# State of Arkansas

# Department of Human Services

# Project Management Office

## RFP NUMBER: 710-23-0037

# TECHNICAL PROPOSAL PACKET

REDACTED

August 18, 2023 – 1:00 p.m. Central Time

**Arkansas Department of Human Services**
Attn: Office of Procurement (OP)
David King, OP Buyer
Main Phone No.: 501-683-4162
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# TECHNICAL PROPOSAL PACKET

## 1 E.1 – RFP Section 2.2 Minimum Qualifications (Pass/Fail)

In this section, we demonstrate how NTT DATA meets all Minimum Qualifications set forth in RFP Section 2.2 by specifically addressing each item below.

### 1.1 Contractor Experience (A)

In this subsection, we describe how NTT DATA exceeds the experience requirements of this RFP.

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## 1.2 Attachment H – Client History Form Completed and Signed (B)

Refer to Attachment H – Client History Form.

# Attachment H

## *Client History Form*
## *RFP # 710-23-0037*

## 1.3 Active Registration with the Arkansas Secretary of State's Office (C)

## 1.4 All Required Licensure and Certification Documents (D)

Not Applicable. No other licenses or certifications are applicable to enable NTT DATA to properly perform the requested services.

## 1.5 Letter of Bondability (E)

# 2 E.2 – Company and Staff Information and Experience

## 2.1 Company Profile (A)

We provide a brief company profile in **Figure 4**.

***Figure 4. Company Profile***

| | |
|---|---|
| **Company Name** | NTT DATA State Health Consulting, LLC |
| **Ownership** | A limited liability company 100% owned by NTT DATA Americas, Inc. |
| **State and Date of Incorporation** | **State:** Delaware<br>**Date of Incorporation:** February 10, 2016 |
| **Number of Years in Business** | 36 years in business.<br><br>Originally founded 36 years ago as FOX Systems. Fox Systems was acquired by Cognosante Holdings, LLC in 2010. On February 10, 2016, Cognosante Holdings formed Cognosante Consulting, LLC and in 2019, Cognosante Consulting was acquired by NTT DATA, Inc., now NTT DATA Americas, Inc., and established NTT DATA State Health Consulting, LLC. |
| **List of Top Officers** | • Robert David Pryor, Chief Executive Officer<br>• John Graham, Group President, Commercial<br>• Christopher Merdon, Group President, Public Sector<br>• William David Croxville, Executive Vice President and Chief Financial Officer<br>• Dean Williams, Executive Vice President, Global Delivery<br>• John Mathes Dick, Executive Vice President, General Counsel and Secretary |
| **Location of Company Headquarters and Other Company Offices** | **Headquarters:** 7950 Legacy Drive, 11th Floor, Plano, Texas 75024<br>**Other Offices:** NTT DATA has offices across the United States. |
| **Number of Employees, Both Locally and Nationally** | Locally, NTT DATA employs approximately 95 Arkansans. Nationwide, we have approximately 500 consultants within NTT DATA State Health Consulting, LLC, and nearly 15,000 U.S.-based employees of NTT DATA Americas, Inc. |

## 2.2 Attachment H – Client History Form (B)

Refer to Attachment H – Client History Form.

## 2.3 Example Experience Working with the Following Subsystems/Programs (C)

Over the past 36 years, NTT DATA has supported Medicaid agencies in 49 states, as well as in Puerto Rico and the District of Columbia, with Medicaid IT systems planning, program and project management, and oversight. We bring a unique combination of skills and expertise based in part on our deep knowledge of the Arkansas Medicaid Enterprise (AME). NTT DATA has worked in partnership with DHS since 2009, first as Cognosante and Cognosante Consulting, and more recently as NTT DATA.

