



TECHNICAL PROPOSAL PACKET

Department of Human Services, Office of Information Technology (OIT)
Information Support Services Solicitation No. 710-24-020

August 12, 2024, 12:00 PM, CST

TECHNICAL PROPOSAL PACKET
710-24-020

RESPONSE SIGNATURE PAGE

Type or Print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION			
Company:	Deloitte Consulting LLP		
Address:	400 W. Capitol Avenue, Suite 900		
City:	Little Rock	State:	AR Zip Code: 72201
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Public Service Corp <input checked="" type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Nonprofit		
Minority and Women Owned Designation*:	<input checked="" type="checkbox"/> Not Applicable <input type="checkbox"/> American Indian <input type="checkbox"/> Service Disabled Veteran <input type="checkbox"/> African American <input type="checkbox"/> Hispanic American <input type="checkbox"/> Women-Owned <input type="checkbox"/> Asian American <input type="checkbox"/> Pacific Islander American		
	AR Certification #: _____ * See <i>Minority and Women-Owned Business Policy</i>		
PROSPECTIVE CONTRACTOR CONTACT INFORMATION			
<i>Provide contact information to be used for solicitation related matters.</i>			
Contact Person:	_____	Title:	Managing Director
Phone:	_____	Alternate Phone:	_____
Email:	_____		
CONFIRMATION OF REDACTED COPY			
<input checked="" type="checkbox"/> YES, a redacted copy of submission documents is enclosed. <input type="checkbox"/> NO, a redacted copy of submission documents is <u>not</u> enclosed. I understand a full copy of non-redacted submission documents will be released if requested. <i>Note: If a redacted copy of the submission documents is not provided with Prospective Contractor's response packet, and neither box is checked, a copy of the non-redacted documents, with the exception of financial data (other than pricing), will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA). See Solicitation Terms and Conditions for additional information.</i>			
ILLEGAL IMMIGRANT CONFIRMATION			
By signing and submitting a response to this <i>Solicitation</i> , a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants and shall not employ or contract with illegal immigrants during the term of a contract awarded as a result of this solicitation.			
ISRAEL BOYCOTT RESTRICTION CONFIRMATION			
By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel and shall not boycott Israel during the term of a contract awarded as a result of this solicitation. <input checked="" type="checkbox"/> Prospective Contractor does not and shall not boycott Israel.			

An official authorized to bind the Prospective Contractor to a resultant contract shall sign below. The signature below signifies agreement that any exception that conflicts with a Requirement of this *Solicitation* may cause the Prospective Contractor's response to be rejected.

Authorized Signature

Title: Managing Director

Printed/Typed Name:

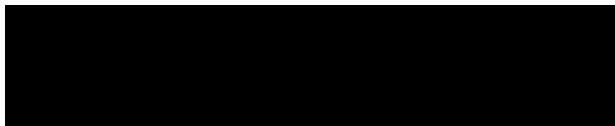
Date: August 7, 2024

SECTIONS 1 – 4: VENDOR AGREEMENT AND COMPLIANCE

- Any requested exceptions to items in this section which are NON-mandatory **must** be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception, and should label the request to reference the specific solicitation item number to which the exception applies.
- Exceptions to Requirements **shall** cause the vendor's proposal to be disqualified.

By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation.

Authorized Signature:



Use Ink Only.

Printed/Typed Name:



Date: August 7, 2024

State of Arkansas
DEPARTMENT OF HUMAN SERVICES
700 South Main Street
P.O. Box 1437 / Slot W345
Little Rock, AR 72203

ADDENDUM 1

TO: All Addressed Vendors
FROM: Office of Procurement
DATE: July 10, 2024
SUBJECT: Information Support Services (710-24-020)

The following change(s) to the above referenced RFP have been made as designated below:

- ☒ Change of specification(s)
☐ Additional specification(s)
☐ Change of bid opening date and time
☐ Cancellation of bid
☒ Other

OTHER

- Remove and replace the Official Price Sheet with the Revised Official Price Sheet.
- Remove and replace Attachment J with the Revised Attachment J Cost Proposal Template.
- Remove and replace Attachment K with the Revised Attachment K ISS Requirements

CHANGE OF SPECIFICATIONS

- Section 2.7.4 of the solicitation:
Table 4 Contractor's Enterprise Platform Services Engagement Key Personnel Roles- remove the Project Team title, roles and responsibilities, and expected qualifications language entirely from Table 4 of the solicitation.

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: Arnetia Dean, DHS.OP.Solicitations@dhs.arkansas.gov

Vendor Signature

August 7, 2024
Date

Deloitte Consulting LLP
Company

State of Arkansas
DEPARTMENT OF HUMAN SERVICES
700 South Main Street
P.O. Box 1437 / Slot W345
Little Rock, AR 72203

ADDENDUM 2

TO: All Addressed Vendors
FROM: Office of Procurement
DATE: July 16, 2024
SUBJECT: Information Support Systems

The following change(s) to the above referenced RFP have been made as designated below:

☐ Change of specification(s)
☐ Additional specification(s)
☒ Change of bid opening date and time
☐ Cancellation of bid
☒ Other

CHANGE OF BID OPENING DATE AND TIME

- Bid submission date and time changed to: August 7, 2024, 1:00 p.m., CST
- Bid opening date and time changed to: August 7, 2024, 2:00 p.m., CST

OTHER

ACTIVITY	DATE
Public Notice of RFP	June 26, 2024
Deadline for Receipt of Written Questions	July 1, 2024, at 4:00 P.M. CST
Response to written Questions, On or About	July 10, 2024
Proposal Due Date and Time	August 7, 2024, at 1:00 P.M. CST
Opening Proposal Date and Time	August 7, 2024, at 2:00 P.M. CST
Intent to Award Announcement Posted, On or About	October 4, 2024
Contract Start Date (Subject to State Approval)	February 1, 2025

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: Arnetia Dean, DHS.OP.Solicitations@dhs.arkansas.gov or via phone at 501-683-5969.

Vendor Signature

Deloitte Consulting LLP
Company

August 7, 2024

Date

State of Arkansas
DEPARTMENT OF HUMAN SERVICES
700 South Main Street
P.O. Box 1437 / Slot W345
Little Rock, AR 72203

ADDENDUM 3

TO: All Addressed Vendors
FROM: Office of Procurement
DATE: August 2, 2024
SUBJECT: Information Support Services (710-24-020)

The following change(s) to the above referenced RFP have been made as designated below:

☐ Change of specification(s)
☐ Additional specification(s)
☐ Change of bid opening date and time
☐ Cancellation of bid
☒ Other

OTHER

- Remove and replace the Revised Attachment J with Revision 2 Attachment J - Cost Proposal Template.
- Remove and replace the Revised Attachment K with Revision 2 Attachment K - ISS Requirements

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: Arnetia Dean, DHS.OP.Solicitations@dhs.arkansas.gov or via phone at (501) 683-5969.


Vendor Signature

August 7, 2024
Date

Deloitte Consulting LLP
Company

State of Arkansas
DEPARTMENT OF HUMAN SERVICES
700 South Main Street
P.O. Box 1437 / Slot W345
Little Rock, AR 72203

ADDENDUM 4

TO: All Addressed Vendors
FROM: Office of Procurement
DATE: August 5, 2024
SUBJECT: Information Support Services (710-24-020)

The following change(s) to the above referenced RFP have been made as designated below:

☐ Change of specification(s)
☐ Additional specification(s)
☒ Change of bid opening date and time
☐ Cancellation of bid
☒ Other

OTHER

- Remove and replace the Revision 2 Attachment J with Revision 3 Attachment J -Cost Proposal Template.

CHANGE OF BID OPENING DATE AND TIME

- New Bid Submission date and time is August 12, 2024, at 12:00 p.m., CST
- New Bid Opening date and time is August 12, 2024, at 1:00 p.m., CST

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact: Arnetia Dean, DHS.OP.Solicitations@dhs.arkansas.gov or via phone at (501) 683-5969.


Vendor Signature

August 7, 2024
Date

Deloitte Consulting LLP
Company

Contract Number _____
Attachment Number _____
Action Number _____

CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

SUBCONTRACTOR: SUBCONTRACTOR NAME: _____

☐ Yes ☒ No

IS THIS FOR:

TAXPAYER ID NAME: Deloitte Consulting LLP

Goods? ☐ Services? ☒ Both? ☐

YOUR LAST NAME: _____

FIRST NAME: _____

M.I.: _____

ADDRESS: 400 W. Capitol Avenue, Suite 900

CITY: Little Rock

STATE: AR

ZIP CODE: 72201

COUNTRY: USA

AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:

FOR INDIVIDUALS *

Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse is a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

Position Held	Mark (✓)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]	
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Relation
General Assembly							
Constitutional Officer							
State Board or Commission Member							
State Employee							

☒ None of the above applies

FOR AN ENTITY (BUSINESS) *

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

Position Held	Mark (✓)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?		
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%)	Position of Control
General Assembly								
Constitutional Officer								
State Board or Commission Member								
State Employee								

☒ None of the above applies

Contract Number _____
Attachment Number _____
Action Number _____

Contract and Grant Disclosure and Certification Form

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.

As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM**. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.

2. I will include the following language as a part of any agreement with a subcontractor:

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.

3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM** completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.

Signature _____ Title Managing Director Date August 7, 2024

Vendor Contact Person _____ Title Managing Director Phone No. _____

Agency use only

Agency Number 0710 Agency Name Department of Human Services Agency Contact Person _____ Contact Phone No. _____ Contract or Grant No. _____



Deloitte
30 Rockefeller Plaza
New York
USA
Tel: 212-492-4000
Fax: 212-489-1687
www.deloitte.com

AFFIRMATIVE ACTION FOR EQUAL EMPLOYMENT OPPORTUNITY – A STATEMENT OF POLICY

Deloitte's success as a professional services organization requires that we maintain a rich diversity of people able to render services with exceptional quality, excellence, and commitment. Our affirmative action policy advances the principles of equal employment opportunity and supports that goal by enlarging our talent pool.

Deloitte's policy is to seek and employ people with skill and integrity and to provide them with the means to develop professionally, without regard to race, color, religion, creed, citizenship, national origin, age, sex, gender, pregnancy, gender identity/expression, sexual orientation, marital status, disability (including neurodiversity), genetic information, veteran status or any other legally protected basis, in accordance with applicable federal, state, or local law. Our policies aim for the highest standards of fairness and equal opportunity, covering all aspects of employment, including, but not limited to, recruitment and employment, promotions, compensation, team opportunities, and training programs. We are committed to compliance with all laws and regulations relating to equal employment opportunity (EEO), affirmative action, and harassment, and to ensuring that all employment decisions are based only on valid job requirements. Our policies provide for an internal audit and reporting system that helps Deloitte monitor and evaluate the effectiveness of its affirmative action efforts and programs.

Employees and applicants must not be subjected to harassment, intimidation, threats, coercion, discrimination or any form of reprisal because they have (1) filed a complaint; (2) assisted or participated in an investigation, proceeding, or any other activity related to the administration of any federal, state, or local law requiring EEO; (3) engaged in any activity that is protected by Deloitte policy; (4) opposed any act or practice made unlawful by any federal, state, or local law requiring equal opportunity; (5) inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant; or (6) engaged in any other activity that is protected by any federal, state, or local law.

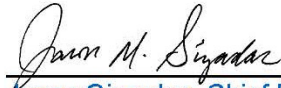
To support our inclusive culture, Kwasi Mitchell, Chief Purpose and Diversity, Equity, and Inclusion (DEI) Officer, oversees the vision and the implementation of our Inclusion strategy. Overall direction and support on our affirmative action program is provided at the national level through Talent ELE Compliance. They are responsible for monitoring compliance with federal affirmative action regulations across Deloitte.

Invitation to Self-Identify

Employees may choose to voluntarily disclose their sex, race, ethnicity, protected veteran status and disability at any time via Deloitte's self-service portal. Applicants may self-identify during the application process. Employees and applicants with disabilities are encouraged to inform Talent Relations if they need a reasonable accommodation to perform a job for which they are otherwise qualified.

Affirmative Action Plans

The Office of Federal Contract Compliance Programs (OFFCP) requires that Deloitte prepare affirmative action plans and update them annually. Deloitte's plans incorporate the policies referenced herein and also specify the actions to be taken if the policies are not adhered to. Employees may request access to these plans by contacting Talent ELE Compliance.



Jason Girzadas, Chief Executive Officer

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.

PROPOSED SUBCONTRACTORS FORM

• *Do not include additional information relating to subcontractors on this form or as an attachment to this form.*

**PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S)
TO PROVIDE SERVICES.**

Type or Print the following information

Subcontractor's Company Name	Street Address	City, State, ZIP
------------------------------	----------------	------------------



**PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE
SUBCONTRACTORS TO PERFORM SERVICES.**

Attachment H: Boycott and Certifications Form

Refer to Attachment H - Boycott and Certifications Form per RFP request (Section 1.8.A.2.e) on the following page.



Department of Transformation and Shared Services

Governor Sarah Huckabee Sanders

Secretary Joseph Wood

Director Edward Armstrong

CERTIFICATION FOR BOYCOTT AND ILLEGAL IMMIGRANT RESTRICTIONS

Pursuant to Arkansas law, a vendor must submit the below certifications prior to entering into a contract with a public entity for an amount as designated by the applicable laws.

1. Israel Boycott Restriction: For contracts valued at \$1,000 or greater.

A public entity shall not enter into a contract with a company unless the contract includes a written certification that the person or company is not currently engaged in a boycott of Israel. If at any time after signing this certification the contractor decides to engage in a boycott of Israel, the contractor must notify the contracting public entity in writing.

See Arkansas Code Annotated § 25-1-503.

2. Illegal Immigrant Restriction: For contracts exceeding \$25,000.

No state agency may enter into or renew a public contract for services with a contractor who employs or contracts with an illegal immigrant. A contractor shall certify that it does not employ, or contract with, illegal immigrants.

See Arkansas Code Annotated § 19-11-105.

3. Energy, Fossil Fuel, Firearms, and Ammunition Industries Boycott Restriction:

For contracts valued at, or exceeding, \$75,000.

A public entity shall not enter into a contract with a company unless the contract includes a written certification that the person or company is not currently engaged in, and agrees for the duration of the contract not to engage in, a boycott of an Energy, Fossil Fuel, Firearms, or Ammunition Industry. If a company does boycott any of these industries, see Arkansas Code Annotated § 25-1-1102.

By signing this form, the contractor agrees and certifies that it does not, and shall not for the remaining aggregate term of the contract, participate in the activities checked below:

- ☒ Do not boycott Israel.
- ☒ Do not employ illegal immigrants.
- ☒ Do not boycott Energy, Fossil Fuel, Firearms, or Ammunition Industries.

Contract Number & Description	RFP #710-24-020 Information Support Services
Name of Public Entity	Dept. of Human Services, Office of Information Technology
Name of Vendor/Contractor	Deloitte Consulting LLP
AASIS Vendor Number	

Contractor Signature

August 7, 2024

Date

Office of State Procurement

501 Woodlane Street, Suite 220 * Little Rock, AR 72201 * 501.324.9316

Attachment L: Client History Form

Refer to completed Attachment L - Client History Form per RFP request (Section 2.2.C) for the details as requested.

Letter of Bondability

Refer to Letter of Bondability per RFP request (Section 2.2.E) on the following page.

[REDACTED]

July 15, 2024

State of Arkansas
Department of Human Services
Office of Procurement
700 Main Street
Little Rock, Arkansas 72201

Re: Information Support Services – Solicitation Number: 710-24-020

To Whom It May Concern:

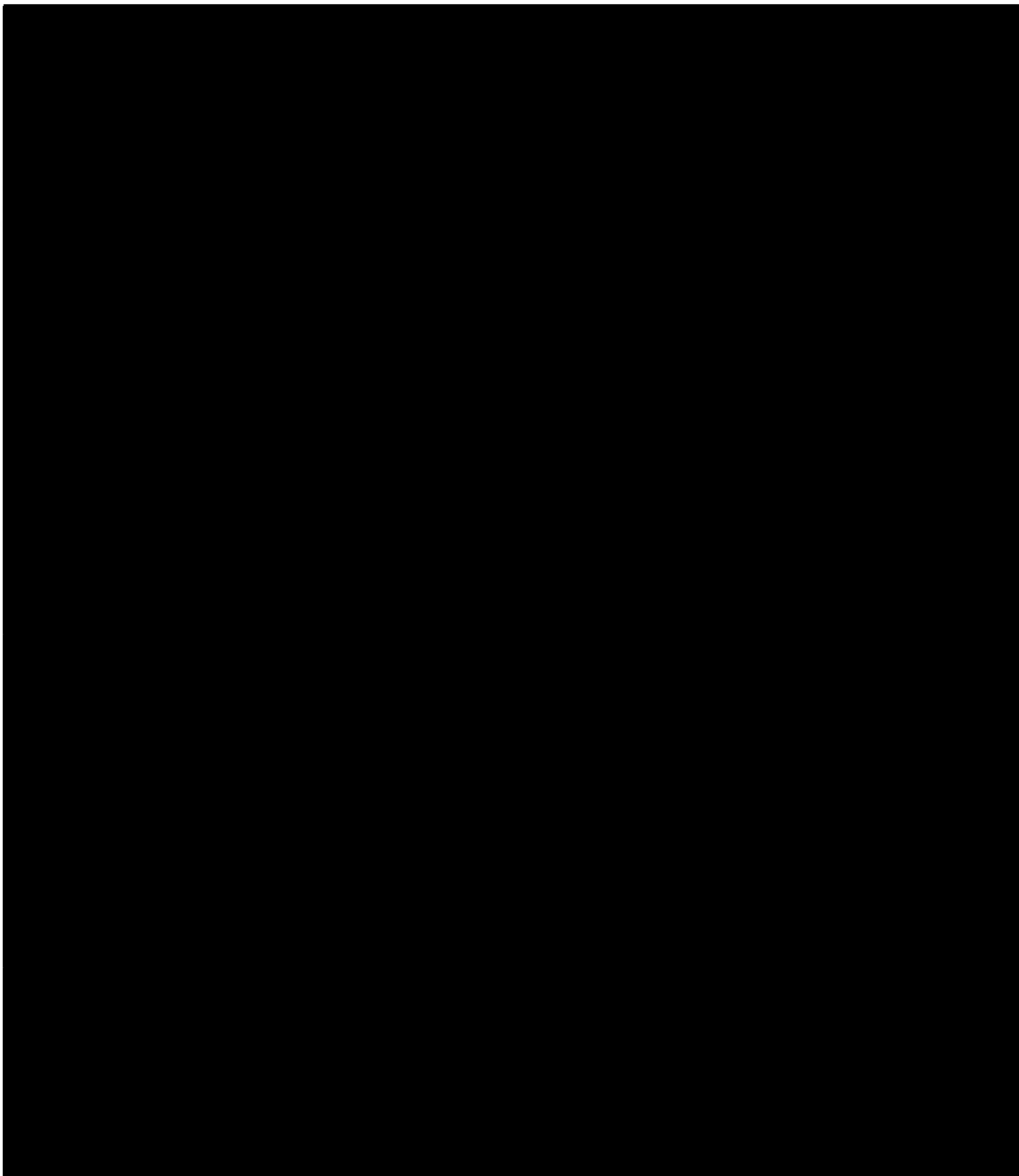
[REDACTED]

At the present time, Deloitte Consulting LLP is [REDACTED]

[REDACTED]

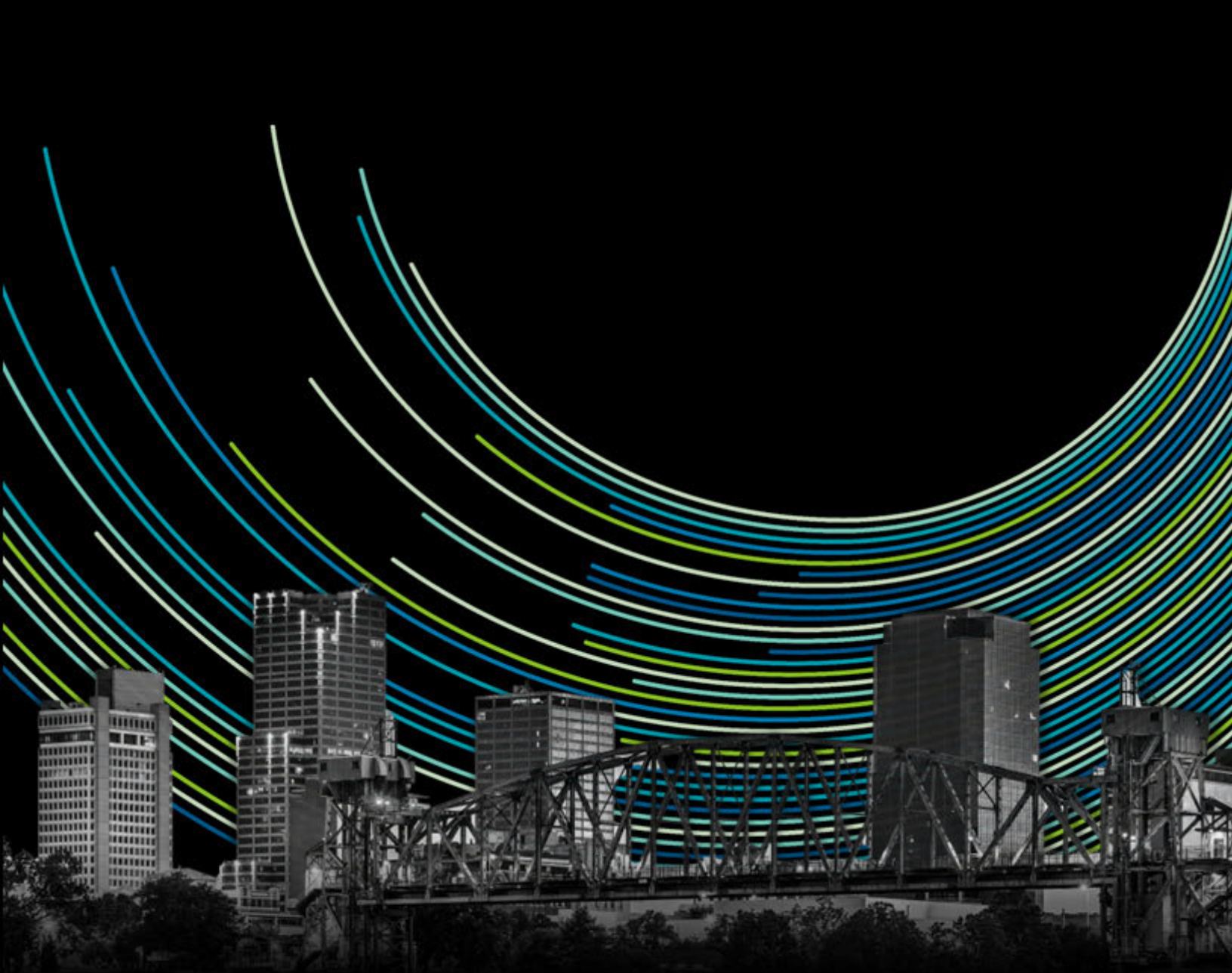
If you have any questions or need any additional information, please do not hesitate to contact me.

[REDACTED]



INFORMATION FOR EVALUATION

- *Provide a response to each item/question in this section. Prospective Contractor may expand the space under each item/question to provide a complete response.*
- **Do not** include additional information if not pertinent to the itemized request.



SECTION E.1 EXPERIENCE

Section E.1 Experience

Section E.1 Experience

- A. Describe the Prospective Contractor and Subcontractor (if applicable) background, understanding of the relevant domain, and experience in the public sector including the following: 5 points
- Number of years in business
 - Total number of years providing services as outlined in the RFP
 - Number of employees
 - Physical locations in the U.S.
 - Attachment L – Client History Form.

E.1.A Our Background, Understanding of the Relevant Domain, and Experience in the Public Sector

Since we began our work on the ISS application portfolio in 2017, Deloitte has

[REDACTED]

[REDACTED]

As we look to the future, Deloitte is

[REDACTED]

[REDACTED]

[REDACTED]

E.1.A.1 Deloitte Background

Deloitte Consulting has a long history of successfully delivering projects for our clients and is committed to a collaborative culture, committed to excellence in delivery, and an unyielding commitment to our clients and our people.

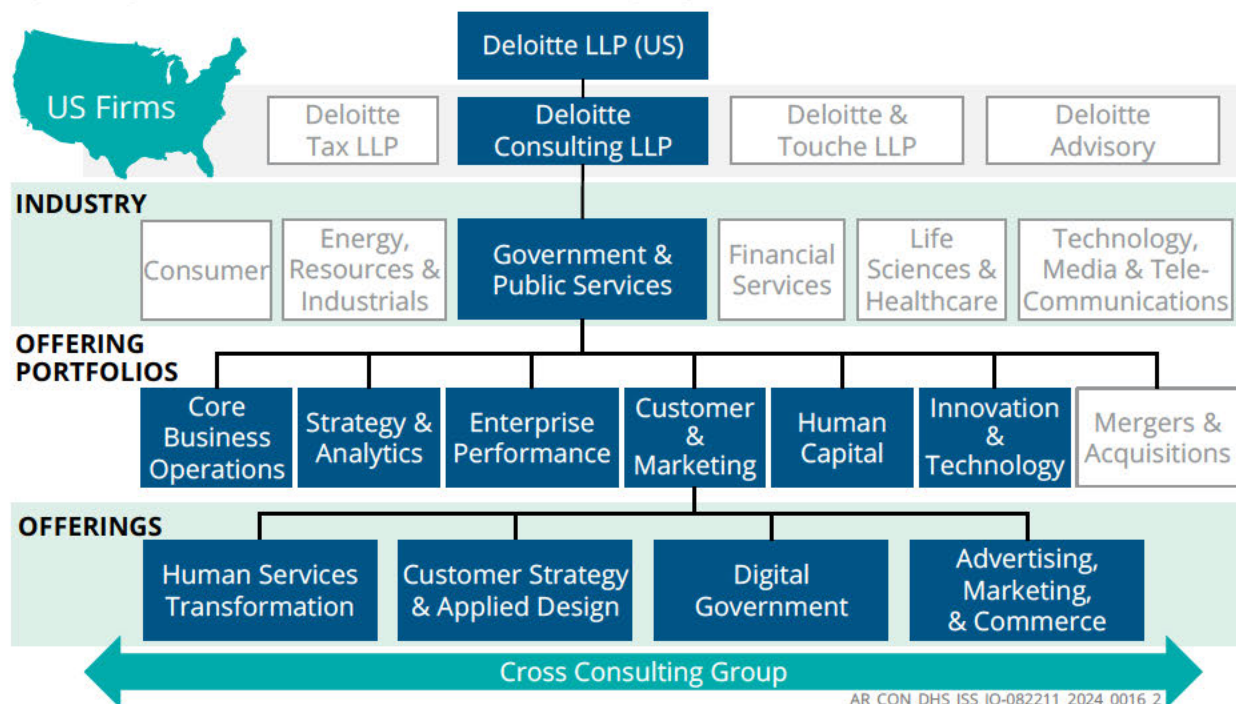


Figure 1. Deloitte LLP.

We serve state government clients as part of “Government and Public Services” (GPS). GPS has seven offering portfolios, shown in the preceding figure, focused on helping our clients improve services and deliver impact.

E.1.A.2 Public Sector Domain Experience Nationally

We have a dedicated group of professionals who focus on delivering complex HHS engagements, with experience spanning 47 states. Deloitte is a national leader in Human Service transformation. We have over **50 years of experience** helping address the most

difficult Human Services delivery challenges. As a full-service Human Services Transformation and Technology consultancy, the Deloitte Team possesses unmatched experience, knowledge, and capacity. The following figure highlights our national HHS experience.

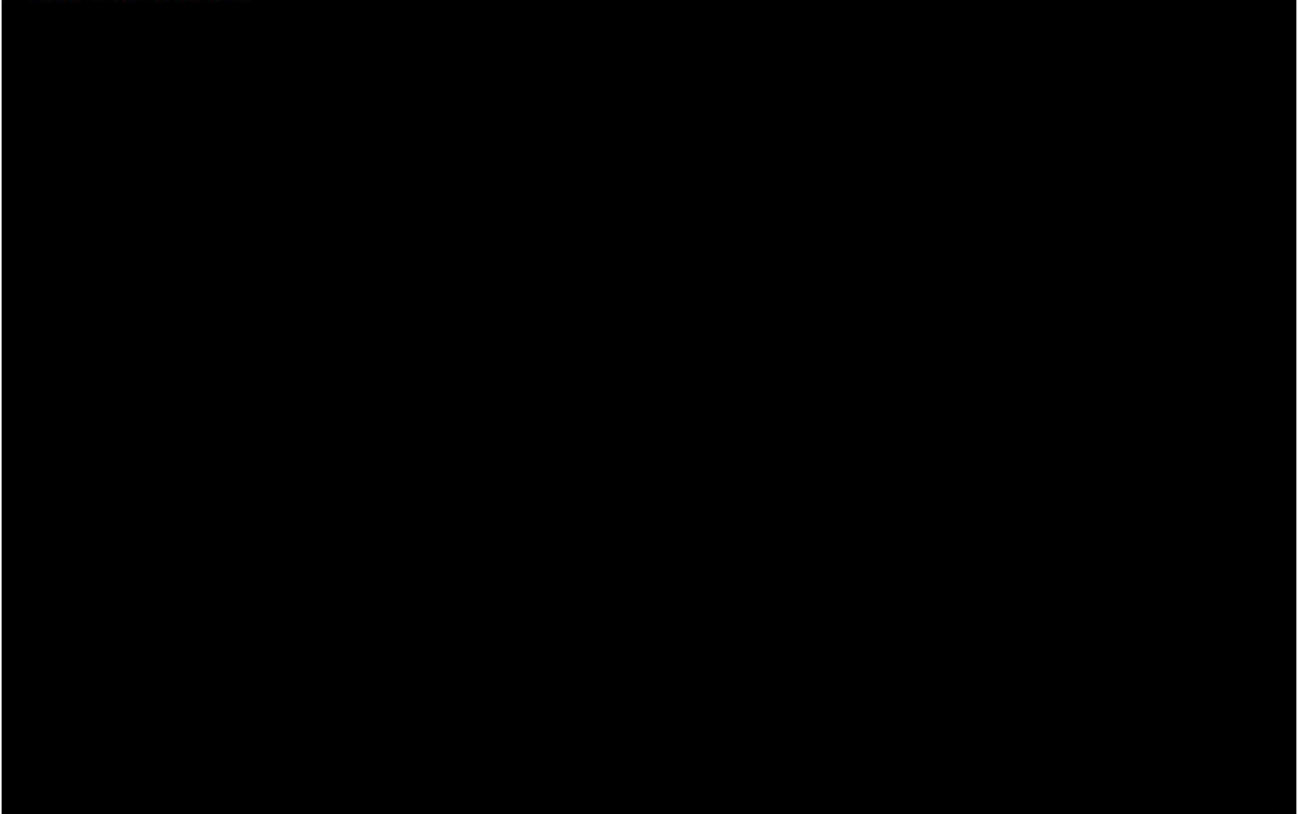
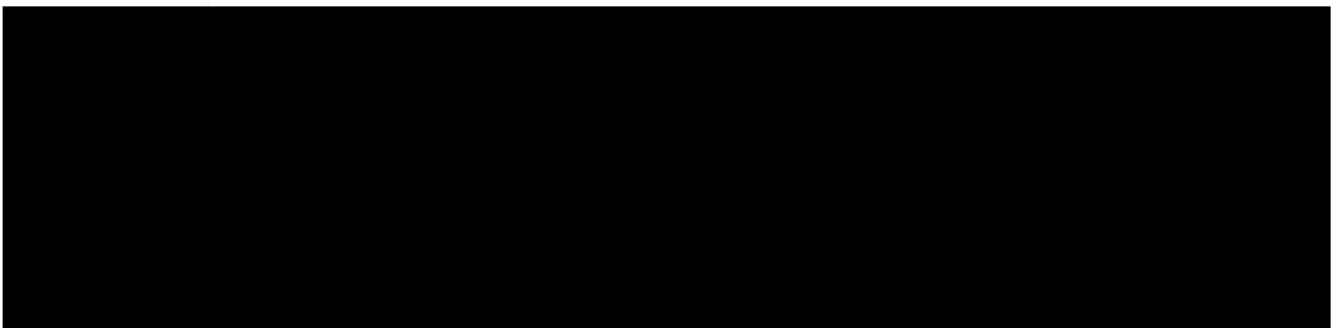


Figure 2. Our National HHS Experience.

E.1.A.3 Experience in Arkansas



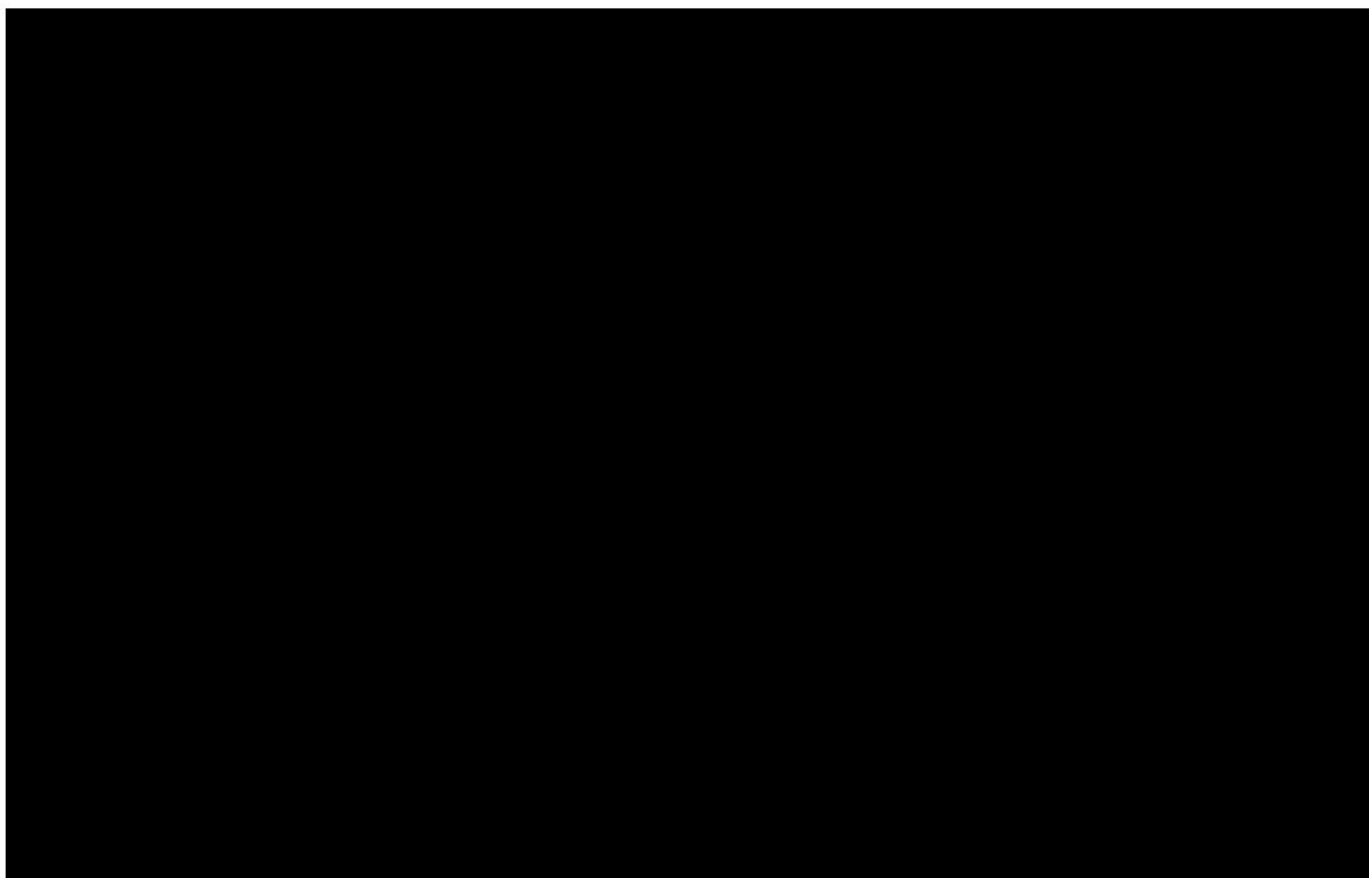
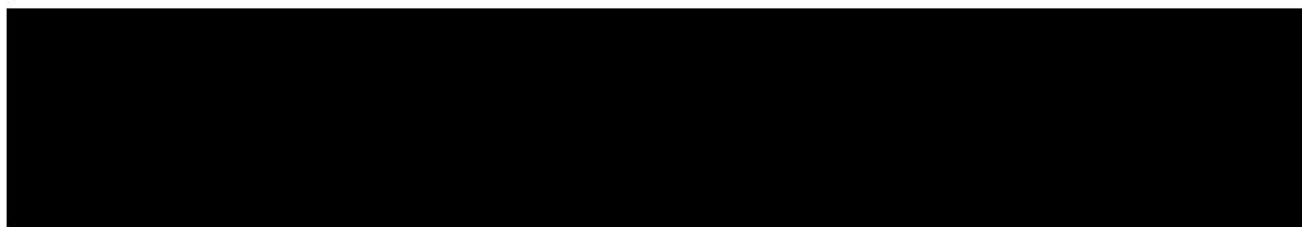


Figure 3. Deloitte's Arkansas Experience.



E.1.A.4 Number of years in business

As of 2024, **Deloitte has operated for 179 years**. Deloitte Consulting, as a distinct entity within Deloitte, was formally established in 1995. Consulting services were provided by Deloitte's broader organization before 1995, but the establishment of Deloitte Consulting marked a more defined and structured approach to these services within the firm.

E.1.A.5 Total number of years providing services as outlined in the RFP

Deloitte's 50 years of experience delivering value to 250+ public sector organizations include working with clients at the Federal, State and Local levels. Currently, our public sector practice serves clients across 47 states and the federal government. [REDACTED]



[REDACTED]

In addition to our broader industry knowledge and technology experience, [REDACTED]

[REDACTED]

E.1.A.6 Number of employees

Deloitte has 171,000 professionals across the United States, with more than [REDACTED] **professionals dedicated to our Government and Public Services (GPS) practice.** This includes individuals specializing in Health and Human Services (HHS) service delivery who bring experience with federal agencies Centers for Medicare & Medicaid Services (CMS), United States Department of Agriculture (USDA), Administration for Children and Families (ACF), Substance Abuse and Mental Health Services Administration (SAMSHA), Food and Nutrition Service (FNS), and others), state Medicaid and HHS agencies, and work across the country.

E.1.A.7 Physical locations in the U.S.

Deloitte maintains a presence in the United States with **134 offices in 106 cities across 47 states.** Deloitte has offices in Rogers (3301 Market Street) and Little Rock (400 Capitol Avenue), AR which allows for servicing of clients throughout the State.

E.1.A.8 Attachment L – Client History Form

Refer to completed Attachment L - Client History Form (Section 2.2.C) for the details as requested.

Section E.1 Experience

- B. Describe the Prospective Contractor's understanding of the services specified in this RFP. Include strategies and areas of focus related to this service. Provide key trends affecting these services and describe how the Prospective Contractor will use these trends to benefit DHS. 5 points
-


E.1.B Our Understanding of the Services

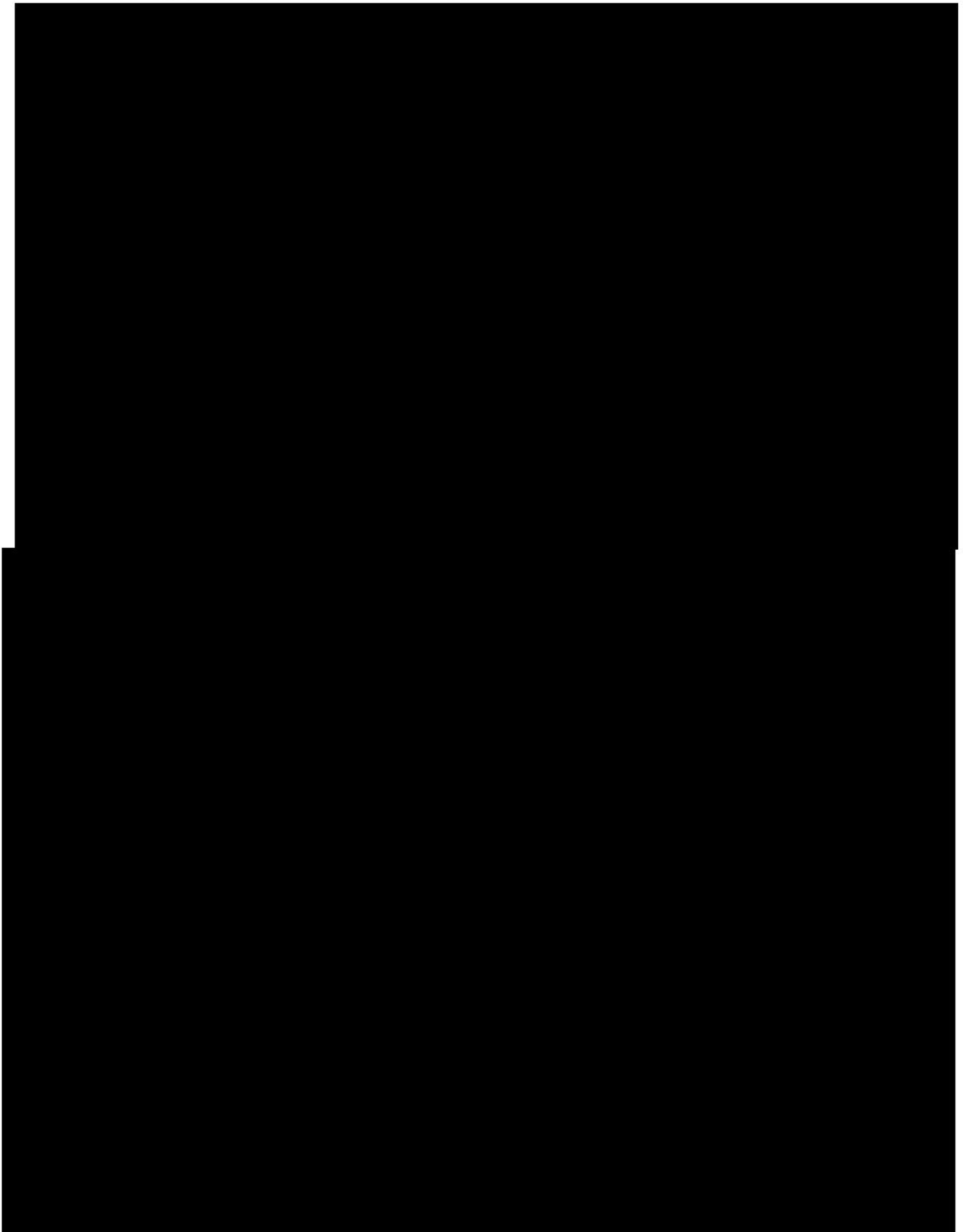
Deloitte understands that

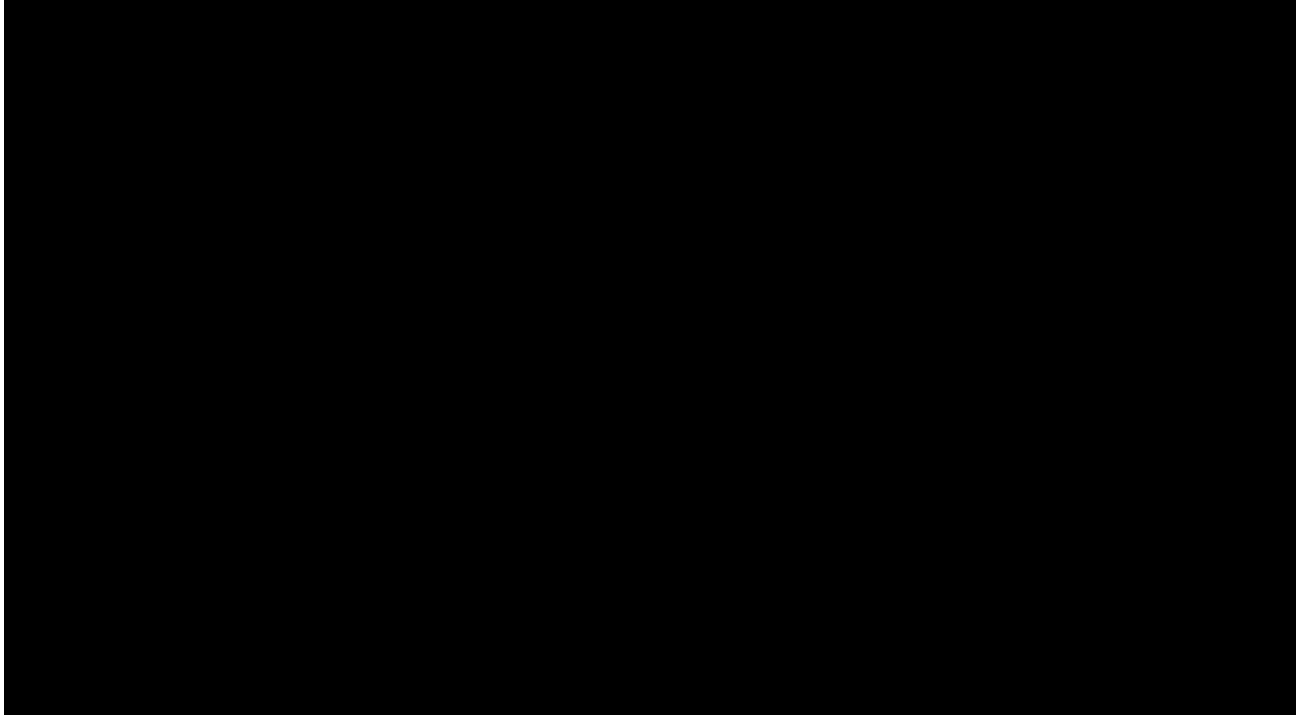
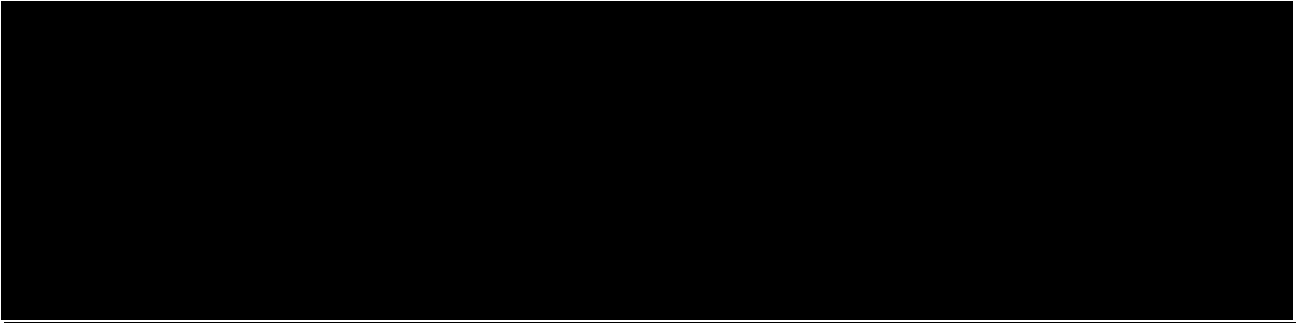


E.1.B.1 Complex Landscape of Information Support Services (ISS)

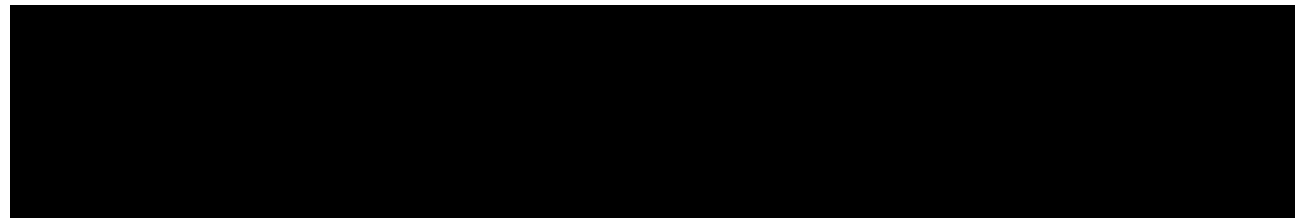
The ISS portfolio of systems and applications is a one-of-a-kind portfolio powering DHS to serve the diverse needs of its employees, providers, and citizens. In 2017, DHS was actively utilizing over 250 applications across a variety of technology platforms. The technology landscape included mainframe.







E.1.B.2 Our Understanding of the Requested Services



E.1.B.2.1 Transition Services

[REDACTED]

[REDACTED]

[REDACTED]

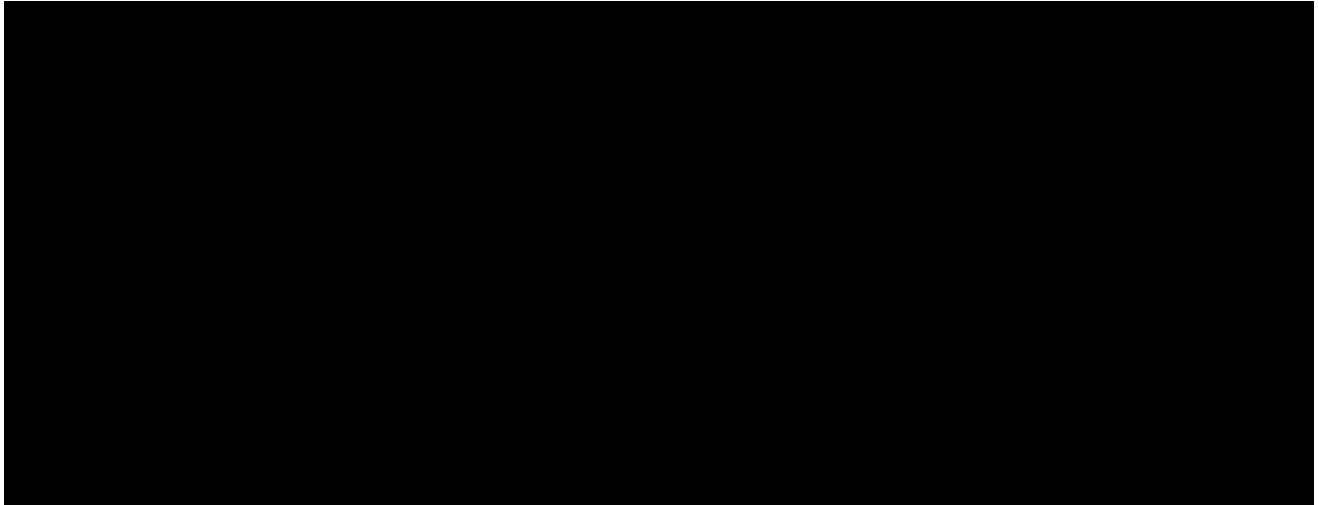
E.1.B.2.2 Maintenance and Operations Services

We have reviewed the requirements for the Maintenance and Operations in **Attachment K – ISS Requirements** of the solicitation.

