-WO-PACSES Home Page PHP Redesign-Dev-WO-0125-Rev 1-Del Sch.pdf
4189-PACSES-WO-PACSES Home Page PHP Redesign-Dev-WO-0125-Rev 1 Ltr.pdf
4189-PACSES-WO-PACSES Home Page PHP Redesign-Dev-WO-0125-Rev 1-Res Plan.pdf
4189-PACSES-WO-PACSES Home Page PHP Redesign-Dev-WO-0125-Rev 1-Work Order.pdf
4536-PACSES-WO-PACSES Home Page PHP Redesign-Dev-WO-0125-Rev 2-Del Sch.pdf
4536-PACSES-WO-PACSES Home Page PHP Redesign-Dev-WO-0125-Rev 2 Ltr.pdf
4536-PACSES-WO-PACSES Home Page PHP Redesign-Dev-WO-0125-Rev 2-Res Plan.pdf
4536-PACSES-WO-PACSES Home Page PHP Redesign-Dev-WO-0125-Rev 2-Work Order.pdf
4763-PACSES-WO-PACSES Home Page _PHP_ Redesign-UAT-Depl-WO-0125 Ltr.pdf
4763-PACSES-WO-PACSES Home Page (PHP) Redesign-UAT-Depl-WO-0125-Del Sch.pdf
4763-PACSES-WO-PACSES Home Page (PHP) Redesign-UAT-Depl-WO-0125-Res Plan.pdf
4763-PACSES-WO-PACSES Home Page (PHP) Redesign-UAT-Depl-WO-0125-Work Order.pdf
4860-PACSES-CL-PACSES Home Page PHP Redesign-Dev-WO-0125-Section Compl Ltr.pdf
4860-PACSES-CL-PACSES Home Page PHP Redesign-Dev-WO-0125-Section Compl-Var
Summary.pdf
4860-PACSES-CL-PACSES Home Page PHP Redesign-Dev-WO-0125-Section Compl-Work
Order.pdf
5549-PACSES-CL-PACSES Home Page Redesign-UAT-Depl-WO-0125-Final Compl Letter
Package.pdf
5549-PACSES-CL-PACSES Home Page Redesign-UAT-Depl-WO-0125-Final Compl-Work
Order.pdf

WO127

3740-PACSES-WO-FIPS Int Tribal-Mod-UAT-Depl-WO-0127 Del Sch.pdf
3740-PACSES-WO-FIPS Int Tribal-Mod-UAT-Depl-WO-0127 Ltr.pdf
3740-PACSES-WO-FIPS Int Tribal-Mod-UAT-Depl-WO-0127 Res Plan.pdf
3740-PACSES-WO-FIPS Int Tribal-Mod-UAT-Depl-WO-0127 Work Order.pdf
4596-PACSES-CL-FIPS Int Tribal-UAT-Depl-WO-0127-Final Compl Letter Package.pdf
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4596-PACSES-CL-FIPS Int Tribal-UAT-Depl-WO-0127-Final Compl-Work Order.pdf

WO146

3738-PACSES-WO-DRA IRS Dist Rule Chg-Dev-Depl-WO-0146 Del Sch.pdf
3738-PACSES-WO-DRA IRS Dist Rule Chg-Dev-Depl-WO-0146 Ltr.pdf
3738-PACSES-WO-DRA IRS Dist Rule Chg-Dev-Depl-WO-0146 Res Plan.pdf
3738-PACSES-WO-DRA IRS Dist Rule Chg-Dev-Depl-WO-0146 Work Order.pdf
4409-PACSES-WO-DRA IRS Dist Rule Chg-Dev-Depl-WO-0146-Rev 1-Del Sch.pdf
4409-PACSES-WO-DRA IRS Dist Rule Chg-Dev-Depl-WO-0146-Rev 1 Ltr.pdf
4409-PACSES-WO-DRA IRS Dist Rule Chg-Dev-Depl-WO-0146-Rev 1-Res Plan.pdf
4409-PACSES-WO-DRA IRS Dist Rule Chg-Dev-Depl-WO-0146-Rev 1-Work Order.pdf
5237-PACSES-CL-DRA IRS Dist Rule Changes-Dev-Depl-WO-0146-Final Compl Letter
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5237-PACSES-CL-DRA IRS Dist Rule Changes-Dev-Depl-WO-0146-Final Compl Ltr.pdf
5237-PACSES-CL-DRA IRS Dist Rule Changes-Dev-Depl-WO-0146-Final Compl-Work Order.pdf

WO151

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

3741-PACSES-WO-IRS Finding H 4 Implemen-DSD-Depl-WO-0151-Del Sch.pdf
3741-PACSES-WO-IRS Finding H 4 Implemen-DSD-Depl-WO-0151 Ltr.pdf
3741-PACSES-WO-IRS Finding H 4 Implemen-DSD-Depl-WO-0151-Res Plan.pdf
3741-PACSES-WO-IRS Finding H 4 Implemen-DSD-Depl-WO-0151-Work Order.pdf
4230-PACSES-WO-IRS Finding H 4 Imp-DSD-Depl-WO-0151-Rev 1-Del Sch.pdf
4230-PACSES-WO-IRS Finding H 4 Imp-DSD-Depl-WO-0151-Rev 1 Ltr.pdf
4230-PACSES-WO-IRS Finding H 4 Imp-DSD-Depl-WO-0151-Rev 1-Res Plan.pdf
4230-PACSES-WO-IRS Finding H 4 Imp-DSD-Depl-WO-0151-Rev 1-Work Order.pdf
4662-PACSES-WO-IRS Finding H 4 Imp-DSD-Depl-WO-0151-Rev 2-Del Sch.pdf
4662-PACSES-WO-IRS Finding H 4 Imp-DSD-Depl-WO-0151-Rev 2 Ltr.pdf
4662-PACSES-WO-IRS Finding H 4 Imp-DSD-Depl-WO-0151-Rev 2-Res Plan.pdf
4662-PACSES-WO-IRS Finding H 4 Imp-DSD-Depl-WO-0151-Rev 2-Work Order.pdf
5153-PACSES-CL-IRS Finding H.4 Imp-DSD-Depl-WO-0151-Final Compl Letter Package.pdf
5153-PACSES-CL-IRS Finding H.4 Imp-DSD-Depl-WO-0151-Final Compl Ltr.pdf
5153-PACSES-CL-IRS Finding H.4 Imp-DSD-Depl-WO-0151-Final Compl-Work Order.pdf

WO157

3743-PACSES-WO-Open Sys Batch Rdsg-DSD-Depl-WO-0157-Del Sch.pdf
3743-PACSES-WO-Open Sys Batch Rdsg-DSD-Depl-WO-0157 Ltr.pdf
3743-PACSES-WO-Open Sys Batch Rdsg-DSD-Depl-WO-0157-Res Plan.pdf
3743-PACSES-WO-Open Sys Batch Rdsg-DSD-Depl-WO-0157-Work Order.pdf
5203-PACSES-WO-OS Batch Redesign-DSD-Depl-WO-0157-Rev 1-Del Sch.pdf
5203-PACSES-WO-OS Batch Redesign-DSD-Depl-WO-0157-Rev 1 Ltr.pdf
5203-PACSES-WO-OS Batch Redesign-DSD-Depl-WO-0157-Rev 1-Res Plan.pdf
5203-PACSES-WO-OS Batch Redesign-DSD-Depl-WO-0157-Rev 1-Work Order.pdf
5491-PACSES-WO-OS Batch Redesign-DSD-Depl-WO-0157-Rev 2-Del Sch.pdf
5491-PACSES-WO-OS Batch Redesign-DSD-Depl-WO-0157-Rev 2 Ltr.pdf
5491-PACSES-WO-OS Batch Redesign-DSD-Depl-WO-0157-Rev 2-Res Plan.pdf
5491-PACSES-WO-OS Batch Redesign-DSD-Depl-WO-0157-Rev 2-Work Order.pdf
5884-PACSES-CL-Open Sys Batch Redesign-DSD-Depl-WO-0157-Final Compl Letter Package.pdf
5884-PACSES-CL-Open Sys Batch Redesign-DSD-Depl-WO-0157-Final Compl Ltr.pdf
5884-PACSES-CL-Open Sys Batch Redesign-DSD-Depl-WO-0157-Final Compl-Work Order.pdf

WO158

3742-PACSES-WO-Med Supp Enhanc-DSD-Depl-WO-0158 Ltr.pdf
3742-PACSES-WO-Med Supp Enhanc-DSD-Depl-WO-0158 Res Plan.pdf
3742-PACSES-WO-Med Supp Enhanc-DSD-Depl-WO-0158 Work Order-.pdf
3742-PACSES-WO-Med Supp Enhanc-DSD-Depl-WO-0158Del Sch.pdf
4689-PACSES-WO-Med Supp Enhanc-DSD-Depl-WO-0158-Rev 1-Del Sch.pdf
4689-PACSES-WO-Med Supp Enhanc-DSD-Depl-WO-0158-Rev 1 Ltr.pdf
4689-PACSES-WO-Med Supp Enhanc-DSD-Depl-WO-0158-Rev 1-Res Plan.pdf
4689-PACSES-WO-Med Supp Enhanc-DSD-Depl-WO-0158-Rev 1-Work Order.pdf
4875-PACSES-CL-Med Spt Enhance-DSD-Depl-WO-0158-Final Compl-Final Compl Letter Package.pdf
4875-PACSES-CL-Med Spt Enhance-DSD-Depl-WO-0158-Final Compl Ltr.pdf
4875-PACSES-CL-Med Spt Enhance-DSD-Depl-WO-0158-Final Compl-Work Order.pdf

WO161

3756-PACSES-WO-Perf Impv Mod-Ph I-Mod-GSD-WO-0161 Ltr.pdf
3756-PACSES-WO-Perf Impv Mod-Ph I-Mod-GSD-WO-0161-Res Plan.pdf
3756-PACSES-WO-Perf Impv Mod-Ph I-Mod-GSD-WO-0161-Work Order.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders*** / Documents

4016-PACSES-WO-Perf Imp Mod-Phase I-DSD-Depl-WO-0161 Del Sch.pdf
4016-PACSES-WO-Perf Imp Mod-Phase I-DSD-Depl-WO-0161 Ltr.pdf
4016-PACSES-WO-Perf Imp Mod-Phase I-DSD-Depl-WO-0161 Res Plan.pdf
4016-PACSES-WO-Perf Imp Mod-Phase I-DSD-Depl-WO-0161 Work Order.pdf
4436-PACSES-CL-Perf Imp Module-Ph I-GSD-WO-0161-Sect Compl Ltr.pdf
4436-PACSES-CL-Perf Imp Module-Ph I-GSD-WO-0161-Sect Compl-Var Sum.pdf
4436-PACSES-CL-Perf Imp Module-Ph I-GSD-WO-0161-Sect Compl-Work Order.pdf
4809-PACSES-CL-Perf Imp Mod-Ph 1-DSD-Depl-WO-0161-Final Compl Letter Package.pdf
4809-PACSES-CL-Perf Imp Mod-Ph 1-DSD-Depl-WO-0161-Final Compl Ltr.pdf
4809-PACSES-CL-Perf Imp Mod-Ph 1-DSD-Depl-WO-0161-Final Compl-Work Order.pdf
4812-PACSES-WO-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-Rev 1-Del Sch.pdf
4812-PACSES-WO-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-Rev 1 Ltr.pdf
4812-PACSES-WO-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-Rev 1-Res Plan.pdf
4812-PACSES-WO-Perf Imp Mod-Phase I-DSD-Depl-WO-0161-Rev 1-Work Order.pdf