For the past 14 years, our personnel have assisted DHS in replacing and enhancing aging information systems with more current business and technology solutions. Through these services, we have helped drive readiness of DHS systems to support programs that serve Arkansans, especially those most in need. We also help prepare State staff and other

stakeholders to use the new systems to perform day-to-day functions. Examples of subsystems or program areas we have worked with include the core Medicaid Management Information System (MMIS), Pharmacy Claims Management, Third Party Liability (TPL), Provider Management, Data Warehouse / Decision Support System (DW/DSS), Eligibility and Enrollment, and Child Welfare.

As **Figure 5** shows, NTT DATA also brings experience supporting other states' Medicaid agencies in these subsystems or program areas.

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## 2.6 Project and Program Management Within a Multi-Vendor Environment (F)

In an era of rapid digital transformation—when citizens increasingly expect information to be at the tip of their fingers and products to be on their doorsteps—multiple sets of skills and vendors need to be part of the system implementation process. Working environments necessitate effective, efficient collaboration among multiple teams and vendors so that each can perform to the best of their capabilities and contribute to achieving DHS's goals. DHS has increased the number of Medicaid modules and, therefore, the number of vendors. This complexity reinforces the need for efficient vendor management across the program and for individual projects.

As we do today, NTT DATA will continue to help DHS go beyond traditional workflows and project management methods to drive seamless collaboration among vendors. Each vendor brings a different set of skills, different competencies, and different levels of process maturity to the working environment. This means a need for an increased level of vendor management, which our methodologies address.

Project management in a multi-vendor environment is one of the most significant challenges faced by DHS. We have provided multi-vendor management support in many state government environments, including DHS. We provide two examples of this support in the next two sections.

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## 2.9 Staff Qualifications and Experience (RFP Section 2.4) (I)

The NTT DATA Advantage—Reasons why NTT DATA positions DHS for Success:

- ✓ **National Leader Supporting State Medicaid Agencies and Medicaid Enterprise Projects.** With NTT DATA as your partner, DHS is set for success with expertise from the country's leading Medicaid Enterprise Systems (MES) consulting company.
- ✓ **Value-Added Services and Support.** As a client of NTT DATA, DHS gains no-cost membership in state networking groups that are facilitated by NTT DATA. These groups provide regular dialogue with other states and opportunities to share best practices and lessons learned.
- ✓ **World-Class Client Satisfaction.** DHS leadership will continue to have confidence in NTT DATA based on our reputation for working with you and other states to achieve successful outcomes.
- ✓ **Deep Knowledge and Experience with Arkansas Medicaid.** NTT DATA brings the people DHS has come to rely on. Our employees offer deep subject-matter expertise with the Arkansas Medicaid Program and the IT systems that support it.
- ✓ **Long-Standing Commitment to DHS.** As your partner since 2009, NTT DATA remains committed to meeting and exceeding DHS's expectations.

NTT DATA proposes a continuation of the team now serving DHS across all divisions and program areas. This team brings a long, proven record of producing results and desired outcomes for DHS and will be ready on Day One of the new contract. Since 2009, our team members have collectively demonstrated both professional and personal commitment to the success of DHS projects, and DHS leaders and program staff have become familiar with our team members' experience, expertise, and performance. Continuation of NTT DATA's existing team will drive continuity and uninterrupted delivery of required service and provide DHS with stability as we continue to support an evolution at DHS to improved Medicaid functions and processes.

**The combination of experience and expertise NTT DATA offers DHS differentiates us from other vendors and will provide a significant advantage for DHS. Specifically, our team brings:**

- ✓ A deep understanding of current State project management and oversight methodologies.
- ✓ Knowledge and understanding of DHS's structure, people, and processes.
- ✓ Strong relationships and a record of open communication with DHS program staff.
- ✓ Experience collaborating with DHS business and technical project managers.
- ✓ Experience collaborating with and uniting the DHS vendor community to achieve project outcomes and goals.
- ✓ Established relationships with federal partners.

The following sections provide additional information on our proposed staff.