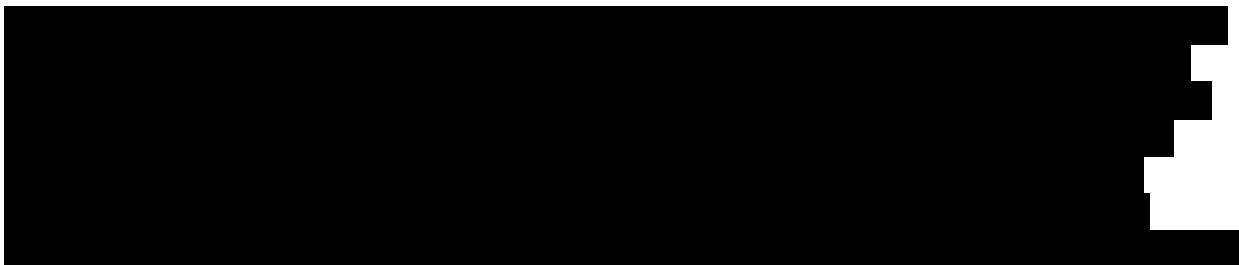
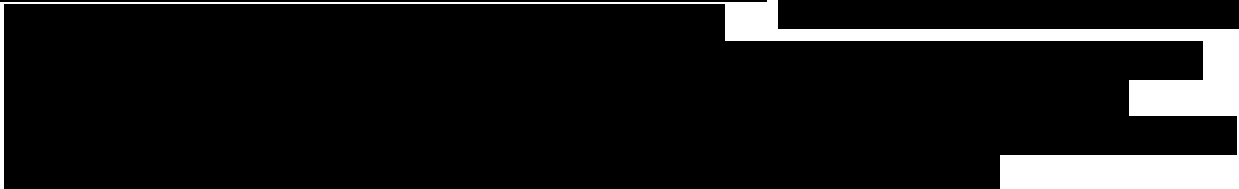
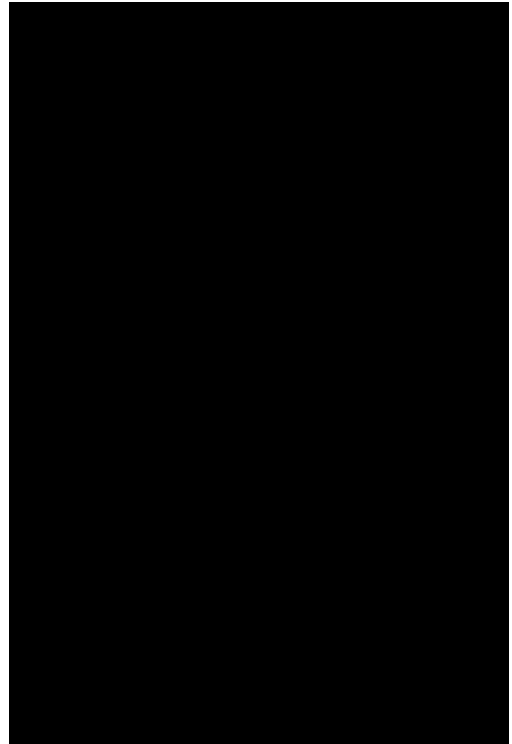
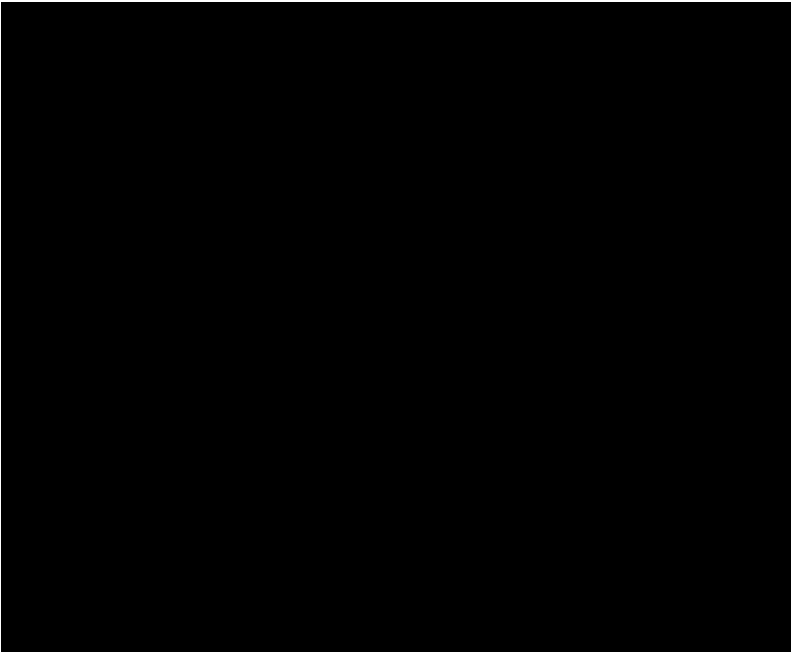
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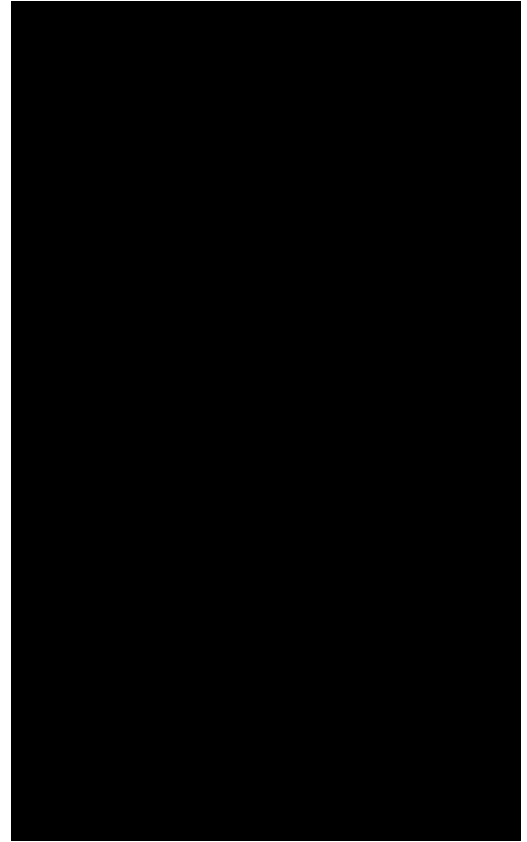


E.1.B.2.3 Enhancement Services





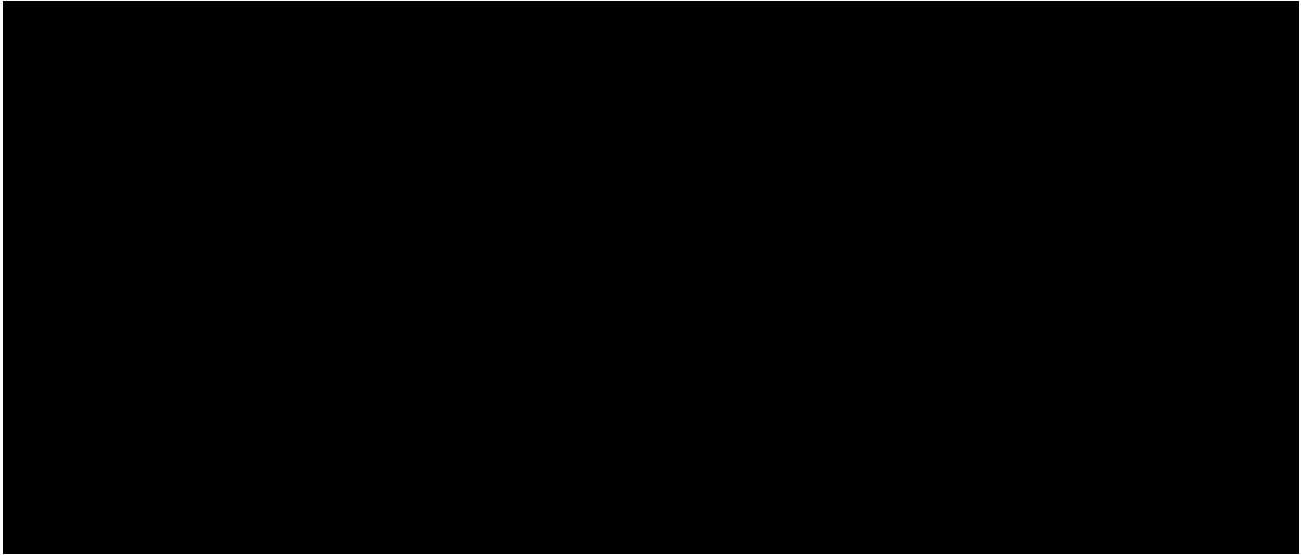
E.1.B.2.4 Business Intelligence & Reporting



E.1.B.2.5 As-Needed Services

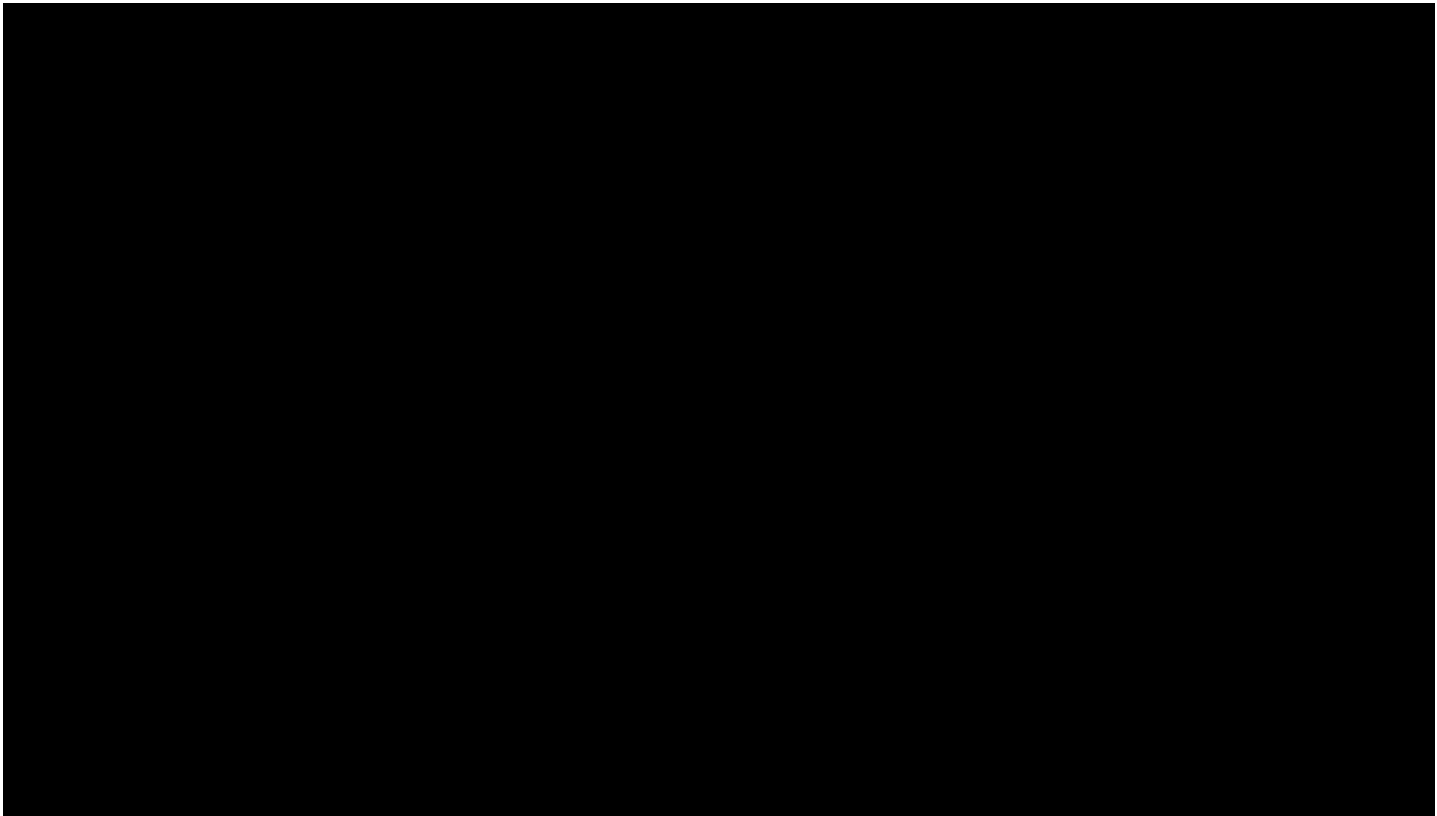
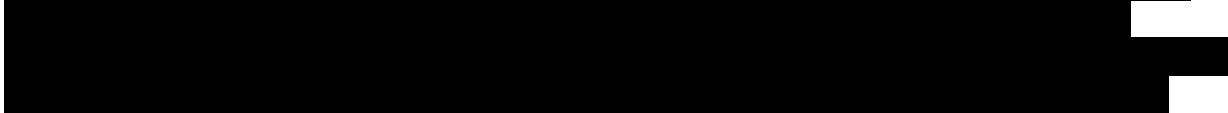
We understand that DHS, at its discretion, can request Deloitte to provide services in the areas listed in **Section 2.6 Provision of Additional As-Needed Services** of the solicitation.





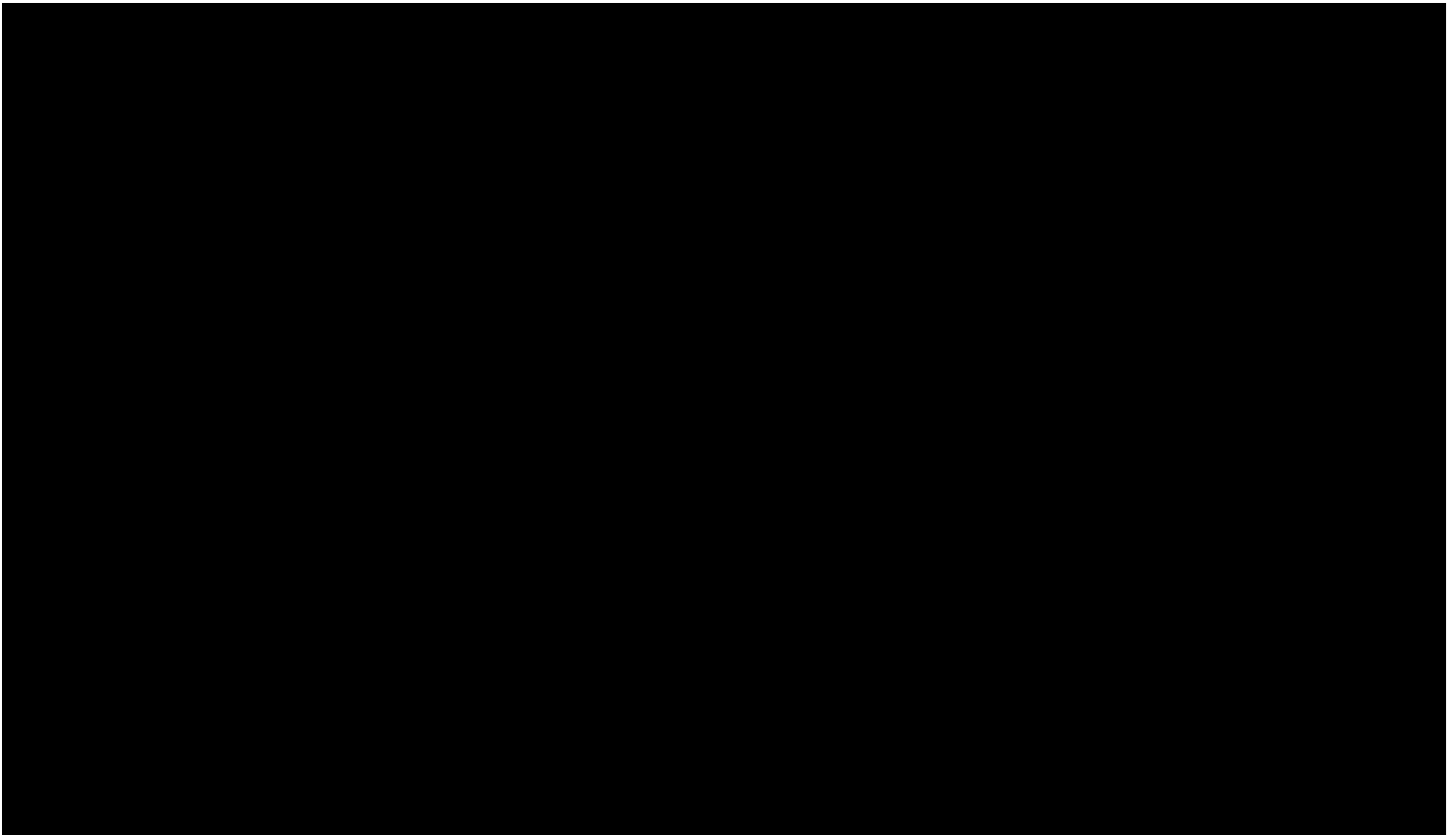
E.1.B.2.6 Turnover

If we are requested to transition our services, we will approach it with





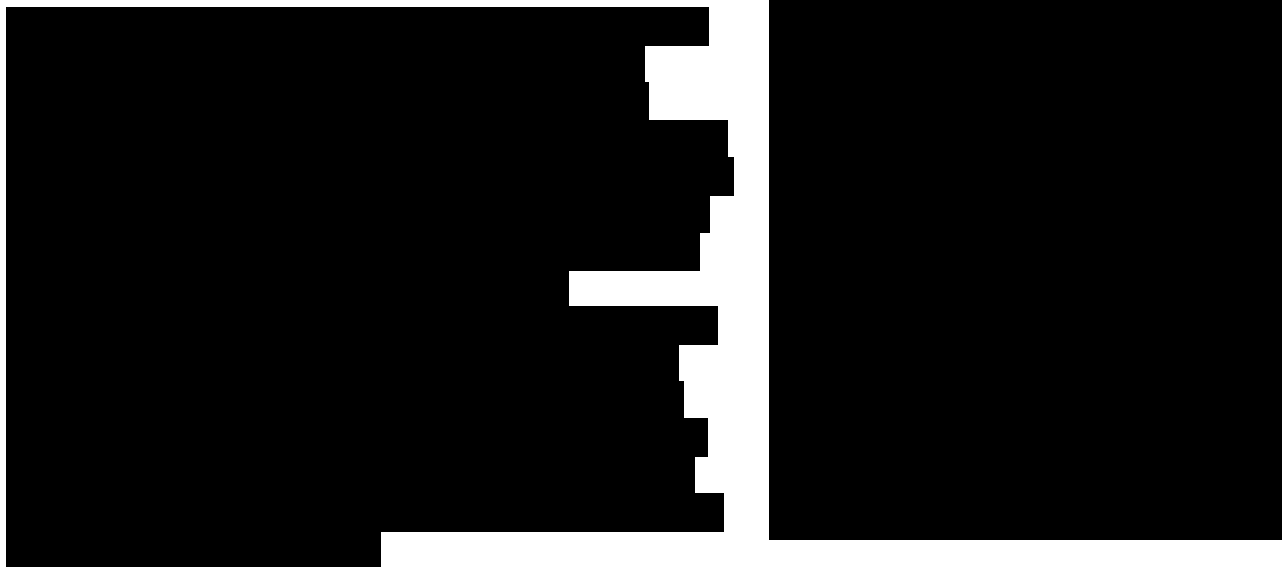
E.1.B.3 Strategies for Successful Delivery



E.1.B.3.1 Right Team



E.1.B.3.2 Methodology for Reliable Effort Estimation



E.1.B.3.3 Effective Release Planning

Our process considers

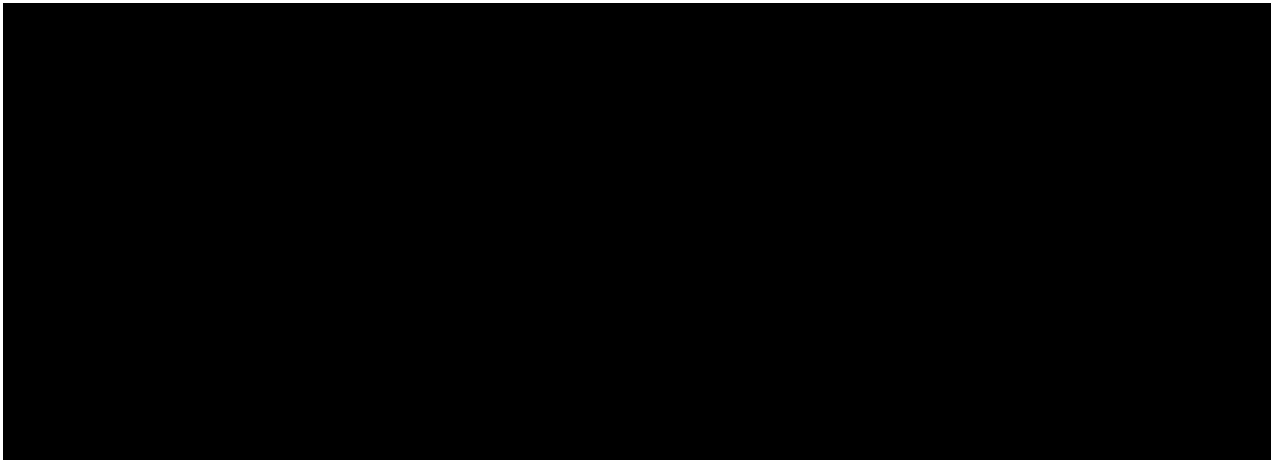
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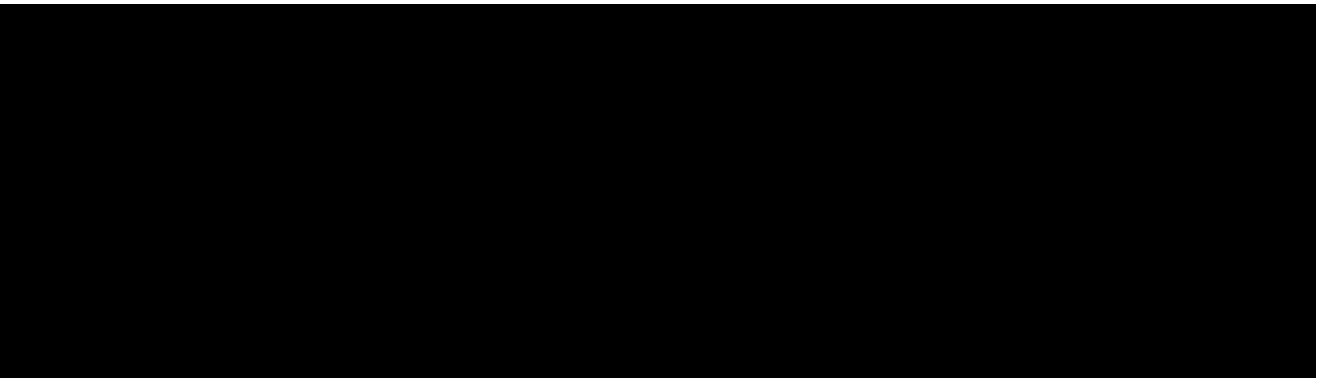
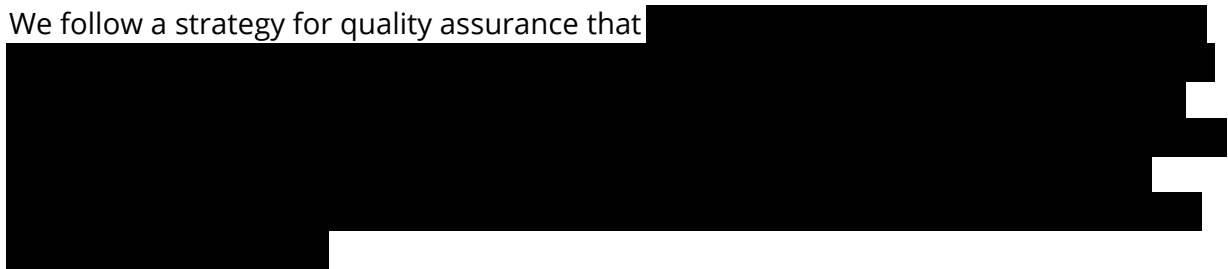
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E.1.B.3.4 Transparent Communication

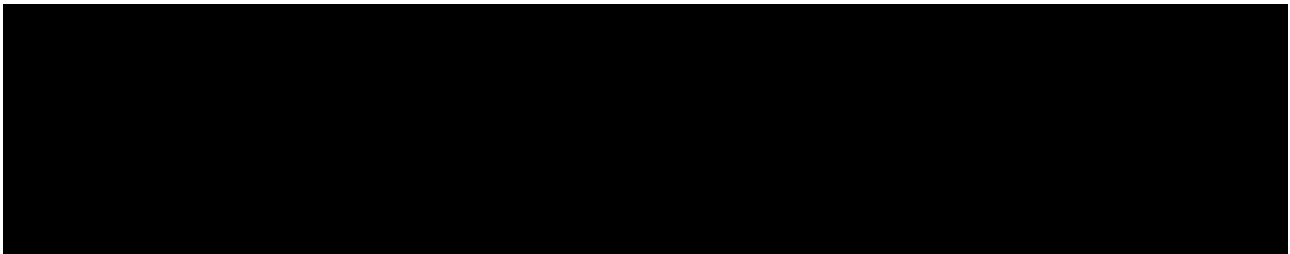


E.1.B.3.5 Quality Assurance

We follow a strategy for quality assurance that



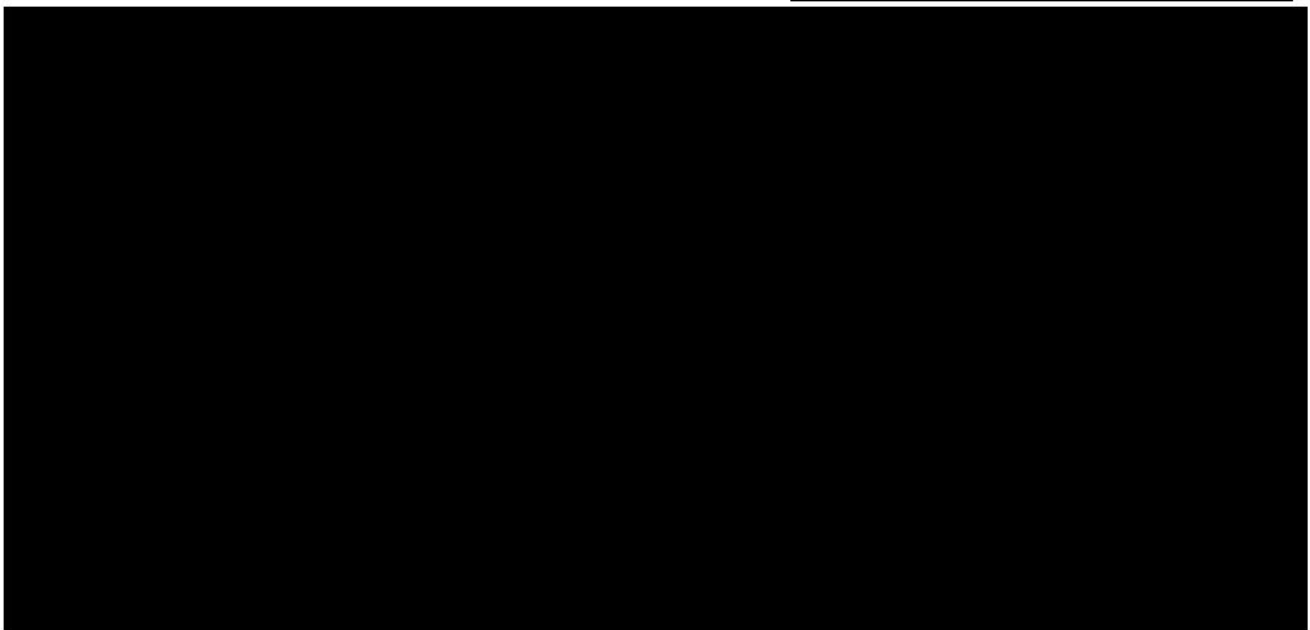
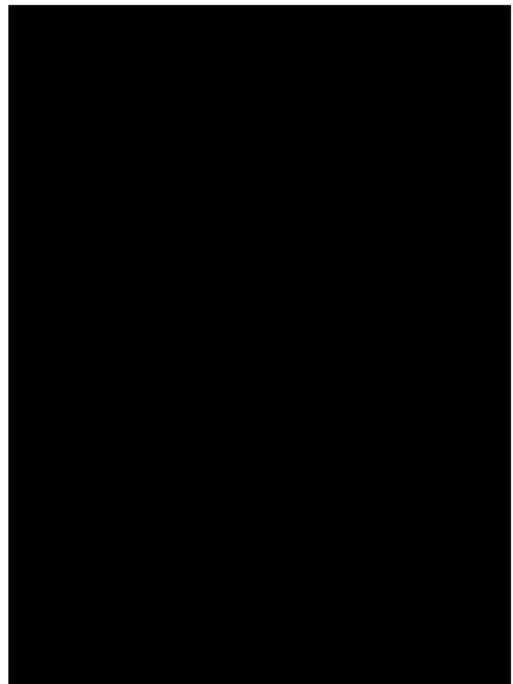
E.1.B.4 Key Trends and Benefits to DHS





E.1.B.4.1 Migration to Cloud/SaaS

DHS and businesses across the country are in the process of migrating its infrastructure to the cloud.



E.1.B.4.2 Data Sharing/Interoperability

[Redacted]

[Redacted]

E.1.B.4.3 Enterprise Portfolio Governance

As government agencies like DHS migrate their

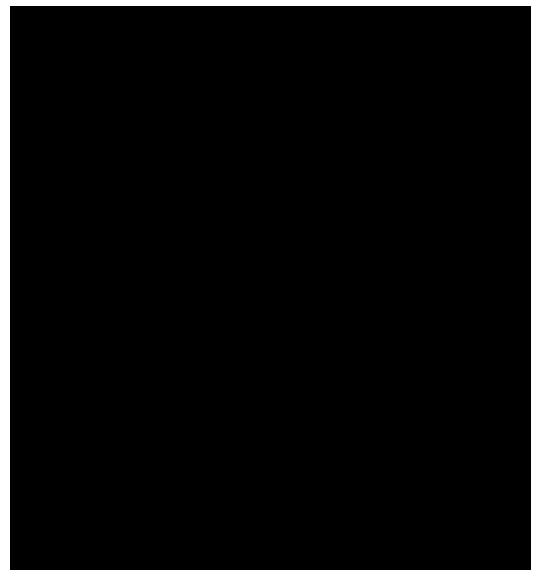
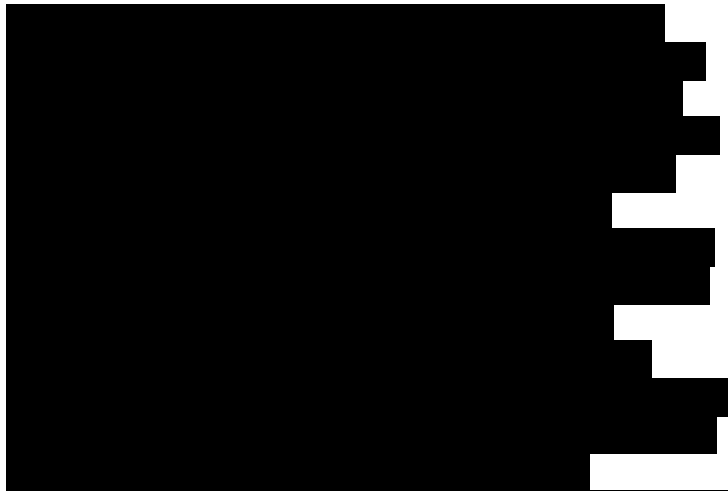
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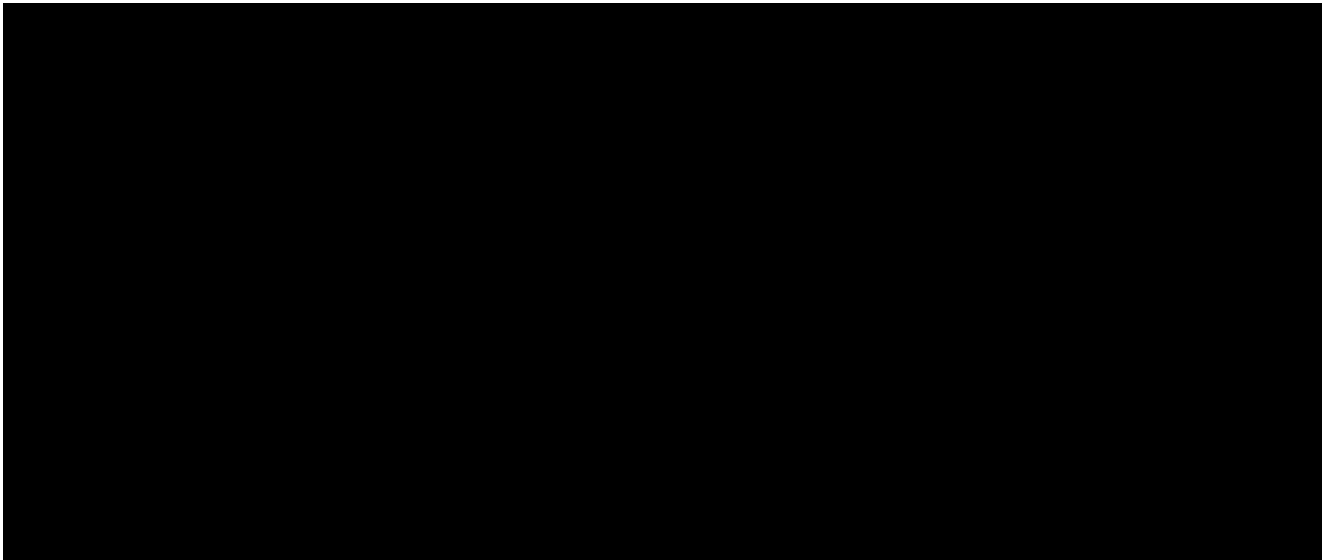
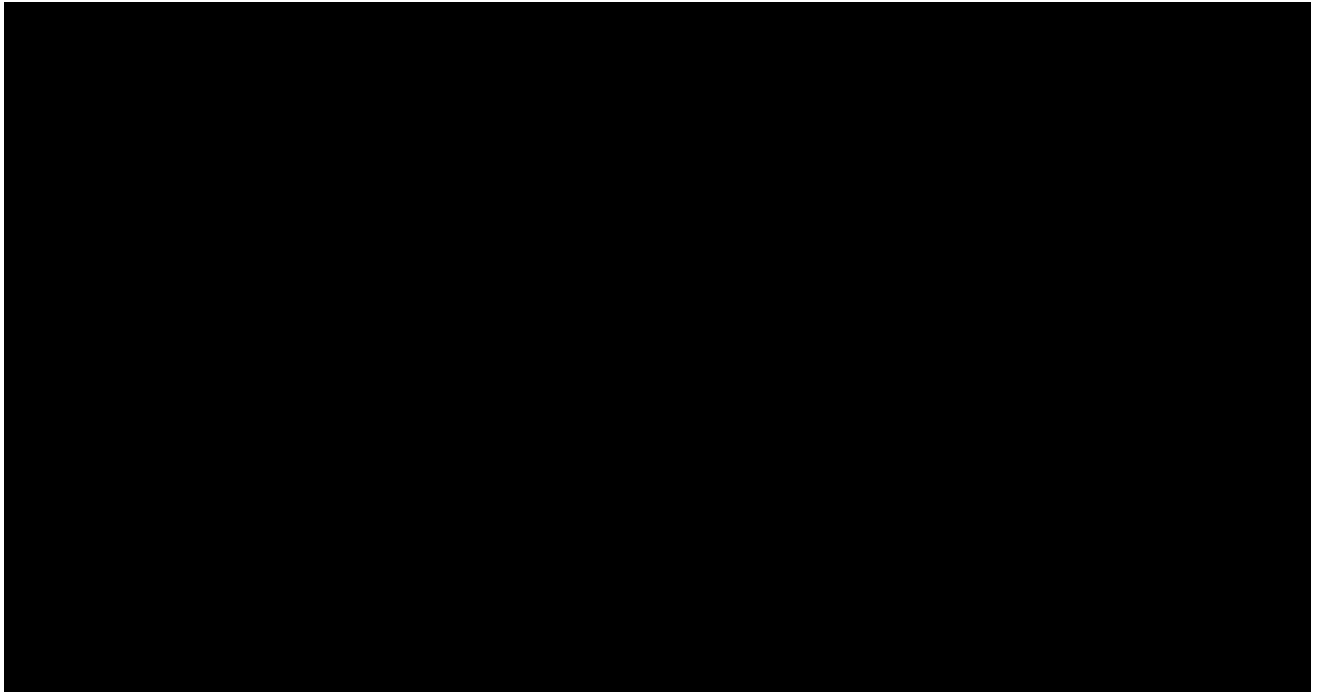
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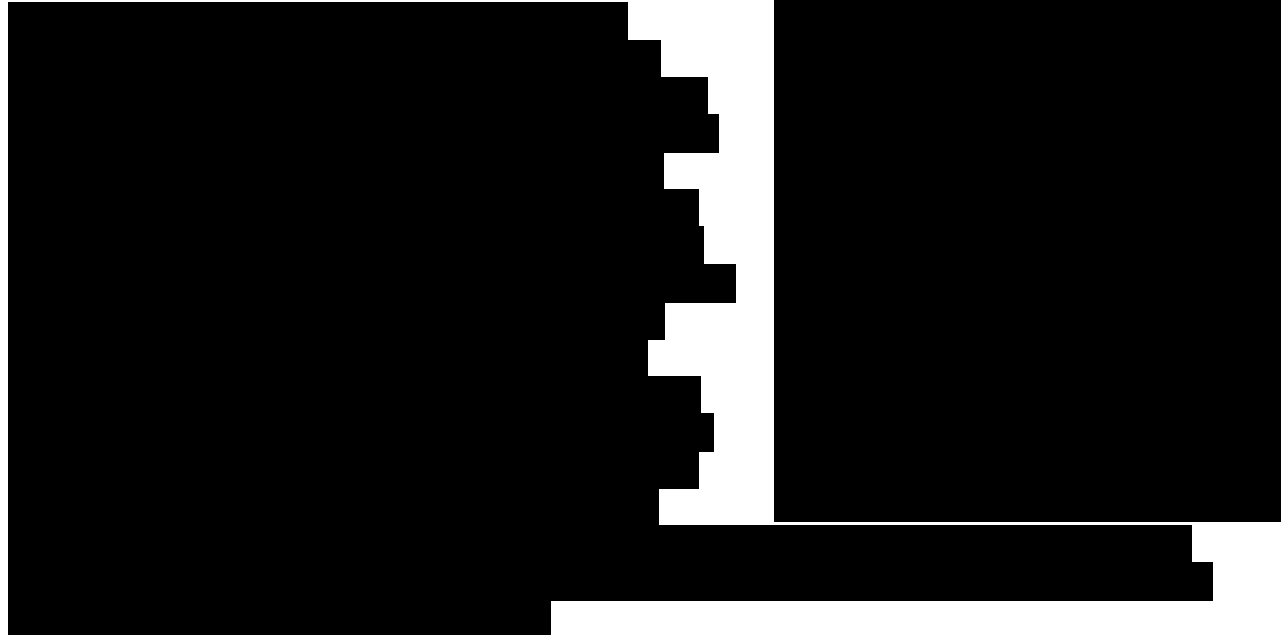
E.1.B.4.4 Emerging Technologies





E.1.B.4.5 Cyber Security

Deloitte's comprehensive security strategy for DHS



E.1.B.5 Conclusion

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SECTION E.2

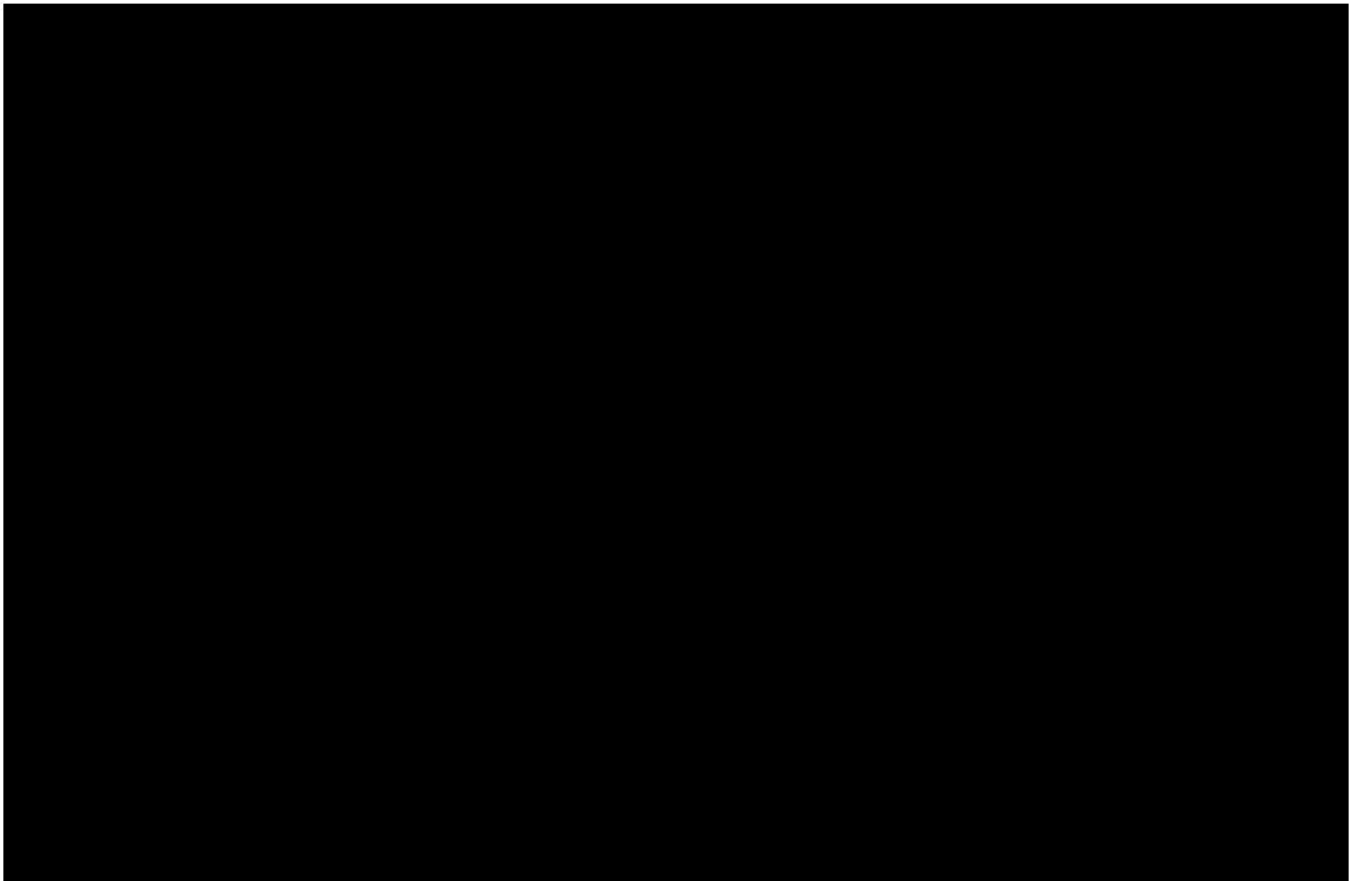
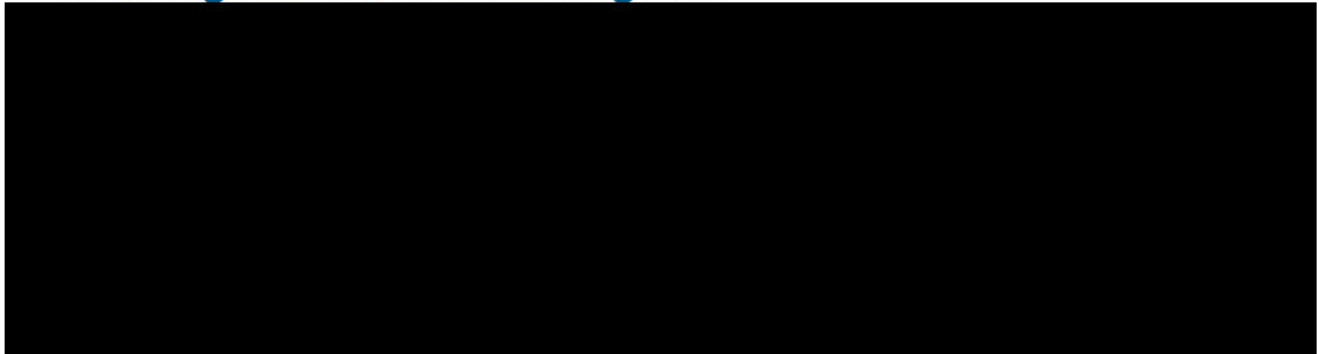
PROJECT ORGANIZATION AND STAFFING

Section E.2 Project Organization and Staffing

Section E.2 Project Organization and Staffing

- A. Organization and Staffing Plan - Provide a Staffing Plan and associated organizational chart detailing the total number of personnel, level, roles and responsibilities, and team reporting relationships. Identify all proposed key personnel their roles and responsibilities. The proposed structure should assume twenty-five percent (25%) of onsite work is needed for key personnel and seventy-five percent (75%) remote work. Describe the vendor's approach for maintaining anticipated twenty-five percent (25%) onsite presence. 5 points

E.2.A Organization and Staffing Plan



E.2.A.1 Delivering a Team, you Know and Trust

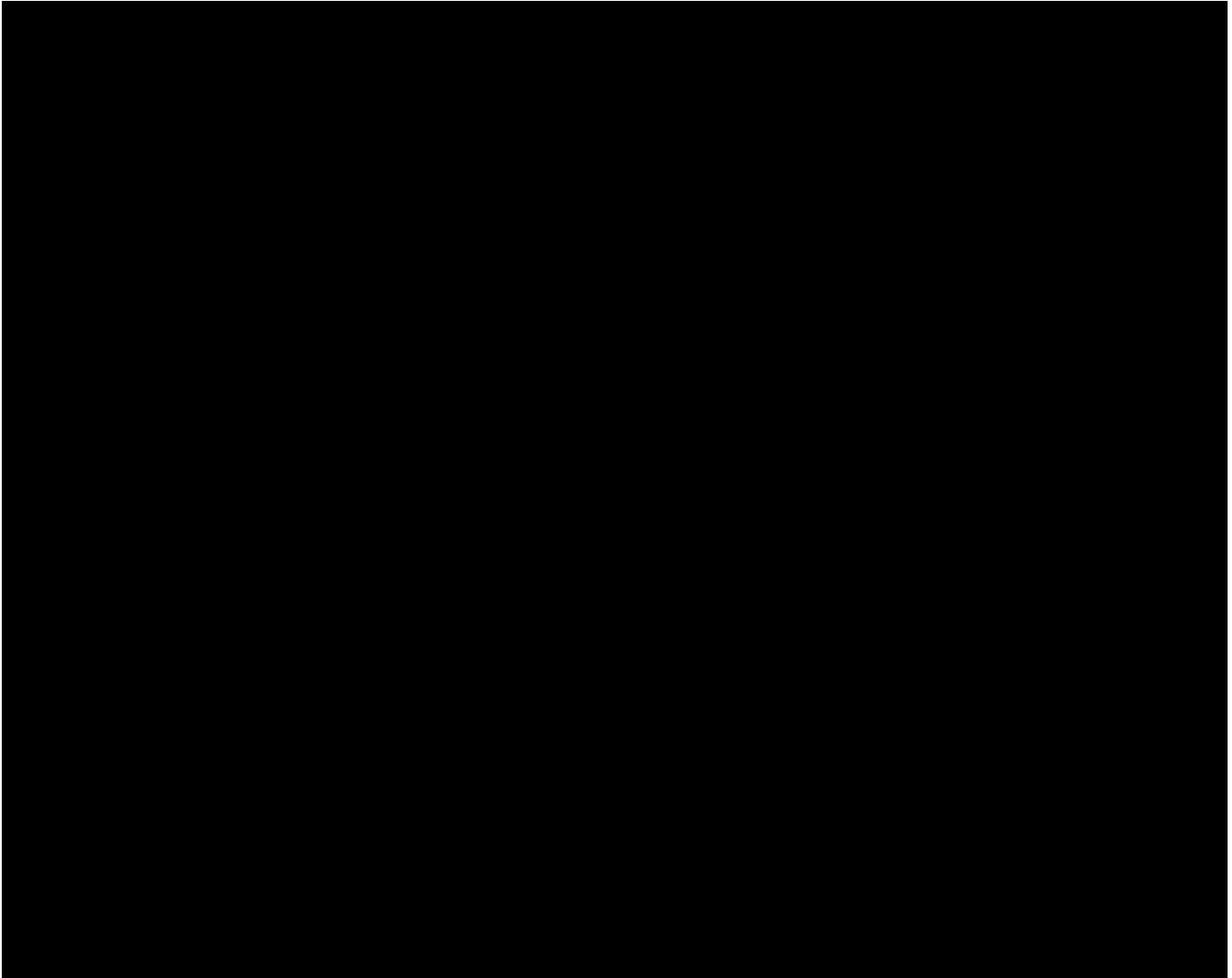
Our proposed team was selected

[REDACTED]

[REDACTED]

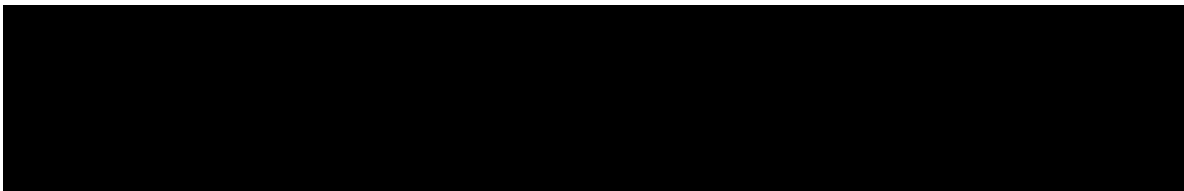
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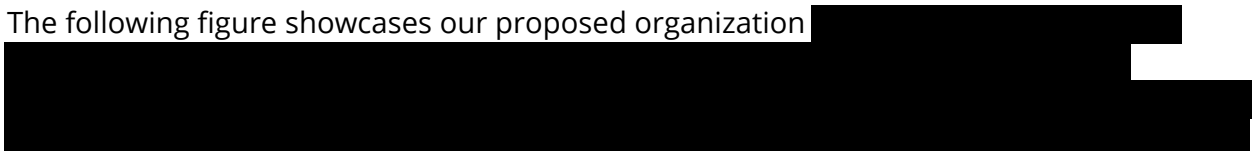
E.2.A.2 Staffing Plan

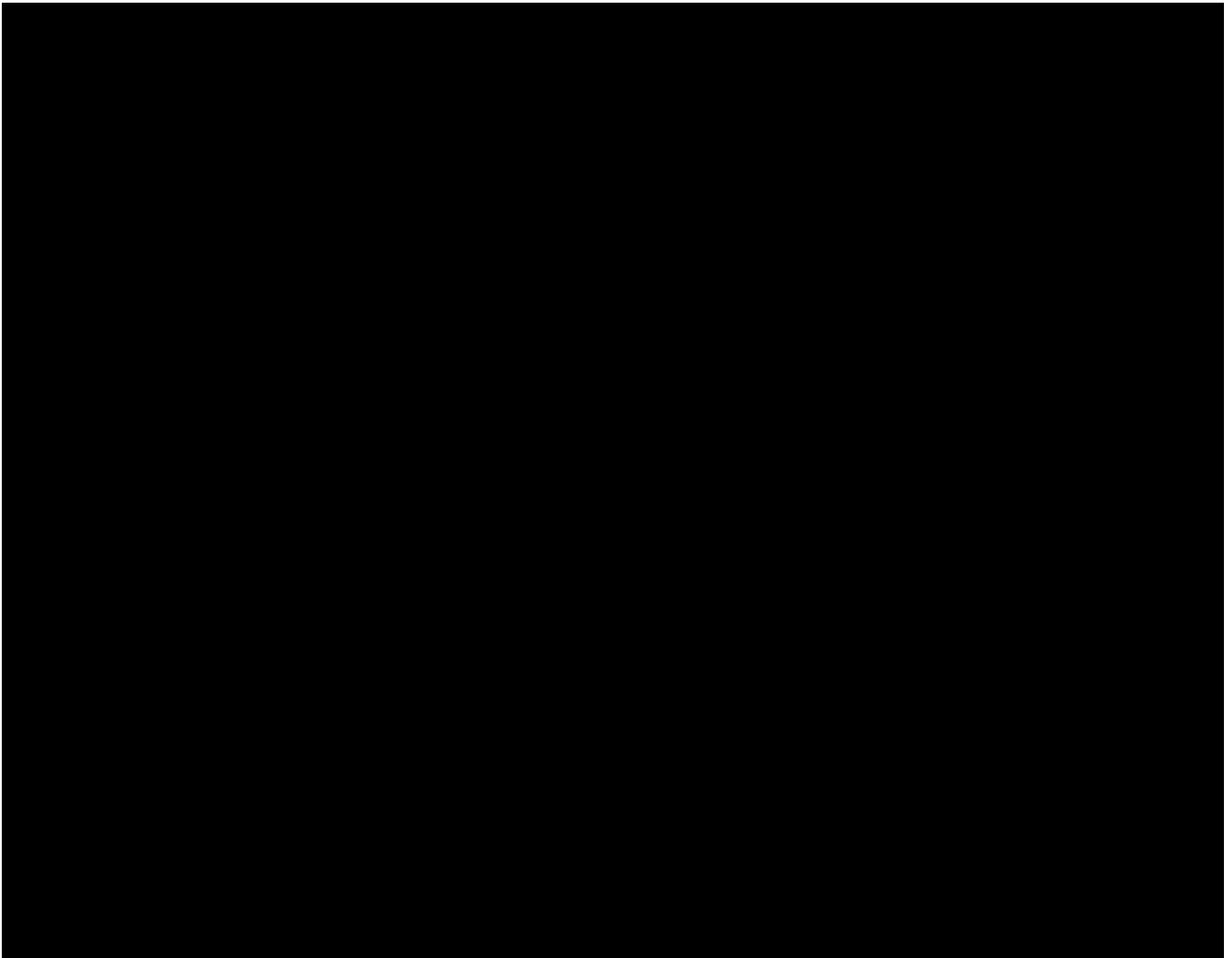
As a combined Maintenance and Operations (M&O), application enhancements, BI and Reporting, and As-Needed Services team, the distribution of project roles for team members working on the ISS project includes:



E.2.A.3 Organizational Chart

The following figure showcases our proposed organization





E.2.A.4 Roles and Responsibilities

E.2.A.4.1 Leadership Team

The leadership team for the Deloitte ISS Project,

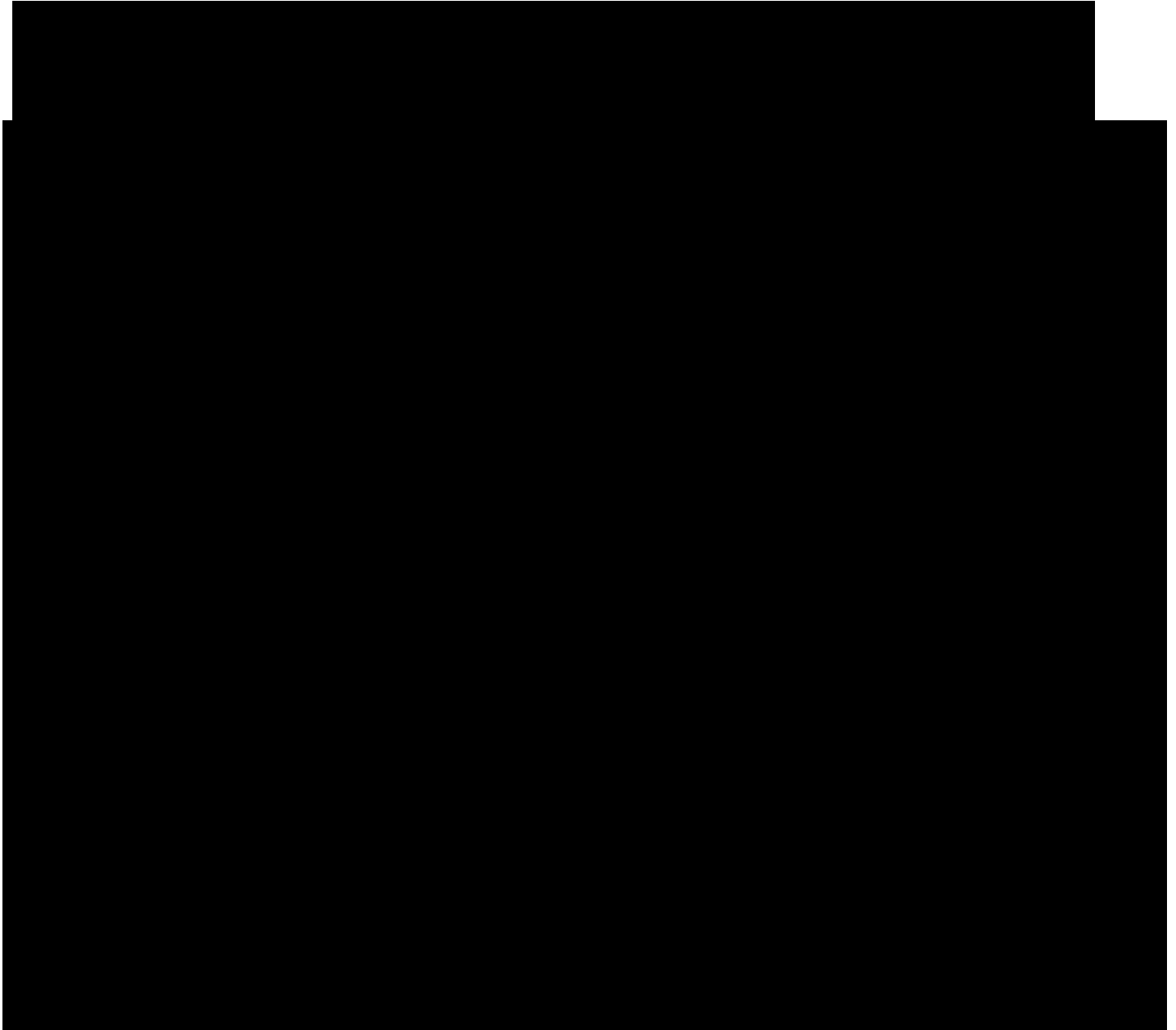
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E.2.A.4.2 Maintenance & Operations (M&O) Team