WO194

4338-PACSES-WO-Auto Case Closure-Req-GSD-WO-0194 Ltr.pdf
4338-PACSES-WO-Auto Case Closure-Req-GSD-WO-0194-Res Plan.pdf
4338-PACSES-WO-Auto Case Closure-Req-GSD-WO-0194-Work Order.pdf
4975-PACSES-WO-Automated Case Closure-DSD-Depl-WO-0194-Del Sch.pdf
4975-PACSES-WO-Automated Case Closure-DSD-Depl-WO-0194 Ltr.pdf
4975-PACSES-WO-Automated Case Closure-DSD-Depl-WO-0194-Res Plan.pdf
4975-PACSES-WO-Automated Case Closure-DSD-Depl-WO-0194-Work Order.pdf
5143-PACSES-WO-Auto Case Closure-DSD-Depl-WO-0194-Rev 1-Del Sch.pdf
5143-PACSES-WO-Auto Case Closure-DSD-Depl-WO-0194-Rev 1 Ltr.pdf
5143-PACSES-WO-Auto Case Closure-DSD-Depl-WO-0194-Rev 1-Res Plan.pdf
5143-PACSES-WO-Auto Case Closure-DSD-Depl-WO-0194-Rev 1-Work Order.pdf
5242-PACSES-CL-Auto Case Closure-Req-GSD-WO-0194-Section Compl Ltr.pdf
5242-PACSES-CL-Auto Case Closure-Req-GSD-WO-0194-Section Compl-Var Summary.pdf
5242-PACSES-CL-Auto Case Closure-Req-GSD-WO-0194-Section Compl-Work Order.pdf
5734-PACSES-WO-Auto Case Closure-DSD-Depl-WO-0194-Rev 2-Del Sch.pdf
5734-PACSES-WO-Auto Case Closure-DSD-Depl-WO-0194-Rev 2 Ltr.pdf
5734-PACSES-WO-Auto Case Closure-DSD-Depl-WO-0194-Rev 2-Res Plan.pdf
5734-PACSES-WO-Auto Case Closure-DSD-Depl-WO-0194-Rev 2-Work Order.pdf
6117-PACSES-Automated Case Closure-DSD-Depl-WO0194-FCL Ltr.pdf
6117-PACSES-Automated Case Closure-DSD-Depl-WO0194-FCL-Pckg.pdf
6117-PACSES-Automated Case Closure-DSD-Depl-WO0194-FCL-Work Order.pdf

WO197

3802-PACSES-WO-Perf Imp Mod-Phase 2-Req-GSD-WO-0197 Ltr.pdf
3802-PACSES-WO-Perf Imp Mod-Phase 2-Req-GSD-WO-0197 Res Plan.pdf
3802-PACSES-WO-Perf Imp Mod-Phase 2-Req-GSD-WO-0197 Work Order.pdf
4661-PACSES-WO-Performance Imp Module-Phase II-Mod-DSD-Depl-WO-0197 Del Sch.pdf
4661-PACSES-WO-Performance Imp Module-Phase II-Mod-DSD-Depl-WO-0197 Ltr.pdf
4661-PACSES-WO-Performance Imp Module-Phase II-Mod-DSD-Depl-WO-0197 Res Plan.pdf
4661-PACSES-WO-Performance Imp Module-Phase II-Mod-DSD-Depl-WO-0197 Work Order.pdf
5077-PACSES-WO-Perf Imp Mod-Ph II-DSD-Depl-WO-0197-Rev 1-Del Sch.pdf
5077-PACSES-WO-Perf Imp Mod-Ph II-DSD-Depl-WO-0197-Rev 1 Ltr.pdf
5077-PACSES-WO-Perf Imp Mod-Ph II-DSD-Depl-WO-0197-Rev 1-Res Plan.pdf
5077-PACSES-WO-Perf Imp Mod-Ph II-DSD-Depl-WO-0197-Rev 1-Work Order.pdf
5114-PACSES-CL-Perf Imp Module Ph 2-Req-GSD-WO-0197-Section Compl Ltr.pdf
5114-PACSES-CL-Perf Imp Module Ph 2-Req-GSD-WO-0197-Section Compl-Var Summary.pdf
5114-PACSES-CL-Perf Imp Module Ph 2-Req-GSD-WO-0197-Section Compl-Work Order.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

5719-PACSES-WO-Perf Imp Mod-Phase 2-DSD-Depl-WO-0197-Rev 2-Del Sch.pdf
5719-PACSES-WO-Perf Imp Mod-Phase 2-DSD-Depl-WO-0197-Rev 2 Ltr.pdf
5719-PACSES-WO-Perf Imp Mod-Phase 2-DSD-Depl-WO-0197-Rev 2-Res Plan.pdf
5719-PACSES-WO-Perf Imp Mod-Phase 2-DSD-Depl-WO-0197-Rev 2-Work Order.pdf
5881-PACSES-WO-Perf Imp Mod Phase 2-DSD-Depl-WO-0197-Rev 3-Del Sch.pdf
5881-PACSES-WO-Perf Imp Mod Phase 2-DSD-Depl-WO-0197-Rev 3 Ltr.pdf
5881-PACSES-WO-Perf Imp Mod Phase 2-DSD-Depl-WO-0197-Rev 3-Res Plan.pdf
5881-PACSES-WO-Perf Imp Mod Phase 2-DSD-Depl-WO-0197-Rev 3-Work Order.pdf
6219-PACSES-PIM-Phase 2-DSD-Depl-WO0197-FCL Ltr.pdf
6219-PACSES-PIM-Phase 2-DSD-Depl-WO0197-FCL-Pckg.pdf
6219-PACSES-PIM-Phase 2-DSD-Depl-WO0197-FCL-Work Order.pdf

WO202

3801-PACSES-WO-PACSES Sec Vulner Test-Req-WO-0202-Del Sch.pdf
3801-PACSES-WO-PACSES Sec Vulner Test-Req-WO-0202 Ltr.pdf
3801-PACSES-WO-PACSES Sec Vulner Test-Req-WO-0202-Res Plan.pdf
3801-PACSES-WO-PACSES Sec Vulner Test-Req-WO-0202-Work Order.pdf
4221-PACSES-CL-PACSES Sec Vul Testing-Req-WO-0202-Section Compl Ltr.pdf
4221-PACSES-CL-PACSES Sec Vul Testing-Req-WO-0202-Section Compl-Var Sum.pdf
4221-PACSES-CL-PACSES Sec Vul Testing-Req-WO-0202-Section Compl-Work Order.pdf

WO204

3747-PACSES-WO-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204 Ltr.pdf
3747-PACSES-WO-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204-Res Plan.pdf
3747-PACSES-WO-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204-Work Order.pdf
4177-PACSES-WO-DRA Pre-assist Arrears Dist Change-Req-GSD-WO-0204-Rev 1 Ltr.pdf
4177-PACSES-WO-DRA Pre-assist Arrears Dist Change-Req-GSD-WO-0204-Rev 1-Res Plan.pdf
4177-PACSES-WO-DRA Pre-assist Arrears Dist Change-Req-GSD-WO-0204-Rev 1-Work Order.pdf
4201-PACSES-WO-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204-Rev 2 Ltr.pdf
4201-PACSES-WO-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204-Rev 2-Res Plan.pdf
4201-PACSES-WO-DRA Pre-assis Arrears Dist Change-Req-GSD-WO-0204-Rev 2-Work Order.pdf
4981-PACSES-WO-DRA Pre-assistance Arrears Dist Change-DSD-Depl-WO-0204-Del Sch.pdf
4981-PACSES-WO-DRA Pre-assistance Arrears Dist Change-DSD-Depl-WO-0204 Ltr.pdf
4981-PACSES-WO-DRA Pre-assistance Arrears Dist Change-DSD-Depl-WO-0204-Res Plan.pdf
4981-PACSES-WO-DRA Pre-assistance Arrears Dist Change-DSD-Depl-WO-0204-Work Order.pdf
5191-PACSES-CL-DRA Pre-assist Arrears Dist Ch-Req-GSD-WO-0204-Section Compl Ltr.pdf
5191-PACSES-CL-DRA Pre-assist Arrears Dist Ch-Req-GSD-WO-0204-Section Compl-Var Summary.pdf
5191-PACSES-CL-DRA Pre-assist Arrears Dist Ch-Req-GSD-WO-0204-Section Compl-Work Order.pdf

WO253

5627-PACSES-WO-Forms Generation Redesign-Req-WO-0253 Ltr.pdf
5627-PACSES-WO-Forms Generation Redesign-Req-WO-0253-Res Plan.pdf
5627-PACSES-WO-Forms Generation Redesign-Req-WO-0253-Work Order.pdf
6072-PACSES-CL-Forms Generation Redesign-Req-WO-0253-Section Compl Ltr.pdf
6072-PACSES-CL-Forms Generation Redesign-Req-WO-0253-Section Compl-Var Summary.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

PELICAN Modifications

WO163

3725-CCMIS-WO-PELICAN Prov Cert Enh-Phase 1-DSD-Depl-WO-0163-Del Sch.pdf
3725-CCMIS-WO-PELICAN Prov Cert Enh-Phase 1-DSD-Depl-WO-0163 Ltr.pdf
3725-CCMIS-WO-PELICAN Prov Cert Enh-Phase 1-DSD-Depl-WO-0163-Res Plan.pdf
3725-CCMIS-WO-PELICAN Prov Cert Enh-Phase 1-DSD-Depl-WO-0163-Work Order.pdf
3875-CCMIS-WO-PELICAN Prov Cert Enh Phase 1-DSD-Depl-WO-0163 Response Ltr.pdf
4146-PELICAN-WO-PELICAN Prov Cert Enh-Phase 1-DSD-Depl-WO-0163-Rev 1-Del Sch.pdf
4146-PELICAN-WO-PELICAN Prov Cert Enh-Phase 1-DSD-Depl-WO-0163-Rev 1 Ltr.pdf
4146-PELICAN-WO-PELICAN Prov Cert Enh-Phase 1-DSD-Depl-WO-0163-Rev 1-Res Plan.pdf
4146-PELICAN-WO-PELICAN Prov Cert Enh-Phase 1-DSD-Depl-WO-0163-Rev 1-Work Order.pdf
4617-PELICAN-CL-Provider Cert Enh Ph 1-DSD-Depl-WO-0163-Final Completion Package Ltr.pdf
4617-PELICAN-CL-Provider Cert Enh Ph 1-DSD-Depl-WO-0163-Final Completion Package-Work Order.pdf
4617-PELICAN-CL-Provider Cert Enh Ph 1-DSD-Depl-WO-0163-Final Completion Package.pdf

WO164

4473-PELICAN-WO-PELICAN Keys to Quality-DSD-Depl-WO-0164-Del Sch.pdf
4473-PELICAN-WO-PELICAN Keys to Quality-DSD-Depl-WO-0164 Ltr.pdf
4473-PELICAN-WO-PELICAN Keys to Quality-DSD-Depl-WO-0164-Res Plan.pdf
4473-PELICAN-WO-PELICAN Keys to Quality DSD-Depl-WO-0164-Work Order.pdf
4498-PELICAN-WO-PELICAN Keys to Quality-Imp Sup Srvcs-WO-0164-Del Sch.pdf
4498-PELICAN-WO-PELICAN Keys to Quality-Imp Sup Srvcs-WO-0164 Ltr.pdf
4498-PELICAN-WO-PELICAN Keys to Quality-Imp Sup Srvcs-WO-0164-Res Plan.pdf
4498-PELICAN-WO-PELICAN Keys to Quality-Imp Sup Srvcs-WO-0164-Work Order.pdf
5210-PELICAN-WO-PELICAN Keys to Quality-Imp Spt Svcs-WO-0164-Rev 1-Del Sch.pdf
5210-PELICAN-WO-PELICAN Keys to Quality-Imp Spt Svcs-WO-0164-Rev 1 Ltr.pdf
5210-PELICAN-WO-PELICAN Keys to Quality-Imp Spt Svcs-WO-0164-Rev 1-Res Plan.pdf
5210-PELICAN-WO-PELICAN Keys to Quality-Imp Spt Svcs-WO-0164-Rev 1-Work Order.pdf
5381-PELICAN-WO-PELICAN Keys to Qual-DSD-Depl-WO-0164-Rev 1-Del Sch.pdf
5381-PELICAN-WO-PELICAN Keys to Qual-DSD-Depl-WO-0164-Rev 1 Ltr.pdf
5381-PELICAN-WO-PELICAN Keys to Qual-DSD-Depl-WO-0164-Rev 1-Res Plan.pdf
5381-PELICAN-WO-PELICAN Keys to Qual-DSD-Depl-WO-0164-Rev 1-Work Order.pdf
5382-PELICAN-WO-PELICAN Keys to Qual-Imp Spt Svcs-WO-0164-Rev 2-Del Sch.pdf
5382-PELICAN-WO-PELICAN Keys to Qual-Imp Spt Svcs-WO-0164-Rev 2 Ltr.pdf
5382-PELICAN-WO-PELICAN Keys to Qual-Imp Spt Svcs-WO-0164-Rev 2-Res Plan.pdf
5382-PELICAN-WO-PELICAN Keys to Qual-Imp Spt Svcs-WO-0164-Rev 2-Work Order.pdf
6074-PELICAN-CL-PELICAN Keys to Quality-Imp Spt Svcs-WO-0164-Section Compl Ltr.pdf
6074-PELICAN-CL-PELICAN Keys to Quality-Imp Spt Svcs-WO-0164-Section Compl-Var Summary.pdf
6074-PELICAN-CL-PELICAN Keys to Quality-Imp Spt Svcs-WO-0164-Section Compl-Work Order.pdf