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### 2.9.2 Staffing Management Plan for the PMO

DHS is a dynamic organization with an evolving list of projects. The staffing management plan is a living document built on a solid foundation that supports the needs of DHS. Our approach to staff management and resource allocation is based on the work to be completed, the time to complete it, and the resources available. Our current staffing management plan considers all these factors as we identify and outline the proposed staffing levels and skill sets needed to complete day-to-day work for DHS. This staffing management plan will be updated to include proposed staffing levels for key and non-key staff for completing the activities described within RFP Section 2.3 (Scope of Services and Contractor Responsibilities), a functional organization chart, an approach to staff turnover and retention, and contractor invoicing and time-keeping procedures.

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### 2.9.3 Staffing Management Plan for Similar Size and Scope Engagement

NTT DATA has supported 49 states, Puerto Rico, and the District of Columbia with Medicaid IT systems planning services, program and project management, and oversight. We use our proven methodology and templates as foundational starting points to align our service delivery and our staff management to the needs of our state partners. In **Exhibit B,** we provide a sample staffing management plan based on an engagement similar in size and scope to this DHS engagement.

### 2.9.4 Identify Prospective Contractor and Subcontractor Staff

As DHS's current PMO partner, we consistently demonstrate the experience and knowledge needed to successfully implement and staff the DHS PMO. Given this record of performance, DHS can be confident we have proposed a team of qualified personnel to meet the requirements of this RFP. All proposed staff are current NTT DATA employees who are committed to supporting the various DHS PMO areas as shown in the organizational charts supplied in Section 2.9.5.

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[redacted]

## 2.10 Names of Subcontractors Being Proposed (If Applicable) (J)

No subcontractors are being proposed as part of this contract.

## 2.11 Role of Each Subcontractor (K)

No subcontractors are being proposed as part of this contract.

# 3 E.3 – RFP Section 2.3 – Approach to Contractor Responsibilities

Preferred Experience

Based on our experience providing services to DHS since 2009, NTT DATA brings proven approaches and processes for customer service, project control, status reporting, team staffing, engagement of stakeholders, and project commitment. Based on these proven processes, we have demonstrated successful project delivery for the State of Arkansas via the DHS IT PMO, the BOS PMO, the ARIES PMO, and the CCWIS PMO, as well as through procurement support. Based on this experience, we also bring a strong understanding of the State's current environment and the upcoming pipeline of projects. All of this means NTT DATA is well positioned to continue using these approaches and processes to drive continued success for DHS. Under a new contract, we will continue to engage with DHS to provide nimble, agile, collaborative support.

The NTT DATA Advantage—Reasons why NTT DATA positions DHS for Success:

- ✓ **A detailed understanding of and significant experience with DHS programs, systems, and people.** DHS has been a valued NTT DATA partner since 2009. We have established four effective PMO teams, including the DHS IT PMO, BOS PMO, ARIES PMO, and CCWIS PMO. Through these teams, we collaborate with DHS executives, IT leaders, and business managers and staff across DHS divisions. We support the State's strong relationship with CMS. We also actively assist DHS with emerging changes in Arkansas health programs and the IT systems needed to support those programs today and in the future.
- ✓ **Responsive PMO teams with a solid track record supporting DHS with managing IT systems.** DHS, with our PMO support, has successfully implemented several key IT systems including the Medicaid/MMIS (Core, Data Warehouse, Pharmacy), Integrated Eligibility, and Electronic Visit Verification systems. Overall, we provide project management to DHS IT projects that are progressing as planned. We also pride ourselves in having a partner relationship with DHS business staff.
- ✓ **A PMO focused on the enterprise-wide systems portfolio.** We have assisted DHS in managing its IT projects as a DHS-wide portfolio connecting DHS business sponsors with project governance. We have developed a DHS-wide eligibility enterprise architecture with plans to use the architecture as an enterprise management integration tool for future projects. We also consistently look for ways to leverage Medicaid funding to support DHS projects.
- ✓ **A comprehensive project methodology, tools, and training.** We have provided project tools to help manage project plans, budgets, schedules, documentation, deliverables, and status reports.