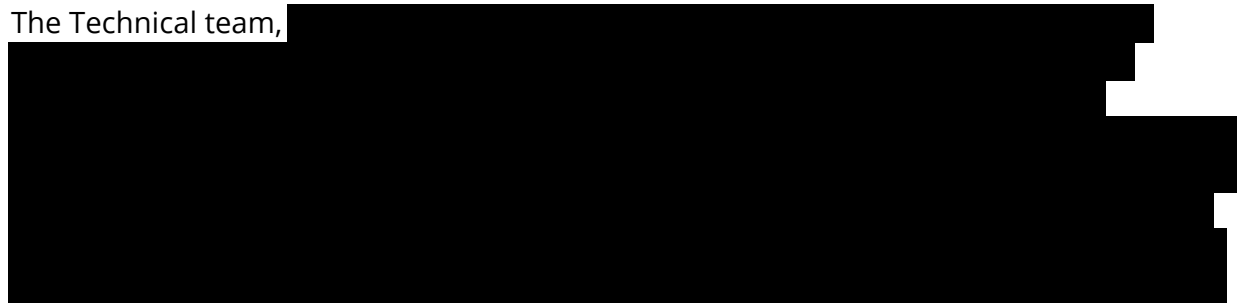
The M&O team manages the daily functioning of DHS portfolio of applications, including major and non-major applications as listed in RFP **Appendix 1 – MO Application Inventory Bidders Library.**

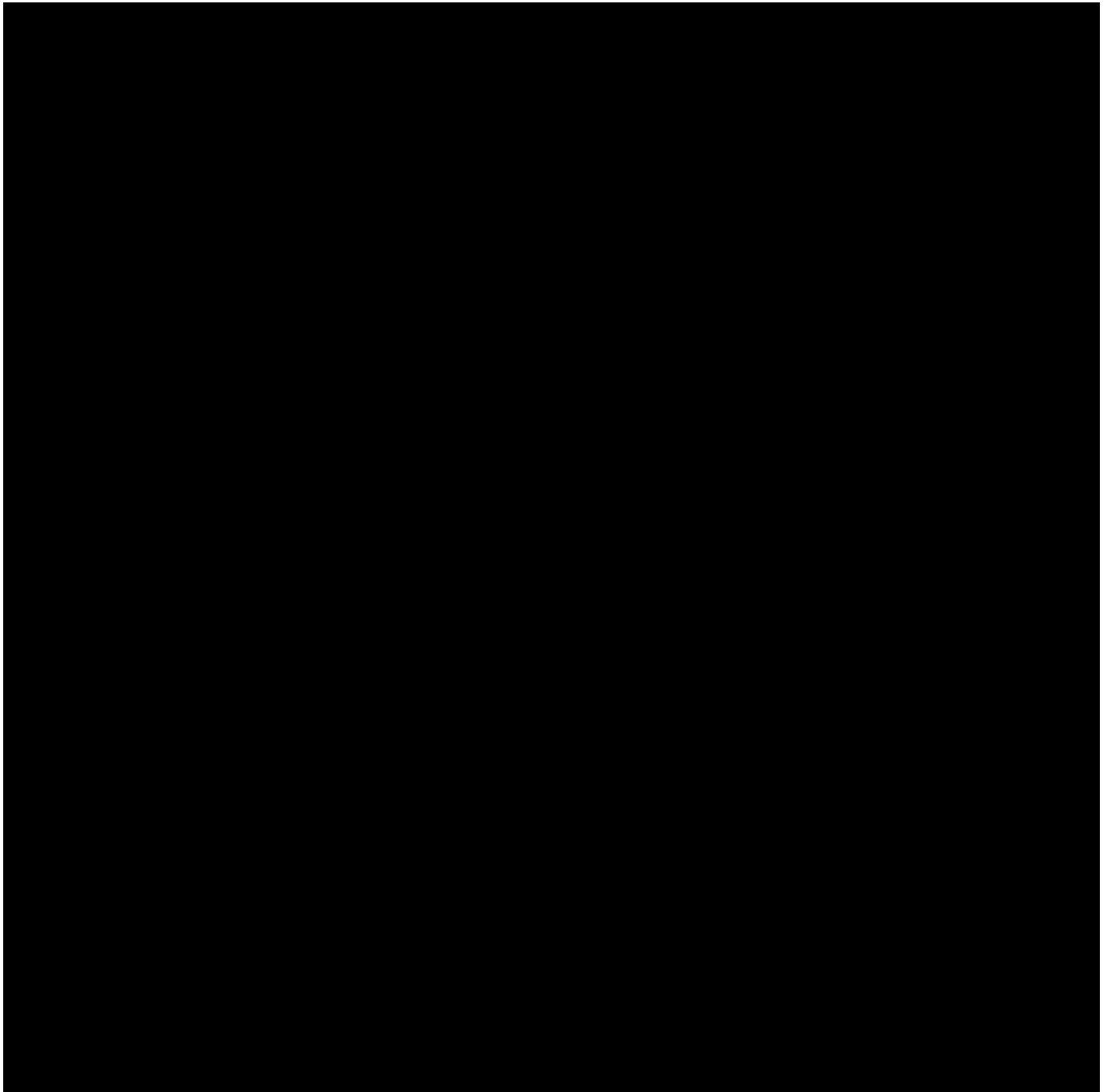
Operations Team



Technical Team

The Technical team,



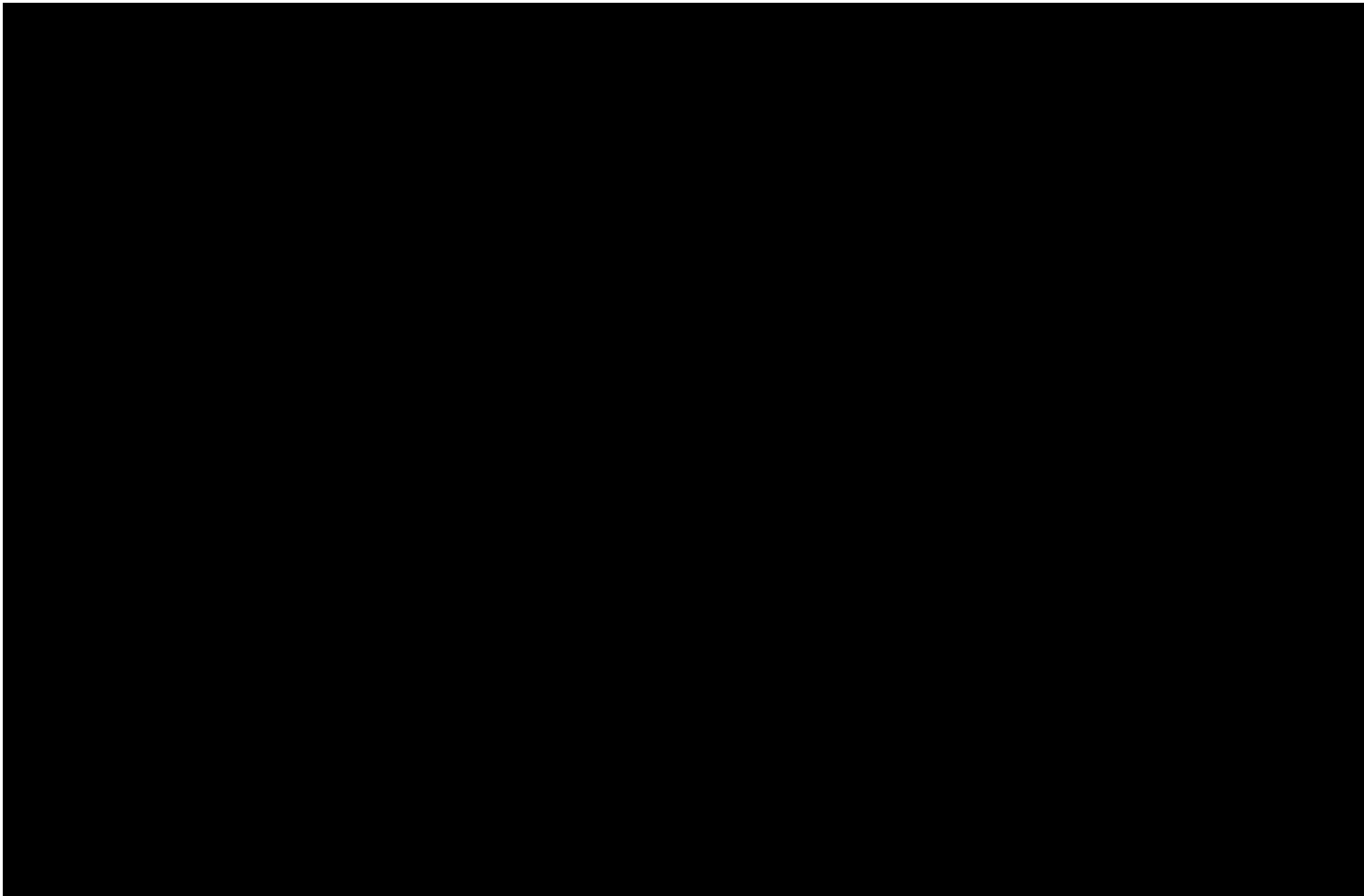


Business Team

The Business team provides

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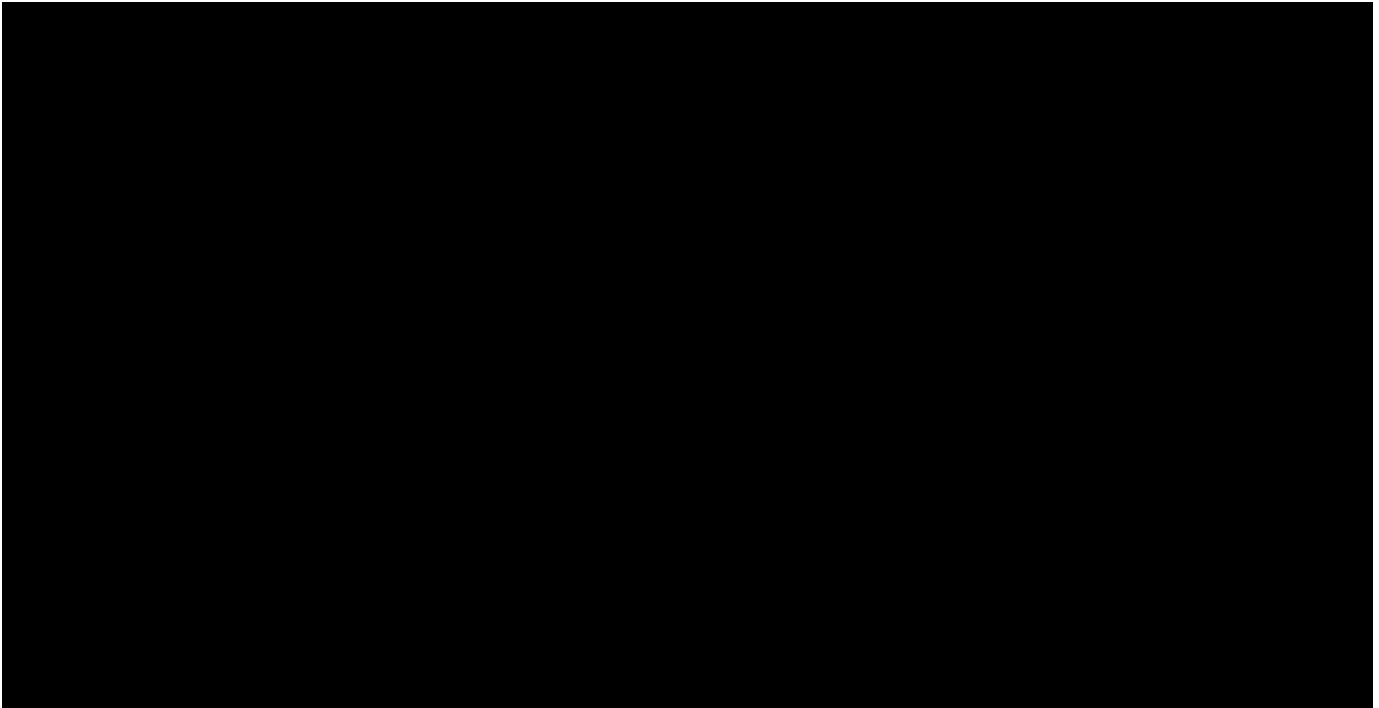
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Security Team

Our security



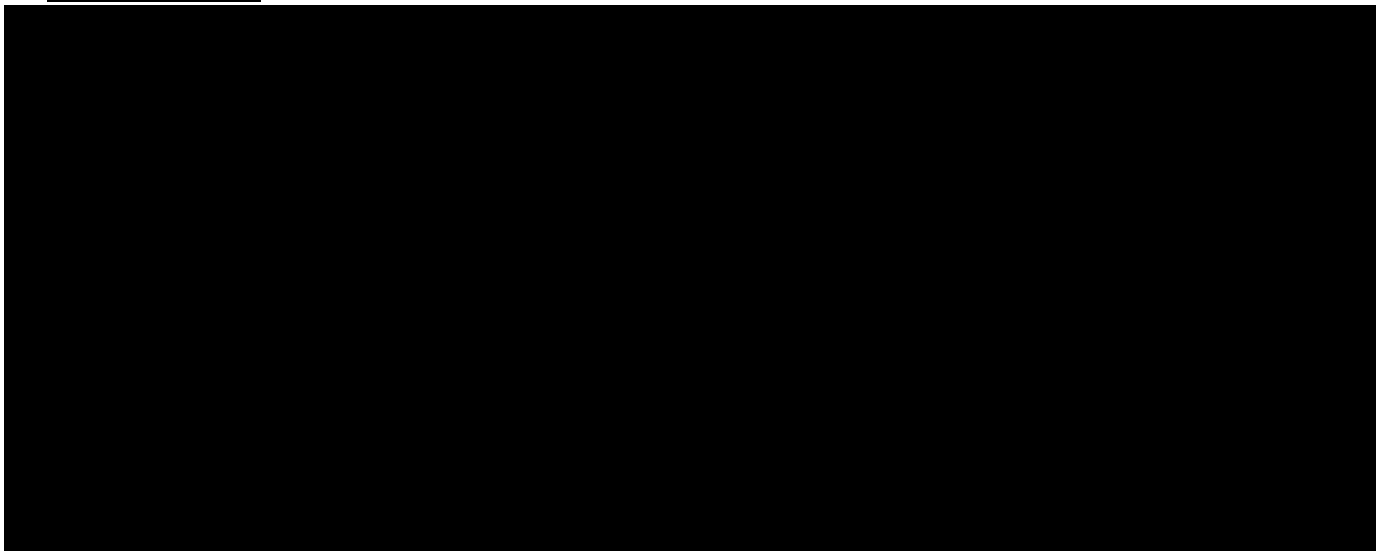


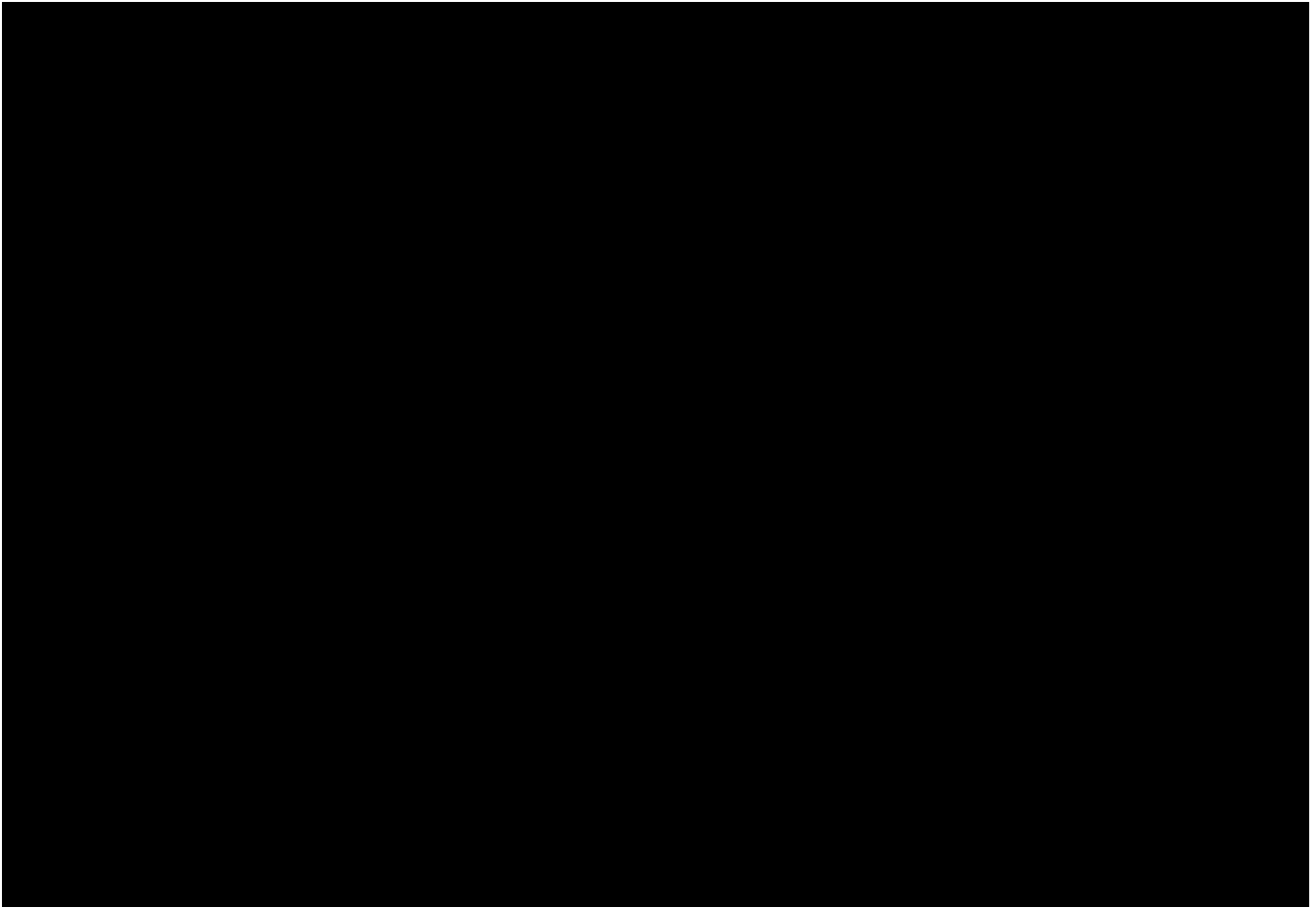
E.2.A.4.3 Business Intelligence & Reporting (BI&R) Team

Our Deloitte Business Intelligence & Reporting (BI&R) team,

[Redacted]

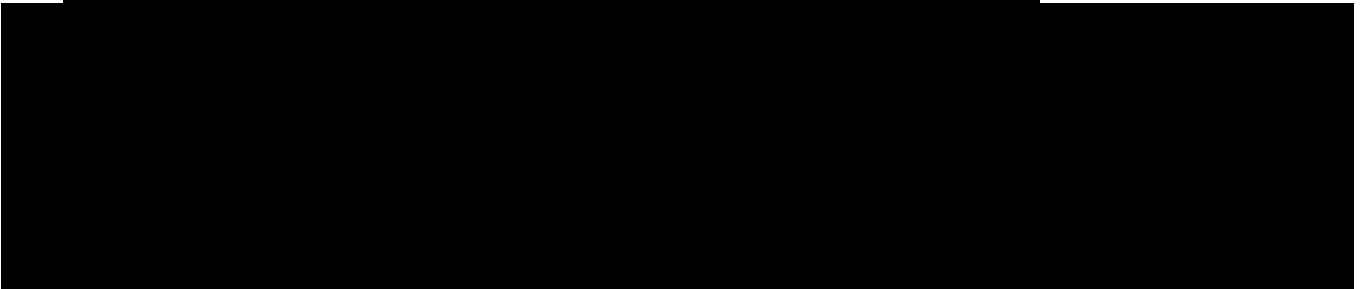
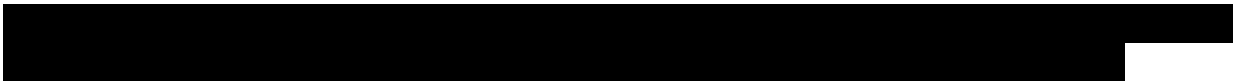
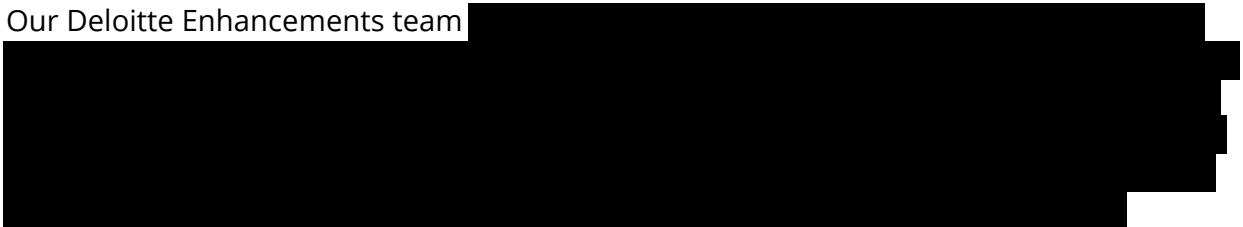
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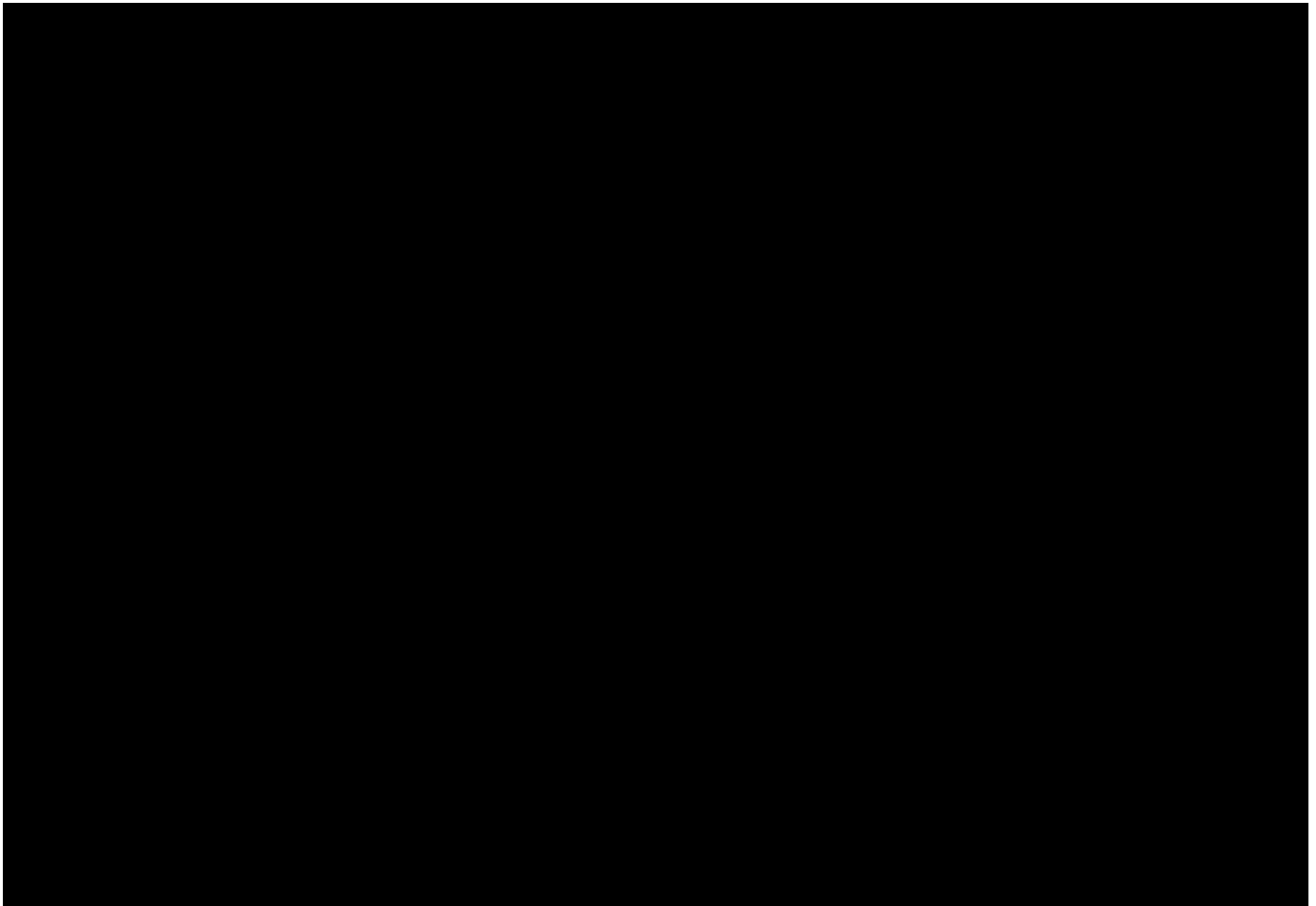




E.2.A.4.4 Enhancements Team

Our Deloitte Enhancements team

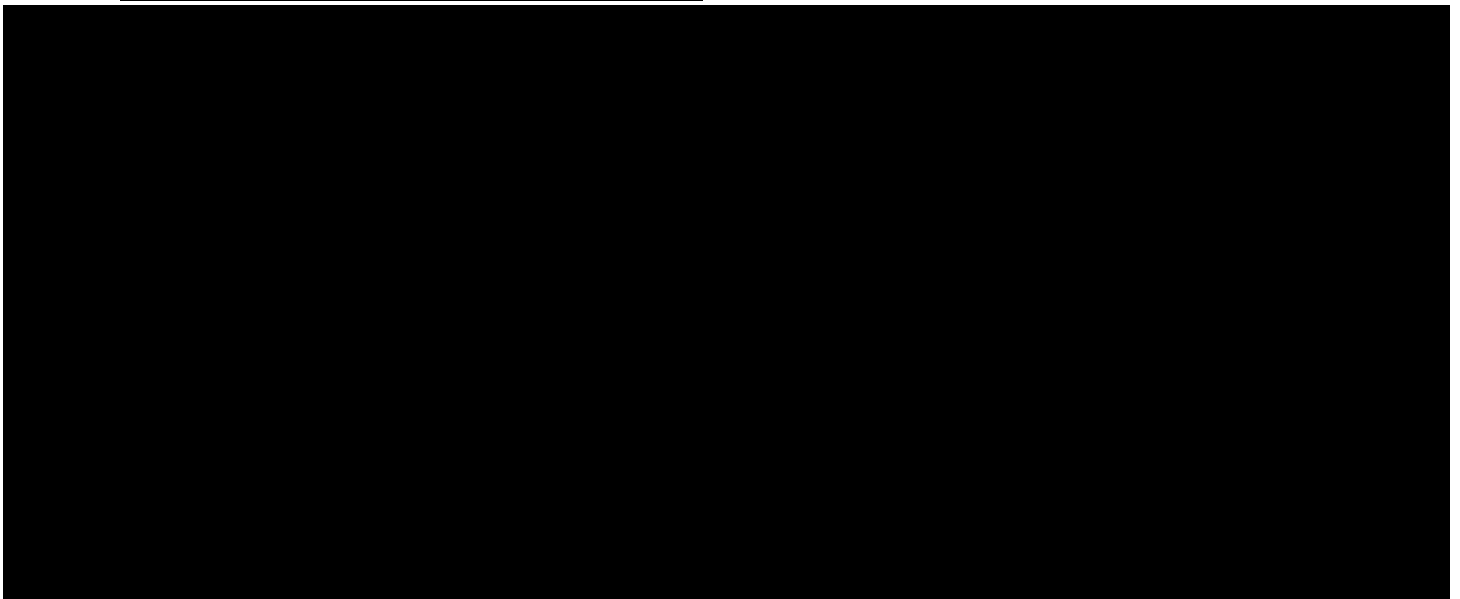




E.2.A.4.5 As-Needed Services Team

We understand that DHS envisions requiring additional resources on occasion to address its needs. [REDACTED]

[REDACTED]



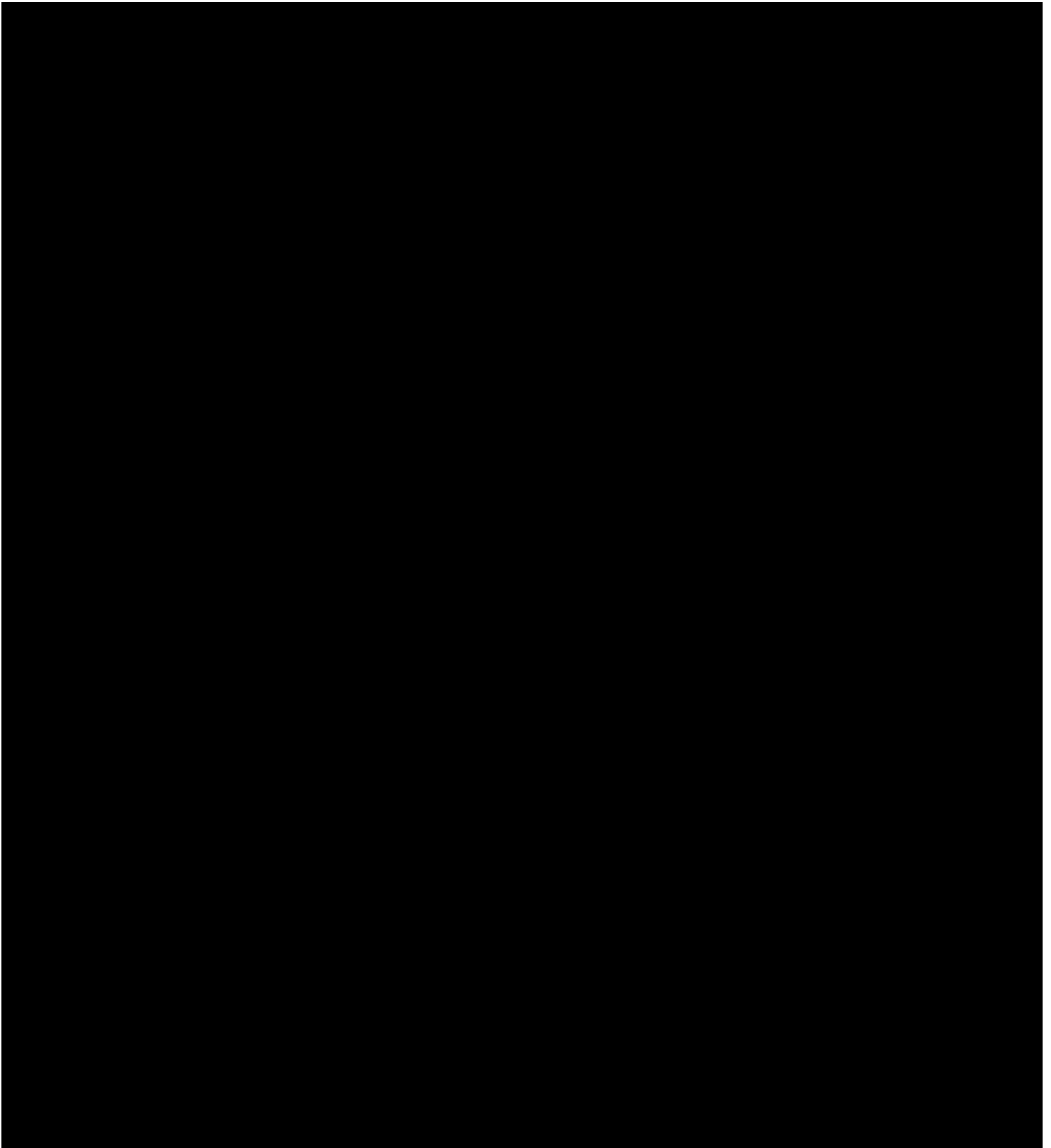
E.2.A.5 Our Approach for Maintaining Anticipated Onsite Presence

Section E.2 Project Organization and Staffing

- B. Describe the Prospective Contractor's "shoulder-to-shoulder" approach that includes how knowledge can be transferred from the Contractor to identified DHS resources such as the design, development, and implementation of system enhancements. 5 points

E.2.B Our "Shoulder-to-Shoulder" Approach

Deloitte is



E.2.B.1 Design

During the design phase, Deloitte and DHS stakeholders

[REDACTED]

E.2.B.2 Development and Testing

Throughout the development phase,

[REDACTED]

During the User Acceptance Testing (UAT) phase, Deloitte

[REDACTED]

E.2.B.3 Implementation

During the implementation phase, Deloitte

[REDACTED]

E.2.B.4 Maintenance and Operations

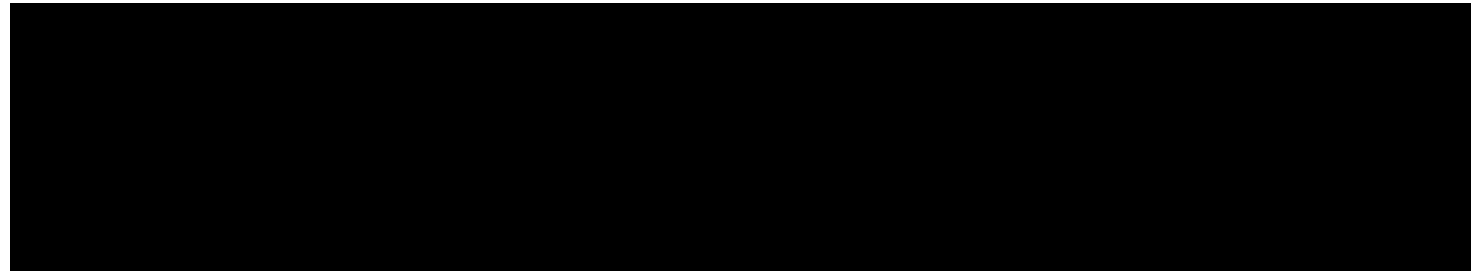
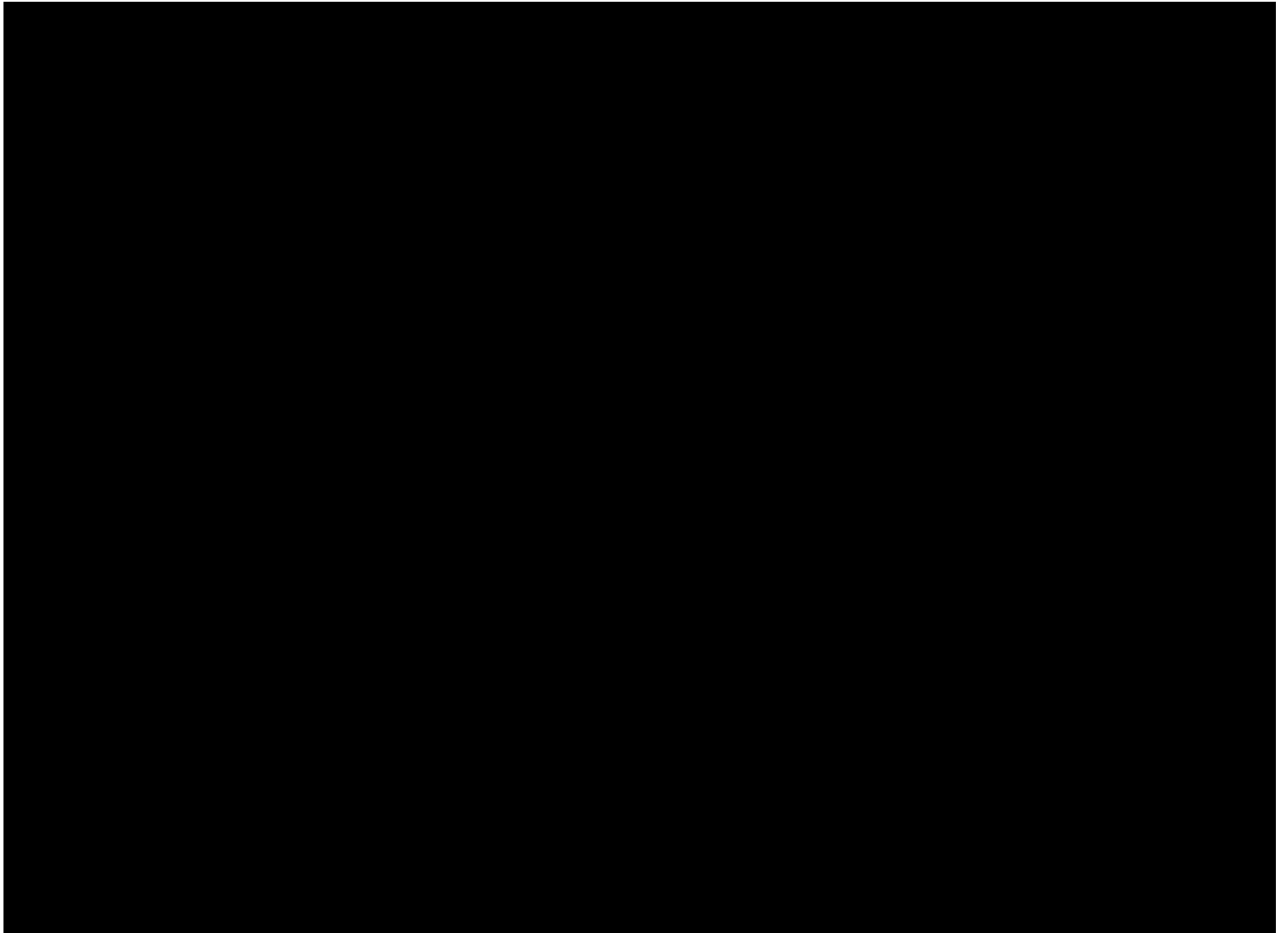
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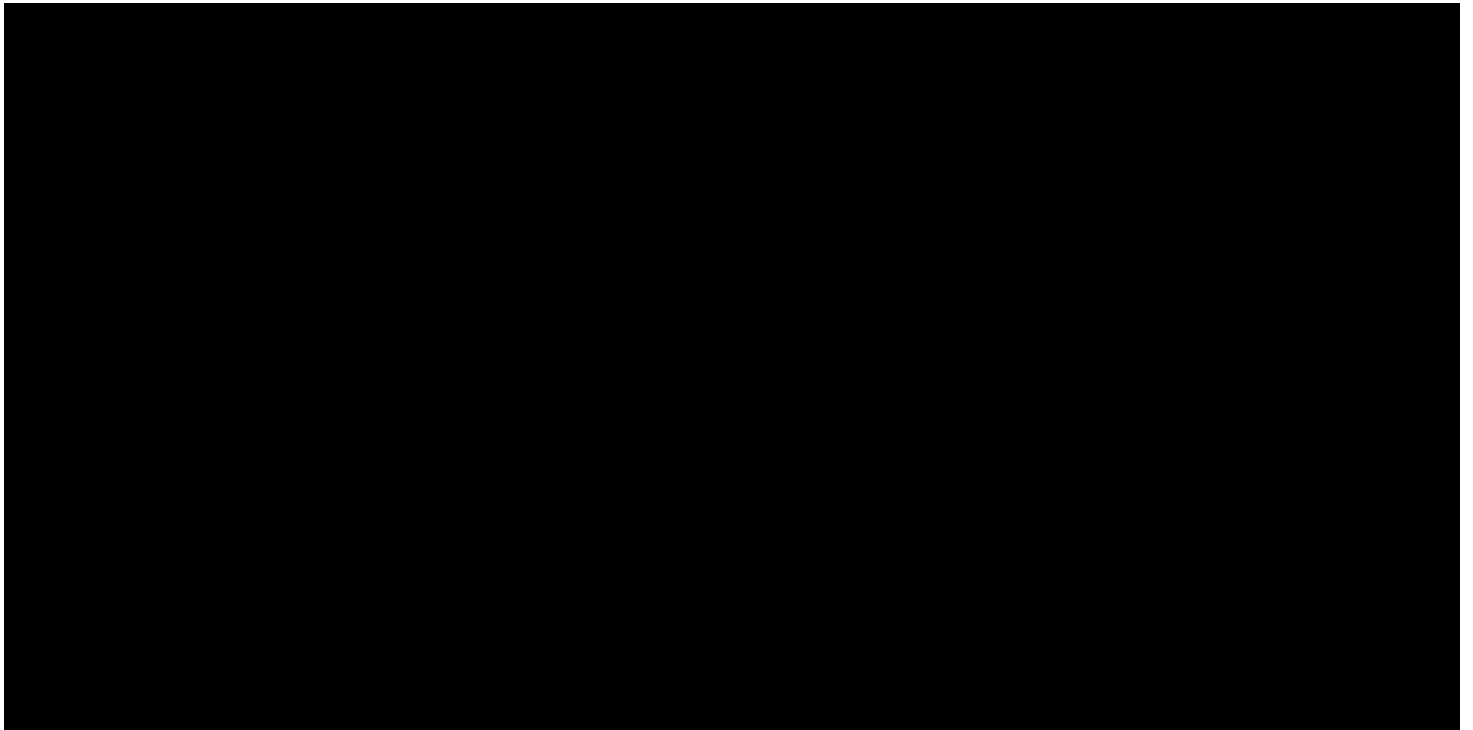
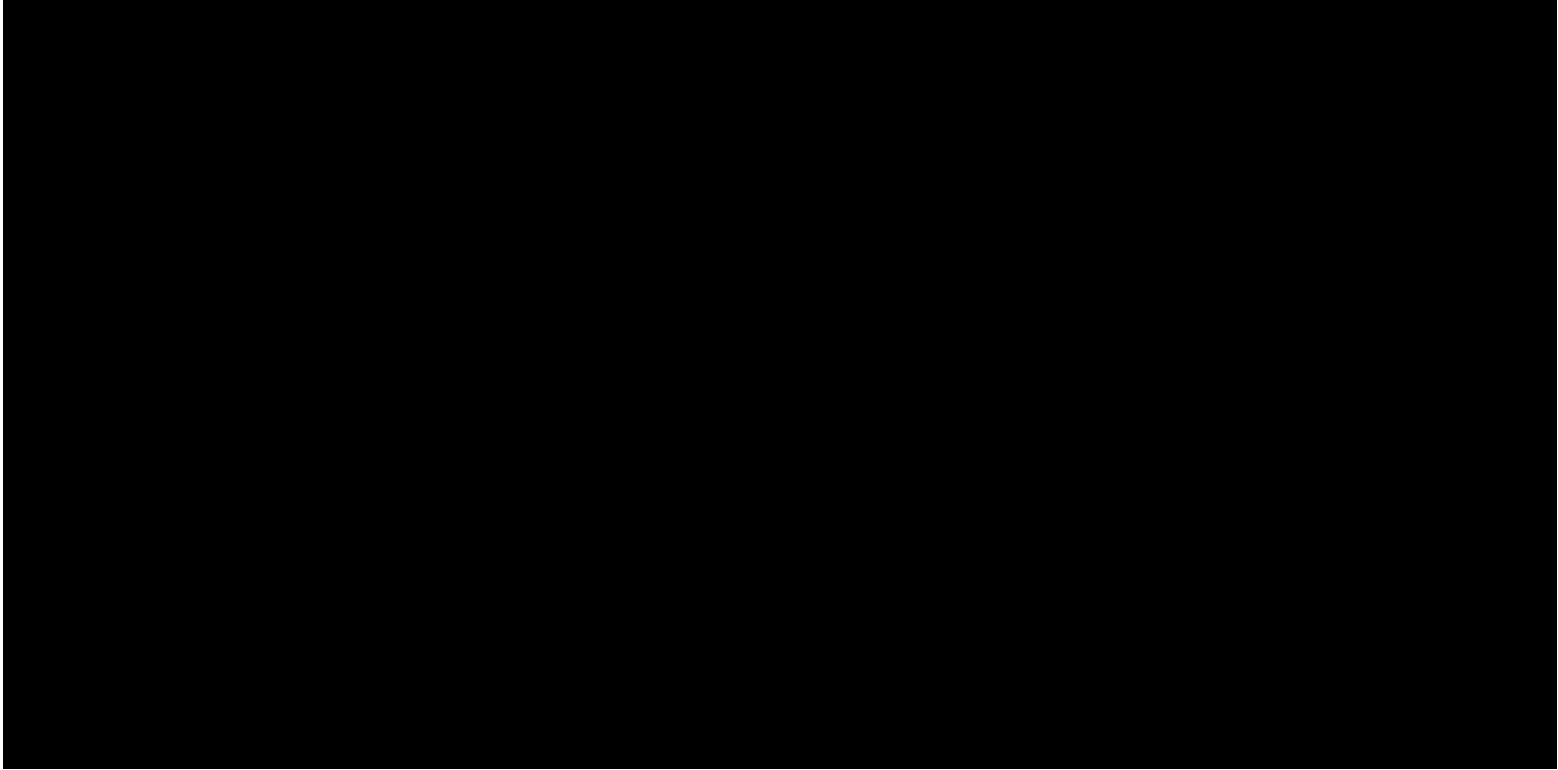
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[REDACTED]

[REDACTED]

[REDACTED]





Section E.2 Project Organization and Staffing

C. Describe the Prospective Contractor's and subcontractor's (if applicable) proposed key personnel including the following: 5 points

- Names
- Positions
- Proposed roles and responsibilities
- Focus of Work Effort
- % of time for that work effort
- Experience in the proposed role
- Qualifications for the proposed role
- Role in the last three (3) projects
- Provide copy of resumes for key personnel

E.2.C Proposed Key Personnel

In the preceding sections, we introduced our Key Staff positions and roles and responsibilities. In this section, we highlight the qualifications and experiences of our proposed Key Personnel and, in *Section E.2.C.7 Resumes*, we provide copies of the resumes of our proposed Key Personnel.

Position	Proposed Key Personnel Name	Company
Engagement Director/Executive	[REDACTED]	Deloitte
Engagement Manager/Services Manager	[REDACTED]	Deloitte
Technical Lead/Architect	[REDACTED]	Deloitte
Security Expert	[REDACTED]	Deloitte
Operations Lead	[REDACTED]	Deloitte
Senior Business Intelligence (BI) Lead	[REDACTED]	Deloitte

Figure 30. Deloitte Proposed Key Personnel.

E.2.C.1 Engagement Director/Executive

ROLES AND RESPONSIBILITIES

- Serves as the primary point of contact with DHS leadership, governance bodies and other State Executive Sponsors for activities related to contract administration, overall engagement management and scheduling, correspondence between DHS and the Contractor, dispute resolution, and status reporting to DHS for the duration of the Contract
- Is authorized to commit the resources of the Contractor in matters pertaining to the performance of the Contract
- Is responsible for addressing any issues that cannot be resolved with the Contractor's Engagement Manager
- Is responsible for all subcontractor relationships

EXPECTED QUALIFICATIONS

- Minimum of five (5) years direct project oversight and authority over ongoing relationships with clients where its firm has implemented enterprise solutions
- Previously managed ongoing M&O in a similar environment

E.2.C.2 Engagement Manager/Services Manager

ROLES AND RESPONSIBILITIES

- Serves as the day-to-day liaison with DHS
- Is available and responsive to State requests for consultation and assistance
- Is responsible for establishing and maintaining a positive client relationship
- Provides timely and informed responses to operational and administrative inquiries that arise
- Manages staff assigned to all day-to-day M&O activities
- Plays an active role in day-to-day management of the Account so as to be knowledgeable and aware of all issues, concerns and requirements
- Meets with DHS staff or such other person DHS may designate on a regular basis to provide oral and written status reports and other information as required
- Manages the relationships with subcontractors and partner Contractors
- Provides ongoing reporting of operation against SLAs
- Ensures all activities are coordinated and follow the processes outlined in this RFP (e.g. enhancement development, as-needed services)

EXPECTED QUALIFICATIONS

- Five (5) years managing a M&O team for an enterprise solution within a public sector client

E.2.C.3 Technical Lead/Architect

ROLES AND RESPONSIBILITIES

- Provides detailed applications knowledge in support of complex application issues/incidents
- Reviews all potential System changes (e.g., configuration, warranty fixes, enhancements) from a technical perspective and provides technical design/assessments
- Is available to DDI Project teams for consultation on future enhancements (e.g., changes to achieve strategic objectives, implement a new program)

EXPECTED QUALIFICATIONS

- Five (5) years of experience architecting/designing enterprise solutions
- Two (2) years of experience with technology implemented at DHS

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ROLES AND RESPONSIBILITIES

- Architects all changes to the Solution's security
- Maintains all security documentation
- Ensures the Solution meets all applicable security regulations

EXPECTED QUALIFICATIONS

- CISSP or similar security certification
- Five (5) years of experience implementing/managing security in enterprise solutions
- Preference will be given to candidates with security experience with the software implemented at DHS in similar businesses

E.2.C.5 Operations Lead

ROLES AND RESPONSIBILITIES

- Ensure all team members follow the approved processes
- Identify opportunities for process improvement
- Lead the process documentation and training of changes to the processes (if the optional IT Operations Support services are purchased)

EXPECTED QUALIFICATIONS

- ITIL certified
- Five (5) years of experience managing

E.2.C.6 Senior Business Intelligence (BI) Lead

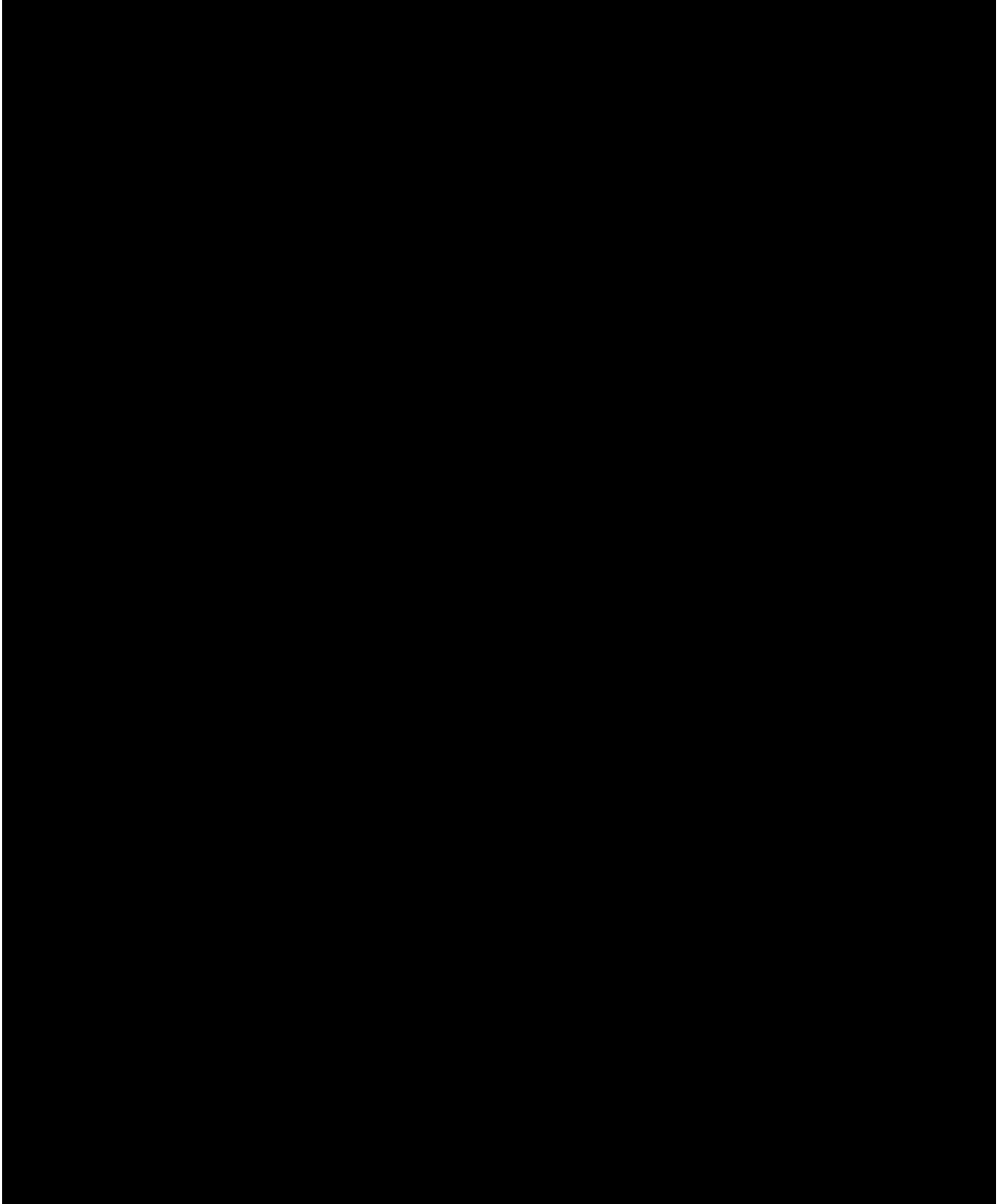
ROLES AND RESPONSIBILITIES

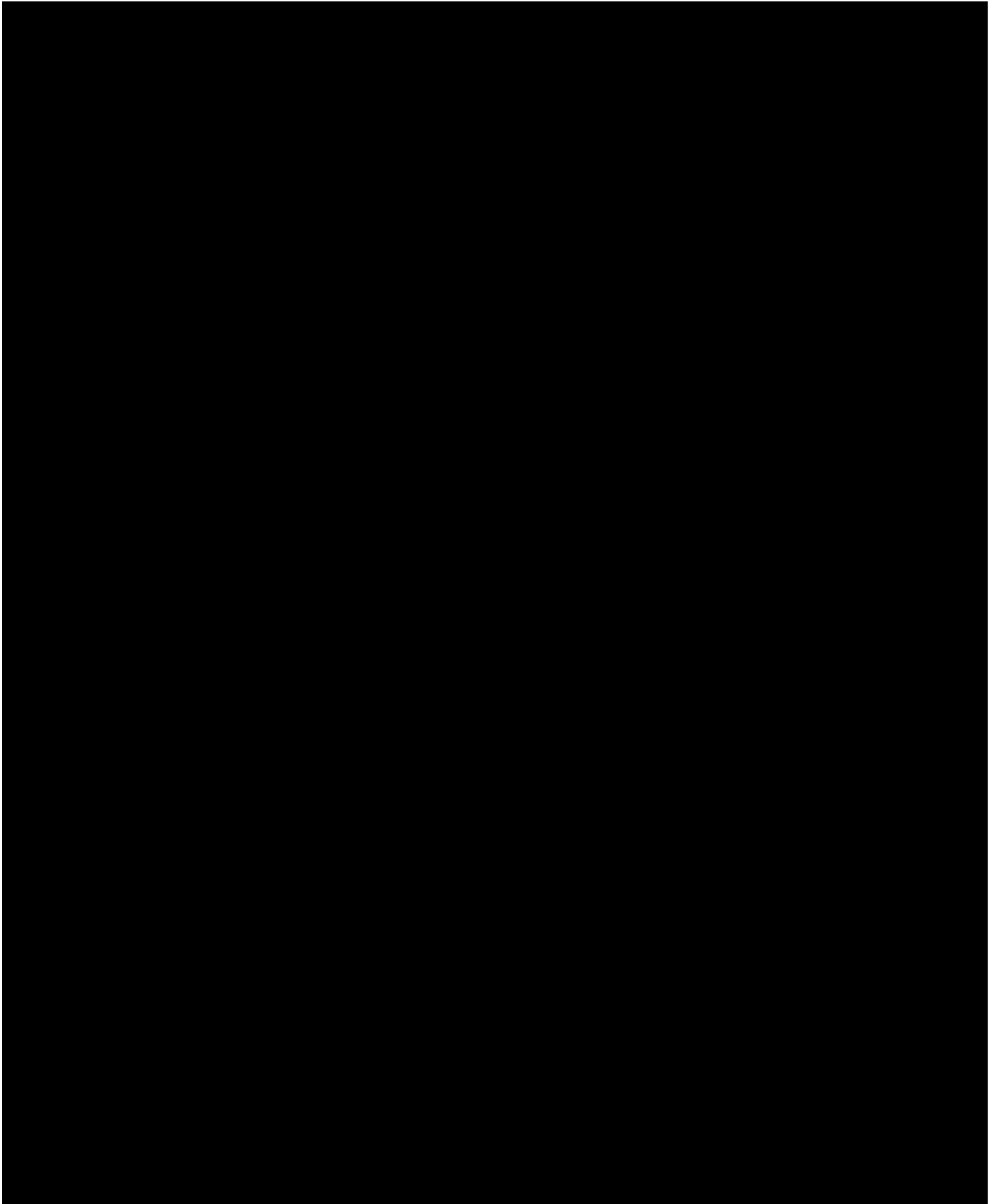
- Design, develop, and deploy BI solutions using industry-leading tools and technologies
- Gather and analyze business requirements from stakeholders to understand their reporting and analytics needs.
- Design data models and structures to support BI reporting and analytics, while developing and implementing data governance and master data management (MDM) strategies
- Create and maintain dashboards, reports, and data visualizations to present insights and key performance indicators (KPIs) to stakeholders.
- Optimize and tune BI solutions for performance and scalability