WO188

3724-PELICAN-WO-PELICAN Sec Vln Tstg Mod-Req-WO-0188-Del Sch.pdf
3724-PELICAN-WO-PELICAN Sec Vln Tstg Mod-Req-WO-0188 Ltr.pdf
3724-PELICAN-WO-PELICAN Sec Vln Tstg Mod-Req-WO-0188-Res Plan.pdf
3724-PELICAN-WO-PELICAN Sec Vln Tstg Mod-Req-WO-0188-Work Order.pdf
4222-PELICAN-CL-PELICAN Sec Vul Testing-Req-WO-0188-Sect Compl Ltr.pdf
4222-PELICAN-CL-PELICAN Sec Vul Testing-Req-WO-0188-Sect Compl-Var Sum.pdf
4222-PELICAN-CL-PELICAN Sec Vul Testing-Req-WO-0188-Sect Compl-Work Order.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

WO203

3727-CCMIS-WO-ELN System Expansion-Req-WO-0203 Ltr.pdf
3727-CCMIS-WO-ELN System Expansion-Req-WO-0203-Res Plan.pdf
3727-CCMIS-WO-ELN System Expansion-Req-WO-0203-Work Order.pdf
4015-CCMIS-WO-ELN System Expansion-Req-WO-0203-Rev 1 Ltr.pdf
4015-CCMIS-WO-ELN System Expansion-Req-WO-0203-Rev 1-Resource Plan.pdf
4015-CCMIS-WO-ELN System Expansion-Req-WO-0203-Rev 1-Work Order.pdf
4219-PELICAN-WO-ELN System Exp-GSD-WO-0203 Ltr.pdf
4219-PELICAN-WO-ELN System Exp-GSD-WO-0203-Resource Plan.pdf
4219-PELICAN-WO-ELN System Exp-GSD-WO-0203-Work Order.pdf
4466-PELICAN-CL-ELN System Expansion-WO-0203-Req Section Compl Ltr.pdf
4466-PELICAN-CL-ELN System Expansion-WO-0203-Req Section Compl Variance Summary.pdf
4466-PELICAN-CL-ELN System Expansion-WO-0203-Req Section Compl Work Order.pdf
4997-PELICAN-WO-ELN System Expansion-Req-GSD-WO-0203 Ltr.pdf
4997-PELICAN-WO-ELN System Expansion-Req-GSD-WO-0203-Resource Plan.pdf
4997-PELICAN-WO-ELN System Expansion-Req-GSD-WO-0203-Work Order.pdf
5155-PELICAN-CL ELN System Exp-GSD-WO-0203-Section Compl Ltr.pdf
5155-PELICAN-CL ELN System Exp-GSD-WO-0203-Section Compl-Var Summary.pdf
5155-PELICAN-CL ELN System Exp-GSD-WO-0203-Section Compl-Work Order.pdf
5362-PELICAN-WO-ELN System Expansion-DSD-Depl-WO-0203-Del Sch.pdf
5362-PELICAN-WO-ELN System Expansion-DSD-Depl-WO-0203 Ltr.pdf
5362-PELICAN-WO-ELN System Expansion-DSD-Depl-WO-0203-Res Plan.pdf
5362-PELICAN-WO-ELN System Expansion-DSD-Depl-WO-0203-Work Order.pdf
5534-PELICAN-WO-ELN System Expansion-DSD-Depl-WO-0203-Rev 1-Del Sch.pdf
5534-PELICAN-WO-ELN System Expansion-DSD-Depl-WO-0203-Rev 1 Ltr.pdf
5534-PELICAN-WO-ELN System Expansion-DSD-Depl-WO-0203-Rev 1-Resource Plan.pdf
5534-PELICAN-WO-ELN System Expansion-DSD-Depl-WO-0203-Rev 1-Work Order.pdf
5540-PELICAN-CL-ELN System Exp-Req-GSD-WO-0203-Section Compl Ltr.pdf
5540-PELICAN-CL-ELN System Exp-Req-GSD-WO-0203-Section Compl-Var Summary.pdf
5540-PELICAN-CL-ELN System Exp-Req-GSD-WO-0203-Section Compl-Work Order.pdf
5591-PELICAN-WO-0203-ELN System Expansion-Mod-DSD-Depl Work Order Revision 1 Response Ltr.pdf
5600-PELICAN-WO-ELN Sys Exp-DSD-Depl-WO-0203-Rev 2-Del Sch.pdf
5600-PELICAN-WO-ELN Sys Exp-DSD-Depl-WO-0203-Rev 2 Ltr.pdf
5600-PELICAN-WO-ELN Sys Exp-DSD-Depl-WO-0203-Rev 2-Res Plan.pdf
5600-PELICAN-WO-ELN Sys Exp-DSD-Depl-WO-0203-Rev 2-Work Order.pdf
5874-PELICAN-WO-ELN System Expansion Revision 3-DSD-Depl-WO-0203-Del Sched.pdf
5874-PELICAN-WO-ELN System Expansion Revision 3-DSD-Depl-WO-0203 Ltr.pdf
5874-PELICAN-WO-ELN System Expansion Revision 3-DSD-Depl-WO-0203-Resource Plan.pdf
5874-PELICAN-WO-ELN System Expansion Revision 3-DSD-Depl-WO-0203-Work Order.pdf
6152-PELICAN-WO-ELN System Exp-DSD-Depl-WO-0203-Rev 4-Del Sch.pdf
6152-PELICAN-WO-ELN System Exp-DSD-Depl-WO-0203-Rev 4 Ltr.pdf
6152-PELICAN-WO-ELN System Exp-DSD-Depl-WO-0203-Rev 4-Resource Plan.pdf
6152-PELICAN-WO-ELN System Exp-DSD-Depl-WO-0203-Rev 4-Work Order.pdf

WO217

3828-CCMIS-WO-ELN Data Warehouse Release 1-Req-WO-0217 Ltr.pdf
3828-CCMIS-WO-ELN Data Warehouse Release 1-Req-WO-0217-Res Plan.pdf
3828-CCMIS-WO-ELN Data Warehouse Release 1-Req-WO-0217-Work Order.pdf
3900-CCMIS-WO-ELN DW Release 1-Req-WO-0217-Resp Work Order Ltr.pdf
3900-CCMIS-WO-ELN DW Release 1-Req-WO-0217-Resp Work Order.pdf
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RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: ***Folders / Documents***

4014-CCMIS-WO-ELN Data Warehouse Release 1-Req-WO-0217-Rev 1-Resource Plan.pdf
4014-CCMIS-WO-ELN Data Warehouse Release 1-Req-WO-0217-Rev 1-Work Order.pdf
4218-PELICAN-WO-ELN DW Release 1-GSD-WO-0217 Ltr.pdf
4218-PELICAN-WO-ELN DW Release 1-GSD-WO-0217-Res Plan.pdf
4218-PELICAN-WO-ELN DW Release 1-GSD-WO-0217-Work Order.pdf
4467-PELICAN-CL-ELN Data Warehouse Release 1-WO-0217-Req Section Ltr.pdf
4467-PELICAN-CL-ELN Data Warehouse Release 1-WO-0217-Req Section Variance Summary.pdf
4467-PELICAN-CL-ELN Data Warehouse Release 1-WO-0217-Req Section Work Order.pdf
4521-PELICAN-WO-ELN DW Release 1-GSD-WO-0217-Rev 1 Ltr.pdf
4521-PELICAN-WO-ELN DW Release 1-GSD-WO-0217-Rev 1-Res Plan.pdf
4521-PELICAN-WO-ELN DW Release 1-GSD-WO-0217-Rev 1-Work Order.pdf
4581-PELICAN-WO-ELN DW Rel 1-GSD-WO-0217-Rev 2 Ltr.pdf
4581-PELICAN-WO-ELN DW Rel 1-GSD-WO-0217-Rev 2-Res Plan.pdf
4581-PELICAN-WO-ELN DW Rel 1-GSD-WO-0217-Rev 2-Work Order.pdf
4802-PELICAN-WO-ELN DW Rel 1-DSD-Depl-WO-0217-Del Sch.pdf
4802-PELICAN-WO-ELN DW Rel 1-DSD-Depl-WO-0217 Ltr.pdf
4802-PELICAN-WO-ELN DW Rel 1-DSD-Depl-WO-0217-Res Plan.pdf
4802-PELICAN-WO-ELN DW Rel 1-DSD-Depl-WO-0217-Work Order.pdf
5061-PELICAN-WO-ELN DW Release 1-DSD-Depl-WO-0217-Rev 1-Del Sch.pdf
5061-PELICAN-WO-ELN DW Release 1-DSD-Depl-WO-0217-Rev 1 Ltr.pdf
5061-PELICAN-WO-ELN DW Release 1-DSD-Depl-WO-0217-Rev 1-Res Plan.pdf
5061-PELICAN-WO-ELN DW Release 1-DSD-Depl-WO-0217-Rev 1-Work Order.pdf
5145-PELICAN-CL-ELN DW Release 1-GSD-WO-0217-Section Compl Ltr.pdf
5145-PELICAN-CL-ELN DW Release 1-GSD-WO-0217-Section Compl-Var Summary.pdf
5145-PELICAN-CL-ELN DW Release 1-GSD-WO-0217-Section Compl-Work Order.pdf
5536-PELICAN-WO-ELN DW R1-DSD-Depl-WO-0217-Rev 3-Del Sch.pdf
5536-PELICAN-WO-ELN DW R1-DSD-Depl-WO-0217-Rev 3 Ltr.pdf
5536-PELICAN-WO-ELN DW R1-DSD-Depl-WO-0217-Rev 3-Res Plan.pdf
5536-PELICAN-WO-ELN DW R1-DSD-Depl-WO-0217-Rev 3-Work Order.pdf
5679-PELICAN-WO-ELN Data Warehouse R1-DSD-Depl Rev 4-WO-0217-Deliv Sch.pdf
5679-PELICAN-WO-ELN Data Warehouse R1-DSD-Depl Rev 4-WO-0217-Res Plan.pdf
5679-PELICAN-WO-ELN DW R1-DSD-Depl-WO-0217-Rev 4 Ltr.pdf
5679-PELICAN-WO-ELN DW R1-DSD-Depl-WO-0217-Rev 4 Work Order.pdf

WO221

4292-PELICAN-WO-PELICAN Prov Search Exp-Req-WO-0221 Ltr.pdf
4292-PELICAN-WO-PELICAN Prov Search Exp-Req-WO-0221-Res Plan.pdf
4292-PELICAN-WO-PELICAN Prov Search Exp-Req-WO-0221-Work Order.pdf
4597-PELICAN-WO-PELICAN Prov Search Exp-GSD-WO-0221 Ltr.pdf
4597-PELICAN-WO-PELICAN Prov Search Exp-GSD-WO-0221-Res Plan.pdf
4597-PELICAN-WO-PELICAN Prov Search Exp-GSD-WO-0221-Work Order.pdf
4810-PELICAN-CL-PELICAN Prov Search Expan-Req-WO-0221-Section Compl Ltr.pdf
4810-PELICAN-CL-PELICAN Prov Search Expan-Req-WO-0221-Section Compl-Var Summary.pdf
4810-PELICAN-CL-PELICAN Prov Search Expan-Req-WO-0221-Section Compl-Work Order.pdf
5004-PELICAN-WO-PELICAN Provider Search Exp-DSD-Depl-WO-0221-Del Sch.pdf
5004-PELICAN-WO-PELICAN Provider Search Exp-DSD-Depl-WO-0221 Ltr.pdf
5004-PELICAN-WO-PELICAN Provider Search Exp-DSD-Depl-WO-0221-Res Plan.pdf
5004-PELICAN-WO-PELICAN Provider Search Exp-DSD-Depl-WO-0221-Work Order.pdf
5156-PELICAN-CL-PELICAN Prov Search Exp-WO-0221-GSD-Section Completion Ltr.pdf
5156-PELICAN-CL-PELICAN Prov Search Exp-WO-0221-GSD-Section Completion Var Summary.pdf
5156-PELICAN-CL-PELICAN Prov Search Exp-WO-0221-GSD-Section Completion Work Order.pdf
6075-PELICAN-PELICAN Prov Search Exp-DSD-Depl-WO-0221-FCL Ltr.pdf

RFP 16-09 Procurement Library TOC
Application Documents as of 06/30/09

Content: **Folders / Documents**

6075-PELICAN-PELICAN Prov Search Exp-DSD-Depl-WO-0221-FCL Pckg.pdf
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WO229