Our sound approach and solutions are essential to the success of DHS's PMOs. Guided by Project Management Body of Knowledge (PMBOK) best practices, we use an approach and methodology based on a flexible, integrated management process that complies with all RFP requirements. Project managers, PMOs, and project participants use these integrated processes to manage project schedules, budgets, and quality. These processes enable DHS and participating contractors working on DHS projects to successfully implement both new HHS solutions and associated new business processes. Our integrated management processes are tailored specifically for Arkansas, including the Project Life Cycle Methodology (PLCM) as well as templates, tools, and processes for managing essential elements of a DHS project.

To support DHS success and to meet the requirements listed in RFP Section 2.3.E, NTT DATA will leverage our existing Enterprise Advantage Framework. We provide an overview of the service areas within this framework in proposal Section 3.1.2.

NTT DATA's PMO approach focuses on four components: (1) DHS systems, (2) the DHS and NTT DATA PMO teams managing them, (3) the essential PMO responsibilities these teams carry out, and (4) a common project framework. **Figure 16** describes the flow of these components and location within the proposal where we discuss each.

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## 3.2 Responsibilities Needed to Complete the Requirements (B)

NTT DATA fully understands and acknowledges the responsibilities associated with delivering on the scope of services described in the RFP. We will continue to provide people, processes, and services to manage project implementations across DHS. We also will provide oversight of DHS's multi-contractor environment to support successful configuration, development, design, implementation, and maintenance activities, bringing projects in on time and within budget.

### 3.2.1 High Level Activities to Complete Requirements

In this section, we describe the methodology we will use in the first 30 days to assess the current state of existing PMOs based on the requirements identified within the RFP. This methodology is known as the "Alignment Assessment" methodology.

#### 3.2.1.1 Overview of the Alignment Assessment Methodology

Our objective in using the Alignment Assessment methodology will be to evaluate the alignment of the current DHS processes and procedures with elements contained within this proposal. Using this methodology, we will rate both topics and implementation:

[redacted]

#### 3.2.1.2 Process to Obtain Necessary Information for the Alignment Assessment

[redacted]

#### 3.2.1.3 Analysis of Information and Use of the Alignment Assessment

[redacted]

#### 3.2.1.4 Reporting Results

[redacted]

[redacted]

### 3.2.2 Medicaid Certification Activities

Exceeds Requirements

Navigating CMS guidance is difficult for any state without an experienced partner such as NTT DATA. We bring more than 36 years of experience working with federal agencies such as CMS in support of Medicaid systems. [redacted]

A key piece of federal guidance concerns system certification. The latest CMS certification guidance is for Medicaid programs to transition the systems certification process from the Medicaid Enterprise Certification Toolkit (MECT) to an outcomes-based process known as Streamlined Modular Certification (SMC). SMC is designed to make sure systems that receive federal financial participation (FFP) funding also meet states' business and IT needs and satisfy federal statutory requirements.

CMS is promoting SMC by requiring states to develop outcome statements and evaluation criteria, identify test cases for system demonstrations, and collect and assess operational data as metrics. CMS guidance is released as new SMC processes are refined. SMC is designed to ensure IT projects achieve outcomes and improve Medicaid programs across the SDLC, from implementation through retirement. NTT DATA offers significant experience supporting certification for DHS and for other states. (See Section 2.4 and Section 2.7 for examples.)

Our certification and compliance experts work in parallel with DHS and vendors, guiding and completing all certification activities to drive compliance. These activities help reduce costs, collect evidence that supports certification, and comply with federal regulations to maximize federal funding. In subsequent sections, we discuss in detail how we will work with DHS vendors to help DHS achieve certification.

**The NTT DATA PMO Approach**

For DHS, NTT DATA will:

- Focus on certification requirements early and often.
- Proactively communicate with CMS.
- Plan and schedule for success.