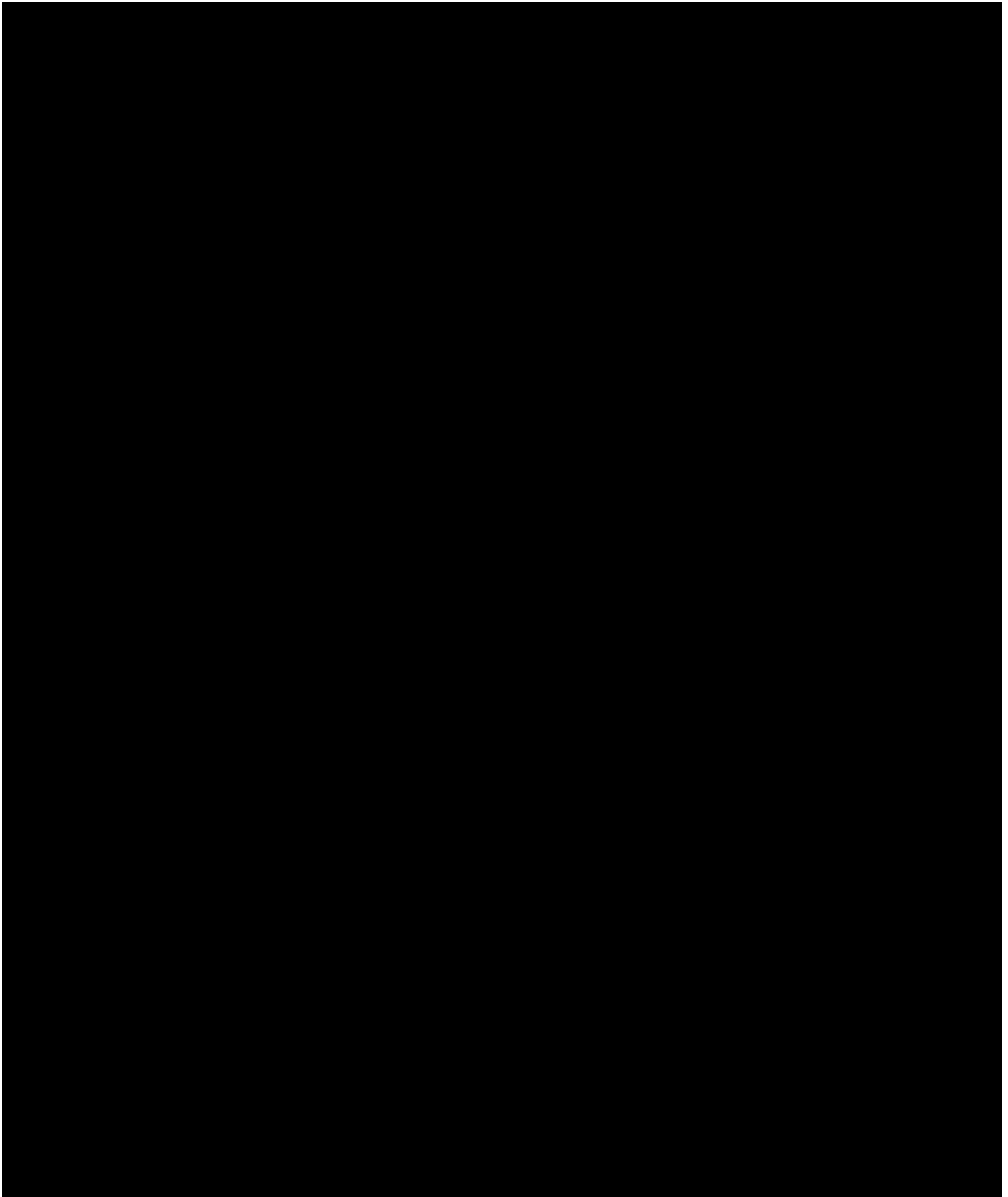
EXPECTED QUALIFICATIONS

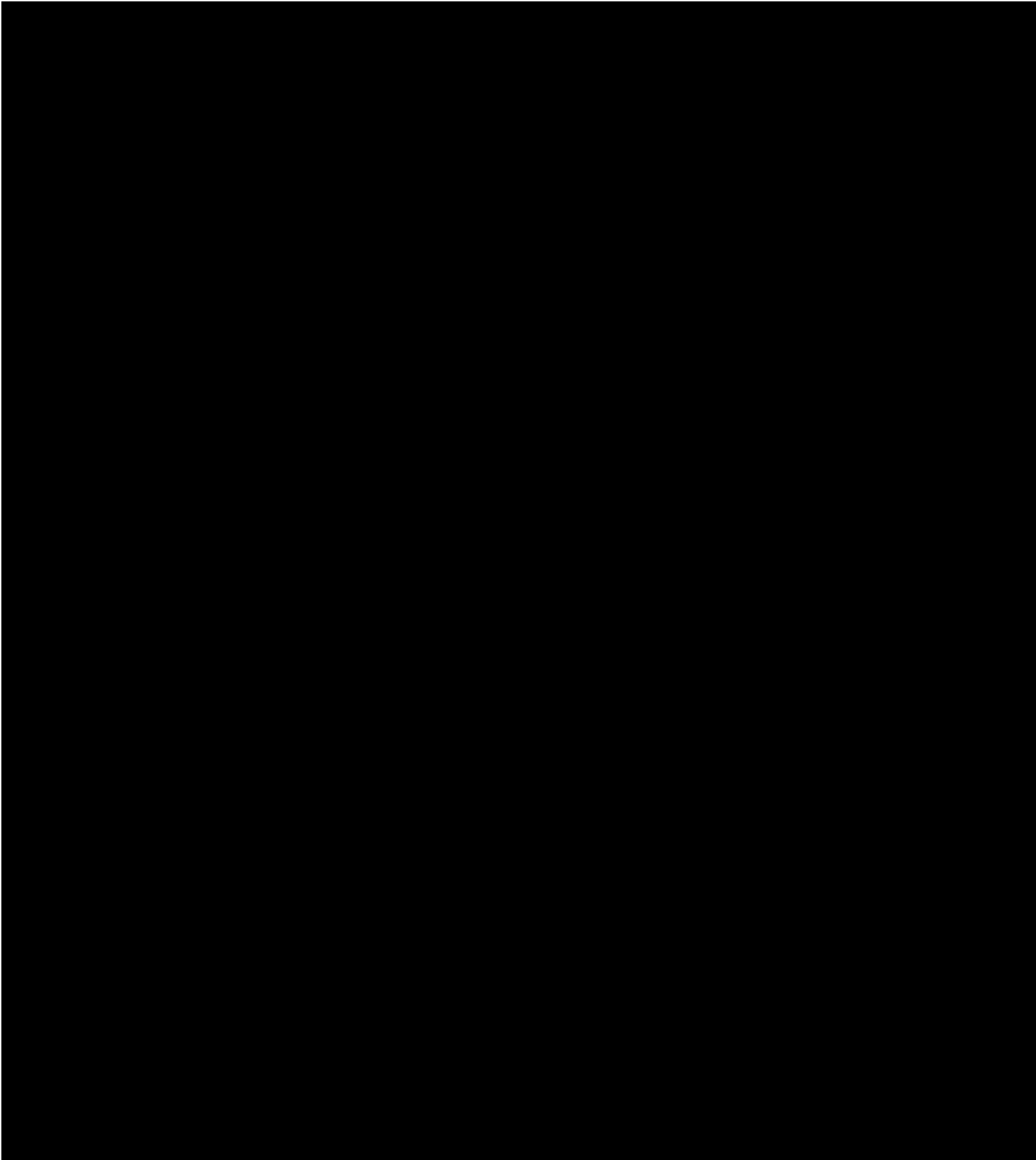
- 5+ years of experience in Business Intelligence development and implementation.
- Proficiency in BI tools such as Tableau, Power BI, QlikView, or similar platforms
- Experience with ETL (Extract, Transform, Load) processes and tools.
- Knowledge of advanced analytics and machine learning concepts.
- Familiarity with cloud platforms such as AWS, Azure, or Google Cloud Platform.