4563-PELICAN-WP-PELICAN PA PRE-K Counts Enhanc Ph 3-Req-WO-0229 Ltr.pdf
4563-PELICAN-WP-PELICAN PA PRE-K Counts Enhanc Ph 3-Req-WO-0229-Res Plan.pdf
4563-PELICAN-WP-PELICAN PA PRE-K Counts Enhanc Ph 3-Req-WO-0229-Work Order.pdf
4806-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Phase 3-Req-WO-0229-Rev 1 Ltr.pdf
4806-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Phase 3-Req-WO-0229-Rev 1-Res Plan.pdf
4806-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Phase 3-Req-WO-0229-Rev 1-Work Order.pdf
5035-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229 Ltr.pdf
5035-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-Res Plan.pdf
5035-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-Work Order.pdf
5171-PELICAN-CL-PELICAN PA Pre-K Counts Enhance Ph3-Req-WO-0229-Section Comp-Var Sum.pdf
5171-PELICAN-CL-PELICAN PA Pre-K Counts Enhance Ph3-Req-WO-0229-Section Comp-Work Order.pdf
5171-PELICAN-CL-PELICAN PA Pre-K Counts Enhance Ph3-Req-WO-0229-Section Compl Ltr.pdf
5326-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Del Sch.pdf
5326-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229 Ltr.pdf
5326-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Res Plan.pdf
5326-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Work Order.pdf
5511-PELICAN-CL-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-Section Compl Ltr.pdf
5511-PELICAN-CL-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-Section Compl-Var Summary.pdf
5511-PELICAN-CL-PELICAN PA Pre-K Counts Enhance Ph 3-GSD-WO-0229-Section Compl-Work Order.pdf
6151-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Rev 1-Del Sch.pdf
6151-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Rev 1 Ltr.pdf
6151-PELICAN-WO-PELICAN PA Pre-K Counts Enhance Ph 3-DSD-Depl-WO-0229-Rev 1-Work Order.pdf

WO238

5007-PELICAN-WO-PELICAN Case Mgmt Net Enhanc-Req-GSD-WO-0238 Ltr.pdf
5007-PELICAN-WO-PELICAN Case Mgmt Net Enhanc-Req-GSD-WO-0238-Res Plan.pdf
5007-PELICAN-WO-PELICAN Case Mgmt Net Enhanc-Req-GSD-WO-0238-Work Order.pdf
5311-PELICAN-WO-PELICAN Case Mgmt .Net Enhance-DSD-Depl-WO-0238 Ltr.pdf
5311-PELICAN-WO-PELICAN Case Mgmt .Net Enhance-DSD-Depl-WO-0238-Res Plan.pdf
5311-PELICAN-WO-PELICAN Case Mgmt .Net Enhance-DSD-Depl-WO-0238-Work Order.pdf
5355-PELICAN-CL-PELICAN CM .NET Enhance-Req-GSD-WO-0238-Section Compl Ltr.pdf
5355-PELICAN-CL-PELICAN CM .NET Enhance-Req-GSD-WO-0238-Section Compl-Var Summary.pdf
5355-PELICAN-CL-PELICAN CM .NET Enhance-Req-GSD-WO-0238-Section Compl-Work Order.pdf
6121-PELICAN-WO0238 PELICAN CM .NET Enhance-DSD-Depl-FCL Ltr.pdf
6121-PELICAN-WO0238 PELICAN CM .NET Enhance-DSD-Depl-FCL-Pckg.pdf
6121-PELICAN-WO0238 PELICAN CM .NET Enhance-DSD-Depl-FCL-Work Order.pdf

RFP 16-09 Procurement Library TOC
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WO250

5455-PELICAN-WO-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250 Ltr.pdf
5455-PELICAN-WO-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-Res Plan.pdf
5455-PELICAN-WO-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-Work Order.pdf
5517-PELICAN-WO-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-Response Ltr.pdf
5743-PELICAN-WO-PELICAN Prov Search Exp Ph 2-DSD-Depl-WO-0250-Del Sch.pdf
5743-PELICAN-WO-PELICAN Prov Search Exp Ph 2-DSD-Depl-WO-0250 Ltr.pdf
5743-PELICAN-WO-PELICAN Prov Search Exp Ph 2-DSD-Depl-WO-0250-Res Plan.pdf
5743-PELICAN-WO-PELICAN Prov Search Exp Ph 2-DSD-Depl-WO-0250-Work Order.pdf
5962-PELICAN-CL-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-Section Compl Ltr.pdf
5962-PELICAN-CL-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-Section Compl-Var
Summary.pdf
5962-PELICAN-CL-PELICAN Prov Search Exp Ph 2-Req-GSD-WO-0250-Section Compl-Work
Order.pdf

WO252

5565-PELICAN-WO-ELN Training-Imp Svcs-Imp Spt Svcs-WO-0252-Del Sch.pdf
5565-PELICAN-WO-ELN Training-Imp Svcs-Imp Spt Svcs-WO-0252 Ltr.pdf
5565-PELICAN-WO-ELN Training-Imp Svcs-Imp Spt Svcs-WO-0252-Res Plan.pdf
5565-PELICAN-WO-ELN Training-Imp Svcs-Imp Spt Svcs-WO-0252-Work Order.pdf
5609-PELICAN-WO-ELN Training-Imp Svcs-Imp Spt Svcs-WO-0252-Response Ltr.pdf
5609-PELICAN-WO-ELN Training-Imp Svcs-Imp Spt Svcs-WO-0252-Response-Work Order.pdf
5983-PELICAN-WO-ELN Training-Imp Svcs-Imp Spt Svcs-WO-0252-Rev 1-Del Sch.pdf
5983-PELICAN-WO-ELN Training-Imp Svcs-Imp Spt Svcs-WO-0252-Rev 1 Ltr.pdf
5983-PELICAN-WO-ELN Training-Imp Svcs-Imp Spt Svcs-WO-0252-Rev 1-Res Plan.pdf
5983-PELICAN-WO-ELN Training-Imp Svcs-Imp Spt Svcs-WO-0252-Rev 1-Work Order.pdf
6527-PELICAN-WO-ELN Training and Imp Svcs-Imp Spt Svcs-WO-0252-Rev 2-Del Sch.pdf
6527-PELICAN-WO-ELN Training and Imp Svcs-Imp Spt Svcs-WO-0252-Rev 2 Ltr.pdf
6527-PELICAN-WO-ELN Training and Imp Svcs-Imp Spt Svcs-WO-0252-Rev 2-Res Plan.pdf
6527-PELICAN-WO-ELN Training and Imp Svcs-Imp Spt Svcs-WO-0252-Rev 2-Work Order.pdf

WO256

5759-PELICAN-WO-OLTL and Autism SSD-Req-GSD-WO-0256-Del Sch.pdf
5759-PELICAN-WO-OLTL and Autism SSD-Req-GSD-WO-0256 Ltr.pdf
5759-PELICAN-WO-OLTL and Autism SSD-Req-GSD-WO-0256-Res Plan.pdf
5759-PELICAN-WO-OLTL and Autism SSD-Req-GSD-WO-0256-Work Order.pdf
5865-PELICAN-WO-OLTL and Aut SSD-Req-GSD-WO-0256-Response Ltr.pdf
5865-PELICAN-WO-OLTL and Aut SSD-Req-GSD-WO-0256-Response-Work Order.p

RFP #16-09
APPENDIX K

SERVICE LEVEL METHODOLOGY

TABLE OF CONTENTS

1.	General Provisions.....	2
2.	Service Level Obligations.....	4
3.	Additions, Modifications, Deletions and Reclassifications of Service Levels.	8
4.	Continuous Improvement of Service Levels.....	9
5.	Measuring Tools.	9
6.	Service Level Credits and Earn Backs.....	10
7.	Annual Review.....	13
8.	Investigation and Correction.....	14

Service Level Methodology

1. General Provisions.

The following terms shall have the following meanings:

(a) General.

(i) “At Risk Amount” means, notwithstanding any other provisions in the Contract, for any month during the Term, ten percent (10%) of the monthly Base Charges for such month, which is the amount that the Contractor will have at risk for all Service Level Credits in such month.

(ii) The Service Levels measure whether the Offeror is meeting certain agreed, measurable criteria for the Services that the Offeror is contractually committed to provide to the Commonwealth. The Offeror shall monitor, measure, collect, record and report to the Commonwealth its performance beginning on the Commencement Date and thereafter during the Term (and any Termination Assistance Period) against all Service Levels then in effect.

(iii) This Appendix K sets forth certain Service Levels against which the Offeror’s performance of the Services shall be measured. The Offeror shall perform the Services at or above the levels of performance indicated for Critical Performance Indicators (CPIs), Key Performance Indicators (KPIs) and General Performance (GPIs) as set forth in this Appendix K, and if the Offeror fails to do so and is not otherwise excused from such failure, the Offeror shall take the corrective actions and may be subject to the other remedial measures specified in this Appendix K and the Agreement.

(iv) The Offeror shall be responsible for, and have in place as of the applicable Commencement Date, all of the measuring, monitoring, and reporting capabilities necessary for measuring, monitoring, and reporting the Offeror’s performance against the Service Levels.

(v) Except as otherwise stated, all Service Levels shall be measured by the Offeror on a twenty-four (24) hours-per-day, (7) days-a-week, three hundred sixty-five (365) days-per-year basis. The Offeror shall report to the Commonwealth its performance against Service Levels upon the Measurement Window frequency specified for each Service Level.

(vi) The Offeror shall promptly investigate and remediate all failures associated with Service Levels in accordance with Section 8 below.

(vii) The Offeror shall provide the Commonwealth with the performance reporting for the Services as specified in this Appendix K.

(viii) The Offeror shall minimize recurrences of all performance-related failures for which it is responsible. The Offeror shall also be responsible for reporting to the Commonwealth any problems, such as outages, that appear likely to result in a

failure to meet any Service Level, within 30 minutes of the Offeror becoming aware of any such problem.

(ix) The Commonwealth will have the right to receive Service Level Credits and ultimately to terminate the Services notwithstanding any of the aforesaid efforts of the Offeror, if and to the extent such rights accrue in accordance with the Agreement or this Appendix K.

(x) The Commonwealth and the Offeror will each provide a single point of contact for the prompt resolution of all Service Level Defaults and all failures to provide Services to the Commonwealth in accordance with this Appendix K and the Agreement.

(b) Reporting of Performance Measures.

Commencing on the Commencement Date and continuing throughout the Term, including during any Termination Assistance Period:

(i) The Offeror shall assemble and create the reports described in this Appendix K on the performance of the Services, in order to assist in the effective management of the Services and support the improvement of the Service Levels as described herein.

(ii) The Offeror shall provide detailed supporting information for each report to the Commonwealth in electronic form suitable for use on a personal computer. In addition, the Offeror shall make such information available to the Commonwealth on-line using commonly available technology. The raw data and detailed supporting information shall be the Commonwealth Confidential Information, and the Commonwealth may access such information on-line at any time during the Term.

(iii) Commencing with the Commencement Date, within five (5) business days after the last day of each month during the Term, the Offeror will provide a monthly performance report for CPIs, KPIs, and GPIs that reports various metrics, including:

(A) The Offeror's performance against and calculations with respect to each Service Level during the preceding month;

(B) The Offeror's performance with respect to each Service Level as a trend analysis against the prior three (3) months and prior three (3) calendar quarters (the "Performance Trend/Improvement Report"); and

(C) Potential problems of which the Offeror is aware that could reasonably be expected to result in a failure to meet a Service Level and remedial actions including summaries of the reports submitted to the Commonwealth in accordance with the Offeror's obligation to periodically submit Service Level reports and Service Level Credits.

(iv) If any monthly performance report provided by the Offeror to the Commonwealth does not have sufficient detail and accuracy for the Commonwealth to determine whether the Offeror achieved or failed to achieve the Target Service Level and/or Minimum Service Level for each Service Level in the immediately preceding Measurement Window, then the Commonwealth may provide written notice thereof to the Offeror, which notice must contain reasonable detail of the deficiencies in the subject monthly performance report. If within 10 calendar days after receiving such a notice the Offeror fails to deliver to the Commonwealth a revised or replacement monthly performance report containing sufficient detail and accuracy for the Commonwealth to determine whether the Offeror achieved or failed to achieve a Service Level in the applicable Measurement Window, such failure shall constitute a Service Level Default with respect to such Service Level for such immediately preceding Measurement Window.

2. Service Level Obligations.

(a) Service Level Obligations.

The metrics, measurement standards, and other pertinent features for CPIs, KPIs and GPIs are described in Appendix K.

(b) Commencement of Service Level Obligations.

The Offeror shall begin delivering the Services in accordance with the Service Levels as of each applicable Commencement Date by Service Area. Unless otherwise agreed in writing, the Offeror is not accountable for Service Level performance prior to each applicable Commencement Date by Service Area.