#### 3.2.2.1 Certification Management Approach

NTT DATA is well positioned to provide DHS with the knowledge and expertise needed to secure compliance by MES vendors with SMC processes through the entire build out, from planning and procurement through implementation and operations. In this section we define our approach, including activities, artifacts, and procedures we have used in multiple Medicaid management information system (MMIS) implementations to guide states and selected vendors through certification, from planning through operations.

**Project Management Certification Activities (Planning and Procurement)**

[redacted]

[redacted]

[redacted]

[redacted]

### 3.2.3 Defect Management, Including Prioritization and Resolution of Defects

**The NTT DATA PMO Approach**

For DHS, NTT DATA will:

- Focus on consistent prioritization.
- Proactively communicate with DHS and solution vendors.
- Plan and schedule for success.

A defect is an error, flaw, mistake, or fault in a computer program or system that produces an incorrect or unexpected result. Defects can occur in any phase of testing (including unit testing, system integration testing, end-to-end testing, or user acceptance testing) or in a production environment. Defects may be identified by testers, business users, or any other user of the system. When a defect is identified during any phase of testing or in production, the defect is entered in a test management tool.

In our work with DHS, NTT DATA has continually refined our testing approach to confirm software implementations meet requirements and provide efficient, effective working solutions. We provide significant coverage during our testing, including the types of testing in **Figure 26**.

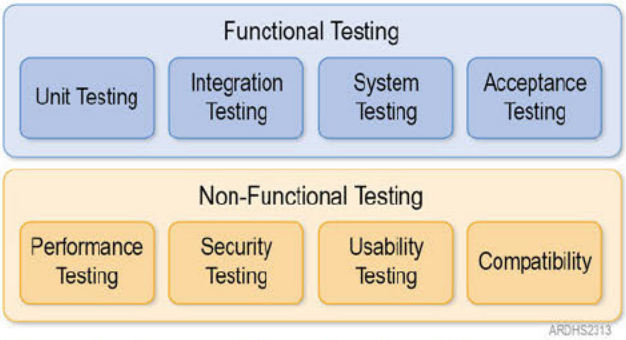


***Figure 26. Types of Functional and Non-Functional Testing.***

Entry of a defect into the test management tool allows the defect to be tracked, updated, and reported on through resolution. Once a defect is added to the testing tool, the solution vendor reviews the defect to determine if it is a duplicate of an existing defect.

As defects are submitted to the test management tool during testing or from the production environment, each defect is assigned a severity rating and a priority rating based on the impact the defect has on the project or on program operations. The initial severity and priority are set by the team member entering the defect. The severity and priority are then reviewed during defect management meetings and can be adjusted pending management approval. At these meetings, we review defects to confirm that each contains the required information and is assigned to a stakeholder for resolution. We subsequently review the status of remediation.

In our process, severity and priority are considered when determining the order in which defects are addressed. The severity of the defect can change as more is understood about the defect and its impacts to the entire system. Because defect severity levels are a factor in prioritizing defect resolution, it is necessary for business owners to be aware of current defect statuses.

Throughout this process, vendors use the testing tool for changing the status of the defect as appropriate. The tool is the system of record for defect activities. The tool supports exporting of

data; if a vendor desires to use its own defect management or test management software, it may do so, but it is required to keep the DHS test tool status updated appropriately.

We worked with DHS to create the defect management process displayed in **Figure 27**.

[redacted]

#### 3.2.3.1 Defect Severities and Prioritization

In our process, defects are assigned a severity level based on the impact a defect has on an application or system via the process shown in **Figure 28**. The severity of a defect may change as more is understood about the defect and its impacts on the system. Because defect severity levels are considered in prioritizing defect resolution, DHS business owners need to be aware of current defect statuses.