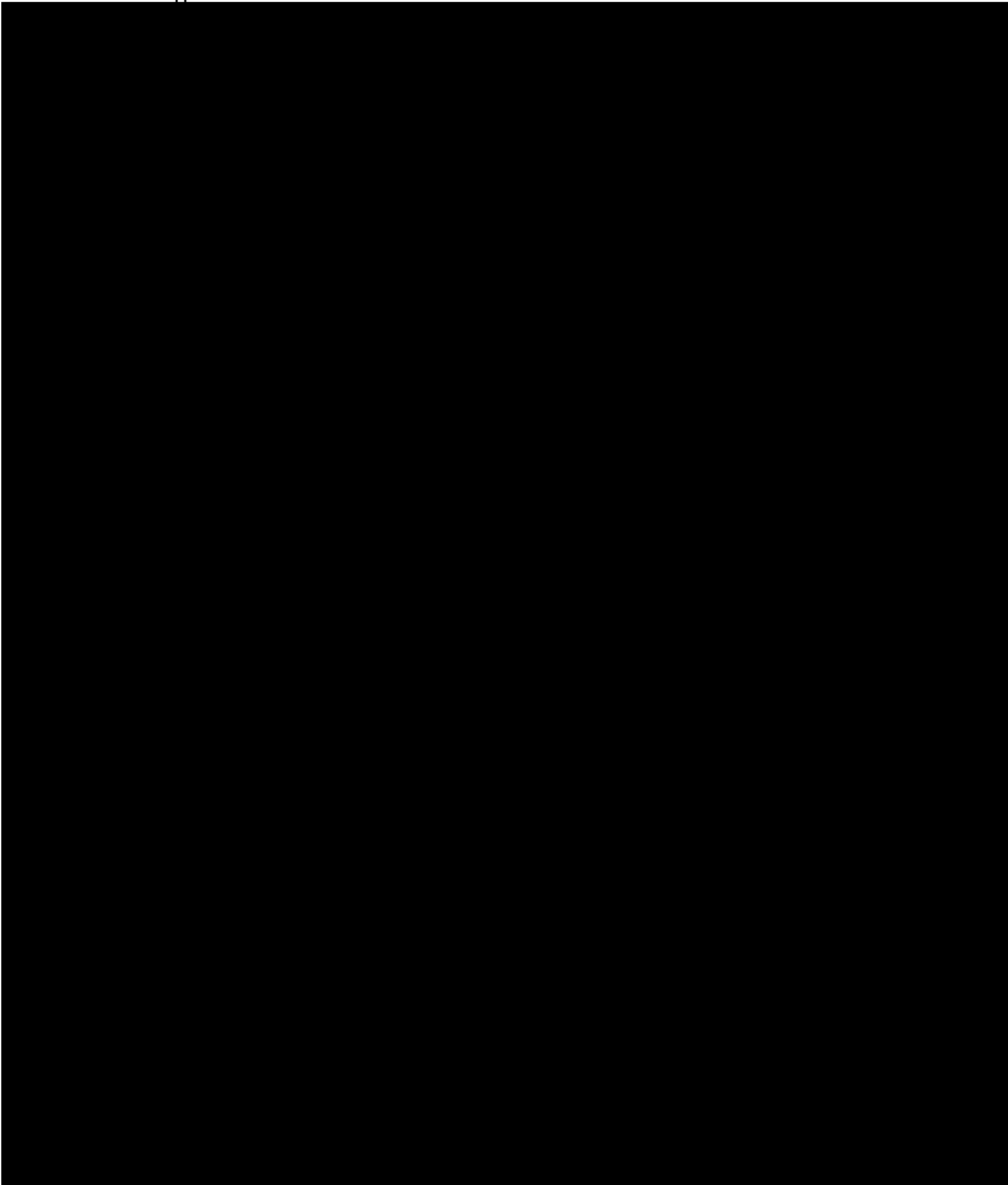
E.2.C.7 Resumes

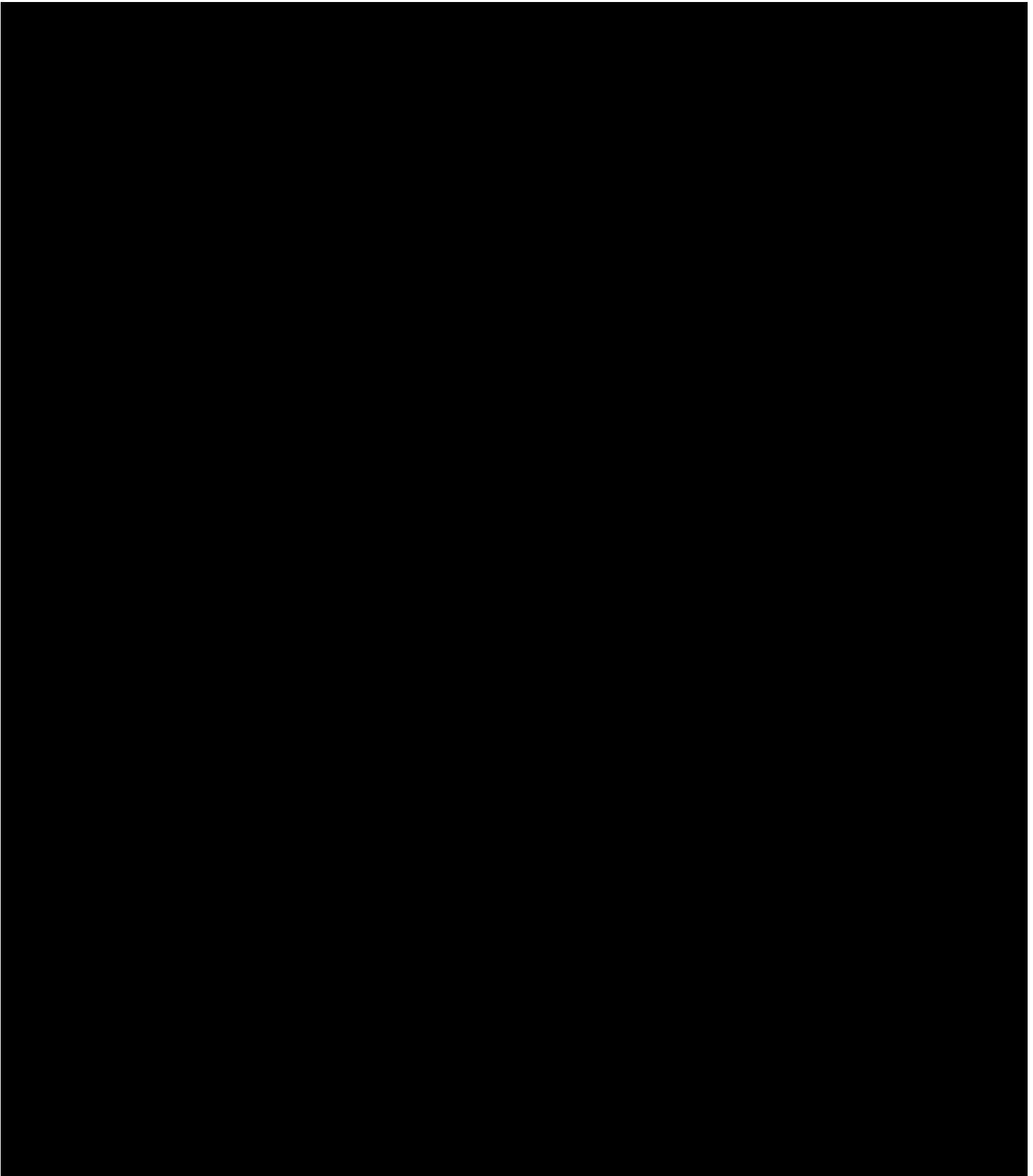


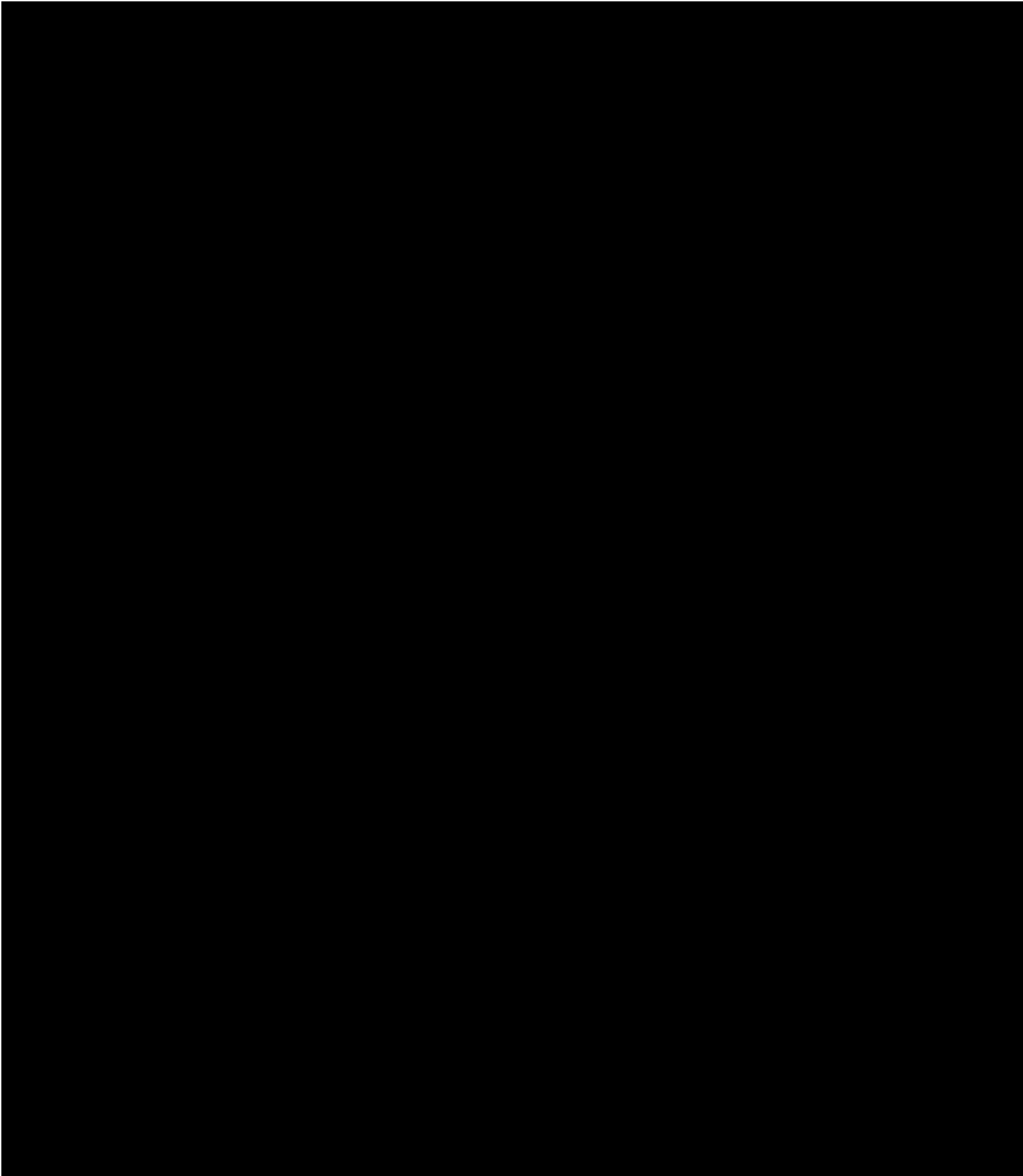


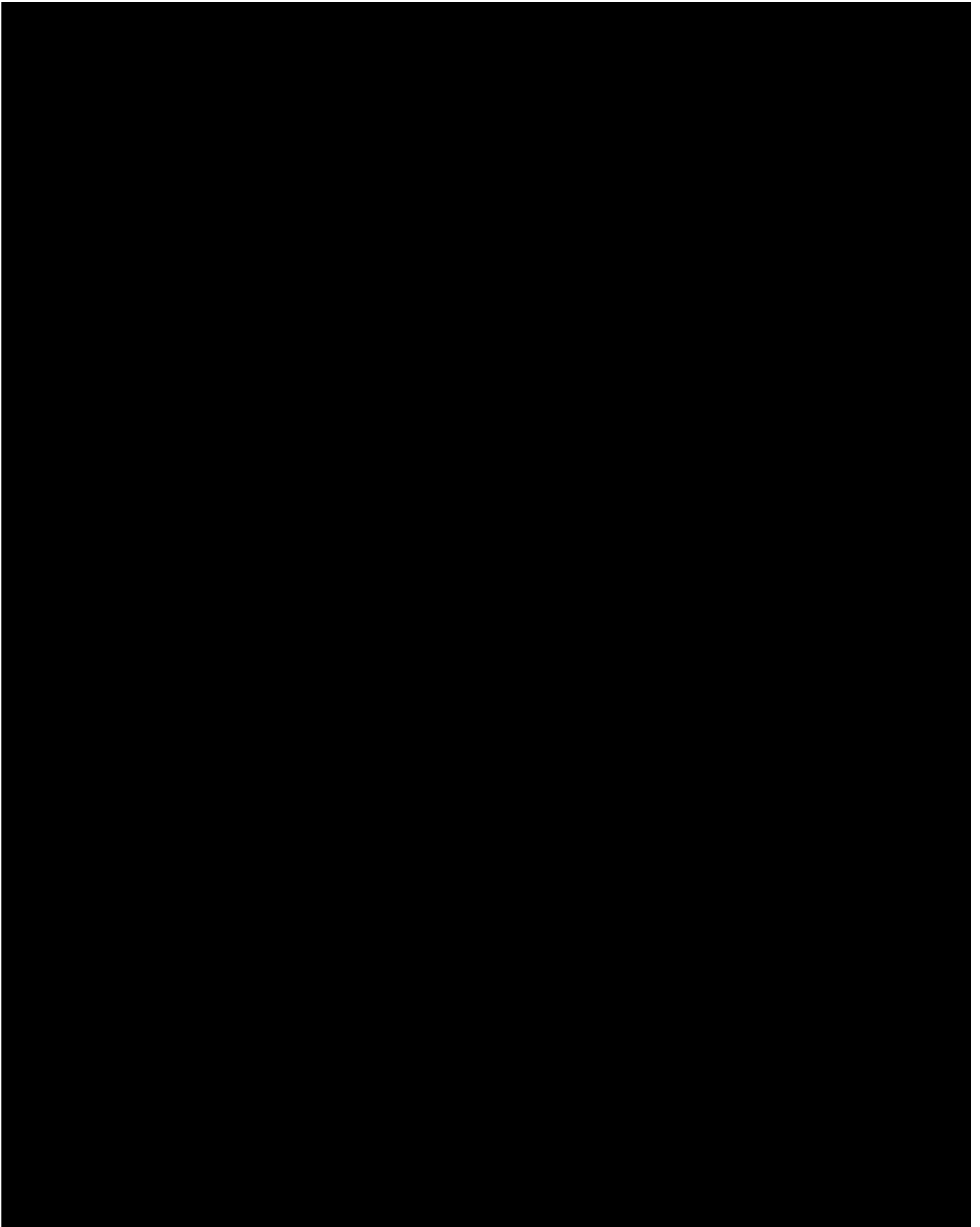


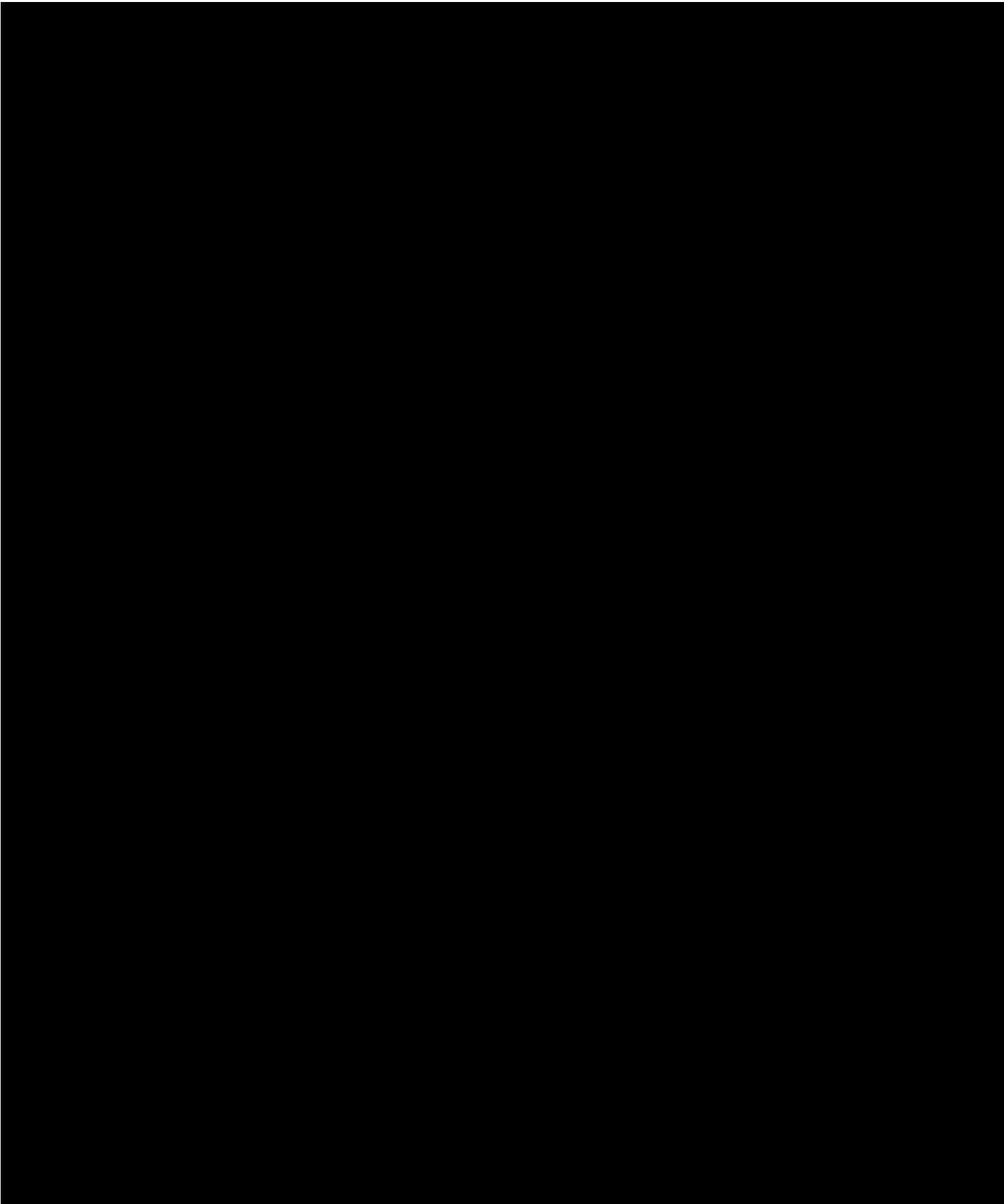


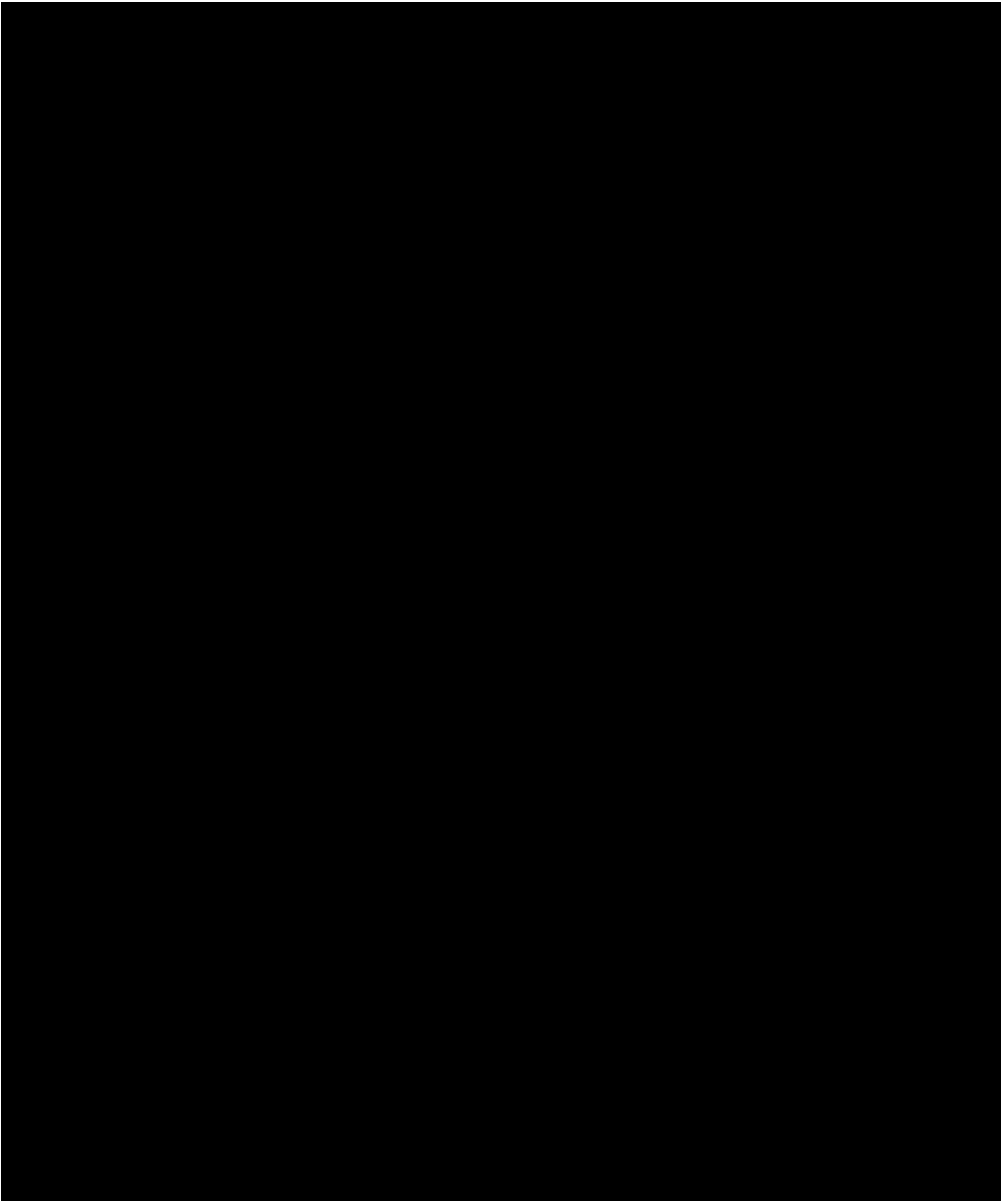


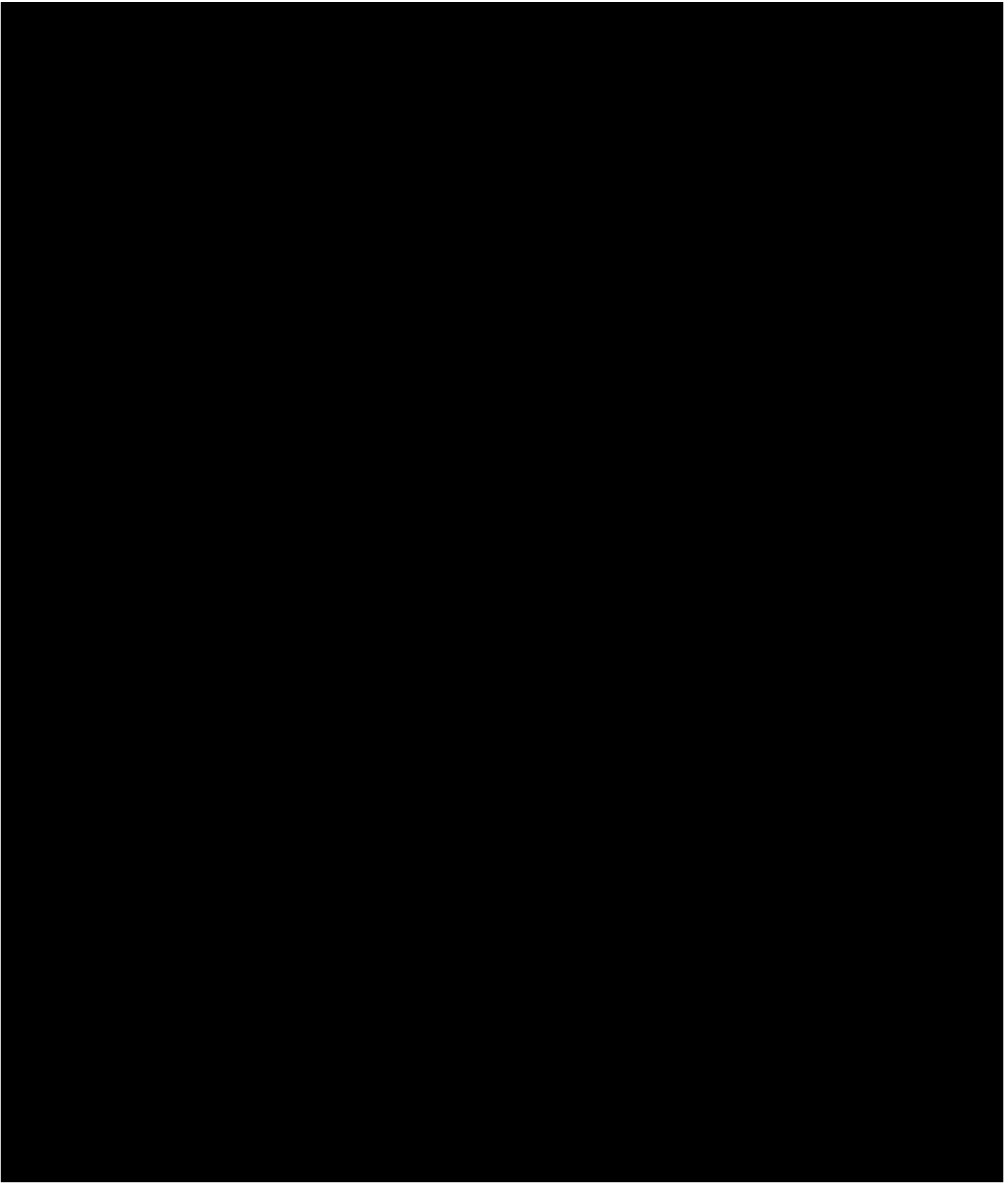


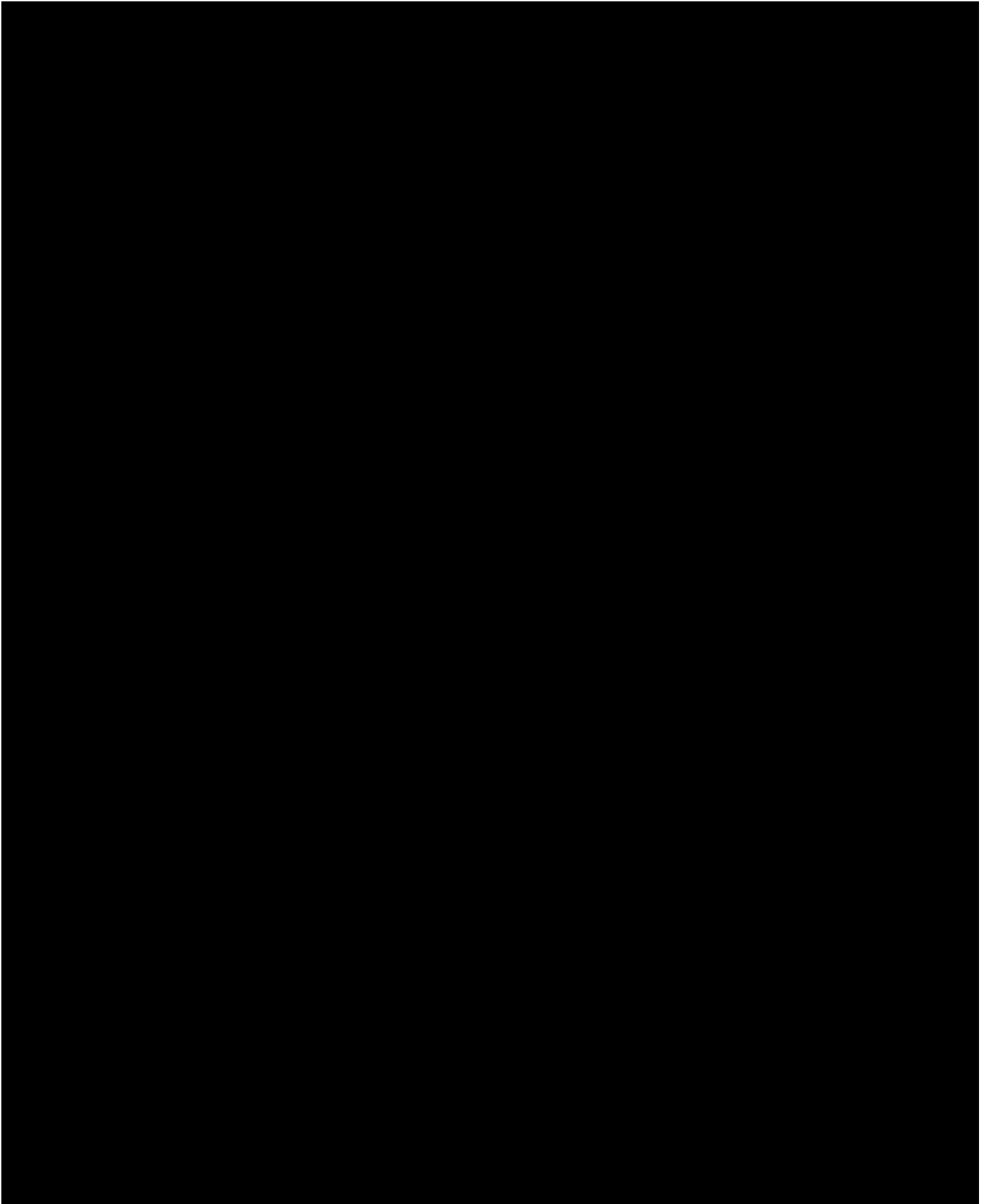




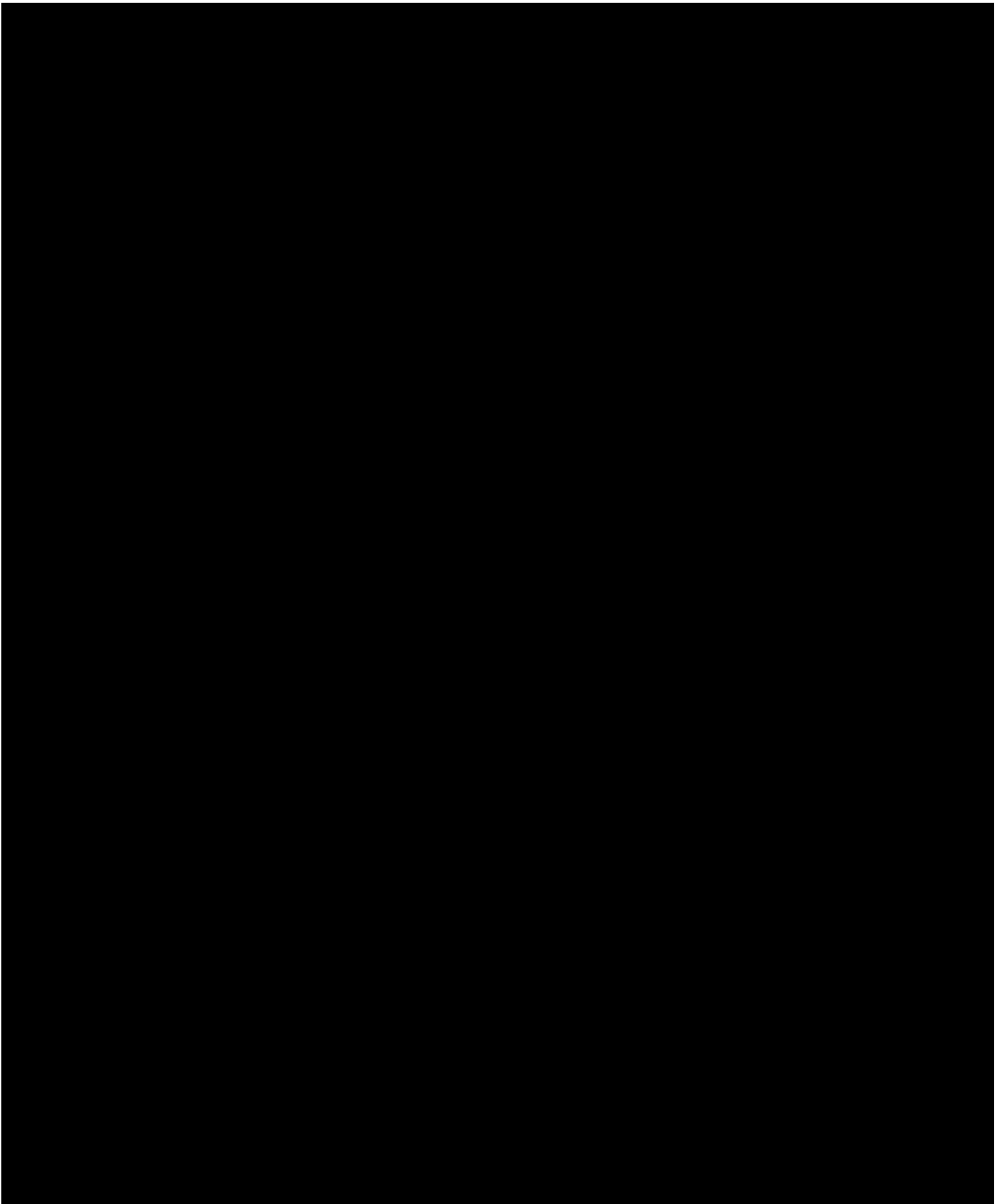


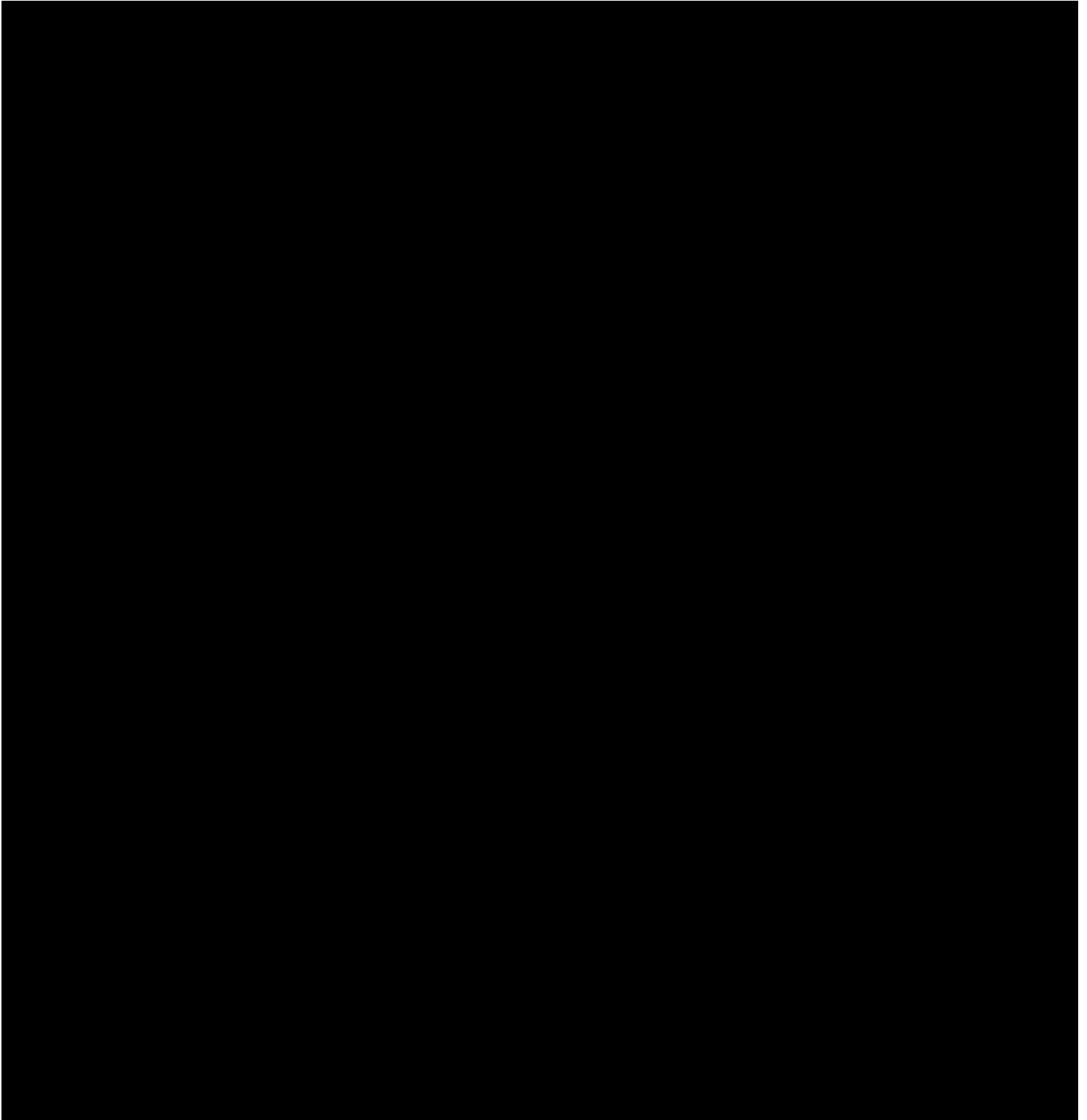


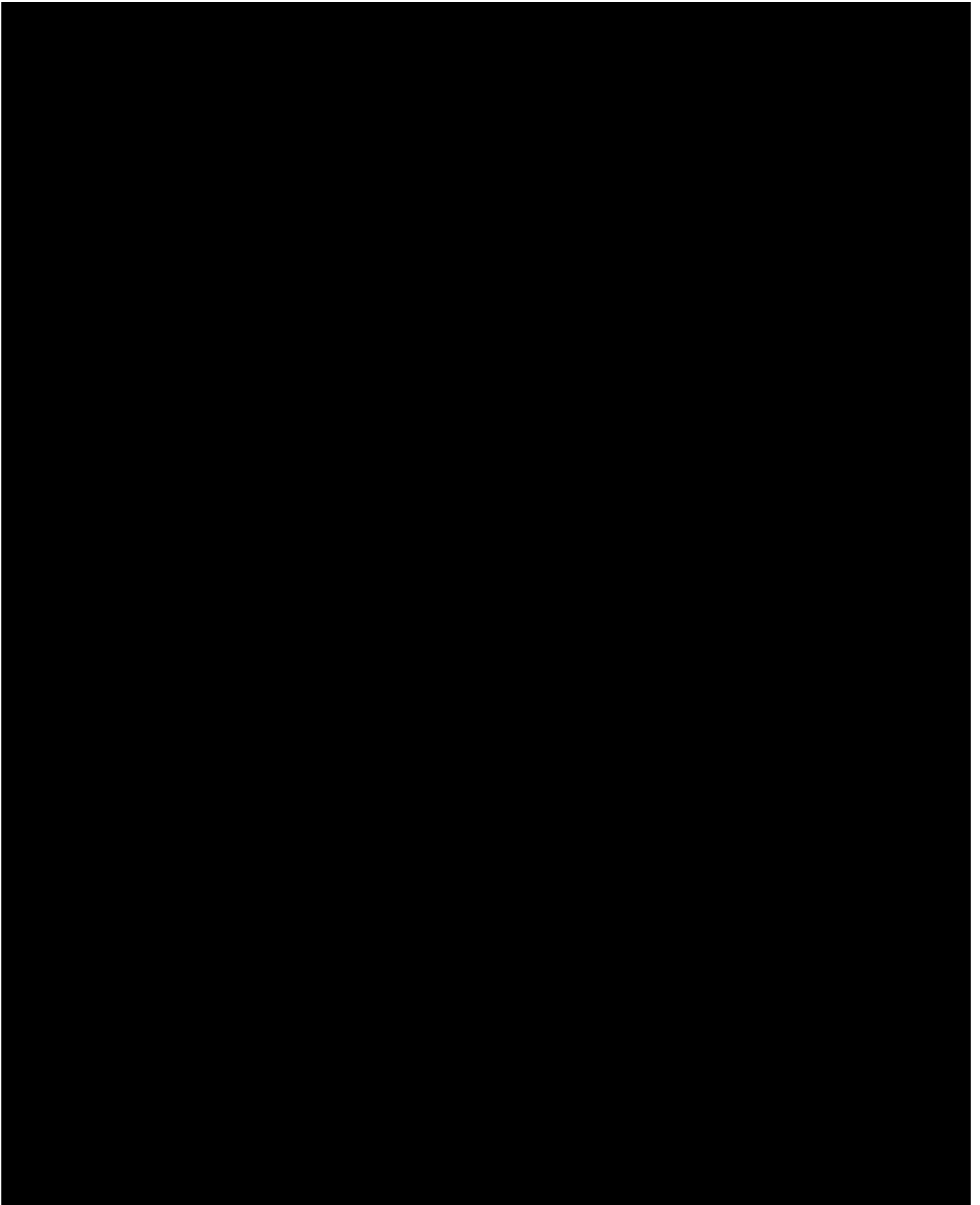


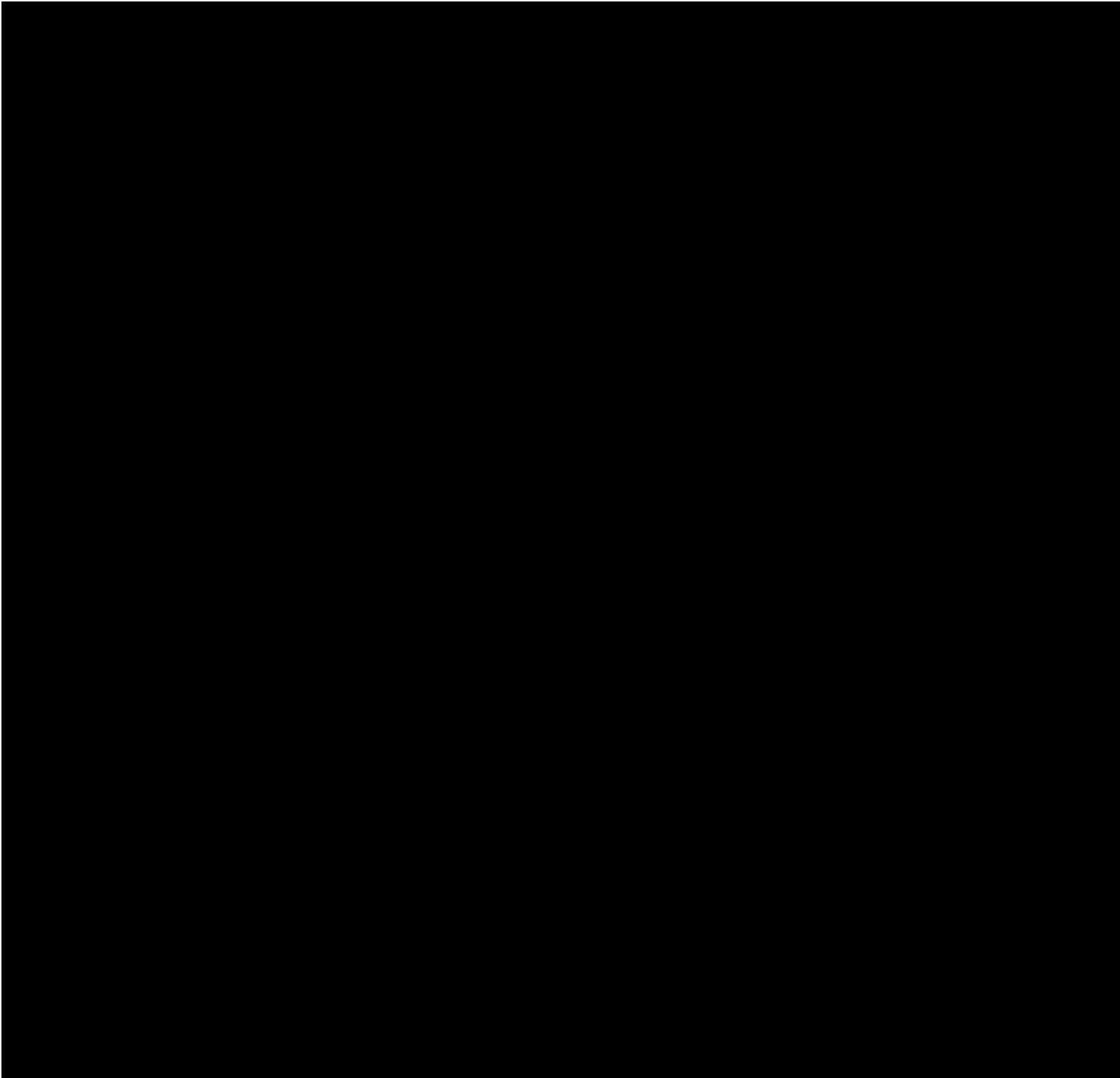


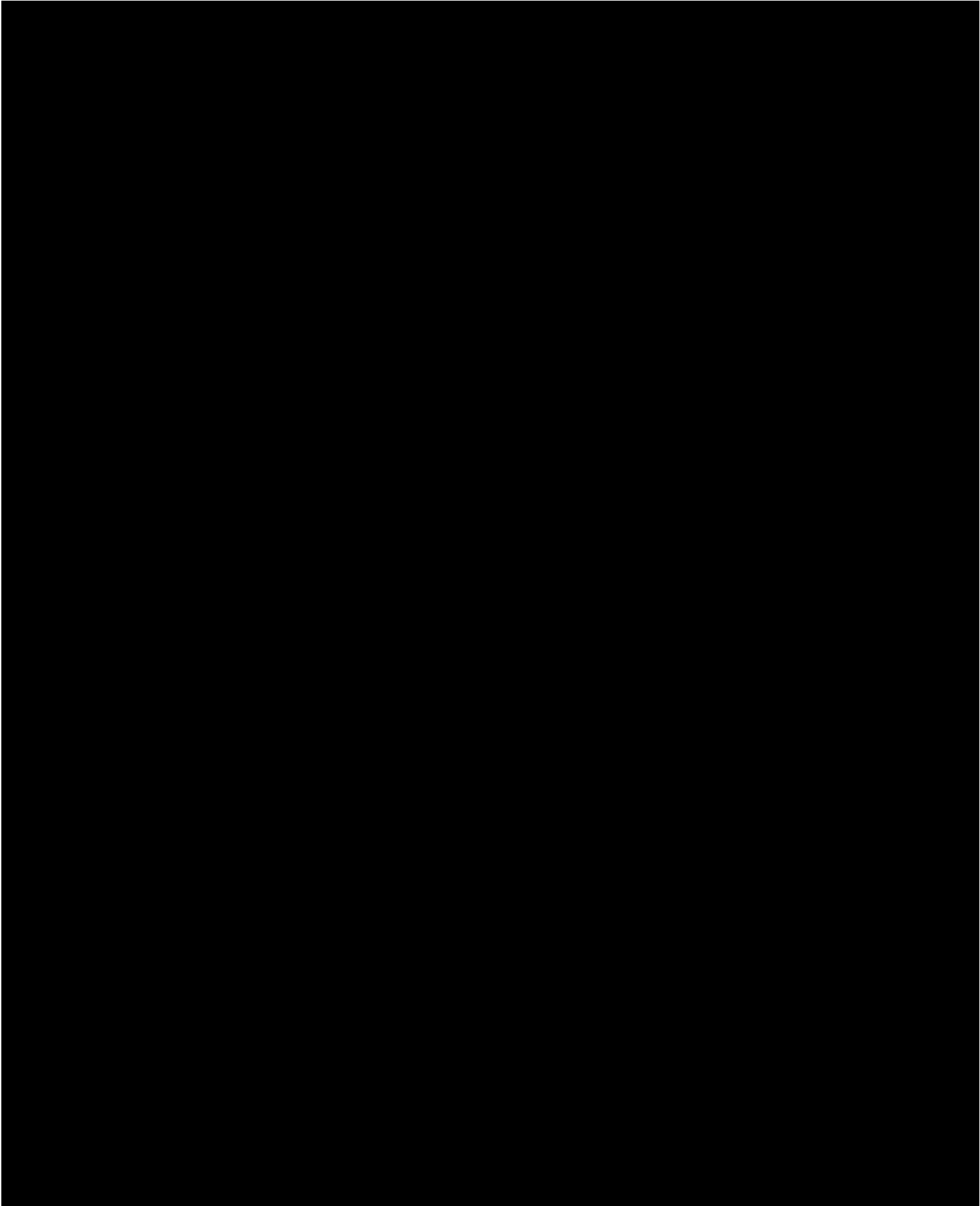


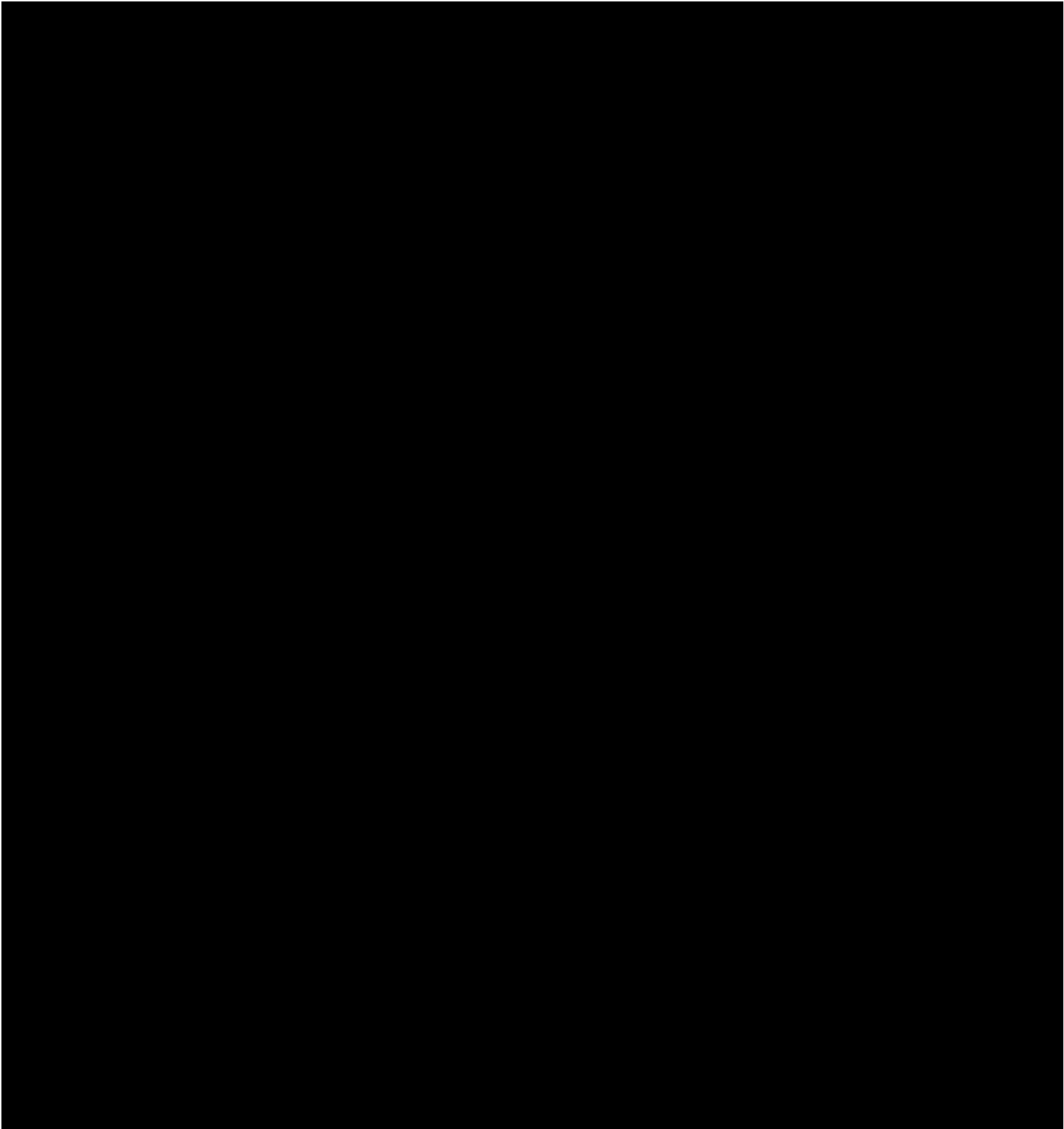


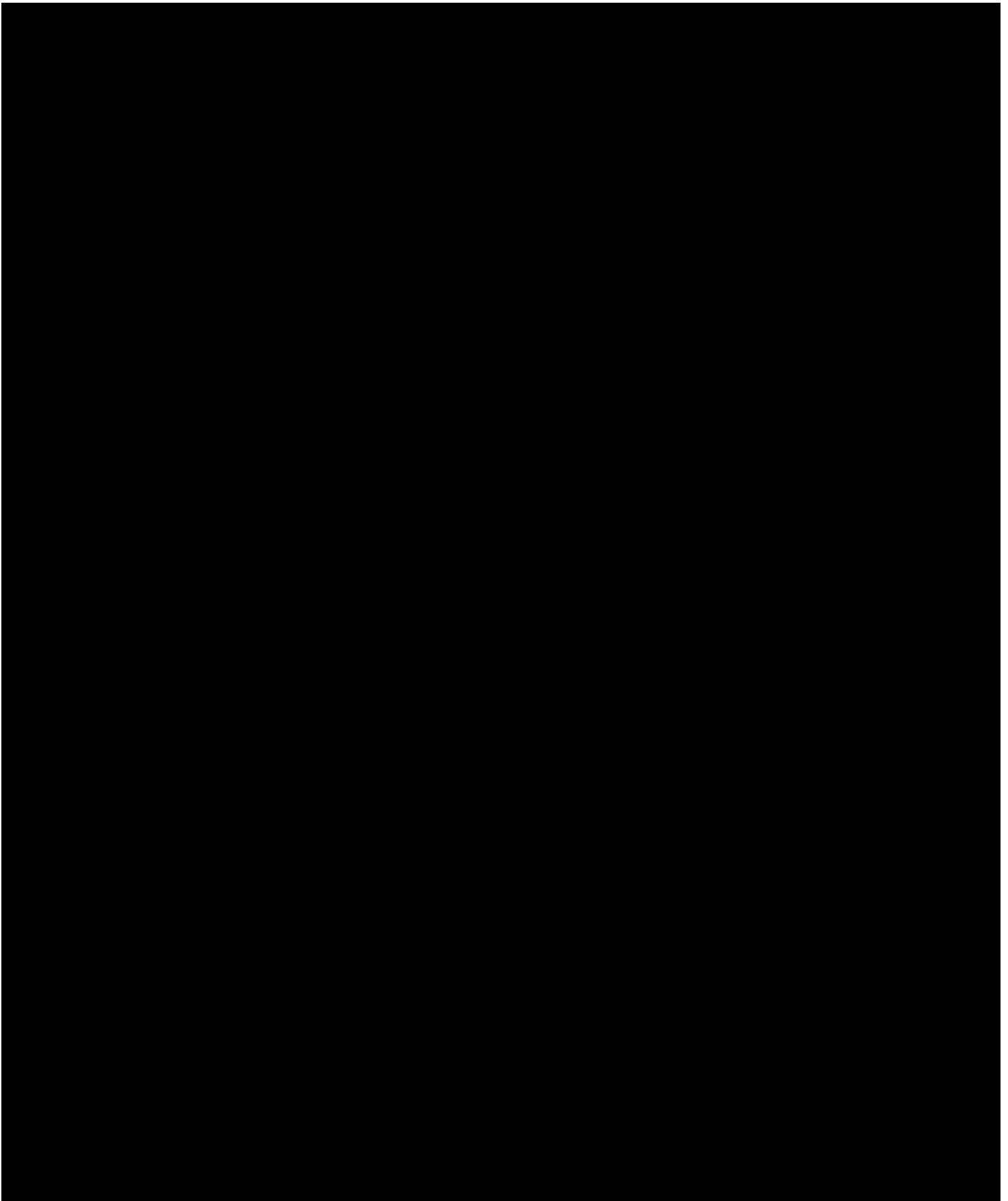


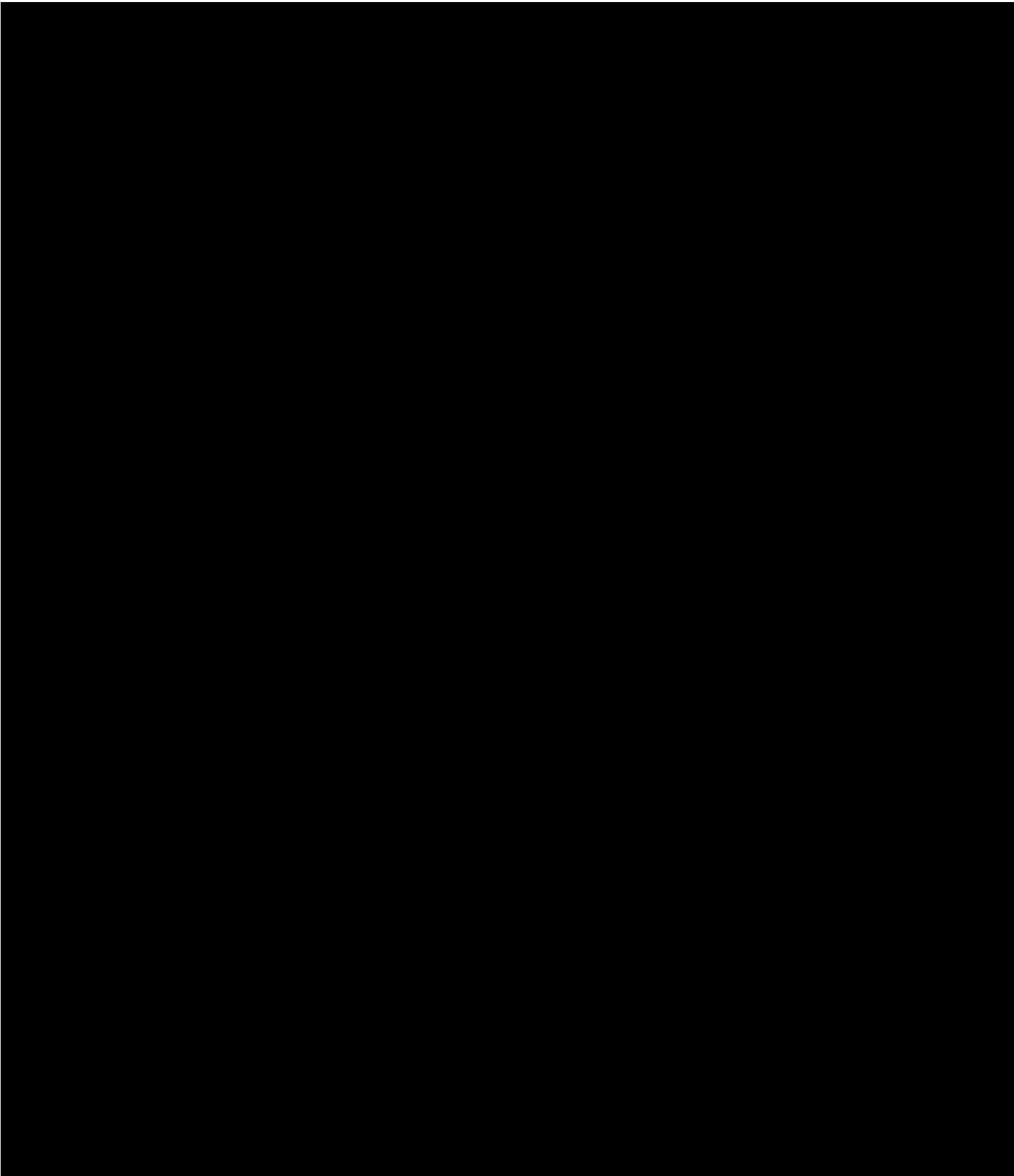


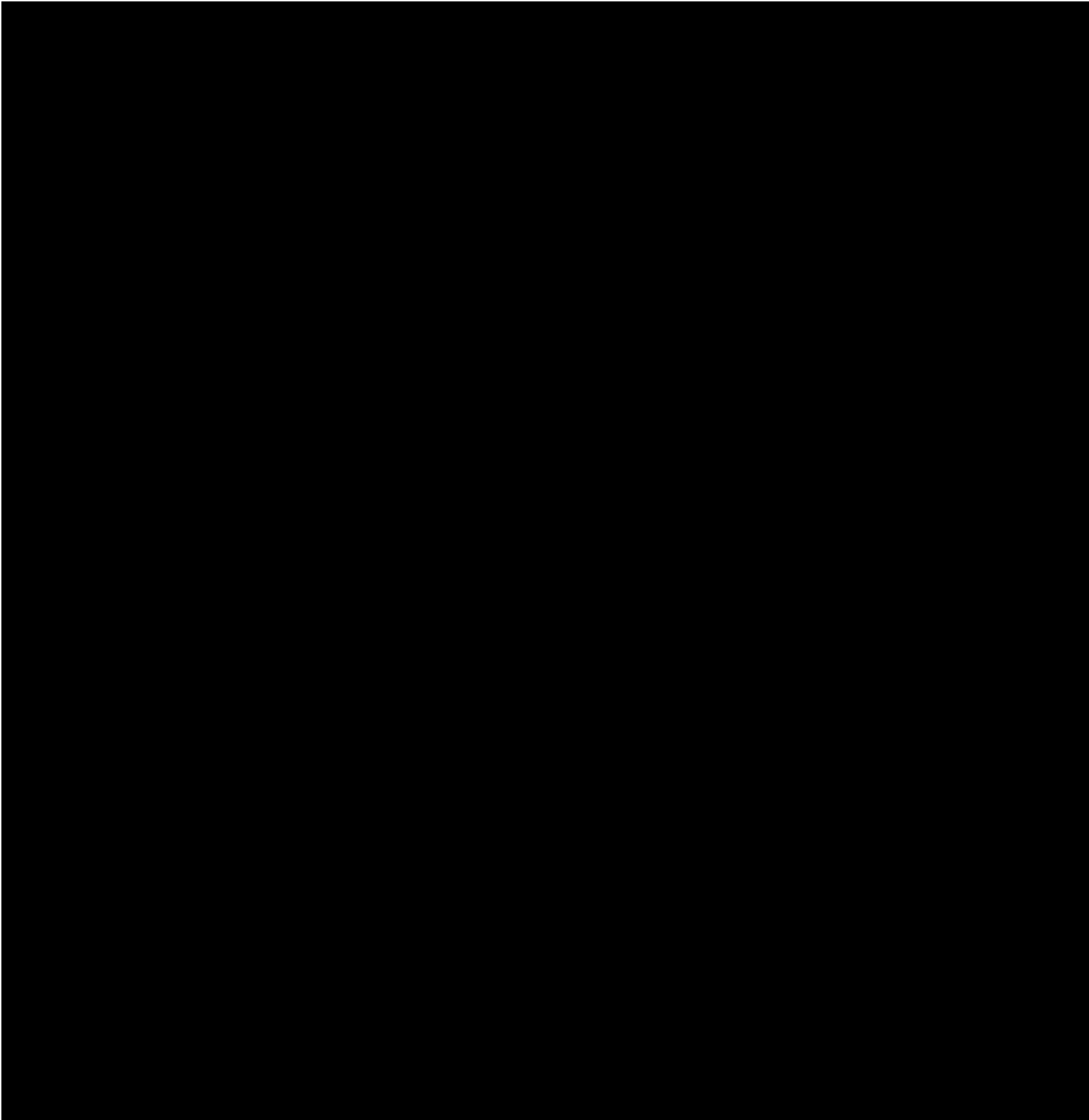


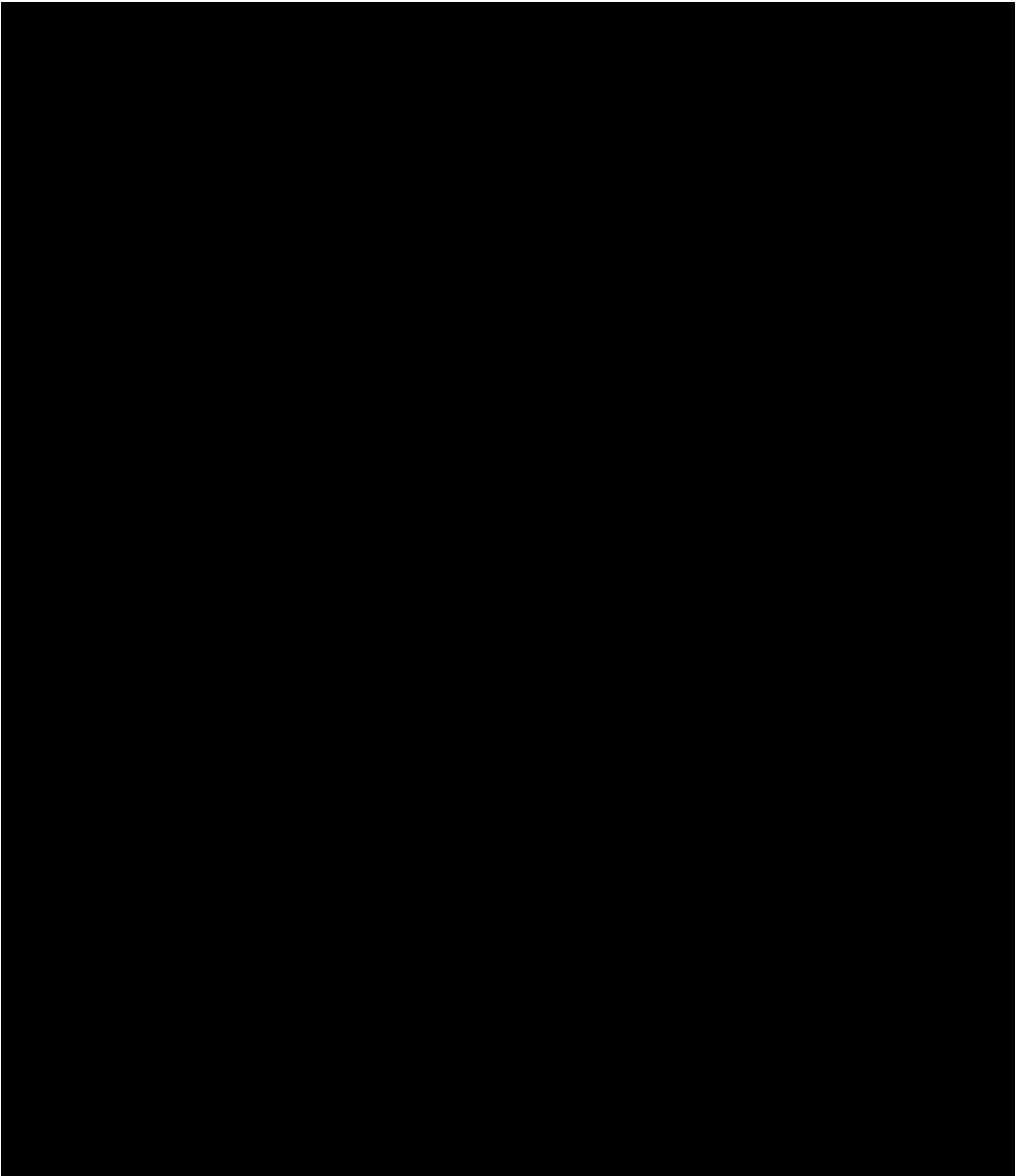


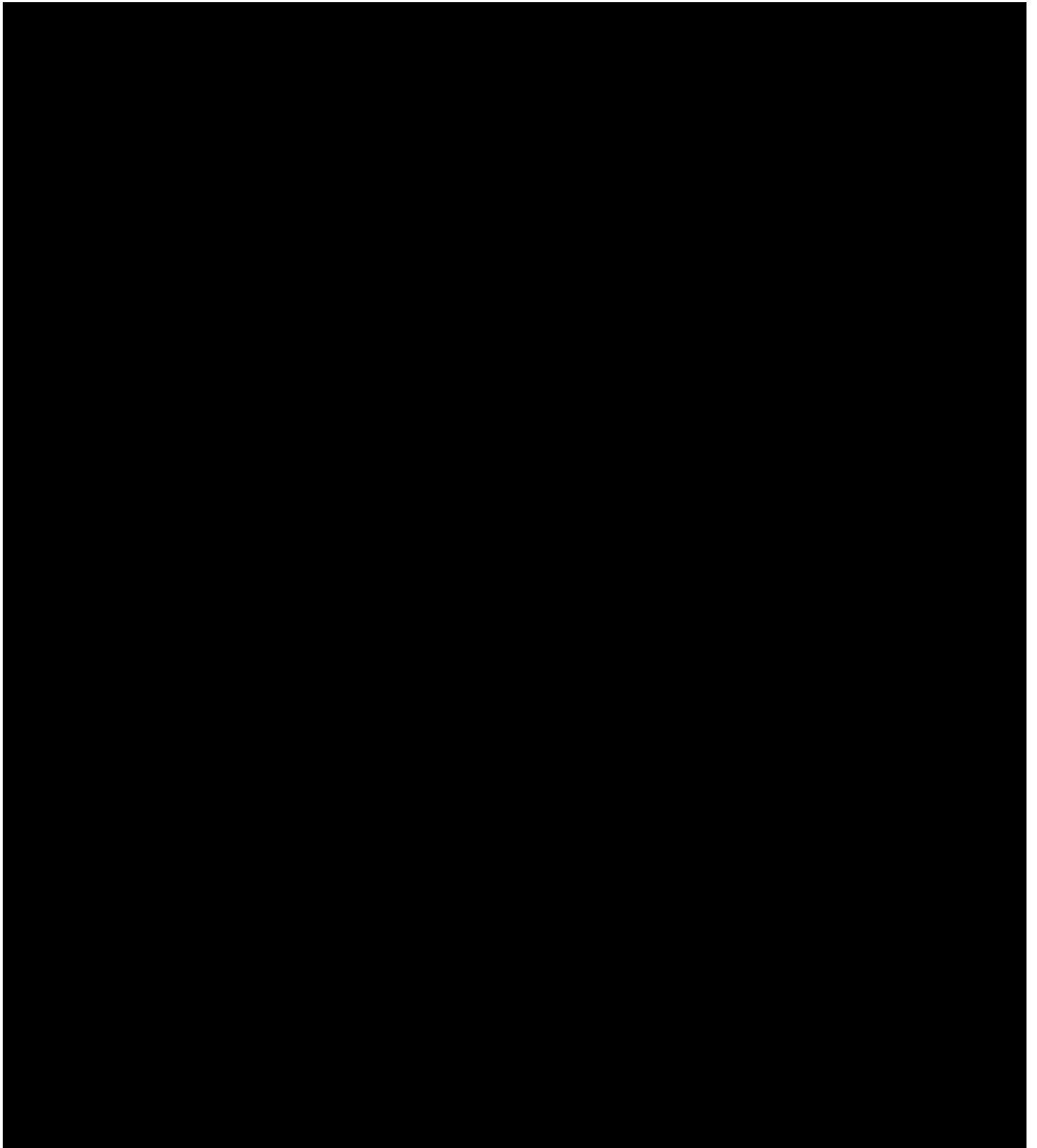


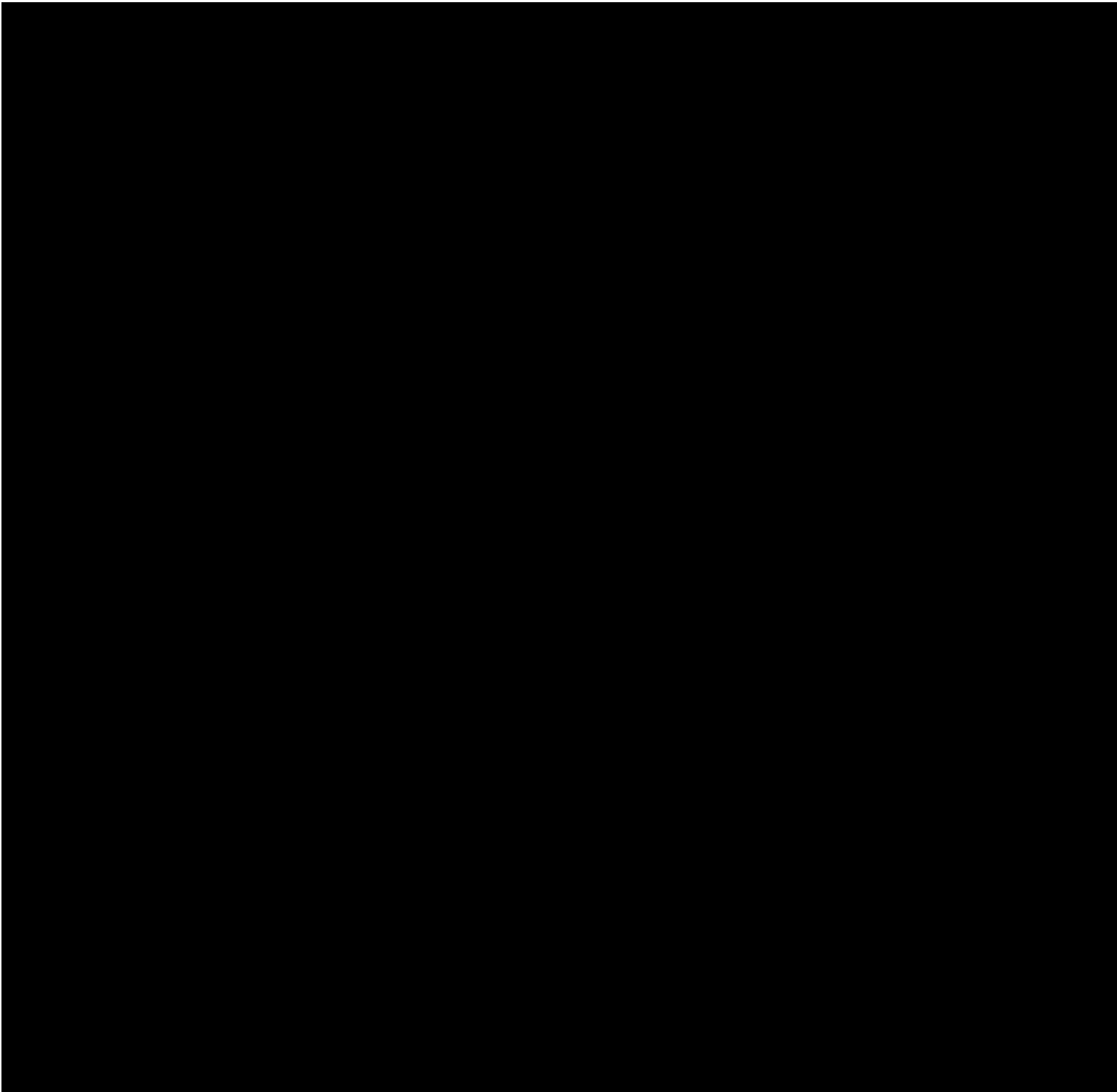


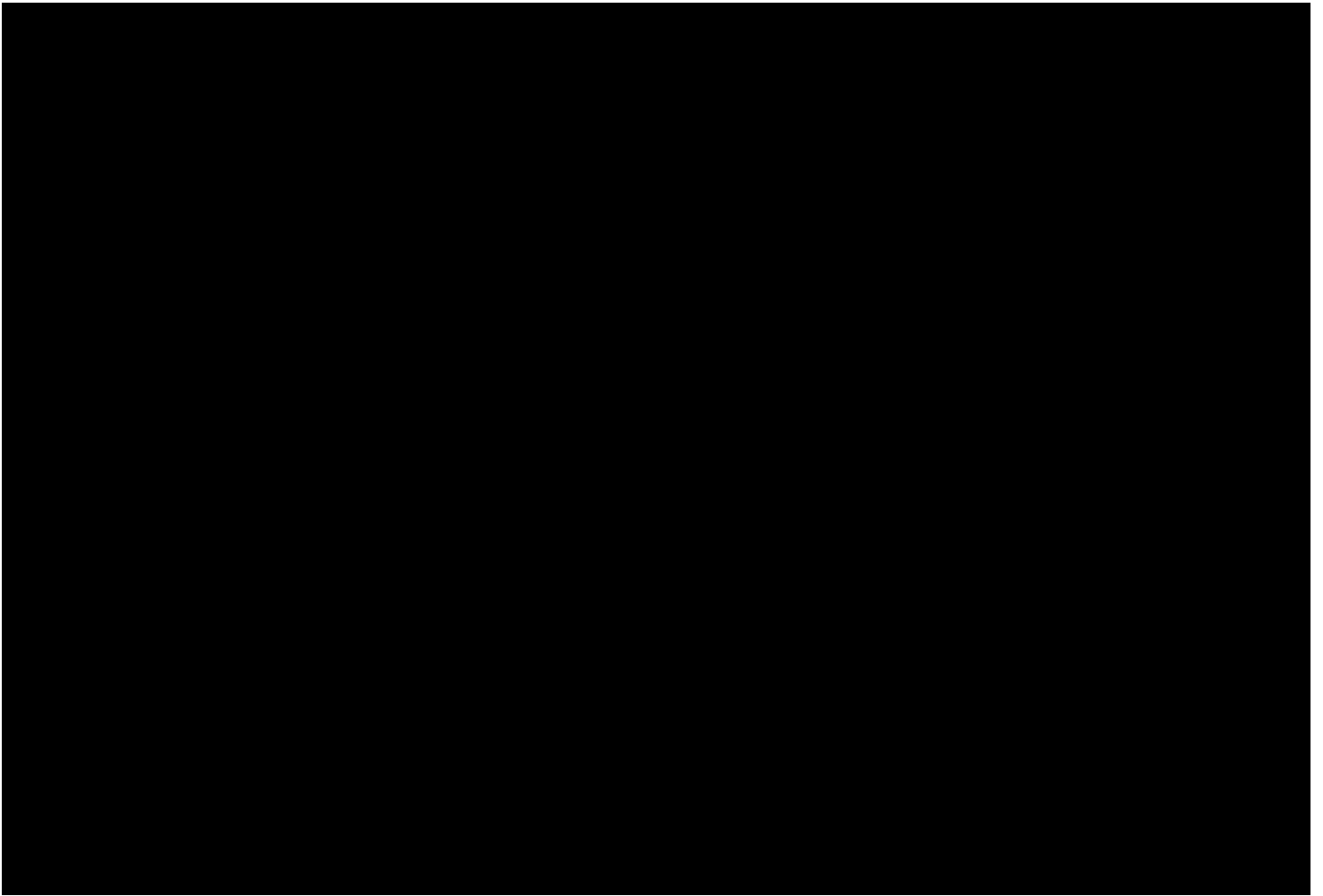








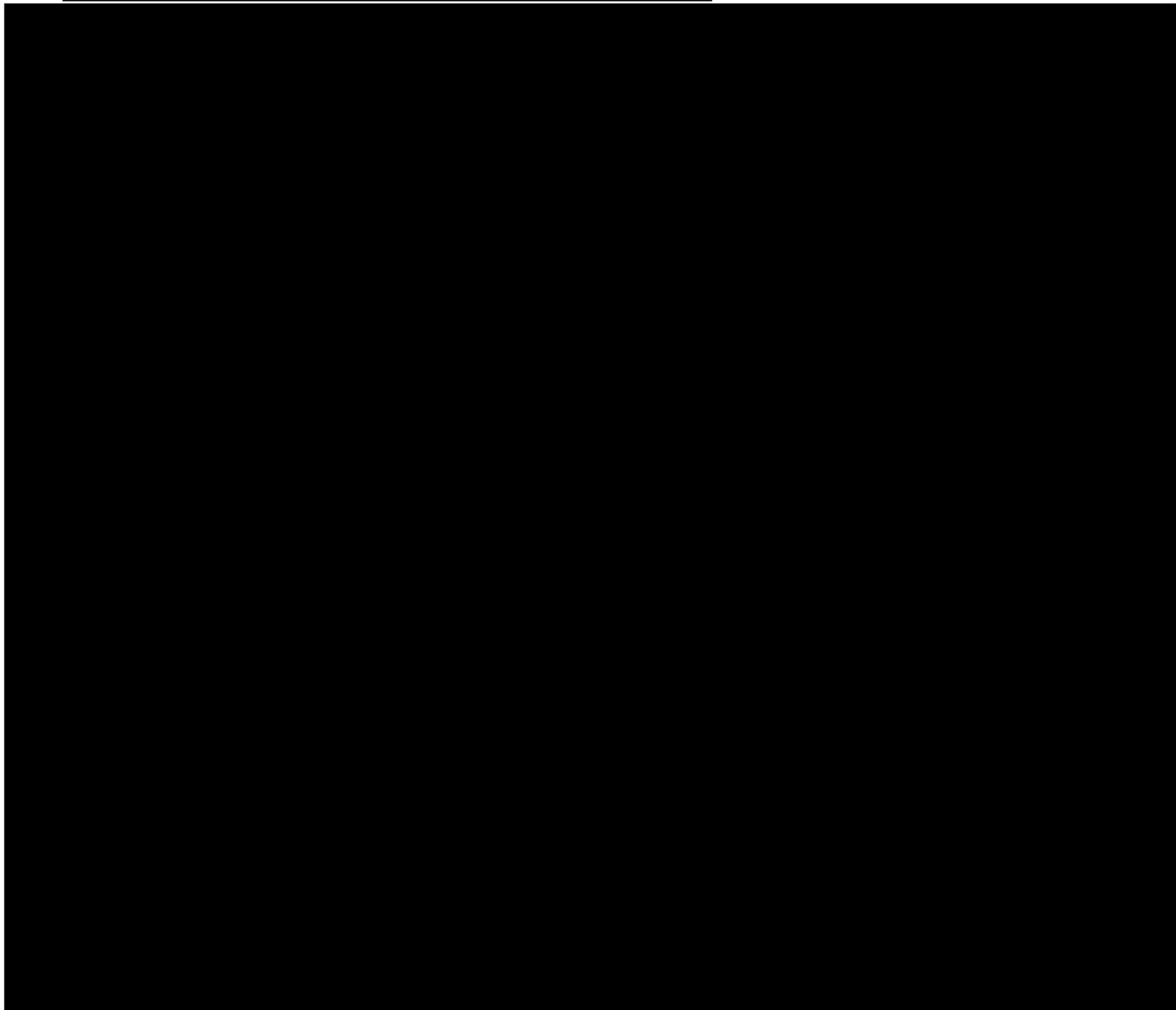
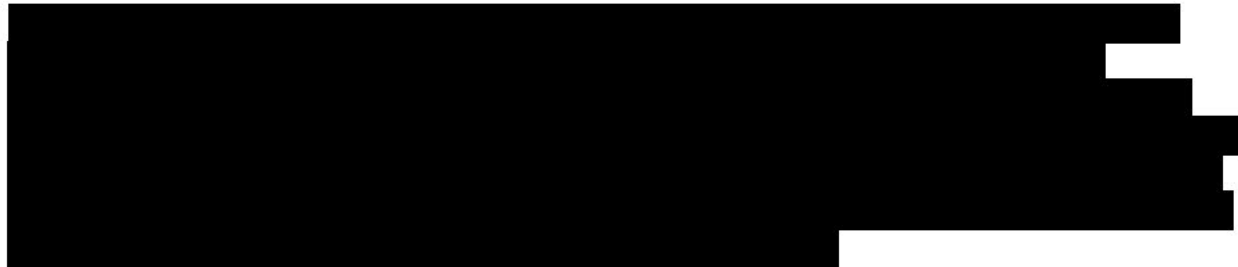


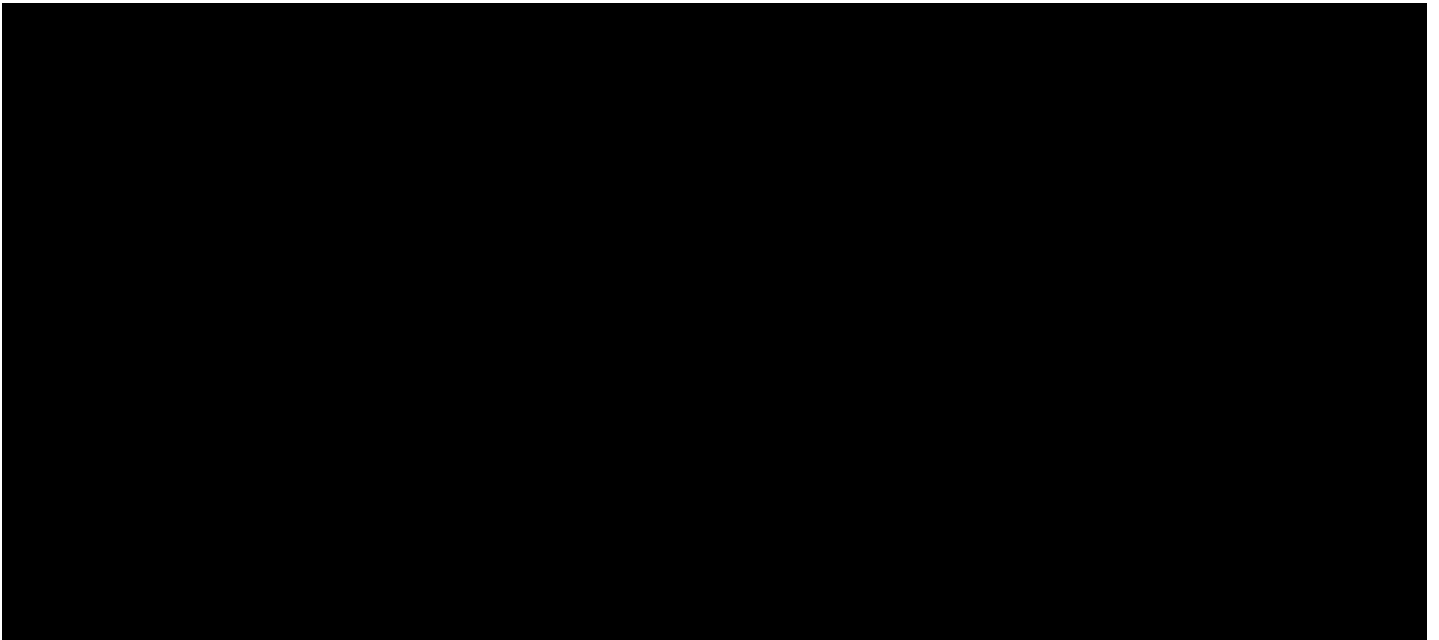
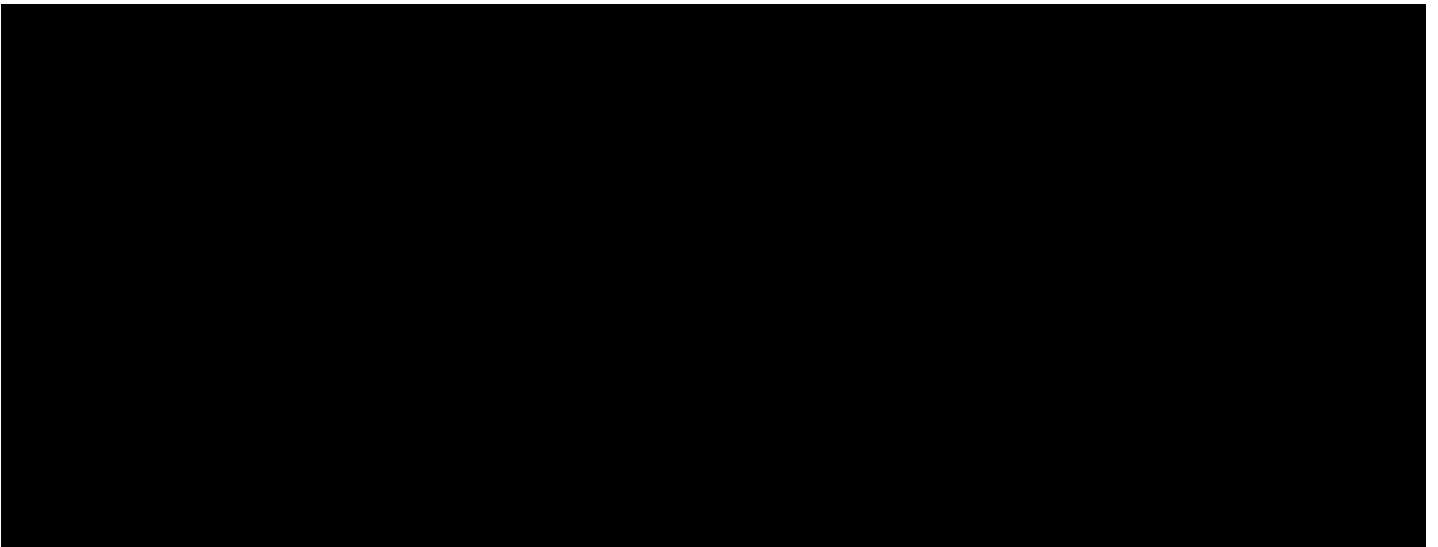


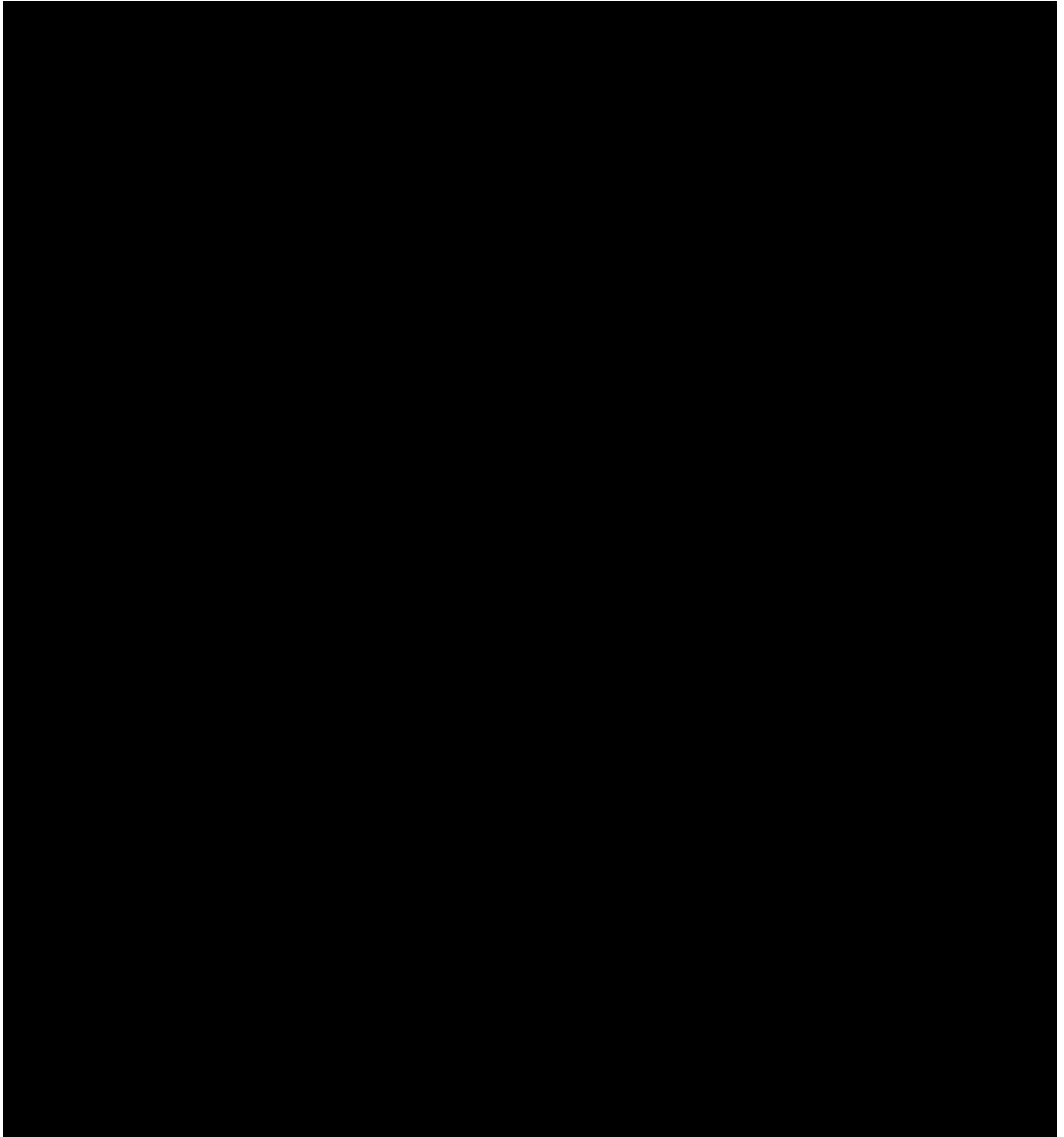
Section E.2 Project Organization and Staffing

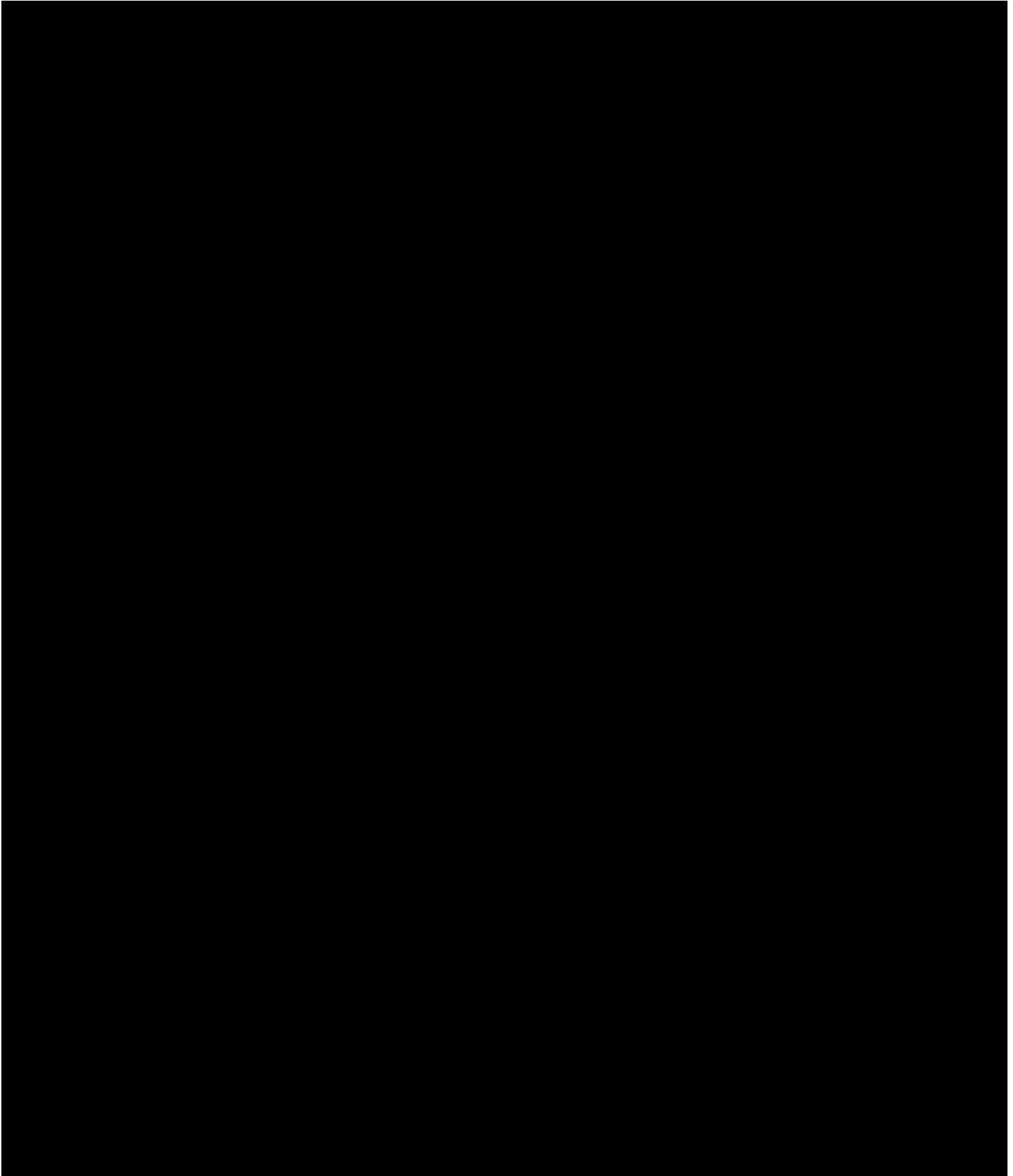
- D. Provide an overview of the internal staff qualifications and any subcontractor relationships to ensure the internal staff and subcontractors have the skills required to address the scope of this RFP, specifically, implementing enhancements and provisioning staff to support additional as-needed services 5 points
-

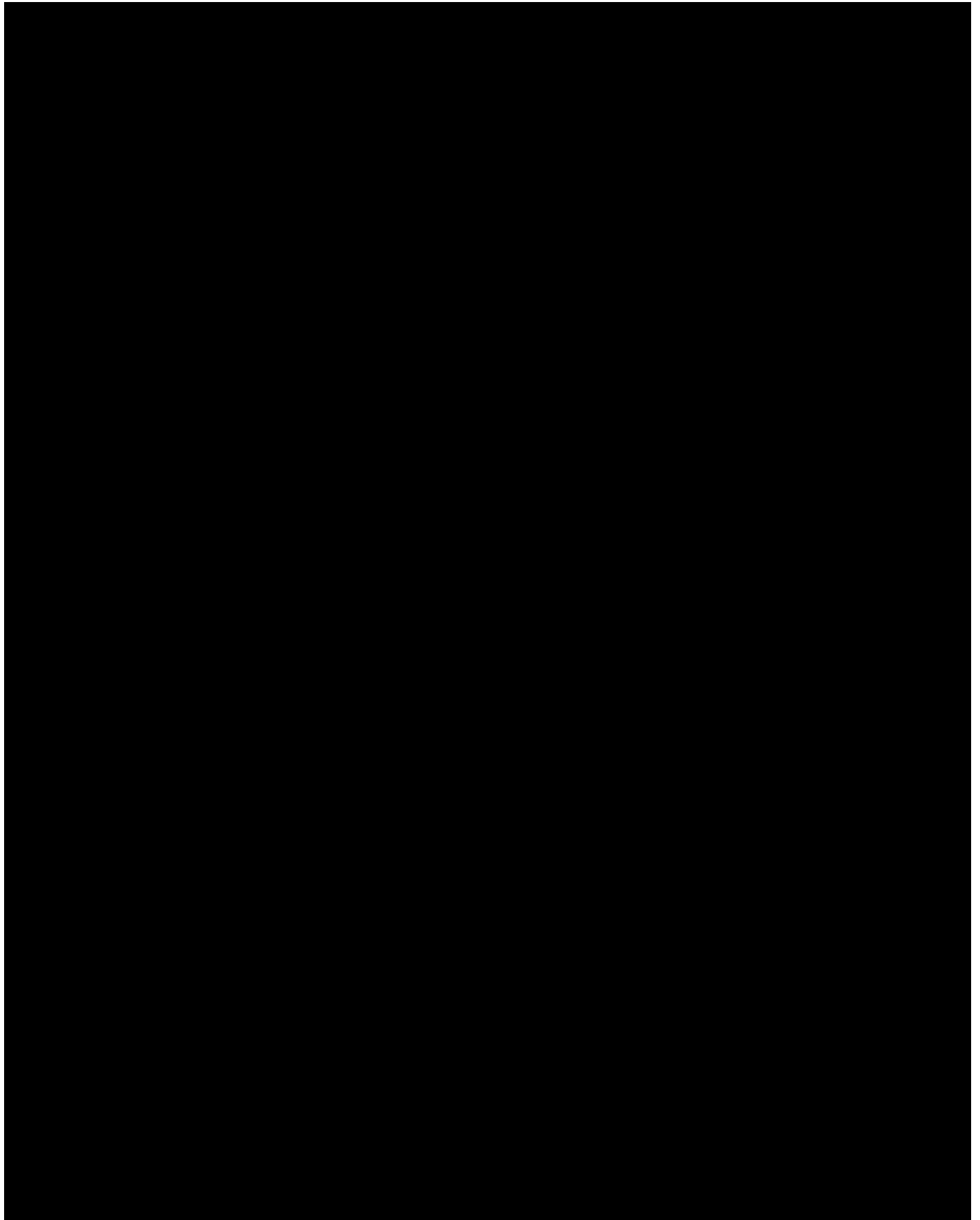
E.2.D Overview of the internal staff qualifications

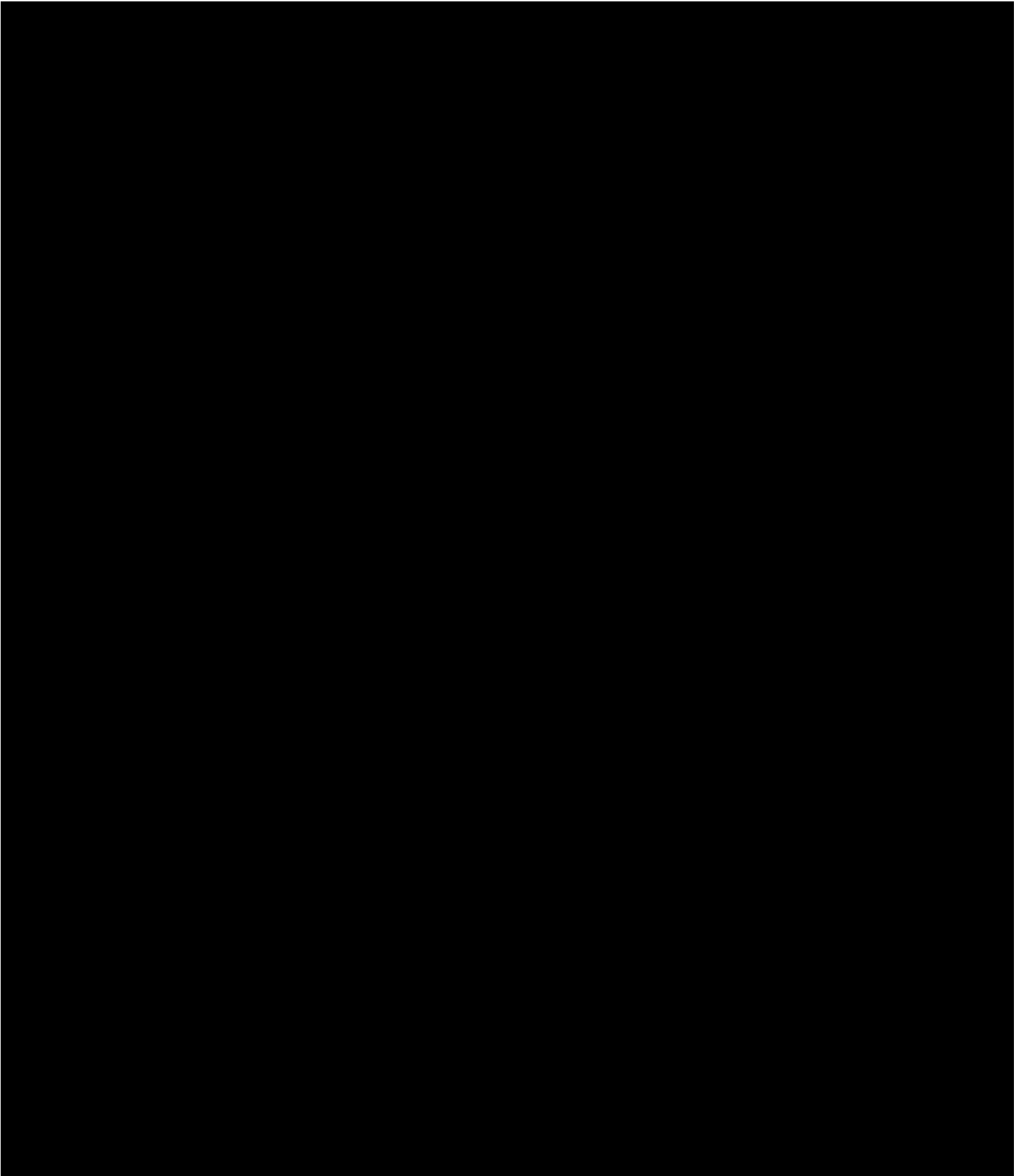












Section E.2 Project Organization and Staffing

- E. Describe the Prospective Contractor's internal standards, policies and procedures regarding hiring, professional development, and human resource management, including processes for ensuring that the Engagement will not be affected by fluctuations in staffing and other assignments.