(c) Service Level Defaults, Service Level Termination Event, and Excused Performance.

(i) CPIs, KPIs and GPIs Generally.

The Commonwealth believes that all Service Levels are important to the proper support and operation of the Commonwealth's business. However, certain of the Service Levels are of particular importance to the Commonwealth's business and are therefore designated as CPIs and KPIs. Certain of the Service Levels, while important to the Commonwealth's business operations, are less critical to the Commonwealth and are designated as GPIs.

(ii) CPI Service Level Defaults.

The Offeror performance that results in a Service Level Default with respect to a CPI shall:

(A) Entitle the Commonwealth to receive a Service Level Credit,

- (B) Be escalated to the DPW Contract Administrator, and
- (C) Result in the Offeror promptly preparing a formal written recovery plan designed to prevent the reoccurrence of such Service Level Default and, once approved by the Commonwealth, promptly implemented by the Offeror at the Offeror's sole cost.

(iii) KPI Service Level Defaults.

The Offeror performance that results in a Service Level Default with respect to a KPI shall:

- (A) Be escalated to the DPW Contract Administrator, and
- (B) Result in the Offeror promptly preparing a formal written recovery plan designed to prevent the reoccurrence of such Service Level Default and, once approved by the Commonwealth, promptly implemented by the Offeror at the Offeror's sole cost.

(iv) Service Level Termination Events.

A "Service Level Termination Event" shall be deemed to exist if the Offeror fails to meet:

- (A) The Minimum Service Level for the same CPI three (3) times in any Service Level Reporting Period;
- (B) The Minimum Service Level for any combination of CPIs six (6) times in any Service Level Reporting Period;
- (C) The Minimum Service Level for the same KPI six (6) times in any Service Level Reporting Period; or
- (D) The Minimum Service Level for any combination of CPIs and KPIs twelve (12) times in any Service Level Reporting Period. The Commonwealth shall have available to it the remedies set forth in the Agreement for the occurrence of Service Level Termination Events.

(v) Excused Performance

- (A) Any occasional request by the Offeror for temporary SLA relief on a per incident basis shall be submitted in advance in writing to the Commonwealth in accordance with Change Control Procedures. The Commonwealth shall in its sole discretion determine whether SLA relief should be granted and the period of time for such relief (if any), and its decision in this respect shall not be subject to the dispute resolution procedures set out at Article 30 (CONTRACT CONTROVERSIES).

The Offeror's failure to achieve any Minimum Service Level or Target Service Level will not constitute a Service Level Default or accrue toward a Service Level Termination Event to the extent such failure is excused in accordance with the terms of the Contract.

(d) Service Level Types.

(i) Identification.

For all Service Levels, Appendix K contains a column labeled "Service Level Type". Service Levels labeled with a "1" in the Service Level Type column shall be "Type 1 Service Levels". Service Levels labeled with a "2" in the Service Level Type column shall be "Type 2 Service Levels."

(ii) Type 1 Generally.

Type 1 Service Levels are Service Levels that are supported with Baseline Data for periods prior to the Effective Date or are otherwise deemed reasonable by the Parties based on industry standards or the Offeror's capabilities applicable to the Services and will not be adjusted during the Term except pursuant to Sections 3(a), 3(c), 4 and 7 of this Appendix K or as otherwise agreed by the Parties.

(iii) Type 2 Generally.

Type 2 Service Levels are Service Levels that the Parties believe to be reasonable as of the Effective Date, but for which the Commonwealth does not have sufficient supporting historical data on its performance against such Service Levels for periods prior to the Effective Date. For Type 2 Service Levels, the Offeror, during the Measurement Period, shall collect and validate such performance data commencing on each applicable Commencement Date. Within sixty (60) days after completion of such Measurement Period for a Type 2 Service Level, either Party may propose an equitable adjustment to such Service Level based on the Measurement Period data. Upon mutual agreement of the Parties, neither to withhold assent unreasonably, the proposed adjustment will be accepted and such Service Level will be relabeled as a Type 1 Service Level in Appendix K and follow all other protocols for a Type 1 Service Level.

(iv) Dispute Resolution.

If, after negotiating in good faith, the Parties are unable to agree on an equitable adjustment for Target and Minimum Service Levels for Type 2 Service Levels within ninety (90) days after completion of the applicable Measurement Period, either Party may escalate the matter in accordance with the procedures set forth in Appendix K, and if the dispute is not resolved thereby, the matter shall be resolved through the dispute resolution procedures set forth in the Agreement. Until such adjustment is resolved pursuant to such procedures, such Type 2 Service Level shall remain as originally agreed by the Parties and such Service Level shall be relabeled as a Type 1 Service Level in Appendix K and follow all

other protocols for a Type 1 Service Level, each effective no later than ninety (90) days after completion of the applicable Measurement Period.

(v) Service Level Defaults During Dispute Resolution.

If the applicable Service Level referenced in Section 2(d)(iv) above is a CPI and during the continuation of such governance and dispute resolution procedures:

(A) One or more Service Level Defaults occurred for which the Commonwealth received Service Level Credits and pursuant to such governance or dispute resolution procedures the CPI is adjusted to such a level that such Service Level Default(s) would not have occurred and such Service Level Credits would not have been otherwise credited or paid to the Commonwealth at the adjusted level, then the adjusted Service Level shall be given retroactive effect and the Offeror and the Commonwealth shall promptly agree (not to be unreasonably withheld or delayed) upon an equitable method of reversing the effect of such Service Level Default(s) and Service Level Credits in favor of the Offeror; or

(B) There were no Service Level Defaults for which the Commonwealth received any Service Level Credits and if pursuant to such governance or dispute resolution procedures the CPI is adjusted to a level such that there would have been one or more Service Level Defaults for which the Commonwealth would have received Service Level Credits, then the adjusted Service Level shall be given retroactive effect and the Offeror and the Commonwealth shall promptly agree (not to be unreasonably withheld or delayed) upon an equitable method of giving effect to such Service Level Defaults and Service Level Credits in favor of the Commonwealth.

(vi) Reclassification to Type 1.

If, following collection of Baseline Data, neither Party proposes an adjustment to a Type 2 Service Level pursuant to this Section 2(d), then any such Type 2 Service Level will automatically be reclassified as a Type 1 Service Level as of ninety (90) days after completion of the applicable Measurement Period. In no event will a Type 2 Service Level remain a Type 2 Service Level beyond ninety (90) days after completion of the applicable Measurement Period.

3. Additions, Modifications, Deletions and Reclassifications of Service Levels.

(a) Additions and Modifications of Service Levels.

(i) The Commonwealth may require the Offeror to add CPIs, KPIs or GPIs, or modify the definition, metrics, data elements, measurement standards, or other pertinent features (as set forth in Appendix K of any existing CPIs, KPIs or GPIs, by sending a written request to the Offeror at least ninety (90) days prior to the date that such modifications are to be effective; provided that the Commonwealth may send such a request (which request may contain multiple changes) not more than once each calendar quarter. The terms and conditions upon which such modifications of metrics are implemented shall be subject to the reasonable and mutual agreement of the Parties and shall be determined pursuant to the Change Control Procedures (in which measurement tools and design changes appropriate to each new Service Level or modified metric or measurement standard shall be negotiated in good faith and agreed). The Offeror may not withhold its consent to add new Service Levels or modify the definition, metrics, data elements, measurement standards, or other pertinent features of any existing CPI, KPI or GPI, but the Offeror is permitted to negotiate in good faith the implementation specifics for such requested additions and modifications, including equitable adjustments to the Charges.

(ii) For new Service Levels the Parties shall establish the applicable Minimum Service Levels and Target Service Levels in accordance with the following:

(A) Where at least six (6) months of service measurements exist for a proposed new Service Level or the Parties agree that such proposed new Service Level does not need Baseline Data based on industry standards for such Service Level, then the Parties agree that the Target Service Level and Minimum Service Level shall be defined as Type 1 Service Levels through the mutual agreement of the Parties and adopted in accordance with Section 2(d)(ii) above; and

(B) Where no or less than six (6) months of service measurements exist for a proposed new Service Level, the Parties shall agree on Type 2 Target and Minimum Service Levels and appropriate measurement tools in accordance with Section 5 below. The Offeror shall measure and report the actual service attainment and the Parties will make adjustments in accordance with Sections 2(d)(iii-vi) above. The Offeror shall begin providing monthly measurements within thirty (30) calendar days after the determination of the measurement tools.

(b) Deletions of Service Levels.

The Commonwealth may delete Service Levels by sending written notice to the Offeror at least thirty (30) days prior to the date that such deletions are to be effective. Any Service Level Credits that are still eligible for an Earn Back at the time of such deletion shall be deemed to have been earned back by the Offeror.

(c) Reclassifications and Change in Allocation of Pool Percentage.

In its sole discretion and upon written notice at least ninety (90) days prior to the date that such modifications are to be effective, the Commonwealth may (i) require a reclassification of any Service Level (*e.g.*, from CPI, KPI or GPI to any of CPI, KPI or GPI), or (ii) as part of the reclassification request or separately, the Commonwealth may also require a redistribution of the existing Allocation of Pool Percentages for one or more CPIs. Changes made by the Commonwealth pursuant to this Section 3(c):

- (i) shall not result in any impact to the Charges, Service Level metrics set forth in Appendix K, or other terms and conditions of this Agreement, and
- (ii) are not required to be processed through the Change Control Procedures.

4. Continuous Improvement of Service Levels.

(a) Continuous Improvement Availability and Dates.

The Parties agree to the concept of continuous improvement with respect to the Target Service Levels (but not Minimum Service Levels) for certain CPI and KPI Service Levels available for continuous improvement. Those Service Levels available for continuous improvement pursuant to this Section 4 have a “Y” in the column entitled “Continuous Improvement” in Appendix K. Beginning twelve (12) months after each applicable Commencement Date (the “Service Level Improvement Date”) and on each annual anniversary of the Service Level Improvement Date (after all initial Commencement Dates have passed, the Parties shall agree to synchronize all Service Level Improvement Dates to a single date for future use), the Parties shall adjust the applicable CPI and KPI Target Service Levels using the methodology described below.

(b) Continuous Improvement Methodology.

For Service Levels available for continuous improvement, upon each Service Level Improvement Date each Target Service Level will be reset to the lowest of the eight (8) highest monthly actual results (*e.g.*, 99.6% is higher than 99.4%) at or above the Target Service Levels achieved during the previous twelve (12) months; provided that, if fewer than eight (8) monthly actual results exceeded the Target Service Level, the Target Service Level will not be reset. Notwithstanding the foregoing, no single increase in a Target Service Level for any twelve-month period may exceed 10% of the difference between 100% and the then-current Target Service Level. For example, if the Target Service Level being adjusted were 99.6%, the maximum increase for that reset would be 0.04 (with an adjusted annual cap of 99.64%).

5. Measuring Tools.

(a) Commencing on each applicable Commencement Date, the Offeror shall provide, implement, maintain, and utilize the necessary measurement and monitoring tools and procedures required to measure and report on the Offeror’s performance of the Services against the applicable Service Levels. The Offeror’s measurement and monitoring of

Service Level performance shall permit reporting at a level of detail sufficient to permit the Commonwealth to verify compliance with the Service Levels, and shall be subject to audit by the Commonwealth pursuant to the Agreement. The Offeror shall provide the Commonwealth with information about and access to such procedures upon request for purposes of verification.

(b) Notwithstanding the foregoing, any new tools required for new Service Levels added after the Effective Date shall be identified in the Change Order or other documentation approving such new Service Level. In connection therewith, the Offeror shall be obligated to propose a commercially reasonable measuring tool or methodology for a Service Level, and if it fails to do so, such tool or methodology shall be determined using the dispute resolution procedure set forth in the Agreement.

(c) If, after the Effective Date or the implementation of tools for new Service Levels or the tools the Offeror is required to implement pursuant to Section 5(a) above for existing Service Levels, one Party desires to use a different measuring tool or methodology for a Service Level, such Party shall request such change through the Change Control Procedures. If the other Party approves the new measuring tool or methodology, the Parties will reasonably adjust the Service Level measurements to account for any increased or decreased sensitivity in the new measuring tools, provided that if the Parties cannot agree on the required adjustment, either Party may escalate the matter in accordance with the procedures set forth in Appendix K, and if the dispute is not resolved thereby, the matter shall be resolved under the dispute resolution process set forth in the Agreement. It is not anticipated that changes in the measuring tools or methodologies will drive changes in Service Levels; rather, the need to collect and accurately reflect the performance data should drive the development or change in measuring tools or methodologies.

6. Service Level Credits and Earn Backs.

(a) Service Level Credit Calculation.