***Figure 28. Defect Severity and Priorities***

| Category | Severity and Priority Definitions |
|---|---|
| 1 - Critical | The defect causes a complete system failure or the loss or corruption of a massive amount of data. Testing is blocked. |
| 2 - High | The defect causes a major loss of system functionality, making the system unusable for performing required business functions. No workaround is available or approved by the business owners. Testing is severely hampered or blocked |
| 3 - Medium | The defect causes a loss of system functionality that makes the system unusable for performing required business functions. A workaround exists and must be approved by the business owners prior to moving to the next phase. |

| Category | Severity and Priority Definitions |
|---|---|
| 4 - Low | The defect causes a negative impact on minor business functions, does not adhere to the agreed upon business design, or is related to the visual appearance of the system, a page, or a panel. Workarounds may or may not be available. |

### 3.2.4 APD Tracking and Financial Management

#### 3.2.4.1 APD Tracking and Management

[redacted]

#### 3.2.4.2 Financial Management

As we help DHS achieve its modernization objectives, we will provide financial management activities that meet DHS's expectations and align to the stages and phasing of the MES roadmap through construction of a financial management plan. This plan will document the methodology, processes, approach, standards, templates, and tools used by our team and by vendors to manage the contracts, amendments, budgets, and costs associated with effectively purchasing, building, implementing, and operating a modernized IT system.

**The NTT DATA PMO Approach**

For DHS, NTT DATA will:

- Improve visibility and transparency.
- Identify the best mix and sequencing of projects to speed up business process optimization.
- Support quicker executive decision-making.

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# 4 E.4 - RFP Section 2.5 – PMO Reporting Requirements and Milestones

## 4.1 Detailed Approach and Methodology for each PMO Report and Deliverable

DHS has partnered with NTT DATA since 2009. Over this time, we have adapted and enhanced our proven, results-driven methodologies, tools, and reports to better serve the State of Arkansas by delivering successful project management. We have also provided (and will continue to provide) quality reports based on proven methodologies tailored to the needs of DHS's four program areas. We are excited and thankful for the opportunity to continue this partnership while building upon the work that has already been done.

***Figure 30. High-Level Reporting Methodology***

Our DHS team will track project progress and report on project statuses using multiple approaches and reports. We will maintain a disciplined process for monitoring deliverables and schedule milestones; creating performance measurement baselines for scope, schedule, and cost; and producing and updating project status reports. Specifically, we will provide three levels of reporting, for: (1) individual projects, (2) individual programs, and (3) the overall DHS enterprise level. We will continue to use existing project report templates, but where appropriate for integration purposes, we will provide a recommendation to any report component requiring changes to the DHS Project Manager for input and approval. Our reporting will include:

- **Monthly Staffing Management Plan** – The PMO will provide monthly updates to the staffing management plan that reflect any changes needed to support a PMO-specific project. These monthly updates will be reviewed and approved by DHS.
- **Status Meetings and Project Monitoring** – The PMO will coordinate project status meetings with project sponsors, appropriate DHS division representatives, NTT DATA project directors, DHS project managers, and appropriate key personnel from project teams. These meetings will involve regular discussion of project statuses, risks, issues, budgets, and recommendations. These activities will drive the creation of weekly status reports.
- **Risk and Issue Report** – The PMO will provide a risk and issue report weekly and monthly as part of a project status report to the DHS IT Project Manager and to project sponsors.
- **Performance Review Reports** – The PMO monthly project status reports will include enterprise-metrics regarding the state of delivery and value of selected projects.
- **Advisory Support Report** – The PMO will provide either quarterly or on-demand status reports for the portfolio of projects that receive PMO advisory support services.
- **Executive Summary Reports** – The PMO will submit monthly executive summary reports to project sponsors and to the DHS leadership team.
- **Project Plan Update** – The PMO will submit weekly updates as stages are completed or planned in detail. Additionally, we will update the project plan to reflect the latest understanding of project(s).

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### 4.1.2 Weekly Project Status Report (B)

A sample template of a weekly project status report is in **Exhibit H** (Weekly Project Status Report Template for E.4.B).