5 points

E.2.E Our internal standards, policies and procedures regarding hiring, professional development, and human resource management

The following sections describe our internal standards, policies and procedures regarding hiring, professional development, and human resource management.

E.2.E.1 Hiring

The ISS project requires a project team

[REDACTED]

Our hiring approach


[REDACTED]

[REDACTED]



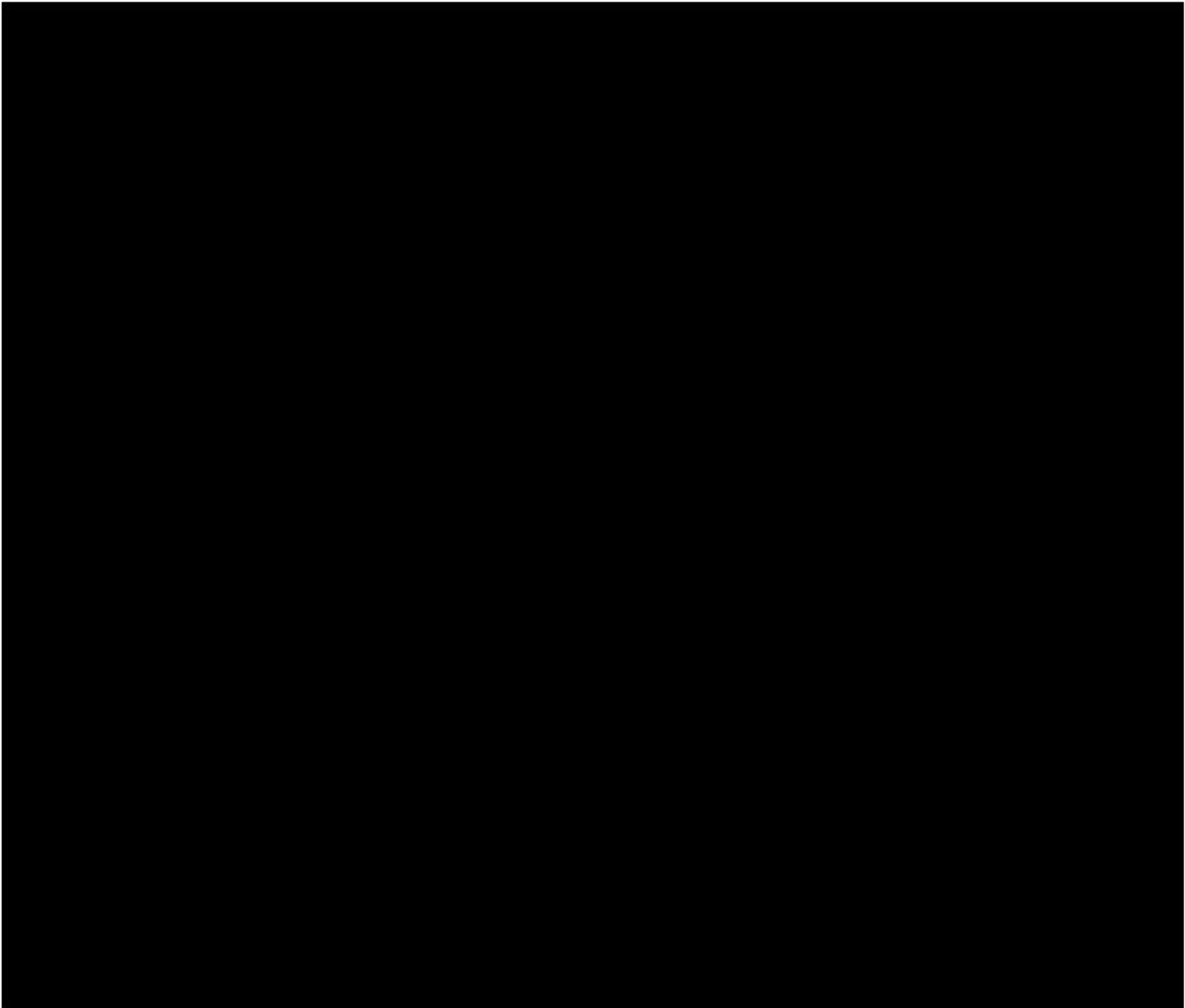
E.2.E.2 Professional Development

Our approach to professional development focuses on



E.2.E.3 Human Resource Management



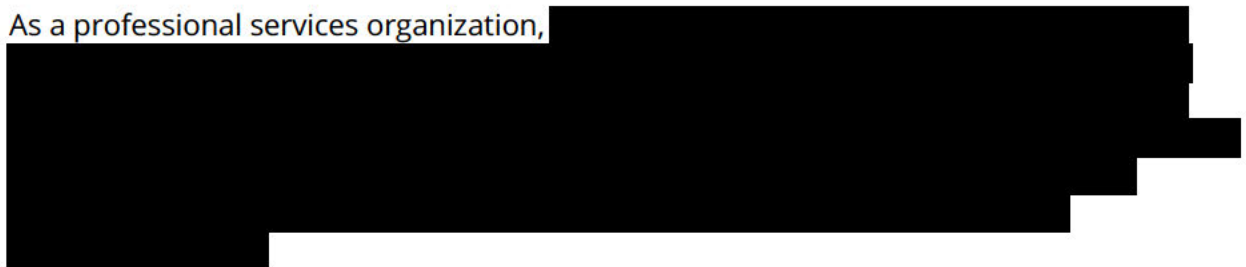


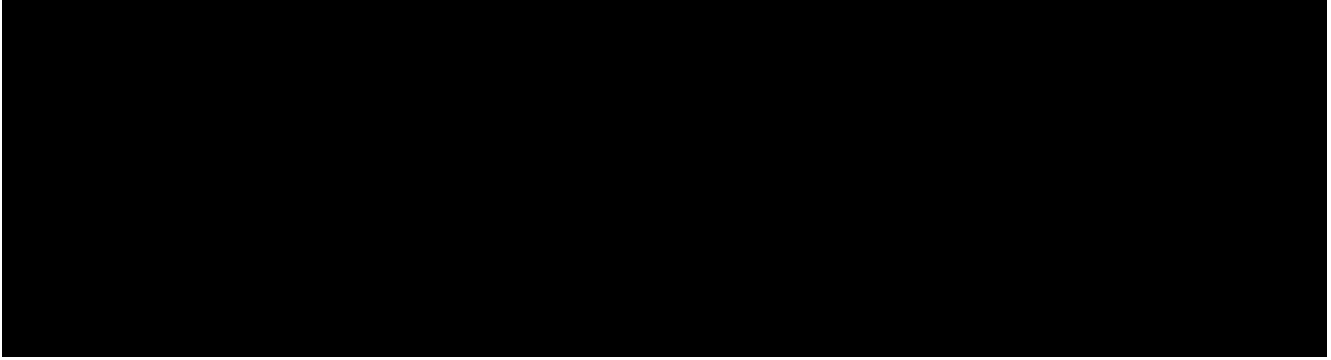
Section E.2 Project Organization and Staffing

F. Describe the Prospective Contractor's policies and procedures for providing education and training for personnel including 5 points initial and ongoing education and training.

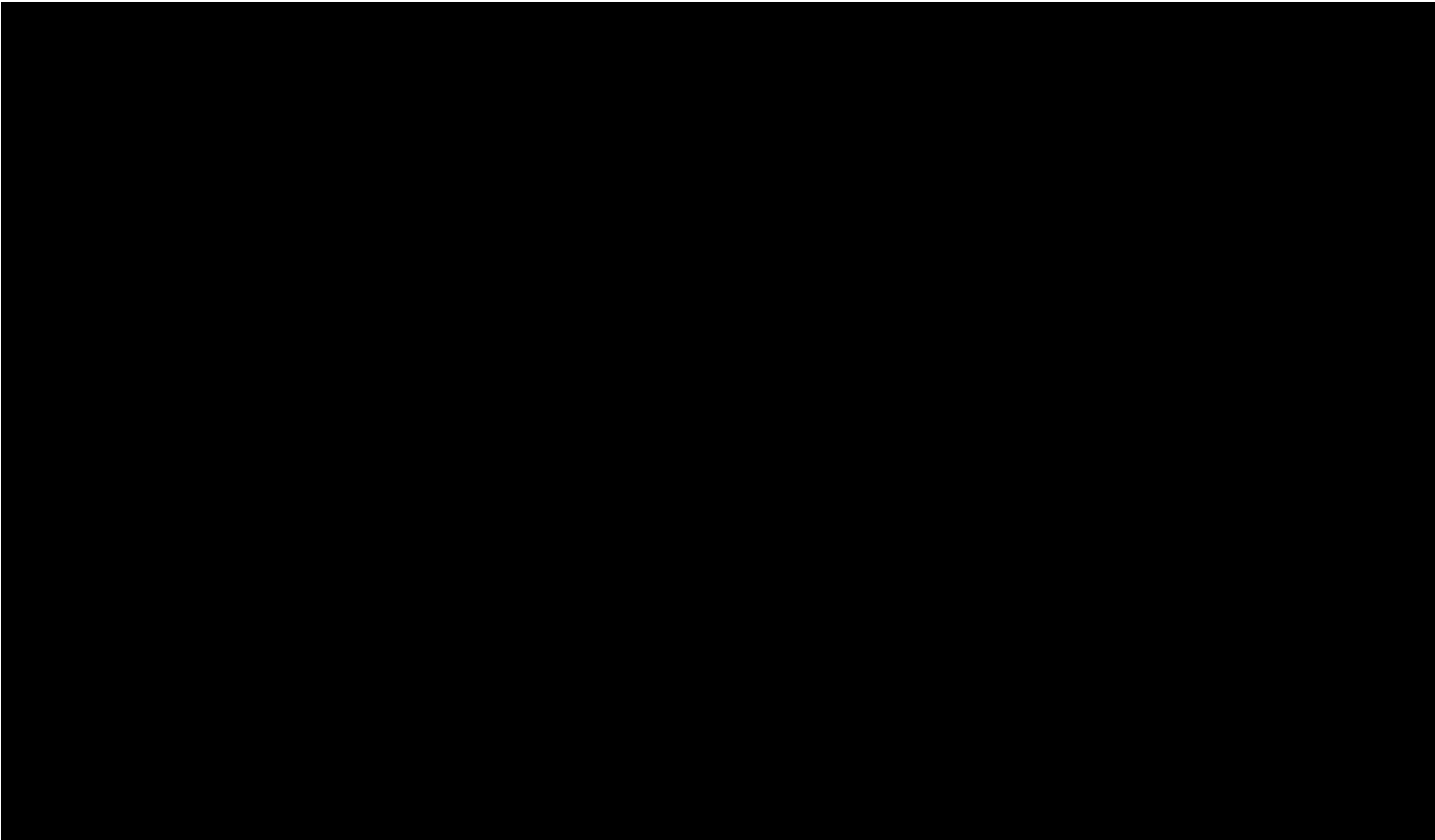
E.2.F Our policies and procedures for providing education and training for personnel

As a professional services organization,

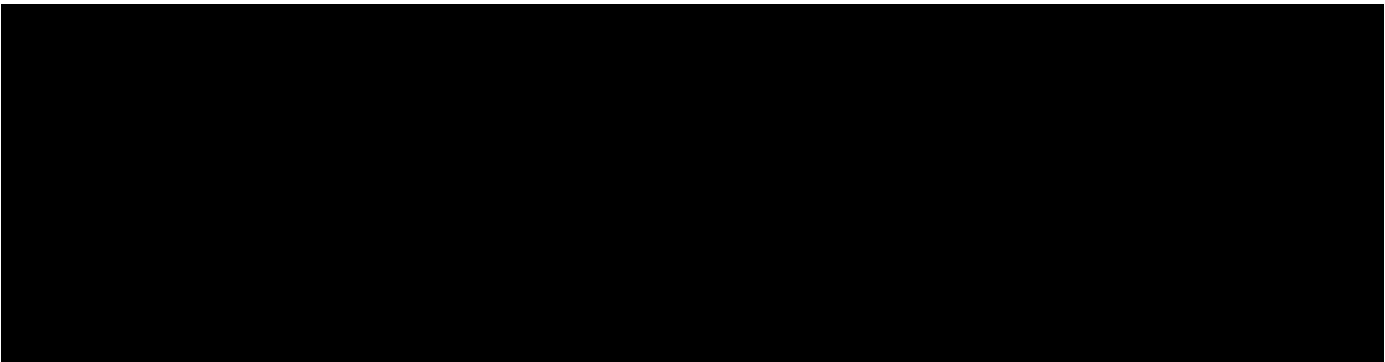


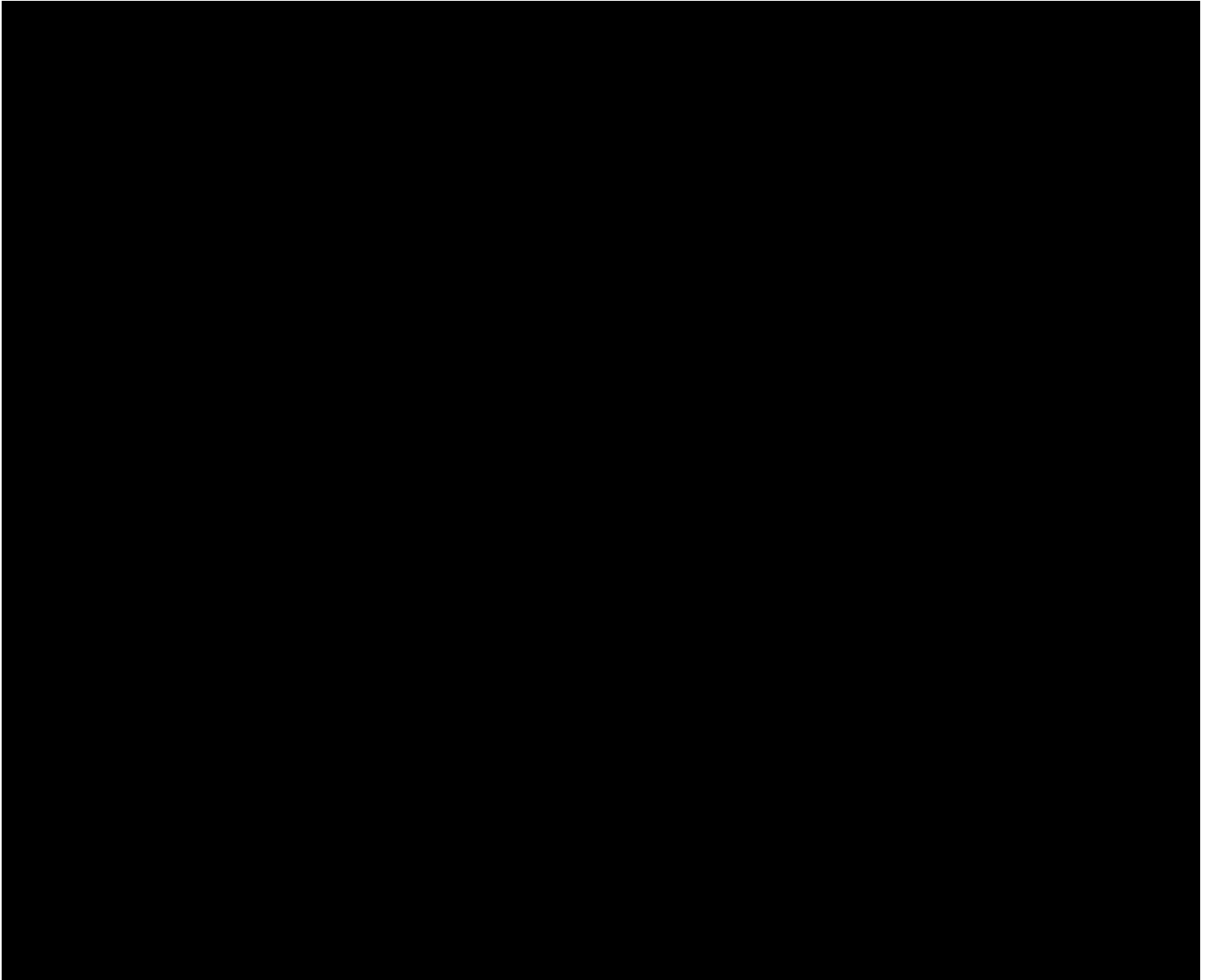


E.2.F.1 Initial Training



E.2.F.2 Ongoing Education and Training





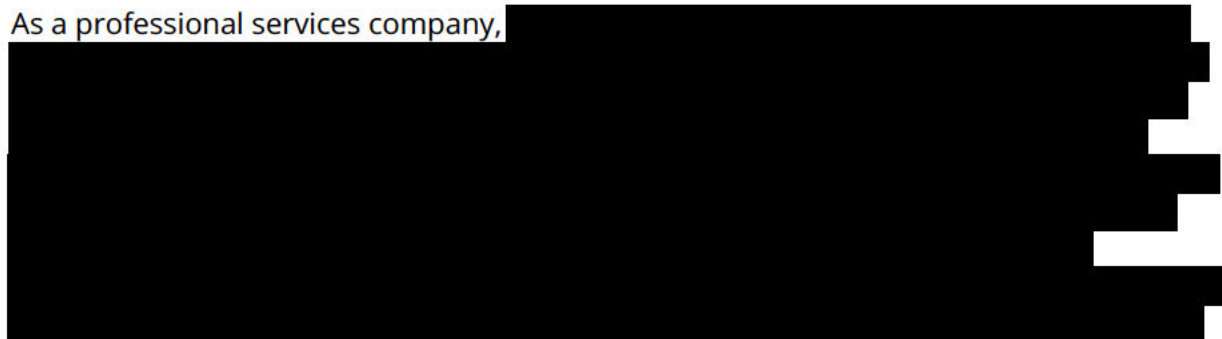


Section E.2 Project Organization and Staffing

G. Describe the Prospective Contractor's process and methodology for retaining personnel and ensuring that key personnel are consistently engaged, including steps taken to minimize staff turn-over. 5 points

E.2.G Process and methodology for retaining personnel and ensuring that key personnel are consistently engaged

As a professional services company,



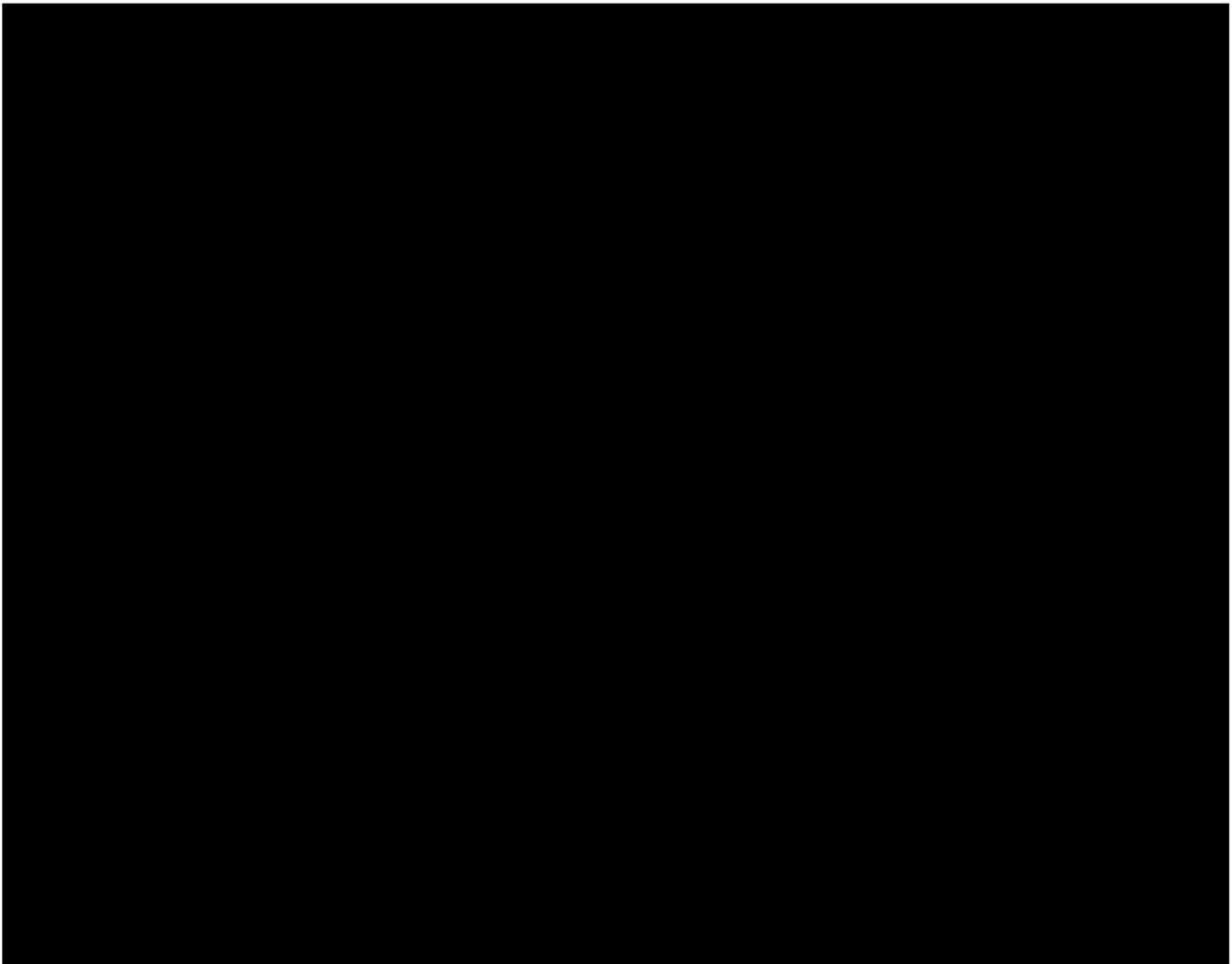
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



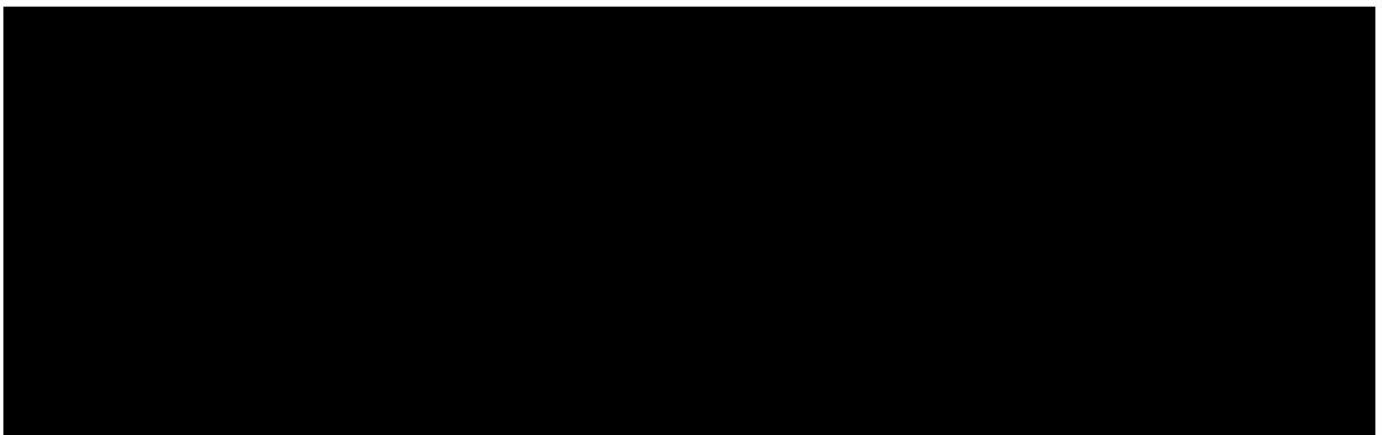
Section E.2 Project Organization and Staffing

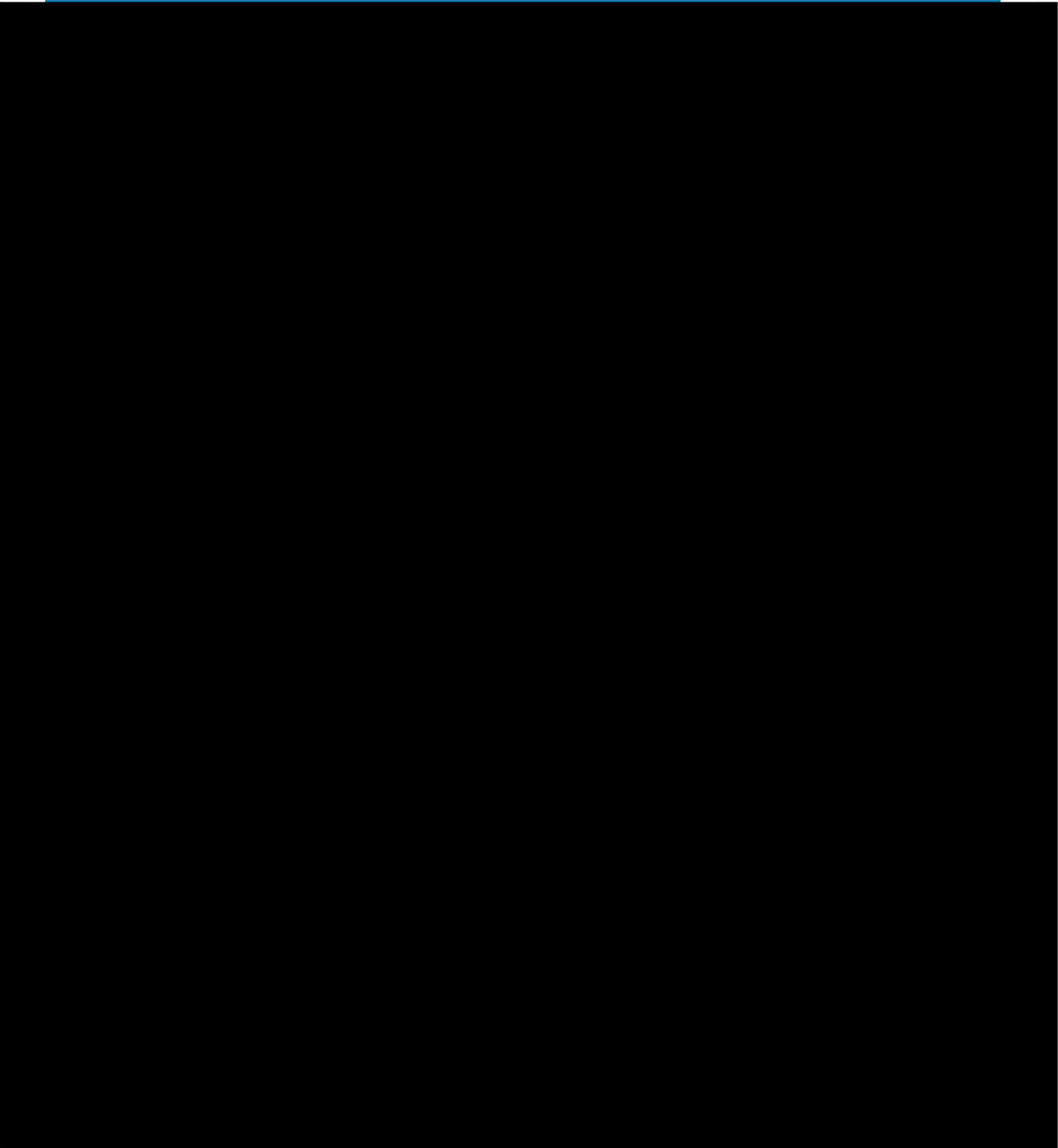
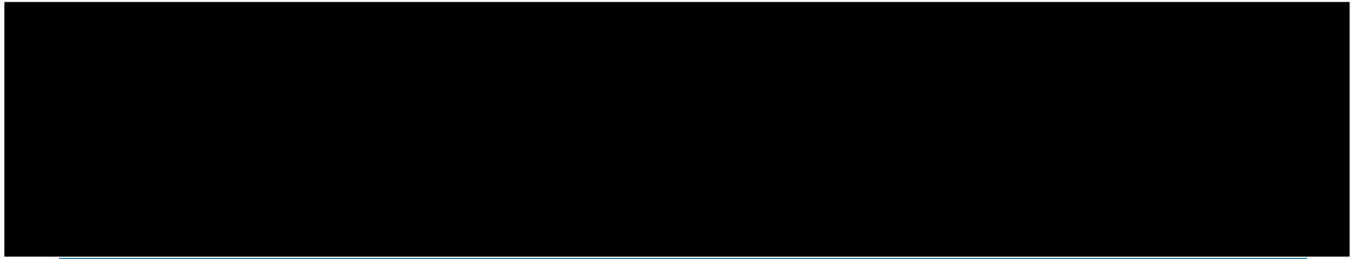
H. Describe the proposed Staff Experience including the following information: Experience Resume Collaboration.

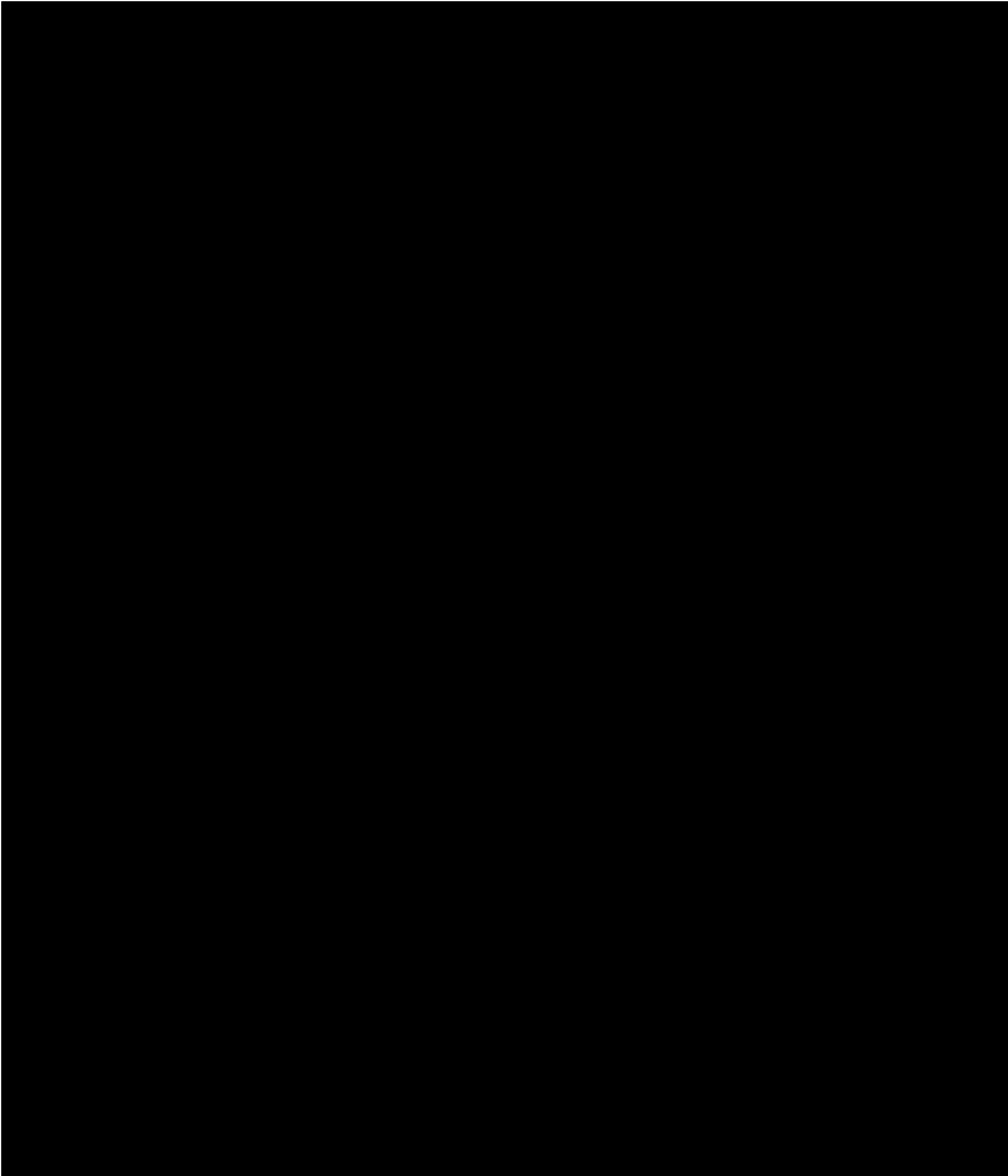
5 points

E.2.H Proposed Staff Experience, Resume and Collaboration

E.2.H.1 Proposed Team Experience







E.2.H.2 Proposed Team Resumes

We have provided resumes for our proposed key personnel in *Section E.2.C Proposed Key Personnel*. For each person, the resume lists their name, provides a brief introduction and bio, and offers an extensive summary

[REDACTED]

E.2.H.3 Collaboration

As described in *Section E.2.B Our "Shoulder-to-Shoulder" Approach*, Deloitte has designed a

[REDACTED]

[REDACTED]

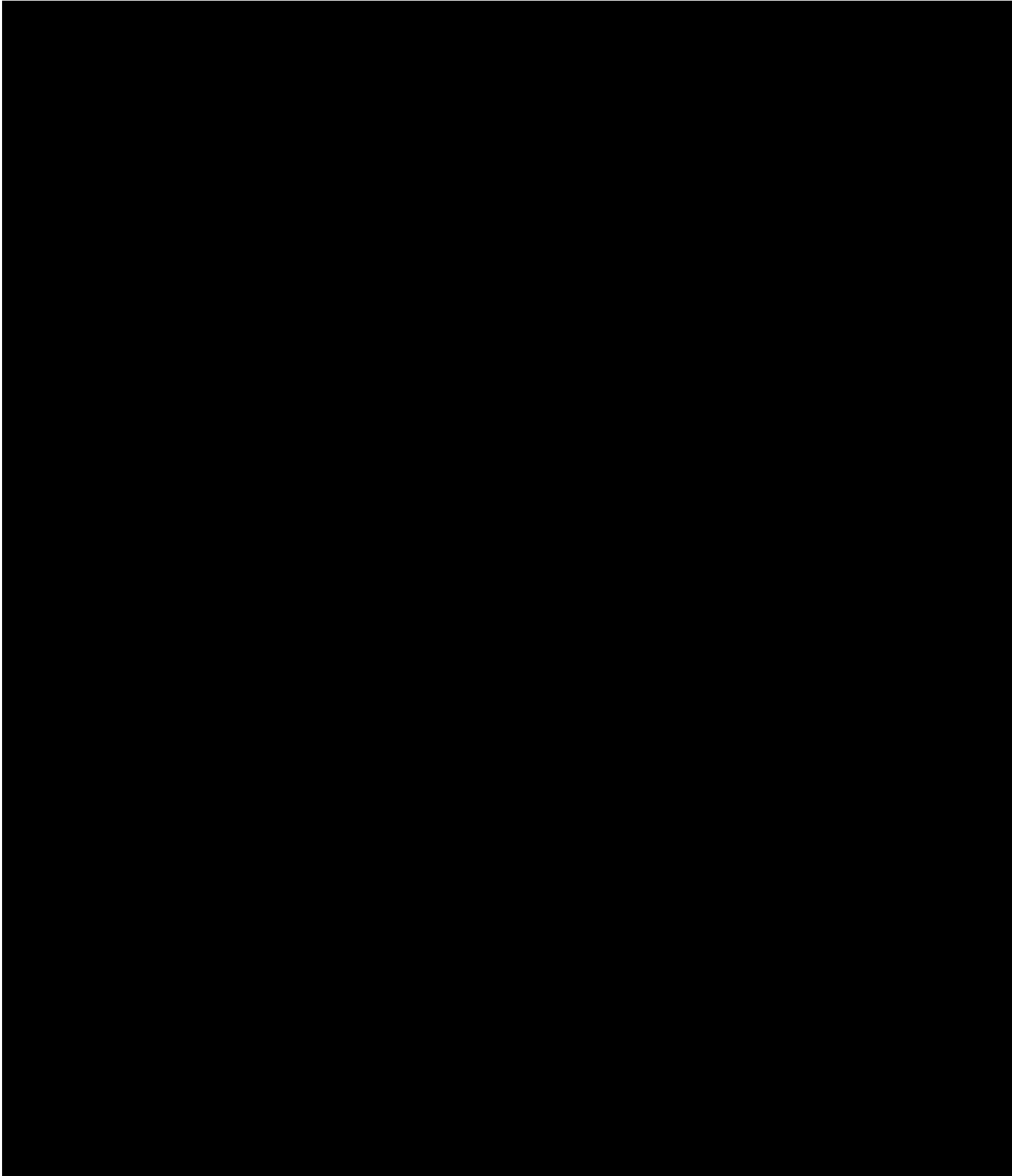
Section E.2 Project Organization and Staffing

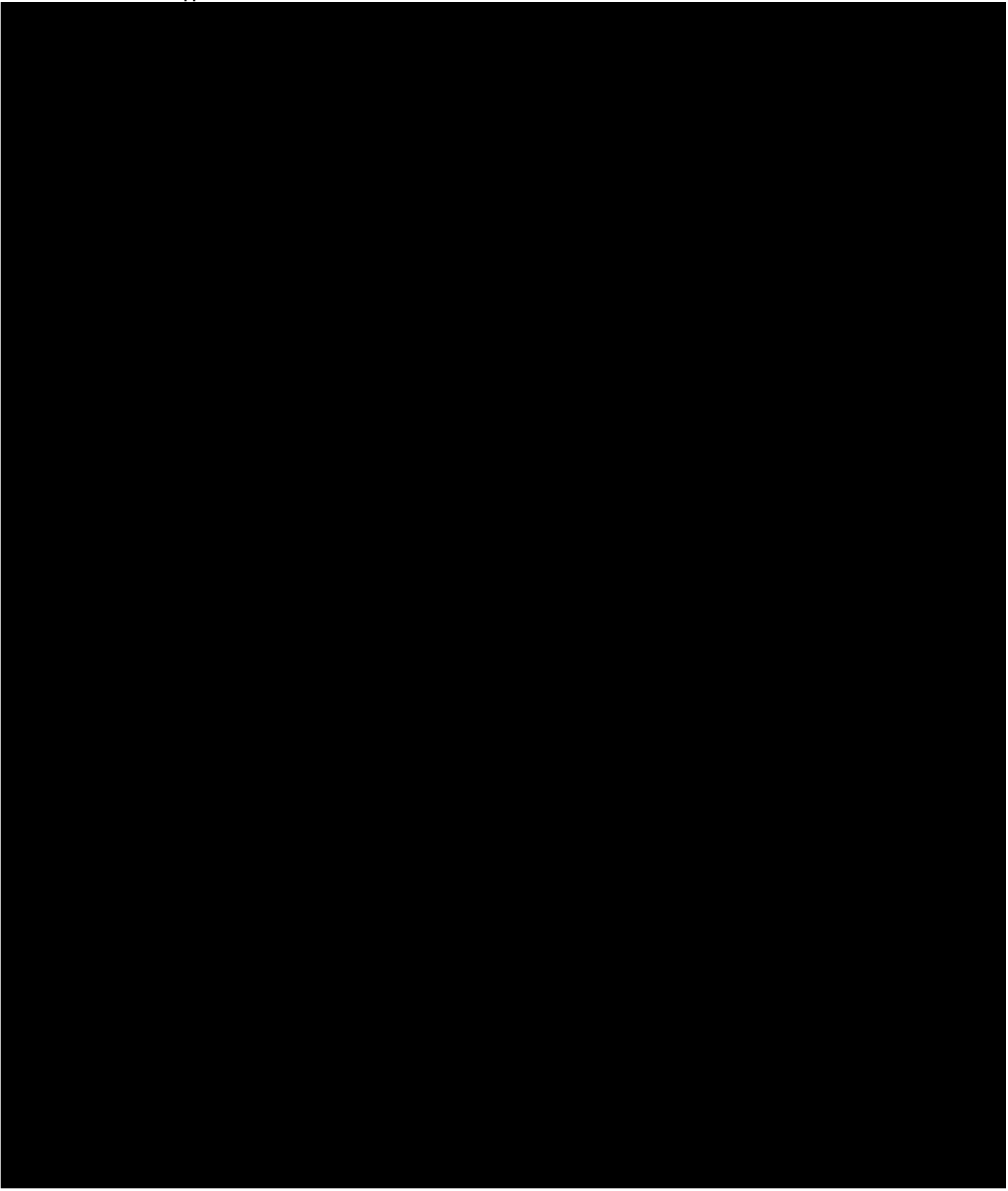
- I. Provide evidence that the Prospective Contractor's proposed team (including subcontractor(s), if proposed) has a proven track record of successfully collaborating in a similar environment to the environment outlined in the RFP. This should include experiences working with a team to improve maintenance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

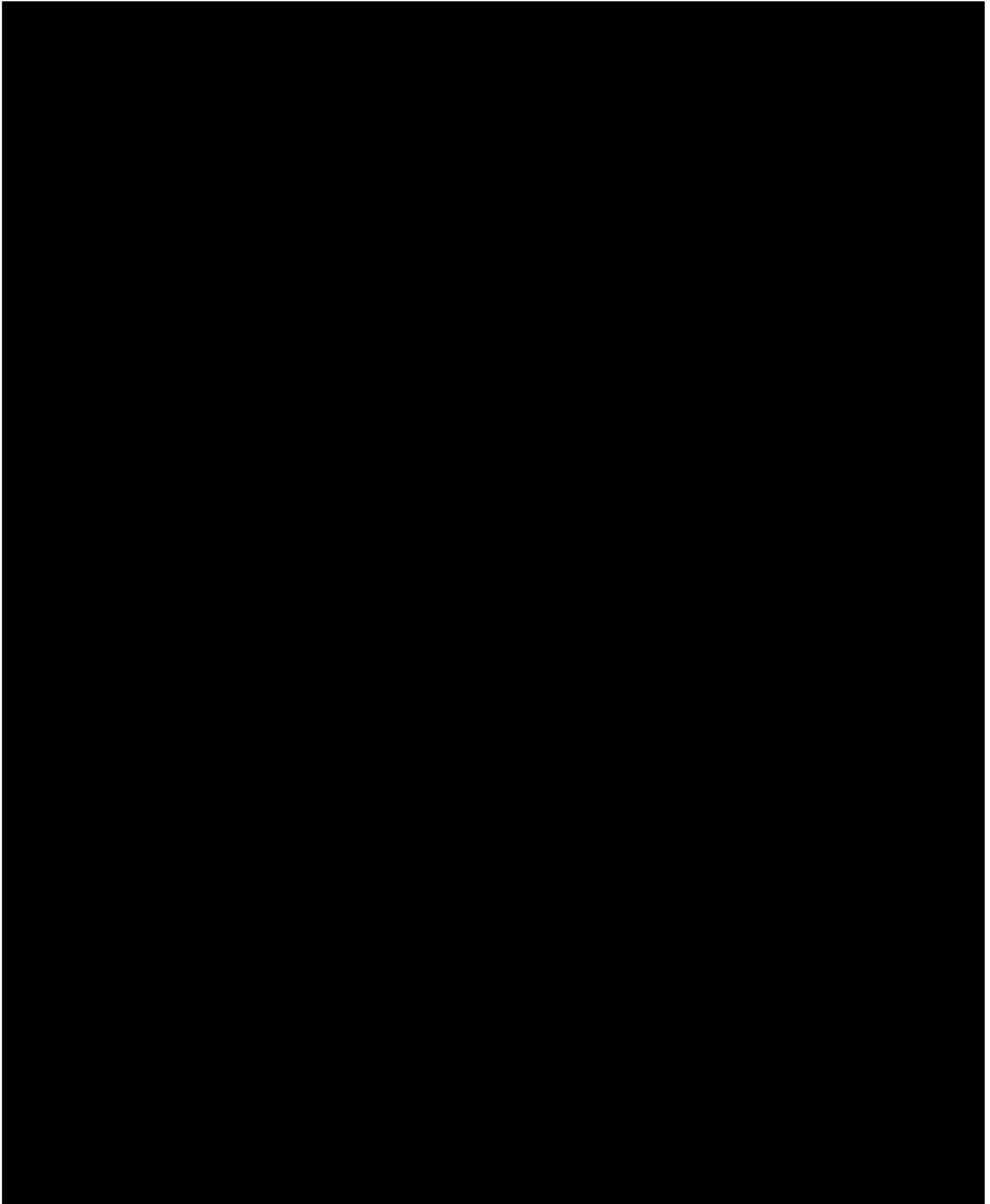
5 points

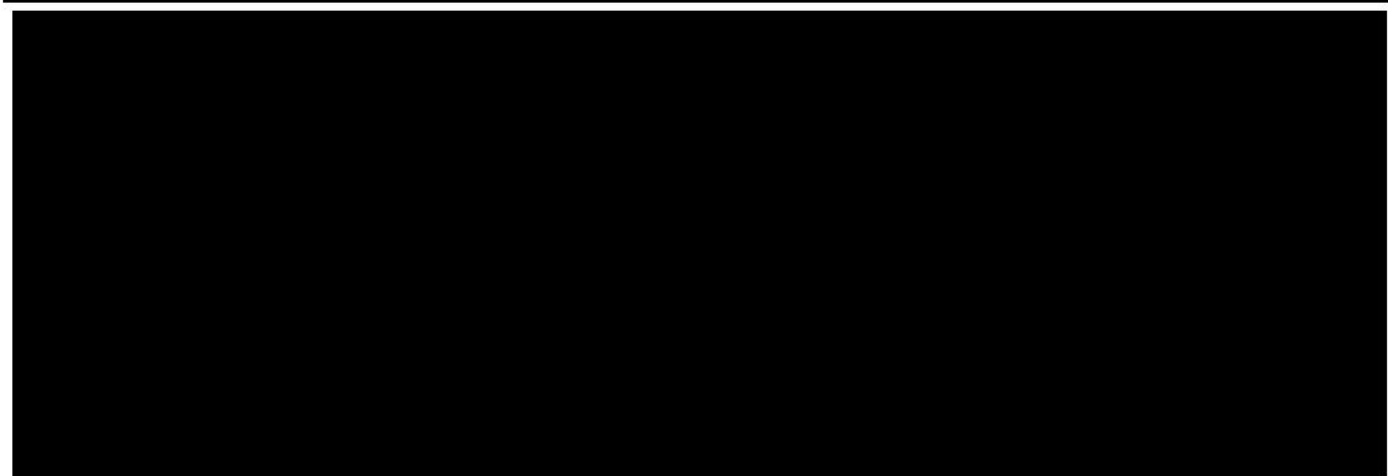
E.2.I Proposed team's proven track record

[REDACTED]







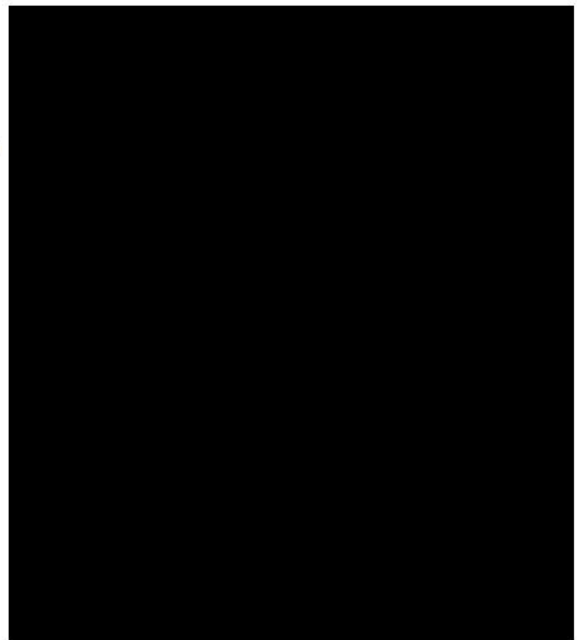
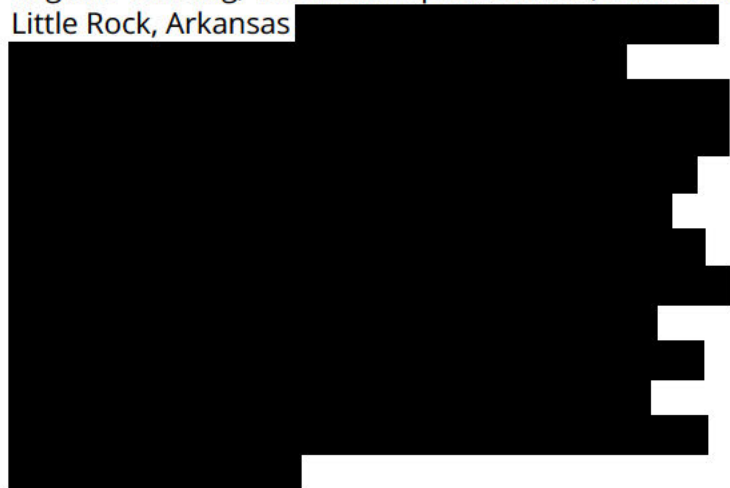


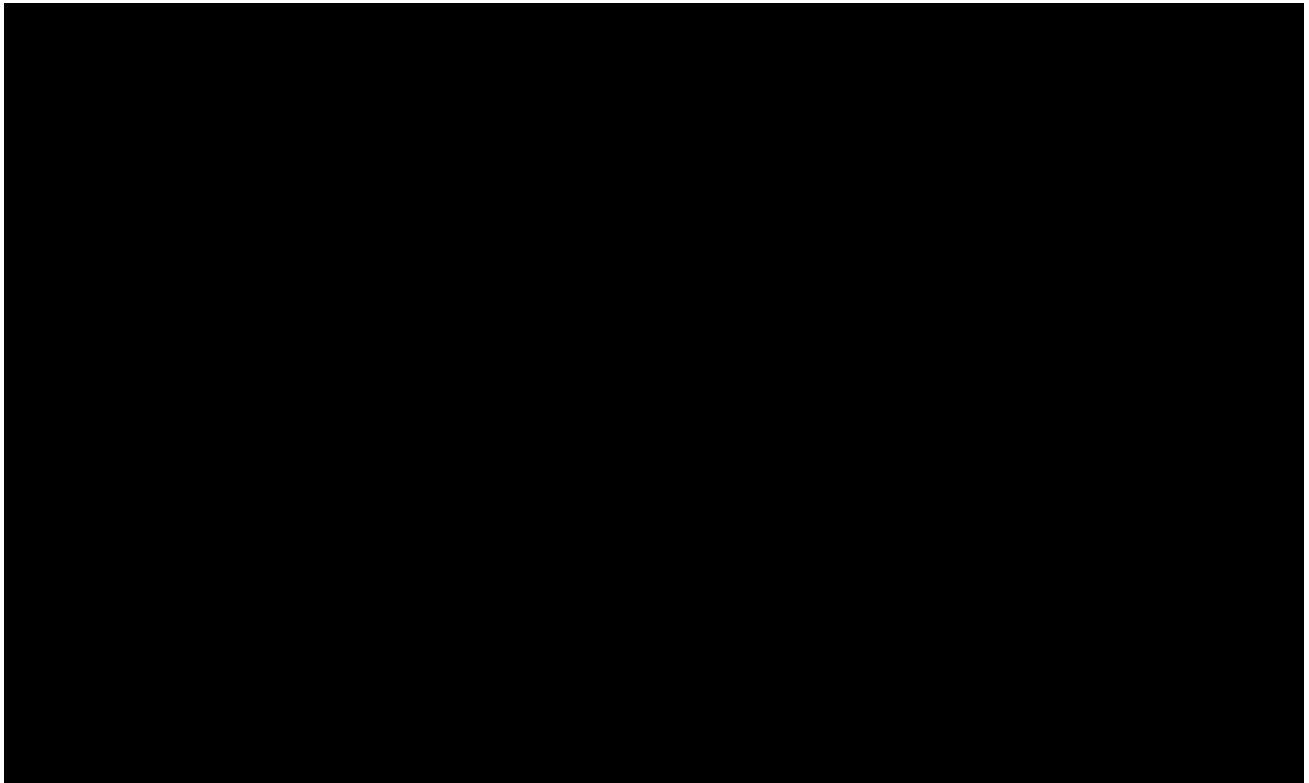
Section E.2 Project Organization and Staffing

- J. Identify the Prospective Contractor's facility including the physical address that meets the requirements outlined in Section 2.9.2 of the RFP. 5 points
-

E.2.J Prospective Contractor's facility

Deloitte currently operates the ISS project from Regions Building, 400 West Capitol Avenue, Suite 900, Little Rock, Arkansas







SECTION E.3

ISS REQUIREMENTS

Section E.3 ISS Requirements

Section E.3 ISS Requirements

Please use Attachment K – ISS Requirements to complete the information below.