Subject to Section 6(f) below, for each CPI Target Service Level Default or Minimum Service Level Default, the Offeror shall accrue to the Commonwealth a Service Level Credit that will be computed in accordance with the following formula:

$$\text{Performance Credit} = A \times B$$

Where A is the At Risk Amount;

Where B is the Allocation of Pool Percentage for the applicable CPI.

For example only, assume that the Offeror fails to meet the Minimum Service Level for a CPI, the At Risk Amount is 1% of the Monthly Charges, and the Monthly Charges for the month in which the Service Level Default occurred were \$1,000,000. Additionally, assume that the Allocation of Pool Percentage for such CPI is 10%. The Performance Credit due to the Commonwealth for such Service Level Default would be computed as follows:

A (the At Risk Amount) is \$100,000 ($\$1,000,000 * 10\%$);

Multiplied by B (the Allocation of Pool Percentage for such CPI), which is 10 percentage points;

Yields a Performance Credit = \$10,000

(b) Multiple Defaults.

If more than one CPI Service Level Default has occurred in a single month, each of the Service Level Credits shall be accrued and potentially credited to the Commonwealth, unless such Service Level Defaults are due to the same root cause as documented by the Offeror and agreed by the Commonwealth. If in any month there is both a Minimum Service Level Default and a Target Service Level Default with respect to any Service Level, Service Level Credits shall only accrue for one of such Service Level Defaults. In no event shall the amount of CPI Service Level Credits accrued to be potentially credited to the Commonwealth with respect to all CPI Service Level Defaults occurring in a single month exceed, in total, the At Risk Amount for that month.

(c) Notice of Service Level Credits.

The Offeror shall notify the Commonwealth in writing if the Commonwealth becomes entitled to a Service Level Credit, which notice shall be provided monthly and shall describe the Service Level Default for the month that is the subject of the monthly CPI report.

(d) Type 2 Service Level Exemption.

Subject to Sections 2(d)(v-vi) above, the Offeror shall not be obligated to accrue, credit, or pay the Commonwealth Service Level Credits resulting from Service Level Defaults attributable to Type 2 CPI Service Levels until such Type 2 CPI Service Levels are relabeled as Type 1 CPI Service Levels. Notwithstanding anything to the contrary herein, during the Measurement Period, the accuracy, quality, completeness, timeliness, responsiveness, and efficiency of the Offeror's provision of the Services that are subject to Type 2 Service Levels is an important element of Service delivery. The Offeror shall use commercially reasonable efforts to deliver the Services in a manner designed to ensure that the Type 2 Service Level Target Service Level metric is met or exceeded.

(e) Earn Backs.

(i) For any given Service Level Credit generated from a Target Service Level Default for a CPI with a monthly Measurement Window, the Offeror will have the ability to earn an Earn Back associated with such failure if during the nine (9) month period immediately following the Measurement Window of the failure that generated the Service Level Credit, either:

(A) The Offeror meets the required Target Service Level metric for each of the nine (9) monthly Measurement Windows; or

(B) (1) the Offeror does not generate a Service Level Default, and

(B) (2) the average monthly performance for the Service Level metric during the total eighteen (18) month period meets or exceeds the Target Service Level.

If the Offeror fails to satisfy the above requirement, then the Offeror shall not be capable of generating an Earn Back for that Service Level Credit and such Service Level Credit shall be credited or paid to the Commonwealth as set forth in Section 7(f) below.

(ii) For any given Service Level Credit generated from a Target Service Level Default for a CPI with a quarterly Measurement Window, the Offeror will have the ability to earn an Earn Back associated with such failure if the Offeror meets the required Target Service Level metric for the Service Level that generated the Service Level Credit for each of the three (3) quarterly Measurement Windows immediately following the Measurement Window of the failure that generated the Service Level Credit.

If the Offeror fails to satisfy the above requirement, then the Offeror shall not be capable of generating an Earn Back for that Service Level Credit and such Service Level Credit shall be credited or paid to the Commonwealth as set forth in Section 7(f) below.

(iii) Notwithstanding anything to the contrary herein, the Offeror shall not have any opportunity to generate an Earn Back for (A) Service Level Credits associated with any Service Level with a semi-annual or annual Measurement Window or (B) Service Level Credits accrued from a Minimum Service Level Default.

(iv) Upon the expiration of the Term, the Earn Back processes set forth in Section 7(e)(i) and Section 7(e)(ii) above shall be undertaken with respect to the portion of the Service Level Reporting Period that fell within the term, so that if the period available for earn back is less than the required period of time (*e.g.*, 9 months for monthly Measurement Windows and 3 quarters for quarterly Measurement Windows), the Offeror can earn back the straight-line, pro-rata value of the Service Level Credit for each consecutive month or quarter, as applicable, following the month or quarter, as applicable, in which the Service Level Default occurred and in which the Offeror achieves the required Target Service Level for such CPI, up to the expiration of the Term.

(f) Reconciliation of Service Level Credits and Earn Backs.

Upon occurrence of the events giving rise to a Service Level Credit, the Offeror shall owe a debt to the Commonwealth for the applicable Service Level Credit amount. Each Service Level Credit will be accrued and held in account by the Offeror until the earlier of achievement by the Offeror of a corresponding Earn Back or foreclosure of the Earn Back opportunity pursuant to the terms of this Appendix K. The Offeror shall credit to the Commonwealth against the next monthly invoice:

(A) All accrued Service Level Credits that are not subject to an Earn Back opportunity (*e.g.*, Minimum Service Level Defaults and semi-annual and annual Measurement Windows), and

(B) All accrued Service Level Credits that are no longer eligible for an Earn Back (through failure to achieve required Earn Back performance).

If there will be no further invoices, the Offeror will pay the amount of such Service Level Credits to the Commonwealth within thirty (30) calendar days. At no time shall the Commonwealth be obligated to pay an Earn Back directly to the Offeror. Earn Backs are capped at the amount of any accrued Service Level Credits and can only result in a net reduction of Service Level Credits.

(g) Cumulative Remedies and Waivers.

The exercise by the Commonwealth of its rights under this Appendix K, including the right to receive Service Level Credits and to grant Earn Backs, shall be without prejudice to its other rights or remedies under the Agreement or at law or equity, including the Commonwealth's right to claim and collect damages and the Commonwealth's right to terminate the Agreement in whole or in part in accordance with the Agreement. If the Commonwealth elects to waive in writing a Service Level Credit, such waiver will not be considered a waiver of the application of the Service Level Default toward a Service Level Termination Event or other termination rights set forth in the Agreement, unless otherwise expressly stated in such writing. Any waived Service Level Credit shall not be eligible for an Earn Back.

(h) Liquidated Damages.

Service Level Credits shall not constitute liquidated damages for the corresponding failure to perform, and the Commonwealth shall be free to pursue any and all remedies available under the Agreement with respect thereto, provided that any such credits actually paid by the Offeror to the Commonwealth shall be offset against any damages awarded to the Commonwealth for claims arising from the corresponding failure to perform.

7. Annual Review.

Within 12 months after each applicable Commencement Date, and at least annually thereafter (after all initial Commencement Dates have passed, the Parties shall agree to synchronize to a single date for future use), or at either Party's request, the Offeror and the Commonwealth will review the Service Levels and any proposed adjustments to them as appropriate pursuant to the Change Control Procedures to reflect any improved performance capabilities associated with advances in the technology and methods used to perform the Services or material changes in volumes and metrics used to determine the Service Levels. The Parties will also review any other considerations relating to the Service Levels raised by either Party. As part of this review process, the Parties may: (a) jointly determine and agree on the addition and/or removal of Service Levels, (b) revise

the categorization of Service Levels, (c) revise the results of the automatic continuous improvement adjustment developed for a particular Service Level pursuant to Section 4 above or improve a particular Service Level not subject to the automatic continuous improvement adjustments of Section 4 above.

8. Investigation and Correction.

The Offeror shall promptly investigate and correct each failure to meet the Service Levels (whether or not such failure constitutes a Service Level Default) by:

- (a)** Promptly initiating problem investigations;
- (b)** Promptly reporting problems and findings to the Commonwealth;
- (c)** Correcting problems and meeting or restoring Service Levels as soon as practicable;
- (d)** Advising the Commonwealth of the root cause of problems and the status of remedial efforts being undertaken with respect to such problems;
- (e)** Providing reasonable evidence to the Commonwealth that the causes of such problems have been or will be corrected; and
- (f)** Making written recommendations to the Commonwealth for improvement in procedures.

Service Desk Lots 3&5

Operational Metrics

KPI/CPI/GPI

GPI	Total Number Of Calls To Service Desk
GPI	Average Call Duration (Minutes)
CPI	Average Call Waiting (Minutes)
GPI	Service Desk Tooling Support Level
CPI	Number of Calls Transferred
KPI	Number of Calls Abandoned
GPI	Available Call Agent Labor Hours
GPI	Total Service Desk Available Hours
GPI	Total Service Desk Unavailable Hours

Target	Minimum	Possible Metric Sources
TBD	NA	ACD System
30 Seconds	NA	ACD System
30 Seconds	45	ACD System
1.0	NA	CMMI Tool Ratings or Tool Surveys
15%	NA	ACD System
<3%	<5%	ACD System
65%	NA	Staffing Reports
TBD	NA	Service Level Agreements
1	NA	Number of hours Service Desk is Down

Comments

Should be measuring "Total contacts" to reflect calls, email, web and other". Should also be measuring tickets to contacts to insure a 1:1 ratio.

This links to ASA and typical Best Practice is Bronze = 60 seconds; Silver = 30 seconds; Gold = 20 seconds.

This is tied to the First Call Resolution rate based on "resolvable calls" (ie. Knowledge available, access rights, etc. and excludes break/fix, service requests, etc. Usually represented as a percentage. It would be 40% of all calls

Tolerance Levels

CPI	Service Desk Call Resolution Rate
GPI	Average Call Duration (Minutes)
KPI	Service Desk Tooling Support Level
GPI	Call Agent Utilization
CPI	Call Abandon Rate
GPI	Call Duration Experience
KPI	Call Waiting Rate
KPI	Service Desk Service Availability

Target Level	Minimum	Warning Level
90%	85%	80%
12	10	NA
3%	NA	100%
80%	85%	82%
1%	3%	2%
100%	NA	200%
1%	2%	2%
100%	99.9%	95%

Includes talk time and wrap up time = Total Handle Time

Performance Indicators

CPI	Service Desk Call Resolution Rate
GPI	Average Call Duration (Minutes)
GPI	Service Desk Tooling Support Level
GPI	Call Agent Utilization
CPI	Call Abandon Rate
GPI	Call Duration Experience
GPI	Call Waiting Rate
KPI	Service Desk Service Availability
CPI	Overall Customer Satisfaction Rating

Target	Minimum	Question To Be Answered
85%	60%	How many calls are resolved at the Service Desk?
700%	10	How long is the average customer call experience?
100%	NA	How well does our current tool set support Service Desk activities?
65%	60%	Do we have enough resources to handle calls?
<5%	<5%	What percentage of callers hang up before getting service?
7 minutes	10 minutes	What is the total time taken to service callers?
?		What percentage of total caller time is spent waiting?
100%	1	Is the Service Desk available when needed?
5.0	4.0	

85% of resolvable calls and 60% of all calls

Critical Success Factors

Resolve Customer Issues And Problems At First Call
Maintain Customer Productivity
Provide A Positive Customer Call Experience
Provide Effective Support For Customer Calls

Target Level
Low
Low
Low
Medium

Incident Management Lot 7

Comments

Operational Metrics

KPI/CPI/GPI

		Target	Minimum	Possible Metric Sources
GPI	Total Number Of Incidents	1	12	Incident Management System
CPI	Average Time To Resolve Severity 1 and Severity 2 Incidents (Hours)	60 minutes	90 minutes	Incident Management System
CPI	Number Of Incidents Resolved Within Agreed Service Levels	100%	90%	Incident Management System
GPI	Number Of High Severity/Major Incidents	1%	3%	Incident Management System
KPI	Number Of Incidents With Customer Impact	2%	5%	Incident Management System
KPI	Number Of Incidents Reopened	0%	2%	Incident Management System
GPI	Total Available Labor Hours To Work On Incidents (Non-Service Desk)	7x24	7X24	Staffing Reports
GPI	Total Labor Hours Spent Resolving Incidents (Non-Service Desk)	1	NA	Labor Reports
GPI	Incident Management Tooling Support Level	2	NA	CMMI Tool Ratings or Tool Surveys
GPI	Incident Management Process Maturity	5	4	Process Assessment Results

Average is 12 contacts per user/year all incident types
Severity 1 = 15 minute Response / 30 Minute resolution
Severity 2 = 30 minute Response / 60 Minute resolution

Based on a scale of 1-Doesn't Exist and 5 Mature

Tolerance Levels

	Target Level	Minimum	Warning Level	
GPI	Number Of Incident Occurrences	1	12	2
CPI	Number Of High Severity/Major Incidents	1%	3.0%	2
CPI	Incident Resolution Rate	100%	97%	80%
KPI	Customer Incident Impact Rate	2%	5%	2%
KPI	Incident Reopen Rate	0%	2%	2%
CPI	Average Time To Resolve Severity 1 and Severity 2 Incidents (Hours)	60 minutes	90 Minutes	75 minutes
GPI	Incident Labor Utilization Rate	80%	NA	90%
GPI	Incident Management Tooling Support Level	2	1	1
GPI	Incident Management Process Maturity	5	4	1

for each supported user

Performance Indicators

	Target Level	Minimum	Question To Be Answered	
KPI	Number Of Incident Occurrences	1	12	How many incidents did we experience within our infrastructure?
CPI	Number Of High Severity/Major Incidents	1%	3%	How many major incidents did we experience?
CPI	Incident Resolution Rate	100%	97%	How successful are we at resolving incidents per business requirements?
KPI	Customer Incident Impact Rate	2%	5%	How well are we keeping incidents from impacting customers?
KPI	Incident Reopen Rate	0%	2%	How successful are we at permanently resolving incidents?
CPI	Average Time To Resolve Severity 1 and Severity 2 Incidents (Hours)	60 Minutes	90 Minutes	How quickly are we resolving incidents?
GPI	Incident Labor Utilization Rate	100.0%	90%	How much available labor capacity was spent handling incidents?
GPI	Incident Management Tooling Support Level	2	1	How well does our current tool set support Incident Management activities?
GPI	Incident Management Process Maturity	5	4	How good is our Incident Management practices?