DHS will continue to benefit from our transparent, "no-surprises" approach to day-to-day activities. As part of this approach, the PMO team will meet with management and other stakeholders daily, weekly, and monthly to promote full alignment with DHS needs and objectives. Our team is committed to continuing to partner with DHS and accomplish successful project outcomes in a hands-on fashion. We have been (and will continue to be) staffed with professionals who reliably develop and execute meeting agendas and minutes while also facilitating meetings based on DHS requirements and timelines.

[redacted]

### 4.1.3 Weekly Risks and Issues Report (C)

A sample template is provided in **Exhibit I** (Weekly Risks and Issues Report Template for E.4.C).

Building upon the established risk and issue management process now used for the four DHS program areas (BOS, ARIES, the IT PMO, and CCWIS), our PMO teams will collaborate with the DHS Project Director to consolidate and align the [redacted]

[redacted]

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### 4.1.5 Quarterly/On Demand Advisory Support Report (E)

A sample template is provided in **Exhibit K** (Quarterly/On Demand Advisory Support Report Template for E.4.E).

Working collaboratively with DHS leaders and project teams, we have established a solid foundation for delivering the best solutions and project outcomes for Arkansans. Over this time frame, our teams have been called upon to evaluate existing systems, collect requirements for new systems, help create process maps, support business process improvement projects, and perform quality assurance assessment. Our approach to these efforts follows the same proven methodologies that have help shape the framework for all that we do. Currently, our DHS team uses the same project methodology to drive the work effort and reports needed to complete quarterly/on demand advisory support reports.

### 4.1.6 Monthly Executive Summary Report (F)

A sample report is provided in **Exhibit L** (Monthly Executive Summary Report for E.4.F).

By working with our existing NTT DATA team, DHS staff, and existing DHS solution vendors daily, we collect the elements and insights required to create the monthly executive summary report. Our experienced DHS team understands the rigors and stress that DHS leaders and solution vendors sometimes endure. Our goal is always to be fair and consistent as we hold ourselves and other project participants accountable for achieving agreed upon project outcomes. While the executive summary report is a monthly deliverable, it is the result of our team's total day-to-day work effort.

Without efficient, effective methodologies and staff who understand the intricate details of how to manage DHS contracts, the reports will be nothing more than paper or data points on a dashboard. Our team has been (and is) working with DHS to continually evolve the reporting process and procedures, all while breaking down silos that can form in agencies with complex systems projects. [redacted]

Our objective is to assist with transparent reporting at all levels across multiple stakeholder groups. We will continue to partner closely with DHS to identify opportunities to improve maturity, clarity, and reach, while also verifying that we retain what is working in terms of reporting for various audiences.

[redacted]

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# 5 Additional Items Submitted

## 5.1 Copy of Contractor's Equal Opportunity Policy (See Equal Opportunity Policy (A)

Please refer to content under the "Equal Opportunity Policy" tab.

## 5.2 Signed addenda to this RFP, if applicable (See Requirement of Addendum) (B)

Please refer to content under the "Signed Addenda/Addendums" tab.

## 5.3 Voluntary Product Accessibility Template (VPAT), if applicable (C)

Not applicable.

# EXHIBITS

## Exhibit A Resumes of Key Personnel

[redacted]

# Exhibit B Sample Staffing Management Plan for Similar Size / Scope

# Exhibit C Sample PMP (Portfolio and Program/Project Plan)

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# Exhibit D Enterprise Advantage Framework and Methodology

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# Exhibit E Sample Transition Project Work Plan used with Similar Engagement

# Exhibit F Sample Project Tailoring Template

# Exhibit G Sample Staffing Management Plan Template *(4.A)*

# Exhibit H Sample Weekly Project Status Report Template *(4.B)*

# Exhibit I Sample Weekly Risks and Issues Report Template *(4.C)*

# Exhibit J Sample Monthly Performance Report Dashboard *(4.D)*

# Exhibit K Sample Quarterly/On Demand Advisory Support Template *(4.E)*

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# Exhibit L Sample Monthly Executive Summary Report *(4.F)*