45 Points

- A. Transition Services Complete Tab O1 of Attachment K
- B. ISS Application M&O Scope Complete Tab O2 of Attachment K
- C. Implement Enhancements (Application Development) Complete Tab O3 of Attachment K
- D. Business Intelligence and Reporting Complete Tab O4 of Attachment K
- E. Additional Services Complete Tab O5 of Attachment K
- F. Account Management and Quality Assurance Requirements Complete Tab O6 of Attachment K
- G. M&O Turn-Over Services Complete Tab O7 of Attachment K
- H. Service Level Requirements Complete Tab O8 of Attachment K
- I. Lessons Learned

Provide two (2) examples of past projects where lessons learned were implemented that demonstrates commitment to continuous improvement and innovation in maintenance and operation practices and strategies for feedback collection and integration into future operations.

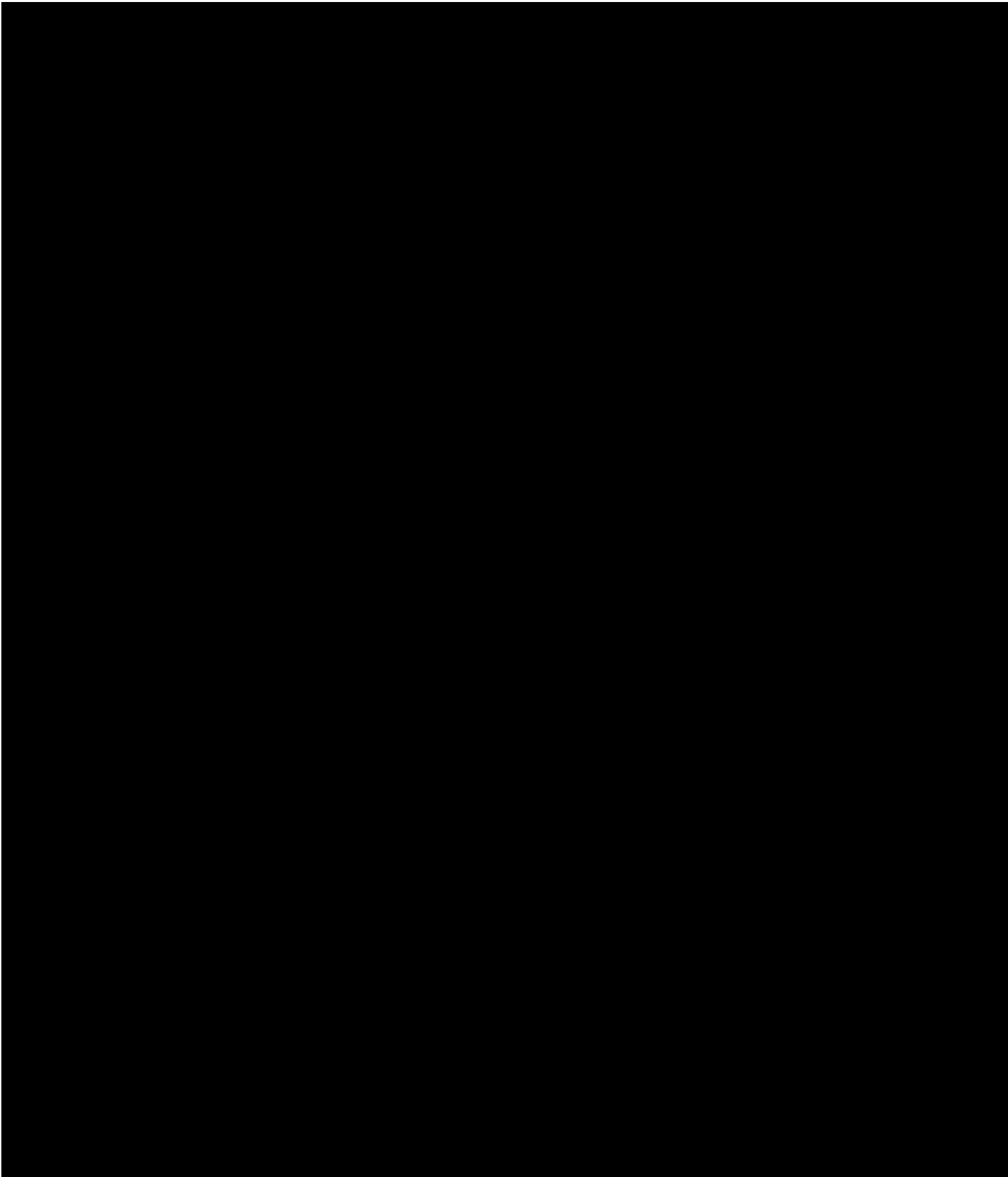
E.3.A-E.3.H Attachment K – ISS Requirements

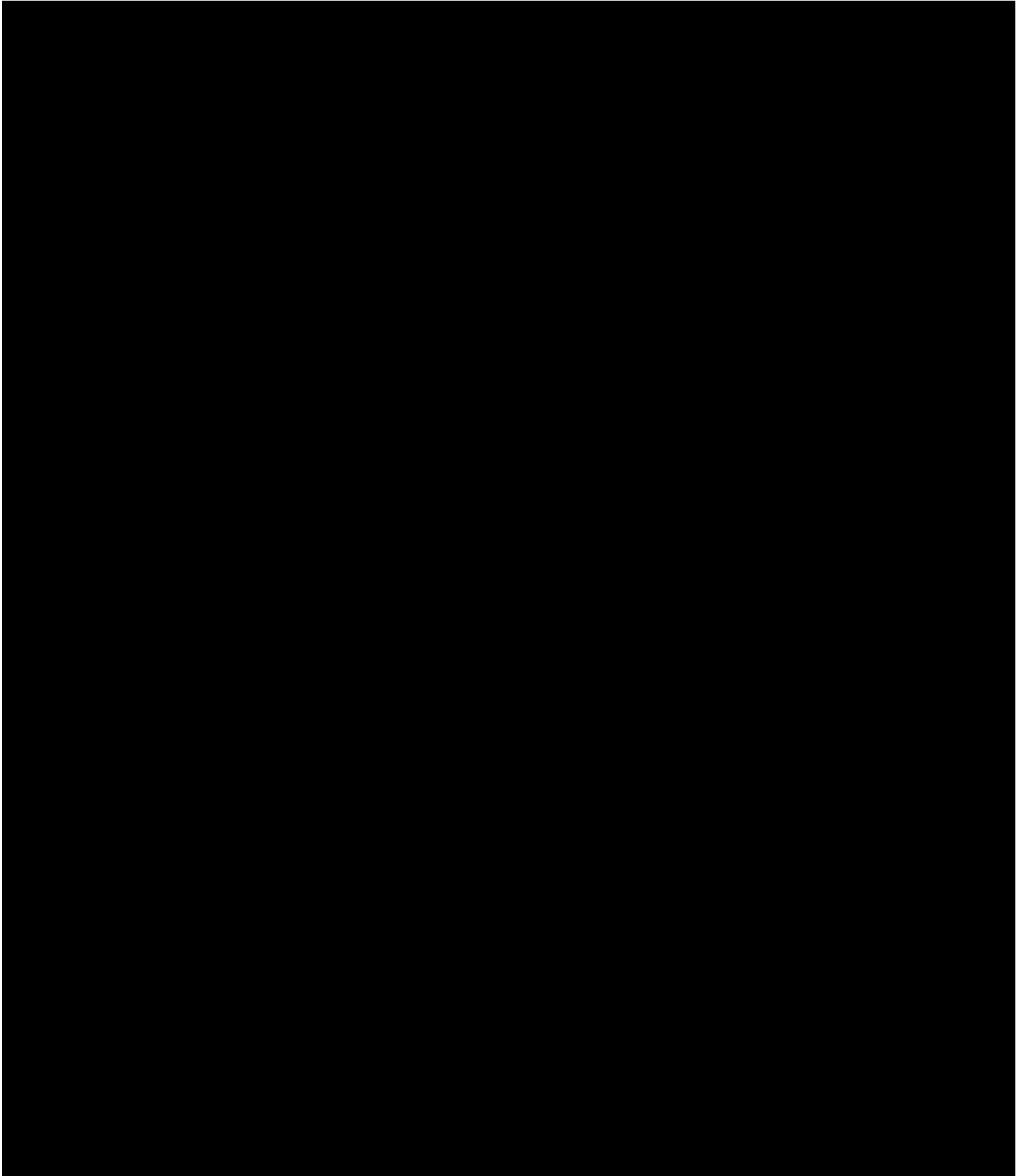
Refer to completed Attachment K – ISS Requirements for Tabs A-H as requested.

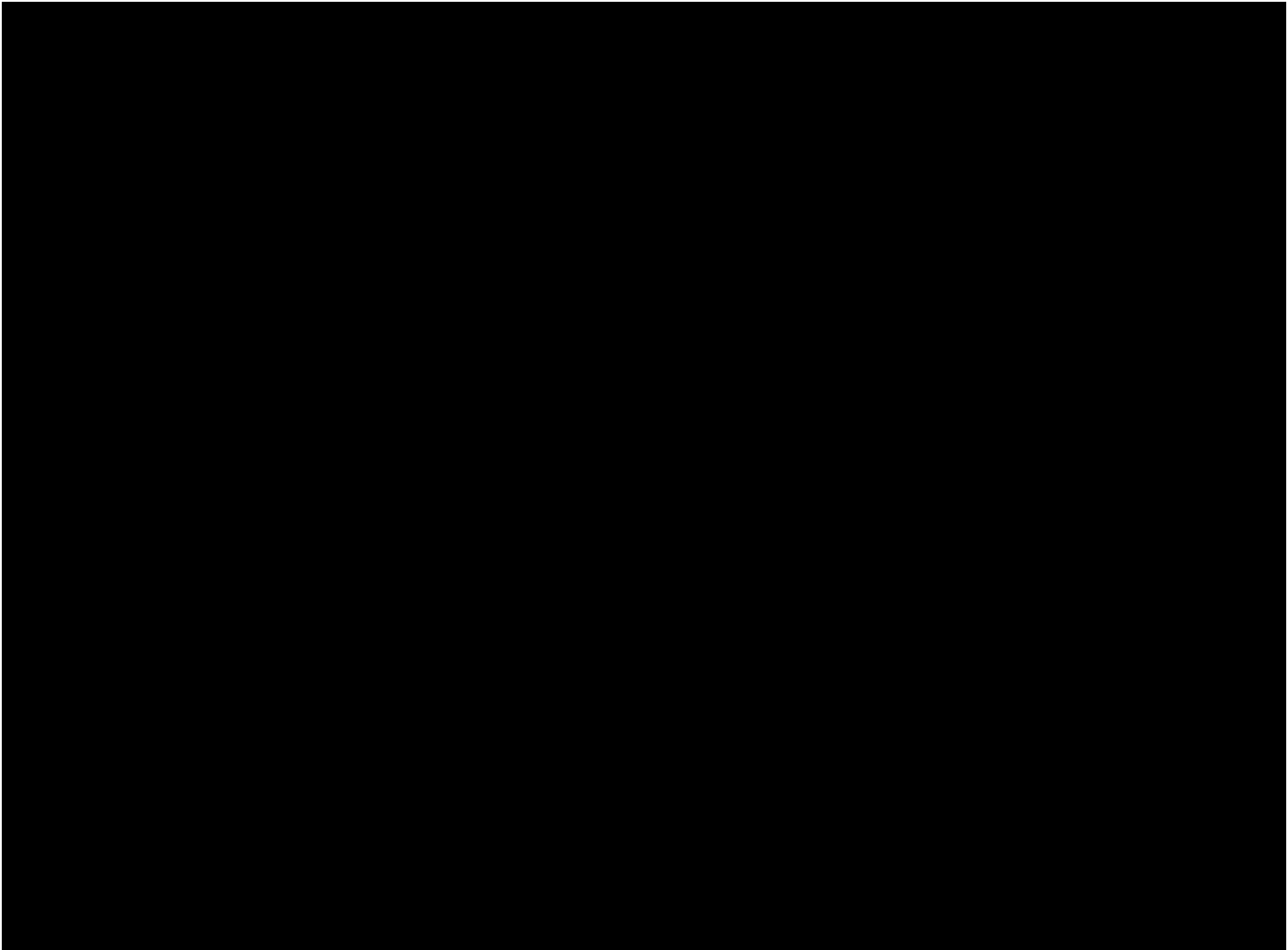
E.3.I Lessons Learned

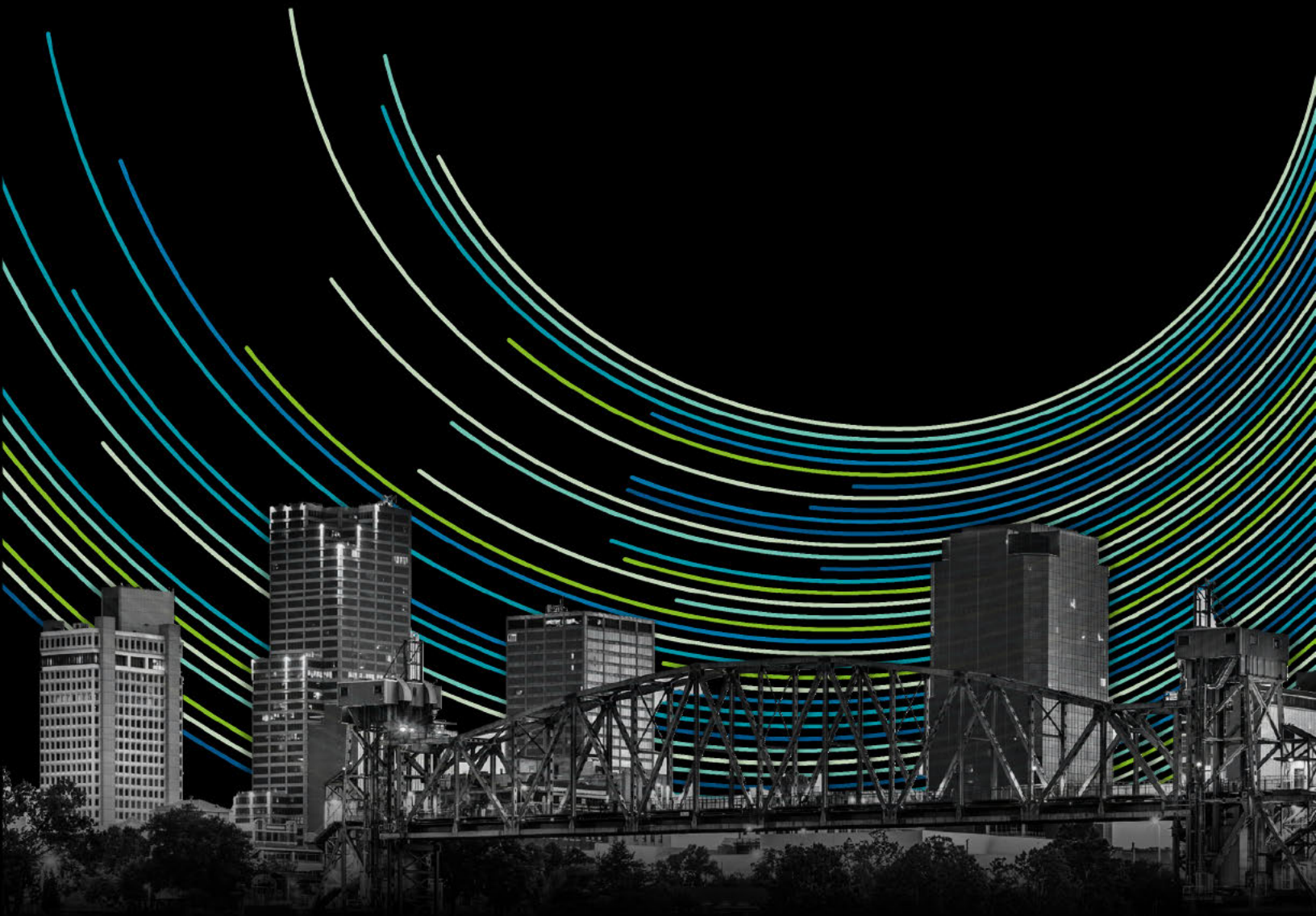
This section highlights

[REDACTED]









Attachment K - ISS Requirements

Introduction

This document captures the Requirements for the Vendor, supporting the State of Arkansas Department of Human Services application portfolio. This document should be read in conjunction with the ISS Engagement Scope section of the RFP (3.4) and the ISS Scope of Work Tasks and Deliverables section of the RFP (Section 2.9), which provides additional context. Together, these requirements and the supporting detail in the RFP and other supporting documents should be used to create cost and schedule proposals for the ongoing support of DHS' applications.

The M&O Requirements document contains the following sections:

- 1) Instructions
- 2) Defined Acronyms
- 3) Service Desk Incident Priority
- 4) ISS Requirements - Tabs O1 to O8

Within the ISS Requirements, the requirements are categorized by area as detailed below. Each category has its own tab in this workbook.

ID	Section Title
O1	Transition Services
O2	ISS Application Maintenance and Operations Requirements
O3	Implement Enhancements
O4	Business Intelligence and Reporting Support Requirements
O5	Additional Services
O6	Account Management and QA
O7	M&O Turn-Over Services Requirements
O8	Service Level Requirements

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Instructions

This workbook contains the ISS Requirements requested by DHS of the Vendor. It captures the tasks the Vendor will be responsible for performing.

The response codes below should be used by the Vendor to indicate whether it agrees to perform the requirements exactly as stated by selecting "Yes" or whether it recommends changes to the tasks being required by selecting "Clarification" and providing appropriate justification.

This Template must be completed and submitted as an Microsoft Excel file as part of the Vendor's Proposal.

Field	Definition / Instructions
Req. #	Requirement Identification Number: This should be used to refer to requirements in correspondence. DO NOT EDIT THIS FIELD.
Requirement	Requirement: The detailed description of requirement. DO NOT EDIT THIS FIELD.
Requirement Met	Vendor response to whether the Requirement will be met by the Vendor The Vendor will reply with a "Yes" to Indicate that the requirement, as currently written, will be met by the Vendor's Proposal without any modifications The Vendor will reply with a "Clarification" to indicate that the Vendor intends to propose a clarification and will clarify with proper justification
If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification	Provide suggested changes to improve requirement, or comments on the Vendor's response. (Optional) If the Response Code is set to "Clarification" the Vendor must provide clarifying comments with appropriate justification To provide more detail regarding the approach for meeting a Requirement, use the Requirements Approach Template (AR DHS ISS RFP Template T-7 - Requirements Approach) and provide a reference to the appropriate RFP Req. #(s) in this template.
Proposed Penalties Amount	For each Service Level Requirement in Tab O-8, provide a recommended Penalties amount per occurrence of SLR Measure Non-Compliance.

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Defined Terms

Defined Term	Acronym (if used)	Description
Affordable Care Act	ACA	The Patient Protection and Affordable Care Act (PPACA) – also known as the Affordable Care Act or ACA, and generally referred to as Obamacare – is the landmark health reform legislation passed by the 111th Congress and signed into law by President Barack Obama in March 2010
Configuration Management Database	CMDB	A configuration management database (CMDB) is a repository that acts as a data warehouse for information technology (IT) installations. It holds data relating to a collection of IT assets (commonly referred to as configuration items (CI)), as well as to descriptive relationships between such assets.
Central Processing Unit	CPU	Sometimes referred to simply as the central processor, but more commonly called processor, the CPU is the brains of the computer where most calculations take place.
Design, Develop, and Implement	DDI	Phases 2, 3, and 4 of the 5 phases of the ADDIE model. Phase 1 is Analysis and phase 5 is Evaluation.
Department of Human Services	DHS	Arkansas government's principal agency for protecting the health of all citizens and providing essential human services, especially for those who are least able to help themselves.
Department of Information Systems	DIS	Department of Information Systems, the information technology solutions provider for the state of Arkansas. This Department provides services from telephony and data networking to technical consulting to the public entities that serve AR citizens.
Exchange to exchange	E2E	This is the interaction between websites and the businesses that operate them. Certain kinds of transactions called "exchanges" between websites constitute what IT professionals could call an "exchange to exchange" operation.
Extract transform load	ETL	This is the process of extraction, transformation and loading during database use, but particularly during data storage use. It includes the following sub-processes: Retrieving data from external data storage or transmission sources.
Health Insurance Portability and Accountability Act	HIPAA	A US law designed to provide privacy standards to protect patients' medical records and other health information provided to health plans, doctors, hospitals and other health care providers.
The Health Information Technology for Economic and Clinical Health (HITECH) Act	HITECH	The Health Information Technology for Economic and Clinical Health (HITECH) Act, enacted as part of the American Recovery and Reinvestment Act of 2009, was signed into law on February 17, 2009, to promote the adoption and meaningful use of health information technology.
Internal Revenue Service	IRS	Internal Revenue Service

Defined Terms

Defined Term	Acronym (if used)	Description
Internet Service Provider	ISP	This is a company that provides individuals and other companies access to the Internet and other related services such as Web site building and virtual hosting.
Maintenance and Operation	M&O	Maintenance and operations (M&O) involves preventive maintenance, troubleshooting and fixing operational issues, as well as day to day operations for the ISS service.
National Institute of Standards & Technology	NIST	An organization that provide system and service standards in order to design and measure performance.
Root cause analysis	RCA	This is a method of problem solving used for identifying the root causes of faults or problems.
Request for Information	RFI	
Request for Proposal	RFP	
Recovery Time Objective	RTO	The recovery time objective (RTO) is the targeted duration of time and a service level within which a business process must be restored after a disaster (or disruption) in order to avoid unacceptable consequences associated with a break in business continuity.
Service Level Agreement	SLA	A service-level agreement (SLA) is a part of a standardized service contract where a service is formally defined. Particular aspects of the service – scope, quality, responsibilities – are agreed between the service provider and the service user.
Service Level Requirements	SLR	A Service Level Requirement (SLR) is a broad statement describing service expectations. These are minimum requirements.
Statement of Work	SOW	The Statement of Work (SOW) is detailed in Section 3 of the RFP for this work.
Wide Area Network	WAN	Intended to mean the network within DHS supporting ISS

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Incident Priority for Service Desk

This grid below establishes the criteria which establish the criticality of Incidents. This should be referenced while responding to the Incident Resolution SLA on the Service Level Agreement Tab (O9 SLRs)

Urgency	Impact			
	State-Wide	Location	Multiple Users*	Single User
A full outage of multiple services or all services and/or noncompliance with regulations	Critical	Critical	High	High
An issue completely affecting a service, no workaround available	Critical	High	High	Medium
An issue affecting a service; workaround is available	High	Medium	Medium	Medium
An issue that has no impact to the availability of the affected service; redundancy is available	Medium	Low	Low	Low

*For the purposes of service request priority, multiple users is defined as more than five (5)

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Transition Services

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
Transition Planning			
O1.1	Evaluate the current technical environment and in process projects to understand all activities required to ensure a seamless transition of M&O responsibilities from the incumbent vendor to the Vendor		
O1.2	Understand the State of Arkansas' current M&O processes to understand what effort is required to integrate with these processes		
O1.3	Understand the current support tools (e.g. document management, Help Desk ticketing, performance management, monitoring tools) to understand the effort required to transition ownership of these tools and documentation to the Vendor		
O1.4	Understand the State of Arkansas' M&O activities (including M&O process development) and identify what the Vendor must do to integrate with these activities and processes		
O1.5	Analyze staffing requirements (including a facilities requirement) to onboard and train staff required to provide M&O activities and support the activities required to transition M&O activities from the incumbent vendor to the Vendor		
O1.6	Develop a Transition Plan (as outlined in the SOW) which captures all activities required to seamlessly transition ISS activities from the incumbent vendor including but not limited to: <ul style="list-style-type: none"> a. Documentation of the Vendor's proposed target state including: <ul style="list-style-type: none"> i. Proposed Vendor staff ii. Roles and responsibilities of all partners related to the ISS applications support and operations iii. Proposed list of activities and processes to support the activities iv. Acquisition, transition and need for tools b. Training plans to ensure staff gain the required knowledge outlining the technical resources and requisite knowledge, skills and experiences required to transition ISS activities c. Plan for developing the Assessment Report (Deliverable ISS-3) capturing opportunities for cost savings and/or improvements d. Approvals for plans by DHS and commitment to supply resources e. Staffing of target organizations and ongoing support through the duration of the Contract f. Inventory and plan for all hardware and software, documentation, supplies, facilities and other resources within the Contract g. Plan for migrating all required documentation to the Vendor h. Plan to transition all applicable development tools, processes and procedures and management tools (e.g., security management, systems management) i. Measureable progress milestones/check-points so DHS can quantify the transition risk j. Assumed level of support required from DHS and the incumbent vendor k. Plan for remediating any documentation gaps l. Readiness Checklist which captures all activities that must be completed prior to completing the transition of ISS activities from the incumbent vendor, grouped by service to allow for incremental transition 		

Transition Services

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
Transition Services			
O1.7	Update/develop ISS applications maintenance and operations documentation (e.g. contact information, updated procedures and responsibilities for the Vendor)		
O1.8	Update, develop and document plan for maintaining all relevant ISS Applications M&O process documentation (e.g. operations procedures)		
O1.9	Develop and document approach to engagement reporting including status reporting, SLR Performance reporting, project status reporting and reporting mechanisms		
O1.10	Perform training and other related activities required to seamlessly transition ISS Applications and projects from the incumbent vendor to the Vendor		
O1.11	Develop weekly transition status reports highlighting progress against plan and milestones; the report shall address risk, issues and tracks progress against the Transition Check List (as outlined in the SOW)		
O1.12	Develop Assessment Report (as outlined in the SOW) and capture M&O improvement opportunities		
O1.13	Develop a risk assessment, contingency plan and facilitate go/no-go meetings with the incumbent vendor and DHS to display proof that the Vendor has completed all tasks required to transition M&O tasks (or part of the M&O tasks) from the incumbent vendor to the Vendor		
O1.14	Lead cut-over of M&O activities from the incumbent vendor to the Vendor		
Post Cut-Over Activities			
O1.15	Actively report any and all post cut-over issues/challenges to DHS so DHS and the incumbent vendor can work with the Vendor to expeditiously resolve issues		
O1.16	Coordinate with the incumbent vendor to ensure issues are addressed in a timely manner		
O1.17	Work with DHS and the incumbent vendor to implement agreed upon recommendations		
O1.18	Remediate and fix any issues which arise from the transition		

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ISS Application Maintenance and Operations Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
<i>This section captures the activities the Vendor needs to perform to support the ISS Applications. Additional details regarding the roles being performed by the Vendor are captured in Section 3.4.1 of</i>			
O2.1	Collaborate with DIS to integrate the Vendor's operational activities into DIS' standard processes and continuously identify opportunities to improve the processes		
O2.2	Develop service requests whenever the Vendor requires changes to the infrastructure provided by DIS		
Capacity Management			
O2.3	Collaborate with DHS to understand any business trends which could impact systems' capacity requirements, analyze historical trends and provide capacity forecast		
O2.4	Participate in and adhere to DHS' capacity planning processes		
Change/Release Management			
O2.5	Identify and submit any ISS Application changes in compliance with DHS' Change/Release Management process		
O2.6	Adhere to DHS' change/release processes		
O2.7	Provide required scripts and documentation regarding each ISS Application change/release		
Software Configuration Management			
O2.8	Maintain ISS Application software configuration in the DHS approved configuration management tool		
O2.9	Capture any ISS Application software configuration changes included in any change request		
O2.10	Ensure up-to-date and accurate ISS Application configurations are captured in the configuration management tools; any errors should be reported to DHS immediately		
O2.11	Maintain an inventory of all applications in the DHS environment (including all attributes captured on the application inventory provided in the procurement library)		
Disaster Recovery			
O2.12	Participate in and complete all ISS Application related disaster recovery activities outlined in the Disaster Recovery Plan		
O2.13	Participate in disaster recovery planning including developing/updating the disaster recovery plan identifying required changes in the disaster recovery plan (e.g. a change in contact information)		
O2.14	Participate in and provide support for the disaster recovery testing including, but not limited to: a. Plan and schedule disaster recovery testing b. Recovery of the ISS Applications c. Recover data and storage according to RTO requirements d. Assist with/resolve remediation of recovery issues		
O2.15	Identify appropriate resources to support DHS' disaster recovery planning, testing and execution		
O2.16	Perform tasks outlined in the Disaster Recovery Plan in the event DHS initiates a disaster		

ISS Application Maintenance and Operations Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
Help Desk and Incident Management (Level 2/3)			
O2.17	Maintain Level 2 / 3 ISS Application support escalation procedures		
O2.18	Provide Level 2 / 3 ISS Application Solution expertise and involvement for incident resolution		
O2.19	Log updates into the ticket tracking system in a timely manner in alignment with the DHS' processes, policies and procedures		
O2.20	Periodically review the status of open incidents and related problems and the progress being made in addressing problems related to the ISS Applications		
O2.21	Conduct/participate in incident and problem management review sessions and provide status and problem impact categorization		
Problem Management Services and Root Cause Analysis			
O2.22	Provide expertise and be an active participant in the process to address the root cause of critical problems as required by DHS (e.g. participate in "all hands on deck" meetings until a permanent fix to the incident is developed)		
O2.23	Develop/maintain procedures for performing Root Cause Analysis (RCA) that meet requirements and adhere to defined policies		
O2.24	Conduct proactive trend analysis to identify recurring incidents		
O2.25	Track and report recurring incidents or failures and provide associated consequences of repeating incidents if there is a business impact to DHS		
O2.26	Recommend solutions to address recurring incidents or failures		
O2.27	Provide status report detailing the root cause of and work around procedure for correcting recurring incidents until closure through a permanent fix as determined by DHS		
Security Administration			
O2.28	Establish/maintain access profiles and policies for adding, changing, enabling/disabling and deleting Log-On access for DHS employees, agents and subcontractors		
O2.29	Maintain/update ISS Application security plan based on The State of Arkansas and Federal application security requirements, standards, procedures, policies which includes, but is not limited to, procedures for security monitoring and log management functions, ISS Application vulnerability management		
O2.30	Maintain physical and logical security plans consistent with DHS' security policies and industry standards		
O2.31	Review all security patches relevant to the environment and classify the need and speed in which the security patches should be installed as defined by security policies		
O2.32	Support DHS in performing security related activities such as report development, controls documentation, HIPAA compliance activities, IRS 1075 compliance activities, performing security audits, etc.		

ISS Application Maintenance and Operations Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
O2.33	Maintain all documentation required for ISS Application security audits and internal control and control testing		
O2.34	Support the placement of systems with particularly sensitive data in controlled access areas. Only end-users with authorized access permission will be allowed to enter these areas (e.g., read access in logs, write access in some folders, etc.).		
O2.35	Provide a documented set of controls that is used to ensure the protection of data and security information among customer applications		
O2.36	Ensure all ISS Applications and tools provide adequate protection of data that is covered by regulatory or other compliance requirements — for example, those of the U.S. HIPAA, IRS 1075, ACA and HITECH Acts		
O2.37	Provide documented procedures to ensure background checks are performed on personnel with administrative or other privileged access to servers, applications or customer data		
O2.38	Develop/maintain documented procedures for super user privilege management and database activity monitoring controls or the equivalent to detect inappropriate behavior by personnel with administrative access		
O2.39	Report any security violations to DHS per DHS policies		
User Account Management			
O2.40	Develop/document/manage and maintain ISS Application user account maintenance procedures including, but not limited to: <ul style="list-style-type: none"> a. Configuration of new users, roles and responsibilities, credentials, etc. b. Users Refresh / Change / Updates c. Users Deletion 		
O2.41	Provide assistance to DHS, as required, in administering ISS Application user accounts		
Break Fix			
O2.42	Design, build and test application fixes		
O2.43	Address failures that cause crashes, hang-ups, data loss or corruption, erroneous results or any other ISS Application related issues which impact the business' ability to perform their work (excluding warranty fixes and design issues, which are addressed elsewhere)		
Tool Usage			
O2.44	Support, maintain and leverage all tools included on the list of applications. DHS' preference is to continue using the same tools, however, is open to changing tools if the ISS Vendor can justify the migration.		

ISS Application Maintenance and Operations Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
O2.45	Identify the tools currently implemented which the Vendor will need to support (if not on the list of applications) and/or leverage: <ul style="list-style-type: none"> - call tracking - defect/requirements tracking - asset management - change management - deployment automation - code versioning - documentation repository (e.g. SharePoint) - batch job scheduling - documentation and presentation (e.g. MS Office) Additional requirements may need to be added to the ISS Application M&O and IT Operations support once these are understood and confirmed		
Application Operations Support			
O2.46	Maintain/enhance procedures for performing ISS Application specific administration that meet requirements and adhere to defined policies		
O2.47	Prepare pre-production release software for production and pre-production testing		
O2.48	Continually monitor data quality and identify opportunities for improvement		
System Performance/Monitoring			
O2.49	Maintain/enhance monitoring policies, procedures and standards for the ISS Applications including, but not limited to: <ul style="list-style-type: none"> a. Monitoring of buffers, database buffers, table space fragmentation, database space, unusual growth and propose solution in case of alert b. Monitoring of System logs, update error, database corruption, jobs, and propose solution in case of alert c. Monitoring of transaction and trace logs, network event logs and traces, garbage collector, memory and CPU utilization, indexes, etc., and propose a solution in case of an alert or resource issues d. Monitoring of middleware (e.g., workflows, in- and out-bound queues) and report to DHS according to agreed procedure e. Monitoring of E2E transaction response time to allow measurements against SLAs f. Monitoring of interfaces and batch and job scheduling 		
O2.50	Perform ISS Applications related database administration tasks		
M&O Improvements			

ISS Application Maintenance and Operations Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
O2.51	Continually identify, and where appropriate, implement M&O improvement opportunities such as: a. Improving or automating support processes b. Removing "dead code" c. Identifying opportunities to retire legacy systems d. Improving the quality of developed code e. Proactive elimination of recurring problems f. Improve performance management		

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Implement Enhancement Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
<i>This section captures the activities the Vendor needs to perform to modify and/or enhance any ISS Application.</i>			
O3.1	Maintain log of all (active and historical) requests		
O3.2	Support the annual planning for technology refresh in compliance with software vendor licensing and specifications and upgrades		
O3.3	Attend request prioritization setting sessions		
O3.4	Produce estimates based on DHS' scope definition document and software sizing methods such as Function Point Analysis		
O3.5	Collaborate with DHS to clarify any ambiguous requirements and/or to collect more information required to produce a proposal for a specific scoping document		
O3.6	Leverage an industry standard cost estimation model (which can be validated by a third party) to develop the cost proposal for each requested scope document		
O3.7	When requested, provide architectural design approach and cost estimation documentation and justification to DHS and receive approval prior to commencing DDI activities on any scoping document		
O3.8	Provide proposals which capture the projects scope, schedule, budget (including DHS resources), testing plan, staffing plan, infrastructure impact, training plans and milestones/deliverables and a release check-list		
O3.9	Create conceptual and functional specifications		
O3.10	Create design documents including architecture, security and technical design		
O3.11	Provide infrastructure requirements to DHS Engineering and DHS Security		
O3.12	Develop application changes including configuration changes/modifications and custom development		
O3.13	Conduct walk-through review of configuration change/modification/development		
O3.14	Program, compile and document configuration changes/modifications/new code developed		
O3.15	Develop integration strategy (with external applications) and provide functional specifications for any development required on external system		
O3.16	Perform testing outlined in the proposal (e.g. unit testing, integration testing, regression testing) on all changes		
O3.17	Manage User Acceptance Testing test cycle		
O3.18	Update user documentation and training materials		
O3.19	Update all related technical architecture and design documentation		
O3.21	Create new user documentation and conduct training for enhancements		
O3.22	Maintain overall accountability for management of technical/System documentation		
O3.23	Maintain existing technical/System documentation as required to reflect System changes and/or to enhance or improve quality of documentation		

Implement Enhancement Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
O3.24	<p>Establish coding standards and ensure all project teams conform to these standards. The process for enforcing coding standards must:</p> <ul style="list-style-type: none"> a. Include validations to ensure that code comments and in-line code documentation is properly implemented b. Utilize a combination of code peer reviews, custom tools and third-party tools including open source tools c. Include the production of reports demonstrating code standards enforcement and coverage across code base d. Include specific processes to ensure code reusability and enforcement of code reusability standards e. Include support for the DHS quality assurance team to perform periodic or random audits and code reviews 		
O3.25	<p>Continually identify and implement software development process improvement opportunities such as:</p> <ul style="list-style-type: none"> a. Implementing automated regression testing, performance testing, etc. b. Implementing tools c. Enhancements to methodology d. Secure coding standards 		

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Business Intelligence and Reporting Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
O4.1	Maintain a log of all requests from State of Arkansas users to enhance their access to the information in DHS' systems. This includes extracts, reports, analytical tools, as well as broad new BI requirements.		
O4.2	Analyze the business users' requests to gain a high level understanding of requirements and costs		
O4.3	Coordinate with DHS to prioritize requests		
O4.4	Work with requestor to fully understand their business need		
O4.5	Leverage multiple techniques to ensure their business needs are fully understood and addressed including, but not limited to: a. Developing mock-ups b. Developing proof of concepts c. Providing training/demos d. Leveraging an "agile-like" approach to development		
O4.6	Ensure all reports are tested and pulling accurate data prior to migrating to production		
O4.7	Provide documentation to the end users which captures the exact definition of the data included in each report and simple end-user user guide/training materials.		
O4.8	Document the specifics of the data being included in the report/analytic tool (e.g. meta data describing the definition, source of data or any formulas or calculations)		
O4.9	Provide ongoing training to end-users until proficient		
O4.10	Refresh the report/tool as required (e.g. monthly reports must be updated monthly)		
O4.11	Provide super user support (as usability questions focused on the report) after the report/tool goes into production		
O4.12	Maintain an inventory of all reports that have been developed/produced and track usage of each report		
O4.13	Find opportunities to streamline reports provided including identifying opportunities to consolidate reports		
O4.14	Develop and maintain programs and interfaces (ETL) for extracting data from systems of records		
O4.15	Maintain and document data warehouse/data mart schemas and tables		
O4.16	Maintain data warehouse data dictionaries		

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Additional Services Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
<i>This section captures the activities the Vendor needs to perform in procuring additional services for DHS.</i>			
O5.1	Collaborate with DHS to refine their request for services. Their request for services could include a simple scope of work, required skillset/qualifications or a high level set of requirements (service or functional)		
O5.2	Within agreed upon turn around time evaluate staffing alternatives, both internal staff and sub-contractors to identify multiple viable options		
O5.3	If requested by DHS, perform a market survey and/or Request for Information (RFI) to identify additional vendors who could address the scope of work		
O5.4	If requested by DHS, obtain bids from outside vendors and evaluate bids through a transparent and competitive process which includes DHS' input, as requested		
O5.5	Coordinate proposed staffing developing/providing supporting documentation required (e.g. statement of work defining deliverables, deliverables, payment milestones etc.)		
O5.6	Support DHS in evaluating staffing alternatives as required (e.g. coordinate interviews, provide reference information)		
O5.7	Responsible for performance of the agreed upon staff/team and meeting any SLAs/deliverables agreed to in the Request for Services		
O5.8	Perform all contract administration tasks for any efforts that result from a Request for Additional Services, including, but not limited to: <ul style="list-style-type: none"> a. Ensure all deliverables/timesheets are approved on schedule b. Coordinate all invoicing for any additional services requirements payments, whether deliverable based or time and material based c. Ensure all staff adhere to all terms and conditions captured in the contract 		
O5.9	If requested by DHS, remove any staff associated with Additional Services Work Efforts		
O5.10	Responsible for the quality of the solution resulting from any work performed against a request for additional services		
O5.11	Ensure any activities performed as a part of a Additional Services work effort align with and follow DHS policies and processes and align with all standards (e.g. coding standards)		
O5.12	Responsible for the end-to-end integration and performance of any resulting software that is implemented as part of an Additional Service work effort		
O5.13	Responsible that any Additional Service Work Effort results in full documentation prior to the close out of the Work Effort		
O5.14	While the state is requesting maintenance and operations for existing applications as well as business intelligence products, there is also interest in developing new services with an agile delivery approach.		

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Account Management and Quality Assurance Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
Account Management and Quality Assurance			
O6.1	Propose Account Management structure, planning and procedures		
O6.2	Provide team that meets all qualifications outlined in the RFP for the duration of the engagement unless explicit approval is received by DHS in writing		
O6.3	Maintain and implement Account Management structure, planning and procedures accordingly.		
O6.4	Develop a service ordering process that clearly defines how to order change or delete services		
O6.5	Provide monthly status reports capturing all elements outlined in the RFP, including but not limited to: a. Performance against SLAs b. Activities performed during reporting period c. Activities planned in the next reporting period c. Risks and Issues d. Status of any active enhancement projects against agreed upon scope, schedule and budget e. Status of any active Additional Services Work Efforts		
SLR Performance Management			
O6.6	Define and implement methods for monitoring Service Level Requirements which govern the relationships between internal and external service providers (vendors), including provisioning, time to respond to requests etc.		
O6.7	Monitor and report performance against service level requirements to DHS		
Application Quality Management			
O6.8	Participate in operations and service management quality assurance and control program process and address any findings		
O6.9	Provide hours worked by employee broken down by task as defined by DHS		
O6.10	Provide application service level reporting based on agreed upon SLR Targets		

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M&O Turn-Over Services Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
M&O Turn-Over Services			
<i>This section includes general statements about the requirement and roles and responsibilities in case of termination.</i>			
07.1	Create a detailed Turn-Over Plan that covers all activities and the efforts of all involved parties. This part of the plan should express this in time and budget requirements, action ownership and program governance.		
07.2	Complete inventory of all assets covered by the Contract and required to provide the services		
07.3	Ensure that the M&O Turn-Over Plan includes handing over the key assets in an agreed-to format. These assets include, but are not limited to: <ul style="list-style-type: none"> a. Customer and other records (including subcontractor agreements that are required to provision the services) b. Configuration information c. Databases d. Documentation e. Asset registers f. Programs g. Knowledge databases h. Fault databases i. Asset maintenance history and status j. Manuals k. Process and procedure documentation l. Any other similar items that the ISS Vendor used or produced during the course of, or for the purpose of, provisioning the services or relating to the configuration control of the services m. Source code n. Development tools and procedures o. Architecture and design documents p. Training documentation 		
07.4	Hold briefings on the status and comprehensive nature of all items handed over		
07.5	Complete knowledge transfer of the services to DHS or alternate service provider(s)		
07.6	Define the means by which no interruption of the provision of the services, or reduction in service levels, will occur during the handover period, and during transfer to DHS or the new service		
07.7	Arrange for the provisioning of a physical data room into which information shall be placed, for the organization and the new service provider to inspect and make copies for removal		
07.8	Manage the implementation of the Turn-Over Plan		

M&O Turn-Over Services Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
07.9	Manage regularly scheduled and ad hoc meetings, as well as other communications, to address issues that may affect how involved parties perform their responsibilities in relation to the Turn-Over Plan		
07.10	Arrange for the transfer of personnel, including communications, briefing and negotiation, applicable to such personnel who are required for the continuation of the involved services, and within the boundaries of applicable law		
07.11	Develop the final handover and acceptance criteria		
07.12	Introduce the new service provider to all relevant information and training to allow the service provider to leverage the DHS Enterprise Platform, tools and services and operate within the multi-vendor environment, as required		

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Services Level Requirements

Account Management

O8-1 – Customer Satisfaction Survey - Usability		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then
SLR Description/Objective	Customer (internal and external) satisfaction surveys provide insight into the usability of the solution			
Target	90% of all responses must have a satisfaction score of seven (7) out of ten (10) (or equivalent) or higher (10 being the highest score)			
Measurement	(# of respondents rating their satisfaction higher than or equal to 7) / (# of respondents received)			
SLA Reporting Period	Per survey			
SLR Measurement of Non-Compliance	% of surveys below 90% rating their satisfaction lower than seven (7) out of ten (10)			

Transition Period Service Level Requirements

O8-2 – Transition Execution		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	To avoid costly extensions of existing contracts and/or operational risk, the transition activities must stay on schedule to transition ISS Applications M&O services prior to the incumbent vendor's contract expiring. This SLR will be measured against milestones defined in the Transition Plan.			
Target	100% of all milestones are completed/approved on schedule			
Measurement	Date milestones are completed – planned date milestone is completed (captured in the Transition Plan)			
SLA Reporting Period	Per Milestone			
SLR Measurement of Non-Compliance	Per day the transition milestone is delayed			

ISS Application M&O Service Level Requirements (all applicable after 90 days of stable operations under Vendor's control)

O8-3 – Applications (Critical) Availability*		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	All ISS Applications classified with "critical" criticality must be available to all users of the System			
Target	99.75%			
Measurement	(# of minutes of uptime during the reporting period) / (total planned uptime during the reporting period)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Uptime percentage was below the target (per application); penalties would be multiplied if multiple applications do not meet their availability targets			

* Availability is defined as all components of the system are running and the end users can perform all task supported by the system. This excludes network downtime and interface issues in which root cause is determined to be due to systems or other components not managed by the ISS.

Note: planned uptime is 24X7 excluding DHS approved maintenance windows (these windows are excluded from both the "# of minutes of uptime during the reporting period" and "total planned uptime during the reporting period")

This SLA will apply to all new enhancements and solutions; for existing applications/solutions this will be administered starting at the end of year 1 (See 3.5.2.1)

O8-4 – Applications (Not Critical) Availability*		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	All ISS Applications classified with "non critical" criticality must be available to all users of the System			
Target	95.00%			
Measurement	(# of minutes of uptime during the reporting period) / (total planned uptime during the reporting period)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Uptime percentage was below the target (per application); penalties would be multiplied if multiple applications do not meet their availability targets			

* Availability is defined as all components of the system are running and the end users can perform all task supported by the system. This excludes network downtime and interfaces to systems not managed by the ISS Vendor

Note: planned uptime is 24X7 excluding DHS approved maintenance windows (these windows are excluded from both the "# of minutes of uptime during the reporting period" and "total planned uptime during the reporting period")

This SLA will apply to all new enhancements and solutions; for existing applications/solutions this will be administered starting at the end of year 1 (See 3.5.2.1)

Services Level Requirements

O8-5 – Performance - Average Response Time for Critical ISS Applications**		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	System performance must meet end-user expectations to deliver increased customer satisfaction and efficiency gains			
Target	99.5% of transactions complete (response time from entering command to receiving result) within 3 seconds and the remaining transactions complete with in a max response time of 5 seconds			
Measurement	(Transactions completed within required time) / (Total Transactions) by application			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Time difference between measured average response time and 2 seconds (per application); penalties would be multiplied if multiple applications do not meet their availability targets)			

** Performance measurement is the end-to-end response time from the user perspective, excluding any delays introduced by the network outside the data center
This SLA will apply to all new enhancements and solutions; for existing applications/solutions this will be administered starting at the end of year 1 (See 3.5.2.1)

O8-6 – Performance - Average Response Time for Non-Critical ISS Applications**		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	System performance must meet end-user expectations to deliver increased customer satisfaction and efficiency gains			
Target	99% of transactions complete (response time from entering command to receiving result) within 3 seconds and the remaining transactions complete with in a max response time of 7 seconds			
Measurement	(Transactions completed within required time) / (Total Transactions) by application			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Time difference between measured average response time and 3 seconds (per application); penalties would be multiplied if multiple applications do not meet their availability targets)			

** Performance measurement is the end-to-end response time from the user perspective, excluding any delays introduced by the network outside the data center
This SLA will apply to all new enhancements and solutions; for existing applications/solutions this will be administered starting at the end of year 1 (See 3.5.2.1)

O8-7 – Critical Incident Restoring of Service (break/fix)***		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	Critical incidents must be addressed quickly to minimize the business impact of the incident (critical incident is defined as any high severity application issue for which no work around is available and users cannot perform their task)			
Target	95% of high severity incidents fixed within 24 hours			
Measurement	(number of high severity incidents fixed within 24 hours) / (total number of high severity incidents)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Per incident not fixed within 24 hours			

*** See the "Incident Priority" Tab for the prioritization criteria

O8-8 – Security Incidents Response Time		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	DHS needs to be aware of any security incidents as quickly as possible			
Target	All of notifications completed in less than 1 hours (all notifications shall occur as soon as possible)			
Measurement	Number of incidents not reported within 1 hour			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Per incident not reported within 1 hour			

O8-9 – Documentation Updates		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	When changes are introduced to the system (e.g. new software is deployed) or processes (e.g. personnel changes involved in Disaster Recovery) the documentation (e.g. configuration management process, architecture) must be updated			
Target	2 weeks			
Measurement	(Time the change is introduced) - (Time documentation is updated and updates approved)			
SLA Reporting Period	Per incident			
SLR Measurement of Non-Compliance	By day greater than target			

Services Level Requirements

O8-10 – Response to Patches and Fixes		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	The ISS Applications leverages 3rd party software and when the vendor releases patches/fixes, the Vendor needs to apply these patches/fixes to the environment			
Target	Apply the patches to the production environment (aligned with DHS' release process) within 30 days of the vendor's release			
Measurement	(Date patch/fix is released to production) - (Date the vendor releases the patch/fix (unless prior approval))			
SLA Reporting Period	Per release			
SLR Measurement of Non-Compliance	Days late			

O8-11 – Response to Patches and Fixes - Critical Security Patches		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	The ISS Applications leverages 3rd party software and when the vendor releases critical patches/fixes, the Vendor needs to quickly apply critical patches/fixes to the environment			
Target	Apply the critical patches to the production environment (aligned with DHS' release process) within 5 days of the vendor's release			
Measurement	(Date critical patch/fix is released to production) - (Date the vendor releases the critical patch/fix (unless prior approval))			
SLA Reporting Period	Per release			
SLR Measurement of Non-Compliance	Days late			

Implement Enhancement Service Level Requirements

O8-12 – DHS Enhancement Request Response Time		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	After DHS decides to enhance an ISS Application the Vendor must respond in a timely manner			
Target	Proposals/responses (including requirements, cost estimate and schedule) must be received within 15 working days			
Measurement	(Time DHS requests enhancements) - (time proposal is provided to DHS), unless pre-approved by DHS due to the scope			
SLA Reporting Period	Per request			
SLR Measurement of Non-Compliance	Days greater than target			

O8-13 – Delivery of Enhancements		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	To avoid scheduling issues and potential end-user issues, all enhancements must be completed in alignment with proposed schedule			
Target	Enhancements deployed into production on schedule			
Measurement	(Date approved) - (planned production deployment date (captured in the proposal))			
SLA Reporting Period	per enhancement DDI effort			
SLR Measurement of Non-Compliance	per day the enhancement is deployed to production after the planned date			

Procure Additional Services Service Level Requirements

O8-14 – Response Timeliness		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	To avoid costly delays the Vendor must provide quality staffing/team alternatives quickly			
Target	Staffing/team alternatives that DHS deems qualified must be received within 10 days (unless formally agreed to by DHS)			
Measurement	(Time DHS approves additional services request) - (time alternatives are provided to DHS), unless pre-approved by DHS due to the scope			
SLA Reporting Period	per additional services request			
SLR Measurement of Non-Compliance	Days greater than target			

Services Level Requirements

O8-15 – Quality of Services Provided		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	DHS expects the Vendor to identify quality staff and teams to provide the additional services. DHS will incur significant costs if the proposed staff/team do/does not have the qualifications/skills required and/or they need to change the staff/team due to quality issues			
Target	No staff need to be replaced for the duration of the additional service request			
Measurement	Staff change required			
SLA Reporting Period	Per staff change			
SLR Measurement of Non-Compliance	# of staff changes required			

IT Operations Support Service Level Requirements (DHS Optional)

O8-16 – Service Desk Response Time - Critical Priority***		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	Critical requests must be addressed quickly to minimize the business impact of the incident			
Target	95% of requests are responded to within 2 hours			
Measurement	(number of critical requests responded to within 2 hours) / (total number of critical requests)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Percentage of transactions below target			

** See the "Incident Priority" Tab for the prioritization criteria

O8-17 – Service Desk Response Time - High Priority***		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	High priority incidents must be addressed quickly to minimize the business impact of the incident			
Target	95% of requests are responded to within 4 hours			
Measurement	(number of high priority requests responded to within 4 hours) / (total number of high priority requests)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Percentage of transactions below target			

** See the "Incident Priority" Tab for the prioritization criteria

O8-18 – Service Desk Response Time - Medium Priority***		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	Medium priority incidents must be addressed quickly to minimize the business impact of the incident			
Target	95% of requests are responded to within 6 hours			
Measurement	(number of medium priority requests responded to within 6 hours) / (total number of high priority requests)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Percentage of transactions below target			

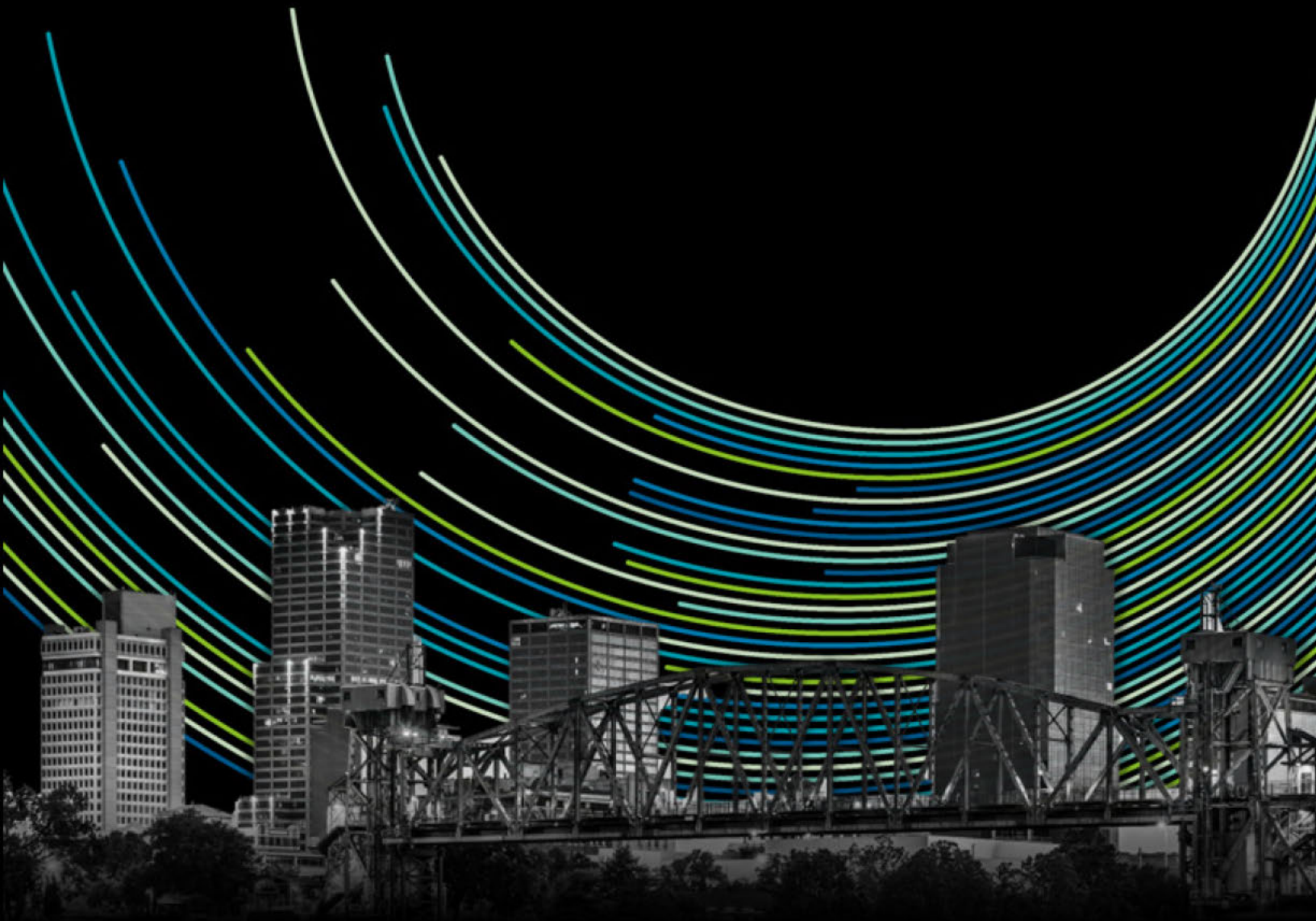
*** See the "Incident Priority" Tab for the prioritization criteria

O8-19 – Service Desk Response Time - Low Priority***		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	Low priority incidents must be addressed to ensure stakeholders are aware the incident is being addressed			
Target	95% of requests are responded to within 24 hours			
Measurement	(number of low priority requests responded to within 24 hours) / (total number of high priority requests)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Percentage of transactions below target			

*** See the "Incident Priority" Tab for the prioritization criteria

Services Level Requirements

O8-20 – Documentation Updates		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	When changes are introduced to processes (e.g. personnel changes involved in Disaster Recovery) the documentation (e.g. configuration management process, DR Plan) must be updated			
Target	2 weeks			
Measurement	(Time the change is introduced) - (Time documentation is updated and updates approved)			
SLA Reporting Period	Per incident			
SLR Measurement of Non-Compliance	By day greater than target			



Attachment L - Client History Form

Attachment L

Client History Form

RFP # 710-24-020

Client History Form

Instructions: This form is intended to help the State gain a full understanding of each Respondent's Information Support System experiences. This form **must** be accurately completed and signed by the same signatory who signed the Response Signature Page (please see final page below).