Average is 12 contacts per user/year all incident types
This is typically an availability metric and requires client definition

Critical Success Factors

	Target Level
Quickly Resolve Incidents	Low
Maintain IT Service Quality	Low
Improve IT And Business Productivity	Low
Maintain User Satisfaction	Low

Problem Management Lot 7

Comments

Operational Metrics

KPI/CPI/GPI

	<i>Target</i>	<i>Minimum</i>	<i>Possible Metric Sources</i>
GPI Number Of Repeat Incidents	1	NA	Incident Management System
GPI Number Of Major Problems	1	NA	Problem Management System
GPI Total Number Of Incidents	1	NA	Incident Management System
GPI Total Number Of Problems In Pipeline	1	NA	Problem Management System
GPI Number Of Problems Removed (Error Control)	1	NA	Problem Management System
GPI Number Of Known Errors (Root Cause Known and Workaround In Place)	1	NA	Problem Management System
GPI Number Of Problems Reopened	1	NA	Problem Management System
GPI Number Of Problems With Customer Impact	1	NA	Problem Management System
CPI Average Problem Resolution Time - Severity 1 and 2 Problems (Days)	2	4	Problem Management System
GPI Total Available Labor Hours To Work On Problems	1	NA	Staffing Reports
GPI Total Labor Hours Spent Working On And Coordinating Problems	1	NA	Labor Reports
GPI Problem Management Tooling Support Level	3	2	CMMI Tool Ratings or Tool Surveys
GPI Problem Management Process Maturity	4	3	Process Assessment Results

Tolerance Levels

	<i>Target Level</i>	<i>Minimum</i>	<i>Warning Level</i>
CPI Incident Repeat Rate	1%	2%	1%
GPI Number Of Major Problems	1	2	2
CPI Problem Resolution Rate	90%	85%	87%
CPI Problem Workaround Rate	95%	90%	92%
KPI Problem Reopen Rate	0%	1%	0.5%
GPI Customer Impact Rate	1%		2%
GPI Average Problem Resolution Time - Severity 1 and 2 Problems (Days)	1	2	1
GPI Problem Labor Utilization Rate	80%	85%	90%
GPI Problem Management Tooling Support Level	3	2	2
GPI Problem Management Process Maturity	4	3	3

Key Performance Indicators (KPIs)

	<i>Target Level</i>	<i>Minimum</i>	<i>Question To Be Answered</i>
CPI Incident Repeat Rate	1%	2%	How effective are we at minimizing repeat incidents?
GPI Number Of Major Problems	1	2	How many major problems did we experience?
CPI Problem Resolution Rate	90%	85%	What percentage of problems have we eliminated?
CPI Problem Workaround Rate	95%	90%	For what percentage of problems did we implement workarounds?
KPI Problem Reopen Rate	0%	1%	How successful are we at removing problems permanently?
GPI Customer Impact Rate	100%		How well are we keeping problems from impacting customers?
CPI Average Problem Resolution Time - Severity 1 and 2 Problems (Days)	2	4	How long does it take us to resolve problems?
GPI Problem Labor Utilization Rate	100.0%		How much available labor capacity was spent handling problems?
GPI Problem Management Tooling Support Level	3	2	How well does our current tool set support Problem Management activities?
GPI Problem Management Process Maturity	4	3	How good is our Problem Management practices?

Critical Success Factors

- Minimize The Impact Of Problems (Reduce Incident Frequency/Duration)
- Improve Quality Of Services Being Delivered
- Resolve Problems and Errors Efficiently and Effectively

<i>Target Level</i>
Low
Low
Low

Change Management Lot 7

Comments

Operational Metrics

KPI/CPI/GPI

GPI	Total Changes In Pipeline
GPI	Total Changes Implemented
KPI	Number Of Failed Changes
GPI	Number of Emergency Changes
GPI	Number of Unauthorized Changes Detected
CPI	Number of Changes Rescheduled
GPI	Average Process Time Per Change (Days)
KPI	Number of Changes Resulting In Incidents
GPI	Change Management Tooling Support Level
GPI	Change Management Process Maturity
GPI	Total Available Labor Hours To Coordinate (Not Implement) Changes
GPI	Total Labor Hours Spent Coordinating Changes

Possible Metric Sources

	Target	Minimum	
	1		Change Management System
	1	95%	Change Management System
	0%	2%	Change Management System
	2%	5%	Change Management System
	0%	5%	Observations/Audits/Incident Events
	1	5%	Change Management System
	1.0		Change Management System
	1%	2%	Incident Management System
	1.0	NA	CMMI Tool Ratings or Tool Surveys
	5	4	Process Assessment Results
	1	NA	Staffing Reports
	1	NA	Labor Reports

Depends on change and is tied to availability thresholds
Tied to availability thresholds

Tolerance Levels

GPI	Change Efficiency Rate
KPI	Change Success Rate
GPI	Emergency Change Rate
KPI	Change Reschedule Rate
GPI	Average Process Time Per Change (Days)
GPI	Unauthorized Change Rate
GPI	Change Incident Rate
GPI	Change Labor Workforce Utilization
GPI	Change Management Tooling Support Level
GPI	Change Management Process Maturity

	Target	Minimum	Warning Level
	100%	95%	97%
	100%	90%	95%
	2%	3%	2%
	1%	2%	2%
	1	2	2
	0%	2%	1%
	1%	2%	2%
	80%	90%	85%
	2	NA	NA
	5	4	NA

Performance Indicators

GPI	Change Efficiency Rate
KPI	Change Success Rate
GPI	Emergency Change Rate
KPI	Change Reschedule Rate
GPI	Average Process Time Per Change (Days)
GPI	Unauthorized Change Rate
GPI	Change Incident Rate
GPI	Change Labor Workforce Utilization
GPI	Change Management Tooling Support Level
GPI	Change Management Process Maturity

	Target	Minimum	Question To Be Answered
	100%	98%	How efficient are we at handling changes?
	100%	98%	How effective are we at handling changes?
	2%	5%	What percentage of changes were emergencies?
	1%	2%	How well do we implement changes on schedule?
	100%	2%	How long does the average change take?
	0%	5%	What percentage of changes bypassed the Change process?
	1%	2%	What percentage of changes caused incidents?
	80%	90%	How much available labor capacity was spent handling changes?
	2	NA	How well does our current tool set support Change Management activities?
	5	4	How good is our Change Management practices?

Critical Success Factors

Protect Services When Making Changes
Make Changes Quickly And Accurately In Line With Business Needs
Make Changes Efficiently And Effectively
Utilize A Repeatable Process For Handling Changes

Target Level

Low
Low
Low
Low

Release Management Lot 7

Operational Metrics

KPI/CPI/GPI

Possible Metric Sources

Comments

	Target	Minimum		
GPI	Total Releases In Pipeline	1	NA	Release Management System
GPI	Total Releases Implemented	1		Release Management System
GPI	Number Of Failed Releases	0%	2%	Release Management System
GPI	Number of Releases Rescheduled	1		Release Management System
GPI	Average Process Time Per Release	1		Release Management System
GPI	Number of Releases Resulting In Incidents	1		Incident Management System
GPI	Release Management Tooling Support Level	1.0		CMMI Tool Ratings or Tool Surveys
GPI	Release Management Process Maturity	5.0	4.0	Process Assessment Results
GPI	Total Available Labor Hours To Implement Releases	1		Staffing Reports
GPI	Total Labor Hours Spent Implementing Releases	1		Labor Reports
GPI	Number of Known Release Errors In Production	1		Release Management System
GPI	Number of Releases Withdrawn	1		Release Management System

Number of releases is dependent on level of standardization within the infrastructure and tied to availability metrics

Tied to Availability Metrics

Tolerance Levels

	Target Level	Minimum	Warning Level	
GPI	Release Efficiency Rate	90%	80%	85%
KPI	Release Success Rate	100%	98%	99%
GPI	Release Reschedule Rate	100%	98%	99%
KPI	Release Defect Rate	0%	2%	1%
GPI	Release Labor Utilization	80%	90%	85%
GPI	Release Management Tooling Support Level	2	1	1
GPI	Release Management Process Maturity Level	5	4	3
GPI	Number of Known Release Errors In Production	2	1	1
GPI	Release Withdraw Rate	1%	2%	NA
GPI	Release Labor Waste Rate	1%	2%	NA

Key Performance Indicators (KPIs)

	Target Level	Minimum	Question To Be Answered	
GPI	Release Efficiency Rate	90%	1	How efficient are we at handling releases?
KPI	Release Success Rate	100%	98%	How successful are we at implementing releases?
GPI	Release Reschedule Rate	100%	98	How well do we implement releases on schedule?
KPI	Release Defect Rate	0%	2%	What percentage of releases caused incidents?
GPI	Release Labor Utilization	80%	90%	How much labor capacity was spent handling releases?
GPI	Release Management Tooling Support Level	2	1	How well does our current tool set support Release Management activities?
GPI	Release Management Process Maturity Level	5	4	How good our our Release Management practices?
GPI	Number of Known Release Errors In Production	1	NA	How good is the quality of releases put into production?
GPI	Release Withdraw Rate	1%	2%	What percent of releases never go into production?
GPI	Release Labor Waste Rate	1%	2%	What percent of release labor is wasted?

Critical Success Factors

	Target Level
Provide Repeatable Process For Rolling Out Releases	Medium
Implement High Quality Releases	Low
Implement Releases Efficiently And Effectively	Low

Configuration Management Lot 7

Operational Metrics

KPI/CPI/GPI	
GPI	Total Number of CIs in CMDB
GPI	Number of CIs Audited
GPI	Number of CI Errors Discovered
GPI	Configuration Management Tooling Support Level
GPI	Configuration Management Process Maturity
GPI	Number of CI Changes
CPI	Number of CI Changes Without Corresponding RFC
CPI	Number of Incidents Related To Inaccurate CI Information
CPI	Number of Change Failures Related To Inaccurate CI Information
CPI	Number of Services Operating With Incomplete CI Information
GPI	Number Of Services In Service Catalog
GPI	Number of CIs Without Assigned Ownership

Possible Metric Sources

Target	Minimum	
1		CMDB Reports
20	20	CMDB Audit Reports
1%	5%	Discovery and CMDB Audit Reports
3	2	CMMI Tool Ratings or Tool Surveys
5	4	Process Assessment Results
1	NA	CMDB Reports
1	3	Discovery and Change Mgt System
1	NA	Incident Mgt System
1	2	Change Mgt System
1	2	Service Catalog and CMDB Reports
1	NA	Service Catalog
1	NA	CMDB Reports

Tolerance Levels

KPI	CMDB Accuracy Ratio
CPI	Number of Incidents Related To Inaccurate CI Information
CPI	Number of Change Failures Related To Inaccurate CI Information
GPI	Configuration Management Tooling Support Level
GPI	Configuration Management Process Maturity
GPI	CMDB Completeness Ratio
GPI	CI Ownership Rate

Target	Minimum	Warning Level
100%	95%	97%
1	NA	2
1	NA	2
3	2	3
5	4	4
90%	85%	87%
90%	85%	87%

Performance Indicators

KPI	CMDB Accuracy Ratio
CPI	Number of Incidents Related To Inaccurate CI Information
CPI	Number of Change Failures Related To Inaccurate CI Information
GPI	Configuration Management Tooling Support Level
GPI	Configuration Management Process Maturity
GPI	CMDB Completeness Ratio
GPI	CI Ownership Rate

Target	Minimum	Question To Be Answered
100.0%	95%	How accurate is information in the CMDB?
1	2	How many incidents were related to inaccurate configuration information?
1	2	How many changes failed due to inaccurate configuration information?
3	2	How well does our current tool set support Configuration Management activities?
5	4	How good are our Configuration Management practices?
90%	85%	How complete is our configuration information?
90%	85%	How much of our infrastructure has no assigned ownership?

Critical Success Factors

Control Information About The IT Infrastructure
Support Delivery Of Quality IT Services

Target Level

Low
Low

Service Level Management Lots 1-7

Comments

Operational Metrics

KPI/CPI/GPI

CPI	Overall Customer Satisfaction Rating
GPI	Number Of Services Delivered To Customers/Business (SLAs)
GPI	Number Of Services Without SLAs
GPI	Number Of Internal Services Supporting SLAs (OLAs)
GPI	Number Of Internal Supporting Services Without OLAs
GPI	Number Of Supporting Services Delivered By Vendors
GPI	Number Of Vendor Delivered Services Without Agreed Service Targets
GPI	Total Number Of SLA Service Targets
CPI	Total Number Of SLA Service Targets Breached
GPI	Number Of SLAs Operating Without Service Owners
GPI	Service Level Management Tooling Support Level
GPI	Service Level Management Process Maturity

Possible Metric Sources

Target	Minimum	
5	4	Customer Surveys
1	NA	Service Catalog/SLM Database
1	NA	SLM Database
1	NA	SLM Database
1	NA	SLM Database
1	NA	SLM Database/Procurement Contract Files
1	NA	SLM Database/Procurement Contract Files
1	NA	SLM Database/Service Level Agreements
1	NA	SLM Database/Service Level Reports
1	NA	SLM Database
3	2	CMMI Tool Ratings or Tool Surveys
5	4	Process Assessment Results

Based on scale of 1 Poor - 5 Excellent
Client Driven
Client Driven
Client Driven
Client Driven

Tolerance Levels

CPI	Overall Customer Satisfaction Rating
CPI	SLA Coverage Rate
GPI	OLA Coverage Rate
KPI	Percent Of SLA Service Targets Adhered To
GPI	Percent Of SLAs With Responsible Service Owners
GPI	Service Level Management Tooling Support Level
GPI	Service Level Management Process Maturity

Target	Minimum	Warning Level
5.0	4	4.5
90.0%	85%	87%
90.0%	85%	87%
90.0%	85%	87%
3	2	2.5
5	4	4.5

Performance Indicators (KPIs)

CPI	Overall Customer Satisfaction Rating
CPI	SLA Coverage Rate
KPI	OLA Coverage Rate
KPI	Percent Of Vendor Services Delivered Without Agreed Service Targets
CPI	Percent Of SLA Service Targets Adhered To
GPI	Percent Of SLAs With Responsible Service Owners
GPI	Service Level Management Tooling Support Level
GPI	Service Level Management Process Maturity

Target	Minimum	Question To Be Answered
5.0	4	How do customers perceive the quality of the services we are delivering?
90%	85%	What percent of the services we deliver have formally been agreed to?
90%	85%	What percent of our internal supporting services operate with formal agreements?
100%	85%	What percent of our supporting services are delivered without agreed service targets?
90%	85%	How well have we met our SLA service targets?
90%	85%	What percent of our delivered services do not have assigned service owners?
3	2	How well does our current tool set support Service Level Management activities?
5	4	How good is our Service Level Management Processes?

Critical Success Factors

Deliver IT Services As Agreed To By Customers And The Business
Manage The Business/User Interface
Provide Services At Acceptable Cost
Manage Quality Of IT Services In Line With Business Requirements

Target Level

Low
Low
Medium
Low

Availability Management Lot 7

Operational Metrics

KPI/CPI/GPI

	<i>Target</i>	<i>Minimum</i>	<i>Possible Metric Sources</i>
GPI Total Unplanned Expenses Related To Availability	\$0	10%	Procurement/Financial Reports
GPI Total Number of Incidents	1	NA	Incident Management System
GPI Total Number Of Customer Impacting Incidents	1	NA	Incident Management System
CPI Total Available Minutes For All Services Delivered	99.99%	99.95%	Service Catalog/Service Level Agreements
GPI Total Unavailable Minutes For All Services Delivered	1	NA	Service Catalog/SLAs and Incident Management System
GPI Availability Management Tooling Support Level	3	2	CMMI Tool Ratings or Tool Surveys
GPI Availability Management Process Maturity Level	5	4	Process Assessment Results
GPI Total Number of Service Targets From Internal Suppliers	1	NA	OLA Agreements
GPI Total Number of Service Targets From Vendor Suppliers	1	NA	Underpinning Contracts
GPI Number of Internal Supplier Targets Missed	1	NA	OLA Agreements and Monitoring Reports
CPI Number of Vendor Supplier Targets Missed	0	5.0%	Underpinning Contracts and Monitoring Reports
CPI Number of Security Related Incidents	0%	5%	Incident Management System
GPI Number of HW/SW/Networking CIs	1	NA	CMDB
GPI Number of HW/SW/Networking CIs Not Supported By Vendors	1	NA	CMDB and Underpinning Contracts
GPI Number Of Services In Service Catalog	1	NA	Service Catalog
CPI Number of Services Not Covered By An Active Availability Plan	1	1	Service Catalog and Existing Availability Plan
CPI Number of Services Without Availability Review Last 3 Months	1	1	Service Catalog and Availability Reviews Scheduled

Tolerance Levels

	<i>Target</i>	<i>Minimum</i>	<i>Warning Level</i>
GPI Total Unplanned Expenses Related To Availability	\$0	NA	\$2
KPI Average Availability Resilience Index	95%	90%	92%
GPI Average Service Reliability Index	95%	90%	92%
GPI Availability Management Tooling Support Level	3	2	2.5
GPI Availability Management Process Maturity Level	5	4	1.0
GPI Average Internal Supplier Service Reliability Index	90%	85%	87%
GPI Average Vendor Supplier Service Reliability Index	100%	90%	95%
GPI Security Vulnerability Index	100%	98%	99%
GPI Serviceability Index	100%	98%	99%
GPI Availability Risk Index	100%	98%	99%
GPI Continuous Availability Improvement Index	90%	80%	85%

Performance Indicators

	<i>Target</i>	<i>Minimum</i>	<i>Question To Be Answered</i>
GPI Total Unplanned Expenses Related To Availability	\$0	10%	How much unplanned costs were spent on maintaining needed availability?
GPI Availability Resilience Index	95%	90%	How resilient is our infrastructure towards protecting services?
KPI Average Service Reliability Index	95%	90%	How reliable are the services we deliver?
GPI Availability Management Tooling Support Level	3	2	How well does our current tool set support Availability Management activities?
GPI Availability Management Process Maturity Level	5	4	How good are our Availability Management practices?
GPI Average Internal Supplier Service Reliability Index	90%	85%	How reliably are internal suppliers supporting our services?
GPI Average Vendor Supplier Service Reliability Index	100%	90%	How reliably are vendors suppliers supporting our services?
GPI Security Vulnerability Index	100%	98%	How vulnerable are we to security threats?
GPI Serviceability Index	100%	98%	How much of our physical infrastructure is supported by vendors?
GPI Availability Risk Index	100%	98%	What percent of our services are delivered without addressing availability?
GPI Continuous Availability Improvement Index	90%	80%	How well do we proactively look at improving service availability?

Critical Success Factors

	<i>Target Level</i>
Provide Services With Appropriate Availability To Match Business Needs	Low
Demonstrate Cost-Effectiveness Through Effective Availability Planning	Medium
Continually Improve Availability Of Delivered Services	Low

Capacity Management Lot 7

Operational Metrics

KPI/CPI/GPI	
GPI	Total Expenses For Unplanned Capacity
GPI	Number of IT Resource Forecasts
GPI	Number of IT Service Forecasts
GPI	Number of IT Business Forecasts
GPI	Number of Missed IT Resource Forecasts
GPI	Number of Missed IT Service Forecasts
GPI	Number of Missed IT Business Forecasts
GPI	Number of Incidents Caused By Inadequate Capacity
GPI	Total Actual IT Costs For Hardware, Software and Network
GPI	Capacity Management Tooling Support Level
GPI	Capacity Management Process Maturity Level

Possible Metric Sources

Target	Minimum	
\$1	NA	Procurement/Financial Reports
1	NA	Capacity Plans
1	NA	Capacity Plans
1	NA	Capacity/Business Plans
0%	10%	Capacity Plans
0%	10%	Capacity Plans
0%	10%	Capacity/Business Plans
1	NA	Incident Management System
\$1	NA	Financial/Budget Reports
3	2	CMMI Tool Ratings or Tool Surveys
5	4	Process Assessment Results

Tolerance Levels

GPI	Total Expenses For Unplanned Capacity
KPI	Percent of IT Costs For Unplanned Capacity Expenses
GPI	IT Resource Forecast Accuracy Ratio
GPI	IT Service Forecast Accuracy Ratio
GPI	IT Business Forecast Accuracy Ratio
CPI	Number of Incidents Caused By Inadequate Capacity
GPI	Capacity Management Tooling Support Level
GPI	Capacity Management Process Maturity Level

Target	Minimum	Warning Level
\$1	NA	\$2
1%	2%	1.5%
100%	90%	80%
100%	90%	80%
100%	90%	80%
1	2	1
3	2	2.5
5	4	4.5

Performance Indicators

GPI	Total Expenses For Unplanned Capacity
KPI	Percent of IT Costs For Unplanned Capacity Expenses
GPI	IT Resource Forecast Accuracy Ratio
GPI	IT Service Forecast Accuracy Ratio
GPI	IT Business Forecast Accuracy Ratio
CPI	Number of Incidents Caused By Inadequate Capacity
GPI	Capacity Management Tooling Support Level
GPI	Capacity Management Process Maturity Level

Target	Minimum	Question To Be Answered
\$1	NA	How much did unplanned capacity cost us for HW/SW/Network Components?
0%	2%	What percent of our actual HW/SW/Network costs were for unplanned capacity?
100%	90%	How accurate are we in forecasting IT Needed Resources?
100%	90%	How accurate are we in predicting workload volumes for services?
100%	90%	How accurate are we in anticipating business growth and changes?
1	2	How many incidents were caused related to capacity?
3	2	How well does our current tool set support Capacity Management activities?
5	4	How good are our Capacity Management practices?

Critical Success Factors

- Provide Accurate Capacity Forecasts
- Provide Services With Appropriate Capacity To Match Business Need
- Protect Services From Capacity Related Incidents
- Demonstrate Cost-Effectiveness Through Accurate Capacity Planning

Target Level

Low
Medium
High
Low

Disadvantaged Business Lots 1-7

Title	Category	Objectives	Measurement	Target Metric	Tools to support measurement	Conditions	Damages
Minority Business Enterprise(MBE)/ Women Business Enterprise (WBE)	SLA	The selected contractor will meet their commitment to fulfill MBE/WBE requirements.	Copy of the Quarterly DGS MBE/WBE report must be provided to DPW to illustrate the commitment to MBE/WBE requirements. In addition, DPW will have the right to make periodic site visits for monitoring purposes.	TBD by Bid	Contract monitoring tool to be developed	DPW will consider extenuating circumstances when evaluating to adherence to this regulation.	10% of the Final MBE/WBE commitment for noncompliance which will be assessed on an annual basis.

Contractor Partnership Program (CPP) Lots 1-7

Title	Category	Objectives	Measurement	Target Metric	Tools to support measurement	Conditions	Damages
Contractor Partnership Program (CPP)	SLA	The selected contractor will meet their commitment to fulfill CPP requirements.	Copy of the Quarterly CPP report must be provided to the Contracting Officer and the CPP Office to illustrate the commitment to CPP requirements.	TBD by Bid	Contract monitoring tool to be developed	DPW will consider extenuating circumstances when evaluating to adherence to this regulation.	Corrective Action Plan (CAP) and failure to adhere to this requirement may be grounds for contract loss and grounds for non-renewal.