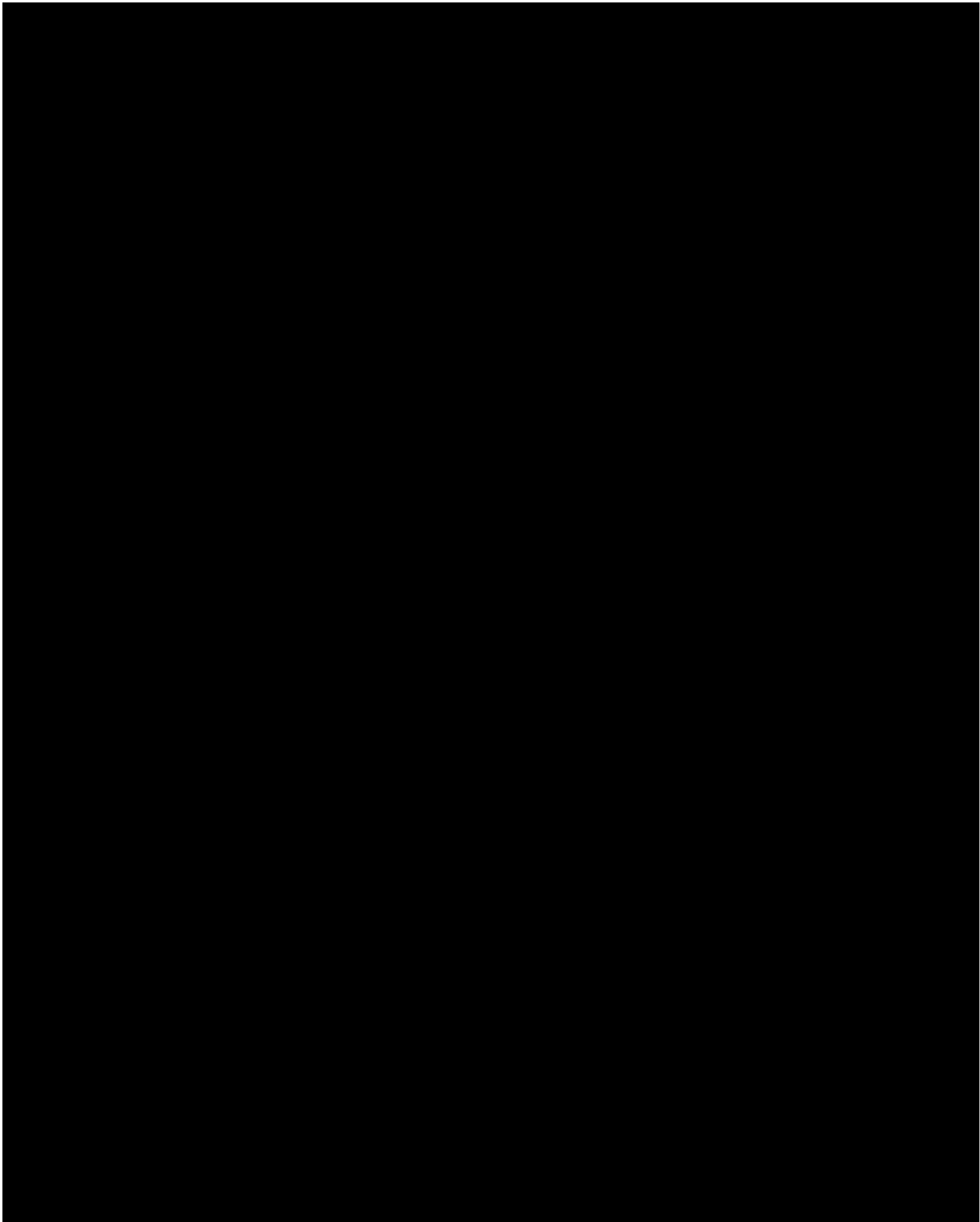
The State reserves the right to verify the accuracy of responses by contacting any of the listed clients; therefore, all applicable clients **must** be listed. For purposes of this form, the "client" is not an individual, but the entity which held the contract. By way of explanation, in the Contract resulting from this RFP, Arkansas's DHS will be the client. For each listed client, Respondents **must** include the client entity's name, address, and phone number. Additionally, Respondents are encouraged to provide an individual's contact information for a person at the client entity who is knowledgeable of the named project. If the State contacts the clients listed, the State reserves the right to either contact the listed individual and/or another person at the client entity. Omission of a relevant client or disciplinary action(s) will constitute a failure of form completion.

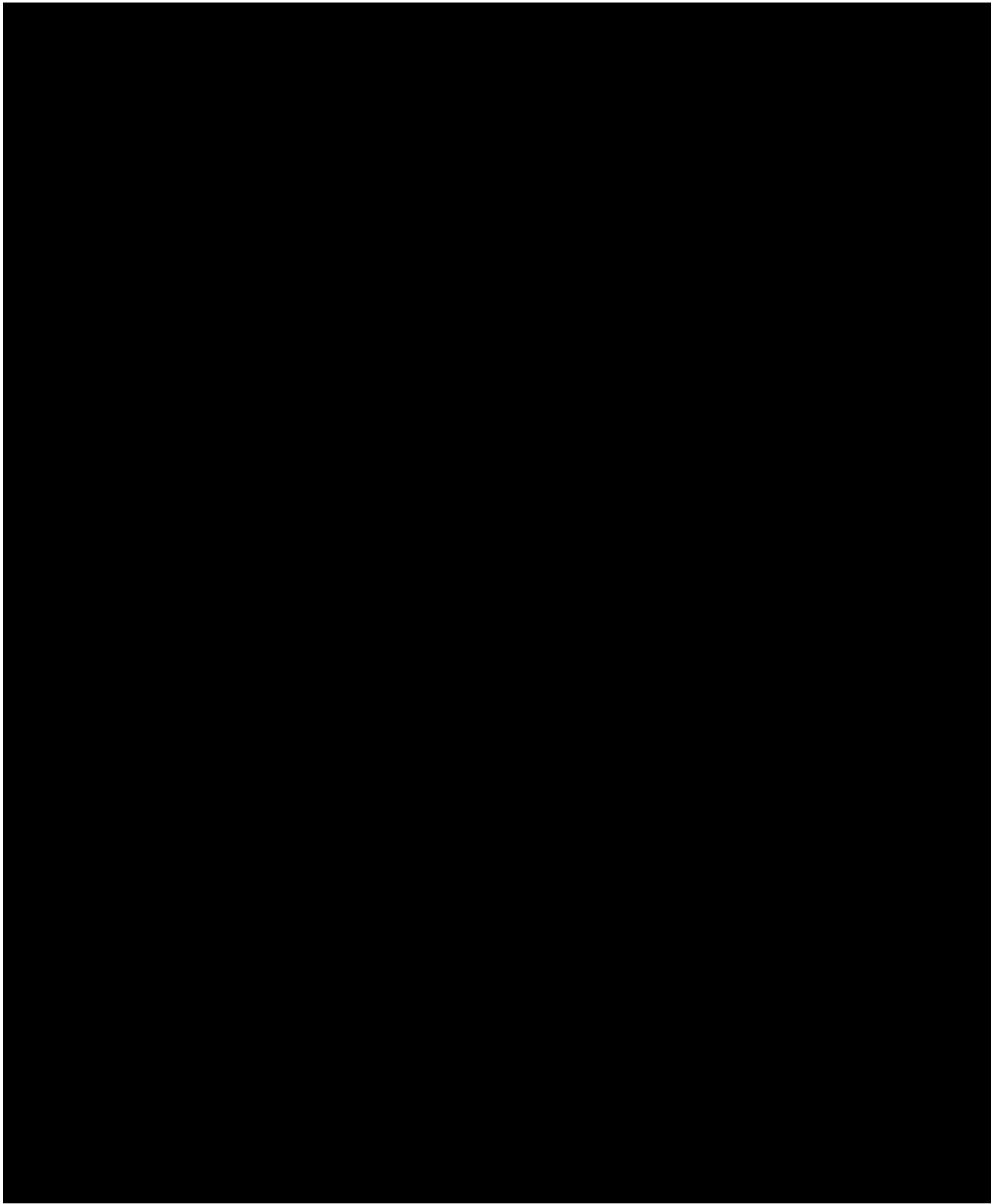
The boxes below each prompt will expand if necessary. If there are no contracts which meet the definition, Respondent **must** state "none."

1. Please list three (3) projects where you served as the **prime contractor** for a project similar in size, complexity, and scope in the past five (5) years. Briefly describe the scope of the project including the delivery of information support services and list client information for each project. If there are no projects which meet the definition, Respondent **must** state "none."

Client INFORMATION #1	

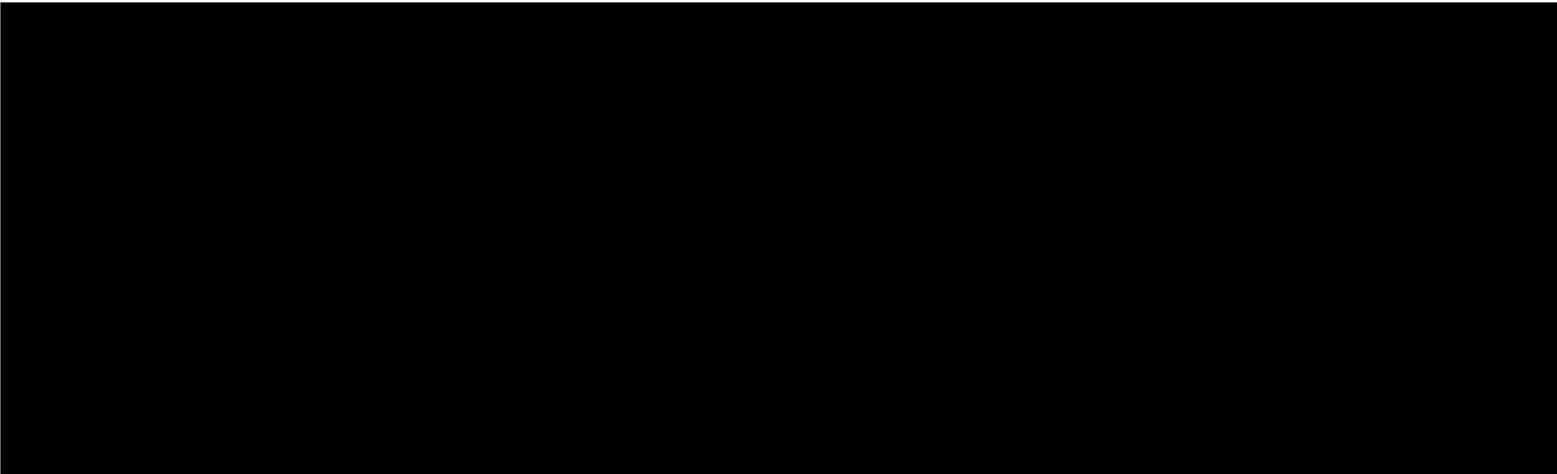
PROJECT INFORMATION	



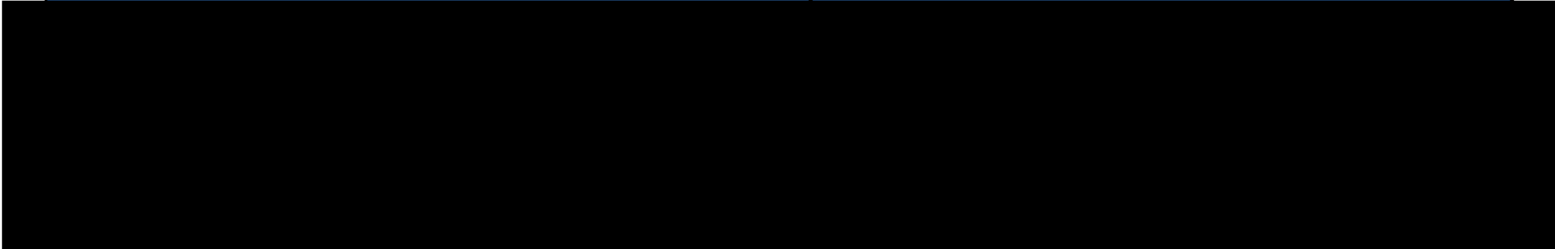


Client INFORMATION # 2

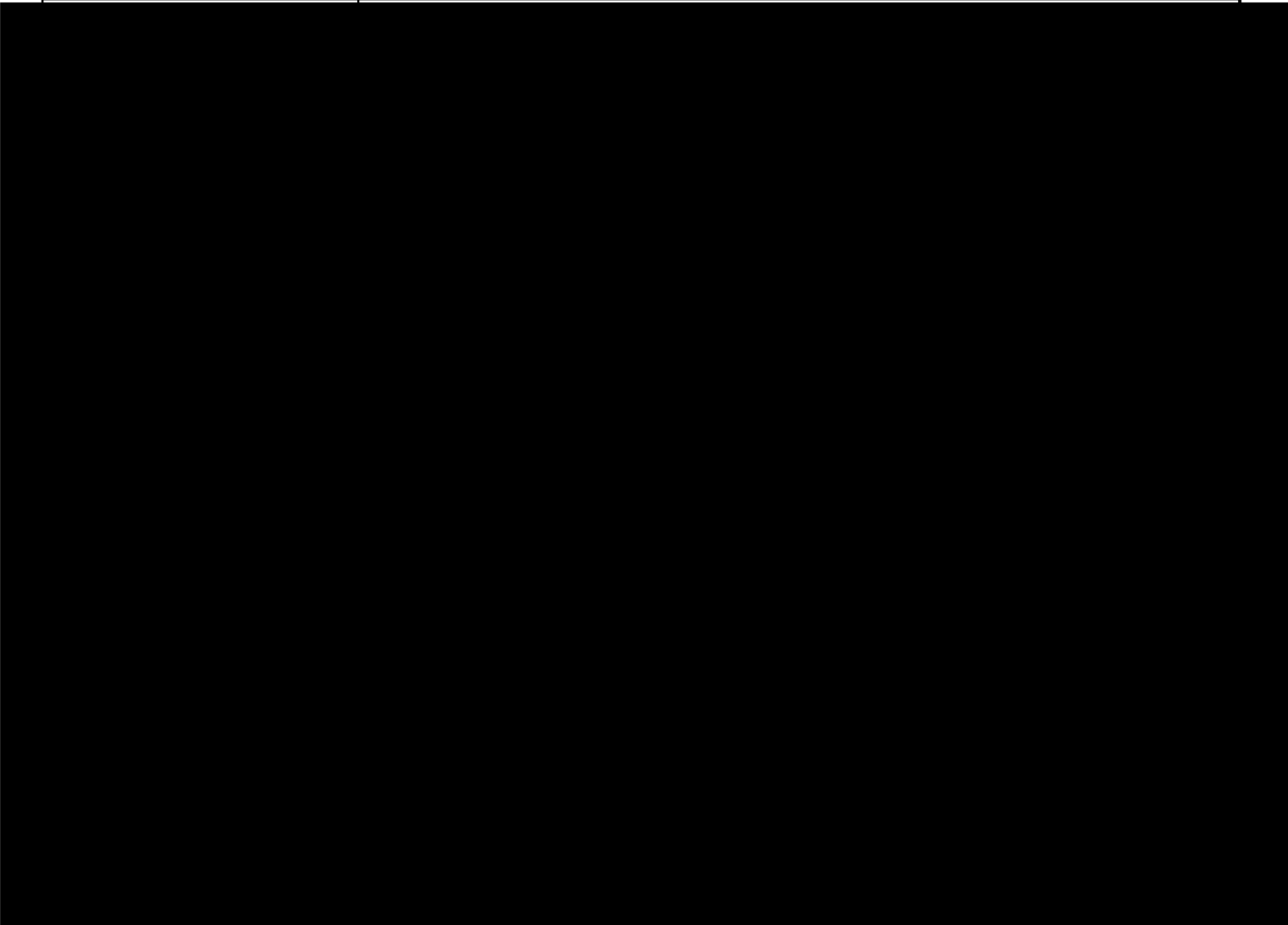
PROJECT INFORMATION

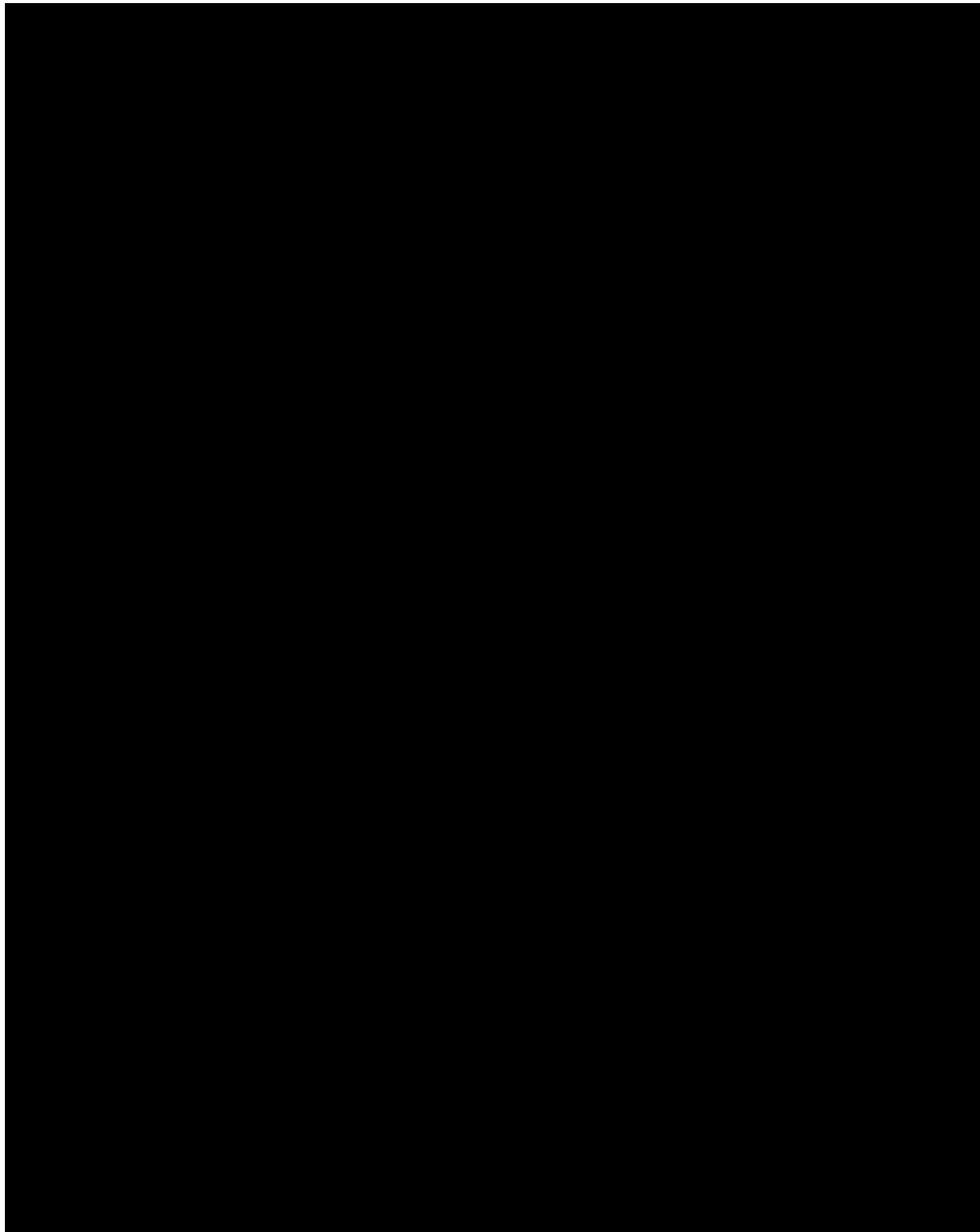


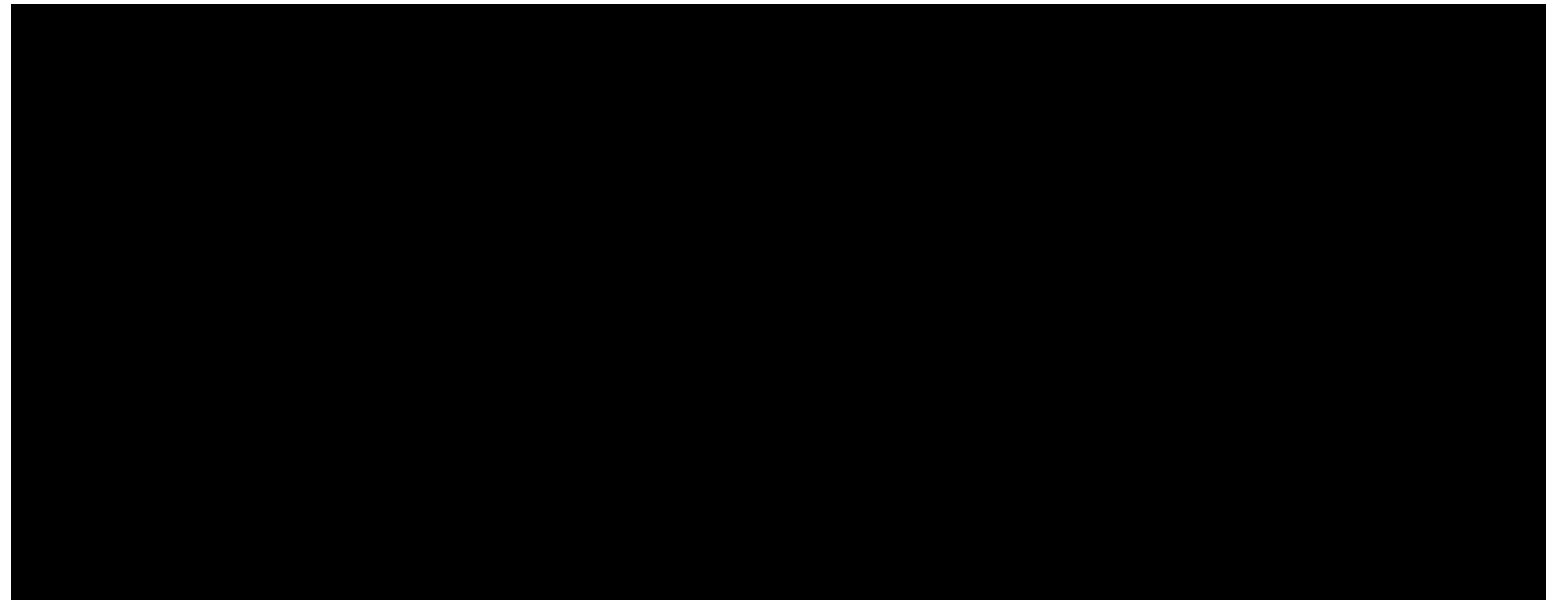
Client INFORMATION # 3

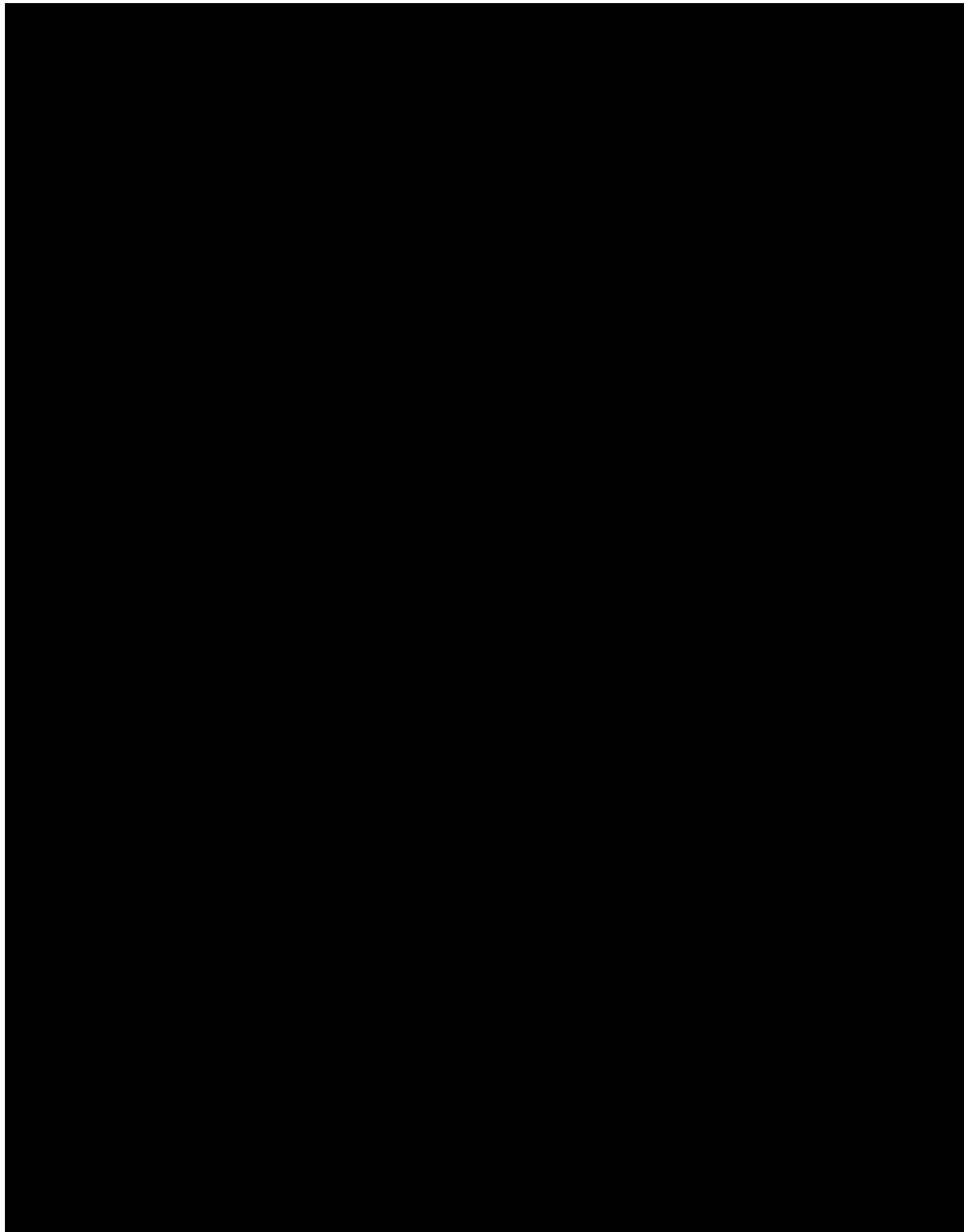


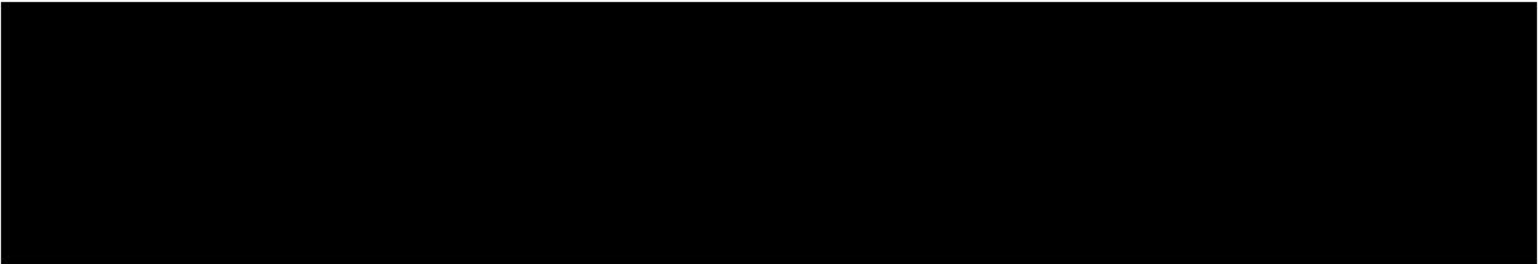
PROJECT INFORMATION







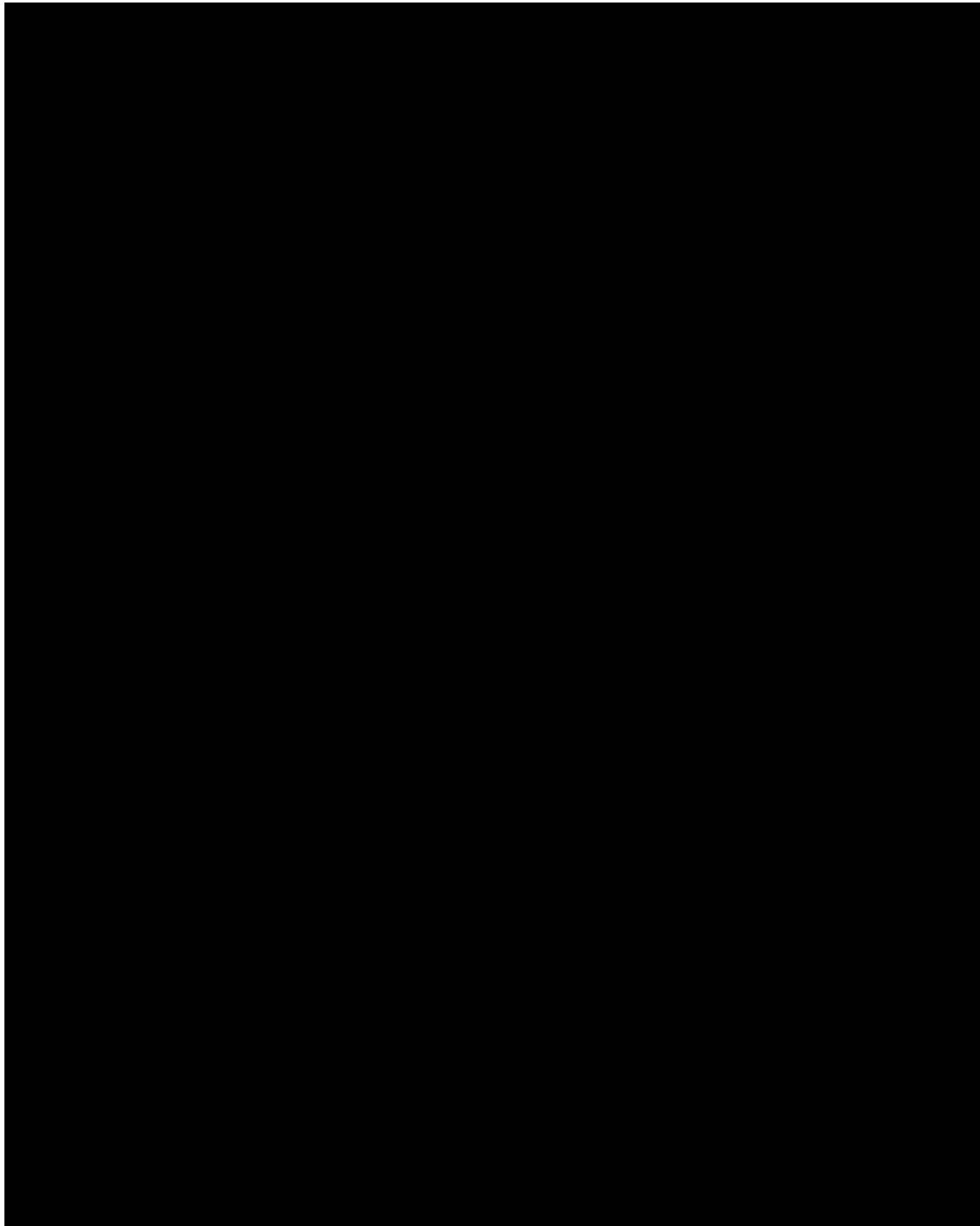




2. Please list three (3) projects where you and a team (**both prime contractor and subcontractor, if applicable**) have implemented Business Intelligence and Reporting as defined in the RFP of similar size, scope, and complexity in the past five (5) years. Include client information for each project. If there are no projects which meet the definition, Respondent **must** state “none.”

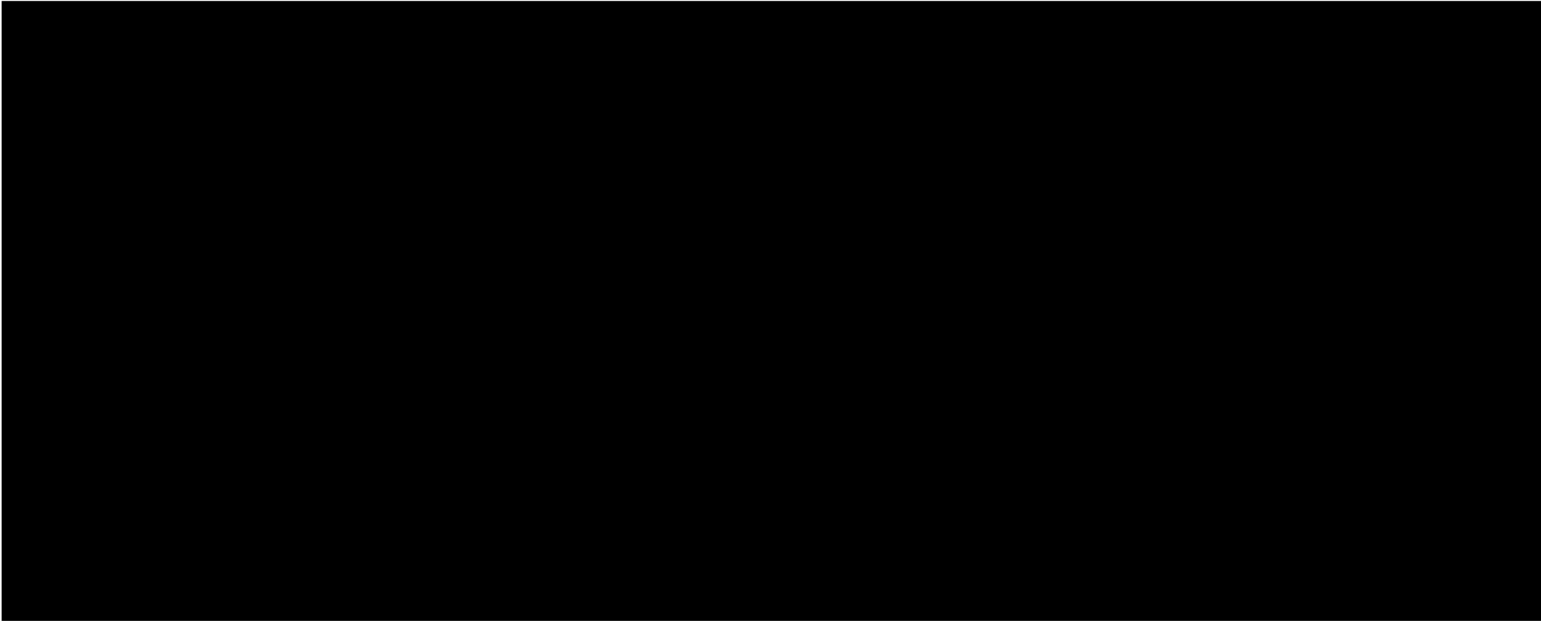
Client INFORMATION # 1	
[Redacted]	

PROJECT INFORMATION	
[Redacted]	

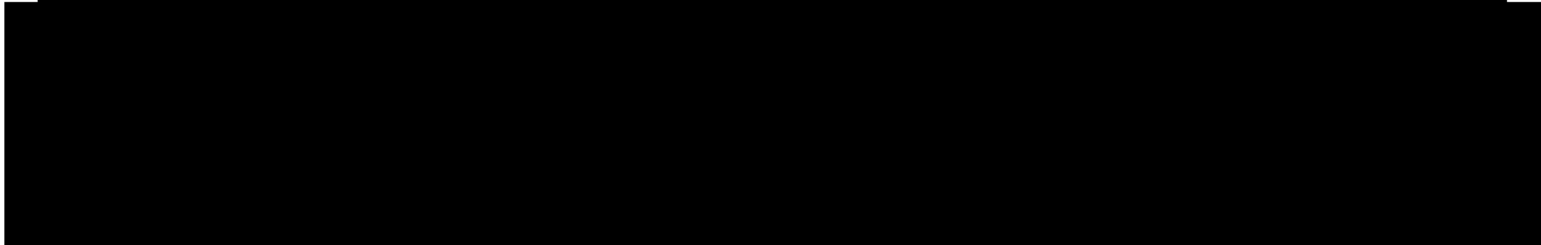


Client INFORMATION # 2

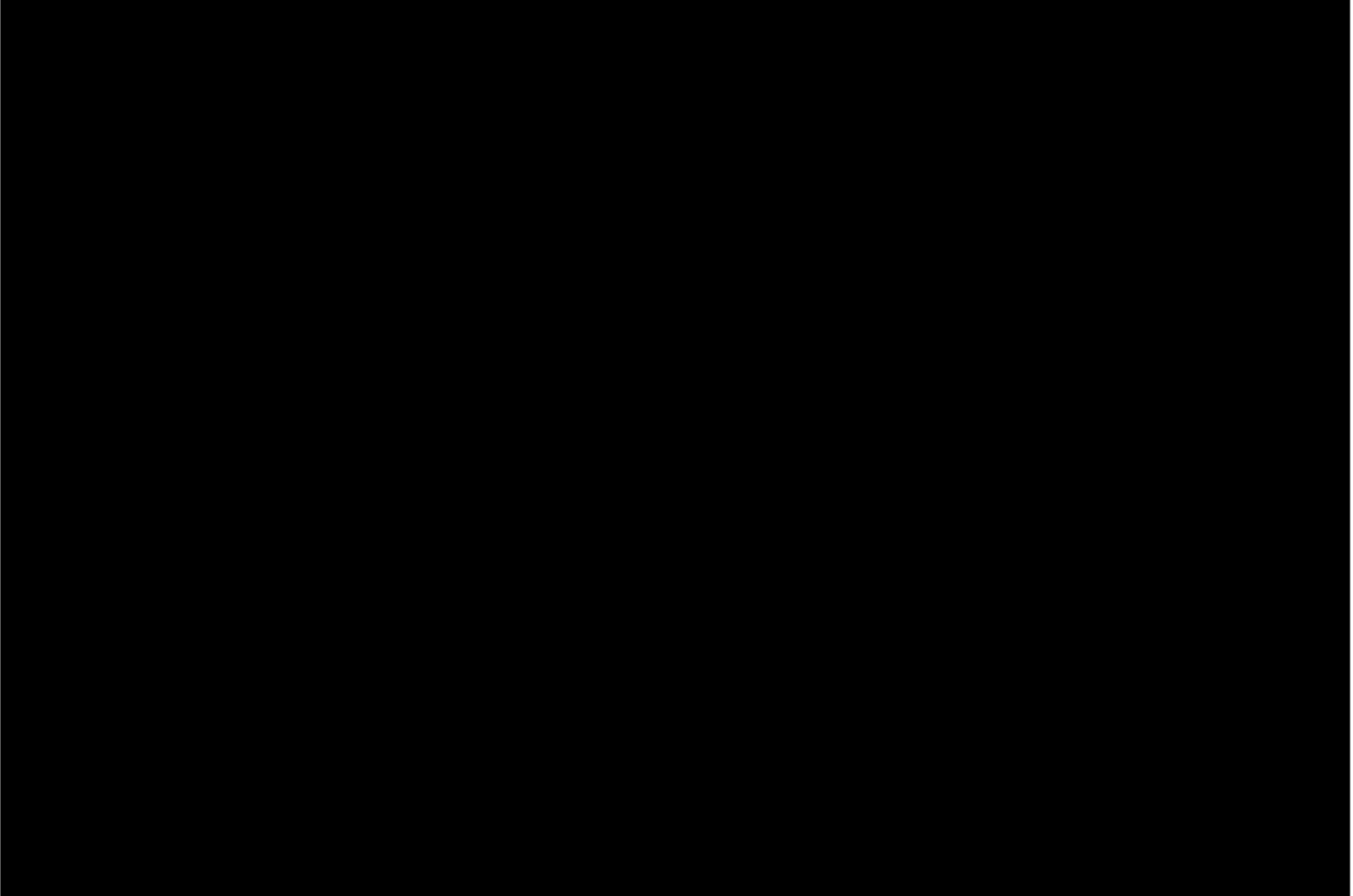
PROJECT INFORMATION

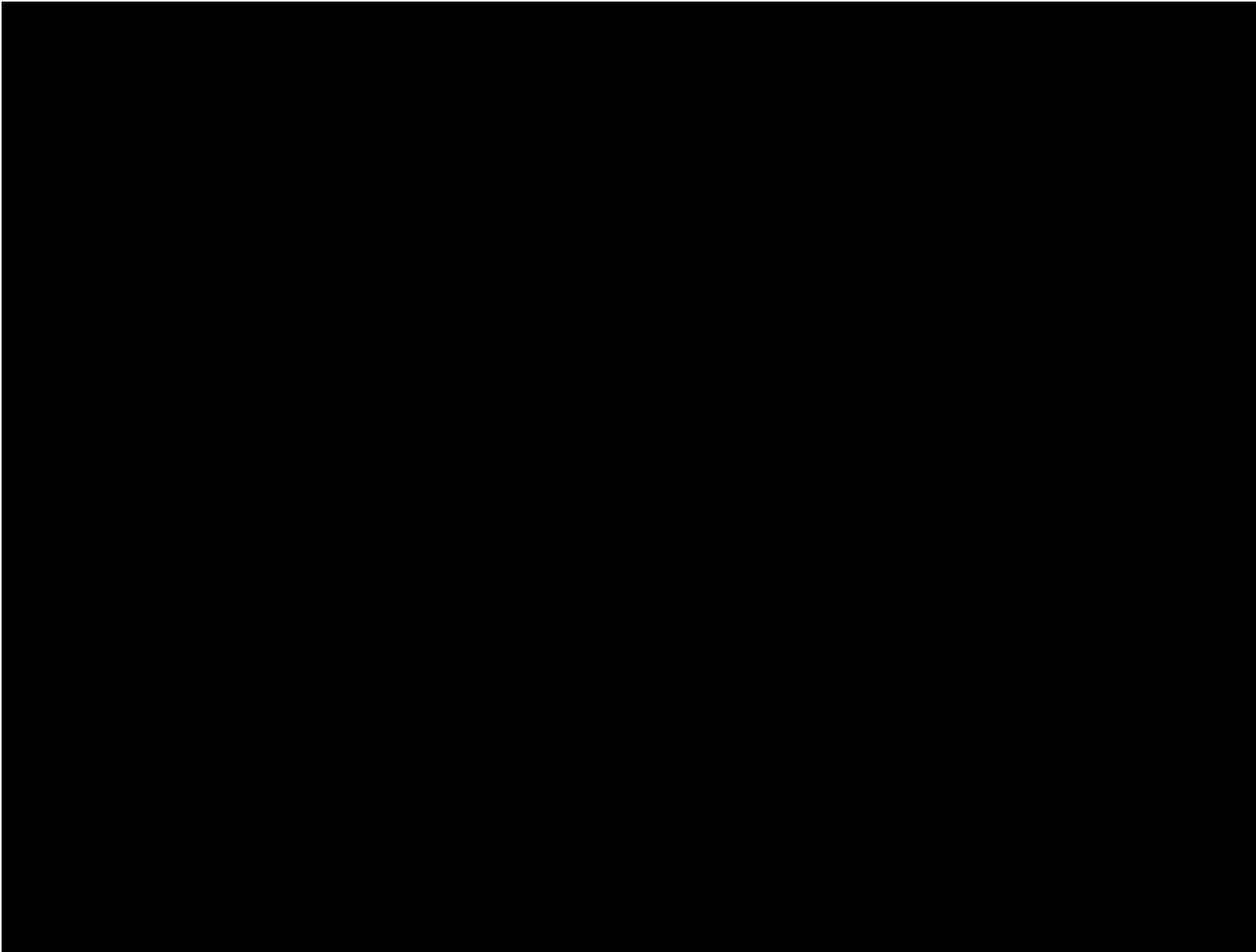
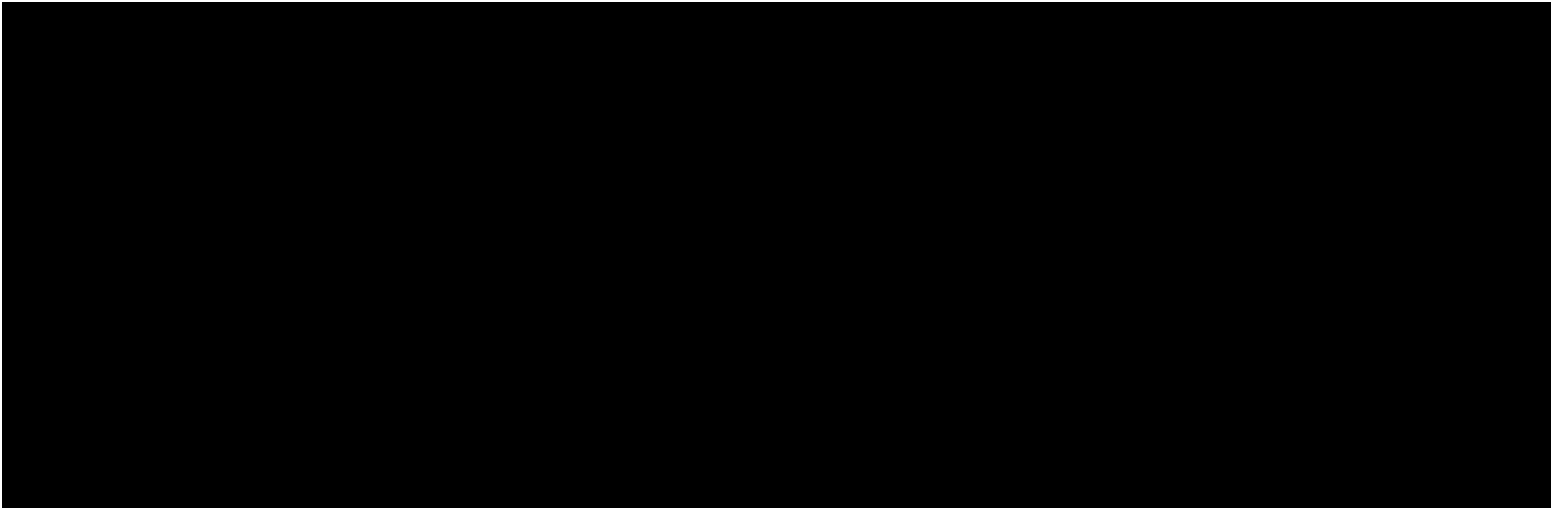


Client INFORMATION # 3



PROJECT INFORMATION



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3. Provide details of every disciplinary action taken against the bidder within the last five (5) years. Denote any that are: 1) pending litigation, 2) Terminated for Cause or Convenience and associated reasons, and 3) any other administrative actions taken by any jurisdiction or person against the vendor. If there are no disciplinary actions which meet the definition, Respondent **must** state "none."
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4. List and summarize every judicial or administrative proceedings involving sourcing activities, claims of unlawful employment discrimination and anti-trust suits in which the bidder has been a party within the last five (5) years. If there are no proceedings which meet the definition, Respondent **must** state "none."

5. If the bidder is a subsidiary, submit answers to questions 3 and 4 for all parent companies. If the bidder uses subcontractors, associated companies and consultants that will be involved in any phase of this engagement, provide the same information for each of these entities. If there are no parent companies, subcontractors, associated companies and consultants, Respondent **must** state "none."

Authorized Signature:

[Redacted Signature]

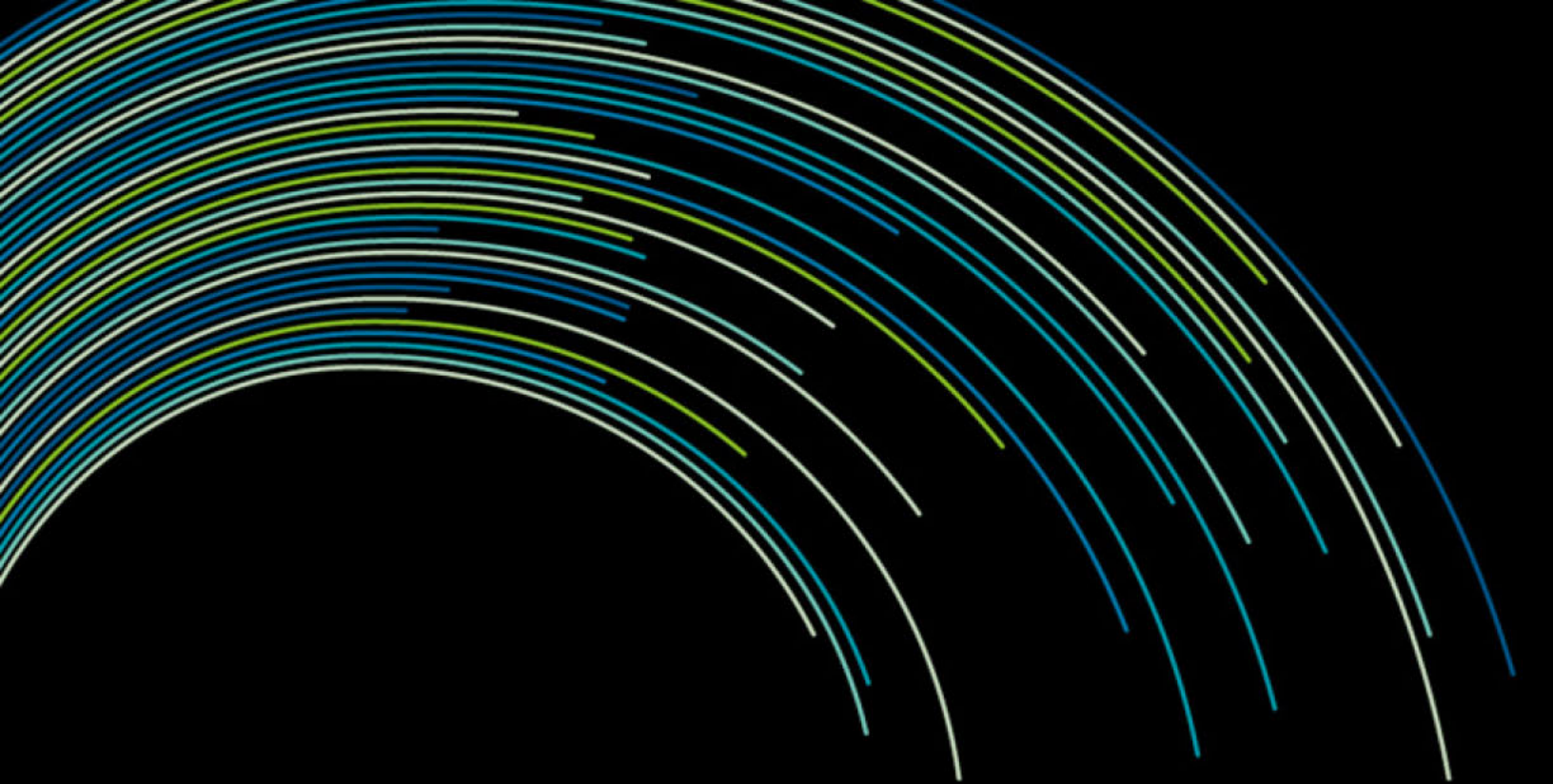
(Use Ink Only)

Title: Managing Director

Printed/Typed Name:

[Redacted Name]

Date: August 7, 2024



Deloitte.

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